

## **STATE ORGANIZATIONAL STRUCTURES FOR DELIVERING ADULT PROBATION SERVICES**

June 1999

015249

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June 1999



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**Appendix A.**

Excerpts: National Advisory Commission on Criminal Justice Standards and Goals study, 1971.

**Appendix B.**

Excerpts: National Institute of Corrections study, Hellum, 1983.

**Appendix C.**

Excerpts: National Institute of Corrections study, NIC Information Center, 1993.

## **Introduction**

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In 1878, Massachusetts became the first state to enact a law authorizing probation. Since then, all states and the federal government have passed laws to establish probation as a sanction for adult and juvenile offenders. The dates of these laws have been documented, but there has been no systematic tracking of the evolution of the organizational structures of probation agencies in the United States. Although a number of organizations have published directories listing probation agency contacts and describing probation systems, their definitions and categories have not provided a consistent way to describe the organizational structure of probation.

According to the National Council on Crime and Delinquency (NCCD) in its 1981 directory, NCCD published the first probation directory in 1907, listing 795 probation officers in the United States. A 1937 NCCD directory listed more than 3,800 probation officers, and a 1970 directory listing both probation and parole agencies identified nearly 25,000 officers.

The National Advisory Commission on Criminal Justice Standards and Goals, in its 1971 study, *Corrections*, described states' organizational structures for delivering adult probation services as follows:

- 26 states had state-administered systems,
- 11 states had locally administered systems, and
- 13 states had combined state/local systems.

These findings are included in Appendix A. The Commission recommended that probation administration be centralized within a state executive branch agency to provide opportunities for better coordination with institutional corrections and other social services. Since that time, the financial support of probation services has increasingly moved to state governments, though states have continued to deliver probation services through a variety of state/local and executive/judicial formats. The shift in financial support is a result of the establishment of consolidated correctional agencies and the unification of court systems.

The American Correctional Association published a probation and parole directory in 1985, with later editions released in 1989, 1992, and 1998. The directories summarize state structures for probation and parole, provide contact information for state and local officials, and include tables and aggregated data on agencies nationwide.

In 1983, Frank Hellum, the principal researcher for NCCD's last directory, completed a national study of probation structure. The results were published by the National Institute of Corrections (NIC) in a document titled, *Adult Probation Systems in the United States*. Selected portions of that report are provided in Appendix B for comparison purposes.

The NIC Information Center surveyed probation agencies in the early 1990s, and in 1993 released *State and Local Probation Systems in the United States: A Survey of Current Practice*. That study described the structure and operation of parole in all the states and identified changes in probation that had occurred

since Frank Hellem's 1983 study. Selected portions of that report are included in Appendix C and provide a consistent framework in which to compare the organizational structure of probation in 1998.

The present study is the third study of adult probation sponsored by NIC since 1983, and it updates information provided in the 1993 NIC publication. Unlike its predecessors—which described not only states' probation structures but also probation's relation to the judicial process, investigatory and other functions, and types of offenders supervised—this document focuses solely on the structure in each state for delivering adult probation services. It tracks the ways state probation structures have changed since 1993 and gives a profile of each state's current structure for delivering adult probation services.

### **Project Method**

NIC Information Center staff contacted and interviewed by telephone an administrator in the adult probation agency in each of the 50 states. In most instances, the person interviewed was the head of the agency. A standard interview protocol elicited the same information from each administrator. The interview sought information on the following elements related to the structure of probation in each state:

- Branch and level of government responsible for adult probation services;
- Degree of state oversight of probation;
- Responsibility of the adult probation agency for other community-based corrections services;
- Source of funds for adult probation;
- Degree of involvement of private entities in adult probation supervision;
- Recent or proposed changes in the structure of probation in the state.

Based on the information obtained through the interviews, Information Center staff prepared a draft profile describing each state's structure for delivering probation services and faxed the draft to the agency contact for review. Staff incorporated suggested changes in each profile and made follow-up contacts where necessary to clarify responses or obtain additional information.

### **How This Document Is Organized**

- Section II summarizes the current structure of probation.
- Section III highlights the changes in state structures for delivering adult probation services since 1993.
- Section IV provides a profile of the structure for delivering adult probation services in each state.
- Appendices A through C provide selected information from earlier studies.

# **Current Structure of Adult Probation Agencies in the United States**

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This section summarizes the structure of probation agencies in the U.S. in 1998. The structures vary significantly from state to state. In some states, for example, probation is highly centralized, with a single state agency responsible for services throughout the state, while in others the probation function may be completely decentralized, the complete responsibility of single or multi-county entities.

## **Branch and Level of Government Providing Adult Probation Services**

The two most important variables in describing the organizational structures for delivering adult probation services are 1) level of government—either state or local government, and 2) branch of government—either executive or judicial. In a few states, the probation structure varies among jurisdictions and includes both levels and/or both branches of government.

Table 1, page 4, indicates the states whose adult probation services fits into each of five major organization models:

- Single, state executive agency;
- Local executive agency/ies;
- Single, state judicial agency;
- Local judicial agency/ies; and
- Combination of organizational models within the state.

Table 1 presents information on only the primary adult felony probation agency/ies in each state. Information on probation services for municipal courts or on private entities that may supervise some categories of adult probationers is provided in the state profiles.

**State executive branch agency.** As indicated in Table 1, the most common organizational structure for probation is for a state executive branch agency to provide probation services throughout the state. In 30 states, a state or local level agency in the executive branch of government delivers adult probation services. Variations among these agencies:

- Twenty-six (26) states deliver probation services through an agency within the department of corrections.
- In two states (Alabama and Arkansas), probation services are delivered by a state agency under the authority of an independent board.
- In one state (South Carolina), an independent, cabinet-level agency delivers probation services.

**Table 1. Branch and Level of Government Delivering Adult Probation Services**

	Executive Branch		Judicial Branch	
	State level	Local level	State level	Local level
Alabama	✓			
Alaska	✓			
Arizona				✓
Arkansas	✓			
California *		✓		✓
Colorado			✓	
Connecticut			✓	
Delaware	✓			
Florida	✓			
Georgia	✓			
Hawaii			✓	
Idaho	✓			
Illinois				✓
Indiana				✓
Iowa		✓		
Kansas			✓	
Kentucky	✓			
Louisiana	✓			
Maine	✓			
Maryland	✓			
Massachusetts			✓	
Michigan	✓			
Minnesota *	✓	✓		✓
Mississippi	✓			
Missouri	✓			
Montana	✓			
Nebraska			✓	
Nevada	✓			
New Hampshire	✓			
New Jersey			✓	
New Mexico	✓			
New York		✓		
North Carolina	✓			
North Dakota	✓			
Ohio *	✓			✓
Oklahoma	✓			
Oregon		✓		
Pennsylvania *	✓			✓
Rhode Island	✓			
South Carolina	✓			
South Dakota			✓	
Tennessee	✓			
Texas				✓
Utah	✓			
Vermont	✓			
Virginia	✓			
Washington	✓			
West Virginia				✓
Wisconsin	✓			
Wyoming	✓			

\* Indicates a system with multiple service delivery structures.

- In one state (Nevada), adult probation is under a public safety agency that has no responsibility for institutional corrections.

**Local executive agency.** In three states (Iowa, New York, and Oregon), probation services are delivered exclusively through county or multi-county agencies in the executive branch.

**State judicial agency.** The judicial branch of state government is responsible for probation services in eight states (Colorado, Connecticut, Hawaii, Kansas, Massachusetts, Nebraska, New Jersey, and South Dakota). It is important to note that although a state-level judicial entity in each of these states is charged with the responsibility for adult probation services, the degree of centralization of the states' service delivery structure within the judicial division varies widely. For example, in Hawaii, the state judicial branch is formally responsible for adult probation services, but the structure for delivering services is highly decentralized. At the other end of the spectrum, New Jersey and Nebraska have strong state-level responsibility for oversight and control.

**Local judicial agency.** In five states (Arizona, Illinois, Indiana, Texas, and West Virginia), local agencies in the judicial branch deliver probation services.

**Combination of organizational models.** Probation services are delivered through multiple organizational models in four states. In three of these states (Minnesota, Ohio, and Pennsylvania), some combination of state executive branch and local executive agencies provide services. In the fourth (California), probation services are delivered by local agencies, in either the judicial or the executive branch.

### **Misdemeanant Supervision**

In about half the states, the agency that supervises adult felons also supervises all misdemeanants:

- Twenty-four (24) states report that their probation agencies are responsible for all felony and misdemeanor supervision.
- In 16 states, some but not all categories of misdemeanants are supervised by the adult probation agency. In most instances, those supervised are cases in one of the following categories: 1) those that have been reduced from felony charges, 2) serious misdemeanors, or 3) special requests from the court. In one state that has a multiple organizational structure, some, but not all, jurisdictions in the state supervise serious misdemeanants.
- In 10 states, the adult probation agency supervises felony cases only. In some jurisdictions of states with multiple organizational structures only felons are supervised.

### **Responsibility of Adult Probation Agency for Adult Parole and/or Juvenile Probation and Parole**

States exhibit a variety of patterns in terms of primary probation agencies' responsibility for supervising other types of caseloads. Agencies may supervise only adult probationers or may also be responsible for parole supervision. A number of adult probation agencies also supervise juvenile probationers. (See Table 2, page 6.)

- In only six states (Connecticut, Georgia, Hawaii, Maine, Massachusetts, and Tennessee) is the adult probation agency responsible for only the adult probation function. However, changes are planned for probation services in Tennessee and Connecticut, as described later in this report.

**Table 2. Adult Probation Agencies' Responsibility for Other Community Corrections Functions**

	Adult Probation and Parole	Adult Probation Only	Adult and Juvenile Probation
Alabama	✓		
Alaska	✓		
Arizona		✓*	✓
Arkansas	✓		
California			✓
Colorado			✓
Connecticut		✓	
Delaware	✓		
Florida	✓		
Georgia		✓	
Hawaii		✓	
Idaho	✓		
Illinois			✓
Indiana			✓
Iowa	✓		
Kansas			✓
Kentucky	✓		
Louisiana	✓		
Maine		✓	
Maryland	✓		
Massachusetts		✓	
Michigan	✓		
Minnesota	✓		✓
Mississippi	✓		
Missouri	✓		
Montana	✓		
Nebraska			✓
Nevada	✓		
New Hampshire	✓		
New Jersey			✓
New Mexico	✓		
New York			✓
North Carolina	✓		
North Dakota	✓		
Ohio	✓	✓	✓
Oklahoma	✓		
Oregon	✓		✓
Pennsylvania	✓*	✓*	✓*
Rhode Island	✓		
South Carolina	✓		
South Dakota			✓
Tennessee		✓	
Texas	✓		✓*
Utah	✓		
Vermont	✓		
Virginia	✓		
Washington	✓		
West Virginia			✓
Wisconsin	✓		
Wyoming	✓		

\* Indicates that some, but not all, of the probation agencies in the state are involved in the function.

- In most states (30), the adult probation and parole functions are fully integrated. Officers usually have combined caseloads in these states. In three additional states some jurisdictions combine adult probation and parole, while other jurisdictions keep them separate.
- In 10 states, adult and juvenile probation are fully integrated. These states include California, Colorado, Illinois, Indiana, Kansas, Nebraska, New Jersey, New York, South Dakota, and West Virginia. (Single jurisdictions in both California and Colorado have separate adult and juvenile probation functions.) In another six states (Arizona, Minnesota, Ohio, Oregon, Pennsylvania, and Texas), adult and juvenile probation are combined in some jurisdictions but not in others.
- In two states (Ohio and Pennsylvania), some or all of the jurisdictions in the state assign responsibility for both adult parole and juvenile probation to adult probation agencies.

**Other community-based programs.** Adult probation agencies are often responsible for other community-based services and programs, in addition to parole or juvenile probation or aftercare. Agencies' responsibility for such programs are defined in the state profiles, beginning on page 15.

Examples of these community-based programs include:

- Community Corrections Acts (CCAs), which allocate state funding for local programs and are usually designed to reduce prison commitments;
- Direct provision of or contracting for services such as residential services, day reporting, drug courts, and community service programs;
- Pretrial services programs; and
- Work release, community-based centers, and home confinement programs for state inmates.

### **Primary Funding Sources for Adult Probation Agencies**

Table 3, page 8, identifies the primary funding source for adult probation services in each state. State appropriations support all or a portion of probation services in 48 states. In many states where both state and local governments support probation services, the local contribution is for office space and operational expenses. Also, the table identifies offender fees as a revenue source only if collections apply directly to the agencies' budgets rather than reverting to general funds of the state or local governments.

Several patterns of funding can be observed from the table:

- **State funding only**—Eighteen (18) states rely entirely on state funds allocated by the state legislature to support adult probation services. These states may collect supervision fees from offenders, but the revenues revert to the state's general fund.
- **State funding supplemented directly by offender fees**—Seventeen (17) states support adult probation through state funding that is supplemented by offender fees that apply directly to the agency's budget.
- **State and local funding**—Seven (7) states receive funds from both state and local governments. In many states in which both state and local governments support probation services, the local contribution is for office space and operational expenses.
- **State and local funding supplemented by offender fees**—In six (6) states, support for proba-

**Table 3. Primary Funding Sources for Adult Probation Services**

	Government Appropriations		
	State government	Local government	Offender Fees
Alabama	✓		✓
Alaska	✓		
Arizona	✓	✓	✓
Arkansas	✓		✓
California		✓	✓
Colorado	✓	✓	
Connecticut	✓		
Delaware	✓		
Florida	✓		
Georgia	✓		
Hawaii	✓		
Idaho	✓		
Illinois	✓	✓	✓
Indiana		✓	✓
Iowa	✓		✓
Kansas	✓	✓	
Kentucky	✓		
Louisiana	✓		✓
Maine	✓		
Maryland	✓		
Massachusetts	✓		
Michigan	✓		✓
Minnesota	✓	✓	
Mississippi	✓		✓
Missouri	✓		
Montana	✓		
Nebraska	✓	✓	
Nevada	✓		✓
New Hampshire	✓		
New Jersey	✓	✓	
New Mexico	✓		✓
New York	✓	✓	✓*
North Carolina	✓		
North Dakota	✓		✓
Ohio	✓	✓	✓
Oklahoma	✓		✓
Oregon	✓		
Pennsylvania	✓	✓	
Rhode Island	✓		
South Carolina	✓		✓
South Dakota	✓	✓	
Tennessee	✓		✓
Texas	✓	✓	✓
Utah	✓		✓
Vermont	✓		✓
Virginia	✓		
Washington	✓		✓
West Virginia	✓	✓	
Wisconsin	✓		✓
Wyoming	✓		✓

\* Indicates a revenue source for some, but not all, jurisdictions in the state.

tion comes from state and local revenues, supplemented by offender fees that apply directly to the agency's budget.

- **Local funding supplemented by offender fees**—In the remaining two (s) states, funding for probation comes from local funds supplemented directly by offender fees.

### **Privatization of Probation Supervision**

Earlier NIC studies of probation did not address the issue of private entities providing probation supervision services, as it was extremely rare for states to contract with private providers for supervision or for agencies to be statutorily authorized to do so. The private sector has a history of providing educational and treatment programs, residential services, substance abuse testing, electronic monitoring, and similar services for probationers. Until recently, there has been little involvement from private entities in supervising probationers, but there is clearly a growing trend toward privatizing at least some aspects of probation supervision.

Not all states track the involvement of private entities in probation supervision, and in some states private supervision of probationers is prohibited by statute. However, it is clear that in at least 10 states, private agencies are currently providing primary probation supervision services for misdemeanor or lower-risk felony cases.

# **Organizational Changes in Probation Agencies During the Mid-1990s**

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Many states have made changes in their structure for delivering adult probation services since 1993. The changes were prompted in some states by new legislation and in others by internal agency restructuring. They varied in significance, with some changes representing major shifts in the level of state government's responsibility for adult probation services or in the probation agency's responsibility for other community-based corrections functions, while others were relatively minor administrative reorganizations.

The following discussion provides 1) an overview of the types of changes that have taken place since 1993, 2) brief descriptions of what has taken place in states that have made changes in their structure for delivering adult probation, and 3) notes concerning states that are considering or have adopted but not yet implemented significant changes.

## **Categories of Change**

Fifteen (15) states reported that they had made changes in the structure of probation between 1993 and 1998. There was no general pattern in the types of changes that occurred during the past five years.

- In two states (Arkansas and New Jersey) responsibility for adult probation was shifted from local judicial agencies to a state-level judicial agency. On the other hand, adult probation in Oregon was formerly a combination of state and local responsibility; a 1995 change transferred probation and all community-based services to the local level.
- Responsibility for probation and parole was combined in two states: Arkansas merged probation and parole field services in 1998. Although the change has not yet take place, the Tennessee legislature voted in 1998 to combine adult probation and parole, effective July 1, 1999.
- One state (Montana) split corrections (including probation) away from a larger umbrella agency, making it a separate cabinet-level agency. In Nevada, on the other hand, probation, which has previously been a separate cabinet-level agency, was placed under an umbrella department.
- There was a change in the adult probation agency's responsibility for juvenile services in four states. In two states (Montana and West Virginia), the adult probation agency assumed responsibility for juvenile parole. In Maine and South Dakota, however, responsibility for juvenile parole was shifted from the probation agency to another division or agency.
- The adult probation agency assumed additional responsibility for other community-based programs in four states (Louisiana, Maine, North Carolina, and Wisconsin). These changes, which varied in degree and impact, resulted in some states from an internal decision to restructure and in others from a legislatively mandated restructuring.

- In five states (Iowa, Massachusetts, South Carolina, Vermont, and Washington), the probation agency functions and basic structure remained the same, but there was some degree of internal reorganization.

### **States Whose Probation Structure Has Changed Since 1993**

Following is a brief summary of changes in state probation structures in the past five years.

- **Arkansas**—In 1993, the Arkansas Adult Probation Commission (AAPC) was merged with the Board of Correction to form the Board of Correction and Community Punishment. The seven-member board was established to oversee both institutional (Department of Correction) and community corrections (Department of Community Punishment) in the state. A merger of probation services with parole field services under the Department of Community Punishment was completed in March 1998. Prior to the creation of the Board of Correction and Community Punishment, the Arkansas Probation Commission set standards and provided oversight to local probation agencies, which were under the local court systems.
- **Connecticut**—A plan to reorganize court services was released in January 1999 and implemented the following month. The Office of Adult Probation was eliminated, and adult probation was integrated under the umbrella structure of Court Support Services with juvenile probation, juvenile detention, bail commission, family services, and alternative sanctions. The organization was divided into five regions, with adult and juvenile probation supervision units and intake units established at the field level.
- **Louisiana**—In recent years, the Division of Probation and Parole has been given total responsibility for halfway houses and work release centers. Previously, the Division had only minor involvement in their operation. Since 1992 there have also been several changes in the titles of state-level probation positions, but no changes in their responsibility.
- **Maine**—The Maine Department of Corrections reorganized its community services structure in 1996. The Division of Probation and Parole, which had previously provided adult and juvenile probation services throughout the state, was replaced by a Division of Adult Community Corrections and a Division of Juvenile Community Corrections. Under the new structure, adult and juvenile field services were separated, and the adult unit also assumed responsibility for pre-release centers and for a home confinement program allowing some inmates to be placed in the community for up to one year prior to their scheduled discharge.
- **Massachusetts**—Between 1995 and 1997, probation field services for juveniles were separated from adult field services. Separate “sites,” or field offices, were designated to serve the juvenile courts.
- **Montana**—Prior to 1995, institutional and community corrections operations were under the Department of Corrections and Human Services. Reorganization in that year resulted in formation of the Department of Corrections and a separate Department of Health and Human Services. The Probation and Parole Bureau of the Department of Corrections also assumed responsibility for juvenile parole services.
- **Nevada**—As a result of the reorganization of the state’s executive branch in 1993, the Department of Parole and Probation, a cabinet level agency, became the Division of Parole and Probation under the Department of Motor Vehicles and Public Safety. The agency was also designated by the legislature to oversee registration and classification of sex offenders in Nevada.

