



***"COURT ADMINISTRATORS AS AGENTS OF CHANGE"***

***A Case Study***

***Tempe Arizona Municipal Court***

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Chief Deputy Court Administrator  
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Phoenix, Arizona  
April, 1998

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## ***ACKNOWLEDGMENTS***

When one begins to measure success, whatever that means, we find that it always involves many different people; because we all know that “no person is an island, and therefore, we really only accomplish “things” with and through other people. Of course, getting “things” done with and through people has generated an ever-increasing industry that informs all of how to motivate/coach the very people who hold our success in their hands. So, to all the individuals who helped me succeed—I offer a humble and heartfelt thanks.

While I cannot list everyone who contributed to the success of the project, I would like to name some of the key players and say that they made it exciting, they made it easy, but more importantly, they made it FUN!

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## **TABLE OF CONTENTS:**

<b>SECTION:</b>	<b>PAGE NUMBER:</b>
1. ABSTRACT	1
2. INTRODUCTION	2
3. HISTORY, OR SETTING THE STAGE	4
4. COURT ADMINISTRATORS AS AGENTS OF CHANGE	6
5. GETTING STARTED	17
6. WHAT DID WE LEARN?	28
7. REFERENCES	
8. ATTACHMENTS:	
A. CJAC MISSION STATEMENT/GOALS	
B. FIVE YEAR AUTOMATION PLAN	
C. TCJIS PHASE I TRAINING INSTRUCTIONS	
D. TCJIS-THE TEMPE CRIMINAL JUSTICE INFORMATION SYSTEM MANUAL	

## *ABSTRACT*

This paper represents a case study in the Tempe Arizona Municipal Court that deals with court administrators as agents of change. It discusses why we need change, the history of change and how an organization adapts, or doesn't adapt to change. Many factors were converging that informed us that we needed to change the way that we handled our "business". The social, political and economic barometers indicated that our "customers" wanted us to provide better, more efficient, more effective and less costly justice. If more efficient, more effective and less costly justice was our question, then we believed that technology was our answer.

However, we also knew that before any changes could be introduced into our organizational structure we would need to do our homework. How well we did our homework would determine how easy or difficult a job it would be to change our organization's culture. As such, we knew that it was imperative for us to obtain stakeholder buy-in, because without it, we were surely doomed to failure.

While we were not as successful as we had hoped, we had many small successes that paved the way for even greater progress in the future. This venture was useful in that it has provided a better road map to the future by illuminating the areas that need more attention and detail. The lessons learned are valuable and will hopefully provide tools to other managers. Change, while elusive at times, is worth the uphill battle, especially if it alters the organization in a positive manner.

## INTRODUCTION:

Almost everything that we read today or hear on the news, points to the citizens' apathy about their government and their anger at how their tax dollars are spent. Unfortunately, they have reason to feel this way: witness the \$600 toilet seat or, in Maricopa County, Arizona, a county government that built a baseball stadium that many taxpayers wanted no part of. But, pay additional taxes they do, and the citizens become even more angry and frustrated with a government that they feel only represents its own interests. The political stage has been set, the public wants no part of more of the same, they want a government that is responsive to their needs, one that can provide better and more efficient services at less cost. That is the dilemma that faces us today, the task that as court administrators we must not only embrace, but that we must accept; we have an obligation to give the citizens "more" and "better" justice for their tax dollars (Trial Court Performance Standard 4.2: Accountability for Public Resources).

Everywhere we look in today's media, we are bombarded with words like reinvent, reengineer and retool. They all have one common thread; to evaluate the way that we do "business" and to do it better! This seems a logical extension of the 1980's when we looked at our personal lives and found ways to live better, eat better, and exercise more; we became healthier, and we are living longer lives as a result. So, why not apply the same regimen to our businesses; our government? Thus, we begin to throw around those tried, but true phrases like: "do more with less", "work smarter, not harder"—Well, you get the picture. While these sayings may seem as though they are little more than sound bites in a fast paced society, they still hold value for our society as well as our courts.

It is a fiscal reality that tax payers are saying no to tax increases which, in turn, is forcing our funding authorities to say no to our requests for increased funding. In fact, public apathy is also having some unintended consequences; good, I might add, in that we are

forging new alliances with our partners in the criminal justice arena. These alliances might never have evolved had it not been for the fiscal “crisis” in which we currently find ourselves. These alliances know no governmental hierarchy constraints; witness the alliances at the municipal, county, state and federal levels. If we are to survive as an institution, it is this author’s view that it will not be as the court (ie. The “Lone Ranger”), but, rather, as a system; the Criminal Justice System.

Historically, most court administrators have seen precious funding resources go to their law enforcement counterparts with virtually no consideration given to the effects that more police officers would have on the courts’ caseload. Now, more than ever, our funding authorities and the taxpayers are demanding that we conduct our business in a more cost-effective way. We must be creative, we must bring to bear viable alternatives; alternatives that provide our citizens with more timely and more cost-effective justice, and while there are many ways to do this, technology is the current “tool” of choice. This document is a case study about how one municipality, the City Of Tempe (Arizona) accepted that challenge and sought to provide better, more efficient, more timely and less costly justice to its citizens through the “wonders” of modern technology.

This is not so much a case study about what we accomplished with technology, but rather, what we accomplished with people and through people, how we secured the funding and more importantly, how we tried to get everyone’s buy-in for this very important project. There is no doubt that any project has its obstacles and that change is arguably one of the most difficult “things” to integrate into one’s work processes, but the challenge has been worth the effort; and not only did we make a difference, but we spent the taxpayers’ dollars more wisely, and we were able to provide a more effective and efficient “product” to the citizens.

## **HISTORY, OR SETTING THE STAGE:**

The City of Tempe is Arizona's sixth largest city and prides itself on being an example of "southwestern hospitality, prosperity and success" (Tempe Chamber of Commerce). Tempe covers 39.5 square miles and is home to 155,844 residents (City of Tempe). In addition, Tempe is home to Arizona State University where approximately 42,000 students are enrolled in classes. The City of Tempe is recognized at both the local and national level as a municipality that is progressively managed and that spends its citizens' tax dollars wisely.

In February 1994, that sense of success was shattered; their court was seized by the Administrative Office of the Court (Supreme Court), their presiding judge resigned, and a criminal investigation began. The investigation was to culminate with prison time for the presiding judge, a deputy city manager's resignation and a court that was, literally, in ruins. Today, the Tempe Municipal Court is one of the best-run courts in the state and is viewed as progressive and innovative. It has become the template of how a court can and should be run. Yes, the City of Tempe and the new court management team had an opportunity to seize the moment and move forward to become the court that it is today; and move forward we did.



The author was hired as part of the new management team in May 1994, and thus began a journey that was rewarding both professionally and personally. I began my tenure as the Deputy Court Administrator for the Civil Traffic Division. Within six months, the staff and I had implemented numerous changes that resulted in better, more efficient customer service and case flow processes. In fact, with the aid of staff, we were able to implement the first ever traffic case flow processes that did not rely on paper; all proceedings were conducted, updated and calendared via computer technology. We saved not only thousands of dollars but thousands of hours of staff time as well with this process modification. Not only did the location of the case file become a non issue, but the case file as we knew it was radically altered; the case file now resided in the computer. Staff wanted reform, they wanted a way to break away from the "old" Tempe Municipal Court, and break away we did! We had changed our portion of the "world", and we wanted to change more, but that was not to happen until some further staff changes were made. And, in March 1996, those staffing changes did occur, and thus, we were to have our opportunity to make a difference.

## **COURT ADMINISTRATORS AS AGENTS OF CHANGE:**

What is change, but, more importantly, why should we change? These are two issues that we, as court administrators, need to be concerned with in today's world. Webster's Ninth Collegiate Dictionary (1986), defines change: "to make different in some particular; to make radically different; to give a different position, course or direction to". Change as radical; you bet!

There are many variables that are facilitating change in today's world, in general, and the courts, in particular. The lack of resources, the need for better customer service, more efficient service, more effective service, and more timely service are some of the business reasons. Some of the social issues that are "forcing" change include our polluted air and the cry that we need to give up our collective love affair with our automobiles, citizens who are not enamored with their politicians, or their governments, and as such, they refuse to vote for more taxes; and the list goes on and on.

We, as court administrators, are barraged with a multitude of opportunities, on a daily basis, to make a difference in our worlds; in fact, our society demands that we change the way that we do business; they will accept nothing less. The ability to expedite our case processes, to spend taxpayer dollars more efficiently and the continual rise in our case load demands that we find a better way to conduct our business. In fact, "to be successful, court leaders must heavily rely on the court manager's skills in order to re-engineer workflows, manage change and plan strategically. Established and new court technologies are key success factors in these endeavors" (Trends in the State Courts, p.13).

Jennifer James notes that “It has been estimated that 80 percent of the jobs available in the United States within the next twenty years will be cerebral and only 20 percent manual, the exact opposite of the ratio in 1900” (p.9). As court managers, we have no choice but to pay attention to the technology trends; to ignore them is to go the way of the dinosaurs. It is not a matter of whether we will change, but rather, how fast can we integrate the new technologies into our work processes? The choice is ours: embrace and integrate the new technologies or continue to operate the “way that we always have”—literally, to remain in the dark ages.

### **WHY TECHNOLOGY?:**

Technology is defined in Webster’s Collegiate Dictionary as “the totality of the means employed to provide objects necessary for human sustenance and comfort”. So, what does that mean? To most of us, technology refers to those new tools or devices that make a process or job task more effective, typically having to do with computers and electronics. In addition, planning for information management in the court world today is paramount. Information is critical to problem solving and decision making, as well as for providing the impetus for better and more efficient customer service.

Over the past decade, those responsible for the administration of justice have had to wrestle with more numerous and more complex caseloads, decreasing resources combined with escalating costs and the need to develop alternatives to time-honored traditions just to meet the courts’ primary mission: providing an impartial and efficient forum for the resolutions of disputes. To accomplish this mission and to meet the pressures of the increased caseload, court managers have sought technological solutions to these problems.

Unlike industry, however, the use of technology has not swept through the courts like a broom sweeping out the old and bringing in the new. Instead, there has been an evolution, a stop and start, a testing so to speak, partially because of fiscal constraints and partially because of the specialized work of the courts (Anderson, 1993).

Another impetus in the quest for technological alternatives is that funding authorities have fewer tax dollars to allocate to the courts, therefore, we must re-engineer, reinvent and retool our court processes. Resources are not available for court managers to hire more staff to address the ever-increasing caseloads, therefore, it is incumbent upon us to find viable alternatives to increased staffing levels; and one alternative is technology. However, we must also be aware that technology has a price tag as well, but, in the long run, the price tag represents far fewer tax payer dollars than does increasing our staffing levels. Tax payers demand it, funding authorities require it and just plain good business sense informs us that court business as usual is not an option in today's world.

We decide that technology is the alternative of choice, and, we as good court managers, chart our course for change. How do we accomplish this change, how do we get the stakeholder buy-in that is required for any modicum of success; who are our stakeholders; where do we get the funding for this technology alternative; does anyone, besides court management, want change; and, more importantly, how will all of this work?

## **CHANGE:**

How does a court manager change the institutional values that are inherent in an organization? Bureaucracies do not embrace change, in fact, they only move forward in incremental steps. So, how does a court manager implement something as radical as technology when most in the court would say that we are doing just fine; thank you very much. Well, change can be affected if the stakeholders want a change, but we know that that is very rare indeed. Or, there has been a cataclysmic event that paves the way for change; ie. the court is seized by the Administrative Office of the Court and is handed, on a silver platter, if you will, the mandate for change. Such was that case in the Tempe Municipal Court. As managers, we could not have asked for a better forum in which to make meaningful and needed change. To a certain extent, we were even given most of the funding to make radical changes in the way that we conducted court business. We had the citizens support, we had the funding authorities support, we had a new presiding judge who embraced change and we had a management team who also wanted change. The stage was set, we were ready and we had the support—no better time nor circumstances existed in which to affect meaningful change.

In our collective, social mind, technology is linked to notions of efficiency, effectiveness, and progress; and we all want to be efficient and effective, as well as progressive. There is little doubt that technology is a distinguishing and pre-eminent value in our culture; it is characteristic of the way in which we view the world in general, and the possible avenues for resolving our court business in general. The allure of technology is that we assume that it will bring increased efficiency, effectiveness and productivity. We have a kind of mechanistic view with reference to our collective enthusiasm about technology. If we could only find the right computer program, the right approach, we could surely address the problem of little to no funding for our courts and still provide more efficient and

effective customer service; even better justice, if you will. We, as court managers, must have something in our managerial bag of tricks, some new process, to cling to; why not technology? Technology seems to provide the right “thing” at the “right” time; and we all know that “timing is everything”!

