

U.S. Department of Justice
Office of Justice Programs



117093

Prosecution Management Support System

117093

Bureau of
Justice
Assistance

PROGRAM BRIEF

U.S. Department of Justice
National Institute of Justice

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Guidelines for Developing
or Acquiring an Automated
**Prosecution Management
Support System**

Program Brief

NCJRS

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March 1989

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Prepared under grant number 86-SA-CX-K009
by SEARCH, Group, Inc.

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The Assistant Attorney General, Office of Justice Programs, coordinates the activities of the following program Offices and Bureaus: National Institute of Justice, Bureau of Justice Statistics, Bureau of Justice Assistance, Office of Juvenile Justice and Delinquency Prevention, and Office for Victims of Crime.



U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance

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Washington, D.C. 20531

Since its creation in 1984 as a component of the Office of Justice Programs, the Bureau of Justice Assistance (BJA) has made it a primary responsibility to assist state and local criminal justice agencies -- including prosecutor offices -- in establishing and enhancing automated information management systems. The widespread and coordinated use of such systems is of direct benefit to criminal justice practitioners as they seek to advance the administration of justice, combat violent and serious crime and improve the apprehension, prosecution, adjudication and incarceration of drug offenders.

The Prosecution Management Support System Program Brief is an important element in BJA's national program of technical assistance for prosecutors. Drawing upon the experience of many successful operational PMSS projects from around the country, this valuable document offers guidance and support to state and local agencies that wish to develop or purchase a PMSS.

The program brief describes several general functions, supporting information requirements and useful system features which are recommended for inclusion in every PMSS. In addition, the reader is walked through the key steps involved in developing a system: Project Management, Needs Assessment, System Planning, System Design, Coding and Testing, Implementation and Maintenance, and Evaluation. Four useful appendices provide information on suggested data elements, technical assistance resources, reference material and the state offices responsible for allocating BJA formula grant funds for the development and acquisition of PMSS projects.

The Prosecution Management Support System Program Brief complements BJA's 1988 Prosecution Management Support Systems Directory, which contains descriptions of operational PMSS projects. Together, these documents represent part of BJA's response to the information needs of prosecutors. It is hoped that through BJA's commitment to and support of technical assistance and training in advanced systems, more of the nation's prosecutor offices will be able to share in the benefits of automation.

I believe you will find the Prosecution Management Support System Program Brief a practical and informative resource.

Sincerely,

A handwritten signature in black ink, appearing to read "C. P. Smith".

Charles P. Smith
Director
Bureau of Justice Assistance

Acknowledgments

The *Prosecution Management Support System Program Brief* was completed under the auspices of SEARCH Group, Inc., the National Consortium for Justice Information and Statistics. Gary L. Bush is the Chairman and Gary R. Cooper is the Executive Director of this nonprofit consortium of the states which is dedicated to improving the criminal justice system through information technology.

We would like to thank the members of the SEARCH/BJA Task Force on Prosecutors' Technical Assistance and Training Needs who, in sharing their systems expertise and experience, helped to develop solutions to the information management needs of prosecutors. The Task Force Members are: Chairman Stephen Goldsmith, Prosecuting Attorney, Marion County, Indianapolis, Indiana; Kelly Bacon, Executive Assistant, Multnomah County District Attorney's Office, Portland, Oregon; Joseph Cassilly, States Attorney, Belair, Maryland; Stanley

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PMSS: Meeting the Information Management Needs of Prosecutors

The successful prosecution of a criminal case depends not only on the skill and expertise of the prosecutor, but also on the amount and type of information to which the prosecutor has ready access. This is particularly true in the face of escalating caseloads, an increasingly complex adjudication process and the public demand for swift retribution. Efficient record retrieval is especially critical to the effective prosecution of violent and career criminals.

Obviously, a major task of prosecution agencies is the daily collection, maintenance and retrieval of appropriate case records and related information. Among other information-related duties, prosecutors and their support staff need to be able to:

- Identify a defendant's current and past cases;
- Track all charges by defendant;
- Monitor pending cases;
- Notify victims and witnesses of key events;
- Generate documents and reports;
- Maintain prosecutor court calendars;
- Create disposition reports;
- Identify career criminals; and
- Share information with other agencies.

Agencies with heavy caseloads and manual systems may experience particular difficulty in meeting their information and records maintenance needs. Expanded manual systems based on paper records and card files quickly become cumbersome and unwieldy. Such systems are usually labor-intensive and data-redundant. Moreover, small- to medium-sized prosecution agencies typically have had difficulty acquiring sufficient technical personnel and equipment to automate their information systems.

