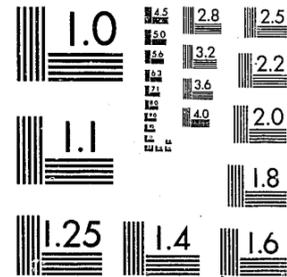


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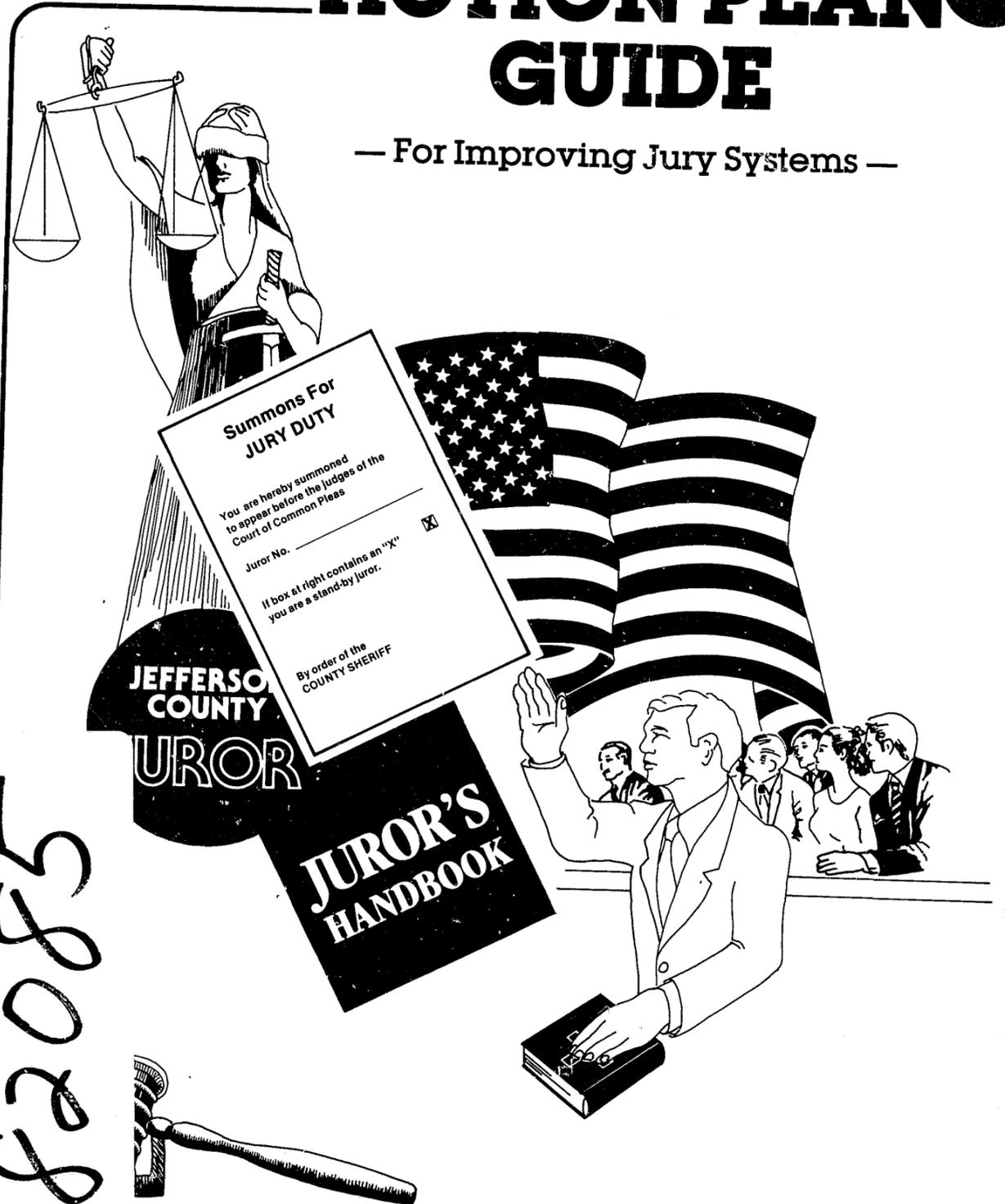
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ACTION PLAN GUIDE

— For Improving Jury Systems —



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ACTION PLAN GUIDE

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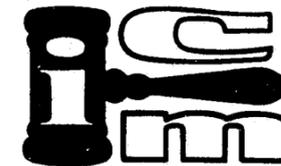
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PREFACE

This Action Plan Guide has been developed as part of the LEAA Juror Utilization and Management Incentive Program. It is intended to accompany the Methodology Manual for Jury Systems prepared by the Center for Jury Systems, McLean, Virginia. The Methodology Manual defines twelve elements for jury management and provides performance standards for each. This Guide complements the twelve elements by describing a process that has proven effective for successfully implementing jury system improvements in a court.

This Guide will be useful to the court that:

- has completed an assessment of its jury system as described in the Methodology Manual;
- desires to improve its jury system by saving money for the court, time for citizens and employers, while insuring the use of defensible practices.

We wish to acknowledge the contributions of Tom Munsterman, Chip Mount, and Judy Hawes of the Center for Jury Studies. In addition, leadership and support were provided by the LEAA Project Management Team consisting of John Gregrich, Kathy Swartz, and Eric Peterson. Finally, we appreciate the advice of Maureen Solomon, Consultant to the JUM Project, and the assistance of Harvey E. Solomon, Executive Director of the Institute for Court Management.

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Appendix A. System Documentation

Appendix B. Jury System Costs

WHAT IS AN ACTION PLAN?

An action plan provides court managers* with systematic guidelines to follow when planning major improvements in a jury system. Much like the blueprint guides the builder and the flight plan guides the pilot, the action plan provides the framework for analyzing the entire jury system and planning the implementation of necessary improvements.

The recommended procedures for developing an action plan are encompassed in the five steps described in this Guide.

Step 1 asks the question, "How good is your jury system?" The questions raised by completing the analysis must be considered as court managers determine priorities and identify objectives.

Step 2 asks the questions, "How will the new system operate?" and "What must be done to implement the desired changes?" This step describes how a complete description of current operations, through a technique called "Walk the Track," will help a court manager plan operational changes.

Step 3 asks the questions, "How much will it cost to operate the new jury system?" and "How much will it cost to implement the changes?" This step illustrates how costs and

* Court Manager, as used in this text, may refer to Court Administrators, Jury Managers, Clerks, or other personnel designated with the responsibility of managing the jury system.

resources necessary to operate the present and proposed systems can be collected and reported.

Step 4 brings together the results of the previous steps into one document which can be submitted to the judges in the form of a proposal seeking their commitment to the project.

Step 5 describes how the system documentation (prepared in Step 2) may be used to (1) develop a timetable for scheduling and controlling the project, and (2) develop a chart for delegating responsibility for project implementation.

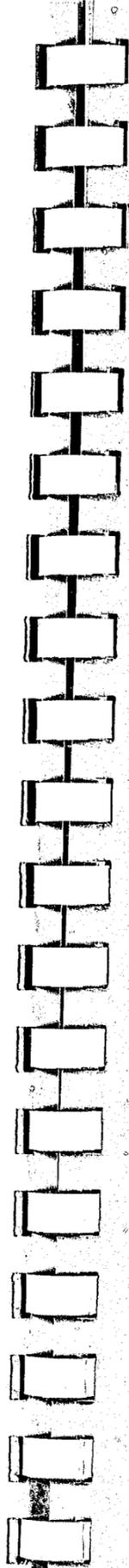
HOW TO USE THIS ACTION PLAN GUIDE

Court managers who have completed the assessment of their jury systems, as described in the Methodology Manual for Jury Systems, should proceed to page 21 of this Guide, state their objectives and priorities for jury system improvements, and then start the development of an action plan as described in Steps 2 through 5.

Others may prefer to devote thirty minutes to answer the question, "How good is your jury system?" To do so, they should proceed to the beginning of Step 1 and complete the general diagnosis. This analysis can be completed in less than one hour by a person who knows the number of jurors serving each year, and who has some knowledge of jury system operations and the related budget.

Once this general diagnosis is completed, management may wish to conduct a specific diagnosis - or detailed study - of its jury system. To complete the specific diagnosis the court manager will need at least three months of data and will need to analyze the data as specified in the pertinent sections of the Methodology Manual.

Having completed the detailed study, the court manager will then be able to proceed to page 21 of this Guide, state objectives and priorities for jury system improvements, and start the development of an action plan as described in Steps 2 through 5.



STEP 1
HOW GOOD IS YOUR JURY SYSTEM?

OUTLINE FOR STEP 1

Introduction
General Diagnosis
Specific Diagnosis
Objectives and Priorities for Jury System Improvements

THE PURPOSE OF STEP 1 IS TO:

- 1) Challenge the court manager to answer the question, "How good is your jury system?"
- 2) Provide a format which may be used to compare the performance of the jury system with recommended national standards.
- 3) Lead the court manager from data collection and analysis to setting objectives and priorities for jury system improvements.

The Center for Jury Studies and the Law Enforcement Assistance Administration, using the experience from many courts covering many years of jury system improvements, defined twelve elements for effective jury management. These elements, which they felt were the proven aspects of jury system improvements, provided the central focus for jury improvement in the states participating in the LEAA Incentive Program on Juror Usage and Management. While the process described in this Action Plan Guide may be applied to any set of system standards, the standards referred to in this Guide are those defined in the Methodology Manual for Jury Systems, prepared by the Center for Jury Studies.

STEP 1 - HOW GOOD IS YOUR JURY SYSTEM?

Step 1 is divided into three sections. The first section is a general diagnosis of the jury system and challenges the court manager to answer the question, "How good is your jury system?" Completing the general diagnosis will point to areas in the jury system in need of improvement. The court manager can then proceed to the second part of Step 1 which provides a more specific diagnosis. Having completed the specific diagnosis, the court manager is then in a position to complete the third part of Step 1 which is to state objectives and priorities for jury system improvements.

General Diagnosis

The form on the following page challenges the court manager to spend less than one hour answering the question, "How good is your jury system?" As stated previously, the questionnaire can be answered by a person who knows the number of jurors serving each year, and who has some knowledge of jury system operations and the jury system budget.

It may be necessary to perform some data analysis in order to answer some of the questions. Review of the appropriate material in the Methodology Manual, indicated in the third column of the foldout, will provide additional assistance.

Court managers who answer "yes" to all the questions may wish to terminate the process and send a press release to the local newspaper indicating how well the jury system is operating. For most court managers, however, the results of this analysis will raise some questions about the equity of the jury system, the amount of money being spent to operate the jury system, and the amount of hardship jury service is imposing on those citizens who serve.

A THIRTY MINUTE LOOK AT YOUR JURY SYSTEM

	<u>YES</u>	<u>NO</u>
A. Can you defend your jury system?		
1. Do you have an eligible population coverage of 85% or more?	_____	_____
2. Do you have a written and public excuse policy?	_____	_____
3. Do you select jurors at random at all times?	_____	_____
4. Are your jury system procedures written, public, and approved by the Bench?	_____	_____
B. Are you spending too much money on your jury system?		
1. Do you have combined qualification and summoning?	_____	_____
2. Do you use first class mail?	_____	_____
3. Does each juror serve in trial or voir dire on each day called in?	_____	_____
4. Do you have an administration cost per juror of less than \$5?	_____	_____
5. Do you have an orientation program lasting one hour or less on the first day of juror service?	_____	_____
6. Do you have a telephone call-in system?	_____	_____
C. Are you being fair to the citizens?		
1. Have you eliminated class exemptions?	_____	_____
2. Do you allow postponements?	_____	_____
3. Is your term of jury service one week or less?	_____	_____
4. Do you provide prospective jurors with instructions in the summons to minimize their calls to the court for further information?	_____	_____

**IF NO, PROCEED TO
METHODOLOGY MANUAL**

**BENEFITS TO BE DERIVED
IF SYSTEM IS IMPROVED**

Element 2	Defend system against legal challenge.
Element 4	Consistency. Defend system against legal challenge.
Element 2	Defend system against legal challenge.
Element 1	Defend system against legal challenge.
Element 3	Reduce paper work. Decrease postage. Increase yield. Cost savings.
Element 3	Cost savings
Elements 7-12	Improve juror satisfaction. Improve juror utilization. Cost savings.
Element 12	Cost savings
Element 5	Improve juror satisfaction. Assure efficient use of staff's time.
Element 10	Improve juror utilization. Cost savings.
Element 4	Increase yield.
Element 4	Improve juror satisfaction. Increase yield.
Element 6	Improve juror satisfaction. Increase yield.
Element 5	Improve juror satisfaction.

