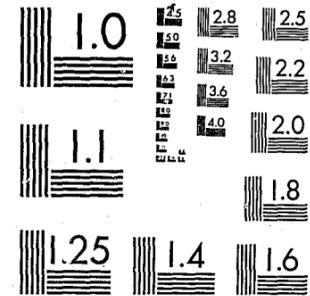


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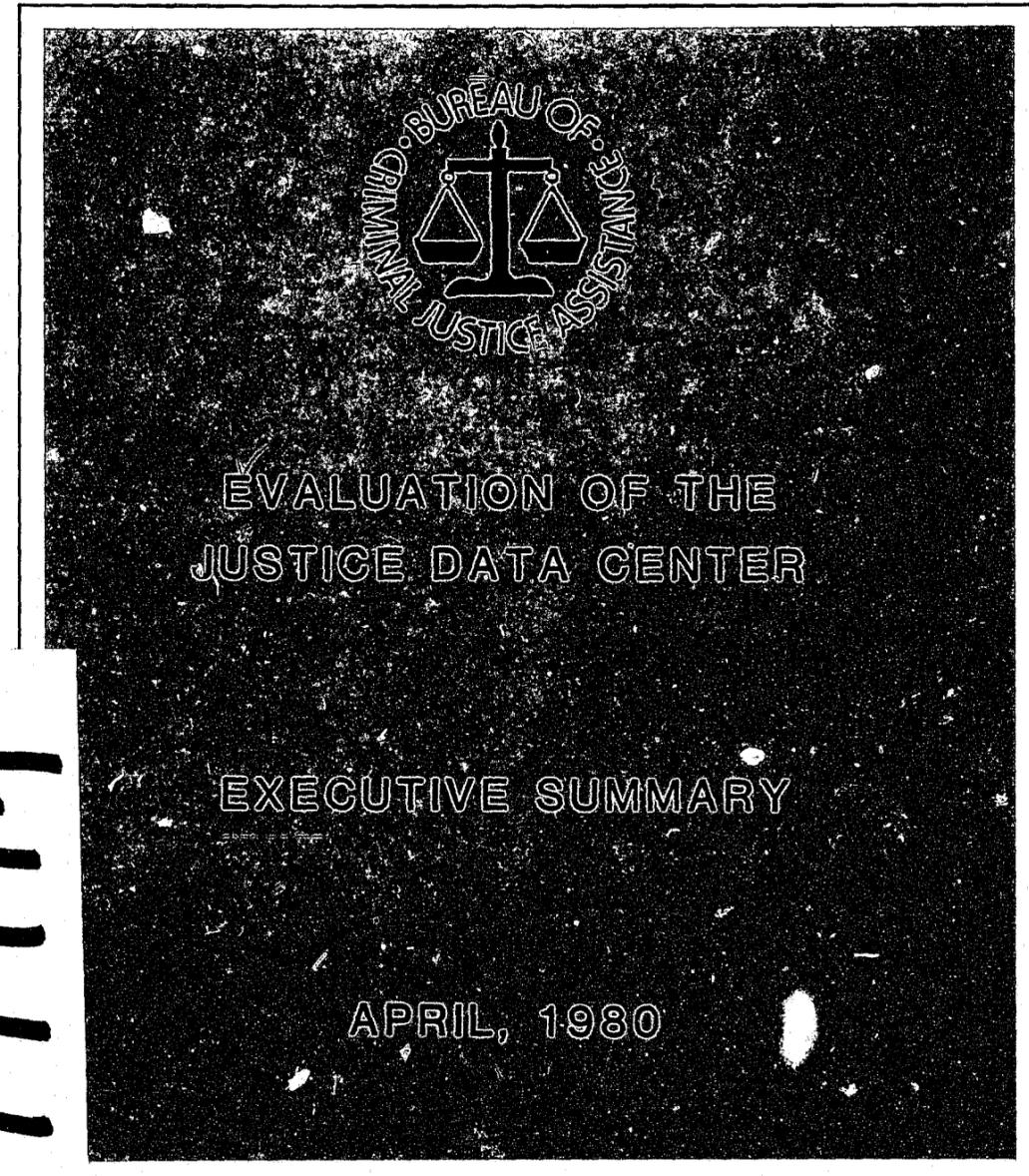
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1/22/82

Department of Community Affairs
Division of Public Safety Planning and Assistance
Bureau of Criminal Justice Assistance



79714

ARTHUR YOUNG

ARTHUR YOUNG & COMPANY
CERTIFIED PUBLIC ACCOUNTANTS

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TAMPA, FLORIDA 33601

April 1, 1980

Mr. B. G. Munro
Bureau of Criminal Justice
Assistance
Department of Community Affairs
530 Carlton Building
Tallahassee, Fla. 32301

Dear Mr. Munro:

Arthur Young & Company is pleased to submit this Executive Summary of our evaluation of the Justice Data Center. This evaluation covers a wide spectrum regarding the data center from management issues, technical issues, to political issues focusing on the period from its birth in 1978 until the fall of 1979. The Justice Data Center was formed from the Justice Management Information Center during the midst of our evaluation. As a result, we had the opportunity to witness the transition as well as to provide management consulting assistance during this time period to help in the transfer.

