

IVI-IPO 2004 CLERK OF THE CIRCUIT COURT QUESTIONNAIRE – Section 1

Date: January 12, 2004

Party: Democratic

Name: Dorothy Brown

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Number of Petition Signatures Filed: 22,000

Number Required: 5,278

A. Elective or appointive public or party offices previously held including dates.

I am currently the Clerk of the Circuit Court of Cook County. I have held this office from December 1, 2000 until the Present.

B. Other elective offices for which you have been a candidate.

I ran for the Office of Treasurer of the City of Chicago in 1999.

C. Principal business, education, professional and civic activities of the past ten years.

Professional Experience (Principal Business Activities)

Clerk – Clerk of the Circuit Court of Cook County	2000 – Present
General Auditor – Chicago Transit Authority	1991 – 2000
Senior Manager – Odell Hicks and Company	1984 – 1991
Senior Auditor – First National Bank of Chicago	1981 – 1984
Auditor – Arthur Anderson & Co.	1977 – 1980
Accountant – Commonwealth Edison Company	1975 - 1977

Education and Professional Certifications (Education Activities)

Chicago-Kent College of Law, Juris Doctorate, 1995

DePaul University, Master of Business Administration – Finance, 1981

Southern University, Bachelor's Degree – Accounting/Computer Science, Baton Rouge, LA, 1975

Certified Public Account, State of Illinois, 1977

Attorney, State of Illinois, 1996

A Commitment to Public Service (Professional and Civic Activities)

Chair – Cook County Integrated Criminal Justice Information System Committee

Chair Outreach Committee – Illinois Integrated Justice Information Systems

Past President – Southeast Case Management Auxiliary Board of Lutheran Social Services

Past President – National Women's Political Caucus of Greater Chicago

Past Treasurer and Current Board Member – Working in the School, Chicago Public Schools

Founder and Chairman – Dorothy Brown Scholarship & Community Development Fund

Past Board Member – South Central Community Services, Inc

Board Member – Citizen's Action Illinois (2003)

Board Member – Illinois CPA Society (2003 – 2005)

Board Member – Cook County Bar Association (2002 – 2004)

Past Board Member – Black Women Lawyers Association (2000 – 2001)

Honors and Memberships (Professional and Civic Activities)

Anti-Defamation League's Women of Achievement Award, 2003

National Forum for Black Public Administrator's Marks of Excellence Award, 2003

National Women's Political Caucus' Living the Legacy Award, 2003

Women Lawyers Division of the National Bar Association's Scroll of Distinguished Women, 2003

Illinois Democratic Women's Hillary Rodham Clinton Leadership Award, 2002

Iota Phi Lambda, Woman of the Year Award, 1999

Women in History Excellence Award, 1998

Kathy Osterman Award – Outstanding General Service Employee, City of Chicago, 1995

Member – Urban League

Member – NAACP

Member – Operation PUSH

Member – National Association of Black Accountants

Member - Chicago Bar Association

Member - Cook County Bar Association

Member - Black Women Lawyers Association

Member - Illinois Bar Association

Member - American Bar Association

Member - National Forum for Black Public Administrators

Member - Black MBAs

Member - Illinois and American Institutes for Certified Public Accountants

Member - Delta Sigma Theta Sorority

Member - King of Glory Tabernacle Church of God in Christ.

Local Church – King of Glory Tabernacle Church of God in Christ (Civic Activities)

Trustee Board Member – King of Glory COGIC

State Church – First Jurisdiction of Illinois – COGIC (Civic Activities)

Board Member – First Jurisdiction of Illinois, COGIC, Incorporated

Board Member – First Jurisdiction Bible College

Board Member – Moriah Community Development Corporation

President – Urban Ministries

National Church (Civic Activities)

Past Member – J. O. Patterson Fine Arts Competition Judge’s Panel

Board Member – COGIC Charities, Incorporated (National)

D. What subjects have you studied and what experience have you had which will be most helpful to you in the office you seek?

The best experience that I have which will be most helpful to me in my second term as Clerk is my success in administrating the Office of the Clerk of the Circuit Court of Cook County for the past three (3) years. The evidence of this success is depicted in my Mid-Term Review book that is included as Exhibit I.

The Clerk of the Circuit Court has two primary functions: 1) to keep the records of all court cases originating in Cook County, and 2) to collect and disburse all fees and fines collected by the Circuit Court. The subjects that I studied to become an attorney, a certified public accountant and to obtain my Master’s in Business Administration (MBA) in Finance degree have all been and will continue to be helpful to me in operating the Office of the Clerk of the Circuit Court of Cook County.

As an Attorney, I understand the importance of the proper management of court records and that is why I have put measures in place to ensure the proper security and tracking of court records. As a Certified Public Accountant (CPA) and an Auditor for almost 30 years, and the experience I have had in auditing many major clients such as the City of Chicago, and as the head of the Auditing Department for the Chicago Transit Authority (CTA) has helped me and will continue to help me upon re-election to manage the office in the most effective and efficient manner.

My experience as a CPA and Auditor gives me the understanding of systems, both manual and computerized systems, and how to provide the leadership to ensure that those systems operate effectively and efficiently.

The subjects I studied while obtaining my Master’s Degree in Business Administration in Finance, has helped and will continue to help me to manage and properly account for the almost \$300 million collected by the Clerk’s Office on an annual basis on behalf of the State, the County, local agencies and parties to law suits. Because of my management we have been able to increase the revenue collected by the Clerk’s Office from \$69 million in the year 2000, prior to my administration, to \$92 million in 2003, at the end of my third year.

E. Activities for other candidates. Please be specific.

I have worked on the campaign of several candidates.

- I coordinated a fashion show for the late Alderman Lorraine Dixon for her in March 1992, for her re-election campaign. (Special election to fill a vacancy).
- I also helped to stuff envelopes for a mailing for the re-election campaign for Alderman Lorraine Dixon.
- I was a poll watcher for the General Election campaign for President Bill Clinton in November 1992.
- I was an Assistant Campaign Manager for the 1998 election campaign for the Dan Hynes for Illinois State Comptroller Campaign. I personally escorted Dan and introduced him to (a) heads of various African American professional and business organizations; and (b) heads of African American church organizations.
- I was a surrogate spokesperson for the General Election Campaign for the current Governor, Rod Blagojevich in 2002.
- I personally escorted and introduced the current Chicago City Treasurer, Judy Rice, to many city of Chicago church organizations for her February 2003 election campaign.

