Jury Management System Requirements for the District Courts of Minnesota

Final Report

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Jury Management System Requirements for the District Courts of Minnesota

A.   The Next Generation of Requirements for Jury Management Automation

Executive Summary

The Minnesota Office of State Court Administration commissioned this project to develop technology standards for a jury management system, and the Fourth Judicial District exercised oversight of the project as the project's Court Liaison. They contracted with the National Center for State Courts (NCSC) to conduct this project, funded primarily by the State Justice Institute.

This project has produced a set of requirements for jury management automation that started with a blank slate using a new approach: identifying the business capabilities needed to manage the jury function. The high-level business capabilities identified are set forth in the diagram below:

Business capabilities are important because they drive the requirements for the system. Many of the jury management system requirements are in the Business/ Organizational layer of the Court Technology Framework (depicted below), including Demonstration Scenarios, Use Cases, Business Rules, and Reports/ Displays:

Business/ Organizational

Business Capabilities & Use Cases

Demonstration Scenarios

Process Activities

Business Rules

Reports/ Displays

Applications

Application Capabilities

Data Exchanges

Data Management

Data Needs

Technology Infrastructure

Technology Infrastructure Needs

Technology Opportunities

Business Goals
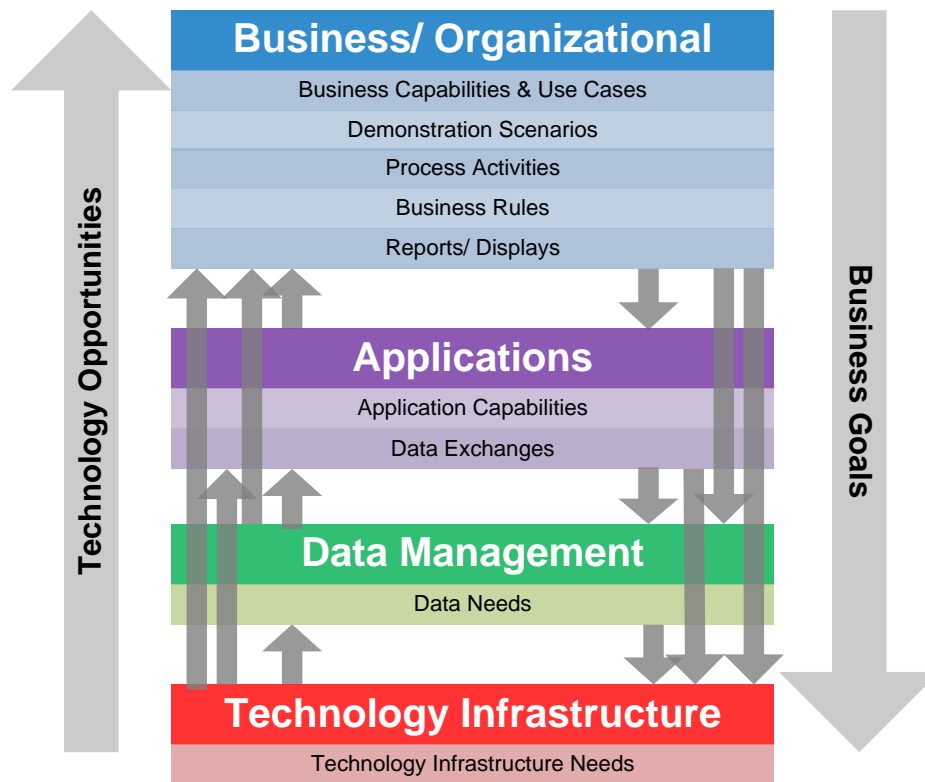
Recommendations for using the Jury Management System Requirements:

a. Educate people about jury management with the "Overview of Jury Management" and "Glossary of Jury Management Terms" in Section B.

b. Consider the issues raised in "Common Themes Concerning Jury Management Automation Functionality" in Section D.

c. Validate the "Jury Management Business Capabilities" to ensure that they reflect how Minnesota conducts its jury business in all of its counties, and revise them if needed to reflect standard practice.

d. Validate the "Demonstration Scenarios" in Section E.2 to be used during vendor product demonstrations, to ensure that they reflect how Minnesota conducts its jury business in all of its counties, and revise them if needed to reflect standard practice. The Demonstration Scenarios can serve as a script for vendor demos and for product acceptance testing.

e. Validate the "Use Cases" in Sections 1 – 6, to ensure that they reflect how Minnesota conducts its jury business in all of its counties, and revise them if needed to reflect standard practice. The Application Capabilities (the detailed business capabilities in the outlined numbering scheme (e.g., 1.1.1) and the Reports/ Displays requirements in the Use Cases, can be pulled out and used in a requirement matrix in a Request for Proposals.

Acknowledgements

B.   Overview of Jury Management

Jury management refers to all of the functions involved in the identification, qualification, summoning, and support for citizens who report to the courthouse to be considered as 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 has a unique role in court operations for local citizens who may not otherwise interact with the justice system, as a window into the court 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 grand jury process for assembling, managing and evaluating grand jurors is performed using the same procedures as petit jurors. For that reason, in this report the two jury panel types are not categorized separately.

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 Minnesota, grand jurors are drawn from the same master list of potential jurors as petit jurors. The master list consists of names gathered from the Minnesota voter's registration list and driver's license list which includes names of state identification card holders.

A grand jury consists of not more than 23 nor fewer than 16 persons, and must not convene unless at least 16 members are present. Prospective grand jurors may be disqualified or excused like petit jurors from jury service. Both grand and petit jurors are sent the same qualifying questionnaire, however the summons is different so as to articulate the difference in the reporting structure and the length of service. Grand jury panels can meet regularly over an extended period of time so the court may excuse a juror temporarily or permanently. In the Fourth District, the grand jurors serve for four months and the grand jury convenes once weekly. In the Fourth District 125 prospective jurors are summoned from the master list. When the 125 names are selected, a random list is generated for the panel. From the random list, the first 30 to be qualified are considered the grand jury panel. Of the 30, the first 23 are seated jurors and the remaining seven are put on alternate status in the event that any of the seated jurors are not able to be present. In rural areas, a grand jury pool must be selected from residents in each of their county boundaries.   Other than the initial panel selection process, grand jurors can be managed using the same technology structure.

The next sections illustrate the basic steps involved in jury system management, providing a brief summary of these steps and the role that jury automation plays in carrying them out.

1. Create/Maintain Master Jury List
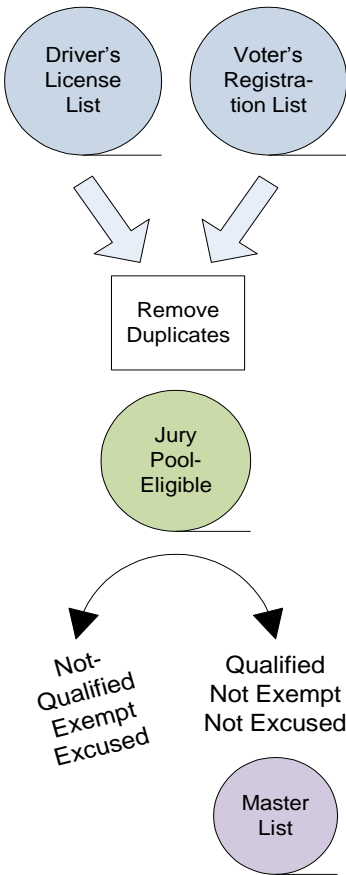
The very first step in the jury management process is the creation of the master jury list. The master jury list is a list of individuals in each jurisdiction from which the court randomly selects names to receive a jury summons. It is important that the master jury list be as inclusive, representative and accurate as possible to avoid introducing problems downstream in the jury selection process.

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 also 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., 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.

2. Summon/Qualify Prospective Jurors

One-Step
Summons &
Qualification
Questionnaire

Summons &
Qualification
Questionnaire

Confirm
Qualified Exempt
Excused Deferred

Updated
Qualified
List

The second step in jury management involves summoning and qualifying 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. Minnesota uses a 1-step system to summon and qualify jurors.

A 1-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 informing 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.

3. Manage Prospective Jurors during Service

Report for Jury Duty

Juror Orientation

Send Panels to Courtrooms

Voir Dire
& Jury
Selection

Jury Deliberation
and Verdict
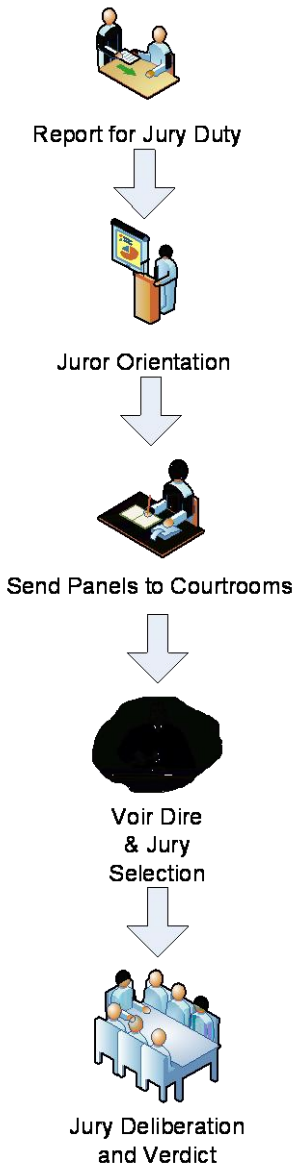
The third stage of the jury management process involves assigning prospective jurors to specific cases to determine their ability to serve fairly and impartially if selected as a trial juror. The stage begins with the receipt from a judge or the Clerk's office of a request for a jury panel. The request typically provides details about the case including the case number, case name, case type including criminal charges or civil claims, estimated trial length, and the number of jurors needed for jury selection (voir dire).

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, 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 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.

4. Post-Service Jury Management and Performance Evaluation

Determine Compensation and Reimbursement

After jurors have completed their jury service, jury management 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. The system also provides 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.

Print or Email Juror Certificates

Juror Exit Survey

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.

Juror Debriefing

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. 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.

Evaluate Jury Management Performance

5. 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**.
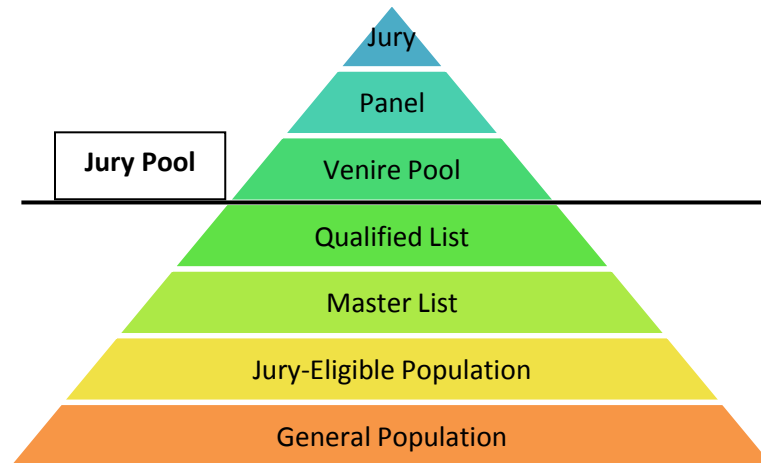
1-Step Qualification and Summoning Process. The court randomly selects names from a list of prospective jurors and sends them a combined jury summons ordering the person to appear for jury service on a given date and a qualification questionnaire to determine if the person is statutorily qualified for 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

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

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

Deferrral from 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. Disqualifications in Minnesota include 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 sworn as part of 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, date of birth, 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). (Black's Law Dictionary, 5th Edition)

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**.

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 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 duty.

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 **Deferral from 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 (10 in Minnesota). 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 duty. Summoned prospective jurors may seek **Deferral from 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 **Potential Juror** may seek to be **Excused from Service**.

C.   Project Background and Methodology

Need for the Project
Minnesota consolidated its general jurisdiction trial courts in 2005, and merged the jury database system for the state's 87 counties in 2009. Because different counties use different definitions and standards for key terms, there have been many inconsistencies within the data, which led not only to difficulty in comparing data among counties, but also caused the state and individual counties to spend considerable time and effort extracting data, analyzing information to determine consistent data parameters, and confirming its reliability.

The Fourth Judicial District is the largest district in the state, spends the most for jurors, spends the most for jury management overhead, and is most likely to get requests from a variety of sources for jury management information (i.e., media, attorneys, researchers). The Minnesota Office of State Court Administration and the Fourth Judicial District agreed that they needed upgraded jury management technology, and delegated the research for solutions to the Fourth Judicial District.

The Fourth District secured a grant from the State Justice Institute and contracted with the National Center for State Courts (NCSC) to develop technology standards for a jury management system that the Minnesota Office of State Court Administration can use when soliciting proposals for procurement of a new jury management software system through a Request for Proposals. The technology requirements not only establish a sound jury management platform for the Minnesota court system, but also serve as a template for any other trial court that wishes to acquire and implement a highly functional, integrated, and efficient jury management system.

Use of the Court Technology Framework and High Performance Court Framework
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 (a joint committee of the Conference of State Court Administrators, the Conference of Chief Justices, and the National Association for Court Management) 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.[1]

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

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[1] National Center for State Courts, Court Technology Framework (Working Draft for Comment Only, dated July 9, 2010)(available at http://www.ncsc.org/Services-and-Experts/Technology-tools/Court-Technology-Framework/~/media/Files/PDF/Services%20and%20Experts/CTF/CTF_Introduction.ashx).

form a functional system or quality cycle that courts can follow in enhancing the quality of the administration of justice.[2] 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.[3]

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.

Face-to-Face Meeting of Project Advisory Committee
To assist in the development of the technology standards, the Fourth Judicial District Court convened an Advisory Committee composed of trial court judges, court administrators, State Court Administration jury program staff and jury managers from across the state, and experts in jury system management from other state courts.[4] The Advisory Committee met on February 1, 2013, in Minneapolis, Minnesota, to identify the business capabilities that jury management automation must be able to support, capturing the business capabilities in an XMind mind map (the final version is set forth in section **E. Introduction to Jury Management System Requirements**). A significant portion of the February 1 meeting was also dedicated to a discussion with the jury system management experts about their experiences in procuring, implementing, and developing new and innovative technology solutions for

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

[3] *Id.* at 69.

[4] Minnesota members of the Advisory Committee included Judge Toddrick Barnette, Anne Basta, Judge Peter Cahill, Kathleen LaCosse, Judge Daniel Mabley, David Marchetti, Judge Gary Pagliacetti, Judge Jerry Seibel, Leah Wermerskirchen, and Barb Worrell. Non-Minnesota advisors included, Candace Atkinson (Maricopa County, Arizona Superior Court); David Ballman (Montgomery County, Ohio, Court of Common Pleas); Anthony Barone (Cook County Circuit Court); Gloria Gomez (Superior Court of Los Angeles County, California), and Pamela Wood (Commonwealth of Massachusetts); Pamela Kilpela, Administrative Manager for the Fourth Judicial District Court, was the project director and NCSC consultants John T. Matthias, James Harris, and Paula Hannaford-Agor staffed the project.

their respective courts. Their approaches and advice to the Minnesota representatives are also summarized below.