Our evaluation has shown that the data center and its staff is doing a highly commendable job considering that the Justice Data Center is in its infancy. We have observed that there exist opportunities for improvement and have shared them later in the report.

Additionally, we have reflected on the management and organizational issues that face the JDC and have analyzed the various alternatives. Finally, we reviewed the progress-to-date of the courts, corrections, and data center in regard to satisfying the objectives set forth in the planning documentation that advocated that this data processing resource be established. Realizing that significant changes are occurring within the JDC and its users, we have attempted to provide constructive recommendations that we feel will provide a high-level of effectiveness to the users of the JDC while these changes are occurring.

NCJRS

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Mr. B. G. Munro
Page 2

At the time of our evaluation, the Information Systems personnel reported to the State Court Administrator and were referred to as OSCA/IS. We realize that there has subsequently been a reorganization where OSCA/IS has been renamed the Information System Division and no longer reports to the State Court Administrator. Since this evaluation was conducted prior to this reorganization, all references to the Information Systems Division of the Florida Supreme Court are OSCA/IS.

We want to thank the people that were key to our evaluation within the Office of State Courts Administrator, Department of Corrections, Justice Data Center, Department of General Services/Electronic Data Processing Division, and yourself. Their cooperation and direct involvement permitted us to develop this objective and constructive evaluation. If you have any questions regarding this report, please contact Thomas H. Yacko at (813) 223-1381.

Very truly yours,

Arthur Young + Company

Department of Community Affairs
Division of Public Safety Planning and Assistance
Bureau of Criminal Justice Assistance



EVALUATION OF THE
JUSTICE DATA CENTER

EXECUTIVE SUMMARY

APRIL, 1980

EXECUTIVE SUMMARY

This document represents an Executive Summary of the evaluation for the Bureau of Criminal Justice Assistance by Arthur Young & Company, of a jointly managed data center by the Office of State Court Administrator (OSCA) and the Department of Corrections (DC) since its inception during October, 1978. The major sections include:

- Background of the Assessment
- Assessment of Progress-to-Date
- Management/Organization Alternatives
- Opportunities for Improvement
- Implementation Schedule.

1. BACKGROUND OF THE ASSESSMENT

The Justice Management Information Center (JMIC) was established in November 1978 as a joint project of Courts, Corrections, and the Department of General Services/ Electronic Data Processing Division (DGS/EDP). The data center, JMIC, was formed to process information solely for courts and corrections, with the day-to-day operations of the center handled by DGS/EDP. JMIC was reorganized in August 1979 into the Justice Data Center (JDC). At that time the daily operational responsibilities were removed from DGS/EDP and transferred to the State Supreme Court.

Prior to the formulation of the JMIC, both users, OSCA and DC, had data processing applications spread across several data centers in the Tallahassee area. This was a result of the lack of sufficient resources at any one particular site to process all of the applications for the two users. The use of a myriad of data centers presented significant management problems to DC and OSCA including redundant system data, fragmented data files, difficulty in interfacing applications systems, high costs associated with maintaining and developing a diversity of hardware and software products, and the need for more diversified user experience.

The commonalities of needs between OSCA and DC prompted the concept of establishing a joint data center. Because DC and OSCA had not previously managed a data center, the DGS/EDP participated as the third party in the triumvirate which was to become the JMIC.

During 1977, the Legislative Data Center (LDC) planned to procure a replacement for their IBM 370/145 computer system. The triumvirate made the decision to acquire the LDC computer based in part on the accrued capital equity in the computer system, the compatibility of the hardware and software for several DC and OSCA systems, the availability of extensive online processing, and the reduction of costs by consolidating processing. The Legislature approved the JMIC concept and by October 1978, it became a reality.

A JMIC Management Committee was established to act in an advisory capacity to the data center's management and staff. Tense interpersonal relationships between the two users and the DGS/EDP resulted in the users requesting the transfer of JMIC to a criminal justice agency. The Legislature recognized the situation and placed the data center under the responsibility of the Florida Supreme Court. The Chief Justice in turn placed the responsibility of the data center under the OSCA.

