JTC Standard

Jury Management System Requirements Adopted Standards

Version 1.0

Executive Summary

This document describes a new national standard for jury management system requirements. It builds on a project commissioned by the Minnesota Office of State Court Administration, contracted to the National Center for State Courts (NCSC) and funded primarily by the State Justice Institute.

The Minnesota project produced a set of requirements for jury management automation that used an entirely new approach: identifying business capabilities needed to manage the jury function, from creating a list of prospective jurors and case jurors, through to closing out juror service and assessing performance. While the Minnesota project utilized a One-Step Summon/Qualify Prospective Jurors process, this generic version of jury management system requirements also includes a Two-Step Summon/Qualify Prospective Jurors process to address the needs of other states.

The premise for this new approach is that business capabilities – not functional specifications - drive the requirements for a system. Capabilities define every aspect of court management, from statutes and court rules that govern jury operations, multi-step processes that users follow for jury management, reports and displays that guide jury operations, as well as what the system does, and how data is exchanged with other systems. These capabilities can be mapped to the Business/ Organizational layer of the Court Technology Framework, including Demonstration Scenarios, Business Rules, and Report/Display Needs.

These jury management system requirements differentiate between operational standards, recommended practices, and common practice variations, in order that jury management automation delivers required and recommended functions.

The requirements also accommodate jury functions undertaken by other organizational entities. In many jurisdictions, for example, the administrative office of the courts is responsible for the creation and maintenance of a statewide master jury list and the distribution of appropriate segments of the list to individual trial courts that manage the qualification, summoning, and management of individual jurors. Some courts outsource various functions (e.g., print/mail, juror compensation) to other state or local government agencies or private vendors. The technology standards for jury automation apply regardless of the identity of the organizational entity undertaking those functions.

How to Use This Document

Begin by reviewing the business capabilities, demonstration scenarios and reporting/display requirements outlined in this paper. Consider the issues raised in

"Common Themes Concerning Jury Management Automation Functionality". Use "Overview of Jury Management" and "Appendix B: Glossary of Jury Management Terms" as informational resources.

Validate the Jury Management Business Capabilities

Ensure they reflect how your jurisdiction conducts its jury business in all of its courts, and revise them if needed to reflect standard practice.

Validate the Demonstration Scenarios to be used during vendor product demonstrations

Ensure they reflect how your jurisdiction conducts jury business in all of its courts, and revise them, if necessary, to reflect standard practice. The Demonstration Scenarios can serve as a script for vendor demos and for product acceptance testing.

Validate the Report/ Display Needs and Application Capabilities

Do they reflect how your jurisdiction conducts jury business in all courts? Revise them, if needed, to reflect local standard practice. Appendix A: Model Jury Management System Requirements is a model for developing a requirement matrix in a Request for Proposals. Vendors should be asked to respond if they support Application Capabilities through configuration, or whether they need to customize their system.

Acknowledgements

Document History and Version Control

Version	Date Approved	Approved by	Brief Description
1.0	12/3/2014	JTC	Recommended
1.0	12/6/2014	COSCA	Approved
1.0	12/16/2014	NACM	Adopted

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Introduction

An entirely new style of Jury Management System Requirements was developed for Minnesota to enable that state to acquire a highly functional, integrated, and efficient jury management system. Minnesota's system requirements utilized the Joint Technology Committee's unique approach of business-driven methods and tools instead of traditional functional specifications. That initiative is being used as the basis for this national standard for jury management system requirements.

JTC formed a Working Group to review and revise the original requirements developed for Minnesota to ensure/confirm that they were applicable to courts across the country with their varied policies and approaches to jury management. The resulting set of requirements are presented herein as a proposed national standard for jury management system requirements.

Overview of Jury Management

Jury management refers to all of the functions involved in the identification, qualification, summoning, and support for prospective petit (trial) jurors or grand jurors.

The process of providing juries to decide cases is subject to strict federal and state constitutional, statutory, and administrative requirements governing the demographic representation of the jury pool. Moreover, the jury system offers a unique window into the court system for local citizens who may not otherwise interact with the justice system. As such, the jury system serves as a lens through which citizens learn about and assess their local courts.

Petit Jury

Few cases filed in court are ultimately disposed by jury trial, so the jury system tends to be a relatively isolated area of court operations and is generally managed separately from other court management functions. It is, however, an important aspect of court operations because it must ensure the availability of a constant pool of qualified jurors from which to impanel juries for trial when the need arises in a pending case.

Grand Jury

The primary function of a grand jury is to determine probable cause and, if appropriate, return an indictment. While the roles of the grand juror may be different from that of a petit juror, the functionality processes for coordinating and managing are the same in most jurisdictions and thus the same technology

structure can support both types of juries. For that reason, the two jury panel types are not categorized separately in these standards. In some jurisdictions, however, statutory requirements concerning grand jury procedures may deviate from recommended practices for trial juries.

Jury Management Process

There are four basic steps involved in a jury management system: creating/maintaining the master jury list, summoning/qualifying prospective jurors, managing prospective jurors as they serve, and then conducting post-service evaluations. Jury automation plays a role in each step of the process.

Create/Maintain Master Jury List

The very first phase of the jury management process is the creation of the master jury list. In some jurisdictions, this function is performed at the state level by the administrative office of the courts or by another state government agency at the direction of the state judicial system; in other jurisdictions, it is performed locally by the trial court. In either case, the master jury list is a list of individuals in each jurisdiction from which the court randomly selects names to receive a jury summons or juror questionnaire. It is important that the master jury list be inclusive, representative and accurate to avoid introducing problems downstream in the jury selection process.

The NCSC recommends that the resulting master jury list reflect at least 85% of the adult population of the jurisdiction served by the court.[1] The American Bar Association Principles for Juries and Jury Trials does not specify a numerical standard, but recommends that the "jury source list and the assembled jury pool should be representative and inclusive of the eligible population in the jurisdiction."[2] The *ABA Standards*

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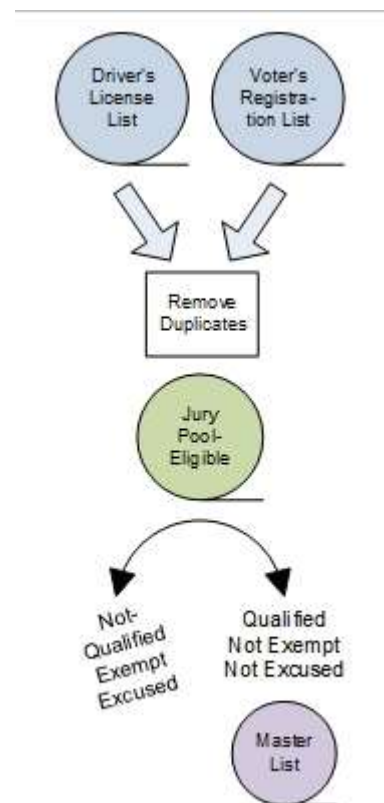
[1] See Munsterman, G. Thomas, *Jury System Management*, 4-5 (1996).

[2] American Jury Project. *Principles for Juries and Jury Trials*, Principle 10.A.2. American Bar Association, 2005. Web. 19 Feb. 2015.

Relating to Juror Use and Management, which preceded the ABA Principles, noted that 80% coverage of the adult population was the predominant practice, but that the use of multiple source lists to compile the master jury list would often result in 90% inclusiveness or more.

Courts do not routinely maintain a large-scale census of community members on file, so they must rely on lists provided by other government agencies, which are called "source lists." Common types of source lists include registered voters, licensed drivers, state identification card holders, state income tax filers, and recipients of unemployment compensation and public welfare. Each state defines statutorily which source lists must be used in the creation of the master jury list.

Many states permit courts to supplement the mandatory source lists with additional lists if doing so will improve the inclusiveness, representativeness, or accuracy of the resulting master jury list. When multiple lists are used, duplicate records must first be identified and removed to avoid including individuals more than once on the final master jury list. Many courts also do additional scrubbing of the master jury list to identify and remove individuals who are not qualified for jury service or would likely be exempt or excused (e.g., deceased, medical hardship, previous jury service), and to verify the accuracy of the addresses through the U.S. Postal Service National Change of Address (NCOA) processing.

The technology used in creating the master jury list involves the transfer and receipt of electronic records from state administrative agencies, the standardization of those records, record merging, and identification and removal of duplicate records and records of individuals who are disqualified or exempt from jury service. In addition, some courts employ software applications for geo-coding (especially in jurisdictions that manage multiple court locations or jury trials with different levels of trial courts) and for updating address records using the NCOA database.

Summon/Qualify Prospective Jurors

The second phase of the jury management process involves qualifying and summoning individuals for jury service. This is a screening process to ensure that individuals who are summoned for jury service are statutorily qualified and available to serve. Jurisdictions use either a one-step or two-step system to qualify and summons jurors. Some courts use both one-step and two-step procedures simultaneously, especially courts that manage multiple jury systems (e.g., for the general jurisdiction and one or more limited jurisdiction courts). In

some instances, it is also useful for a one-step court to employ a two-step process for certain types of cases (e.g., capital or high-profile trials).

Two-Step Qualify Then Summon

One-Step Summons & Qualification Questionnaire

Qualification Questionnaire

⬇

Summons & Qualification Questionnaire

⬇

Confirm Qualified Exempt Excused Deferred

Updated Qualified List

⬇

Confirm Qualified Exempt Excused Deferred

Updated Qualified List

Told to Report for Jury Duty

Jury Summons

Told to Report for Jury Duty
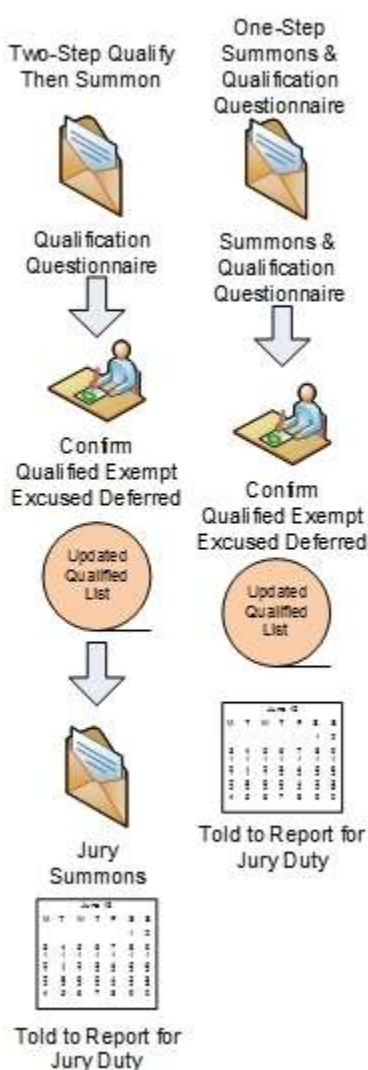
Two-step courts randomly select records from the master jury list and mail those individuals a qualification questionnaire to be completed and returned by the prospective juror confirming that the person is statutorily qualified to serve. If the person is qualified, their name is placed on the qualified juror list. The court then randomly selects names from the qualified juror list and mails those individuals a jury summons instructing the person to report for service on a specified date. Two-step jury systems tend to be employed more frequently in lower-volume courts because it allows the court to maintain a pool of qualified jurors over a longer period of time without expending resources unnecessarily to qualify a new pool whenever a case is scheduled for jury trial. The number of qualification questionnaires and jury summonses mailed is based on the expected demand for jurors over a given period of time.

A one-step process combines qualification and summoning steps by randomly selecting names from the master jury list and mailing those individuals both a qualification questionnaire and jury summons. If the person is qualified and available for service, they are instructed by mail to report for service; otherwise, the court mails a letter or otherwise informs the juror that they are disqualified, exempt, or excused from jury service and should not report for service. There are procedures to excuse jurors if service would entail substantial hardship, or to reschedule the date of service if the reporting date is inconvenient due to previous commitments.

Randomness is a hallmark of jury system integrity insofar that it ensures that the court cannot influence the eventual outcome of jury trials by stacking the jury pool with individuals who are predisposed to a particular outcome. Jury automation is used to ensure random selection of names from the master jury list or qualified juror list, and to document the status of the prospective juror

throughout the summoning and qualification process. There are no recognized national standards that specify the algorithms employed by the random number generator for jury automation. Although some states – notably Connecticut and Florida – have instituted precise standards for randomness to which the automation must conform, most courts evaluate randomness based on the results of the random selection process. [3]

Manage Prospective Jurors during Service

The third stage of the jury management process involves assigning prospective jurors to specific cases to determine their ability to serve fairly and impartially if selected as a trial juror. The stage begins with the receipt from a judge or the Clerk's office of a request for a jury panel. The request typically provides details about the case including the case number, case name, case type including criminal charges or civil claims, and the estimated trial length. The number of jurors to be assigned to the jury panel for jury selection (voir dire) is generally a matter of court policy based on those factors, but some courts permit trial judges to specify the number of jurors.

Report for Jury Duty

Juror Orientation

Send Panels to Courtrooms

Voir Dire & Jury Selection

Jury Deliberation and Verdict

Based on the number of pending requests for jury trials, the jury office determines the number of summoned jurors needed and informs the prospective jurors who were summoned for that day if they should report for service or not. On the service date, the court confirms the attendance of prospective jurors, conducts a routine orientation for the jurors if they have not already received basic orientation materials with their jury summons or accessed these materials online,[4] and then randomly selects names from the available venire and assigns those jurors to a panel to be sent to a courtroom for voir dire. Some prospective

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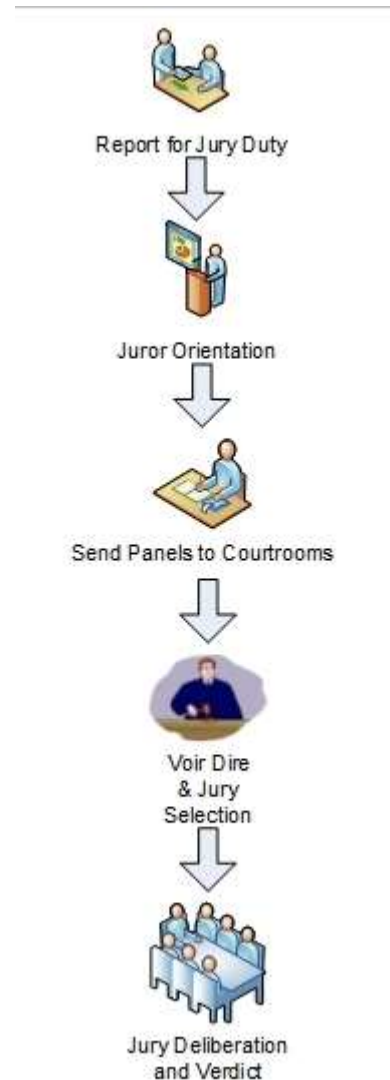
[3] For descriptions of methods for evaluating randomness, see G. Thomas Munsterman & Paula Hannaford-Agor, *The Promise and Challenge of Jury System Technology*, 21-23 (2003).

[4] Historically, many courts would conduct an "Orientation Day" in which prospective jurors for a given term of service would report to the courthouse solely for the purpose of completing paperwork, managing requests for excusals for some or all of the term of service, and receiving basic instructions about their responsibilities as jurors. As courts adopted shorter terms of service, most replaced the Orientation Day with a shorter orientation when jurors first report for service.

jurors are selected during voir dire and become jurors in the case.

Jury automation is needed for this stage of jury management to provide information for estimating the number of jurors needed to report, to communicate with prospective jurors about whether they need to report, to confirm the jurors' attendance, to randomly select jurors for panel assignment, and to document the jurors' status during voir dire and trial. Many jurisdictions put prospective jurors not selected during voir dire back into the venire pool for assignment to another panel.

Post-Service Jury Management and Performance Evaluation

After jurors have completed their jury service, the jury management team (ideally through automation) calculates the amount of compensation and/or reimbursement for mileage and other expenses, generates the payment or transmits the information to the court's financial system for payment, and generates financial reports documenting those expenses.[5] The system should also provide documentation confirming the dates and times for each juror's service for employment verification purposes. In many courts, information about individuals who have completed jury service is used to remove or suppress records on the master jury list to prevent that person from being summoned again within the statutory timeframe specified for disqualification or exemption.

Determine Compensation and Reimbursement

Print or Email Juror Certificates

Juror Exit Survey

Juror Debriefing

Evaluate Jury Management Performance

Many jurisdictions request jurors to complete an exit survey to enable the jury office to evaluate the operation and learn of possible improvements that could be made. Some jurisdictions conduct juror debriefing or offer counseling when needed.

Throughout all stages of the jury selection process, jury automation must be capable of generating reports summarizing established performance measures for jury operations including jury yield and juror utilization.

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[5] In some jurisdictions, the necessary information for calculating the compensation and mileage reimbursement is extracted from the jury automation system and transmitted to a state or local government agency to generate the payment and manage the financial reporting.

Jury yield is a measure of the resources expended to create a pool of qualified and available jurors. Juror utilization is a three-part measure of how effectively the jury pool was used with focus on panel utilization, trial-date-certainty, and summoning rates. Other common performance measures include the timing and length of voir dire and trial practices to assess judicial practices related to jurors, jury trials, and jury system management.

Technology Standards for Jury Management Systems

State courts have increasingly turned to technological solutions to provide services to constituents and stakeholders and to perform essential court operations efficiently and cost-effectively. Beginning in 2010, the Joint Technology Committee began developing the Court Technology Framework (CTF) as a tool to provide context for existing, and identification of possible new, technology standards initiatives for the courts community. The goals and objectives of the CTF include (1) providing an organized view of the increasingly complex landscape of court technology solutions; (2) promoting alignment of IT initiatives with business goals; (3) defining a standard set of components and interfaces that make up a comprehensive court IT environment; and (4) helping courts more readily identify opportunities for improved efficiency and/or cost savings through the use of technologies.[6]

Concurrent with the CTF, the National Center for State Courts was also developing the High Performance Court Framework (HPCF), a series of flexible steps that courts can take to integrate performance improvement in ongoing court operations. The steps focus on key administrative principles that clarify high performance, understanding how a court's managerial culture can promote common goals and collegial cooperation, developing the capacity to measure performance and learning to use the results for procedural refinements and communication with a variety of stakeholders. Taken together the steps form a functional system or quality cycle that courts can follow in enhancing the quality of the administration of justice.[7] The HPCF explicitly recognizes technological capital as one of four essential components of a court's ability to implement performance improvement, but also notes that many courts fail to use this form of capital to its full capacity due to inadequate staff expertise and training, underutilization of technology, or failure to use the technology to inform organizational operations.[8]

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[6] National Center for State Courts, Court Technology Framework (Working Draft for Comment Only, dated July 9, 2010)

[7] Ostrom, Brian. Achieving High Performance: A Framework for Courts (April 2010).

[8] *Id.* at 69.

The present project originated as an effort to integrate the CTF and the HPCF in the development of technology standards for jury management automation for district courts of Minnesota, under leadership of the Fourth Judicial District.

Jury management is a specialized area of court operations that involves the following:

1. Identifying and locating members of the community as prospective jurors;
2. Confirming their eligibility to serve under state law;
3. Summoning those individuals to appear in court for consideration as grand or petit jurors;
4. Randomly selecting individuals and assigning them to jury panels to be questioned about their suitability to serve in a specific case;
5. Managing logistics of jury operations including compensation to those individuals for their service, verification of service for employers, and other administrative tasks; and
6. Calibrating the effective use of jurors with judicial needs.

The Fourth Judicial District Court was particularly interested in improving its performance in jury management both from the perspective of the public and internally, but had been unable to electronically gauge the effectiveness of jury operations due to its inability to use automation to measure achievement against the Court's stated goals.

Common Themes in Jury Management System Functionality

Jury management systems offer a variety of unique features and benefits. Common user concerns relating to jury management system functionality include the ability of the system to be adapted to local jury management practices, the need to interface with other systems, keeping up with technologies used to communicate with prospective jurors, and capturing and reporting relevant data.

Ability of Technology to Adapt to Local Jury Management Practices

Although the basic processes of jury management are similar across courts, the procedural details dictated by state statute, state or local administrative rules, and local practice, can vary dramatically. Important variations include the process of summoning and qualifying jurors (e.g., one-step versus two-step systems), the maximum length of the term of jury service, and the overall volume of jury operations. As a result, jury management automation systems need to be flexible enough to manage these variations effectively, or at least, accommodate local operational and reporting needs without the need for expensive and time-consuming system customization.

Need for Interfaces with Other Systems and Real-Time Data Entry

Many commercial jury management automation systems operate as stand-alone systems that are not integrated with the court's case management system (CMS) or accessible to court employees outside the jury office. Consequently, a significant portion of work performed by jury staff may entail entering case-level information onto the jury system, much of which was already entered in the CMS (e.g., case number, case name, judge and attorney information, case type, scheduled trial date, etc.). At best this is a duplicative effort that also increases the risk of data entry errors.

Similarly, the results of jury selection must be documented:

- prospective jurors questioned and removed for cause, for hardship, or by peremptory challenge
- prospective jurors not questioned at all
- prospective jurors ultimately sworn as trial jurors or alternates

That information, as well as how long the process actually takes, would ideally be captured automatically. However, courtroom staff often collect information manually, and then forward it to the jury office for data entry, introducing yet another opportunity for data entry errors.

The ability to interface with the CMS and to permit courtroom staff to enter jury selection information directly onto the jury management automation system would be an important function. Appropriate security restrictions and tracking mechanisms would have to accompany any increased access by non-jury staff to prevent unauthorized changes to case or juror records.

Evolution of Technology and Jury Management Automation

Many commercial jury management automation vendors have made significant improvements in the options available to courts for communicating with prospective jurors through contemporary communication technologies such as the Internet and Interactive Voice Response (IVR) systems. These systems provide a database interface in which jurors can respond to the qualification questionnaire, conduct routine administrative tasks (e.g., inform the court of name or address changes, defer jury service to a more convenient date, provide requested documentation) directly on the system, permitting jury staff to address more complex issues requiring individual attention. The costs and necessary technical expertise associated with implementing these systems has been a deterrent for some courts, however.

Of particular concern is the requirement that courts must make a strategic choice among multiple communication options because the costs of offering a menu of options for communicating with jurors are considered to be risky and prohibitive. These technologies are evolving so quickly that many courts are cautious about investing in technology that may become functionally obsolete in a relatively short period of time, particularly if it is not configured in a way which could be leveraged for use in other areas of court operations (e.g., public access portal, IVR, outgoing text messaging). As a matter of customer service, a jury management automation system that enables the court to communicate with prospective jurors through a variety of means (whichever are preferred by prospective jurors) is optimal.

Reports to Aid Management Decision-Making

Many jury management automation systems do not provide accurate, reliable reports of standard performance measures such as jury yield, juror utilization, and the demographic composition of the jury pool. In some instances, systems do not capture data needed to generate those reports; in others, the formulas employed do not conform to national standards. As a result, court managers sometimes rely on alternative information from those systems that may not produce accurate decisions, or jury staff must supplement the jury management automation system with data from other sources (e.g., manually collecting information from jurors when they report for service, or after they have been released from service). Many courts have had to rely on IT or court research division staff to develop customized reports using data extracted from the database. An effective jury management system should collect the necessary data to meet local reporting requirements, and include reports or reporting tools that allow users to access that information without IT assistance.

Best Practices in Procurement, Implementation, and Ongoing Operations

Based on extensive experience with managing court technology projects and resources, JTC recommends the following best practices in procuring, implementing and operating jury management systems, gleaned from NCSC educational materials and other resources advising on managing technology projects and resources.[9] In addition, the

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[9]*See* Institute for Court Management, Managing Technology Projects and Technology Resources: Fundamentals for the Court Executive Team (NCSC 2011); DeClue, Curt, and James McMillan. "Ten Tips for Buying Technology." *Court Technology Bulletin*. The National Center for State Courts, 6 Mar. 2012. Web. 19 Nov. 2014.

NCSC Center for Jury Studies has published reports on jury management[10] and innovations in jury system technology.[11]

Focus on Business Capabilities

The Court Technology Framework (CTF) emphasizes that the technology procurement process begin with a careful assessment of the business capabilities that the technology is intended to support. This approach ensures that the technological solutions offered by prospective vendors will meet those needs, and minimizes the likelihood of purchases of extraneous technology applications, and of workarounds required to adapt operations to fit the technology.

Use a Procurement Consultant

Whenever possible, courts should involve a qualified procurement consultant. A consultant can help the court identify key business capabilities, develop a detailed project plan, negotiate with the vendor about customized applications, and ensure contractual language specifies expected timeframes and deadlines for implementation of deliverables, responses for software modification requests, and penalties for missed deadlines. A consultant can also help ensure the contract specifies that customized software applications be thoroughly tested before the court signs off on completion and approves the final outcome.

Whether a court uses a procurement consultant or not, the court should identify at least one person with the project management skills and experience to manage acquisition of the jury management system from the court's side. While a procurement consultant can be very helpful by bringing specialized experience to the project, the in-house project manager is instrumental in exercising the authority of the court's governance group on behalf of the court's stakeholders in achieving the goals of the project.[12] The system vendor (and the procurement consultant, if any) must be held accountable for successfully delivering the products contracted for, and to "blow the whistle" if milestones are not met.

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[10] See Hannaford-Agor, Paula, J.D. "An Overview of Contemporary Jury System Management." *Center for Jury Studies*. National Center for State Courts, May 2011. Web. 23 Jan. 2015. <http://www.ncsc-jurystudies.org/>.

[11] "Jury System Technology." *Center for Jury Studies*. National Center for State Courts, n.d. Web. 21 Jan. 2015.

[12] For information about governance of a court technology project, see Webster, Lawrence P., "The NCSC Court IT Governance Model," *Future Trends in State Courts,* 2006, pp. 46-49.

Software Maintenance Obligations.

Courts should also seek contractual language for ongoing maintenance obligations and mechanisms and response times for maintenance requests. Vendors should be obligated to stay current with upgrades and newer versions of system components.

System Testing

The ability to pilot-test new versions of software has benefits with respect to ongoing maintenance and operations. For example, the Circuit Court of Cook County, Illinois (Chicago) operates an in-house system, but has a test system available to model the impact of new software features before a new version is implemented in production. Trying a new version in a test environment on a routine basis has prevented disruptions to jury operations on several occasions.

