MID-TERM REVIEW
December 1, 2000 through June 30, 2003
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INTRODUCTION

Dorothy Brown was elected Clerk of the Circuit Court of Cook County on November 7, 2000, and inaugurated on December 1, 2000. She is the first African American to hold this Office. Clerk Brown's unique qualifications and 25 years of professional experience as an Attorney, Certified Public Accountant, and MBA have enabled her to bring significant, progressive reforms to the Clerk’s Office during her two and one half year tenure. This Mid-Term Review discusses Clerk Brown's accomplishments and is organized in the following sections:

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Since being elected as Clerk of the Circuit Court of Cook County, I have faithfully served the citizens of Cook County by shaping the Clerk's Office into a model of excellence in recordkeeping. I am pleased to share with you in this report a comprehensive overview of the accomplishments of my administration for the past two and one half years.

As the official keeper of records for all judicial matters brought into one of the largest unified courts systems in the world, I have firsthand knowledge of how legal decisions affect the lives of men, women, children and entire families. Therefore, I have undertaken a campaign to enhance this office with an emphasis on 21st century information technology, improved customer service, employee development & training, operational efficiency and financial accountability.

One of my most rewarding experiences as Clerk has been to actually see the initiatives I have introduced help the citizens of Cook County better navigate the court system and be treated courteously and respectfully in the process.

**Signs of revolutionary changes are everywhere.** To cap off an aggressive march into the 21st Century since I took office in December 2000, we obtained the approval from the Cook County Board for an unprecedented $5 million contract to install an integrated cashiering and security system in April 2003. During 2001 to 2003, we installed 21st Century computer hardware and software in up to 80% of the Clerk's Office, with the suburban districts being 100% completed. We successfully moved Traffic Court operations to the Daley Center only 45 days after I took office. The automation of the reporting of reckless homicides and felony DUIs to the Secretary of State is one of the successes of which we are very proud. In addition, our expanded voice information system now, not only provides information on Chicago traffic tickets, but suburban Cook County as well. We currently have 364 fillable court forms accessible through our website, formatted with interactive features, and a searchable database, making it possible for the general public to complete various court forms on their local computers. (See pages 4-11 for more details on our march into the 21st Century with technology).

I am especially proud of my appointment in April 2002, by the Cook County Board, as Chair of the Cook County Integrated Criminal Justice Information Systems Committee. The Strategic Plan for Integrated Criminal Justice for Cook County was delivered to the County Board by the May 1, 2003 deadline. I am grateful for the cooperation of the State's Attorney, Sheriff, Chief Judge, Public Defender, Chicago Police Superintendent, Secretary of State, Illinois State Police, Administrative Office of Illinois Courts, and the Presidents of the Chiefs of Police Associations for all the suburban districts, in developing the Strategic Plan for Cook County.

We have done all of this while serving over 400 judges daily and maintaining offices in Chicago, Skokie, Rolling Meadows, Maywood, Bridgeview and Markham.

Through hundreds of programs, we interact with community, corporate, civic, and government partners to enhance the quality of life for all citizens of Cook County. With a workforce of over 2,300 employees, we've created a high quality team that provides high quality service. Our workforce also reflects the wonderful diversity of Cook County. I am especially proud of my professional and diverse senior staff shown on pages 66 and 67.

Yet, with all that we have accomplished, we still have much more to achieve. I introduced a series of position papers during my 2000 campaign that outlined the goals of my administration. These papers continue to serve as my office's blueprint for change and achievement. I have provided an update of the progress on my position papers starting on page 50. **Thank you for your support and the best is yet to come.**
Since taking office, Clerk Brown has clearly articulated her vision of bringing the Clerk’s Office into the 21st Century and the Management Information Systems (MIS) Department completed several initiatives set forth in the areas of infrastructure, automation and system integration. Although Information Technology is its own strategy, it often facilitates Customer Service, Operational Efficiency, Employee Development and Training and Financial Accountability.

DECEMBER 2000 TO 2001

Transition Team
Clerk Brown presented a proposal to the Cook County Board on December 5, 2000, the fifth day of her administration, to hire a Management Information Systems (MIS) Transition Team, to take over the MIS Department, review the state of the current operations and assist with the recruitment of a qualified information systems professional. The $500,000 contract allowed Clerk Brown the ability to keep her promise of diversity, by granting 50% of the contract to a majority firm and 50% to a minority firm.

Clerk Brown’s Transition and Strategic Planning Committee determined in early 2001 that "the computerized technologies used in the Clerk’s Office [were] antiquated, which reduces their effectiveness in a jurisdiction as large and diverse as Cook County." Clerk Brown developed a plan to improve the computer infrastructure of all facilities of the Office of the Clerk of the Circuit Court. The District 5 (Bridgeview) and District 6 (Markham) courthouses implementations in the fall of 2001 represented the completion of the first steps toward the Clerk’s Infrastructure Improvement Project. The District 5 and 6 courthouses were connected to the County Wide Area Network (WAN) that fall; all 'dumb terminals' were replaced with PCs and Thin Clients connected via T3 wiring. Email and Internet access were implemented and the employees in those locations were given access to new office automation tools.

Automation
Clerk Brown inherited two court divisions, County and Probate, which had made little or no progress towards automation. In 2001, Clerk Brown focused the MIS Department’s efforts on automating the Probate Division. As a result, the Clerk’s Office imple-
implemented a new automated Probate system in August 2002. The Probate Division now uses an electronic docket, which has increased file management, streamlined and updated courtroom procedures, and reduced paper flow “slowdowns.” **Processing time has been reduced from 10 to 13 days to same day.** The electronic docket also deters fraud in cases involving minor person/estate cases. When a customer attempts to file a guardianship case for control of either the person or estate of a minor, the electronic docket will automatically scan the litigant name, and retrieve all cases on file with the same minor name. No longer does the Probate staff have to hand write case information in the large, gray case docket books.

Clerk Brown identified in 2001 some major gaps in the previously rewritten Traffic Records Information Management System (TRIMS). **Clerk Brown hired a consultant to develop upgrades to TRIMS, that would allow the traffic case management computer system in the courtroom to interface in real time with the cash registers.** This upgrade will provide cashiers with immediate access to case information, such as the fines and fees assessed in the courtroom. The courtroom clerks would also have real time access to payment information, thus reducing the need for redundant data entry. The TRIMS team was also charged to work on enhancements to traffic warrant processing and the automation of warrant-related form products, which have been manual procedures. Many of these upgrades are complete.

**Consolidation**

In 2001, Clerk Brown's MIS Transition Team analyzed the feasibility of consolidating mainframe computing with Cook County. Historically, the Clerk's Office performed its computer operations on its own stand-alone mainframe. Over the past few years, however, the County was a proponent of a consolidated mainframe computer scenario. **The analysis found that the consolidation would be consistent with the County's computing strategy and would save almost $1 million per year.** However, the consultant and Clerk Brown also determined that an agreement on certain controls was a necessary prerequisite to consolidation. First, the consolidation had to be implemented in a way that the Clerk's Office retains complete control over its software applications and data, to ensure the integrity for the Clerk's certification purposes. Second, the County had to provide the Clerk's Office with service at specified levels to ensure that the Clerk's Office can continue to provide the court system with uninterrupted high level service. Finally, a contingency and disaster recovery plan was needed. The MIS Transition Team issued a report recommending parameters and action items for complying with the County's consolidation strategy.

The Clerk then initiated the project to consolidate the Clerk's Office mainframe with the County in 2002, and hired a project manager experienced in data center consolidations to oversee the effort. **The consolidation is scheduled to be completed July 2003.**
Automated Victim Notification

The Automated Victim Notification Program (AVN) commenced June 28, 2001. Staff of the Clerk's Office played a significant role in ensuring the smooth implementation of the Automated Victim Notification Program. Much of the information used by the AVN system comes directly from the Clerk's Office computer system. Data from the Clerk's Criminal System is used as the base of information provided through the AVN Program. Five times each day, the Clerk's system updates AVN with data regarding the initiation, status and disposition of Cook County criminal cases. With this data, victims are notified of case status and future court dates.

Automatic Reporting of Reckless Homicides and Felony DUIs

Clerk Brown established a task force to address the problem of underreporting of Reckless Homicides and Felony DUIs to the Secretary of State’s Office. The task force developed procedures for manually reporting dispositions, determined the historical records needed to be reviewed and reported and developed procedures for automated disposition reporting. The task force successfully reported to the Secretary of State 3,215 unreported Reckless Homicides and Felony DUIs dating back to 1980. On December 1, 2001, the Clerk’s Office implemented the process by which electronic reports of Reckless Homicides and Felony DUIs are automatically sent to the Secretary of State’s Office on a weekly basis.

A reception was hosted by Clerk Brown to honor Marianne Bulvan, the mother who raised awareness about the underreporting problem. Her son was killed by someone driving under the influence. Mrs. Bulvan discovered that although her son's friend had been convicted of reckless homicide, his license was not revoked. The task force presented Mrs. Bulvan with a plaque, and the Secretary of State Jesse White presented her with a license plate with the title to her son's favorite poem, “HEAVEN NOW,” written shortly before his death.

Criminal Case Information System Rewrite

Prior to Clerk Brown’s administration, the criminal case information system had been undergoing a rewrite for four years at a cost of several million dollars. Upon discovering, in 2001, that the project lacked a project manager, a project implementation plan and no clear funding stream to finance the cost of completing and implementing the rewrite, Clerk Brown hired a consulting firm to assess the project and to develop an implementation plan. The firm determined that the project was not viable in its then current form. Among other shortcomings, the system failed to include all of the compliance requirements of the Illinois Criminal Code and had an estimated cost up to $14 million to develop the proper system. Based on this assessment, Clerk Brown stopped the costly re-writing process and is currently seeking funding for a new criminal case management information system.

2002 TO JUNE 2003

Improved Infrastructure

Clerk Brown continued the implementation of her plan to improve the computer infrastructure of the Clerk’s Office. This included connecting, in 2002, 100% of the suburban district offices to the County WAN (Wide Area Network), along with the Criminal Department, Human Resources, the Executive Offices and the
Accounting Department all on the 10th floor of the Daley Center. In 2003, the Clerk’s Office has continued its march into the 21st Century. The Probate and County divisions, Audit Services, Purchasing, and Public Affairs departments on the 12th floor of the Daley Center were wired to the WAN and the technology upgraded. On the sixth and eighth floors of the Daley Center, the Civil, Law, Domestic Relations, and Chancery divisions were wired to the WAN and technology also upgraded. This brings the Clerk’s Office to 80% of having all of its divisions/districts/departments brought into the 21st Century with up-to-date information technology.

In all of these areas the Clerk of the Circuit Court staff now has e-mail and Internet access as communication tools. All dumb terminals were replaced with PCs and thin clients connected with T3 wiring.

Case Management Upgrades
Case management system upgrades within the Clerk’s Office were initiated in several areas. A complete rewrite of the Juvenile Justice system took place in 2002, with significantly improved functionality. Five automation solutions were implemented in the Chancery Division in 2002 to accelerate uncontested/default mortgage foreclosure hearings, eliminating most of the manual labor required to maintain the case load and paper work of each call.

The specialized needs of the County Division were met in 2002 by a customized, automated certified mail program. Analysis indicates the potential for savings of 240 person hours per month, approximately one person per year.

In 2002, the Clerk’s Office automated the mittimus orders in the Criminal Bureau. These orders are used to transmit defendants to the Illinois Department of Corrections and the Cook County Department of Corrections. This automation improved the quality and timeliness of these orders. The Clerk’s Office also began the development of a new
Transportation Order, with the Presiding Judges Committee, which aids the Cook County Department of Corrections in determining the current bail status of inmates being transported to and from court.

In 2002, a modification was made to the Law Division's driver program permitting an entry on the oldest consolidated case to automatically be written to all other consolidated cases. This enhancement has eliminated multiple processing of activity on consolidated cases.

The Clerk’s Office issued a Request for Proposals (RFP) for a new case management system for the County Division in March 2003. The responses have been received and the evaluation committee is in the process of review. Clerk Brown plans to use the County Division as an example of a 21st Century Clerk’s Office division. The most-up-to-date case management software will be installed as opposed to cloning the old 1980s software systems used by the other areas. A case file imaging pilot will be tested and up-to-date workstations are planned. The County Division is the last remaining manual division.

**Integrated Criminal Justice**
In April 2002, the Cook County Board of Commissioners appointed Clerk Brown the Chair of the Integrated Criminal Justice Information Systems Committee. The Committee consisted of the State’s Attorney, Sheriff, Chief Judge, Public Defender, Chicago Police Superintendent, Secretary of State, Illinois State Police, Administrative Office of the Illinois Courts, and the Presidents of the Chiefs of Police Associations for all of the Suburban Districts. The Committee was charged with the task of developing a Strategic Plan for Integrated Criminal Justice for Cook County by a May 1, 2003 deadline. (See pages 46-49 for a complete discussion on Integrated Criminal Justice).

On May 1, 2003, the Cook County Integrated Criminal Justice Information Systems Committee submitted to the Cook County Board of Commissioners a high-level Strategic Plan for Integrated Criminal Justice for Cook County.

**Payroll System Upgrades**
In the Payroll Department by October 2002, the Clerk’s Office migrated payroll processing from the County Legacy system to the County’s new Financial Management Information System (FMIS), through the development of an interface between the Clerk’s Office and FMIS.

**Integrated Cashiering and Security System**
In April 2003, the Clerk’s Office obtained the approval for an unprecedented $5 million contract from the Cook County Board of Commissioners, to begin the development of an integrated cashiering and security system. The plan is to replace over 100 outdated cash registers, to integrate the cashiering with the case management systems and allow immediate access to and interface with the Accounting Department systems. This move will greatly enhance accounting controls and operational efficiency. The enhancement of security in the cashiering area will improve financial recordkeeping and accountability.
Website
Improvements are constantly being made to the Clerk's Office website. By 2002, the website featured 364 fillable forms formatted for the general public to complete various court forms on their local computers, and then print for presentation within the Clerk's Office. A search engine was also developed to allow users to access forms in a number of ways, by case number, party, etc. The current site has responses to frequently asked questions, general information on the services offered, on-line case information, links to other useful sites and information regarding ordering case records. By the end of 2003, the Clerk of the Circuit Court's website will boast a new design featuring bilingual resources; the ability to review child support case history and payments; information about community resources for victims and their families; and more user friendly features.

Electronic Docket
The electronic docket for the Juvenile Justice system was customized under Clerk Brown’s leadership. Also, the Juvenile Justice Division computerized all impoundment, file transfer and file order information, eliminating manual methods.

Traffic Supervision Task Force
In April 2003, Clerk Brown created a Traffic Supervision Task Force to specifically address concerns relating to the reporting of traffic supervision dispositions to the Secretary of State. This committee is composed of members from the Clerk’s Office, the Presiding Judges Office, the City of Chicago Corporation Counsel, the State’s Attorneys Office, the Department of Consumer Services, and the Secretary of State’s Office. This Task Force was created to address the public safety concerns surrounding the need for accurate reporting of traffic supervision dispositions to the Department of Consumer Services for cab drivers. As a result of this Task Force, the Department of Consumer Services will have a direct connection to the Clerk’s Office traffic system by July 2003.

Under Clerk Brown’s leadership, the Suburban Bureaus have computerized “Warrant Transmittals” and “Failure to Appear” forms.

Automated Timekeeping System
The Clerk of the Circuit Court continues to enhance its plans of moving into the 21st century by developing a plan for a new automated time keeping...
system. This system will enable the Clerk of the Circuit Court’s Office to streamline the management of employee time, make better use of the workforce, and reduce cost related to labor, improve operational efficiency, and increase system-wide performance.