The sharing of a data center by courts and corrections was unique in the United States. Consequently, the Bureau of Criminal Justice Assistance (BCJA) under a grant from the Law Enforcement Assistance Administration (LEAA), requested that an objective assessment be conducted of the data center in order to determine the degree to which the original JMIC concept was achieving its measurable objectives and assessing the progress to date. The focus of the evaluation or assessment was to be directed towards:

- Describing the JDC accomplishments to date
- Assessing facility utilization
- Assessing the adequacy of existing and proposed interfaces to other agencies
- Assessing operational procedures
- Evaluating progress made to-date.

The methodology used to conduct this assessment involved extensive interviews with primary and ancillary personnel involved with the JMIC concept, as well as interviews with the representatives of the BCJA, the Florida Department of Law Enforcement, Department of General Services, and the Supreme Court. Further information was obtained from JMIC planning documents, pertinent Florida Statutes and related Department of Justice regulations.

2. ASSESSMENT OF PROGRESS-TO-DATE

The data center has been operating for over a year. Therefore, an evaluation or assessment could be conducted based on the criteria that were the foundation for its development. This section of the report reviews the objectives set by the two criminal justice agencies when the JMIC proposal was approved by the Legislature in November 1979. The objectives are management criteria used to assist in allocating and coordinating resources effectively and efficiently. The attainment of the objectives, however, requires varying degrees of resources dependent upon the complexity and issues to be resolved. It was important, therefore that Arthur Young & Company maintain this perspective when we evaluated the attainment of objectives.

Assessments which were made are summarized in this section:

(1) Assessment of Corrections Objectives for JMIC/JDC

- Objective - Consolidation of data processing activities into one data center

Assessment - DC has made substantial progress in consolidating data processing activities. Two system applications have been combined and renamed Probation and Parole Services System (PPSS) at JDC. The Inmate Information System (IIS) and some statistical research activities are in the process of being moved to the JDC.

- Objective - Elimination of data storage redundancy

Assessment - Data redundancies have been reduced with the consolidation of two system applications, with further reductions expected when the Inmate Information System (IIS) is moved to JDC.

- Objective - Reduction of duplication of effort in data collection activities

Assessment - The consolidation of two applications into the Probation and Parole Services System (PPSS) has reduced duplication conditions. Although PPSS and IIS remain on separate computer facilities, minimal data collection redundancy is occurring.

- Objective - Consolidated and/or eliminate reports and forms.

Assessment - The creation of PPSS has reduced the number of forms and streamlined some reports; however, due to the IIS remaining on a separate facility, some redundancy still exists.

- Objective - Implement application systems in a data base environment.

Assessment - The PPSS utilizes the IBM Information Management System (IMS), and the IIS uses the system 2000 as its data base management system. The near-term goal is to implement both data bases on the same JDC computer system utilizing IMS.

- Objective - Provide timely access to corrections information on a statewide basis.

Assessment - Focusing specifically on the JDC resource, this objective has not been achieved. There is only one node operational in the communications network for DC. Corrections management has planned for implementing nodes in remote areas throughout the State in early 1980.

- Objective - Provide statistical data as a by-product of normal processing.

Assessment - The Department of Corrections is making progress in achieving this objective since a statistical package has been installed at the JDC.

In summary, the Department of Corrections has been making positive progress in achieving their objectives for the JDC facility. The major inhibiting factors that we have observed that are preventing them from achieving the objectives are the staff shortage in DC/BMIS, and operating at multiple data centers.

(2) Assessment of OSCA's Objectives for JMIC/JDC

- Objective - Provide timely, accurate data collection for all jurisdictions.

Assessment - The OSCA installed the JUSTIS system on the JDC computer in October, 1978. The JUSTIS

system provides prosecutor-oriented information for the second Judicial Circuit. OSCA has developed a workplan which calls for the gradual implementation of the Statewide Justice Information System (SJIS) and JUSTIS. However, no other judicial circuits are on the JUSTIS system as yet.

- Objective - Develop an operational case tracking and management reporting system for local courts and prosecutors to access.

Assessment - The OSCA is developing the Criminal Subsystem of the Caseflow Management Module. the JUSTIS system has been operational in the Second Judicial District for over two years. Statewide implementation of a case tracking and management reporting system has not been realized.

- Objective - Develop a data element dictionary for existing Florida automated judicial systems.

Assessment - The OSCA has amassed a significant data element dictionary to be used as the baseline for the State Judicial Information System (SJIS) concept.

- Objective - Develop a comprehensive judicial data base for criminal justice research and evaluation.

Assessment - The development of a data element dictionary has contributed to the progress toward a comprehensive judicial data base. However, the systems implemented to date do not operate in a true "data base" environment.

- Objective - Develop an appellate court case-oriented support system for the Supreme Court and District Appellate Courts.

Assessment - The development of the appellate court system is in process at this time.

- Objective - Develop an automated search and research system for Supreme Court and Appellate Court opinion.