Webinars examining Jury Functions Before Jury Service, During Service, and Post-Service
The members of the Advisory Committee were assigned to one of three subcommittees to examine the current and desired functionality of jury management automation before jury service, during service, and post-service, respectively. The subcommittees met by webinar in March 2013 to identify more specific business capabilities of operation ("use cases"), recommended practices, and data exchange issues that a jury management system must be able to support. During the webinars, the subcommittees also identified specific needs and expectations of all stakeholders in the jury system (e.g., judges, courtroom clerks, lawyers, and jurors) as well as key performance measures that the automation system must be able to generate to support informed managerial decision-making. Based on those discussions, the NCSC drafted a document entitled "Jury Management System Requirements for District Courts of Minnesota," which was distributed to the Advisory Committee for review and comment.

On May 30, 2013, the Advisory Committee held a webinar to discuss the document. The overall assessment was positive, but the general consensus of the Committee was the need for the document to be accessible to a variety of audiences including court administration executives, presiding judges and jury managers, as well as IT specialists,. Doing so would ensure that the document not only informs IT specialists of detailed technology system requirements for jury management automation, but also can serve as an overall educational document for IT and non-IT specialists to communicate more effectively about the business objectives to be accomplished by the automation.

In addition, the Advisory Committee recommended that the system requirements differentiate between operational standards, recommended practices, and common practice variations that jury management automation should be capable of accommodating.

Finally, the Advisory Committee recognized that the document will likely serve different purposes. Minnesota State Court Administration and other state and local courts may use the document as the basis for developing an RFP for jury system management. Commercial system vendors and in-house IT specialists may use the document to develop new systems or upgrade existing systems. Therefore, the Advisory Committee recommended that the final document include an Executive Summary and a section advising readers on how best to use the document. Those recommendations have been incorporated in this document.

D.   Common Themes Concerning Jury Management Automation Functionality

Portions of the February 1 Advisory Committee meeting were dedicated to a general session focused on the Advisory Committee members' experience with and limitations of their respective jury management automation systems. Over the course of this discussion, several common themes emerged.

Ability of Technology to Adapt to Variations in Jury Management. The first was recognition that 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.

Lack of Interfaces with Other Systems and Real-Time Data Entry. Another feature identified by several of the Advisory Committee members was the jury management automation's inability to interface with other systems both within the courthouse and with prospective jurors. Most 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 entails 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 – such as which prospective jurors are ultimately sworn as trial jurors or alternates, which prospective jurors are questioned and removed for cause, for hardship, or by peremptory challenge, which are not questioned at all, and how long the process actually takes – must first be documented by courtroom staff and then forwarded to the jury office for manual data entry. All of the committee members agreed that 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 a major improvement in the system functionality.

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, jury management automation systems that enable courts to communicate with prospective jurors through a variety of means (whichever are preferred by prospective jurors) would be optimal.

Lack of Reports to Aid Management Decision-Making. A common complaint voiced by Advisory Committee members was the suitability of standard jury management automation reports available to court managers to assess jury system performance and the impact of improvement efforts. Many 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, the 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 must 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.

Recommended Practices in Procurement, Implementation, and Ongoing Operations
The NCSC has developed a number of educational materials and other resources advising on managing technology projects and resources.[5] In addition, the NCSC Center for Jury Studies has been reporting on innovations in jury system technology in several recent issues of *Court Manager.*[6] The February 1 meeting featured a roundtable discussion by the jury management experts on their experiences in acquiring and implementing new technologies. Some of the comments included additional ideas for managing technology implementation projects that deserve consideration.

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 of Procurement Consultant. In Massachusetts, procurement was greatly aided by hiring a technology consultant to serve as the court's representative in the RFP process. The consultant helped the court identify key business capabilities, develop a detailed project plan, and negotiate with the vendor about customized applications. A consultant can also help ensure that customized software applications are thoroughly tested before the court signs off on completion and approves the final outcome. Specific contractual language specifying expected timeframes and deadlines for implementation of deliverables, and responses for software modification requests, should include penalties for missed deadlines.

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. With respect to ongoing maintenance and operations, the ability to pilot-test new versions of software has benefits. 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.

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[5] *See, e.g.,* Institute for Court Management, Managing Technology Projects and Technology Resources: Fundamentals for the Court Executive Team (NCSC 2011); Curt DeClue & James McMillan, *Ten Tips for Buying Technology,* CT. TECH. BULL. (Mar. 6, 2012).
[6] *See* http://cjsstage.ncsc.org/What-We-Do/Jury-System-Technology.aspx for a list of relevant articles.

<u>Communication with the Technology Vendor.</u> 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, was very pleased that their jury management automation vendor employed a web-based system for clients to submit and track the status of software problem tickets and change requests. Other jury management experts emphasized the importance of these practices, 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.

E.   Introduction to Jury Management System Requirements

1. Approach to Requirements

This set of jury management system (JMS) requirements is based on the Court Technology Framework (CTF) with its four levels of (1) Business, (2) Applications, (3) Data Management, and (4) Technology Infrastructure.
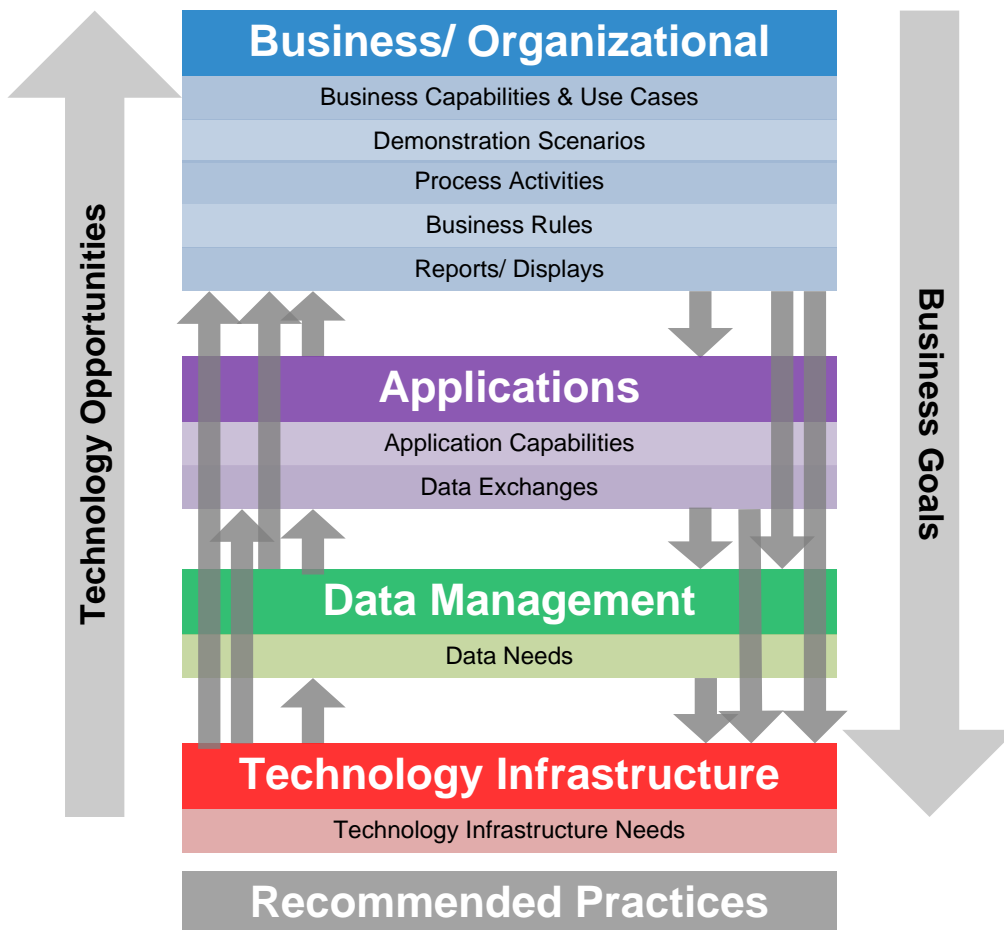
The diagram identifies requirements by level of the CTF:

A.   Business/ Organizational
         1. Business Capabilities and Use Cases
         2. Demonstration Scenarios
         3. Process Activities
         4. Business Rules
         5. Reports/ Displays
B.   Applications
         1. Application Capabilities
         2. Data Exchanges
C.   Data Management
         Data Needs
D.   Technology Infrastructure
         Technology Infrastructure Needs

Though not part of the CTF, "Recommended Practices" address policy and operational issues. Identifying "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."

2. Demonstration Scenarios – High-Level Descriptions of Business Capabilities

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

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. Juror utilization

3. Jury Management Business Capabilities Broken Down to "Use Cases"

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, in what are referred to as "use cases."[7] The outline format of these requirements reflects increasing detail of the business capabilities, from more general to more specific –use cases have two, three or four numbers in the document outline, e.g., 1.1, 2.1.1, 2.1.3.1. Business rules, application capabilities and data needs related to a use case have the use case's numbering scheme.

The Project Advisory Committee identified business capabilities of jury management, and additional detail in use cases. The diagrams that resulted from this analysis are set forth in mind maps on the following pages.[8]

Minnesota uses a one-step process to summon qualify prospective jurors, so the mind maps in these requirements show "2B" numbering, and no "2A" capabilities.

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[7] "Use case" is a systems engineering term, used to represent stakeholder goals.
[8] The mind maps were created using free software from www.xmind.com.

1 Create List of Prospective Jurors

1.1 Create and Maintain Master List
- 1.1.1 Obtain Source List(s) and Standardize Records
- 1.1.2 Merge Source Lists
- 1.1.3 "Cleanse" Master List

2B One-Step Summon/ Qualify Prospective Jurors

2B.1 Select Random Subset from Master List for Summons/ Questionnaire
- 2B.1.1 Randomly Select from Master List for Specific Service Period
- 2B.1.2 Case-Specific Pools
- 2B.1.3 Generate and Mail Summons/ Questionnaire

2B.2 Process Summons/ Questionnaire Responses
- 2B.2.1 Record Undeliverable Summons/ Questionnaires
- 2B.2.2 Update Prospective Juror Information after Juror Receives Summons/ Questionnaire
- 2B.2.3 Process Disqualifications
- 2B.2.4 Process Exemptions and Excuses
- 2B.2.5 Process Deferrals Requested after Summons/ Questionnaire
- 2B.2.6 Notify/Sanction Prospective Jurors Who Fail to Respond to Summons/ Qualification Questionnaire

2B.3 Calculate and Display Jury Yield (Summoning Yield)

3 Manage Jury Pool

3.1 Select Random Subset to Report for Specific Date/Time ⊖
- 3.1.1 Collect Info re. Expected Trial Needs
- 3.1.2 Assess Needs for Next Report Date
- 3.1.3 Identify / Select Jurors to Report (from Those Already Summoned)
- 3.1.4 Update Call-in System(s)/ Send Pre-Service Reminders

3.2 Check In/Orient Jurors ⊖
- 3.2.1 Check-in
- 3.2.2 Orientation
- 3.2.3 Notify/ Sanction Prospective Jurors Who Fail to Appear (FTA) for Service

3.3 Process Hardships ⊖
- 3.3.1 Hardship - Check Out If Reported and Checked in
- 3.3.2 Hardship - Indicate Ineligibility for Payment
- 3.3.3 Hardship - Defer to Future Date

3.4 Respond to Judge Request for Jurors ⊖
- 3.4.1 Notification to Jury Administration of Request for Jurors
- 3.4.2 Create/ Monitor Case
- 3.4.3 Shared pool -- Randomly Select Prospective Jurors for Empanelment
- 3.4.4 Recording of Events of Individuals and Panels in Event Log
- 3.4.5 Prepare Materials to Go with Panel

3.5 Record Days/ Hours of Service ⊖
- 3.5.1 Profile How Jurors are Used During the Day
- 3.5.2 Determine Compensation According to Court Policy
- 3.5.3 Calculate Juror Utilization in the Venire Pool

4 Manage Case Jurors

- 4.1 Record Utilization
  - 4.1.1 Record Utilization of Panel
- 4.2 Process Prospective Jurors from Panel
  - 4.2.1 Determine What to Do with Remaining Jurors after Voir Dire
  - 4.2.2 Return Unselected Jurors to Pool
  - 4.2.3 Release from Further Service
- 4.3 Process Sworn Jurors after Trial
  - 4.3.1 Further Service of Sworn Jurors Depends on Court Policy
  - 4.3.2 Determine What to Do with Remaining Jurors after Voir Dire
  - 4.3.3 Return Unselected Jurors to Pool
  - 4.3.4 Release from Further Service

5 Close Out Juror Service

- 5.1 Generate Certificate for Completed Service
  - 5.1.1 Generate Certificate for Completed Service
  - 5.1.2 Electronically Send to Employer/School/Self
  - 5.1.3 Request for Certificate
- 5.2 Pay/ Reimburse Jurors
  - 5.2.1 Pay Directly to Juror Pursuant to Court Rules
  - 5.2.2 Process Waivers and Redirected Payments
- 5.3 Bookkeeping
  - 5.3.1 Sequestration Fees
  - 5.3.2 Venue Change Expense
  - 5.3.3 Issue 1099s If Exceed IRS Threshold
  - 5.3.4 Audits
  - 5.3.5 Reconcile Juror Payments
  - 5.3.6 Payment for Mental Health Services
- 5.4 Post-Service
  - 5.4.1 Exit Surveys after Service
  - 5.4.2 Debriefing
  - 5.4.3 Mental Health Services Offered

4. Types of Requirements

Not every Use Case has all of the following kinds of requirements, but all of them have Application Capabilities. Vendors will be asked to respond if they support Application Capabilities through configuration, or whether they need to customize their system.
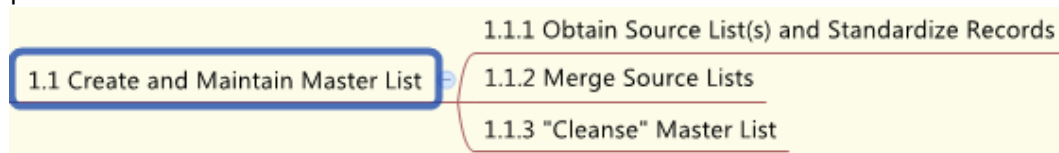
Business/ Organizational	
Business Capabilities and Use Cases	Business Capabilities are high-level business functions. Use Cases are business capabilities at a more detailed level, describing business, application, data management and technology requirements needed to perform the business capabilities.
Demonstration Scenarios	A demonstration scenario is 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. Demonstration scenarios are set forth in section **E.2. Overview of Jury Management**.
Process Activities	Process Activities are the steps or activities of a use case. For some use cases, the sequence of Application Capabilities describes the process activities.
Business Rules	A business rule is 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.
Reports/ Displays	These requirements are called "Reports/Displays" because they 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	Application capabilities are 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 exchanges mean data and document content imported to and exported from the JMS.
Data Management	
Data Needs	Data elements required by other requirements are identified as data management needs, such as indicator flags, drop-down lists of values, and other kinds of data used by business rules and for reports/ displays.
Technology Infrastructure	
Technology Infrastructure Needs	Infrastructure needs include requirements related to hardware, systems software, network capabilities and facilities.
Recommended Practices	
Recommended Practices	Recommended practices (not part of the Court Technology Framework) are more like practical guidance, and are not in the nature of requirements. Many of them are "lessons learned" from a variety of sources, which would benefit other jury management practitioners.