Courts are many things, but primarily, they are institutions whose main goal is to “dispense” justice. To that end, the court involves groups of people pursuing common goals, with common visions, and the court stands in particular relation to other groups and institutions; within the organization there are constant understandings of what the organization’s goals are and participants stand in relatively well-defined positions vis a vis each other (ie. The roles of managers, supervisors, clerical staff, judicial staff, etc.). Additionally, the organization possesses a technical structure for carrying out its work (court events, processes, etc.), seeks to define job responsibilities so that tasks are accomplished and has mechanisms for dealing with the outside world (citizens, etc.).

Sociology has approached the study of organizations in a number of ways. Earlier studies stressed the formal features of organizations and described their internal functioning and the relationships among participants within the bounds of the organization itself. Over the past twenty years or so, however, a new perspective has emerged, one that sees the organization as the context of its surrounding environment (Aldrich & Marsden, 1988). Major issues in the study of organizations using the environmental approach include the factors that give rise to organizational diversity and those connected with change in the organization.

Let us use the sociological lens to examine why questions of organizational change are pertinent to any case study of how technology can be used not only in the court environment, but in the criminal justice environment as well. Courts as governmental organizations are increasingly under pressure from outside forces and from political and economic forces as well to conduct their business differently. Among the constant criticisms that are aimed at courts is that they are too hierarchical, too bureaucratic, and that the current system makes change to the court organization almost impossible. There is no doubt that courts, as an institution, are steeped in the time-honored tradition of its stature as the third branch of government and that it is somehow immune to the same economic hardships that are besetting its first and second branch cousins. Alas, that is far from the truth as the courts are just as affected by citizen apathy and the economics of its funding authorities as are the executive and legislative branches.

When we look at our courts from the perspective of its customers, we can begin to see why we need change, as we are a bureaucracy in the most negative of its meaning. And the problem with any bureaucracy, as anyone who has ever stood in line at a court can attest, is that the staff members seem to focus exclusively on those infamous rules and procedures; and, as a court, we “do” rules and procedures better than any other bureaucracy around. At times, court staff tends to focus on the rules to the exclusion of the people that they are there to serve and help (Herzfeld, 1992). The tension for staff, therefore, is between a commitment to a particular manager who leads the charge for change and their commitment to the organization and its perpetuation; READ: maintain the status quo. So, there is a balancing act that the court manager must function under; she must try to assure the staff that change is “good” and that the court, as an organization, will still thrive and survive. In addition, as managers, we must instill the desire for change in our staff, while still assuring them that their jobs will not go away, but, rather, the dynamics of their job tasks will merely change. Of course, I am describing a paradigm shift for all court staff members; management, the judiciary and the clerical staff as well.

My intent here is not merely to review the current thinking regarding courts as organizations but also to say something about how the use of technology within courts might affect or be affected by those patterns of organizations. One would wonder whether there is any consensus on how technology affects the life of organizations, or the course of their development? While the issue would appear to be a significant one, and while there have been a good many general discussions regarding the potential impact of technology on organizations and the individuals who work there (Aburdene & Naisbitt, 1990; Toffler, 1990), there is remarkably little consensus about what precisely the nature of such impacts may be. Indeed, we seem to have a deep ambivalence about technology; some see it as a villain and others see it as a catalyst for social progress (Florman, 1981; Pagels, 1988; Segal, 1985; Winner, 1986).

### **HISTORICAL EXAMPLES OF CHANGE:**

As a framework for considering how technology affects or may affect organizational life, it may be useful to consider specific examples of earlier technological advances that now seem to have altered social and organizational life in particular ways. A problem here is that initial prognoses for a technology's effects, indeed, the very reason a technology is developed in the first place, are often radically different from the ways in which a technology actually comes to be used. Few of those who lived through the development of Henry Ford's assembly line, for example, had any idea of the far-reaching impact of the changes that they were witnessing. While these changes were perceived as both frightening and miraculous, they were rarely perceived as a threat to the status quo (Jennings, 1985; Marvin, 1988). The concept of mass-production, as introduced to worker's lives by Henry Ford, also lead to anguish in the form of worker alienation. Some argue that this worker alienation contributed to the development of socialism and Marxism and the birth of labor unions in this country. This, in turn, lead to altered forms or



organizations within factories and the nature of the worker-management relationships (Boorstin, 1973; Hounshell, 1984; Smith, 1981).

There are many instances of technologies that have translated, over time, into unexpected organizational and social consequences. For example, the development of printing not only lowered the costs, increased the accuracy and improved the efficiency of producing copies of written materials, but it also had a profound organizational impact on the way that governments were structured and the ways in which they did their work. Governmental agencies began to demand more types of information from local administrations and to circulate and use that information in pursuit of national goals (Boorstin, 1983; Darnton, 1984; Einsenstein, 1979; Febver & Martin, 1958; and Luke, 1989).

Many have argued that information technology will help flatten organizational hierarchies and provide for more democratic forms of management. Shoshana Zuboff's study of how workers and managers reacted to the introduction of information technology processes is one of the few empirically based studies to examine this issue (1988). However, some have argued from the other side of the question and say that technology in fact strengthens hierarchies and encourages top down control (Evans, 1991). Still others (Winston, 1986) have argued that information technology has had minimal impact on the structure of organizations and its work. Danzinger (1986) found remarkably little evidence of radical change in social pattern from empirical studies noting that while technology has led to increased worker responsibility and satisfaction in some settings, in others it has resulted in decreased interaction. He also indicated that computer systems are often merely "instruments in power games played by local governments" (p.25).

During the 1980's new technologies come into widespread use in the business world. In the beginning, the new technologies were limited to a few specific groups, thus creating small pockets of automated job tasks that affected just a few individuals or small groups of workers. By the end of this decade, the impact had increased in significant ways and affected far more groups of workers. These new technologies radically changed the ways in which organizations conducted their "business". Not only were the changes profound, but they were unstoppable, irreversible and they altered the way that we would all view business in the future. Technology became the catalyst for a societal paradigm shift and it transformed the industrial, organizational and socioeconomic structures of our society into an economy that was historically based on the production of goods and services into one that is now based upon knowledge (McMullen, Betcherman and Leckie, 1994).

During the 1990's, most companies and governmental organizations have integrated at least one or more major technological change into their organization. In fact, as funding dollars decrease, our reliance on technology increases. More and more governmental organizations have plans for the integration of major technology changes and are thereby modifying the ways in which their employees conduct "business". In many cases, these technological changes have lead to extensive organizational changes and major adjustments in the organization with respect to specific work tasks and the staff that carry them out.

There is no doubt that technology can offer the courts the advantage to proactively seize the day and to provide the citizens with the most advanced and most efficient information and work processes that are available. As I see it, we have two choices; 1) we can resist the technology tidal wave, or 2) we can embrace it wholeheartedly. However, we do not have the option of doing nothing and thereby, in effect, ignoring it. To ignore it, would be to our collective detriment, and surely, not a wise management choice. Technology has the ability to radically change existing court job tasks and it will demand that we have a staff

who has a greater expertise, a greater sense of responsibility and a staff who has a greater degree of independence. Technology is an instrument of change, and as such, it will be a powerful force with which court managers must reconcile themselves. New technologies will necessarily eliminate some job tasks while creating and enhancing others. If we truly want to improve our product (service to the citizens, justice) then it is imperative that we embrace technological changes.

### **INTRODUCTION OF TECHNOLOGY INTO THE WORKFORCE:**

The introduction of new technology asks the critical question of how organizations operate. Again, how can they be reinvented, re-engineered or retooled? Along with the fiscal investment in new technology, court administrators must think about and grapple with the consequences the technology will have on their work force and how they can help the staff adapt to these changes. Therefore, in order for technology to bring about the expected benefits of increased productivity, it becomes important to:

- Pay attention to the human aspect of change, most importantly, the insecurity that the technology may cause to the employees who must use it (offer training, informational sessions, etc.)
- Know how to reorganize the production and management systems (set up a pilot project first, test, test, and retest before you integrate it into the entire work force)
- Take into account the effects that these changes may have on the entire organization (who should be trained and what level of training should be offered)
- Develop effective and credible internal communication so that all employees can become involved in the innovative process, understand its challenges and appreciate its results

(McMullen, Betcherman and Leckie, 1994).

Each group of stakeholders (administrators, judges, citizens, law enforcement agencies, staff, funding authorities, etc.) will be affected by the introduction of technology. As with any change, there will be both negative and positive consequences, however, it is this author's opinion, that the negative consequences will be more than offset by the positive consequences; which I will define as increases in efficiency, effectiveness, productivity and a corresponding decrease in cost.

## **GETTING STARTED OR, A ROAD MAP TO THE FUTURE:**

In 1952, U.S. Supreme Court Justice Robert H. Jackson described what he felt was the “proper” relationship between the three branches of government: “While the Constitution diffuses power the better to secure liberty, it also contemplates that practice will integrate the dispersed powers into a workable government. It enjoins upon its branches separateness but interdependence, autonomy but reciprocity”.

What “events” can lead to the interdependence and reciprocity that Justice Jackson so aptly described? Earth shattering events, economic events, citizen outcry; or any combination of the three? Suffice it to say, that my list is certainly not exhaustive, nor comprehensive, but rather, just a short list of some of the events that lead to unprecedented cooperation between all three branches of the City of Tempe; a mere 44 years after Justice Jackson’s statement.

As a disclaimer, I would like to say that cooperation did exist between the three branches of government within the City of Tempe prior to April 1996, but not to the extent that it did with the creation of the Criminal Justice Automation Committee (CJAC). In fact, for several years, a Criminal Justice Operations (CAPPS) group had existed to discuss operational issues, problems and possible resolutions. The author was part of the operational group from her hire date in May 1994. The automation group was an offshoot of the operations group and several members of the operations group became members of the automation group as well.

In addition to the operations group and the automation group, the department heads met as the policy group; the Criminal Justice Interdepartmental Working Group (CJIWG).

This group also included the Deputy City Manager who was responsible for the various Criminal Justice components. During the budget cycle, the policy group would rank order all of their budget requests and submit them as a Criminal Justice group rather than as an individual department. The policy group was also charged with considering budget requests as part of a system; ie. if the Police department requested more officers, the policy group was to include the fiscal effect that this request would have on the other components of the Criminal Justice system. For instance, they would determine the fiscal effect that this request would have on the prosecutors, court staff and diversion staff. Therefore, budget requests would be submitted to the funding authorities that were reflective of a Criminal Justice system's approach rather than as individual departmental requests.

Criminal Justice involves a wide range of professional participants, from lawmakers to law enforcement officers, prosecutors and defenders to correctional agencies and providers of diversion programs. For decades, even centuries, these criminal justice participants have worked independently, sharing information by the printed word and face to face or via telephonic encounters. However, as the world heads down the information super highway, the criminal justice component's mode of "transportation" is still the proverbial horse and buggy. What was once a workable system is becoming increasingly unworkable as public safety falters, civil rights diminish and public trust in the criminal justice system wanes. It is not enough to shovel faster. Criminal justice must enter the Information Age by incorporating technology as a tool to make the system run efficiently and effectively. This will happen only when the participants join together in an enthusiastic common cause effort to fully integrate the information processes involved in criminal justice while maintaining independence for those components who must remain separate. While all participants in the criminal justice system use technology to some extent, rarely is there

planning or cooperation to integrate their common applications. Invisible but real barriers prevent the coordinated use of technology to promote the flow and utility of information between the participants. Removing these barriers will improve criminal justice overall by increasing efficiency and effectiveness and reducing costs (Nicholson and Hogge, 1996).

### **THE CRIMINAL JUSTICE AUTOMATION COMMITTEE (CJAC):**

In April 1996, the Criminal Justice Automation Committee, or CJAC, was “born”. It was created for many reasons; but the two primary reasons were -economics and a sense of not being able to conduct “business” the way that we had in the past. It was a new day, we needed new ways to do business; more efficient, more effective and less costly ways to do our business; and automation was to be our “savior”. And, our department heads had “lit their own spark of change” when they sent court, diversion, police, prosecutor and information technology representatives to an Institute for Court Management course on an Integrated Criminal Justice Technology course; the rest, as they say, is history!

The need existed for change, the impetus was there for change, but could we pull it off?? We were eight determined individuals who not only had the ear of our department heads, but who also were in a unique position to influence our respective staff members. This would take a lot of hard work, a lot of strategic planning and a lot of meetings!!! Some of our first meetings were nothing more than deciding what was possible and where would we get the funding to do what we needed to do? One of the first things that the group accomplished was to determine what our mission and vision was; what exactly could we do, what were we expected to do. We coordinated much of our activity with our department heads. In fact, as the CJAC chair, I attended the monthly Criminal Justice Interdepartmental Working Group meetings so that I could keep the members updated on our activities, and more importantly, to ensure that the department heads’ concerns/issues were addressed in the CJAC meetings.

CJAC formulated the following mission statement and goals:

***MISSION STATEMENT:*** To advise the Criminal Justice Interdepartmental Working Group (CJIWG) how to technologically integrate and maximize the efficiency and effectiveness of the Criminal Justice System by identifying and coordinating our information and automation needs.