Assessment - The JDC installed the IBM ATMS/STAIRS text processing system in late summer of

1979 to provide the basis for entering opinions and storing them. This application is presently in the implementation stage in Tallahassee.

- Objective - Develop capability to interface to other related criminal justice agencies to provide court information.

Assessment - The OSCA workplan provides for the interface with FDLE, and OSCA is actively pursuing this interface. Although minimal progress has been made to date, preliminary discussions have been conducted with local agencies.

In summary, the OSCA has been maintaining and enhancing the JUSTIS system in the Second Judicial District and the development of an Appellate Court case-oriented system. Many of the objectives that were set forth by OSCA for the JMIC concept revolved around the SJIS concept. OSCA has developed a workplan for the implementation of the SJIS concept. The statewide implementation of the SJIS concept is a significant undertaking and will require substantial OSCA resources and significant participation and involvement of the local automated agencies.

(3) Assessment of JMIC/JDC Accomplishments

The JMIC concept has been implemented for over a year, and, as a result, this section focuses on the accomplishments during its initial year of operation.

- The JMIC/JDC Has Provided an Extremely High-Level of Service

Despite many external factors affecting the reliability of the computer hardware, and the task of establishing an experienced staff to maintain it, those persons interviewed were unanimous in stating that JDC had provided the users with an extremely high level of service.

- The Computer Has Been Extremely Reliable

The computer facility has an "uptime" or user availability at nearly 100%, due in part to vendor interest DGS/EDP personnel and the desire of the triumvirate to make the center succeed.

- The JMIC/JDC Staff Provided Outstanding Support

The management and technical staff at the JMIC/JDC worked holidays, weekends, and on demand to make the concept viable and to support the user.

- The Data Center Is Responsive

The JMIC/JDC facility, in contrast to DC's and OSCA's former data centers, has been dedicated to the users' needs and has been responsive to their requests.

- The JDC Provides an Online and Data Base Environment

A significant accomplishment is the establishment of a computer capability for DC and OSCA that provides them with an online and data base environment to support their application system needs.

In addition to the specific accomplishments regarding the JMIC/JDC, the JDC users and administration had formulated a plan with milestones to implement various systems and procedures over a three year period and are making substantial progress in achieving these goals.

(4) Assessment of Interface Adequacy

The analysis of system interfaces is divided into two aspects. First, interfaces were examined between application systems (intrasystems) at the JDC. Second, interfaces were examined between data centers of agencies having common objectives with users of the JDC. These interfaces have been defined as intersystem interfaces.

- Intrasystem Interfaces

The primary intrasystem interface that has not materialized is between the OSCA and DC applications, however, there are several factors that contributed to this. First, the users placed a priority of implementing dedicated systems on the JDC, consequently, time did not permit them to address system interfaces. Also, the users have taken different approaches to storing information for their applications.

- Intersystem Interfaces

The intersystem interfaces have similarly not materialized due to various factors. An attempt was made by the DC/OSCA/EDP triumvirate to interface the JDC with the FDLE's data center for the exchange of various types of criminal data. Although the initial effort was rejected by FDLE due to legal considerations, FDLE has expressed an interest in reconsidering the interface as a result of the new JDC organization under a criminal justice agency.

(5) Assessment of Computer Utilization

Due to limited scope of this project, our assessment of the computer's utilization used the job accounting information as the basis for our analysis. Utilization items addressed are presented below:

- Description of System Configuration

The Justice Data Center is using an IBM 370/145 computer system with 1.5 million bytes (characters) of real memory. The computer operating system is OS/VSI which is a very sophisticated operating system for an IBM 370/145.

- Overall System Utilization

In determining system utilization, several key factors must be considered such as number of operating hours (wall-clock time) that the system was available and number of batch/online hours utilized. System utilization is based on the amount of central processing hours or units (CPU) that have been charged per activity.

A maximum utilization figure of 75-80% for the JDC was used, and an average of 10.5 hours of available processing per operational (Monday-Friday) day was used as a basis for available computer hours. The year-to-date estimated utilization for January 1, 1979 through August 31, 1979 was 54%. This utilization figure can be expected to increase based on current system conversions (IIS) as well as the implementation of the statewide networks.

• System Utilization by User Class

Considering the shared aspects (two agency) of the JDC, we have estimated utilization by user in terms of test vs production mode, and batch vs online processing. Interestingly, OSCA and DC are nearly equal in their year-to-date utilization averages, however, a deeper investigation of the trends DC's processing percentage appears to be growing in comparison to the other users while OSCA and JDC systems appear to be stabilizing.