In recent years, however, technological advances have produced relatively inexpensive, yet powerful, new multiuser and multitasking microcomputer systems that meet many of the specific needs of the prosecutor's office. Many of these systems offer flexibility in addition to lower starting costs. A growing number of these systems are being developed on database management software that allows an agency to meet its unique needs by

modifying the program. As a result of such developments, the number of agencies seeking to automate their information systems is rapidly growing.

PMSS: A Management Solution

A Prosecution Management Support System (PMSS) is broadly defined as an automated data processing system used to improve the efficiency and effectiveness of the prosecutor's office. A model PMSS project, for example, will result in an information system that supports prosecution activities (such as violent and career criminal identification, case and subpoena preparation, and witness notification); monitors management decisions; and reduces case preparation and processing time.

The goal of implementing a PMSS is to increase productivity and to enhance the chief prosecutor's management decisions. An automated PMSS will aid the prosecutor in workload distribution (e.g., realigning caseloads on the basis of the relative seriousness of the charges) and will assist in case management and analysis.

A Prosecution Management Support System should expand a prosecutor's ability to:

1. Target prosecution activities to convict violent and career criminals;
2. Maintain victim assistance programs to ensure victims' rights and keep victims informed of the prosecutorial process;
3. Retrieve information quickly and accurately for prosecution activities affected by speedy trial deadlines;
4. Generate analytical reports to guide the use of discretionary authority;
5. Obtain management information and statistical data to review the effectiveness and efficiency of the agency's prosecution methods; and
6. Facilitate sharing of information among criminal justice agencies.

BJA Funding and Oversight of PMSS

In the 1970s, the Federal government, through the Law Enforcement Assistance Administration, supported the development of prosecution information management systems. Several successful projects from that era are still in operation today. Cognizant of the benefits of PMSS, the *Justice Assistance Act of 1984* restored Federal fiscal support for such systems.

1984 Justice Assistance Act/1988 Anti-Drug Abuse Act

The *Justice Assistance Act of 1984* created the Bureau of Justice Assistance (BJA) as a component of the Office of Justice Programs within the U.S. Department of Justice. The *Act* authorized BJA to administer a formula grant program of financial and technical assistance. The grant program is designed to encourage state and local governments to implement programs that have a high probability of improving the criminal justice system, with an emphasis on violent crime and serious offenders.

The 1984 *Act* enumerated 18 general purposes for which funding is available. Among these were "Purpose 12" projects that provide:

...operational information systems and workload management systems which improve the effectiveness of criminal justice agencies.

The Bureau of Justice Assistance, in coordination with the Assistant Attorney General of the Office of Justice Programs and in consultation with the National Institute of Justice, the Bureau of Justice Statistics and the Office of Juvenile Justice and Delinquency Prevention, designated the Prosecution Management Support System (PMSS) as a model program meeting the criteria of "Purpose 12." PMSS was one of only 11 models cited in the entire *Act* as immediately eligible for funding due to its proven success.

The *Anti-Drug Abuse Act of 1988* unites the *Justice Assistance Act of 1984* with the *Anti-Drug Abuse Act of 1986* and reaffirms support for criminal and justice information systems under a continuing formula grant program. The PMSS

program is certified under Section 501 (b), "Purpose 15 (B)" of the 1988 *Act*.

A Prosecutor's Task Force

In 1986, SEARCH Group, in conjunction with the Bureau of Justice Assistance, formed a Task Force on Prosecutors' Technical Assistance and Training Needs. The Task Force was created in response to the national need among prosecutors for guidance in managing information systems. Representing, among other organizations, the National District Attorneys Association, the National Association of Justice Information Systems and the National Association of Prosecutor Coordinators, Task Force members shared their expertise and experience in a cooperative effort to develop solutions to the unique information management needs of prosecutors.

The Task Force met over the course of two years, and among its many deliberations reviewed and recommended system capabilities and information requirements it believed necessary to the fundamental structure of a prosecution management support system. The information and recommendations presented in this *Program Brief* are based on the extensive work of the Task Force.

Use and Organization of the *PMSS Program Brief*

Any new computer system requires a great deal of planning on the part of the recipient agency — prior to any development work. Initial planning and attention to detail will pay off in a system that not only addresses the current needs of the agency, but also can be expanded and upgraded to meet future demands. Prosecutors contemplating developing or otherwise acquiring an automated information system can benefit from a systematic, planned approach to this major undertaking.