Communication with the Technology Vendor

Customer service expectations of the court procuring the software may not always be clearly articulated in the RFP or procurement contract. The Montgomery County Court of Common Pleas, in Dayton, Ohio, found it effective to use a web-based system to submit and track the status of software problem tickets and change requests with their jury management automation vendor. Jury management experts emphasize the importance of effective vendor communication, especially for confirming that the vendor has received notice of a software bug or enhancement request, verification that it has been accurately categorized, as well as enabling the vendor to send notice when software bugs have been remedied or a new version is available for installation.

Introduction to Jury Management System Requirements

This set of jury management system (JMS) requirements is based on the Court Technology Framework (CTF) and leverages the Minnesota project: The requirements encompass Business Capabilities, Demonstration Scenarios, Business Rules, Process Activities, Report/Display needs, Application Capabilities, Data Exchanges, Data Needs and Infrastructure Needs.
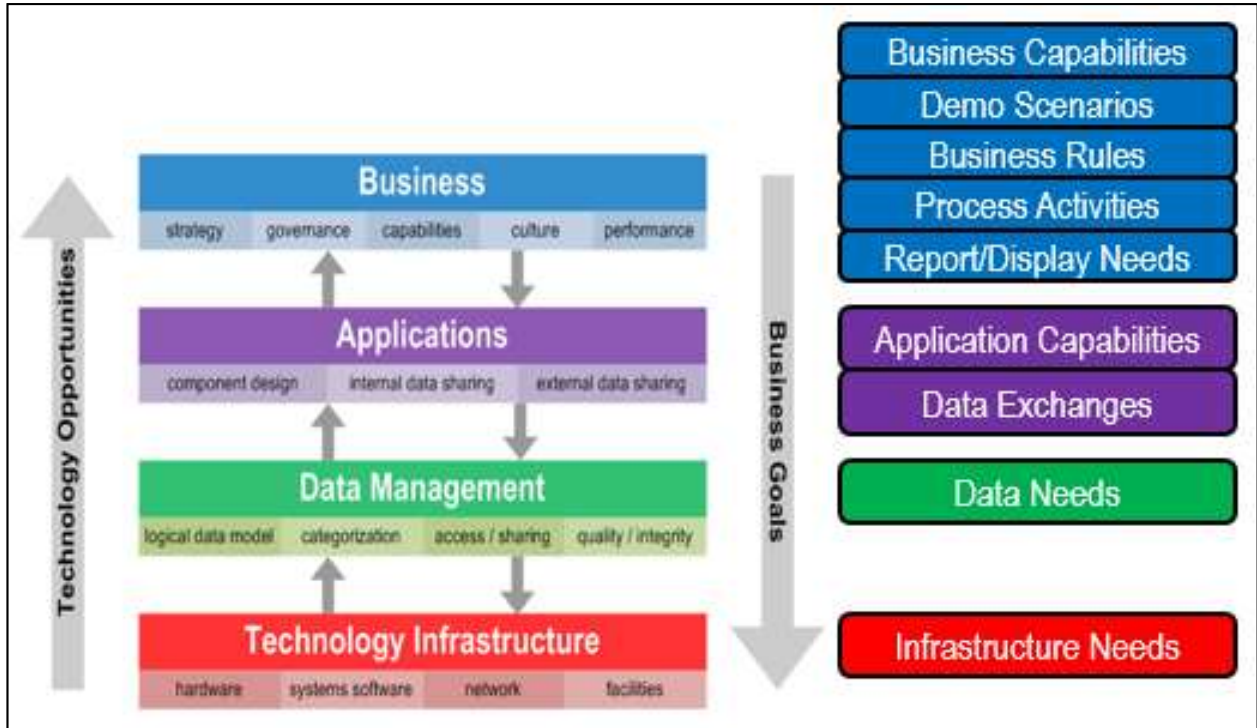
Figure 1: Court Technology Framework

The diagram identifies requirements by level: business/organizational, application, data, and technology infrastructure.

Business/ Organizational	
Business Capabilities	High-level business functions. Requirements supporting detailed business capabilities describe the application, data management and technology needed to perform the business capabilities.
Demonstration Scenarios	A sequence of events that a judge, jury administration, or courtroom staff will experience when performing a high-level business process. Participant scenarios notify software vendors what activities their JMS should be able to support, and will serve as a script for vendor demos and for product acceptance testing.
Process Activities	The steps or activities of a detailed business capability. For some Business Capabilities, the sequence of Application Capabilities describes the process activities.
Business Rules	A criterion used to guide day-to-day business activity or calculation, and it specifies decision criteria for carrying out a business process. A jurisdiction's policies are embodied in its jury plan, court rules or statutes, which are its business rules.
Report/ Display Needs	Information that can be printed on paper or displayed on a screen at the option of the user. Almost all reports are specified for a given date range with parameters for single or multi-county districts or multiple districts.
Applications	
Application Capabilities	Functions that an application must perform during a business process. Vendors will be required to state whether their jury management solution has an application capability built into it through configuration, or whether it must be customized. **Application Capabilities are numbered sequentially in these requirements.**
Data Exchanges	Data and document content imported to and exported from the JMS.
Data Management	
Data Needs	Data elements required by other requirements, such as indicator flags, drop-down lists of values, and other kinds of data used by business rules and for Report/ Display Needs.
Technology Infrastructure	
Technology Infrastructure Needs	Infrastructure needs include requirements related to hardware, systems software, network capabilities and facilities.
Other Recommended Practices	
Other Recommended Practices	(Not part of the Court Technology Framework.) Practical guidance, not in the nature of requirements. "Lessons learned" from a variety of sources which would benefit other jury management practitioners.

Though not part of the CTF, "Other Recommended Practices" address policy and operational issues. Identifying "Other Recommended Practices" is a method of documenting innovations which are not likely to be considered as requirements, but are brought to light either by expert jury management practitioners or in the jury

management literature and practice in jury management. Jurisdictions may give vendors more consideration if their products conform to recommended practices.

Requirements in all four levels are related to requirements in other levels, as indicated by arrows in the diagram. Business needs drive the requirements for a JMS, illustrated by the downward arrow titled "Business Goals." At the same time, technology innovations create opportunities to improve automation when applied (e.g., internet portal to the application, interaction with smart phones and tablets, bar coding), illustrated by the upward arrow titled "Technology Opportunities."

Detailed Business Capabilities

These requirements for a jury management system (JMS) are based on Business Capabilities, which describe what courts do in the course of jury management. Business Capabilities incorporate the goals and performance objectives of courts, and are broken down in further detail, into Detailed Business Capabilities. The outline format of these requirements reflects increasing detail of the Business Capabilities, from more general to more specific, e.g., 1.1, 2.1.1, 2.1.3.1. Business rules, Application Capabilities and data needs related to detailed Business Capabilities have the same numbering scheme. These capabilities are the diagramed in the form of mind maps in Figures 4-8 on the following pages.[13]

Figure 2: Jury Management Mind Map

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[13] The mind maps were created using free software from www.xmind.net.
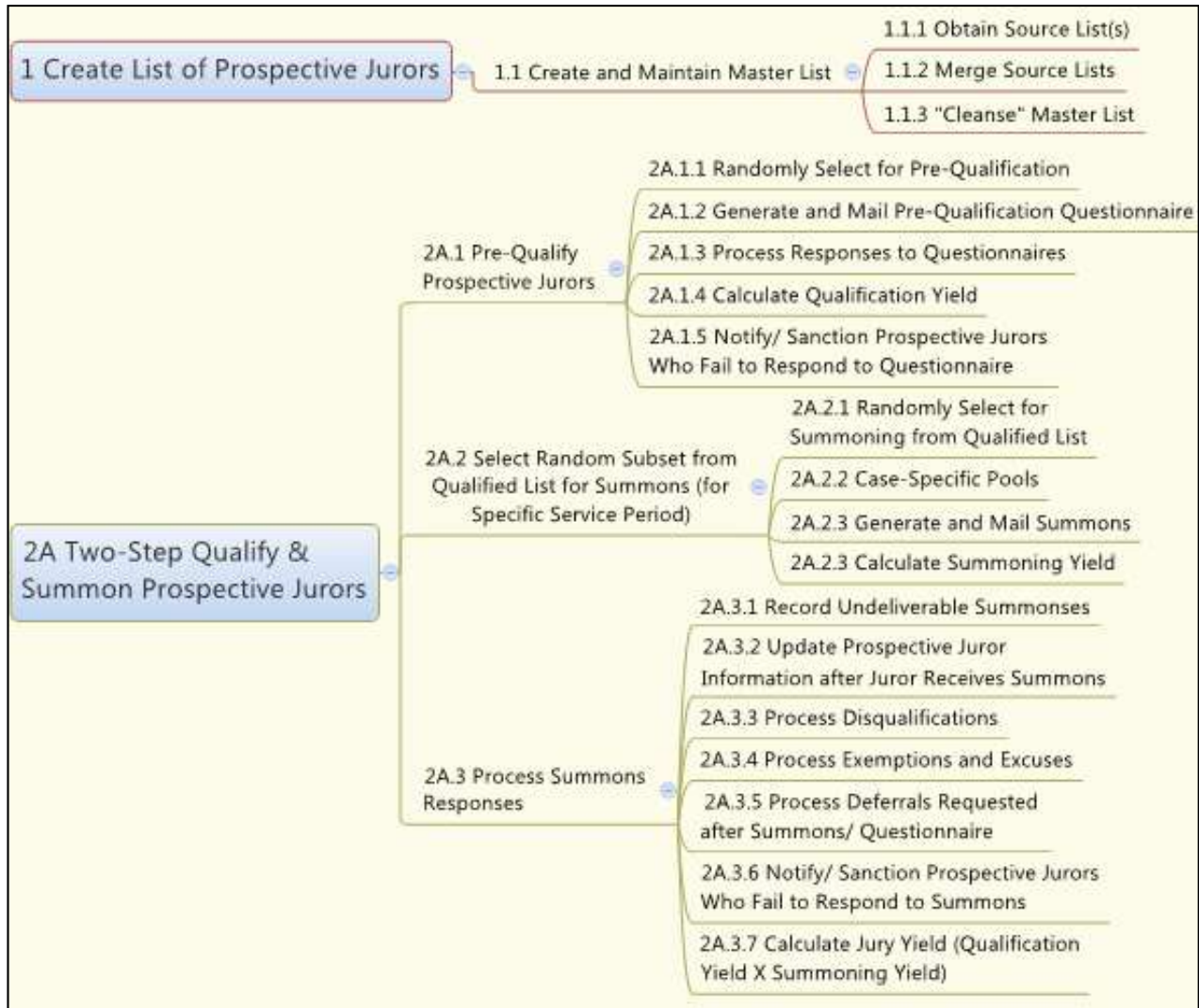
Figure 3: Two-Step Qualify and Summon Mind Map
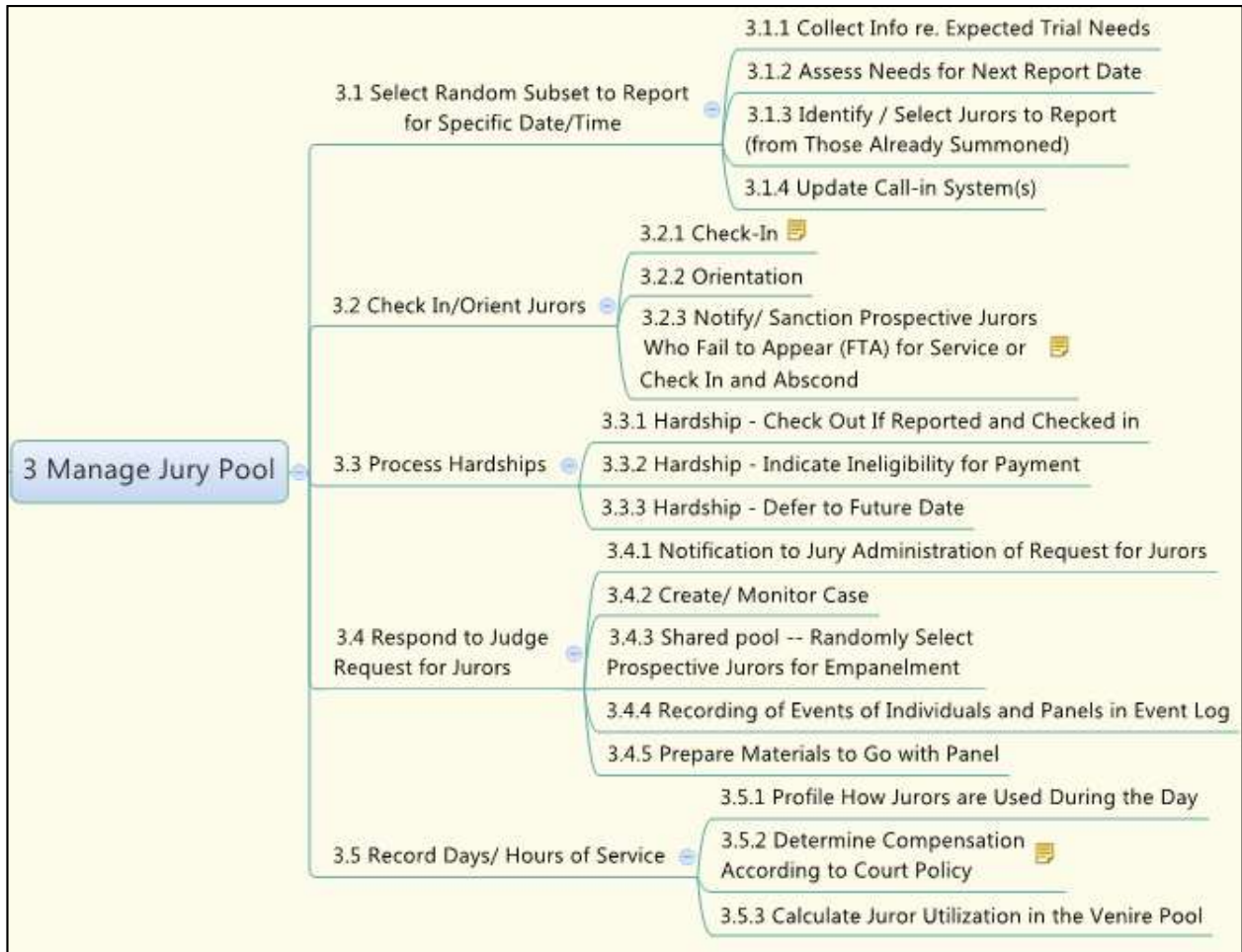
Figure 4: Manage Jury Pool Mind Map

Figure 5: Manage Case Jurors Mind Map
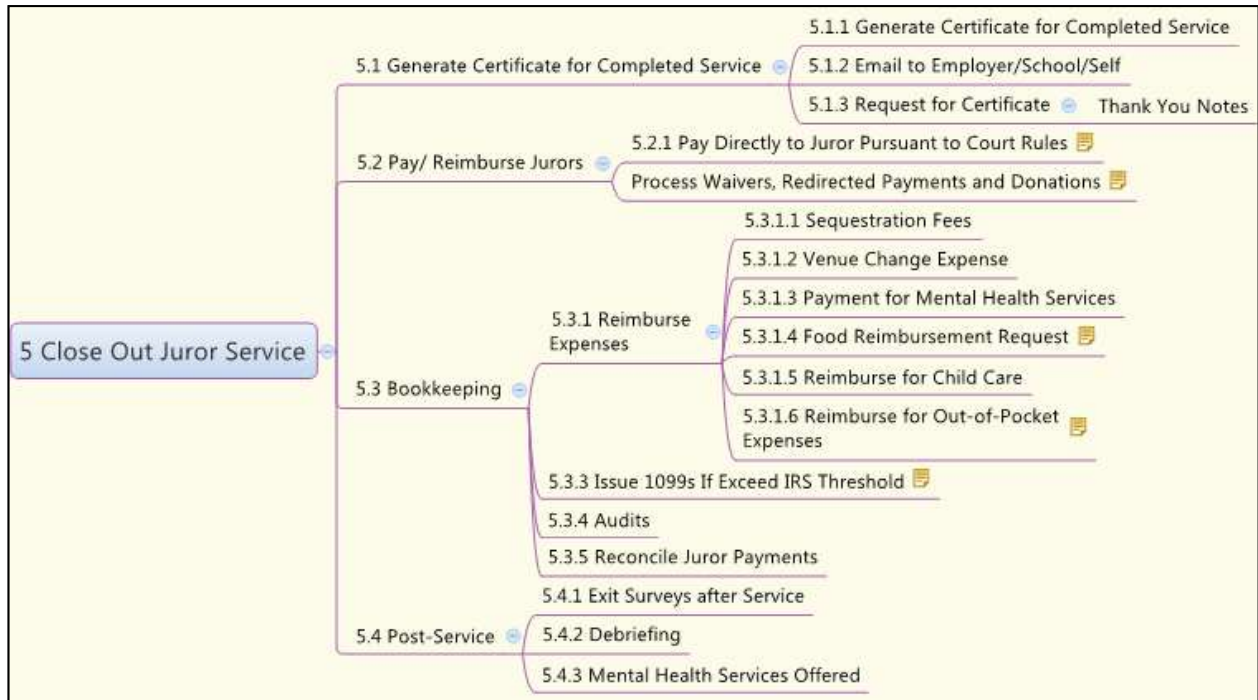
Figure 6: Close Out Juror Service Mind Map

Demonstration Scenarios

A high-level description of a business capability is a scenario. A demonstration scenario is a sequence of events that jury administration, a judge, or courtroom staff will experience when performing a jury management function, for use during system procurement. Participant scenarios provided in an RFP will notify jury management system vendors what activities their JMS should be able to support, and will serve as a script for vendor demos and for product acceptance testing.

General Functions – Search

1. Search for a prospective juror by county or judicial district
2. Search for a case by case number, defendant, judge, county or judicial district
3. History of recent searches – a shortcut to recent search results

During Qualification and Summons

1. A prospective juror completes the questionnaire on paper or online, and submits supporting documentation in paper or electronic format, to be attached to the person's record.
2. Jury staff enters data from the questionnaire or reviews data entered online.
3. Jury staff reviews supporting documentation, if any, and records disqualification or exemption.
4. Show the tools available to how jury administration to determine how many jurors to summon.

5. Jury staff generates qualification/ summons for sending to the prospective jurors.
6. Show how entry of prior jury service within the last X years, or other statutory disqualification keeps a name from being selected for the master jury list, by changing parameters.
7. Demonstrate how standard qualification and summons templates can be modified.
8. Demonstrate deferring a prospective juror to a future date.

Check-in and Orientation

1. Document Generation: Show how to generate juror name badges and, later, certificates of service
2. Show methods available for checking in prospective jurors, and checking jurors back in when they return from a courtroom
3. Show ability to change a juror service location
4. Show ability to check a juror out due to illness or hardship
5. Show how to indicate that prospective jurors have viewed the orientation
6. Select a panel from the venire pool using random selection
7. Select additional jurors for a supplemental panel after peremptory challenges and for cause have depleted the original panel

Before and During Petit Jury Voir Dire

After an attorney (or the judge) asks jury panelists a series of questions, the attorney announces a challenge or the judge rules on the disposition of a juror if needed (e.g., request to be excused)

1. Courtroom staff records the disposition of each juror (e.g., excused, struck for cause, peremptory strike, accepted)
2. Show a prospective juror selected as a juror on the case
3. Show a notification to jury administration that there are 20 jurors not selected for a trial, asking whether they should return to the jury assembly room or be released, and a return notification message what should happen
4. Demonstrate after voir dire, jury administration checks jurors back in, and either assigns a juror to another panel or releases the juror (depending on policy and immediate need for jurors)

Post-Service

1. Show a juror fee waiver or donation process and a cancellation of waiver of jury fee process
2. Provide an example of a request for juror payment to be sent to the juror's employer

3. Show how the rules for determining the amount of juror payment (e.g., adding child care reimbursement, non-standard mileage reimbursement) can be modified by the court, or be overridden
4. Void check, reissue

Jury Operations/ Performance

1. Demonstrate an event log for individuals and panels, and how juror use profiles are generated
2. Show the capability to display the history of juror service for an individual and for a panel.
3. Report Generation: Demonstrate your capacity to provide statistics, management reports, and ad hoc reporting capabilities (e.g., calculate and report juror costs by case, court, case-type):
   a. Juror yield
   b. Jury utilization

These jury management system requirements differentiate between Operational Standards, Recommended Practices, and Common Practice Variations, in order that jury management automation should be capable of accommodating required and recommended functions. JTC proposes the following differentiation:

Operational Standards

An Application Capability that the software MUST be able to support or provide because the business function is either universal to all jury systems (e.g., random selection) or it is such a prevalent practice that the vast majority of courts have adopted it as a routine practice (e.g., deferring jurors to a future date rather than excusing them outright).

Recommended Practices

An Application Capability that the software SHOULD be capable of supporting because the business function is generally regarded as the optimal practice in terms of efficiency, cost-effectiveness, accuracy, convenience to stakeholders, etc. If the software supports the Recommended Practice, it should be configured such that the Recommended Practice reflects the default mode for the automation, forcing courts that opt for suboptimal practices to make a conscious request that it do so.

Common Practice Variations

An Application Capability that the software MUST be able to support with minimal customization. Common practice variations tend to be related to high-volume versus low-volume courts. As one example, one-step summon/ qualify

processes are almost always more efficient than 2-step qualify and summon processes, but 2-step processes are generally more administratively convenient even though they cost more in the long term. A jury automation system should be able to accommodate 2-step courts even if the vast majority of courts within a given state operate on a 1-step basis.

See Glossary **of Jury Management Terms** for an explanation of Jury management system requirement terms, which are formatted **<Term>** when they appear in requirements.

Detailed requirements suitable for adaption to your specific RFP are contained in Appendix A: Jury Management System Requirements.

Appendix A: Model Jury Management System Requirements

1. Create the Master List of Prospective Jurors

Creation of a master list of prospective jurors is the first stage of the jury management process. It entails obtaining one or more electronic lists of individuals who reside within the geographic boundaries of the court; standardizing the name and address records for those lists; merging the lists; identifying and removing duplicate records; applying suppression files to identify and remove individuals who are disqualified or exempt from jury service; and updating address records using U.S. Postal Service NCOA software or licensed NCOA vendors. The vast majority of states require the use of multiple source lists, usually registered voters, licensed drivers, and state identification card holders. The three most important criteria for the resulting master jury list is inclusiveness, representativeness, and accuracy with respect to address records.

1.1 Create and Maintain Master List
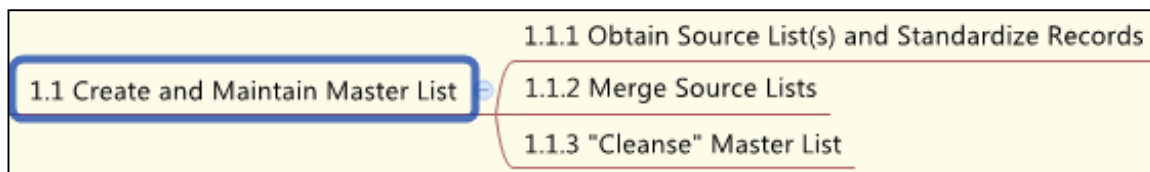
1.1.1 Obtain Source List(s) and Standardize Records

Business Capability Description	Two or more source lists are obtained, and names and addresses are standardized by processing the lists with standardization software. A geocode may be available on source records (voters, drivers and death records) to distinguish the county or other geographic boundaries. A geocode may include Zip Codes to distinguish court location jurisdictions within a larger jurisdiction.
Process Activities	**PA 1.1.1-1** - Standardize names for matching, including Hispanic or other hyphenated surnames **PA 1.1.1-2 -** Provide **RD 1.1.1-1**: Total records standardized by name, by source list **PA 1.1.1-3 -** Provide **RD 1.1.1-2**: Total records standardized by address, by source list
Business Rules	**BR 1.1.1-1 - Criteria for Standardizing Prospective Juror Names:** Prospective juror names are standardized by applying a phonetic algorithm. **BR 1.1.1-2 - Criteria for Standardizing Prospective Juror Addresses:** Prospective juror addresses are standardized by applying a Coding Accuracy Support System (CASS) algorithm.

