

JURY MANAGER'S
TOOLBOX



User's Manual

Rev. March 2018

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What is the Jury Manager's Toolbox?

The Jury Manager's Toolbox (JMT) is an online diagnostic software application developed to help court administrators and jury managers identify areas of comparative strength and weakness in jury operations, suggest targeted strategies to improve performance, and estimate the fiscal impact of those improvements. The JMT was initially developed by the NCSC Center for Jury Studies in cooperation with the state judicial systems of Arizona, Indiana, Maryland, Missouri, Ohio, Oregon, and Pennsylvania and with a grant from the State Justice Institute.

The JMT focuses primarily on jury yield and juror utilization, both of which are key performance measures in jury operations. The calculations for these performance measures are based on the [NCSC CourTools Measure 8](#) (Effective Use of Jurors) and uses findings from the [NCSC State-of-the-States Survey of Jury Improvement Efforts](#) for baseline comparison statistics. After calculating and evaluating jury yield and juror utilization, the JMT directs users to supplemental tools to address identified areas of weakness related to the following areas:

- Master jury list creation and maintenance;
- Summons enforcement efforts for jurors who fail to respond to a jury summons or qualification questionnaire or fail to appear for jury service;
- Excusal policies;
- Fair cross section evaluation;
- Use of online and IVR communication technologies; and
- Conversion from 2-step to 1-step jury operations (available only to courts with 2-step jury operations).

Recommended strategies for improving jury operations in these areas are based on best practices from the NCSC Center for Jury Studies and are permissible in most jurisdictions. However, court administrators and jury managers should consult their own state and local statutes and administrative rules to ensure compliance with local legal requirements. Use of the JMT is free to state and local court personnel and is available at <http://www.jurytoolbox.org>.

What's New in JMT 2018?

In 2018, the NCSC Center for Jury Studies launched a major upgrade to the JMT. The changes are designed to make the JMT more user-friendly and include the following:

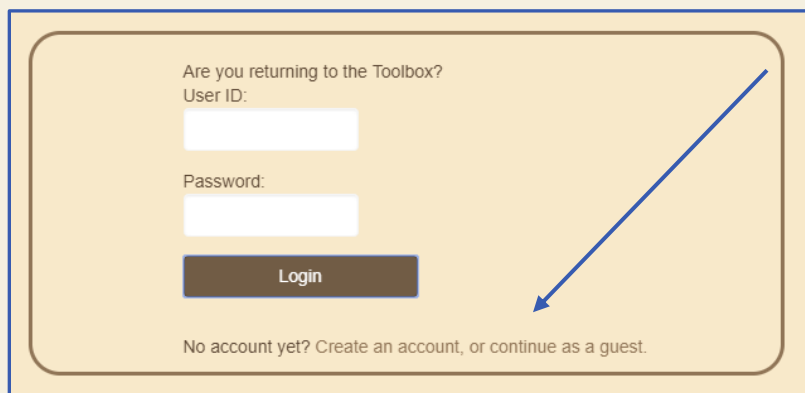
- **Guest Access.** Users who have not registered on the JMT with a User ID and password can access the JMT as a “guest.” Guests who identify their state and county can obtain comparative statistics for courts located in the same state or that have comparable jury operation systems. If they do not identify the state and county, the JMT will provide comparative statistics based on national averages. Guests cannot save data without registering and logging in as a registered JMT user.
- **Separate Jury Yield and Juror Utilization Analyses.** JMT 2018 permits users to enter data and generate reports for jury yield and juror utilization separately, and no longer requires users to enter annual budgetary information to generate basic juror utilization reports. Annual budgetary information is required to be able to generate cost estimates associated with jury yield and juror utilization.
- **JMT User Dashboard.** Registered users can view the status and access previously saved data on the JMT User Dashboard.
- **Save Data.** Registered users can save all previous jury yield and juror utilization data, edit saved data, and generate reports on previously saved data. In the original JMT, previous data was replaced by new data whenever users updated their jury information.


Registration on the JMT

For optimal use of the JMT, the NCSC recommends that users register as authorized JMT users. Authorized users are able to obtain comparative statistics about key performance measures for jury management based on the state and county for their court as well as courts of similar size and operational characteristics. Authorized users can also save data about jury yield and juror utilization in the JMT database, and access saved data to edit or to generate new reports.

To register as a new user, go to the JMT homepage at <http://www.jurytoolbox.org>. The JMT can also be accessed from the JMT tab on the NCSC Center for Jury Studies website at <http://www.ncsc-jurystudies.org/JMT/>.

In the login area, click on the link that says “No account yet? Create an account, or continue as a guest.” The link directs users to a screen on which they can choose to “Continue as a Guest” or “Register as a JMT User”. The second option will direct users to the Registration page.



On the Registration Page, the user will be directed to enter information about the court and its jury operations, as well as contact information for the user. Click on the question mark icon  for information about allowable entries, field definitions, or other questions about data entry fields in the JMT. Each of these items is discussed below.

Court Information

Court Name: Enter the formal name of the court in the text field (e.g., Superior Court of Jones County, Second District Court, Circuit Court of Westchester County, etc.).

State: Use the pulldown menu to select the state in which the court is located. The JMT is currently configured for all 50 states in the United States, the District of Columbia, and Puerto Rico.

County: Use the pulldown menu to select the county served by the court. The pulldown menu is populated with the counties for each state after the state has been selected.

Jury Operations Type: Indicate whether the court's jury system is a 1-Step or 2-Step system.