F. Please list all endorsements you have received so far.

I am the slated candidate for this office for the Cook County Democratic party. The Committeemen for this organization are:

Alderman Jesse D. Granato
1st Ward

Alderman William Ocasio
26th Ward

Congressman Bobby Rush
2nd Ward

Secretary of State Jesse White
27th Ward

Alderman Dorothy Tillman
3rd Ward

Alderman Ed H. Smith
28th Ward

Alderman Toni Preckwinkle
4th Ward

Alderman Isaac S. Carothers
29th Ward

Alderman Leslie Hairston
5th Ward

Former Alderman Michael A. Wojcik
30th Ward

Alderman Fredrenna Lyle
6th Ward

Commissioner Joseph Berrios,
Board of Review, 31st Ward

Alderman William M. Beavers
7th Ward

Alderman Terry W. Gabinski
32nd Ward

President John H. Stroger, Jr.,
Cook County Board, 8th Ward

Alderman Richard Mell
33rd Ward

Alderman Anthony Beale
9th Ward

Alderman Carrie N. Austin
34th Ward

Alderman John Pope
10th Ward

Former Alderman Vilma Colon
35th Ward

Commissioner John P. Daley
11th Ward

Alderman William J. P. Banks
36th Ward

Alderman Ray Frias
12th Ward

State Representative Calvin Giles
37th Ward

State Representative Michael J. Madigan
13th Ward

Committeeman Patricia J. Cullerton
38th Ward

Alderman Edward Burke
14th Ward

Committeeman Randy Barnette
39th Ward

Alderman Theodore Thomas
15th Ward

Alderman Patrick J. O'Connor
40th Ward

Alderman Shirley A. Coleman
16th Ward

State Representative Ralph Capparelli
41st Ward

Alderman Latasha Thomas
17th Ward

Alderman Burton Natarus
42nd Ward

Alderman Thomas W. Murphy
18th Ward

Committeeman Peggy A. Roth
43rd Ward

Alderman Virginia A. Rugai
19th Ward

Alderman Bernard Hansen
44th Ward

Alderman Arenda Troutman
20th Ward

Alderman Thomas G. Lyons
45th Ward

Former Alderman Leonard DeVille
21st Ward

Committeeman Sandra M. Reed
46th Ward

Alderman Richard Munoz
22nd Ward

Former Commissioner Edmund Kelly
47th Ward

Congressman William O. Lipinski
23rd Ward

Alderman Michael Volini
48th Ward

Alderman Michael Chandler
24th Ward

Committeeman David Fagus
49th Ward

Alderman Daniel Solis
25th Ward

Alderman Bernard Stone
50th Ward

Committeeman Bill Powers

Mayor Thomas Shaughnessy

Committeeman David Gonzalez

Committeeman Maggie Crotty

Committeeman John Rita

Committeeman Charles Hernandez

Committeeman Joan Brennan

Committeeman Jeanne Bernstein

Committeeman Michael Kavanaugh

Committeeman Edward Smollen

Committee Barrett Pederson

Mayor Steven Landek

Committee Andrew Przybylo

Committeeman Wilbert Crowley

Former Commissioner Calvin Sutker

State Representative Elaine Nekritz

Committeeman Robert Martwick

State Senator Donald Harmon

Mayor Daniel McLaughlin

Committeeman Sue Walton

Committeeman Samuel Simone

Recorder of Deeds Eugene Moore

Committeeman Tim Bradford

Committeeman John Hosty

Committeeman John Toman

Committeeman Rocco Terranova

State Senator Louis Viverito

Township Supervisor Frank Zuccarelli

Committeeman Patrick Botterman

Mayor Dennis McGee

My endorsement list is in progress. I have received the endorsement of the following as of January 12, 2004:

Organizations (Requests in progress)

The Chicago Federation of Labor

The American Federation of State and County and Municipal Employees (AFSCME)

Americans for Democratic Action (ADA)

Illinois Committee for Honest Government

The Ukrainian Democratic Organization

Cook County Commissioners (Requests in progress)

Cook County President, John Stroger
Cook County Commissioner Earlean Collins
Cook County Commissioner John Daly
Cook County Commissioner Roberto Maldonado
Cook County Commissioner Joseph Mario Moreno
Cook County Commissioner Joan Murphy
Cook County Commissioner Deborah Sims
Cook County Commissioner Bobbie Steele

Cook County Board of Review

Commissioner Joseph Berrios
Commissioner Robert Shaw

State-wide Elected Officials

State Attorney Lisa Madigan
State Comptroller Daniel Hynes
Secretary of State Jesse White

State Representative and State Senators (Requests in progress)

State Representative Edward Acevedo
State Representative Maria Berrios
State Senator Jacqueline Collins
State Representative Monique Davis
State Representative William Delgado
State Representative Ken Dunkin
State Representative Mary Flowers
State Senator Deborah Graham
State Senator Ricky Hendon
State Representative Constance Howard
State Representative Lovanna Jones
State Representative Kevin Joyce
State Representative Charles Morrow
State Senator Barak Obama
State Representative Cynthia Soto
State Senator Arthur Turner
State Representative Karen Yarbrough

Religious Leaders (Requests in progress)

Reverend James Adams	Reverend Ezekial Harris
Reverend Larry Alexander	Reverend Napoleon Harris
Reverend Marvin Alexander	Reverend Dr. Fred Harris
Bishop Bennie Allison	Reverend Ivan Hartsfield
Reverend James C. Austin, Jr.	Reverend Steve Hemphill
Reverend Louis Banks	Reverend George Henderson
Reverend Bauldrick	Reverend Obie Hendricks

