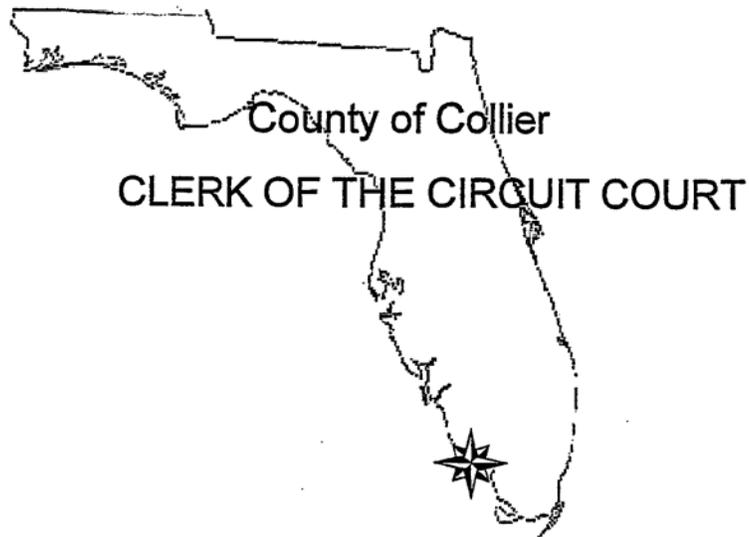




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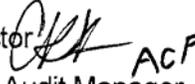
Article V – Jury



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Internal Audit Department

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Memo

To: The Honorable Dwight E. Brock, Clerk
Through: Crystal Kinzel, Finance Director  ACF
From: Anthony Fernandez, Internal Audit Manager
Date: October 12, 2005
Re: Article V – Jury Audit

Please find attached our audit report on Article V – Jury. Ilonka Washburn, Lead Senior Internal Auditor, led development of this report. Please note that we discussed the audit results and recommendations with the Courts Director and staff. The Jury Department's written comments are included, as applicable, after each finding.

Internal Audit gratefully acknowledges the cooperation and assistance of the Jury Department management and staff. If you have any questions about this report, please contact me at 774-8075.

Article V – Jury

Background Information

Audit Objectives, Scope, and Methodology

The purpose of this audit was to review for compliance all applicable provisions of Article V as well as all statutory requirements referencing the Jury Department.

The objectives of this audit were to evaluate procedures, applicable statutes and appropriate Article V revisions relating to all aspects of the Jury Department.

Specific objectives of this review were to:

- Determine the efficiency and effectiveness of the Department's process for issuing and recording jury summonses within the authority granted to the Department;
- Evaluate written procedures and determine their effectiveness in actual practice; and
- Evaluate the Department's performance in achieving compliance with Article V revisions, controlling laws, and administrative rules.

The scope of this audit was limited to determine the compliance to presently revised Article V and appropriate statutes (Ch. 40 Florida Statutes (F.S.); Juries: Payment of Jurors and Due Process Costs; Ch. 905 F.S.; Grand Jury; Ch. 913 F.S.; Trial Jury).

Background

Article V of the Florida Constitution provides for the judicial branch of state government, including its structure and responsibilities, and designates funding responsibilities of the counties, the state, and court users relative to the courts system. In 1998, voters passed Revision 7 to Article V, which shifted some of the cost responsibilities from counties to the state. Revision 7, by law, was set for implementation on July 1, 2004 due to the need to inventory court system expenditures and revenues. In 2004, the legislature approved additional changes to the cost structure of the courts system. Given the number of statutory changes in effect and the continuing objective of maximizing resources, the Internal Audit Department is conducting a review of court system departments, including Jury, to ensure compliance with Article V and determine possibilities of increasing efficiency.

Florida's Constitution (Article I, Section 22) guarantees that any person accused of committing a crime has the right to a jury trial. In most civil actions, a jury trial is also an established right. In order for individuals to exercise this right, the court must maintain a system of providing jurors for trials. Jurors are selected from a list that is supplied by the Florida Department of Highway Safety and Motor Vehicles (DHSMV) (Section 40.221 Florida Statutes).