**GOALS:**

1. To develop a five (5) year technology/budget plan. (Attachments)
2. To gather and share information concerning:
  - a. Criminal Justice work flows and operations
  - b. Current and leading edge technology
3. To coordinate future hardware/software requests.
4. To take a unified system approach to technology needs.
5. To continuously evaluate and improve the Criminal Justice System.
6. To recommend a training strategy which ensures effective use of automated systems.

CJAC met on a monthly basis so that we could discuss and define the important criminal justice technology issues. We decided that it was critical to plan an integrated system so that we did not merely automate our manual processes, but plan and create a system that would eliminate the redundancy of efforts; ie. where was the logical point of entry for system data? The committee even planned an all day event in which we were "booked" into the system and we "followed" that paper trail. We spent hundreds of hours defining parameters of responsibility, process flows and identifying budget issues. But, we did it together and we were truly interested in becoming the first group in the State of Arizona to create and implement an integrated criminal justice system.



In addition to our mission and goals, the committee came up with the benefits that we believed would be realized as a result of an integrated criminal justice information system.

1. **SINGLE POINT OF DATA ENTRY**—data would only be entered into the system at its most logical source. For example, when the filed officer cites a citizen, the officer would enter the complaint data via his/her laptop computer. The complaint data would automatically create the necessary records (data elements) throughout the system. In fact, the data elements would be stored in a data warehouse.
2. **DATA QUALITY ASSURNACE (INTEGRITY)**—the system would automatically perform edit checks on all data entered into the system. All court dates would be automatically assigned based on pre-established parameters and violation codes would be edited for validity based on data stored in a violation code table.
3. **STATISTICAL REPORTING**—the integrated system would provide both standard statistical reporting capabilities and ad hoc reporting capabilities. Users would be able to extract and format the data in ways that would be meaningful to them. This option would also provide relevant and timely statistical data for management reports as well as statistics that could help justify budget requests, etc.
4. **AS AGENT TO BREAK DOWN “TERRITORIAL” BOUNDARIES**—data would be shared and it would no longer “belong” to any one agency.
5. **INCREASED EFFICIENCIES**—the shared data would facilitate new functionality that is not available in a manual environment. An integrated system will create vital information links between agencies that will result in far superior customer service delivery.
6. **INFORMATION FOR ALL**—shared data can be viewed by all agencies—better, more timely decisions can be made. Customers can receive “help” at any agency.

We implemented several components of an integrated criminal justice system with funding from the Court in both the Prosecutor's Office and the Diversion Department. It goes without saying that the programmatic changes that were implemented also were a direct benefit to both the Court staff and the staff in the other areas. We were truly operating under the notion of the good of the whole.

One of the first integrated efforts was to automate the cashiering and accounting functions of the Diversion area. This change resulted in Diversion management being able to pinpoint some problem areas. This technology was responsible for leading to the discovery of criminal activity in the area of diversion fee collection.

### **FUNDING SOURCES:**

In the State of Arizona, by virtue of a statute, we charge citizens a fee if they do not pay their court fines/fees on the date of adjudication. The court for its use retains a portion of this fee, but it can only be used with approval of the Administrative Office of the Court; this must be done via a grant process. When awarded, the grant monies have specific purposes; most courts use these monies to fund their technology efforts. As such, the Tempe Municipal Court had taken advantage of the grant process and had hired a programmer to make system modifications. The programmer became an integral part of CJAC and as such, she was able to help design not only our mission and goals, but also was able to further our integration efforts. When programming for court processes, she also considered other criminal justice components and therefore, our automation changes were global, not limited to just the court's needs.

Another funding source was the Court Enhancement Fund that is earmarked specifically for the court's operation; with particular emphasis placed on an integrated criminal justice system. The authority to collect said fund is based upon a City Ordinance and the funds are accrued and placed in an interest bearing account. Court Enhancement Fund expenditures are to be approved by the court administrator or the presiding judge. We were able to fund a programmer as well as hardware and software purchases with monies from this fund.

As the fund has grown, the court has had to rely less and less on its funding authority for technology dollars, and as a consequence, other criminal justice areas have become the beneficiaries. Not only has the fund freed up funding dollars for hardware and software purchases, but the court's programmer has written several programs that have resulted in integrated processes.

### **MIGRATION TO A CLIENT/SERVER ENVIRONMENT:**

Because the court had access to the necessary technology funding, it was decided that all court staff would be changed over to a Windows 95 environment. We purchased pentium PC's for all court staff as well as placing them in all courtrooms (on the judge's bench and at the bailiff's work stations) as well as at all of the public service windows. The Windows 95 environment would allow us to convert to the client/server environment. Some of our old hardware was passed on to other of the criminal justice agencies.

There were many procedural areas in our current technology system that needed to be updated; the financial/accounting piece, the interface with the state's Motor Vehicle Division, the Parking System, etc. We made a decision to rewrite these programs in Powerbuilder and to begin our conversion/migration to a Client/Server environment. This environment allows us to take advantage of a process called GUI—graphical user interface. This is the lowest level client/server tool and it enables developers to create GUI front ends, complete with dialog boxes, buttons, scrolling bars and pull-down menus for the applications. These tools automate the interface creation and also add libraries to functions that programmers can easily embed in their applications.

From the beginning, I realized that this was a daunting task. We had asked our staff to make so many operational changes in the last two years—would they comply one more time? We had not made changes of quite this magnitude in our technology before—how would we do it? Yes, we had read the literature, we knew the buzz words! But, could we pull this off? We knew one thing for certain and that was that this project could not be done without the help of everyone; clerical staff, judicial staff and the entire management team. We had a lot of very tough customers; some of them were sick of change, some of them had been around a long time and they were really tired of change; in fact, they had a “been there, done that” attitude. And then, we had a few who did not like change merely because it was change! However, there was a core group who liked change; welcomed change and would be the advocates for change. The negotiations began.

There was no problem in convincing the court administrator and the presiding judge—they said “Do it”. My peer, the new Civil Traffic Administrator (Mike Landrum) was behind me as well. I needed a design team and its members had to come from the front-line staff. The ones who actually did the work, the ones who would live with the consequences of these changes. Our entire staff only includes 32 people, including the judges and the management team. My task was to appoint staff from both divisions, as well as keep in mind that I needed people who not only knew their “stuff”, but who had good written and verbal skills in addition to good interpersonal skills. These skills were paramount to the success of the new system as this group would not only help design the system, but they would train their peers and write the procedures as well.

#### **SYSTEM ARCHITECTURE TEAM (SAT):**

The first order of business was to ensure that we had buy-in from all of the staff; in particular, the front-line staff. In order to accomplish this, we decided that we needed a team—a system architecture team. This team was to consist of three staff members from each division (6 members—front-line staff); one supervisor from each division, the programmer, the criminal justice business analyst and me—I was the team leader and facilitator. I would also continue to serve as the liaison between CJAC and CJIWG and report on the progress of SAT. The team was created for a specific time frame, and after the assigned processes were completed and converted, other staff would then be appointed to the team for the next phases of the integration process. It was our intent to ensure that all court staff members would have an opportunity to serve as SAT members.

SAT was responsible for the following tasks:

1. **DESIGN**—the actual design of the screens; the number of screens, the sequence of work process events and the icons (nice colors and pictures).
2. **TEST**—each team member was assigned specific program areas to test. They would work with the programmer to correct any “bugs”. They were responsible for recommendations regarding process changes that would facilitate easier and more logical work flows.
3. **CREATE**—create the test data and ensure the integrity of the converted data. This required countless hours of overtime in order to clean up the data base; we did not want to convert “bad” data.
4. **CONDUCT**—conduct informational meetings with their co-workers to explain the proposed changes and to seek their input.
5. **REDESIGN**—make decisions related to the implementation phases of the changes and suggest any redesign of the tested processes.
6. **TRAIN**—prepare training materials and conduct training sessions for all criminal justice agencies. SAT members trained in teams of two, thereby ensuring that all SAT members conducted training sessions. This was also the time to consider any suggestions for modifications from the trainees.

We appointed the team and thus began our journey. It was to be a very rewarding, albeit, frustrating journey. We went through many fits and starts! However, the team worked well together and they had a myriad of ideas on how to improve our system. Some of the team members had been with the court for several years and looked forward to a chance to modify the work processes.

Because we had just completed procedure manuals that included work process flowcharts, our task became a fairly simple one. We evaluated the current procedures and determined how we wanted it to be done—how could we make the process more “user-friendly”? We factored in all other agencies that were affected and proposed an automated process that would result in the optimal product that would provide more efficient and effective customer service.

## **WHAT DID WE LEARN, OR WHERE DO WE GO FROM HERE?:**

The author went back to the Tempe Municipal Court several months later in order to interview a few of the key players of the Systems Architecture Team. The intent of the interviews was to evaluate two things:

- The success of the changes that were made in July 1997.
- To evaluate the change process.

### **EVALUATING THE PROCESS:**

The interviews revealed the following:

1. The trainers were not trained to be trainers
2. There should have been a second training session
3. The testing process was one in which the person doing the testing was only involved in one specific area; their area of expertise. Everyone should have known the entire process; how did his or her piece “fit” with everyone else’s?
4. As the team members came to the process as “specialists”, they did not always have the knowledge to answer system-wide questions.



5. There should have been two or three training sessions. One was not sufficient for staff.
6. We should have had a “parallel” system for the team to test modifications.
7. There should be an assessment of staff’s ability to assimilate the new technology.  
Supplemental training sessions should have been offered to address any deficiencies.
8. Separate classes for the supervisors; they can then serve as resources for clerical staff.
9. Offer different levels of training classes; ie. classes for new staff, classes for staff with intermediate system knowledge, and classes for staff with advanced system knowledge
10. Tailor the training to the individual; or groups of individuals based on their knowledge base and their ability to learn.
11. Administer an employee survey to determine which current functions they feel are time consuming; unnecessary, etc.

In March 1998, most of the staff are very comfortable with the new pieces of the system and see great benefit in their daily workflow. However, there is still a void in how staff perceives the new system and their ability to discern how all of the changes work. They do not always understand the “bigger picture”.

The key members of SAT felt that there should have been meetings without management as management has a tendency to "interject" what they feel is right. In addition, SAT members, at times, felt as though their coworkers were not supportive of their efforts. This was due, in large part, to the fact that their coworkers had to cover while they attended SAT meetings. It was suggested that the meetings would have been more productive had they been held during non-work hours. This would have eliminated the resentful feelings of non-team members toward the team members.

There have been no major system changes since the conversion in July 1997. In large part, this is due to the change in the Criminal Justice Automation Committee composition. Both the chair (the author) and the Business Analyst left the City of Tempe, and as such, the committee was reorganized.

In essence, what we learned was that:

- We should have invested more up-front time in the planning process
- We should have provided a more employee-tailored training program
- All staff members should have had a better idea of what the "big picture" was
  - Where were we going?
  - How would we get there; what was our planned course?

- We should have administered employee surveys
  - a. Reveal the “plan”
    - What was their perception of the current system (a pre survey)
    - How did they feel the system could be improved?
    - What did they like about the current system?
  - b. Begin the change process
    - Ensure that staff input is sought and integrated, where possible
    - Assure them that their input is valuable
  - c. Provide training
    - Was the training adequate?
    - Did the training make them comfortable with the planned changes?
    - Seek their input to make training modifications
- COMMUNICATE, COMMUNICATE, COMMUNICATE

However you affect change in your organization, one thing that is crystal clear, is that it is imperative that everyone is made to feel as comfortable as possible, that they believe that they have a stake in the success of the process change and that they perceive that the change *WILL* make a difference!

Based on my research and the valuable input that I received from the SAT members, I would offer the following points that I will call:

**Imperatives For Success:**

- You must have a top-down commitment to the project
- There must be a willingness to change course where necessary
- Manage by walking around
  - Gauge the climate
  - How does staff perceive the changes?
- COMMUNICATE
  - Keep the lines of communication open
  - Be open to their ideas, even if it means scrapping some of yours!
  - Be flexible
  - Listen, listen, listen
  - “Listen” to what they do not say
- Is it (change) the right thing to do? Is the timing right?

- Know your staff
  - What motivates them?
  - How will this change benefit them? What's in it for them?
  - How will this change affect their work world?
- Read the signs
  - Fear
  - Frustration
- Be sure that you are in a good position to assess your staffs' knowledge, skill and ability levels—modify whenever and wherever necessary
- Identify the resources that you will need
  - Training, what levels?
  - Coaching skills
  - Communication skills
  - Assessment tools; ie. What do they need, when do they need it, why do they need it?

Is change easy? No. But, is it worth it? Well, only you can be the judge of that.

Hopefully, my research will afford you a few tools that will make the change process a little easier.

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# ***ATTACHMENTS***



## **CRIMINAL JUSTICE AUTOMATION COMMITTEE (CJAC)**

**MISSION STATEMENT:** To advise the Criminal Justice Interdepartmental Working Group how to technologically integrate and maximize the efficiency and effectiveness of the Criminal Justice System by identifying and coordinating our information and automation needs.

### **GOALS:**

1. To develop a five (5) year technology/budget plan.
2. To gather and share information concerning:
  - a. Criminal Justice workflows and operations
  - b. Current and leading edge technology
3. To coordinate future hardware/software requests.
4. To take a unified systems approach to technology needs.
5. To continuously evaluate and improve the Criminal Justice System.
6. To recommend a training strategy which ensures effective use of automated systems.

### **CRIMINAL JUSTICE AUTOMATION COMMITTEE (CJAC):**

Barbara Lasater, Committee Chair  
Noah Fritz  
Kim Bauman  
Andrew Davidson  
Chuck Hastorf  
Mark Whitney  
Milt Dahl  
Rita Bialous

Municipal Court  
Police Department  
Diversion  
Prosecutor's Office  
Police Department  
Principle Auditor  
Business Analyst--CJ Technology  
Contract Programmer

ATTACHMENT A

**TEMPE MUNICIPAL COURT  
FIVE YEAR AUTOMATION PLAN**

*FY 95/96:*

**ACCOMPLISHMENTS :**

1. All Court Orders and Forms are now printed in Spanish for all Spanish speaking defendants.
2. Arizona Defensive Driving School completions are automatically transferred and processed electronically via the Court's computer system.
3. National Safety Council Driving School completions and extensions are automatically transferred and processed electronically via the Court's computer system.
4. Motor Vehicle Division conviction reporting has been automated.

**PLANNED:**

1. Collections Processing, which will include automatic default of failure to appear and failure to pay Civil cases and automatic calculation of fines and fees. The system will generate a list of late payment contracts for initial telephone contact. The system will automatically print delinquency letters and will automatically default if subsequent payment is not received. The automatic default process will include notification to the Motor Vehicle Division, suspension of a defendant's driving privileges, and the assessment of all applicable fine and fee amounts.
2. Combine the Parking and Case Management Financial System thereby eliminating double data entry.
3. Revise the Case Management System to correct violation code, citation number and case number formats. This will provide accurate and timely statistical reporting both for the City of Tempe and the Supreme Court.
4. Send Court subpoenas via HPDESK to Tempe Police Officers.

ATTACHMENT B

FIVE YEAR PLAN  
PAGE 2

FY 95/96:

ISD:	EST. COSTS:
No costs this FY	\$0
TOTAL:	\$0

<b>COURT</b>	EST. COSTS:
12 months Contract Programmer	\$70,000
**TOTAL:	\$70,000

\*\* AT NO COST TO CITY BUDGET: CEF MONIES

<b>GRAND TOTALS:</b>	<b>\$70,000</b>
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**FIVE YEAR PLAN**  
**PAGE 3**

***FY 96/97:***

1. Revise the Case Management System to a Name-based System rather than a Case-based System; add Sound-alike name retrieval (SOUNDEX). Design Client-Server customer service work stations to display all Court Management data necessary; this will enable staff to function in a quick and easy manner thereby allowing them to provide more efficient and effective service.
2. Revise the Warrant process to allow for categorization of warrant by Police Beat, and on-line display of daily warrant information. Automatic transmission of warrant information and warrant recalls to Arizona Department of Public Safety. This will eliminate Police Records time needed to enter the aforementioned data. Police personnel will be able to input, on-line, notes regarding the service or non-service of the warrant, thus eliminating the need to file a copy of the actual hard copy warrant.
3. Computerize the Long-Form Complaint process. This will greatly reduce the time currently spent by clerical staff, prosecutors, courtroom staff and Judges.
4. The Parking Complaint process will be automated by using hand-held terminals with printers. The field personnel will be able to print a complaint for the vehicle and all data will then be down-loaded and entered into the Court's Case Management System nightly. This will greatly reduce clerical staff's time related to data-entry, sorting, and filing.
5. Bar coding of payment coupons will improve the overall payment processing time by making it more accurate and more efficient.
6. Automation of the witness subpoena process will reduce clerical and prosecutor time. Tracking witness and victim information will make the Prosecutor's Office more effective in dealing with Court cases.
7. Allow the City's Diversion Department to enter information about related Court cases. This will reduce the clerical efforts in providing that information to the Court and will decrease Court processing time.
8. Court calendar information will be available to Police Officers in the field.
9. The increase in Court volume and personnel will require an upgrade to the Court/Prosecutor's computer system with reference to additional sessions, memory and disk space.
10. Management reporting--develop key workload indicators; provide the ability to count, compare and contrast any variable set in the Case Management System.

**FIVE YEAR PLAN**  
**PAGE 4**

*FY 96/97:*

<i>ISD:</i>	<i>EST. COSTS:</i>
12 Pentium PC's	\$48,000
2 Client-Server OMNIDEX Software	\$16,000
4 Printers	\$10,000
12 Software	\$9,000
5 Bar Code Readers	\$5,000
Additional Sessions (Court & Prosecutors)	\$100,000
<b>TOTAL:</b>	<b>\$188,000</b>

<i>COURT:</i>	<i>EST. COSTS:</i>
1 Year Contract Programmer	\$70,000
<b>**TOTAL:</b>	<b>\$70,000</b>

**\*\* AT NO COST TO CITY BUDGET: CEF MONIES**

<i>PROSECUTORS:</i>	<i>EST. COSTS:</i>
PC Upgrades	\$16,000
<b>TOTAL:</b>	<b>\$16,000</b>

<i>POLICE DEPARTMENT:</i>	<i>EST. COSTS:</i>
Hand-Held Terminals	\$25,000
<b>TOTAL:</b>	<b>\$25,000</b>

<b>GRAND TOTALS</b>	<b>\$299,000</b>
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**FIVE YEAR PLAN**  
**PAGE 5**

***FY 97/98:***

1. Payment by credit/debit card via telephone and through Kiosk; this will reduce the number of transactions handled by Court staff and increase revenues. Automatic monthly generation of Financial Service statistics.

2. Develop Client-server cashier functions. Implement Bond and Restitution audits and reconciliation.

3. Develop Imaging and Digital Audio system. All Court documents will be scanned and retained as per the State Statutes re: document retention. All Court audio proceedings will be recorded via PC and retained as per State Statute. Copies will be made for the Appeals Court if the case is appealed. The Judges will be able to record their case notes digitally and play them back at any time via PC.

**FIVE YEAR PLAN**  
**PAGE 6**

**FY 97/98:**

<i>ISD:</i>	<i>EST. COSTS:</i>
12 Pentium PC's	\$48,000
18 Software	\$20,000
1 Imaging System	\$50,000
<b>TOTAL:</b>	<b>\$118,000</b>

<i>COURT:</i>	<i>EST. COSTS:</i>
Contract Programmer	\$50,000
4 Printers	\$10,000
6 Pentium PC's w/CD-ROM	\$36,000
10 Bar Code Readers	\$10,000
<b>**TOTAL:</b>	<b>\$106,000</b>

**\*\* AT NO COST TO CITY BUDGET: CEF MONIES**

<b>GRAND TOTALS:</b>	<b>\$224,000</b>
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**FIVE YEAR PLAN**  
**PAGE 7**

*FY 98/99:*

Redesign Courtroom process as a Multi-media, paperless process. Utilize imaging, digital audio and a Client-Server Criminal Justice System.

<i>ISD:</i>	<i>EST. COSTS:</i>
Additional memory, disk space, etc.	\$50,000
14 Software	\$15,000
<b>TOTAL:</b>	<b>\$65,000</b>

<i>COURT:</i>	<i>EST. COSTS:</i>
14 Pentium PC's	\$48,000
20 Bar Code Readers	\$20,000
5 Printers	\$20,000
<b>TOTAL:</b>	<b>\$88,000</b>

<b>GRAND TOTALS:</b>	<b>\$153,000</b>
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**FIVE YEAR PLAN**  
**PAGE 8**

*FY 99/00:*

Replace the remaining terminals with Pentium PC's, integrate the remaining Bar Code Readers and purchase last six printers.

<i>ISD:</i>	<i>EST. COSTS:</i>
14 Software	\$20,000
<b>TOTAL:</b>	<b>\$20,000</b>

<i>COURT:</i>	<i>EST. COSTS:</i>
14 Pentium PC's w/CD-ROM	\$84,000
15 Bar Code Readers	\$15,000
6 Printers	\$18,000
<b>**TOTAL:</b>	<b>\$117,000</b>

**\*\* AT NO COST TO CITY BUDGET: CEF FUNDS**

<b>GRAND TOTALS:</b>	<b>\$137,000</b>
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## TRAINING OUTLINE

### A) Introduction

This training session is to introduce everyone to the new system. To demonstrate the differences from the new system to the current one. In this session we will have you do data entry, search inquiries and introduce to you the new parking system and explain how it operates.

### B) Windows 95

Brief introduction to the Windows 95. How to minimize and maximize windows, use the mouse to make inquiries and do data entry.

### C) Data Entry

Court staff will enter two civil tickets, two criminal tickets. The second ticket that is entered will have the same information as the first except a different complaint number. This will allow everyone to see how the computer will fill in the information for you if the defendant already has a case in the system.

### D) Parking

Explain the new parking system. Enter two parking tickets. Demonstrate how to boot a vehicle and set up the money on a parking ticket.

### E) Search Inquiries

Explanation on how to do the different inquiries (case number, name, complaint number, SSN, DL number, telephone number, license plate and address). Use several of the search codes to see how they can be used.

### F) Changes To The Old System

Any changes to the current system, that will still be in use, will be discussed.

1  
ATTACHMENT C

## WINDOWS 95

Below are some helpful hints on how to work with windows for our new system.

On the tool bar there are icons that will be helpful to you when entering data entry.

--save  
--print

>>When you are in a window and you do not like the order of the columns, you can change them. **\*\*NOTE\*\*** When you change the columns around in the window, it will only stay that way as long as the window is open, once window is closed the columns will default back to the original columns.

**\*\*With using your mouse you will click and drag to move the column to the area you want it to be at. All the other columns will then move to accommodate this move.**

>>When you are in a window and you want to make the columns wider or smaller, you can change them to your liking. **\*\*NOTE\*\*** This is only good as long as the window remains open, and once closed it will default back to the original column width.

**\*\*With using your mouse, point the arrow between the columns until you get an arrow pointing up and down and side to side. Then just click and move to the desired direction you would like the column to be.**

>>You can move and drag the windows to make them smaller if you have more than one window open and need to see all the windows. Just simply move your mouse to the top of the window (Title Bar) until it is pointing at the top of the screen click and drag, or if you want the width smaller move your mouse to the far side of the window and click and drag.

>>You can also make your window maximized or minimized on the screen by using your mouse. In the upper right hand corner in the middle of the X and the minimize - button you will see a box inside a box, click once and it will go smaller and then click again to make it larger again.

>>There are 3 ways to close a window:

1. Double click the window symbol
2. Single click the X in the upper right hand corner of the window.
3. Open the tool bar file, and drag to close and single click.

>>Sometimes you do not want to close the window but you also do not want it on the screen sometimes. If you go to the upper right hand corner, single click the button that is a line at the bottom of a box ((-) minimize button). When you single click this button it will then go to task force line. When you want this back open, just click at the bottom of the box for the window, and it will come back up on the screen for you.

>>When in data entry, there are some times you need to use the mouse to make your selection. Example: male or female  
There are 2 types of these boxes:

1. Radial button, a circle inside a box  
--When you click a dot appears inside the circle.
2. Check boxes, a box  
--When you click a check mark will appear inside the box.

>>There are vertical and horizontal scroll bars. You will see arrows on each side of the scroll bar. When you use your mouse on the arrows it will move it up and down on the vertical scroll bar, and the horizontal bar will move side to side. This is when there is more than just what is displayed on the window.

>>When entering data entry, make sure you use your tab key and not the enter key when going from one field to the next.

>>On the lower left hand corner of the screen you will see messages displayed. This is your message box. Watch what this is telling you, because it will tell you when it is ready, searching, etc.

>>When in a window and you highlight (single click) a certain person, you are looking at that person and case only. When you double click that highlighted area it will take you to a different screen for some more information.

>>Keyboard commands

If you don't want to use your mouse you can use your keyboard instead.

**Example:**

File-if there is a letter underlined on the Standard Toolbar you can Alt + Letter and it will bring up the pull down menu. Then inside that menu, there will be more options and there will be more words with letters underlined. You just need to press the letter and it will bring up that certain option (you do not need to do alt + letter when you are inside the pull down menu).

## DATA ENTRY PROCEDURES (NEW SYSTEM)

- A) Located on the toolbar, click on data entry, select citation. Case search menu, select "New" to enter citation. Select type of citation being entered (ie. Long form, Domestic Violence).
- B) Case # for citation in generated and defendant screen is open.