The *Prosecution Management Support System Program Brief* is a management tool specifically designed to assist prosecutors in either developing or acquiring a PMSS. The *Program Brief* recommends system functions and information requirements to be included in an effective system, as well as useful system features, and presents the critical program elements necessary for developing a PMSS. Four appendices provide recommended data elements, technical assistance resources, selected reference material and a list of state agencies responsible for administering BJA formula grant funds.

System Functions and Information Requirements

This section recommends specific functions and requirements to be included in any PMSS, whether a prosecutor's office is designing its own system or seeking to acquire an existing PMSS. A general description of potential system functions is provided, including User Inquiry Support, Case-tracking Support, Witness Management and Disposition Reporting. These general capabilities are followed by detailed information requirements that support the functional capabilities. Several suggested system features are also described.

Critical Program Elements

The program elements, the steps of program development, are primarily intended for agencies interested in developing a PMSS, although the preliminary planning steps are also essential to the acquisition process. This section first reviews the purposes of a Needs Assessment and outlines the steps involved, including the User's Requirements Definition, the Feasibility Study and the corresponding documentation.

System analysts must be brought into the process early to technically define what the prosecutor's office wants and how the analysts will accomplish this. System Planning includes an investigation of hardware and software requirements and the development of a project plan.

After determining all of the necessary system requirements, System Design begins. It is in this important phase that the functional requirements and data processing system specifications are combined to create a model system.

The Design phase is followed by Coding and Testing. Programmers translate the software design into code and continuously test each component until the system functions according to the specifications. System documentation and training should also commence during this phase.

The final program elements under Implementation and Maintenance include system installation, maintenance and evaluation. Clear management procedures must be in place at the user's site to ensure that the software program and user data are protected. Ongoing maintenance includes correcting errors, enhancing features and functions and modifying the program because of changes in the operating environment.

Appendices

The appendices include a variety of information that should be very helpful to prosecutors interested in a PMSS. Appendix A is a list of suggested data elements to be incorporated in an effective PMSS. Appendix B identifies a number of Federal and state technical assistance resources, including regional seminars, automated indices of operational systems, training and demonstration sites. Appendix C provides reference material that should be helpful in the development and acquisition processes, and Appendix D lists the state officials (with their agency and telephone number) who are responsible for administering formula grant funding available through the Bureau of Justice Assistance.

System Functions and Information Requirements

A Prosecution Management Support System should enable a prosecutor to track all relevant case information from first referral to final disposition and sentence expiration. Such information tracking is critical not only for case management but also for statistical research and operational analysis. An agency's PMSS must be designed or purchased to respond to that agency's particular needs. There are, however, several general functions and supporting information requirements that are recommended for every PMSS. In the course of reviewing prosecutors' information management needs, the SEARCH/BJA Task Force on Prosecutors' Technical Assistance and Training Needs compiled the following lists of recommended system functions and information requirements, as well as useful system features.

System Functions

The basic functions that the Task Force recommended for an effective PMSS include:

- *User Inquiry Support*

In response to user inquiries, the system should make available general case information such as the location of proceedings, sentences or fines, upcoming court events and names of defendants. This capability will enable the user to select groups of cases or defendants meeting a common criteria (e.g., all cases dismissed because witnesses were unavailable).

- *Case-tracking Support*

It is important for the system to track cases through all stages of the criminal justice process, and maintain information concerning discretionary actions, continuances and final dispositions. The system should monitor all case schedulings and maintain a chronology of events, event dispositions and case dispositions.

- *Case-aging and Status Reports*

The PMSS should produce printed reports of case aging between processing steps, for example, all indicted felonies awaiting trial for over 45 days. The system should also maintain case status reports

providing information on cases awaiting particular actions, such as a competency finding or an investigation.

- *Disposition Reporting*

To facilitate final case disposition reporting, it is critical that a PMSS link arrest record information with charging record information by means of a criminal incident number, docket number or fingerprint-based identification number.

- *Screening Unit Support*

The system should maintain records of both arrest and filed charges, including reasons for charge rejections or modifications.

- *Case and Defendant Ratings*

All prosecutor offices establish some form of classification system, rating cases and defendants in terms of the severity of the crime, the defendant's criminal career, and the likelihood of conviction. A PMSS can help prosecutors determine priorities and manage workloads and should be designed to collect and display the information necessary to accommodate the prosecutor's particular classification system.

- *Victim Assistance*

The system should monitor information pertaining to victim court appearances, event notification and any special needs. It should be able to list all victims associated with a particular case and it may be helpful to also list all the cases with which an individual victim is associated. In addition, the system should generate letters notifying victims of case events and pending sentence expirations.

- *Witness Management*

A PMSS should print subpoenas, facilitate monitoring and recording of all witness contacts, and be able to search the database for a particular case using the witness' name. This is particularly useful in responding to witness inquiries.

