

Jury Managers' Toolbox

Users Manual

Jury Managers' Toolbox

Welcome to the Jury Managers' Toolbox, an online diagnostic tool designed to help state court administrators and jury managers evaluate and improve jury management operations and procedures. The Jury Managers' Toolbox was developed by the Center for Jury Studies, National Center for State Courts, 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. Use of the Jury Managers' Toolbox is restricted to court administrators, clerks of court, jury managers, and other administrative staff of state and local courts in the United States.

To access the Jury Managers' Toolbox, you must have a User ID and Password.
[REGISTER ▶](#)

If you already have a User ID and Password, log in above next to the gavel.

Forgot your User ID or password? [Click Here](#) to reset your password.

Learn more about the Jury Managers' Toolbox at  [Online Tutorial](#)

Download the  [User's Manual](#)

[Contact us](#) for additional information about the Jury Managers' Toolbox.

User ID:
Password:


Center for Jury Studies


National Center for State Courts

 State Justice Institute

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What is the Jury Managers' Toolbox?

The Jury Managers' 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 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 Jury Managers' Toolbox 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 Jury Managers' Toolbox directs users to supplemental tools to address identified areas of weakness related to the following areas:

- Undeliverable summonses;
- 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;
- Detailed juror utilization; 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 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 Jury Managers' Toolbox is free to state and local court personnel and is available at <http://www.jurytoolbox.org>. The NCSC Center for Jury Studies reserves the right to restrict access to the Jury Managers' Toolbox to state court administrators and jury managers.

Registration and Logon to the Jury Managers' Toolbox

To use the Jury Managers' Toolbox, you must first register as an authorized user. To do so, go to the JMT homepage at <http://www.jurytoolbox.org>. The JMT can also be accessed from the Jury Managers' Toolbox tab on the NCSC Center for Jury Studies website at <http://www.ncsc-jurystudies.org/JMT/>.

Individuals who have already registered as an authorized user should enter their user id and password in the area directly below the gavel on the JMT homepage. If you have forgotten your user id or password, the Toolbox homepage includes a link to request that this information be sent to your registered email address. To request this information, click on the "Click here" link beside "Forgot your User ID and Password?"

Individuals who have not previously registered should click on the "Register" button to be directed 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  icon for information about allowable entries, field definitions, or other questions about data entry fields in the Jury Managers' Toolbox. Each of these items is discussed below.

Court Information

Court Name: Enter the formal name of the court in the text field provided (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 and the District of Columbia.

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

Jurisdiction Scope: Indicate whether the court serves a single county, multiple counties within a judicial circuit or region, or a single locality within a larger county or judicial jurisdiction.

Jurisdiction Type: Indicate whether the court is a general jurisdiction or limited jurisdiction court.

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 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. If the person is ineligible to serve as a grand or petit juror, the court informs the person not to report for service.

New User Registration Screen


Online Tutorial

New User Registration

! 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 (see JMT Privacy Policy, at right).

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.

Enter information on the Court to be registered:

Court Name

State

County

Jurisdiction

Scope Single County
 Multiple County
 Single Locality/Municipality

Type General Jurisdiction
 Limited Jurisdiction

Jury Operation One Step ?
 Two Step ?

Court ID ?

Password ?

Confirm Password

Enter Court Liaison Information:

First Name

Last Name

Title

Email Address

Court

Mailing Address

Mailing Address Line 2

City

State

Zip

Telephone

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 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 authorized court liaison, but reserves the right to analyze information entered into the database for internal research purposes.

Click **"I accept"** to continue.

"I accept"

REGISTER ▶

Court ID and Password

Next, the user should select a Court ID and password to logon to the Jury Managers' Toolbox. The Court ID can be up to 20 characters long, and 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.

Court Liaison Information

The Jury Managers' Toolbox requires a name and contact information for each authorized user. Although each court may have multiple users, the Jury Managers' Toolbox requires that all users have sufficient authority to provide written authorization to release court or jury operations information as needed. All of the 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 built in 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.

Jury Managers' Toolbox Privacy Policy

To use the Jury Managers' Toolbox, users must enter detailed information about their jury operations into a secured database housed on the NCSC Internet server using password protected access. Individual users can retrieve their own information, but cannot access information entered by other users. The NCSC provides limited administrative access to the Jury Managers' Toolbox database to individual members of the Conference of State Court Administrators (COSCA). The NCSC will not release identifying information about individual users or courts, but reserves the right to use information entered on the Jury Managers' Toolbox database for internal research purposes.

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

Core Jury Managers' Toolbox Functions

The initial focus of the Jury Managers' Toolbox is to calculate and evaluate two key performance measures for jury operations: jury yield and juror utilization. To generate these calculations, users are directed to enter detailed information about jury operations on three successive data entry screens. The first screen (Step 1) documents information about the number and disposition of qualification questionnaires and jury summonses mailed by the court during a specified period of time (jury yield). The second screen (Step 2) documents annual jury operations costs for the court. The third screen (Step 3) documents information about whether jurors who reported for jury service were actually needed to impanel juries (juror utilization). After completing the first three steps, users generate the Jury Yield Report or the Juror Utilization Report for their courts (Step 4). At Step 5, users can access supplemental tools that provide additional diagnostic information as well as information on effective strategies to improve jury operations. These supplemental tools focus on aspects of jury operations that most often contribute to poor performance.

Navigation Menu

Each of the user screens in the Jury Managers' Toolbox features a navigation menu on the left-hand side of the screen. The dark brown print indicates the user's current location in the Jury Managers' Toolbox. After completing Steps 1 through 3, the user can move to different areas of the Jury Managers' Toolbox by clicking on the area he or she wishes to use.

Online Tutorial

Next to the gavel at the top of each of the user screens is an "Online Tutorial" icon.



Clicking on the icon will launch an audio/video clip that briefly describes the function of the screen including data definitions. The audio/video clip is designed to launch in Windows Media Player. This application must be available on the user's computer to function. To download a free version of Windows Media Player, go to

<http://www.microsoft.com/windows/windowsmedia/default.mspx> and then follow the directions.

Step 1	Enter Jury Yield Information
Step 2	Enter Information about Jury Costs
Step 3	Enter Information about Juror Utilization
Step 4	Run Jury Yield and Juror Utilization Reports
Step 5	Pick Additional Tools
	■ Undeliverable Summons
	■ Master Jury List Evaluation
	■ Non-Response/ Failure-to-Appear
	■ Excusal
	■ Fair Cross Section
	■ Online/IVR Technology
	■ Juror Utilization
	■ 2-Step to 1-Step Conversion

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.



“Save” Buttons

At the bottom of each user screen are a series of “Save” buttons.



The “Save” button simply saves any data that the user enters on the screen into the Jury Managers’ Toolbox database. It is not necessary to complete all of the data fields on the screen to save the information. In fact, users should save their work periodically as they work to avoid losing data in case of power failure or a significant work interruption. If the Jury Managers’ Toolbox is left idle for longer than 20 minutes, the NCSC server will automatically time out. Data that has already been saved can be accessed by the user after logging back onto the system. But data that was entered on the user screen but not saved into the Jury Managers’ Toolbox database will be lost.

The “Save and Continue” button saves all of the information entered on the user screen and moves to the next user screen. Unless all of the data fields on the user screen are filled, the Jury Managers’ Toolbox will return an error message directing the user to complete the page before continuing to the next screen.

The “Save and Logoff” button saves any information entered on the user screen, logs the user off the system and returns the user to the Jury Managers’ Toolbox homepage.

The “Clear Screen” button deletes any information that the user has entered on the user screen, but does not affect information that has been previously entered and saved into the Jury Managers’ Toolbox database.

Supplemental Tools

The supplemental tools (Step 5) provide additional diagnostic reports for various aspects of jury operations. In addition, the supplemental tools include a variety of downloadable tools such as juror surveys, survey tabulation worksheets and other spreadsheet applications, and brief monographs that provide more detailed descriptions of problem areas in jury operations and targeted strategies for addressing those areas.

Step 1: Jury Yield for One-Step and Two-Step Courts

Step 1 of the Jury Managers’ Toolbox is the data entry screen for juror yield. At Step 1, 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 address.” 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 data 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 Jury Managers’ Toolbox 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 Jury Managers’ Toolbox can run quarterly, monthly or even weekly reports. The data for these interim periods can be saved as a “snapshot” and trends over time can be displayed in graphical format. See Saving and Displaying Historical Data.

ers' Toolbox Online Tutorial

Jury Yield For Two Step Courts ?

Qualification Yield Information

Enter the following:

Other Calculate time period

11/2/2010 Beginning Date (mm/dd/yyyy)

3/31/2010 End Date (mm/dd/yyyy)

Number of qualification questionnaires

15,400 Mailed ?

2,460 Returned undeliverable ?

1,961 Not responded to ?

Number of prospective jurors

3,921 Disqualified ?

0 Exempted ?

1,337 Excused from service ?

Summoning Yield Information

Enter the following:

Other Calculate time period

1/1/2010 Beginning Date (mm/dd/yyyy)

3/31/2010 End Date (mm/dd/yyyy)

Number of summonses

5,635 Mailed ?

25 Returned undeliverable ?

78 Not responded to ?

Number of prospective Jurors

217 Disqualified ?

0 Exempted ?

239 Excused from service ?

103 Deferred to new term ?

669 Deferred from previous term ?

SAVE SAVE & continue

SAVE & logoff CLEAR screen

ers' Toolbox Online Tutorial

Jury Yield For One Step Courts ?

Enter the following:

Annually Calculate time period

1/1/2008 Beginning Date (mm/dd/yyyy)

12/31/2008 End Date (mm/dd/yyyy)

Number of qualification questionnaires/summonses

20,000 Mailed ?

2,000 Returned undeliverable ?

8,000 Not responded to ?

Number of prospective jurors

1,000 Disqualified ?

0 Exempted ?

1,000 Excused from service ?

1,000 Deferred to new term ?

1,000 Deferred from previous term ?

SAVE SAVE & continue

SAVE & logoff CLEAR screen

Time Period: Using the pull down menu, indicate the period of time for which information about jury yield is being entered (annual, monthly, weekly, daily, other). If you select “other,” the Toolbox will automatically calculate the time period based on the length of time between the start and end dates in the next two data entry fields. For these, you can use the calendar icons or you can manually enter the dates. Note, the NCSC Center for Jury Studies recommends that users initially collect information for the most recent 12-month period or calendar year.

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: Use the calendar icon or manually enter the ending date for data entry using a mm/dd/yyyy format.

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. 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.)

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 in 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; 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 in 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 Step 1 directly from management reports generated by the court’s jury automation system. However, some users may find it easier to collect all of the information needed for the first three screens before entering them into the Toolbox database. To download a form listing all of the information you will need, click on the “User Input Form” button at the bottom of the screen. The “User Input Form” button opens a popup window from which you can download two different documents. The first “download now” is a three-page PDF file that lists all of the data fields that must be filled in to complete Step 1 through Step 3 of the Toolbox. The second “download now” will open an excel spreadsheet, entitled Jury Yield Tabulation Worksheet,” that assists the user with manually tracking information about jury yield on a day-to-day basis. The Excel spreadsheet will calculate and display the totals for each summons disposition category at the bottom of the page.

Step 2: Annual Jury Operations Costs

At Step 2, the user will need to enter information about the annual cost of jury operations. Cost information can be based on budgeted or actual costs. This information will be used to calculate the fiscal impact of various jury management practices. 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

Jury Managers' Toolbox Online Tutorial

Jury Operation Costs - Annual Budget ?

Enter the following:

- \$ Jury staff salaries including benefits
- \$ Jury automation expenses including vendor licensing
- \$ Jury facility expenses including maintenance, janitorial, amenities
- \$ Printing expenses
- \$ Postage expenses total
- \$ Personal service
- \$ Juror fees
- \$ Mileage reimbursement
- \$ Other expenses (e.g., hotel, meals, transportation for sequestered jurors; other miscellaneous jury-related expenses).

user on this data entry screen omit actual expenses related to jury operations, cost estimates calculated by the Jury Managers’ Toolbox 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.

Step 3: Juror Utilization

In Step 3, 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 a certain period of time in order for the JMT to accurately evaluate juror utilization, especially with respect to panel size. Click on the “User Input Form” beneath the navigation window to download the “Juror Utilization Monthly Tabulation Worksheet” 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.

Step 4: Run Jury Yield and Juror Utilization Reports

From Step 4 of the JMT, you can select either the Jury Yield Report button or the Juror Utilization Report button and click “Run Report.” 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 Step 4 of the JMT should still be available.

Jury Yield Report

The Jury Yield Report provides basic information about the jury yield performance measure and displays the data entered by the user on the Step 1 screen so that the user can easily determine if the calculated results reveal incongruous or unexpected findings. 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).

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. The qualification yield statistics for 2-step

courts are based on overall jury yield statistics 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 Jury Managers' Toolbox displays an "X" next to that component. 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.

Sample Jury Yield Report:

Jury Managers' Toolbox

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Jury Yield Report for Jones County District Court, Virginia

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 summonsed, 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 off-set 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 CourTools Measure 8 \(Effective Use of Jurors\)](#). A customized analysis of the data you entered for your court has been used to calculate jury yield. Comparison data to other courts in your state and to other one-step courts of similar size is also provided. Finally, a brief interpretation of the data analysis is summarized at the end.

Data Entered for Jones County District Court

Beginning Date : 1/1/2008
 End Date: 12/31/2008

of qualification questionnaires/summonses:

Mailed	20,000
Returned Undeliverable	2,000
Not responded to	8,000
# of prospective jurors:	
Disqualified	1,000
Exempted	0
Excused	1,000
Deferred to new term	1,000
Deferred from previous term	1,000

Calculated Results

	Jones County District Court	General Jurisdiction Courts in Virginia	Similar Sized One-Step Courts in the United States	If marked with an X, your results exceed average levels for similarly sized courts. Additional explanation or more detailed tools are available by clicking the links below.
% of Qualification questionnaires/summonses:				
Returned Undeliverable	10%	7%	14%	Undeliverable Summons Tool
Not responded to	40% X	7%	11%	Non-Response/FTA Tool
% of prospective jurors				
Disqualified	5%	5%	10%	Additional Explanation
Exempted	0%	11%	7%	Additional Explanation
Excused	5%	4%	10%	Excusal Tool
Deferred to new term	5%	4%	8%	Additional Explanation
Deferred from previous term	5%	%		Additional Explanation
Jury Yield: % of jurors qualified and available	40%	62%	41%	

Interpretation

The jury yield for Jones County District Court is 40%. This compares unfavorably to other courts in Virginia and is comparable 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.

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.

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. The formula for lost productivity assumes that employers might ultimately make up as much as 50% of the lost productivity when their employees return from jury service, so this estimate is a very conservative estimate of lost productivity.

Jury Managers' Toolbox

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Juror Utilization Report for James City County Circuit Court, Virginia

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.

$$\text{Juror Utilization} = \text{Percent Told to Report} \times \text{Percent Sent for Jury Selection} \times \text{Percent of Panel Used}$$

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. 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.

A summary of the data entered for your court and the calculated juror utilization figures are provided below.

Data Entered for James City County Circuit Court		
Beginning Date: 2/1/2012		
End Date: 12/29/2012		
Number of Jurors:		
reporting for service	280	Note: No costs were included for Mileage, Other Expenses in the calculation of total jury operation costs. As a result, the administrative costs per juror reporting may be more than is reflected in this calculation.
told not to report for service	60	
sent to a courtroom for jury selection (voir dire)	220	
utilized in incomplete jury selection	100	
impaneled or sworn (jurors/alternates)	52	
removed for cause/hardship	20	
removed by peremptory challenge	48	
Total annual budget for jury operations	\$162,500.00	more info
Calculated Results		
James City County Circuit Court		
% told not to report		18%
% sent to a courtroom for jury selection (voir dire)		79%
% of panel used		100%
Juror Utilization = Percent Reporting * Percent to Voir Dire * Percent of Panel Used		65%
# of jurors needed, based on NCSC Standards		148
# of jurors reporting for service		280
# of Excess Jurors Summoned and Qualified		29
# of Excess Jurors Reporting		132
Interpretation		
The Juror Utilization for James City County Circuit Court is 65%. Based on NCSC standards, the James City County Circuit Court needed 148 jurors to impanel juries for this period, but had 280 jurors report for service, resulting in 132 more jurors than actually needed to impanel juries. In addition, the James City County Circuit Court summoned and qualified 29 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	\$76.97	more info
Excess administrative costs incurred by court (based on excess number of jurors reporting)	\$11,658	more info
For excess number of jurors reporting	\$10,160	
For excess number of jurors summoned and qualified	\$1,498	
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)	\$19,375	more info
Lost productivity (based on # of excess jurors who reported)	\$43,192	more info
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.		