Jury management system requirements refer to terms included in subsection **5. Glossary of Jury Management Terms** in section **B. Overview of Jury Management** above. Terms defined in the glossary are in the format **<Term>** when they appear in requirements. A glossary is a helpful reference when jurisdictions use different terms to mean the same thing, or use a term differently. At a minimum, use of terms in the JMS requirements is consistent, and may lead the way toward uniform use of terms, data and processes.

National Center for State Courts
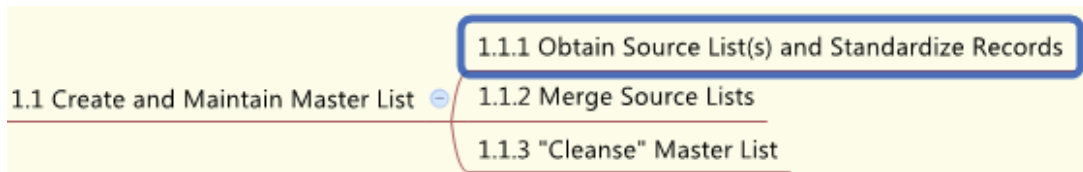
Use Cases

1.   Create the Master List of Prospective Jurors

The 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.

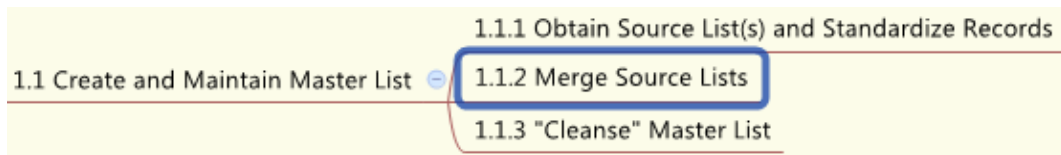### 1.1   Create and Maintain Master List

1.1.1   Obtain Source List(s) and Standardize Records

Use Case Description	Two or more source lists are obtained, and names and addresses are standardized by processing the lists with standardization software. Minnesota's county code (geocode) is available on all source records (voters, drivers and death records) to distinguish the county jurisdictions. St. Louis County takes it one step further--the County Geo Code + Zip Codes are used to distinguish the three court location jurisdictions in that county.
Process Activities	A. Standardize names for matching, including Hispanic or other hyphenated surnames B. Provide **RD 1.1.1-1** Total records standardized by name, by source list C. Provide **RD 1.1.1-2** Total records standardized by address, by source list
Business Rules	**BR 1.1.2-1 Criteria for Standardizing Prospective Juror Names** Prospective juror names are standardized by applying a phonetic algorithm. **BR 1.1.2-2 Criteria for Standardizing Prospective Juror Addresses** Prospective juror addresses are standardized by applying a Coding Estimate Support System (CASS) algorithm.
Reports/ Displays	**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	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). 2. Provide data structures for both mailing addresses (for communications) and street

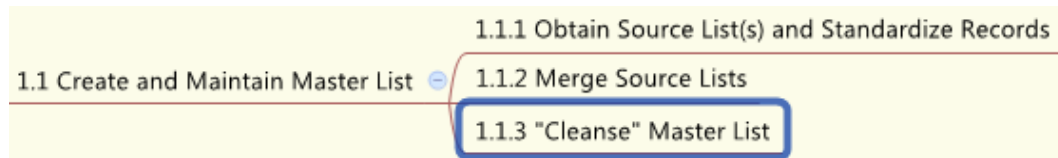|	
	address (to determine residency)
	3. Mark confidential addresses (e.g., civil protection orders, witness protection, etc.) with confidentiality flag to alert court staff not to disclose the record - See **DE 1.1.1 Confidentiality Flag**.
	4. Hispanic or Hyphenated Surnames Process Hispanic or hyphenated surnames in a manner that permit identification and removal of duplicate records.
	5. Standardize Names Standardize names for matching using Soundex, Reverse Soundex, NYSIIS and/or match rating approach (MRA) forms of phonetic algorithms.
	6. Standardize Addresses Standardize addresses for matching by using software certified by Coding Estimate Support System (CASS software).
	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.
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.
Recommended Practices	**BP 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

Use Case 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	f. Merge source lists based on merging criteria, and purge duplicate records g. 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: a. Surname b. First name c. Middle initial d. DOB or SSN

	e. 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:
	a. Each name in the voters list is compared to all names in the drivers list.
	b. 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.
	c. If a match is found, then the date of birth and the city name are compared as follows:
	d. If date of birth is present and not equal in both files, the name is considered unique.
	e. 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:
	f. If city name is not equal in both files, the name is considered unique.
	g. 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.
	h. Prospective juror records are merged if there is a match of the following criteria: surname, first name, middle initial, DOB, city of residence.
Reports/ Displays	**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	8. Configure matching criteria – 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 and BP 1.1.2.
	9. If date that record was last updated by source list agency was provided, retain most recent record on the master jury list; otherwise, retain the record from the frequently maintained source list
Data Exchanges	**DE 1.1.2-1 Source List Inputs**
	DE 1.1.2-2 Merged List Output
Recommended Practices	**BP 1.1.2 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

|	
Use Case Description	Remove disqualified prospective jurors from the **<Jury Pool>** of the eligible population to create **the <Master List>**, update addresses through NCOA.
Process Activities	a. Remove records of deceased persons and other permanently disqualified persons
	b. Identify records of temporarily disqualified prospective jurors
	c. Update addresses by sending for National Change of Address (NCOA) processing
	d. Update addresses by sending for Coding Estimate 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**
	Minnesota General Rules of Practice for the District Courts Rule 810(a) eliminates all disqualifications except as provided in Rule 808.
	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
Reports/ Displays	**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	10. Configure criteria for removing names from master list permanently, e.g., deceased, , adjudicated mental status 11. Configure criteria for flagging names removed temporarily from master list, e.g., previous jury duty within a defined period 12. 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) 13. Submit master list to National Change of Address database for validation/ updating, and updating the master list with the results
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.
Recommended Practices	**BP 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.
	BP 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).

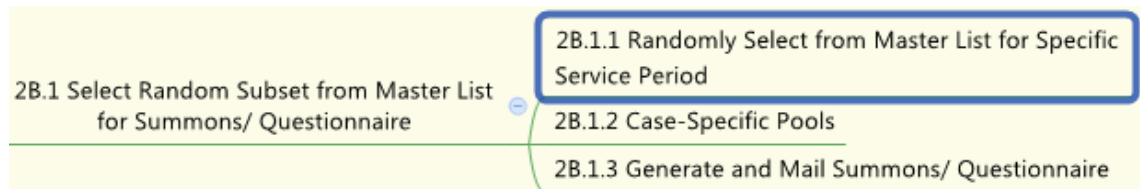## 2. One-Step Summon/ Qualify Prospective Jurors

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 in Minnesota takes place with a one-step combined summons/ questionnaire.

States differ with respect to the qualification criteria for jury service and the amount of documentation required to satisfy those criteria. Minnesota's 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. 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.
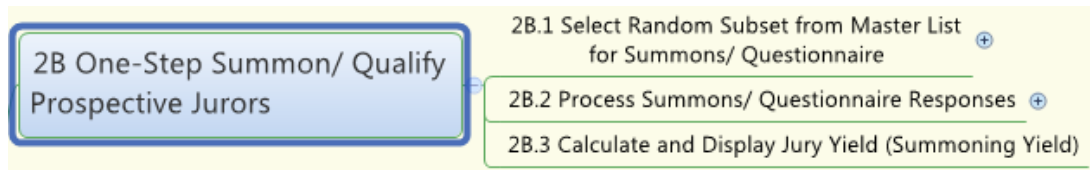
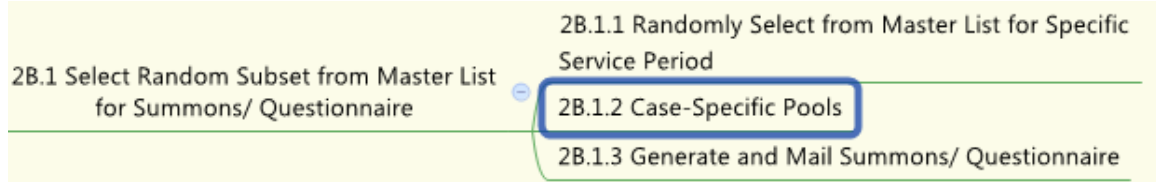### 2.1 Select Random Subset from Master List for Summons/ Questionnaire

2.1.1 Randomly Select from Qualified List for Specific Service Period

| Use Case Description	Randomly select for jury summons from the **<Qualified List>**
Process Activities	a. Select the number of prospective jurors using data in - see **DN 2.3-1 History of Summoning Yields** b. Mark the prospective jurors as selected for summoning
Business Rules	**BR 2.1.1 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.
Reports/ Displays	**RD 2.1.1-1 Summoned Prospective Voter List** **RD 2.1.1-2 Display the Number of Jurors Needed to Be Summoned Based on the Historical Yield**
Application	14. Generate a summons for jury duty for the estimated number of randomly selected

Capabilities	prospective jurors needed – Vendor must document the 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 2.3-1 History of Summoning Yields**.

2.1.2   Case-Specific Pools

| Use Case 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
Reports/ Displays	**RD 2.1.2-1 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 2.1.2-2 List of Prospective Jurors by Panel Identifier** For a panel number identifier, the list of jurors assigned to the panel.
Application Capabilities	15. Select Panels with the number of jurors needed on a reporting date (see - See **DN 3.4.1-1 Judge Request for Jurors** for number of jurors requested)
Data Needs	**DN 2.1.2-1 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 2.1.2-2 Unique Panel Number Identifier/ Date** Assign a unique panel number identifier and the date it was created

2.1.3   Generate and Mail Summons/Questionnaire
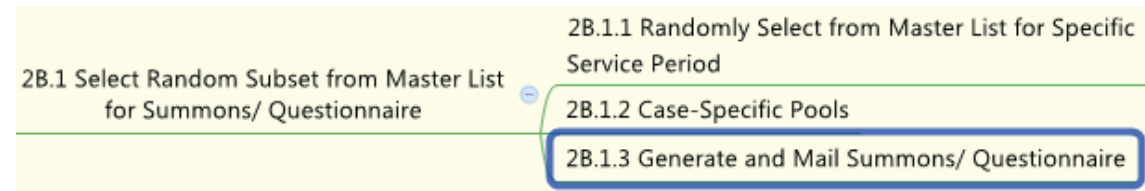

Use Case Description	Generate and mail summons/ questionnaires
Process Activities	a. Update addresses of jurors selected in 2.1.2 with NCOA. b. Generate the summons/ questionnaires with name/ address for window envelope

	c. Mark the prospective jurors as mailed summonses
Business Rules	**BR 2.1.3-1 Timeframe for Generating/Mailing Summons/ Questionnaires** Summonses should be generated and mailed no later than [xx] days before the reporting date. **BR 2.1.3-2 Remove Records for Prospective Jurors who are Ineligible for Jury duty 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.
Reports/ Displays	**RD 2.1.3-1 Total Summons/ Questionnaires Mailed, by Location and Reporting Date** **RD 2.1.3-2 Total Records Removed based on NCOA Updates, by Reason**
Application Capabilities	16. Generate a summons/ qualification questionnaire of jury duty for the estimated number of prospective jurors needed, using BR 2.1.1B-1
Data Exchanges	**DE 2.1.3 Send to Third-Party Mail Service**

2.2   Process Summons/ Questionnaire Responses
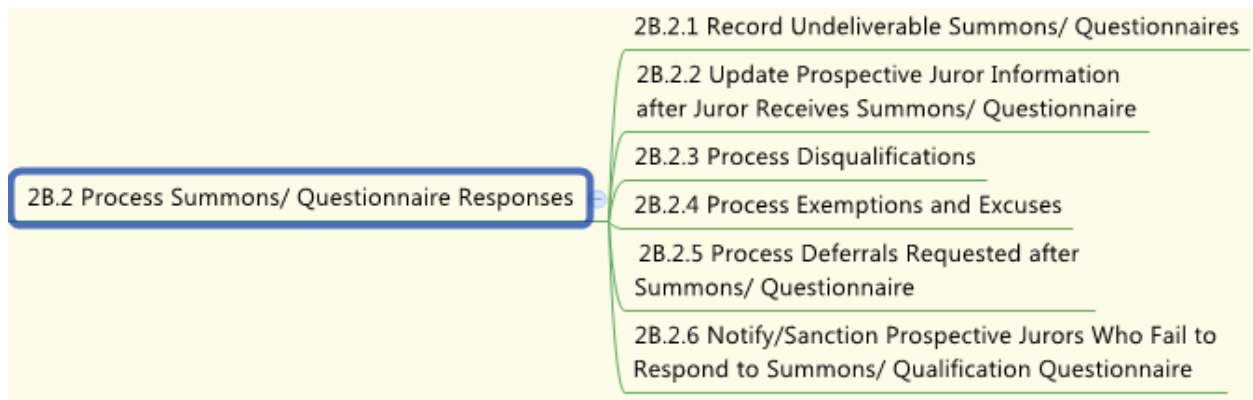
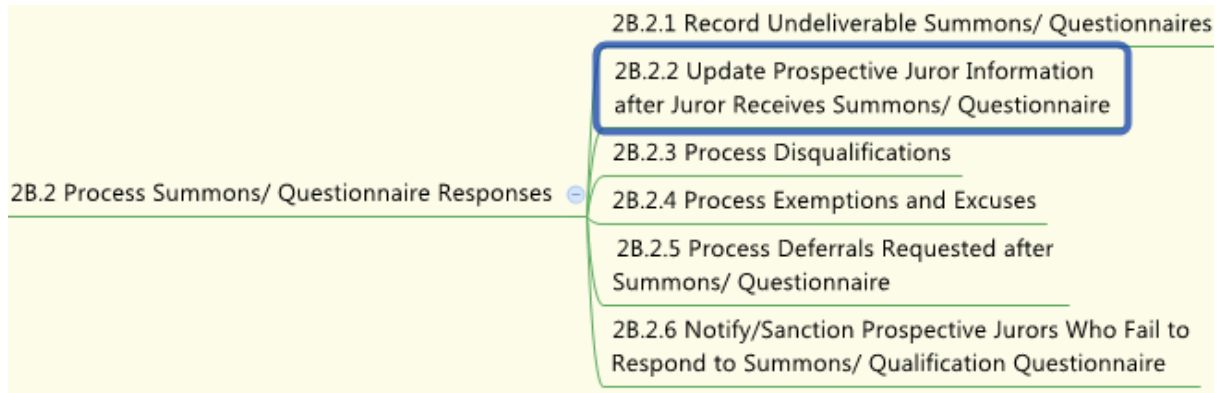### 2.2.1   Record Undeliverable Summons/ Questionnaires
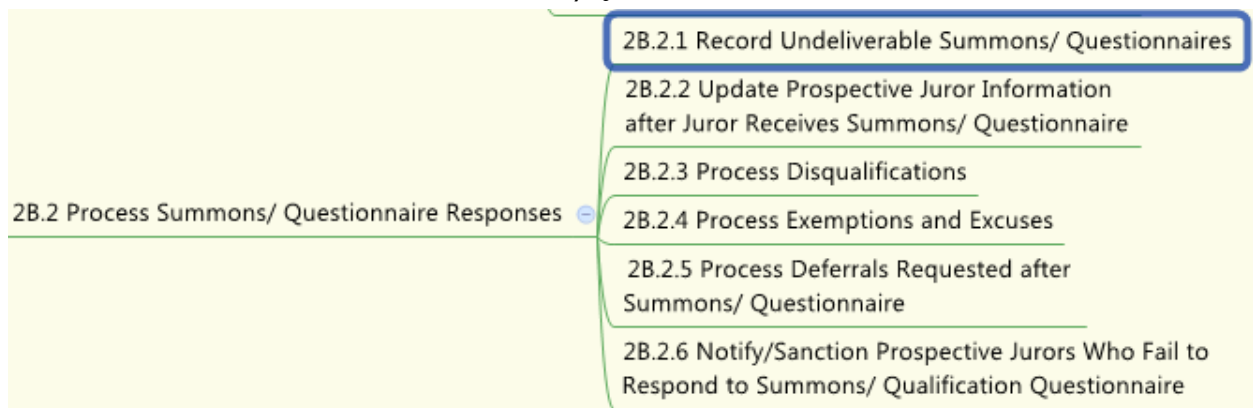
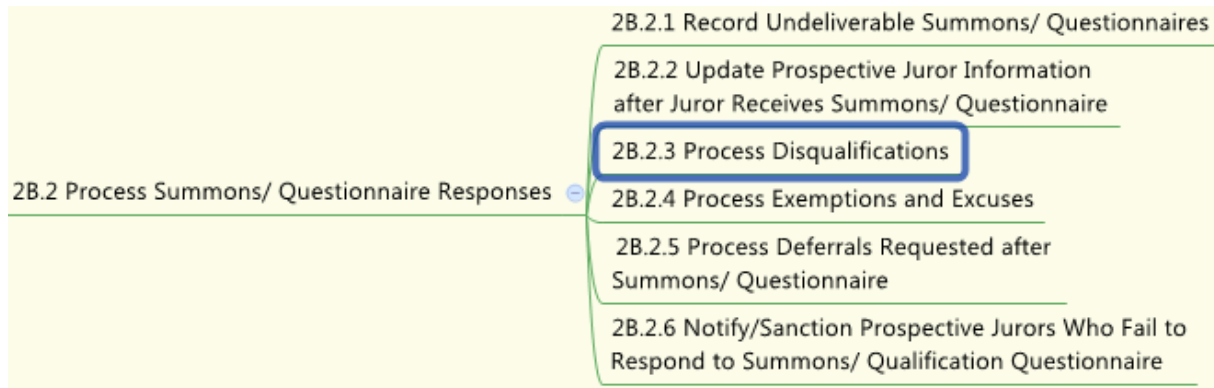| Use Case Description	Receive summons/ questionnaires that were undeliverable
Reports/ Displays	**RD 2.2.1 List/Display of Undeliverable Summons/ Questionnaires in a Date Range, with Total**