• *Document and Report Generation*

The system should be able to produce, on demand or by predefined selection criteria, reports and documents such as complaints, arrest warrants, subpoenas, case event notifications, case jacket labels, indictments, witness thank you letters, cross-reference cards and other repetitive documents. Some systems may allow the user to custom-design forms prior to printing. The user should be able to specify which data are desired and when the document will be printed.

• *Court Calendaring/Scheduling*

A PMSS should produce printed or screen-displayed court calendars for scheduled events. The calendars should be in chronological order. The system should also generate lists of cases assigned to a particular prosecutor or attorney. These lists should be available in a variety of formats, enabling the user to sort the data by attorney, date, court, etc.

• *Statistical Reports*

A statistical reporting capability should be included to allow the creation of workload or tracking statistics on any aggregation of cases. Statistical reports on postponements and dismissals, bail activity, charging and sentencing may be particularly useful.

Information Requirements

To support the system functions described above, the SEARCH/BJA Task Force recommended that a PMSS collect the types of information listed below. Suggested data elements are listed in Appendix A.

• *Case Identification Information*

Case identification information should be unique to a particular case and may include:

- case title and identification number(s);
- incident number;
- originating agency;
- court jurisdiction(s);
- arrest and referral dates;
- case type, level, status and disposition;
- overseeing prosecutor; and
- principal case officer.

• *Defendant Information*

Information captured for each defendant in a case should include:

- defendant name and alias name(s);
- address (home and place of employment);
- telephone number(s);
- date of birth;
- physical description, including sex, race, height, weight, hair and eye color;
- identification numbers, including driver's license, Social Security, state identification and FBI number;
- date of offense and arrest;
- custody status, bond agent and bail amount;
- prior offenses; and
- defense attorney name.

• *Charge Information*

The system should capture charge information for each offense charged against a defendant and be capable of tracking multiple defendants and multiple offenses. Such information includes:

- authorized and final charge;
- plea offered, plea entered and qualifier;
- charge disposition and date, reason for disposition, and disposition event;
- evidence description and location;
- screening attorney and screening date; and
- sentence information, including sentence type, length of time or dollar value, and sentence expiration date.

• *Related Persons Information*

This category includes information describing any persons related to the case other than defendants and attorneys, such as victims, witnesses, guardians, etc. Data captured should include:

- name and alias name(s);
- address (home and place of employment);
- telephone number(s)
- date of birth;
- relationship to case, defendant and/or victim;
- physical description, including sex, race, height, weight, hair and eye color;
- identification numbers, including driver's license and Social Security;
- dates unavailable to appear in court; and
- attorney name.

- *Court Information*

There are two general types of court-related information that a system should collect to assist prosecutors: court event information (including arraignments, preliminary hearings, motions and trials) and information pertaining to actions taken (including filing court documents, issuing subpoenas and summons and mailing general correspondence).

Court information captured by the system should include:

- type of event or action;
- event date and time or filing date and time;
- name of judge, prosecuting attorney, defense attorney; and
- date and type of disposition.

System Features

In addition to general functions and information requirements, certain system features are very useful in operating a PMSS. The system administrator should consider the following:

- *Password Security*

It is recommended that the PMSS have a password security utility which allows system access to authorized operators only. Passwords can also limit access to particular functions or modules. For example, one operator might be able to update case information while another may only inquire on it.

- *Audit Trail of System Activity*

The system should record all transactions performed on the database. The audit trail should contain at least the operator's initials, the type of action taken, the date and time the transaction was executed, and the case number.

- *Edit-checking*

The system should edit-check data for reliability before the data are stored in the database. Data edits might include dates, numeric, and mandatory and coded information. Edit-checking eliminates most clerical errors and greatly improves the accuracy of the data.

- *Ease of Use*

The system should be fairly easy for operators to use. Menus, on-line help screens and user prompts are suggested.

Critical Program Elements

The following program elements are "critical" to the process of developing and acquiring a PMSS that meets the specialized demands of the prosecutor. The time required to implement each program element varies, depending upon the expertise, resources and requirements of the individual agency. For most small- to medium-sized prosecution agencies, however, the entire process should be completed within 18 months.

Project Management

A PMSS is a powerful and influential office tool. Its development and acquisition is no small undertaking and thus must be carefully and consistently managed. Because it can also have intraoffice political repercussions, roles and responsibilities must be clearly defined and lines of communication among administrators, technicians and end users established and kept open throughout the entire process.