The Collier County Jury Department consists of two full time employees and one shared supervisor. Department staff summon all jurors for jury trials and Grand Jury impanelments, take steps to prepare jurors prior to courtroom proceedings, and maintain/coordinate jury-related case files. Per the Jury Department's website, "the goal of the jury staff is to summons qualified jurors made up of a fair cross section of the community, working individuals, retirees, members of different sexes as well as social backgrounds, to constitute a legal jury for the civil and criminal courts of Collier County". The budget for the jury department for the Fiscal Year (FY) ending September 30, 2004 was \$103,100; the number of jurors summoned in FY 2004 was forecast at 52,000.

Section
2

Article V – Jury

Findings

Lack of Compliance With Several Statutory Provisions

Chapter 40 Florida Statutes Juries; Payment of Jurors and Due Process Costs

Statutory Requirement*	In Compliance? (Yes/No)	Findings/Recommendations
40.001 Clerk's responsibilities for juror processing include qualifications, summons, selection lists, reporting and compensation of jurors.	Yes	
40.011 The Department of Highway Safety and Motor Vehicles (DHSMV) delivers a quarterly report to the Clerk with names of people that are male or female persons at least 18 years of age, citizens of the United States and legal residents of this state with a valid driver's license or identification card.	Yes	
40.013 Certain people are disqualified from Jury service including those convicted for particular crimes (e.g. bribery); people under prosecution for any crime, cabinet officers and other people with a possible conflict of interest; expectant mothers with children under 6 years and people over 70 years of age.	Yes	

Statutory Requirement*	In Compliance? (Yes/No)	Findings/Recommendations
<p>40.02 Clerk should select at random a sufficient number of names to generate a list of not fewer than 250 persons to serve as jurors, and shall be responsible for preserving the security of the jury lists.</p>	Yes	
<p>40.022 Clerk to purge jury selection lists; restoration.</p> <p>(1) Each clerk of the circuit court shall, upon receipt of the list of persons in the department database from the Department of Highway Safety and Motor Vehicles and at least once each month thereafter, purge the jury selection lists of the names of those persons:</p> <p>(a) Adjudicated mentally incompetent; (b) Convicted of a felony; or (c) Deceased.</p> <p>(2) The Department of Health (DOH) shall furnish monthly to each clerk of the circuit court a list containing the name, address, age, race, and sex of each person 18 years of age or older and a resident of such clerk's county who died during the preceding calendar month</p>	<p>No</p> <p>No</p>	<p><u>Finding:</u> While the Department of Highway Safety and Motor Vehicles (DHMS) supplies a required list it is not a true reflection of data. The information listed in bullets a, b, c is not included and the information concerning residents includes outdated zip codes as well as non-Collier addresses.</p> <p><u>Recommendation:</u> DHSMV should ensure that all data sent to the Jury department is a true reflection of accurate data. (For example old 33 zip codes should be eliminated or converted and people with non-Collier county addresses should not be forwarded). Presently the DHSMV report is forwarded to the MIS department who will then enter the data into the Jury system. The possibility of automated on line updating should be researched.</p> <p><u>Finding:</u> While a monthly report is being received from DOH listing all deceased Collier County citizens, the report is presently from three to four months prior (Example in January 2005 the report received from DOH was from October 2004). Once the report is received each person's record has to be entered individually to list the person as deceased ensuring that a summons will not be send in the future.</p> <p><u>Recommendation:</u> Review the system to determine the feasibility of automatic continuous</p>

Statutory Requirement*	In Compliance? (Yes/No)	Findings/Recommendations
<p>(3) A person who has had his or her mental competency or civil rights restored and who wants to serve as a juror must execute the affidavit under oath as provided in s. 40.011.</p> <p>(4) The Department of Law Enforcement shall establish procedures to enable the clerk of the court in each county to submit monthly the names and other identifying information about the persons selected for the jury list. The Department of Law Enforcement will search its databases and return an automated file of matching records that would assist the clerk in evaluating whether a member of the jury pool should be disqualified under the provisions of s. 40.013(1).</p>	<p>Yes</p> <p>No</p>	<p>update or to electronically submitting data directly to MIS thereby updating Jurors records. The reports received from DOH should be from the preceding month enabling court records to be accurate and as current as possible.</p> <p>Finding: The Department of Law Enforcement does not presently submit such a report to the jury department</p> <p>Recommendation: The Department of Law Enforcement will search its databases and return an automated file of matching records that would assist the clerk in evaluating whether a member of the jury pool should be disqualified under the provisions of s. 40.013(1). This report should be submitted as stated under provision s. 40.013(1).</p>
<p>40.225 Under special circumstances approved by judges, jury venires can be created by feeding names of prospective jurors into an automated device.</p>	<p>Yes</p>	
<p>40.23 Summoning jurors.</p> <p>(1) The clerk of the court shall generate a venire as prescribed and shall summon the persons named in such venire to attend court as jurors at least 14 days.</p> <p>(2) The jury service of any person who has been summoned may be postponed for a period not to exceed 6 months upon written or oral request.</p> <p>(3) Any person who is duly summoned to attend as a juror in any court and who fails to attend without any sufficient excuse shall pay a fine not to exceed \$100, which fine shall be imposed by the court to which the</p>	<p>Yes</p> <p>Yes</p> <p>No</p>	<p>Finding: The jurors that have not reported to jury duty the first time (on average 350 a month) will receive letters (no show letters) from the judge while the jurors</p>

Statutory Requirement*	In Compliance? (Yes/No)	Findings/Recommendations
<p>juror was summoned, and, in addition, such failure may be considered a contempt of court.</p>		<p>that have not reported two or more times will be dropped from the jury system rather than fined. The juror however may become active again if present on any future database used for juror selection.</p> <p>As information received by the jury department is not always dependable it is assumed that jurors that have not reported to jury duty for two or more times are no longer residents in Collier County. Those jurors will therefore be de-activated in the system.</p> <p><u>Recommendation:</u> To ensure that all jurors are aware of their civic duty as well as the implications of a failed jury system it is recommended that Florida Statutes 40.023 be considered and all non-participating jurors fined appropriately. Considering that on average 350 jurors fail to attend jury duty each month and the fact that each juror could be fined \$100 the revenue foregone in any one month is in the \$35,000 range. Also important to note is the additional time necessary to summon extra jurors and again reply to those failing to attend. In addition quietly dropping non-attending jurors will give way to a non-consequential system rather than an all participating one.</p>
<p>40.231 When persons named in a jury venire generated by the clerk are summoned to attend a court as jurors, they may be placed in a jury pool from which the court may draw persons to serve as jurors.</p>	Yes	
<p>40.235 Whenever jurors are required by law or by order of court to be kept together during the conduct of a trial separate lodging and restroom facilities shall be provided for jurors of different sexes.</p>	Yes	
<p>40.24 Compensation and reimbursement policy. (1) The compensation policy of this</p>	Yes	

Statutory Requirement*	In Compliance? (Yes/No)	Findings/Recommendations
<p>chapter shall be to prevent financial hardship upon any juror because of juror service.</p> <p>(2) Juror service constitutes being summoned and reporting for jury service as well as actual service on a jury.</p> <p>(3)(a) Jurors who are regularly employed are not entitled to receive compensation from the state for the first 3 days of juror service. (b) Jurors who are not regularly employed or who do not continue to receive regular wages while serving as a juror are entitled to receive \$15 per day for the first 3 days of juror service.</p> <p>(4) Each juror who serves more than 3 days is entitled to be paid \$30 per day of service.</p> <p>(5) Jurors are not entitled to additional reimbursement by the state for travel or other out-of-pocket expenses.</p> <p>(6) A juror who receives unemployment benefits does not lose such benefits because he or she receives compensation for juror service.</p> <p>(7) Any juror who is excused from jury service at his or her own request is not entitled to receive any compensation under subsection (3).</p> <p><u>Following may be elected</u></p> <p>(8) Jurors may donate their jury service fee to the 26 U.S.C. s. 501(c)(3) organization specified by the guardian ad litem program or to a domestic violence shelter. The clerk of court shall inform jurors of the option of donating their compensation and ensure that the applicable programs receive donations.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>No</p>	<p>Finding: Florida Statute 40.24 would allow the donation of compensation to programs that have historically been under funded. While the implementation of this statute is voluntary the provision of statute authority should be addressed by the circuit and implemented.</p> <p>Recommendation: While Florida Statute 40.24 is discretionary the option of donating their compensation is not presented to jurors. In a system that is fiscally sensitive all revenue options should be presented and aided to ensure juror awareness.</p>
<p>40.29 Each Clerk shall forward to the</p>	<p>Yes</p>	

Statutory Requirement*	In Compliance? (Yes/No)	Findings/Recommendations
Justice Administrative Commission, by county, a quarterly estimate of funds necessary to pay for ordinary witnesses and juror compensation.		
40.32 All moneys drawn from the treasury under the provisions of this chapter by the clerk shall be disbursed by the clerk as far as needed in payment of jurors and witnesses, except for expert witnesses paid pursuant to a contract or other professional services agreement.	Yes	
40.33 In cases where there is a deficiency in funds to pay state attorney and public defender, the Clerk may request additional funds from the office of the State Courts to make up shortfall.	Yes	
40.34 The clerk of the court shall make out a payroll in triplicate for the payment of jurors and witnesses. The payroll shall contain: The name of each juror, the number of days to be paid, and the number of miles traveled by each.	Yes	
40.35 The clerk of the court shall render to the State Courts Administrator a full statement of accounts for moneys received and disbursed under the provisions of this chapter and refund to the State Courts Administrator any balance in the clerk's hands.	Yes	
40.355 The clerk of the court shall render to the state attorney and the public defender in each circuit a full statement of accounts for moneys received and disbursed under this chapter.	Yes	
40.41 The length of the term of service for a petit juror shall not exceed 1 day unless the juror is assigned to or impaneled on a trial that is not completed in 1 day or unless the court orders otherwise. Petit jurors awaiting assignment to a trial must be discharged as early as possible after it has been determined that their services will not be needed.	Yes	
40.50 After the jury has rendered its verdict, any notes developed by jurors shall be collected by the bailiff or clerk who shall promptly destroy them.	Yes	

* Please note that we have summarized statutory requirements as necessary. The relevant statute contains the full text.

CHAPTER 905 GRAND JURY

The Jury department is in full compliance with Ch.[905](#) F.S. Ch. 905 references the number and procurement of a grand jury; replacement of members; who may challenge; grounds for challenge to individual prospective grand jurors and when and how challenge or objection is to be made. It further details the duties of the grand jury as well as the duties of the court, and state attorney, the number of grand jurors required to return indictment and the fact that Grand jurors are not permitted to state or testify.

CHAPTER 913 TRIAL JURY

The Jury department is in full compliance with Ch.[913](#) F.S. Ch. 913 references the grounds for challenge to individual jurors for cause, the number of peremptory challenges, the number of jurors, the qualifications of jurors, jurors in capital cases, and finally special jurors.

Jury Department's Response:

Florida Statutes 40.022 Clerk to purge jury selection lists; restoration.--

- 2) When our office receives lists of deceased persons from the Department of Health, we promptly update our jury list. Up to this time, the Jury department has not received lists of felons and mentally incompetent persons. Currently, when a felon checks the appropriate block on the summons and returns it to us, we update our files to reflect this information. I have made arrangements to acquire a monthly list of felons and persons found to be mentally incompetent from the Collier County criminal department. It will be made available to the Jury department so our jury pool database can be updated per Florida Statute 40.022.