**Automated Check Writing Module**

In November 2002, the Comptroller’s Office purchased and acquired an Accounts Payable/Accounts Receivable and Automated Check Writing Module. Presently, a large percentage of the checks sent out to attorneys, litigants, Cook County, the State of Illinois, and other statutory agencies, are written manually. The Automated Check Writing Module will greatly improve efficiency and the turnaround time for the disbursement of statutory and court-ordered fines, fees, and refunds. This technology will improve internal controls associated with the disbursement of fines, fees, costs, and penalties and significantly reduce manual and labor intensive processes. It will also allow the Comptroller’s Office to reallocate and refocus resources to address more critical issues and perform more analysis to provide global financial improvements to the Clerk of the Circuit Court system.
The following article was printed in the Chicago Sun-Times newspaper on Monday, June 9, 2003.

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Court system modernization: Productivity, morale jump

In this modern era when technology forces an urgency to get things done quickly and efficiently in business, it is hard to imagine that one of the largest court systems in America was operating with its hands tied behind its back.

Dorothy Brown, the elected clerk of the Cook County Circuit Court, campaigned in 2000 on a promise that she would finally modernize the court's archaic technology and communication base, which had no voice mail, no e-mail or Internet access and was stuck on a legacy system that kept things moving at a snail's pace.

"I want to shift the paradigm to make our government employees become a customer service-focused organization, and in order to do that, I have to give them the skills to be a part of a professional environment," Brown said.

Could be used as case study

The circuit court could serve as a case study for the difference good management and solid technology can make. Although the implementation is ongoing and quantitative measures are being developed, the anecdotal evidence is strong.

"People tell us they are able to process things twice as fast," said Craig Wimberty, CIO for the court, "and there is a clear increase in productivity.

"Just as important, both Brown and Wimberty say morale has soared. Instead of having a 20% to 25% churn rate, employees now have access to state-of-the-art computing, Word programs and features plus e-mail.

"I didn't even have e-mail when I came to the court," Brown admitted. "Imagine a communication network serving 2,000 employees, 25 divisions and multiple locations with no voicemail or e-mail.

"It's all the more remarkable that the court actually saved taxpayer money while improving efficiency. Instead of buying all new PCs and connecting them to a network, the court opted for something that is beginning to become more prevalent: thin client appliances.

"Instead of having hundreds of individual computers with hard drives storing data, workers at the court have a monitor, keyboard, mouse that connect to a central server—in this case a mainframe computer—with a companion Microsoft server that runs the latest applications, such as Word or Microsoft Office.

"It's a very cost-effective solution," said Michael Kantowitz, chair and CEO of Novavox Systems, the company that implemented the technology. "A thin client is all that is needed, and it cuts half of the price of a PC. Plus, you have dramatic improvements in security because you only have to control viruses at the server level and not on 1,600 individual PCs.'

Brown's extraordinary goals for the circuit court include additional rollout of the technology, development of an internet and implementation of a professional case management software program that will interface with a new, enabling system.

"Our last dossier is the county division," said Brown, noting that staffers record cases by writing in books. When the new case management software is implemented, the booklets would be tacked with their data, to drive that beast into extinction.

VCs a quiet force in Illinois

Although venture capital investment is a key source of economic development, VCs don't always get a fair rap and many people don't understand the industry, a handful of active VCs said at an insider's meeting last week.

"What people don't understand about VCs is that it is not about making 10 grand slams," said Keith Runk, a managing director at Ill. Partners, a leading early-stage investment firm. "You need a lot of garbage about layoffs, and not about the successes like the three great stories in this room," referring to the Chicago area CEOs from Rambus, Altisource and Cognitive Concepts.

Cognitive Concepts (www.cogni-con.com), for example, has patented "the best way to teach reading in the classroom," and has sold its Eurosense software to 8,600 schools in 60 countries, said founder and CEO Andrew Morrison about his profitable company. "We have been featured in many national media, but not the local media. And we have a great company that is addressing literacy, one of the most important areas of need."

His point is well taken: Although this special briefing was held for the media, only the Sun-Times heard his presentation. Maybe if the company lay off its staff or moves to New York, more local media will want to take a look at the thriving software and learning company.

Darcy Evon is editor of i-Street magazine, a monthly publication for the technology industry, and the i-Street Reporter, a weekly online newsletter.
Clerk Brown strongly believes that people who come in contact with court clerks should be treated courteously and respectfully. She conducted surveys to identify concerns of the customer/client base and supported the issues of concern by implementing quality service initiatives. All 2300 Clerk’s Office employees attended mandatory customer service seminars. The Clerk personally monitors letters of commendation and complaint.

December 2000 to 2001

Employee Business Meetings
At the beginning of her administration, Clerk Brown held business meetings throughout the Clerk’s Office with all 2,300 employees. Many of these meetings were held in courtrooms before work hours. Clerk Brown stressed the importance of customer service. She stated that customer service starts at home, and employees must first treat one another with courtesy and respect, which would raise morale and improve attitudes, and then in turn enable them to treat the external customers with courtesy and respect. Clerk Brown emphasized the importance of each division putting improvements in place to enhance customer service.

She discussed her vision for the Office, and listened to the concerns of the staff. As a result, she informed them that she would develop Employee/Management Morale and Disciplinary Committees to address some of their concerns. (See Employee Development and Training for discussions about these committees).

It became evident that Clerk Brown’s message of good customer service had taken effect when she received a glowing letter only six months after taking office from a 45-years practicing attorney, who said that he never before experienced the professionalism and courtesy from Clerk personnel as he received since she took office.

Judges Meetings
Clerk Brown met with the then Chief Judge, the Honorable Donald O’Connell, to communicate her desire to work closely with his office to ensure that the Circuit Court operates efficiently and effectively. They established a

May 15, 2001

Dear Ms. Brown:

Kudos to you for the superlative manner in which the Clerk’s Office has improved under your leadership. As a practitioner of more than 45 years, I have never experienced the professionalism and courtesy from personnel, as I have since you became Clerk. The change is refreshing. Your presence has redounded to the great image that the office now enjoys.

Thomas P. Cernek
Thomas P. Cernek & Associates
Law Offices
quarterly meeting format to keep each other abreast of any issues of concern. The new Chief Judge, the Honorable Timothy Evans, has agreed to the same meeting format.

Clerk Brown also held meetings with the judges of each Circuit Court division and district in an effort to ensure that the Clerk’s Office was properly serving the judiciary. Clerk Brown communicated her plans to the judges and listened to their concerns.

Community Outreach
Clerk Brown met with various religious, civic, legal, and community organizations throughout the year to discuss the state of the Circuit Court Clerk’s Office, her progress and plans, and to answer any questions. She stressed the fact that she was only a telephone call away, and that she was personally handling many of the complaints from customers concerning her employees.

The Clerk’s Office Domestic Violence Program sponsored four (4) community organizations at the National Black Expo in September 2001; and had them present skits, which included mostly teen participants, concerning teen dating violence and domestic violence in general. This was to raise awareness of domestic violence in the community.

In 2001, the Clerk’s Office web site was upgraded with more court forms being made available, and more forms being made fillable.


2002 to June 2003

Court Training
Clerk Brown brought in training specialist Anna Eidson, recommended by the National Association of Court Management, who has
trained thousands of court employees in 35 different states, to conduct a series of seminars titled “Customer Service in the Illinois Courts” for all 2,300 Clerk’s Office employees during the months of June to September 2002. Eidson provided the basic rules of customer service and used experience and humor to help each employee realize the benefits of providing excellent customer service. Ninety-nine percent of the Clerk’s Office employees received the training, and their overall response was excellent.

**Divisional Service Improvements**

Clerk Brown oversaw the Civil Division’s revision of its Appearance & Jury Demand Forms and Summons Forms to better service its customers. The Division increased its efforts to inform the public of Fee Waiver Forms and additional staff was assigned to early morning hours to increase public service time.

Clerk Brown has implemented a new Adoption Judgement process where adoption attorneys can obtain final judgements and have the judgements certified for submission to Springfield all in one location. This consolidated process eliminates the existing process of attorneys making repeated trips between floors to obtain final adoption judgements.

**Suburban Districts**

Under Clerk Brown the Suburban Districts have enhanced Customer Service. District Two (Skokie) developed a plan to turn additional space into a customer service area. In March 2003, the County Facilities Department began the build out of the former newsstand located across the hall from the Clerk’s Office, to make it a Customer Service Assistance Area. This area should be completed in the summer of 2003, and will serve as a more convenient location to provide easy and swift access to customer service in the Clerk’s Office. It is also contemplated that the area will accommodate free filings, provide a convenient location for attorneys and litigants to obtain forms, and introduce a public access terminal accessible to disabled individuals.

District Three (Rolling Meadows) created a customer self-service cabinet for civil forms. Additionally, District Three developed a process to separate criminal payments from traffic payments and the Paternity Call was increased to a full day.

In District Four (Maywood) the customer service area was re-carpeted and a new public access terminal area was created.

A new Pro Se manual is being developed in District Five (Bridgeview) to assist self-represented litigants with small claims. This manual is being developed by the Presiding Judge with significant input from the Clerk’s Office.

District 6 (Markham) has designated staff members in the Traffic and Civil divisions as Customer Service Liaisons who troubleshoot problems at their counters before customers reach the cashiers. District 6 (Markham) implemented a Military Call for all personnel on Active Duty. This allows customers of the Clerk’s Office, through a separate court call, to take care of major or minor criminal cases before leaving for active duty.
Bail Bond Task Force
Clerk Brown formed a Bail Bond Refund Task Force to address internal issues related to the bail bond refund process. This Task Force standardized bail bond refund procedures in the Criminal Division and in all six municipal districts. The C, D and I bond forms were revised for uniformity in both substance and appearance. The Task Force refined the processing of conditional bond refunds to attorneys, as well as bail bonds that are secured by the posting of real property. Proposed modifications were well received by the judiciary and makes the forms more user friendly.

Questionnaires
Clerk Brown implemented a Customer Service questionnaire to ensure the Office is addressing the concerns of the citizens.

Assisting the Disabled
Effective September 1, 2002, Clerk Brown implemented procedures for rendering assistance to disabled persons, when at the Clerk’s Office, for the preparation of court forms.

The newly formed procedure include verification of the customer’s disability, referrals to free or low cost legal assistance agencies, and documentation via the new Clerk’s Office Customer Assistance Form.

Call Centers
Clerk Brown established Customer Service Call Centers with Manager oversight. The Customer Service Call Centers are responsible for handling both external and internal customer calls. The Manager is responsible for ensuring that all Customer Service representatives for all divisions are properly trained and have proper telephone equipment. Clerk Brown mandated that all calls to the Clerk’s Office be answered and handled in a uniform, professional and consistent manner. To ensure that each division is handling call-in customers properly, the Clerk has initiated Customer Service Telephone Answering Training. For the outlying districts, training is tailored to meet the specific needs of the community.

Customer Service Telephone Answering Training provides lessons on professional techniques on answering the phone, how to properly transfer a call, how to respond to an irrational customer, and correct responses to use when conversing with the customer. Training is being conducted in the Daley Center and the suburban districts. It is mandatory that all customer
service representatives participate in the Customer Service Telephone Answering Training.

Additionally, equipment upgrades are being made to the Clerk’s Office telephone system. General Services has made office visits to determine the telecommunications needs of each division for providing professional customer service. Changes include replacing single-line phones with multi-line, multi-feature phones and in some cases headsets for hands-free convenience.

**Commendations**

There has been a significant increase in the “Letters of Commendation” received from customers about the good customer service provided by the Clerk’s Office employees since Clerk Brown took office. This is a direct result of her continuous campaign to shift the paradigm of thinking of how Clerk’s Office employees should treat those using the court system.

A prime example is a letter received in March 2003, from an attorney who said he had been practicing in the court system for 50 years. In reference to the work performance of one of Clerk Brown’s Court Clerks, the attorney wrote: “Never, in my 50 years of active practice, involving almost daily trips to the Court House, have I ever experienced anyone who not only had the tenacious willingness to assist me, but also the intelligence and fortitude to complete a difficult task.”

A customer service corner was established in the biweekly newsletter, *The Workplace Journal*, for the Clerk’s Office. Quotes from some of the letters of commendation and a list of the employees receiving letters is presented in this column. This serves to boost the morale of the employees whose names appear.
The same attorney who had been practicing for over 45 years and complimented Clerk Brown on the improvements in customer service in the Clerk’s Office only six months after she took office, sent her another letter in April 2003, two and one-half years later. **This time the attorney stated that Clerk Brown’s administration has made the Clerk’s Office a role model which all other government departments should strive to emulate.**
December 2000 to 2001

Forty-five days after taking office, Clerk Brown was challenged with relocating the Clerk’s Office portion of Traffic Court from 321 North LaSalle to the Daley Center. Clerk Brown appointed one of her newly hired employees as the project manager after determining that there was no single project manager or a formal plan for the Traffic Court move. She required both the Traffic Court and the Management Information System departments to develop separate plans, then merged them into the final overall plan for the move. Clerk Brown worked directly with the computer vendor to ensure that the new computers would arrive in time to install and test, before the opening date.

Traffic Court successfully opened on January 16, 2001. The Clerk's Office provided staff as Traffic Court customer service representatives for a limited time to direct customers to the correct locations. **The Traffic Court move was such a success that the County cancelled its plans to build a new $210 million Traffic Court building.**

Clerk Brown honored one of her Traffic Court employees, Mrs. Luella Young, who actually has worked at all three Traffic Court locations since starting at the Clerk's Office in 1951, (Navy Pier, 321 North LaSalle, and now the Daley Center).

**Clerk Brown established a Transition and Strategic Planning Committee** which held its first meeting on January 30, 2001. The Committee was named Transition and Strategic Planning, instead of just the Transition Committee because not only did the Clerk want the Committee to determine the state of the Clerk’s Office, but to also make recommendations as to how to improve the Office. The committee co-chairs represented an impressive and diverse group of public servants: the Honorable Joanne Alter, former CTA Chair Clark Burrus, the Honorable Judge Abner Mikva, and the Honorable Judge Odas Nicholson.

The Committee consisted of 16 Subcommittees with over 150 members. The final report, which was issued on November 14, 2001, was titled, "The 21st Century Clerk’s Office: A Blue Print for Change." The report included over 350 findings and recommendations for improving information systems, customer service, employee development and training, and
OPERATIONAL EFFICIENCY

Hiring of Professional Management Staff and Reorganization

Clerk Brown re-activated the position of Chief Information Officer (CIO), and filled it with an information system professional, with a Master of Business Administration degree from the University of Chicago, and with extensive private sector experience including a long stint with BP Amoco. The Clerk realized that the information technology area of the Clerk's Office was very critical for bringing the Office into the 21st Century and saw the need for quality leadership.

The new CIO began to upgrade the systems in the Office. In November and early December 2001, the CIO completely upgraded two of the suburban district offices, putting a computer on every desk, networking all of the computers to a client server, with up-to-date software, which is preferable and more efficient than mainframe technology. The staff at the two locations no longer had to use the green screen "dumb terminals," but PC's or thin client computers. The Clerk revealed her plan for every staff person to have email to enhance the communications of the Office. This was the beginning of the fulfillment of a campaign promise.

Records Management

The Clerk's Office is the official keeper of court records but the Office did not
have an individual with the overall responsibility for every aspect of records management: filing, storing, retrieving, archiving, and disposing of files. **Clerk Brown created the position of Associate Clerk for Records Management and filled it with a records management professional** from National Opinion Research Center (NORC).

The new Associate Clerk for Records Management determined that the Record Center would be out of space in two years. The court system produces 12,000 linear feet of records each year, and it was determined that there was only space for 2001 and 2002. The Clerk sent a letter to the County Board informing them of these dire circumstances.