In a **2-step** jury operation, the court sends qualification questionnaires to prospective jurors to determine their eligibility to serve as grand or petit jurors in that jurisdiction. Jury summonses are sent only to those individuals who are determined to be statutorily qualified for jury service.

In a **1-step** jury operation, the qualification and summoning process is combined into a single step. The court sends prospective jurors a summons indicating a specific date or time period that the person is required to serve. The summons includes a qualification questionnaire that jurors complete and return before the service date or bring to court with them on the reporting date. If the person is ineligible to serve as a grand or petit juror, the court informs the person not to report for service.

User ID and Password

Next, the user should select a User ID and password to logon to the JMT. The User ID can be up to 20 characters long, any combination of letters and numbers, and does not need to be case sensitive. The password must be between 8 and 15 characters long, can be any combination of letters and numbers, and does not need to be case sensitive. Do not use spaces, punctuation marks, or symbols in the User ID or password.

NOTE: For security purposes, the JMT registration page will automatically strip the following type characters: apostrophes ('), ampersands (&), backslashes (/), forward slashes (\), and underscores (_). Do not attempt to use these characters in text fields, especially in the user id or password fields.

New User Registration Screen

JURY MANAGER'S TOOLBOX

HOME ADDITIONAL TOOLS |

Register for JMT

! Use of the Jury Managers' Toolbox is intended for state and local trial court administrators.

The NCSC has the right to block use by non-authorized users.

To register as a user on the Jury Managers' Toolbox, each court must identify an authorized court liaison who can serve as the primary point of contact between the NCSC and the court. The Court Liaison should have sufficient authority to provide written permission to the NCSC to disclose information saved on the Jury Managers' Toolbox.

In the event that another user attempts to register this court on the Jury Managers' Toolbox, the NCSC will notify the Court Liaison and request that the Court Liaison determine whether the Court ID and password should be shared with that person. Click here for recommended policies and practices concerning individual user access to the Jury Managers' Toolbox.

Court Information :

* Court Name :

* State :

* County :

* JMT is designed for general jurisdiction courts serving a single county or county equivalent.

Jury Operation :

? One Step ? Two Step

* User ID : ?

* Password : ?

* Confirm Password :

Court Liaison Information :

* First Name :

* Last Name :

* Title :

* Email :

* Court :

* Mailing Address :

* City :

* State :

* Zip :

* Phone :

* All court and user information that is entered in the Jury Managers' Toolbox is confidential and will be stored in a secured database on the NCSC server. Individual courts can retrieve their own information, but cannot access information entered by other courts. The Jury Managers' Toolbox does provide state court administrators with access to aggregate reports about jury operations for the trial courts in their respective states as well as individual trial court reports that have been saved on the system. The NCSC will not release individual court information from the Jury Managers' Toolbox without written consent from the user, but reserves the right to analyze information entered into the database for internal research purposes.

"I accept"

Register

User Information

The JMT requires a name and contact information for each authorized user. All court and user information entered into the Toolbox database is confidential and is stored on a secure Internet server at the National Center for State Courts. Users can retrieve their own court's information, but unless they are a state court administrator or staff at the National Center for State courts, they cannot access information entered by other users.

There are no restrictions on the number of authorized user's that a court may register. However, we recommend that only one or two people register as authorized users per court. This reduces the possibility of confusion that may result if users enter different information into the Toolbox database and generate different results for the same court.

First and Last Name: Enter the user's complete first and last name.

Title: Enter the user's title or position at the court.

Email Address: Enter the user's email address.

Court: Enter the court name.

Street or Mailing Address: Enter the street or mailing address for the court. An optional second line is available if needed to provide a complete mailing address for the user.

City, State, Zip Code: Enter the city, state and zip code address for the court.

Telephone: Enter the user's work telephone number. Do not include hyphens ("-") in the telephone number.

JMT Privacy Policy

All court and user information that is entered in the Jury Managers' Toolbox is confidential and will be stored in a secured database on the NCSC server. Individual courts can retrieve their own information, but cannot access information entered by other courts. The Jury Managers' Toolbox does provide state court administrators with access to data on jury operations for the trial courts in their respective states. The NCSC will not release individual court information from the Jury Managers' Toolbox without written consent from the user, but reserves the right to analyze information entered into the database for internal research purposes.

To register, users must check the "I agree" box beneath the JMT Privacy Policy to indicate their understanding and acceptance of this policy.

Logon from Homepage

After registering on the JMT, users can logon from the homepage by entering the User ID and password, then clicking on the login button. If the user forgets his/her password, click on the “Forgot Password” link at the bottom, left-hand corner of the homepage to request a password reset.


The Jury Managers' Toolbox is designed for use by court administrators, clerks of court, jury managers and other administrative staff of state and local courts in the United States.

Are you returning to the Toolbox?


User ID:

Password:


No account yet? [Create an account](#), or [continue as a guest](#).