### \*TICKETS WILL NO LONGER BE ENTERED IN ALL CAPS\*

Enter defendant's name, after last name is entered, the system will do a search of that name. If a record is found, select it and it will update the defendant screen. At this time you can modify any changes by typing over any information. If there is no record, click on "Cancel" to exit out of the search. Update the rest of the defendant information. The following descriptions have pull down menus: eyes, hair, race. They can also be typed in.

\*ANY CHANGES MADE ARE KEPT SAVED. WE WILL NOW HAVE A RECORD OF PAST ADDRESSES, VEHICLES AND ANY INFORMATION ABOUT THE DEFENDANT.

- C) Click the plaintiff tab, this will bring up the plaintiff information screen. It will default to "State of Arizona". Enter plaintiff information only for OP/HI's.
- D) Click the charges tab, this will bring up the charges information screen. Enter in the violation information. When license plate information is entered, the system will ask you if what you entered is correct. If it is correct, the system will check for a record of that vehicle. If there is a record, the system will update all vehicle information.
- E) When entering the citation, no dashes are needed (ie. 123456A). Enter the violation code. There is a search option where a violation code or description can be searched if you do not have the complete and correct violation code. If more than one violation, click on the "Add" button, and another violation code box will appear. You will now need to also put in the dashes and dots where needed in the violation code (ie. 28-701.02)
- F) Click on the arraignment tab. This will allow you to set up the court date for the citation. Enter division #. There are two event boxes. If you are just entering a court date into the system, and a summons does not need to be sent. Enter the

date into the first event box. There is a pull down menu that will allow you to choose the event you are scheduling.

ARR	Criminal Arraignment
CTA	Civil Traffic Arraignment
PRSA	Prisoner Arraignment
PRSI	Prisoner Initial

Select an event, enter in a date and time and courtroom.

**\*\*PLEASE GET USED TO ENTERING THE EVENT IN THE SECOND BOX. USE THE FIRST BOX ONLY IF YOU HAVE A PRISONER INITIAL AND PRISONER ARRAIGNMENT.\*\*** If a summons must be printed or if a second court date needs to be entered, use the second event box. After entering the event code, date, time, and courtroom you will need to select a summons to send (ie. Chg/notice, Summons for Arr). Then select the printer to print out the summons. Arrow up and down to select the printer.

G) If there are any comments on the citation, enter them in the comments screen. To save the case press the save icon on the tool bar (5<sup>th</sup> to the left). Or you can go to File, Save.

H) The system will ask if you want to enter another citation. Choose yes or no.

\*It is important to keep in mind that the system is people based instead of number based. Each individual will have a person file which will include a record of past information. All cases that involve that person will be attached to the person file. It will show if that person is the defendant, the victim, the witness or the plaintiff. If an address is updated, the people file is updated. Then to mail something to the defendant on any case of theirs. The system will pull the most current address from the people file.

## PARKING PROCEDURE (NEW SYSTEM)

A) The new and improved, politically correct, parking process:

1. The officer issues a parking citation to a vehicle and forwards the hard copy to the court.
2. The court logs in the citation and enters the citation into the system, creating a case record.
3. If the owner or driver appears within 7 days of receiving the citation, the clerk would pull up the case, update the owner's information and proceed as normal (options: responsible or not responsible)
4. If the owner or driver does not appear within 7 days, the vehicle information will be loaded onto a disk and transported to MVD (only AZ plates). MVD will then pull up the registered owner information from the plate number or VIN number and load that onto the disk and return it back to us. Once we receive the disk back from MVD, the information will be downloaded into the system and a summons will be issued to the registered owner with an arraignment date and time set out approximately 30 days (37 days from original citation date). At this time, we have no way to retrieve the information on registered owners from out-of-state license plates, but hopefully, in the future the police department will be able to help us out with this information. If the defendant (the registered owner) fails to appear by their arraignment date, they will be defaulted and their vehicle will become boot eligible.

B) Data Entry

1. Click on "Data Entry" at the top of the computer system.
2. Click on "Parking Citation"
3. Click on "New"
4. Enter citation number, including the "P" (ie. P654321)
5. TAB
6. Enter date (mm/dd/yyyy) the system will enter the slashes, the clerk just needs to enter the numbers of the date.
7. TAB
8. Enter the time in military form
9. TAB
10. Enter License plate number
11. TAB



12. The system will ask you to verify the plate number you just entered. If the plate number is correct, click "YES" and the system will advance you to the next field (state issued). If the plate number is incorrect, click "NO" and the system will take you back to the license plate field, so you may correct the plate number (follow steps 10 & 11 again).
13. Enter the state in which the license plate was issued, the system will automatically capitalize the letters entered.
14. TAB
15. If this particular plate already exists in the system, it will automatically fill in the vehicle information (skip to step 26). If something has changed, for example the color of the vehicle, update the appropriate field (this will update the vehicle record for that plate). If this particular plate does not already exist in the system, the system will simply advance you to the next vehicle information field.
16. Enter make (ie. Nissan)
17. TAB
18. Enter model, if available (ie. Sentra)
19. TAB
20. Enter style, if available (ie. 4dr)
21. TAB
22. Enter color, if available
23. TAB
24. Enter yr/reg, enter both the month and the year, if available (ie. mm/yy) the system will enter the slashes for you
25. TAB
26. Enter the location (ie. 140 E. 5<sup>th</sup> Street)
27. TAB
28. Enter the violation code, as it is written (ie. 19-142) you will need to enter the dash. If you are unsure of the violation code, you can run a search by clicking on "Search". The system will bring up a search window where you can either enter part of the violation code or part of the violation description (ie. parking meters). After you fill in 1 of the 2 boxes, click on "Search". The system will pull up all related violation, find the one you are looking for and double click on it; the system will fill in the violation code for you and advance you to the next field (officer#)
29. TAB, unless the system has already advanced you to the officer number field.
30. Enter the officer number
31. TAB
32. Enter the meter number, if applicable
33. TAB

34. Enter any comments written by the officer, if applicable
35. Click on the save icon (4<sup>th</sup> from the left)
36. Once the system has saved the citation, the system will ask you if you would like to enter another citation. If you would like to enter another citation, click "Yes". If you would not like to enter another citation, click "No".

C) Editing

1. Click "Data Entry" at the top of the screen
2. Click "Parking Citation"
3. Click "Search"
4. Enter available information (citation number, license plate number, state issued, officer number, date issued, location issued)
5. Click "Search"
6. The system will search its data base and will inform you how many records match the information given.
7. If you wish to view the records found, click "Retrieve"
8. The system will bring up all of the records
9. Double click on the record you wish to edit
10. Edit the citation
11. Click on the save icon (5<sup>th</sup> from the left), this will save that changes to the citation.

D) Booting

1. The officer will call on the "boot" phone to verify a vehicle is eligible to be booted
  - a) Click "Inquiry, at the top of the scrren
  - b) Click "General Search"
  - c) Enter plate number given by the officer
  - d) Click "Search"
  - e) The system will search its data base and will inform you how many record match the license plate entered
  - f) Click "Retrieve"
  - g) The system will bring up all of the records
  - h) Determine the status of each of the citations and inform the officer whether or not the vehicle is eligible to be booted (remember vehicles are no longer eligible to be booted after 7 days)

2. If the vehicle is eligible to be booted, the officer will disconnect and contact dispatch. Once the officer has filed his report with dispatch and received an IR#, the officer will call back to let the court know the vehicle has been booted and inform the clerk on the IR#
- a) Click "Data Entry", at the top of the screen
  - b) Click "Vehicle"
  - c) Enter license plate number
  - d) Click "Search"
  - e) The system will search its data base and will inform you how many records match the license plate entered
  - f) Click "Retrieve"
  - g) The system will bring up the record for that vehicle
  - h) Click on the space marked "BOOT" and enter IR# given by the officer

## INQUIRIES PROCEDURE (NEW SYSTEM)

The new system will allow an inquiry to be done under "sound alike" or "exact match" and under "open cases only" or open and closed cases". Just click the category that the search is to be performed under. Type in appropriate information then click on search. The computer will bring up all the cases that relate to that field. A search can be conducted by case number, name, address, phone number, drivers license number, license plate number, date of birth, social security number, citation number, IR number, vehicle information and violation information. To do any inquiry different symbols and codes can be used to conduct a narrow or broad search.

### A) Search Inquiry Procedures

1. Click on to inquiry, and then click on general search
2. Click on to the area under the subject you want to do the search. (ie. name)
3. Enter the criteria and click on search (ie. John Smith)
4. The computer will tell you how may records have been found to match the criteria entered
5. To view entries click on retrieve, entries will appear in groups of 50, click on down arrow to keep viewing all entries
6. Double click on the desired entry and that person's information will be pulled up
7. Then you can view under (person, cases, address, relationship, and alias) to find information that is needed
8. If a case does not pull up right away with the information you have different search codes that can be used. See the below list, the codes that are shaded are the ones you will find most useful.

### B) Search codes

#### AND

If the names Mary AND Smith are entered, the computer will pull up only names that have both Mary and Smith included in them.

#### OR

If the names Mary OR Smith are entered, the computer will pull up all the names that have Mary in them and also all the names that have Smith.

NOT

If the names Mary NOT Smith are entered, the computer will pull up all the Mary's that don't have the name Smith included in them.

TO

This is used if you need to search within a range of numbers when doing an address search such as (Maple OR Elm) and (1000 to 5000).

<, >, =

These symbols, greater than, less than and equal to can be used when needing a range of numbered information. (ie. >100 AND <600 will find the values between, but not including "100" and "600". >1000 will find all values greater than 1000. <=B\* will find all keywords that begin with "B" or "A", as well as all numeric values.

?

This symbol represents any single character. It must also be on "EXACT MATCH". If you are looking up a name but think it might be misspelled you can plug in a "?" for each letter you are not sure of. (ie. you want to pull up Mary Smith but you are not sure what vowels its spelled with, enter M?r? Sm?th and it will pull up all criteria that matches.

#

This symbol represents any digit (0-9). It must be used on "EXACT MATCH". If doing a search with a numeric value with six digits but only know the first four numbers then place a # in place of the unknown numbers. (ie. you are looking for a six digit number that begins with 485, just enter 485###, and the computer will pull up all numbers that apply.

\*\*\*\*The symbols "?,#" can be used separately or in conjunction with one another.

## CHANGING DEFENDANT'S INFORMATION

IF DEFENDANT'S NAME, ADDRESS, BIRTHDATE, NEEDING TO CHANGE VIOLATION CODE THIS IS HOW YOU WOULD DO IT:

- CLICK ON DATA ENTRY
- CLICK ON CITATION (OR IF PARKING CLICK ON PARKING CITATION)
- TAB ON THE SCREEN YOU NEED TO UPDATE
- TYPE IN WHAT YOU NEED TO CHANGE
- THEN CLICK ON THE SAVE ICON (5<sup>TH</sup> FROM THE LEFT)

IF DEFENDANT'S NAME WAS ENTERED WRONG (EX: MARY SMITH AND SHOULD OF BEEN JOHN SMITH) THIS HOW YOU WOULD DO IT:

- CLICK ON DATA ENTRY
- CLICK ON CITATION
- CLICK ON CHANGE DEFENDANT
- TYPE IN DEFENDANTS CORRECT NAME
- TAB
- WILL DEFAULT YOU TO THE SEARCH WINDOW TO VERIFY DEFENDANT IS NOT ALREADY IN THE SYSTEM.