Application Capabilities	17. Mark prospective juror as "summons/ questionnaire undeliverable" 18. Put in queue or work with list/display to investigate addresses of undeliverable summons/ questionnaires
Data Needs	**DN 2.2.1-1 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 2.2.1 Send to Address Validation/ Correction Service**

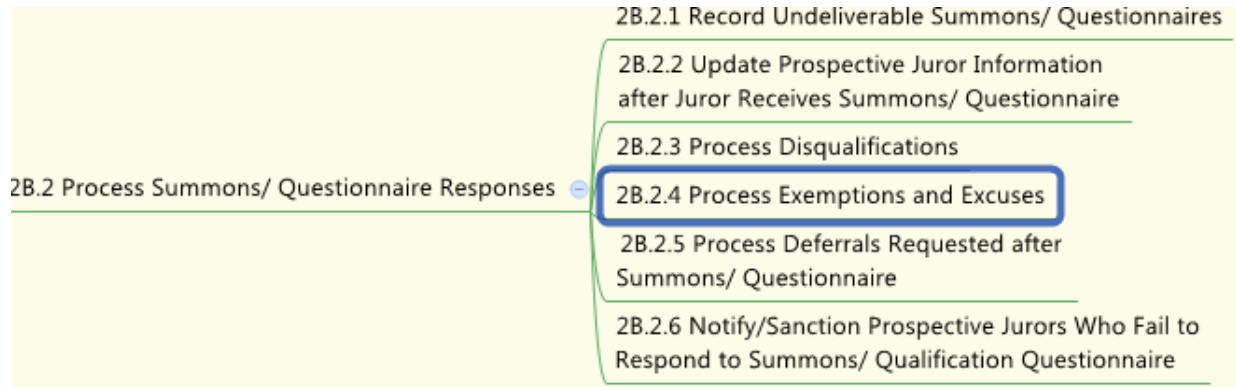### *2.2.2   Update Prospective Juror Information after Juror Receives Summons*

Use Case Description	Prospective jurors notify Jury Administration after receiving a summons/ questionnaire if there is an issue, and Jury Administration updates their records

Application Capabilities	19. Update exemptions and disqualifications on prospective juror records with returned summonses
	 20. Update 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

Data Needs	**DN 2.2.2 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

2.2.3   Process Disqualifications

Use Case Description	Process exemptions and excuses after prospective jurors are summoned

Business Rules	**BR 2.2.3 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

Reports/ Displays	**RD 2.2.3 Total Number of Jurors Disqualified, By Reason and Date Range**
Application Capabilities	21. Update prospective juror records with disqualifications 22. If additional information is necessary to confirm disqualification, generate and mail letter requesting information from prospective juror. 23. Upon receipt of requested information, attach unredacted version to juror's record with enhanced security level. See **BR 2.2.3-1 Confidential Juror Information**. 24. If disqualification is confirmed, generate and mail letter informing juror of disqualification, inform juror that he/she should not report for jury duty on summons date.

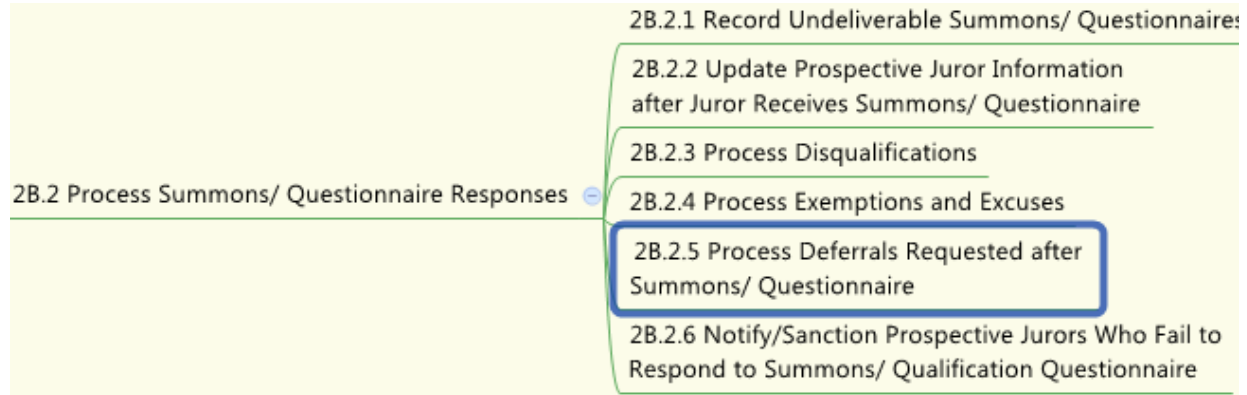### 2.2.4   Process Exemptions and Excuses

Use Case Description	Process exemptions and excuses after prospective jurors are summoned
Process Activities	See the process steps in the Application Capabilities
Business Rules	See **BR 2.2.3-1 Confidential Juror Information**
Reports/ Displays	**RD 2.2.4-1 Total Number of Jurors Exempted, By Reason and Date Range**

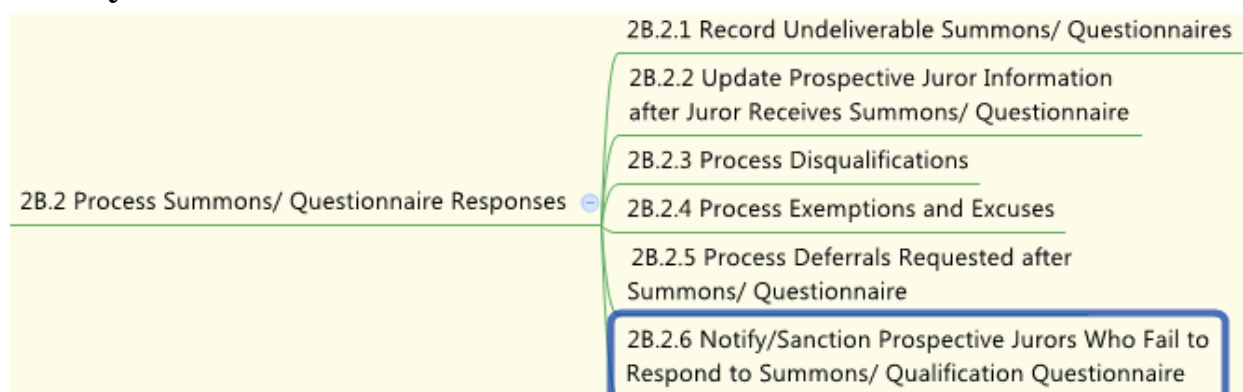|	RD 2.2.4-2	Total Number of Jurors Excused, By Reason and Date Range
Application Capabilities	25. Update prospective juror records with exemptions and excuses 26. If additional information is necessary to confirm excusal or request, generate and mail letter requesting information from prospective juror. 27. Upon receipt of requested information, attach unredacted version to juror's record with enhanced security level. See **BR 2.2.3-1 Confidential Juror Information** 28. Redact excusal documentation and attach unredacted version to juror's record with enhanced security level. See **BR 2.2.3-1 Confidential Juror Information**	

2.2.5   *Process Deferrals Requested after Summons/ Questionnaire*

Use Case Description	Assign a new jury report date for a deferred prospective juror
Business Rules	**BR 2.2.5-1 Period of Deferral** Court rule may specify that a prospective juror may defer jury duty one time up to [xx] months from reporting date; second or subsequent deferrals require written court authorization. **BR 2.2.5-2 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 2.2.5-3 Limit on Deferred Jurors in a Venire** Court rule may specify that no more than [20%] of the **<Venire>** on any given reporting date can consist of deferred jurors.
Reports/ Displays	**RD 2.2.5-1 Total Number of Prospective Jurors Deferred to Future Date, By Date Range** **RD 2.2.5-2 Total Number of Prospective Jurors Deferred from Previous Date, By Date Range**
Application Capabilities	29. Specify a future jury duty date 30. Flag the prospective juror as "deferred to future date" 31. Notify the prospective juror of the future jury duty date via email and post to website
Data Needs	**DN 2.2.5-1 First Time Deferred to Future Jury duty 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 2.2.5-2 Second or More Times Deferred to Future Jury duty Flag (also see**

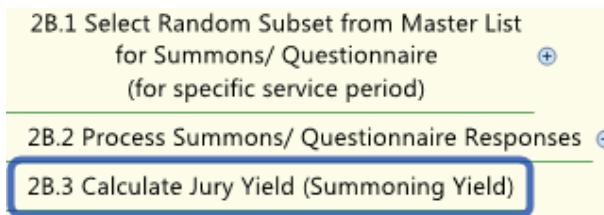|	
	3.3.3 Defer to Future Date at Check-In)
	This flag is turned on by jury administration when a juror for the second or subsequent times is assigned a future date to serve.
Recommended Practices	**BP 2.2.5-1 Jurors Seeking to Serve on High-Profile Cases**
	Eliminate the risk of "stealth jurors" by restricting the number of deferrals on days in which high-profile trials are scheduled.
	BP 2.2.5-2 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.**
	BP 2.2.5-3 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%.
	BP 2.2.5-4 Promote the Use of Online Information to Notify Prospective Jurors of Deferral

2.2.6   Notify/Sanction Prospective Jurors Who Fail to Respond to Summons/ Qualification Questionnaire

Use Case 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 2.2.6 Non-Responding Juror Notification/ Sanction**
	Court rule may provide that a prospective juror who fails to appear for jury duty 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
Reports/ Displays	**RD 2.2.6-1 List and Number of Prospective Jurors Mailed a Second Notice/Summons for a Given Date Range**
	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

	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	32. 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** 33. Upon receipt of response to FTA notification/sanction, follow procedures for **2.2 Process Summons Responses**, as appropriate. 34. If fines/costs are assessed for OSC/bench warrant, collect funds from prospective juror, issue receipt.
Data Exchanges	**DE 2.2.6-1 Data of Prospective Jurors to be Issued an OSC Notice for a Given Date Range** **DE 2.2.6-2 Data of Prospective Jurors to be Issued a Bench Warrant/Body Attachment**
Data Needs	**DN 2.2.6-1 First Time FTA for Jury Duty Flag** This flag is turned on by jury administration when a juror fails to appear for the first time. **DN 2.2.6-2 Second or More Times FTA for Jury Duty 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 2.2.6-3 FTA Flag** This flag is turned on by jury administration when a judge orders a bench warrant
Technology Infrastructure Needs	Telephone, IVR, Internet
Recommended Practices	**BP 2.2.6 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).

2.3 Calculate and Display Jury Yield (Summoning Yield)

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

2B.2 Process Summons/ Questionnaire Responses ⊕

2B.3 Calculate Jury Yield (Summoning Yield)

Use Case Description	Calculate jury yield (1-Step Process)

Business Rules	**BR 2.3 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 duty 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

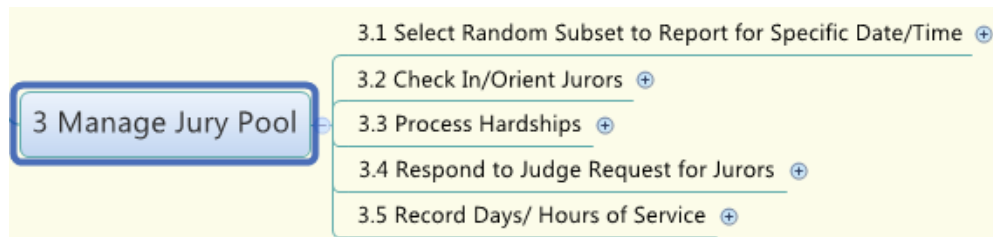|	
	d. Disqualified
	e. Exempt
	f. Excused
	g. Postponed (Deferred to future term)
	h. PLUS Deferred from previous term
	i. Divided by the number of summonses mailed, times 100 to make a percentage rate. - See Reports and Displays requirements
	j. Multiply the **<1-Step Jury Yield>** by the number of prospective jurors on the **<Master Jury List>** - to determine the number in the **<Venire Pool>** See Reports and Displays requirements
Reports/ Displays	**RD 2.3 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	35. Maintain a history of numbers of prospective jurors who are available for jury duty on the date of summoning, and a history of the number of jury summonses mailed.
Data Needs	**DN 2.3 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.
Recommended Practices	**BP 2.3 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.