Center for Jury Studies



NCSC
National Center for State Courts

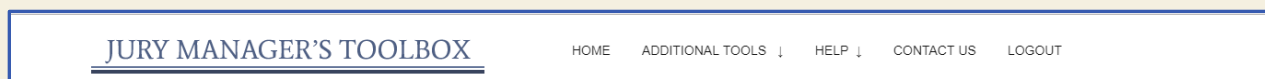


SJI State Justice Institute

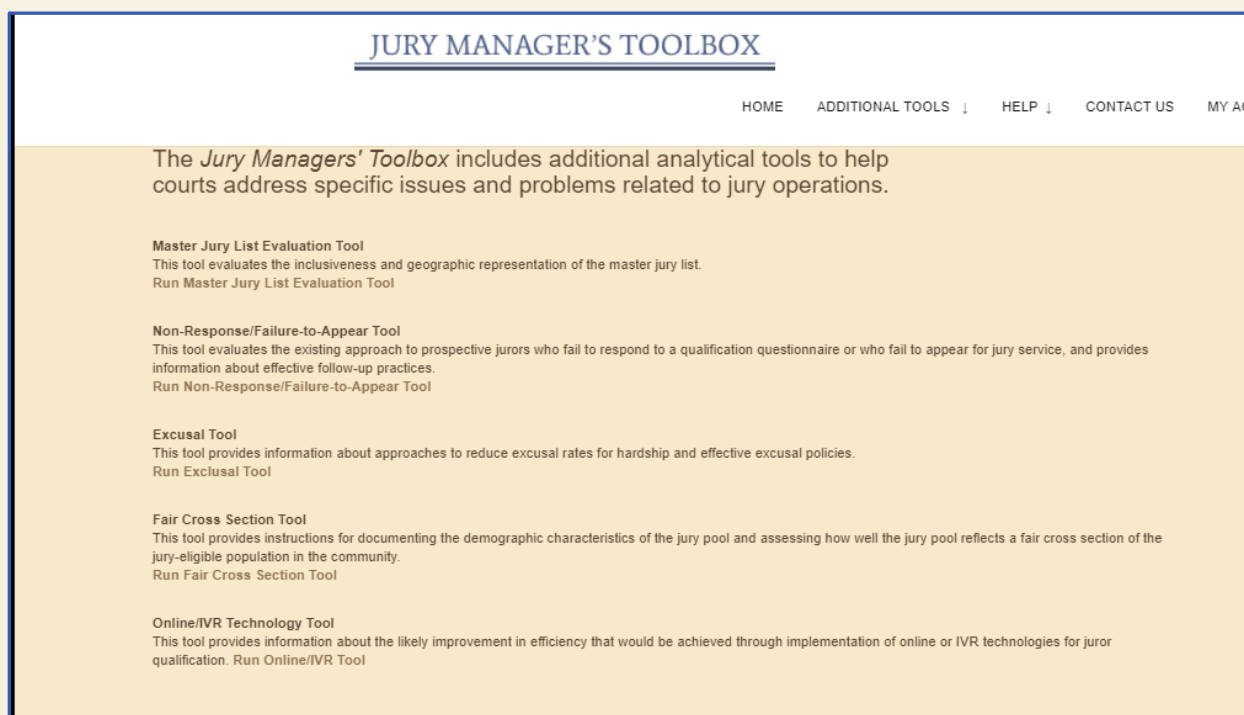
[Forgot Password](#) [Contact Us](#) [User Manual](#)

JMT Navigation Bar

After logging onto the JMT, users will see a navigation bar located across the top of all JMT webpages. Clicking on the “Home” button will direct the user back to the Dashboard from any page within the JMT. Clicking on the “Logout” button will log the user out of the JMT and return him/her to the JMT homepage.



The “Additional Tools” button will direct the user to a landing page with hyperlinks to supplemental analytical tools navigation to help users address specific issues and problems related to jury operations. Currently there are six supplement tools focused on the effectiveness of the master jury list, addressing nonresponse and failure-to-appear rates, addressing excusal rates, assessing the risk of fair cross section challenges, estimating the impact of Online or IVR systems, and converting a 2-Step jury operation to a 1-step jury operation.




The “Help” button provides a link to the JMT User’s Manual.

The “Contact Us” button generates an email form to send a message to the JMT administrator. Use this template to ask a question about the JMT or about jury system management generally. Users can also suggest improvements, complain about functionality, or even send compliments.

The screenshot shows a web interface for the 'JURY MANAGER'S TOOLBOX'. At the top, there is a navigation bar with the title 'JURY MANAGER'S TOOLBOX' and links for 'HOME', 'ADDITIONAL TOOLS', 'HELP', and 'CONTACT'. Below the navigation bar, the main content area is titled 'Contact Us'. Underneath, there is a section labeled 'Contact Form'. The form consists of three input fields: 'Email Address', 'Subject', and 'Message'. The 'Subject' field contains the text 'Jury Managers' Toolbox Inquiry'. The 'Message' field is a large text area. A 'Submit' button is located at the bottom right of the form.

Popup Windows

Clicking on the  icon next to a data field on any of the user screens launches a popup window with information about that data field such as data definitions and cautionary instructions.

JMT Dashboard

The JMT Dashboard is the first screen that users encounter after logging onto the JMT. The Dashboard displays previous data entered onto the JMT including date range for the data, the status of data entry (complete or incomplete), next steps in the JMT process (run reports for complete data, continue data entry for incomplete data), and options for data management (edit data, delete data). From the Dashboard, users can also enter new jury yield and juror utilization data by clicking on the “Add new yield/utilization data” button.

JURY MANAGER’S TOOLBOX

[HOME](#) [ADDITIONAL TOOLS ↓](#) [HELP ↓](#) [CO](#)

Dashboard

Reports will open in a new browser window while this one remains open.