- **New Jersey**—On January 1, 1995, probation responsibility was transferred from counties to state government. The change resulted from a voter referendum passed in 1992 aimed at relieving local property taxes by shifting costs to the state.
- **North Carolina**—In 1993, the Department of Corrections reorganized all community-based services. The Division of Community Corrections, now responsible for all intermediate sanctions, replaced the Division of Adult Probation and Parole. Parole was eliminated in 1994 and replaced with “post-release supervision” for most serious offenses, but, in addition to managing adult probation, the new Division now also coordinates funding for county-operated programs designed to enhance probation services.
- **Oregon**—After operating since 1979 under a Community Corrections Act that gave counties the option of operating community-based services, Oregon’s probation structure changed in 1995 with the state legislature’s passage of the Community Partnership Act. The new system shifts operations of all community-based programs to counties, which also formed “local supervision authorities” to oversee probation and post-prison supervision. Funding for the program flows through the Oregon Department of Corrections.
- **South Carolina**—Following legislation passed in 1992, South Carolina moved to a cabinet form of government in January 1993. Since that date, the Director of the Department of Probation, Parole, and Pardon Services has been directly appointed by the Governor rather than by the Board of Paroles and Pardons.
- **South Dakota**—In 1996, the responsibility for juvenile aftercare services was transferred from the local court services staff, who deliver adult and juvenile probation services, to the Department of Corrections, which also manages adult parole services.
- **Vermont**—In 1995, Vermont adopted a restorative justice philosophy that resulted in a reorganization of field services under the Department of Corrections. Instead of providing traditional case management of probation and parole cases in the community, field offices were designated as one of two tracks: 1) risk management services track for higher risk cases, or 2) reparative services track for lower-risk offenders whose sanctions are often developed in coordination with Community Reparative Boards.
- **West Virginia**—Since a reorganization on July 1, 1993, the local judicial departments deliver juvenile probation and juvenile aftercare services in addition to adult probation services.
- **Wisconsin**—In 1998, the Wisconsin Department of Corrections reorganized its community services structure. The Division of Probation and Parole became the Division of Community Corrections. Upper management of field services was restructured and the management of seventeen community correctional centers, previously under the Division of Adult Institutions, was transferred to the Division of Community Corrections.

Also of note, both Washington and Iowa integrated the management of institutional and field operations by designating regional or deputy directors over both, rather than having separate upper management units for community corrections.

## **States with Forthcoming or Potential Changes in Probation Structure**

In the following states, legislation has been passed to restructure probation, or the state is engaged in planning that could lead to reorganization in the near future.

- **Hawaii**—Continued economic pressures on state government have resulted in discussions of reorganizing or consolidating public services such as probation to reduce costs.
- **Indiana**—The state legislature recently established a Probation Services Study Committee to review the organization and operations of probation in the State. Membership includes state legislators, judges, county officials and probation agency staff. The Committee is to function for three years (1998 to 2000) and will submit annual reports and recommendations to the legislature.
- **Kansas**—Legislation passed in 1993 called for the consolidation of community-based corrections, (probation, parole, and a Community Corrections Act) in Kansas. However, no implementing legislation was subsequently passed to designate the organizational structure or to transfer funding for the new system. A bill may be introduced in the 1999 session to implement restructuring of the current system.
- **Minnesota**—The Minnesota Department of Corrections and the Association of Minnesota Counties jointly formed a committee in 1998 to study the organization community corrections in the state. As a result, legislation was drafted for the 1999 session to establish an advisory council on correctional services in the community. The council is to advise the Commissioner of Corrections on the operations and structure of community-based corrections.
- **New Mexico**—Some state officials were anticipating a bill to be introduced in the 1999 legislative session that would move probation functions from the Department of Corrections to the authority of the judicial branch.
- **Oklahoma**—A truth-in-sentencing program is scheduled for implementation in July 1999; the program includes a reorganization of community corrections. The program includes sentencing guidelines and the creation of local planning boards to develop plans for community-based services within county or multi-county areas. The boards would be authorized to use their state allocations to develop local programs or to contract with existing state agencies to deliver services. The program was originally scheduled for implementation on July 1, 1998, but was delayed a year because of concerns from local prosecutors regarding the sentencing guidelines.
- **Tennessee**—In July 1999, probation functions are scheduled to be transferred from the state Department of Corrections to the Board of Parole. The Board will be renamed the Board of Probation and Parole and will consolidate probation and parole field services.

## **State Probation Profiles**

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Following are profiles of probation services as provided in each of the 50 states. Elements within each profile include:

- The current structure for delivering adult probation services;
- The degree of state oversight of probation;
- Other community-based corrections services also coordinated by the adult probation agency;
- Funding sources for probation;
- Involvement of the private sector in the supervision of probationers; and
- Changes in the structure of probation that have occurred in the state since 1993, or current proposals for changing probation.

Also provided for each state is the title of an agency contact for additional information.

## **ALABAMA**

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### ***Alabama Board of Pardons & Paroles***

#### **Structure for Delivering Adult Probation Services**

The Alabama Board of Pardons and Paroles, an executive branch agency in state government, provides adult felony probation services. Three members of the Board, appointees of the governor, administer the agency; and an Assistant Executive Director oversees field services. Services are organized into nine districts, with 53 field offices. Probation caseloads are composed primarily of felons sentenced by the circuit courts, with a very limited number of misdemeanor cases from circuit or district court. Most misdemeanor probation cases are released to informal supervision.

#### **State Oversight**

The central office of the Board is responsible for agency policy and procedures, manages staffing and budgeting statewide, plans programs and services, conducts audits and inspections of field offices, collects statistics and produces regular reports, and provides staff training (except for peace officer certification). The central office also manages Interstate Compact business.

#### **Other Community-Based Corrections**

In addition to probation, the Board of Pardons and Paroles is also responsible for adult parole services. County probation departments provide juvenile probation and aftercare services. At least one municipality in the state has formed an adult probation department.

#### **Funding**

The Board of Pardons and Paroles is funded by state appropriations, with additional revenues from offender fees.

#### **Privatization of Probation Supervision**

The Board does not monitor private probation services; therefore, the status of private probation in the state is uncertain.

#### **Recent or Proposed Changes in Probation Structure**

None.

#### **Alabama Contact**

Assistant Executive Director  
Alabama Board of Pardons & Paroles  
500 Monroe Street  
Montgomery, Alabama 36130  
(334) 242-8700

# **ALASKA**

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## *Department of Corrections, Division of Community Corrections*

### **Structure for Delivering Adult Probation Services**

Adult felony probation cases in Alaska are supervised by the Division of Community Corrections of the Alaska Department of Corrections, which is in the executive branch of state government. The Division has a central office, three regional offices, and 13 district offices within the regions. The Division provides probation services for all state superior courts, which handle felony cases. Misdemeanor offenders granted probation by the district courts are not supervised.

### **State Oversight**

The central office establishes budgets and staffing levels for the regions, develops overall policies, and conducts audits to monitor compliance with agency guidelines. Because of the geographic and regional differences throughout the state, considerable flexibility is given to regions to adapt agency operational policies and program approaches. The Interstate Compact is administered from the central office, which also provides overall management of the agency.

### **Other Community-Based Corrections**

The Division of Community Corrections also supervises adult parolees. A division of the Department of Health and Human Services provides juvenile probation and parole services. There are no municipal probation agencies in Alaska.

### **Funding**

All funding for the Division of Community Corrections is appropriated by the state legislature.

### **Privatization of Probation Supervision**

There are no private agencies providing probation services in Alaska.

### **Recent or Proposed Changes in Probation Structure**

None.

### **Alaska Contact**

Director, Division of Community Corrections  
Alaska Department of Corrections  
4500 Diplomacy Drive  
Anchorage, Alaska 99687  
(907) 269-7370

# **ARIZONA**

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## ***Administrative Office of the Courts***

### **Structure for Delivering Adult Probation Services**

Adult felony probation services in Arizona are delivered by 15 local judicial branch agencies. The agencies are under direct management of the Superior Courts, whose jurisdictional boundaries correspond to the 15 counties of the state. The Chief Judges of the Superior Courts have the authority to hire probation staff and provide operational oversight.

### **State Oversight**

The Administrative Office of the Courts coordinates probation by setting service standards, establishing rules for probation operations, allocating state funding, providing technical assistance and training, conducting operational reviews, monitoring compliance with performance goals, developing classification systems, managing the fleet of vehicles used by agencies, collecting data, and providing regular statistical reports on probation. The Administrative Office manages the Interstate Compact for probationers only.

### **Other Community-Based Corrections**

Seven of the 15 judicial branch agencies provide both adult and juvenile probation services. Separate juvenile court probation agencies exist in the remaining eight counties. There are no probation services for misdemeanants, but one local probation department supervises municipal probation cases through an inter-governmental agreement.

Adult parole services are provided by the Division of Community Corrections within the Arizona Department of Corrections. Another state executive branch agency, the Division of Juvenile Corrections, manages juvenile aftercare.

### **Funding**

Funding for probation services comes from state and local governments and from offender fees. The state pays for staff added since 1985 to maintain a ratio of 1 officer to 60 cases.

### **Privatization of Probation Supervision**

There are no private probation agencies in Arizona and no state statutes dealing with private probation services.

### **Arizona Contact**

Director, Adult Services  
Administrative Office of the Courts  
1501 W. Washington, Suite 411  
Phoenix, Arizona 85007  
(602) 542-9468

# **ARKANSAS**

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## *Department of Community Punishment*

### **Structure for Delivering Adult Probation Services**

A state executive branch agency delivers adult probation services in Arkansas. The agency, the Department of Community Punishment, is under the Arkansas Board of Correction and Community Punishment. The Department of Correction, also under the Board, manages adult institutions. The Department of Community Punishment oversees felony and misdemeanor (Class A only) probation for the 24 circuit courts of the state. The Department is organized into two regions, with 19 area offices. There are 31 additional branch offices within the regions, resulting in 50 local offices.

### **State Oversight**

Administration of the department is centralized. The central office establishes agency policies and procedures, oversees audits and inspections of local offices to monitor compliance with agency guidelines, collects data and provides regular reports, provides budgeting and staffing allocations, provides staff training, oversees program development and planning, and provides statewide coordination with other government units. The Interstate Compact Office is located within the department.

### **Other Community-Based Corrections**

The Department of Community Punishment has also managed adult parole since the merger of adult probation and parole functions in March 1998. Several cities operate municipal probation departments. Juvenile probation services are provided by county juvenile probation offices under the administration of the circuit courts. The Arkansas Department of Human Services, Division of Youth Services, manages juvenile aftercare.

### **Funding**

Department of Community Punishment funding comes from state appropriations and offender fees.

### **Privatization of Probation Supervision**

There are no known private probation agencies operating in Arkansas.

### **Recent or Proposed Changes in Probation Structure**

In 1993, the Arkansas Adult Probation Commission (AAPC) was merged with the Board of Correction to form the Board of Correction and Community Punishment. The seven-member board was established to oversee both institutional (Department of Correction) and community corrections (Department of Community Punishment) in the state. A merger of probation services with parole field services under the Department of Community Punishment was completed in March 1998. Prior to the Board of Correction and Community Punishment, the Arkansas Probation Commission set standards and provided oversight to local probation agencies, which were under the local court systems.

### **Arkansas Contact:**

Director, Department of Community Punishment  
Arkansas Board of Correction and Community Punishment  
105 West Capitol, 2nd Floor  
Little Rock, Arkansas 72201  
(501) 682-9566

# CALIFORNIA

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*(County-level organization)*

## **Structure for Delivering Adult Probation Services**

County governments in California have responsibility for all adult and juvenile felony and misdemeanor probation services. In some counties, the probation agencies are executive branch units. In others, the local probation agencies are under the administrative authority of local courts or are jointly overseen by the county executive and judicial branches.

## **State Oversight**

No state agency has oversight or coordination responsibilities. Therefore, the organization that serves to link the local probation departments is the Chief Probation Officers' Association.

## **Other Community-Based Corrections**

Juvenile probation services are also under county governments in California. In 57 of the state's 58 counties, juvenile and adult probation services are combined within a single county probation department. One county has separate adult and juvenile agencies.

Adult parole services are provided by the Parole and Community Services Division, a state executive branch agency within the Department Corrections. The California Department of Youth Authority is responsible for parole/aftercare supervision for juveniles and also administers the Interstate Compact for Adult Probation.

## **Funding**

Funding for probation comes primarily from county funds, supplemented by offender fees. State funds are available from the California Board of Corrections for staff training, if county agencies voluntarily comply with state training standards. State funds are also available for some juvenile programs operated by county probation departments.

## **Privatization of Probation Supervision**

No private probation agencies are known to operate in California.

## **Recent or Proposed Changes in Probation Structure**

None.

## **California Contact:**

President, Chief Probation Officers of California  
San Bernardino County Probation Department  
175 West Fifth Street (4th Floor)  
San Bernardino, California 92415-0460  
(909) 387-5693

# **COLORADO**

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## *Office of the State Court Administrator*

### **Structure for Delivering Adult Probation Services**

All adult and juvenile probation services for felony and misdemeanor crimes are delivered or managed by Colorado's judicial branch of state government.

### **State Oversight**

The administration of probation is a combination of both centralized and decentralized approaches. Separate probation departments exist in each of the state's 22 judicial districts. The chief probation officer in each district is appointed by and responsible to the chief judge of that district. A statewide probation administration in the state court administrator's office is responsible for budget and personnel allocation, probation standards, auditing functions, special programming, grant management, training, and statewide coordination.

### **Other Community-Based Corrections**

Adult parole supervision is administered by the state Department of Corrections. Juvenile aftercare services are provided by the state Division of Youth Corrections. Both are executive branch agencies.

The administration of the Community Corrections Act program, which provides alternative sanctions separate from probation, is located in the state Department of Public Safety.

### **Funding**

Funding for staff salaries, program services, and operations is appropriated by the Colorado General Assembly. County governments are responsible for providing office space for judicial functions, including probation.

### **Privatization of Probation Supervision**

Based on an order of the Chief Justice of the Colorado Supreme Court in 1996, the state is beginning to use private sector agencies to provide direct supervision to lower risk felons and misdemeanants. The order allows judicial districts to contract with private agencies to provide such services, which are supported by offender fees paid directly to service providers.

### **Recent or Proposed Changes in the Structure of Probation**

None.

### **Colorado Contact**

Probation Services Administrator  
Office of the State Court Administrator  
1301 Pennsylvania Street, Suite 300  
Denver, Colorado 80203  
(303) 837-3682

# **CONNECTICUT**

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## *Connecticut Judicial Branch*

### **Structure for Delivering Adult Probation**

The Office of Adult Probation, a state agency in the judicial branch, manages probation services for adult felons and misdemeanants in Connecticut. The Office is a part of the Court Support Services Division of the Judicial Branch, under the administration of the Chief Court Administrator. The Office of Adult Probation is organized into three districts with 16 field offices. It serves both the Superior (Part A) Courts and lower level Geographic Area (GA) Courts.

### **State Oversight**

The Chief Court Administrator's office is responsible for agency policies and procedures, service standards, and staff training. The central office also hires staff and allocates staffing throughout the state, and maintains a database of probation statistics, oversees the adult probation Interstate Compact activities, and generates annual and special reports. The central office conducts case reviews to monitor local operations, manages contracts for probation services, and performs program outcome studies.

### **Other Community-Based Corrections**

The Board of Parole, a state agency in the executive branch, manages adult parole supervision. Juvenile probation is overseen by a separate unit within the Judicial Branch, the Family Services Division. The Department of Children and Families, another state executive branch agency, oversees juvenile parole services. There are no probation agencies managed by units of local government in the state.

### **Funding**

The agency is funded through state legislative appropriations.

### **Privatization of Probation Supervision**

The Office of Adult Probation contracts with a single private agency to supervise lower risk probation cases in Connecticut.

### **Recent or Proposed Changes in Adult Probation**

A major reorganization of the Judicial Branch will take place in 1999, involving the elimination of the Office of Adult Probation and the integration of adult probation under the umbrella structure of Court Support Services with juvenile probation, juvenile detention, bail commission, family services, and alternative sanctions. The organization was divided into five regions, with adult and juvenile probation supervision units and intake units established at the field level.

### **Connecticut Contact**

Director, Office of Adult Probation  
State of Connecticut Judicial Branch  
2275 Silas Dean Highway  
Rocky Hill, Connecticut 06067  
(860) 563-1332

## **DELAWARE**

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### ***Department of Correction, Division of Probation and Parole***

#### **Structure for Delivering Adult Probation Services**

A state executive branch agency delivers adult probation services in Delaware. The Division of Probation and Parole, one of two divisions of the Bureau of Community Custody and Supervision within the Department of Correction, is responsible for both felony and misdemeanor probation services in the state. The state is divided into four supervision regions.

#### **State Oversight**

The Department of Correction, the Bureau of Community Custody and Supervision, and the Division of Probation and Parole set policies and procedures. The Division of Probation and Parole monitors compliance with agency guidelines, collects data and provides reports, allocates budget, trains staff, and oversees program development and planning, and administers the Interstate Compact.

#### **Other Community-Based Corrections**

The Division of Probation and Parole also administers adult parole services, with all officers handling combined caseloads. There are no municipal probation services in the state. Halfway houses are under the other Division in the Bureau of Community Custody and Supervision, the Division of Community Corrections.

Juvenile probation and aftercare are the responsibility of the Department of Services for Children, Youth, and Their Families, another cabinet-level agency.

#### **Funding**

All funds are allocated by the state legislature. Offender fees are collected and remitted to the state's general fund.

#### **Privatization of Probation Supervision**

The Delaware legislature has not specifically authorized the privatization of probation supervision, but the Division of Probation and Parole does sometimes contract with a private group to supervise offenders under pretrial supervision.

#### **Recent or Proposed Changes in Probation Structure**

There have been no changes in the structure of probation in recent years, although there is a current proposal to combine the policies of the Bureau of Community Custody and the Division of Probation and Parole.

#### **Delaware Contact:**

Director, Division of Probation and Parole  
80 Monrovia Ave.  
Smyrna, Delaware 19977  
(302) 739-5601

## **FLORIDA**

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### *Department of Corrections, Office of Community Corrections*

#### **Structure for Delivering Adult Probation Services**

The Office of Community Corrections within the Florida Department of Corrections manages statewide adult probation and parole services. The agency supervises all adult felons and misdemeanants, if they were sentenced by circuit courts. Misdemeanants placed on probation by county courts are supervised by county or private agencies. The Office is organized into five regions. Within the regions are 20 circuit offices, which correspond to the 20 judicial circuits of the state. There are 155 field offices statewide.

#### **State Oversight**

The central office develops agency probation and parole policy and procedures, operations standards, and coordinates with regional managers for agency staffing and budgeting. The central office also conducts management reviews and audits of field operations and provides monitoring and technical assistance. The central office coordinates probation services with other correctional and justice agencies in Florida, and is responsible for statewide program and systems development. The central office collects data, provides statistical reports, and conducts evaluations of services. Interstate Compact operations are managed through the central office.

#### **Other Community-Based Corrections**

The Office of Community Corrections manages several other state-funded, community-based programs. The programs include pre-trial (deferred prosecution) programs; drug courts; residential substance abuse treatment centers; and probation restitution and community corrections (residential) centers. No municipal probation agencies exist in Florida. Only juveniles released under the Florida "Youthful Offender Act" are supervised by the Office of Community Corrections. Other juvenile probation and aftercare services are managed by the Department of Juvenile Justice, another state executive branch agency.

#### **Funding**

All funding for the Office of Community Corrections is provided by state appropriations. Offender fees are collected but revert to the state's general fund.

#### **Privatization of Probation Supervision**

State law requires that all felons be supervised by certified (state agency) officers, but statutes allow private agencies to manage misdemeanor cases.

#### **Recent or Proposed Changes in Probation Structure**

Since a statutory change in 1995, the Office of Community Corrections has been headed by an Assistant Secretary of Corrections, rather than functioning as a subdivision of another division within the Department of Corrections.

#### **Florida Contact**

Deputy Assistant Secretary for Community Corrections  
Florida Department of Corrections  
2601 Blairstone Road  
Tallahassee, Florida 32399-2500  
(850) 488-7480

# **GEORGIA**

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## ***Georgia Department of Corrections, Probation Division***

### **Structure for Delivering Adult Probation Services**

The Probation Division of the Department of Corrections is responsible for field operations of adult probation services. There are four probation regions in the state, with authority over the Chief Probation Officer in each of the 47 judicial circuits. in the state. Each probation region includes a number of circuits, ranging from eight to fourteen.

### **State Oversight**

The Department of Corrections has overall responsibility for adult probation services. Policies and procedures are developed by the Probation Division, and the central office oversees audits and inspections of local offices to monitor compliance with agency guidelines, collects data and provides regular reports. oversees the Interstate Compact, does budgeting and staffing allocations, trains staff, oversees program development and planning, and provides statewide coordination with other government units.

### **Other Community-Based Corrections**

A separate Board of Pardons and Paroles provides field parole supervision. The Department of Juvenile Justice has responsibility for all juvenile probation and aftercare services. The DOC's Facilities Division operates probation/restitution/diversion facilities.

### **Funding**

All funding is appropriated by the state legislature. The Probation Division collects fees from probationers, which are remitted to the state's general treasury.