Bishop D. Rayford Bell
Reverend John Belser
Reverend Walter Blalark
Reverend Harrison Bolton
Reverend Bond
Bishop William Bonner
Bishop Ocie Booker
Reverend Robert Booker
Reverend John Brewer
Reverend Worley Brooks
Reverend L. E. Brown
Reverend Willie Brown
Reverend Earnest Caldwell
Reverend Joe Campbell
Bishop William Chambliss
Reverend Craig Coleman
Reverend John E. Collins
Reverend David Collum
Reverend Michael Curry
Reverend Wilson Daniels
Reverend Samuel DeBose
Reverend Durrell
Reverend Michael Eaddy
Reverend Robert East
Reverend Samuel Edwards
Reverend Leroy Elliott
Bishop Ellis
Reverend Clay Evans
Reverend Clarence Falls
Reverend J. B. Felker
Reverend Leon Finney
Reverend Earthel Fleming
Reverend Lewis Flowers
Bishop Charles M. Ford
Reverend William Foster
Reverend Homer Gardner
Reverend Larry Gaston
Reverend Kenneth Giles
Bishop Edwin Goodwin
Reverend Isaiah Grover
Reverend Dwight Gunn
Reverend Shelley Harmon
Reverend Christine Harrington

Reverend Dr. Astead Herndon
Reverend Joseph Hicks
Reverend Herbert Hoffman
Reverend Jeffrey Hodges
Pastor Shirely Hughes
Reverend Remon Jackson
Reverend Floyd James
Reverend Dr. Walter B. Johnson, Sr.
Reverend Andrew Johnson
Reverend Osmond Jones
Reverend Joseph Jones
Reverend Willie Jordan
Reverend Dr. Clarence R. Kelley, Sr.
Reverend Dr. Carl E. King, Sr.
Reverend Charles Lee
Bishop McCarthy
Reverend Leon Miller
Reverend Matthew Miller
Reverend Johnny L. Miller
Reverend James A. Missick
Bishop Carliss Moody
Reverend Green Moore, Jr.
Reverend Wardell Newsome
Bishop John Norwood
Reverend Willard Payton
Reverend Arthur Porter
Reverend T. C. Raven
Reverend Charles Robinson
Reverend Willie J. Sams
Reverend Robert Sanders
Reverend Dr. Lincoln Scott
Reverend James Sims
Reverend Willie Southworth
Reverend Harold Thomas
Reverend Walter Turner
Reverend Albert D. Tyson, III
Reverend Alvin J. Wesley
Reverend Edward L. Whitehead
Reverend Carl L. White
Reverend Marvin E. Wiley

G. As concisely as possible, please state why you feel you should be endorsed over the other candidate(s). What goals for the office you seek are most important to you personally?

I should be endorsed over the other candidate because I have successfully operated the Clerk's Office for the last three (3) years. I have turned around decades of turmoil in the office. (See Exhibit II – Steve Neal Article entitled “Turnaround's all good under Brown” in the *Chicago Sun-Times* dated Friday, July 18, 2003). I have brought the Clerk's Office into the 21st Century by leaps and bounds. (Please see the attached articles in Exhibit III: Darcy Evon article entitled “Court system modernization: Productivity, morale jump” in the *Chicago Sun-Times* dated Monday, June 9, 2003; Dibya Sarkar article entitled “County Clerk ‘professionalizes’ office” in *Government e-business* dated Tuesday, July 8, 2003; the *Washington Business Journal* article highlighting the implementation of Neoware Systems thin-client appliances dated Thursday, June 12, 2003; the article entitled “Cook County Circuit Court Clerk's Office Comes into the 21st Century with Neoware Thin Client Appliances on the *LYCOS Finance* website page dated Monday, June 2, 2003; the article entitled Circuit Court Wired for Efficiency in the July 2003 edition of *Government Technology*; and the Trudy Walsh article entitled Illinois court office leapfrogs to 21st Century in *Government Computing News (GCN)* dated August 25, 2003. I also have the best and ideal background and experience for running the Clerk's Office, as discussed in item D above, which fits one of the goals of IVI-IPO, to have elected officials in public office that are qualified to get the job done.

During my term, I have established a record of accomplishments, based on my strategic vision for bringing the Office into the 21st century. I have delivered on many of the pledges I made when I was first elected Clerk of the Circuit Court. Because of my record of success, and commitment to progressive values, I believe that I should be endorsed over the other candidate for the Office.

My basic philosophy is to put professionalism over politics. To professionalize the Office, I have brought in highly qualified individuals with backgrounds in the core areas of records management, finance, information systems, and law. Together, we have taken the Office forward into the 21st century with state-of-the-art technology, implemented “best practices” in customer service, and strengthened employee development with a variety of training programs. I must be endorsed over the other candidate so I can continue this march into the 21st century.

The success of my administration's efforts has been recognized by various administrative and professional organizations. In 2002, the Clerk's Office received an Honorable Mention from the Urban Innovations Awards program in the area of Intergovernmental Cooperation. The prestigious Urban Innovations Awards, sponsored by a consortium of local university and policy practitioners, noted that the Clerk's Office effort helped save lives by improving the reporting of DUI convictions to the Secretary of State's Office. This helped law enforcement officers identify dangerous drivers and prevent DUI offenses. In 2003, the Clerk's Office was awarded the Richard H. Driehaus Public Innovator Award by the Government Assistance Program at DePaul University, for our efforts in developing an Integrated Criminal Justice Information Systems Strategic Plan

for Cook County; a Plan developed by the Cook County Integrated Criminal Justice Information Systems Committee, for which I was the Chairman. These awards for my administration's innovations are additional reasons I should be endorsed over the other candidate.

The goals that I have for the Clerk's Office that are most important to me personally are:

- (1) Improved Customer Service – To make sure that all 2300 employees understand that every case file represents a human life and, therefore, we must treat the case files with care; to make sure that employees treat ALL customers with courtesy and respect. I want to shift the paradigm of thinking of how government employees treat customers with courtesy and respect.
- (2) 21st Century Technology – The Clerk's Office is one of the largest unified Court Systems in the world and my goal is to continue to improve the technology to the point that the Cook County Circuit Court takes its rightful place as the leader in court technology, automating and needed business processes while bringing the most up to date 21st century technology to the Office.
- (3) Employee Training and Development – To continue to train all 2300 employees to be equipped to provide high quality service. Approximately 99% of the employees have received formalized classroom training since I took office, compared to the less than 15% who had received formalized training prior to my administration. Training employees is also important because it gives the employees a stronger feeling of self worth thus improving their morale and thereby improving the service to customers.
- (4) Operational Efficiency – To ensure that the Office operates in the most efficient and effective manner for the citizens of Cook County. Several areas have been reorganized or created to provide a better and more efficient operation. My goal is to continue to assess the various business processes within the Office and to automate or change business processes where needed. There is already a CPA firm contracted to perform a workflow and human resources allocation analysis for many of the areas.
- (5) Financial Accountability – To make sure that there is proper management of the \$120 million budget for the Clerk's Office and a proper handling of the almost \$300 million collected. We have already increased the revenue in the Office from \$69 million in the year 2000, prior to my administration, to \$92 million at the end of 2003. My goal is to continue implementing financial initiatives to ensure the proper collection of revenues.

H. Please outline the place of patronage, personnel codes, race, gender, and sexual orientation in establishing criteria for hiring and promoting public employees.

My philosophy is professionalism over politics, as stated in “G” above, therefore, I have hired and promoted individuals because of their qualifications and not their political patronage connections. Patronage has no place in establishing criteria for hiring and promoting public employees.

Personnel codes that establish the qualifications needed for a particular position has an important place in establishing criteria for hiring and promoting public employees.

Because of the importance of diversity in our society and the need to overcome the legacy of patronage hiring in the Clerk’s Office, I have increased the number of hires from traditionally underrepresented groups. The Clerks Office now employs a diverse staff at all levels to reflect the cultural diversity of Cook County. Although, I feel that race, gender and sexual orientation has a place in establishing criteria for hiring and promoting public employees, it is also important to ensure that individuals are hired because they are qualified for the job as well.

I have implemented a mandatory two-day training seminar on state and federal personnel laws for all managers in the Clerk’s Office to ensure their understanding and compliance with anti-discrimination and anti-harassment laws. The seminars have been warmly received by managers, many of whom had never received such training in previous administrations.

Upon taking Office, I learned that the Clerk’s Office was not covered by the Cook County Human Rights Ordinance. Subsequently, I have issued an Executive Order banning discrimination in hirings and promotions, based on sexual orientation and gender identity.

I. What is your campaign budget? How much have you raised to date?

My campaign budget is \$500,000. I raised \$406,359 during calendar year 2003 and the balance as of December 31, 2003 was a gross amount of \$130,681.

J. How many people are on your campaign staff? How many volunteers are on your list?

I have fifteen (15) people on my Campaign Staff. I have 400 Volunteers on my list.

IVI-IPO 2004 CLERK OF THE CIRCUIT COURT QUESTIONNAIRE – Section 2

1. In what ways should the administration of the Clerk’s Office be improved?

The Clerk of the Circuit Court of Cook County has been a unified system since 1964, 40 years, and it is a massive system. There are almost two million new cases each year, approximately 18 million items of case activity handled each year and approximately a half billion computer records. Much has been done over the years, but when I took

office, we were decades behind in the technology area. In addition, the business processes appeared to have not been reviewed and assessed for effectiveness and efficiency as well. We have made great strides in both of these areas in the short three years that I have been in Office, but there is still a tremendous amount of work to be done. Therefore, the Clerk's Office should continue to be improved through automating manual processes, integrating information systems, upgrading customer service, training and developing employees, upgrading business processes and ensuring financial accountability. Following is a synopsis of some of the improvements and the needed improvements. (See Exhibit I, my Mid-Term Review Report for a summary of accomplishments during my administration).

a) Continue automation and integration of information systems

During my 2000 campaign, I pledged to automate and integrate the various case information systems in the Clerk's Office to improve the timeliness, accuracy, and completeness of court records. I have fulfilled this pledge with several initiatives, specifically automating the Probate Division and upgrading the Juvenile Division case management system, and **pledge to continue improving the quality of all information systems.**

The Office is in the process of implementing several major automation projects. We have issued a Request for Proposal for the automation of the County Division, which still relies completely on paper records and manual processes. We successfully lobbied the Cook County Board, and they approved, an unprecedented \$5 million integrated cashing security system that will be installed during 2004 and 2005. This new integrated cashing system will integrate the cashing system with the case management system. This will help increase the amount of fees and fines collected and distributed back to localities in a timely manner. Finally, we are implementing a new integrated records management program that will help keep track of all records and reduce the amount of time needed to retrieve court records at any stage in the life of a case.

During my 2000 campaign, I called for the creation of a Task Force on Integrating Cook County Criminal Justice Information Systems. The Task Force would improve the electronic linkages between criminal justice agencies and improve the transmission of data by integrating agency information systems. In 2001, I worked diligently with other justice agencies to build a coalition in support of a Task Force. In 2002, the Cook County Board of Commissioners endorsed the approach and created the Integrated Criminal Justice Information Systems Committee, and I was appointed the Chairman. The first-of-its kind Committee consists of the State's Attorney, the Public Defender, the Sheriff's Office, the Chicago Police Department, suburban Cook County law enforcement agencies, the Illinois State Police, and the Illinois Secretary of State's Office. In 2003, the Committee issued its Strategic Plan, which was approved by the Board of Commissioners and steps will be put in process so that the plan can be implemented over the next 2 – 3 years. **I pledge to continue leading the Committee and help Cook County build a truly integrated criminal justice information system for the 21st Century.**

There is a need for a new Criminal System. The estimated cost range is from \$14 to \$21 million. This system would ensure the more efficient operation of the Criminal Department and Division. **I will continue to seek funding for this system.**

There is a need for the Civil, Law, Chancery, Probate, Domestic Relations, Child Support, Juvenile and Child Protection Systems to be upgraded to be relational databases. There is a plan to use the 21st Century system being purchased to automate the County Division to upgrade these systems. Capital funds will be requested for these upgrades.

In addition, we have already brought the computer hardware in the Office into the 21st century, upgrading over 85% of the computers, going from green screen “dumb terminals” to PC’s and thin clients. **The remaining 15% of dumb terminals will be replaced once all wiring is complete.** This permits the usage of 21st Century software. We also have installed e-mail for better communication in the Office. As of December 31, 2003, all 2300 employees have been allocated an e-mail address. **An intranet system to better communicate to employees internal personnel policies and other information is being developed and will be installed as well.**

There is a need to implement the integrated criminal justice information system strategic plan issued on May 1, 2003, and automate any remaining manual systems and to upgrade existing computerized data exchange points with other agencies such as the Police Department, States Attorney, the Sheriff, the Public Defender, the Cook County Department of Corrections, the Secretary of State and the Illinois State Police.

I chaired the Cook County Criminal Justice Information Systems Committee that created the Strategic Plan for Cook County as discussed in Question 8 of Section 2 of this questionnaire.

Finally, there is a need to automate as many internal business processes as possible. Various manual processes have already been automated such as the promotional bidding and time reporting processes. We will continue to analyze the various business processes to determine those that should or can be automated.

b) Continue Improving Customer Service

During my 2000 campaign, I pledged to improve the quality of customer service offered by all Divisions in the Clerk’s Office. I have fulfilled this pledge with several initiatives, and pledge to continue improving the quality of service offered to all customers.

Prior to taking Office, customers were frequently “given the run-around” over the phone by Clerk’s Office’s employees. Callers would become frustrated because they would be referred to multiple employees before they would receive an answer to their questions. Under my leadership, the Clerk’s Office implemented a centralized call

center to handle inquiries and direct calls to the right source. We also sent all Customer Service Representatives, in the various areas, to a special training for answering telephones and handling customers. These initiatives have reduced the number of call transfers and improved customer satisfaction. **I pledge to continue offering these services.**

There are several mechanisms now in place for management to monitor and evaluate the effectiveness of customer service in the Clerk's Office. The Office has implemented a customer satisfaction survey questionnaire for any customers to complete to report on the service. Customer complaints are addressed immediately in the various divisions. Results are also tabulated and used by management to devise strategies for improving customer service. Also, employees are expected to address customer service issues in all team meetings and report on issues and opportunities for improvement to the Executive Office. **I pledge to continue these successful initiatives and expand them as needed.**

A new initiative for the Clerk's Office is customer service centers. Two divisions have successfully implemented the idea, including District 2 (Skokie) and the Civil Division. **I pledge to extend these pilot programs throughout the entire office to help all customers.**

Employees receive continuous training on improving service skills. The employee newsletter is continuously updated with stories and suggestions on how to improve customer service, especially in stressful situations. Employees now know that they can be disciplined for infractions and for displays of rudeness of any kind to any person. **I pledge to continue to deliver the message of customer service to all employees.**

c) Continue to Train and Develop Employees

Since taking Office, I have worked diligently to train the Clerk's Office workforce. As discussed in D in Section I, formalized training for employees was at a minimum. Only 15% of the employees reported having attended a formalized training, whereas now almost 100% have attended formalized training under my administration. I have provided over 30,000 hours of training to employees since I took Office. Employees have been trained all the way from the basics of computer usage to the up to date software programs.

We have an unprecedented contract with the City Colleges of Chicago and employees have already attended classes in Time and Stress Management, Customer Service and Respect in the Workplace (for all 2300 employees) and Leadership (for Managers only), and will be attending in 2004, classes in the basics of five foreign languages including, Spanish, Polish, Chinese, Italian and Hindu and Sign Language for the Front Line Court employees. (See Page 30 of the Mid-Term Review Report, Exhibit D). I would like to work with the City Colleges of Chicago on specialized training, tailored specifically for the various Clerk's Office jobs such as Court Clerk, Data

Entry, Verification, Filing, Cashier and etc. There will also continue to be special emphasis on Customer Service training for all employees.

d) Continue Operational Efficiency Initiatives

Since taking Office, I have made many improvements in the operational efficiency of the Office. I created and/or reorganized bureaus, departments, or units to ensure more effective operations. I created the first Records Management Bureau for the Clerk's Office, to oversee all of the record keeping for the Office (Archive and Inactive files, Archived, and Business Records), and I hired a records management professional to oversee the office. This centralizes the coordination and management of all records.

I also created a Suburban Bureau to oversee the suburban operations for better accountability and a means of capturing and implementing best practices throughout all suburban districts.

I created a Finance Bureau and placed all of the financial aspects of the Office under one umbrella. I hired an experienced Certified Public Accountant (CPA) to manage that Bureau. This enables us to better utilize the financial talent in the Office across operations and to coordinate all financial activities of the Office, which leads to a more efficient operation.

We have made process improvements in many operations and currently have a CPA firm performing a workflow and human resources analysis of many of our operations to make recommendations to improve the operations. **I pledge to continue to improve the operational efficiency of the Clerk's Office.** This is even more important given the serious understaffing in the Office.

e) Continue to Ensure Financial Accountability

Since taking Office in December 2000, I have implemented several major organizational and administrative changes in the operation of financial services in the Clerk's Office. For the first time, the Clerk's Office has a Chief Financial Officer, with oversight over accounting, budget, payroll, and purchasing. The reorganized administration of financial services ensures proper internal controls over the collection and disbursement of funds.

The changes have led to greater collection of revenues due the Office and ensured that municipalities receive the fees and fines that are due them. Among the changes implemented are:

- Greater notification to defendants of their unpaid fines and/or fees,
- Referral of individuals with delinquent fines and fees to the State's Attorney's Office for further action,
- Creation of the Financial Compliance Unit to improve collection on uncollected fees and fines (NSF checks); and

- Reduction in amount of counterfeit money that passes through the system through the implementation of automated currency counters with a counterfeit detection mechanism.

I will continue to ensure financial accountability in basic operations and will implement a new automated, integrated cashiering system. In 2003, I was able to get the Cook County Board to approve an unprecedented \$5 million Integrated Cashiering and Security System. Upon complete installation throughout the Office, the general public will benefit from expedited service at the Clerk's Office's cash registers. Transactions will be made easier and lines will move more quickly. **Timely accounting for transactions in the accounting system and real time updating of court records, improved reconciliation procedures and better security will be the benefits of the new system**

2. What questions of public policy arise in the administration of this office, and what guidelines do you suggest for seeking answers to such questions?

Upon taking office in 2000, I appointed a Transition and Strategic Planning Committee to analyze the state of operations and make recommendations for improving the administration of the Office. The blue-ribbon committee made several recommendations on questions of public policy that are directly related to the administration of the Office: a) Provide better services to Pro Se litigants ensuring the fulfillment of the 14th Amendment to the Constitution, Equal Protection of the Law; b) Automate case file documents for record keeping; c) Public access to imaged case file documents on the internet and the weighing a citizen's right to the public records against the privacy rights of the parties in litigation; and d) Expungements. I have implemented or suggested the guidelines for seeking answers to these questions as follows:

a. Services for Pro Se Litigants

The Transition and Strategic Planning Committee recommended that the Clerk's Office provide more comprehensive services to pro se (self-represented) litigants. In response, I appointed an internal Pro Se Ad Hoc Committee to recommend a formal, office wide program for pro se litigants. Members of the Ad Hoc Committee met throughout 2002 to review all written procedures, forms and web site material utilized by the Office for pro se litigants, pro se services provided by other counties and by other Cook County agencies and organizations. In addition a legislative subcommittee was formed to review legal issues as they arose.

Upon reviewing the material collected, the Ad Hoc Committee found that much of the information provided by the Clerk's Office for pro se litigants was outdated and inconsistent. Subsequently, the Committee sought to prepare a uniform set of information for court processes in which pro se litigants are frequently parties; and sought input from Clerk's Office front line employees regarding the most frequently asked questions by litigants.

Data was collected from all court operations divisions for three purposes:

1. Determine the daily number of inquiries received from pro se litigants and the type of information requested;
2. Determine the number of cases filed annually by pro se litigants; and
3. Describe the procedures for processing pro se requests.

Internal statistics revealed that most *pro se* filings occurred for three types of cases: traffic, civil, and domestic relations. For each type of case, the primary request was for information about filing procedures. A high percentage of requests were for legal advice, which the Clerk's Office is prohibited from giving.

In September of 2002, the Pro Se Ad Hoc Committee recommended: 1) Development of a pro se assistance desk in every division to provide directions, information about filing cases, form preparation, and basic translation services; 2) Coordination of a pro se assistance program in the courthouses in partnership with local area law schools and other interested agencies; 3) Revamping the Clerk's Office's web site to provide a centralized comprehensive source of information for pro se litigants; and 4) Drafting legislation to provide pro se guidelines for Clerk's Office employees. These recommendations are the guidelines that are being or have been implemented in the Clerk's Office.

b. Automating Case File Documents for Record keeping

The Transition and Strategic Planning Committee recommended that the Clerk's Office continue to automate or digitize case file documents. I support this effort. However, as far as can be seen into the future, it appears that the Clerk's Office will be required by law to create and maintain processes that support record keeping for paper documents. Efforts to automate or digitize case files are limited by existing legal mandates. Current Illinois statutes and Supreme Court rules do not recognize electronic documents as primary or official media for record keeping. The mandates recognize paper as the primary medium for filing cases and recording case information in the Circuit Court of Cook County.

For every type of motion or filing on a case, the Clerk's Office supplies paper forms to attorneys and litigants for completion. In addition, the Clerk's Office provides judges with paper forms to record dispositions. This process complies with Illinois Supreme Court Rule 137, which requires all pleadings, motions, and other papers filed with the court to contain the signature of the attorney or appropriate party. Also, Supreme Court Rules 10 and 131 require filing papers to be handwritten, typed or printed, and submitted on 8-1/2 inch by 11-inch paper. The only exception is the Supreme Court's administrative order permitting electronic filing on an experimental basis in the Juvenile Justice and Child Protection Divisions of the Circuit Court of Cook County. However, the Clerk's Office will submit an application in 2004 for a pilot for electronic filing as well as for providing access to automated digitized documents in the Cook County Courts.

Given these rules, electronic and film media are used as secondary storage mechanisms. The Clerk's Office's electronic docket summarizes judicial orders and courtroom assignments to provide users with succinct information about a case or a court call.

Statistical reports can be generated from the docket to provide a snapshot of activities throughout the courts.

Until electronic or filmed records are considered primary media by statute or Supreme Court rule, the Circuit Court must rely on paper for filing and recording case information. However, in the meantime, I will continue to lobby the Supreme Court and the Circuit Court to implement rules that permit e-filing and greater use of electronic docketing.

c. Public Access to Automated Internet-based Case File Documents

The Transition and Strategic Planning Committee recommended that imaged case file documents be made available to the public over the internet and at the public access terminals in the courthouses. Currently, the Supreme Court has expressly prohibited the Clerk's Office from making case file documents available over the internet or on the public access terminals in the courthouses as discussed above in B. The Supreme Court must balance the right to access to public records against the privacy rights of individuals and the potential for identity theft. Current case law has found that there is a certain right to privacy ascribed to requiring a person to visit the courthouse to review a paper case file versus being able to access it on the internet. The Clerk's Office will also submit an application to the Supreme Court during 2004, to pilot providing imaged or digital case file documents on the internet. However, to make sure that the Clerk's Office is continuing its march into the 21st Century, we will pilot imaging technology in our County Division which will be used by the Clerk's Office staff to provide customers with case file documents in a more timely fashion.

d. Expungements

In addition to the Transition and Strategic Planning Committee's recommendations, I have participated in various community forums to seek input from Cook County residents. Through these forums, I learned that many people that qualify for expungements have problems paying the fee. When the Cook County Board issued a resolution to increase this and other fees, I asked one of the Commissioners to put forth a resolution to reverse the scheduled fee increase and the resolution was approved. This was an effort to give the affected individual a "second chance." I have worked with members of the State General Assembly on Expungement. I worked with State Representative Constance Howard on the adult expungement sealing bill, which became law. I lobbied the Illinois Association of Circuit Court Clerks and drafted compromise language which all parties agreed to and helped the bill to become law. I am currently working with State Representative Jones on the Juvenile Expungement bill. I will continue to work with this issue.

3. What positions, if any, in the Clerk's Office should be included under Civil Service?

The Clerk' Office employs more than 2,300 employees. Approximately 1,900 employees are either members of the collective bargaining unit, or are "fair share" employees eligible for most of the benefits and protections of the unionized workforce. The remaining 400 employees are considered middle management or senior staff. The Collective Bargaining Agreement requires that promotions are based on skills and

abilities followed by seniority. The only positions within the Clerk's Office that could be civil service, but are not absolutely necessary, are the entry level and union positions. These individuals are required to be, at a minimum, high school graduates and care is taken to ensure that their resumes show qualifications needed to perform the basic duties of the Clerk's Office. In addition, the Clerk's Office, under my administration, established a Human Rights Policy that prohibits discrimination in hiring practices.