Juror Yield Data

[Add new yield data](#)

Date Range	Status	Next Steps	Data
2/14/2017 - 3/14/2017	Complete	Run report	Edit Delete
2/1/2018 - 5/1/2018	Incomplete	Continue	Edit Delete
10/1/2017 - 1/1/2018	Complete	Run report	Edit Delete
1/1/2018 - 2/1/2018	Complete	Run report	Edit Delete

Juror Utilization Data

[Add new utilization data](#)

Date Range	Status	Next Steps	Data
11/1/2016 - 12/1/2016	Complete	Run report	Edit Delete

Reports will open in a new browser window while this one remains open.

Jury Yield for One-Step and Two-Step Courts

To calculate jury yield, users will enter detailed information about the number of summonses mailed to prospective jurors and what ultimately happened to those summonses during a user-specified period of time. In most courts, for example, some summonses are returned by the U.S. Postal Service as marked “undeliverable as addressed.” Some people are disqualified from serving because they are not U.S. citizens, they are no longer residents of the county, they are under-age, or some other statutorily authorized reason. Other jurors may be exempt from jury service or the court may excuse them due to financial or medical hardship. The proportion of qualified jurors who are available to serve on the date they were summonsed is called the “jury yield.”

Note: the data entry fields will differ slightly depending on whether the user identified the court’s jury operations as a 1-step or 2-step process on the User Registration page. Information about the number and disposition of jury summonses is identical for both 1-step and 2-step jury operations, but the JMT screens for 2-step courts will also include separate fields to document the number and disposition of qualification questionnaires. Definitions for each of the data fields appear in a popup box after clicking on the icon next to each field.

The JMT recommends that users first enter information and run a report for a full 12-month period to establish a baseline for future reference. After the user has analyzed the jury yield for this time period, the JMT can run quarterly, monthly or even weekly reports.

JURY MANAGER

Jury Yield For Two Step Courts ?

*Indicates a field is required for reporting. If you have no values for a particular field please enter a zero.

Qualification Yield Information

Calculate the time period

* Jury qualifying duration : --Select One-- ▼

* Begin Date (mm/dd/yyyy) : 

* End Date (mm/dd/yyyy) : 

Number of qualification questionnaires

* Mailed : ?

* Returned undeliverable : ?

* Not responded to : ?

Number of prospective jurors

* Disqualified : ?

* Exempted : ?

* Exoused from service : ?

Summoning Yield Information

Calculate time period

* Jury summoning duration : --Select One-- ▼

* Beginning Date (mm/dd/yyyy) : 

* End Date (mm/dd/yyyy) : 

Number of qualification questionnaires/summonses

* Mailed : ?

* Returned undeliverable : ?

* Not responded to : ?

Number of prospective jurors

* Disqualified : ?

* Exempted : ?

* Exoused from service : ?

* Deferred to new term : ?

* Deferred from previous term : ?


JURY MANAGER'S TOOLB

Jury Yield For One Step Courts ?

*Indicates a field is required for reporting. If you have no values for a particular field please enter a zero.

Calculate the time period

* Jury reporting duration : --Select One-- ▼

* Begin Date (mm/dd/yyyy) : 

* End Date (mm/dd/yyyy) : 

Number of qualification questionnaires/summonses

* Mailed : ?

* Returned undeliverable : ?

* Not responded to : ?

Number of prospective jurors

* Disqualified : ?

* Exempted : ?

* Excused from service : ?

* Deferred to new term : ?

* Deferred from previous term : ?

Time Period: Using the pulldown menu, indicate the period of time for which information about jury yield is being entered (annually, quarterly, monthly, or weekly).

Beginning Date for Data Entry: Use the calendar icon or manually enter the starting date for data entry using a mm/dd/yyyy format.

End Date for Data Entry: Depending on the time period selected, the JMT will automatically calculate the end date for data entry.

NOTE: When entering jury yield data, 2-step court users must enter separate starting and ending dates for qualification data and summoning data. These time periods do not have to coincide exactly, but the start and end date for the summoning data should fall within the start and end date for the qualification data. For example, a court that creates a qualified juror list on an annual basis should enter data for qualification yield for the entire year, but may enter data for summoning yield for shorter periods of time (e.g., quarterly, monthly, etc.) within that year.

Step-2 Courts Only

Number of Qualification Questionnaires Mailed: Enter the number of qualification questionnaires sent to prospective jurors through the U.S. Postal Service or otherwise delivered by public or private process server within the time period identified by the user.

Number of Qualification Questionnaires Returned Undeliverable: Enter the number of qualification questionnaires returned by the U.S. Postal Service marked “undeliverable at this address” or unable to locate by public or private process server within the time period identified by the user.

Number of Qualification Questionnaires Not Responded To: Enter the number of qualification questionnaires for which no response was received by the court within the time period identified by the user.

Number Disqualified: Enter the number of jurors who were deemed statutorily ineligible for jury service based on their responses to the qualification questionnaire within the time period identified by the user. Disqualification criteria in most jurisdictions include non-citizenship, non-residency in the jurisdiction served by the court, under the age of 18, currently subject to legal disability such as felony conviction or legal incompetency, and unable to speak or understand English.

Number Jurors Exempt: Enter the number of jurors who claimed an exemption from jury service within the time period identified by the user. An exemption from jury service is a statutory right based on occupational or other personal status criteria established by the legislature. Typical exemption criteria include previous jury service; advanced age; occupational status such as public office holders, judicial officers, licensed attorneys, health care professionals, police or corrections officers; sole caregivers of dependent children or adults; etc. An exemption differs from an excusal in that the exemption is a statutory right of the juror to claim whereas the court retains the sole discretion to excuse a juror from service.