Report/ Display Needs	**RD 1.1.1-2 - Total Records Standardized by Name, by Source List**
	RD 1.1.1-3 - Total Records Standardized by Address, by Source List
Application Capabilities	**AC 1.1.1-1 -** Provide data structures for the following fields from all of the source list agencies: (1) first name, surname, and middle initial; (2) mailing address, (3) street address; (4) DOB; and (5) county of residence; and (6) date source list record last updated (if available). (Operational Standard)
	AC 1.1.1-2 - Provide data structures for both mailing addresses (for communications) and street address (to determine residency). (Recommended Practice)
	AC 1.1.1-3 - Mark confidential addresses (e.g., civil protection orders, witness protection, etc.) with confidentiality flag to alert court staff not to disclose the record - See **DE 1.1.1-1 Confidentiality Flag**. (Recommended Practice)
	AC 1.1.1-4 - Hispanic or Hyphenated Surnames: Process Hispanic or hyphenated surnames in a manner that permit identification and removal of duplicate records. (Operational Standard)
	AC 1.1.1-5 - Standardize Names: Standardize names for matching using Soundex, Reverse Soundex, NYSIIS and/or match rating approach (MRA) forms of phonetic algorithms. (Operational Standard)
	AC 1.1.1-6 - Standardize Addresses: Standardize addresses for matching by using software certified by Coding Accuracy Support System (CASS software). (Operational Standard)
	AC 1.1.1-7 - Add Geocodes/ Zip Codes - see **DE 1.1.1-2** Geocodes/ Jurisdictional Codes. Geocode and zip code are used to identify counties or parts of counties during selection of prospective jurors. (Operational Standard)
Data Exchanges	**DE 1.1.1-1 - Confidentiality Flag:** Source list agency must provide person/ address data with confidential addresses (e.g., civil protection orders, witness protection, etc.) identified with a confidentiality flag
	DE 1.1.1-2 - Geocodes/ Jurisdictional Codes: The jurisdiction may have a geographic information system (GIS) to obtain geo-data. Updates may be available via web service inquiries or master file batch update run.
Data Needs	**DN 1.1.1-1 - Juror Confidentiality Flag:** This flag can be turned on automatically if the source data contains this information, or manually if the flag is turned on by jury administration in response to information received. The flag being turned on alerts jury administration not to disclose the address.
	DN 1.1.1-2 - Source List Date: The date that the source list was last received by the court.
Other Recommended Practices	**RP 1.1.1-1 - Source List Date Tracking:** If available from source list agency, obtain date that record was last updated by source list agency for use in identifying most accurate address during duplicate removal process in 1.1.2

1.1.2 Merge Source Lists

Business Capability Description	Two or more source lists are merged by sorting them by surname and identifying duplicate persons by applying criteria for matching records in other source lists
Process Activities	**PA 1.1.2-1 -** Merge source lists based on merging criteria, and purge duplicate records **PA 1.1.2-2 -** Provide Report/Display **RD 1.1.2-2**
Business Rules	**BR 1.1.2-1 - Data Fields Compared in Merging Prospective Juror Records:** Court rule should establish the data fields considered when merging prospective juror records, and the order of priority in which data fields are considered. Data fields may include the following: - Surname - First name - Middle initial - DOB or SSN - City of residence **BR 1.1.2-2 - Criteria Used in Merging Prospective Juror Records:** Court rule should establish the matching criteria used when merging records. Examples: - Each name in the voters list is compared to all names in the drivers list. - The entire last name, first name, and middle initial are compared. If no match is found, this voter's list name is considered to be unique. - If a match is found, then the date of birth and the city name are compared as follows: - If date of birth is present and not equal in both files, the name is considered unique. - If date of birth is present and equal, or if date of birth is missing in one of the files, then further processing is done as follows: - If city name is not equal in both files, the name is considered unique. - If city name and name are equal in both files, the name is considered a match. The name in the driver's file is retained, and the name in the voter's file is eliminated. - Prospective juror records are merged if there is a match of the following criteria: surname, first name, middle initial, DOB, city of residence.
Report/ Display Needs	**RD 1.1.2-1 - List of Prospective Jurors and Totals by Source List** **RD 1.1.2-2 - List of Records Not Merged:** List of prospective jurors removed and reason for removal, with totals by source list **RD 1.1.2-3 - List of Records Merged**

Application Capabilities	AC 1.1.2-1 - Configure Matching Criteria: Configure surname, first name, middle initial, DOB, city of residence; if data is missing from a field, both records survive. See **BR 1.1.2-1 Data Fields Compared in Merging Prospective Juror Records** and **BR 1.1.2-2 Criteria Used in Merging Prospective Juror Records**. (Common Practice Variation)
	AC 1.1.2-2 - Date of Last Source Agency Update: If date that record was last updated by source list agency was provided, retain the most recent record on the master jury list; otherwise, retain the record from the frequently maintained source list. (Common Practice Variation)
Data Exchanges	**DE 1.1.2-1 - Source List Inputs**
	DE 1.1.2-2 - Merged List Output
Other Recommended Practices	**RP 1.1.2-1 - Merge Source Lists – Duplicate Removal Criteria:** Don't set the matching criteria so high that it causes excessive numbers of unrecognized duplicates. NCSC recommendation is that unrecognized duplicates are less than 5% of the master jury list.

1.1.3 "Cleanse" Master List

Business Capability Description	Remove disqualified prospective jurors from the **<Jury Pool>** of the eligible population to create **the <Master List>**, update addresses through NCOA.
Process Activities	**PA 1.1.3.1** - Remove records of deceased persons and other permanently disqualified persons **PA 1.1.3.2** - Identify records of temporarily disqualified prospective jurors **PA 1.1.3.3** - Update addresses by sending for National Change of Address (NCOA) processing **PA 1.1.3.4** - Update addresses by sending for Coding Accuracy Support System (CASS) processing

Business Rules	**BR 1.1.3-1 - Identification of Out-of-Jurisdiction (Non-Resident) Prospective Jurors:** Statute or court rule may require that a prospective juror qualified to serve in a county must have a zip code (used as a geocode) associated with that county.
	BR 1.1.3-2 - Identification of Permanently Disqualified Prospective Jurors: Statute, court rule, or local administrative orders may provide criteria to classify individuals as permanently disqualified, permanently exempt, or permanently excused from jury service (e.g., a person who is over the statutory age for exemption from jury service and has requested to be permanently removed from the master jury list, a person who is terminally ill or physically or mentally handicapped and is unlikely to regain the ability to serve in the future).
	BR 1.1.3-3 - Reasons for Removal of Prospective Jurors during Master List Cleansing: Statute or court rule may require that a prospective juror record be removed from the master list after merging source lists for the following reasons: 1. Missing name 2. Missing address 3. Out-of-jurisdiction address (see **BR 1.1.3-1 - Identification of Out-of-Jurisdiction (Non-Resident) Prospective Jurors**) 4. Permanent disqualification (see **BR 1.1.3-2 - Identification of Permanently Disqualifications of Prospective Jurors**) 5. Temporary disqualification (see **BR 1.1.3-3 - Identification of Temporarily Disqualifications of Prospective Jurors** 6. Names of persons less than 17 years of age
Report/ Display Needs	**RD 1.1.3-1 - List of Prospective Jurors Removed and Reason for Removal:** Show totals by source list, with totals of permanent removals and flagged temporary removals
	RD 1.1.3-2 - NCOA (National Change of Address) Updates: Show numbers of records flagged with new address, bad address, other information; numbers of records removed due to new (out-of-jurisdiction) addresses, bad address, or other information
	RD 1.1.3-3 - Geocode/Jurisdictional Code Updates: Show number of records not geo-coded
Application Capabilities	**AC 1.1.3-1 -** Permanent Removal of Names from Master List: Configure criteria for removing names from master list permanently, e.g., deceased, adjudicated mental status. (Operational Standard)
	AC 1.1.3-1 - Temporary Removal of Names from Master List: Configure criteria for flagging names removed temporarily from master list, e.g., previous jury service within a defined period. (Operational Standard)
	AC 1.1.3-1 - Reactivate Names on Master List: Temporarily "remove" and reactivate of names on master list on demand, to accommodate local policy concerning the summoning rate (local juror demand relative to population). (Operational Standard)
	AC 1.1.3-1 - Submit master list to National Change of Address database for validation/ updating, and updating the master list with the results. (Recommended Practice)

Data Exchanges	**DE 1.1.3-1 - Send Master List for NCOA Processing**
	DE 1.1.3-2 - Send Master List for CASS Processing
Data Needs	**DN 1.1.3 - Temporary Disqualification Reason and Date:** This flag indicates the type of temporary disqualification and the date that it will no longer be effective.
Other Recommended Practices	**RP 1.1.3-1 - Submission of Master List – NCOA Processing:** What is the optimal NCOA timeframe (18 months, 24 months, 48 months)? Best practice depends on frequency of master jury list creation AND quality of source list maintenance.
	RP 1.1.3-2 - Temporary Disqualification: Prospective jurors generally should not be removed for temporary disqualification unless that disqualification will last through the next master list creation process; the preferred approach is to indicate in a status field the date after which the temporary disqualification will no longer apply (per Application Capabilities # 3).

2. Strategies for Qualifying and Summoning Prospective Jurors

This stage of jury management is essentially a screening process to ensure that the individuals who appear for jury service are statutorily qualified and are available for service on the date for which they are needed. Qualification of prospective jurors takes place either in a one-step or a two-step process, so many of the business capabilities are shown in both "2A Two-Step Qualify & Summon Prospective Jurors" and "2B One-Step Summon/ Qualify Prospective Jurors."

Two-step courts randomly select names from the master jury list to receive a qualification questionnaire. The names of individuals whose responses to the questionnaire indicated that they are statutorily qualified are placed on a Qualified Juror List. The court then randomly selects names from the qualified juror list to receive a jury summons directing the juror to report for service on a specified date. One-step courts combine these two steps by sending a combined summons/ questionnaire. There is a national trend to move from the traditional two-step process to a one-step summons/ questionnaire. Some courts use both one-step and two-step procedures simultaneously, especially courts that manage multiple jury systems (e.g., for the general jurisdiction and one or more limited jurisdiction courts). In some instances, it is also useful for a one-step court to employ a two-step process for certain types of cases (e.g., capital or high-profile trials). Jury automation systems should be capable of managing both procedures within the same court system.

States differ with respect to the qualification criteria for jury service and the amount of documentation required to satisfy those criteria. The most common qualification criteria are U.S. citizenship, legal residency with the geographic jurisdiction served by the court,

age 18 or older, English fluency, and the absence of any legal disability such as a felony conviction, pending felony charges, or an adjudication of incompetency.

Similarly, states differ with respect to exemption criteria. Most states exempt individuals who have previously served as trial or grand jurors within a specified timeframe (typically 12 to 36 months); many states also exempt individuals with specified occupational or caregiver status. All states permit local courts to excuse individuals from jury service for hardship or to defer service to a more convenient date, but the rules and policies governing excusal and deferral are generally left to local courts.

2A   Two-Step Qualify & Summon Prospective Jurors
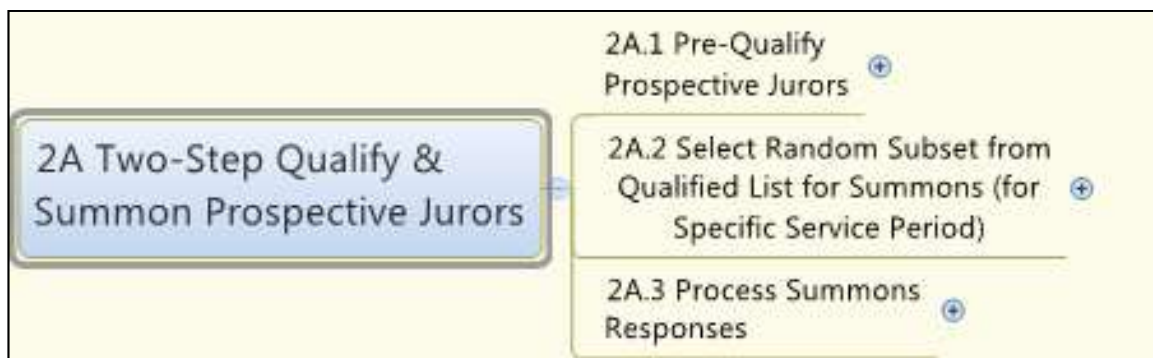
2A.1 Pre-Qualify Prospective Jurors
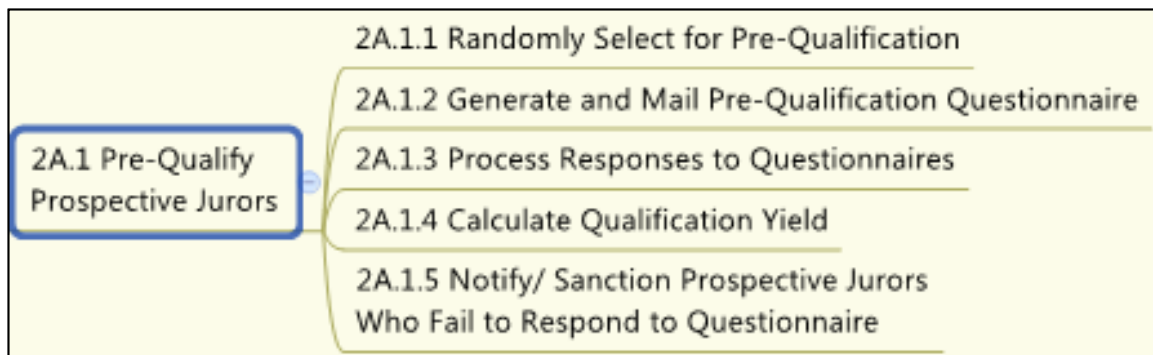
2A.1.1 Randomly Select for Pre-Qualification

Business Capability Description	Randomly select prospective jurors from the **<Master List>**

Process Activities	Select the number of prospective jurors using data in **DN 1.2.4 History of Qualification Yields** Mark the prospective jurors as selected for pre-qualification
Business Rules	**BR 2A.1.1 - Calculation of Number of Jurors to Select for Pre-Qualification:** Jury administration experience will determine the number of prospective jurors needed to be selected for pre-qualification, based on historical yields.
Report/ Display Needs	**RD 2A.1.1-1 - Qualified Prospective Voter List** **RD 2A.1.1-2 - Display the Number of Jurors Needed to Be Re-Qualified Based on the Historical Yield**
Application Capabilities	**AC 2A.1.1 -** Randomized List: Generate a random list of prospective jurors on the master list. (Operational Standard) Explanation required: Vendor must document the random selection process.
Data Needs	**See DN 2A1.1.4 - History of Qualification Yields:** Use a history of qualification yields to determine the number of prospective jurors to be pre-qualified, and for analysis of trends – See **DN 2A.1.4 Calculate Qualification Yield**.

2A.1.2 Generate and Mail Pre-Qualification Questionnaire

Business Capability Description	Generate and mail pre-qualification questionnaire to the randomly selected group of prospective jurors
Process Activities	Update addresses of jurors selected in 1.2.2 with NCOA. Generate the questionnaires with name/ address and juror ID or bar code visible in window envelope Mark the prospective jurors as mailed pre-qualification questionnaire
Business Rules	**BR 2A.1.2-1 - Timeframe for Generating/Mailing Pre-Qualification Questionnaire:** Qualification questionnaires should be generated and mailed [annually, biannually, quarterly] **OR** [when xx% of the qualified juror list has been exhausted]. **BR 2A.1.2-2 - Remove records for prospective jurors who are ineligible for jury service based on NCOA updates:** Qualification questionnaires should not be generated for prospective jurors (1) who have moved out-of-jurisdiction; (2) who are deceased; (3) with incomplete addresses based on NCOA updates.
Report/ Display Needs	**RD 2A.1.2-1 - Total Qualification Questionnaires Mailed, by Location and Term of Service** **RD 2A.1.2-2 - Total Records Removed Based on NCOA Updates, by Reason**
Application Capabilities	**2A.1.2 -** Generate Qualification Questionnaire: Generate a qualification questionnaire for the estimated number of prospective jurors needed, using **BR 1.2.1-1**. (Operational Standard)

Data Exchange	**DE 2A.1.2-1 - Send to Third-Party Mail Service**

2A.1.3 Process Responses to Questionnaires

Business Capability Description	Process returned questionnaires (completed and returned, as well as undeliverables) and follow up questionnaires not responded to
Process Activities	**PA 2A.1.3.1** - Record questionnaires returned as undeliverable **PA 2A.1.3.2** - Update exemptions, disqualifications and excusals on prospective juror records with returned questionnaire **PA 2A.1.3.3** - Send a letter to non-responding prospective jurors

Business Rules	**BR 2A.1.3-1 - Identification of Disqualifications/Exemptions from Jury Service:** A prospective juror may assert a **<Disqualification>** from jury service for the following reasons:
	
	   • [list statutory criteria to disqualify a prospective juror from jury service]
	
	   • A prospective juror may assert an **<Exemption>** from jury service for the following reasons:
	
	   • [list statutory exemptions a prospective juror may assert]
	
	BR 2A.1.3-2 - Court Response to Non-Responding Prospective Jurors: Court rules may require jury administration to send a letter the first time a prospective juror fails to respond to a questionnaire, and an order to show cause for not responding more than once.

Report/ Display Needs	**RD 2A.1.3-1 - Total questionnaires returned as undeliverable** **RD 2A.1.3-2 - Total questionnaires not responded to** **RD 2A.1.3-3 - Total prospective jurors disqualified, by reason** **RD 2A.1.3-4 - Total prospective jurors exempt, by reason** **RD 2A.1.3-5 - Total prospective jurors excused, by reason**

Application Capabilities	**AC 2A.1.3-1 -** Record receipt of questionnaire by scanning a bar code, and retrieve the juror record to update it. (Operational Standard)
	AC 2A.1.3-2 - Update information of prospective jurors based on returned questionnaires, with date. (Operational Standard)
	AC 2A.1.3-3 - Mark prospective juror as "questionnaire undeliverable".
	AC 2A.1.3-4 - Record undeliverable summonses and put in queue to verify/ investigate further. (Operational Standard)
	AC 2A.1.3-5 - Update exemptions and disqualifications on prospective juror records with returned questionnaire, including date. (Operational Standard)
	AC 2A.1.3-6 - Redact excusal documentation and attach unredacted version to juror's record with enhanced security level. See **BR 2A.1.3.3-1 Confidential Juror Information**. (Operational Standard)
	AC 2A.1.3-7 - Attach redacted version of juror's excusal documentation to juror's record and flag juror as "excused". (Operational Standard)
	AC 2A.1.3-8 - Select first-time non-responding prospective jurors and generate a letter to non-responding prospective jurors, recording the date sent. (Operational Standard)
	AC 2A.1.3-9 - Select second-time non-responding prospective jurors and generate an order to show cause to non-responding prospective jurors, recording the date sent. (Operational Standard)
Data Needs	**DN 2A.1.3-1 - Non-Response Flag/ Date:** The first time during the Master List life cycle that a prospective juror does not respond to a questionnaire, jury administration turns on the flag.
	DN 2A.1.3-2 - Order to Show Cause Flag: The second and subsequent times that a prospective juror does not respond to a questionnaire, jury administration turns on the flag.
	See **DN 3.2.1-7 - Americans with Disabilities (ADA) Flag:** This flag is turned on by jury administration using information from the qualification/ summons process, or when the prospective juror checks in or otherwise communicates.
Other Recommended Practices	**RP 2A.1.3 - Process responses – no response to questionnaire**
	1. *1st time for non-responding questionnaire*: Generate and send letter or re-send questionnaire to non-responding prospective jurors
	2. *No response to letter re: non-responding questionnaire*: Generate and serve order to show cause why prospective jurors should not be held in contempt, with hearing date
	3. *Failure to appear at show-cause hearing for non-responding questionnaire*: Issue bench warrant/ body attachment
Technology Infrastructure Needs	Bar code scanner

2A.1.4 - Calculate Qualification Yield

Business Capability Description	Calculate the qualification yield to determine the number of qualification questionnaires to send to prospective jurors on the **<Master List>**
Business Rules	**BR 2A.1.4 - Calculate <2-Step Qualification Yield>:** The estimate of the number of jurors to be qualified in a 2-step qualification and summoning process, is based on the following calculation: The **<2-Step Qualification Yield>** is the number of prospective jurors who are qualified for jury service on the date of the qualification questionnaire, defined as the total number of questionnaires mailed, MINUS the sum of the following: 1. No response 2. Undeliverable 3. Disqualified 4. Exempt 5. Excused Divided by the number of qualification questionnaires mailed, times 100 to make a percentage rate. – See Report/Display Needs.

Report/ Display Needs	**RD 2A.1.4 - Display the <2-Step Qualification Yield>:** For a date range, list the following kinds of data:
	
	1. Total number of questionnaires mailed
	2. Numbers of the following:
	   a. No response
	   b. Undeliverable
	   c. Disqualified
	   d. Exempt
	   e. Excused
	   f. Qualified for Service
	3. Calculated qualification yield percentage

Application Capabilities	**AC.2A.1.4 -** Maintain a history of numbers of prospective jurors who are qualified for jury service on the date of the qualification questionnaire, and a history of the number of qualification questionnaires mailed. (Operational Standard)
Data Needs	**DN 2A.1.4 - History of Qualification Yields:** Maintain a history of qualification yields to determine the number of prospective jurors to be pre-qualified, and for analysis of trends.
Other Recommended Practices	**RP 2A.1.4 - Date of Qualification:** The date on which the juror's qualification information was entered on the system will provide the qualification information for the requested date range of reports/displays *as of a given date* (the default for this date is the date of the report). That way you avoid having the qualification yield change as new information is entered on the system.

2A.1.5 Notify/ Sanction Prospective Jurors Who Fail to Respond to Questionnaire

Business Capability Description	Follow up on prospective jurors who failed to respond to questionnaire, requesting the court to issue Order to Show Cause (OSC) Notice or Bench Warrant/Body Attachment. Similar to **2A.3.6 Notify/ Sanction Prospective Jurors Who Fail to Respond to Summons.**
Process Activities	See the process steps in the Application Capabilities
Business Rules	**BR 2A.1.5 - Non-Responding Juror Notification/ Sanction:** Court rule may provide that a prospective juror who fails to appear for jury service on the reporting date is subject to the following notifications/ sanctions: 1. *1st instance*: Send the prospective juror a second questionnaire or combined questionnaire/ questionnaire 2. *2nd instance*: Serve the prospective juror with order to show cause (OSC) in court on a certain date 3. *FTA at show-cause hearing*: Issue bench warrant
Report/ Display Needs	**RD 2A.1.5-1 - List and Number of Prospective Jurors Mailed a Second Notice/Questionnaire for a Given Date Range** **RD 2A.1.5-2 - List and Number of Prospective Jurors Sent an OSC Notice for a Given Date Range – send Request to Court for Issuance of OSC Notice** **RD 2A.1.5-3 - List and Number of Prospective Jurors for Whom a Bench Warrant/Body Attachment Was Issued for Failure to Appear at OSC Hearing – send Request to Court for Issuance of Bench Warrant/Body Attachment**
Application Capabilities	**AC 2A.1.5-1 -** Select non-responding prospective jurors and generate a letter to non-responding prospective jurors, in batch or individually. See **BR 2A.1.5-1 - Non-Responding Juror Notification/ Sanction.** (Operational Standard) **AC 2A.1.5-2 -** Upon receipt of response to FTA notification/sanction, follow procedures for **2.2 Process Questionnaire Responses**, as appropriate. (Operational Standard) **AC 2A.1.5-3 -** If fines/costs are assessed for OSC/bench warrant, collect funds from prospective juror, issue receipt. (Operational Standard)
Data Exchanges	**DE 2A.1.5-1 - Data of Prospective Jurors to be Issued an OSC Notice for a Given Date Range** **DE 2A.1.5-2 - Data of Prospective Jurors to be Issued a Bench Warrant/Body Attachment**
Data Needs	**DN 2A.1.5-1 - First Time FTA for Jury Service Flag:** This flag is turned on by jury administration when a juror fails to appear for the first time. **DN 2A.1.5-2 - Second or More Times FTA for Jury Service Flag:** This flag is turned on by jury administration when a juror for the second or subsequent times a juror fails to appear for service, and the court has ordered an OSC hearing. **DN 2A.1.5-3 - FTA Flag:** This flag is turned on by jury administration when a judge orders a bench warrant

Technology Infrastructure Needs	Telephone, IVR, Internet
Other Recommended Practices	**RP 2A.1.5-1 - Fines/ Court Costs for FTA to a Jury Questionnaire:** Most state statutes permit the court to impose fines/assess court costs for FTA to a jury questionnaire; if fines/costs are assessed, the prospective jurors should still be required to appear for jury service on a future date (if eligible).

2A.2 Select Random Subset from Qualified List for Summons (For Specific Service Period)

2A.2 Select Random Subset from Qualified List for Summons (for Specific Service Period)
- 2A.2.1 Randomly Select for Summoning from Qualified List
- 2A.2.2 Case-Specific Pools
- 2A.2.3 Calculate Summoning Yield
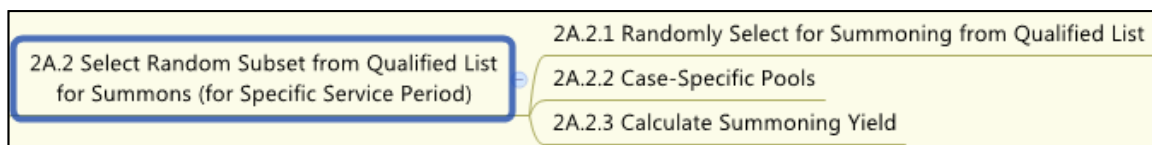
2A.2.1 Randomly Select for Summoning from Qualified List

Business Capability Description	Randomly select for jury summons from the **<Qualified List>**
Process Activities	Select the number of prospective jurors using data in **DN 2A.2.4-1 History of Summoning Yields** Mark the prospective jurors as selected for summoning
Business Rules	**BR 2A.2.1 - Calculation of Number of Jurors to Select for Summoning:** Jury administration experience will determine the number of prospective jurors needed to be selected for summoning, based on historical yields.
Report/ Display Needs	**RD 2A.2.1-1 - Summoned Prospective Voter List** **RD 2A.2.1-2 - Display the Number of Jurors Needed to Be Summoned Based on the Historical Yield**
Application Capabilities	**AC 2A.2.1 -** Generate a summons for jury service for the estimated number of randomly selected prospective jurors needed, using **BR 2A.1.4 Calculate 2-Step Qualification Yield**. (Operational Standard) Vendor must document random selection process.
Data Needs	Use a history of summoning yields to determine the number of prospective jurors to be pre-qualified, and for analysis of trends – See **DN 2A.2.4 History of Summoning Yields**.

2A.2.2 Case-Specific Pools

Business Capability Description	Select a panel of case-designated prospective jurors from the jury pool for a courtroom, assign a unique panel identifier to the panel, and update juror records with the panel identifier
Report/ Display Needs	**RD 2A.2.2-1 - List of Cases by Judge (same as RD 3.4.3):** For a date range, all cases by judge: 1. Judge ID, 2. Case ID, 3. Case title, 4. Courtroom, 5. Start/end date, 6. Disposition (if any), and 7. Number of jurors sent. **RD 2A.2.2-2 - List of Prospective Jurors by Panel Identifier:** For a panel number identifier, the list of jurors assigned to the panel.
Application Capabilities	**AC 2A.2.2 -** Select Panels with the number of jurors needed on a reporting date (see - See **DN 3.4.1-1 Judge Request for Jurors Notification** for number of jurors requested). (Operational Standard)
Data Needs	**DN 2A.2.2-1 - Threshold of Venire Reporting Configuration Parameter:** The jurisdiction can set a threshold of the percentage of jurors who have checked in before beginning to empanel jurors from a shared pool (to avoid non-random effects of arrival by jurors at the jury assembly room). **DN 2A.2.2-2 - Unique Panel Number Identifier/ Date:** Assign a unique panel number identifier and the date it was created

2A.2.3 Generate and Mail Summons

Business Capability Description	Generate and mail summonses
Process Activities	Update addresses of jurors selected in 2A.1.2 with NCOA. Generate the summonses with name/ address and juror ID or bar code visible in the window envelope Mark the prospective jurors as mailed summonses

| Business Rules | **BR 2A.2.3-1 - Timeframe for Generating/Mailing Summons:** Summonses should be generated and mailed no later than [xx] days before the reporting date.