Saving and Displaying Jury Yield and Juror Utilization Trends Over Time

A 2012 upgrade to the Toolbox permits users to save a snapshot of jury yield and juror utilization data for a specified period of time and use the snapshot to display trends in jury yield or juror utilization over time in a graphical format.

To save a snapshot, click on the **Capture Snapshot** icon located at Step 4 on the Navigation Menu. This will save selected statistics for these periods in a separate database for future use. A confirmation that the snapshot was successfully saved will appear on the screen. There is no limit on the number of snapshots that can be saved for future use, but each snapshot must have a different time period.



To view previously saved snapshots, click on the **Historical Data** icon located below the Navigation Menu. The next screen gives two options: (1) view previously saved jury yield and juror utilization snapshots or (2) delete previously saved jury yield and juror utilization snapshots. Click on the radial button for the preferred option, then click "Go."



If you chose to view previously saved jury yield or juror utilization snapshots, the next screen will display all of the time periods that have been saved. Check the time periods that you wish to display, then click refresh to update the graph.

Jury Managers' Toolbox

Step 1 Enter Jury Yield Information

Step 2 Enter Information about Jury Costs

Step 3 Enter Information about Juror Utilization

Step 4 Run Jury Yield and Juror Utilization Reports

Step 5 Pick Additional Tools

- Undeliverable Summons
- Master Jury List Evaluation
- Non-Response/Failure-to-Appear
- Excusal
- Fair Cross Section
- Online/VR Technology
- Juror Utilization
- 2-Step to 1-Step Conversion

Jury Yield Dates

1/1/2012 - 1/31/2012

2/1/2012 - 2/29/2012

3/1/2012 - 3/31/2012

Refresh

Jury Yield

Period	Yield (%)
1/1/2012 - 1/31/2012	28
2/1/2012 - 2/29/2012	20
3/1/2012 - 3/31/2012	15

If you chose to delete previously saved snapshots, the screen will display all of the time periods that have been saved. Select the periods to delete and click the “Delete” button. The JMT will ask you if you are sure that you want to delete the selected snapshots. Click yes to confirm your choice, or cancel to return to the screen. Once the snapshot has been deleted, it is permanently removed from the JMT database; it cannot be retrieved.

Jury Managers' Toolbox

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Step 2 Enter Information about Jury Costs

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Step 4 Run Jury Yield and Juror Utilization Reports

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- Master Jury List Evaluation
- Non-Response/Failure-to-Appear
- Excusal
- Fair Cross Section

Jury Yield Dates

1/1/2012 - 1/31/2012

3/1/2012 - 3/31/2012

Message from webpage

Are you sure you want to delete the selected snapshots?

OK Cancel

Delete

Step 5: Supplemental JMT Tools

At Step 5, 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. 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.

Undeliverable Tool

This tool is designed to help you identify which of these three possibilities is contributing to the undeliverable rate so your court can implement the most effective solution to address those problems. Once selecting the radial button next to the Undeliverable Summons Tool, users will enter data that seeks information about court operations that tend to increase the undeliverable rates for qualification questionnaires and jury summonses. The number of questions that you will have to answer depends on whether your court operates a one-step or two-step jury system. For the one-step systems, the Toolbox focuses only on the process of compiling the master jury list and local efforts to identify incorrect addresses before mailing the jury summonses. For two-step systems, that Toolbox differentiates between local efforts to identify incorrect addresses at the qualification and summoning stages as well as the time lag between these stages.

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.

Juror Utilization Tool

This tool is designed to identify the causes that contribute most to under-utilization in the court and provide specific tools and guidance on how to address these issues. Once selecting the radial button next to the Juror Utilization Tool, users will enter information used to identify the causes that contribute most to under-utilization. To determine which of these factors is contributing to issues with utilization, additional information about the rate and timing of trial starts and the court's mechanisms for cancelling jurors will be collected using a Trial Start Worksheet. Additionally, there is a downloadable panel size worksheet to assist the user if further calibration of panel sizes is necessary. Once data has been entered, this tool will provide specific guidance on how to address these issues.

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.