Lack of Automation

The computer system presently used by the Jury department is absent many of the modules needed to increase productivity and efficiency. The current system was originally established in 1988 and has been continuously revised with various modules and programs being added throughout the years in an attempt to adapt it to present needs. To this date however it is apparent that a modern and efficient system needs to be implemented.

Issues observed are as follows:

The first step in effective Jury management is maintenance to ensure the efficient summoning of jurors. The judges send a hard copy of their monthly court hearing and the need for jurors to the Jury department. Determining the number of jurors necessary is

dependent on the trials scheduled and accomplished by manually counting the required jurors. Once the manual count is complete the actual number of jurors needed is entered into the system.

Prior to creating the final venire (the list from which jurors are selected) it is necessary to create a test run to ensure all data is correct. The system at times is unable to match the changed/updated date to the correct Juror number (Ex: jurors may ask to have their jury date changed and then call back to accept the original date). After successful completion of the test run the system will be set to run the venire.

Once the Jury Summons mail - venire lists are printed each list has to be copied several times (up to eight times in some cases). One for each judge on schedule, one for the state attorney, one for the public defender and one for Jury Department records.

A manual list prepared by the court clerks listing the days individual jurors served is sent to the jury personnel where it is keyed into the Jury system proving attendance to ensure correct payment for each juror. Once keyed into the system this list is printed and sent to bookkeeping to ensure payment of jurors.

As the Jurors report to Jury duty they are handed a questionnaire marked with a judge's name (on a first come first serve basis) and are then asked to be seated in the jury room. The jury staff will collect the portion of the summons with the jurors name on it and in conjunction with the questionnaire this serves as proof of attendance. The questionnaire therefore serves as a back up means to take attendance and assign the required number of jurors to each Judge. Consequently the questionnaires and the collected summons portions are used to create a handwritten list of jurors provided to the individual judges.

RECOMMENDATION:

Implement a new Jury system increasing automation and accepting modifications to system with ensuing room for growth. Some of the issues the system needs to endorse are listed below.

The system should be able to accept the electronic transfer of judge's jury needs/calendars and automatically calculate the amount of jurors needed as well as ensure all data is updated, corrected if necessary and printed.

The system should allow for electronic transfer of completed venires to all necessary parties. The jury system should enable the court clerks to electronically input and transfer the attendance list to the Jury department who could then electronically transfer the list of payables to bookkeeping for payment. This would eliminate handling the jury attendance lists twice as well as the manual transfer and input time required.

Recreate the current summons allowing room to bar code a section of the summons. This would enable the scanning of each Jury summons automatically into the Jury system, randomly assigning needed jurors to each Judge. Scanning would therefore enable the random assignment of jurors as well as establish juror attendance. The bar coded portion of the summons should be utilized as potential notice to employers validated through a date stamp.

Jury Department's Response:

As can readily be seen from the auditor's comments, the limited automation found in the current Jury Management system software hinders the efficient use of the Jury Clerk's time. Large portions of the day-to-day jury management processes have to be done manually. This is not only time consuming, but increases the chances of mistakes.

As the population of Collier County continues to grow, it is apparent that the need for more jurors will continue to increase also. Better automation of the jury management processes is the most cost effective means to handle future demands for jurors. Public WEB access and bar code processing are just two examples of automation that would speed up processing and reduce the number of phone calls to the Jury department.

The Clerk's MIS department has advised that the current Jury Management system is written in the COBOL computer language and runs on a VMS hardware/software platform. The vendor for this product has advised MIS that this product is obsolete and support will soon be discontinued. Because of the obsolescence of this product and the ongoing involvement of the MIS department in developing the new courts systems, I would not recommend that the Clerk expend any further efforts toward adding automation to our current system. It should be noted that most of the issues outlined in the Audit Report could be addressed by one of the more modern, already developed, Jury Management system being offered by several different vendors.