### **Privatization of Probation Supervision**

In 1991, the state legislature authorized judges who handle misdemeanor cases to contract with private entities for supervision of misdemeanor offenders. The law, which went into effect in 1992, has affected primarily city and magistrate courts. These courts, which State Probation has typically not served, had no enforcement function such as probation prior to passage of this law. However, some courts served by State Probation have contracted for private misdemeanor supervision and, as a result, there are now approximately 10,000-15,000 fewer misdemeanor cases per year supervised by the state's Probation Division.

### **Recent or Proposed Changes in Probation Structure**

Prior to December 1995, the Probation Division also operated probation facilities, such as diversion and detention centers. Since that date, the Facilities Division of the Department of Corrections has administered these facilities.

### **Georgia Contact:**

Director, Probation Division  
Georgia Department of Corrections  
2 Martin Luther King Jr. Drive SE  
Atlanta, Georgia 30334  
(404) 656-4747

# HAWAII

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## *Hawaii Judiciary*

### **Structure for Delivering Adult Probation Services**

Offices that operate within each of state's four judicial circuits deliver adult felony probation services in Hawaii. The offices are components of the state-level judicial branch of government, and probation officers are state employees. Within Hawaii's court system, circuit courts have jurisdiction over felony cases, district courts have jurisdiction for misdemeanors, and family courts have jurisdiction over delinquency cases and juvenile probation. Each of the three court levels has separate divisions and staff to manage probation cases and provide investigative reports.

### **State Oversight**

The administrative judges and court administrators oversee probation operations within each of the four circuits, with minimal centralized oversight at the state level. The Adult Probation, First Circuit of the State Judiciary oversees probation Interstate Compact functions.

### **Other Community-Based Corrections**

State executive branch agencies manage adult and juvenile parole. Adult parole supervision is provided by the Field Parole Branch of the Hawaii Paroling Authority within the Department of Public Safety. The Office of Youth Services within the Department of Human Services manages juvenile aftercare, and the staff of family courts manage juvenile probation.

### **Funding**

Funds for all probation services are appropriated by the state legislature.

### **Privatization of Probation Supervision**

No private or municipal probation agencies exist in Hawaii.

### **Recent or Proposed Changes in the Structure of Probation**

There have been no recent changes in the organizational structure of community-based corrections in the state in recent years. However, economic pressures in the late 1990s triggered a discussion of the possible consolidation of some agencies to reduce state expenses.

### **Hawaii Contact**

Administrative Director of the Courts  
The Judiciary  
State of Hawaii  
417 S. King St., Room 206  
Honolulu, Hawaii 96813  
(808) 539-4900

## **IDAHO**

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### ***Department of Correction, Division of Field and Community Services***

#### **Structure for Delivering Adult Probation Services**

The Division of Field and Community Services in the Department of Correction is responsible for adult probation services in Idaho. Within the Division, seven district offices supervise adult felons. Misdemeanant supervision is the responsibility of the counties, some of which have probation departments.

#### **State Oversight**

A central state office of the Division of Field and Community Services develops policies and procedures that govern district office operations. The Division oversees audits and inspections of local offices to monitor compliance with agency guidelines, collects data and provides regular reports, provides budgeting and staffing allocations, provides staff training, oversees program development and planning, and provides statewide coordination with other government units. The Division also handles the Interstate Compact for Probation and Parole.

#### **Other Community-Based Corrections**

Parole services are also under the Division of Field and Community Services, as are the state's five community work centers. Juvenile services are provided by the state's Department of Juvenile Corrections, a separate agency.

#### **Funding**

All funding comes from the state legislature, with the exception of federal funds for special programs.

#### **Privatization of Probation Supervision**

There are no private entities currently providing probation services in Idaho. However, there is some interest in privatizing community work centers. The Division recently sent out Requests for Proposals for private operation of these centers, but all bids were too high. Although the state legislature has not specifically authorized privatization of services, there would likely be little opposition to the idea.

#### **Recent or Proposed Changes in Probation Structure**

There have been no changes in the structure of probation in Idaho in recent years.

#### **Idaho Contact:**

Administrator, Division of Field and Community Services  
Idaho Department of Correction  
500 S. 10th  
Boise, Idaho  
(208) 234-2318

## **ILLINOIS**

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### ***Administrative Office of the Courts***

#### **Structure for Delivering Adult Probation Services**

Adult and juvenile probation services in Illinois are delivered by 70 county departments in the judicial branch of government. Some departments serve single counties, while others are multi-county agencies. (There are 102 counties in the state.) As there are only 22 districts in the Illinois circuit court system, some circuit courts are served by more than one probation department. The chief probation officers are responsible to the chief circuit judges. However, where more than one department serves a circuit, the chief judge may oversee more than one department or may delegate probation administrative duties to a presiding judge of a county circuit court within the judicial district.

#### **State Oversight**

The Probation Services Division of the Administrative Office of the Courts in Illinois performs the following state oversight functions: establishes statewide probation standards, conducts operational reviews to monitor compliance with standards, provides basic and some in-service training to local departments, establishes offender classification and workload measurement systems, provides technical assistance on policy and program development, and coordinates Illinois probation services with other state and national agencies.

#### **Other Community-Based Corrections**

The judicial branch county departments responsible for probation supervise both adult and juvenile felons and misdemeanants. These local probation departments have no responsibility for adult or juvenile parole. The Community Services Division of the Illinois Department of Corrections manages post-release supervision of adult felons leaving prison. The Juvenile Division of the Department of Corrections manages aftercare of juveniles leaving secure state facilities. There are no municipal probation operations in Illinois.

#### **Funding**

Funding to support local probation services comes from three sources: state appropriations (30 percent); county governments (60 percent); and offender fees (10 percent). State funding, allocated through a statutory formula, is managed by the Probation Services Division of the Administrative Office of the Courts.

#### **Privatization of Probation Supervision**

There are no private probation operations in Illinois.

#### **Recent or Proposed Changes in Probation Structure**

None.

#### **Illinois Contact:**

Director, Probation Services Division  
Administrative Office of the Courts  
816 S. College Street  
Springfield, Illinois 62704  
(217) 785-0413

## **INDIANA**

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*(County-level organization)*

### **Structure for Delivering Adult Probation Services**

Adult and juvenile probation services in Indiana are delivered by 157 judicial departments within the 92 counties in the state. In some counties, a single agency delivers all probation services. In others, juvenile probation, misdemeanor, or municipal probation may be under separate agency structures. The probation staff serve at the pleasure of presiding judges, but employment eligibility and salary levels are established by the Judicial Conference of Indiana.

### **State Oversight**

The Judicial Conference of Indiana, headed by the Chief Justice of the Supreme Court and with membership of one judge from each of the 17 judicial districts in the state, establishes standards and guidelines for probation. State statutes empower the Judicial Conference to establish salary levels, employment qualifications, and standards for record-keeping. Other guidelines such as workload measures, classification and case management, staff safety, and security are established on an advisory capacity. The Conference's staff, at the Indiana Judicial Center, also manages the Interstate Compact for probation cases. The Judges' Probation Committee promulgates standards and guidelines for approval by the Judicial Conference's Board of Directors. A Probation Officers' Advisory Board, made up of approximately 24 elected probation officers from throughout the state, also provides input to the Judicial Conference.

### **Other Community-Based Corrections**

Adult and juvenile parole services are provided by the Indiana Department of Correction, which also administers the State's Community Corrections Act. The Act provides funding for programs in 55 counties that are targeted to reduce prison commitments of non-violent felons. Counties determine whether such programs are to be integrated with probation or administered by separate agencies.

### **Funding**

County governments provide the funding for probation, supplemented by offender fees.

### **Supervision by Private Entities**

No private probation agencies exist in Indiana.

### **Recent or Proposed Changes in Probation Structure**

The Indiana legislature has established a Probation Services Study Committee to review probation services and structure in the state. The committee members include legislators, judges, county officials, and probation staff. The committee work is scheduled to continue from 1998 through 2000, with annual reports submitted by the committee to the legislature.

### **Indiana Contact**

Director, Probation and Juvenile Services  
Indiana Judicial Center  
115 W. Washington Street  
South Tower, Suite 1075  
Indianapolis, Indiana 46204-3417  
(317) 232-1313

## IOWA

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(*County-level organization*)

### **Structure for Delivering Adult Probation Services**

Adult probation services in Iowa are delivered by eight multi-county executive branch agencies called Correctional Services Departments. The geographic areas served by the agencies correspond to the judicial districts of the Iowa court system. State statutes established the agencies and prescribe the membership for boards of directors of each department, which include a member of the county board of supervisors from each county in the district, judicial appointees, citizen members, and advisory committee members. Each board hires an agency director, but staff are considered state executive branch employees.

### **State Oversight**

The Iowa Department of Corrections provides statewide coordination of community-based corrections services through two deputy directors who oversee institutional and community programs in the east and west sectors of the state. It reviews and approves budget requests from the eight local agencies, as submitted and approved by the local boards of directors. The DOC also establishes service standards, conducts audits of local agencies, provides technical assistance and training, collects data on local operations and services, and performs budget reviews, and program reviews and evaluations. It also manages Interstate Compact activities.

### **Other Community-Based Corrections**

The local Correctional Services Departments also provide adult parole and pretrial services. Juvenile probation is provided through the state judicial system, and juvenile parole services are managed by the Iowa Department of Human Services. One municipality in the state operates a probation agency.

### **Funding**

Primary funding for the Correctional Services Departments comes from state appropriations. Counties provide limited funding for other services such as pretrial programs, and budgets are also supplemented with offender fees.

### **Supervision by Private Entities**

There are no privatized probation services in Iowa.

### **Recent or Proposed Changes to Probation Structure**

None.

### **Iowa Contact**

Deputy Directors  
Iowa Department of Corrections  
523 E. 12th Street  
Des Moines, Iowa 50317  
(515) 281-4807

# KANSAS

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## *Kansas Judicial Branch*

### **Structure for Delivering Adult Probation Services**

Probation services for adult misdemeanants and felons are provided by 31 local probation departments in the judicial branch of government. Probation officers are employees of the state judicial branch. The probation departments are based on the judicial districts of Kansas, and they consist of between one to seven counties per district. The administrative judges of the districts have administrative authority over the chief court services officers and the departments.

### **State Oversight of Probation**

The Kansas Supreme Court provides the following state oversight functions for probation: allocates staff, provides statewide coordination with the courts and other governmental agencies, develops state-wide guidelines and forms for probation systems, collects data and develops annual reports, and conducts periodic productivity reviews—usually at the request of administrative judges.

### **Other Community-Based Corrections**

Local probation departments responsible for adult probation also provide juvenile probation services. Adult parolees are supervised by a state executive branch department, the Division of Field Services within the state Department of Corrections. The DOC also administers the Community Corrections Act, which supports enhanced services for probationers with higher risk or needs, and administers the Interstate Compact for Probation and Parole. The DOC contracts with some community corrections programs for parole services. Some cities in Kansas operate probation departments for ordinance violators.

Juvenile aftercare is managed by the Kansas Juvenile Justice Authority, which also contracts with local agencies for aftercare services for youth discharged from secure state facilities.

### **Funding**

The state provides funding for personnel, and the counties fund agency operations. Offender fees are collected and go into the state's general fund.

### **Privatization of Probation Supervision**

No private probation operations exist in the state.

### **Recent or Proposed Changes in Probation Structure**

Kansas has not reorganized probation services within the past decade. The legislature did enact a measure in 1993 to consolidate community-based corrections administration. However, the measure did not specify the new structure, and the initiative died without subsequent implementing legislation.

### **Kansas Contact:**

Court Services Specialist  
Kansas Judicial Branch  
301 West 10th Street  
Topeka, Kansas 66612  
(785) 291-3223

# KENTUCKY

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## *Department of Corrections, Division of Probation and Parole*

### **Structure for Delivering Adult Probation Services**

Kentucky's Division of Probation and Parole, a division of the state's Department of Corrections, administers adult probation services. The state is divided into probation supervising districts that coincide with judicial districts.

### **State Oversight**

The Department of Corrections is responsible for policies and procedures governing adult probation. Officers report to chief judges in each judicial district. The central office oversees audits and inspections of local offices to monitor compliance with agency guidelines, collects data and provides regular reports, determines budgeting and staffing allocations, trains staff, oversees program development and planning, and provides statewide coordination with other government units. The DOC's Division of Probation and Parole also administers the Interstate Compact.

### **Other Community-Based Corrections**

Adult probation and parole services are combined. Most officers have both probation and parole caseloads, although in larger districts in the state these caseloads, plus PSI caseloads, are separate. In large cities in the state, municipal probation court cases under the district court are supervised separately by the county.

In 1998, juvenile probation and aftercare became the responsibility of the Department of Juvenile Justice; before that date, the Division of Family Services administered juvenile services.

### **Funding**

All funds for adult probation services are allocated by the state legislature. The Division of Probation and Parole collects offender fees, which go into the state's general fund.

### **Privatization of Probation Supervision**

There are no known private entities providing probation supervision.

### **Recent or Proposed Changes in Probation Structure**

None.

### **Kentucky Contact:**

Director, Division of Probation and Parole  
Kentucky Department of Corrections  
State Office Building, 5th Floor  
Frankfort, Kentucky 40601  
(502) 564-4221

## **LOUISIANA**

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### ***Department of Public Safety and Corrections, Division of Probation and Parole***

#### **Structure for Delivering Adult Probation Services**

The Division of Probation and Parole within the state's Department of Public Safety and Corrections administers adult probation services in Louisiana. Probation and parole services are delivered in four regions, which are served by 20 district offices.

#### **State Oversight**

The Department of Public Safety and Corrections and the Division of Probation and Parole develop the policies and procedures governing adult probation and are wholly responsible for adult felony probation and parole services. The Division of Probation and Parole oversees audits and inspections of local offices to monitor compliance with agency guidelines, collects data and provides regular reports, provides budgeting and staffing allocations, provides staff training, oversees program development and planning, administers the Interstate Compact, and provides statewide coordination with other government units.

#### **Other Community-Based Corrections**

The Division of Probation and Parole is responsible for adult parole supervision as well as for probation. Caseloads are combined. The Division also supervises approximately 1,000 misdemeanants with sentences of six months or more. Misdemeanants with shorter sentences are supervised either by the district courts or by sheriffs' departments in the state.

Juvenile probation and aftercare are also under the Department of Public Safety and Corrections, but are the responsibility of a separate division, the Division of Youth Services, except in jurisdictions in which family and juvenile court probation departments have been established.

In large cities in the state, municipal probation court cases under the district court are supervised separately by the county.

#### **Funding**

All funds for adult probation services are allocated by the state legislature. The Division of Probation and Parole collects offender fees, which go into the state's general fund and are returned to the Division.

#### **Privatization of Probation Supervision**

There are no known examples of private entities providing probation supervision in the state.

#### **Recent or Proposed Changes in Probation Structure**

In recent years, the Division of Probation and Parole was given total responsibility for halfway houses and work release centers; previously, the Division had only minor involvement. Since 1992 there have also been several changes in the titles of state-level positions, but no changes in their responsibility.

#### **Louisiana Contact:**

Director, Division of Probation and Parole  
Louisiana Department of Public Safety and Corrections  
504 Mayflower Street  
Baton Rouge, Louisiana 70802  
(504) 342-6609

## **MAINE**

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### ***Department of Corrections, Division of Adult Community Corrections***

#### **Structure for Delivering Adult Probation Services**

The Division of Adult Community Corrections within the Department of Corrections is responsible for adult felony and misdemeanor probation services. The state is divided into four supervision regions.

#### **State Oversight**

The Associate Commissioner of Adult Community Corrections is responsible for policies and procedures, staff training, resource allocation, grant oversight, audit review, and investigation of complaints. The Interstate Compact is also administered by the Associate Commissioner.

#### **Other Community-Based Corrections**

In addition to adult probation, the Division of Adult Community Corrections is responsible for two state-operated pre-release centers and for supervising one operated by a private contractor.

The State of Maine abolished parole for those sentenced after 1976. Inmates with three months to one year remaining in their sentences may now apply for a home confinement program established in November 1998 and managed by the Division of Adult Community Corrections. The Division of Juvenile Services, also within the Department of Corrections, manages juvenile probation and institutions.

#### **Funding**

Funding for adult probation services is from legislative appropriations. Supervision fees are collected by the Division of Adult Community Corrections and go into the state's general fund.

#### **Recent or Proposed Changes in Probation Structure**

In 1996 the Division of Probation and Parole became the Division of Adult Community Corrections and assumed responsibility for prerelease services. Since that date, the Division has directly operated two prerelease centers and has contracted with the Volunteers of America to operate one center.

A budget crisis several years ago resulted in a collapsed administrative structure for probation. The Division of Probation and Parole formerly provided both adult and juvenile probation services through six districts within the state. A Division Director supervised two Assistant Directors, one for adult services and one for juveniles. The newer structure eliminated the Director's position and split responsibility for adults and juveniles between two Assistant Commissioners, each of whom now supervises four regional managers.

In November 1998, the Division assumed responsibility for a supervised community confinement program, which allows inmates with three months to one year remaining in their sentences to apply for confinement at home. The home confinement program includes the option of electronic monitoring but does not require it. Five officers with maximum caseloads of 40 supervise those in the program.

#### **Maine Contact**

Associate Commissioner, Adult Community Corrections  
Department of Corrections  
State House Station #111  
Augusta, Maine 04333  
(207) 287-4384

# **MARYLAND**

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## *Department of Public Safety and Correctional Services, Division of Parole and Probation*

### **Structure for Delivering Adult Probation Services**

In Maryland, the Division of Parole and Probation is responsible for adult probation and parole services. The Division is under the Department of Public Safety and Correctional Services, a state executive branch agency. Services are delivered through four supervision regions.

### **State Oversight**

Policies and procedures are centrally developed. The central office allocates resources around the state, develops programs, collects data, evaluates services, and trains staff.

### **Other Community-Based Corrections**

In addition to probation, the Division is also responsible for adult parole services. Agents supervise combined parole and probation caseloads, which include both felons and misdemeanants. The Division also has specialized programs in which agents supervise only parole or probation offenders (i.e., only parolees are supervised by the Correctional Options Program, and only probationers are supervised by the Drug Treatment Court).

The Division of Parole and Probation operates community treatment centers and three Re-Entry After-care Centers, which deliver outpatient services.

All local jurisdictions in the state except one administer community service programs. The program in the remaining jurisdiction is administered by the Division of Parole and Probation. Offenders assigned to community service can be supervised by both the Division and the local jurisdiction or only by the local jurisdiction.

The Department of Juvenile Justice, a separate state agency, is responsible for juvenile probation supervision and aftercare.

### **Funding**

The Division of Parole and Probation is funded by the state legislature as part of the Department of Public Safety and Correctional Services budget. Offender supervision fees are collected and sent to the state's general fund.

### **Privatization of Probation Supervision**

There are no provisions in Maryland for private entities to provide any probation supervision.

### **Recent or Proposed Changes in Probation Structure**

None.

### **Maryland Contact:**

Director, Division of Parole and Probation  
Department of Public Safety and Correctional Services  
6776 Reisterstown Road, Suite 305  
Baltimore, Maryland 21215  
(410) 764-4276

# MASSACHUSETTS

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## *Office of the Commissioner of Probation*

### **Structure for Delivering Adult Probation Services**

The Office of the Commissioner of Probation is responsible for all adult and juvenile probation services in Massachusetts, but separate adult and juvenile field offices deliver the services. The office is within the judicial branch of state government. The Chief Administrative Judge, who heads the state's trial courts, appoints the Commissioner of Probation. The Office of the Commissioner oversees 104 sites, or field offices, that serve the following four levels of courts: 1) Superior Court (primary jurisdiction for felony cases); 2) District Court (low-level felony and misdemeanor cases); 3) Juvenile Court; and 4) Probate and Family Court. In addition to providing probation services to the first three of these courts, the Office of the Commissioner of Probation also provides divorce mediation and child custody services for Probate and Family Courts.

### **State Oversight**

The Office of the Commissioner of Probation is centrally managed. The central office develops agency policies and procedures, establishes service standards, reviews field operations budgets, manages personnel services (hiring, promotions, disciplinary actions), performs audits and monitoring of field services, negotiates with the union representing field staff, trains staff, and conducts research and evaluation of community corrections services. The office also manages Interstate Compact probation activities.

### **Other Community-Based Corrections**

The Office of the Commissioner of Probation oversees juvenile as well as adult probation. The Massachusetts Parole Board is responsible for the supervision of adult parolees. Juvenile parole is a function of the Department of Youth Services. Both are state agencies in the executive branch. The Office of Community Corrections, which manages intermediate sanctions such as day reporting centers, electronic monitoring, and drug courts, is also within the judicial branch, but it is separate from probation.

### **Funding**

All funding comes from state appropriations. Offender fees revenues revert to the state's general fund.