(6) Assessment of Privacy and Security

Privacy considerations refer to the management and dissemination of criminal history information. Security issues focus on the protection of the criminal history information that is maintained by the JDC. Information is secured by the JDC in regard to physical access, environmental protection and personnel practices. Our security review was based on the present site in the Mayo Building, however, consideration has been given to the new site in the basement of the Supreme Court Building.

The Courts, Corrections and DGS/EDP triumvirate had set forth criteria to ensure that the JMIC concept would abide by the Department of Justice's Rules, Title 28, Chapter 1, Part 20, code of Federal Regulations which is commonly referred to as Title 28.

The major policies developed have been implemented, and it appears that the JDC and the respective management is complying with the privacy issues addressed by Title 28 and the Privacy & Security Agreement.

(7) Assessment of Cost Effectiveness

Prior to the establishment of the JMIC/JDC, OSCA and DC systems were on four to six data centers. The maintenance of these systems was felt not to be cost effective. The development of the JDC is perceived to be cost effective for the following reasons:

- The consolidation of applications onto one computer (except the IIS at FSU) has resulted in a more effect-

ive use of personnel, sharing data bases, and enables the users to concentrate on one environment

- The JDC facility is a fixed cost computer facility that is relatively independent to processing volumes
- Users can control the direction of the JDC to satisfy long-term objectives and maintain a higher level of service
- The conversion to the JDC was more cost-effective due to the computer compatibility of the existing PPSS and JUSTIS systems requiring minimal conversion costs.

The IIS system at FSU tentatively is scheduled for a conversion to the JDC during 1980. The continued use of the FSU data center negatively affects the overall cost benefit framework.

3. MANAGEMENT/ORGANIZATION ALTERNATIVES

This section of the JMIC/JDC assessment addresses the management and organization issues that impact the operations of the data center. During the course of our engagement, several management structures and organizations of the new JDC were in effect due to the transition from DGS/EDP operations to OSCA. In order to approach the critical issues regarding management and organization structures for the JDC, we reviewed the situation at a point in time and analyzed the prior structure and evaluated the various policy and operational management alternatives that the Supreme Court could select. This section provided our analysis and addressed the following:

- Prior management structure
- Policy management alternatives
- Operational management alternatives.

(1) Prior Management Structure

The original JMIC concept called for the OSCA and DC to share a computer resource. The DGS/EDP was asked to assist because of their previous experience in operating computer systems. A Management Committee,

established to set policy for JMIC, was comprised of two voting members, DC and OSCA, and a non-voting member - the JMIC Director. To address technical issues and make recommendations to the Management Committee, a Technical Committee was established with representatives from DC, OSCA, and JMIC Applied Technology.

Although the original management structure appeared sound, the situation was not totally satisfactory. The primary problems appeared to be focused on the management process. Consequently, the management of the data center by DGS/EDP was changed via legislation and responsibility was placed under the Supreme Court since it was a criminal justice agency within the Judicial Branch.

(2) Policy Management Alternatives

The transfer of responsibility of the data center to the Supreme Court occurred in early August, 1979 and required the establishment of a formal organization and management structure. During this period, our consultants provided OSCA management with alternatives to policy and operational management structures. In order to remove the negative connotation connected with the initial data center management process, the Supreme Court renamed the data center to the Justice Data Center (JDC).

The JDC, although placed under the Judicial Branch was developed to serve the needs of the DC as well as OSCA. Therefore, the policy management structure selected would be critical. Three viable policy management alternatives were developed:

• Chief Justice of the Florida Supreme Court

- The present Chief Justice has an interest in data processing. He has provided considerable direction and support to the computerization effort.
- The primary drawback of placing the JDC directly reporting to the Chief Justice is that the position is not permanent. Data processing needs stability in policy management and the constant rotation of the Chief Justice's position would be, in long-term, detrimental to data processing.

• Management Committee

- A Management Committee comprised of DC, OSCA and JDC management was considered positive as follows:
 - User involvement and direction would be assured
 - Users would be determining their own destiny
 - The new "triumvirate" would each have an equal vote
- The potential drawbacks to this policy-setting alternative are:
 - The communication difficulties that results from the JDC Director responding to a management by committee structure
 - The need for the JDC to respond to a single individual to ensure proper lines of communication from a functional perspective.

• Director of Information Systems

- A non-existent position that would have a significant management position within the Judicial Branch as follows:
 - It would provide continuity of management
 - It would be dedicated to the operation of the data center and the information processing groups within the Judicial Branch.
- The primary drawback of this approach is that another high-level management

position would have to be generated and it may be difficult to fill the position.

(3) Operational Management Alternatives

The prior organization structure of JMIC contained two basic elements - an operations section and an Applied Technology (systems programming) section. Although this structure provided a high-level of service to DC and OSCA, the reorganization of JMIC to the JDC, provided the Courts with an opportunity to enhance the function and to establish a structure to respond to the future needs of the user base. Arthur Young & Company developed several organizational alternatives for the Courts to consider. These alternatives, which are outlined below, are further reviewed and analyzed in the full report.

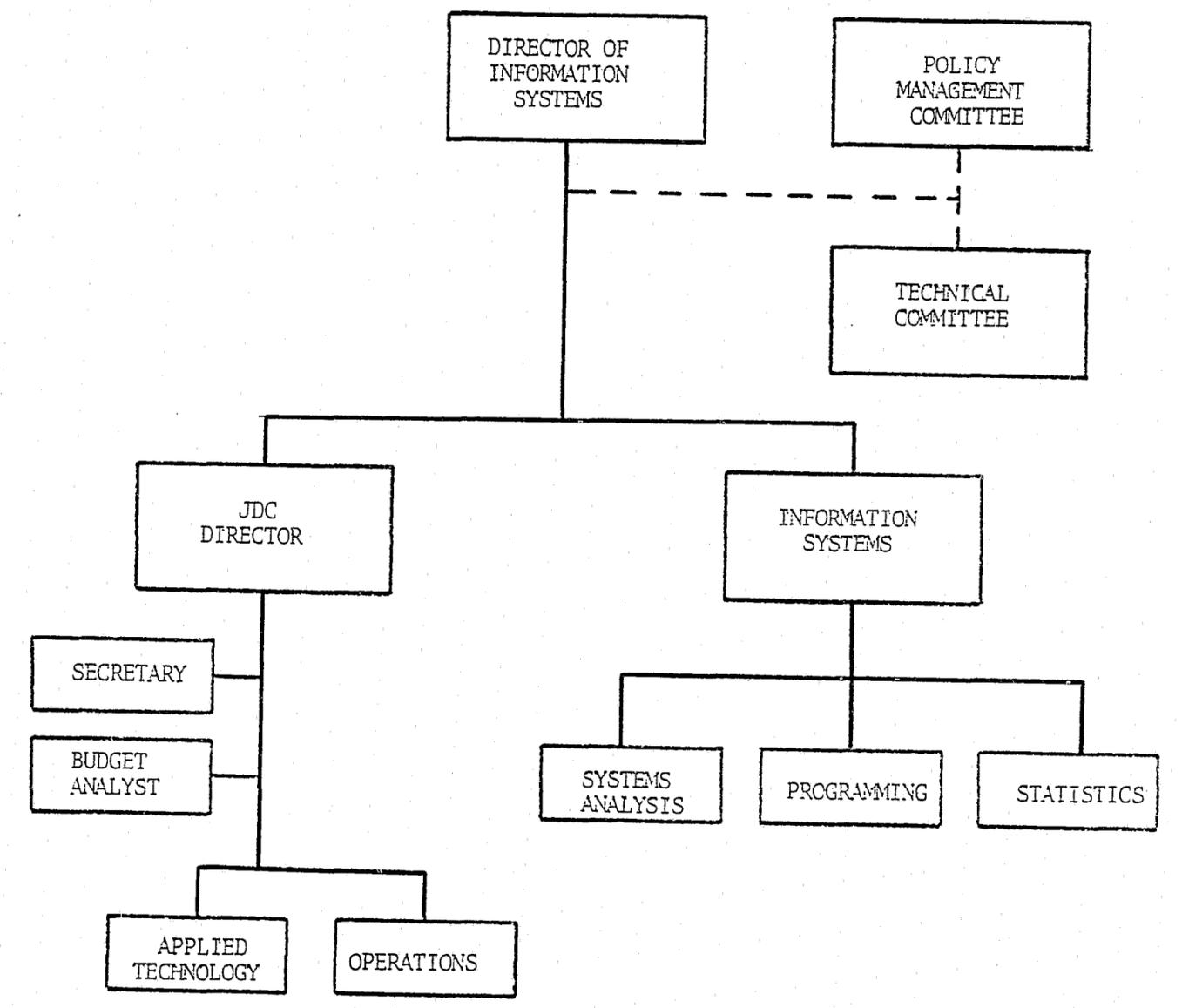
- Include a Data Communications Coordinator Function to Centrally Coordinate the Teleprocessing Network
- Include OSCA Information Group under the JDC Director
- Include the Bureau of MIS (DC) Under the JDC Director
- Have OSCA Programmer/Analysts and DC/BMIS Functionally Report to the Policy-Setting Management
- Have DGS/EDP Operate the Data Center and Report to the Policy-Setting Management Structure

The alternatives were analyzed for their advantages and disadvantages. Based on these analyses, Arthur Young & Company recommends that the following operational engagement structure, as shown in Exhibit I, be implemented.