Automation may alleviate "some" of the requirements to make copies, but with our current system, these copies are necessary. Please see my comments above concerning further automation for our current Jury Management system.

Lack of Interactive Voicemail System

Jury staff spends a large amount of time on the telephone answering redundant questions. Questions range from where jurors are supposed to report, to whether their excuses have been received and accepted (often times they are statutory exemptions). The same person may call several times throughout the day. (Considering an estimated 52,000 jurors annually – this leaves a potential of 142 calls a day. Assuming each person calls only once.) This not only requires answering the calls but requires staff to research the individual request repetitiously. The availability of an interactive voicemail system reinforcing exemptions, answering question regarding Non-statutory requests and other general information would allow more efficient use of jury staff time. A voice mail system would also acknowledge the public's right to receive information and the fact that it is easier to listen to information/instructions than it is for many people to read especially the fine print of a written word.

RECOMMENDATION:

The mechanisms for time spent on information access should be evaluated and a determination made based on its results. Should the decision to acquire an interactive voice mail system be made, it would aid in spending available time on other duties while furnishing

user-friendly aid to jurors. The system could present juror specific information based on the personal juror number entered and by pre-setting it with automated prompts it could explain various facets of Jury duty and answering general questions. Juror specific feedback would also allow the juror to call back as often as they find necessary to find out if, for example the judge has accepted their submitted non-statutory request for excusal or postponement of service. It should also reemphasize the fact that all non-statutory excuses must be made in writing and leave as a last resort the forwarding of call to a “live” person.

Overwhelming Jury Summons

The current Jury summons is overwhelming with information addressed to the jurors. The information supplied should be evaluated as to its content.

The present summons lacks scanning capabilities and is therefore very labor intensive. Furnishing it with a barcode would enable the summons to be scanned into the system reusing the scanned portion as attendance verification for employers. Considering that the top part of the summons – containing the jurors name and address is disposed of after collections this would prove to be a very cost effective measure.

Presently employer letters are manually written on a PC located in the front area of the jury room. This process begins with jurors (in need of verification for employers) signing their name on a clipboard, the jury clerk will then write a letter of attendance for each juror. The attendance letters will print out on the 6th floor with the clerk calling up asking for someone to deliver them to her. Letters will then be signed and sealed and jurors will be called out to accept their individual employer verification. While historically only one employer did not accept this letter –a state agency - they requested the original summons, it seems antiquated to adhere to this very manual system. The summons could be equipped with a portion to be used for employment verification requiring only a date stamp for authentication of the jurors presence.

RECOMMENDATION:

The information presently printed should be reconsidered with the following inserts made:

- Eliminate the sentence” Unless you receive...” from the original summons.
- The summons should include a statement regarding non-statutory excuses: “if you don’t hear from us concerning your excuse from Jury duty consider yourself excused” this would eliminate some of the telephone calls.
- Add sentence to bottom of summons, “Statutory exemptions requests returned to the Jury department do not require further response from the court system” this would further eliminate many of the incoming telephone calls.
- Finally, add a sentence to the bottom of the summons stating that a juror unable to attend should ensure they are sufficiently excused, as the alternative could be a possible fine up to \$100.00.

The summons should be bar-coded allowing for registration of all incoming jurors as well as assigning jurors to judges and printing jury report to accompany jurors into the courtroom. The bar-coded portion should also take the place of the manually prepared attendance letters

and eliminate the waste of discarding any portion of the summons as well as be time efficient, as they would require only a date stamp for verification. Storage space is another consideration presently the jury staff keeps copies of all such letters in case a letter is not forwarded to employer in its intended format. However the activated card along with the above-recommended updated system would allow for those rare occasions to be researched and recreated within the system.

Jury Department's Response:

We can explore with the court about changing the written instructions in the summons concerning non-statutory excuses and statutory exemption requests. Our current Jury Summons form follows statutory requirements and local judicial directives.