- *Element 1: Assign a Project Manager*

The project manager is responsible for directing the course of the project and coordinating the work of all participants. The manager must also ensure that the new system meets the actual needs of the prosecutor's office.

The chief prosecutor's support, direction and personal commitment are critical to the success of a PMSS. For a system to be effective, the prosecutor must first recognize the need for a new or improved PMSS, and then be willing to follow through, financially and emotionally, with the implementation process.

Thus, it is advisable for the chief prosecutor to assume the position of project manager. If it is not possible for the chief prosecutor to be directly involved, he or she should assign the project manager position to an individual who has direct access to the chief prosecutor.

- *Element 2: Establish a Project Team*

The introduction of a PMSS into the office will affect virtually all staff. By involving key personnel in the planning process, the project manager can generate cooperation and an investment on the part of the users. Create a team

that is representative of the different office perspectives by selecting individuals from each unit or department within the agency. These individuals do not need to have a technical background: they are providing information from the end user's point of view. It is beneficial, however, to include personnel with computer expertise: Different levels of technical expertise will be required depending on whether the prosecutor's office is developing or purchasing a PMSS.

The Project Team can be extremely helpful in collecting basic background information and preparing for the system analysis that follows. They should be integral to the process of identifying needs and problems as well as potential solutions.

Needs Assessment

Every prosecutor's office has a system of some kind to manage the vast amounts of information coming through the office. The "system" may be solely an adherence to tradition: "That's the way we have always done it." Now is the time to re-evaluate the way information is handled in the office and determine if there is need for improvement and how that need can be met.

The purpose of the needs assessment is to identify any problems with the current system (manual or automated) and to determine future needs or requirements. In this phase, the Project Team will appraise the existing system and the information that it provides; determine what information needs are not being met; and describe the functions that the users would like to see in a new system. The project team will also determine what resources are available for system acquisition or development. Information compiled in this stage will form the foundation for the enhanced or new system.

The Needs Assessment should define the user requirements, include a feasibility study and produce a final report of the findings.

- *Element 3: Define User Requirements*

It is useful for the Project Team to begin by stating, in a few concise sentences, any general

problems with the existing system. For example, perhaps prosecutors are hampered in their efforts to answer unusual questions because 1) in the case of a manual system, there is no standard method for filing or retrieving the information, or 2) a complicated automated system may require an experienced programmer to extract the data. A problem statement may note that generating nonstandard reports is difficult. Isolating the system's weaknesses is helpful later when it is necessary to specify improvements that the prosecutor's office requires from a proposed system.

To determine what the agency needs to do to solve the noted problems, the Project Team will need to study the current system and talk with others who use the system daily. This investigative work will help the team define the existing system's functions and determine how information flows through the system; what information is provided and for whom; what kinds of input and output are used; and what bottlenecks exist.

After identifying what information is needed to efficiently and effectively operate the prosecutor's office, and examining the current system (including its weaknesses), the Project Team should list the improvements required in the new system. List both those improvements that are critical, and therefore *must* be included in any new system, and any enhancements that may only be desirable.

- *Element 4: Conduct a Feasibility Study*

The Feasibility Study is a review of the financial, technical and administrative resources available to the prosecutor's office for system development and acquisition. The Project Team must consider budgets (including both system acquisition or development and general project management), time frames, in-house expertise, support staff and training needs. It is important at this time to consider what resources will be necessary to convert existing records from the current system to the proposed new system.

Depending upon the composition of the Project Team, the Project Manager may find it necessary to consult experts from outside of the agency. As early as possible, identify what technical resources are currently available, both in-house and locally.

This financial, technical and administrative information will determine the feasibility of developing or acquiring a new system and will enable the Project Team to present the most viable options to the agency. In addition, the information is critical to the development of realistic and accurate costs and schedules. The prosecutor can then better assess initial expenditures and ongoing development costs that can be incorporated in the agency's operating budget.

- *Element 5: Document the Needs Assessment*

The activities conducted and the information gathered during the User Requirements and Feasibility Study phases should be well-documented. The Project Team should produce a clear statement of the requirements and the anticipated costs and benefits before going any further with the project. The statement should include a written overview of the entire system as it currently exists, a list of the functions the users require in a new or enhanced system and an analysis of the feasibility of improving the current system or moving to a new system.

System Planning

After the project team has decided — on the basis of the Feasibility Study — to move forward with the acquisition or development of a new system, and has compiled general user requirements, the team will need to meet with data processing personnel. In the System Planning phase, system analysts and programmers will review the user's requirements, technically define what is required of the system, and ascertain hardware and software needs.