### **Supervision by Private Entities**

No private or municipal probation agencies exist in Massachusetts. No specific statutes address privatization of probation, but a general statute exists that requires justification for privatizing traditional public services.

### **Recent or Proposed Changes in Probation Structure**

Except for a separation of adult and juvenile probation field offices that occurred from 1995 through 1997, no structural changes to probation have occurred during the 1990s in Massachusetts.

### **Massachusetts Contact**

Commissioner  
Office of the Commissioner of Probation  
1 Ashburton Place, Suite 405  
Boston, Massachusetts 02108  
(617) 727-5304

## **MICHIGAN**

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### *Michigan Department of Corrections, Field Operations Administration*

#### **Structure for Delivering Adult Probation Services**

The Field Operations Administration of the Michigan Department of Corrections is responsible for adult felony probation supervision. The state is divided into three supervision regions: Wayne County (Detroit) and two other regions. Fourteen areas, each of which includes multiple counties, report to these regions.

#### **State Oversight**

The central office of the Field Operations Administration develops policies and procedures and is responsible for oversight of budget and fiscal matters, personnel, compact, and legislative actions.

#### **Other Community-Based Corrections**

The Field Operations Administration is also responsible for parole supervision. In addition, the Division manages the state's 17 residential community correctional centers, with a current offender population of about 2,000.

District courts manage misdemeanor supervision. Each of the state's 83 counties comprises a single judicial district. There are no municipal probation services in the state.

Juvenile probation supervision is the responsibility of the county probate court system.

#### **Privatization of Probation Supervision**

No private entities provide probation supervision in the state.

#### **Funding**

Most funding comes from the state legislature. The Field Operations Administration also collects offender supervision fees, rent from offenders housed in community corrections centers, and fees from those on electronic monitoring. Revenues above a designated sum go into the general fund. A separate office within the Department of Corrections administers the state's Community Corrections Act.

#### **Recent or Proposed Changes in Probation**

None.

#### **Michigan Contact:**

Deputy Director  
Field Operations Administration  
Michigan Department of Corrections  
P.O. Box 30003  
Lansing, Michigan 48909

# MINNESOTA

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*(State and county-level operations)*

## Structure for Delivering Adult Probation Services

Minnesota uses three different administrative approaches to deliver community correctional services, including adult probation. Among the state's 87 counties:

- Thirty-one (31) counties have opted to participate in the Community Corrections Act (CCA). These counties are organized into 16 different jurisdictions and deliver all community corrections services, including probation and post-release/aftercare services for both adults and juveniles.
- In the 56 counties not participating in the CCA, the Minnesota Department of Corrections Community Services Division, a state-level, executive branch agency, provides adult probation (felony and gross misdemeanor) services and post-release supervision (called "supervised release" in Minnesota) when required for adults discharged from prison. The Community Services Division also provides juvenile probation and adult misdemeanor probation services in 26 of the counties not participating in the CCA. These counties have chosen to contract with the Commissioner of the Department of Corrections for those services.
- In the remaining 30 of the 56 counties not participating in the CCA, county probation offices (CPO) provide juvenile and adult misdemeanor services. These agencies are in the judicial branch of local governments.

## State Oversight

The level of state oversight of probation depends on the service delivery models described above. For counties participating in CCA, the Department of Corrections reviews participating counties' annual comprehensive plans and allocates funding in accordance with a statutory formula.

In counties where the Department of Corrections itself delivers services, the central office controls budgeting and staffing, develops statewide policies and program approaches, monitors local operations, provides staff training, and provides overall administration and coordination. While the Department of Corrections does have an assigned interface with county probation offices, the state does not oversee local judicial branch juvenile and misdemeanor probation services.

## Other Community-Based Corrections

(See above for a description of how adult probation is related to other community corrections functions.)

## Funding

In CCA counties, local agencies within the executive branch of county governments receive funding support from the state's CCA program, from property taxes levied by their counties, and, in some jurisdictions, from offender fees.

The 26 counties that rely on the state Department of Corrections for misdemeanor and juvenile probation services reimburse the state agency for 50 percent of probation officers' salaries.

In the 30 remaining counties that provide misdemeanor and juvenile probation services through county agencies, the state reimburses these counties for 50 percent of their probation officers' salaries. County property tax levies support the other half.

### **Privatization of Probation Supervision**

There are no known municipal or private probation agencies in Minnesota.

### **Recent or Proposed Changes in Probation Services**

No statutory changes have occurred in probation administrative structure in the past decade, although the state legislature has introduced bills to reorganize the structure of community-based corrections. As of the summer of 1998, a committee formed by the Department of Corrections and the State's Association of Counties was reviewing the current structure and service delivery systems.

### **Minnesota Contact**

Director of Correctional Support Services  
Minnesota Department of Corrections  
1450 Energy Park Drive, Suite 200  
Minneapolis, Minnesota 55108-5219  
(612) 642-0288

# **MISSISSIPPI**

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## ***Department of Corrections, Division of Community Services***

### **Structure for Delivering Adult Probation Services**

The Division of Community Services within the Department of Corrections is, by statute, responsible for adult probation and parole services in Mississippi. The state is divided into four supervision regions, each containing several of the 22 circuit court districts in the state. Officers supervise combined probation and parole caseloads. The division does not normally supervise misdemeanants.

### **State Oversight**

The central office provides support to the four regions. Policies and procedures, resource allocations, and staff training are all centrally coordinated.

### **Other Community-Based Corrections**

In addition to adult probation and parole services, the Division of Community Services has responsibility for restitution centers, 17 community work centers, a boot camp program for female offenders, and an Intensive Supervision (house arrest) Program. Boot camp programs for male offenders are under the Division of Adult Institutions. The Interstate Compact for Probation and Parole is under the Division of Community Services. There are no municipal probation services in Mississippi.

Juvenile probation and aftercare are the responsibility of the Department of Human Services' Division of Youth Services.

### **Funding**

Funding for the Division of Community Services comes from the state legislature and directly from offender fees. In an unusual arrangement, the Division keeps the \$50 in fees collected each month from offenders under Intensive Supervision Probation, or house arrest. Of the \$25 collected each month from probationers and parolees, \$10 is returned to the Division of Community Services, \$10 goes to a fund for drug identification, community work centers, and restitution centers, \$3 to a Victims Compensation Fund, and the remaining \$2 to a fund for statewide training.

### **Privatization of Probation Supervision**

The state legislature has not specifically authorized privatization of probation supervision. However, through arrangements with individual courts and district attorneys, private entities do supervise misdemeanants in the community and under house arrest programs.

### **Recent or Proposed Changes in Adult Probation Structure**

None.

### **Mississippi Contact**

Deputy Commissioner of Community Services  
Mississippi Department of Corrections  
723 N. President Street  
Jackson, Mississippi 39202  
(601) 359-5607

## **MISSOURI**

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### ***Missouri Department of Corrections, Board of Probation and Parole***

#### **Structure for Delivering Adult Probation Services**

Adult probation services in Missouri are provided by an executive branch agency of state government, the Board of Probation and Parole, a division of the Missouri Department of Corrections. The governor appoints the seven board members, with the board chair serving as principal policymaker. A Chief State Supervisor under direct supervision of the chair is administrative officer for the agency. The agency is organized into five regional offices and 19 institutional parole offices. The five field regions are subdivided into 39 districts that generally correspond geographically to the state's 45 judicial circuits. The metropolitan districts of St. Louis and Kansas City have multiple district offices.

#### **State Oversight**

The Board operates under a centralized management approach, with generally consistent policies and procedures statewide. The central office establishes policies and standards, allocates staff and budgets, manages personnel issues, provides training, develops programs, and is responsible for data collection, evaluations, and reports. It also establishes systems for monitoring and auditing field operations and is the point of contact for coordination with the legislature and other state agencies and justice officials.

#### **Other Community-Based Corrections**

The Board of Probation and Parole manages adult felony probation and parole cases, including probation supervision of most serious (Class A) misdemeanants. It also provides pre-trial bonding investigation and supervision in metropolitan areas, manages two community release centers for inmates being transitioned into communities, investigates executive clemency applications, administers funding for halfway houses and Intensive Supervision Programs, manages state funding for "local sentencing initiatives," administers Interstate Compact activity, and collaborates with Departmental and local authorities to implement restorative justice legislation passed in 1997. Municipal probation offices exist in several larger cities of the Missouri. Local judicial agencies provide juvenile probation services. The Missouri Division of Youth Services provides aftercare supervision for juveniles committed to state facilities.

#### **Funding**

The Board of Probation and Parole receives all funding from the state legislature. Offender fees are charged for some services, but they revert to the general fund.

#### **Privatization of Probation Supervision**

State statutes authorize private probation services for misdemeanor cases other than Class A offenses; approximately 36 private agencies operate within the state.

#### **Recent or Proposed Changes in Adult Probation**

None.

#### **Missouri Contact**

Chief State Supervisor  
Missouri Board of Probation & Parole  
1511 Christy Drive  
Jefferson City, Missouri 65101  
(573) 751-8488

## **MONTANA**

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*Department of Corrections, Probation and Parole Bureau, Community Corrections Division*

### **Structure for Delivering Adult Probation Services**

The Probation and Parole Bureau within the Community Corrections Division of the Department of Corrections delivers adult probation services. There are six supervision regions in the state. Some supervision regions are within one of the 21 judicial districts, while others cross judicial district lines.

### **State Oversight**

The Probation and Parole Bureau develops policies and procedures and oversees training for officers responsible for felony and occasional misdemeanor supervision; training offered both centrally and regionally. The Bureau, with the cooperation of regional offices, determines resource allocations. The Department of Corrections audits pre-release centers operated by private entities and provides a liaison supervisor to those centers.

### **Other Community-Based Corrections**

The Probation and Parole Bureau is responsible for adult parole services as well as for probation. In addition, in 1995, the Bureau also assumed responsibility for juvenile parole supervision. Juvenile probation is under youth courts in each county.

Misdemeanants are supervised principally under justice courts; five officers report to the courts. One of these officers is employed by a county, and the other four are employed by the pre-release centers. A few misdemeanants are also supervised by the DOC's Probation and Parole Bureau, principally those initially charged with a felony who have pled the offense down to a misdemeanor.

Four pre-release centers are privately operated under contracts with the DOC. The DOC operates two juvenile transition centers.

### **Privatization of Probation Supervision**

The state legislature has specifically authorized private operation of pre-release centers. Private operators of these facilities in two of four counties also employ officers in charge of misdemeanor supervision.

### **Funding**

The Probation and Parole Bureau is supported by legislative appropriations.

### **Recent or Proposed Changes in Probation Structure**

Prior to 1995, all corrections functions were under a Department of Corrections and Human Services. A separate Department of Corrections was established in that year. At the same time, the Probation and Parole Bureau also assumed responsibility for juvenile parole. A more recent change occurred in September 1998, when the state added an additional region, making the total number of regions six.

### **Montana Contact**

Chief, Probation and Parole Bureau  
Montana Department of Corrections  
1539 11th Avenue  
Helena, Montana 59620  
(406) 444-4913

# **NEBRASKA**

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## ***Nebraska Probation System***

### **Structure for Delivering Adult Probation Services**

All adult and juvenile probation services for felons and misdemeanants are provided by the Nebraska Probation System. The agency is in the judicial branch of state government, under direct authority of the Nebraska Supreme Court. The agency provides investigative and supervision services to district, county, and juvenile courts. The Probation System consists of a central office, 17 district offices, and 32 additional satellite offices within the districts. The probation districts are generally aligned with the judicial districts of the state.

### **State Oversight**

Under the centralized management of the Nebraska Probation System, the central office establishes policies and procedures, monitors compliance of local operations with reporting systems and evaluations, and develops probation programs. The central office also manages all fiscal matters, oversees hiring and staffing allocations, and coordinates agency training. The central office is the primary point for coordination with other agencies and planning activities related to probation. The central office manages Interstate Compact activity for probation cases only. There are no municipal or county probation agencies in Nebraska.

### **Other Community-Based Corrections**

Parole functions in Nebraska are separate from probation. The Nebraska Department of Corrections' Adult Parole Administration manages adult parole. The Department of Corrections also administers the state Community Corrections Act. Juvenile parole services are managed by the Office of Juvenile Services within the Nebraska Department of Health and Human Resources.

### **Funding**

State appropriations are the primary source of funding, though counties contribute office space, supplies, and equipment.

### **Privatization of Probation Supervision**

State law prohibits privatization of probation services.

### **Recent or Proposed Changes in Probation Structure**

None.

### **Nebraska Contact**

Administrator, Nebraska Probation System  
State Capitol  
P.O. Box 98910  
Lincoln, Nebraska 68509-8910  
(402) 471-4928

## **NEVADA**

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### ***Department of Motor Vehicles and Public Safety, Division of Parole and Probation***

#### **Structure for Delivering Adult Probation Services**

The Division of Parole and Probation within the executive branch Department of Motor Vehicles and Public Safety provides probation services for all adults convicted of felonies or gross misdemeanors in Nevada.

#### **State Oversight**

The Division of Parole and Probation has a central office, four regional offices, and 10 satellite offices throughout Nevada. Management of the agency is centralized. The central office establishes agency policies and procedures, monitors local operations, manages personnel issues such as hiring and staff deployment, coordinates staff training, and manages fiscal matters for the agency. The central office provides statewide planning, program development, coordination of probation activities with other agencies, and manages data collection and reporting. The office also manages Interstate Compact activities and has statutory responsibility for registration and classification of sex offenders in Nevada.

#### **Other Community-Based Corrections**

The Division of Parole and Probation supervises adult parolees and inmates released to community supervision as well as probationers. Low-level misdemeanor probation services are provided by county or municipal agencies or, in some jurisdictions, delivered through pre-trial agencies. Several counties and cities provide probation services for lower level misdemeanor cases.

Juvenile probation is managed by agencies of local government. Juvenile parole is administered by a state agency, the Nevada Youth Parole Bureau within the Department of Human Services-Youth Correctional Services.

#### **Funding**

Funding of Parole and Probation is appropriated by the state legislature and generated through offender fees.

#### **Supervision by Private Entities**

No private probation agencies operate in Nevada, although state law authorizes private services from bail/bond agencies.

#### **Recent or Proposed Changes in Probation Structure**

The Division of Parole and Probation was placed within the Department of Motor Vehicles and Public Safety in 1993 following a reorganization of the executive branch. Prior to 1993, it was an independent agency.

#### **Nevada Contact**

Chief, Division of Parole and Probation  
Nevada Department of Motor Vehicles and Public Safety  
1445 Hot Springs Road, Suite 104  
Carson City, Nevada 89710  
(775) 687-5040

## **NEW HAMPSHIRE**

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### ***Department of Corrections, Division of Field Services***

#### **Structure for Delivering Adult Probation Services**

All adult probation services for felons and misdemeanants in New Hampshire are provided by the Division of Field Services in the Department of Corrections. The agency is a centrally administered, statewide agency in the executive branch of state government.

#### **State Oversight**

The Division of Field Services has a central office, two regional offices, and 11 district offices within the regions. The central office is responsible for budgeting, staffing, agency policy and procedures, staff training, program development, Interstate Compact administration, and statewide coordination. The Division does performance audits to monitor compliance with agency policy and mandates.

#### **Other Community-Based Corrections**

The Division of Field Services serves both the superior (felony) and district (misdemeanor) courts of the state, and supervises adult parolees. Prison inmates released to the community under the "Administrative Home Confinement" program are also supervised by the agency.

Juvenile probation and parole services are delivered by another executive branch agency of state government, the Division of Children and Youth Services.

#### **Funding**

Funding for the agency is appropriated by the state legislature.

#### **Privatization of Probation Supervision**

There are no municipal or private probation agencies in New Hampshire.

#### **New Hampshire Contact**

Director, Division of Field Services  
New Hampshire Department of Corrections  
P.O. Box 1806  
105 Pleasant Street, Main Bldg., 3rd Floor  
Concord, New Hampshire 03302-1806  
(603) 271-5652

## **NEW JERSEY**

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### ***Administrative Office of the Courts***

#### **Structure for Delivering Adult Probation Services**

Adult probation services are coordinated by the Administrative Office of the Courts, a state-level agency in the judicial branch. Services are delivered through 15 divisions, one for each vicinage, or district, of the superior court.

#### **State Oversight**

Under the current structure, oversight of probation continues to be shared by the Probation Services Division of the Administrative Office of the Courts and the assignment judges of each of the 15 districts of the superior court. The assignment judges recommend appointments of the chief probation officers within their districts and oversee local operations.

The Probation Services Division, working with the Conference of Chief Probation Officers, establishes statewide standards and guidelines, delivers training, collects data and generates statistical reports, coordinates statewide probation planning, negotiates collective bargaining agreements with the Probation Association of New Jersey, and conducts evaluations of local probation operations at the request of the Assignment Judge. The Division also manages Interstate Compact operations for probation, the state's child support program, and the Intensive Supervision Program (ISP) sentencing alternative program. ISP services are delivered through units separate from probation.

The Division continues making a transition to the new organizational structure through efforts to balance workloads throughout the state and equalize salary inequities that evolved under the previously decentralized county structure.

#### **Other Community-Based Corrections**

The probation divisions deliver all adult (felony and misdemeanor) and juvenile probation services. Two state executive branch agencies provide parole services. Adult parole services are managed by the Division of Parole, New Jersey Department of Corrections. The Juvenile Justice Commission delivers juvenile aftercare/parole services.

#### **Funding**

Financial support of probation shifted in 1995 from county to state government, except that counties continue to provide office space. Supervision fees collected from offenders revert to the state's general fund.

#### **Supervision by Private Entities**

There are no private probation agencies in New Jersey. State laws would only allow privatized services for juvenile probation.

#### **Recent or Proposed Changes in Probation Structure**

A significant change in the organizational structure of New Jersey probation occurred on January 1, 1995. Prior to that date, separate probation departments existed in each of the state's 21 counties. The departments' staff were county employees in the judicial branch of government, and administrative oversight came from both state (Administrative Office of the Courts) and local (assignment judge of each vicinage of the superior court) levels. Following passage of a voter referendum in 1992 and subsequent implementing legislation, the agencies became part of the state judicial branch. Advocates of the

measure cited the benefits of local property tax relief by shifting expenses of the court operations to the broader tax base of the state's general fund. The 21 county departments were reorganized into 15. one department for each of the districts or vicinages of the superior court.

**New Jersey Contact**

Director for Probation  
Administrative Office of the Courts  
Richard J. Hughes Justice Complex  
P.O. Box 987  
Trenton, New Jersey 08625-0987  
(609) 292-1587

# **NEW MEXICO**

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## ***Corrections Department, Probation and Parole Division***

### **Structure for Delivering Adult Probation Services**

The Probation and Parole Division of the New Mexico Corrections Department, an executive branch agency, provides probation services for adult felons. The division is organized into four regions.

### **State Oversight**

The central office oversees statewide operations by generating policies and procedures and operating guidelines, then monitoring and auditing to measure compliance. Staff training is provided by the DOC's training academy, and the central office coordinates probation operations with other state agencies and justice officials. The central office also negotiates contracts and unions representing probation/parole officers and oversees responses to staff grievances and other personnel actions within the Probation and Parole Division. In addition, the central office arranges for local office space and operational support and administers the Interstate Compact.

### **Other Community-Based Corrections**

The Probation and Parole Division also supervises adult parolees. Misdemeanants placed on probation are generally not supervised, although the division provides courtesy supervision for misdemeanants in one of the state's 13 judicial districts. One municipality provides probation services and a second is in the planning stage. Juvenile probation and aftercare services are provided by another state agency, the Juvenile Justice Division of the Children, Youth, and Families Department. The Probation and Parole Division manages funding for the Community Corrections Act (CCA), which provides resources for intensive services for higher risk probation and parole cases. The services are provided by contractors through competitive bids, or by state employees, and include day reporting centers, electronic monitoring, or other non-residential program models.

### **Funding**

Funding for the agency is appropriated by the state legislature.

### **Privatization of Probation Supervision**

Private agencies provide probation services only for the Community Corrections Act.

### **Funding**

The agency is supported by state appropriations and inmate supervision fees.

### **Recent or Proposed Changes in Probation Structure**

No significant reorganization of community-based services has occurred during the past decade. However, a bill to transfer probation services to the state judicial branch and abolish post-prison supervision is expected to be introduced in the 1999 state legislative session.

### **New Mexico Contact**

Director, Probation and Parole Division  
New Mexico Corrections Department  
P.O. Box 27116  
Santa Fe, New Mexico 87502-7116  
(505) 827-8679

## **NEW YORK**

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*(County-level organization)*

### **Structure for Delivering Adult Probation Services**

Local executive branch departments in each of the state's 57 counties and the City of New York deliver probation services in New York. The local probation departments provide adult (felony and misdemeanor) and juvenile probation services for criminal and family courts. The directors of the local departments are appointed by the chief executive officers of the local units of government.