Specific Diagnosis

Court managers who wish to continue to analyze their jury systems should proceed to the appropriate section of the Methodology Manual indicated in the third column of the foldout. To complete this diagnosis, the court manager will need at least three months of data and will need to follow the analysis described in the Methodology Manual.

Having completed the data collection and analysis, the court manager then should be able to answer the diagnostic questions on the following worksheets and complete the Element Profile on page 20.

ELEMENT #1: JURY SYSTEM MANAGEMENT PLAN

STANDARD: Every jury system should have a written plan detailing the responsibilities, policies, costs, statutes, and operational procedures necessary for an effective and efficient jury system.

DIAGNOSTIC QUESTIONS:

YES NO

Does my court have a written Jury System Management Plan? _____

Is the plan sufficient enough in detail to defend the system against legal challenges? _____

In the event of my absence or retirement could a new manager use the plan as a guide for supervising day to day operations? _____

Has the Jury System Management Plan been reviewed by the Bar Association? _____

PLANNED EFFORT:

What are your plans for improving the jury system in this area?

ELEMENT #2: SOURCE LIST

STANDARD: The coverage of the source list(s) should exceed 85 percent of the population eligible for jury duty.

DIAGNOSTIC QUESTIONS:

YES NO

Does the present source list(s) have an eligible population coverage of 85% or more? _____

If not, is the coverage sufficient to defend against legal challenge? _____

What is the coverage of the source list(s)? _____

Are certain groups under-represented? _____

How often is the source list(s) updated? _____

Has every effort been made to provide a good source list? _____

PLANNED EFFORT:

What are your plans for improving the jury system in this area?

ELEMENT #3: QUALIFICATION AND SUMMONING

STANDARD: Qualification and summoning should be accomplished through the delivery of one document by first class or bulk mail. The yield of the combined process or of both processes taken together should exceed 40 percent.

DIAGNOSTIC QUESTIONS:

Is combined qualification and summoning used? _____

Is first class or bulk mail used? _____

What is the overall yield of the qualification and summoning process? _____

Is the overall yield of qualification and summoning 40 percent or more? _____

How much could be saved if the court:

	Personnel	Postage	Forms
Combined qualification & summoning	_____	_____	_____
Used first class mail	_____	_____	_____
Had an overall yield of 40%	_____	_____	_____

PLANNED EFFORT:

What are your plans for improving the jury system in this area?

ELEMENT #4: EXEMPTIONS, EXCUSES, AND POSTPONEMENTS

STANDARD: Class exemptions should be eliminated. Excuses should be granted only in cases of hardship. The court should develop a standard policy regarding the granting and grounds for excuses. Postponements should be readily available when valid grounds are presented. All exemptions, excuses, and postponements should be handled by mail or phone prior to reporting and should not require a personal appearance.

DIAGNOSTIC QUESTIONS:

- Estimate the yield increase if:
- class exemptions are eliminated _____
 - permanent excuses are minimized _____
 - postponements are allowed _____

Estimate how the excuse rate is affected by the term of service.

Are the excuse and postponement policies defensible against legal challenge? Yes _____ No _____

Estimate the cost savings if all excuses were handled by mail or phone prior to reporting and personal appearances were eliminated.

PLANNED EFFORT:

What are your plans for improving the jury system in this area?

ELEMENT #5: ORIENTATION

STANDARD: The check-in and in-court orientation process should be completed in less than one hour on the first day of attendance for anticipated assignment to court.

DIAGNOSTIC QUESTIONS:

	<u>YES</u>	<u>NO</u>
Is check-in and in-court orientation completed in one hour or less on the first day of juror service?	_____	_____
Does the orientation adequately explain (1) jury system procedures; (2) facilities; and (3) courtroom procedures?	_____	_____
Does the orientation explain courtroom procedures in too much detail?	_____	_____
Is there a standard format for orientation and is it delivered in a professional manner?	_____	_____
Estimate the cost savings if juror orientation was conducted the first day of service.		\$ _____

PLANNED EFFORT:

What are your plans for improving the jury system in this area?

ELEMENT #6: TERM OF SERVICE

STANDARD: A term of one-day/one-trial should be established by the applicant as standard jury system policy or should be achieved as the actual term of service.

DIAGNOSTIC QUESTIONS:

Is the term of service one week or less?	_____	_____
If the term of service was reduced would the yield increase? Estimate by how much: _____	_____	_____
Does the term of service cause a hardship on those summoned for jury duty?	_____	_____

PLANNED EFFORT:

What are your plans for improving the jury system in this area?

ELEMENT #7: JUROR UTILIZATION

STANDARD: Juror utilization standards are reflected in a number of indices that have been developed. These indices should address periods of at least one week.

- 1) Juror utilization is considered satisfactory if the percentage of prospective jurors present who experience voir dire equals or exceeds 100 percent. (Juror utilization in excess of 100 percent is possible through the reuse of challenged jurors.)
- 2) Juror utilization is considered satisfactory if the percentage of prospective jurors present who are sworn as jurors exceeds 50 percent.
- 3) The number of prospective jurors in service should not exceed the peak demand for voir dire or trial by more than 20 percent in any given week.

ELEMENT #9: CALENDAR COORDINATION

STANDARD:

- 1) The court should concentrate jury trial activity to achieve at least three trial starts on any day that the venire is called in.
- 2) The number of days on which prospective jurors appear and no jury trials begin should be less than 10 percent of the days when prospective jurors are called to court.

ELEMENT #10: STANDBY JURORS

STANDARD: The court should establish a procedure to predict the number of jury trials to be conducted a day in advance and have the means to notify prospective jurors of their need to report based on that prediction. Mid-day notification to augment the morning jury pool should be provided if advantageous to the citizen and the court.

ELEMENT #11: VOIR DIRE

STANDARD: One- or two-judge courts should be encouraged to use multiple voir dire practices extensively. Three- to six-judge courts should be urged to use the single day of empanelment method. Larger courts may find two or more empanelment days more suitable to their needs.

DIAGNOSTIC QUESTIONS FOR ELEMENTS #7, #9, #10, and #11:

Estimate the annual cost saving in jury fees if:

- overcall was minimized \$ _____
- jurors were reused \$ _____
- standby systems were instituted \$ _____
- mid-day call-in was instituted \$ _____

Estimate the extra cost involved if the court uses a standby call-in system when the court calls the juror. \$ _____

PLANNED EFFORT:

What are your plans for improving the jury system in these areas?

ELEMENT #8: STANDARD PANEL SIZES

STANDARD: The average number of panel members not reached in voir dire shall not exceed 10 percent of the standard panel size. The need for panels in excess of the standard size should be accomplished through prior-day notification.

DIAGNOSTIC QUESTIONS:

Estimate the savings in jury fees if panel sizes were minimized. \$ _____

PLANNED EFFORT:

What are your plans for improving the jury system in this area?

ELEMENT #12: MONITORING AND CONTROL

STANDARD: The cumulative result of individual actions affecting the utilization of jurors can be presented through indices which basically compare total time in jury service to productive time in jury service. These indices should be used:

INDICES	STANDARD	
	6-person juries	12-person juries
JDPT	24	40
PBI	18	30

Juror Days Per Trial (JDPT) - computed by dividing the number of juror days served by the number of trials.

People Brought In (PBI) - computed by dividing the number of juror days served, less the juror days on continuing voir dire or trials, by the number of trials.

DIAGNOSTIC QUESTIONS:

Does the court regularly review the performance of the jury system (i.e., collect, analyze data and compare against standards) and consider new standards for system performance? Yes ___ No ___

PLANNED EFFORT:

What are your plans for improving the jury system in this area?

Element Profile

Court _____
 Date _____
 Data Period _____

SYSTEM ELEMENTS	STANDARD	IS STANDARD MET?		CURRENT LEVEL	PLANNED EFFORTS
		Yes	No		
1. JURY SYSTEM PLAN	Develop Obtain approval	-	-	_____	_____
2. SOURCE LIST					
- Eligible population coverage	>85%	-	-	_____	_____
3. QUALIFICATION/SUMMONING	Combined				
- Mail	1st class/bulk	-	-	_____	_____
- Yield (total)	>40%	-	-	_____	_____
4. EXEMPTIONS, EXCUSES, POSTPONEMENTS					
- Class exemptions	None	-	-	_____	_____
- Excuses	Granted for hardship only	-	-	_____	_____
- Excuse policy	Develop written	-	-	_____	_____
- Postponements	Allow	-	-	_____	_____
- Exclusions	Mail or phone prior to rptng.	-	-	_____	_____
5. ORIENTATION	1st day of atndnce <1 hour	-	-	_____	_____
6. TERM OF SERVICE	OD/OT				
- Usual appearances in pool	One day	-	-	_____	_____
7. JUROR UTILIZATION					
- Voir dire attendance	>100%	-	-	_____	_____
- Trial attendance	>50%	-	-	_____	_____
- Service - Peak [Overcall] % Service	<20%	-	-	_____	_____
8. PANEL SIZES					
- Not reached	<10%	-	-	_____	_____
- Large panels	Prior notification	-	-	_____	_____
9. CALENDAR COORDINATION					
- Panel calls per day	>3	-	-	_____	_____
- Zero panel call days	<10%	-	-	_____	_____
10. STANDBY PANELS					
- Prediction formula	Develop	-	-	_____	_____
- Standby call-in	Develop	-	-	_____	_____
- Mid-day notice	Consider	-	-	_____	_____
11. VOIR DIRE					
- Multiple voir dire	Consider	-	-	_____	_____
- Single-day empanelment	Consider	-	-	_____	_____
12. MONITORING AND CONTROL	6- 12-Member				
- JDPT	24 40	-	-	_____	_____
- PBI	18 30	-	-	_____	_____

Objectives for Jury System Improvements

Completing the Element Profile provides the court manager with an analysis of the jury system. Considering the results of this analysis, management should answer the next two questions:

WHAT IMPROVEMENTS SHOULD BE MADE?

IN WHAT ORDER SHOULD THE CHANGES BE IMPLEMENTED?

The first question should be answered by consulting the data and conclusions compiled by the previous analysis. The results of this analysis should point clearly to areas of the jury system in need of improvement.

The second question addresses the order in which the changes should be implemented. Court managers usually consider three major factors when determining priorities for system change. The factor are: COST, EASE OF IMPLEMENTATION, and NEED.

There may be other important factors unique to a local court environment, but experience supports the consideration of at least these three in the process of determining priorities.

Cost. 1) Cash Outlay. How much will it cost to implement the improvements? Are funds available in the current budget or will a lack of funds necessitate postponement until the next fiscal year? Can the present personnel implement

the changes or will additional personnel be required?

2) Cost Savings. Some of the improvements may result in substantial cost savings for the court. For examples, note the number of times that a cost savings is indicated in the fourth column on page 8. Recognizing the areas where a cost savings might be realized could be a positive factor in determining priorities.

Ease of Implementation. Some jury system improvements are easier to implement than others; examples are, an orientation film (described in Element 5 of the Methodology Manual) and a standby juror call-in system (described in Element 10 of the Methodology Manual).

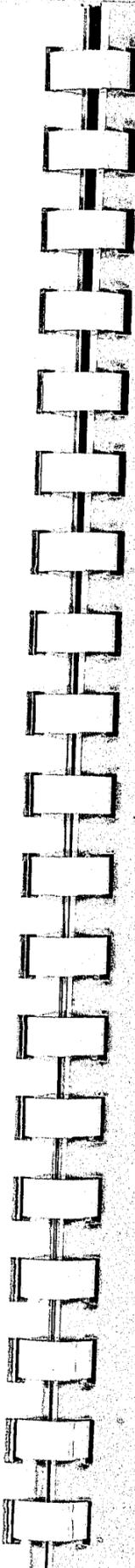
Need. How much does the court need this change in order to improve citizen satisfaction with juror service? Will this change improve the capacity of the court to meet constitutional and statutory requirements? Will this change improve the image of the jury system in terms of fairness, efficiency, and convenience to litigants and jurors?