- *Element 6: Conduct a Requirements Analysis*

The Requirements Analysis presents the user's needs to the developers and begins to create a blueprint for an automated solution.

At this point, data processing personnel need to meet with the Project Team and carefully review the User Requirements for a new system. The goals of the project, the needs and expectations of the users and potential problems must be defined. It is critical that the prosecutor's requirements for the proposed system are understood by the people developing the system. In addition, the developers need to determine the system's capabilities and limitations and convey those constraints to the user.

The developers must also investigate the information flow of the existing system, identifying input forms, the way information is processed and output reports. The data processing experts may discover inefficiencies that should be redesigned in the new system. A thorough examination in the beginning of the project can save work and money later.

The team should determine what system documentation is required. The reports written during each phase of the project form the basis for the system documentation. The final documentation should include a summary description of the system, functional specifications, a user's manual, a system administrator's manual, technical specifications and a test plan.

- *Element 7: Review Hardware Requirements*

The team must review appropriate hardware, considering operating systems, processor technology, memory and storage capacity, the number and type of workstations, communication interfaces, output devices/printers and back-up devices.

A complete list of all hardware required for the project should be compiled and detailed specifications listed, including system architecture, operating system and programming language requirements mandated by the system.

Installation requirements, including electrical, environmental and cabling needs, should also be documented.

- *Element 8: Review Software Requirements*

In reviewing software, the team should examine both off-the-shelf and custom-developed software, considering the intended purpose of the software, its portability and compatibility.

In this phase, the project team may define the minimum contents and size of the proposed system's files by identifying what kinds of information the new system will accommodate and how much it will be able to store.

- *Element 9: Develop a Project Plan*

The Project Plan is a formal, written document outlining the strategies for accomplishing the work necessary to develop the system. This might include personnel and technological resources, budgets, and managerial and administrative

responsibilities. The project manager and design team must also agree on schedules, project milestones, and a method for updating and adjusting deadlines, if necessary.

System Design

The System Design phase results in a definition of the system's structure and its physical architecture. It creates a computer solution to the information management problems identified in the early planning stages.

- *Element 10: Develop System Specifications*

After reviewing user requirements and software and hardware specifications, data processing personnel must develop detailed System Specifications. This document will show the user what the proposed system will look like when it is completed. The System Specifications should include examples of menus, data entry screens, reports and any other items that allow the user a clear understanding of the functions to be performed by the system. The System Specifications contain the information necessary for designing the logical structure of the proposed PMSS.

During this phase, the internal workings of the system software should be described, including file layouts, source code structure and program flow. Procedures for coding, reviewing and testing software should also be described. These procedures should be modified and refined throughout the system development process.

Specifications of all system components should be completed in this phase so that they can be tested and converted into an operational system ready for implementation.

Coding and Testing

The Coding and Testing Phase transforms the software design into a computer program code which is machine executable, and validates the code through extensive testing.

- *Element 11: Code and Review the Software*

Coding is the translation of the system design into a program language. Coding of individual modules can be accomplished in parallel by several programmers working independently.

• *Element 12: Test the Software*

Testing takes place continuously until each module, set of modules and the entire, integrated system functions according to the preset specifications.

Documentation preparation, training of management, users and data processing staff, and the development and testing of a system conversion plan will also be conducted during this time.

Implementation and Maintenance

Once the system is installed in the prosecutor's office, the project will require continuous support, including correcting problems that may only surface when the system is operational; making enhancements at the request of the end user; and modifying the system as operational changes dictate.

• *Element 13: Install the System*

During the Implementation Phase, the development team may make final modifications before installing the fully tested system in an operational setting.

In addition, the conversion plan should be implemented and a post-implementation review undertaken.

Implementing the conversion plan requires the initial loading and verification of tables and files. This can be an extremely complex task and is primarily a function of the type, accuracy and volume of the historical data to be included in the new system. A post-implementation review focuses on how the project team performed against cost, schedule and technical objectives, and how the new system is functioning.

• *Element 14: Maintain and Support the System*

This phase provides ongoing support and system performance monitoring. It includes fixing problems and fine-tuning the system; providing system updates in the form of later releases of the product; making changes and enhancements to the system; and providing additional user training after the system is installed.

Evaluation

• *Element 15: Evaluate and Monitor the System*

The success of a PMSS must be measured against the goals and objectives for which the system was originally designed. Prosecutors might find it useful to track and maintain information which can be used to indicate program performance.

The objective measurement of the impact of the PMSS can be a difficult task, particularly because the success of the PMSS is separate from the success or failure of activities which the system is designed to support. Nevertheless, there are certain activities which can be measured by comparing data gathered prior to the implementation to data gathered after the system has been operational.