### **State Oversight**

The Division of Probation and Correctional Alternatives, a state executive branch agency, provides a state oversight function. The agency consists of a six-member Probation Commission, State Director, Executive Deputy Director, and agency staff. The governor appoints the members to the Commission to advise on statewide probation policy. The state director is also appointed by the governor and confirmed by the New York State Senate. The division allocates state funding; develops standards, rules, and guidelines for probation; delivers basic probation officer training and trains and certifies probation officers as peace officers; manages Interstate Compact activities for probation; collects data and issues statistical reports; serves as a central point for planning and coordination of probation services; and, on a limited basis, conducts inspections and evaluations of local probation services. The division is also developing standardized classification and risk/ needs assessment procedures for probation statewide.

### **Other Community-Based Corrections**

Adult parole services are provided by the Division of Parole, a separate state executive-branch agency. Juvenile aftercare (parole) services are managed by the Office of Children and Family Services, also in the executive branch of state government. In several counties with small populations, local probation departments contract with the state to provide juvenile aftercare services. The Division of Probation and Correctional Alternatives contracts with probation agencies and other public and private not-for-profit agencies for services such as community service programming, day reporting, substance abuse treatment, and other alternatives to incarceration.

### **Funding**

Funding support comes from county governments and from state appropriations, with some local departments also charging offender supervision fees. The "State Aid Reimbursement for Probation" program subsidizes local governments for various probation services at rates ranging between 32 and 100 percent. The Division of Probation and Correctional Alternatives manages the reimbursement function.

### **Privatization of Probation Supervision**

There are no known private probation supervision services in New York.

### **Recent or Proposed Changes in Adult Probation**

None.

### **New York Contact**

Director, Division of Probation and Correctional Alternatives  
4 Tower Place  
Albany, New York 12203-3702  
(518) 485-2395

## **NORTH CAROLINA**

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### *Department of Corrections, Division of Community Corrections*

#### **Structure for Delivering Adult Probation Services**

The Division of Community Corrections within the Department of Corrections provides adult probation and parole services. Prior to 1993, the Division of Adult Probation and Parole delivered services, but since that date, the DOC has restructured the administration of all intermediate sanctions, including adult probation. Probation and parole supervision districts are aligned with the 43 judicial districts in the state.

#### **State Oversight**

The administrative office oversees the district administrators, is responsible for strategic planning, development of policies and procedures, legislative relations, and the budget. The central office manages the partnership program with counties and is in the process of coordinating a transition to paperless offices in the system by the year 2000.

#### **Other Community-Based Corrections**

All intermediate sanctions in North Carolina are now under the umbrella of the Division of Community Corrections. In addition to probation supervision of both felons and misdemeanants, responsibilities include all residential programs, house arrest, and boot camp programs. Although as a result of 1994 legislation, parole was eliminated in North Carolina, the division supervises those currently under paroled status. Interstate Compact administration is under the division.

The Division of Community Corrections also coordinates a partnership program with county governments in the state. The program, which requires county governments to apply for funds based on the needs of local offenders, is designed to establish community corrections treatment programs to enhance probation supervision. The division distributes \$12 million in grants annually to county governments that apply for these funds.

For 1999, juvenile corrections functions are directly under the governor of North Carolina. This is a temporary arrangement until a determination is made about which of two agencies (or possibly a third) will have responsibility in the future.

#### **Funding**

All funds for adult probation come from the state legislature. The Division of Community Corrections is allocated funds based on probation caseloads—60 per officer for offenders sentenced to intermediate punishment and 90 per officer for traditional supervision. The Division collects supervision fees, which go into the state's general fund.

#### **Privatization of Probation Supervision**

No private entities supervise adult probationers in North Carolina.

#### **Recent or Proposed Changes in the Structure of Probation**

The structure of probation in North Carolina has undergone major changes since 1993. Beginning in that year, administrators developed a five-year plan to restructure probation and parole. One impetus for the changes was the knowledge that the state legislature would likely pass a structured sentencing law the following year. The act, passed in 1994, eliminated parole and allocated a wealth of resources, including funds for 800 additional probation officers over four years, to restructure community corrections in the state.

Prior to 1999, juvenile offenders were managed by two different departments. The Juvenile Services Division of the courts had responsibility for probation, and the Division of Health and Human Services administered juvenile training schools. Legislation on juvenile reform was introduced in 1997, but no decision was made about whether an existing agency should have responsibility for juvenile corrections or if a new department should be created. For 1999, juvenile corrections functions have been placed directly under the governor. At the end of the year, the governor-appointed task force will recommend a new structure based generally on the adult community corrections system.

**North Carolina Contact**

Director, Division of Community Corrections  
North Carolina Department of Corrections  
831 W. Morgan St.  
Raleigh, North Carolina 27603  
(919) 716-3100

## **NORTH DAKOTA**

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### *Department of Corrections, Division of Field Services*

#### **Structure for Delivering Adult Probation Services**

The Division of Field Services in the Department of Corrections is responsible for adult felony probation services in North Dakota. The state is divided into two supervision regions, with a Program Manager responsible for field services in each region. Misdemeanants are generally sent to community service/restitution programs operated by private contractors.

#### **State Oversight**

The central office develops policies and procedures, allocates resources both to Division-run and contractor-run services, and trains staff of the Division of Field Services. In addition, the Division develops contracts and audits operations of all private providers, as well as overseeing the low-risk program that is carried out in 14 regions within the state.

#### **Other Community-Based Corrections**

In addition to probation supervision of adult felons, the Division of Field Services is responsible for adult parole supervision. An early release program operated by the Division serves those released either as inmates or parolees from state facilities as well as offenders with suspended probation sentences.

The Division's approach is to triage its supervision caseload. Low-risk felony offenders are assigned to private providers or to non-sworn staff for minimal supervision. Training is offered to one person in each of 14 regional office who is responsible for low-risk caseloads. The system is risk-driven; if an offender's risk is determined to be low, he/she is automatically put into a low-risk caseload unless the system is overridden to place the offender onto an officer's caseload. Extremely high-risk cases are handled principally through surveillance. The Interstate Compact is also under the Division of Field Services. There are no municipal probation services in the state.

Juvenile probation and aftercare are the responsibility of a separate division of the Department of Corrections, the Division of Juvenile Services.

#### **Funding**

Funds for the division come from legislative appropriations and offender fees. Offenders are given the choice of paying the \$30 month supervision fee either in cash or as in-kind services to the community at a calculated rate of \$6 an hour.

The misdemeanor community service/restitution programs and low-risk programs are funded centrally and operated locally. The division provides 40 percent of the funding of halfway houses; the remainder is supported by local governmental entities or through offender fees.

#### **Privatization of Probation Supervision**

The division has encouraged the use of private contractors to provide services. Private entities currently operate all the state's halfway houses as well as some local low-risk programs.

#### **Recent or Proposed Changes in Probation Structure**

The name of the agency responsible for probation changed in recent years from the Division of Parole and Probation to the Field Services Division. The change reflected the Division's additional responsibilities for halfway houses, restitution centers, and the prison release program.

Beginning in January 1999, the division will also open a revocation center that will provide alcohol and drug treatment and cognitive restructuring. Initially a small program housed in a county jail facility, the revocation center concept may expand in the future.

**North Dakota Contact**

Director, Field Services Division  
North Dakota Department of Corrections  
P.O. Box 5521  
Bismarck, North Dakota 58506-5521  
(701) 328-6193

# OHIO

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*(State- and county-level operations)*

## Structure for Delivering Adult Probation Services

Adult felony probation services in Ohio's 88 counties are delivered through three organizational models:

- A centralized state executive branch agency delivers services in 43 counties. The Division of Parole and Community Services within the Ohio Department of Rehabilitation and Correction provides probation services for adult felons and misdemeanants released by the Court of Common Pleas. The agency is organized into eight regions with 24 field offices.
- County-level, judicial branch probation departments deliver services for adult felons in 38 counties. Department chiefs are responsible to the presiding judge of the local Court of Common Pleas.
- In the remaining seven counties, local judicial branch probation departments have primary responsibility, but the state agency provides supplemental services.

## State Oversight of Probation

- Statewide services—The central office of the Division of Parole and Community Service is responsible for developing agency policies and procedures, establishing performance standards, monitoring and auditing regional and field offices, and budgeting. The office centralizes personnel management, including hiring, union negotiations, and staffing allocations. It also coordinates statewide planning and program development, and coordination with other governmental agencies.
- Local probation departments—Each county probation department operates independent of statewide oversight. Most local agencies manage adult felons only, but a very limited number are combined with juvenile probation or with adult misdemeanor probation. The Ohio Chief Probation Officers Association serves as a network for probation services statewide. The Division of Parole and Community Service has limited oversight and technical assistance responsibilities for local probation departments but manages all Interstate Compact activity in Ohio.
- Counties with mixed local- and state-level responsibility—The state-level role varies by county.

## Other Community-Based Corrections

The Division of Parole and Community Services supervises adult parolees statewide. The Division also manages state funding for the following community-based corrections programs:

- Community-Based Correctional Facilities (CBCF)—approximately 1,400 residential beds used to divert younger adult offenders from prison;
- Community Corrections Act (CCA)—non-residential programs for at-risk offenders in approximately 50 counties;
- Approximately 1,200 halfway house beds for inmates leaving prison; and
- An Office of Victim Services.

Adult misdemeanants released by municipal or county courts are supervised primarily by municipal agencies. Juvenile probation departments of the county juvenile courts provide juvenile probation

services. The Ohio Department of Youth Services provides aftercare supervision for juveniles released from state institutions.

### **Funding**

Funding for the Division of Parole and Community Services is provided entirely by the state legislature. For the 38 local probation agencies, county units of government provide all funding, with supervision fees assessed in some jurisdictions. In the counties with mixed state and local responsibility for probation, the state funds supervision services, and the counties fund other programs such as halfway houses.

### **Privatization of Probation Supervision**

At least one private probation provider is operating in Ohio.

### **Recent or Proposed Changes in Probation Structure**

None.

### **Ohio Contact**

Chief, Adult Parole Authority  
Division of Parole and Community Services  
Ohio Department of Rehabilitation and Correction  
1050 Freeway Drive North  
Columbus, Ohio 43229  
(614) 752-1254

# **OKLAHOMA**

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## *Department of Corrections, Division of Probation and Parole/Community Corrections*

### **Structure for Delivering Adult Probation Services**

The Division of Probation and Parole/Community Corrections of the Oklahoma Department of Corrections provides adult probation services in the state. The executive branch agency consists of a central office, eight districts, and 59 field offices throughout Oklahoma. It supervises mostly felony cases.

### **State Oversight**

The Division's central office establishes policies and procedures, develops quality control measures, manages staffing and budgeting, coordinates in-service training, collects data and issue statistical reports, conducts research and evaluations of field services, manages the Interstate Compact activities, and provides overall coordination of probation services.

### **Other Community-Based Corrections**

The Division also manages adult parole services. The Department of Juvenile Justice, a separate agency in the state's executive branch, oversees juvenile probation and aftercare services. Two larger cities in the state operate municipal probation departments.

### **Funding**

The Division is funded by appropriations from the state legislature.

### **Privatization of Probation Supervision**

At least one private probation office is known to operate in Oklahoma.

### **Recent or Proposed Changes in Probation Structure**

In 1997, the Oklahoma legislature passed a truth-in-sentencing act that included a community sentencing component. As a result, a sentencing grid was developed with four general sentencing options: 1) prison; 2) prison with community placement; 3) jail with community placement; and 4) community placement. Counties, or groups of counties, formed local planning boards to design and develop community-based programs. Within the state's 77 counties, 46 planning boards were formed (30 with single counties and 16 with multi-county participation). State appropriations were to be allocated to the various boards to begin supporting local programs on July 1, 1998. In 1998, however, the legislature delayed implementation of the program until July 1, 1999.

Unless revised by the Oklahoma legislature in 1999, local boards are scheduled to receive allocations to begin programming in July 1999. The local boards may contract with the Division of Probation and Parole/Community Corrections, or use the services of local public or private agencies. Final implementation of the program will depend on legislative action and appropriations in the 1999 session, and subsequent designation of community corrections service providers by the local planning boards.

### **Oklahoma Contact**

Deputy Director, Division of Probation and Parole/Community Corrections  
Oklahoma Department of Corrections  
1219 Classen Drive  
Oklahoma City, Oklahoma 73103-2408  
(405) 218-4201

## **OREGON**

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*(County-level operations)*

### **Structure for Delivering Adult Probation Services**

All probation services (felony and misdemeanor) are functions of executive branch agencies in the 36 county governments. County commissioners designate or establish the county agencies to provide probation services; sheriffs' departments have been assigned probation responsibilities in seven counties.

### **State Oversight**

The Department of Corrections, with advice from a committee appointed by the governor, provides the following implementation activities associated with the Community Partnership Act: allocates resources to counties, reviews and approves county plans for community-based programming, and audits compliance with plans. Interstate Compact services are also coordinated by the DOC.

### **Other Community-Based Corrections**

County executive branch agencies are also responsible for parole supervision. Juvenile probation has historically been the responsibility of counties, but only two counties have combined adult and juvenile probation within a single agency since 1995. Juvenile parole is overseen by a state agency, the Oregon Youth Authority.

### **Funding**

State appropriations, managed through the Department of Corrections, provide resources for community-based corrections. For probation, funding is based on caseload projections using a common classification instrument (85 percent of funding) and county population (15 percent of funding).

### **Privatization of Probation Supervision**

No private entities supervise probationers in the state.

### **Recent or Proposed Changes in Probation**

Probation services in Oregon have undergone significant changes since 1995. Passage of the Oregon Community Corrections Act in 1979 had previously allowed the state's 36 counties to choose among three options for delivery of community corrections services: 1) services provided by a state agency; 2) services provided by county agencies; or 3) a combination of state and county agencies.

The 1995 "Community Partnership Act" moved all community-based services to counties effective January 1, 1997. The Act provides state funding to counties, authorizes counties (or groups of counties) to form "local supervision authorities" to oversee probation services and post-prison/parole supervision of felons released from state prisons. The authorities also have jurisdiction over felons receiving sentences of less than one year, which are served in local jails or correctional programs. The legislation provided construction and operation funds for 1,400 beds in local jails.

### **Oregon Contact**

Assistant Director, Community Corrections Division  
Oregon Department of Corrections  
2575 Center Street N.E.  
Salem, Oregon 97310  
(503) 945-9050

## PENNSYLVANIA

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*(County-level operations)*

### **Structure for Delivering Adult Probation Services**

In 65 of Pennsylvania's 67 counties, adult felony and misdemeanor probation services are delivered by county probation departments, which are judicial branch agencies of local government. In two counties, adult probation and parole services are managed by a state executive branch agency, the Board of Probation and Parole.

### **State Oversight**

The Bureau of Probation Services under the Board of Probation and Parole is responsible for the following statewide probation administration functions: establishes probation standards and conducts annual audits of agencies, allocates funding (80 percent of salaries for staff added since 1965), provides training and technical assistance to local agencies, classifies probation positions, collects data and produces an annual statistical report, operates the supervision fee program, and provides training for officers authorized to carry weapons.

### **Other Community-Based Corrections**

The Bureau of Parole Services, also under the Board of Probation and Parole, supervises adult parolees in counties that operate adult probation departments. Separate local departments administered by the Pennsylvania Juvenile Court Judges Commission provide juvenile probation and aftercare.

### **Funding**

The county probation departments are responsible to the presiding judge of the County Court of Common Pleas and receive funding both from their county commissioners and the state, through the Pennsylvania Board of Probation and Parole's Bureau of Probation Services. Local agencies also receive state funding for diversion services from the Pennsylvania Commission on Crime and Delinquency.

### **Privatization of Probation Supervision**

No private probation agencies exist in Pennsylvania.

### **Recent or Proposed Changes in Probation Structure**

Although no major organizational changes have occurred recently in Pennsylvania, a ruling of the Pennsylvania Supreme Court in 1987 mandated a unified judicial system to comply with the state's constitution. The result of the ruling may eventually have implications for the role of the executive branch of government in probation, which is considered a judicial branch function.

### **Pennsylvania Contact**

Director, Bureau of Probation Services  
Pennsylvania Board of Probation and Parole  
1101 S. Front Street, Suite 5400  
Harrisburg, Pennsylvania 17104-2520  
(717) 782-7461

## **RHODE ISLAND**

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*Department of Corrections, Division of Rehabilitative Services, Community Corrections,  
Adult Probation and Parole*

### **Structure for Delivering Adult Probation Services**

Adult Probation and Parole, which is a unit of Community Corrections under the Division of Rehabilitative Services in the Department of Corrections, is responsible for adult felony and misdemeanor probation services. Services are centralized under this unit, but there are eight office locations geographically distributed around the state. Two Assistant Probation and Parole Administrators are in charge of Adult Probation and Parole.

### **State Oversight**

The central office is responsible for policies and procedures, staffing, resources, planning, and training.

### **Other Community-Based Corrections**

Adult Probation and Parole manages only adult probation and parole services. Other community corrections functions, including the state's electronic monitoring program and the furlough program, are under the Community Corrections unit.

The Division of Juvenile Corrections within the Rhode Island Department of Children, Youth, and Families is responsible for juvenile probation and parole.

### **Funding**

All funding comes from the state legislature. Offender fees are collected and placed in the state's general fund.

### **Privatization of Probation Supervision**

No private entities are providing probation supervision services in Rhode Island.

### **Recent or Proposed Changes in Adult Probation**

Adult Probation and Parole is now under a new administrative entity, Community Corrections, a separate level established within the Division of Rehabilitative Services as a result of internal DOC restructuring in December 1998.

### **Rhode Island Contact**

Assistant Probation and Parole Administrator  
Division of Rehabilitative Services  
Department of Corrections  
One Dorrance Plaza, Garrahy Complex  
Providence, Rhode Island 02903  
(401) 458-3033

# **SOUTH CAROLINA**

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## *Department of Probation, Parole and Pardon Services*

### **Structure for Delivering Adult Probation Services**

The South Carolina Department of Probation, Parole and Pardon Services, a cabinet-level agency, is responsible for adult probation in the state. The Field Services Division of the department supervises all adult felons and misdemeanants, if sentenced by circuit courts. Misdemeanants sentenced by magistrate courts are not supervised.

The department has three divisions: Field Services, Pardons, and Administrative Services. The Director is appointed by the governor and serves as a member of the cabinet. The Field Services Division delivers services through five regions, each of which contains various numbers of the 46 counties in the state. Counties are clustered so that probation and parole supervision regions do not overlap judicial districts.

### **State Oversight**

The central office has complete oversight over all operations and ensures that all policies and procedures of the department are followed. The central administration develops policies and procedures, administers the budget, coordinates data management and information technology, makes all hiring and firing decisions, and audits all aspects of operations.

### **Other Community-Based Corrections**

Parole supervision is also under the department, as are restitution centers, a community control center, and home detention with electronic monitoring.

Juvenile probation and aftercare are the responsibility of the Department of Juvenile Justice, another cabinet-level agency.

### **Funding**

The department's annual budget is approximately \$41 million. Fifty-four percent of the budget comes from the state's general fund and 46 percent from offender fees.

### **Privatization of Probation Supervision**

Any privatization of supervision would require authorization by the department. At present, no private entities provide probation services in South Carolina.

### **Recent or Proposed Changes in Probation Structure**

Following legislation passed in 1992, the Director and three Deputy Directors of the Department of Probation, Parole and Pardon Services have been directly appointed by the Governor of South Carolina rather than being selected by the Board of Probation, Parole and Pardons.

### **South Carolina Contact**

Director, Department of Probation, Parole and Pardon Services  
2221 Devine St., P.O. Box 5066  
Columbia, South Carolina 29250  
(803) 734-9220

# **SOUTH DAKOTA**

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## *Unified Judicial System*

### **Structure for Delivering Adult Probation Services**

Probation services for adult offenders, both felony and misdemeanor, and juveniles are provided by the Court Services Departments within the eight judicial circuits of South Dakota. Under the state's Unified Judicial System, the presiding judges of the circuits appoint probation officers and have rule-making authority within their circuits. Officers are state employees.

### **State Oversight**

Within the Office of the State Court Administrator, a Director of Court Services provides the following oversight and coordination of statewide probation services: establishes standards and policies for probation; allocates staffing and operational budgets for court services agencies; provides technical assistance and training to probation staff; collects data and produces statistical reports on probation; provides Interstate Compact services for probation; develops standardized workload measurement systems; and conducts special audits and monitors compliance with standards and policies.