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
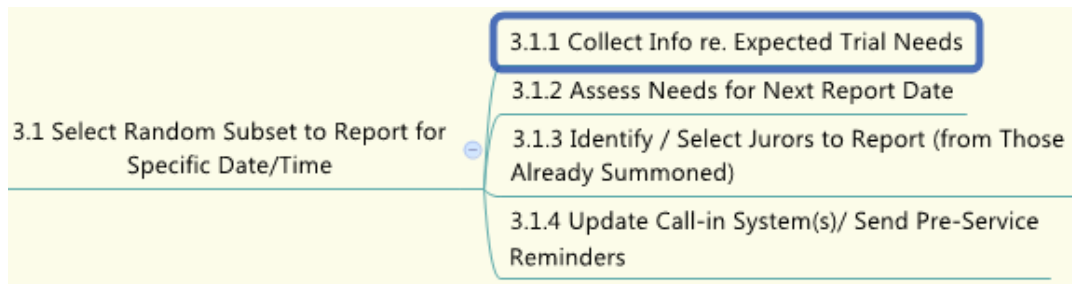
least once during the term of service.[9] The maximum term of service is generally defined by statute, but courts generally have discretion to select a shorter term of service. The ABA *Principles for Juries and Jury Trials* recommend that the term of service be the shortest period consistent with the 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.

3.1 Select Random Subset to Report for Specific Date/Time

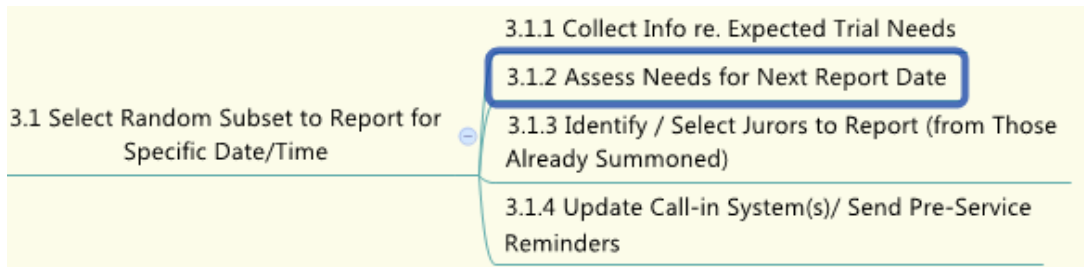### 3.1.1 Collect Info Re: Expected Trial Needs

Use Case 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

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[9] *An Overview of Contemporary Jury System Management* (available at http://www.ncsc-jurystudies.org/What-We-Do/~/media/Microsites/Files/CJS/What%20We%20Do/Contemporaryjurysystemmanagement.ashx)

	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%.
Reports/ Displays	**RD 3.1.1 List of Expected Jury Trials**
	By judge name, this shows the following information for a case: a. Case number b. Case type c. Normal panel size d. Number of jurors requested e. Attorney names f. Judicial Estimate of Jurors Requested g. Judicial Go-to-Jury-Trial Ratio h. Judicial Estimate of Trial Length i. Attorney Go-to-Trial Ratio.
Application Capabilities	36. Maintain a table by case type of the normal panel size that judges may request without further explanation. 37. Maintain a history of all judges, 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.** 38. Maintain a history of all judges, 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**. 39. Maintain a history of all judges, 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**. 40. 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.
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

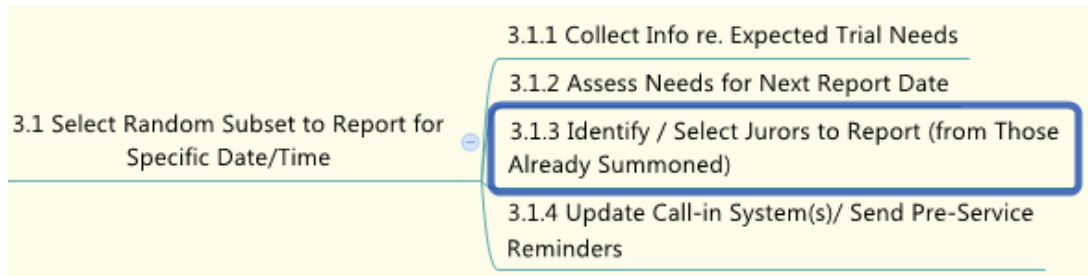|	

	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:
	    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**).
	
	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**)

Recommended Practices	**BP 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
	
	BP 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

Use Case 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**

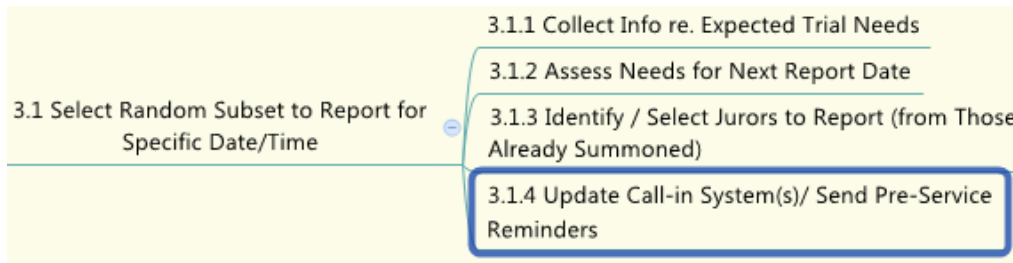|	

	The estimate of juror needs for the next report date is the sum of the following:
	
	   a. 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**).
	   b. Repeat Step 1 for each judge.
	   c. Add a historical "cushion" number of jurors to the calculated estimate.
	   d. 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:
	
	   a. The **\<1-Step Jury Yield\>** is the number of prospective jurors who are qualified and available for jury duty on the date summoned, divided by the number of summonses mailed, times 100 to make a percentage rate. - See Reports and Displays requirements
	   b. 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 Reports and Displays requirements

Reports/ Displays	**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	41. 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\>**. 42. Maintain a history of numbers of prospective jurors who are qualified and available for jury duty 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**
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.

Recommended Practices	**BP 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.

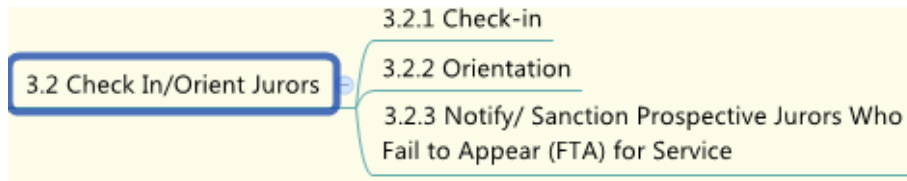### *3.1.3   Identify / Select Jurors to Report from Those Already Summoned*

Use Case 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**
Reports/ Displays	**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	43. 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**) *Explanation required: Vendor must explain the random selection process*
Recommended Practices	**BP 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

3.1 Select Random Subset to Report for Specific Date/Time
- 3.1.1 Collect Info re. Expected Trial Needs
- 3.1.2 Assess Needs for Next Report Date
- 3.1.3 Identify / Select Jurors to Report (from Those Already Summoned)
- 3.1.4 Update Call-in System(s)/ Send Pre-Service Reminders

Use Case Description	Update call-in system(s) with names of prospective jurors selected to report for service, and send electronic pre-service reminders
Reports/ Displays	**RD 3.1.5 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 duty or not if their jury numbers are within the range.
Application Capabilities	44. Publish Venire Pool List with Check-In Date - manual option - see **RD 3.1.5-1** 45. Publish Venire Pool List with Check-In Date - automated option - output to update jury website 46. Publish Venire Pool List with Check-In Date - automated option - output to update IVR system 47. Publish Venire Pool List with Check-In Date - automated option - assemble email addresses of jurors and generate emails 48. Publish Venire Pool List with Check-In Date - automated option - output to update outbound IVR system phone messages using juror phone contact numbers 49. Publish Venire Pool List with Check-In Date - automated option - output to text phone messages to juror cell phone contact numbers
Data Exchanges	Possible interfaces to: a. Jury website b. IVR c. Email system d. Telephone recording system
Data Needs	**DN 3.1.5 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) b. Juror will check jury website for whether the juror has to report or not c. Juror consents to receiving a phone call with the information d. Juror consents to receiving a text message with the information
Technology Infrastructure Needs	Public access portal

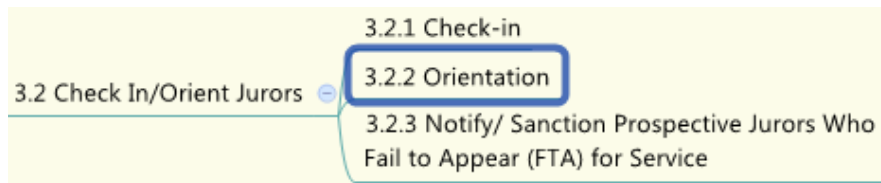## 3.2 Check In/Orient Jurors

3.2.1 Check-In

Use Case Description	Check prospective jurors in when they report for jury duty; identify jurors who fail to check in, and those who check in but leave
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.
Reports/ Displays	**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	50. Check in jurors at the location where jurors report - in jury assembly or courtroom 51. Scan juror's bar code upon arrival to automatically check juror in 52. Juror self-service check-in option (kiosk) to automatically check juror in 53. Manually check in juror from printout and/or reprint juror summons/ badge 54. System notifies user if questionnaire is not completed by juror - See **BR 3.2.1-1 Juror Questionnaire Completed** 55. 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**. 56. 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)"
Data Needs	These data elements are needed on each (prospective) juror's record to record the status of the juror's record or jury duty. **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

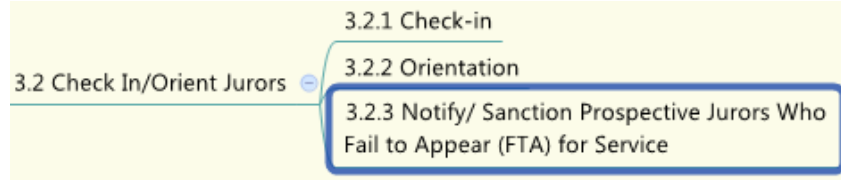|	
	the flag is turned on, it appears on the juror list sent to the courtroom as a topic for voir dire.
	DN 3.2.1-5 Juror Failed to Appear at Check-In Flag
	On the day of check-in for all prospective jurors, this flag is set to a default value of "not appear" and is turned off automatically at check-in. 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
Recommended Practices	**BP 3.2.1-1 Verify Identity at Check-In** At check-in ask to see driver's license **BP 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. **BP 3.2.1-3 Jurors Who Failed to Appear For Jury Duty** 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

|	
Use Case Description	Conduct orientation of jurors 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	57. System notifies user if juror has received orientation - See **BR 3.2.2-1** 58. Mark juror "received orientation"
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

Use Case Description	Notify/ sanction jurors who fail to check in, and those who check in but leave
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	59. Issue Bench Warrant Issue bench warrant for prospective jurors marked as "Juror Failed to Appear at Check-In" and those marked as "Checked-In Juror Abscond"
	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 Duty Flag** See **DN 2.2.6-2 Second or More Times FTA for Jury Duty Flag** See **DN 2.2.6-3 FTA Flag**

3.3   Process Hardships
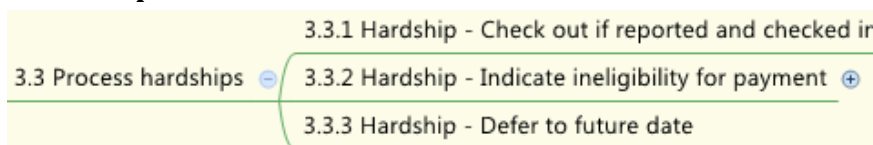
3.3.1   Hardship - Check Out If Reported and Checked In

Use Case 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]
Reports/ Displays	**RD 3.3.1 List of Jurors Checked In and then Checked Out, by Date Range**
Application Capabilities	60. Check juror out after check-in for reason of hardship (by jury administration, bailiff) using **DN 3.3.1-1 Juror Checked Out Flag**

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

Use Case 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 duty 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 duty but later checking out.
	BR 3.3.2-2 **Juror Deferred for Future Jury duty**
	A juror deferred for future jury duty is ineligible for payment if deferred on the date of check-in
Reports/ Displays	**RD 3.3.2** **Verify Matching Status of Checked Out and Ineligible for Payment, by Date Range**
Application Capabilities	61. 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**)
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 duty. The flag being turned on blocks payment being generated for the juror.

3.3.3 Hardship - Defer to Future Date At Check-In

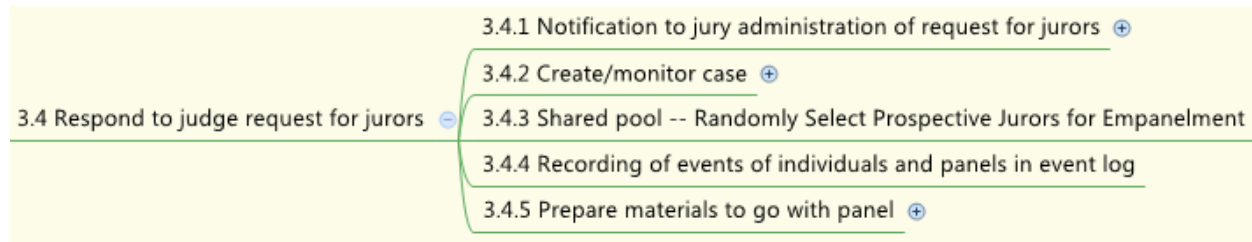| Use Case Description	Defer prospective juror to jury duty at future date during check-in when the juror's hardship is acknowledged by jury administration
Reports/ Displays	**RD 3.3.3** **Verify Matching Status of Checked Out and Deferred to Future Jury duty, by Date Range**
Application Capabilities	62. Mark juror "deferred to future date" specifying a certain term of future service
Data Needs	**DN 3.3.3** **Deferred to Future Jury duty 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

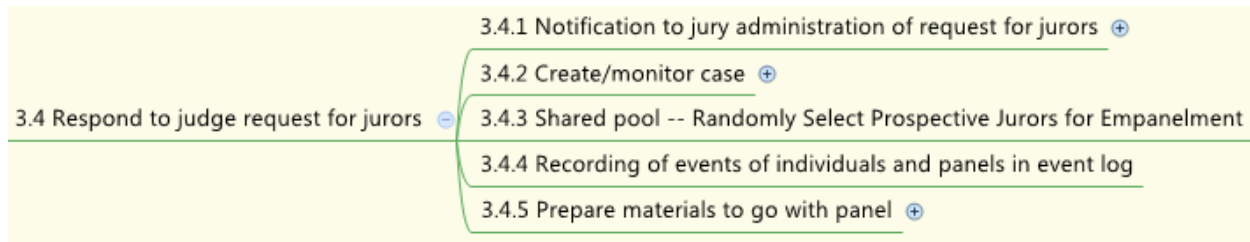### *3.4.1   Notification to Jury Administration of Request for Jurors*