The new Associate Clerk for Records Management recommended that the Clerk's Office purchase some records management software. This software would provide for the indexing and classifying of files, for proper filing, storing, retrieving, archiving, and disposing of files and the setting of retention schedules. This was in-line with one of Clerk Brown's campaign promises as well. **In November 2001, the County Board approved the purchase of this software.** This software also has a feature for imaging of court records. Once the Record Center is wired to the Wide Area Network in 2003, the new software will be implemented.

**Suburban Districts**

The suburban districts handle all of the various types of court cases. In the previous administration, suburban Chief Deputy Clerks had to report to all of the Associate Clerks heading the various Bureaus (Criminal, Traffic, Civil, Family Law, and County). Therefore, there were no clear reporting responsibilities, accountability, or uniformity of operations. **Clerk Brown created the position of Associate Clerk for Suburban Operations to establish clear lines of authority and responsibility for suburban districts.** Clerk Brown hired an experienced attorney for the position.

**Criminal Branch Courts**

There are seven branches throughout the City of Chicago and there was no uniformity in operations or accountability. **Clerk Brown determined that there was a need for a General Manager position for the First Municipal District criminal branch courts.** Clerk Brown promoted one of the more experienced branch managers to this position. This was in-line with the Clerk's promise to also promote from within the Clerk's Office.
Finance Bureau

Clerk Brown created the position of Chief Financial Officer, and hired a Certified Public Accountant to fill the position. The Chief Financial Officer was given responsibility for the four financial related departments of the Office, and the new organization was named the Finance Bureau. The Bureau consist of: Payroll (moved from reporting to Human Resources due to a lack of proper internal controls, which could have led to ghost payrollers), Accounting, Budget, and Purchasing. The reorganization was designed to operate the financial areas more efficiently, and permit the areas to share human and other resources easily.

Clerk Brown created the position of Inspector General. The Investigations and the Audit Departments will both report to the Inspector General. This is an improvement in the reporting structure for the Audit Department, which previously reported to the Associate Clerk for Operations, a conflict of interest.

Clerk Brown added to the focus of the Audit Department. Previously the Audit Department was only focusing on auditing case files and field auditing of financial receipts. Clerk Brown added Operational Audit so that the Department could assess the operational efficiency of various departments and make recommendations for improvements. In 2001, the Audit Department conducted 64 case file audits for the major bureaus, including Civil, County, Criminal, Family Law, Suburban Operations, and Traffic.

Executive Directives

Clerk Brown initiated the concept of the “Clerk’s Executive Directives” in 2001, to clear up statutory ambiguities and mandate system-wide procedures.

2001 Clerk’s Executive Directives

- **Executive Directive No. 01-01** mandates the collection of multiple defendant filing fees under Cook County Circuit Court Rule 1.3.

- **Executive Directive No. 01-02** confirms the sufficiency of a judge’s facsimile signature for emergency orders of protection pursuant to paragraph B of Cook County Circuit Court General Order No. 23.

- **Executive Directive No. 01-03** interprets Public Act 92-431 and other statutes applicable to the Traffic Bureau. Tickets written on January 1, 2002, and thereafter, are subject to the amendments of P.A. 92-431. The $5.00 Spinal Cord Fee under 705 ILCS 105/27.6(b-1) and 730 ILCS 5/5-9-1(c-7) is an automatic, non-waivable fee. The $150.00 DUI Analysis Fee under 730 ILCS 5/5-9-1.9 should be collected in Traffic cases as ordered by the court. In accordance with the November 22, 1996 Cook County Ordinance Establishing a Court Services Fee, the court services fee for violations of 625.ILCS 5/1-601.5 is $5.00.
Commencing of Other Administrative Improvements
Clerk Brown began many initiatives to be completed in future years, including:
1) Writing an Administrative Procedures Manual for the Clerk's Office;
2) Writing a Policies and Procedures manual for each division, district, and department of the Clerk's Office; and
3) Completing a records inventory for the entire Office.

2002 to June 2003
Case Flow Initiatives
Domestic Relation's audited its shelved files for the years 1998-2002, as directed by Clerk Brown. The paper flow was modified and expedited by instituting time limits on the delivery of court orders. Case file security was improved in the division through the implementation of new procedures and the use of locked file cabinets in courtrooms.

The Clerk’s Office created a program where the Criminal Department provided statistical information to the Mental Health Offenders Project Committee that resulted in the establishment of dedicated court calls, which offered treatment alternatives to offenders who qualify under this new program.

Clerk Brown created internal Computer System Users Groups for the various divisions, districts or departments, to identify and resolve issues that affect the Clerk’s Office systems. The Clerk’s Office County Division designed and implemented a Tax Objection database of specific case management details to improve operational efficiency by providing reports for Judges and Attorneys who handle Tax Objections. After the Court Clerks update the database with PIN numbers, the cases can be located by the Objector’s Name, the PIN number, the Attorney's Name or the Case Number. This is an improvement over the previous manual mode that required case numbers to locate the requested information.

In addition to enhanced productivity and customer service, the establishment of this expanded database will permit the Clerk’s Office to upload the information to the new Integrated Case Management System to be purchased for the County Division in 2003.

The Clerk’s Office has automated many of the facets of the various divisions, and the senior staff continuously reviews operations to ensure that the Office is maximizing productivity while minimizing paper flow and eliminating redundant processing.

The Clerk’s Office created the motion spindle transaction for the Law Division to automate the process for scheduling a motion hearing because of the growing number of Law Division Calendars, to eliminate errors and permit real time adjustments to Calendar scheduling. This transaction requires that the operator enter the case number, calendar, attorney code number, plaintiff/defendant and the call date requested. After processing, the operator then verifies the litigant names that are displayed and confirms the entry. The system then assigns the motion time and sequence number and prints a receipt for the customer and the judge. The production of the receipt has completely eliminated any claim that our office scheduled a hearing for the incorrect date.
Case File Security and Control
Clerk Brown’s new file control measures and policy for public requests to view official court records maintained in hard copy format, was implemented April 1, 2002. Requests to inspect public records are now made using a File Request Form. Requesters submit valid photograph identification cards in exchange for court records. Clerk Brown also 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 maintained by the Clerk of the Circuit Court.

The Law Division instituted a case jacket control transaction that records file movement and maintains an historical record of the date the file was removed, date returned, requester, attorney code number, room number and telephone number.

In January 2003, in an effort to identify the location of all case files, Clerk Brown initiated an active case file inventory of the last five years of files for all divisions and districts. As a result of this inventory, there is more accountability for case files.

On June 2, 2003, Clerk Brown required all departments, divisions, and districts to participate in a work-in-process inventory. Inventories were taken of the work-in process on, around, and in desks, as well as in file cabinets. This inventory was done to determine the status of work being performed throughout the office to ensure that work is being performed in a timely and efficient manner.

Policies, Methods and Procedures Manuals
The final drafts of the Policies, Methods, and Procedures (PMP) Manuals for all divisions, districts and departments were completed in May 2003. The manuals describe in detail the policies, methods, and procedures followed to perform every function within the Clerk’s Office. These PMP manuals will be used to ensure that staff members are performing their jobs effectively and efficiently, as well as for training new personnel. The manuals are scheduled for distribution in 2003.

Administrative Procedures Manuals
Progress has been made on the Administrative Procedures (AP) Manual as well. The AP Manual initiated by Clerk Brown will document procedures related to all of the administrative functions of the Clerk’s Office: Human Resources, Payroll and Purchasing. This manual will provide employees with timely information concerning all administrative procedures. Clerk Brown plans to also put this information on the Clerk’s Office Intranet planned for 2004. The AP Manual will be completed by December 2003.
Executive Directives
Twelve “Clerk’s Executive Directives” were published in 2002 and three in 2003 to properly communicate specific directives to employees.

2002 and 2003 Clerk’s Executive Directives

• Executive Directive No. 02-01 Notified all employees that goods or services should be purchased using the appropriate Cook County Purchasing procedures.

• Executive Directive No. 02-02 Clarified that filing fees on motions to vacate final judgments under 705 ILCS 105/27.2(g) are to be assessed on a case’s original ad damnum, not on the judgment amount.

• Executive Directive No. 02-03 Elucidated the filing fees assessed by the Clerk’s Office for motions to Vacate, Modify or Reconsider.

• Executive Directive No. 02-04 Reiterated that in accordance with Cook County Circuit Court Rule 1.3, after a petition for leave to intervene is granted, intervening parties pay the same appearance fees as defendants.

• Executive Directive No. 02-05 Was released in conjunction with the United States Postal Service’s increase in postage rates effective June 30, 2002. This Clerk Executive Directive outlined the new postage rates and emphasized the Clerk’s statutory mailing fees under Illinois Supreme Court Rule 284 ($2.00 plus postage), 705 ILCS 105/27.2a ($10.00 plus postage) and 705 ILCS 105/27.2 ($6.00 plus postage).

• Executive Directive 02-06 Reminded that the filing fees for initial garnishment affidavits, wage deduction affidavits, or citation petitions are based only on the balance owed on the judgment, not on the original judgment amount awarded.

• Executive Directive 02-07 Reminded staff that a Memorandum of Judgment must be certified prior to its filing with the Cook County Recorder of Deeds and the Clerk’s Office is required to assess and collect a certification fee.

• Executive Directive 02-08 The Clerk of the Circuit is required to collect a filing fee for appearance in all civil cases.

• Executive Directive 02-09 Implemented the use of Fee Exemption Cover Sheets by units of local government seeking filing fee exemptions authorized under Illinois law.

• Executive Directive No. 02-10 Implemented the procedures for rendering assistance to disabled persons in the preparation of court forms when at the Offices of the Clerk of the Circuit Court within Cook County, Illinois, effective September 1, 2002.

• Executive Directive 02-11 Announced that in response to the County Board Resolution increasing filing fees effective December 1, 2002, documents received for filing in the Office of the Clerk of the Circuit Court via United States Postal Service, or other mail carrier, postmarked on or before November 30, 2002, will be assessed the old lower filing fees, if a filing
fee is required for processing. This directive also established verification procedures associated with the postmark date of mail items.

- **Executive Directive No. 02-12** Announced that in accordance with a Cook County Board Resolution adopted on September 5, 2002, the Clerk’s Office will accept a matricula consular issued by the Mexican Consulate to Mexican nationals as a proper form of identification wherever our operational procedures mandate that customers present a form of identification.

- **Executive Directive 03-01** Announced that in response to the County Board Resolution reducing the fees associated with expungement petitions and requests for certified copies of expungement orders effective February 1, 2003, documents received for filing in the Office of the Clerk of the Circuit Court via United States Postal Service, or other mail carrier, postmarked on or before January 31, 2003, will be assessed the old higher filing fees, if a filing fee is required for processing. This directive also established verification procedures associated with the postmark date of mail items.

- **Executive Directive No. 03-02** Advised that no court records are to be taken from the premises of the Office of the Clerk of the Circuit Court of Cook County by any employee of the Clerk’s Office at any time, unless authorized.

- **Executive Directive 03-03** Reminded employees that they are prohibited from the acceptance of personal payments from customers for services performed by the Offices of the Clerk of the Circuit Court of Cook County.
In accordance with her campaign promise, Clerk Brown has hired a diverse senior staff (see senior staff photo on pages 66 and 67).

December 2000 to 2001

Clerk Brown communicated her vision for the office and gained an understanding of the training issues of the employees at the business meetings held with all 2,300 employees in the various division, districts, and department locations at the beginning of her term. She also held meetings with the middle managers in additions to the bi-weekly meetings that she has with the senior staff. Clerk Brown provided the middle managers with insight as to how she wanted them to interact with, train, and direct their employees.

To address the lack of formalized training of employees discovered during the business meetings, Clerk Brown hired a consultant to develop a Training Plan for the Office. In keeping with her diversity plan, this consulting contract was 100% minority female, thus enabling Clerk Brown to provide an average of 50% of contracts to both majority and minority professional service firms in her first year.

The Clerk’s Office Training Plan outlined the types of training and development services needed, and the plan identified the strategies and methods that should be followed in order to meet the desired outcomes and other related goals and objectives.

In order to address the large number of outstanding grievances from the prior administration, and to assist with labor relations for 2001, the Clerk hired two labor law firms. The Clerk also maintained her plan for diversity by hiring a majority and a minority firm to share in this contract at a percentage of 70% / 30% respectively.

In an effort to bring the management of the Clerk’s Office up-to-date on personnel laws, Clerk Brown hired a training firm in February 2001, to educate all management employees on federal and state personnel laws. This included training on how to handle sexual harassment, discrimination and other personnel related issues.
Employee Morale
Clerk Brown established an Employee/Management Morale Committee in February 2001, to address the low employee morale problems found when she took office. The Committee issued its final report in June 2001. A reception was held and all members received certificates for their contributions. Clerk Brown implemented many of the suggestions of the Committee, such as promoting to management from the union ranks, promoting employees from within, and promoting part-time employees to full time. This was the fulfillment of a campaign promise.

A biweekly employee newsletter, The Workplace Journal, was started in February 2001, to better communicate with employees. The newsletter has become a valuable tool used to inform employees of current events, bidding announcements, office activities, job anniversaries and other milestones, which also helps with employee morale.

Clerk Brown sponsored an EMPLOYEE’S FAMILY DAY at the Field Museum in June 2001. This was a FREE morale booster day for employees to enjoy with their families.

Disciplinary Committee
Clerk Brown established an Employee/Management Disciplinary Committee in June 2001 to review the Clerk’s Office disciplinary policies. Clerk Brown has implemented some changes to the policies with agreement with the union, and plans to completely revamp the policies. This was the fulfillment of a campaign promise.

Records Management
Clerk Brown enrolled the staff responsible for records management into a class offered by Harold Washington College and the Association of Records Managers and Administrators (ARMA). She also made sure that each of these employees joined the Association. This is an effort to better train staff to properly handle records management for the Clerk’s Office.

Human Rights
On September 25, 2001, Clerk Brown signed the Human Rights Executive Order for the Clerk’s Office at a press conference in her Office. Research provided by the State’s Attorney’s Office confirmed that the Human Rights Ordinance of Cook County did not apply to the Clerk’s Office because the Clerk is a non-judicial state constitutional officer. Therefore, Clerk Brown signed a Human Rights Executive Order banning discrimination of any kind in the Clerk’s Office, vowing that there would be equal opportunities for all.
EMPLOYEE RECOGNITION

Clerk Brown established several events to build employee morale through gestures of appreciation & recognition. Certificates were awarded to retirees during celebrations in their honor. The Clerk initiated the “Exemplary Employee of the Year Award in 2002,” an awards program to recognize outstanding employees in the different divisions and bureaus throughout the Clerk’s Office. The first Employee Awards were presented on January 17, 2003, at a special program held at Plumber’s Hall.

2002 to June 2003

The Training & Development Department provided more than 27,000 hours of training for Clerk’s Office employees. Foremost was the training of employees in the use of computers to help bring employee skills into the 21st Century. Employees were trained in basic keyboarding and Microsoft Windows, Access, Excel, Word and Powerpoint. Other training programs included the “Basic Keys to Success,” the “Customer Service in the Courts” and the “Financial Literacy” programs.

Personnel Services developed and expanded its processes to improve the hiring system; and delivered 30 sessions, in nine areas, of voluntary training regarding the secondary and tertiary bid process. Additionally, Personnel Services coordinated the creation of job descriptions for all union positions. In 2002, the Department initiated an internship program with the Best Practices High School of the Chicago Public Schools system.
The Domestic Relations Division developed the Domestic Violence in the Workplace training module for the Clerk’s Office, and trained Clerks in Domestic Violence Pro Se Assistance.