BR 2A.2.3-2 - Remove Records for Prospective Jurors who are Ineligible for Jury Service Based on NCOA Updates: Summonses should not be generated for prospective jurors (1) who have moved out-of-jurisdiction; (2) who are deceased; (3) with incomplete addresses based on NCOA updates. |
|---|---|
| Report/ Display Needs | **RD 2A.2.3-1 - Total Summonses Mailed, by Location and Reporting Date**

RD 2A.2.3-2 - Total Records Removed based on NCOA Updates, by Reason |
| Application Capabilities | **AC 2A.2.3 -** Generate a qualification questionnaire of jury service for the estimated number of prospective jurors needed, using **BR 2A.1.1 Calculation of Number of Jurors to Select for Pre-Qualification**. (Operational Standard) |
| Data Exchanges | **DE 2A.2.3 - Send to Third-Party Mail Service** |

2A.2.4 Calculate Summoning Yield

Business Capability Description	Calculate summoning yield (1-Step Process)
Business Rules	**BR 2A.2.4 - Calculate <1-Step Jury Yield> :** The estimate of the number of jurors to be summoned in a 1-step qualification and summoning process, is based on the following formula/ process: The **<1-Step Jury Yield>** is the number of prospective jurors who are qualified and available for jury service on the date summoned, defined as the <u>total number of questionnaires mailed, MINUS the sum of the following</u>:

    1. No response
    2. Undeliverable
    3. Disqualified
    4. Exempt
    5. Excused
    6. Postponed (Deferred to future term)
    7. PLUS Deferred from previous term

Divided by the number of summonses mailed, times 100 to make a percentage rate. – See Report/Display Needs.

Multiply the **<1-Step Jury Yield>** by the number of prospective jurors on the **<Master Jury List>** - to determine the number in the **<Venire Pool>** See Report/Display Needs. |

Report/ Display Needs	**RD 2A.2.4 - Juror Summoning Yield:** Identifies the percentage of qualified jurors that are reached per term or month, including schedule changes and service ended.

For a date range, list the following kinds of data:

1. Total number of questionnaires mailed
2. Numbers of the following:
3. No response
4. Undeliverable
5. Disqualified
6. Exempt
7. Excused
8. Postponed (Deferred to Future Term)
9. Deferred from Previous Term
10. Qualified and Available for Service
11. Calculated qualification yield percentage |
Application Capabilities	**AC 2A.2.4 -** Maintain a history of numbers of prospective jurors who are available for jury service on the date of summoning, and a history of the number of jury summonses mailed. (Operational Standard)
Data Needs	**DN 2A.2.4 - History of Summoning Yields:** Maintain a history of summoning yields to determine the number of prospective jurors to be summoned, and for analysis of trends.
Other Recommended Practices	**RP 2A.2.4 - Date of Summoning:** The date on which the juror's summoning information was entered on the system will provide the qualification information for the requested date range of reports/displays *as of a given date* (the default for this date is the date of the report). That way you avoid having the summoning yield change as new information is entered on the system.

2A.3 Process Summons Responses

2A.3.1 Record Undeliverable Summonses

Business Capability Description	Receive summonses that were undeliverable
Report/ Display Needs	**RD 2A.3.1 - List/Display of Undeliverable Summonses in a Date Range, with Total**
Application Capabilities	**AC 2A.3.1-1 -** Mark prospective juror as "Summons Undeliverable". (Operational Standard) **AC 2A.3.1-2 -** Put in queue or work with list/display to investigate addresses of undeliverable summonses. (Recommended Practice)
Data Exchanges	**DE 2A.3.1 - Send to Address Validation/ Correction Service**
Other Recommended Practices	RE: **DE 2A.3.1 - Send to Address Validation/ Correction Service.** Prospective juror records may have been run through NCOA one or more times by this point in the process (at source list creation, and again at mailing the questionnaire). If summonses are returned as undeliverable, sending them through address validation / correction again may be fruitless.

2A.3.2 Update Prospective Juror Information after Juror Receives Summons

Business Capability Description	Prospective jurors notify Jury Administration after receiving a summons if there is an issue, and Jury Administration updates their records

Application Capabilities	**AC 2A.3.2-1 -** Update exemptions and disqualifications on prospective juror records with returned summonses. (Operational Standard)
	AC 2A.3.2-2 - Drop-down list of choices for juror payment disposition: (Operational Standard)

	a. Pay juror directly
	    b. Contribute to charity – with limited number of choices
	    c. Redirect payment to employer
	    d. Waive payment

Data Needs	**DN 2A.3.2-1 - Juror Payment Disposition Choices:** Drop-down list of choices for juror payment disposition:

	a. Pay juror directly
	    b. Contribute to charity – with limited number of choices
	    c. Redirect payment to employer
	    d. Waive payment

	See **DN 3.2.1-7 - Americans with Disabilities (ADA) Flag:** This flag is turned on by jury administration using information from the qualification/ summons process, or when the prospective juror checks in or otherwise communicates.
Technology Infrastructure Needs	Phone, IVR, website, scanner

2A.3.3 Process Disqualifications

Business Capability Description	Process disqualifications after prospective jurors are summoned
Business Rules	See **BR 2A.1.3.3-1 Confidential Juror Information**
Report/ Display Needs	**RD 2A.3.3 - Total Number of Jurors Disqualified, By Reason:** By date range show the numbers of prospective jurors disqualified, by reason
Application Capabilities	**AC 2A.3.3-1 –** Disqualifications: Update prospective juror records with disqualifications. (Operational Standard)
	AC 2A.3.3-2 - Request Disqualification Information: If additional information is necessary to confirm disqualification, generate and mail letter requesting information from prospective juror. (Operational Standard)
	AC 2A.3.3-3 - Attached Disqualification Information: Upon receipt of requested information, attach unredacted version to juror's record with enhanced security level. See **BR 2A.1.3.3-1 Confidential Juror Information**. (Recommended Practice)
	AC 2A.3.3-4 - Inform of Disqualification: If disqualification is confirmed, generate and mail letter informing juror of disqualification, inform juror that he/she should not report for jury service on questionnaire date. (Operational Standard)

Data Needs	**DN 2A.3.3 - Disqualified for Jury Service Flag:** This flag is turned on by jury administration when a juror is identified as "disqualified" for jury service under state law.

2A.3.4 Process Exemptions and Excuses

Business Capability Description	Process exemptions and excuses after prospective jurors are summoned
Process Activities	See the process steps in the Application Capabilities
Business Rules	See **BR 2A.1.3.3-1 Confidential Juror Information**
Report/ Display Needs	**RD 2A.3.4-1 - Total Number of Jurors Exempted, By Reason** **RD 2A.3.4-2 - Total Number of Jurors Excused, By Reason and Date Range**
Application Capabilities	**AC 2A.3.4-1 -** Update Exemptions and Excuses: Update prospective juror records with exemptions and excuses. (Operational Standard) **AC 2A.3.4-2 -** Request Excusal Information. If additional information is necessary to confirm excusal or request, generate and mail letter requesting information from prospective juror. (Operational Standard) **AC 2A.3.4-3 -** Attach Unredacted Excusal Information: Upon receipt of requested information, attach unredacted version to juror's record with enhanced security level. (Operational Standard) See **BR 2A.1.3.3 Confidential Juror Information** **AC 2A.3.4-4 -** Attached Redacted Excusal Information: Attach redacted version of juror's excusal documentation to juror's record and flag juror as "Excused." (Recommended Practice)
Data Needs	**DN 2A.3.4 - Exempt of Excused from Jury Service Flag:** This flag is turned on by jury administration when a juror is identified as "exempt or excused" from jury service under state law.

2A.3.5 Process Deferrals Requested after Summons

Business Capability Description	Assign a new jury report date for a deferred prospective juror

Business Rules	**BR 2A.3.5-1 - Period of Deferral:** Court rule may specify that a prospective juror may defer jury service one time up to [xx] months from reporting date; second or subsequent deferrals require written court authorization.

BR 2A.3.5-2 - Deferral to Same Day of the Week: Court rule may specify that a prospective juror must defer to the same day of the week for which he/she was originally summoned.

BR 2A.3.5-3 - Limit on Deferred Jurors in a Venire Pool: Court rule may specify that no more than [20%] of the **<Venire Pool>** on any given reporting date can consist of deferred jurors.

BR 2A.3.5-4 - User Authorization Limit on Deferral: Court rule may specify the categories of reasons clerks can use to defer jury service (e.g. hardship), and categories of reasons supervisors can use (e.g., mental illness). |
| Report/ Display Needs | **RD 2A.3.5-1 - Total Number of Prospective Jurors Deferred to Future Date, By Date Range**

RD 2A.3.5-2 - Total Number of Prospective Jurors Deferred from Previous Date, By Date Range |
| Application Capabilities | **AC 2A.3.5-1 -** Specify a future jury service date. (Operational Standard)

AC 2A.3.5-2 - Flag the prospective juror as "deferred to future date". (Operational Standard)

AC 2A.3.5-3 - Notify the prospective juror of the future jury service date via email and post to website. (Operational Standard)

AC 2A.3.5-4 - Limit by job classification (e.g., clerk, supervisor) the reasons for allowing deferral. (Operational Standard) |
| Data Needs | **DN 2A.3.5-1 - First Time Deferred to Future Jury Service flag (also see 3.3.3 Defer to Future Date at Check-In):** This flag is turned on by jury administration when a juror for the first time is assigned a later date to serve.

DN 2A.3.5-2 - Second or More Times Deferred to Future Jury Service Flag (also see 3.3.3 Defer to Future Date at Check-In): This flag is turned on by jury administration when a juror for the second or subsequent times is assigned a future date to serve.

DN 2A.3.5-3 - Deferral Reason by Job Table: This table by job classification (e.g., clerk, supervisor) lists permissible reasons to defer jury service. |

Other Recommended Practices	**RP 2A.3.5-1 - Jurors Seeking to Serve on High-Profile Cases:** Reduce the risk of "stealth jurors" by restricting to a numerical limit the number of deferrals in weeks or on days in which high-profile trials are scheduled.
	RP 2A.3.5-2 - Deferral to Same Day of the Week: Moderate the variability in the demographic representation of the **<Venire>** by requiring prospective jurors to defer to the same day of the week for which they were originally summoned.
	RP 2A.3.5-3 - Limit on Deferred Jurors in a Venire: Moderate the variability in daily jury yield by restricting the proportion of the venire to no more than 20%.
	RP 2A.3.5-4 - Limit on Deferral of Jurors into or out of a Venire Pool: Court rule may specify that no more than a number or a percentage of prospective jurors may defer into or out of a given **<Venire Pool>**. This practice is a challenge aversion tool, e.g.., avoiding a challenge where there was a pattern of school teachers all deferring to non-school days, thus unbalancing those pools/panels.
	RP 2A.3.5-5 - Promote the Use of Online Information to Notify Prospective Jurors of Deferral

2A.3.6 Notify/Sanction Prospective Jurors Who Fail to Respond to Summons

Business Capability Description	Follow up on prospective jurors who failed to respond to summons, requesting the court to issue Order to Show Cause (OSC) Notice or Bench Warrant/Body Attachment. Similar to **2A.3.6 Notify/ Sanction Prospective Jurors Who Fail to Respond to Questionnaire.**
Process Activities	See the process steps in the Application Capabilities **PA 2A.3.6 -** Upon receipt of response to FTA notification/sanction, follow procedures for **2A.3 Process Summons Responses**, as appropriate.
Business Rules	**BR 2A.3.6 - Non-Responding Juror Notification/ Sanction:** Court rule may provide that a prospective juror who fails to appear for jury service on the reporting date is subject to the following notifications/ sanctions: a. 1st instance: Send the prospective juror a second summons or combined questionnaire/ summons b. 2nd instance: Serve the prospective juror with order to show cause (OSC) in court on a certain date c. FTA at show-cause hearing: Issue bench warrant
Report/ Display Needs	**RD 2A.3.6-1 - List and Number of Prospective Jurors Mailed a Second Notice/Summons for a Given Date Range** **RD 2A.3.6-2 - List and Number of Prospective Jurors Sent an OSC Notice for a Given Date Range – send Request to Court for Issuance of OSC Notice** **RD 2A.3.6-3 - List and Number of Prospective Jurors for Whom a Bench Warrant/Body Attachment Was Issued for Failure to Appear at OSC Hearing - send Request to Court for Issuance of Bench Warrant/Body Attachment**

Application Capabilities	**AC 2A.3.6-1 -** Select non-responding prospective jurors and generate a letter to non-responding prospective jurors, in batch or individually. (Operational Standard). See **BR 2A.3.6-1 - Non-Responding Juror Notification/ Sanction** **AC 2A.3.6-2 -** If fines/costs are assessed for OSC/bench warrant, collect funds from prospective juror, issue receipt. (Recommended Practice)
Data Exchanges	**DE 2A.3.6-1 - Data of Prospective Jurors to be Issued an OSC Notice for a Given Date Range** **DE 2A.3.6-2 - Data of Prospective Jurors to be Issued a Bench Warrant/Body Attachment**
Data Needs	**DN 2A.3.6-1 - First Time FTA for Jury Service Flag:** This flag is turned on by jury administration when a juror fails to appear for the first time. **DN 2A.3.6-2 - Second or More Times FTA for Jury Service Flag:** This flag is turned on by jury administration when a juror for the second or subsequent times a juror fails to appear for service, and the court has ordered an OSC hearing. **DN 2A.3.6-3 - FTA Flag:** This flag is turned on by jury administration when a judge orders a bench warrant
Technology Infrastructure Needs	Telephone, IVR, Internet
Other Recommended Practices	**RP 2A.3.6-1 - Fines/ Court Costs for FTA to a Jury Summons:** Most state statutes permit the court to impose fines/assess court costs for FTA to a jury summons; if fines/costs are assessed, the prospective jurors should still be required to appear for jury service on a future date (if eligible).

2A.3.7   Calculate Jury Yield (Qualification Yield x Summoning Yield)

Business Capability Description	Calculate summoning yield and jury yield
Business Rules	**BR 2A.3.7 - Calculate <2-Step Summoning Yield> and <2-Step Jury Yield>:** The **<2-Step Summoning Yield>** is the number of prospective jurors who are qualified and available for jury service on the date summoned, divided by the number of summonses mailed, times 100 to make a percentage rate. - See Report/Display Needs. The <2-Step Jury Yield> is the <2-Step Qualification Yield> > (BR 1.2.1-1) times the <2-Step Summoning Yield>, times 100 to make a percentage rate. Multiply the **<2-Step Jury Yield>** by the number of prospective jurors on the **<Qualified List>** - to determine the number in the **<Venire>.** See Report/Display Needs.

Report/ Display Needs	**RD 2A.3.7 - Juror Summoning Yield:** Identifies the percentage of qualified jurors that are reached per term or month, including schedule changes and service ended.
	For a date range, list the following kinds of data:
	1. Total number of questionnaires mailed
	2. Numbers of the following:
	3. No response
	4. Undeliverable
	5. Disqualified
	6. Exempt
	7. Excused
	8. Postponed (Deferred to Future Term)
	9. Deferred from Previous Term
	10. Qualified and Available for Service
	11. Calculated qualification yield percentage
Application Capabilities	**AC 2A.3.7 -** Maintain a history of numbers of prospective jurors who are available for jury service on the date of summoning, and a history of the number of jury summonses mailed. (Operational Standard)
Data Needs	See **DN 2A.2.4 - History of Summoning Yields**
Other Recommended Practices	**RP 2A.3.7 - Date of Summoning:** The date on which the juror's summoning information was entered on the system will provide the qualification information for the requested date range of reports/displays *as of a given date* (the default for this date is the date of the report). That way you avoid having the summoning yield change as new information is entered on the system.

2B.   One-Step Summon/ Qualify Prospective Jurors
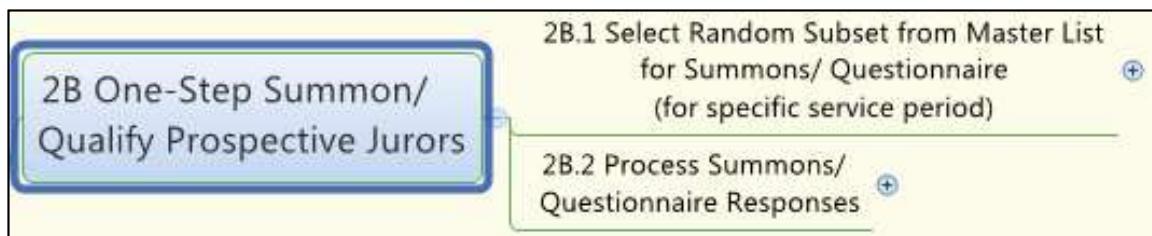
2B One-Step Summon/ Qualify Prospective Jurors

2B.1 Select Random Subset from Master List for Summons/ Questionnaire (for specific service period) ⊕

2B.2 Process Summons/ Questionnaire Responses ⊕

This stage of jury management is essentially a screening process to ensure that the individuals who appear for jury service are statutorily qualified and are available for service on the date for which they are needed. States differ with respect to the qualification criteria for jury service and the amount of documentation required to satisfy those criteria. Qualification criteria may include U.S. citizenship, legal residency with the geographic jurisdiction served by the court, age 18 or older, English fluency, and the absence of any legal disability such as a felony conviction, pending felony charges, or

an adjudication of incompetency. All states permit local courts to excuse individuals from jury service for hardship or to defer service to a more convenient date, but the rules and policies governing excusal and deferral are generally left to local courts.

2B.1 Select Random Subset from Master List for Summons/ Questionnaire

2B.1.1 Randomly Select from Master Jury List for Specific Service Period

Business Capability Description	Randomly select for jury summons from the **<Master Jury List>**
Process Activities	**PA 2B.1.1** - Select the number of prospective jurors using data in - see **DN 2.3-1 History of Summoning Yields** **PA 2B.1.2** - Mark the prospective jurors as selected for summoning
Business Rules	**BR 2B.1.1 - Calculation of Number of Jurors to Select for Summoning:** Jury administration experience will determine the number of prospective jurors needed to be selected for summoning, based on historical yields.
Report/ Display Needs	**RD 2B.1.1-1 - Summoned Prospective Voter List** **RD 2B.1.1-2 - Display the Number of Jurors Needed to Be Summoned Based on the Historical Yield**
Application Capabilities	**AC 2B.1.1 -** Randomized Selection Generate a summons for jury service for the estimated number of randomly selected prospective jurors needed – Vendor must document the random selection process. (Operational Standard)
Data Needs	Use a history of summoning yields to determine the number of prospective jurors to be pre-qualified, and for analysis of trends – See **DN 2.3-1 History of Summoning Yields**.

2B.1.2 Case-Specific Pools

Business Capability Description	Select a panel of case-designated prospective jurors from the jury pool for a courtroom, assign a unique panel identifier to the panel, and update juror records with the panel identifier

Report/ Display Needs	**RD 2B.1.2-1 - Cases by Judge (same as RD 3.4.3):** For a date range, with parameters for single or multiple counties or single or multiple districts, all cases by judge:
	a. Judge ID,
	b. Case ID,
	c. Case title,
	d. Courtroom,
	e. Start/end date,
	f. Disposition (if any), and
	g. Number of jurors sent.
	RD 2B.1.2-2 - List of Prospective Jurors by Panel Identifier: For a panel number identifier, the list of jurors assigned to the panel.
Application Capabilities	**AC 2B.1.2 -** Select Panels for Date: Select panels with the number of jurors needed on a reporting date (See **DN 3.4.1-1 Judge Request for Jurors** for number of jurors requested). (Operational Standard)
Data Needs	**DN 2B.1.2-1 - Threshold of Venire Reporting Configuration Parameter:** The jurisdiction can set a threshold of the percentage of jurors who have checked in before beginning to empanel jurors from a shared pool (to avoid non-random effects of arrival by jurors at the jury assembly room).
	DN 2B.1.2-2 - Unique Panel Number Identifier/ Date: Assign a unique panel number identifier and the date it was created

2B.1.3 Generate and Mail Summons/Questionnaire

Business Capability Description	Generate and mail summons/ questionnaires
Process Activities	**PA 2B.1.3.1** - Update addresses of jurors selected in 2.1.2 with NCOA. **PA 2B.1.3.2** - Generate the summons/ questionnaires with name/ address, and juror ID or bar code visible in the window envelope **PA 2B.1.3.3** - Mark the prospective jurors as mailed summonses
Business Rules	**BR 2B.1.3-1 - Timeframe for Generating/Mailing Summons/ Questionnaires:** Summonses should be generated and mailed no later than [xx] days before the reporting date. **BR 2B.1.3-2 - Remove Records for Prospective Jurors who are Ineligible for Jury Service Based on NCOA Updates:** Summonses should not be generated for prospective jurors (1) who have moved out-of-jurisdiction; (2) who are deceased; (3) with incomplete addresses based on NCOA updates.
Report/ Display Needs	**RD 2B.1.3-1 - Total Summons/ Questionnaires Mailed, by Location and Reporting Date** **RD 2B.1.3-2 - Total Records Removed based on NCOA Updates, by Reason**

Application Capabilities	**AC 2B.1.3 -** Generate Questionnaire: Generate a summons/ qualification questionnaire of jury service for the estimated number of prospective jurors needed, using BR 2.1.1B-1. (Operational Standard)
Data Exchanges	**DE 2B.1.3 - Send to Third-Party Mail Service**

2B.1.4 Calculate Summoning Yield

Business Capability Description	Calculate jury yield (1-Step Process)
Business Rules	**BR 2B.3 - Calculate <1-Step Jury Yield> :** The estimate of the number of jurors to be summoned in a 1-step qualification and summoning process, is based on the following formula/ process: a. The **<1-Step Jury Yield>** is the number of prospective jurors who are qualified and available for jury service on the date summoned, defined as the <u>total number of questionnaires mailed, MINUS the sum of the following</u>: b. No response c. Undeliverable d. Disqualified e. Exempt f. Excused g. Postponed (Deferred to future term) h. PLUS Deferred from previous term i. Divided by the number of summonses mailed, times 100 to make a percentage rate. - See Report/Display Needs. j. Multiply the **<1-Step Jury Yield>** by the number of prospective jurors on the **<Master Jury List>** - to determine the number in the **<Venire Pool> -** See Report/Display Needs.

Report/ Display Needs	**RD 2B.3 - Juror Summoning Yield:** Identifies the percentage of qualified jurors that are reached per term or month, including schedule changes and service ended.
	For a date range, with parameters for single or multiple counties or single or multiple districts, list the following kinds of data:
	a. Total number of questionnaires mailed
	b. Numbers of the following
	c. No response
	d. Undeliverable
	e. Disqualified
	f. Exempt
	g. Excused
	h. Postponed (Deferred to Future Term)
	i. Deferred from Previous Term
	j. Qualified and Available for Service
	k. Calculated qualification yield percentage
Application Capabilities	**AC 2B.3** - Maintain a history of numbers of prospective jurors who are available for jury service on the date of summoning, and a history of the number of jury summonses mailed, and calculate jury yield (1-Step Process). (Operational Standard)
Data Needs	**DN 2B.3 - History of Summoning Yields:** Maintain a history of summoning yields to determine the number of prospective jurors to be summoned, and for analysis of trends.
Other Recommended Practices	**RP 2B.3 - Date of Summoning:** The date on which the juror's summoning information was entered on the system will provide the qualification information for the requested date range of reports/displays *as of a given date* (the default for this date is the date of the report). That way you avoid having the summoning yield change as new information is entered on the system.

2B.2 Process Summons/ Questionnaire Responses

2B.2.1 Record Undeliverable Summons/ Questionnaires

Business Capability Description	Receive summons/ questionnaires that were undeliverable
Report/ Display Needs	**RD 2B.2.1 - List/Display of Undeliverable Summons/ Questionnaires in a Date Range, with Total**

Application Capabilities	**AC 2B.2.1-1 -** Record undeliverable summons/ questionnaire by scanning a bar code, and retrieve the juror record to update it as "questionnaire undeliverable"
	AC 2B.2.1-1 - Manually mark prospective juror as "Summons/ Questionnaire Undeliverable"
	AC 2B.2.1-1 - Put in queue or work with list/display to investigate addresses of undeliverable summons/ questionnaires. (Recommended Practice)
Data Needs	**DN 2B.2.1-1 - Non-Response Flag/ Date:** The first time during the Master List life cycle that a prospective juror does not respond to a questionnaire, jury administration turns on the flag.
Data Exchanges	**DE 2B.2.1 - Send to Address Validation/ Correction Service**
Technology Infrastructure Needs	Bar code scanner
Other Recommended Practices	RE: **DE 2B.2.1 Send to Address Validation/ Correction Service.** Prospective juror records may have been run through NCOA one or more times by this point in the process (at source list creation, and again at mailing). If summons/ questionnaires are returned as undeliverable, sending them through address validation / correction again may be fruitless.

2B.2.2 Update Prospective Juror Information after Juror Receives Summons

Business Capability Description	Prospective jurors notify Jury Administration after receiving a summons/ questionnaire if there is an issue, and Jury Administration updates their records. Notification can take place by mail, telephone, IVR, Internet, or other available technologies.
Application Capabilities	**AC 2B.2.2-1 -** Update Exemptions and Disqualifications: Update exemptions and disqualifications on prospective juror records with returned summonses. (Operational Standard)

	AC 2B2.2-2 - Juror Payment Choices: Update choices for juror payment disposition: (Operational Standard)
	
	    a. Pay juror directly
	    b. Contribute to charity – with limited number of choices
	    c. Redirect payment to employer
	    d. Waive payment

Data Needs	**DN 2B.2.2 - Juror Payment Disposition Choices:** Drop-down list of choices for juror payment disposition:
	a. Pay juror directly
	b. Contribute to charity – with limited number of choices
	c. Redirect payment to employer
	d. Waive payment
	See DN 3.2.1-7 - Americans with Disabilities (ADA) Flag: This flag is turned on by jury administration using information from the qualification/ summons process, or when the prospective juror checks in or otherwise communicates.
Technology Infrastructure Needs	Phone, IVR, website, scanner

2B.2.3 Process Disqualifications

Business Capability Description	Process exemptions and excuses after prospective jurors are summoned
Business Rules	**BR 2B.2.3 - Confidential Juror Information:** A prospective juror's confidential information includes the following:
	a. Protected health information i.e., the individual's past, present or future physical or mental health or condition
	b. Other as defined by court rule
	BR 2B.2.3 - Statutory Disqualifications: State statute specifies disqualifications from jury service
Report/ Display Needs	**RD 2B.2.3 - Total Number of Jurors Disqualified, By Reason and Date Range**
Application Capabilities	**AC 2B.2.3-1 –** Disqualifications: Update prospective juror records with disqualifications. (Operational Standard)
	AC 2B.2.3-2 Request Disqualification Information: If additional information is necessary to confirm disqualification, generate and mail letter requesting information from prospective juror. (Operational Standard)
	AC 2B.2.3-3 – Attached Disqualification Information: Upon receipt of requested disqualification information, attach unredacted version to juror's record with enhanced security level. See **BR 2B.2.3-1 Confidential Juror Information**. (Recommended Practice)
	AC 2B.2.3-4 – Inform of Disqualification: If disqualification is confirmed, notify juror of disqualification, inform juror that he/she should not report for jury service on summons date. (Operational Standard)
	AC 2B.2.3-5 - Flag Permanently Disqualified Juror: Flag a prospective juror as "Permanently Disqualified." (Operational Standard)

Data Needs	**DN 2B.2.3 - Permanent Disqualification Flag:** This flag is turned on when a prospective juror is identified as permanently disqualified.

2B.2.4 Process Exemptions and Excuses

Business Capability Description	Process exemptions and excuses after prospective jurors are summoned
Process Activities	See the process steps in the Application Capabilities
Business Rules	See **BR 2B.2.3-1 Confidential Juror Information** **BR 2B.2.4 - Statutory Exemptions:** State statute specifies exemptions from jury service
Report/ Display Needs	**RD 2B.2.4-1 - Total Number of Jurors Exempted, By Reason:** By date range show the numbers of prospective jurors exempted, by reason **RD 2B.2.4-2 - Total Number of Jurors Excused, By Reason:** By date range show the numbers of prospective jurors excused, by reason
Application Capabilities	**AC 2B.2.4-1 -** Update Exemptions and Excuses: Update prospective juror records with exemptions and excuses. (Operational Standard) **AC 2B.2.4-2 -** Request Excusal Information: If additional information is necessary to confirm excusal or request, generate and mail letter requesting information from prospective juror. (Operational Standard) **AC 2B.2.4-3 -** Attach Unredacted Excusal Information: Upon receipt of requested information, attach unredacted version to juror's record with enhanced security level. See **BR 2B.2.3-1 Confidential Juror Information**. (Recommended Practice) **AC 2B.2.4-4 -** Attached Redacted Excusal Information: Attach redacted version of juror's excusal documentation to juror's record and flag juror as "Excused." (Recommended Practice) **AC 2B.2.4-5 -** Flag Permanently Excused Juror: Flag a prospective juror as "Permanently Excused." (Operational Standard)
Data Needs	**DN 2B.2.4 - Permanent Excuse Flag:** This flag is turned on when a prospective juror is identified as permanently excused.

2B.2.5 Process Deferrals Requested after Summons/ Questionnaire

Business Capability Description	Assign a new jury report date for a deferred prospective juror

Business Rules	**BR 2B.2.5-1 - Period of Deferral:** Court rule may specify that a prospective juror may defer jury service one time up to [xx] months from reporting date; second or subsequent deferrals require written court authorization. **BR 2B.2.5-2 - Deferral to Same Day of the Week:** Court rule may specify that a prospective juror must defer to the same day of the week for which he/she was originally summoned. **BR 2B.2.5-3 - Limit on Deferred Jurors in a Venire Pool:** Court rule may specify that no more than [20%] of the **\<Venire Pool\>** on any given reporting date can consist of deferred jurors.
Report/ Display Needs	**RD 2B.2.5-1 - Total Number of Prospective Jurors Deferred to Future Date, By Date Range** **RD 2B.2.5-2 - Total Number of Prospective Jurors Deferred from Previous Date, By Date Range**
Application Capabilities	**AC 2B.2.5-1 -** Defer Jury Service Date: Specify a future jury service date. (Operational Standard) **AC 2B.2.5-2 -** Flag Deferred Juror: Flag the prospective juror as "deferred to future date." (Operational Standard) **AC 2B.2.5-3 -** Notify of Deferral: Notify the prospective juror of the future jury service date via email and post to website. (Recommended Practice)
Data Needs	**DN 2B.2.5-1 - First Time Deferred to Future Jury Service flag (also see 3.3.3 Defer to Future Date at Check-In):** This flag is turned on by jury administration when a juror for the first time is assigned a later date to serve. **DN 2B.2.5-2 - Second or More Times Deferred to Future Jury Service Flag (also see 3.3.3 Defer to Future Date at Check-In):** This flag is turned on by jury administration when a juror for the second or subsequent times is assigned a future date to serve.
Other Recommended Practices	**RP 2B.2.5-1 - Jurors Seeking to Serve on High-Profile Cases:** Eliminate the risk of "stealth jurors" by restricting the number of deferrals on days in which high-profile trials are scheduled. **RP 2B.2.5-2 - Deferral to Same Day of the Week:** Moderate the variability in the demographic representation of the **\<Venire\>** by requiring prospective jurors to defer to the same day of the week for which they were originally summoned. **RP 2B.2.5-3 - Limit on Deferred Jurors in a Venire Pool:** Moderate the variability in daily jury yield by restricting the proportion of the venire to no more than 20%. **RP 2A.3.5-4 - Limit on Deferral of Jurors into or out of a Venire Pool:** Court rule may specify that no more than a number or a percentage of prospective jurors may defer into or out of a given **\<Venire Pool\>**. This practice is a challenge aversion tool, e.g.., avoiding a challenge where there was a pattern of school teachers all deferring to non-school days, thus unbalancing those pools/panels. **RP 2B.2.5-5 - Promote the Use of Online Information to Notify Prospective Jurors of Deferral**

2B.2.6 Notify/Sanction Prospective Jurors Who Fail to Respond to Summons/ Qualification Questionnaire

Business Capability Description	Follow up on prospective jurors who failed to respond to summons/ qualification questionnaire, requesting the court to issue Order to Show Cause (OSC) Notice or Bench Warrant/Body Attachment
Process Activities	See the process steps in the Application Capabilities

Business Rules	**BR 2B.2.6 - Non-Responding Juror Notification/ Sanction:** Court rule may provide that a prospective juror who fails to appear for jury service on the reporting date is subject to the following notifications/ sanctions:
	
	    a. 1st instance: Send the prospective juror a second summons or combined questionnaire/ summons
	    b. 2nd instance: Serve the prospective juror with order to show cause (OSC) in court on a certain date
	    c. FTA at show-cause hearing: Issue bench warrant

Report/ Display Needs	**RD 2B.2.6-1 - List and Number of Prospective Jurors Mailed a Second Notice/Summons for a Given Date Range** **RD 2B.2.6-2 - List and Number of Prospective Jurors Sent an OSC Notice for a Given Date Range – send Request to Court for Issuance of OSC Notice** **RD 2B.2.6-3 - List and Number of Prospective Jurors for Whom a Bench Warrant/Body Attachment Was Issued for Failure to Appear at OSC Hearing – send Request to Court for Issuance of Bench Warrant/Body Attachment**
Application Capabilities	**AC 2B.2.6-1 -** Letter to Non-Responding Prospective Jurors: Select non-responding prospective jurors and generate a letter to non-responding prospective jurors, in batch or individually. See **BR 2A.3.6-1 - Non-Responding Juror Notification/ Sanction**. (Operational Standard) **AC 2B.2.6-2 -** Process After FTS: Upon receipt of response to FTA notification/sanction, follow procedures for **2B.2 Process Summons Responses**, as appropriate. (Operational Standard) **AC 2B.2.6-3 -** Collect Funds for OSC/Bench Warrant: If fines/costs are assessed for OSC/bench warrant, collect funds from prospective juror, issue receipt. (Recommended Practice)
Data Exchanges	**DE 2B.2.6-1 - Data of Prospective Jurors to be Issued an OSC Notice for a Given Date Range** **DE 2B.2.6-2 - Data of Prospective Jurors to be Issued a Bench Warrant/Body Attachment**

Data Needs	**DN 2B.2.6-1 - First Time FTA for Jury Service Flag:** This flag is turned on by jury administration when a juror fails to appear for the first time.
	DN 2B.2.6-2 - Second or More Times FTA for Jury Service Flag: This flag is turned on by jury administration when a juror for the second or subsequent times a juror fails to appear for service, and the court has ordered an OSC hearing.
	DN 2B.2.6-3 - FTA Flag: This flag is turned on by jury administration when a judge orders a bench warrant
Technology Infrastructure Needs	Telephone, IVR, Internet
Other Recommended Practices	**RP 2B.2.6 - Fines/ Court Costs for FTA to a Jury Summons:** Most state statutes permit the court to impose fines/assess court costs for FTA to a jury summons; if fines/costs are assessed, the prospective jurors should still be required to appear for jury duty on a future date (if eligible).

2B.2.7   Notify/ Sanction Prospective Jurors Who Fail to Respond to Summons

Business Capability Description	Follow up on prospective jurors who failed to respond to summons, requesting the court to issue Order to Show Cause (OSC) Notice or Bench Warrant/Body Attachment. Similar to **2A.3.6 Notify/ Sanction Prospective Jurors Who Fail to Respond to Summons.**
Process Activities	See the process steps in the Application Capabilities
Business Rules	**BR 2B.2.7 - Non-Responding Juror Notification/ Sanction:** Court rule may provide that a prospective juror who fails to appear for jury service on the reporting date is subject to the following notifications/ sanctions: 1st instance: Send the prospective juror a second summons 2nd instance: Serve the prospective juror with order to show cause (OSC) in court on a certain date - FTA at show-cause hearing: Issue bench warrant
Report/ Display Needs	**RD 2B.2.7-1 - List and Number of Prospective Jurors Mailed a Second Notice/Summons for a Given Date Range**
	RD 2B.2.7-2 - List and Number of Prospective Jurors Sent an OSC Notice for a Given Date Range – send Request to Court for Issuance of OSC Notice
	RD 2B.2.7-3 - List and Number of Prospective Jurors for Whom a Bench Warrant/Body Attachment Was Issued for Failure to Appear at OSC Hearing - send Request to Court for Issuance of Bench Warrant/Body Attachment

Application Capabilities	**AC 2B.2.7-1 -** Select non-responding prospective jurors and generate a letter to non-responding prospective jurors, in batch or individually. See **BR 2B.2.7-1 - Non-Responding Juror Notification/ Sanction**

AC 2B.2.7-2 - Upon receipt of response to FTA notification/sanction, follow procedures for **2.2 Process Summons Responses**, as appropriate.

AC 2B.2.7-3 - If fines/costs are assessed for OSC/bench warrant, collect funds from prospective juror, issue receipt. |
| Data Exchanges | **DE 2B.2.7-1 - Data of Prospective Jurors to be Issued an OSC Notice for a Given Date Range**

DE 2B.2.7-2 - Data of Prospective Jurors to be Issued a Bench Warrant/Body Attachment |
| Data Needs | **DN 2B.2.7-1 - First Time FTA for Jury Service Flag:** This flag is turned on by jury administration when a juror fails to appear for the first time.

DN 2B.2.7-2 - Second or More Times FTA for Jury Service Flag: This flag is turned on by jury administration when a juror for the second or subsequent times a juror fails to appear for service, and the court has ordered an OSC hearing.

DN 2B.2.7-3 - FTA Flag: This flag is turned on by jury administration when a judge orders a bench warrant |
| Technology Infrastructure Needs | Telephone, IVR, Internet |
| Other Recommended Practices | **RP 2B.2.7-1 - Fines/ Court Costs for FTA to a Jury Summons:** Most state statutes permit the court to impose fines/assess court costs for FTA to a jury summons; if fines/costs are assessed, the prospective jurors should still be required to appear for jury service on a future date (if eligible). |

3. Manage Jury Pool

The third stage of jury management involves determining the number of jurors needed to report for service given the expected trial volume; documenting the jurors' attendance; providing jurors with basic orientation materials; and responding to judges' requests for jury panels.

The number of jurors needed is based on the number and types of cases scheduled for trial. The NCSC recommends that at least 90% of the pool of qualified and available jurors report to a courthouse at least once during the term of service.[14] The maximum

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[14] Hannaford-Agor, Paula, J.D. "An Overview of Contemporary Jury System Management." *NCSC Center for Jury Studies*. The Natinoal Center for State Courts, May 2011. Web. 20 Nov. 2014.

term of service is generally defined by statute, but courts generally have discretion to select a shorter term of service. The ABA *Principles for Juries and Jury Trials* recommend that the term of service be the shortest period consistent with the needs of justice, ideally one day or one trial, but under no circumstances should the court require a person to remain available for jury service for longer than two weeks.

The NCSC further recommends that at least 90% of jurors who report to the courthouse be assigned to a jury panel for jury selection and that 90% of the jurors assigned to a panel be utilized (questioned and either impaneled or removed for cause, hardship, or by peremptory challenge) during jury selection. To achieve these objectives, the court must closely coordinate its jury summoning and reporting volume with the expected trial activity.

3 Manage Jury Pool	3.1 Select Random Subset to Report for Specific Date/Time ⊕
	3.2 Check In/Orient Jurors ⊕
	3.3 Process Hardships ⊕
	3.4 Respond to Judge Request for Jurors ⊕
	3.5 Record Days/ Hours of Service ⊕
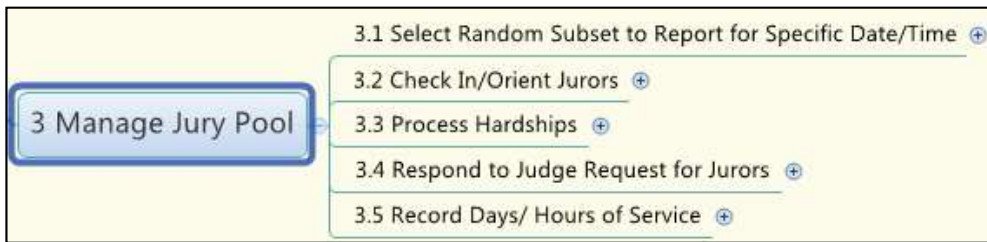
3.1 Select Random Subset to Report for Specific Date/Time

3.1.1 Collect Info Re: Expected Trial Needs

Business Capability Description	Use a variety of data entered, historical information and derived metrics maintained within the jury management system to calculate the number of prospective jurors to summon
Business Rules	**BR 3.1.1-1 - Normal Jury Panel Size:** Court rule may specify, by case type, the normal jury panel size that judges may request without further explanation. **BR 3.1.1-2 - Judicial Estimate of Jurors Requested:** This calculation uses a history of all judges during a date range, by judge and by case type, of the number of jurors requested, and the number of jurors who went through voir dire on those cases. The Judicial Estimate of Jurors Requested is the ratio, by case type, of the number of jurors requested by a judge for all trials during a date range, divided by the number of jurors who went through voir dire on those cases. See **D.R. 3.1.1 History of Juror Requests by Judges** For example, for a case type, if a judge requests 30 jurors and 26 go through voir dire, the Estimate of Juror Request ratio for this instance is 1.15 (30/26). **BR 3.1.1-3 - Judicial Go-to-Jury-Trial Ratio:** The Judge Go-to-Jury-Trial calculation is the ratio, by case type, of the number of cases for which jurors are requested that actually reach the point of conducting voir dire (i.e., are not settled, dismissed or pled), compared to the total number of cases for which jurors are

	requested. For example, for a case type, if a judge goes to voir dire in 75% of the cases set for trial, the Judge Go-to-Jury-Trial ratio is 75%.
	BR 3.1.1-4 - Judicial Estimate of Trial Length: The Judicial Estimate of Trial Length is the ratio, by case type, of the number of trial days estimated by a judge for all trials during a date range, divided by the number of days those trials lasted. The Judicial Estimate of Trial Length is useful in estimating juror needs for lengthy trials, e.g., longer than 10 days (not so much for shorter trials).
	BR 3.1.1-5 - Attorney Go-to-Trial Ratio: The Attorney Go-to-Jury-Trial is the ratio, by case type, of the number of cases for which the attorney is lead counsel and jurors are requested that actually reach the point of conducting voir dire (i.e., are not settled, dismissed or pled), compared to the total number of cases for which jurors are requested. For example, for a case type, if an attorney goes to voir dire in 75% of the cases set for trial, the Attorney Go-to-Jury-Trial is 75%.
Report/ Display Needs	**RD 3.1.1 - List of Expected Jury Trials:** By judge name, this shows the following information for a case: • Case number • Case type • Normal panel size • Number of jurors requested • Attorney names • Judicial Estimate of Jurors Requested • Judicial Go-to-Jury-Trial Ratio • Judicial Estimate of Trial Length • Attorney Go-to-Trial Ratio.
Application Capabilities	**AC 3.1.1-1 -** Normal Panel Size: Maintain a table by case type of the normal panel size that judges may request without further explanation. (Operational Standard) **AC 3.1.1-1 -** History of Jurors Requested: Maintain a history of all cases, by judge, and by case type, of the number of jurors requested, and the number of jurors who went through voir dire on those cases. See **BR 3.1.1-1 Judicial Estimate of Jurors Requested** and **D.R. 3.1.1-2 Judicial History of Jurors Requested**. (Operational Standard) **AC 3.1.1-2 -** History of Cases Reaching Voir Dire: Maintain a history of all cases, by judge, and by case type, of the number of cases for which jurors are requested that actually reach the point of conducting voir dire (i.e., are not settled, dismissed or pled), compared to the total number of cases for which jurors are requested. See **BR 3.1.1-2 Judicial Go-to-Jury-Trial Ratio**. (Operational Standard) **AC 3.1.1-3 -** History of Trial Days Estimated: Maintain a history of all cases, by judge, and by case type, of the number of trial days estimated by a judge for all trials, and the number of days those trials lasted. See **BR 3.1.1-3 Judicial Estimate of Trial Length**. (Operational Standard) **AC 3.1.1-4 -** History of "Cushion": Maintain a history of the "cushion" needed above the calculated estimate of jurors needed, to ensure that there are enough jurors to meet needs of voir dire and trial. (Recommended Practice)

Data Needs	**DN 3.1.1-1 - Normal Jury Panel Size:** This table sets forth by case type the normal panel size that judges may request without further explanation.
	DN 3.1.1-2 - History of Jurors Requested: This history maintains information about cases, by judge, case type and date, of (a) the number of jurors requested, and (b) the number of jurors who went through voir dire on those cases.
	DN 3.1.1-3 - Judicial Estimate of Jurors Requested: This data field is completed by judges who have access to the jury management system, or by jury administration who enters the number of jurors requested by case, received by phone or other communication.
	DN 3.1.1-4 - Judicial Estimate of Trial Length: This data field is completed by judges who have access to the jury management system, or by jury administration who enters the estimated trial length by case, received by phone or other communication.
	DN 3.1.1-5 - Estimate of Juror Needs and Actual Numbers of Jurors Used: These data fields track by trial date, as follows:
	The numbers of jurors estimated (see DN 3.1.1-5 Estimate of Juror Needs for Next Report Date),
	The numbers of jurors who checked in (see DN 3.2.1 Checked-In Jurors – Juror Check-In Flag), and
	The numbers of jurors sent to a courtroom (see **DN 3.5.4 Jurors Sent to a Courtroom**).
	DN 3.1.1-5 - Judge Go-to-Trial Ratio: The Judge Go-to-Jury-Trial Ratio is a calculation (see **BR 3.1.1-3 Judge Go-to-Jury-Trial Ratio**)
	DN 3.1.1-6 - Attorney Go-to-Trial Ratio: The Attorney Go-to-Jury-Trial Ratio is a calculation (see **BR 3.1.1-5 Attorney Go-to-Jury-Trial Ratio**)
Other Recommended Practices	**RP 3.1.1-1 - Refining Judicial Estimates as the Trial Date Approaches:** Judicial estimates will change as the trial date approaches and the circumstances of the case become clearer to the participants. Recommended timeframes for estimates include: a. Six weeks out, for purposes of summoning b. One week out, when determine which cases are on call c. Friday afternoon before the trial the following week, for purposes of updating call-in systems **RP 3.1.1-2 - Releasing Jurors When a Case Settles:** Judges should notify jury administration as soon as possible after a jury case settles that the jurors are not needed for the case.

3.1.2 Assess Needs for Next Report Date

Business Capability Description	Assess juror needs for the next report date for a **<1-Step Qualification and Summoning Processes>**
Business Rules	**BR 3.1.2-1 - Estimate of Juror Needs for Next Report Date:** The estimate of juror needs for the next report date is the sum of the following: 1. For each judge requesting jurors (according to the schedule of cases set for jury trial), multiply the Judge Go-to-Jury-Trial ratio (see BR 3.1.1-3) for the case type times the number of jurors the judge requests for that case type, times the Estimate of Jurors Requested (see BR 3.1.1-2 Judicial Estimate of Jurors Requested). 2. Repeat Step 1 for each judge. 3. Add a historical "cushion" number of jurors to the calculated estimate. 4. Example: If a judge typically requests 30 jurors for a certain case type, and the accuracy of juror request index is 1.15, the probability of going to jury trial is 75%, and the historical cushion is 20%, for this judge, the estimated number of jurors needed is 31 (30*1.15*.75*1.2). **BR 3.1.2-2 - Calculate <1-Step Jury Yield>:** The estimate of the number of jurors to be summoned in a 1-step qualification and summoning process, is based on the following formula/ process: 1. The <1-Step Jury Yield> is the number of prospective jurors who are qualified and available for jury service on the date summoned, divided by the number of summonses mailed, times 100 to make a percentage rate. - See Report/Display Needs. 2. Multiply the <1-Step Jury Yield> by the number of prospective jurors on the <Master Jury List> - to determine the number in the <Venire Pool> - See Report/Display Needs.

Report/ Display Needs	**RD 3.1.2-1 - Estimate of Juror Needs for Next Report Date:** For a date range, with parameters for single or multiple counties or single or multiple districts, for each jury trial requested, list the following information: (see Business Rules and Data Management Needs in **3.1.1 Collect Info Re: Expected Trial Needs**)
	a. Normal Jury Panel Size b. Judicial Estimate of Jurors Requested c. Judicial Go-to-Jury-Trial Ratio d. Judicial Estimate of Trial Length e. Attorney Go-to-Trial Ratio
	RD 3.1.2-2 - Comparison of Estimate of Juror Needs and Actual Numbers of Jurors Used: By judge name, For a date range, with parameters for single or multiple counties or single or multiple districts, the following data:
	a. The numbers of jurors estimated (see DN 3.1.1-5 Estimate of Juror Needs for Next Report Date), b. The numbers of jurors who checked in (see DN 3.2.1 Checked-In Jurors – Juror Check-In Flag), and c. The numbers of jurors sent to a courtroom (see DN 3.5.4 Jurors Sent to a Courtroom).
Application Capabilities	**AC 3.1.2-1 -** Estimate of Jurors Needed: Estimate the number of jurors needed for a trial or jury term using data collected and derived in **3.1.1 Collect Info Re: Expected Trial Needs** for **<1-Step Jury Yield>**. (Recommended Practice) **AC 3.1.2-2 -** History of Jurors Available: Maintain a history of numbers of prospective jurors who are qualified and available for jury service on the date summoned, and a history of the number of summonses mailed. See **DN 3.1.1-5 Estimate of Juror Needs and Actual Numbers of Jurors Used**. (Operational Standard)
Data Needs	**DN 3.1.2 - Historical Cushion Number of Jurors:** A number maintained by jury administration of the number of prospective jurors needed to ensure that there are enough jurors to meet needs of voir dire and trial.
Other Recommended Practices	**RP 3.1.2 - Previous Deferral May Affect Probability of Check-in:** A juror's probability of future service may be upgraded in calculations of juror yield if jurors have previously requested deferral, given the experience in many courts that jurors who have deferred into a particular date have a higher appearance rate than jurors who are reporting on the date originally summoned.

3.1.3 Identify / Select Jurors to Report from Those Already Summoned

Business Capability Description	Identify / select prospective jurors to report from those already summoned

Business Rules	**BR 3.1.3-1 - Random Selection of Venire Pool:** Court rule should require that prospective jurors be randomly selected from the **<Qualified List>** for the **<Venire Pool>**. **BR 3.1.3-2 - Notify Selected Prospective Jurors When to Report for Service:** Jury administration practice may specify a time, such as no later than [time] the day before the reporting date, for informing prospective jurors of time to report. See **BR 4.2.2-2 Use Jurors First Who Have Not Been Assigned to Panels**
Report/ Display Needs	**RD 3.1.3-1 - List of Jurors/Groups Selected to Report for Service, by Date Range** **RD 3.1.3-2 - List of Jurors/Groups Waved Off, by Date Range**
Application Capabilities	**AC 3.1.3 -** Select Venire Pool : Select a **<Venire Pool>** randomly of a certain size specified by the user (using the number of prospective jurors needed on a reporting date – see **RD** *3.1.1-1 List of Expected Jury Trials*). (Operational Standard) *Explanation required: Vendor must explain the random selection process*
Other Recommended Practices	**RP 3.1.3 - Selection of Prospective Jurors Previously Deferred:** A jurisdiction may call in deferred jurors before first-time summoned jurors because appearance rate is generally higher (not entirely random); NCSC recommends that deferred jurors have the same probability of being told to report as first-time jurors, through randomization at all steps in the juror summoning process.

3.1.4   Update Call-In System(s)/ Send Pre-Service Reminders

Business Capability Description	Update call-in system(s) with names of prospective jurors selected to report for service, and send electronic pre-service reminders
Report/ Display Needs	**RD 3.1.4 - List of Venire Pool on Date of Check-In, by Range of Juror Numbers:** The number ranges can be used in the voice recording on the call-in number, to request jurors to report for jury service or not if their jury numbers are within the range.

Application Capabilities	**AC 3.1.4-1 -** Publish Venire Pool List Manually: Publish Venire Pool List with Check-In Date - manual option - see **RD 3.1.5-1**. (Operational Standard)

AC 3.1.4-2 - Publish Venire Pool List to Website: Publish Venire Pool List with Check-In Date - automated option - output to update jury website. (Common Practice Variation)

AC 3.1.4-3 - Publish Venire Pool List to IVR: Publish Venire Pool List with Check-In Date - automated option - output to update IVR system. (Common Practice Variation)

AC 3.1.4-4 - Publish Venire Pool List via Email: Publish Venire Pool List with Check-In Date - automated option - assemble email addresses of jurors and generate emails. (Common Practice Variation)

AC 3.1.4-5 - Publish Venire Pool List for Juror Phones: Publish Venire Pool List with Check-In Date - automated option - output to update outbound IVR system phone messages using juror phone contact numbers. (Common Practice Variation)

AC 3.1.4-6 - Publish Venire Pool List via Test Messages: Publish Venire Pool List with Check-In Date - automated option - output to text phone messages to juror cell phone contact numbers. (Common Practice Variation) |
| Data Exchanges | Possible interfaces to:

- Jury website
- IVR
- Email system
- Telephone recording system |
| Data Needs | **DN 3.1.4 - Update juror notification system(s) – juror preference option list:** This list of options can be presented to prospective jurors in the qualification/ summoning questionnaire (whether paper or online), providing options for the court to contact the prospective juror and ask him/her to report at a specific date/time. A prospective juror may choose more than one of the following options:

   a. Juror will call the jury call-in number to check whether the juror has to report or not (default value)
   a. Juror will check jury website for whether the juror has to report or not
   b. Juror consents to receiving a phone call with the information
   c. Juror consents to receiving a text message with the information |
| Technology Infrastructure Needs | Public access portal |

3.2 Check In/Orient Jurors

3.2.1 Check-In

Business Capability Description	Jury management staff check prospective jurors in when they report for jury service; identify jurors who fail to check in, and those who check in but leave. Checking jurors back into jury room from a courtroom is covered in **4.2.2 Return Unselected Jurors to Pool**.
Business Rules	**BR 3.2.1-1 - Juror Questionnaire Completed:** A juror's questionnaire is complete if the "questionnaire completed" flag is marked. **BR 3.2.1-2 - Juror Failure to Appear:** A juror is considered FTA if the check-in flag is not marked.
Report/ Display Needs	**RD 3.2.1-1 - List of Jurors Who Failed to Appear at Check-In, by Date Range** **RD 3.2.1-2 - List of Jurors Who Check In but Are Absent at Voir Dire** See **DN 3.4.4-1 - Event Log for Individual Juror Records and for Panels**
Application Capabilities	**AC 3.2.1-1 -** Check in Jurors: Check in jurors at the location where jurors report - in jury assembly or courtroom. (Operational Standard) **AC 3.2.1-2 -** Scan Juror's Bar Code: Scan juror's bar code upon arrival to automatically check juror in. (Common Practice Variation) **AC 3.2.1-3 -** Juror Self-Service Check-in: Juror self-service check-in option (kiosk) to automatically check juror in. (Common Practice Variation) **AC 3.2.1-4 -** Manually Check In Juror: Manually check in juror from printout and/or reprint juror summons/ badge. (Operational Standard) **AC 3.2.1-5 -** Questionnaire Not Completed: System notifies user if questionnaire is not completed by juror - See **BR 3.2.1-1 Juror Questionnaire Completed**. (Operational Standard) **AC 3.2.1-6 -** Juror Payment Disposition: Verify whether juror wants to receive the juror fee or donate it to charity, redirect it to employer, or waive it - see **DN 2.3.2-1 Juror Payment Disposition Choices**. (Common Practice Variation) **AC 3.2.1-7 -** Juror Status Alert: Manually mark prospective jurors as needed with a status: " English Fluency Question," "Interpreter Needed," "Juror Failed to Appear at Check-In," "Checked-In Juror Abscond," Americans with Disabilities (ADA)". (Recommended Practice)

Data Needs	These data elements are needed on each (prospective) juror's record to record the status of the juror's record or jury service.
	DN 3.2.1-1 - Juror Checked in Flag: This flag can be turned on automatically when the juror's summons/ badge is scanned or when the juror self-checks in at a kiosks, or manually in the location where jurors report for duty – by jury administration in the jury assembly room or by a bailiff in a courtroom.
	DN 3.2.1-2 - Questionnaire Completed Flag: This flag can be turned on automatically if the questionnaire is completed online, or manually if the paper questionnaire is reviewed by jury administration. Failure to be turned on alerts jury administration to ask the juror to complete the questionnaire.
	DN 3.2.1-3 - English Fluency Question Flag: This flag is automatically turned on by a response to a question on the questionnaire about the juror's fluency in English, or is manually turned on or off by jury administration or the judge upon further inquiry through interacting with the juror. If the flag is turned on, it appears on the juror list sent to the courtroom as a topic for voir dire.
	DN 3.2.1-4 - Interpreter Needed Flag: This flag is automatically turned on by a response to a question on the questionnaire about the juror's expressed need for an interpreter, or is manually turned on or off by jury administration or the judge upon further inquiry through interacting with the juror. If the flag is turned on, it appears on the juror list sent to the courtroom as a topic for voir dire.
	DN 3.2.1-5 - Juror Failed to Appear at Check-In Flag: On the day of check-in for all prospective jurors, this flag is set to a default value of "not appear" and is turned off automatically at check-in. At the end of the day, jurors flagged as "not appear" can be aggregated and treated uniformly.
	DN 3.2.1-6 - Checked-In Juror Abscond Flag: This flag is turned on by courtroom staff when a juror checks in but then leaves, and this circumstance is discovered when the juror does not report with the assigned panel for voir dire.
	DN 3.2.1-7 - Americans with Disabilities (ADA) Flag: This flag is turned on by jury administration using information from the qualification/ summons process, or when the prospective juror checks in or otherwise communicates before check-in. Types of disability may include, hearing impaired, vision impaired, ASL, wheelchair, service animal, special escort, illiterate.
Technology Infrastructure Needs	**TI 3.2.1 Check-In – Juror Self-Service Kiosk:** Allow check-in using driver's license, credit card or any other card with name in magnetic strip, or bar code
Other Recommended Practices	**RP 3.2.1-1 - Verify Identity at Check-In:** At check-in ask to see driver's license
	RP 3.2.1-2 - Verify Completed Qualification/ Voir Dire Questionnaire at Check-In: At check-in ask to see if juror completed the questionnaire, and provide a copy for completion, and make copies for the judge / attorneys; then jury administration verifies the juror is qualified and updates the system that it's completed.
	RP 3.2.1-3 - Jurors Who Failed to Appear For Jury Service: The sanction depends on local or statewide court policy. See **2A.3.6 Notify/Sanction Prospective Jurors Who Fail to Appear (FTA) for Service**.

3.2.2 Orientation

Business Capability Description	Conduct orientation of jurors in jury assembly room or confirm that they have received orientation online
Business Rules	**BR 3.2.2-1 - Juror Received Orientation:** A juror has received orientation if the "Received Orientation" flag is marked.
Application Capabilities	**AC 3.2.2-1 -** Flag Oriented Juror: Mark juror "received orientation". (Recommended Practice) **AC 3.2.2-2 -** Juror Oriented Notification: System notifies user if juror has received orientation – See **BR 3.2.2-1**. (Recommended Practice)
Data Needs	**DN 3.2.1 - Juror Received Orientation Flag:** This flag is automatically turned on when a juror completes viewing an online orientation (not merely starting and abandoning it), or is manually turned on at check-in when jury administration directs the juror to the orientation presentation. The flag is also automatically turned on when the juror is included in a panel sent to a courtroom from the assembly room. If the bailiff or judge conducts orientation, courtroom staff will manually turn on the flag.

3.2.3 Notify/ Sanction Prospective Jurors Who Fail to Appear (FTA) for Service or Abscond

Business Capability Description	Notify/ sanction jurors who fail to check in, and those who check in but leave (abscond).
Business Rules	See **BR 2.2.6-1 Non-Responding Juror Notification/ Sanction**
	See **RD 2.2.6-1 - List and Number of Prospective Jurors Mailed a Second Notice/Summons for a Given Date Range** See **RD 2.2.6-2 - List and Number of Prospective Jurors Sent an OSC Notice for a Given Date Range – send Request to Court for Issuance of OSC Notice** See **RD 2.2.6-3 - List and Number of Prospective Jurors for Whom a Bench Warrant/Body Attachment Was Issued for Failure to Appear at OSC Hearing – send Request to Court for Issuance of Bench Warrant/Body Attachment**
Application Capabilities	**AC 3.2.3 -** Issue Bench Warrant Issue bench warrant for prospective jurors marked as "Juror Failed to Appear at Check-In" (**DN 3.2.1-5 Juror Failed to Appear at Check-In Flag**) and those marked as "Checked-In Juror Abscond" (**DN 3.2.1-6 Checked-In Juror Abscond Flag**). (Recommended Practice)
	See **DE 2.2.6-1 - Data of Prospective Jurors to be Issued an OSC Notice for a Given Date Range** See **DE 2.2.6-2 - Data of Prospective Jurors to be Issued a Bench Warrant/Body Attachment**

Data Needs	See **DN 2.2.6-1 - First Time FTA for Jury Service Flag**
	See **DN 2.2.6-2 - Second or More Times FTA for Jury Service Flag**
	See **DN 2.2.6-3 - FTA Flag**

3.3   Process Hardships

3.3.1   Hardship – Check Out If Reported and Checked In

Business Capability Description	Check jurors out who reported and checked in, but have a hardship
Business Rules	**BR 3.3.1 - Authority to Excuse/Defer Jurors:** Jury staff/ bailiff have authorization to excuse/defer jurors on the day of service under the following circumstances: [Local court rule criteria authorizing jury staff or bailiff to excuse/defer jurors]
Report/ Display Needs	**RD 3.3.1 - List of Jurors Checked In and then Checked Out, by Date Range**
Application Capabilities	**AC 3.3.1 -** Check juror out after check-in for reason of hardship (by jury administration, bailiff) using **DN 3.3.1-1 Juror Checked Out Flag**. (Operational Standard)
Data Needs	**DN 3.3.1 - Juror Checked Out Flag:** This flag is used to check jurors out after they have checked in.

3.3.2   Hardship – Indicate Ineligibility For Payment

Business Capability Description	Indicate ineligibility of prospective jurors for payment
Process Activities	
Business Rules	**BR 3.3.2-1 - Juror Ineligible for Payment:** A juror who appears for jury service is ineligible for payment if the "ineligible for payment" flag is turned on by jury administration according to local policy, such as after checking in for jury service but later checking out. **BR 3.3.2-2 - Juror Deferred for Future Jury Service:** A juror deferred for future jury service is ineligible for payment if deferred on the date of check-in
Report/ Display Needs	**RD 3.3.2 - Verify Matching Status of Checked Out and Ineligible for Payment, by Date Range**

Application Capabilities	**AC 3.3.2 -** Automatically mark juror "ineligible for payment" (BR 3.3.2-1) if juror has been checked out (**DN 3.3.1-1 Juror Checked Out Flag**). (Operational Standard)
Data Needs	**DN 3.3.2 - Process hardships – Juror ineligible for payment flag:** This flag is turned on by jury administration after check-in at orientation if the juror later leaves because of the hardship of jury service. The flag being turned on blocks payment being generated for the juror.

3.3.3   Hardship – Defer to Future Date At Check-In

Business Capability Description	Defer prospective juror to jury service at future date during check-in when the juror's hardship is acknowledged by jury administration
Report/ Display Needs	**RD 3.3.3 - Verify Matching Status of Checked Out and Deferred to Future Jury Service, by Date Range**
Application Capabilities	**AC 3.3.3 -** Mark juror "deferred to future date" specifying a certain term of future service. (Operational Standard)
Data Needs	**DN 3.3.3 - Deferred to Future Jury Service flag (also see 2.2.4)** This flag is turned on by jury administration when a juror requests a later date to serve.

3.4   Respond to Judge Request for Jurors

3.4.1   Notification to Jury Administration of Request for Jurors

Business Capability Description	Judge notifies jury administration by phone call, email, or online, how many jurors are needed for a case
Business Rules	**BR 3.4.1 - Judicial Request for Larger than Standard Panel:** Court rule may provide an approval process for requesting a panel larger than the standard panel size for a given case type.

BR 3.4.2 - Judicial Request for Prescreened Panel: Court rule may provide an approval process for requesting a panel that has been prescreened for preexisting time conflicts or financial hardship (e.g., for lengthy trials). |
| Report/ Display Needs | **RD 3.4.1 - Text of Judge Notification to Jury Administration** |

Application Capabilities	**AC 3.4.1-1 -** Record the content of a phone or email request for jurors from a judge - See **DN 3.4.1-1 Judge Request for Jurors** for content of notification. (Operational Standard)
	AC 3.4.1-2 - Online request for jurors from a judge - See **DN 3.4.1-1 Judge Request for Jurors** for content of notification. (Operational Standard)
	AC 3.4.1-3 - Set a tickler to remind judges two weeks before trial of their requests for jurors, and to confirm the request. (Recommended Practice)
Data Needs	**DN 3.4.1 - Judge Request for Jurors Notification:** A Judge Request for Jurors notification will include the following items of information: • Judge name • Case number • Case name (lead plaintiff and lead defendant) – see **DN 6.2.3 Case Number/ Bill of Indictment Link** for linking a grand jury indictment to a jury trial • Case type or first offense charge (use NCSC Statistical Guide categories) • High-profile case flag Yes/ No • Number of jurors needed – standard panel for the case type, or special request • "Stacking" number – 1st in line for trial, 2nd, etc. • Backup judge available flag Yes/ No (in case more than one jury trial proceeds) • Start date/ time of trial • Estimated trial length (accurate to half-days) • Estimated length of voir dire (accurate to half-days) • Lead opposing counsel • Whether this is a retrial and, if so, which number
Other Recommended Practices	**RP 3.4.1 - Reminder to Judge of Request for Jurors:** Jury administration is advised to send a friendly reminder to judges who have requested jurors "early" – more than six weeks before trial – requesting an update of their needs for jurors.

3.4.2 Create/Monitor Case

Business Capability Description	Create a case in the jury management system using, either by data download or data entry
Business Rules	**BR 3.4.2 - Block Jurors from Panel on Retrial Case When Jurors Served in a Previous Trial:** Court rule may prevent a juror who served on a case from being included in a panel for retrial of the case.

Report/ Display Needs	RD 3.4.2 - **Display Jury Case Data:** Display data on the jury case:
	• Judge name
	• Case number
	• Case caption (names of parties)
	• Case type
	• Number of jurors requested
	• Start date/ time of trial
	• Lead opposing counsel
	• Whether this is a retrial and, if so, which number
Application Capabilities	**AC 3.4.2-1 -** Manual option: Entry of case data from CMS - See **DE 3.4.2 Import Case Data for Jury Trial**. (Operational Standard)
	AC 3.4.2-2 - Automated option: Download of case data from CMS - See **DE 3.4.2 Import Case Data for Jury Trial**. (Recommended Practice)
	AC 3.4.2-3 - If the case is a retrial, print the list of jurors from the previous trial(s) and mark them as ineligible for assignment to a panel for the retrial. (Recommended Practice)
Data Exchanges	**DE 3.4.2 - Import Case Data for Jury Trial from CMS:** When a judge requests jurors for a jury trial, the Jury Management System will obtain case data from the court case management system either via web service inquiry or master file batch update run. Items of data needed are the following:
	• Judge name
	• Case number
	• Case caption (names of parties)
	• Case type
	• Start date/ time of trial
	• Lead opposing counsel

3.4.3 Shared Pool -- Randomly Select Prospective Jurors for Empanelment

Business Capability Description	Select a panel of prospective jurors from the **<Venire Pool>** from jurors who have checked in, assign a unique panel identifier to the panel, and update juror records with the panel identifier. The **<Venire Pool>** may be shared among several courtrooms holding jury trials.
Business Rules	**BR 3.4.3 - Threshold Check-in Level before Empaneling Jurors:** The threshold for beginning to empanel jurors from a shared pool (to avoid non-random effects of arrival by jurors at the jury assembly room) is set at ___ percent (configurable).

Report/ Display Needs	**RD 3.4.3-1 - List of All Cases Sharing a Venire Pool:** For a date range, with parameters for single or multiple counties or single or multiple districts, list of cases sharing a venire pool and the status of jury selection
	RD 3.4.3-2 - List of Cases by Judge (same as RD 2A.2.2-1): For a date range, with parameters for single or multiple counties or single or multiple districts, all cases by judge: • Judge ID, • Case ID, • Case title, • Courtroom, • Start/end date, • Disposition of case, • Number of jurors sent **RD 3.4.3-2 - List of Prospective Jurors by Panel Identifier:** For a panel number identifier, the list of jurors assigned to the panel.
	RD 3.4.3-3 - Numbers of Prospective Jurors/Panels Sent to Courtrooms, Jurors Left in Venire Pool, and Cases Awaiting Panels
Application Capabilities	**AC 3.4.3-1 -** Select panels with the number of jurors needed on a reporting date (See **DN 3.4.1-1 Judge Request for Jurors** for number of jurors requested). (Operational Standard)
	AC 3.4.3-2 - Explanation required: Vendor must explain the random selection process. (Operational Standard)
	AC 3.4.3-3 - Assign prospective jurors to a panel identified with a unique number. (Operational Standard)
	AC 3.4.3-4 - Set a threshold of the venire reporting before selecting panels, generating an alert to the user if panel selection begins before the threshold is reached - See **BR 3.4.4-1 Threshold Check-in Level before Empaneling Jurors**. (Recommended Practice)
Data Needs	**DN 3.4.3-1 - Threshold of Venire Reporting Configuration Parameter:** The jurisdiction can set a threshold of the percentage of jurors who have checked in before beginning to empanel jurors from a shared pool (to avoid non-random effects of arrival by jurors at the jury assembly room).
	DN 3.4.3-2 - Unique Panel Number Identifier/ Date: Assign a unique panel number identifier and the date it was created
	DN 3.4.3-3 - Current Totals of Jurors/Panels Sent to Courtrooms, Jurors Left in Venire Pool, and Cases Awaiting Panels

3.4.4 Recording of Events of Individuals and Panels in Event Log

Business Capability Description	Record events of individuals and panels in event log, which serves as a record of events which occurred for individual jurors and for panels during jury service. This information is used in calculating juror and panel utilization.
Application Capabilities	**AC 3.4.4-1 -** For individual jurors, automatically record date/ time in an event log, recording individual activities in which an individual is involved, based on data entered when an event occurs, or manually record the event: (Operational Standard) • Juror check-in, • Juror selected for panel (unique panel number), • Juror selected for jury, • Juror released from further service, • Juror returned to venire pool, • Juror's end of service for the day, • Repeat items 'e' and 'f' multiple times. **AC 3.4.4-2 -** For a panel, automatically record panel activities in which an individual is involved in an event log, using **DN 3.4.3-2 Unique Panel Number Identifier/ Date**, based on data entered when an event occurs, or manually record the event: (Operational Standard) • Beginning of voir dire for panel, • End of voir dire for panel • Jurors sworn for case • Sworn jurors end service for the day • Sworn jurors begin service on subsequent day • Sworn jurors end service on subsequent day • Repeat 5 and 6 multiple times

Data Needs	**DN 3.4.4 - Event Log for Individual Juror Records and for Panels:** Event and date/ time data for recording the status of each prospective juror may be entered manually by jury administration or by the bailiff in the courtroom, or automatically updated when an event occurs for a prospective juror and for a panel, using the following statuses.
	For a prospective juror:
	• Juror check-in (marking the beginning of attendance),
	• Juror selected for panel (using a unique panel number),
	• Juror selected for jury,
	• Juror released from further service,
	• Juror returned to venire pool,
	• Juror's end of service for the day,
	• Juror returns for multi-day trial,
	For a panel, using **DN 3.4.3-2 Unique Panel Number Identifier/ Date**
	• Beginning of voir dire for panel,
	• End of voir dire for panel
	• Jurors sworn for case
	• Sworn jurors end service for the day
	• Sworn jurors begin service on subsequent day
	• Sworn jurors end service on subsequent day
	• Repeat 5 and 6 multiple times
	For panels, see *DN 3.4.3 or DN 2.1.3 Unique Panel Number Identifier*

3.4.5 Prepare Materials to Go with Panel

Business Capability Description	For a given unique panel number identifier, materials associated with the panel are printed in jury administration to go with the panel to the courtroom
Report/ Display Needs	**RD 3.4.5 - Printed Materials to Go with Panel:** The following kinds of printed materials are used by the attorneys and judge to manage voir dire for *DN 3.4.3 or DN 2.1.3 Unique Panel Number Identifier/ Date*:
	• Case Cover Sheet aka Case Information Sheet
	• Randomized list of jurors in the panel
	• Alphabetical list of jurors in the panel
	• Seating chart
	• Voir dire information (juror profiles)
Application Capabilities	**AC 3.4.5-1 -** Generate printed materials for a jury panel - See **RD 3.4.5 Printed Materials to Go with Panel**. (Operational Standard)
	AC 3.4.5-2 - Suppress data (names, addresses) from printed materials going with the panel (i.e., anonymous juries). (Operational Standard)

3.5 Record Days/Hours of Service

3.5.1 Profile How Jurors Are Used During the Day

Business Capability Description	Develop profiles of how jurors are used during the day
Report/ Display Needs	**RD 3.5.1-1 - Juror Use Profiles – Individual and Aggregate:** A juror use profile will be generated for each juror's jury service during the term of jury service, based on the kinds and durations of events recorded in the log for the juror. Individual juror use profiles will be aggregated to show the kinds and durations of jurors during a date range. Durations of activities will be calculated from date/time stamps in the event log. The types of events recorded and the types of durations calculated include the following (see **DN 3.4.4 Event Log for Individual Juror Records and for Panels**): • Juror check-in • Juror selected for panel – orientation and wait time to be selected for panel • How many times during the term of service a juror was selected for a panel • Whether the juror checked in but absconded (see **DN 3.2.1-6 Checked-In Juror Abscond Flag**) • Beginning of voir dire for panel – wait time from being selected to beginning of voir dire • End of voir dire for panel – duration of voir dire • Juror selected for jury – wait time from end of voir dire to jury selection • Juror released from further service – duration of service from check-in • Juror returned to venire pool – duration until selected for another panel or released • Juror's end of service for the day – duration of service from check-in • Juror returns for multi-day trial (using event types 1 and 8) – duration of service over more than one day **RD 3.5.1-2 - Panel Profiles – Individual and Aggregate:** A panel profile will be generated for each panel during a date range, using data in the event log. Panel profiles will be aggregated to show the kinds and durations of jurors during the date range. The types of events recorded and the types of durations calculated include the following: • List and number of panels sent for voir dire on a given day in the date range, showing unique panel numbers • Duration of voir dire of a panel • Disposition of the case, i.e. whether jurors were sworn • Number of prospective jurors per panel (including additional prospective jurors sent) • Number of sworn jurors
Application Capabilities	**AC 3.5.1 -** Generate profile of juror and panel activities during jury service - See **RD 3.5.1-1 Juror Use Profiles** and **RD 3.5.1-2 Panel Profiles**. (Operational Standard)

Data Needs	**DN 3.5.1 - Juror Use Profile – Individual:** Set up data fields and calculations for the kinds and durations of events recorded in **DN 3.4.4 Event Log for Individual Juror Records and for Panels.** • Juror check-in • Juror selected for panel – orientation and wait time to be selected for panel • How many times during the term of service a juror was selected for a panel • Whether the juror checked in but absconded (see **DN 3.2.1-6 Checked-In Juror Abscond Flag**) • Beginning of voir dire for panel – wait time from being selected to beginning of voir dire • End of voir dire for panel – duration of voir dire • Juror selected for jury – wait time from end of voir dire to jury selection • Juror released from further service – duration of service from check-in • Juror returned to venire pool – duration until selected for another panel or released • Juror's end of service for the day – duration of service from check-in • Juror returns for multi-day trial (using event types 1 and 8) – duration of service over more than one day

3.5.2 Determine Compensation According to Court Policy

Business Capability Description	Determine compensation according to court policy. Jurors who checked in but absconded are identified for receiving no pay.
Business Rules	**BR 3.5.2-1 - Calculation of Days of Jury Service:** Court policy provides compensation for jury service based on the number of days served or other authorized formula. **BR 3.5.2-2 - Calculation of Days of Jury Service Based on Hours Parameter for Calculating Days Service:** Court policy specifies the number of hours constituting one day of service.
Application Capabilities	**AC 3.5.2 -** Calculate Days of Jury Service – Base the calculation of the number of days of service on **DN 3.5.1 - Juror Use Profile - Individual**, and **DN 3.5.2 Hours Parameter for Calculating Days Service**. (Operational Standard)
Data Needs	**See DN 3.5.1 - Juror Use Profile - Individual and DN 3.4.4 Event Log for Individual Juror Records and for Panels.** **DN 3.5.2 - Hours Parameter for Calculating Days Service:** Court policy specifies the number of hours constituting one day of service.

3.5.3 Calculate Juror Utilization in the Venire Pool

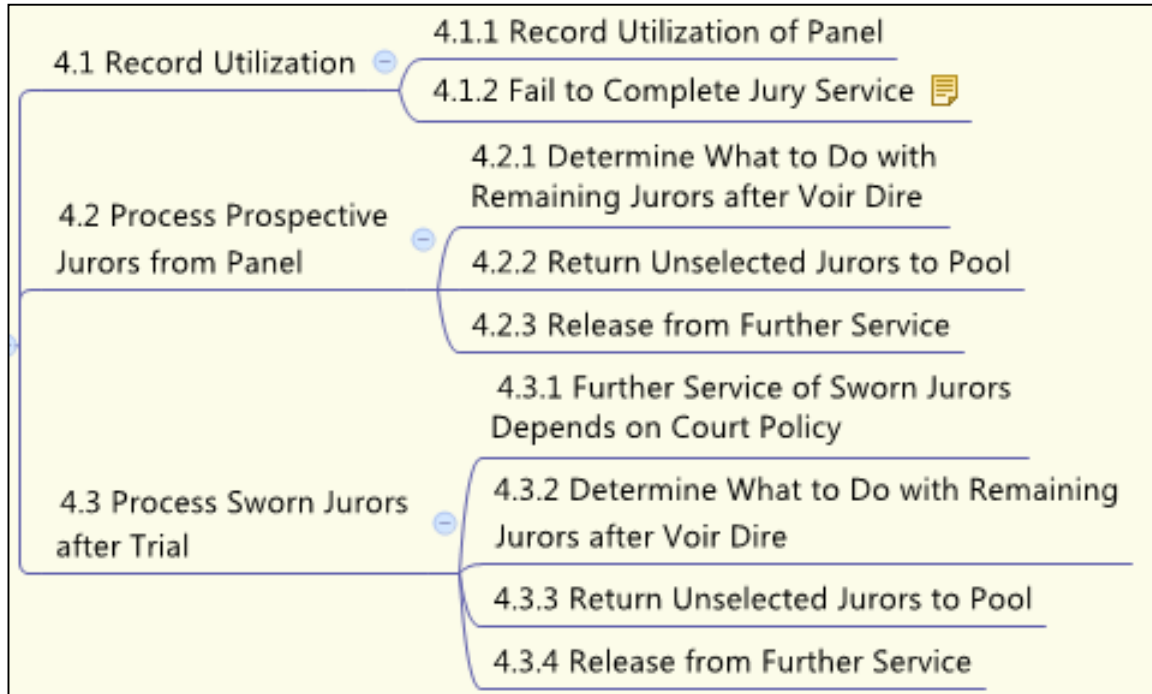|	
Business Capability Description	Track utilization of jurors in the venire pool
Business Rules	**BR 3.5.3 - Definition of Juror "Usage":** Court rule or jury administration practice may specify juror "usage: • Alternative #1: A juror is considered "used" when the juror is selected for one or more panels during the term of jury service, and should not be double-counted • Alternative #2: A juror who is selected for more than one panel during the term of jury service can achieve juror utilization above 100%.