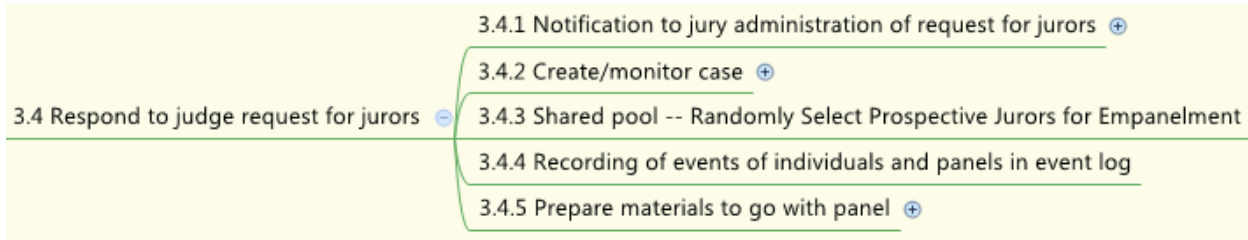| Use Case Description	Judge notifies jury administration by phone call, email, or online, how many jurors are needed for a case
Business Rules	**BR 3.4.1 Judicial Request for Larger than Standard Panel** Court rule may provide an approval process for requesting a panel larger than the standard panel size for a given case type.
Reports/ Displays	**RD 3.4.1 Text of Judge Notification to Jury Administration**
Application Capabilities	63. 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 64. Online request for jurors from a judge - See **DN 3.4.1-1 Judge Request for Jurors** for content of notification 65. Set a tickler to remind judges two weeks before trial of their requests for jurors, and to confirm the request.
Data Needs	**DN 3.4.1 Judge Request for Jurors Notification** A Judge Request for Jurors notification will include the following items of information: a. Judge name b. Case number c. 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 d. Case type or first offense charge (use NCSC Statistical Guide categories) e. High-profile case flag Yes/ No f. Number of jurors needed – standard panel for the case type, or special request g. "Stacking" number – 1st in line for trial, 2nd, etc. h. Backup judge available flag Yes/ No (in case more than one jury trial proceeds) i. Start date/ time of trial j. Estimated trial length (accurate to half-days) k. Estimated length of voir dire (accurate to half-days) l. Lead opposing counsel m. Whether this is a retrial and, if so, which number
Recommended Practices	**BP 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

Use Case 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.
Reports/ Displays	**RD 3.4.2 Display Jury Case Data** Display data on the jury case: a. Judge name b. Case number c. Case caption (names of parties) d. Case type e. Number of jurors requested f. Start date/ time of trial g. Lead opposing counsel h. Whether this is a retrial and, if so, which number
Application Capabilities	66. Manual option: Entry of case data from CMS - See **DE 3.4.2 Import Case Data for Jury Trial**. 67. Automated option: Download of case data from CMS - See **DE 3.4.2 Import Case Data for Jury Trial**. 68. 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.
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: a. Judge name b. Case number c. Case caption (names of parties) d. Case type e. Start date/ time of trial f. Lead opposing counsel

3.4.3   Shared Pool -- Randomly Select Prospective Jurors for Empanelment

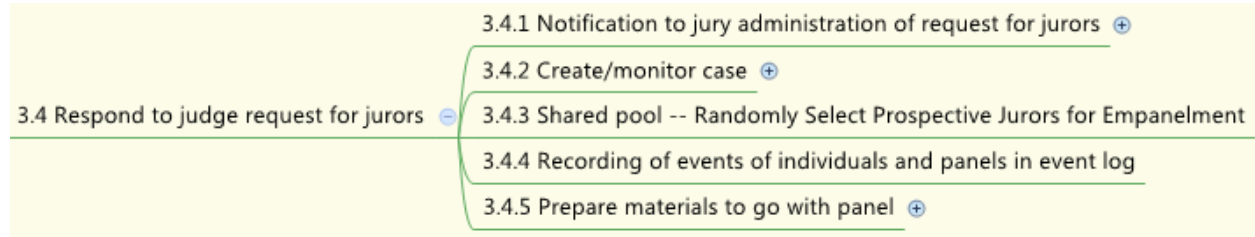| Use Case Description	Select a panel of prospective jurors from the **<Jury Venire>** from jurors who have checked in, assign a unique panel identifier to the panel, and update juror records with the panel identifier
Business Rules	**BR 3.4.3** **Threshold Check-in Level before Empaneling Jurors** The 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).

Reports/ Displays	**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:
	    a. Judge ID,
	    b. Case ID,
	    c. Case title,
	    d. Courtroom,
	    e. Start/end date,
	    f. Disposition of case,
	    g. 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	69. Select panels with the number of jurors needed on a reporting date (see - See **DN 3.4.1-1 Judge Request for Jurors** for number of jurors requested) 70. Explanation required: Vendor must explain the random selection process 71. Assign prospective jurors to a panel identified with a unique number 72. 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**.
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

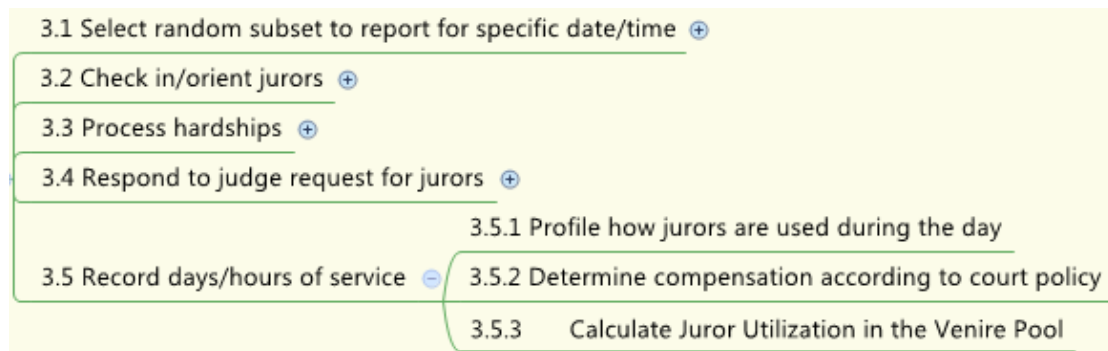| Use Case Description	Record events of individuals and panels in event log, which serves as a record of events which occurred for individual jurors and for panels during jury service. This information is used in calculating juror and panel utilization.
Application Capabilities	73. For individual jurors, 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: a. Juror check-in, b. Juror selected for panel (unique panel number), c. Juror selected for jury, d. Juror released from further service, e. Juror returned to venire pool, f. Juror's end of service for the day, g. Repeat items 'e' and 'f' multiple times. 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: a. Beginning of voir dire for panel, b. End of voir dire for panel c. Jurors sworn for case d. Sworn jurors end service for the day e. Sworn jurors begin service on subsequent day f. Sworn jurors end service on subsequent day g. 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: a. Juror check-in (marking the beginning of attendance), b. Juror selected for panel (using a unique panel number), c. Juror selected for jury, d. Juror released from further service, e. Juror returned to venire pool, f. Juror's end of service for the day, g. Juror returns for multi-day trial, For a panel, using **DN 3.4.3-2 Unique Panel Number Identifier/ Date** a. Beginning of voir dire for panel, b. End of voir dire for panel c. Jurors sworn for case d. Sworn jurors end service for the day e. Sworn jurors begin service on subsequent day

	f. Sworn jurors end service on subsequent day g. 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

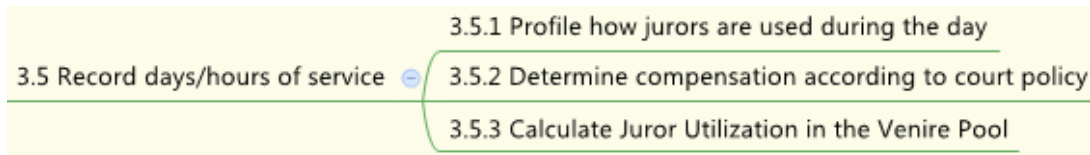| Use Case Description	For a given unique panel number identifier, materials associated with the panel are printed in jury administration to go with the panel to the courtroom
Reports/ Displays	**RD 3.4.5 Printed Materials to Go with Panel** The following kinds of printed materials are used by the attorneys and judge to manage voir dire for **DN 3.4.3 or DN 2.1.3 Unique Panel Number Identifier/ Date**: 　　a. Case Cover Sheet aka Case Information Sheet 　　b. Randomized list of jurors in the panel 　　c. Alphabetical list of jurors in the panel 　　d. Seating chart 　　e. Voir dire information (juror profiles)
Application Capabilities	74. Generate printed materials for a jury panel - See **RD 3.4.5 Printed Materials to Go with Panel** 75. Suppress data (names, addresses) from printed materials going with the panel (i.e., anonymous juries)

3.5   Record Days/Hours of Service

3.5.1   Profile How Jurors Are Used During the Day

Use Case Description	Develop profiles of how jurors are used during the day
Reports/ Displays	**RD 3.5.1-1 Juror Use Profiles – Individual and Aggregate** A juror use profile will be generated for each juror's jury duty 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

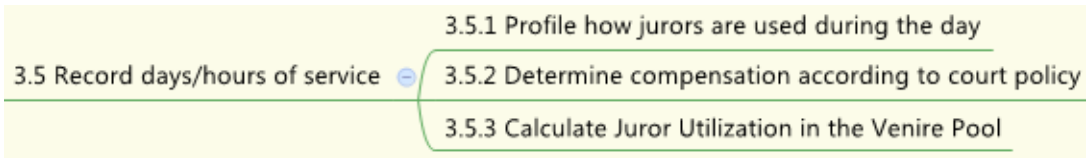|	
	during a date range. Durations of activities will be calculated from date/time stamps in the event log. The types of events recorded and the types of durations calculated include the following: a. Juror check-in b. Juror selected for panel – orientation and wait time to be selected for panel c. How many times during the term of service a juror was selected for a panel d. Beginning of voir dire for panel – wait time from being selected to beginning of voir dire e. End of voir dire for panel – duration of voir dire f. Juror selected for jury – wait time from end of voir dire to jury selection g. Juror released from further service – duration of service from check-in h. Juror returned to venire pool – duration until selected for another panel or released i. Juror's end of service for the day – duration of service from check-in j. 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: a. List and number of panels sent for voir dire on a given day in the date range, showing unique panel numbers b. Duration of voir dire of a panel c. Disposition of the case, i.e. whether jurors were sworn d. Number of prospective jurors per panel (including additional prospective jurors sent) e. Number of sworn jurors
Application Capabilities	76. Generate profile of juror and panel activities during jury duty - See **RD 3.5.1-1 Juror Use Profiles** and **RD 3.5.1-2 Panel Profiles**
Data Needs	See **DN 3.4.4 Event Log for Individual Juror Records and for Panels** for event types **DN 3.5.1 Number of Times during Term of Service a Prospective Juror was Selected for a Panel** The event log captures each time a prospective juror was selected for a panel and went through voir dire. This data field aggregates the number of times.

3.5.2   Determine Compensation According to Court Policy

3.5 Record days/hours of service ⊖
- 3.5.1 Profile how jurors are used during the day
- 3.5.2 Determine compensation according to court policy
- 3.5.3 Calculate Juror Utilization in the Venire Pool

Use Case Description	Determine compensation according to court policy
Business Rules	**BR 3.5.2 Calculation of Days of Jury duty** Court policy provides compensation for jury duty based on the number of days served - See **RD 3.5.1-1 Juror Use Profiles** – Individual to determine days of service.
Application	77. Calculate days of jury duty - see BR 3.5.2 Calculation of Days of Jury Duty and RD 3.5.1-1

Capabilities	Juror Use Profiles – Individual

3.5.3 Calculate Juror Utilization in the Venire Pool

3.5 Record days/hours of service
- 3.5.1 Profile how jurors are used during the day
- 3.5.2 Determine compensation according to court policy
- 3.5.3 Calculate Juror Utilization in the Venire Pool

Use Case 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:
	    a. Alternative #1: A juror is considered "used" when the juror is selected for one or more panels during the term of jury duty, and should not be double-counted
	    b. Alternative #2: A juror who is selected for more than one panel during the term of jury duty can achieve juror utilization above 100%.

Reports/ Displays	**RD 3.5.3-1** **Juror Utilization by Juror Usage Type**
	
	Juror Utilization For a date range, with parameters for single or multiple counties or single or multiple districts, expresses as a percentage the number of jurors "used" to select a jury as a proportion of the qualified and available jury pool who are told to report for jury duty during that time, and actually check in.
	For a date range, with parameters for single or multiple counties or single or multiple districts, "Used" means a juror is assigned to a panel, and one or more of the following occurs, and the report shows totals:
	    a. Number of prospective jurors sent to a courtroom, and of those:
	    b. Questioned in voir dire (number and percentage)
	    c. Selected as a trial juror or alternate (number and percentage)
	    d. Removed for cause (number and percentage)
	    e. Removed by peremptory challenge (number and percentage)
	    f. Excused for hardship in the courtroom (number and percentage)
	    g. Not-reached jurors (number and percentage)
	    h. Not updated (this is the default value – status is updated based on use during jury selection)
	
	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, totals in the followings case categories:
	    a. Cases tried
	    b. Cases settled or pled
	    c. Cases continued
	    d. Number of panels sent
	    e. Percent of jurors used in jury selection
	    f. Jury waived
	    g. Median/mean duration of jurors "sitting in the pool" i.e., the sum of the following:
	    h. Duration from check-in until selected for panel
	    i. Duration from juror returned to venire pool until selected for another panel (may be multiple times) or until end of service for the day
	
	RD 3.5.3-3 **Juror Utilization for Pool**
	
	For a date range, with parameters for single or multiple counties or single or multiple

	districts, totals for the following:
	   a. Jurors sent to a courtroom in completed jury selection (also expressed as a percentage of the total pool available during that date range)
	   b. Jurors sent to a courtroom in uncompleted jury selection

Application Capabilities	78. 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**
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.

Recommended Practices	**BP 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.
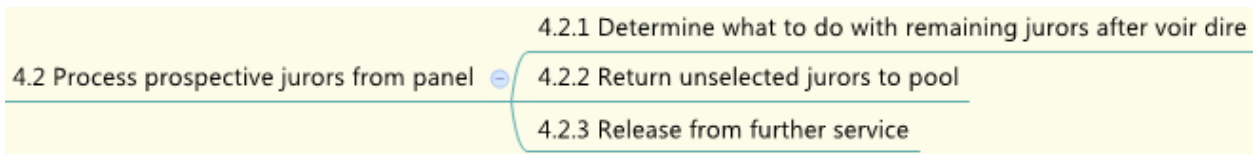

4.1   Record Utilization

4.1.1   Record Utilization of Panel

Use Case 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

Reports/ Displays	**RD 4.1.1-1** **Panel Activity** also see **RD 3.5.3-2 Juror Utilization by Case/Panel**
	
	    a. 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.
	    b. 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.
	mean and median number of days that jurors reported
	
	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	79. Record attendance at multi-day trials. [COVERED IN 3.5.1] 80. Record disposition of jurors examined in voir dire (current status): 81. Sworn juror/alternate, 82. Excused for cause, 83. Excused for hardship, 84. Excused for peremptory challenge; 85. Not examined in voir dire: 86. Not reached/not used; 87. Not updated (no information catch-all) 88. 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).