Clerk Brown has involved all the divisions, districts and departments in developing employee skills in public service, management skills and technical leadership training. Specifically, many employees attended the comprehensive trainings on personal computers; and there was an increase in the number of Court Clerks who cross-trained employees to work in the courtroom. Many employees have also received training in public communication and cross-training to cover all functions.

In preparation for the new automated case management system, 36 employees of the County Division were trained on computers to develop browser based skills before the system is put in place. The County Division is the only division which uses manual case management procedures. Clerk Brown plans to install an up-to-date case management software as opposed to cloning the 1980s software currently being used in the other court operation divisions.

Clerk Brown continued to stress the importance of cross-training employees equitably to give employees the skills needed to be promoted and to expand the number of staff available to perform different jobs.

Brown Bag Luncheon Series
Clerk Brown created the Brown Bag Luncheon Series in 2002. This is a program held during the lunch hour and employees attend on a voluntary basis. During this time employees listen to speakers, tapes or view videos on various subject matter. Video tapes, such as Les Brown’s “It’s Not Over Until You Win” and Basic Keys to Success were shown. In addition, Harris Trust and Savings Bank put on a seminar on “Financial Literacy,” teaching employees how to manage their finances.

Clerk Brown (fourth from left) and Betty Griffin, Assistant Vice President of Harris Chicago Community Bank, (fourth from right) are flanked by Clerk’s Office employees who attended a Financial Literacy seminar, which was part of Clerk Brown’s Brown Bag Luncheon Series.
City Colleges Partnership

Clerk Brown formed a partnership with City Colleges of Chicago (CCC) to produce an employee training program. The program consists of a series of workshops that will be held at various City College locations.

The Clerk’s Office’s contract for employee training with City Colleges is one of the largest training contracts, for a single office, to be approved by the Cook County Board. It covers four training workshops and provides 7,300 training opportunities.

The training contract is a component of Clerk Brown’s initiative to provide training and development to all 2,300 employees. Furthermore, it serves to help fulfill her initiative to develop strategic partnerships with other Chicago agencies.

The topics for four of the workshops are: "Time and Stress Management," "Leadership Development," "Respect in the Workplace" and "Workplace Foreign Language Training." The first "Leadership Development" workshop for managers was held at Harold Washington College on June 3 and 4, 2003.

Bi-Annual Meetings

Clerk Brown has commenced bi-annual meetings with all divisions, districts and departments. These are follow-up meetings to inform all 2,300 employees as to the status of the Clerk’s Office and to listen to any questions or concerns of employees. These meetings were started in April 2003, and will be held though July 2003. These meetings are great for employee morale.

Personnel Laws

In May 2003, Clerk Brown sponsored another management training program on federal and state personnel laws. The training was sponsored to bring new management employees and others who did not receive the training previously, up-to-date on personnel laws as well.

On June 7, 2003, Clerk Brown sponsored another Employee Family Day at the Field Museum of Natural History. This day was enjoyed by many families.
Employees Family Day at the Field Museum of Natural History
December 2000 to 2001

Clerk Brown created the position of Chief Financial Officer to have responsibility for the four financial related aspects of the Office: Payroll (moved from Human Resources by Clerk Brown due to a lack of proper internal control over the potential for ghost payrollers), Accounting, Budget, and Purchasing. The reorganization was designed to ensure the operation of the financial areas more efficiently, and permit the areas to share resources easily.

Pay-out of Past Due Fees to Townships

Traffic fees dating back to December 1999 were calculated and paid out to townships in July 2001. Clerk Brown worked with township highway commissioners to develop a reasonable method of allocating the fees. Her actions helped to avert a potential lawsuit from the township highway commissioners. The Clerk's Office continues to work on the development of a system of actual allocation. (The new Integrated Cashiering and Security System should be the solution).

Fines and Fees Task Force

After receiving reports that many fines and fees may not be collected, Clerk Brown established a Fines and Fees Task Force to study the issue and to come up with a plan of action. The Task Force discovered that many fines had gone unpaid, and developed a mechanism for notifying defendants concerning unpaid fines and/or fees. The Task Force recommended that if payments were not received, then the State's Attorney should be notified for further collections, including a judgment and a possible lien on property. The Clerk's Office mailed notices to all unpaid parties for 2001.

Budget

The first budget devised by Clerk Brown's administration was presented to the County Board on November 16, 2001. Clerk Brown presented a budget that demonstrated the serious need for additional funding in the Clerk's Office. She informed the County Board
that she inherited an office that was severely understaffed, had fewer staff now than in 1989, had staff with low salaries and a need for revitalization and direction, and had woefully out-of-date equipment and processes.

Clerk Brown gave the County Board a clear and accurate assessment of the financial needs of the office, even though she was aware that the funding probably would not be forthcoming due to current economic conditions. However, she felt it prudent to present the entire picture. Therefore, Clerk Brown presented a proposed FY 2002 budget that was $8.7 million more than the FY 2001 budget; an increase of 8.6%. The proposed increase was comparable to first year increases previously requested by other elected county officials in the first year of office. Clerk Brown was the only elected Cook County official, in his or her first term, presenting a budget.

2002 to June 2003

Directives to Improve Financial Accountability

For Fiscal Years 2002 and 2003, the Comptroller’s Office of the Finance Bureau has implemented numerous directives to improve financial accountability under Clerk Brown’s leadership:

Fiscal Year 2002

- All safes and vaults have been re-equipped with new combinations and locks to alleviate risk and loss potential.
- Policies and Procedures for Field Auditing/Quality Control have been standardized.
- Division Compliance Reporting for Bail Bond Processing, NSF Checks and Field Auditing/Quality Control has been implemented.
- Bail Bond Processing through the implementation of the Clerk’s Bail Bond Task Force recommendations has been improved.
- An unqualified opinion for the FY2001 single independent audit was received from external auditors.
- Audit findings implemented, led to a 64% reduction from the prior fiscal year’s audit findings.
- A partnership was formed with the Cook County Auditor to help improve internal controls, systemize financial policies and procedures and conduct financial audits throughout the Clerk’s Office system.

Fiscal Year 2003

- New fees procedures and guidelines associated with the County Board Resolution increasing court-filing fees, effective December 1, 2002 were implemented. This initiative improved compliance within the Clerk’s Office with the assessment and collection of statutory fines and fees.
- The Bond Room located at 26th and California has been equipped with new state-of-the-art currency counters to lessen risk associated with Bail Bond collections.
The Comptroller is working with the Clerk, the Chief Financial Officer and the Chief Deputy Clerk for Labor Relations to amend the Financial Discrepancy Policy to ensure accountability among the Clerk’s Office employees in processing financial transactions.

The Comptroller and Chief Financial Officer will commence a telecheck pilot program to provide pre-authorization check acceptance in order to mitigate risk and reduce the amount of NSF checks.

The Comptroller’s Office mailed hundreds of postcards to defendants owing uncollected fines, fees, costs and penalties and thus far has reduced the receivables balance through initiatives and directives implemented by the Fines and Fees Task Force.

An unqualified opinion for the fiscal year 2002 single independent audit was received from external auditors.

Additional financial directives were implemented that lead to a reduction in the amount of audit findings over a five-year period from 30 findings in 1998 to 6 findings in 2003.

Additional currency counters were installed at various districts and divisions. These 17 counters will improve fines and fees processing and operational efficiency, to reduce the chance of the Clerk’s Office accepting counterfeit currency.

The Comptroller’s Office has assisted the Chief Financial Officer and the Clerk’s Office Intergovernmental Affairs Office in proposing legislation to improve fines, fees, costs and penalties collections as well as improve customer service by offering additional methods for payment of court ordered and statutory fines, fees, costs and penalties.

**Integrated Cashiering**

In April 2003, the Cook County Board gave the greenlight, by approving an unprecedented $5 million contract, for the Clerk’s Office to implement a new Integrated Cashiering & Security System (ICSS). The Clerk’s Office is responsible for an enormous volume of fees and fines and the need for an improved cashiering and security system is acute.

The firm selected to implement the new system is Deloitte and Touche, a very reputable Certified Public Accounting firm using the cashiering software Revenue Collector.

With the new system in place, the general public will benefit from expedited service at the Clerk’s Office cash registers, as transactions will be made easier and lines will move more quickly. Timely accounting for transactions in the accounting system and updating of court records, improved reconciliation procedures and better security will be benefits of the new system.

**National Court Collections Symposium**

In June 2002, the Chief Financial Officer and an Assistant Comptroller attended the National Court Collections Symposium held in Dallas Texas.

The Symposium’s purpose was to:

- Identify cases related to the nationally low (40%) collections rate applicable to court ordered fines, fees, costs, and penalties, specifically related to traffic and criminal cases.
- Review the fundamental processes involved in various collection procedures currently used in various counties throughout the United States.
Identify best practices based upon proven methodologies and procedures implemented by government agencies and the private sector. 

Demonstrate how to design and implement a collections pilot to reduce the local and consequently national receivable balance in outstanding fines, fees and costs obligations. 

Demonstrate how to design and implement a process to evaluate the proposed collection pilot. 

Modify the collections program as needed. 

Create a national network for sharing successful collections techniques. 

Revenue Plus Seminar

In March 2003, Clerk Brown, the Chief Financial Officer, the Comptroller and an Assistant Comptroller attended a seminar on Revenue Plus, a collection software program that has been successful in the collection of court ordered fines, fees, costs and penalties. The seminar’s presentation included an overview of the advancements made in Winnebago County, Illinois, using the Revenue Plus software. (The Chief Financial Officer, the Comptroller, and an Assistant Comptroller later visited Winnebago County’s Financial Compliance Unit to observe its operations).

Seminar attendees were also given an overview of an Illinois State Treasurer’s Office program, Illinois E-Pay that can provide the Clerk’s Office customers with additional payment options. 

Fees/Fines

Clerk Brown developed uniform best practices and internal procedures for collection of court-levied fees, fines, and costs in four areas based on the recommendations of the Fines and Fees Task Force created in 2001: 1. Attorney NSF checks; 2. Prospective collection of delinquent fees, fines, and costs in criminal cases; 3. Retroactive collection of delinquent fees, fines, and costs in criminal cases; and 4. Retroactive collection of delinquent statutory fees in Domestic Relation cases. 

The Clerk’s Office received an opinion from the Office of the Cook County State’s Attorney endorsing the proposed collection procedures. In addition, the Clerk’s Office proposed legislation for the assessment of penalties for delinquent payment of fees, fines, and costs. Following is a discussion of the major action taken by the Fines and Fees task Force:

1. Attorney NSFs: Developed a series of notice letters to the attorneys.

2. Prospective Collection: Developed a Uniform Fee, Fine, and Cost Order Form, approved by the judiciary, for assessments of fees, fines, costs, and penalties in criminal cases. Developed a series of notices to defendants containing statutory penalties that ultimately may result in the filing of liens against defendants’ properties for unpaid fees, fines, and costs. Met with
Criminal Division's Presiding Judge to discuss implementation of the uniform order, assessment of Motion to Vacate fees, and continuances for payment. Proposed legislation to allow income tax refund intercepts on uncollected court-levied fines, fees, costs, and penalties. Evaluating the potential for the judiciary to enter general and/or special administrative orders to require mandatory deduction of unpaid court-levied fines, fees, costs, and penalties from bail bonds deposited with Clerk's Office, before refunding bond to defendant, surety of attorney of record. Proposing amendment to the bail (bond) statute (725 ILCS 5/110, et. seq.) to require mandatory deduction of unpaid court-levied fines, fees, costs and penalties before refunding to defendant, surety or attorney of record. Evaluating other media for accepting payment for court-levied fees, fines, costs, and penalties (i.e. Illinois E-pay, etc.). Financial Compliance Unit established to specialize solely in the collection of unpaid court-levied fines, fees, costs, and penalties.

3. Retroactive Collection-Criminal Cases: Continue to evaluate the collection results of other counties, and revenue collection companies. Began to identify cases for which payments were made, yet not reflected on the Clerk's electronic docket, and thereby reduced the receivables balance. Began to audit existing balances of uncollected court-levied fines, fees, costs, and penalties to ensure that the fine assessed is truly delinquent.

4. Retroactive Collection-Domestic Relations Cases: Identified certain pleadings for motions, appearances, and counter-petitions within the Domestic Relations Division that were not being assessed a fee. Letters issued to attorneys of record and/or self-represented litigants to compel collection of fees for pleadings authorized by statute. Over 50% of the uncollected Domestic Relations fees were recovered. Will evaluate feasibility of forwarding unpaid items to State's Attorney for collection enforcement.
Financial Compliance Unit

The Fines and Fees Task Force established in 2001 to identify and propose resolutions to weaknesses in the collection of court-levied fees, fines and costs due to the Clerk’s Office recommended the establishment of a Financial Compliance Unit.

**A Financial Compliance Unit was created and a Manager was hired to implement best practices and recommendations identified by the Fines and Fees Task Force to improve collections.** The Financial Compliance Unit was formed to recover collections in the areas of NSF checks, and prospective and past due fees and fines in criminal and civil cases.

The Financial Compliance Unit will work with the Cook County State’s Attorney and the Cook County Recorder of Deeds to enforce collections.
December 2000 to 2001

Meetings with Various Clerks and Court Administrators
To open up lines of communication and to gain more knowledge to assist her in operating the Clerk’s Office, during her first 120 days in office, Clerk Brown observed the operations of various Clerks of Court, and met with administrators in other legal administrative offices: 1) Clerk Collins T. Fitzpatrick, U.S. Court of Appeals for the Seventh Circuit; 2) Clerk Michael Dobbins, U.S. District Court, Northern District of Illinois; 3) Clerk Joel A. Kagann, Du Page County (second largest in Illinois); 4) Kenneth Jablonski, Illinois Attorney Registration and Disciplinary Commissions; and 5) Joseph A. Schillaci and David Hitchcock from the Administrative Offices of Illinois Courts.

Meetings with Bar/Accounting Associations; and Assignment of Liaisons to Bar Associations
Clerk Brown, being both an attorney and a certified public accountant, met with several bar and accounting associations during the year: Chicago Bar Association’s Circuit Court and Civil Practice Committees; Cook County Bar Association; West Suburban Bar Association, the North Suburban Bar Association, Illinois CPA Society Women’s Breakfast, and the Filipino American CPA’s. Employees were assigned as liaisons to various committees of the Chicago Bar Association, the Cook County Bar Association, and to several sections of the Illinois State Bar Association.

Meetings with Community Groups
To better educate the community about Clerk’s Office functions, Clerk Brown made presentations to various community groups. Clerk Brown presented to the Southside, Westside, and South Suburban Ministers associations. Clerk Brown participated in a Father’s Day conference sponsored by the Honorable Congressman Danny Davis and discussed criminal records expungements; and she participated in a summit geared toward addressing the gang violence in the African-American community. In addition, Clerk Brown spoke to the Chesterfield Community Senior Citizen Computer Commencement, and the Chatham Chamber of Commerce. She also participated on a panel concerning minority women in politics at Harold Washington College, and spoke to the National Association of Negro Women.

Clerk Brown attests that the Clerk’s Office should be inclusive. Community Outreach efforts have been designed to help demystify the Clerk’s Office. At the same time, dialogue with various groups is sought as the Clerk maintains a stance of accessibility and cooperation with diverse communities.
Attended Industry Conferences

Unity Day
On September 21, 2001, Clerk Brown and the entire staff of the Clerk's Office celebrated Unity Day. The various ethnic groups represented in the Clerk's Office designed presentations of food, dance, culture, and history.

Domestic Violence Awareness Efforts
In addition to the regular speaker's bureau for the Clerk's Office, in 2001, Clerk Brown co-hosted a Domestic Violence Forum with the Church of God in Christ. In addition Clerk Brown sponsored four (4) youth groups that performed skits about teen domestic violence at the National Black Expo.