When identifying priorities, consider these three major factors, where applicable, in addition to other factors which may apply to your particular location.

Provided below, as an example, is a completed copy of the worksheet entitled, "Objectives for Jury System Improvements". Completing this worksheet requires the court manager to state the major objectives for improving the jury system, or to answer the question, "What changes will be made?" The second column of this worksheet asks the question "When?" in terms of whether the improvements will be immediate or long range. The third and fourth columns require a brief statement of the factors or rationale that determined the priority given each objective. Information from this worksheet will be used to develop the proposal to the judges which is described in Step 4.

OBJECTIVES FOR JURY SYSTEM IMPROVEMENTS

WHAT What changes will be made?	WHEN Immediate or Long Range	WHY	
		Factors Considered	Benefits
<u>Term of Service</u> Reduce term of service from two weeks to one-day/one-trial.	Immediate	Need Reinforcement	Increase yield and juror satisfaction.
<u>Juror Utilization and Standby Jurors</u> Improve juror utilization by implementing standby juror system and developing a prediction formula.	Immediate	Need Cost savings Reinforcement	Improve juror utilization. Cost savings.
<u>Orientation</u> Improve juror orientation by replacing film with slide show and using juror handbook.	Immediate	Need Easy	Increase juror satisfaction.
Streamline juror check-in process by eliminating juror roll call.	Immediate	Need Easy	Assure efficient use of staff's time.
<u>Postponements</u> Allow postponements.	Immediate	Need	Increase yield and juror satisfaction.
<u>Source List</u> Increase coverage of source list.	Long Range	Need, Costly Difficult	Defend system against legal challenge.
<u>Qualification/Summoning</u> One step qualification and summoning.	Long Range	Cost savings Difficult	Increase yield, cost savings, decrease paper work and postage.



STEP 2

WALK THE TRACK OR DOCUMENTING SYSTEM OPERATIONS

OUTLINE FOR STEP 2

Introduction
Example - System Documentation
How to "Walk the Track"
Documenting the Present System
Documenting the Proposed System
Identifying Tasks
Statement of Major Procedural Changes

THE PURPOSE OF STEP 2 IS TO:

- 1) Describe the importance of documenting in detail the present system, proposed system, and tasks when planning major system changes.
- 2) Describe how to "Walk the Track".
- 3) Describe how to communicate system changes with staff and gain their support.
- 4) Illustrate how to summarize the system documentation into a Statement of Major Procedural Changes.

STEP 2 - WALK THE TRACK OR DOCUMENTING SYSTEM OPERATIONS

The analysis completed in Step 1 identified objectives for improving the jury system. Step 2 addresses the questions, "How will the new system operate?" and "What must be done to implement the desired changes?" This step describes how documenting the present system, proposed system, and tasks, through a technique called "Walk the Track" will assist the court manager in planning the implementation of the objectives.

This process is similar to the renovation of an old building. The builder initially examines the existing structure and documents in detail how the building is put together. It then becomes necessary to sketch an outline of the desired changes, drawing from the strengths and weaknesses of the existing building. The next step is to define the architectural and construction tasks necessary for renovation. These three steps, accompanied by a cost analysis, prepares the builder for a successful construction project.

Implementing change in the jury system is also a renovation project. The jury manager is working from an existing system, determining desired improvements, and defining the tasks necessary to implement the changes.

One of the keys to successfully implementing change is thorough and accurate documentation. Again, to use the building renovation as an example, one need not look far to see the results of poor documentation on the building of houses or other buildings. Attention to detail determines the quality of the construction. The level of detail applied to the documentation of the present system, proposed system, and tasks will determine the efficiency of the change process and the ultimate quality of the new jury system.

To emphasize the need for the manager to pay attention to detail and the necessity for close detailed documentation of the existing system, the title "Walk the Track" has been selected to describe the process of system documentation. Consider the attention to detail required by the railway track inspector as he literally "walks the track" looking for an imperfection or defect. A loose spike, a cracked tie, or a deteriorating bridge support, if undetected could result in tragedy. As court managers "Walk the Track" in courts, their attention to detail can have a profound effect on the outcome of the system changes.

"Walk the Track" is a process a manager should complete when planning major improvements. It is a technique used to identify and accurately describe the essential parts of a system.

When planning major system improvements, it is crucial that the present system, proposed system, and tasks be documented in detail. Thorough documentation of the existing system, will provide the opportunity to examine the current operations, step by step, and identify completely all essential parts. Documenting operational changes of the proposed system by specific operating steps will make it possible to observe how the proposed system will function, and it will provide the easiest and most effective way to explain changes to the court and other interested parties. By defining in detail the tasks necessary to implement desired changes, the court manager will be able to identify the impact the planned objectives have on the present system.

Completing the "Walk the Track" process will result in a detailed system documentation; an example is provided in the following foldout.

SYSTEM QUALIFICATION

PRESENT	PROPOSED	TASK
1) Jury Commissioners notify computer operation to randomly extract 20,000 names from voter registration list, not including those sent questionnaires within past two years.	1) Same except increase to 60,000.	1) Evaluate data to determine increased number to be qualified. Contact voter registration and determine if source list is large enough to handle increase in number being qualified. Consider multiple source list. Coordinate changes with computer operations. Review new procedures with staff. Revise timetable for mailing questionnaires to handle increase.
2) Computer prints labels (names and addresses) and delivers to Jury Commissioners.	2) Eliminate. Computer prints names and addresses onto continuous data mailers, sorts by zip code.	2) Design and order questionnaire form (obtain copies of forms used by other courts, design new form and circulate to key personnel for input, coordinate through County Purchasing Department). Coordinate changes with computer operations. Order pre-sorted zip code permit from post office. Notify staff of procedures for sorting mail by zip code.
3) Computer printout of 20,000 names (including addresses) delivered to Jury Commissioners. Juror number assigned alphabetically by computer.	3) Same.	3) Review need for printout with Jury Commissioners. Consider elimination.
4) Labels manually applied to envelopes by staff.	4) Eliminate. Computer prints names and address onto continuous data mailers.	
5) Preprinted questionnaires, letter of instruction and return envelope manually stuffed into cover envelope by Jury Commissioner's staff.	5) Eliminate with use of continuous data mailers.	
Cost - questionnaire, letter, return and cover envelopes-4.7¢ Postage - deliver & return <u>30.0¢</u> 34.7¢	Cost - data mailers 4.9¢ Postage - deliver 13.0¢ Postage - return postcard <u>10.0¢</u> 27.9¢	
6) Of 20,000 questionnaires mailed, 1,000 undeliverable, 4,000 no response, yield 75%.	6) Of 60,000 questionnaires mailed, estimate 3,000 undeliverable estimate 6,000 no response, estimate yield 85%.	6) Review data and estimate yield. Monitor yield.
7) Completed questionnaires screened manually by Jury Commissioners.	7) Same.	7) Consider keypunching returned questionnaires.
8) Questionnaires of those qualified alphabetized and delivered to computer operations for key punching (name, address, age, phone numbers and occupation).	8) Questionnaires of those qualified delivered to computer operations for keypunching (name, address, age, phone numbers and occupation).	8) Review with staff need for specific juror information and consider elimination and/or addition of information.
9) Yield - 9,000 or 45%.	9) Estimate yield 35,000 or 58%. Actual yield 37,800 or 63%.	9) Review data and estimate yield. Monitor yield.
10) Jury Commissioners take appropriate action against those who have not returned questionnaires.	10) Same.	10) Consult with Jury Commissioners to discuss possibility of computer forwarding second questionnaire to those who do not respond to first mailing.
11) Computer prepares alphabetical list of 9,000 qualified jurors. Six copies prepared and delivered to Jury Commissioners for distribution.	11) Same except eliminate distribution. One copy of list prepared and delivered to Jury Commissioners.	11) Determine if distribution of list can be eliminated.

SYSTEM SUMMONING

PRESENT	PROPOSED	TASK
1) Six weeks prior to each calendar quarter computer randomly draws 1500 names from Master List; each assigned to one of five two-week terms of service.	1) Monthly Court Administrator determines number of jurors to be summoned each day jury trials are scheduled for the next four weeks. At least half of those summoned are identified as standby jurors. Standby jurors are instructed in summons to call a certain telephone number the night before their service date and a recorded message informs them if they are to report.	1) Design and order new summon form. Obtain copies of forms used by other courts, design new form and circulate to key personnel for review and input, order new form through County Purchasing Dept. Coordinate design changes with computer operations. Order telephone answering equipment. Develop prediction formula.
2) Labels prepared by computer operations and delivered to Jury Commissioners. Labels applied manually to summons. Cost - summons 13¢ - postage 15¢ - return postage 10¢ 38¢	2) Eliminate. Computer prints names and address directly on summons. Cost - summons 5.8¢ - postage 15.0¢ - return postage 10.0¢ 30.8¢	2) Coordinate with computer operations.
3) Computer prepares six copies of printout (name, address, age, occupation, phone number) for each two week panel and delivers to Jury Commissioners. Juror number from Master List included on printout. List is alphabetized by computer.	3) Computer prepares three copies of printout (name, address, age, occupation, phone number) for each day jurors are summoned and delivers printout to Jury Commissioners. New juror number assigned to be used for standby system.	3) Consult with Jury Commissioners and determine if distribution can be eliminated. Coordinate changes with computer operations.
4) Computer prepares payroll sheets and roll call sheets for each two week panel and delivers to Jury Commissioners.	4) Eliminate. Payroll is computerized thereby eliminating payroll sheets. Roll call is eliminated and replaced with attendance sheets.	4) Consult with County Finance Director, Controller and Treasurer regarding computerization of payroll.
5) Jury Commissioners pull qualification questionnaires to correspond to names on printout for each two-week term of service. Questionnaires, which are a year old, are alphabetized and sent to Jury Marshalling Room for use during voir dire.	5) Eliminate. Replace with voir dire questionnaire which is mailed to jurors in summons packet with instructions to complete and bring with them their first day of service.	5) Obtain approval of Court Administrator and President Judge to eliminate old questionnaire and replace with new questionnaire. Design voir dire questionnaire to be included in summons packet and circulate to key personnel for review and input. Coordinate changes with Jury Commissioners and staff.
6) Jury Commissioners spot check names and addresses printed on summons prior to mailing.	6) Same. Jury Commissioners instructed to input any corrections to names and addresses into computer on-line.	6) Train Jury Commissioners to use computer terminals.
7) Summons and one copy of printout delivered to Sheriff's Office. Clerk in Sheriff's Office hand stuffs summons and information sheet into envelope.	7) Eliminate with use of new data mailers.	
8) Prospective jurors return card to Sheriff's Office acknowledging receipt of summons. Clerk in Sheriff's Office checks name on printout when card received. Jury Clerk takes appropriate action against those who do not return card acknowledging receipt of summons.	8) Same.	8) Review statutes and determine if acknowledgement card can be eliminated from summons.

SYSTEM EXCUSE/POSTPONEMENT

PRESENT	PROPOSED	TASK
1) Jurors requesting excuse from jury duty are instructed on their summons to write to the Court Administrator. All correspondence is to be received at least five days prior to their service date.	1) Same except requests must be received seven days prior to service date.	1) Change wording on summons; coordinate change with Court Administrator.
2) Requests to be excused from jury duty are reviewed by Court Administrator.	2) Same.	
3) Clerk in Court Administrator's Office sends form letter to all who request to be excused.	3) Replace letter with post card.	3) Design post card. Review draft of post card with Court Administrator prior to ordering.
4) Names of those excused entered into computer on-line by Clerk in Court Administrator's Office.	4) Same, except codes used: 1 - excused permanently 2 - excused, may be resummoned at a later date (these jurors are put into a separate file by the computer and if resummoned are summoned only as a regular juror).	4) Review new procedure with Court Administrator and coordinate changes with computer operations.
5) Requests for postponements denied.	5) Requests for postponements granted only if there is good reason. Requests for specific date for jury service denied.	5) Coordinate with computer operations and Court Administrator.
6) 300 summoned to serve two-week term of service, 150 excused, yield - 50%.	6) Because of reduced term of service being less of a hardship on jurors, estimate a yield of 75%. Actual yield - between 70% and 80%.	6) Estimate yield. Monitor yield.