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 3.5.1]
	    b. Record disposition of jurors examined in voir dire (current status):
	    c. Sworn juror/alternate,
	    d. Excused for cause,
	    e. Excused for hardship,
	    f. Excused for peremptory challenge;
	    g. Not examined in voir dire:
	    h. Not reached/not used;
	    i. Not updated (no information catch-all)

4.2   Process Prospective Jurors from Panel

4.2 Process prospective jurors from panel

- 4.2.1 Determine what to do with remaining jurors after voir dire
- 4.2.2 Return unselected jurors to pool
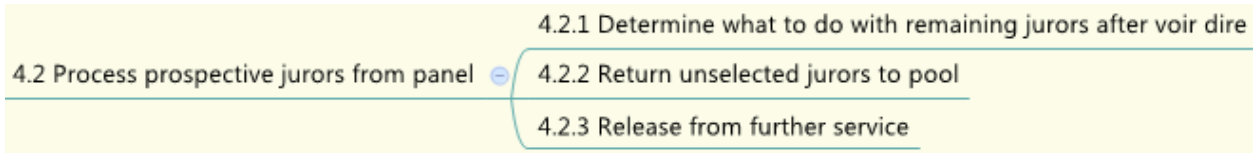- 4.2.3 Release from further service

4.2.1   Determine What to Do with Remaining Jurors after Voir Dire

| Use Case	Jury administration receives message from a courtroom that voir dire is completed or if a

Description	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
Reports/ Displays	**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	89. Display cases awaiting voir dire and cases in voir dire, and the supply of prospective jurors in jury assembly. 90. Courtroom staff notifies jury administration about completion of voir dire, and the number of prospective jurors remaining after voir dire. 91. Jury administration responds with notification to the courtroom about whether to send prospective jurors back to jury assembly or to release them.
Data Needs	See **DN 3.4.4 Event Log for Individual Juror Records and for Panels**

4.2.2   Return Unselected Jurors to Pool

| Use Case 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	92. 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.
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
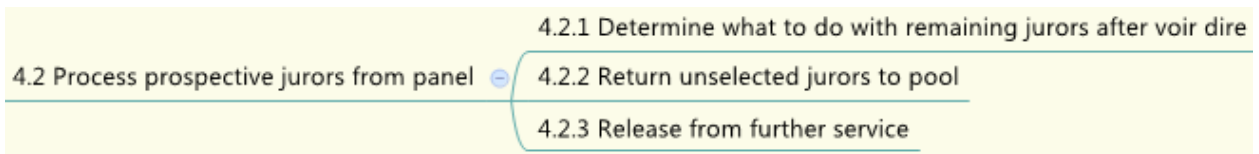
Use Case Description	If court rule releases unselected jurors from further service, jurors are released after voir dire and the default value of "Completed" updates their records accordingly.

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 duty during the day/term or only from the case for which they underwent voir dire.
Application Capabilities	93. Automatically mark prospective jurors as released from further service.
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
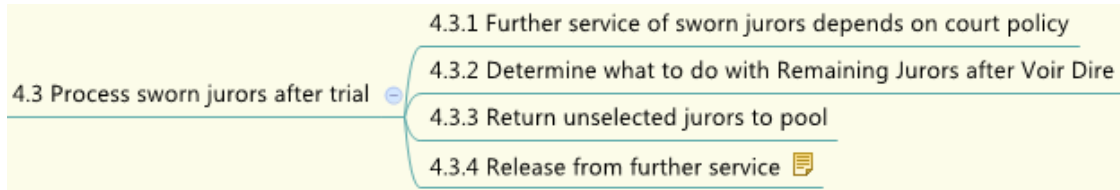
4.3.1   Further Service of Sworn Jurors Depends on Court Policy

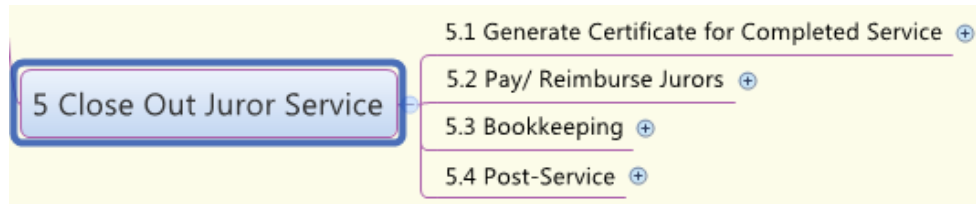| Use Case Description	Court rule may release sworn jurors after serving in one trial, or it may put them back into the venire pool.
Business Rules	**BR 4.3.1** **Reuse Sworn Jurors after Trial**
	Court policy may provide that sworn jurors after a trial are subject to further jury duty during the term.
Application Capabilities	94. Automatically mark sworn jurors as released from further service. 95. Courtroom staff marks the disposition of the case.

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
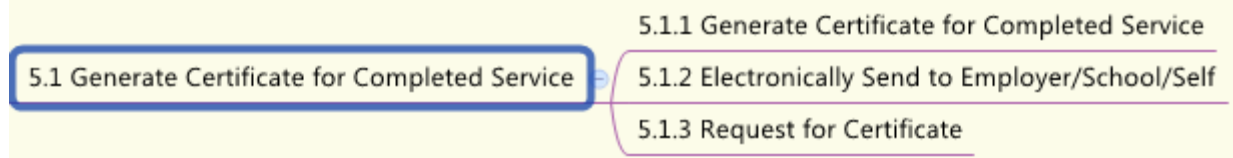
4.3.4   Release from Further Service – SAME AS 4.2.3

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

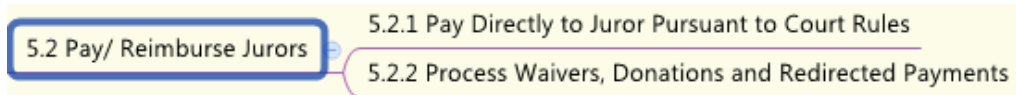| Use Case Description	Generate certificate for eligible juror and save the certificate on the juror's record
Business Rules	**BR 5.1.1 Only Eligible Jurors Are Entitled to Certificate for Completed Service+** Court policy should provide that only sworn jurors and prospective jurors who checked in for 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**
Reports/ Displays	**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	96. 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.

5.1.2 Electronically Send Certificate to Employer/School/Self
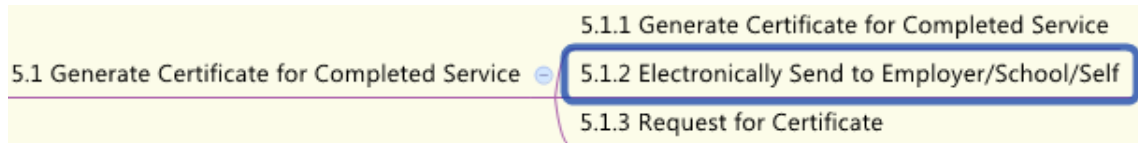
Use Case Description	Electronically send certificate to employer/school/self
Application Capabilities	97. Collect email address from juror or use email address on file (juror qualification record) to email certificate of service to one or more of the addresses.
Data Exchanges	**DE 5.1.2 Interface with Email System**

5.1.3 Request for Certificate
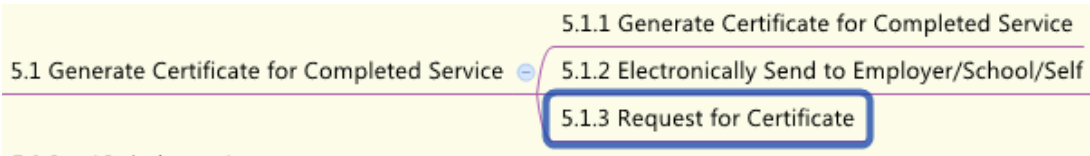
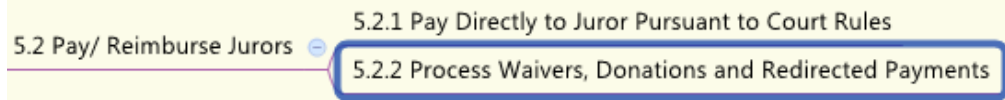| Use Case Description	Juror makes a request for jury certificate, with the option of showing hours of service
Application Capabilities	98. Record in-person request for certificate.
	99. Record online request for certificate with proof of juror ID and DOB.
	100. Record telephone request for certificate with proof of juror ID and DOB.
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

Use Case 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 3.5.3-1 Calculation of Days of Jury duty.
	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.
Reports/ Displays	**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:
	a. Juror fees
	b. Standard mileage reimbursement
	c. Supervisor-approved mileage overrides
	d. Supplemental reimbursements:
	e. Individual child care providers
	f. Institutional child care providers

|	
	g. Breakdown of numbers and amounts by method of payment: h. Checks to jurors i. Checks to charity donation j. Checks to employers k. Waivers l. Direct deposits to jurors m. Debit transactions to jurors n. Cash – kiosk, ATM, by hand
Application Capabilities	101. Verify juror's choice via drop-down list of choices for juror payment disposition (see **DN 2.2.2-1 Juror Payment Disposition Choices**: 102. Pay juror directly 103. Contribute to charity – with limited number of choices 104. Redirect payment to employer 105. Waive payment 106. Determine amount of jury fee due - see **BR 5.2.1-1 Calculation of Days of Jury duty**, rate of pay and additional amounts, if any, per court policy. 107. Enter supplemental expense allowed, and scan/ attach supporting documentation - see **BR 5.2.1-2 Juror Supplemental Expense Reimbursement**. 108. Enter standard mileage reimbursement when requested by juror - see **BR 5.2.1-3 Juror Mileage Reimbursement**. 109. Enter mileage reimbursement miles, and give supervisor override authority with reason - see **BR 5.2.1-4 Juror Mileage Reimbursement Supervisor Override Authority** 110. Record method of payment requested by juror, e.g., check, direct deposit, jury ATM/kiosk 111. Send electronic file of juror payments for generation of checks - see **DE 5.2.1-1 Pay Juror by Check**. 112. 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.** 113. Send debit transaction payment information to jury administration ATM/ kiosk - see **DE 5.2.1-3 Pay Juror by Payment through ATM**.
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: a. Juror fees b. Standard mileage reimbursement c. Supervisor-approved mileage overrides d. Supplemental reimbursements:

	e. Individual child care providers
	f. Institutional child care providers
	g. Breakdown of numbers and amounts by method of payment:
	h. Checks to jurors
	i. Checks to charity donation
	j. Checks to employers
	k. Waivers
	l. Direct deposits to jurors
	m. Debit transactions to jurors

5.2.2   Process Waivers, Donations and Redirected Payments

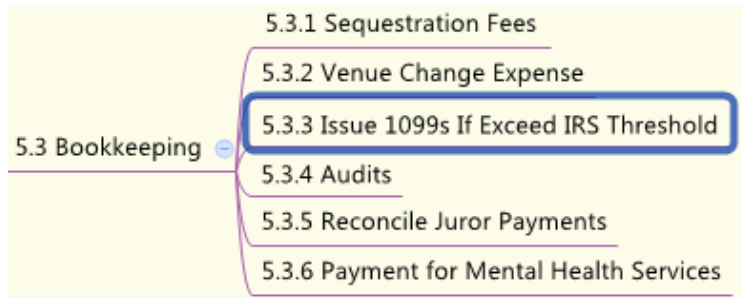| Use Case Description	Process waivers, donations and redirected payments
Application Capabilities	114. Change name of juror payment recipient according to juror's specification for redirected payments, or zero out fee payment amount for waiver (but not parking mileage reimbursement) - see **DN 2.2.2-1 Juror Payment Disposition Choices**.
	115. Generate receipt for donated per diem juror fee on demand.

5.3   Bookkeeping
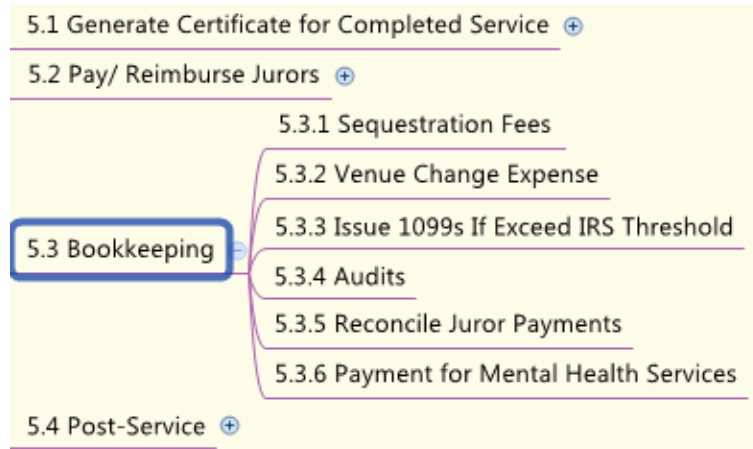
5.3.1   Sequestration Fees

Use Case Description	Pay sequestration fees requested by sheriff
Reports/ Displays	**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	116. Enter invoice from sheriff for juror sequestration expenses: dates and amount, and scan receipts for goods and services provided.

5.3.2   Venue Change Expense
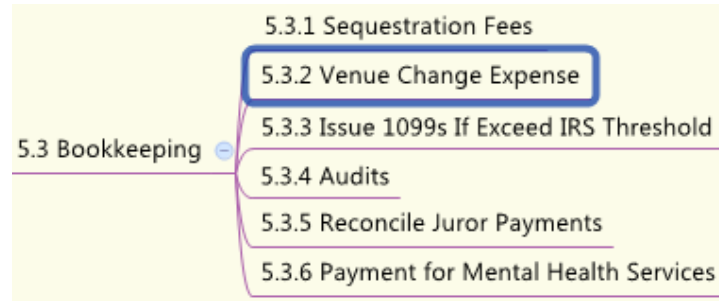
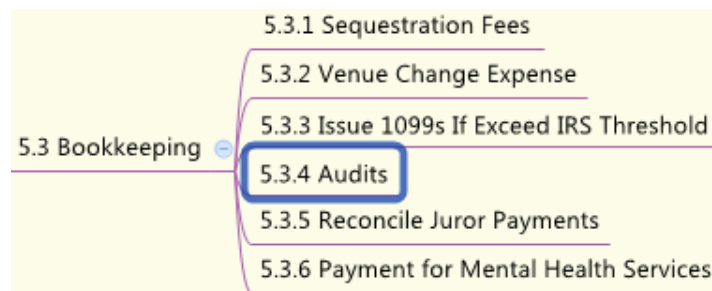| Use Case Description	Pay juror expenses of other county holding jury trial after change of venue
Reports/ Displays	**RD 5.3.2 Juror Expenses of Other County Holding Jury Trial** For a date range, with parameters for single or multiple counties or single or multiple districts, the number and amount of jury fees requested and paid.
Application Capabilities	117. 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.