All promotions and hires in the Clerk's Office are based on merit and experience relevant to the job requirements for the 400 middle management or senior staff. This is important to ensure that the employees are qualified to perform the job. Therefore, these positions should not be Civil Service.

To help increase employee promotional paths and skills, the Clerk's Office now offers multiple training opportunities, including motivational programs, computer skills classes, leadership training seminars, customer awareness skills, time and stress management, respect in the workplace (diversity), and five foreign languages and sign language to front line employees.

4. In what ways should the Clerk's Office contribute to the upgrading of the court's public image?

The best way for the Clerk's Office to contribute to the upgrading of the court's public image is for staff to perform all customer services effectively, efficiently, and respectfully. As mentioned in Question G of Section 1, I am firmly committed to bringing the best customer service possible to the citizens of Cook County. Specifically, several Divisions have revised brochures and instructions to make them user-friendly and in "plain language." The signs in all Daley Center Divisions have been upgraded and replaced and have been strategically placed at all locations to help customers find the proper line to stand in. Self-service information form racks have been placed in several locations to help expedite customer service. A customer satisfaction survey is available at all public locations of the Clerk's Office for customers to register their observations, recommendations, or complaints about service.

Besides the day-to-day improvements outlined above, I have implemented an aggressive community outreach program for the Clerk's Office. Advisory Committees have been established to provide a mechanism for constituents to directly influence policy across the Clerk's Office. The Advisory Committees established are: the Attorney Advisory Committee, the Labor Advisory Committee, the Business Advisory Committee, the Italian-American Advisory Committee, the Pro Se Litigants Advisory Committee, the Religious Advisory Committee, the Women's Advisory Committee, the Asian-American Advisory Committee, the Latino Advisory Committee, the Technology Advisory Committee, the Irish-American Advisory Committee, the African-American Advisory Committee and the Senior Citizen Advisory Committee. **In 2004 and beyond, we plan to add the People with Disabilities Advisory Committee and others as appropriate.**

Every year, for two 12-week periods, the Clerk's Office hosts a half-hour call-in TV show over CAN-TV (Chicago Access Network) on specific topics related to the

administration of the Office. Topics covered have included all areas of the court operation of the Clerk's Office such as how to apply for an expungment, complete an order of protection, housing court, child support, domestic violence and other areas.

In 2003, the Clerk's Office began an innovative partnership with the Illinois Secretary of State's Office to take our services directly to communities. On a quarterly basis, the two Offices host forums throughout Cook County that are open to all citizens. Citizens learn about the services offered by both Offices, and receive personalized responses to all questions. The quarterly forums will be continued in 2004.

5. In your opinion, are there administrative duties that should be added to this office in the interest of efficiency and effective functioning of the courts? Are there duties presently performed that might be more reasonably performed by another agency?

In my opinion, there are no administrative duties that should be added to the Clerk's Office in the interest of efficiency and effective functioning of the courts.

6. Should court clerks, assigned to courtrooms, be required to take direction from the presiding judge of that courtroom?

The Office of the Clerk of the Circuit Court is an elected, independent, non-judicial member of the judicial branch of state government. Independence and neutrality is the hallmark of the Clerk's Office, and must be maintained to ensure that the records of the court remain accurate, complete, and free from any material biases. The need for this independence was underscored by the occurrence of the Greylord scandal where the collusion between judges and court clerks for money permitted the unfair treatment of cases.

Given these parameters, it is important that the Clerk's Office has the authority to set policy and procedures for keeping the records of the Circuit Court for all users of the judicial system, and **therefore, court clerks assigned to courtrooms should take their directions as it relates to policy and procedures for keeping court records from the elected Clerk.**

Presiding judges have authority over how business is conducted in their courtrooms, including the length of court calls, whether to break for lunch or continue a trial to the afternoon, or issue a warrant. **In these instances, court clerks must follow the directions of the presiding judges.**

7. How would you work with other agencies to decrease the backlog of court cases?

The Clerk's Office's role is primarily ministerial. We do not have a role in setting policy on what types of cases should or should not be filed in the Circuit Court or how long a case is adjudicated.

The Clerk's Office can, however, have a role in reducing the backlog of court cases if the causes of the backlog are inefficient and ineffective business processes. The Clerk's

Office can and does work with other agencies by continuously improving our business processes so as not to be the cause of the backlog. The Clerk's Office is in the process of implementing a new system in Central Bond Court to replace the manual preparation of thousands of prisoner data sheets.

The Clerk's Office currently does and will continue to work with all other criminal justice agencies to speed up the processing and retrieval of criminal history information. As chairman of the Cook County Integrated Criminal Justice Information Systems Committee, I organized all major criminal justice agencies in the County and we developed a Strategic Plan to build a more efficient information sharing system. This effort will go far to reduce the backlog of criminal cases.

For both civil and criminal cases, the Clerk's Office can work with the judiciary to decrease the backlog of court cases by continuing to make sure that the court room operates efficiently and that all case files are available for court. A new case file tracking management system has been purchased and will be implemented in 2004 and 2005.

8. What reforms would you implement to prevent the theft, misfiling, and disappearance of court case files from the Clerk's Office?

I have already implemented many reforms to prevent theft, misfiling and disappearance of court files from the Clerk's Office. One of my first innovations was to create a Records Management Bureau and to hire a records management professional to oversee the improvement of record keeping practices in the Clerk's Office. The head of the Bureau made a recommendation of a case file tracking management software which will be installed in 2004 and 2005, as indicated above. **This system will use bar code and scanning technology which will track the location of every case file.** A case file inventory of inactive files has been performed in preparation for the new software. This will reduce the instances of both **theft or disappearance** of court case files.

During the first six months of 2003, every division and district was required to perform a case file inventory to locate all active files. In addition, the Record Center has been cleaned up and reorganized for easy retrieval of case files. This will also reduce the instances of the disappearance of court case files. **The Clerk's Office will be changing the case file numbering system to include a record series number, which will identify the case type. The different case types will then be color coded to reduce the instance of misfilings.** In addition, the newly created Records Management Bureau holds regular meetings with all File Room managers in all divisions to review file maintenance procedures, proper filing techniques, and retrieval practices. These meetings have helped to create a sense of pride and ownership in work product among File Room staff. It is expected to lead to a reduction in the number of **misfiled**, or misplaced court case files.