### **Other Community-Based Corrections**

Adult parole services are provided the South Dakota Department of Corrections, a state executive branch agency. Juvenile aftercare services are also the DOC's responsibility.

### **Funding**

The Court Services Departments are state, judicial branch agencies, supported primarily by state appropriations. Local governments provide facilities for the circuit courts and judicial staff, including probation.

### **Privatization of Probation Supervision**

No private or municipal probation agencies exist in South Dakota.

### **Recent or Proposed Changes**

Responsibilities for juvenile aftercare were transferred from the Court Services Departments to the Department of Corrections on July 1, 1996. This was the only significant change in the structure of community-based corrections in the past decade.

### **South Dakota Contact**

Director of Court Services  
South Dakota Unified Judicial System  
500 E. Capitol  
Pierre, South Dakota 57501  
(605) 773-4873

# TENNESSEE

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## *Board of Probation and Parole*

### **Structure for Delivering Adult Probation Services**

Effective in 1999, probation and parole field services have been combined under the Board of Probation and Parole, a state executive branch agency, as per legislation passed in 1997. Field services will be organized into four regions, with seven districts within the regions. The agency will manage adult felony probation and parole cases and misdemeanor probation cases that were pled down from felony charges. Since 1979, probation services had been managed by the Division of Community Correction of the Tennessee Department of Correction, and parole field services had been managed by the state's Board of Paroles.

### **State Oversight**

The Board of Probation and Parole will follow a centralized, statewide management approach and will also oversee Interstate Compact activities.

### **Other Community-Based Corrections**

The Board of Probation and Parole will have overall administrative authority. An administrator will oversee field operations, assisted by a deputy for parole services and another for probation services.

Juvenile probation and aftercare services will continue to be provided by the Tennessee Department of Children's Services. No municipal probation agencies exist in Tennessee.

### **Funding**

Funding for the agency will come primarily from state appropriations, supplemented by offender fees.

### **Privatization of Probation Supervision**

State statutes authorize private probation services, and private providers deliver supervision services for misdemeanor probation cases in some jurisdictions of the state.

### **Recent or Proposed Changes in Probation Structure**

The unification of probation and parole field services under the Board of Probation and Parole is scheduled for implementation in July 1999. Some existing probation and parole field offices will be merged, and a "hold harmless" period of one year (beginning July 1, 1999) will apply to the salaries of existing staff as integration and reorganization are completed. To prepare for reorganization, transition planning committees with representatives from the existing probation and parole agencies have been assigned to draft mission statements, draft policies and procedures, and plan for other phases of unifying field services.

### **Tennessee Contact**

*Through June 30, 1999—*

Assistant Commissioner, Division of  
Community Correction  
Tennessee Department of Correction  
320 Sixth Avenue North, 2nd Floor  
Nashville, Tennessee 37243  
(615) 741-5752

*After July 1, 1999—*

Board of Probation and Parole  
404 James Robertson Parkway, Suite 1300  
Nashville, Tennessee 37243  
(615) 741-1673

# **TEXAS**

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*(Local-level operations)*

## **Structure for Delivering Adult Probation Services**

In Texas, 122 local probation departments, known as Community Supervision and Corrections Departments (CSCDs), deliver adult felony and misdemeanor probation services in the 254 counties in Texas. While some departments serve only one county, others serve multiple counties. (One agency encompasses seven counties.) All departments are considered local and judicial. The chief probation officer in these departments is responsible to the administrative judge of the judicial district(s) served by the department.

## **State Oversight**

The state exercises some centralized authority over adult probation through the Community Justice Assistance Division of the Department of Criminal Justice. This executive branch state agency allocates state funding to CSCDs, develops statewide standards, conducts financial and program audits, collects data and provides statistical analysis and reports, evaluates the effectiveness of community corrections programs, and provides technical assistance and training to CSCDs. The Texas Department of Criminal Justice also administers the Interstate Compact.

## **Other Community-Based Corrections**

Adult parole supervision is managed separately by the Parole Division of the Texas Department of Criminal Justice.

Fifteen of the CSCDs manage both adult and juvenile probation. In the remaining jurisdictions of the state, separate local juvenile probation departments operate under the local judiciary. A state agency, the Texas Juvenile Probation Commission, oversees and funds juvenile probation. The Texas Youth Commission is responsible for juveniles in secure state facilities and their aftercare supervision.

## **Funding**

Funding for the CSCDs comes from three sources: counties provide office space, furniture, and phone service; state funds support approximately two-thirds of personnel and programming costs; and the remainder is funded through offender fees.

## **Privatization of Probation Supervision**

There are no private agencies providing primary probation supervision services for adults in Texas.

## **Recent or Proposed Changes in Probation Structure**

None.

## **Texas Contact**

Director, Community Justice Assistance Division  
Texas Department of Criminal Justice  
209 West 14th Street, Suite 400  
Austin, Texas 78701  
(512) 305-9300

## **UTAH**

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### ***Department of Correction, Division of Adult Probation and Parole***

#### **Structure for Delivering Adult Probation Services**

The Division of Adult Probation and Parole in the Utah Department of Corrections delivers adult probation and parole services. The division is organized into seven regions in the state, which are semi-aligned to the seven judicial districts.

#### **State Oversight**

Administration of the division is centralized. The central office establishes agency policies and procedures, oversees audits, collects data, provides reports, allocates budget, and provides staff training. The Interstate Compact is under the division but is currently housed at a state prison.

#### **Other Community-Based Corrections**

The Division of Adult Probation and Parole is responsible for adult parole as well as probation, with officers handling combined caseloads in smaller areas and separate caseloads in metropolitan areas. The division also administers four community corrections centers in the state.

A municipal substance abuse program is administered by the county in which Salt Lake City is located. Juvenile probation is under the Division of Youth Corrections, which is within the Department of Human Services.

#### **Funding**

Funding for the Division of Adult Probation and Parole comes from the legislature and directly from offender supervision fees.

#### **Privatization of Probation Supervision**

For certain offenses, judges are authorized to order private supervision. Private supervision entities operate principally in the Salt Lake City area and mostly for misdemeanants. The Division of Adult Probation and Parole has no authority over these private entities.

#### **Recent or Proposed Changes in Probation Structure**

The name of the division responsible for adult probation and parole has changed from the Division of Field Operations to the Division of Adult Probation and Parole.

#### **Utah Contact**

Program Director, Division of Adult Probation and Parole

155 E. 6100 S., Suite 300

Murray, Utah 84107

(801) 264-4308

## **VERMONT**

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### *Vermont Department of Corrections, Program Services*

#### **Structure for Delivering Adult Probation Services**

The Vermont Department of Corrections' Program Services unit delivers adult probation and parole services in the state. The Department of Corrections is in the executive branch of state government within the Agency of Human Services. Services are provided for both felony and misdemeanor cases.

#### **State Oversight**

Community-based corrections services in Vermont are centrally managed. The central office establishes statewide policies and procedures, develops contact and service standards, manages personnel and budget matters, establishes quality assurance measures, coordinates staff training, maintains a reporting system and database, and generates statistical reports. The central office also manages the Interstate Compact.

#### **Other Community-Based Services**

Since a 1995 departmental reorganization, which emphasized a restorative justice approach, field services have been organized into two service delivery tracks: 1) Eight field offices are designated as Community Corrections Services Centers. These offices provide case management and supervision for higher risk probationers and parolees (usually felony cases). 2) Eleven field offices are designated as Court Reparative Services Units (CRSUs). The CRSUs oversee lower-level offender supervision and administrative caseloads, and coordinate with Community Reparative Boards that develop sanctioning plans for less serious offenders (usually misdemeanor cases). Requirements of these plans are typically completed within 90 days. No probation agencies are operated by units of local government.

The Department of Social and Rehabilitation Services, a separate state executive branch agency, manages juvenile probation and parole.

#### **Funding**

Probation services are funded by state appropriations to the Department of Corrections.

#### **Privatization of Probation Supervision**

State law prohibits private probation operations.

#### **Recent or Proposed Changes in Probation Structure**

Vermont adopted a restorative justice model in 1995, which resulted in the reorganization into two service delivery tracks.

#### **Vermont Contact**

Director, Program Services  
Vermont Department of Corrections  
103 South Main Street  
Waterbury, Vermont 05671-1001  
(802) 241-2297

# VIRGINIA

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## *Virginia Department of Corrections, Community Corrections Section*

### **Structure for Delivering Adult Probation Services**

The Virginia Department of Corrections' Community Corrections section provides adult felony probation services in Virginia. The agency is in the executive branch of state government. The Community Corrections section is organized into a central office, four regions, and 42 district offices within the regions. The district boundaries are generally consistent with the judicial circuits of the court system.

### **State Oversight**

The central office establishes agency policy and procedures, develops standardized case management guidelines, oversees annual field office reviews by regional administrators, collects data on community-based operation and services, produces statistical reports, and conducts program evaluations. Financial and personnel management is also centralized within the agency, as are Interstate Compact operations.

The central office coordinates audits of field operations to measure compliance with service standards promulgated by the Board of Corrections, which is appointed by the governor.

### **Other Community-Based Corrections**

Community Corrections is the point of coordination and planning for the supervision and programming for most felons released to community-based programs. In addition to supervising all adult probationers, Community Corrections also oversees a range of programs designed to divert targeted felons from prison. Those programs include boot camps, detention centers, diversion centers, day reporting centers, drug courts, and electronic monitoring (all staffed by state employees). Community Corrections contracts services for halfway houses, substance abuser, and sexual offender assessments and treatment.

Parole was abolished in Virginia for offenders whose crimes were committed on or after January 1, 1995. Community Corrections still supervises parolees released under the old law, however, as well as inmates sentenced under the new law who, after completion of a prison term, may be placed on probation or post-release supervision by sentencing courts.

Most adult misdemeanor probation cases and some lower level felony cases are managed by local agencies that receive funding through the Community Corrections Act administered by the Virginia Department of Criminal Justice Services. There are no municipal probation services in Virginia.

Juvenile probation and aftercare services are delivered by the Virginia Department of Juvenile Justice, another executive branch agency in state government.

### **Funding**

Community Corrections is funded by state appropriations to the Department of Corrections.

### **Privatization of Probation Supervision**

No private probation agencies are known to exist in Virginia.

### **Recent or Proposed Changes in Adult Probation**

Following an internal reorganization of the Department in 1995, Community Corrections became one of two organizational units (the other is Institutional Services) under the DOC's Division of Operations.

**Virginia Contact**

Assistant Director, Community Corrections  
Division of Operations  
Virginia Department of Corrections  
6900 Atmore Drive  
Richmond, Virginia 23225  
(804) 674-3244

# **WASHINGTON**

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## *Department of Corrections, Office of Correctional Operations*

### **Structure for Delivering Adult Probation Services**

When Washington adopted a determinate sentencing philosophy in 1984, the term "probation" was officially replaced by "community supervision." Community supervision services are delivered by the Office of Correctional Operations of the Washington Department of Corrections. Under that office, all institutional and field operations are organized into five regions. There are approximately 75 field offices operating statewide within these regions.

### **State Oversight**

The centralized administration of the Office of Correctional Operations provides the following statewide oversight functions for community supervision: develops all agency policies and procedures, controls agency budgeting and staffing, conducts data collections and generates reports, audits local operations for compliance with state guidelines, trains staff, oversees program development, administers the Interstate Compact, provides victim notification services, and coordinates with other agencies of state and local government.

### **Other Community-Based Services**

The Office of Correctional Operations provides community supervision services to felony and misdemeanor cases released by the state's superior courts. Misdemeanants released to community supervision by the lower level district courts are supervised in some counties by local governmental agencies. Some municipalities in Washington also operate probation offices.

The Office of Correctional Operations also supervises adult parolees sentenced before July 1, 1984. Juvenile probation services are provided by county agencies, and juvenile parole/aftercare services are delivered by the Juvenile Rehabilitation Administration of the Department of Social and Health Services, a state executive branch agency.

### **Funding**

The Office of Correctional Operations is funded by state appropriations, supplemented by offender fees.

### **Privatization of Probation Supervision**

No private probation agencies are known to exist in Washington.

### **Recent or Proposed Changes in Probation Structure**

There have been no statutory changes to the structure of community supervision during the 1990s, but in 1997 the Department adopted an organizational approach that integrated the management of institutional and community corrections. The Department abolished the Division of Community Corrections and established the Office of Correctional Operations.

### **Washington Contact**

Deputy Secretary, Office of Correctional Operations  
Washington Department of Corrections  
P.O. Box 41118  
Olympia, Washington 98504-1118  
(360) 753-1502

## **WEST VIRGINIA**

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*(Local-level organization)*

### **Structure for Delivering Adult Probation Services**

Adult probation services in West Virginia are coordinated through the judicial branch. Probation departments in each of the state's 31 judicial circuits provide probation services for adult felons. These departments may supervise misdemeanor cases pled down from felonies, but adult misdemeanants released on probation by the magistrate courts are usually unsupervised.

The probation staff are employees of the state judicial branch, but chief judges of the circuits oversee local operations of the departments and appoint probation staff within their circuits. With 55 counties in the state, each judicial circuit consists of one to three counties.

### **State Oversight**

A Probation Services office under the West Virginia Supreme Court of Appeals provides some state oversight and coordination functions. The office approves funding and staffing levels among the 31 departments, reviews applicants for probation employment to verify eligibility for hiring, conducts annual and pre-service training for probation staff, and maintains a database of probation-related statistics. The office coordinates statewide planning and program development in collaboration with the West Virginia Association of Probation Officers. The office also manages the Interstate Compact for juvenile probation.

### **Other Community-Based Corrections**

Local judicial departments are responsible for juvenile probation and aftercare as well as for adult probation. The Division of Corrections of the West Virginia Department of Military Affairs and Public Safety delivers adult parole services. The division also oversees all interstate compact activity for adult probationers and parolees.

### **Funding**

Funding for salaries, equipment, travel, supplies, and programs comes from state appropriations. Counties provide office space, furniture, and utilities for the probation departments. Offender supervision fees revert to the state general fund.

### **Privatization of Probation Supervision**

There are no private probation agencies in West Virginia

### **Recent or Proposed Changes in Probation Structure**

Since a re-organization on July 1, 1993, the local judicial departments have also delivered juvenile probation and juvenile aftercare services.

### **West Virginia Contact**

Director, Probation Services

West Virginia Supreme Court of Appeals  
Administrative Office Building 1, Room E-100  
1900 Kanawha Blvd. East  
Charleston, West Virginia 25305-0832  
(304) 558-0145

## **WISCONSIN**

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### *Department of Corrections, Division of Community Corrections*

#### **Structure for Delivering Adult Probation Services**

The Division of Community Corrections within the Wisconsin Department of Corrections is responsible for adult felony and misdemeanor probation. The Office of the Administrator of the Division reports to the Secretary of the Department of Corrections.

#### **State Oversight**

The central office develops policies and procedures and administers Division budgets. Training of new agents is provided at two training centers in the state. The division also manages the Interstate Compact.

#### **Other Community-Based Corrections**

The Division of Community Corrections is responsible for adult parole supervision as well as probation; officers generally have combined caseloads. The division also manages an Intensive Sanctions Program, halfway houses, and 17 correctional centers around the state. These minimum-security facilities serve a variety of functions, including treatment, housing for violators, and housing for inmates about to be paroled to a halfway house or the community. Municipal probation supervision exists in some counties in the state. Juvenile probation and aftercare are under the Division of Juvenile Corrections.

#### **Funding**

Funds come from legislative appropriations and offender supervision fees.

#### **Privatization of Probation Supervision**

A contractor provides electronic monitoring services and administrative supervision of less serious cases.

#### **Recent or Proposed Changes in Probation Structure**

Effective July 1, 1998, the Wisconsin Division of Probation and Parole was renamed the Division of Community Corrections and the structure for delivering probation was substantially altered. These actions were the result of internal restructuring rather than legislation and were designed to better accommodate growing numbers of offenders under supervision. The realignment emphasizes a regional management structure: replacing a single Deputy Administrator are three Assistant Administrators in charge of three districts in the state. Two of these districts contain three regions, and one has two regions; these eight supervision regions replaced a previous six.

In addition to these structural changes, the Division assumed responsibility for 17 correctional centers, discussed above, which had been under the Division of Adult Institutions. Another recent change is the phase-out of the state's Intensive Sanctions Program. Originally, offenders could enter this program by via parole, as an alternative to revocation, as an administrative transfer from the Division of Adult Institutions, or as a direct sentence by a judge. In September 1997, the governor suspended all entry points except the last. The program will be discontinued at the end of 1999.

#### **Wisconsin Contact**

Administrator, Division of Community Corrections  
149 E. Wilson St.  
Madison, Wisconsin 53707  
(608) 266-7440

# **WYOMING**

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## *Wyoming Department of Corrections, Field Services Division*

### **Structure for Delivering Adult Probation Services**

Adult felony and misdemeanor probation services in Wyoming are provided by the Field Services Division of the Wyoming Department of Corrections, an agency in the executive branch of state government.

### **State Oversight**

The division is divided into seven district offices, but the central office establishes standards, staffing allocations, policies and procedures, and overall administration of services. Case audits and inspections are provided by district supervisors and the central Field Servicee.

### **Other Community-Based Corrections**

The Field Services Division also supervises all adult parolees and offenders placed in programs under the Wyoming Community Corrections Act (CCA) programs as conditions of probation, inmate pre-parole placements, or as conditions of parole. The Interstate Compact offices are located at the Division's central office. The Field Services Division prepares presentence reports for the district courts, which have jurisdiction for adult felony cases. The division also provides services to some county courts and justices of the peace, who adjudicate misdemeanor cases.

Juvenile probation services are the responsibility of another state agency, the Department of Family Services, which also provides post-release supervision of juveniles who have been committed to state institutions and then released back to the jurisdiction of family courts.

### **Funding**

The Field Services Division of the Wyoming Department of Corrections receives its funding from appropriations of the state legislature and from offender fees.

### **Privatization of Probation Supervision**

There are no state statutes governing private probation services. Approximately 30 percent of the probation cases managed by the Division are misdemeanors. Some misdemeanants are released to unsupervised probation or to private agencies providing probation services.

### **Recent or Proposed Changes in Probation Structure**

None.

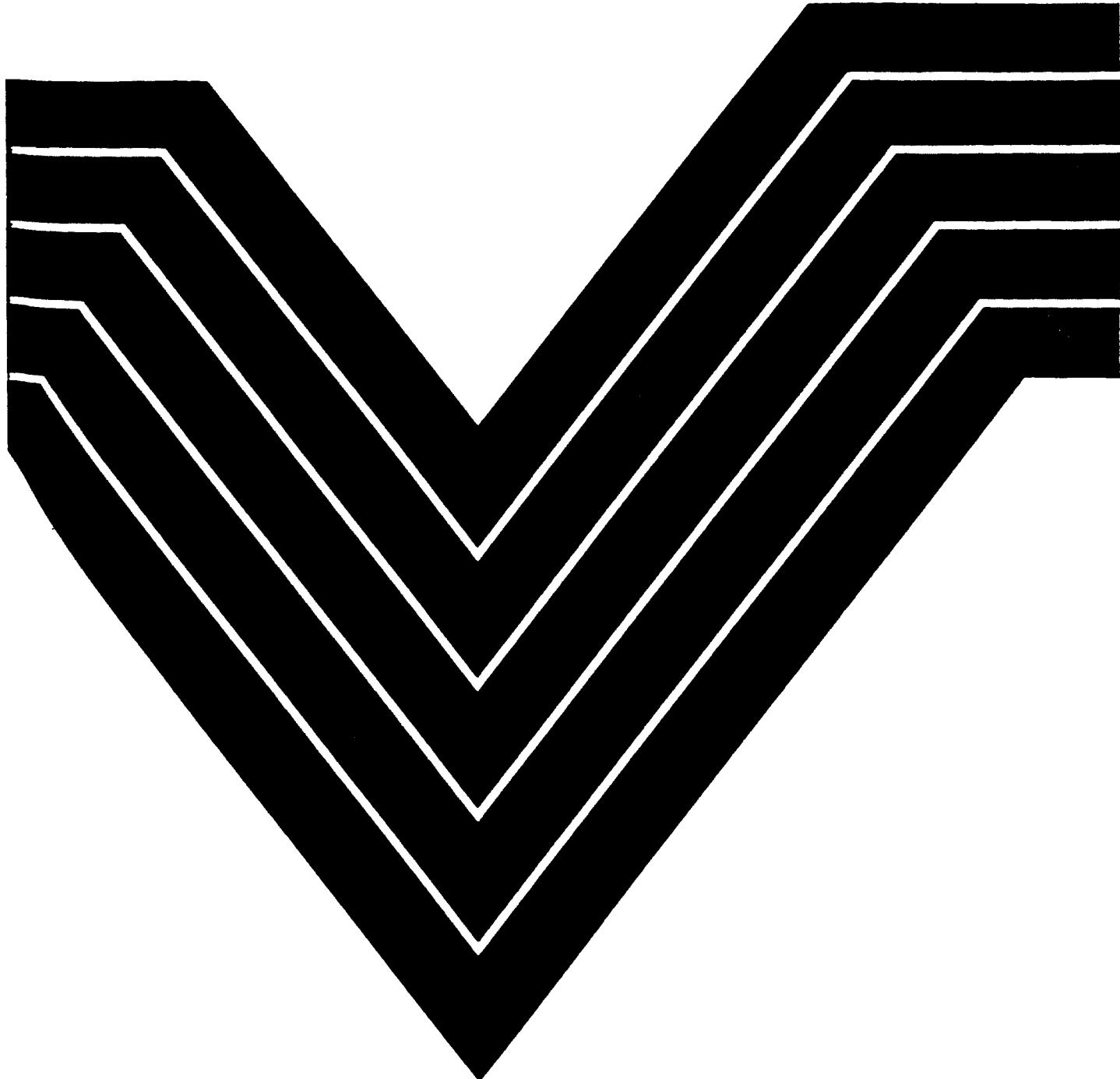
### **Wyoming Contact**

Administrator, Field Services Division  
Department of Corrections  
700 West 21st Street  
Cheyenne, Wyoming 82002  
(307) 777-7208

## **Appendix A**



# **Corrections**



**National Advisory Commission on Criminal Justice Standards and Goals**

This volume, *Report on Corrections*, is one of six reports of the National Advisory Commission on Criminal Justice Standards and Goals.