Clerk Brown’s Kaleidoscope Project in the Domestic Violence Department, is a special outreach program for teens about dating violence. Over 11,500 teens were served by the program in Kaleidoscope in 2001 and 2002.

Clerk Brown testified before the Governor's Commission on the Status of Women concerning the services provided by the Clerk's Office Domestic Violence program, (orders of protection preparation assistance, speaker's bureau, information on available domestic violence programs in the county, etc.). The Clerk discussed the need for programs specifically geared toward teen victims and abusers; and the need for legislation that clarified which courts should process orders of protections where a juvenile is the victim or abuser, (juvenile, child protection, or adult court).

Legislative
Clerk Brown created the position of Intergovernmental Affairs Officer to handle legislative affairs and to interact with other governmental agencies.

Clerk Brown hired two firms to lobby specifically for the Clerk's Office. She was able to fulfill her diversity promise by having a minority/majority percentage split of 50% each. The general contractor on this contract was actually a minority female.
Clerk Brown visited legislators in Springfield several times to discuss issues related to the Clerk’s Office. She discussed the need to continue state grant funding for the Clerk’s Office Child Support Department at the same level, to ensure continuity of service while the State Disbursement Unit is being revamped. Her visit also stressed the need for a fee bill proposed by the Cook County Board. Clerk Brown indicated that passage of the bill would provide the Circuit Court with much needed funding for efficient operations for the citizens.

The Child Support grant only received minor reductions, and the Cook County Board’s fee bill passed both the state Senate and House. The Governor signed it into law in February 2002.

Clerk Brown testified before the State of Illinois Child Support Task Force, and provided input concerning the current state of the Clerk’s Office Child Support Department. She also provided input on the future organization of the state Child Support Disbursement Unit.

Public Affairs
Clerk Brown hired a new Public Affairs Officer and a new Assistant Public Affairs Officer in May 2001. She also created the position of Community Affairs Director to better address the needs of the community.

The Clerk’s Office joined the Cable Access Network (CAN-TV) in the Fall of 2001, and produced a new series of call-in television shows, titled “Clerk of Court Live!”, which were scheduled to begin airing in January 2002.

2002 to June 2003

Meetings with Community Groups
The Clerk is committed to continuing her participation in various community events throughout Cook County. The Clerk or a Clerk’s Office representative attends community meetings, conferences, workshops and other events throughout Cook County. A few of the community programs in which the Clerk or a representative participated were:

- “Principal for a Day” at the Herzl Elementary School
- “Family Reading Night” at Maranatha Christian Academy
- “Praise Dance Competition” at Dunbar High School
- “Substance Abuse Outreach Ministry,” at Union Missionary Baptist Church
- “Women Leadership Symposium” at the University of Illinois at Chicago
- “Just Us Girls” with Girls Link of Cook County
- “Illinois Justice at Stake Campaign” at John Marshall Law School
- “National Adoption Day” with the Chicago Bar Association
- “Job Training Program” with the Strategic Corporate Alliance
- “Teen Dating Violence” at Elmwood and Austin Park High Schools
- “Secret Santa Initiative” at Milton Brunson Math & Science Specialty School

Clerk Brown serves as “Principal for a Day” for the children of Herzl Elementary School.
**CAN-TV**
The Clerk’s Office aired its series of call-in television shows, titled “Clerk of Court Live!” on the Cable Access Network (CAN-TV). The series premiered in January 2002 and continued through March 2002. The Clerk’s Office showcased another series from January 2003 to March 2003. The series serves as a tool to help educate the public about the functions and services available through the Clerk’s Office.

**Brochures**
As a service to the community, Clerk Brown 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.

- **A Descriptive Guide** - gives an overview of all the divisions of the Clerk’s Office, including departmental information, addresses and telephone numbers.
- **The ABC’s of Teen Dating Violence** - advises teens about ways they may avoid dating violence, and what to do if they are victimized.
- **Domestic Violence Guidelines For Help** - offers comprehensive information for those seeking guidance about Domestic Violence, including help hotlines and instructions on attaining an Order of Protection.
- **How About Child Support?** - provides help on how and where to get child support.
- **Child Support Program** - describes the Clerk’s Office role in Child Support Enforcement, guides readers through the Child Support Division and answers frequently asked questions.
- **Juvenile Justice Division: A Descriptive Guide** - describes the role of the Juvenile Justice Division, its specific regulations and a glossary of terms.
- **Archives** - describes the various types of archival case files available through the Clerk’s Office and how the public may attain them.

Detailed brochures with information on each division, expungements, Guardianship and Pro Se Litigants are in the process of development.

**Domestic Violence Unit’s Kaleidoscope Program**
In 2002-2003, the Domestic Violence Unit’s Kaleidoscope Program educated approximately 15,996 teens on dating violence. The program, which is open to teens attending any Cook County high school, or a member of any church or youth group, is meant to act as a guide for teens to understand the many facets of relationships during a critical time in their lives. Kaleidoscope encourages teens to share their own stories and define their own healthy relationships. Through a multi-media approach, Kaleidoscope encourages teens to discuss the impact popular music, videos, and adver-
Kaleidoscope encourages students to showcase their talent and determine the boundaries of a healthy relationship through a contest featuring video, music or script. The Chicago Board of Education recently approved the Kaleidoscope program as an alternative to the Chicago Public School’s service learning training.

**Court Tours**
In March 2003, Clerk Brown initiated “Clerk’s Office Tours” to orientate new and practicing attorneys to filing procedures in the Clerk’s Office. The tours are held once a quarter, the fourth Thursday of the third month, at the Daley Center. The tours are open to the public, attorneys, law students, elementary and high school groups. Community organizations and other interested parties are also encouraged to attend.

**Clerk’s Office Events**
In a continuing effort to honor and respect the diverse composition of all employees within the Clerk’s Office, and to promote an atmosphere of togetherness and tolerance, Clerk Brown provides times for celebrating and honoring the diverse cultures and heritages represented in the office as well as special days of significance.
- Asian-American Month
- Black History Month
- Blue Bow - Prevention of Child Abuse Month
- Italian-American Heritage Month
- Law Day
- Sabores Latino (Latin Flavors) - Celebration of Hispanic Heritage Month
- Take Your Daughters and Sons to Work Day
- Unity Day

**Expungements**
Clerk Brown was the primary advocate for the reversal of the scheduled expungement fee increase. Clerk Brown learned through participating in various community forums that many people that qualify for expungements have problems paying the fee. Therefore, when there was a Cook County Board Resolution to increase this and other fees, Clerk Brown worked with the County Board to have the fee increase reversed. This was in an effort to give the affected individuals a “second chance.”
ADVISORY COMMITTEES
In 2001, 2002 through June 2003, Clerk Brown inaugurated several Community Advisory Committees. Committee members keep the Clerk informed of issues pertinent to their respective communities and they offer suggestions, make recommendations and provide advice to better enable the Clerk to serve all the citizens of Cook County. Clerk Brown appoints chairs and co-chairs for each committee, who then facilitate the committee meetings.

A comprehensive list of the committees include:

2001
• Attorney Advisory Committee
• Labor Advisory Committee

2002
• Business Advisory Committee
• Italian-American Advisory Committee
• Pro Se Litigants Advisory Committee
• Religious Advisory Committee
• Women’s Advisory Committee

2003
• Asian-American Advisory Committee
• Latino Advisory Committee
• Technology Advisory Committee
• Irish-American Advisory Committee
COMMUNITY INVOLVEMENT/PARADES
To show her support and concern for various ethnic and community groups, Clerk Brown participated in several parades throughout Cook County in 2001 and 2002 through June 2003.

A few of the parades in which she participated were:
- Bud Billiken Parade - African-American
- Chicago Memorial Day Parade
- Columbus Day Parade - Italian American
- Evanston Fourth of July Parade
- Gay Pride Parade - Lesbian, Bisexual, Gay & Transgender
- Indian Independence Parade
- Mexican Independence Day Parade (Downtown)
- Mexican Independence Day Parade (Southside)
- Pakistan Independence Day Parade
- Polish Constitution Day Parade
- Puerto Rican Day Parade
- St. Patrick’s Day Parade - Irish American
**Legislative**
The Clerk’s Office continued its legislative efforts in 2002 and 2003. Legislation needed to either amend or create a statute was submitted. All the legislation presented was necessary to assist the Clerk’s Office with its operations.

Clerk Brown held a reception in Springfield, Illinois, in April 2003 for the legislators and constitutional officers. She and her entire Senior Staff discussed the legislation submitted by the Clerk’s Office.

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**Clerk’s Office Legislation**

**2002**

- **Senate Bill 2074**
  Allows the Clerk to implement a 5% penalty after 30 days, 10% after 60 days, 15% after ninety days, and allows the Clerk to report to credit reporting agencies any delinquencies over 90 days with regard to the collection of outstanding fees/fines in criminal matters.
  **Status:** Passed - signed into law

- **House Bill 5715**
  Removes the $300 maximum on credit card use for the posting of cash bail bonds.
  **Status:** Did not pass; resubmitted in 2003

- **Senate Bill 1915**
  Allows the Clerk to collect the same fees on motions filed to reconsider final judgments as is collected on petition to vacate and/or modify final judgment.
  **Status:** Did not pass; resubmitted in 2003

- **Senate Bill 1974**
  Bail Bonds would not be returned to the offender until all court cost, clerk’s fees and all child support obligations have been satisfied.
  **Status:** Did not pass

**2003**

- **House Bill 3501**
  Prohibits the Clerk from charging a fee for amending, vacating or photocopying petition or orders of protection.
  Amends the domestic violence act of 1986.
  **Status:** Passed both houses

- **House Bill 3504**
  Provides that the courts may not order bail bonds deposited on behalf of a defendant in one case to be used to satisfy financial obligations of the same defendant in a different case until bail bond is first used to satisfy attorney fees, court cost and unpaid child support obligations. In the case in which the bail bonds has been deposited.
  **Status:** Passed both houses

- **Senate Bill 1127**
  Deletes the language setting a $300 cap on credit or debit payments for the cash deposits of bail bond fees that the clerk may accept.
  Provides the court an opportunity to add to any unpaid fees and costs a delinquency amount equal to 5% after 30 days, 10% after 60 days, and 15% after 90 days, on any fees that remain unpaid. After 90 days, the Clerk may also report the delinquency to a credit-reporting agency.
  Would allow the Clerk to charge a fee for petitions filed to reconsider the final judgments.
  **Status:** On postponed consideration. To be addressed in fall veto session.

- **Senate Bill 1126**
  The bill will allow the Clerk to collect delinquent child support annual fees through tax intercepts (state income tax)
  The bill also allows the Clerk to enter into agreements with the 3rd party facilitators, service providers, and/or fund guarantors
  **Status:** passed both houses

- **Senate Bill 1407**
  Permits the Clerk to accept credit card payments over the Internet for fines, penalties or cost in minor traffic and conservation offenses.
  Offenders would be entering a voluntary electronic plea of guilty.
  **Status:** Passed both houses
Clerk Brown determined that the citizens of Cook County would be best served if the various agencies that comprise and are integral to the County and State Criminal Justice systems readily shared information. She chaired Cook County’s Integrated Systems efforts and was a strong participant in Illinois’.

**Cook County**

In 2001 and 2002, Clerk Brown ushered in the formation of a Cook County Integrated Criminal Justice Information Systems Committee (CCICJISC), after she assessed specific goals and objectives of the Cook County Information Committee. She determined that the representatives from the various justice agencies that formed that committee would better serve the Cook County citizens by sharing information between departments through the formation of a Cook County Integrated Criminal Justice Information Systems Committee.

A Mission Statement was developed for the proposed committee. The Mission Statement states:

> The mission of the Cook County Integrated Criminal Justice Information Systems Committee is to improve the public safety and protect civil liberties of the citizens of Cook County by improving the effectiveness and efficiency of the Cook County criminal justice system; through providing judges, prosecutors, public defenders, law enforcement, policy makers, and other related agencies with accurate, timely and complete criminal history information.

Clerk Brown then obtained agreement on the need for the formation of the Cook County Integrated Justice Information System Committee and the proposed mission statement from each of the elected or appointed officials that were represented on the Cook County Information Committee: Superintendent Terry Hillard, Chicago Police Department; The Honorable Richard Devine, Cook County State’s Attorney; The Honorable Sheriff Michael Sheahan, Cook County Sheriff; The Honorable Chief Judge Timothy Evans, Rita Fry, Public Defender; Veronica Ballard, Probation Department; Cathy Maras, Cook County Chief Information Officer, and Candace Kane, Illinois Criminal Justice Information Authority.

Once all were in agreement, Clerk Brown presented the proposal to Cook County Board President John H. Stroger in March 2002. In light of the September 2001 terrorist attacks, President Stroger wholeheartedly agreed with the formation of the committee and sponsored a resolution which was passed by the County Board on April 23, 2002, formally establishing the CCICJISC and requiring that an Integrated Criminal Justice Information Systems Strategic Plan be submitted to
the County Board by May 1, 2003. He then appointed Clerk Brown as the Committee Chairman. Added to the Committee were: the Secretary of State of Illinois, the Illinois State Police, the Administrative Office of Illinois Courts, the Presidents of the Chiefs of Police Associations for the Suburban Districts. Administrative support for the committee were: Laura Lane Ferguson, Executive Clerk of Court Operations; Craig Wimberly, Chief Information Officer; Dennis McNamara, Associate Clerk Criminal Administrative Analyst; and Gerard Sciaraffa, Associate Clerk Criminal Bureau, all from the Clerk’s Office. Nicole Sims of the Clerk’s Office was the project manager.

2002 to June 2003

Clerk Brown followed a very disciplined approach to developing this high-level strategic plan, defining it as a major phase of a four-phased process towards realizing the goals of integrated criminal justice.

In addition to a Strategic Planning Committee (SPC), comprised of designees appointed by CCICJIS members, to oversee the development of
the plan, three core subcommittees were formed, staffed by functional representatives from a majority of local, county and state justice agencies, to perform analysis of current operational and technical deficiencies of the criminal justice enterprise. The subcommittees were: Operations Planning & Policy, Technical & Data Architecture and Funding Research & Proposals.

Over the course of several months, these subcommittees grappled with issues, concerns and opportunities facing decision-makers at every point along the criminal justice process from Incident/Investigation through Court Processes to Conviction and Incarceration. The Clerk’s directive to the SPC was to always keep in mind, “increased public safety, while protecting privacy, and the civil liberties of the citizens of Cook County.”

Key strategic issues were identified and prioritized; with a case made for each strategic issue, elucidating the impact the issue had on the overarching goals of integrated criminal justice. A series of alternative recommendations were finalized by the CCICJIS Committee, and a very specific set of “next steps” recommended to the Cook County Board of Commissioners.

The Strategic Plan was submitted to the Cook County Board on May 1, 2003, by the deadline date.

**Illinois**

In November 2001, Clerk Brown was appointed by the then Illinois governor, George Ryan, to the Illinois Integrated Justice Information System Governing Board. The Governing Board was appointed with the charge of developing a Strategic Plan for Integrated Justice for Illinois.

Members of the Clerk’s Office were significant participants in all of the subcommittees: Planning, Technical, and Outreach (Marketing). Clerk Brown chaired the Outreach Subcommittee and lead the sub-committee in presenting the Strategic Plan to Governor-Elect Rod Blagojevich Transition Team - Executive Committee in November 2002.