Number Jurors Excused: Enter the number of jurors who requested to be excused from jury service due to financial or medical hardship within the time period identified by the user. Excusal differs from an exemption in that the court retains the sole discretion to excuse a juror from service whereas an exemption provides the juror with a statutory right to decline jury service court if summonsed. Many 2-step courts do not excuse jurors from service at the qualification stage of the jury selection process.

Both 1-Step and 2-Step Courts

Number of Jury Summonses Mailed: Enter the number of jury summonses sent to prospective jurors through the U.S. Postal Service or otherwise delivered by public or private process server within the time period identified by the user.

Number of Jury Summonses Returned Undeliverable: Enter the number of jury summonses returned by the U.S. Postal Service marked “undeliverable at this address” or unable to locate by public or private process server within the time period identified by the user.

Number of Jury Summonses Not Responded To or Failed to Appear: Enter the number of qualification questionnaires for which no response was received by the court or for which the juror failed to appear for service within the time period identified by the user.

Number Disqualified: Enter the number of jurors who were deemed statutorily ineligible for jury service based on their responses to qualification questions on the jury summons within the time period identified by the user. Disqualification criteria in most jurisdictions include non-citizenship, non-residency in the jurisdiction served by the court, under the age of 18, currently subject to legal disability such as felony conviction or legal incompetency, and unable to speak or understand English.

Number Exempt: Enter the number of jurors who claimed an exemption from jury service within the time period identified by the user. An exemption from jury service is a statutory right based on occupational or other personal status criteria established by the legislature. Typical exemption criteria include previous jury service; occupational status such as public office holders, judicial officers, licensed attorneys, health care professionals, police or corrections officers; sole caregivers of dependent children or adults; etc. An exemption differs from an excusal in that the exemption is a statutory right of the juror to claim whereas the court retains the sole discretion to excuse a juror from service.

Number Excused: Enter the number of jurors who requested to be excused from jury service due to financial or medical hardship within the time period identified by the user. Excusal differs from an exemption in that the court retains the sole discretion to excuse a juror from service whereas an exemption provides the juror with a statutory right to decline jury service court if summonsed.

Number Deferred to a New Term: Enter the number of jurors who were summonsed for jury service during the data entry period but requested and received a postponement or deferral to a service date occurring after the end of the data entry period.

Number Deferred from a Previous Term: Enter the number of jurors who were summonsed for jury service before the beginning of the data entry period, but requested and received a postponement or deferral to a service date occurring during the data entry period.

NOTE: Users should be able to extract most of the information for jury yield and juror utilization directly from management reports generated by the court’s jury automation system. However, some users may find it easier to collect the information needed for both calculations before entering them into the Toolbox database. The “User Input Form” button allows the user to download a three-page PDF file that lists the data fields needed to generate jury yield and juror utilization reports.



Cost of Jury Operations

The JMT is designed to calculate both juror utilization rates as well as estimates of the monetary costs associated with underutilization. The second set of calculations requires the user to enter information about the annual costs of jury operations based on budgeted or actual costs. It is possible to run the juror utilization reports without these cost estimates by clicking on the box at the top of the data entry screen for Jury Operation Costs.

JURY MANAGER'S TOOLBOX
HOME ADDITIONAL TOOLS ↓ HELP ↓

Jury Operation Costs - Annual Budget ?

Skip operational costs.(If you continue without entering operational costs, the JMT will calculate juror utilization rates, but will not generate cost estimates for jury operations.)

Check box to continue without entering operations costs.

* Jury staff salaries including benefits :	<input style="width: 90%;" type="text" value="0"/>
* Jury automation expenses including vendor licensing :	<input style="width: 90%;" type="text" value="0"/>
* Jury facility expenses including maintenance, janitorial, amenities :	<input style="width: 90%;" type="text" value="0"/>
* Printing expenses :	<input style="width: 90%;" type="text" value="0"/>
* Postage expenses total :	<input style="width: 90%;" type="text" value="0"/>
* Personal service :	<input style="width: 90%;" type="text" value="0"/>
* Juror fees :	<input style="width: 90%;" type="text" value="0"/>
* Mileage reimbursement :	<input style="width: 90%;" type="text" value="0"/>
* Other expenses e.g., hotel, meals, transportation for sequestered jurors; other miscellaneous jury-related expenses :	<input style="width: 90%;" type="text" value="0"/>

Some costs may not be itemized on the court's annual budget for jury operations. For example, in many states, some jury operation costs are paid by state funds while others are paid by local funds. Similarly, some cost information may appear in the annual budget information of other areas of court operations. For example, the cost of the jury automation system may be listed under IT expenses while the cost of electricity, water and janitorial services may be listed under court facilities. To the extent that the total costs itemized by the user on this data entry screen omit actual expenses related to jury operations, cost estimates calculated by the JMT will underrepresent actual costs.

Salaries and Fringe Benefits: Enter the total costs associated with jury staff salaries and benefits such as employer-paid pension or Social Security contributions, insurance premiums, and paid vacation, sick leave and holidays. Include the salary, wages, and fringe benefits of court staff assigned to jury operations on a part-time basis based on the percentage of their time allocated to jury operations.

Jury Automation Costs: Enter the total costs associated with jury automation including vendor licensing fees and anticipated assessments of software upgrades, IT contractor charges, telephone or Internet service provider fees, and other costs.