Areas where comparison is relevant include defendant case tracking, filing of habitual charges, document generation, victim assistance, vacated trial dates, case aging, disposition reporting, witness notification and interagency coordination.

Appendices

- A. *Suggested PMSS Data Elements*
- B. *Technical Assistance Resources*
- C. *Selected Reference Material*
- D. *State Formula Grant Administration Offices*

Appendix A

Suggested PMSS Data Elements

The following is a list of data elements that are suggested for inclusion in a Prosecution Management Support System to meet the general requirements outlined in the System Functions and Information Requirements section of this *Program Brief*. The data elements were derived from

extensive reviews of prosecutor and court information systems throughout the United States and the subsequent identification of common system features, records and data elements. The list is not comprehensive; agencies will want to tailor the data in a PMSS to meet their own needs.

Allas Data

Last name, first, middle
Address
City
State
ZIP code
Driver's license number
Issuing state
SID number

Attorney Data

Last name, first, middle
Bar number
Firm name
Address
City
State
ZIP code
Telephone number(s)

Bond Agent Data

Last name, first, middle
Bond agency name
Agency address
City
State
ZIP code
Telephone number(s)
Surety company name
Maximum bonding level

Case Summary Data

Case number
Case title
Referral date
Prosecuting attorney
Incident number
Originating agency number
Location/jurisdiction

Case type

Case level
Case status/disposition
Date of disposition
Court(s) assigned
Lower court number
Upper court number
Other related number(s)
Case number consolidated/severed (with/from)
Date archived

Defendant Data

Last name, first, middle
Address
City
State
ZIP code
Phone number(s)
Driver's license number
Issuing state
Sex
Race
Date of birth
Height
Weight
Eye color
Hair color
FBI number
SID number
SS number
Date of offense
Date of arrest
Custody status
Bail/Bond amount
Bond agent
Defense attorney
Prior conviction(s)
Date(s) unavailable

Charge/Offense/Sentence Data

Screening attorney
Screening date
Authorized charge
Final charge
Qualifier/enhancement
Plea offered
Plea entered
Charge disposition
Disposition date
Disposition event
Disposition reason
Evidence type
Evidence number
Evidence location
Sentence type
Date sentenced
Expiration of sentence date
Length of sentence
Fine/restitution amount
Concurrent/consecutive

Court Event/Action Data

Event type
Event date
Event time
Event disposition
Judge
Court room
Prosecuting attorney
Defense attorney
Action type (court filing)
Date filed
Notes

Related Person(s) Data

Last name, first, middle
Address
City
State
ZIP code
Telephone number(s)
Driver's license number
Issuing state
Sex
Race
Date of birth
SS number
Agency/employer
Relationship to: case defendant victim
Date(s) unavailable
Attorney

Appendix B

Technical Assistance Resources

The Bureau of Justice Assistance offers an assortment of technical assistance resources to aid prosecutors in developing a PMSS. These resources are available in various combinations on a limited basis and are often provided through a national contractor.

Regional Seminars

Seminars are designed to provide an overview of computer systems and a systematic methodology for developing and acquiring automated systems.

Individuals interested in acquiring classroom assistance in information management systems may wish to contact the following organizations for seminar schedules.

National College of District Attorneys
University of Houston Law Center
University Park, Houston, TX 77204-6380
(713) 747-6232

Institute for Court Management
National Center for State Courts
1331 Seventeenth Street, Suite 402
Denver, CO 80202
(303) 293-3063

National Criminal Justice Computer
Laboratory and Training Center/Sacramento
SEARCH Group, Inc.
925 Secret River Drive, Suite H
Sacramento, CA 95831
(916) 392-2550

National Criminal Justice Computer
Laboratory and Training Center/Washington,
D.C., a joint facility of the Criminal Justice
Statistics Association and SEARCH Group, Inc.
555 New Jersey Ave., N.W., Suite 860
Washington, D.C. 20001
(202) 638-4155

Automated Indices

The following agencies maintain an automated index of automated criminal justice information management systems. Searches can be conducted to assist criminal justice practitioners in locating agencies with similar application and information processing needs.

The Court Technology Database contains 5,000 records of automated court systems.

Contact: National Center for State Courts
300 Newport Ave.
Williamsburg, VA 23187-8798
(804) 253-2000

The Automated Index of Criminal Justice Information Systems contains over 1,000 automated systems used by courts, law enforcement, prosecutors and other justice agencies.