SYSTEM Panel Assignment

PRESENT	PROPOSED	TASK
1) Court Clerks notify JMR of number of jurors required for trial	1) Same.	
2) Clerk in JMR enters data regarding panel request on-line (date, judge's name, courtroom, docket number, number of jurors requested).	2) Same.	
3) Computer prints four copies of panel list (name, address). Three copies of list sent to courtroom with jurors, fourth copy retained by staff in JMR.	3) Same.	3) Develop manual system for panel selection for times when computer is inoperative.
4) Upon completion of voir dire, Court Clerk returns panel list indicating rejected jurors to JMR. Rejected jurors return to JMR. Clerk in JMR enters names of jurors on-line for reassignment.	4) Upon completion of voir dire: - first day jurors return to JMR for possible reassignment, - second day jurors are dismissed directly from courtroom, - Court Clerk returns panel list to JMR indicating rejected jurors, Clerk in JMR enters names of jurors on-line for reuse.	4) Review procedures with staff. Coordinate with computer operations.
5) Jurors assigned to a trial that continues to following day are instructed by Judge to report directly to courtroom.	5) Same.	
6) Upon trial completion: - panel sheet indicating date and time trial completed returned to JMR with jurors, - Jury Clerk enters trial completion on-line.	6) Upon trial completion: - panel sheet indicating date and time trial completed returned to JMR by Court Clerk, - Jurors dismissed directly from courtroom, - Clerk in JMR enters trial completion on-line.	6) Review procedures with staff. Coordinate with computer operations.

SYSTEM REPORTING/ORIENTATION

PRESENT	PROPOSED	TASK
1) Jury Clerk delivers to staff in Jury Marshalling Room pay sheet and roll call sheet prior to date jurors arrive for two-week term of service.	1) Attendance sheets prepared each morning by computer operations and delivered to JMR prior to time jurors arrive. Roll call eliminated. Payroll computerized, therefore pay sheets eliminated.	1) Review new procedures with staff and coordinate changes with computer operations. Develop backup system for attendance when computer is inoperative.
2) Jury Clerk delivers to JMR qualification questionnaires which have been alphabetized.	2) Eliminate. Replace with voir dire questionnaire which is forwarded to jurors with summons.	2) Review new procedure with staff.
3) 9:00-9:30 - Jurors arrive, parking ticket stamped, badges distributed, jurors complete voir dire questionnaire. 9:30-10:00 - Roll Call 10:00-10:05 - Welcome by Court Adm. 10:05-10:15 - Instructions by Clerk. 10:15-10:45 - Film 10:45 - Jurors ready for panel assignment.	3) 8:30-9:00 - Jurors arrive, parking ticket stamped, badges distributed. Jurors turn in summons, voir dire questionnaire at registration desk. 9:00-9:05 - Welcome by Court Adm. 9:05-9:25 - Film 9:05-9:25 - During film, staff checks jurors present on attendance sheet. Eliminate roll call. 9:25-9:30 - Instructions by Clerk. 9:30 - Jurors ready for panel assignment.	3) Order new "juror" badges. Design and order "Juror Handbook" (obtain copies of handbooks from other courts, draft handbook and circulate to President Judge and Court Administrator for approval, retain artist to design cover for handbook, coordinate printing of handbook with Purchasing Dept.). Replace 30-minute film with 15 minute slide show (obtain copies of narrative used in other juror orientation presentations, draft narrative and circulate to President Judge for review and approval, order equipment, retain photographer, retain narrator, synchronize audio with visual). Review new orientation and registration procedures with staff.
4) Those jurors who do not report for jury duty are entered on-line as absent. Jury Staff takes appropriate action against those who do not report for jury duty.	4) Same.	

SYSTEM PAYMENT

PRESENT	PROPOSED	TASK
1) At end of two-week term of service Jury Clerk indicates on pay sheet the number of days each juror should be paid. Pay sheet forwarded to Controller's Office for processing.	1) Juror payroll (checks and pay register) prepared every Friday night by computer. Checks prepared for all jurors who reported during that week for one day of service and for all jurors who served on a trial that was completed during that week. Extra copy of pay register forwarded to Clerk in JMR for verification. Clerk notifies Controller's Office of any additions or deletions to pay register.	1) Review procedure for computerization of juror payroll with Controller, Treasurer and computer operations. Coordinate procedure with staff and Controller's Office.
2) Controller's Office prepares juror paychecks manually.	2) Eliminate. Computer prepares checks and forward to Controller's office (with pay register) for processing.	2) Coordinate with computer operations and Controller's Office.
3) Jurors receive checks approximately six weeks after end of service.	3) Jurors receive checks approximately one week after end of service.	

HOW TO WALK THE TRACK

Documenting the Present System

1. List in chronological sequence the activities involved in the jury system operation.
2. Identify personnel involved in each major activity.
3. Arrange individual interviews with personnel to identify specific operating steps.
4. Arrange group meeting with staff to review the completed documentation and to establish that the descriptions are both accurate and complete.
5. Document the costs and resources used to operate the present system (see Step 3).

Documenting the Proposed System

1. Identify objectives (see Step 1).
2. Arrange individual interviews with personnel to discuss how the new system should operate.
3. Arrange group meeting with staff to review the final documentation of the new system.
4. Estimate the costs and resources necessary to operate the new system (see Step 3).

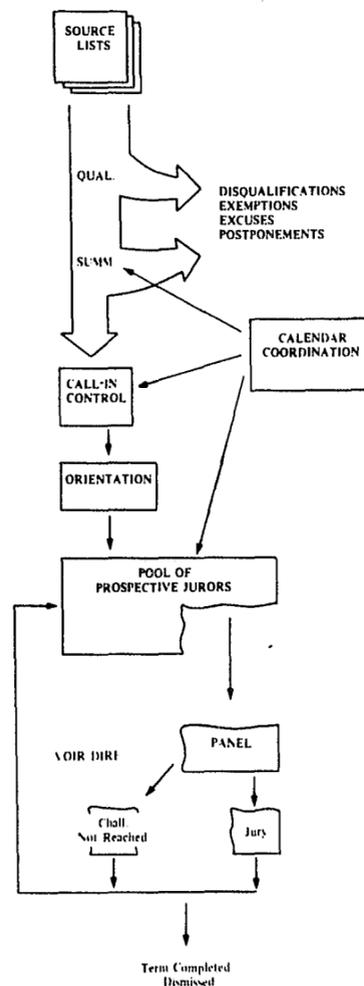
Identifying Tasks

1. Examine each operating step, both the present and the proposed, and determine what specifically must be done between now and the date of implementation to move from the present system to the new system.
2. Describe tasks in as much detail as possible.
3. Estimate the costs and resources necessary to complete the tasks (see Step 3).

Documenting the Present System

The first step in documenting the present system is to list in chronological sequence the activities involved in the jury system operation. The activities should be representative of the actual work flow process. Listed below is an example of a sequence of activities which is illustrated by the flow chart.

- 1) Source list
- 2) Qualification/summoning
- 3) Excuse and postponement
- 4) Call-in procedure
- 5) Reporting and orientation
- 6) Panel request and assignment



The second step in documenting the present system is to identify the personnel involved in each major activity. In large courts there may be many different offices or departments involved. In smaller courts the Court Administrator, Court Clerk, or Jury Commissioner would probably handle all aspects of jury operations. Some states have centralized administration in which the state itself is responsible for certain aspects of the jury system. Therefore, the number of people involved in the system will vary from court to court and state to state.

The third step in documenting the present system is to conduct individual interviews with employees to identify specific operating steps. The operating steps should include as many of the following details as possible:

Manual/Automated	Is the task performed manually or by a computer?
Who performs Who is responsible	Is the person who performs the task different from the person who is responsible for the task?
Paper work	Are there forms used to produce the task? Are reports generated?
Time	How long does it take to complete the task?
Cost	What does it cost to complete the task? What does each form cost?

The fourth step in documenting the present system is to review the descriptions of the specific operating steps with the staff to establish its accuracy and completeness. The objective in completing this review is to obtain consensus from staff members that the descriptions are accurate and complete.

The group interview may be the best technique for obtaining consensus. Copies of the system documentation should be distributed and the court manager should ask each staff member to review and approve or offer suggestions for modification.

After the present system has been completely described by specific operating steps, management should document the costs and resources necessary to operate the present system, a process which is described in Step 3.

Documenting the Proposed System

Implementing change successfully is one of the most difficult tasks that a manager will perform. In order to assure the successful implementation of objectives and a smooth transition from the present system to the new system, it is necessary that the manager plan the new system thoroughly, communicate changes to the staff, and gain the support of the staff.

Each operating step of the present system should be examined and a decision made as to how the task(s) should be modified, if at all, in order to implement the objectives. Examples of how the present system documentation can be used to describe the proposed system are provided in the foldout on page 29.

When planning the new system, management may find it effective to communicate individually with each staff member, define the objectives of the new system, and ask for his/her help in describing what the new system will look like. Having each staff member involved in the planning process is an excellent way for management to introduce the new system and gain the support of the staff.

The individual interview should begin with management providing a copy of the present system, described by operating steps, to the employee. Each operating step involving the

employee should be reviewed and a decision made as to how the task(s) could be performed under the new system.

It is very important that each staff member be interviewed individually and be involved in the planning process. Failure of management to communicate system changes to the staff and gain their support may result in failure of the project.

Listed below are some Do's and Don'ts the court manager should observe when conducting these interviews:

Do talk to each staff member individually and help each member identify his/her role in the new system.

Do attempt to capture the enthusiasm of the staff.

Do try to identify those staff members who are interested in the project and use them.

Do not try to plan the entire system by yourself; ask the employees for their help in describing how the new system should operate.

Do ask the employees for their help in identifying where problems might arise.

Do not hesitate to change your mind when an employee has a better idea for planning the new system.

Do not have an answer for each problem; let the staff participate in the decision making process.

Do not attempt to be responsible for all the changes; delegate to those who seem to be most interested in the project.

After the new system has been completely described by specific operating steps, management should estimate the costs and resources necessary to operate the new system, a process which is described in Step 3.

Identifying Tasks

The most comprehensive way to identify tasks is to examine each operating step, both in the present system and the proposed system, and determine what specifically must be done between now and the date of implementation to move from the present system to the proposed system. What management is actually doing is preparing a "do list", that is, listing those activities which must be completed to implement the objectives.

The impact of the following should be assessed when identifying tasks:

- 1) Space Will more office space be needed? Does the present jury lounge need to be remodeled?
- 2) Employees Can the present staff handle the new procedures? Will more staff need to be hired? Can some of the present staff positions be eliminated?
- 3) Equipment Is there equipment that needs to be purchased? For example, a telephone call-in system for the new standby jury system, or a projector for the new orientation film?
- 4) Computer Will a mini computer need to be purchased? Can the present computer be used? Have all changes affecting the computer been discussed with the Director of the Computer Department?

- 5) Policies Do new policies need to be established? For example, a new excuse policy or approval of the Board of Judges to reduce the term of service.
- 6) Job Descriptions Will job descriptions need to be rewritten? Should an orientation meeting with the staff be scheduled?
- 7) Procedures Have all new procedures been discussed with the staff? Does a new procedures manual need to be written? Does a prediction formula for the new standby system need to be developed?
- 8) Time Do time tables need to be revised?
- 9) Forms Do new forms need to be ordered? Does a larger quantity of forms need to be ordered? Do the new forms need to be approved before they can be ordered?

By defining in detail the tasks necessary to implement the objectives, management will be able to identify the impact the objectives have on the present system.

After all the tasks have been identified, management should estimate the costs and resources necessary to complete the tasks, a process which is described in Step 3.

Statement of Major Procedural Changes

A Statement of Major Procedural Changes is the product of the system documentation which was prepared by walking the track. This statement, in the form illustrated below, is the easiest and most effective way to communicate the effect the stated objectives will have on the present system. The items listed are the major tasks that need to be completed to implement the objectives. This statement will be used in the proposal to the judges described in Step 4.