This Commission was appointed by Jerris Leonard, Administrator of the Law Enforcement Assistance Administration (LEAA), on October 20, 1971, to formulate for the first time national criminal justice standards and goals for crime reduction and prevention at the State and local levels.

The views and recommendations presented in this volume are those of a majority of the Commission and do not necessarily represent those of the Department of Justice. Although LEAA provided \$1.75 million in discretionary grants for the work of the Commission, it did not direct that work and had no voting participation in the Commission.

Membership in the Commission was drawn from the three branches of State and local government, from industry, and from citizen groups. Commissioners were chosen, in part, for their working experience in the criminal justice area. Police chiefs, judges, corrections leaders, and prosecutors were represented.

Other recent Commissions have studied the causes and debilitating effects of crime in our society. We have sought to expand their work and build upon it by developing a clear statement of priorities, goals, and standards to help set a national strategy to reduce crime through the timely and equitable administration of justice; the protection of life, liberty, and property; and the efficient mobilization of resources.

Some State or local governments already may have equaled or surpassed standards or recommendations proposed in this report; most in the Nation have not. But in any case, each State and local government is encouraged to evaluate its present status and to implement those standards and recommendations that are appropriate.

The process of setting the standards that appear in the *Report on Corrections* and the other Commission volumes was a dynamic one. Some of the standards proposed are based on programs and projects already in operation, and in these cases the standards are supported with empirical data and examples.

The Commission recommends specific guidelines

for evaluating existing practices or for setting up new programs. In some areas, however, the Commission was unable to be as specific as it would have liked because of the lack of reliable information. The Commission urges research in these areas.

The Commission anticipates that as the standards are implemented, experience will dictate that some be upgraded, some modified, and perhaps some discarded. Practitioners in the criminal justice field will contribute to the dynamic process as they test the validity of the Commission's assumptions in the field.

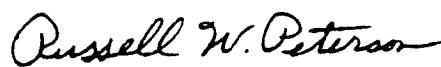
One of the main priorities of this volume—and of the Commission itself—is to encourage and facilitate cooperation among all the elements of the criminal justice system and with the communities they serve. Consequently, some of the subjects discussed in this volume bear a close correlation to standards in the other volumes. The Commission has attempted to maintain a consistent approach to basic problems, but different facets of common concerns are discussed in the volume that seems most appropriate.

This Commission has completed its work and submitted its report. The Commission hopes that its standards and recommendations will influence the shape of the criminal justice system in this Nation for many years to come. And it believes that adoption of those standards and recommendations will contribute to a measurable reduction of the amount of crime in America.

The Commission thanks Jerris Leonard, Administrator of LEAA, and Richard W. Velde and Clarence M. Coster, Associate Administrators, for their efforts in authorizing and funding this Commission and for their support and encouragement during the life of the Commission.

The Commission expresses its sincerest gratitude to the chairman, Judge Joe Frazier Brown, and members of the Task Force on Corrections; and to the many practitioners, scholars, and advisers who contributed their expertise to this effort. We are also grateful to the Commission and Corrections Task Force staffs for their hard and dedicated work.

On behalf of the Commission, I extend special and warmest thanks and admiration to Thomas J. Madden, Executive Director, for guiding this project through to completion.



RUSSELL W. PETERSON  
Chairman

Washington, D.C.  
January 23, 1973

**PARENT AGENCY RESPONSIBILITY FOR ADMINISTERING CORRECTIONAL SERVICES, BY STATE<sup>1</sup>**  
**January 1971**

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<b>State</b>	<b>Juvenile Detention</b>	<b>Juvenile Probation</b>	<b>Juvenile Institutions</b>	<b>Juvenile Aftercare</b>	<b>Misde-meanant Probation</b>	<b>Adult Probation</b>	<b>Local Adult Institutions and Jails</b>	<b>Adult Institutions</b>	<b>Parole</b>
Alabama	Local	Dept. of Health & Welfare	3 Separate & Independent Boards	Dept. of Pensions & Security & Local	Board of Pardons & Paroles	Board of Pardons & Paroles	Board of Corrections	Board of Pardons & Paroles	Board of Pardons & Paroles
Alaska	Local	Dept. of Health & Welfare	Dept. of Health & Welfare	Dept. of Health & Welfare	Dept. of Health & Welfare	Dept. of Health & Welfare	Dept. of Health & Welfare	Dept. of Health & Welfare	Dept. of Health & Welfare
Arizona	Local	Dept. of Corrections	Dept. of Corrections	None	Local	Local	Dept. of Corrections	Dept. of Corrections	Dept. of Corrections
Arkansas	Local	Dept. of Welfare & Local	Juvenile Training School Dept.	Juvenile Training School Dept.	None	Local	Local	Dept. of Corrections	Board of Pardons & Parole
California	Local	Local & District	Dept. of Youth Authority	Dept. of Youth Authority	Local	Local	Local	Dept. of Corrections	Dept. of Corrections
Colorado	Local	Juvenile Court Districts	Dept. of Institutions	Dept. of Institutions	Local	Local	Local	Dept. of Institutions	Dept. of Institutions
Connecticut	Local	Dept. of Health & Soc. Servs.	Dept. of Youth Services	Dept. of Youth Services	Dept. of Adult Probation	Dept. of Adult Probation	Dept. of Corrections	Dept. of Corrections	Dept. of Corrections
Delaware	Local	Local	Dept. of Health & Soc. Servs.	Dept. of Health & Soc. Servs.	Dept. of Health & Soc. Servs.	Dept. of Health & Soc. Servs.	Local	Dept. of Health & Soc. Servs.	Dept. of Health & Soc. Servs.
Florida	Division of Children & Youth & Loc.	Division of Children & Youth & Loc.	Dept. of Health & Rehabilitative Services	Local & Probation & Parole Commission	Local & Probation & Parole Commission	Local	Dept. of Health & Rehabilitative Services	Probation & Parole Commission	Probation & Parole Commission
Georgia	Division of Children & Youth & Loc.	Division of Children & Youth & Loc.	Division of Children & Youth	Dept. of Probation & Local	Dept. of Probation & Local	Local	Dept. of Corrections	Dept. of Corrections	Board of Pardons & Parole

State	Juvenile Detention	Juvenile Probation	Juvenile Institutions	Juvenile Aftercare	Misdemeanant Probation	Adult Probation	Local Adult Institutions and Jails	Adult Institutions	Parole
Hawaii	Local	Dept. of Social Service	Local	Local	Board of Correction	Local	Dept. of Social Service	Board of Parole & Pardons	Commission for Pardons & Parole
Idaho	State Board of Health & Local	State Board of Health & Local	State Board of Health	None	Board of Correction	Local	Dept. of Corrections	Dept. of Corrections	Dept. of Corrections
Illinois	Local	Dept. of Corrections	Dept. of Corrections	Local	Local	Local	Dept. of Corrections	Dept. of Corrections	Dept. of Corrections
Indiana	Local	Dept. of Welfare & Local	Dept. of Corrections	Dept. of Corrections	Local	Local	Dept. of Social Services	Dept. of Social Services	Dept. of Social Services
Iowa	Local	Dept. of Social Services	Dept. of Social Services	None	Dept. of Social Services	Local	Loc. & Board of Probation & Parole	Director of Penal Institutions	Board of Probation & Parole
Kansas	Local	Dept. of Social Welfare	Dept. of Social Welfare	Local	Dept. of Child Welfare	Dept. of Corrections	Dept. of Corrections	Dept. of Corrections	Dept. of Corrections
Kentucky	Local	Dept. of Child Welfare & Loc.	Dept. of Child Welfare	Dept. of Child Welfare	Dept. of Public Welfare & Local Corrections	Dept. of Corrections	Dept. of Corrections	Dept. of Corrections	Dept. of Corrections
Louisiana	Local	Dept. of Mental Health & Corrections & Loc.	Dept. of Mental Health & Corrections	Dept. of Mental Health & Corrections	Dept. of Mental Health & Corrections	Dept. of Mental Health & Corrections	Dept. of Mental Health & Corrections	Dept. of Mental Health & Corrections	Dept. of Mental Health & Corrections
Maine	Local	Dept. of Juvenile Services	Dept. of Juvenile Services	Dept. of Juvenile Services	Dept. of Juvenile Services	Local	Dept. of Parole & Probation & Local	Dept. of Corrections	Dept. of Parole & Probation
Maryland	Youth Service Board	Local	Youth Service Board	Dept. of Social Services	Dept. of Youth Services	Local	Dept. of Corrections & Local	Dept. of Corrections	Parole Board
Massachusetts	Local	Local	Local	Dept. of Social Services	Dept. of Social Services	Local	Dept. of Corrections & Local	Dept. of Corrections	Dept. of Corrections
Michigan	Local	Local	Local	Dept. of Social Services	Dept. of Social Services	Local	Dept. of Corrections & Local	Dept. of Corrections	Dept. of Corrections

		Dept. of Corrections & Local	Dept. of Corrections	Dept. of Corrections & Local	Dept. of Corrections & Local	Dept. of Corrections & Local	Dept. of Corrections	Dept. of Corrections
Minnesota	Local	Local	Board of Trustees	State DPW and Local	None	Board of Probation & Parole	Local	Dept. of Corrections
Mississippi	Local	Local	Board of Training Schools	Board of Training Schools	Local	Board of Probation & Parole	Local	Board of Probation & Parole
Missouri	Local	Local	Dept. of Institutions	Dept. of Institutions	None	Board of Pardons	Local	Board of Probation & Parole
Montana	Local	Local	Dept. of Public Institutions	Dept. of Public Institutions	District Courts & Local	District Courts	Local	Board of Pardons
Nebraska	Local	District Courts & Local	Dept. of Health & Welfare	Dept. of Health & Welfare	Dept. of Parole & Probation	Dept. of Parole & Probation	Local	Board of Parole
Nevada	Local	Local	Dept. of Probation & Local	Board of Parole	State Industrial School	Dept. of Probation & Local	Local	Board Prison Commissioners
New Hampshire	Board of Parole		Dept. of Institutions & Agencies	Dept. of Institutions & Agencies	Local	Dept. of Corrections	Local	Board of Parole
New Jersey	Local	Local	Dept. of Corrections	Dept. of Social Services	Dept. of Social Services	Division of Probation & Local	Local	Dept. of Institutions & Agencies
New Mexico	Local	Local	Dept. of Social Services	Board of Juvenile Correction	Local	Probation Commission	Probation Commission	Dept. of Corrections
New York	Local	District & Local	DPW & Local	Dept. of Institutions	Public Welfare Board	Board of Pardons	Local	Dept. of Corrections
North Carolina	Local		Loc. & Dept. of Welfare & Institutions	Youth Commission	Youth Commission	Local	Local	Dept. Mental Hygiene & Correction
North Dakota	Local	Local	Loc. & Dept. of Welfare & Institutions	Dept. of Welfare & Institutions	Dept. of Welfare & Institutions	None	Local & Dept. of Corrections	Pardon & Parole Board
Ohio	Local						Local	Dept. of Corrections
Oklahoma	Local						Local	Dept. of Corrections

State	Juvenile Detention	Juvenile Probation	Juvenile Institutions	Juvenile Aftercare	Misdemeanant Probation	Adult Probation	Local Adult Institutions and Jails	Adult Institutions	Parole
Oregon	Local	Corrections Division & Local	Corrections Division	Corrections Division	Corrections Division	Corrections Division	Corrections Division	Corrections Division	Parole Board
Pennsylvania	Local	Dept. of Social Welfare	Board of Training Schools	Board of Training Schools & Local	Board of Probations & Parole & Local	Board of Probations & Parole & Local	Dept. of Justice & Local	Dept. of Justice	Board of Probations & Parole
Rhode Island	Local	Dept. of Juvenile Corrections	Dept. of Social Welfare	Dept. of Social Welfare	Dept. of Social Welfare	Dept. of Social Welfare	Dept. of Social Welfare	Dept. of Social Welfare	Dept. of Social Welfare
South Carolina	Local	Dept. of Corrections & Local	Board of Charities & Corrections	Board of Pardons & Parole	Probation, Parole & Pardon Board	Probation, Parole & Pardon Board	Dept. of Pardons & Parole	Dept. of Pardons & Parole	Probation, Parole & Pardon Board
South Dakota	Local	Dept. of Corrections & Local	Dept. of Corrections	Dept. of Corrections	Dept. of Corrections	Dept. of Corrections	Board of Charities & Corrections	Board of Charities & Corrections	Board of Pardons & Parole
Tennessee	Local	Local	Local	Youth Council	Youth Council	Local	Local	Dept. of Corrections	Dept. of Corrections
Texas	Local	Dept. of Juvenile Court Districts	Dept. of Social Services	Juvenile Court Districts	Division of Corrections	Division of Corrections	Local	Dept. of Corrections	Board of Pardons & Paroles
Utah	Local	Dept. of Corrections	Dept. of Corrections	Dept. of Corrections	Dept. of Corrections	Dept. of Corrections	Local	Division of Corrections	Division of Corrections
Vermont	Local	Dept. of Welfare & Institutions & Local	Dept. of Welfare & Institutions	Dept. of Welfare & Institutions & Local	Dept. of Welfare & Institutions	Dept. of Welfare & Institutions	Local	Dept. of Corrections	Dept. of Corrections
Virginia	Local	Dept. of Welfare & Local	Dept. of Social & Health Services	Dept. of Social & Health Services	Dept. of Welfare & Institutions	Dept. of Welfare & Institutions	Local	Dept. of Social & Health Services	Dept. of Welfare & Institutions
Washington	Local	Commissioner of Public Institutions	Commissioner of Public Institutions	Local & Div. of Probation & Parole	Local & Div. of Probation & Parole	Local	Local	Dept. of Institutions	Board of Prison Terms & Paroles
West Virginia	Local	Local	Local	Local	Local	Local	Local	Commissioner of Public Institutions	Div. of Probation & Parole

		Dept. of Health & Soc. Services & Local	Dept. of Health & Social Services	Dept. of Health & Soc. Services & Local	Dept. of Health & Soc. Services & Local	Dept. of Probation & Parole	Dept. of Probation & Parole	Dept. of Probation & Parole	Dept. of Probation & Parole	Dept. of Charities & Reform	Dept. of Health & Soc. Services & Local
Wisconsin	Local										
Wyoming	Local										
Local	40	24	0	2	13	11	43	0	0	0	
State Local	2	20	0	5	11	13	1	0	0	0	
State	8	6	50	43	16	26	6	50	50	50	

Source: Table reproduced from Advisory Commission on Intergovernmental Relations, *State-Local Relations in the Criminal Justice System* (Washington: Government Printing Office, 1971), pp. 282-286.

<sup>1</sup> Some States have local services in addition to State services.



## **Appendix B**



ADULT PROBATION SYSTEMS  
IN THE UNITED STATES

by  
FRANK HELLUM

Prepared under Grant Number EE-9 from the National Institute of Corrections, Bureau of Prisons, U.S. Department of Justice. Points of view or opinions stated in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

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## INTRODUCTION

Adult probation is the most frequently used and perhaps least understood method of correctional treatment in the United States. The extent of our reliance on probation is shown in recent national figures indicating that probation accounts for 60% of all adults under federal, state, or local control, as compared to 19% serving prison terms, 10% in jails, and 11% on parole or some other form of prison release.<sup>1</sup> Despite its role as the predominate method for disposing of criminal cases, adult probation receives little attention relative to the concern shown prison issues; is frequently treated by even the informed media as synonymous with adult parole; and seems to have gained a public conception as a form of outright release that is all too frequently available for even serious criminal offenders.

Part of the problem underlying the anonymity of adult probation is the absence, until very recently, of statistical reporting similar to that available for prisons and parole. While this issue is being addressed by the Bureau of Justice Statistics, there still remains a paucity of information on the structure, procedures, and operation of probation within the various state jurisdictions. As a result, it is difficult to counter misconceptions in the use of adult probation, to assess the comparability of state probation figures, to document change and innovation in probation practices, or even to accurately describe the organization of probation nationally.

The report that follows was undertaken to fill at least some of the gaps in our understanding of adult probation at the state and local levels. The basic information was obtained from an extensive review of all state statutes relating to adult probation, and those of the District of Columbia.<sup>2</sup> For each state a draft was prepared describing the overview of probation services, major provisions governing the granting and operation of probation, and the

structure of those agencies providing adult probation services. These drafts were distributed for review and comment to one or more administrators, usually the head of an agency, with major responsibility for adult probation within their state. The final revised versions of these descriptions are shown alphabetically by state immediately following this introductory chapter. They can be used to locate the following information for each state.

Overview of all agencies with responsibility for supervising adult probationers or for performing regulatory or standard setting functions.

General provisions governing adult probation, including:

- statutory authority used in defining adult probation,
- procedures available in granting probation,
- offenses and conditions governing eligibility for probation,
- mandatory and discretionary conditions of probation authorized by statute,
- statutory limits on the maximum and minimum duration of probation, and
- selection and training requirements for adult probation officers.

Structure of each agency with major responsibility for providing probation services, including:

- administrative and/or court related organization of the agency,
- adult investigation, supervision, facilities management, collections, and additional program functions of the agency, and
- continuing sources of financial support for the agency.

The remaining material in this introductory section offers a summary of the information contained in the state descriptions.

## OVERVIEW

As in other areas of American criminal justice, the nature of a probation "system" varies considerably from state to state. The usual approach in describing these systems is to classify the various agencies within states according to the level of government responsible for the agency, and to then note the types of caseloads assigned for supervision (i.e., adult or juvenile, and probation or parole).<sup>3</sup> The difficulty in relying on only these two criteria is that quite dissimilar agencies are grouped in a common classification. For example, the probation departments in New York City and Colorado Springs are both municipal agencies with responsibility for adult probation, but New York City has a felony and misdemeanor caseload that is larger than that of most states, while Colorado Springs is limited to the supervision of local ordinance violators. This difficulty can be resolved, however, by incorporating additional information on how states apportion responsibility for probation between state and local agencies.

Within the jurisdiction of each state it is possible to identify those agencies with primary responsibility for adult probation. Primary agencies may consist of a single state agency or a group of local agencies, usually at the county level, that provide supervision for either all of the state's caseload, a majority of felony and misdemeanor cases, or most if not all cases referred from the felony courts. Some states also have agencies that fulfill a secondary role in providing probation services. These agencies can be divided into two categories. Secondary felony agencies are usually state agencies that receive cases from at least the felony courts in areas that are not served by the primary system. This type of agency is usually found in states where local agencies provide the bulk of probation services, and the state supervises cases in the less populated areas. Secondary misdemeanor agencies are invariably administered

at the local level and are often a unit of a municipal or county court.<sup>4</sup> These agencies usually provide services only for local courts, but in some states the local secondary agencies may receive referrals of misdemeanants whose conviction was obtained in a higher level court of felony jurisdiction.

While the distinction between primary and secondary agencies may neglect other relevant aspects of a state's probation system, it is quite useful in more accurately describing the various methods of organizing probation services and for examining the differences in the type of caseloads supervised by adult probation agencies.