5.3.3   Issue 1099s If Exceed IRS Threshold

Use Case 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.)
Reports/ Displays	**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** a. 1099-MISC Statement to Internal Revenue Service showing for jurors: b. Name c. SSN d. Amount e. Mailing address f. Year of compensation

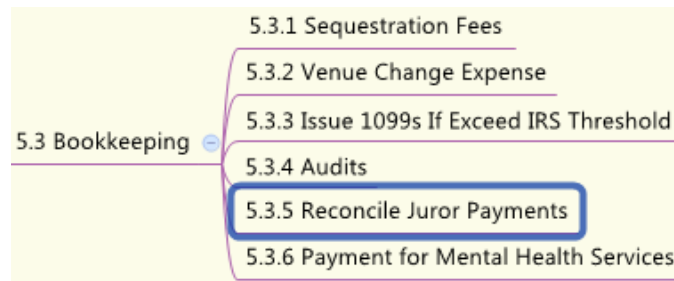| Application Capabilities	118. Notify jury administration to collect juror SSN from jurors before they are released from jury service, if the anticipated amount of per diem juror fees may exceed the threshold amount - see **BR 5.3.3 Juror 1099 Warning Threshold**. 119. Generate statements for the Internal Revenue Service of jurors receiving more than $600 in one year in per diem juror fees - see **RD 5.3.3 Juror Compensation 1099s**.
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**
Recommended Practices	**BP 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. **BP 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

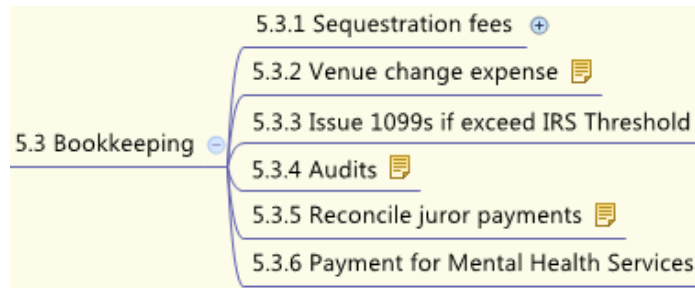| Use Case Description	Provide a means to review and approve pending juror payments before they are issued, and provide sufficient data for auditors to inspect.
Reports/ Displays	**RD 5.3.4-1 Audit Report of Pending Juror Payments** For a date range, with parameters for single or multiple counties or 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	120. Print reports on demand or in batch mode

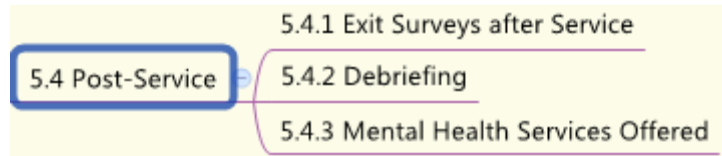| Capabilities	

5.3.5   Reconcile Juror Payments

Use Case 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** 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.
Reports/ Displays	**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	121. 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. For reissuing a juror check: 122. Enter transaction for reissuing juror check reported lost/ destroyed 123. Scan supporting affidavit from juror 124. Manually mark check for reissuance, with reason. 125. Enter uncashed checks on juror payment record.
Data Exchanges	See **DE 5.2.1-1 Pay Juror by Check**

5.3.6   Payment for Mental Health Services

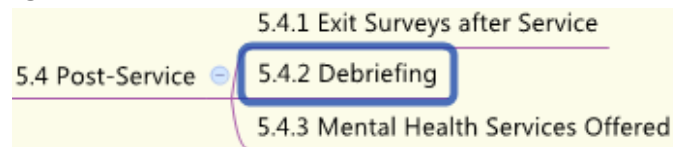| Use Case Description	Pay expenses to a service provider for mental health services for jurors.
Business rules	**BR 5.3.6 Confidentiality of Identity of Jurors Receiving Mental Health Services** Court rule may require confidential status of the identity of jurors who have received mental health services paid for by the court.
Reports/ Displays	**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	126. Enter invoice from mental health services expenses: dates, amount, juror name; and scan receipts for services provided.

5.4   Post-Service

5.4.1   Exit Surveys after Service

| Use Case 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.)
Reports/ Displays	**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 duty that jurors experienced, and show number of responses, and the mean and median score of responses in each category.
Application Capabilities	127. Generate an exit survey after jury duty is completed, customized with questions addressing the events experienced by the juror - See **RD 3.5.2 Juror Use Profiles**. 128. 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). 129. Provide access to exit survey at login after entry of juror ID number and DOB.

	130. Automatically remove juror exit surveys from the website one week after completion of jury duty, and save data from completed surveys. 131. Load survey responses into tables – see **DN 5.4.1-2 Exit Survey Response Tables** 132. Generate RD 5.4.1 Juror Exit Survey Summary on demand. 133. Delete individual survey response data periodically, according to court rule.
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
Recommended Practices	**BP 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

Use Case Description	Record which jurors received a debriefing by the judge
Reports/ Displays	**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	134. Enter that jurors received debriefing after trial.
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
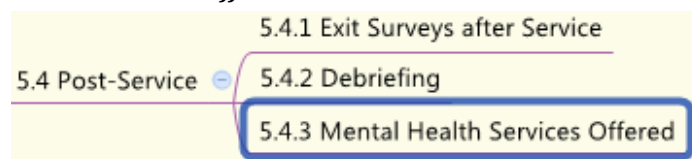

|	
Use Case Description	Record after trial which jurors were offered mental health services, i.e., referred for mental health services,
Reports/ Displays	**RD 5.4.3-1　　　Jurors Referred for Mental Health Services**

	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	135. Turn on the flag that jurors were referred for mental health services after trial. See **DN 5.4.3 Juror Mental Health Services Flag**
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 measure 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 that 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.
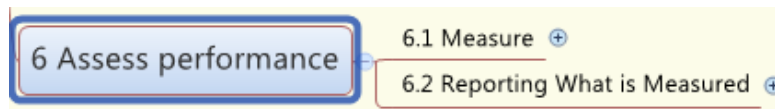

6.1   Measure
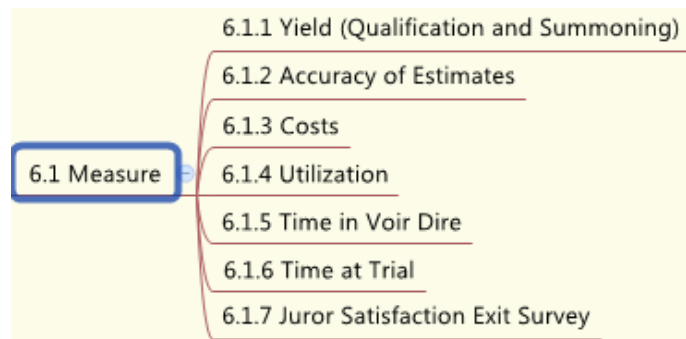
6.1.1   Yield (Qualification and Summoning)

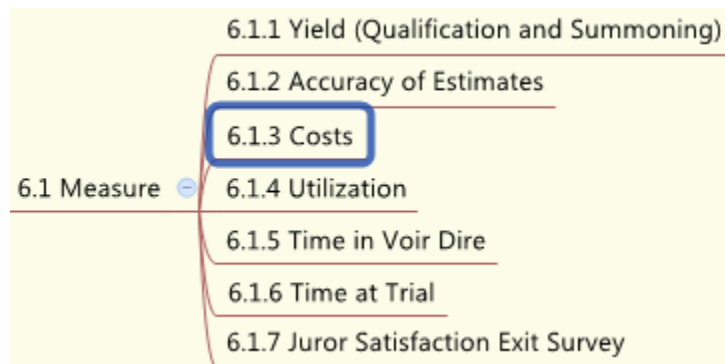| Use Case Description	Produce statistical reporting for juror yield at qualification and summoning.
Application Capabilities	136. For a date range produce qualification and summoning yield reports on demand.
Reports/ Displays	For 1-Step Summon/Qualify, See reports/ displays in **2.3 Calculate and Display Jury Yield (Summoning Yield)**

	See reports/ displays in **3.1.2 Assess Needs for Next Report Date**

6.1.2   Accuracy of Estimates
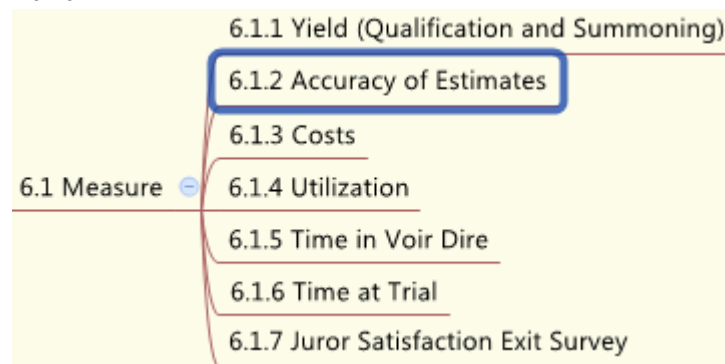
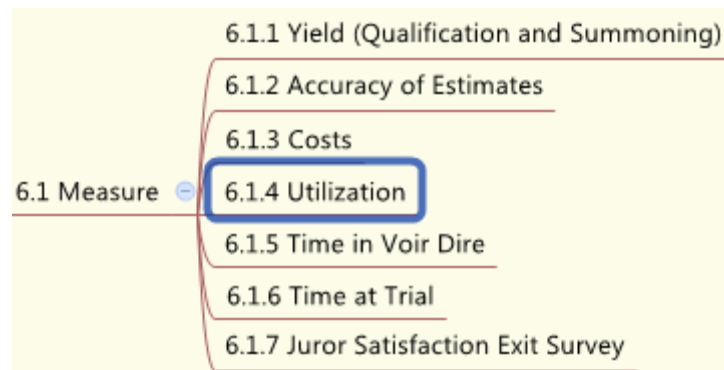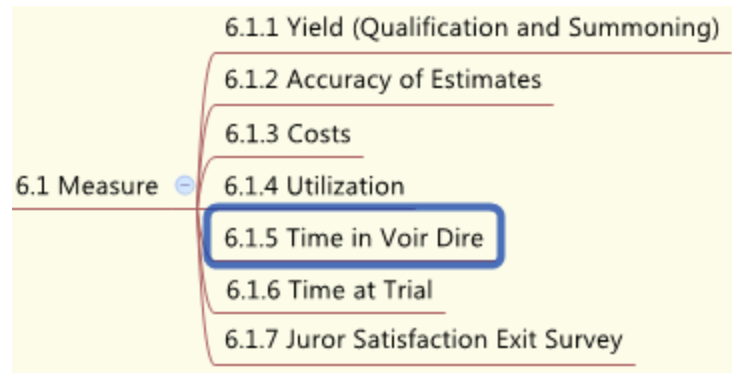| Use Case Description	Produce statistical reporting for accuracy of estimates
Application Capabilities	137.For a date range produce accuracy of estimate report on demand.
Reports/ Displays	See reports/ displays in **3.1.1 Collect Info Re: Expected Trial Needs** See reports/ displays in **3.1.2 Assess Needs for Next Report Date**

6.1.3   Costs

Use Case Description	Produce statistical reporting to analyze costs of jury management.

Reports/ Displays	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

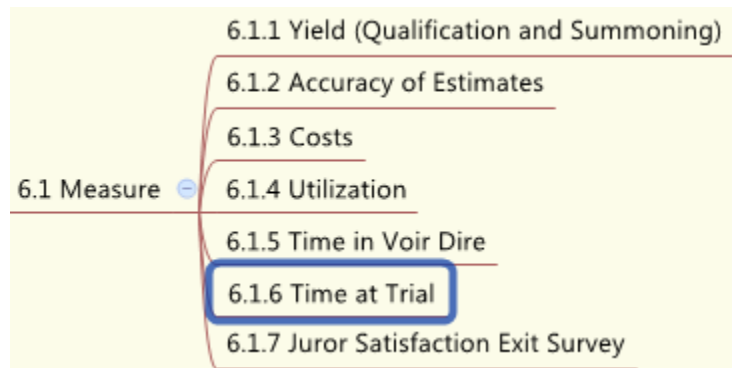|	
	RD 6.1.3-2 Costs of Jury Administration
	For a date range, with parameters for single or multiple counties or single or multiple districts, a list of costs entered (see **DN 6.1.3-1 Cost Event Log**), itemized and aggregated by type of cost. See **RD 5.2.1 Juror Payment Management Report** for breakdown of juror payment types.
Application Capabilities	138. Enter amounts paid for goods and services into cost event log.
	139. For a date range produce cost analysis of jury management on demand.
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

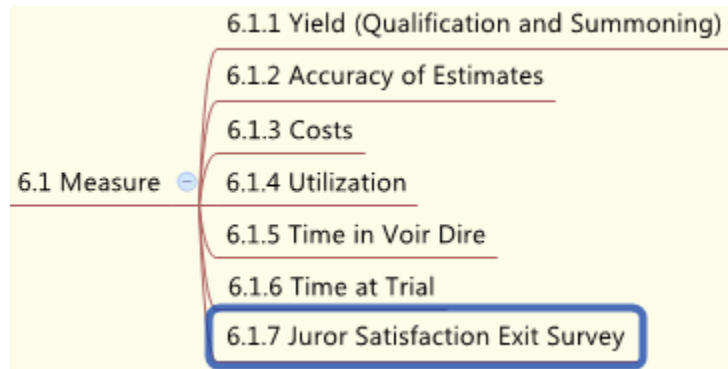|	
Use Case Description	Produce statistical reporting for analyzing juror utilization.
Application Capabilities	140. For a date range produce jury utilization analysis on demand.
Reports/ Displays	See **3.5.3 Calculate Juror Utilization in the Venire Pool**
	See **4.1.1 Record Utilization of Panel**

6.1.5   Time in Voir Dire

Use Case Description	Produce statistical reporting for analyzing juror time in voir dire, by analysis of panel data
Application Capabilities	141. For a date range produce analysis of juror time in voir dire on demand. 142. For a date range produce analysis of panel data on demand.
Reports/ Displays	**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

6.1.6   Time at Trial

Use Case Description	Produce statistical reporting for analyzing juror time at trial
Application Capabilities	143. For a date range produce analysis of juror time at trial.
Reports/ Displays	**RD 6.1.5 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): The amount of time sworn jurors spent at trial, including multi-day trials The attorneys on the case 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.

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

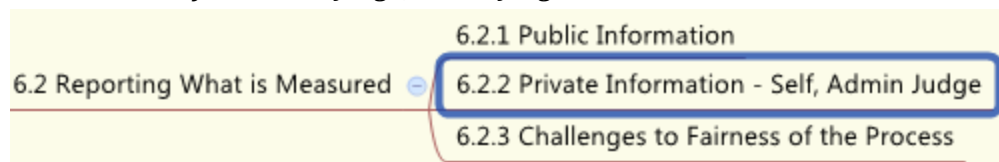| Use Case Description	Produce statistical reporting for exit survey
Application Capabilities	144. For a date range produce exit survey statistics.
Reports/ Displays	See RD 5.4.1 Juror Exit Survey Summary

6.2   Reporting What is Measured
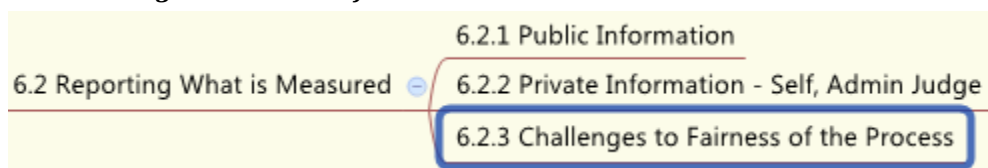

6.2.1   *Public Information*

Use Case Description	Provide public information such as juror yield and utilization for a single jurisdiction, with aggregation if there are multiple counties.
Reports/ Displays	**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	145. Generate RD 6.2.1 reports on demand with date range parameter
Technology Infrastructure Needs	Public access portal

6.2.2   *Private Information - Judge, Admin Judge*

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

Reports/ Displays	**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	146. Generate RD 6.2.2 reports on demand with date range parameter

6.2.3   Challenges to Fairness of the Process

Use Case Description	Provide statistical data enabling determination of the fairness of the jury management process, applicable to both petit and grand juries
Reports/ Displays	**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 single or multiple 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	147. Generate RD 6.2.3 reports on demand with date range parameter 148. Enable linking the Grand Jury Indictment Panel Number associated with Felony Jury Trial Cases
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**.