Contact: SEARCH Group, Inc.
925 Secret River Dr., Suite H
Sacramento, CA 95831
(916) 392-2550

Peer Assistance

Prosecutors and staff can gain valuable information and guidance from fellow practitioners who have experience in the development or acquisition of automated information management systems. Individuals interested in contacting such practitioners should contact:

Adjudication Technical Assistance Program
4400 Massachusetts Avenue, N.W.
Washington, D.C. 20016
(202) 362-4183

SEARCH Group, Inc.
925 Secret River Dr., Suite H
Sacramento, CA 95831
(916) 392-2550

Demonstration Sites

Several jurisdictions currently operating a PMSS have agreed to serve as demonstration sites. Prosecutors are encouraged to visit these sites and see how a PMSS can be developed, implemented and used to improve prosecution activities. These sites are illustrative of how the PMSS methodology has been successfully used to develop a system that meets the needs of the prosecutors it serves.

• *Sonoma County, California*

The County has developed a minicomputer-based case management system for all county agencies, including the office of the prosecuting attorney.

Contact: County Data Processing Center
2615 Pauline Drive
Santa Rosa, CA 95401
(707) 527-2911

• *The Colorado District Attorneys Council*

The Council has developed a mainframe-based PMSS for Colorado's larger counties and has developed a micro-based system for the smaller counties. The PMSS provides feedback to the local prosecutor on the status of cases; maintains a state criminal history capability; and provides analytical data to the Governor, legislators and other decisionmakers within Colorado.

Contact: The Colorado District Attorneys Council
Data Processing Division
6143 S. Willow Drive
Englewood, CO 80111
(303) 779-0841

• *Prosecuting Attorneys Association of Michigan*

This organization has developed and installed a multiuser microcomputer-based PMSS in several small- and medium-sized prosecutor offices. It includes case and defendant tracking; all charge and sentence information; all court events and actions; and victim, witness and other related persons information. The system also generates repetitive documents and management reports.

Contact: Prosecuting Attorneys Association
of Michigan
300 Townsend
Lansing, MI 48913
(517) 334-6060

• *Circuit Attorney, St. Louis, Missouri*

The County maintains the Regional Justice Information System (REJIS), an integrated case management system for all agencies, including the prosecuting attorney.

Contact: Data Processing Department
REJIS
4255 W. Pine Blvd.
St. Louis, MO 63108
(314) 535-1050

• *District Attorney, Norman, Oklahoma*

The District Attorney's Office operates a local area network which runs the public domain PMSS D.A.'S ASSISTANT™. D.A.'S ASSISTANT™ is used for case and defendant tracking, victim and witness programs and document generation.

Contact: Office Administrator
District Attorney's Office
201 S. Jones, Suite 210
Norman, OK 73069
(405) 321-8268

• *District Attorney, Multnomah County, Portland, Oregon*

The District Attorney's Office maintains a mainframe PMSS which serves a population area of approximately 600,000. This system is the 1982 version of PROMIS and provides case and information management for both the Portland Police Bureau and the District Attorney's Office.

Contact: Office Administrator
District Attorney's Office
1021 S.W. 4th, Room 600
Portland, OR 97204
(503) 248-3162

For further information regarding any of these technical assistance resources, please contact:

PMSS Program
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, D.C. 20531
(202) 272-4601

Appendix C

Selected Reference Material

The following reference materials may be helpful in the development and acquisition of a PMSS or other computer system.

Automated Court Management Information Systems Directory. U.S. Department of Justice, Bureau of Justice Assistance, 1988.

This *Directory* of over 1,800 court management systems enables practitioners to identify and contact agencies with similar application and information processing needs.

The Criminal Justice Microcomputer Guide and Software Catalogue. U.S. Department of Justice, Bureau of Justice Statistics, 1988.

This *Guide* defines the basic components of micro-computers and describes a process for selecting a system. The document also lists over 150 operational criminal justice software applications.

Dictionary of Criminal Justice Data Terminology. U.S. Department of Justice, Bureau of Justice Statistics. Second Edition, 1981.

This *Directory* explains terms and definitions proposed for interstate and national data collection and exchange. Includes information on some special usage in national level statistical programs and terminology necessary for understanding the principles and operation of the criminal justice system. (NCJ-76939).

1986 Directory of Automated Criminal Justice Information Systems. U.S. Department of Justice, Bureau of Justice Statistics, 1986.

This *Directory* contains descriptions of over 1,000 operational criminal justice information systems used by police, prosecutors, courts, corrections and other criminal justice agencies in state and local jurisdictions. The *Directory* also identifies those systems with statistical and communications capabilities. (NCJ-10226).

Evaluating Donor Systems — A Software Transfer Technique. Sacramento, CA: SEARCH Group, