



State of Illinois  
Circuit Court of Cook County  
Office of the Chief Judge

Timothy C. Evans  
Chief Judge

James R. Anderson  
Executive Officer

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October 27, 2016

Honorable John P. Daley  
Chairman, Committee on Finance  
Cook County Board of Commissioners  
118 North Clark Street, Room 3M  
Chicago, Illinois 60602

Dear Chairman Daley:

In accordance with your request, please find the court's response to the Chicago Federation of Labor's FY 2017 Cook County Budget Efficiency Report. We look forward to discussing this matter further at the Court's budget hearing on Monday, October 31, 2016.

If you need further information, please call me at 312-603-4583.

Sincerely,

A handwritten signature in blue ink, appearing to be "JRA", written over a circular blue stamp.

James R. Anderson  
Executive Officer  
Office of the Chief Judge

JRA:cm  
Enclosure

cc: Honorable Timothy C. Evans, Chief Judge, Circuit Court of Cook County  
Tanya Anthony, Director, Department of Budget and Management Services



STATE OF ILLINOIS  
CIRCUIT COURT OF COOK COUNTY  
ADULT PROBATION DEPARTMENT

Timothy C. Evans  
Chief Judge

Lavone Haywood  
Chief Probation Officer

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**October 21, 2016**

**TO: James R. Anderson, Executive Officer, Chief Financial Officer**  
**FROM: Lavone Haywood, Chief Probation Officer**  
**RE: FY 2017 Budget Inquiry – Response**

The Circuit Court of Cook County Adult Probation Department has 15 sworn staff members (chief, assistant chiefs and deputy chiefs) who serve in senior managerial roles, performing operations-specific jobs. These positions are essential because the department has 13 reporting locations (within the city and at each suburban district) that require management oversight. The department also operates a Pretrial Services Division and Home Confinements Unit which operates 24 hours per day/7 days per week and require management oversight. The following chart provides information regarding management oversight by geographical locations, areas of responsibility, and the number of staff assigned to them.

Lavone Haywood, Chief Probation Officer					
Assistant Chiefs	Deputy Chiefs/Assignments	# of Sworn Supervisors	# of Officers	# of Support Staff (includes Support Supervisors & Secretaries)	Total Assigned Staff
Matt Sobieski (Assignment: 26 <sup>th</sup> Street, Walnut, 555 West Harrison)	Cindy Komar (Assignment: Walnut – Home Confinement*, Sex Offender & Gang Unit)	8	34	10	52
	Valerie Sterling (Assignment: Walnut, 555 West Harrison, Belmont & Western, IPS & IDP)	8	60	9	77
	Carolyn Lisle (Assignment: 26 <sup>th</sup> Street all Specialty Courts)	4	30	27	61
	Ronnie Woodfork (Assignment: 51 <sup>st</sup> Street, 26 <sup>th</sup> Street Court Liaison, Investigations, Community Service & Resources)	7	51	1	59
	Darryl Gray (Assignment: 26 <sup>th</sup> Street Caseload & Compact)	4	34	0	38
Juan Hinojosa (Assignment: Pretrial CDB and all suburban locations)	Karl Hanek (Assignment: Pretrial Central Bond Court)	4	32	2	38
	Mike Callahan (Assignment: Pretrial all suburban locations)	4	32	0	36
Nicole Raymond (Assignment: All suburban locations)	Megan Volker (Assignment: Rolling Meadows & Skokie)	6	42	9	57
	Adrian Hernandez (Assignment: Bridgeview)	2	25	5	32
	Rahsaan Moore (Assignment: Maywood, Harrison & Kedzie, Grand & Central)	3	23	6	32
	Connie Williams (Assignment: Markham, 111 <sup>th</sup> Street)	4	37	7	48
Additional Staff (Chief's Secretary, Vehicle Coordinator)		0	0	2	2
<b>TOTAL</b>		<b>54</b>	<b>400</b>	<b>78</b>	<b>532</b>

There are three assistant chief probation officers who are responsible for standard caseload operations (which include specialty courts), intensive supervision programs, and pretrial services. The number of staff reporting to each of the three assistant chief probation officers is as follows:

Assistant Chief Sobieski: 287 staff\*  
 Assistant Chief Hinojosa: 74\*\* staff; and  
 Assistant Chief Raymond: 169 staff.

Assistant Chiefs provide direct supervision to deputy chief probation officers, and they work closely with the chief probation officer and administrative staff to ensure program and performance expectations are consistently met. The assistant chief probation officers also serve as a necessary link between department's stakeholders and the court.

There are eleven deputy chief probation officers. They provide direct supervision to 54 supervisors and indirect supervision to 400 probation officers and 78 support staff. Individually, they supervise from 32 to 77 staff members. In addition to supervising staff, the deputy chiefs work within their assigned geographical areas to: interpret management reports to ensure efficient operations; serve as a liaison between the department and the court; monitor programs performance expectations; address day-to-day, front-line operations; and assist with policy development and completing special projects.

#### Notes:

\*There are 7 supervisors and 27 officers assigned to the Home Confinement Unit, yielding a 1:3.8 ratio of supervisors to officers. This level of supervisory staffing is required to support operations. The unit operates 24 hours per day/7 days per weeks.

\*\*Pretrial Services was mandated by the Administrative Office of the Illinois Court to function as a **stand-alone** division. This mandate required having one (1) assistant chief, two (2) deputy chiefs, and eight (8) supervisors assigned to the division.

#### Administrative Managers

In 2005, 13 individuals held high-level managerial/administrative positions. Currently, there are 11 staff assigned to these positions – a reduction of 15.4% due to attrition. Although the number of individuals supervised by these managers has lessened, the quantity of job tasks and projects has not reduced. In fact, in many cases, the responsibilities have been expanded. More than ever, the department heavily relies on administrative managers (directors of training, finance, human resources, research, MIS, policy/accreditation, and the executive assistant) to perform job functions that are key to overall operations. The department's need for these individuals is warranted, not by the number of staff they supervise, but by the high-level job responsibilities they perform. All of these positions are vital to departmental operations.

Administrative Directors/Managers	# of Assigned Support Staff	# of Managerial Assistants	# of Assigned Total Staff
Noreen Larson – HR Director • Michael Rohan – Assistant Director	3	1	4
Maureen Noonan – Finance Director • Zanetta Perez – Finance Assistant • Thomas McConville – Finance Assistant	10	2	12
Delores Johnson – Training Director	3	0	3
Kevin Jesse – Policy/Accreditation Director	0	0	0
Jordan Boulger, Research Director	0	0	0
Jennifer Dohm – MIS Director	3	0	3
Candace Thomas – Public Information Officer	0	0	0
VACANT – Executive Assistant	0	0	0
<b>TOTAL</b>	<b>19</b>	<b>3</b>	<b>22</b>

#### Summary

It should be noted that the department does not necessarily associate the title of "director" with staff supervision responsibilities. The "director" title is reflective of the volume of work assigned to the individual; the ability to effectively manage long-term, complex projects; the specific skills, expertise, the knowledge needed to perform the job functions; the capability to work independently while meeting strict timelines; and the ability to supervise and provide leadership to staff, committees and work groups.

## **ADULT PROBATION DEPARTMENT POSITION/UNIT RESPONSIBILITIES**

### **HUMAN RESOURCES DIVISION**

The Human Resources Division is responsible for:

- preparing and disbursing payroll;
- maintenance of personnel files, labor relations, time, payroll, benefits, and a variety of other miscellaneous records;
- providing personnel related information, guidance, and advice to management and line staff;
- overseeing the timekeeping function;
- assisting in the negotiation of, providing interpretation of, and monitoring collective bargaining agreements; coordinating and attending labor management meetings, grievance meetings, investigatory meetings and, in some instances, disciplinary meetings;
- screening, interviewing, and recommending candidates for hire and promotion; processing and monitoring leave of absence;
- conducting exit interviews;
- providing staff training;
- responding to inquiries regarding department programs and personnel;
- maintaining EEO records;
- ensuring that employee benefit information is promptly processed; and
- operating as a personnel generalist in relation to a wealth of human resources issues.

Human Resource also collects data and prepares responses for lawsuits, unfair labor practice charges, arbitrations, and other types of charges brought against the department. In addition, this office is also charged with overseeing issues related to the American with Disabilities Act and employee request for accommodations. The office also undertakes activities related to the development, updating, and maintenance of policy and procedures. It routinely evaluates employment practices to ensure that accreditation standards related to human resources functions are maintained. Human Resources also creates and updates job postings and job descriptions, issues credentials to staff, maintains a variety of records, develops and maintains statistics, and works closely with all levels of staff.

### **FINANCE DIVISION**

The Finance Division manages the purchasing unit, addresses telecommunication issues, generates and monitors the budget, ensures property controls are in place, and oversees all cashiering functions. Under the guidance of the director, the purchasing unit:

- Prepares all purchasing documents for commodities, equipment, and contractual services requested by the department.
- Makes all travel arrangements for staff attending out-of-county conference and seminars.
- Enters all purchasing documents into the county's J.D. Edwards Accounting System and maintains all financial records in the budget system.
- Prepares justifications and requests to the Office of the Chief Judge to place items on the County Board Agenda for purchase approval.
- Reconciles all financial reports with the Cook County Comptroller's Office.
- Maintains and processes all grant financial records and prepares numerous documents as required by various grantors.
- Communicates with warehouse staff regarding purchases required to maintain acceptable inventory levels.
- Distributes contract specifications and finance information to Contract Monitoring Coordinators.
- Maintains and reconciles petty cash funds
- Maintains vehicle inventory, maintenance schedules, and prepares reports required by the county.
- Oversees the collection and distribution of all court ordered restitution and fees. In FY2015 the Cashiers office collected and disbursed more than \$5.8 million dollars.

### **TRAINING DIVISION**

The Training Division is responsible for ensuring that all staff members complete the required number of training hours established by the American Correctional Association (ACA). Sworn/administrative staff are required to complete a minimum of 40 hours per year, while support staff are required to complete 16 hours per year. In order to accomplish this goal, staff members assigned to the Training Division are responsible for conducting annual needs assessment; identifying and recruiting trainers; developing training materials and customized job aids; composing training plans; composing lesson plans, developing

supplemental/supportive training materials; and facilitating a variety of training topics. In addition, staff members chair and/or participate in a variety of departmental committees to help determine training needs. For 2015, the Training Division coordinated, planned and delivered 33,386.25 hours of training for sworn and administrative staff, resulting in 99.8% and 95.9% compliance rates for AOIC and ACA standards, respectively. Support staff completed 2,910.75 training hours during 2015, which resulted in 100% compliance with ACA standard.

#### **Policy/Accreditation Director**

The Director of Policy/Accreditation oversees the department's re-accreditation process with the American Correctional Association (ACA) by reviewing all ACA standards to align policy and procedures; obtaining and approving written documentation from division managers to verify compliance with ACA standards; and collecting outcome measures as defined by ACA. This position is also responsible for chairing and overseeing the department's policy and procedures committee; researching and drafting new and existing policies related to ACA and department initiatives; consulting with key staff members to make policy recommendations, enhancements and deletions; and tracking, reviewing, and revising all forms related to policies. This position audits programs to determine policy compliance; participates in strategic planning sessions and helps to implement department goals; and oversees defendants/probationers use of the Affordable Health Care coverage.

#### **Evaluation/Research Director**

The Director of Program Evaluation and Research is responsible for establishing research goals and priorities, quality assurance practices and evaluating the Adult Probation Department's internal operations to ensure fidelity to best practices and effectiveness at producing desired outcomes. The director works with county criminal justice stakeholders to develop and implement necessary performance measures for the bond court and pretrial processes. These measures – including assessment rates, orders to supervision, and supervision outcomes – are used to identify areas of the pretrial process that can be made more efficient or otherwise enhanced to improve outcomes. The director is also responsible for measuring outcomes for probationers, including re-arrest and incarceration, to help the department identify how to most effectively deploy staff and programming resources. These tasks are especially important in the current state environment that will likely see an increase in the use of probation in lieu of incarceration. Additionally, the director works collaboratively with other county agencies to pursue funding from the federal government and private foundations for special projects and research. As state and county budgets continue to shrink, these activities have taken on a heightened significance.

#### **MIS Division**

The Management Information Services Division handles tasks related to the management of reports; generates monthly reports for statistical purposes; maintains personal computers and thin clients; and manages the case tracking system (PROMIS). Specifically, the MIS Division provides a variety of detailed management reports used by senior management to assist in daily operations, including auditing, editing, research and caseload equity. The following reports are generated: Active Caseloads by Supervisors Hours, Statistical Overview, AOIC'S Pretrial, Adult Probation Monthly Statistical, Monthly Public Service Community, TVOP/VOP Statistics, Adult Probation Department Overview, Sex Offenders Non-Compliance, and Outstanding Fees Owed. The MIS Division is also responsible for installing and maintaining all department-issued computers and printers and troubleshooting computer-related issues. Although there are only three positions supervised by the Director of MIS, the responsibilities performed (both internal and external) are substantial and warrant the assigned salary grade.

#### **Public Information Officer**

The public information officer (PIO) is responsible for fostering relationships and enhancing communication between the Adult Probation Department (APD) and other entities (criminal justice agencies, community service providers, law enforcement agencies, colleges/universities, the public) by providing and disseminating accurate and timely information. The PIO identifies issues and promotes events affecting APD's relationship with these entities. The core responsibilities of this position involve effective communication on behalf of APD. The PIO will reference Illinois state law to respond to inquiries/requests from probationers, attorneys, and external agencies; is called upon to respond to media inquiries; and assist in drafting press releases. The PIO also composes and edits content for APD publications – newsletters, brochures, fact sheets, program descriptions, which can be distributed through a variety of formats – print, electronic, and video. The position also provides updated information for the Circuit Court's website as it relates to APD, ensuring that these products are of high quality and consistent with APD's mission. Finally, the PIO is responsible for educating the public about APD's programs and services.

#### **Executive Assistant**

The executive assistant reports directly to the chief probation officer to complete special projects. Further, the executive assistant works in tandem with finance, research, human resources, and MIS to document program goals and outcome. The executive assistant also is responsible for generating and updating performance appraisal tools and procedures for all levels of staff. Other high-level tasks assigned to the executive assistant include: composing and reviewing request for proposals;

assisting with program development; generating the department's annual plan for the Administrative Offices of the Illinois Court; coordinating and monitoring the department's strategic planning process; providing input to policy development; and monitoring treatment contracts. The executive assistant also serves as a liaison between the department at outside agencies and consultants; composes correspondence for the chief probation officer; and writes, reviews, edits, and designs other written documentation including contracts, grants, and brochures.