<p style="text-align: center;"><u>MAJOR PROCEDURAL CHANGES TO</u> <u>IMPLEMENT OBJECTIVES</u></p> <p>OBJECTIVES: Reduce term of service from two weeks to one-day/one-trial.</p> <p style="padding-left: 40px;">Improve juror utilization by initiating a standby juror system and developing a prediction formula.</p> <p><u>Qualification</u></p> <ol style="list-style-type: none">1. Replace present qualification questionnaire with continuous data mailers.2. Modify present computer data base to handle increased paper work.3. Personnel, space and equipment remain same. <p><u>Summoning</u></p> <ol style="list-style-type: none">1. Replace present summons with continuous data mailers.2. Modify present computer data base to handle increased paper work.3. Order telephone answering device for standby jurors.3. Personnel and space remain same. <p><u>Excuse and postponement</u></p> <ol style="list-style-type: none">1. Replace excuse letter with postcard.2. Modify present computer data base to allow postponements.3. Personnel, space and equipment remain same. <p><u>Orientation</u></p> <ol style="list-style-type: none">1. Streamline orientation.2. Replace 25 minute film with 15 minute slide show.3. Design and order juror handbooks.4. Eliminate roll call.5. Personnel and space remain same. <p><u>Payment</u></p> <ol style="list-style-type: none">1. Computerize juror payroll to handle increased paper work.2. Staff in Controller's Office presently preparing juror payroll can be relieved of their duties and reassigned.3. Equipment and space remain same.
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STEP 3
ACCUMULATING AND REPORTING JURY SYSTEM COSTS

OUTLINE FOR STEP 3

Introduction
Accumulating Costs of the Present System
Estimating Costs of the Proposed System
Identifying Start-up Costs
Reporting Financial Information

THE PURPOSE OF STEP 3 IS TO:

- 1) Explain why it is important for the court manager to accumulate and report jury system costs when planning major system improvements.
- 2) Illustrate how to use the Jury System Cost Worksheet to itemize costs of the present and proposed systems.
- 3) Describe how to identify start-up costs of the new system.
- 4) Illustrate how to summarize jury system costs.

STEP 3 - ACCUMULATING AND REPORTING

JURY SYSTEM COSTS

Court managers must be provided with proper financial information to make decisions relative to the court's objectives. In order to justify current expenditures and to make accurate budget predictions, the necessary financial data must be collected and appropriately presented. This requires the development of a process for taking bits of information and converting them into meaningful reports.

There is no single system for accumulating and reporting financial information which can be used by all courts. The type of data needed by court managers will vary in relation to the size of the court and the degree of complexity of the system operations. However, when planning major system improvements, it is necessary to accumulate and report costs in three major areas:

- the present system;
- the proposed system;
- the start-up costs.

After accumulating costs in these areas, consider the recommendations for reporting financial information on page 48.

Accumulating Costs of the Present System

The Jury System Cost Worksheet is a convenient form for the court manager to use when tracking the costs of a jury system. The details of operating expenses are itemized on this worksheet, as illustrated below. The totals from this statement would then be transferred to a summary statement as described on page 48.

JURY SYSTEM COST WORKSHEET

	PRESENT ANNUAL COST
PERSONNEL	
2 Jury Commissioners at \$12,000/yr.	24,000
1 Assistant Jury Comm. at \$10,000/yr.	10,000
1 Secretary at \$8,000/yr.	8,000
1 Clerk at \$8,000/yr. (Sheriff's Office)	4,000
1 Clerk at \$11,000/yr. (excuse)	5,500
1 Jury Pool Supervisor at \$9,000/yr.	9,000
2 Clerks at \$12,000/yr. (payroll)	6,000
	<u>65,500</u>
POSTAGE	
Mail questionnaires	20,000 x .15=3,000
Return questionnaires	15,000 x .15=2,250
Mail summons	6,000 x .15= 900
Confirmation	6,000 x .10= 600
Excuse letters	3,000 x .15= 450
	<u>7,200</u>
FORMS	
Questionnaires	20,000 x .047= 940
Summons	6,000 x .13 = 780
Replace excuse letter with postcard	3,000 x .05 = 150
Juror Handbook	0
	<u>1,870</u>
SPACE	
12' x 10' office	no cash outlay
Jury Pool Lounge	no cash outlay
JUROR FEES	
\$9.00/day plus \$.13 roundtrip mileage	280,000
DATA PROCESSING	
Update source list	5 hours
Prepare questionnaires for mailing	5 hours
Process returned questionnaires	50 hours
Prepare summons for mailing	20 hours
Attendance sheets	20 hours
Payroll	

Most costs associated with operating a jury system can be stated by categories which are fairly standard to the entire jury system process. Costs should be collected for each of the following categories: personnel, postage, forms, equipment, space, data processing, and juror fees. A brief description of each of these categories is provided below:

Personnel costs should include a statement of the yearly salary for each staff member involved in the jury system and the percentage of the work day devoted to jury management.

Postage costs should be broken down by each major mailing and include the quantity mailed annually times the cost for mailing each item.

Each form used should be listed as well as the quantity used annually and the cost of each.

The equipment category should include the cost of renting equipment, the cost of maintenance contracts on equipment, and/or the cost of replacing equipment.

Often the space utilized by jury operations is located in the county courthouse and rent is not paid. In such cases an indication of the size of the office or the size of the jury pool room would be sufficient.

If a computer service is used, that annual cost should be stated. If an in-house computer is used, it might be easier to itemize the number of hours spent annually on each major task.

Estimating Costs of the Proposed System

Documenting the annual cost of operating the new system is a task which the court manager will want to perform in order to identify, 1) categories in which current funds might be insufficient, and 2) categories where a cost savings might be realized. The Jury System Cost Worksheet, illustrated below, has been designed so that the estimated costs of the proposed system can be easily compared with the costs of the present system. The totals from this statement would then be transferred to a summary statement as described on page 48.

JURY SYSTEM COST WORKSHEET

	PRESENT ANNUAL COST	PROPOSED ANNUAL COST
PERSONNEL		
2 Jury Commissioners at \$12,000/yr.	24,000	24,000
1 Assistant Jury Comm. at \$10,000/yr.	10,000	10,000
1 Secretary at \$8,000/yr.	8,000	8,000
1 Clerk at \$8,000/yr. (Sheriff's Office)	4,000	4,000
1 Clerk at \$11,000/yr. (excuse)	5,500	5,500
1 Jury Pool Supervisor at \$9,000/yr.	9,000	9,000
2 Clerks at \$12,000/yr. (payroll)	6,000	Eliminate 0
	<u>65,500</u>	<u>59,500</u>
POSTAGE		
Mail questionnaires	20,000 x .15=3,000	60,000 x .13= 7,800
Return questionnaires	15,000 x .15=2,250	51,000 x .10= 5,100
Mail summons	6,000 x .15= 900	32,000 x .15= 4,800
Confirmation	6,000 x .10= 600	32,000 x .10= 3,200
Excuse letters	3,000 x .15= 450	6,000 x .13= 600
	<u>7,200</u>	<u>21,500</u>
FORMS		
Questionnaires	20,000 x .047= 940	60,000 x .049= 2,940
Summons	6,000 x .13 = 780	32,000 x .058= 1,856
Replace excuse letter with postcard	3,000 x .05 = 150	6,000 x .02 = 120
Juror Handbook	0	20,000 x .09 = 1,800
	<u>1,870</u>	<u>6,716</u>
SPACE		
12' x 10' office	no cash outlay	no cash outlay
Jury Pool Lounge	no cash outlay	no cash outlay
JUROR FEES		
\$9.00/day plus \$.13 roundtrip mileage	280,000	190,000
DATA PROCESSING		
Update source list	5 hours	5 hours
Prepare questionnaires for mailing	5 hours	10 hours
Process returned questionnaires	50 hours	150 hours
Prepare summons for mailing	20 hours	25 hours
Attendance sheets	20 hours	40 hours
Payroll		40 hours

Costs of the proposed system should be collected for each category listed on the Jury System Cost Worksheet, for example,

- PERSONNEL Are there staff members whose jobs will be eliminated, thereby realizing a cost savings? Will additional personnel need to be hired?
- POSTAGE Will the number of mailings increase? Can a savings be realized by pre-sorting mail or using a different class of mail?
- FORMS Will the new forms cost more or less than the present forms?
- EQUIPMENT Will the same equipment be used? Will the new equipment require maintenance contracts? Will the elimination of tasks allow the retirement or transfer of equipment now being used?
- SPACE Will more space be needed? Will the present facilities need to be remodeled?
- JUROR FEES Will any of the planned improvements result in reduced juror fees.
- DATA PROCESSING Will the present computer handle the increased paper work? Will we need more computer time? Will computer programs need to be rewritten?

As stated earlier, there is no single system for accumulating and reporting financial information which can be used by all courts. Court managers may need to make adjustments to the worksheets illustrated in order to meet specific needs of their court. Appendix B contains sample completed worksheets used by one court which accumulated the annual cost of both the present and proposed systems by major activity. This sample illustrates another way in which costs may be collected.

Identifying Start-up Costs

Start-up costs can be defined as one-time expenses associated with the new system. That is, the initial financial outlay for new equipment, data processing, consulting services, design of new forms, etc. All expenses associated with the new system which are on-going expenses, that is, expenses which will be repeated each year, should be included in the estimated annual cost of the new system. Illustrated below is an example of how start-up costs can be itemized by using the categories listed in the annual cost of operating the present and proposed systems.

	Start-up Costs
<u>Personnel</u>	None
<u>Postage</u>	None
<u>Forms</u>	
Design Juror Handbook	\$ 300
<u>Equipment</u>	
Telephone call-in	2,000
Projector and screen	650
<u>Space</u>	None
<u>Data Processing</u>	
Rewrite programs	
-qualification	40 hours
-summoning	150 hours
-postponements	40 hours
-attendance sheets	35 hours
-juror payroll	40 hours
-statistical reports	80 hours

The totals from each category would then be transferred to a summary statement as described on page 48.

Reporting Financial Information

The Summary Jury System Costs form, as illustrated below, is a summary of the present annual cost, proposed annual cost, and start-up costs which have been identified and itemized on previous statements. This statement will be used in the proposal to the judges described in Step 4.

SUMMARY JURY SYSTEM COSTS			
<u>ADMINISTRATIVE COSTS</u>			
	Present Annual Cost	Proposed Annual Cost	
Personnel	65,500	59,500	
Postage	7,200	21,500	
Forms	1,870	6,716	
Equipment			
Space	No cash outlay	No cash outlay	
Data Processing	100 hours	270 hours	
Other			
TOTAL	\$74,570	\$ 87,716	
Number of Jurors Per Year	3,500	12,000	
Administrative Cost Per Juror	\$ 21.30	\$ 7.31	
<u>START-UP COSTS</u>			
Personnel	None		
Postage	None		
Forms		\$ 300	
Equipment		2,650	
Space	None		
Data Processing	305 hours-CP II		
Other	Consultant	2,800	
TOTAL		\$ 5,750	
<u>JUROR FEES AND MILEAGE</u>			
	Present Annual Cost	Proposed Annual Cost	
Fees (\$9/day)	26,000 JD = \$ 234,000	18,000 JD = \$ 162,000	
Mileage	46,000	28,000	
TOTAL	\$ 280,000	\$ 190,000	
Number Trial Starts Per Year	350	350	
Cost Per Trial	\$ 800	\$ 543	
<u>SUMMARY</u>			
	Present	Proposed	Difference
Administrative	74,570	87,716	(13,146)
Start-up Costs	-----	5,750	(5,750)
Fees & Mileage	280,000	190,000	90,000
TOTAL	\$ 354,570	\$ 283,466	\$ 71,104

STEP 4
PROPOSAL TO THE JUDGES

THE PURPOSE OF STEP 4 IS to illustrate how the products of Steps 1 through 3 can be used to develop a formal written statement to be submitted to the judges for approval.

STEP 4 - PROPOSAL TO THE JUDGES

Before the court manager proceeds to implement the desired changes, it is necessary to seek the consent and advice of the judges. To obtain this commitment, it is recommended that the court manager develop a formal written statement which could be submitted to the judges for approval.

This statement or proposal should contain:

- 1) Statement of objectives
(product of Step 1, see page 23).
- 2) Anticipated benefits if objectives were accomplished (product of Step 1, see page 23).
- 3) Statement of major procedural changes necessary to implement objectives
(product of Step 2, see page 39).
- 4) Summary of Jury System Costs
(product of Step 3, see page 48).