To prevent theft, in 2002, I implemented a new customer ID procedure to help prevent theft of court files. All customers are now required to leave a state issued picture ID with Clerk's Office personnel upon receiving a file for review. The ID is

returned after the customer returns the file. This system was put in place to help prevent any significant incidence of theft of files. In addition, I have implemented a uniform internal investigation system for unreturned files and unclaimed identification cards. **This file control system assists in the preservation of the integrity of the court records.**

The Law Division instituted a case jacket control transaction that records active file movements and maintains an historical record of the date the file was removed, date returned, requester, attorney code number, room number and telephone number. Results of the project are under review and may be replicated in other divisions.

I will continue to implement these and other reforms as needed to improve file security.

9. How would you improve public access to information?

In addition to the community outreach efforts described in Question 4, Section 2 of this questionnaire, the Clerk's Office has made an aggressive effort to utilize the full power of the Internet to improve public access to court records and forms. Court records can be searched on-line for cases in the Probate, Law, Civil, Chancery, Criminal and Domestic Relations divisions. More than 350 fillable forms are now available on the Internet. In 2004, the Clerk's Office plans to provide even greater public access to information because a new and improved web site will be installed. The web site will include Frequently Asked Questions for every division and district. Portions of the website will be translated to Spanish and Polish.

In 2004 the web site will include the full electronic docket as opposed to just case summaries for the division currently available on the web site. In addition, as discussed in 2.c. above, the Clerk's Office will apply to the Illinois Supreme Court for permission for a pilot to provide imaged case file information over the internet or on the public access terminals in the courthouses.

As a service to the community, I have updated, published, and distributed to community outlets a variety of brochures pertinent to the Clerk's Office, designed to inform the public of available services and justice issues.

These are many of the ways we have or plan to improve the public access to information. I also plan to create a brochure in English, Spanish and Polish for all divisions and districts to provide the public with greater access to information.

10. What measures would you use to collect NSF checks given to the Clerk's Office as filing fees?

The Clerk's Office already has an NSF Department within the Accounting Department. Since taking office in 2000, I have stepped up the actions of the NSF Department by providing them more tools to operate. I created a Fees and Fines Committee that worked on various financial initiatives including improving the collection on or reducing the number of NSF checks. The Committee created a collection letter process starting with

the Clerk's Office, a referral to the State's Attorney and then a referral to the Attorney Registration Disciplinary Committee if the NSF check is from an attorney.

The Accounting Department has stepped up its efforts in NSF check preventions. Customers who have NSF checks are not permitted to write other checks because the cash registers are programmed with the names of individuals who have written NSF checks. The Investigation Department has worked with the Accounting Department and the States Attorney's Office to intervene in the court cases of individuals with significant NSF amounts.

A monthly analysis is performed of NSF checks. A monthly assessment is performed of the information missing on NSF checks collection problems. Information such as the driver's license number, the telephone number, case numbers and etc. is many times missing on NSF checks. These analyses are discussed with the problem cashiers who are then retrained as to the proper information to collect. The Domestic Relations Division developed an "Information to be Collected" stamp which will be implemented in all divisions and districts.

The best measure to use to collect NSF checks is to prevent them from occurring. We are doing the following: investigating the telecheck services of various financial firms; working with Cook County to get a county-wide credit card collection service; and investigating the placing of an ATM machine in our high volume Traffic Department. We will continue to work to implement more measures to collect or prevent NSF checks.

11. Should this Office be elected or appointed? If appointed, by whom?

This office should be elected. The proposal that the Judiciary appoint the Clerk of the Circuit Court would only serve to reduce the Office's accountability to the citizens of Cook County. The importance of this Office remaining an elective office was explained in my response to a Chicago Tribune reporter in 2003. This response was to a study released by one of the Cook County Commissioners who stated that the Clerk of the Circuit Court should be appointed by the Chief Judge. Following is the response which clearly explained why this office should be elected and not appointed:

"It is important that the integrity of the Clerk's Office be preserved for certification purposes. In order to properly serve the citizens of Cook County, the Judiciary, who renders court orders, and the Clerk of the Circuit Court, who maintains the court records, must remain independent of one another. In this way, the two entities can ensure the moral stature of their organizations and the citizens can hold each accountable for properly carrying out their responsibilities.

As a Certified Public Accountant (CPA), whose expertise for over 25 years has been the assessment of internal controls, I must say, to allow the Judiciary the ability to appoint the Clerk would certainly constitute a conflict of interest.

A separate control over court records must be retained in order to ensure the maintenance of accurate, complete, fair and impartial records. No one group should be responsible for the entire judiciary process.

For instance, in the 1980s Operation Greylord, federal investigation of Cook County courts, revealed a number of Circuit Court Judges and Clerks unfairly disposing of cases. This revelation has resulted in the Clerks and/or Judiciary having to rotate courtrooms to prevent any similar occurrences. Additionally, the need for independence and the separation of controls in general, have become more obvious because of incidents occurring with major corporations such as Enron and WorldCom. As a result, the Sarbanes-Oxley Act of 2002 has created levels of independent controls with organizations. Therefore, if the Clerk of the Court were appointed by the Judiciary, taking away the independence of the Clerk's Office, we would be going in a different direction from what history has taught us.

This is the same concept whereby you have controls in place in an organization so that the Treasurer, who writes the checks, cannot also reconcile the bank accounts and maintain the accounting records.

The separation of the Judiciary and the Clerk's Office enforces the integrity of the judicial process and ensures a fair justice system for the citizens of Cook County.

Although I feel that there should also be a separation of controls between the Clerk and the Judiciary at the Illinois Supreme Court and Appellate Court levels, the risk of injustices is lesser than at the State Circuit Court level because the State Circuit is the court where the entire facts of the case are heard and the record is maintained. In other words, this is the court of first impressions. The Appellate and Illinois Supreme Court uses the record created at the State Circuit Court level.

I have high regard and respect for the Judiciary. The controls currently in place are not only for today but for years to come. This is why it is important that the Circuit Court Clerk is accountable to all the citizens of Cook County and not just the judiciary.”
Submitted to the Chicago Tribune October 17, 2003.