#### Methods of Organization

Unlike the organization of adult parole, where supervision is predominately centered in a single state level agency, probation services are provided exclusively by the state in only twenty-two jurisdictions (see Table 1). The remaining states have systems where probation supervision is entirely at the local level (eight states) or is provided by a combination of state and local agencies (twenty-one states). Among the states with a combined organization of services, there are major differences in the allocation between state and local agencies.

In fifteen of the jurisdictions with both state and local responsibility, the method of organization requires that the state agencies assume primary responsibility for supervision, either by serving only the felony courts or by receiving a majority of the state's adult probation caseload. Local agencies fulfill a secondary role by supervising misdemeanor or local ordinance violators. In most of these states, the secondary system consists of only a few municipal or county agencies, but in some jurisdictions there are a relatively large number of local misdemeanor agencies.

TABLE 1: ORGANIZATION OF ADULT PROBATION SERVICES FOR THE 50 STATES AND THE DISTRICT OF COLUMBIA

State Primary Only	State Primary and Local Secondary	Local Primary and State Secondary	Local Primary Only
Alaska	Alabama	Arkansas <sup>2</sup>	Arizona <sup>3</sup>
Connecticut	Colorado	Minnesota <sup>2</sup>	California
Delaware	Florida	New York	Illinois <sup>3</sup>
Dist. of Col.	Georgia <sup>1</sup>	Ohio <sup>2</sup>	Indiana
Hawaii	Kansas	Pennsylvania	Iowa
Idaho	Kentucky	W. Virginia	Massachusetts
Maine	Louisiana		New Jersey
Maryland	Michigan		Texas
Mississippi	Missouri		
Montana	Nebraska		
Nevada	New Hampshire		
New Mexico	Oklahoma		
N. Carolina	Oregon <sup>1</sup>		
N. Dakota	Tennessee		
Rhode Island	Washington		
S. Carolina			
S. Dakota			
Utah			
Vermont			
Virginia			
Wisconsin			
Wyoming			

<sup>1</sup> Some local agencies in Georgia and Oregon supervise both felony and misdemeanor caseloads.

<sup>2</sup> Arkansas, Minnesota, and Ohio also have local secondary misdemeanor agencies.

<sup>3</sup> Arizona and Illinois have one or two local agencies that provide secondary misdemeanor supervision.

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The remaining six states with combined responsibility have systems in which local agencies are the primary recipients of adult probation cases. In these jurisdictions the secondary function of the state agency is usually limited to the provision of felony supervision in less populated areas where primary agencies have not been established.

Putting aside the issue of secondary responsibility, the pattern of organization seems to suggest that adult

Probation supervision is most often provided by centralized state agencies. In other words, in thirty-seven jurisdictions the primary systems are at the state level as compared to only fourteen states with local primary supervision. However, when the size of population is taken into account it appears that the majority of adult probationers are actually under local control. Of the states with local primary systems, there are eight--California, Illinois, Massachusetts, New Jersey, New York, Ohio, Pennsylvania, and Texas--that are among the ten largest states. These states alone contain about 46% of the U.S. adult population. The most recent national figures indicate that the total of fourteen states with local primary systems account for 56% of the state and local adult probation caseload, or slightly more than one-half of all adult probationers.<sup>5</sup>

#### Caseload Responsibilities

The second major difference between states can be seen in the practice of combining adult probation supervision with other types of caseload responsibilities. The general patterns for primary agencies (see Table 2) are somewhat similar to those seen in the organization of probation services. When the unit of analysis is focused on the number of states, the majority, twenty-eight states, have agencies whose caseloads include both adult probation and parole cases; followed by nineteen jurisdictions in which agencies supervise adult and juvenile probation; and only eight states where the primary agencies are responsible for adult probation only (the four jurisdictions combining juvenile probation with adult parole are double counted). On the other hand, an analysis based on the size of caseloads would show that jurisdictions with combined adult and juvenile responsibility account for the majority of all adult probationers, about 54%, as compared to only 33% for agencies with adult probation and parole cases, and 18% for primary agencies serving only adult probationers.<sup>5</sup> As with organ-

TABLE 2: CASELOAD RESPONSIBILITIES OF PRIMARY ADULT PROBATION AGENCIES

<u>Adult Probation and Parole</u>	<u>Adult and Juvenile Probation and Adult Parole</u>	<u>Adult and Juvenile Probation</u>	<u>Adult Probation Only</u>
Alabama	Maine	Arizona	Arkansas
Alaska	Minnesota <sup>1</sup>	California	Connecticut
Delaware	Virginia	Colorado	Georgia
Florida	Wyoming	Dist. of Col.	Iowa
Idaho		Hawaii	Massachusetts
Kentucky		Illinois	Ohio <sup>2</sup>
Louisiana		Indiana <sup>2</sup>	Pennsylvania
Maryland		Kansas	W. Virginia
Michigan		Nebraska	
Mississippi		New Hampshire	
Missouri		New Jersey	
Montana		New York	
Nevada		S. Dakota	
New Mexico		Tennessee	
N. Carolina		Texas	
N. Dakota			
Oklahoma			
Oregon			
Rhode Island			
S. Carolina			
Utah			
Vermont			
Washington			
Wisconsin			

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<sup>1</sup> Local Minnesota agencies supervise all probation and parole cases residing within their respective geographical area.

<sup>2</sup> Local Indiana and Ohio agencies may occasionally supervise adult parole cases.

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izational methods, the practice in combining caseloads is closely related to the size of the state's population.

A consideration of juvenile parole or aftercare services has been omitted from Table 2 because these cases are usually the responsibility of separate state agencies. There are only six states--Minnesota, New Mexico, Tennessee, Virginia, Wyoming, and Wisconsin--where these cases are supervised by agencies with primary responsibility for adult

probation.

Below the level of primary agencies there is far less variability in caseload responsibility. With the exception of New York, all the secondary state agencies have major responsibility for statewide adult parole supervision. The local secondary agencies are usually engaged in adult probation services only. The exceptions involve supervision of local parole cases (Alabama, Kansas, and Missouri) and provision of juvenile services (New Hampshire).

In summary, if the information on organization and type of caseloads are examined together, it is apparent that there are two general trends characteristic of adult probation nationally. First, among the smaller or less populated states adult probation is most often administered by a centralized state agency that is also responsible for adult parole supervision. Second, the more heavily populated states tend toward local administration of probation with combined adult and juvenile services.

## **Appendix C**



**STATE AND LOCAL PROBATION SYSTEMS IN THE  
UNITED STATES:  
A SURVEY OF CURRENT PRACTICE**

October 30, 1993

LIS, Inc.  
Longmont, Colorado

This material was prepared by LIS, Inc., under contracts 89K06DP5 and J100C0017DQ9 with the U.S. Department of Justice, National Institute of Corrections. The contents of this document do not necessarily reflect the official views or policies of the National Institute of Corrections.

## PART I. ADULT PROBATION 1992

States' correctional systems, and their probation delivery systems specifically, are structured in a wide variety of ways. Centralization of services is one variable: adult probation in one state may be provided by a single, central state agency, by local agencies, or by a combination of state and local agencies. Supervisory responsibilities of states' adult probation agencies also vary: a central state agency responsible for adult probation may supervise other caseloads in some or all local jurisdictions statewide.

To conduct an analysis within this complexity, project staff relied on the concept of "primary agencies": when adult probation services within a state included elements fitting more than one category of description, the state was grouped according to the category serving the largest number of offenders. Exceptions are noted in the text for instances where states could not be categorized so neatly.

Other areas examined include judicial versus executive agency provision of probation services, probation agency funding, investigation functions required of probation agencies, probation officer selection and training, offender eligibility for probation and conditions of probation supervision, collection of fees, limits to probation terms, and methods for termination of probation supervision.

Results across individual areas of analysis show little correlation, further pointing to the great variability among states' approaches to providing probation services.

### Structure of Probation Systems

Agencies providing adult probation supervision have several organizational elements that vary from state to state. They include whether probation services are delivered by the executive or the judicial branch of government, how services are funded, whether probation services are primarily a state or a local function, and what supervisory responsibility the agency that provides adult probation may have in addition to adult probation.

### Branch of Government Providing Probation Services

Probation services are delivered by agencies within either the executive or the judicial branch of government. In either case, the probation agency oversees the individual's compliance with conditions of his or her release on probation. Executive-branch probation agencies may be located within the state corrections department or may exist as a separate entity, or they may operate at the local or county level within the county or city government. The sentencing court places the offender under the supervision of the probation agency and may require the agency to provide reports on offender progress. The probation agencies themselves are outside the judicial process.

Judicial-branch probation agencies work within the court system. State and local courts enforce compliance with court judgments, with court administrative offices or designated staff monitoring various forms of monetary collections, including crime victim restitution, court-ordered child support, and court fees and fines. Judicially based probation services are administered as part of this enforcement function.

In several states probation delivery depends on the level of the offense and the jurisdiction within the state. Felony probation may be managed by a state agency and misdemeanor probation at the county level in some or all jurisdictions.

Table 1, page 4, lists the states whose primary probation delivery system falls into each of four major categories: executive branch probation provided either statewide or locally, and judicial branch probation organized at the state level or by county or group of counties. Because only the primary agency is generally listed, the table does not provide a complete picture of probation for each state. Probation for municipal courts is not included in the table, nor are indications that the state supervises just a small proportion of probationers, such as Interstate Compact supervisees. For complete information, readers should refer to the state profiles.

**Table 1. Branch of Government Administering Primary Probation Services**

	Executive Branch		Judicial Branch	
	State level	Local level	State level	Local level
Alabama	✓			
Alaska	✓			
Arizona				✓
Arkansas				✓
California		✓		
Colorado			✓	
Connecticut			✓	
Delaware	✓			
District of Columbia			✓	
Florida	✓			
Georgia	✓			
Hawaii				✓
Idaho	✓			
Illinois				✓
Indiana				✓
Iowa		✓		
Kansas			✓	
Kentucky	✓			
Louisiana	✓			
Maine	✓			
Maryland	✓			
Massachusetts				✓
Michigan	✓ (felony)			
Minnesota		✓		✓ (CCA counties)
Mississippi	✓			
Missouri	✓			
Montana	✓			
Nebraska			✓	
Nevada	✓			
New Hampshire	✓			
New Jersey				✓
New Mexico	✓			
New York		✓		
North Carolina	✓			
North Dakota	✓			
Ohio				✓
Oklahoma	✓			
Oregon	✓			✓ (CCA counties)
Pennsylvania				✓
Rhode Island	✓			
South Carolina	✓			
South Dakota			✓	
Tennessee	✓			
Texas				✓
Utah	✓			
Vermont	✓			
Virginia	✓			
Washington	✓			
West Virginia				✓
Wisconsin	✓			
Wyoming	✓			
Total	30	4	6	13

- In thirty-four states, probation services are the responsibility of an executive-branch agency at the state or local level. All but four of these states administer probation services at the state level, making this the most common form of probation delivery. However, two of the states in which services are delivered by local executive-branch agencies (California and New York) account for a significant number of probationers nationally.
- In nineteen states, probation supervision is a function of state or local judicial systems. Thirteen of these states provide probation through the local judiciary, and the remaining six base their probation services in a central state judicial system.

### Funding of Probation Services

Figure 1 illustrates that in most states (thirty-eight) probation services are primarily supported through appropriation of state rather than local funds. Counties provide primary funding for probation services in twelve states, though most of these agencies also receive significant state support.

Table 2, page 6, summarizes funding mechanisms for probation services in the states and gives an indication of the interplay between state and local resourcing. Only the primary funding type for each state is listed, except in five states where funding responsibility for probation is almost equally shared. All five of these

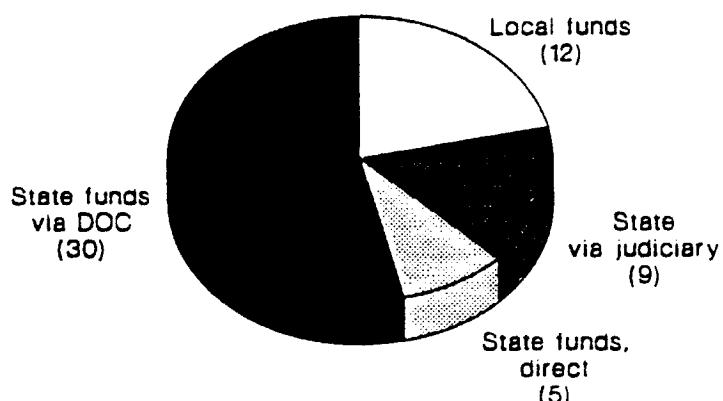
states—Kansas, Minnesota, Ohio, Oregon, and Texas—have established state support to local programs under a community corrections act. Not detailed in Table 2 are the several states in which the state funds salaries and localities provide office space for probation.

Supplemental state funding for primarily locally funded probation services is provided through state legislative appropriations for specific programs, voucher systems, workload formula-based payments, support for personnel or facility costs, and/or federal grants for specific programs. Such supplemental state funding of primarily locally funded probation agencies was reported by respondents in Arizona, Illinois, Minnesota, New Jersey, New York, Oregon, Pennsylvania, and West Virginia.

In a number of states, counties reimburse the state for the funds they receive. An example is Minnesota, in which community corrections act counties are subsidized by the state Community Services Division but return all supervision fees to the state.

Routing of state funds is also indicated in Table 2. Where the state provides primary funding for probation, the agency directly receiving these funds is most often the state corrections department. This pattern is evident in thirty states. In nine states, some or all funding for probation is disbursed through the state judiciary. In only five states are most funds disbursed

**Figure 1. Probation Agency Funding: Number of States In Each Category of Primary Source and Routing**



(Total = 56 because funding in five states is split between two categories)

**Table 2. Primary Funding of Probation Services**

	State Funding			Local Funding
	Direct to separate agency providing probation	Through corrections department	Through state judiciary	
Alabama	✓			
Alaska		✓		
Arizona				✓
Arkansas	✓			
California				✓
Colorado			✓	
Connecticut			✓	
Delaware		✓		
District of Columbia			✓	
Florida		✓		
Georgia		✓		
Hawaii			✓	
Idaho		✓		
Illinois				✓
Indiana				✓
Iowa		✓		
Kansas			✓ (partial)	✓ (partial)
Kentucky		✓		
Louisiana		✓		
Maine		✓		
Maryland	✓			
Massachusetts			✓	
Michigan		✓		
Minnesota		✓ (partial)		✓ (partial)
Mississippi		✓		
Missouri		✓		
Montana		✓		
Nebraska			✓	
Nevada	✓			
New Hampshire		✓		
New Jersey				✓
New Mexico		✓		
New York				✓
North Carolina		✓		
North Dakota		✓		
Ohio		✓ (partial)		✓ (partial)
Oklahoma		✓		
Oregon		✓ (partial)		✓ (partial)
Pennsylvania				✓
Rhode Island		✓		
South Carolina	✓			
South Dakota			✓	
Tennessee		✓		
Texas		✓ (partial)		✓ (partial)
Utah		✓		
Vermont		✓		
Virginia		✓		
Washington		✓		
West Virginia			✓	
Wisconsin		✓		
Wyoming		✓		
Total	5	30	9	12

directly to a probation or probation/parole agency that is independent of the state corrections department. This indicates that, although some practitioners share the view that agencies which provide community supervision are gaining greater independence from institutional corrections, most states continue to consider probation a component of the larger correctional system rather than an independent function.

### Probation Services as a State or Local Function

States employ one of four basic patterns of probation service delivery:

- *Probation supervision is a function of a centralized state agency.*
- *Probation supervision is primarily a state function,* but some local jurisdictions provide their own felony and/or misdemeanor probation services.
- *Probation supervision is primarily a local function,* but the state has some supervisory responsibility for certain offenders, e.g., interstate compact cases or offenders being supervised in specific local jurisdictions, especially rural.
- *Probation supervision is a function of local agencies;* even in these states, however, a central corrections or probation/parole agency usually provides training, technical assistance, support for particular programs, and/or setting of standards.

In most states (twenty-five), adult probation supervision is provided only by a state-level agency. In an additional eleven states, a state-level agency is the primary but not exclusive provider. Seventeen states demonstrate a combination of state and local provision. The category in which each state falls is listed in Table 3, page 8.

Among the eleven states with a primary state agency and some local supervisory responsibility, combined state and local involvement takes many forms. Larger cities frequently have municipal courts that provide their own probation services for felony and/or misdemeanor offenders or for city ordinance violators, while the central state agency supervises all other probationers. In Washington State, for example, approximately twenty-three local probation agencies provide misdemeanor supervision services to district or munic-

pal courts, and the state corrections department provides services for the felony courts.

Several states demonstrate particularly complex combinations of responsibility for probation services:

- *Pennsylvania.* Although most probationers are supervised by the courts, the state provides direct field services in two counties and occasional special supervision in others, accounting for 6 percent of probationers.
- *Minnesota.* Responsibility for adult probation supervision is divided between CCA agencies, the Community Services Division of the DOC, and independent court services agencies. The fifteen CCA agencies have a combined jurisdiction of thirty counties that contain more than 60 percent of the state's population. The Community Services Division Field Services Unit delivers adult and juvenile supervision services in fifty-seven non-CCA counties. The remaining forty-seven counties are grouped into thirty-seven independent court services agencies.
- *Ohio.* Thirty-eight of the state's eighty-eight counties have county probation departments. In forty counties, probation services are provided contractually by the Ohio Adult Parole Authority, an agency of the Division of Parole and Community Services of the state corrections department. The remaining ten counties have a combination of county and state probation services. Municipal court agencies also provide adult misdemeanor supervision in approximately twenty-one cities.
- *Oregon.* "Option I" counties under the state's Community Corrections Act have established agencies that are responsible for adult probation and parole services. In the remaining twenty-four counties, supervision of felons is provided by the Field Services Unit in the Community Services Division of the state corrections department. County agencies supervise misdemeanants in three of these counties; the state Field Services Unit supervises misdemeanants in twenty-one counties but may use CCA funds for this purpose.

**Table 3. State and Local Provision of Adult Probation Services**

	State-Level Provision Only	Combined State-and Local-Level Provision		Local-Level Provision Only
		State primary	Local primary	
Alabama	✓			
Alaska	✓			
Arizona				✓
Arkansas			✓	
California			✓	
Colorado		✓		✓
Connecticut	✓			
Delaware	✓			
District of Columbia	✓			
Florida	✓		✓	
Georgia			✓	
Hawaii				✓
Idaho	✓			
Illinois				✓
Indiana				✓
Iowa				✓
Kansas		✓		
Kentucky	✓			
Louisiana		✓		
Maine	✓			
Maryland	✓			
Massachusetts				✓
Michigan		✓		
Minnesota			✓	
Mississippi	✓			
Missouri		✓		
Montana	✓			
Nebraska		✓		
Nevada	✓			
New Hampshire	✓			
New Jersey				✓
New Mexico	✓			
New York			✓	
North Carolina	✓			
North Dakota	✓			
Ohio			✓	
Oklahoma	✓			
Oregon		✓		
Pennsylvania			✓	
Rhode Island	✓			
South Carolina	✓			
South Dakota		✓		
Tennessee		✓		
Texas				✓
Utah	✓			
Vermont	✓			
Virginia	✓			
Washington		✓		
West Virginia			✓	
Wisconsin	✓			
Wyoming	✓			
Total	25	11	6	9

**Table 4. Offenders Supervised by States' Adult Probation Agencies**

State	Adult Probation Only	Adult Probation/ Parole	Adult and Juvenile Probation	Adult Probation/ Parole and Juvenile Probation
Alabama		✓		
Alaska		✓		
Arizona			✓	
Arkansas	✓			
California			✓	
Colorado			✓	
Connecticut			✓	
Delaware		✓		
District of Columbia			✓	
Florida		✓		
Georgia	✓			
Hawaii	✓			
Idaho		✓		
Illinois			✓	
Indiana			✓	
Iowa		✓		
Kansas			✓	
Kentucky		✓		
Louisiana		✓		
Maine				✓
Maryland		✓		
Massachusetts			✓	
Michigan		✓		
Minnesota				✓
Mississippi		✓		
Missouri		✓		
Montana		✓		
Nebraska			✓	
Nevada		✓		
New Hampshire		✓		
New Jersey			✓	
New Mexico		✓		
New York			✓	
North Carolina		✓		
North Dakota		✓		
Ohio	✓ (partial)	✓ (partial)		
Oklahoma		✓		
Oregon		✓		
Pennsylvania		✓ (partial)		✓ (partial)
Rhode Island		✓		
South Carolina		✓		
South Dakota			✓	
Tennessee	✓			
Texas	✓			
Utah		✓		
Vermont		✓		
Virginia		✓		
Washington		✓		
West Virginia	✓			
Wisconsin		✓		
Wyoming		✓		
Total	7	30	13	3