Following is an example of a proposal which could be submitted to the judges for their review and approval.

PROPOSAL
TO
BOARD OF JUDGES
REGARDING
JURY MANAGEMENT

PREPARED
BY
COURT ADMINISTRATION
MARCH 1980

Recommendations

- Reduce term of service from two weeks to one-day/one-trial.
- Improve juror utilization by implementing a standby-juror system and developing a prediction formula.
- Improve juror orientation by replacing film with slide show and using juror handbooks.
- Streamline orientation check-in process by eliminating juror roll call.
- Allow postponements.

Benefits Anticipated

Estimated Annual Savings in Juror Fees -----	\$ 90,000
Less start-up costs -----	- 5,750
Less increased annual administrative costs -----	-13,146

- Estimated Annual Savings to Court,
First Year of Operation ----- \$ 71,104
- Reduced term of service will increase juror satisfaction, decrease juror hardship, increase yield.
- Standby juror system will improve juror utilization and reduce the number of jurors sitting idle in the jury pool resulting in a substantial cost savings in juror fees.
- Slide show and handbook will assure that juror orientation is delivered in a consistent manner and will increase juror satisfaction.
- Replacing juror roll call with a rapid check-in procedure will streamline orientation resulting in more efficient use of court personnel's time.
- Allowing postponements will increase yield and improve juror satisfaction.

For the past six months we have been collecting data regarding the operation of this court's jury system. This data, along with exit questionnaires which have been completed by county residents who have served as jurors during this same period of time, has been evaluated by the Center for Jury Studies located in McLean, Virginia. The results of this study, which I have reviewed thoroughly and, if you desire, are available for your review, show that there are two major areas in which this court could improve the management of its jury system.

The first recommendation concerns the term of service. Presently we are summoning three hundred county residents to serve for two weeks. Approximately one-half of those summoned, or 150, are excused. Most of the excuses are granted because of hardship. The two week term of service is too long a period of time for county residents to be away from their work, homes, and other obligations. Also, the majority of our county residents who do serve for two weeks complain about the lengthy term of service, and they leave the courthouse with a negative attitude toward the entire judicial system.

Other jurisdictions have solved this problem very effectively by reducing their term of service to one day.

What this means is that all prospective jurors would be summoned to serve for one day or one trial. At the end of the first day, those jurors serving on a trial must return until that trial is completed; those jurors not serving on a trial at the end of their first day of service will be dismissed, having completed their jury duty for that year.

Implementing a one-day/one-trial jury system will be beneficial to both the citizens of the county and the court. The reduced term of service will be less of a hardship on those summoned to serve; therefore, the percentage of those requesting to be excused from jury service should decrease dramatically. Also, the shorter term of service will make it possible for more county residents to serve on jury duty and will provide the court each day with fresh jurors, unbiased by exposure to other cases, judges and attorneys.

The second recommendation relates to the utilization of jurors. Presently we have approximately one hundred and fifty jurors reporting to the courthouse each day for jury service. A large percentage of those jurors sit idle in the jury pool, day after day, awaiting assignment.

The results of our data collection show that we could operate our present jury system with at least forty percent fewer jurors than we are now using.

We suggest that this court initiate a standby jury system. What this means is that a certain percentage of those summoned will be informed on their summons that they are standby jurors and must telephone the courthouse the night before their service date. A pre-recorded telephone message informs the juror if he/she is to report. The benefits of instituting a standby jury system are that, 1) it allows the court, the night before, to estimate the number of jurors that will be needed the following day and to call to the court that number and 2) it will reduce the number of jurors sitting idle in the jury pool each day, thereby resulting in a substantial saving in juror fees.

Many jurisdictions are hesitant to implement these two objectives because of the increased paper work involved. However, this matter has been discussed in detail with the Director of our Computer Operations and together we have designed a system whereby our present jury management data base can be modified to handle the increased paper work.

These changes have been reviewed with the staff presently involved in the operation of our jury system and together we have discussed how these changes will influence their present jobs and responsibilities. The staff has been most cooperative and they are confident that they can handle the duties required to implement these changes.

The start-up costs for implementing these two changes have been estimated at \$5,750. However, as stated earlier, with the use of standby jurors we will have the ability to call in only that number of jurors we actually will need. Therefore, we estimate a savings in juror fees the first year to be approximately ninety thousand dollars. The savings in juror fees the first year will more than offset the start-up costs.

The amount of money we will save in juror fees is directly related to how accurately we can predict trial activity a day in advance. The results of a simulation project, which was conducted during the past two months, show that we can save approximately \$2,000 a week in juror fees. The prediction formula we used for this simulation can be refined and this, of course, will have an impact on future savings in juror fees.

Attached to this report are two documents which summarize the effect these proposed recommendations would have on our present system. A brief description of each document is provided below for your information.

Major Procedural Changes
to Implement Objectives

Statement of immediate objectives and summary of how the objectives will effect present procedures.

Summary - Jury System
Costs

Statement of costs and resources necessary to operate the present jury system, estimate of costs and resources necessary to implement objectives and operate new system.

A great deal of time and effort has been dedicated to evaluating our present jury system, deciding which improvements should be made, and planning how these improvements could be implemented in order to assure a smooth transition from the present system to the desired system. We are confident that the recommendations stated in this Proposal will save money for the court, time for the citizen and employers, while insuring the use of defensible practices. If you have any quesitons or desire additional information, please contact the Court Administrator.

MAJOR PROCEDURAL CHANGES TO

IMPLEMENT OBJECTIVES

OBJECTIVES: Reduce term of service from two weeks to one-day/one-trial.

Improve juror utilization by initiating a standby juror system and developing a prediction formula.

Qualification

1. Replace present qualification questionnaire with continuous data mailers.
2. Modify present computer data base to handle increased paper work.
3. Personnel, space and equipment remain same.

Summoning

1. Replace present summons with continuous data mailers.
2. Modify present computer data base to handle increased paper work.
3. Order telephone answering device for standby jurors.
3. Personnel and space remain same.

Excuse and postponement

1. Replace excuse letter with postcard.
2. Modify present computer data base to allow postponements.
3. Personnel, space and equipment remain same.

Orientation

1. Streamline orientation.
2. Replace 25 minute film with 15 minute slide show.
3. Design and order juror handbooks.
4. Eliminate roll call.
5. Personnel and space remain same.

Payment

1. Computerize juror payroll to handle increased paper work.
2. Staff in Controller's Office presently preparing juror payroll can be relieved of their duties and reassigned.
3. Equipment and space remain same.

SUMMARY
JURY SYSTEM COSTS

ADMINISTRATIVE COSTS

	Present Annual Cost	Proposed Annual Cost
Personnel	65,500	59,500
Postage	7,200	21,500
Forms	1,870	6,716
Equipment		
Space	No cash outlay	No cash outlay
Data Processing	100 hours	270 hours
Other		
TOTAL	\$74,570	\$ 87,716
Number of Jurors Per Year	<u>3,500</u>	<u>12,000</u>
Administrative Cost Per Juror	\$ 21.30	\$ 7.31

START-UP COSTS

Personnel	None	
Postage	None	
Forms		\$ 300
Equipment		2,650
Space	None	
Data Processing	305 hours-CP II	
Other	Consultant	2,800
TOTAL		\$ 5,750

JUROR FEES AND MILEAGE

	Present Annual Cost	Proposed Annual Cost
Fees (\$9/day)	26,000 JD = \$ 234,000	18,000 JD = \$ 162,000
Mileage	46,000	28,000
TOTAL	\$ 280,000	\$ 190,000
Number Trial Starts Per Year	<u>350</u>	<u>350</u>
Cost Per Trial	\$ 800	\$ 543

SUMMARY

	Present	Proposed	Difference
Administrative	74,570	87,716	(13,146)
Start-up Costs	-----	5,750	(5,750)
Fees & Mileage	280,000	190,000	90,000
TOTAL	\$ 354,570	\$ 283,466	\$ 71,104



STEP 5
INTERNAL CONTROL AND MANAGEMENT OF THE PROJECT

OUTLINE FOR STEP 5

Introduction
Developing a Timetable
Responsibility Charting

THE PURPOSE OF STEP 5 IS to describe how timetables and responsibility charts can be used to help the court manager control and manage the project.

STEP 5 - INTERNAL CONTROL AND MANAGEMENT
OF THE PROJECT

As indicated in Step 2, there are many tasks that must be completed to implement major changes in a jury system. This step recommends that the court manager develop both a timetable and responsibility chart to help control and manage the completion of each task.

Developing a Timetable

A timetable provides a schedule that helps management plan where it is going and helps it get there. Timetables need not be overly sophisticated or complex. Very simply, the timetable is a useful tool which assists management in scheduling and controlling the major events of a project.

One primary advantage of using timetables is that they force management to schedule activities ahead. By knowing some of the potential problems in advance, they are able to anticipate possible solutions. For example, knowing that the lead time when ordering continuous data mailers is 16 weeks, management can schedule the ordering of the forms far enough in advance to avoid delay of the project.

In addition to scheduling, timetables help provide control of the activities. The process of gathering information as activities are completed and comparing the results against

what was scheduled on the timetable is referred to as feedback. As activities are completed, management can use this information to evaluate, improve, or modify the timetable for the next couple of months. Control of the project's activities is accomplished by comparing the actual results with the original schedule. Hopefully, from this comparison, the timetable becomes a learning tool and a better timetable can be prepared for the ensuing months.

Multiple timetables may be used to monitor general objectives as well as specific tasks. Examples of timetables for scheduling tasks and objectives are provided on the following page; the timetable illustrated below indicates how the actual completion dates of activities can be compared with the original schedule.

TASKS	TIMETABLE - TASKS												PLANNED	ACTUAL				
	1979			1980						1981			_____	XXXXXXXXXX				
	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
1. Data Collection	1 XXXXXXXXXXXXXXXXXXXX																	
2. Data Analysis	2 XXXXXXXXXX																	
3. Prepare Action Plan	3 XXXXXXXXXXXX																	
4. Obtain Approval	4 XXXXX																	
5. Data Mailers	5 Design-Order-Receive XXXXXXXXXXXXXXXXXXXXXXXXXXXX																	
6. Telephone call-in system	6 XXXXXXXXXXXXXXXXXXXX																	
7. Prediction Formula and Simulation	7 XXXXXXXXXXXXXXXXXXXX																	
8. Intensive revamping of Computer	8 XXXXXXXXXXXXXXXXXXXX																	
9. Slide show and handbook	9 XXXXXXXXXXXX																	
10. Write and Circulate new procedures for staff	10 XXXXXXXXXX																	
11. Orientation for staff and courtroom personnel	11 XXXXXX																	
12. Newsrelease	12 XXXXXXXX			12 XXXXXX			12 XXXXXX			12 XXXXXX								

- TASKS
1. Data Collection
 2. Data Analysis
 3. Prepare Action Plan
 4. Obtain Approval
 5. Data Mailers
 6. Telephone call-in system
 7. Prediction Formula and Simulation
 8. Intensive revamping of Computer
 9. Slide show and handbook
 10. Write and Circulate new procedures for staff
 11. Orientation for staff and courtroom personnel
 12. Newsrelease

TASKS	TIMETABLE - TASKS																	
	1979			1980						1981								
	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
1. Data Collection	1																	
2. Data Analysis	2																	
3. Prepare Action Plan	3																	
4. Obtain Approval	4																	
5. Data Mailers	5 Design-Order-Receive																	
6. Telephone call-in system	6																	
7. Prediction Formula and Simulation	7																	
8. Intensive revamping of Computer	8																	
9. Slide show and handbook	9																	
10. Write and Circulate new procedures for staff	10																	
11. Orientation for staff and courtroom personnel	11																	
12. Newsrelease	12			12			12			12								

- OBJECTIVES
1. Term of Service
 2. Standby Jurors
 3. Calendar Coordination Standard Panel Size Voir Dire Juror Utilization
 4. Jury System Plan
 5. Orientation
 6. Monitoring and Control
 7. Source List
 8. Qualification/Summoning

OBJECTIVES	TIMETABLE - OBJECTIVES														
	1980												1981	1982	1983
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
1. Term of Service	1														
2. Standby Jurors	2														
3. Calendar Coordination Standard Panel Size Voir Dire Juror Utilization	3														
4. Jury System Plan	4			4			4			4					
5. Orientation	5														
6. Monitoring and Control	6														
7. Source List	7														
8. Qualification/Summoning	8														

Responsibility Charting

There are many tasks necessary for the implementation of the new system. Someone must be responsible for the successful completion of each task. In a small court this may be one or two people; however, in larger systems the manager may need to delegate some responsibility to supervisors and other support staff.