Report/ Display Needs	**RD 3.5.3-1 - Juror Utilization by Jury Pool Report:** For a date range (with parameters for single or multiple counties or single or multiple districts), juror utilization expressed as a percentage the number of jurors "used" to select juries as a proportion of the qualified and available jury pool who are told to report for jury service during that time, and actually check in.

RD 3.5.3-2 - Juror Utilization by Process Step Report: For a date range (with parameters for single or multiple counties or single or multiple districts), the numbers of prospective jurors assigned to a panel and sent to a courtroom, and the numbers of prospective jurors where one or more of the following outcomes occurs:

• Questioned in voir dire (number and percentage)
• Selected as a trial juror or alternate (number and percentage)
• Removed for cause (number and percentage)
• Removed by peremptory challenge (number and percentage)
• Excused for hardship in the courtroom (number and percentage)
• Not-reached jurors (number and percentage)
• Not updated (this is the default value – status is updated based on use during jury selection)

RD 3.5.3-3 - Juror Utilization by Case/Panel: For a date range (with parameters for single or multiple counties or single or multiple districts), totals in the followings case categories:

• Canceled days
• Zero days (jurors brought to court but not used)
• Number of panels sent to a courtroom
• Percent of jurors used in jury selection
• Cases tried
• Cases settled or pled when jurors go to a courtroom but are not sworn
• Cases settled or pled after jurors are sworn
• Cases continued
• Jury waived
• Median/mean duration of jurors "sitting in the pool" i.e., the sum of the following:
• Duration from check-in until selected for panel
• Duration from juror returned to venire pool until selected for another panel (may be multiple times) or until end of service for the day |
| Application Capabilities | **AC 3.5.3 -** Calculate juror utilization for a date range, with parameters for single or multiple counties or single or multiple districts, using the event log for individual activities and panel activities in which an individual is involved - see **RD 3.5.1 Juror Use Profiles – Individual and Aggregate**. (Operational Standard) |
| Data Needs | See **RD 3.5.3-1 Juror Utilization by Juror Usage Type** for juror usage types, **RD 3.5.3-2 Juror Utilization by Case/Panel** for juror utilization types by case/panel, and **RD 3.5.3-3 - Juror Utilization for Pool** for juror utilization for the venire pool. |

Other Recommended Practices	**RP 3.5.3 - Juror Utilization versus Panel Utilization:** a. Utilization depends on which component of utilization you are contemplating: panel utilization should never exceed 100%, but it is possible for the same juror to be selected in two different trials. Courts may bring in a pool of jurors and select multiple juries from the same pool. If that is the practice, it is important that the automation system reassign those jurors in the pool to a new panel as soon as the jury for the first trial is selected. b. Juror utilization for voir dire can exceed 100% (when jurors are recycled in any given day). With respect to double counting, it's important that the timeframe be focused on what happens to each juror during the course of a single day.

4. Manage Case Jurors

The fourth stage of jury management focuses on managing the individuals who are assigned to panels for jury selection including recording the status of jurors at the completion of jury selection. The court should have written policies governing jurors who are not selected as trial jurors or alternates that specifies whether those individuals may be released by the trial judge or returned to the jury office for reassignment to another case. Those policies should also specify whether sworn jurors may be released from service following the trial or instructed to report for service on a future date.

4.1 Record Utilization

4.1.1 Record Utilization of Panel

Business Capability Description	Jury administration or bailiff records the status of prospective jurors during and after voir dire, reflecting panel and individual juror activity. This is used to measure juror utilization
Report/ Display Needs	**RD 4.1.1-1 - Panel Activity also see RD 3.5.3-2 Juror Utilization by Case/Panel** • For a date range, with parameters for single or multiple counties or single or multiple districts, list of panels sent, panel utilization, disposition of cases, case type, and judge. • Number of jurors by panel and overall. **RD 4.1.1-2 - Case Juror Activity:** For a date range, with parameters for single or multiple counties or single or multiple districts, the number of panels (voir dire proceedings) that jurors participated in, e.g., ranging from zero to ten. **RD 4.1.1-3 - Case Juror List:** Lists only sworn jurors/alternates on a case. **RD 4.1.1-4 - Message to Jury Administration that Voir Dire is Completed**

Application Capabilities	**AC 4.1.1-1 -** Record attendance at multi-day trials. [COVERED IN 3.5.1]. (Operational Standard)
	AC 4.1.1-2 - Record disposition of jurors examined in voir dire (current status): (Operational Standard)
	a. Sworn juror/alternate
	b. Excused for cause
	c. Excused for hardship
	d. Excused for peremptory challenge
	e. Not examined in voir dire
	f. Not reached/not used
	g. Not updated (no information catch-all)
	AC 4.1.1-3 - Alert jury administration of disposition of the panel, and provide choices of message back to courtroom about remaining prospective jurors (the need for jurors for other trials in the courthouse, and the supply of jurors in jury assembly). (Recommended Practice)
Data Needs	**DN 4.1.1 - Juror Utilization Codes:** Jury administration or bailiff records the status of jurors using the following codes:
	a. Record attendance at multi-day trials. [COVERED IN 3.4.4 and 3.5.1]
	b. Record disposition of jurors examined in voir dire (current status):
	1) Sworn juror/alternate
	2) Excused for cause
	3) Excused for hardship
	4) Excused for peremptory challenge
	5) Not examined in voir dire
	6) Not reached/not used
	7) Not updated (no information catch-all)

4.1.2 Fail to Complete Jury Service

Business Capability Description	Based on information provided by jury management, the judge imposes sanctions on jurors who fail to complete jury service
Report/ Display Needs	**RD 4.1.2 - Jurors Failing to Complete Jury Service Report:** For a date range show the jurors flagged as "checked in but absconding" – see **DN 3.2.1-6 Checked-In Juror Abscond Flag**.
Application Capabilities	**AC 4.1.2 -** Print **RD 4.1.2 - Jurors Failing to Complete Jury Service Report** for judicial action.

4.2 Process Prospective Jurors from Panel

4.2.1 Determine What to Do with Remaining Jurors after Voir Dire

Business Capability Description	Jury administration receives message from a courtroom that voir dire is completed or if a case settles or continues, and enters a message about further need for jurors in other cases, and sends the notification to the courtroom
Process Activities	Two-way workflow notifications between courtroom and jury administration
Report/ Display Needs	**RD 4.2.1-1 - Message to Courtroom about Where to Send Remaining Jurors** **RD 4.2.1-2 - Cases Awaiting Voir Dire and Cases in Voir Dire, and the Supply of Prospective Jurors in Jury Assembly**
Application Capabilities	**AC 4.2.1-1 -** Display cases awaiting voir dire and cases in voir dire, and the supply of prospective jurors in jury assembly. (Operational Standard) **AC 4.2.1-2 -** Courtroom staff notifies jury administration about completion of voir dire, and the number of prospective jurors remaining after voir dire. (Operational Standard) **AC 4.2.1-3 -** Jury administration responds with notification to the courtroom about whether to send prospective jurors back to jury assembly or to release them. (Operational Standard)
Data Needs	See **DN 3.4.4 - Event Log for Individual Juror Records and for Panels**

4.2.2 Return Unselected Jurors to Pool

Business Capability Description	If court rule allows unselected jurors to return to the **<Venire Pool>**, jury administration may request that prospective jurors return for further service, and courtroom staff mark their records accordingly as they check back into the Jury Assembly Room (prevents jurors from "getting lost" on their way back).
Business Rules	**BR 4.2.2-1 - Reuse Unselected Jurors after Voir Dire:** Court policy may provide that unselected jurors after voir dire are subject to further jury service during the term. **BR 4.2.2-2 - Use Jurors First Who Have Not Been Assigned to Panels:** Court rule or jury administration practice may provide that prospective jurors who have not been assigned to a panel be selected before prospective jurors who have been selected for a panel and have been returned to the **<Venire Pool>**.
Application Capabilities	**AC 4.2.2 -** Courtroom staff marks unselected prospective jurors returning to jury assembly as available for other panels that day or within the term, or marks prospective jurors as excused from further service. (Operational Standard)
Data Needs	**DN 4.2.2 - Reuse Unselected Jurors after Voir Dire flag:** The flag is marked "Returned" or "Excused" upon instructions from jury administration.

4.2.3 Release from Further Service

Business Capability Description	If court rule releases unselected jurors from further service, jurors are released after voir dire and the default value of "Completed" updates their records accordingly.
Business Rules	**BR 4.2.3 - Release Unselected Jurors after Voir Dire:** Court policy may provide that unselected jurors after voir dire are released from further jury service during the day/term or only from the case for which they underwent voir dire.
Application Capabilities	**AC 4.2.3 -** Automatically mark prospective jurors as released from further service. (Operational Standard)
Data Needs	**DN 4.2.3 - Release Unselected Jurors after Voir Dire flag** The default value of this flag is "Completed" upon after voir dire.

4.3   Process Sworn Jurors after Trial

4.3.1   Further Service of Sworn Jurors Depends on Court Policy

Business Capability Description	Court rule may release sworn jurors after serving in one trial, or it may put them back into the venire pool.
Business Rules	**BR 4.3.1 - Reuse Sworn Jurors after Trial:** Court policy may provide that sworn jurors after a trial are subject to further jury service during the term.
Application Capabilities	**AC 4.3.1-1 -** Automatically mark sworn jurors as released from further service. (Common Practice Variation) **AC 4.3.1-2 -** Courtroom staff marks the disposition of the case. (Recommended Practice)

4.3.2   Determine What to Do with Remaining Jurors after Voir Dire– SAME AS 4.2.1

4.3.3   Return Unselected Jurors to Pool – SAME AS 4.2.2

4.3.4   Release from Further Service – SAME AS 4.2.3

5. Close Out Juror Service

After the juror is released from jury service, the jury system should generate a certificate of jury service that can be presented to an employer or school to confirm that the person attended jury service. The certificate should indicate the dates of service and the

amount of compensation or reimbursement paid. The jury system should also generate the juror compensation or reimbursement directly, or calculate the amount of compensation or reimbursement and forward that information to the fiscal agency responsible for processing juror compensation. The jury management automation should generate reports detailing the amount of compensation paid to each juror, the total amount of compensation paid, and documentation supporting those payments. Post-service tasks may also include conducting juror exit surveys and, if the court provides mental health treatment to jurors, documentation concerning which jurors were offered those services.

5.1 Generate Certificate for Completed Service

5.1.1 Generate Certificate for Completed Service

Business Capability Description	Generate certificate for eligible juror and save the certificate on the juror's record
Business Rules	**BR 5.1.1 - Only Eligible Jurors Are Entitled to Certificate for Completed Service+:** Court policy should provide that only sworn jurors and prospective jurors who checked in for jury service, and were subject to assignment to a panel, whether or not they participated in voir dire as part of a panel (as long as they did not abscond), are entitled to receive a certificate for completed service. **See BR 3.3.2-1 - Juror Ineligible for Payment**
Report/ Display Needs	**RD 5.1.1 - Jury Service Certificate:** Include name, juror ID, mailing address, dates of service, hours of service, date of certificate generation, amount of compensation paid or donated and to whom (showing per diem and mileage separately because jurors can keep mileage/parking, even if they turn over the per diem to their employer). Address is used to place in window envelope for mailing.
Application Capabilities	**AC 5.1.1 -** Generate certificate for prospective jurors and sworn jurors, on demand or in batch mode, showing cumulative service or during a date range, and web address of exit survey. (Operational Standard)

5.1.2 Electronically Send Certificate to Employer/School/Self

Business Capability Description	Electronically send certificate to employer/school/self
Application Capabilities	**AC 5.1.2 -** Collect email address from juror or use email address on file (juror qualification record) to email certificate of service to one or more of the addresses. (Recommended Practice)

Data Exchanges	DE 5.1.2 - Interface with Email System

5.1.3 Request for Certificate

Business Capability Description	Juror makes a request for jury certificate, with the option of showing hours of service
Application Capabilities	**AC 5.1.3-1 -** Record in-person request for certificate. (Recommended Practice) **AC 5.1.3-2 -** Record online request for certificate with proof of juror ID and DOB. (Recommended Practice) **AC 5.1.3-3 -** Record telephone request for certificate with proof of juror ID and DOB. (Recommended Practice)
Data Needs	**DN 5.1.3 - Certificate Request Flag:** Court administration turns on the flag when a juror requests a certificate during check-in.

5.2 Pay/Reimburse Jurors

5.2.1 Pay Directly to Juror Pursuant to Court Rules

Business Capability Description	Determine amount of compensation and reimbursement for a juror, and transmit the payment request to the appropriate or requested method of payment.
Business Rules	**BR 5.2.1-1 - Amount of Juror Compensation:** Court policy provides that jurors are to be paid a daily rate of $___ (configurable) for the computed days of service – See **BR 3.5.2-1 - Calculation of Days of Jury Service**. If the rate of pay increases after a given number of days, a blended rate can be used to compensate for days at the higher rate. **BR 5.2.1-2 - Juror Supplemental Expense Reimbursement:** Court policy may provide reimbursement for child care at the rate of $___ for licensed care and $___ for unlicensed care. **BR 5.2.1-3 - Juror Mileage Reimbursement:** Court policy may provide that jurors are entitled to mileage reimbursement at the rate of $___ per mile, and mileage in a given county set at a maximum of ___ miles. **BR 5.2.1-4 - Juror Mileage Reimbursement Supervisor Override Authority:** A jury administrator may allow up to two times the standard mileage reimbursement for exceptional circumstances. **BR 5.2.1-5 - Juror Payment Schedule:** Juror payroll must be run at least once per week (on Friday), and on the last day of the month.

Report/ Display Needs	**RD 5.2.1 - Juror Payment Management Report:** For a date range, with parameters for single or multiple counties or single or multiple districts, the numbers and amounts of juror payments by category:
	- Juror fees - Standard mileage reimbursement - Supervisor-approved mileage overrides - Supplemental reimbursements: - Individual child care providers - Institutional child care providers - Breakdown of numbers and amounts by method of payment: - Checks to jurors - Checks to charity donation - Checks to employers - Waivers - Direct deposits to jurors - Debit transactions to jurors - Cash – kiosk, ATM, by hand

Application Capabilities	**AC 5.2.1-1 -** Determine amount of jury fee due - see **BR 5.2.1-1 Calculation of Days of Jury Service**, rate of pay and additional amounts, if any, per court policy, eliminating jurors who checked in but absconded (**DN 3.2.1-6 Checked-In Juror Abscond Flag**). (Operational Standard)
	AC 5.2.1-2 - Verify/ modify juror's choice via drop-down list of choices for juror payment disposition (see **DN 2.2.2-1 Juror Payment Disposition Choices**:
	a. Pay juror directly (Recommended Practice)
	b. Contribute to charity – with limited number of choices (Operational Standard)
	c. Redirect payment to employer (Common Practice Variation)
	d. Waive payment (Recommended Practice)
	AC 5.2.1-3 - Enter supplemental expense allowed, and scan/ attach supporting documentation - see **BR 5.2.1-2 Juror Supplemental Expense Reimbursement**. (Operational Standard)
	AC 5.2.1-4 - Enter standard mileage reimbursement when requested by juror - see **BR 5.2.1-3 Juror Mileage Reimbursement**. (Operational Standard)
	AC 5.2.1-5 - Enter mileage reimbursement miles, and give supervisor override authority with reason - see **BR 5.2.1-4 Juror Mileage Reimbursement Supervisor Override Authority**. (Operational Standard)
	AC 5.2.1-6 - Record method of payment requested by juror, e.g., check, direct deposit, jury ATM/kiosk. (Recommended Practice)
	AC 5.2.1-7 - Send electronic file of juror payments for generation of checks - see **DE 5.2.1-1 Pay Juror by Check**. (Operational Standard)
	AC 5.2.1-8 - Enter bank routing transit number and bank account number from juror's check to generate ACH direct deposit transaction for payment (do not save the numbers) - see **DE 5.2.1-2 Pay Juror by Direct Payment**. (Recommended Practice)
	AC 5.2.1-9 - Send debit transaction payment information to jury administration ATM/ kiosk - see **DE 5.2.1-3 Pay Juror by Payment through ATM**. (Recommended Practice)
Data Exchanges	**DE 5.2.1-1 - Pay Juror by Check:** Electronic file to check-writer module/ system includes person name, address, amount, number of days, date of transmission.
	DE 5.2.1-2 - Pay Juror by Direct Payment: Electronic transaction to ACH with bank routing transit number and bank account number, amount.
	DE 5.2.1-3 - Pay Juror by Payment through ATM: Electronic transaction to ATM with bank debit card number, amount.
	DE 5.2.1-4 - Notify CMS of Jury Costs: Notification to CMS of the jury costs in the case. May be an email to the clerk, or a data exchange.

Data Needs	**DN 5.2.1 - Juror Payments by Category**
	The amounts of juror payments with name, date and generated transaction ID, by category of payment:
	- Juror fees - Standard mileage reimbursement - Supervisor-approved mileage overrides - Supplemental reimbursements: - Individual child care providers - Institutional child care providers - Breakdown of numbers and amounts by method of payment: - Checks to jurors - Checks to charity donation - Checks to employers - Waivers - Direct deposits to jurors - Debit transactions to jurors

5.2.2 Process Waivers, Redirected Payments and Donations

Business Capability Description	Process waivers, redirected payments and donations of juror fees to funds selected by jurors
Report/ Display Needs	**RD 5.2.2 - Waivers, Redirected Payments and Donations by Fund Report:** For a date range list the waivers, redirected payments and donations of juror fees to funds selected by jurors.
Application Capabilities	**AC 5.2.2-1 -** Change name of juror payment recipient according to juror's specification for redirected payments and donations, or zero out fee payment amount for waiver (but not parking mileage reimbursement) - see **DN 2A.3.2-1 Juror Payment Disposition Choices** (1-step) and **DN 2B.2.2 Juror Payment Disposition Choices** (2-step). (Recommended Practice)
	AC 5.2.2-2 - Generate receipt for donated per diem juror fee on demand. (Operational Standard)

5.3 Bookkeeping

5.3.1 Reimburse Expenses

Business Capability Description	Pay or reimburse expenses incurred during jury service

Report/ Display Needs	RD 5.3.1 - **Sequestration Fees:** For a date range, with parameters for single or multiple counties or single or multiple districts, the number and amount of sequestration fees requested and paid.

Application Capabilities	**AC 5.3.1 -** Enter expense type from a drop-down list, payee, date, and invoice amount for the following types of expenses or similar expense types, and scan receipts for goods and services provided: (Recommended Practice)
	
	   a. Juror sequestration expenses from Sheriff
	   b. Venue change venue case expenses
	   c. Mental health services
	   d. Food reimbursement
	   e. Child care reimbursement
	   f. Other out-of-pocket expenses

5.3.2 Venue Change Expense

Business Capability Description	Pay juror expenses of other county holding jury trial after change of venue
Report/ Display Needs	**RD 5.3.2 - Juror Expenses of Other County Holding Jury Trial:** For a date range, with parameters for single or multiple counties or single or multiple districts, the number and amount of jury fees requested and paid.
Application Capabilities	**AC 5.3.2 -** Enter invoice from other county for change-of-venue case expenses: dates and amount, and scan receipts for goods and services provided, including judicial expenses. (Recommended Practice)

5.3.3 Issue 1099s If Exceed IRS Threshold

Business Capability Description	Issue 1099s if juror compensation exceeds $600
Business Rules	**BR 5.3.3 - Juror 1099 Warning Threshold:** Court policy may provide that the Juror 1099 Warning Threshold is an amount calculated by multiplying the number of days in a jury trial times the per diem juror fee. (Exceeding the threshold generates a warning email to jury administration that they should collect SSN from affected jurors, in anticipation of generating jury compensation that must be reported to the Internal Revenue Service.)

Report/ Display Needs	**RD 5.3.3-1 - Juror 1099 Threshold Exceeded Alert:** An alert to a manager/ supervisor role is an alternative to an email to Jury Administration that the threshold is exceeded **RD 5.3.3-2 - Juror Compensation 1099s** 1099-MISC Statement to Internal Revenue Service showing for jurors: a. Name b. SSN c. Amount d. Mailing address e. Year of compensation
Application Capabilities	**AC 5.3.3-1 -** Notify jury administration to collect juror SSN from jurors before they are released from jury service, if the anticipated amount of per diem juror fees may exceed the threshold amount - see **BR 5.3.3 Juror 1099 Warning Threshold**. (Recommended Practice) **AC 5.3.3-2 -** Generate statements for the Internal Revenue Service of jurors receiving more than $600 in one year in per diem juror fees - see **RD 5.3.3-2 Juror Compensation 1099s**. (Operational Standard)
Data Needs	**DN 5.3.3-1 - Configurable IRS 1099 Threshold:** The threshold amount is entered by jury administration, as determined by the Internal Revenue Code. **DN 5.3.3-2 - Configurable Juror 1099 Warning Threshold:** The threshold amount is entered by jury administration, as determined by court policy.
Data Exchanges	**DE 5.3.3-1 - Juror 1099 Warning Trigger Email to Jury Administration:** An email to Jury Administration is an alternative to an alert to a manager/ supervisor role that the threshold is exceeded. **DE 5.3.3-2 - Transmit Electronic File to Internal Revenue Service**
Other Recommended Practices	**RP 5.3.3-1 - Issue 1099s If Juror Compensation Exceeds IRS Threshold:** Jurors must provide their SSN in order to be paid compensation more than $600 in one year; otherwise, payment should be withheld. **RP 5.3.3-2 - Suggested Juror 1099 Warning Threshold:** $500 is a suggested Juror 1099 Warning Threshold, given the current IRS 1099 Threshold of $600.

5.3.4 Audits

Business Capability Description	Provide a means to review and approve pending juror payments before they are issued, and provide sufficient data for auditors to inspect.
Report/ Display Needs	**RD 5.3.4-1 - Audit Report of Pending Juror Payments:** For a date range, with parameters for single or multiple counties or single or multiple districts, a list by juror of itemized pending payments of juror fees, mileage and supplemental reimbursement for jurors, with totals in each category. The report should be available in alphabetical, date, or panel order. **RD 5.3.4-2 - Juror Payments by Case:** For a given case, an historic recap of paid juror fees, mileage and supplemental reimbursement for the jurors on the panel. **RD 5.3.4-3 - Payment History Recap:** For a date range, with parameters for single or multiple counties or single or multiple districts, an historic recap of paid juror fees and mileage. Shows a total of paid juror fees, mileage and supplemental reimbursement broken down by pool-only jurors, jurors on criminal as a total, and jurors on civil cases as a total.
Application Capabilities	**AC 5.3.4 -** Print reports on demand or in batch mode. (Operational Standard)

5.3.5 Reconcile Juror Payments

Business Capability Description	Reconcile juror payments
Process Activities	See steps in Application Capabilities
Business Rules	**BR 5.3.5-1 - Proof Needed before Reissuing Juror Check:** Court policy should require that a juror must provide an affidavit that a juror check is lost before the court will reissue the check. **BR 5.3.5-2 - Uncashed Juror Payments:** Statute of court policy may provide that uncashed juror payment checks older than [six] __ months must be considered voided, and amounts of the checks may be added back to the court's account balance.

Report/
Display Needs
	RD 5.3.5-1 - Reissued Juror Checks: For a date range, with parameters for single or multiple counties or single or multiple districts, a list of reissued checks showing:
	
	    a. Juror name
	    b. Original check number
	    c. Date of original check
	    d. Check amount
	
	RD 5.3.5-2 - Uncashed checks: For a date range, with parameters for single or multiple counties or single or multiple districts, a list of uncased checks showing:
	
	    a. Juror name
	    b. Original check number
	    c. Date of original check
	    d. Check amount

Application Capabilities	**AC 5.3.5-1 -** Look up juror payment record of returned checks, verify address or enter new address, enter check number, and manually mark check for reissuance, with reason. (Operational Standard) **AC 5.3.5-2 -** Void checks that have been uncashed for longer than the period stated in **BR 5.3.5-2 - Uncashed Juror Payments**. (Operational Standard) For reissuing a juror check: **AC 5.3.5-3 -** Enter transaction for reissuing juror check reported lost/ destroyed. (Operational Standard) **AC 5.3.5-4 -** Scan supporting affidavit from juror. (Operational Standard) **AC 5.3.5-5 -** Manually mark check for reissuance, with reason. (Operational Standard) **AC 5.3.5-6 -** Enter uncashed checks on juror payment record. (Operational Standard)
Data Exchanges	See **DE 5.2.1-1 Pay Juror by Check**

Payment for Mental Health Services

Business Capability Description	Pay expenses to a service provider for mental health services for jurors.