- Include the data communications coordinator function within the JDC structure.
- Include the OSCA programmer/analysts within the JDC structure reporting to the JDC Director.

BUREAU OF CRIMINAL JUSTICE ASSISTANCE
JDC EVALUATION

RECOMMENDED JDC ORGANIZATION



- Leave the DC/BMIS within the DC structure however include the management in all meetings with OSCA programmer/analyst project management.
- Have the JDC Director report organizationally to the "Director of Information Systems" but functionally to the Management Committee.
- Have a triumvirate Technical committee consisting of the JDC Director, and project leaders from OSCA and BMIS systems groups having an equal vote.

4. OPPORTUNITIES FOR IMPROVEMENT

This section of our evaluation presents a summary analysis of our findings of the Justice Data Center. The analyses have been summarized in a recommendation-format to facilitate implementation.

Our recommendations should be considered in the following framework:

- Recommendations focus on opportunities for improvement and not necessarily deficiencies in the current operation
- Several recommendations have been considered or suggested by DC, OSCA, and JDC personnel
- This report is a vehicle for formally expressing these considerations and others that we have added from our experience
- It is our opinion that the JDC is a reliable computer facility with a competent, cooperative management and staff.

In short, this section is not intended to criticize but to enhance the current operation and management of the JDC.

(1) A Computer Capacity Planning Study Should be Conducted

The original JMIC proposal did not address the capacity issue facing Courts and Corrections, nor was there consideration given as to whether the LDS's computer would satisfy the needs of the two users.

The rationale for the selection of the LDS's computer was straightforward, and our evaluation indicates that the selection of the computer was cost justified in the short term. This does not, however, completely justify the lack of a capacity plan.

Both users are planning expansions to their systems. Consequently, capacity planning is critical to meeting short and long term processing requirements.

(2) Responsibility Areas of All Parties Should be Defined

There needs to be a definition as to the responsibility areas for the JDC Director, Technical Committee, Management Committee, user groups, etc. In addition, the responsibilities, accountability, and authority that will be assigned to the data processing function should be thoroughly defined.

(3) Formal JDC Short and Long Range Plans Should be Developed

Several data processing plans have been developed to date. The courts developed a comprehensive State Justice Information System (SJIS) Master Plan, Corrections had an outside consultant develop a five-year plan for their applications, and the DGS/EDP, OSCA, DC triumvirate developed the JMIC proposal.

However, a JDC short-range plan should be developed itemizing:

- The role of the JDC during the next two to three year period
- The consideration of the potential impact of various conditions.

(4) An Annual Computer Requirement Forecast By User With Monitoring Capabilities Should Be Established

A forecasting methodology for the requirement of the JDC's resources can be developed and monitored using workload projections, job accounting, and performance analyzer (on-line processing analysis) information. This methodology requires that each user provide a forecast, by week for a year, for its data processing requirements.

The implementation of a forecasting/monitoring system of this nature can result in the following benefits:

- Assist in projecting hardware upgrades or expansions
 - Assist in production scheduling
 - Provide a monitoring tool
 - Provide input to the annual budgeting exercise.
- (5) Standards and Procedures for JDC Should Be Developed

The JMIC management attempted to develop standards and procedures for the data center using the standards and procedures from the other DGS/EDP data centers as a base. This effort was stymied by the user agencies for several reasons.

After the JMIC was reorganized as the JDC, the OSCA gave the new JDC Director the responsibility to prepare pertinent standards and procedures to be reviewed and approved by the Policy Committee. We heavily endorse this delegation of responsibility to the JDC and recommend that the JDC Director be supported in this role.

- (6) A Training and Education Plan Should Be Developed

The continued training of data processing management and staff is essential to a responsive computer utility. As a result of the facility renovation budget overrun, the educational seminars were significantly reduced and it is our opinion that the overall potential effectiveness of the JMIC facility was reduced proportionately.

Therefore, an Education and Training Plan should be developed and annually updated for the JDC and user computer personnel. This will provide additional backup and skill redundancies that will reduce the impact of staff turnover as well as enriching the present staff.

- (7) Production Processing Should Be Coordinated And Scheduled to Maximize the Computer Resource

There is no effective production processing schedule. Yet, all three agencies felt the scheduling issue was the most critical issue facing the success of the JDC. It is essential, therefore, that production processing be coordinated among, and formalized by the representatives from the DC, OSCA, and JDC.

- (8) The Quality of Periodic Job Accounting Management Information Should be Improved

The job accounting information and their corresponding descriptions on the various SMF reports should be standardized and monitored by the JDC. Both OSCA and DC have set up some job numbers and programmer level numbers, however, these should be enhanced to capture detailed project information for management analysis. It is essential to address this situation as soon as possible because if other criminal justice agencies use the JDC, methods for allocating costs will have to be established and job accounting information is the basis for this allocation.