A responsibility chart, as illustrated on the following page, is a convenient form for the court manager to use to indicate who is responsible for the completion of each task. If the court manager appears to be responsible for all tasks, it may be that not enough tasks have been delegated.

The third and fourth columns of this chart directly link the tasks to a timetable. Control of each activity is accomplished by monitoring the actual completion dates of each task with what was scheduled, as discussed in the previous section on "timetables".

TASKS	RESPONSIBLE FOR COMPLETION	SCHEDULED COMPLETION	ACTUAL COMPLETION
DATA COLLECTION	PROJECT DIRECTOR	DECEMBER 79	JANUARY 80
DATA ANALYSIS	PROJECT DIRECTOR	JANUARY 80	JANUARY 80
PREPARE ACTION PLAN	PROJECT DIRECTOR COURT ADMINISTRATOR	MARCH 80	MARCH 80
APPROVAL OF PLAN	CHIEF JUDGE	APRIL 80	APRIL 80
DESIGN AND ORDER DATA MAILERS	COURT ADMINISTRATOR	AUGUST 80	OCTOBER 80
ORDER TELEPHONE CALL-IN SYSTEM	COURT ADMINISTRATOR	JULY 80	AUGUST 80
DEVELOP PREDICTION FORMULA	JURY CLERK	DECEMBER 80	NOVEMBER 80
REPROGRAMMING OF COMPUTER	COMPUTER OPERATIONS	SEPTEMBER 80	DECEMBER 80
SLIDE SHOW AND HANDBOOK	PROJECT DIRECTOR	AUGUST 80	FEBRUARY 81

Completing the five steps recommended in this Guide will provide the court manager with a well thought out and carefully constructed action plan. It should be noted, however, that implementing the plan is more than a mechanical process. The implementation of change is a very demanding process requiring the sound exercise of interpersonal skills. For those wishing to learn more about implementing change in the work environment, it is suggested that the following articles be consulted:

Lawrence, Paul R. "How to Deal With Resistance to Change." Harvard Business Review, Jan.-Feb. 1969, reprint no. 69107.

Watson, Goodwin. "Resistance to Change." Concepts for Social Change, pp. 10-25, (1967), NTL - Institute for Applied Behavioral Sciences.

Powell, Gary and Posner, Barry Z. "Resistance to Change Reconsidered: Implications for Managers." Human Resource Management, Spring, 1978, pages 29-34.

Finally, there are two other products of the Juror Utilization and Management Incentive Program that may be of interest. They can be obtained from either your State Court Administrator's Office, the Center for Jury Studies, McLean, Virginia, or the Institute for Court Management.

Resources in Juror Utilization and Management, McLean, Virginia: The Center for Jury Studies.

Instructor's Guide for Teaching the Elements of Juror Usage and Management, Denver: The Institute for Court Management.

APPENDIX A
SYSTEM DOCUMENTATION

CONTINUED

1 OF 2

SYSTEM QUALIFICATION

PRESENT	PROPOSED	TASK
<p>1) Jury Commissioners notify computer operation to randomly extract 20,000 names from voter registration list, not including those sent questionnaires within past two years.</p> <p>2) Computer prints labels (names and addresses) and delivers to Jury Commissioners.</p> <p>3) Computer printout of 20,000 names (including addresses) delivered to Jury Commissioners. Juror number assigned alphabetically by computer.</p> <p>4) Labels manually applied to envelopes by staff.</p>	<p>1) Same except increase to 60,000.</p> <p>2) Eliminate. Computer prints names and addresses onto continuous data mailers, sorts by zip code.</p> <p>3) Same.</p> <p>4) Eliminate. Computer prints names and address onto continuous data mailers.</p>	<p>1) Evaluate data to determine increased number to be qualified. Contact voter registration and determine if source list is large enough to handle increase in number being qualified. Consider multiple source list. Coordinate changes with computer operations. Review new procedures with staff. Revise timetable for mailing questionnaires to handle increase.</p> <p>2) Design and order questionnaire form (obtain copies of forms used by other courts, design new form and circulate to key personnel for input, coordinate through County Purchasing Department). Coordinate changes with computer operations. Order pre-sorted zip code permit from post office. Notify staff of procedures for sorting mail by zip code.</p> <p>3) Review need for printout with Jury Commissioners. Consider elimination.</p>

A-1

continued ...

SYSTEM QUALIFICATION (page two)

PRESENT	PROPOSED	TASK
<p>5) Preprinted questionnaires, letter of instruction and return envelope manually stuffed into cover envelope by Jury Commissioner's staff.</p>	<p>5) Eliminate with use of continuous data mailers.</p>	
<p>Cost - questionnaire, letter, return and cover envelopes-4.7¢ Postage - deliver & return <u>30.0¢</u> 34.7¢</p>	<p>Cost - data mailers 4.9¢ Postage - deliver 13.0¢ Postage - return postcard <u>10.0¢</u> 27.9¢</p>	
<p>6) Of 20,000 questionnaires mailed, 1,000 undeliverable, 4,000 no response, yield 75%.</p>	<p>6) Of 60,000 questionnaires mailed, estimate 3,000 undeliverable estimate 6,000 no response, estimate yield 85%.</p>	<p>6) Review data and estimate yield. Monitor yield.</p>
<p>7) Completed questionnaires screened manually by Jury Commissioners.</p>	<p>7) Same.</p>	<p>7) Consider keypunching returned questionnaires.</p>
<p>8) Questionnaires of those qualified alphabetized and delivered to computer operations for key punching (name, address, age, phone numbers and occupation).</p>	<p>8) Questionnaires of those qualified delivered to computer operations for keypunching (name, address, age, phone numbers and occupation).</p>	<p>8) Review with staff need for specific juror information and consider elimination and/or addition of information.</p>
<p>9) Yield - 9,000 or 45%.</p>	<p>9) Estimate yield 35,000 or 58%. Actual yield 37,800 or 63%.</p>	<p>9) Review data and estimate yield. Monitor yield.</p>
<p>10) Jury Commissioners take appropriate action against those who have not returned questionnaires.</p>	<p>10) Same.</p>	<p>10) Consult with Jury Commissioners to discuss possibility of computer forwarding second questionnaire to those who do not respond to first mailing.</p>

A-2

continued ...

SYSTEM QUALIFICATION (page three)

PRESENT	PROPOSED	TASK
<p>11) Computer prepares alphabetical list of 9,000 qualified jurors. Six copies prepared and delivered to Jury Commissioners for distribution.</p>	<p>11) Same except eliminate distribution. One copy of list prepared and delivered to Jury Commissioners.</p>	<p>11) Determine if distribution of list can be eliminated.</p>

A-3



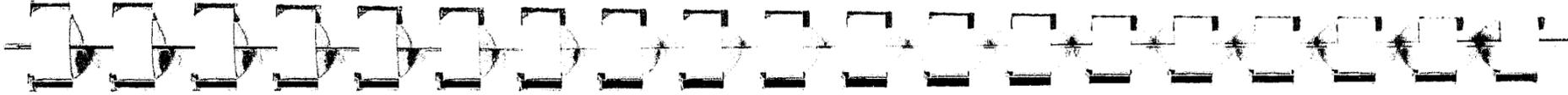
SYSTEM SUMMONING

PRESENT	PROPOSED	TASK																
<p>1) Six weeks prior to each calendar quarter computer randomly draws 1500 names from Master List; each assigned to one of five two-week terms of service.</p> <p>2) Labels prepared by computer operations and delivered to Jury Commissioners. Labels applied manually to summons.</p> <table border="0"> <tr> <td>Cost - summons</td> <td>13¢</td> </tr> <tr> <td>- postage</td> <td>15¢</td> </tr> <tr> <td>- return postage</td> <td><u>10¢</u></td> </tr> <tr> <td></td> <td>38¢</td> </tr> </table> <p>3) Computer prepares six copies of printout (name, address, age, occupation, phone number) for each two week panel and delivers to Jury Commissioners. Juror number from Master List included on printout. List is alphabetized by computer.</p> <p>4) Computer prepares payroll sheets and roll call sheets for each two week panel and delivers to Jury Commissioners.</p>	Cost - summons	13¢	- postage	15¢	- return postage	<u>10¢</u>		38¢	<p>1) Monthly Court Administrator determines number of jurors to be summoned each day jury trials are scheduled for the next four weeks. At least half of those summoned are identified as standby jurors. Standby jurors are instructed in summons to call a certain telephone number the night before their service date and a recorded message informs them if they are to report.</p> <p>2) Eliminate. Computer prints names and address directly on summons.</p> <table border="0"> <tr> <td>Cost - summons</td> <td>5.8¢</td> </tr> <tr> <td>- postage</td> <td>15.0¢</td> </tr> <tr> <td>- return postage</td> <td><u>10.0¢</u></td> </tr> <tr> <td></td> <td>30.8¢</td> </tr> </table> <p>3) Computer prepares three copies of printout (name, address, age, occupation, phone number) for each day jurors are summoned and delivers printout to Jury Commissioners. New juror number assigned to be used for standby system.</p> <p>4) Eliminate. Payroll is computerized thereby eliminating payroll sheets. Roll call is eliminated and replaced with attendance sheets.</p>	Cost - summons	5.8¢	- postage	15.0¢	- return postage	<u>10.0¢</u>		30.8¢	<p>1) Design and order new summon form. Obtain copies of forms used by other courts, design new form and circulate to key personnel for review and input, order new form through County Purchasing Dept. Coordinate design changes with computer operations. Order telephone answering equipment. Develop prediction formula.</p> <p>2) Coordinate with computer operations.</p> <p>3) Consult with Jury Commissioners and determine if distribution can be eliminated. Coordinate changes with computer operations.</p> <p>4) Consult with County Finance Director, Controller and Treasurer regarding computerization of payroll.</p>
Cost - summons	13¢																	
- postage	15¢																	
- return postage	<u>10¢</u>																	
	38¢																	
Cost - summons	5.8¢																	
- postage	15.0¢																	
- return postage	<u>10.0¢</u>																	
	30.8¢																	

A-4

PRESENT	PROPOSED	TASK
<p>5) Jury Commissioners pull qualification questionnaires to correspond to names on printout for each two-week term of service. Questionnaires, which are a year old, are alphabetized and sent to Jury Marshalling Room for use during voir dire.</p>	<p>5) Eliminate. Replace with voir dire questionnaire which is mailed to jurors in summons packet with instructions to complete and bring with them their first day of service.</p>	<p>5) Obtain approval of Court Administrator and President Judge to eliminate old questionnaire and replace with new questionnaire. Design voir dire questionnaire to be included in summons packet and circulate to key personnel for review and input. Coordinate changes with Jury Commissioners and staff.</p>
<p>6) Jury Commissioners spot check names and addresses printed on summons prior to mailing.</p>	<p>6) Same. Jury Commissioners instructed to input any corrections to names and addresses into computer on-line.</p>	<p>6) Train Jury Commissioners to use computer terminals.</p>
<p>7) Summons and one copy of printout delivered to Sheriff's Office. Clerk in Sheriff's Office hand stuffs summons and information sheet into envelope.</p>	<p>7) Eliminate with use of new data mailers.</p>	
<p>8) Prospective jurors return card to Sheriff's Office acknowledging receipt of summons. Clerk in Sheriff's Office checks name on printout when card received. Jury Clerk takes appropriate action against those who do not return card acknowledging receipt of summons.</p>	<p>8) Same.</p>	<p>8) Review statutes and determine if acknowledgement card can be eliminated from summons.</p>