In December 2002, Clerk Brown served as one of the vice chairs of the Crime, Terrorism and Homeland Security Transition Committee for Governor-Elect Rod Blagojevich. She co-chaired the Integrated Justice Subcommittee for the Committee.
Clerk Brown (seated far right) poses with other members of the IIJIS Governing Board. The Board members include: Hon. Carla Bender, President, Illinois Association of Court Clerks, Logan County Circuit Court Clerk; David Bergschneider, Legal Director, Office of the State Appellate Defender; Matthew R. Bettenhausen, Deputy Governor, Office of the Governor; Col. Ken Bouché, Governing Board Vice-Chair, Deputy Director, Illinois State Police; Daniel Callahan, Chief of Investigations, Office of the Illinois Attorney General, Hon. Jim Ryan, Illinois Attorney General; Terry Ford, Legal Director, Office of the State Fire Marshal; Norbert Goetten, Director, State’s Attorneys Appellate Prosecutor; Richard E. Guzman, Office of the Governor, Matthew R. Bettenhausen, Deputy Governor of Criminal Justice & Public Safety; Ron Huberman, Assistant Deputy Superintendent, Information and Strategic Services, Chicago Police Department; Candace M. Kane Ph.D., J.D., Governing Board Chair, Executive Director, Illinois Criminal Justice Information Authority; Michael Mahoney, Illinois Juvenile Justice Commission; Catherine Maras O’Leary, Chief Information Officer, Cook County Bureau of Information Technology & Automation; Allen Nance, Illinois Probation and Court Services Association, Deputy Director, DuPage County Probation Department; Sam Nolen, Director, Illinois State Police; Hon. James Olson, Illinois Sheriffs’ Association, Grundy County Sheriff; Chief Gary O’Rourke, Illinois Association of Chiefs of Police, Chief of Police, Streamwood Police Department; Mary Reynolds, Chief Technology Officer, Illinois Technology Office; Thomas Roth, Assistant Chief, Administrative Services Division, Illinois Department of Corrections; Donald N. Snyder, Director, Ron Roy, Information Management Services, Department of Central Management Services; Hon. Deborah Seyller, Clerk of the Circuit Court, Kane County Circuit Court Clerk; Hon. Michael Sheahan, Cook County Sheriff; Michael Tardy, Judicial Branch Liaison; Hon. Michael Waller, State’s Attorney of Lake County, Illinois State’s Attorneys Association; Hon. Jesse White, Illinois Secretary of State; Craig Wimberly, Chief Information Officer, Office of the Cook County Circuit Court Clerk.

Clerk Brown (seated, center) poses with members of the IIJIS Outreach Committee. Committee members are: Robert Boehmer, Illinois Criminal Justice Information Authority; David Clark, Office of the State’s Attorney’s Appellate Prosecutor; Kimberly Donahue, Illinois State Police; Laura Lane Ferguson, Office of the Cook County Circuit Court Clerk; Shelly Fulla, Chicago Police Department; Jacqueline Laramie, Illinois State Police; Bryant Payne, Office of the Cook County Circuit Court Clerk; Jerry Sciaraffa, Office of the Cook County Circuit Court Clerk, Hon. Deborah Seyller, Kane County Circuit Court Clerk; and Craig Wimberly, Office of the Cook County Circuit Court Clerk.
1. Integrated Information Systems for the 21st Century
The Office of the Clerk of the Circuit Court has a vital role in providing information about criminals. The Office reports all final dispositions to the state repository for criminal history records. Both the justice community and the general public use these records when conducting background checks.

Multiple organizations are now linking together to exchange enormous quantities of information and data quickly. As a candidate for Office, Clerk Brown pledged to work with justice agencies to integrate information systems with the Office of the Clerk of the Circuit Court.

To that end, Clerk Brown pledged to petition to create a task force on integrating Cook County information systems. Additionally, Clerk Brown pledged to implement audit controls throughout the system to provide reasonable assurance that judges, prosecutors, public defenders and other justice agencies will receive accurate, timely and complete information.

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<tr>
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<tr>
<td>INTEGRATED INFORMATION SYSTEMS</td>
<td>To work with other justice agencies to integrate information systems in Cook County.</td>
<td>Clerk Brown has: (1) Participated in the Illinois Integrated Justice Information System Strategic Planning efforts; (2) Chaired the Cook County Integrated Criminal Justice Information Systems (CCI-CJIS) efforts; and (3) Secured grants to ready the Clerk’s Office criminal system for integration. In all of the efforts, the Clerk’s Office has worked closely with other justice agencies on a state and local level. (See the Integrated Justice Section of this report). This issue is addressed in the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Strategic Plan, which discusses issues of data custodianship and data sharing standards, which will ensure accurate, timely and complete justice information. The Plan was presented to the Cook County Board May 1, 2003.</td>
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<tr>
<td>INTEGRATED INFORMATION SYSTEMS (Blueprint for Integration)</td>
<td>To take the necessary steps to ensure that quality information is created and disseminated by the Clerk’s Office. To ensure 100% participation in the system and work to include other agencies in Cook County’s criminal justice system.</td>
<td>This issue is addressed in the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Strategic Plan, which discusses issues of data custodianship and data sharing standards, which will ensure accurate, timely and complete justice information. The Plan was presented to the Cook County Board May 1, 2003.</td>
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**UPDATE**

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<td><strong>POSITION PAPERS</strong></td>
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<td>To create a task force on Integrating Cook County Information Systems that would include, executive level policy makers, information systems managers, technical staff from justice agencies, and Cook County Board of Commissioners.</td>
<td>As a part of the CCICJIS efforts, a committee comprised of justice agencies heads was created to oversee the action of the subcommittees of CCICJIS. Representatives from law enforcement agencies, the circuit court, county and state technology agencies, the State’s Attorney, Public Defender, to name a few, worked together to research the current state and make recommendations for moving towards an integration.</td>
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<tr>
<td><strong>INTEGRATED INFORMATION SYSTEMS (Blueprint for Integration)</strong></td>
<td>The task force would address the need for major technology acquisitions; upgrading or linking existing systems; and implementation of an effective and efficient wide-area computing environment.</td>
<td>The CCICJIS Technical and Data Architecture Subcommittee was responsible for investigating the needs for integration and made recommendations of the most effective ways to move towards implementation. Their findings and recommendations are a part of the CCICJIS Strategic Plan, which was submitted to the County Board on May 2003.</td>
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<td>To support efforts to create an environment that provides for universal access to data and resources, fast access to information and the use of existing computer hardware.</td>
<td>This issue is addressed in the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Strategic Plan, which discusses issues of data custodianship and data sharing standards, which will ensure accurate, timely and complete justice information. The Plan was presented to the Cook County Board May 1, 2003.</td>
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<td>To work with vendors to enable the office to join the e-commerce network for transacting basic business processes.</td>
<td>This a part of the e-filing efforts. Currently, CIS is working with vendors on the possibility of e-filing. Also, the CFO is working with vendors and is conducting research on the acceptance of credit cards.</td>
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<td><strong>INTEGRATED INFORMATION SYSTEMS (Audit)</strong></td>
<td>To ensure that controls are built into every key information processing stage within the network.</td>
<td>This happens on an ongoing basis, and is incorporated into various projects such as the County Division Automation project and the Integrated Cashiering and Security System Project.</td>
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<td>To recommend network-wide controls to protect the security of vital court information and data from unauthorized modification, theft or destruction.</td>
<td>This was a major consideration in the consolidation of the Clerk’s Office mainframe with Cook County. Scheduled to be completed July 2003.</td>
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<td>To work with the professional audit groups to identify the best practices for auditing and controlling Cook County’s integrated information system.</td>
<td>This issue is addressed in the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Strategic Plan, which discusses issues of data custodianship and data sharing standards, which will ensure accurate, timely and complete justice information. The Plan was presented to the Cook County Board on May 1, 2003.</td>
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<tr>
<td><strong>INTEGRATED INFORMATION SYSTEMS (Implementation)</strong></td>
<td>To work closely with other members of the proposed task force to ensure fair and adequate funding of integration projects involving court information.</td>
<td>The CCICJIS Funding Subcommittee tackled this and reported their findings and recommendations in their section of the CCICJIS Strategic Plan, submitted to the Cook County Board May 2003.</td>
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<td>To recommend that Cook County issue long-term technology advancement bonds to finance system integration efforts. To work with legislators to secure funding from state government sources, including general revenue and user fees.</td>
<td>The CCICJIS Funding Subcommittee made various funding recommendations in the CCICJIS Strategic Plan, submitted to the Cook County Board May 2003.</td>
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<td>To apply for federal grants such as the National Criminal History Improvement Program to help pay the costs of integrating state and federal reporting requirements into Cook County’s Information Network.</td>
<td>Applied for grant funding in April 2002. Grant monies were awarded in May 2003.</td>
</tr>
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2. Strategic Information Technology Plan

The Office of the Clerk of the Circuit Court must adopt the best new information technology practices to provide the justice community, vendors, taxpayers, and the general public with timely, accurate and complete information. As a candidate for office, Clerk Brown pledged to implement a Strategic Information Technology Plan that would cover all operations of the Clerk’s Office. The components of the plan would be:

- Implementation of new technology and process for court operations;
- Modernization of communications to ensure fast and accurate information exchanges; and
- Enhancement of applications to enterprise-wide support functions

It is estimated that the overall plan will require a one to 10 year implementation period.

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<td>STRATEGIC INFORMATION TECHNOLOGY PLAN (Automation of Data Entry in the Courtroom)</td>
<td>To improve the automated information process in the Clerk’s Office and focus on prevention rather than detection of errors, through real time edits.</td>
<td>MIS has automated or improved the automated information processes of several divisions in the Clerk’s Office. Probate Division was automated in 2002. A rewrite of the Juvenile Justice System was finished in February 2002. The rewrite for the Child Protection Division was started and the estimated end date for completion is November 2003. The rewrite for the Chancery Division will commence in the 1st quarter of 2004. A Request For Proposals (RFP) was issued for the automation of the County Division. This will be included in the Strategic Information Technology Plan being developed by the National Center for State Courts through an assessment of how to upgrade our current system.</td>
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<tr>
<td>STRATEGIC INFORMATION TECHNOLOGY PLAN (Improve the efficiency and security of documents)</td>
<td>For Paper Records-to ensure that all case files are protected from potential loss or theft by implementing a case records management system that will track every document and file with bar coding.</td>
<td>Currently in the process of implementing a records management system which is estimated to be completed early 2004. The software has been purchased and the needed wiring is in process. Case file inventories are also underway. These needs are being considered as the Cook County Board seeks out a new warehouse for court records. This is a part of the Data Center Consolidation. MIS is in the process of developing a disaster recovery documentation system. As a part of this effort, we are reviewing and researching all data center processes to improve the controls. Estimated end date: July 2003.</td>
</tr>
<tr>
<td>STRATEGIC INFORMATION TECHNOLOGY PLAN (Incorporate Imaging Technology into the Court System)</td>
<td>To work with the judiciary to incorporate digitized imaging technology into the court system as appropriate.</td>
<td>MIS has conducted an assessment on utilizing imaging in the court system. The County Division has been selected for a pilot. This issue is addressed in the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Strategic Plan, which discusses issues of data custodianship and data sharing standards, which will ensure accurate, timely and complete justice information. The Plan was presented to the Cook County Board May 1, 2003.</td>
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<tr>
<td>STRATEGIC INFORMATION TECHNOLOGY PLAN (Implement Sentence Tracking Systems)</td>
<td>To work with all Cook County justice agencies to implement a sentence tracking program.</td>
<td>This issue is addressed in the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Strategic Plan, which discusses issues of data custodianship and data sharing standards, which will ensure accurate, timely and complete justice information. The Plan was presented to the Cook County Board May 1, 2003.</td>
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### Strategic Information Technology Plan

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<tr>
<td><strong>Strategic Information Technology Plan</strong> (Implement Sentence Tracking Systems)</td>
<td>To work with the judiciary and other justice agencies in Cook County to implement electronic case filing once the Supreme Court Rule proposed by the Committee for Electronic Transmission of Data is approved by the Illinois Supreme Court.</td>
<td>In September 2002, the Illinois Supreme Court finally approved E-Filing but by application only. The E-Filing Task Force was created in December 2002. Currently, the Task Force is in the process of determining the case type that would lend itself to the e-filing pilot. A Request for Information (RFI) will be sent out and application made to the Illinois Supreme Court in 2003.</td>
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<tr>
<td><strong>Strategic Information Technology Plan</strong> (Implement electronic case filing)</td>
<td>To work with the judiciary to implement a digital signature program. To help evaluate the best practices and standards of a digital signature program applicable to the court system.</td>
<td>This initiative is a part of the Central Bond Court project. In addition, the Clerk approved the use of electronic signatures for the Emergency Order of Protection System.</td>
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<tr>
<td><strong>Strategic Information Technology Plan</strong> (Implement email and Voice Mail Systems)</td>
<td>To implement email and voice mail in the Clerk's Office and train personnel on the use.</td>
<td>Email for management was installed in early 2001. The Email Management System where the Clerk's Office manages its own e-mail system was implemented in December, 2002. MIS is currently in the process of rolling out email to all 2,300 employees. Est. date of completion: Early 2004.</td>
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<tr>
<td><strong>Strategic Information Technology Plan</strong> (Implement a Voice Information System)</td>
<td>To implement an extensive voice information system to address frequently asked questions, and a central call center to assist any caller to the court system.</td>
<td>MIS has expanded the Voice Information System (VIS) to include suburban operations and traffic matters, and plans to expand the VIS to all divisions. A Call Center was implemented and the Public Information Department is currently spearheading the training.</td>
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<tr>
<td><strong>Strategic Information Technology Plan</strong> (Implement Intra-Agency Communication)</td>
<td>To improve intra-agency communication by working with justice agencies such as the police, judiciary, public defender, jail, and state agencies to determine a way to exchange information that would improve efficiency and the quality of data for everyone.</td>
<td>This initiative is a part of the Cook County Integrated Criminal Justice efforts. Representatives from all justice agencies participated on the committee to help figure out how information exchange can be improved for efficiency.</td>
</tr>
<tr>
<td><strong>Strategic Information Technology Plan</strong> (Improve Intra-Agency Communication)</td>
<td>To work closely with the Chief Information Office of the Cook County Board to fully wire the Clerk's Office to the WAN.</td>
<td>We have connected the following: District 2-2002; District 3-2002; District 4-2002; District 5-2001; District 6-2001; HR, Accounting &amp; Executive Offices-June 2002; Child Support-February 2003; Probate-February 2003; Law and Civil May 2003; Criminal (26th &amp; California)-June 2003.</td>
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<tr>
<td><strong>Strategic Information Technology Plan</strong> (Strengthen Web Site for Public Access)</td>
<td>To continue to improve the web site to provide better customer service, by introducing bilingual resources; free information brochures and forms that can be downloaded, ability to review child support case history and payments; ability to pay traffic tickets online; information about community resources for victims and their families; and responses to frequently asked questions.</td>
<td>MIS is constantly making improvements to the website. The website currently features information brochures and other forms that can be downloaded, and features responses to frequently asked questions. In addition, MIS is in the process of rolling out pro se information and self-help packets. MIS is researching ways to convert the website to Spanish and other languages.</td>
</tr>
<tr>
<td><strong>Strategic Information Technology Plan</strong> (Upgrade Cash Management Controls)</td>
<td>To work to achieve efficient and effective support functions throughout the Clerk's Office, concentrating on cash management, statistical reporting, and human resources management.</td>
<td>As for cash management, this function will be a part of the Integrated Cashiering and Security System project. For Statistical Reporting, MIS is currently developing a consistent process for reporting stats. Lastly, MIS is working with the Human Resources Department management to identify required changes for the HR system.</td>
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3. Improving Customer Service

The Office of the Clerk of the Circuit Court of Cook County must maintain court records, provide administrative support to the court and insure public access to the court records. Clerk’s Office employees must perform their duties efficiently, accurately and courteously. To improve customer service, as a candidate Clerk Brown pledged to:

- Establish information desks staffed with individuals who are knowledgeable about the Clerk’s Office.
- Establish user friendly public access terminals with information about the court’s daily calendar, motion practice, court orders, court rules, fees and common forms.
- Develop a reference guide that explains the different functions of the office, where services can be obtained, and how to gain access to a court file or other legal documents.
- Create a customer call center where all calls are received in a central location and then dispatched to the proper persons.
- Develop a voicemail system that provides answers to frequently asked questions.
- Institute on-going customer service training programs for all employees.
- Provide the highest level of service to the court by meeting regularly with the Chief Judge and Presiding Judges, the State’s Attorney’s Office, Public Defender’s Office, the Probation Department, the Office of the President of the Cook County Board of Commissioners, and various Bar Associations to discuss issues affecting the operations.
and services of the court.