Facilities: Enter the total costs associated with jury facilities include parking, water, electricity, and janitorial services. Typically, these costs are not broken out in the jury operations budget as a line item; however, you can estimate the amount by obtaining the total facilities costs for the courthouse and determining the proportionate square footage of the courthouse dedicated to jury operations.

Printing Expenses: Enter the total costs associated with printing summonses, qualification questionnaires, and juror educational materials.

Postage Expenses Total: Enter the total costs associated with postage expenses for jury operations.

Personal Service: Enter the total costs associated with using the local sheriff or a private process server to deliver jury summons or any other jury related documents by personal service.

Juror Fees: Enter the total costs associated to pay the jurors. Note: mileage reimbursement costs should be separated from this total and enter in the line below.

Mileage: Enter the total costs associated with mileage or other reimbursement paid to jurors (e.g., child care).

Miscellaneous Expenses: Enter the total costs associated with miscellaneous expenses related to jury operations including amenities provided to jurors, meals for deliberating jurors, hotel or dining costs for sequestered jurors, etc.

Juror Utilization

On the data entry screen for juror utilization, the user will document the extent to which jurors who reported for service were used to select juries during the data entry period. The JMT examines three aspects of juror utilization: the proportion of jurors who are summoned, but then are told not to report for service; the proportion of jurors who are sent to a courtroom for jury selection; and the proportion of jurors sent to a courtroom that was questioned and were either selected or removed during voir dire. To avoid under-counting jurors, users should aggregate juror utilization information on a daily basis over a period of time. For example, if a juror reports for service for multiple days (e.g., for a 5-day term of service), each day that the juror reported should be counted individually.

Number of Jurors Reporting for Service: Enter the number of jurors who reported for service during the data entry period. If a juror reports for service on multiple days, each day that the juror reported should be counted individually (e.g., a juror who reported for 3 days during a 1-week term of service would be counted as "3").

Number of Jurors Told Not to Report for Service: Enter the number of jurors who were qualified and available to serve, but were told in advance (e.g., by telephone, by telephone call-in system, by postcard) by the court not to report.

Number of Jurors Sent to a Courtroom for Voir Dire: Enter the number of jurors assigned to a venire panel for jury selection. If a juror was assigned to one panel and subsequently released and assigned to a second venire panel on the same day (e.g., recycled jurors), the user should only count each juror as sent to a courtroom once per day. Because many courthouses in the U.S. do not have a separate Jury Assembly Room, jurors report directly to a courtroom. In these situations, the number of jurors sent to a courtroom for voir dire should be the same as the number of jurors reporting service.

Number of Jurors Utilized in Incomplete Jury Selection: Enter the number of jurors assigned to a jury panel and sent to a courtroom when a jury was not sworn due to mistrial or trial cancellation during jury selection.

Number of Jurors Impaneled or Sworn (Jurors or Alternates): Enter the number of jurors sworn as a trial juror or alternate during jury selection.

Number of Jurors Removed for Cause or Hardship: Enter the number of jurors excused for cause or for hardship during jury selection. If it is not possible to distinguish jurors removed for cause/hardship from jurors removed by peremptory challenge, enter the total number of jurors questioned during voir dire but not selected as a trial juror or alternate in the "jurors removed for cause/hardship" field.

Number of Jurors Removed by Peremptory Challenge: Enter the number of jurors removed by peremptory challenge during jury selection. If it is not possible to differentiate jurors who were removed by peremptory challenge from jurors excused for cause or for hardship, enter the total number of jurors not sworn as trial jurors or alternates in the previous field.

NOTE: Some courts only record information about the jurors who were ultimately impaneled. If that is the case, it will be necessary to collect this information manually for at least one month for the JMT to accurately evaluate juror utilization, especially with respect to panel size. Click on the “Juror Utilization Monthly Tabulation Worksheet” beneath the navigation window to collect this information manually. The best way to do so is to ask the courtroom clerk to make a notation on the list of jurors sent for jury selection concerning what happened to each juror.

Running Jury Yield and Juror Utilization Reports

From the JMT Dashboard, select either the Jury Yield Report button or the Juror Utilization Report button and click “Run Report” from the Next Steps column. The selected report will appear in a separate window. These reports can be printed or downloaded to your computer by clicking on one of the options in the top, right-hand corner of the page. If you choose to download the report, it will be saved as an HTML file. When you close the report, it will simultaneously close the Internet window, but the window displaying the JMT Dashboard will still be open.

Jury Yield Report

The Jury Yield Report provides basic information about the jury yield performance measure and displays the data entered by the user so that the user can easily determine if the calculated results reveal incongruous or unexpected findings that are due to data entry error. In the “Calculated Results” section of the report, users will find an itemized description of percentages for each jury yield component that comprises the overall jury yield. These components are then compared to statewide statistics for other general jurisdiction courts in the same state as the user and national statistics for other courts of similar population size and operational characteristics (1-step versus 2-step jury operations).

JURY MANAGER'S TOOLBOX

[Click to Print Report](#)
[Download Report](#)
[Close](#)

Jury Yield Report for Jones County District Court, Virginia

About Jury Yield

Jury yield is a key performance measure for jury operations. For one-step courts, jury yield is defined as the number of jurors who are qualified and available for service on the date summoned, expressed as a percentage of the total number of summonses mailed.

$$\text{Jury Yield} = \frac{\text{\# of jurors qualified and available}}{\text{\# of questionnaires/summonses mailed}}$$

Individual factors that reduce jury yield include undeliverable summonses, disqualification rates, exemption rates, excusal rates, and non-response or failure-to-appear rates. The rate at which jurors defer out of the term of service is usually offset by the rate at which other jurors defer into the term of service.