IF DEFENDANT FOUND IN SYSTEM:

- CLICK ON THE PERSON YOU WANT
- CLICK OK
- SYSTEM WILL UPDATE THE DEFENDANT SCREEN
- SYSTEM WILL GIVE DEFENDANT THE SAME DEFENDANT NUMBER
- CLICK ON THE SAVE ICON (5<sup>TH</sup> FROM THE LEFT)

OR

- DOUBLE CLICK ON THE PERSON YOU WANT
- SYSTEM WILL UPDATE THE DEFENDANT SCREEN
- SYSTEM WILL GIVE DEFENDANT THE SAME DEFENDANT NUMBER
- CLICK ON THE SAVE ICON (5<sup>TH</sup> FROM THE LEFT)

IF DEFENDANT IS NOT FOUND IN SYSTEM:

- CLICK ON CANCEL
- SYSTEM WILL GENERATE NEW DEFENDANT NUMBER
- CLICK ON THE SAVE ICON (5<sup>TH</sup> FROM THE LEFT)



**TCCJIS**

**The Tempe Criminal  
Justice Information  
System**

ATTACHMENT D

# **The Tempe Criminal Justice Information System User Manual**

**February, 98 Printing**

## **Proprietary Notice**

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# TABLE OF CONTENTS

CHAPTER 1 .....	1
INTRODUCTION TO THE TEMPE CRIMINAL JUSTICE INFORMATION SYSTEM.....	1
<i>The TCJIS System</i> .....	1
<i>Accessing the TCJIS System</i> .....	1
CHAPTER 2 .....	3
TCJIS INQUIRY PROCEDURE.....	3
<i>The Search Inquiry</i> .....	3
<i>Beginning the Search</i> .....	5
<i>The Person Search</i> .....	7
<i>The Case Number Search</i> .....	10
<i>The Citation Search</i> .....	12
CHAPTER 3 .....	15
THE CASE SEARCH.....	15
<i>Accessing the Case Search</i> .....	15
MAKING MODIFICATIONS TO A CITATION .....	18
CHAPTER 4 .....	21
DATA ENTRY OF CITATIONS .....	21
<i>Entering Citations</i> .....	21
CHAPTER 5 .....	33

PARKING CITATIONS .....	33
<i>Parking Citation Procedure</i> .....	33
<i>Entering a Parking Citation</i> .....	34
<i>Updating a Parking Citation</i> .....	38
<i>How to Handle Boot Inquiries</i> .....	41
CHAPTER 6 .....	45
TABLE CODES SEARCH .....	45
<i>The Violation Codes</i> .....	45
CHAPTER 7 .....	49
ADDING TABLE CODES .....	49
<i>The Violation Codes</i> .....	49
INDEX .....	55

## Table of Figures

THE GENERAL SEARCH SCREEN .....	6
THE PEOPLE SELECTION LIST SCREEN .....	7
THE PEOPLE INQUIRY SCREEN .....	8
THE CASE NUMBER SCREEN .....	11
THE CITATION LIST PANEL .....	13
THE CASE SEARCH SCREEN .....	16
THE CASE DEFENDANT/PLAINTIFF SCREEN .....	17
THE CASE SEARCH SCREEN .....	22
THE SELECT CITATION TYPE PANEL .....	23
THE CASE DEFENDANT/PLAINTIFF SCREEN .....	24
THE SEARCH PANEL .....	25
THE CASE DEFENDANT/PLAINTIFF SCREEN - AFTER SEARCH .....	26
THE CASE DEFENDANT/PLAINTIFF - CHARGES SCREEN .....	28
THE CASE DEFENDANT/PLAINTIFF - ARRAIGNMENT SCREEN .....	29

The Tempe Criminal Justice Information System

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THE PARKING CITATION SEARCH SCREEN.....	34
THE NEW CITATION PANEL.....	35
THE PARKING CITATION SEARCH SCREEN.....	39
THE PARKING CITATION SEARCH SCREEN WITH A PARTIAL CITATION NUMBER.....	40
THE GENERAL SEARCH SCREEN.....	42
THE CITATION LIST PANEL.....	43
THE VIOLATION CODE SEARCH SCREEN.....	46
THE VIOLATION CODE SEARCH SCREEN.....	47
THE VIOLATION CODE SEARCH PANEL.....	50
THE NEW VIOLATION CODE PANEL.....	51
THE FINE CODE PANEL.....	53

The City Of Tempe

# Chapter 1

## Introduction To The Tempe Criminal Justice Information System

### The TCJIS System

The Tempe Criminal Justice Information System, more affectionately known as TCJIS (T-jis), is the system designed to replace the Judicial Software System. However, at this point it is only being used to enter citations and do system inquiries.

This manual is intended to be a step-by-step procedure for accessing and using the TCJIS System. It will continue to be added to and updated as conditions change. Please keep your supervisor advised of the location of this manual so you may be notified of any updates.

### Accessing the TCJIS System

To access the TCJIS system **click on the TCJIS Button** on the computer desktop. This will bring up the login panel. **Enter your login name** in the *Login ID Box* and <tab> down and **enter your Password** in the *Password Box*.

This will bring up the main TCJIS Screen. From this screen you can access all the procedures of the system. The menu bar also

## The City Of Tempe

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remains throughout the other screens to allow you to easily navigate between screens.

There are also six buttons along the top that remain with each screen.



The first button takes you to the General Search Screen.

The second button takes you to the Case Search Screen which is different than the Case Number Search Screen reached through the General Search Screen. See Chapter 3.

The third button closes TCJIS and exits to the desktop or a hidden window of another program.

The fourth button will delete any selected records.

The fifth button will save any selected records.

The sixth button will print the window.



# Chapter 2

## TCJIS Inquiry Procedure

### The Search Inquiry

This procedure allows you to inquire into a case or a person's status. This is not an update procedure. It is efficient and easy to use. You can search by the following criteria:

- Case Number
- First and/or Last Name
- Address
- Phone Number
- Driver's License Number
- License Plate Number
- Date of Birth
- Social Security Number
- Citation Number
- IR Number
- Vehicle Information
- Violation Information

In addition you can search by Exact Match or Sound Like. Sound Like will pull up similar names or information. Exact Match will limit the search to just the information entered.

The system also allows you to use other search operators to give you greater flexibility in searching for what you want. You may use the following search tools to limit your search and avoid a large retrieval of similar information.

- **AND** - By placing And between the first and last name, the system will retrieve only those names containing both the first and last name entered. This is the default.
- **OR** - If Or is placed between the first and last name, as an example, the system will pull up all names with either the same first name or the same last name. It will pull up similar names if the Sounds Like Button is set.
- **NOT** - Not negates what follows it. For instance, if John not Smith were used, the system would pull up all Johns that do not contain Smith in the name.
- **TO** - This is used to search for a range, such as 100 to 500. However the number of digits need to be the same in each search criteria.
- **<, >, =** - The symbols, less than, greater than and equal to are used to limit a search in a range of data. For example, >100 and < 900 would return all number from 101 to 899. It would not include 100 or 900. The number of digits have to be the same on both sides of the equation. <=C\* would return all keywords that begin with A, B, and C, but would also include all numeric values.
- **?** - The question mark represents a single character in a string. The Exact Match Button must be set. For instance, it is used if you are not sure of the spelling. You can use the question mark in place of any letter you are unsure of (e.g., b?t?r).

- # The pound symbol represents any digit from 0-9. The Exact Match Button must be set. It can be used in a string of numbers to represent a number of which you are unsure (e.g., in searching for a string of six numbers beginning with 123, it could be set up as 123###.)

The symbols “?” and “#” can be used separately or in conjunction with each other.

### **Beginning the Search**

**Step 1:** From the main menu **under Inquiry**, click on **General Search**.

This will bring up the General Search Screen

## The City Of Tempe

Tempe Criminal Justice Information System

General Search

Case No.			
Name			
Address			
Phone			
Sec. Sec. No.	Vehicle	Offense	
Dr. Lic. No.	Plate Number		
DOB			
Citation #			
IR No.			
Viol. Code			
Viol. Date			
Officer			
Location			

Sound Like or Exact Match

The General Search Screen

**Step 2:** Click in the box that will be the search criteria. You may use more than one search criteria if known.

**Step 3:** Enter the search criteria. If you are entering Case Number, Social Security Number, License Number, or IR Number, do not include any hyphens.

**Step 4:** Select the *Sound Like* or *Exact Match* Button.

**Step 5:** Click on the Search Button or press <Enter>.



## The City Of Tempe

Notice there is a scroll bar along the bottom and, if there are more names, there will be a scroll bar on the right. Click on the scroll bar or the arrows on each end to see new names or information. On the vertical scroll bar you will be given about 50 names at a time. When you reach the bottom, another 50 names will be retrieved.

**Step 7: Double-click on the person you are interested in.**

This will bring up the People Inquiry Screen.

The screenshot shows the 'People Inquiry' window within the 'Tempe Criminal Justice Information System'. The window has a title bar and a menu bar with 'File', 'Edit', 'View', 'Data', 'Print', 'Help', and 'Aliases'. Below the menu bar is a toolbar with icons for 'Run', 'Cases', 'Subject', 'Aliases', and 'Print'. The main area is divided into several sections: 'First Name: JOHN', 'Middle Name: C', 'Last Name: DOE', 'DOB: 12/21/1979', 'SSN: 123-45-6789', 'Race: White', 'Height: 5-10', 'Weight: 150', 'Eye Color: Blue', 'Hair Color: Brown', 'Sex: Male', 'Martial Status: Single', 'Employment: Unemployed', 'Address: 1234 Main St, Tempe, AZ 85281', 'Phone: (602) 123-4567', 'Email: john.doe@tempe.gov', and 'Aliases: None'. The 'Aliases' section is currently empty.

The People Inquiry Screen

This panel has 5 tabs for five different screens. You can select a tab by clicking on it.

The tabs are:

- Person
- Cases
- Address
- Relationship
- Alias

The **Person Tab** gives a general description of the person and the driver's license number.

The **Cases Tab** brings up a list of all cases related to this person.

If you double click on the case number, the Case Number screen will be brought up.

The **Address Tab** shows the business and home address and telephone number.

The **Relationship Tab** gives the person's relationship in each case (e.g., Defendant or Plaintiff).

The **Alias Tab** shows any known aliases. (*This feature is not working at time of publication.*)

**Step 8: Select the tab of your choice.** You may go back and forth between tabs.

**Step 9:** Click on the "X" in the upper right corner of the panel to go back (not the "X" in the extreme upper corner as this will take you out of TCJIS).

This will bring you back to the People Selection Panel. You may double-click on other names if you wish information on any other individual in this particular search.

**Step 10:** Click on the "X" in the upper right corner of the panel.

This will bring you back to the General Search Screen.

### **The Case Number Search**

**Step 1:** If you are searching by case number enter the **Case Number** (without using hyphens) and click on the **Search Button** or press <Enter>.

The Case Number Search has its own screen. It has ten tabs along the top of the screen. The tabs are:

- Current Defendant Data
- Current Address
- Relationship
- Charges
- History
- Money
- Calendar
- Bond



## The Tempe Criminal Justice Information System

- Restitution
- Original Citation

This screen contains the most information about an individual or his case.

The screenshot shows a window titled "Tempe Criminal Justice Information System". Inside, there's a header bar with "Case # 93-056493". Below this, there are several tabs: "Charges", "Calendar", "Restitution", and "Original Citation". The "Charges" tab is currently selected. The main area of the screen is a form with various fields. On the left, there are fields for "First Name", "Middle Name", "Last Name", "Date of Birth", "Gender", "Race", "Ethnicity", "Religion", "Marital Status", "Social Security Number", and "Date of Arrest". On the right, there are fields for "Endorsements" (with checkboxes for H, M, N, P, X, D, P, Y, N), "Language" (set to SPANISH), and "SSN" (set to 723-46-6789). A scroll bar is visible on the right side of the form, indicating that there is more information available.

The Case Number Screen

**Step 2:** Click on the various tabs to bring up each individual screen. Many of the screens will have a scroll bar at the bottom or the side of the screen to move you to additional information.

**Step 3:** Click on the "X" in the upper right corner of the panel to go back (not the "X" in the extreme upper corner as this will take you out of TCJIS).

This will bring you back to the General Search Screen.

### **The Citation Search**

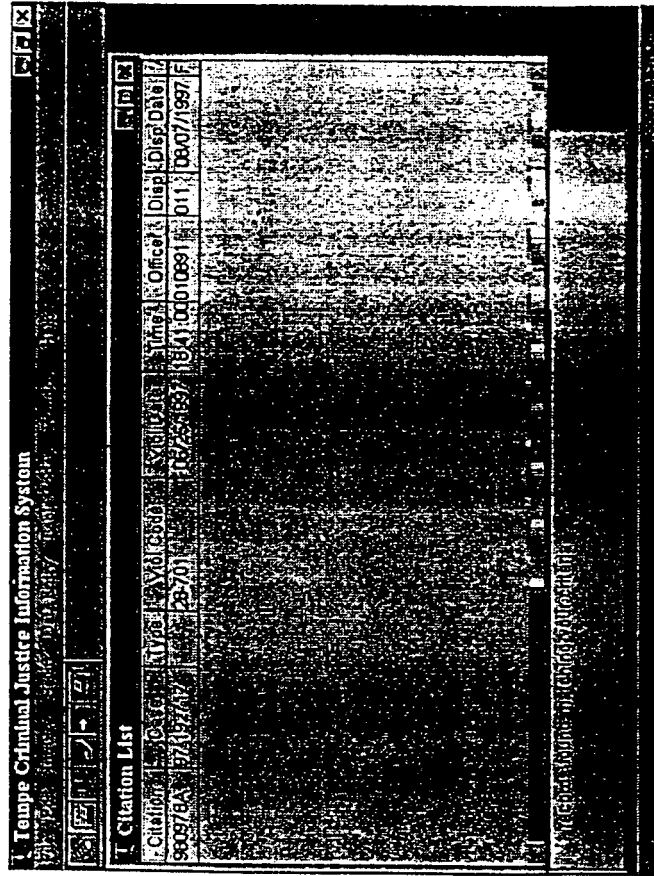
The Citation search includes the following search fields:

- Plate Number
- Make/Model
- Citation Number
- IR Number
- Violation Code
- Violation Date
- Officer Number
- Location

**Step 1:** Enter your search criteria in the desired field. If you are searching by Citation number, include the A,B,C or D if present.

When you click on the Search Button the Citation List Screen is displayed.