- Gather representatives from the business community, government agencies, the judiciary, the citizenry and the legal community for the purpose of identifying ways of improving customer service.

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<td>IMPROVING CUSTOMER SERVICE (User Friendly and Accessible Clerk’s Office)</td>
<td>To establish information desks for the Clerk’s Office, which will be staffed with individuals who are knowledgeable about the office; Spanish-speaking; and will have access to translators of other languages when the need arises.</td>
<td>Public Information areas are within each division and district. These locations will be better designated with the new signs coming in 2003. Each public area of the Clerk’s Office will receive signage indicating a designated area for the public to inquire about the services of the Office. Additionally, stand alone signs will be posted at the entrance of each division, department or bureau detailing the services offered and where to obtain additional assistance. The signage proposal for the Daley Center has been approved by Capital Planning and we are currently working with the Office of the Building to implement. Counters are either staffed with Spanish-speaking employees or they are made immediately available. Employees are also available to translate other languages. Office interpreters receive a monthly stipend.</td>
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<tr>
<td>To establish user-friendly public access terminals with information about the court’s daily calendar, motion practice, court orders, court rules, fees and common forms.</td>
<td>MIS has upgraded to PC’s and thin clients from dumb terminals. Customers can now access court information from more up to date public access terminals. Instructions to navigate the system are posted next to each terminal. Plans are to install touch screen technology throughout the Office. A touch screen has already been purchased for the Juvenile Division.</td>
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<td>To develop reference guides for the public that features information in plain language, explains different functions of the office, explains how different services can be obtained, and discusses how to gain access to a court file or other legal documents.</td>
<td>See the Community Outreach section for the many brochures already available: A Descriptive Guide of the entire office, Domestic Violence Guidelines, Child Support, Child Support Program, Juvenile Justice Division, Archives, and the ABC’s of Teen Dating Violence. We are working to create brochures for the other court operations divisions. Each brochure will explain the different functions of that division or district and give a detailed accounts of how to gain access to legal documents.</td>
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<td>To create a Customer Service Call Center that includes calls received in a central location and then dispatched to the proper persons; monitoring calls to ensure responses are provided; and voice mail that features FAQ’s of the Office.</td>
<td>The Customer Service Call Center has been established. Representatives from each division, district or department that has the responsibility of fielding customer calls are required to participate in customer service training sessions. Ongoing meetings are held to ascertain needs and concerns. Targeted training sessions are held to ensure a consistent level of professionalism and quality customer service.</td>
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<td>To institute intensive training of clerks in customer service and to implement mandatory, on-going customer service training programs for all employees.</td>
<td>The Human Resource Department has introduced several training initiatives around customer service including: (1) Customer Service in the Courts; (2) Basic Keys to Success; and (3) Customer Service Orientation Training.</td>
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4. Employee Training and Development

Through a plan to improve service to the judiciary and to the public, as a candidate Clerk Brown pledged to reform personnel practices by training, retraining and cross-training the workforce.

To improve service and efficiency, Clerk Brown pledged to initiate long-term curriculum planning. She pledged that training programs for employees would include classes on ethics, customer service and technology, including software applications and technology improvements. Also, independent learning opportunities for employees, such as: a videotape library, internet training modules, guest speakers and lecturers; would be established for those who have a desire to broaden their knowledge and understanding of a particular area.

Clerk Brown pledged to appropriately staff various functions of the office by conducting a study to figure out whether there is an employee shortage or whether employees are misallocated/mismanaged throughout the office.

To increase employee morale, the Clerk Brown delineated the following objectives:
- Create a task force on morale issues;
- Review the disciplinary policies;
- Revise the employee evaluation forms;
- Create a joint union-management quality control committee;
- Develop employee recognition programs that highlight the efforts of hardworking employees; and
- Provide tuition reimbursement benefits to encourage employees to find appropriate training and educational opportunities in order to further their careers.
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<td><strong>EMPLOYEE TRAINING AND DEVELOPMENT</strong></td>
<td>To reform the personnel practices of the office by training, retraining and cross training the workforce.</td>
<td>Historically, there was no office-wide training of employees. In addition, the training given to the select few was generally not tracked. The Clerk has changed that and now tracks the training of employees to make sure that all employees are trained in certain areas such as customer service. Moreover, the Clerk has also emphasized retraining as needed and cross training for all Collective Bargaining Unit employees. To complement that, the Clerk has requested that a cross-training tracking system be implemented. A designated staff person will be responsible for ensuring that all employees have a fair chance at being cross-trained.</td>
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<td>Long-term curriculum planning to improve service and efficiency.</td>
<td>The Clerk commissioned the development of a Training and Development Plan, specifically for the Clerk’s Office. This Plan addresses the training needs of line employees and management. In addition to the Training Plan, the Clerk’s Office has introduced several methodologies: (1) Action Workout methodology, which trains employees and helps them to tackle projects that improve the overall efficiency of operations in the Office; and (2) Project &amp; Change Management, which helps to create a standard approach to planning and implementing projects, and helps to understand the vision of the organization in relation to the organization’s current situation.</td>
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<td>Ethics training to identify conflicts of interest, County ethic laws, Freedom of Information Act, and Open Meetings Act.</td>
<td>The Human Resources Department is in the process of developing ethics training for all employees. However, this information is covered with employees on a day-to-day basis as the need occurs and is included in new employee orientation.</td>
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<td>Customer service training to include courtesy, problem and conflict resolution and importance of customer service.</td>
<td>The Human Resources Department has introduced several training initiatives around customer service for all employees including: (1) Customer Service in the Courts; (2) Basic Keys to Success; and (3) Customer Service Orientation Training.</td>
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<td>Technology training on computerized applications and technology improvements.</td>
<td>The Clerk’s Office hired a training firm which provides computer software training classes to all employees. MIS employees are sent to more advanced trainings so that they can help provide training to employees affected by technology.</td>
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<td>Independent learning opportunities through video library, internet training modules, and guest speakers and lectures for brown-bag lunches.</td>
<td>Created the video library which is available for use by all employees. Managers are also encouraged to use the videos at team meetings. Brown Bag lunches were established in 2001, including the Les Brown motivational video and the Financial Empowerment presentation.</td>
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<td>Conducting a study to figure out whether there is an employees shortage; whether employees are misallocated; or whether employees are mismanaged throughout the Office.</td>
<td>Court Operations has conducted such a study. In addition the Clerk has contracted with a consulting firm to do a study of the Daley Center divisions and the suburban district locations. Management</td>
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5. Domestic Violence Information Sharing Plan
The justice system can be very confusing for domestic abuse victims and their families, especially when they are seeking the court’s protection from further abuse. To ensure that victims and their families are treated with compassion and understanding at all stages of the court process, Clerk Brown is committed to providing better information for victims about orders of protection, facilitating immediate processing of orders by reviewing and raising awareness of family violence issues.

Under the Clerk’s plan, all orders of protection will be processed on-line, in real-time and transmitted instantaneously to public safety agencies in Cook County.

To combat dating violence, Clerk Brown will work with schools and college officers to provide timely court-related information about abusive boyfriend/girlfriend dating relationships.
In addition, the Clerk will lobby the Illinois General Assembly to support legislation to create a registry of recipients of orders of protection in Cook County, thereby assuring victims that the community supports them against abusers.

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<td>DOMESTIC VIOLENCE INFORMATION SHARING PLAN</td>
<td>To provide victims of domestic abuse with comprehensive and easy to understand information about filing orders of protection.</td>
<td>To make the information more understandable, brochures were revised, information was included on the Clerk’s Office website and a staff person has been added to our pro se assistants that can be found on the sixth floor at the 28 North Clark location.</td>
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<td>The Clerk’s website and other media can be improved to give facts about filing orders of protection.</td>
<td>Information on filing orders of protection are on the website. Better information for victims is now being provided in the Victims Notification project.</td>
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<td>The Clerk’s Office can provide explanations of the types of decisions made in the legal process and report facts about the legal process.</td>
<td>We have trained pro se assistant clerks to provide information at the counter.</td>
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<td>To automate and integrate the information systems.</td>
<td>This is the plan of the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Strategic Plan which was presented to the Cook County Board on May 1, 2003.</td>
</tr>
<tr>
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<td>To process all orders of protections on-line, in real-time and transmitted instantaneously to public safety agencies in Cook County.</td>
<td>Orders of Protection at the Domestic Violence Court are processed online and electronically signed by the judge and the Clerk.</td>
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<td>To continuously audit and review court case information, including orders of protection, to ensure the accuracy and completeness of electronic records.</td>
<td>Clerk’s Office representatives have met with the Chief Judge’s Office to plan for a centralized database for all orders of protection. Discussion will be initiated with the Sheriff’s Office to establish connectivity for electronic transmission.</td>
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<td>To continue the Speaker’s Bureau program that addresses family violence issues, especially dating violence.</td>
<td>Orders of protection are promptly audited before same day transmission to Sheriff’s Office for input to LEADS.</td>
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<td>To give comprehensive information on victim offender relationships and preventive steps that can be taken.</td>
<td>The Speaker’s Bureau has been continued and expanded. For 2003, the Speaker Bureau’s program expanded to reach over 15, 000 students raising awareness of dating and family violence issues.</td>
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<td>To lobby the Illinois General Assembly to support legislation creating a registry of recipients who received an order of protection in Cook County.</td>
<td>The Domestic Violence Liaison attends information sharing meetings with related agencies. Workshops and trainings have been held for the employees of the Clerk’s Office and various community groups.</td>
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<td>To work with school and college safety officers to provide timely court-related information and data about abusive dating relationships.</td>
<td>The registry idea does not have strong support in the DV community due to confidentiality concerns and possible backlash from abusers. However, pursuant to statute, all orders of protection are entered into the State Police’s LEAD system. The Clerk’s Office proposed a bill to ensure that no fees are ever charged for any order of protection court services. This bill has passed both houses.</td>
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<td>The Speaker’s Bureau program targets teen church groups and high school students. Information is provided to colleges as requested.</td>
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6. Plan for the Child Support Payment System

The Cook County Circuit Court Clerk no longer has responsibility for processing the majority of the child support payments. However, as a candidate, Clerk Brown pledged her office would protect families from becoming victimized by the new centralized processing of child support payments.

Clerk Brown pledged to make the system more accessible and accountable by:
- Scheduling evening and weekend hours to help accommodate work and child care schedules.
- Advertising the availability of government assistance in enforcing child support.
- Providing regular computerized updates of case status.
- Revising forms used in child enforcement proceedings to allow judges to consider cost of living adjustments and health insurance.
- Conducting an assessment of the need for specialized space for child support cases.
- Establishing a special hotline to provide accurate information to parties in child support proceedings.

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<tr>
<td><strong>PLAN FOR THE CHILD SUPPORT PAYMENT SYSTEM</strong></td>
<td>To call for a State Disbursement Unit Oversight Committee to oversee the activities of the State Disbursement Unit.</td>
<td>Clerk Brown continues to be an advocate of this and participates on the Child Support Advisory Committee for the Illinois Department of Public Aid, and was a member of the Child Support Transition Team for Governor Rod Blagojevich. Clerk Brown will ask the new governor to create this committee.</td>
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<td>To request that the Clerk of the Circuit Court of Cook County serve on the State Disbursement Unit Oversight Committee.</td>
<td>Clerk Brown will ask the new governor to assign her to the Committee once created.</td>
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<td>To make certain that if the Clerk’s Office was awarded the responsibility for disbursing child support payments, it would be completed efficiently and economically. To consider bidding for the next contract to run the State Disbursement Unit.</td>
<td>We attended the Vendor's Conference and due to budgetary constraints and the upfront funds needed, we are not able to submit a bid.</td>
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<td>To make certain that families who rely on child support payments can rely on the Clerk’s Office.</td>
<td>The Clerk's Office continues to provide customer service for the State Disbursement Unit and for all Cook County Citizens.</td>
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<td>Schedule evening and weekend hours to help accommodate work and child care schedules for all legal matters dealing with child support.</td>
<td>Discussions have been held with the Presiding Judge’s Office and the States Attorney's Office. Also, there have been discussions at Child Support inter-agency meetings conducted. The Child Support Division at 28 North Clark open it counters earlier and close later while the customer service representative lines remain open beyond the normal business hours.</td>
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<td>Advertise the availability of government assistance in enforcing child support for those who are not aware of the services offered.</td>
<td>The Clerk's Office provides informative brochures which feature this information. Also the Clerk's Office has speakers on staff that presents this information to public groups.</td>
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<td>Provide regular computerized updates of case status which could be automatically printed and mailed to all parties of a child support enforcement proceeding.</td>
<td>The Clerk's Office provides this service when the requests are made.</td>
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<td>Revise form orders used in child enforcement proceedings to allow judges to consider the cost of living adjustment and health insurance.</td>
<td>The Clerk's Office has revised the form orders used in child enforcement proceedings to allow for these considerations.</td>
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<td>Conduct an assessment of the need of specialized space for child support cases which may include waiting rooms (designed with children in mind) and client/attorney rooms.</td>
<td>A needs assessment has been conducted. The Clerk’s Office currently has a children’s room which is adjacent to the public counter.</td>
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<td>Establish a special hotline, staffed with employees that will provide accurate information to parties in child support proceedings. The same information could be accessed through the Internet.</td>
<td>The Voice Information System currently exists providing 24-hour case information. The Clerk's Office website also has case snapshot information &amp; forms. Currently working to feature T-KIDS information on the website.</td>
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7. Ethics Plan

Ethics training that emphasizes the importance of impartiality and confidentiality will be a part of the orientation of all employees. Employees will be taught to recognize potential conflicts of interest and how to handle those conflicts. Supervisors will be trained to identify employee behavior that indicates potential ethical problems, and management will be required to create a work environment where employees feel free to raise ethical concerns without fear of retaliation.

In addition, Whistle Blower Protections will be part of the employee policy manual, assuring employees that they will not face retaliation for reporting wrongdoing. There will also be Freedom of Information Act (FOIA) training for employees to ensure that they provide accurate information to the public while protecting the rights of litigants and defendants. Finally, employees assigned to the Investigator’s Unit of the Clerk’s Office will be given specialized training and oversight to make certain that they can effectively ferret out abuses while maintaining confidentiality and employee privacy.