For additional information about jury yield and how it is calculated, see [NCSC CourtTools Measure B \(Effective Use of Jurors\)](#).

Beginning Date : 2/14/2017
End Date: 3/14/2017








of qualification questionnaires/summonses:

Mailed	1,250
Returned Undeliverable	98
Not responded to	388

of prospective jurors:

Disqualified	72
Exempted	40
Excused	38
Deferred to new term	62
Deferred from previous term	106


Results

	Jones County District Court	General Jurisdiction Courts in Virginia	Similar Sized One-Step Courts in the United States
% of Qualification questionnaires/summonses:			
 Returned Undeliverable	8%	7%	16%
 Not responded to	31%	7%	9%
% of prospective jurors			
 Disqualified	6%	5%	8%
 Exempted	3%	11%	8%
 Excused	3%	4%	9%
 Deferred to new term	5%	4%	4%
 Deferred from previous term	8%	4%	4%
Jury Yield: % of jurors qualified and available	53%	62%	45%

Interpretation

The jury yield for Jones County District Court is 53%. This is comparable to to other courts in Virginia and is comparable to to other one-step courts of similar size. The non-response/FTA rate is significantly greater than the average non-response/FTA rate for one-step courts of similar size. This rate greatly reduces the overall jury yield for your court. Access the [Non-Response/FTA](#) for suggestions on how to address this problem.

The comparison statistics are derived from the NCSC *State-of-the-States Survey of Jury Improvement Efforts* (April 2007). The NCSC *State-of-the-States Survey of Jury Improvement Efforts* did not collect information about qualification yield for 2-steps courts, but are inferred based on jury yield for 1-step courts. If any of the jury yield components entered by the user is a statistical outlier (defined as greater than the mean plus one standard deviation), the JMT highlights the component in red. The Interpretation Section of the Jury Yield Report summarizes the Calculated Results tables and provides a brief explanation of any outlier components and links to supplemental JMT tools to further

investigate those areas. Clicking on the tool icon  in the left-hand column of the Results section of the report also directs users to supplemental JMT tools.

Juror Utilization Report

The Juror Utilization Report uses a similar format in that it provides basic information about the juror utilization performance measure and displays the data entered by the user on the Step 2 and Step 3 screens so that the user can easily determine if incongruous or unexpected findings are the result of data entry error. In the “Calculated Results” section of the report, users will find an itemized breakdown of juror utilization statistics including the percent of jurors told not to report for service, the percent of jurors sent to voir dire, percent of panel used, and the number of excess jurors reporting for service based on NCSC recommended standards.

The NCSC State of the *State-of-the-States Survey of Jury Improvement Efforts* did not collect information about juror utilization; therefore, there is no comparative information displayed. Instead, the JMT calculates the “optimal” number of jurors that the court needs to report to impanel juries during this period and the number of “excess jurors” who reported over and above the optimal number. Note: the optimal number of jurors includes a small cushion of jurors who are not used, but were told to report “just in case.” The excess jurors are the number of jurors above and beyond that reasonable cushion.

If the user has entered annual budget or cost information, the Interpreted Results section summarizes the Calculated Results and provides an estimate of administrative costs incurred by the court and costs to the jurors and to the community due to excess jurors. These costs are based on per capita income and employment status statistics reported by the US Census Bureau and non-farm business productivity indices reported by the U.S. Department of Labor.

JURY MANAGER'S TOOLBOX

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Juror Utilization Report for Jones County District Court, Virginia

About Jury Utilization

Juror utilization measures the effectiveness with which the court uses citizens who are qualified and available for jury service, are told to report to the courthouse, and are used to select juries.

Juror utilization =
 Percent Told to Report x
 Percent Sent for Jury Selection x
 Percent of Panel Used

- **Percent Told to Report** is the percentage of jurors who are qualified and available for jury service who are told to report for service.
- **Percent Sent for Jury Selection** is the percentage of jurors who reported to the courthouse and were assigned to a jury panel and sent to a courtroom for jury selection.
- **Percent of Panel Used** is the percentage of jurors who are selected in a completed jury selection or were challenged or removed in a completed jury selection.


Different factors can affect these components.

Beginning Date: 11/1/2016

End Date: 12/1/2016

Number of Jurors:

reporting for service	100
told not to report for service	30
sent to a courtroom for jury selection (voir dire)	61
utilized in incomplete jury selection	0
impaneled or sworn (jurors/alternates)	14
removed for cause/hardship	5
removed by peremptory challenge	6

Total annual budget for jury operations \$168,505.00 

The NCSC has developed standards for juror utilization:

- an average of 90% of jurors who are qualified and available for jury service should be told to report to the courthouse;
- an average of 90% of jurors who report to the courthouse should be assigned to a panel and sent to a courtroom for jury selection;
- and an average of 90% of jurors assigned to jury panels should be selected or challenged or removed in completed jury selection.

Thus, the recommended overall juror utilization should be 73% or greater (90% x 90% x 90%).

The extra 10% of unused jurors for each component ensures that the court always has a sufficient number of extra jurors to meet unanticipated demands on any given day.