Business rules	**BR 5.3.6 - Confidentiality of Identity of Jurors Receiving Mental Health Services:** Court rule may require confidential status of the identity of jurors who have received mental health services paid for by the court.
Report/ Display Needs	**RD 5.3.6 - Expenses of Mental Health Services for Jurors:** For a date range, with parameters for single or multiple counties or single or multiple districts, the number and amount of mental health services requested and paid, showing juror number rather than juror name.
Application Capabilities	**AC 5.3.6 -** Enter invoice from mental health services expenses: dates, amount, juror name; and scan receipts for services provided. (Recommended Practice)

5.4   Post-Service

5.4.1   Exit Surveys after Service

Business Capability Description	Conduct exit surveys of prospective and sworn jurors after service, load survey results into tables, and report results to jury administration and judges.
Business Rules	**BR 5.4.1 - Delete Individual Exit Surveys Data:** Court policy may provide that individual survey data be deleted periodically (monthly, quarterly, annually). (Aggregate data will be maintained.)
Report/ Display Needs	**RD 5.4.1 - Juror Exit Survey Summary:** For a date range, with parameters for single or multiple counties or single or multiple districts, aggregate exit survey responses by categories of jury service that jurors experienced, and show number of responses, and the mean and median score of responses in each category.

|	
Application Capabilities	**AC 5.4.1-1 -** Generate an exit survey after jury service is completed, customized with questions addressing the events experienced by the juror - See *RD 3.5.2 Juror Use Profiles*. (Operational Standard) **AC 5.4.1-1 -** Select type of service for survey, e.g., sworn, served but not sworn – and generate an email notifying the jurors selected that an online survey is available (if juror record has juror email address). (Operational Standard) **AC 5.4.1-2 -** Provide access to exit survey at login after entry of juror ID number and DOB. (Operational Standard) **AC 5.4.1-3 -** Automatically remove juror exit surveys from the website one week after completion of jury service, and save data from completed surveys. (Recommended Practice) **AC 5.4.1-4 -** Load survey responses into tables – see **DN 5.4.1-2 Exit Survey Response Tables**. (Operational Standard) **AC 5.4.1-5 -** Generate **RD 5.4.1 Juror Exit Survey Summary** on demand. (Operational Standard) **AC 5.4.1-6 -** Delete individual survey response data periodically, according to court rule. (Recommended Practice)
Data Exchanges	**DE 5.4.1 - Interface with Email to Send Exit Survey or Link to Jurors**
Data Needs	**DN 5.4.1-1 - Exit Survey Generation Tables:** Jury administration will select questions for the survey using events in **RD 3.5.2 Juror Use Profiles to generate the exit survey.** **DN 5.4.1-2 - Exit Survey Response Tables:** Exit survey responses will be loaded into tables for generation of **RD 5.4.1 Juror Exit Survey Summary**
Technology Infrastructure Needs	Public access portal for responding to online survey Email interface to send jurors the survey or link to the survey
Other Recommended Practices	**RP 5.4.1 - Send Exit Survey to All Jurors Who Reported for Service:** The court will learn about the jury service experience from all jurors, whether they served as sworn jurors or not.

5.4.2 Debriefing

Business Capability Description	Record which jurors received a debriefing by the judge
Report/ Display Needs	**RD 5.4.2 - Jurors Received Debriefing:** For a date range, with parameters for single or multiple counties or single or multiple districts, list the jurors who received a debriefing.
Application Capabilities	**AC 5.4.2 -** Enter that jurors received debriefing after trial. (Recommended Practice)
Data Needs	**DN 5.4.2 - Juror Debriefing Flag:** The flag will be turned on by courtroom staff or jury administration that a juror received a debriefing after a trial.

5.4.3 Mental Health Services Offered

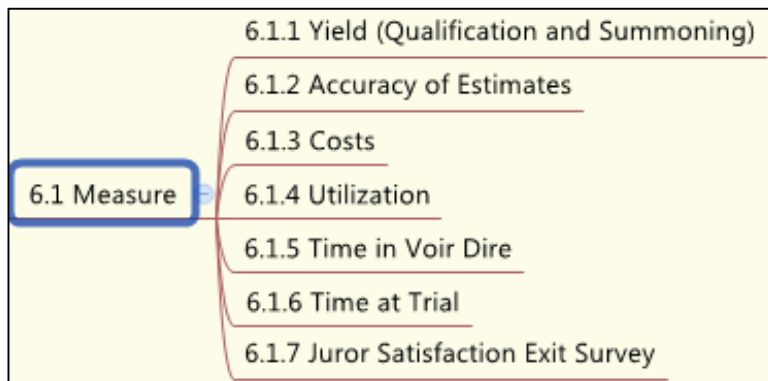| Business Capability Description	Record after trial which jurors were offered mental health services, i.e., referred for mental health services,
Report/ Display Needs	**RD 5.4.3-1 - Jurors Referred for Mental Health Services:** For a date range, with parameters for single or multiple counties or single or multiple districts, list the jurors who were referred for mental health services. **RD 5.4.3-2 - Cases in Which Jurors were Referred for Mental Health Services:** For a date range, with parameters for single or multiple counties or single or multiple districts, list the cases in which jurors were referred for mental health services.
Application Capabilities	**AC 5.4.3 -** Turn on the flag that jurors were referred for mental health services after trial. See **DN 5.4.3 Juror Mental Health Services Flag**. (Recommended Practice)
Data Needs	**DN 5.4.3 - Juror Mental Health Services Flag:** The flag will be turned on by courtroom staff or jury administration that a juror was referred for mental health services after a trial.

6 Assess Performance
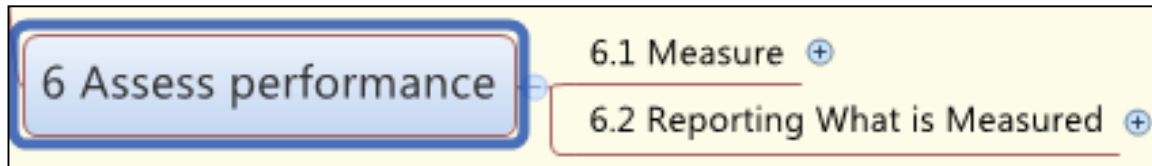
Common performance measurements for jury management include jury yield, which measures the amount of effort expended by the court to summon and qualify prospective jurors, and juror utilization, which measures how effectively the pool of qualified and available jurors was used.

Juror utilization has three separate components: the proportion of jurors assigned to a jury panel who are questioned and selected or removed for cause, for hardship, or by peremptory challenge; the proportion of jurors who reported to a courthouse who were assigned to a panel for jury selection; and the proportion of summoned and qualified jurors who are told to report to the courthouse for jury service. Other common measures of jury performance involve the amount of time expended to select a jury and to try the case to a jury.

6.1 Measure

6.1.1 Yield (Qualification and Summoning)

Business Capability Description	Produce statistical reporting for juror yield at qualification and summoning.
Application Capabilities	**AC 6.1.1 -** For a date range produce qualification and summoning yield reports on demand. (Operational Standard)

Report/ Display Needs	For 1-Step Summon/Qualify, See Report/ Display Needs in **2.3 Calculate and Display Jury Yield (Summoning Yield)** See Report/ Display Needs in **3.1.2 Assess Needs for Next Report Date**

6.1.2 Accuracy of Estimates

Business Capability Description	Produce statistical reporting for accuracy of estimates
Application Capabilities	**AC 6.1.2 -** For a date range produce accuracy of estimate report on demand. (Operational Standard)
Report/ Display Needs	See Report/ Display Needs in **3.1.1 Collect Info Re: Expected Trial Needs** See Report/ Display Needs in **3.1.2 Assess Needs for Next Report Date**

6.1.3 Costs

Business Capability Description	Produce statistical reporting to analyze costs of jury management.

Report/
Display Needs
	See RD 5.3.4-1 Juror Payments by Case
	
	See RD 5.3.4-2 Payment History Recap
	
	RD 6.1.3-1 - Term of Service: For a date range, with parameters for single or multiple counties or single or multiple districts, a list of jurors who served, with the term of service, sorted in alphabetical, date or length of service order.
	
	    a. One Day or One Trial
	    b. Two to five days
	    c. Six days to one month
	    d. Greater than one month to six months
	    e. Longer than six months
	
	RD 6.1.3-2 - Costs of Jury Administration: For a date range, with parameters for single or multiple counties or single or multiple districts, a list of costs entered (see **DN 6.1.3-1 Cost Event Log**), itemized and aggregated by type of cost. See **RD 5.2.1 Juror Payment Management Report** for

	breakdown of juror payment types.
Application Capabilities	**AC 6.1.3-1 -** Enter amounts paid for goods and services into cost event log. (Recommended Practice)
	AC 6.1.3-2 - For a date range produce cost analysis of jury management on demand. (Recommended Practice)
Data Needs	**DN 6.1.3 - Cost Event Log:** The cost event log is a table of payment transactions with a date the expense was incurred, description, amount, and generated transaction ID. Jury administration will enter transactions for which jury administration is charged for goods and services, either out-of-pocket or charged by the local unit of government, including the following kinds of items: a. Juror payments – see RD 5.2.1 Juror Payment Management Report b. Expenses of sequestration fees – see RD 5.3.1 Sequestration Fees c. Expenses of venue change – see RD 5.3.2 Juror Expenses of Other County Holding Jury Trial d. Expense of mental health services provided – see RD 5.3.6 Expenses of Mental Health Services for Jurors e. Postage for mailing questionnaires, summonses, and letters f. Cost of master list NCOA processing – see DE 1.1.3-1 Send Master List for NCOA Processes g. Cost of master list CASS processing – see DE 1.1.3-2 Send Master List for CASS Processes h. Cost of third-party mail service – see DE 1.2.2-1 Send to Third-Party Mail Service and DE 2.1.3 Send to Third-Party Mail Service i. Cost of address validation/ correction service – see DE 2.2.1 Send to Address Validation/ Correction Service j. Cost of printing consumables for which jury administration is charged

6.1.4 Utilization

Business Capability Description	Produce statistical reporting for analyzing juror utilization.
Report/ Display Needs	See **3.5.3 Calculate Juror Utilization in the Venire Pool** See **4.1.1 Record Utilization of Panel**
Application Capabilities	**AC 6.1.4 -** For a date range produce jury utilization analysis on demand. (Operational Standard)

6.1.5 Time in Voir Dire

Business Capability Description	Produce statistical reporting for analyzing juror time in voir dire, by analysis of panel data
Report/ Display Needs	**RD 6.1.5 - Juror Time in Voir Dire:** For a date range, with parameters for single or multiple counties or single or multiple districts, a report showing, by panel, the amount of time spent in voir dire. See 3.4.4 Recording of Events of Individuals and Panels in Event Log
Application Capabilities	**AC 6.1.5-1 -** For a date range produce analysis of juror time in voir dire on demand. (Operational Standard) **AC 6.1.5-2 -** For a date range produce analysis of panel data on demand. (Operational Standard)

6.1.6 Time at Trial

Business Capability Description	Produce statistical reporting for analyzing juror time at trial

Report/ Display Needs	**RD 6.1.6 - Juror Time at Trial:** For a date range, with parameters for single or multiple counties or single or multiple districts, a report showing, by jury (sworn jurors):
	
	   a. The amount of time sworn jurors spent at trial, including multi-day trials
	   b. The attorneys on the case
	   c. Judge name
	See **3.4.4 Recording of Events of Individuals and Panels in Event Log** for status of "Jurors sworn for case," including multi-day trial data.

Application Capabilities	**AC 6.1.6 -** For a date range produce analysis of juror time at trial. (Operational Standard)

6.1.7   Juror Satisfaction Exit Survey – see 5.4.1, Exit Surveys after Service

Business Capability Description	Produce statistical reporting for exit survey
Report/ Display Needs	See **RD 5.4.1 Juror Exit Survey Summary**
Application Capabilities	**AC 6.1.7 -** For a date range produce exit survey statistics. (Operational Standard)

6.2 Reporting What is Measured

6.2.1 Public Information

Business Capability Description	Provide public information such as juror yield and utilization for a single jurisdiction, with aggregation if there are multiple counties.
Report/ Display Needs	**RD 6.2.1-1 - CourTool Measure 8: Effective Use of Jurors:** Juror Yield – see 6.1.1 Yield (Qualified and Available) Percentage Juror Utilization – see **6.1.4 Utilization** **RD 6.2.1-2 - Juror Gender and Race/ Ethnicity:** For a date range, with parameters for single or multiple counties or single or multiple districts, breakdown of jurors by gender and race/ ethnicity
Application Capabilities	**AC 6.2.1 -** Generate **RD 6.2.1 reports** on demand with date range parameter. (Operational Standard)
Technology Infrastructure Needs	Public access portal

6.2.2 Private Information - Judge, Admin Judge

Business Capability Description	Provide information useful to judges and administrative judges on a variety of performance measures in jury management.

Report/ Display Needs	**RD 6.2.2-1 - Jury Trials by Case Type:** For a date range, with parameters for single or multiple counties or single or multiple districts, the number of jury trials by percentage breakdown: felony, misdemeanor, civil, other. (using jurisdiction-specific categories)
	
	RD 6.2.2-2 - Criminal Jury Trials by Originating Charge: For a date range, with parameters for single or multiple counties or single or multiple districts, the number of jury trials by originating charge.
	
	RD 6.2.2-3 - Length of Voir Dire: For a date range, with parameters for single or multiple counties or single or multiple districts, list of jury trials and length of voir dire, in smallest time measure increment used in the jurisdiction.
	
	RD 6.2.2-4 - Length of Jury Trials: For a date range, with parameters for single or multiple counties or single or multiple districts, list of jury trials and their length, in smallest time measure increment used in the jurisdiction.
	
	RD 6.2.2-5 - Comparison of Estimated to Actual Length of Jury Trials: See **DN 3.1.1-4** - Judicial Estimate of Trial Length
	
	RD 6.2.2-6 - Judicial History of Jurors Requested: See **DN 3.1.1-2** - Judicial History of Jurors Requested. This history maintains information about judges, by judge, case type and date, of (a) the number of jurors requested, and (b) the number of jurors who went through voir dire on those cases.
	
	RD 6.2.2-7 - Comparison of Estimated Juror Needs to Actual Numbers of Jurors Used: See DN 3.1.1-5 - Estimate of Juror Needs and Actual Numbers of Jurors Used
	
	   a. The numbers of jurors estimated (see **DN 3.1.1-5** Estimate of Juror Needs for Next Report Date),
	   b. The numbers of jurors who checked in (see **DN 3.2.1** Checked-In Jurors – Juror Check-In Flag), and
	   c. The numbers of jurors sent to a courtroom (see DN 3.5.4 Jurors Sent to a Courtroom).
	
	RD 6.2.2-8 - Trial Date Certainty: See **DN 3.1.1-5** - Judge Go-to-Trial Ratio
	
	RD 6.2.2-9 - Attorney Jury Trial Rate: See **DN 3.1.1-6** - Attorney Go-to-Trial Ratio

Application Capabilities	**AC 6.2.2 -** Generate **RD 6.2.2 reports** on demand with date range parameter. (Operational Standard)

6.2.3 Challenges to Fairness of the Process

Business Capability Description	Provide statistical data enabling determination of the fairness of the jury management process, applicable to both petit and grand juries
Report/ Display Needs	**RD 6.2.3-1 - Juror Demographics- Pool Jurors:** For a date range, with parameters for single or multiple counties or single or multiple districts, and separately for petit and grand juries, list of pool jurors by panel and case number, showing age, race, Hispanic origin, education, income, gender, and possession of a driver's license.
	RD 6.2.3-2 - Juror Demographics- Reported Jurors: For a date range, with parameters for single or multiple counties or single or multiple districts, and separately for petit and grand juries, list of all jurors by panel and case number who reported for service, showing age, race, Hispanic origin, education, income, gender, and possession of a driver's license.
	RD 6.2.3-3 - Case Juror Results- by Judge: For a date range, with parameters for single or multiple counties or single or multiple districts, and separately for petit and grand juries, case level results for jurors selected on cases.
	RD 6.2.3-4 - Judge Trial Disposition Analysis: For a date range, with parameters for single or multiple counties (or districts), and separately for petit and grand juries, list of trial dispositions by judge, disposition type, case type, and a total of each disposition type for the period.
	RD 6.2.3-5 - Juror Service End Analysis: For a date range, with parameters for single or multiple counties or single or multiple districts, and separately for petit and grand juries, an analysis of juror service completion by type for the reporting period.
	RD 6.2.3-6 - Grand Jury Indictment Panel Number and Jury Trial Cases: For a date range, with parameters for single or multiple counties or single or multiple districts, felony jury trial cases disposed of, and the grand jury panel which initiated the case.
	RD 6.2.3-7 - Proof of Randomness Report: It documents how prospective jurors are drawn randomly from the juror source list at each step of the process in creating the **<Venire Pool>**.

Application Capabilities	**AC 6.2.3-1 -** Generate RD 6.2.3 reports on demand with date range parameter. (Operational Standard) **AC 6.2.3-2 -** Enable linking the Grand Jury Indictment Panel Number associated with Felony Jury Trial Cases. (Operational Standard)
Data Needs	**DN 6.2.3 - Case Number/ Bill of Indictment Link:** For felonies initiated by a bill of indictment from a grand jury, jury administration will associate the case number with the panel which delivered the bill of indictment, using **RD 6.2.3-6, Grand Jury Indictment Panel Number and Jury Trial Cases**.

Appendix B: Glossary of Jury Management Terms

Summary of Steps for Prospective Jurors to Become Jurors. See individual definitions for more information. Processing the **Master List** and **Qualified List** levels together for Qualification and Summoning occur in a **1-step Qualification and Summoning Process**.
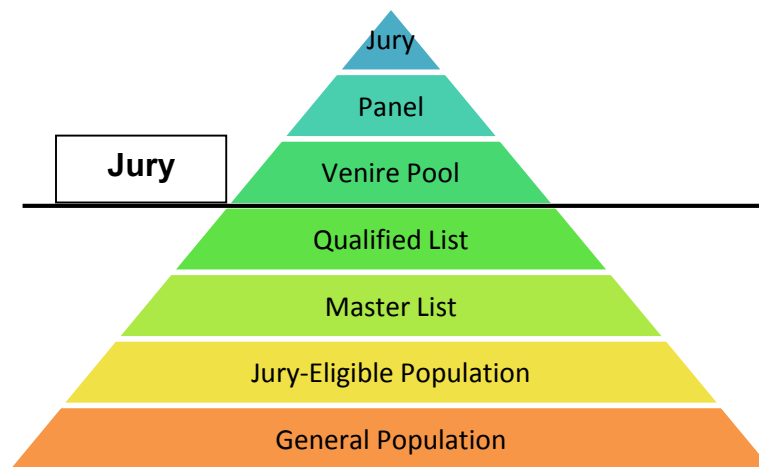

Figure 7: General Population to Jury Selection

Step Combined Qualification/ Summoning Process. The court randomly selects names from a list of prospective jurors and sends them a combined jury summons ordering the person to appear for jury service on a given date and a qualification questionnaire to determine if the person is statutorily qualified for jury service in the jurisdiction. If, after reviewing the prospective juror's responses to the questionnaire, the court determines that the person is <u>not</u> qualified for jury service or is otherwise exempt or excused from service, the court sends a second mailing informing the person that he/she should not report to the courthouse on the summons date.

1-Step Jury Yield. The number of prospective jurors who are qualified and available for jury service on the date summoned expressed as a proportion of the number of jury summonses mailed

$$\text{Jury Yield} = \left[\frac{\text{\# qualified and available for service}}{\text{\# of summonses mailed}} \right] \times 100$$

2-Step Qualification and Summoning Process. First, the court randomly selects records from the master jury list and mails those individuals a qualification

questionnaire to be completed and returned by the prospective juror to establish whether the person is statutorily qualified to serve. If the person is qualified, the name is placed on the qualified juror list, from which the court randomly selects names and mails those individuals a jury summons instructing the person to report for service on a specified date. The number of qualification questionnaires and jury summonses mailed is based on the expected demand for jurors over a given period of time.

Call-in System. A method for notifying prospective jurors whether they should report for jury service as summoned.

Deferred Service. Same as Postponement. The jury commissioner (or designated representative) may defer jury service of a prospective juror upon oral or written request, to a more convenient date. Some states permit prospective jurors to postpone their date of service one time for up to 6 months as a statutory right; subsequent deferral requests must be approved by the court. Examples include the following:

1. Temporary health problems.
2. Conflict with vacation plans.
3. Employment conflicts, such as planned trips or seasonal workload fluctuations.
4. To allow more time to arrange for child care or transportation.
5. To accommodate pre-scheduled medical appointments.
6. Other hardships of a temporary nature.
7. A member, officer or employee of the legislature is excused from jury service while the legislature is in session.

Discharged. A prospective juror removed from a jury by the trial judge during jury service.

Disqualification. During development of the Master List through Qualification and Summons processes, prospective jurors are disqualified from jury service by statutory criteria. In most states, if a disqualified person slips through the screening process and ends up serving as a trial prospective juror, the verdict is null and void. The most common disqualifications in state courts include some or all of the following:

1. Citizenship. Is not a citizen of the United States.
2. Legal age. Is not at least 18 years old.
3. Residence. Is not a resident of the geographic jurisdiction served by the court.
4. Communication in English. Is unable to communicate in the English language.

5. Disability. Is not physically and/or mentally capable of rendering satisfactory service. Under the Americans with Disabilities Act (ADA), physical disability cannot be an automatic disqualification for jury service. A court may excuse a physically and/or mentally disabled person from service.
6. Reasonable accommodation. Upon request, or if no reasonable accommodation by the court is available to make it possible for the person to serve (e.g., handicapped accessible facilities, sign language interpreter or assisted listening devices, etc.).
7. Felony conviction. Has been convicted of a felony and has not had their civil rights restored.
8. Previous jury service. Has served as a state or federal prospective juror anywhere in the state within the past four years.

Excused from Service. After being summoned and before selection for a panel, prospective jurors may request to be excused from jury service for the term in which they were summoned based on physical or financial hardship, or extreme inconvenience. The court retains discretion to grant or deny the request. The jury commissioner may excuse anyone to the point of being assigned to a panel (both petit and grand jury); after that point only the judge can excuse a prospective juror. Documentation may be required. Examples include the following:

1. Inability to receive and evaluate information is so impaired as to make it impossible for them to act as prospective jurors.
2. Continuing, extreme hardship situation which would represent an obvious inability to serve as a prospective juror.
3. Age 70 years of age or older, who requests to be excused shall be excused without evidence of an inability to serve.
4. Previous jury service.

Exemption. Right of a prospective juror to decline to serve based on statutorily defined occupation or status. Common exemptions include political officeholders, judicial officers, public safety personnel, healthcare personnel, sole caregivers of minor children or incapacitated adults, advanced age (e.g., 70 or older), and previous jury service. An exemption is distinguished from being **Excused from Service** by the statutory right of the prospective juror to assert an exemption, rather than solely being within the discretion of the court.

Inclusiveness. Percentage of the jury-eligible population reflected on the **Master List**. Because the percentage of the total population that is qualified for jury service is difficult to determine, most jurisdictions estimate inclusiveness based on the percentage of the adult population (age 18 and over in most states) reflected on the master list. Also see **Representativeness**.

Juror (Prospective) Profile. Information about prospective jurors routinely made available to attorneys for use during voir dire, which may include: name, age, race, marital status, occupation, spouse's occupation, education, children's ages, and zip code.

Juror. A **Prospective Juror** selected after voir dire remains a juror until the case is disposed, or the juror is discharged.

Jury. A certain number of people selected according to law, and sworn to inquire of certain matters of fact (a grand jury has power to indict a person for a public offense), or to try a question of fact (a petit jury declares the truth of evidence to be laid before them).[15]

Jury Pool. All eligible prospective jurors qualified to serve under state statute. **Venire Pools** and **Panels** are drawn from the Jury Pool – see **Summary of Steps for Prospective Jurors to Become Jurors** at the beginning of this Glossary.

Master List. Names of prospective jurors on the **Source List(s)** with duplicates eliminated or marked. In some jurisdictions prospective jurors are eliminated or marked by applying a **Suppression File** containing names of prospective jurors known to be disqualified (e.g., deceased, felony conviction) or permanently **Excused from Service**.

One-Day/One-Trial. In each 12 months, prospective jurors summoned for jury service must serve only one day if they are not selected to appear in person or to hear a trial on the day they appear to serve, or, if selected for a trial, for the length of that trial.

Orientation Day. First day of a prospective juror's term of service, including sign-in and orientation procedures. Most courts begin empanelling prospective jurors immediately after orientation.

Panel. A random list of prospective jurors selected from the **Venire Pool** (1) to serve as of a certain date, (2) to serve for a certain period ("term panel"), or (3) to go to a courtroom for **Voir Dire**.

Petit juries. On a trial date, a panel is assigned and assembles in a courtroom for voir dire. Prospective jurors on a panel who are not selected for a petit jury may

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[15] Black, Henry Campbell, and Joseph R. Nolan. "Jury." *Black's Law Dictionary: Definitions of the Terms and Phrases of American and English Jurisprudence, Ancient and Modern*. 1990 ed. St. Paul, MN: West Pub., 1990. 855. Web. Internet Archive.

return to the jury assembly room, to be reused or released. In some jurisdictions prospective jurors are summoned directly to a courtroom for a specific trial. Judges may select several juries from the same panel that reports to the courtroom. Courts may use a panel for the one-day/one trial concept rather than a specified term.

Grand juries. The panel meets on assigned dates for jury service.

Prospective Juror. A person eligible for jury service and participating in jury service, to the point that a prospective juror is selected for a jury, at which time the person becomes a **Juror**.

Postponement. See **Deferred Service**

Representativeness. The extent to which the **Master List** reflects the demographic characteristics of the jury-eligible population of the community. Generally, the greater the **Inclusiveness** of the **Master List,** the more likely it will be representative. By definition, a **Master List** that is 100% inclusive will perfectly mirror the demographic characteristics of the jury-eligible population.

Qualification Questionnaire. A questionnaire mailed to prospective jurors to ascertain statutory disqualification and to capture voluntary demographic information. It must be returned by mail or completed on a jury website within a certain number of days to avoid sanctions. In a **1-Step Qualification and Summoning Process**, the **Summons** is sent with the Qualification Questionnaire.

Qualified List. Names of prospective jurors on the **Master List** with disqualified prospective jurors eliminated.

Source List. One or more files of names specified by statute, often the voter registration list and licensed drivers list (including state ID cardholders). A source list includes the name, address, date of birth or Social Security Number, and county of residence of potential prospective jurors.

Summons. Written notification to appear in court on a certain date and time for jury service. Summoned prospective jurors may seek **Deferred Service**, to be **Excused from Service**, or **Exemption**.

Suppression File. List of persons known to be disqualified from jury service, such as deceased persons and convicted felons, applied to a (combined) **Source List** to create a **Master List**. Typically suppression files include only persons whose status is unlikely to change (e.g., deceased) or are used with specific temporary or

conditional qualifiers (e.g., previous jury service up to 12 months, previous summonses returned undeliverable, but only if the record reflects the same address).

Term of Jury Service. The term of service is defined by statute or court rule. Petit jury service may be one-day-or-one-trial, or for a defined period. Grand jury service is typically at least three months.

Venire Pool. A random list of qualified prospective jurors from the **Qualified List** selected to be summoned for jury service for a certain term of service, who have not been **Excused from Service**. **Panels** are drawn from a **Venire Pool**.

Voir Dire. The preliminary examination by the court or counsel of potential prospective jurors, where a prospective juror's qualifications, potential biases, and background, etc. may be objected to before being chosen to sit on a jury. A **Prospective juror** may seek to be **Excused from Service**.