A-5



SYSTEM

EXCUSE/POSTPONEMENT

PRESENT	PROPOSED	TASK
<p>1) Jurors requesting excuse from jury duty are instructed on their summons to write to the Court Administrator. All correspondence is to be received at least five days prior to their service date.</p>	<p>1) Same except requests must be received seven days prior to service date.</p>	<p>1) Change wording on summons; coordinate change with Court Administrator.</p>
<p>2) Requests to be excused from jury duty are reviewed by Court Administrator.</p>	<p>2) Same.</p>	
<p>3) Clerk in Court Administrator's Office sends form letter to all who request to be excused.</p>	<p>3) Replace letter with post card.</p>	<p>3) Design post card. Review draft of post card with Court Administrator prior to ordering.</p>
<p>4) Names of those excused entered into computer on-line by Clerk in Court Administrator's Office.</p>	<p>4) Same, except codes used: 1 - excused permanently 2 - excused, may be resummoned at a later date (these jurors are put into a separate file by the computer and if resummoned are summoned only as a regular juror).</p>	<p>4) Review new procedure with Court Administrator and coordinate changes with computer operations.</p>
<p>5) Requests for postponements denied.</p>	<p>5) Requests for postponements granted only if there is good reason. Requests for specific date for jury service denied.</p>	<p>5) Coordinate with computer operations and Court Administrator.</p>
<p>6) 300 summoned to serve two-week term of service, 150 excused, yield - 50%.</p>	<p>6) Because of reduced term of service being less of a hardship on jurors, estimate a yield of 75%. Actual yeild - between 70% and 80%.</p>	<p>6) Estimate yield. Monitor yield.</p>

A-9-6

SYSTEM Panel Assignment

PRESENT	PROPOSED	TASK
<p>1) Court Clerks notify JMR of number of jurors required for trial</p> <p>2) Clerk in JMR enters data regarding panel request on-line (date, judge's name, courtroom, docket number, number of jurors requested).</p> <p>3) Computer prints four copies of panel list (name, address). Three copies of list sent to courtroom with jurors, fourth copy retained by staff in JMR.</p> <p>4) Upon completion of voir dire, Court Clerk returns panel list indicating rejected jurors to JMR. Rejected jurors return to JMR. Clerk in JMR enters names of jurors on-line for reassignment.</p> <p>5) Jurors assigned to a trial that continues to following day are instructed by Judge to report directly to courtroom.</p> <p>6) Upon trial completion: - panel sheet indicating date and time trial completed returned to JMR with jurors, - Jury Clerk enters trial completion on-line.</p>	<p>1) Same.</p> <p>2) Same.</p> <p>3) Same.</p> <p>4) Upon completion of voir dire: - first day jurors return to JMR for possible reassignment, - second day jurors are dismissed directly from courtroom, - Court Clerk returns panel list to JMR indicating rejected jurors, Clerk in JMR enters names of jurors on-line for reuse.</p> <p>5) Same.</p> <p>6) Upon trial completion: - panel sheet indicating date and time trial completed returned to JMR by Court Clerk, - Jurors dismissed directly from courtroom, - Clerk in JMR enters trial completion on-line.</p>	<p>3) Develop manual system for panel selection for times when computer is inoperative.</p> <p>4) Review procedures with staff. Coordinate with computer operations.</p> <p>6) Review procedures with staff. Coordinate with computer operations.</p>

A-7

SYSTEM REPORTING/ORIENTATION

PRESENT	PROPOSED	TASK
<p>1) Jury Clerk delivers to staff in Jury Marshalling Room pay sheet and roll call sheet prior to date jurors arrive for two-week term of service.</p> <p>2) Jury Clerk delivers to JMR qualification questionnaires which have been alphabetized.</p> <p>3) 9:00-9:30 - Jurors arrive, parking ticket stamped, badges distributed, jurors complete voir dire questionnaire. 9:30-10:00 - Roll Call 10:00-10:05 - Welcome by Court Adm. 10:05-10:15 - Instructions by Clerk. 10:15-10:45 - Film 10:45 - Jurors ready for panel assignment.</p> <p>4) Those jurors who do not report for jury duty are entered on-line as absent. Jury Staff takes appropriate action against those who do not report for jury duty.</p>	<p>1) Attendance sheets prepared each morning by computer operations and delivered to JMR prior to time jurors arrive. Roll call eliminated. Payroll computerized, therefore pay sheets eliminated.</p> <p>2) Eliminate. Replace with voir dire questionnaire which is forwarded to jurors with summons.</p> <p>3) 8:30-9:00 - Jurors arrive, parking ticket stamped, badges distributed. Jurors turn in summons, voir dire questionnaire at registration desk. 9:00-9:05 - Welcome by Court Adm. 9:05-9:25 - Film 9:05-9:25 - During film, staff checks jurors present on attendance sheet. Eliminate roll call. 9:25-9:30 - Instructions by Clerk. 9:30 - Jurors ready for panel assignment.</p> <p>4) Same.</p>	<p>1) Review new procedures with staff and coordinate changes with computer operations. Develop backup system for attendance when computer is inoperative.</p> <p>2) Review new procedure with staff.</p> <p>3) Order new "juror" badges. Design and order "Juror Handbook" (obtain copies of handbooks from other courts, draft handbook and circulate to President Judge and Court Administrator for approval, retain artist to design cover for handbook, coordinate printing of handbook with Purchasing Dept.). Replace 30-minute film with 15 minute slide show (obtain copies of narrative used in other juror orientation presentations, draft narrative and circulate to President Judge for review and approval, order equipment, retain photographer, retain narrator, synchronize audio with visual). Review new orientation and registration procedures with staff.</p>

8-V

SYSTEM

PAYMENT

PRESENT

PROPOSED

TASK

1) At end of two-week term of service Jury Clerk indicates on pay sheet the number of days each juror should be paid. Pay sheet forwarded to Controller's Office for processing.

2) Controller's Office prepares juror paychecks manually.

3) Jurors receive checks approximately six weeks after end of service.

1) Juror payroll (checks and pay register) prepared every Friday night by computer. Checks prepared for all jurors who reported during that week for one day of service and for all jurors who served on a trial that was completed during that week.

Extra copy of pay register forwarded to Clerk in JMR for verification. Clerk notifies Controller's Office of any additions or deletions to pay register.

2) Eliminate. Computer prepares checks and forward to Controller's office (with pay register) for processing.

3) Jurors receive checks approximately one week after end of service.

1) Review procedure for computerization of juror payroll with Controller, Treasurer and computer operations.

Coordinate procedure with staff and Controller's Office.

2) Coordinate with computer operations and Controller's Office.

A-9

APPENDIX B
JURY SYSTEM COSTS

SUMMARY
JURY SYSTEM COSTS

ADMINISTRATIVE COSTS

	Present Annual Cost	Proposed Annual Cost
Personnel	65,500	59,500
Postage	7,200	21,500
Forms	1,870	6,716
Equipment		
Space	No cash outlay	No cash outlay
Data Processing	100 hours	270 hours
Other		
TOTAL	\$74,570	\$ 87,716
Number of Jurors Per Year	<u>3,500</u>	<u>12,000</u>
Administrative Cost Per Juror	\$ 21.30	\$ 7.31

START-UP COSTS

Personnel	None	
Postage	None	
Forms		\$ 300
Equipment		2,650
Space	None	
Data Processing	305 hours-CP II	
Other	Consultant	2,800
TOTAL		\$ 5,750

JUROR FEES AND MILEAGE

	Present Annual Cost	Proposed Annual Cost
Fees (\$9/day)	26,000 JD = \$ 234,000	18,000 JD = \$ 162,000
Mileage	46,000	28,000
TOTAL	\$ 280,000	\$ 190,000
Number Trial Starts Per Year	<u>350</u>	<u>350</u>
Cost Per Trial	\$ 800	\$ 543

SUMMARY

	Present	Proposed	Difference
Administrative	74,570	87,716	(13,146)
Start-up Costs	-----	5,750	(5,750)
Fees & Mileage	280,000	190,000	90,000
TOTAL	\$ 354,570	\$ 283,466	\$ 71,104

SYSTEM QUALIFICATION

	PRESENT ANNUAL COST	PROPOSED ANNUAL COST	START-UP COST
<u>PERSONNEL</u>			
2 Jury Commissioners at \$12,000/yr.	\$ 24,000	\$ 24,000	
1 Assistant Jury Comm. at \$10,000/yr.	5,000	5,000	
1 Secretary at \$8,000/yr.	4,000	4,000	
<u>POSTAGE</u>			
Mail questionnaires	20,000 x .15=3,000	60,000 x .13= 7,800	
Return questionnaires	15,000 x .15=2,250	51,000 x .10= 5,100	
<u>FORMS</u>			
Questionnaires	20,000 x.047= 940	60,000 x.049= 2,940	
<u>EQUIPMENT</u>			
<u>SPACE</u>			
12' x 10' office	no cash outlay	no cash outlay	
<u>DATA PROCESSING</u>			
Update source list	5 hours	5 hours	
Prepare questionnaires for mailing	5 hours	10 hours	
Process returned questionnaires	50 hours	150 hours	
Rewrite program			40 hours
<u>OTHER</u>			
TOTAL CASH OUTLAY	\$39,190	\$48,840	
START-UP COSTS			40 hours-CP II

B-2

SYSTEM SUMMONING

	PRESENT ANNUAL COST	PROPOSED ANNUAL COST	START-UP COST
<u>PERSONNEL</u> 1 Assistant Jury Comm. at \$10,000/yr. 1 Secretary at \$8,000/yr. 1 Clerk at \$8,000/yr.	\$ 5,000 4,000 3,000	\$ 5,000 4,000 3,000	
<u>POSTAGE</u> Mail summons Confirmation	6,000 x .15= 900 6,000 x .10= 600	32,000 x .15=4,800 32,000 x .10=3,200	
<u>FORMS</u> Summons	6,000 x .13= 780	32,000 x .058=1,856	
<u>EQUIPMENT</u> Telephone call-in system			\$2,000
<u>SPACE</u>	no cash outlay	no cash outlay	
<u>DATA PROCESSING</u> Prepare summons for mailing Rewrite program	20 hours	25 hours	150 hours
<u>OTHER</u>			
TOTAL CASH OUTLAY	\$ 14,280	\$ 21,856	
START-UP COSTS			150 hours-CP II \$2,000

B-3

SYSTEM EXCUSE AND POSTPONEMENT

	PRESENT ANNUAL COST	PROPOSED ANNUAL COST	START-UP COST
<u>PERSONNEL</u> 1 Clerk at \$11,000/year	\$ 5,500	\$ 5,500	
<u>POSTAGE</u> Excuse letters	3,000 x .15= 450	6,000 x .10= 600	
<u>FORMS</u> Replace letter with postcard	3,000 x .05= 150	6,000 x .02= 120	
<u>DATA PROCESSING</u> Rewrite program to allow postponement of jurors			40 hours
<u>OTHER</u>			
TOTAL CASH OUTLAY START-UP COSTS	\$ 6,100	\$ 6,220	40 hours-CP II

B-4

SYSTEM ORIENTATION

	PRESENT ANNUAL COST	PROPOSED ANNUAL COST	START-UP COST
<u>PERSONNEL</u> 1 Jury Pool Supervisor at \$9,000/yr.	\$ 9,000	\$ 9,000	
<u>FORMS</u> Juror Handbook Design of Handbook		20,000 x .09=1,800	\$ 300
<u>EQUIPMENT</u> Projector and screen for slide show			650
<u>SPACE</u> Jury Pool Lounge	no cash outlay	no cash outlay	
<u>DATA PROCESSING</u> Preparation of juror attendance sheets Rewrite program	20 hours	40 hours	35 hours
<u>OTHER</u> Production costs for slide show			2,800
TOTAL CASH OUTLAY	\$ 9,000	\$10,800	
START-UP COSTS			35 hours \$ 3,750

B-5

SYSTEM JUROR PAYROLL

	PRESENT ANNUAL COST	PROPOSED ANNUAL COST	START-UP COST
<u>PERSONNEL</u> 2 Clerks at \$12,000/yr.	\$ 6,000	Eliminate	
<u>JUROR FEES</u> \$9,000/day plus mileage	280,000	\$190,000	
<u>DATA PROCESSING</u> Write program for juror payroll	None	40 hours	40 hours
<u>OTHER</u>			
TOTAL CASH OUTLAY	\$286,000	\$190,000	
START-UP COSTS			40 hours

B-6

END