## The Tempe Criminal Justice Information System



The Citation List Panel

There is a scroll bar at the bottom of the screen to let you see entries to the right (and to return). If you get more than 10 retrievals, you will also have a scroll bar on the right side to allow you to scroll down the list.

**Step 2: Double-click on the desired citation** and the Case Number Screen will be displayed. This is the same as if you searched by case number.

**Step 3: Click on the "X"** in the upper right corner of the panel to go back (not the "X" in the extreme upper corner as this will take you out of TCJIS).

This will bring you back to the Case Search Screen. You may select other names in the list if so desired.

The General Search Screen allows you to search for an individual or a case or citation, even when you do not have all the details.

**Click on the "X"** in the upper right corner of the panel to return to the main TCJIS Screen

# Chapter 3

## The Case Search

### Accessing the Case Search

**Step 1:** The Case Search can be accessed by clicking on the second button at the top of the screen or selecting Citation under the Data Entry Menu.

This will bring up the Case Search Screen.

Tempe Criminal Justice Information System

File Edit View Query Help

Case Search

Case No: 00-000000 Middle Last Name: First Name: SSN: DOB: SSN:

Search Edit Exit

Case No: 00-000000 First Name: Middle Last Name: Middle DOB: 00/00/0000 SSN: 00/00/0000

**The Case Search Screen**

You can search by the following search fields:

- Case Number
- Last Name
- First Name
- Middle Name
- Race
- Sex
- Social Security Number
- Date of Birth

**Step 2: Enter the criteria** by which you are searching.

It is possible to search by a combination of search fields to limit the extent of the search. If you search by the case number, just begin typing. The hyphen is automatic. Do not include the division number.

**Step 3: Click on the Search Button or press <Enter>.** A message will appear telling you how many records were found based on the criteria given.

**Step 4: Click on retrieve** to bring up the selected records.

**Step 5: Double-click on the desired record.**

The Case Defendant/Plaintiff Screen is brought up.

# The Tempe Criminal Justice Information System

Tempe Criminal Justice Information System			
Case #93-056493 STATE OF ARIZONA vs GUILLERMO M TORRES			
<b>Defendant</b> Name: John Doe DOB: 11/10/1971 Race: Hispanic Sex: Male Height: 5'07" Weight: 180 Eyes: Brown Hair: Black Ethnicity: Hispanic		<b>Plaintiff</b> Name: TACO BELL Address: SOUTHERN AND DOBSON City: MESA State: AZ Zip: 85206-0000 Phone: (602) 000-0000	
<b>Endorsements</b> H: <input type="checkbox"/> M: <input type="checkbox"/> N: <input type="checkbox"/> P: <input type="checkbox"/>		<b>Language</b> Spanish: <input checked="" type="checkbox"/>	
<b>SSN</b> 123-45-6789		<b>Mailing Address</b> MESA, AZ 85206-0000	

## The Case Defendant/Plaintiff Screen

The Case Defendant/Plaintiff Screen has four tabs displayed across the top:

- Defendant
- Plaintiff
- Charges
- Arraignment

You can switch between screens by clicking on the various tabs.

## Making Modifications to a Citation

### Step 6 Make any necessary modifications

If the name is misspelled and you want to change the name, use the following steps. If you want a different defendant, click on the Chg Def Button on the right of the panel and the panel will be cleared. You can then enter the new name and the procedure is the same.

- Select the defendant tab.
- Enter the new name in the name boxes.
- Press <Tab>.
- The search screen will appear with the number of names retrieved by that name.
- If no names are retrieved, click on Cancel and you will return to the Case Defendant/Plaintiff Screen and a new defendant number will be generated.
- If names are retrieved, click on the Retrieve Button.
- Select the correct name and double-click on the name or click on the OK Button. If none of the names are correct, click on the Cancel Button.
- You will be returned to the Case Defendant/Plaintiff Screen with the new information transferred to the screen.

If you make any changes or additions, be sure to <tab> off the changed field so the system will recognize the field as changed. Otherwise, the field may not be updated on the data base.



As you change between screens you may be asked if you want to save changes. Click on Yes if any changes have been made.

If you are making a change to a **Citation number**, verify that **no** fines or fees have been assessed to the charge. If any fines or fees have been assessed or any payments made, **do not proceed**. See your supervisor for further instruction.

**Step 9: Click on the Save Button** to save the changes. **Click on the "X"** in the upper right corner of the panel to go back to the case search panel (not the "X" in the extreme upper corner as this will take you out of TCJIS).

You will be asked if you want to save any changes. Click Yes if you want to save the changes. Click Cancel to take you back to the Case Defendant/Plaintiff Screen.

**Step 10: Click on the "X"** in the upper right corner of any remaining panels to return to the main TCJIS Screen.

The City Of Tempe

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# Chapter 4

## Data Entry of Citations

### Entering Citations

These are the procedures for entering Citations, other than parking citations. It is no longer necessary to enter citations in all caps.

This system is people-based, not number based. Each person has a file which includes a record of past violations. All cases that involve that person will be attached to that person's file. It will indicate if the person was the defendant, victim, witness or plaintiff. If an address is updated, the people file is updated so that the most current address is always used for mailing purposes.

**A word of warning.** Be sure to **Tab** off any changes or additions made prior to saving or leaving the panel to ensure the changes will be recognized. Otherwise the changes may not be added to the data base.

To access the Citation data entry system use the following procedures.

**Step 1:** Select Citation under the *Data Entry drop-down menu*.

The Case Search Screen is brought up.

### Step 2: Click on the New Button.

The Select Citation Type panel is displayed.

**Step 3:** Enter the stamped date received in the date field. It has to be within five days of receipt or the system will not allow you to enter the citation.

Select Citation Type [X]

Date Filled: 06/09/2000

Please select a citation type:

- ☐ Animal Tickets
- ☐ Domestic Violence
- ☐ Long Form
- ☐ Neighborhood Enhancement
- ☐ Photo Enforcement
- ☐ Police Citation

OK

The Select Citation Type Panel

**Step 4: Select the citation type by clicking on one of the following radio buttons:**

- Animal Tickets
- Domestic Violence
- Long Form
- Neighborhood Enhancement
- Parking
- Photo Enforcement
- Police Citation

**Step 5: Click on the OK Button.**

[illegible]

Tempe Criminal Justice Information System

Case #97-248714

Defendant Plaintiff Charge

First Name: [REDACTED] Middle Name: [REDACTED] Last Name: [REDACTED]

Gender: [REDACTED] Race: [REDACTED] Height: [REDACTED] Weight: [REDACTED]

DOB: [REDACTED] SSN: [REDACTED]

Home Address: [REDACTED]

City: [REDACTED] State: [REDACTED] Zip: [REDACTED]

Phone: [REDACTED]

Signature: [REDACTED]

Print Name: [REDACTED]

DOB: [REDACTED] SSN: [REDACTED]

City: [REDACTED] State: [REDACTED] Zip: [REDACTED]

Phone: [REDACTED]

Signature: [REDACTED]

## The Case Defendant/Plaintiff Screen

**Step 6: Enter the First, Middle, and Last name of the individual.**

**Step 7: Click on <Tab>.**

The search panel with the number of records found with that name will be displayed.

The Tempe Criminal Justice Information System

You may also just click on the Search Button prior to entering any information on the Case Defendant/Plaintiff Screen to bring up the Search panel. You can enter the information on the Search panel.

In either case, enter the Date of Birth, Social Security Number, or Drivers License Number, if known, to limit the search. Click on Search to start a search with the new information.

**Search**

Name: Ben Franklin Doe

DOB: 00/00/0000

SSN: 000-00-0000

DL Nbr:

Search found record(s)

SSN	Name	Race	Sex	Date of Birth	DOB
-----	------	------	-----	---------------	-----

The Search Panel

**Step 8:** If no matching records are found, click on the Cancel Button.

**Step 9:** If matching records are found, click on the Retrieve Button.

**Step 10:** Select the correct name. There is a scroll bar on the right if there is more names than can be displayed at one time.

**Step 11:** Double-click on the name or select the name and click on the OK Button.

If there is no correct name, click on the Cancel Button.

This will bring up the Case Defendant/Plaintiff Screen with all know information transferred to the screen.

Tempe Criminal Justice Information System

Case #97-248715 vs BEN FRANKLIN DOE

Defendant Plaintiff vs Defendant

First Name: BEN DOE 123456789

Middle Name: FRANKLIN State: AZ 1778

Last Name: DOE

Male Weight: 210 Eyes: Blue Hair: White

Female Height: 5'01" Birth Date: 05/18/1971

Home Address: 1029 E MILL

Add Name: TEMPE AZ 85284-0000

City St Zip: TEMPE AZ 85284-0000

Phone: (602) 831-0915 Mailing Address: 00000-0000

Employment: 123-45-6789

Photograph: [ ]

The Case Defendant/Plaintiff Screen - After Search



**Step 12: Enter or update all known information.** Eyes, hair, and Race have drop-down menus, but also can be typed in.

**Step 13: Click on the Plaintiff tab.** The State of Arizona must be entered as a Plaintiff. If not present, you can enter Arizona in the Last Name box and press tab. A search panel will be brought up with the number of records found. Click on the Retrieve Button and select any State of Arizona that appears. Double-click on the name or click OK. If this is an Order of Protection or a Harassment Injunction, OP/HI Plaintiff information should also be added to this screen.

**Step 14: Click on the Charges tab.**

This will bring up the Charges Screen.

**Step 18: Enter the Event.** If you are entering a court date where a summons is going to be sent, enter the information in the second Event under To Print Forms. If it is just a court date where no summons will be sent or if it is a Prisoner Initial or Prisoner Arraignment, you can use the first Event. Pull down the drop down menu by clicking on the arrow beside the Event box and select a choice of the following:

- ARR Criminal Arraignment
- CTA Civil Traffic Arraignment
- PRS Prisoner Arraignment
- PRSI Prisoner Initial

Remember, if a summons must be printed, use the second Event box under To Print Forms.

**Step 19: Enter the Date, Time and Courtroom** in the corresponding boxes.

**Step 20:** Click on the arrow beside the Print Form box to bring down the menu. **Select None, Summons for Arraignment, or Change Notice.**

**Step 21:** If the printer needs to be changed or set up, pull down the menu next to the Printer box. **Click on the printer** that you want the summons sent to.

**Step 22: Enter any comments** in the Comment box.

The Tempe Criminal Justice Information System

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Be sure to **Tab** off any changes or additions made prior to saving or leaving the panel to ensure the changes will be recognized. Otherwise the changes may not be added to the data base.

**Step 23: Click on the Save Button (fifth button) or select Save**  
under the File Menu to save the case.

**Step 23:** The system will ask if you want to enter another citation.  
Choose **Yes** or **No**.

The City Of Tempe

# Chapter 5

## Parking Citations

### Parking Citation Procedure

The parking procedure involves the following steps:

- The officer issues a parking citation to a vehicle and forwards the hard copy to the court.
- The court logs in the citation and enters the citation in the system creating a case record.
- The owner/operator should show up within seven days. If so, the clerk would pull up the case, update owner's information and proceed normally.
- If the owner does not show up in seven days, the vehicle information is loaded on a disk and given to MVD for processing. MVD will gather the registered owners information and send it back to the court.
- We will then download the information into the court system and issue summons to the registered owner with an arraignment date and time (about 30 days later).
- This is for Arizona plates only at this time.
- If the owner fails to appear, he will be defaulted and the vehicle can be booted.

## Entering a Parking Citation

To enter a parking citation into the TCJIS system, follow these procedures:

**Step 1:** Select **Parking Citation** under the **Data Entry Menu** on the main TCJIS Screen.

This will bring up the Parking Citation Search Screen.

The screenshot shows the 'Tempe Criminal Justice Information System' window. The title bar includes 'Tempe Criminal Justice Information System' and 'Parking Citation Search'. The menu bar contains 'File', 'Edit', 'View', 'Data Entry', 'Help', and 'Log Off'. The main area is a search form with the following fields:

Parking Citation Search			
Citation Nbr	Viol Code	Location	Case Nbr
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="button" value="Search"/>			

At the bottom of the window, there is a status bar with the text 'The Parking Citation Search Screen'.

The Tempe Criminal Justice Information System

**Step 2: Click on the New Button.**

This will bring up the New Citation panel.

The screenshot shows a window titled "Tempe Criminal Justice Information System" with a menu bar (File, Edit, View, Window, Help) and a toolbar. The main area is titled "New Citation" and contains several input fields and buttons. On the left, there are fields for "Citation Number" (containing "00000000"), "Date" (containing "10/00"), and "Time" (containing "00:00"). Below these are fields for "Plate", "Make", "Model", and "VIN". In the center, there are fields for "Style", "Color", and "Mark". On the right, there are fields for "Vehicle", "Engine", "Make", and "Model". At the bottom right, there is a "Search" button. The status bar at the bottom of the window displays "10/00/00 00:00".

The New Citation Panel.