- (9) The JDC Should Coordinate All Hardware and Software Procurements.

The JDC as a computer utility is responsible for the computer system hardware and software. As such, all hardware and software procurements should be centrally acquired through the JDC.

- (10) The JDC Should Coordinate and Monitor DASD Storage Allocation

Direct access storage devices (DASD) are not experiencing as a rapid a fall in cost, as other computer hardware, and coupled with the increasing information appetites of the end-users, DASD storage requirements are increasing dramatically. As a result of this growth and the anticipated explosion of information storage requirements when DC and OSCA implement their statewide networks, the JDC should be responsible for monitoring disk storage usage and make appropriate recommendations regarding disk files to the user agencies.

(11) A Closed-Shop Policy Should be Instituted

In the past there have been various attempts to institute a policy for the computer room that excluded all personnel other than those essential personnel required to operate the computer system. For various reasons, this "closed-shop" policy has not been followed. It is important for numerous reasons that a closed-shop policy be administered and observed.

(12) A Formal System Backup Plan Should be Developed

A backup plan for the JDC should be developed in order to:

- Comply with data security issues addressed by Title 28
- Establish procedures to follow in case of a severe hardware failure or catastrophic disaster.
- Establish a computer backup site that can support critical and essential DC/OSCA applications.

(13) A Communications Interface With the FDLE/FCIC Should Be Established

The criminal justice community is comprised of a myriad of agencies, however, the three major functional areas are courts, corrections, and law enforcement. The JDC facility is responsible for the OSCA and DC processing and the FCIC is responsible for law enforcement data processing. On the surface, it appears that an interface between the FCIC and JDC is beneficial. A further investigation confirms that the computer interface is logical and cost-effective.

An interface between JDC and FCIC would serve many useful purposes, and we recommend that this interface with the FCIC be implemented as soon as user and JDC master plans are developed.

(14) Effective Allocation of Space Resources Is Needed In the New Computer Site

After the Supreme Court was legislated the overall responsibility for the data center, OSCA served as the

primary coordinator of the new site preparation; the basement of the Supreme Court. Based on our analysis of the new site, we recommend the following:

- No personnel other than computer operators be housed in the computer room.
- The telephone communications panel should be placed in a room adjacent to the computer room.
- Separate storage should be allocated for paper supplies.
- Access to the computer room other than the current path from the rear basement entrance should be pursued.

5. IMPLEMENTATION SCHEDULE

The implementation schedule shown as Exhibit II presents a twelve-month period for the JDC and its attendant Management and Technical Committee to implement the recommendations discussed in the previous section. The schedule presents an estimated implementation period for each recommendation and assigns responsibility and approval to specific entities. Several of the recommendations can be implemented immediately such as addressing the recommendations for the new site, establishing a closed-shop policy, and assigning procurements. Other recommendations will require a significant commitment of time from the assigned entity. For example, the development of an annual forecasting and monitoring system will require an estimated two to three man months to develop. Obviously, the JDC cannot delegate the Applied Technology staff full-time to this recommendation due to their ongoing responsibilities. Therefore, the implementation period has been extended to allow for part-time development of this recommendation. Finally, we have recommended that the JDC use outside consultants to develop a capacity plan for the data center. The users are planning substantial communications networks for the JDC and their projected workload appears to quickly consume the present reserve capacity. Therefore, due to the urgency and importance of evaluating the present life of the IBM 370/145, a capacity planning study should be conducted.

BUREAU OF CRIMINAL JUSTICE ASSISTANCE
JDC EVALUATION

IMPLEMENTATION SCHEDULE

#	RECOMMENDATION	M	J	J	A	S	O	N	D	J	F	M	Assigned To	Approval By
1	Define Resp. Areas	█											TC	MC
2	Dev. Long/Short Plan	█	█	█	█								TC	MC
3	Annual Forecast System	█	█	█	█	█	█						JDC	MC
4	Capacity Plan		█	█	█	█							Outside Consultant	MC
5	Standard & Procs.	█	█										JDC	MC
6	Training/Educ. Plan				█	█	█						TC	MC
7	Coord. Prod Sched	█	█										TC	--
8	Impr. Job Acctng		█	█	█								JDC	TC
9	Hardware/Software	█											All	MC
10	Monitor DASD Storage	█	continuing										JDC	MC
11	Closed-Shop	█	continuing										JDC	MC
12	Backup Plan				█	█	█						TC	MC
13	FCIC Interface				█	█	█	█	█	continuing			TC	MC
14	New Site	█											TC	--

MC - Management Committee
(Director of Information Systems,
DC, Chief Justice)
TC - Technical Committee
(Johnson, Schelander, Ferrari)

EXHIBIT II