Results

Jones County District Court	
% told to report	77%
% sent to a courtroom for jury selection (voir dire)	61%
% of panel used	41%
Juror Utilization = Percent Reporting * Percent to Voir Dire * Percent of Panel Used	19%
# of jurors needed, based on NCSC Standards	31
# of jurors reporting for service	100
# of Unused Jurors Summoned and Qualified	19
# of Unused Jurors Reporting	69

Interpretation

The Juror Utilization for Jones County District Court is 19%. Based on NCSC standards, the Jones County District Court needed 31 jurors to impanel juries for this period, but had 100 jurors report for service, resulting in 69 more jurors than actually needed to impanel juries. In addition, the Jones County District Court summoned and qualified 19 more jurors than it needed to report.

Under-utilization of jurors can result in significant costs to the court in the form of juror fees and mileage paid to unused jurors and the administrative costs incurred in the summoning and qualification of unused jurors. A useful measure of administrative cost is the "cost per juror reporting for service." The NCSC does not routinely collect information about administrative costs of jury operations, but anecdotal reports suggest that these range from \$20 to \$25 in a reasonably efficient court.

Cost per juror reporting for service	\$126.05 
Excess administrative costs incurred by court	\$9,607 
For unused number of jurors reporting	\$8,697
For unused number of jurors summoned and qualified	\$910

Additional costs are incurred by the jurors themselves (lost wages/income and unreimbursed out-of-pocket expenses) and their employers (lost wages/salaries paid, lost productivity). Some costs such as juror satisfaction and public trust and confidence in the justice system are not quantifiable in monetary terms, but can be significant nonetheless.

Lost income/lost wages paid (based on # of excess jurors who reported)	\$6,732 
Lost productivity (based on # of excess jurors who reported)	\$22,223 

The court's ability to reduce direct and administrative costs depends on its ability to improve one or both components of juror utilization and to calibrate the number of jurors summoned and qualified to the improved utilization rates. Click [here](#) for information about techniques to improve juror utilization.

Supplemental JMT Tools

Users can select supplemental tools to explore areas of comparative weakness in jury operations that were revealed in the Jury Yield and Juror Utilization Reports. To access supplemental tools, click on the Additional Tools tab in the menu. Then select the desired tool. Mark the radial button next to the supplemental tool and click on the “Run Selected Tool” button at the bottom of the screen to select the tool. Each tool will provide an introduction and overview of the tool features and will request additional information about detailed areas of the user’s jury operations. Many of the supplemental JMT tools also provide downloadable applications and brief descriptions of best practices related to that topic.

Master Jury List Evaluation Tool

This tool is designed to assess geographic representation of the master jury list by zip code as compared to the adult, jury-eligible population; calculate the inclusiveness of the master jury list based on U.S. Census data information about current adult population statistics; and provide best practices, including recommendations about whether to supplement the master jury list with additional source lists and how to improve accuracy. There are instructions for the downloadable geographic representation worksheet on how to identify zip codes within the court’s jurisdiction, and also how to determine the number of adults living in each zip code.

Non-Response/Failure-to-Appear Tool

This tool is designed to help you assess the current programs your court is implementing and also calculate the impact of follow-up procedures. Once selecting the radial button next to the Non-Response/Failure-to-Appear Tool, users will enter detailed information about existing follow-up procedures in the court and FTA jurors. The information collected will then estimate expected increase in juror yield that would result from implementing different follow-up programs, and estimate the anticipated fiscal impact of those follow-up programs. Information about the existing follow-up programs for 1-step and 2-step courts differs slightly in the fact that for the 2-step courts, there are separate fields for the qualification questionnaire and summons, whereas for 1-step courts, there is only one field for both qualification questionnaire and summons.

Excusal Tool

This tool is designed to assist courts in managing their hardship excusals so that they are granted only when truly necessary significantly reduces their costs. Once selecting the radial button next to the Excusal Tool, users will enter data that will help identify factors that might contribute to financial hardships. For instance, user’s will be asked to identify the average length of a jury trial, the amount paid to jurors on the first day of service, whether the court employs a graduated fee program, and if the jurors are reimbursed for mileage, etc. The tool will then evaluate the excusal rate for the court, and suggest policies to address these factors mentioned above.

Fair Cross Section Tool

This tool is designed to help users document the demographic composition of the jury - that is, the collective group of prospective jurors that reports to the courthouse for jury service. Once selecting the radial button next to the Fair Cross Section Tool, users will enter data based on a survey tabulation worksheet. There is a downloadable survey tabulation worksheet and jury pool survey and distribution instructions to help assist the user with data entry. Once data has been entered, this tool will provide a brief primer on fair cross section jurisprudence, and calculate absolute and comparative disparity based on jury pool demographics and US Census Bureau statistics. The NCSC does recommend that the courts measure the demographic composition of the jury pool using the U.S Census Bureau data information about the jury-eligible population of the community.

Online/IVR Technology Tool

This tool is designed to provide a worksheet with which to estimate the potential savings from implementing Online/IVR Technologies, a survey to determine the proportion of the jury pool that would likely use these technologies if they were available, and a monograph describing best practices for implementing IVR and online capabilities in jury automation.

2-Step to 1-Step Conversion Tool (available only to courts with 2-step jury operations)

This tool is designed to provide a court-specific report on calculated cost-savings and jury yield, as well as provide step-by-step expertise on a conversion approach referencing expected setbacks and how to efficiently transition procedures. Once selecting the radial button next to the 2-Step to 1-Step Conversion Tool, the toolbox will calculate the likely improvement in jury yield that would be achieved through conversion from a two-step to a one-step jury process, and calculate the estimated cost savings for the court including postage and printing.