**Step 3: Enter the Citation number including the preceding "p".**

**Step 4: <Tab> to the Date box and enter the date**  
(mm/dd/yyyy). Enter only the numeric digits as the  
system will add the slashes.

**Step 5: <Tab> to the Time box and enter the time in military**  
format (i.e., 1-24 hours).

**Step 6: <Tab> to the Lic Nbr box and enter the license plate number**

**Step 7:** The system will ask if the license plate number is correct. If correct, **click on "Yes"** and the system will advance you to the next field. If you click "No", the system will take you back to the license plate number box to correct it.

**Step 8: Enter the state in which the license plate was registered in the State box.** The letters are automatically capitalized.

**Step 9: Press <Tab>.**

If this plate has been entered into the system previously, the system will fill in all available vehicle information on the screen. You may then skip to Step 15, unless some thing has changed. If some of the information has changed, such as color, tab to that field and correct it. If this plate has no previous record the system will advance you to the next field.

**Step 10: Enter the make of the vehicle (e.g., Ford).**

**Step 11: <Tab> to the Model box and enter the model (e.g., Escort).**

**Step 12: <Tab> to the Style box and enter the style (e.g., 4dr).**

**Step 13: <Tab> to the Color box and enter the vehicles color, if available.**



**Step 14: <Tab> to the Yr/Reg box and enter the month and year the vehicle was registered (mm/yy), if available. The system will add the slash.**

If the Vehicle Identification Number is available, it may be entered in the VIN box.

**Step 15: <Tab> to the Location box and enter the location. Be as exact as possible (e.g., 140 E. 5<sup>th</sup> Street).**

**Step 16: <Tab> to the Viol Code box and enter the violation code. You will need to enter any hyphens or dots.**

If you are unsure of the violation code, click on the Search Button. The Violation Code Search panel will be displayed. Enter the part of the violation code that you are sure of and replace any digits you are unsure of with a pound sign (#). As an alternative, you may enter part of the description (e.g., parking meters). The system will pull up any description or number containing those words or numbers. There may be a scroll bar to the right if more violation codes are found than there is room to show. Select the correct violation and double-click on it or click on OK. The system will return you to the New Citation panel and insert the violation code in the violation code box.

**Step 17: <Tab> to the Officer Nbr box and enter the officer number of the officer writing the citation.**

**Step 18: <Tab> to the Meter Nbr box and enter the meter number, if applicable.**

**Step 19: <Tab> to the Comments box and enter any comments written by the officer.**

Be sure to **Tab** off any changes or additions made prior to saving or leaving the panel to ensure the changes will be recognized. Otherwise the changes may not be added to the data base.

**Step 20: Save the case** by clicking on the Save Button (fifth from left) or by selecting Save under the File Menu

The system will ask you if you would like to enter another citation. Click on "Yes" or "No"

### **Updating a Parking Citation**

To make additions or changes to an already entered citation, use the following procedure:

**Step 1: Select Parking Citation** under the Data Entry Menu.

This will bring up the Parking Violation Search Screen.

[illegible]

## The Parking Citation Search Screen

**Step 2: Enter available information.** The following fields are possible.

- Citation Number
- License Plate Number and State of issue
- Officer Number
- Violation Code
- Date Issued
- Location of Issue

### Step 3: Click on the Search Button.

The City Of Tempe

The system will search for all records that meet the search criteria. The number of records found will be displayed on the screen.

**Step 4: Click on the Retrieve Button to show the retrieved records.**

**Step 5: Locate the correct record.** There may be a scroll bar on the right if more records are retrieved than can be shown.

Tempe Criminal Justice Information System

**Parking Citation Search**

Citation Nbr: [P65###] License: [ ] On: [ ] Off: [ ]  
Viol Code: [ ] State: [ ]  
Location: [ ]

Search found 12 record(s)

Citation Nbr	Case Nbr	Vehicle Nbr	State	Plate Nbr
P659467	97-199935-4	19-97	AZ	17A12839
P659466	97-199938-4	19-97	AZ	07A16197
P659131	97-200111-4	19-97	AZ	07A16197
P659469	97-218114-4	19-97	AZ	07A16197
P659468	97-223524	19-97	AZ	07A16197
P659526	97-224314-4	19-97	AZ	07A16197

The Parking Citation Search Screen with a Partial Citation Number

**Step 6: Double-click on the desired record.**

**Step 7: Edit the record.** Make any changes or additions that are necessary. Be sure to <tab> off any changed field. This

will ensure the system will recognize the field as being changed, and will update the data base.

Be sure to **Tab** off any changes or additions made prior to saving or leaving the panel to ensure the changes will be recognized. Otherwise the changes may not be added to the data base.

**Step 8: Save the edit** by clicking on the Save Button (fifth from left) or selecting Save from the File Menu.

### **How to Handle Boot Inquiries**

An officer will call on the “boot” phone to verify if a vehicle is eligible to be booted. Use the following procedure to handle these calls:

**Step 1: Select General Search** under the Inquiry Menu.

This brings up the General Search Screen.

## The City Of Tempe

**Tempe Criminal Justice Information System**

**General Search**

Case No.

Name

Address

Phone

Sec Sec

Dr Lic No

DOB

Citation

Citation #

IR No

Viol Code

Viol Date

Officer

Location

Records found matching your criteria:

**The General Search Screen**

**Step 2: Enter the plate number given by the officer in the Plate No box.**

**Step 3: Click on the Search Button.** The number of records found for this license plate number is displayed.

**Step 4: Click on the Retrieve Button.**

This brings up the Citation List Panel with all the records found.

[illegible]

## The Citation List Panel

**Step 5: Check the status of each citation to see whether or not the vehicle is eligible to be booted.**

**Step 6: Inform the officer as to whether the vehicle can be booted or not.**



The City Of Tempe

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# Chapter 6

## Table Codes Search

### The Violation Codes

Under Table Codes on the main TCJIS Screen will be available code definitions. At this time we only have violation codes. To locate a code and its definition or to determine which code to use when only part of the code is available, use the following procedure.

**Step 1: Select Violation Codes** under the Table Codes Menu.

This will bring up the Violation Code Search Screen.

## The City Of Tempe

**Tempe Criminal Justice Information System**

**Violation Code Search**

Violation Code:  Description:

Viol Code:  Description:  Class:  Type:

**The Violation Code Search Screen**

**Step 2:** Enter the violation code in the Violation Code box. If you are not sure of the code, substitute the pound sign (#) for any digit that you are not sure of. All hyphens and dots must be entered.

An alternative method is to enter what you know of the description in the Description box. It will find any record that contains the words that you use.

**Step 3: Click on the Search Button.** A message will be displayed giving you the number of records found using this criteria.

**Step 4: Click on the Retrieve button.** This will bring up the list of retrieved violation codes and their definitions.

**Step 3: Click on the Search Button.** A message will be displayed giving you the number of records found this criteria.

**Step 4: Click on the Retrieve button.** This will bring up the list of retrieved violation codes and their definitions.

[illegible]

**Step 5: Search through the list to find the violation code you want.**

**Step 6: Double-click on the desired violation code to bring up a detailed Violation Code panel.**

The City Of Tempe

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**Step 7: Click on the Fees Button** to bring up a Fine Code panel listing the associated fines codes.

**Step 8: Click on the "X"** in the upper right corner of the screen to back out of each panel or screen. Clicking on the "X" in the extreme upper right will take you out of TCJIS.

# Chapter 7

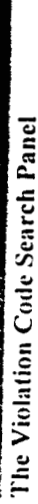
## Adding Table Codes

### The Violation Codes

Under Table Codes on the main TCJIS Screen will be available code definitions. At this time we only have violation codes. To add a violation code and its definition, use the following procedure.

**Step 1: Select Violation Codes** under the Table Codes Menu.

This will bring up the Violation Code Search Screen.



The New Violation Code panel is displayed.

[illegible]

## The New Violation Code Panel

- Step 3: Enter the new Violation Code.**
- Step 4: Enter the Effective Date of the violation in MM/DD/YYYY format.**
- Step 5: Enter the Cease Date or ending date of the violation in MM/DD/YYYY format. If there is no termination date for the violation, use the date of 01/01/9999.**
- Step 6: Enter the Class of the violation.**
- Step 7: Enter the File Retention. Enter how long the paper file will be retained before destruction.**

The City Of Tempe

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- Step 8:** Enter the **MVD Points**. Enter the number of points the defendant will get for this violation.
- Step 9:** Enter a **Description in the Desc box**. If more of a description is deemed necessary, enter a longer description in the **Extended Desc box**.
- Step 10:** Under Type, check whether it is a **Civil or Criminal** violation or **Both**.
- Step 11:** Under Jurisdiction, check whether it is an **Arizona** State, a **City** or an **Ordinance** violation.
- Step 12:** Indicate whether **Driving School** can be used to reduce the MVD points acquired by this violation..
- Step 13:** Indicate whether **NRVC (Non-Resident Violation Contract)** is applicable
- Step 14:** Indicate whether an **MVD report will be filed** with the State Motor Vehicle Division.
- Step 15:** Indicate whether **Compl Req (Complainant Required)** is applicable.

Information for Steps 12-15 is supplied by the Motor Vehicle Division or through legislative action. This information should be available when entering the violation. Click on **Yes** or **No** to indicate whether the process is applicable to this violation.



The Tempe Criminal Justice Information System

**Step 16:** Each violation must be assigned the appropriate Fee Codes. **Click on the Fees Button.**

This will bring up the Fine Code panel.

The screenshot shows a window titled "Tempe Criminal Justice Information System". Inside, there's a "Violations" section with a "Fee Code" dropdown menu set to "None" and a "Jurisdiction" dropdown set to "Arizona". Below this is a "Fine Code Based On Min Speed (Mph) Effective Date Cease Date" table. The table has two columns: "Effective Date" and "Cease Date". The first row shows "10/00/0000" in both columns. To the right of the table is a "Type" dropdown menu set to "Misd". At the bottom of the window are buttons for "Add", "Edit", "Delete", and "Print".

The Fine Code Panel

**Step 17:** Click on the **Add Button** and click in the **Fine Code** box.

**Step 18:** Enter the **Fine Code** in the box.

If there are more fines or fees, press the **Add Button** on the bottom of the panel. This will give you another line. You can enter as

The City Of Tempe

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many as necessary. If you need to delete one line, select the line and click on the **Delete** Button.

**Step 19:** Click on the **OK** Button to save the panel and take you back to the New Violation Code panel.

**Step 20:** Click on the **Save** Button or select **Save** under the **File** Menu.

## INDEX

#	Cases Tab .....	9
# operator .....	Charges Screen .....	27
?	Charges tab .....	27
? operator .....	Citation List Panel .....	42
<	Citation List screen .....	12
<>, = operators .....	Citation Search .....	12
A	Citations	
Accessing the TCJIS System .....	Arraignment tab .....	29
Address Tab .....	Changing the name .....	18
Alias Tab .....	Charges tab .....	27
AND .....	Citation type .....	23
Arraignment screen .....	Data Entry of Citations .....	21
Arraignment tab .....	Entering a Parking Citation ....	34
B	Entering Citations .....	21
Boot Inquiries .....	Event .....	30
C	Modifications .....	18
Case Defendant/Plaintiff screen 16, 24, 26	Parking Citations .....	33
Case Number Search .....	Plaintiff tab .....	27
Case Search .....	Updating a Parking Citation ...	38
Case Search Screen .....	D	
	Data Entry of Citations .....	21
	Driving School .....	52
	E	
	Entering a Parking Citation .....	34
	Event .....	30
		55

# The City Of Tempe

Exact Match .....	3	People Selection List screen.....	7
<i>F</i>		Person Tab .....	9
Fees Button .....	48, 53	Plaintiff tab .....	27
File Retention .....	51	<i>R</i>	
Fine Code panel .....	48, 53	Relationship Tab.....	9
<i>G</i>		<i>S</i>	
General Search Screen .....	5, 41	Search	
<i>L</i>		Accessing the Case Search.....	15
Login ID Box .....	1	Beginning the Search.....	5
<i>M</i>		Case Number Search.....	10
MVD Points.....	52	Case Search .....	15
MVD report.....	52	Citation Search .....	12
<i>N</i>		General Search.....	5
New button .....	22	Person Search .....	7
New Citation panel .....	35	Search button .....	6
New Violation Code panel.....	50	Search Inquiry .....	3
NOT.....	4	Select Citation Type panel.....	22
NRVC.....	52	Sound Like .....	3
<i>O</i>		<i>T</i>	
OR.....	4	Table Codes.....	45, 49
<i>P</i>		TCJIS Button .....	1
Parking Citation Procedure.....	33	TCJIS System .....	1
Parking Citation Search .....	34	TO operator .....	4
Parking Citations.....	33	<i>U</i>	
Parking Violation Search screen .	38	Updating a Parking Citation .....	38
Password Box .....	1	<i>V</i>	
People Inquiry screen.....	8	Violation Code Search Screen	45, 49
		Violation Codes.....	45, 49



The Tempe Criminal Justice Information System

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