Labor Intensive Process Associated with No Show Letters

The jurors that did not appear for jury duty and had no prior excuse are listed on a report sent to court administration resulting in letters of no show sent to those jurors. These letters are created on court administration letterhead but printed, folded and inserted in envelopes by Jury staff. The letters have to then be manually folded and inserted into envelopes, as the print of the letterhead does not match the present folding machine.

RECOMMENDATION:

Purchase a folding machine that allows for multiple settings folding and inserting letters appropriately and independently.

As the present machine has several settings but not one that matches the court administration's letterhead, a possible alternative would be to research acquiring a variable print module for the present machine.

One of the basic questions however should be the continuous use of questionnaires. The distribution, collection and copying of said questionnaires are time consuming and may be redundant if the same questions are addressed during court proceedings. It is recommended that the continued use of such questionnaires and their usefulness be readdressed with Court staff.

Jury Department's Response:

I do not recommend that we purchase a new folding machine simply because it will not fold the No show letters so that the juror's address appears correctly to be used for a window envelope. A better solution is to have MIS adjust the printing on the paper to properly align the address information. I would also suggest that we address the effectiveness of the No Show letters with the court. Collier is the only county in this circuit that mails No Show letters and our experience has shown that they are ineffective because most jurors ignore the letters just as they have ignored their summons. Printing, folding, stuffing and mailing these letters

is time consuming and expensive. Due to the new requirements placed on the Clerk's Office by the Article V legislation, we should reevaluate spending Clerk funds for this process.

Inefficiency with Some Jury Procedures

- I. Currently juror's presence is marked manually and after return from lunch or any other break they again have to be marked off the manually prepared juror list.
- II. Constant intermingling between Jury and staff. Due to the manual list writing for attendance and questionnaires, the jury clerks are readily available to jurors as they are seated at the counter in the anteroom of the jury room. While this may be public friendly it often times does not allow for effective use of time and can have adverse effects; for example if jurors become emotional about their continuous required attendance. It may also result in information provided to jurors that has no effect on their status and may cause confusion.
- III. Introductions and instructions to the jury are presently relayed without a written script and are not consistent among the clerks. Furthermore introductions/instructions should not leave room for interpretation, for example everyone should assume their presence is required until 5pm this will allow jurors to adapt rather than continuously question their release time. If they are released prior to the time expected there are no repercussions.

RECOMMENDATION:

- I. Establish sign in procedures to ensure all jurors present are accounted for. Post a sign in sheet readily available for Jurors as they enter the Jury Room. Before releasing jurors they should be made aware of the sign in process and asked to sign in when they return from leaving the jury room.
- II. With an automated system allowing for scanning of summons the seating arrangement should allow for use of the back portion of the anteroom protected from public access. This would allow for more efficient use of clerk's time. Information that may be confusing to jurors should not be relayed.
- III. Introductions and instructions should be scripted to ensure accuracy and consistency. While most information is successfully relayed from memory it could allow for inconsistent delivery of information. Reading from script gives the appearance of professionalism and allows for protection in the event that information is subsequently questioned.

Jury Department's Response:

The jury department has a written outline of required jury information that is followed by the Jury Clerks during the orientation process. Jurors are told they may be required to be here until 5:00pm during the orientation process.

Article V – Jury

Conclusion

Many of the findings in this report, including statutory compliance issues, business process inefficiencies and lack of automation are related to automating the Jury department processes. In conclusion, productivity and efficiency could be improved with the implementation of the new Jury Management system and should therefore be carefully addressed by it, including the following:

- Allowing for electronic transfer of completed venires to all necessary parties.
- Enabling the court clerks to electronically input and transfer the attendance list to the Jury department who could then electronically transfer the list of payables to bookkeeping for payment.
- Recreating the current summons allowing room to bar code a section of the summons.

During this review excellent customer service was observed despite the fact the jurors at times were irritable and unhappy. To aid in improving the overall impression and friendliness of the juror room a makeover of the same could be considered.

In closing we would like to thank the personnel of the Jury department for their cooperation and support during this audit.