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<td>ETHICS PLAN</td>
<td>All employees will undergo ethics training in orientation.</td>
<td>New employees undergo ethics training in orientation where the code of ethics for managers and CBU are reviewed for understanding. These are all components of the Diversity Training that is being offered to all employees of the Clerk’s Office by the City Colleges of Chicago. The Clerk’s Office has scheduled a separate managers training which will empower them to address ethical issues and concerns. The Clerk’s Office has appointed an experienced Ethics Officer to help tackle issues of ethics. Whistle Blowers are given protection from discipline and retaliation in the Code of Ethics. The County Board has already extended Whistle Blower protection to county employees. The Human Resources Department is in the process of developing a Freedom of Information Act (FOIA)/Open Meetings Act training for Clerk’s Office employees.</td>
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<tr>
<td>ETHICS PLAN (Whistle Blower Protection)</td>
<td>Employees will receive assurances that they will not face retaliation for reporting wrongdoing by including Whistle Blower Protections in employee policy manuals. The County Board will be requested to take advantage of current Illinois law by extending Whistle Blower Protection to County employees. (County Board Resolution) Employees to receive comprehensive training on the fundamentals of the Illinois Freedom of Information Act and their role in answering FOIA requests. Supervisors will be available to answer employees’ questions regarding FOIA compliance.</td>
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8. Diversity in Employment Plan

Cook County has one of the most diverse populations in the United States. Clerk Brown pledged to make the office reflect the great diversity present in Cook County by:

- Ensuring that senior staff includes highly qualified and competent members of all ethnic and racial backgrounds
- Conducting special recruiting efforts aimed at groups that have faced discrimination.
- Creating diversity in the workplace by training supervisors to identify potential problems.
- Identifying and eliminating work habits that may create a hostile environment to other employees or citizens who use the services of the office.
- Providing opportunities for advancement by encouraging employees to participate in job training and educational opportunities.

### UPDATE

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<td>DIVERSITY IN EMPLOYMENT PLAN</td>
<td>When allocating true policy-making responsibilities, to make certain that senior staff includes highly qualified and competent members of groups that have faced discrimination. To conduct special recruiting efforts aimed at groups that have faced discrimination or who may have been overlooked in the past.</td>
<td>Since the Clerk has made diversity in employment a top priority, there has been a 200% increase in Latino representation at the senior staff level, making the entire office more diversified. There has also been significant increase in African-American representation at the senior staff level. (See senior staff photo on pages 66 and 67.)</td>
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<td>Creating diversity in the workplace by training supervisors to identify potential problems; and mediating and resolving conflicts that may have caused tensions over race, ethnicity, gender, religion, physical disability, or sexual orientation.</td>
<td>Mediating and resolving conflicts are on-going processes for Labor Relations. In addition, the Clerk issued an Executive Order in September 2001 banning discrimination in hiring and promotions. There were Unity Day celebrations in September 2001-2002.</td>
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<td>Training all employees to be sensitive to the diversity within the office.</td>
<td>Several activities have taken place. For starters, the Clerk has sponsored training for management employees on federal and state personnel laws. In addition, the Clerk held meetings with all management employees regarding discrimination and the need to treat all employees fairly. Human Resources has partnered with the City Colleges of Chicago to train all employees of the Clerk’s Office about “Respect in the Workplace.” It is a one-day training that will include sessions of appreciating culture, diversity, age, ethnicity, and gender.</td>
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<td>To identify and eliminate work habits that may create a hostile environment to other employees or citizens who use the services of the office.</td>
<td>The Human Resources Department has implemented special customer service training so that employees can communicate in a non-aggressive manner. Also the discipline process has been streamlined to give managers more responsibility in immediately addressing minor infractions that may erupt in the workplace.</td>
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DIVERSITY IN EMPLOYMENT PLAN
Providing opportunities for advancement by encouraging employees who are members of groups who have suffered discrimination to participate in job training and educational opportunities. To identify and develop candidates for advancement regardless of race, gender, religion, physical disability, or sexual orientation.

An objective evaluation of the bidding process was developed to ensure that all employees have opportunities for advancement based on skills and abilities without discrimination. The Human Resources Department has conducted ‘bid training’ on how to make all employees more promotable in the workplace. It included how to market yourself; brown bag sessions featuring training for self-empowerment, personal finances and computer training.

9. Community Courts
Due in large part to the success of community policing — which many believe has helped reduce the crime rate in cities — Clerk Brown advocates the concept of Community Courts designed to address the unique needs and concerns of target communities.

Community Courts and Community Justice Centers would address low-level crimes and disputes that too often are ignored by a large, centralized court system. They would allow judges to have closer contact with community leaders, local police officers and prosecutors, and would lead to a better understanding of the effect of certain crimes on a neighborhood.

In addition, community courts can serve as an important resource for misdemeanor defendants to receive the counseling, education or intervention service they require.

Moreover, through Community Courts, the judicial system is likely to earn the respect and trust of citizens by being more accessible to the community.

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| COMMUNITY COURTS | Development of a community court demonstration project that would be decided by the Chief Judge of the Circuit Court, with input from, State’s Attorney, Public Defender’s Office, Cook County Sheriff, Police Chiefs and Mayors of the affected communities:  
  • Sites would be selected based on the number and types of misdemeanor offenses committed in the community area, with emphasis on those crimes that most directly affect quality of life (prostitution, vandalism, street-level drug dealing, etc.).  
  • Community court would hear petty offenses, misdemeanors, landlord tenant disputes and some small claims.  
  • The community court building will also contain space to house social service agencies that would be capable of providing intervention, counseling, and ... | The Clerk has discussed this idea with the Chief Judge. This effort will be revisited as budgetary constraints are lifted. The current branch courts in Chicago and the Suburban Districts are addressing certain needs of the community. However, the Clerk will continue to find as many ways as possible to expand services to the community. The Clerk’s Office is working closely with the suburban bar associations to expand the court call in the suburban districts to include Probate. An analysis was also conducted to determine the necessary changes such as in personnel and equipment. The Clerk continues to be an advocate for Community Courts. The Clerk’s Office has provided brochures to the field offices of all of the City of Chicago aldermen in an effort to get information to the citizens. The Office... |
10. The Processing of Criminal and Death Penalty Appeals

The Clerk of the Circuit Court is responsible for compiling, certifying and transferring all court-related case histories to the Court of Review. To ensure the accuracy and proper compiling and transference of appeal records, as a candidate, Clerk Brown pledged to create a specialized appeals unit to prepare, audit and transfer all records of appeal.

Additionally, she pledged to create an automated system for the computer generation of the Clerk certification and paperwork; and appoint a task force to study ways to employ emerging technologies in preparation, transfer and storage of appeals records.

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<td>COMMUNITY COURTS</td>
<td>educational services to defendants (including drug and alcohol abuse counseling).</td>
<td>also participates in community resource fairs throughout Cook County to provide information to the citizens. Information brochures will also be sent to suburban mayors.</td>
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<td>• Information about the defendants would be computerized and made accessible to judges, prosecutors, defense attorneys, probation officers, and social service agencies to help determine what punishment is best suited for the defendant.</td>
<td>The Cook County Integrated Criminal Justice Information Systems (CCICJIS) Strategic Plan discusses the possibilities and benefits of efficiency and electronically sharing information. This Plan was submitted to the Cook County Board on May 1, 2003.</td>
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<td>• Community service sentences would be initiated and supervised from the community court building; thus a defendant who has been sentenced to community service will receive and report to court on the same day, increasing compliance.&quot;</td>
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<td>• Community courts will be made accessible to members of the community, and will offer space for community groups, mediation sessions and educational classes.</td>
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<th>Position Paper</th>
<th>Initiative</th>
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<td>CRIMINAL AND DEATH PENALTY APPEALS (Specialized Appeals Unit)</td>
<td>Ensure the accuracy and proper compiling and transfer of appeals by creating a specialized appeals unit to prepare, audit, and transfer all records of appeal.</td>
<td>The position paper initiative that encompasses the Criminal Bureau is the establishment of a Centralized Appeals Unit to address a variety of issues involving criminal appeals, including the processing of death penalty appeals. Criminal and death penalty appeals are processed in all 6 Municipal Districts of Cook County with the First District (City of Chicago) having the largest volume. To assure a standardized method of procedure in all 6 Municipal Districts, Clerk Brown has created an Appeals Task Force with appropriate members to investigate all of the issues surrounding Criminal Appeals, and make recommendations for a plan by 2003.</td>
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<td>CRIMINAL AND DEATH PENALTY APPEALS (Specialized Appeals Unit)</td>
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<td>The Appeals Task Force will address this further as a part of creating a centralized unit for criminal and death penalty appeals. However, the criminal appeals staff are already trained in the appropriate areas</td>
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<td>CRIMINAL AND DEATH PENALTY APPEALS (Automation)</td>
<td>Staff will be trained in court operations, auditing and records maintenance. A paralegal will be assigned to the unit.</td>
<td>The Appeals Task Force will address this as a part of creating a centralized unit for criminal and death penalty appeals.</td>
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<td>To centralize the processing of appeals to one location—the Criminal Division located at 26th &amp; California to maximize resources and ensure accuracy.</td>
<td>The Appeals Task Force will address this as a part of creating a centralized unit for criminal and death penalty appeals.</td>
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<td>To create an automated system for the computer generation of Clerk certifications, Common Law Record, Report of Proceedings, and Impounded Evidence. Automated appeals should allow for real time status reports on the filing, compiling, certifying and transferring of appeal records.</td>
<td>The Appeals Task Force will address this as a part of creating a centralized unit for criminal and death penalty appeals.</td>
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### UPDATE

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<td><strong>CRIMINAL AND DEATH PENALTY APPEALS</strong> (Task Force on Emerging Technology and Law)</td>
<td>To appoint a task force comprised of legal and technology experts to study ways to employ emerging technologies in the preparation of appeal records, including real time transcriptions of court depositions and testimonies; transfer of appeal records via encryption; and storage of impounded evidence. Additionally, to explore ways to use the information in a manner that ensures timeliness and accuracy of the preparation of records of appeal.</td>
<td>An Emerging Technology Task Force, which includes the Illinois Appeals Court Clerk, technology experts and members of our Criminal and Appeals divisions was created in 2002. This Task Force has started to address these issues.</td>
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<td>To develop a procedure for the proper storage of video taped evidence to ensure their safety.</td>
<td>The Associate Clerk for Records Management is in the process of reviewing all evidence storage.</td>
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This page (front row, seated right to left): Hon. Dorothy Brown, Clerk of the Circuit Court of Cook County, Squire Lance, Executive Clerk of Public Policy and Human Resources, Jan Marie Basile, Asst. CDC Chancery Division, Jennifer Smith, CDC Probate Division, Enza Zacchigna, CDC Juvenile Justice Division, Jim D’Archangelis, CDC Strategic Planning & Projects, Ray Blankenship, CDC Application Systems (MIS Division), Jalyne Strong, Asst. CDC Public Affairs, and Anne Smith, Asst. CDC Community Outreach. (Second row, standing left to right) Charles Klemz, Asst. CDC Probate, Mark Rutkowski, Asst. CDC Records Center, Turee Olsen, Associate Clerk Financial Planning & Control, Brett Liebsker, CDC Labor Relations, Marie Tabata-Callerame, CDC Personnel Services, Donald Gallian, CDC Criminal Division, Nancy Violetto, Asst. CDC County Division, Bernadette Freeman, CDC County Division, Cheryl Delaney, Asst. Comptroller, Kim Velasquez, CDC Budget, Jerry Sciaraffa, Associate Clerk Criminal Bureau, Warren Howlett, Asst. CDC Criminal Department, and Kathy Miller, Asst. CDC Personnel Services. (Back rows, standing left to right) Mary Anselmo, Training & Development, Lutishia DeBose, CDC Payroll/Timekeeping, Jill Bottger (face obscured), Training and Development, Kimberly Seymore, CDC Child Protection Division, Rachelle Anders, CDC Legal Research, Rich Jackson, CDC System Software & Support (MIS Division), Gail Lutz, Associate Clerk of Human Resources, Kevin Murphy, Asst. Comptroller, Darrell Banks, CDC Purchasing, Bryan Coachman, CDC Audit Services, Wasiu Fashina, Financial Director Child Support Division, Robbin Perkins, CDC District 6-Markham, Jabari Jackson, Asst CDC District 6-Markham, John Chatz, CDC District 2-Skokie, Kathleen MCDonnell, CDC District 5-Bridgeview, James Deal, Associate Clerk County Bureau, Gina Poczekaj, Asst. CDC District 3-Rolling Meadows, Frederick Dunson, Asst. CDC Juvenile Justice Division, Michael Moore, Associate Clerk Family Law, and Janet Bunch, CDC Micrographics.

Photo by Matthew Brownlee, taken at the 2002 Senior Staff Retreat, Brookfield Zoo conference facility.

Clerk Dorothy Brown’s Diverse Senior Staff 2002
Executive Clerks, Officers, Associate Clerks, Chief Deputy Clerks, Assistant Chief Deputy Clerks and Directors

This page (front row, seated left to right): Laura Lane Ferguson, Executive Clerk of Court Operations and Administration, Mary Lou Keehan, Admin. Asst. 1st Municipal Bureau, Ana Guzman, CDC Civil Division, Fred Moody, Associate Clerk General Services, Cynthia Eddington, Asst. CDC Civil Division, Lillie Yarber, Asst. CDC District 5-Bridgeview, Phil Costello, CDC Archives; (second row, standing left to right): Al Levin, Intergovernmental Affairs Officer, Robert Callaghan, Asst. CDC Traffic Division, Robert Sroka, Admin. Asst. County Bureau, Kelly Smeltzer, CDC Family Law Bureau, Elena Dimopoulos, Asst. CDC Domestic Relations Division, Renata Seymore, Assistant General Counsel, Dennis McNamara, Criminal Systems Analyst, Sherry Walker, Asst. CDC Law Division, Kevin Harris, CDC Law Division, Mary Melchor, CDC District 4-Maywood, Leopoldo Lastre, CDC Criminal Division, and Dawn Hudspeth-Porter, Associate Clerk Suburban Bureau. (Last rows, standing left to right): Hemang Patel, Asst. Comptroller, Garry Smith, CDC Criminal Department, Jacquelyn Marshall, Executive Admin. Asst. Executive Office, Craig Wimberly, Chief Information Officer, Dorothy Reed, CDC Child Support, Jeff Wilner, Asst. CDC Child Support, Scott Pyter, MIS, Jim Ford, CDC Electronic Data (MIS Division), Bridgett Dancy, CDC Network Services & Support (MIS Division), Sharon Blackman, Asst. CDC Training and Development, Zelma Ingram, Executive Admin. Asst. Court Operations, Rosalyn Turner, CDC Records Center, Jerry Davis, Asst. CDC Investigations, Bryant Payne, CDC Public Affairs, Ron Banks, CDC Comptroller, John Morales, Chief Financial Officer, Perry Mulrain, Asst. CDC Payroll/Timekeeping, and Kay Murray, Exec. Admin. Asst. Public Policy. Not pictured: Al Alvarez, Associate Clerk 1st Municipal Bureau, Paul Bernstein, Civil System Analyst, Peggy Brown, Asst. CDC District 4-Maywood, Pearl Campbell, CDC Traffic Division, Kathleen Doll, Director Traffic Services, Patty Formusa, CDC Civil Appeals, Don Hunt, CDC Statistical Services, Betty Magness, Asst. CDC Child Support, David Moses, Asst. CDC Child Protection Division, Amy Przybylo, Asst. CDC District 2-Skokie, Jesse Resendez, CDC Investigations, Peggy Ryan, CDC District 3-Rolling Meadows, Connie Schumacher, Associate Clerk Records Management, Nolan Shaw, Asst. CDC Strategic Planning & Projects, Sam Thornton, Asst. CDC Investigations, Eduna Wilks, CDC Chancery Division.
ACKNOWLEDGMENTS

Special thanks to the Honorable John H. Stroger Jr., Cook County Board President, and the Cook County Board of Commissioners, the Senior Staff and 2,300 employees of the Office of the Clerk of the Circuit Court of Cook County.
COOK COUNTY CIRCUIT COURT
MUNICIPAL DISTRICTS

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District 3 Rolling Meadows
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Rolling Meadows, IL 60008
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District 4 Maywood
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Maywood, IL 60153
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District 5 Bridgeview
10220 S. 76th Avenue
Bridgeview, IL 60455

District 6 Markham
16501 S. Kedzie Pkwy.
Markham, IL 60426
(708) 210-4551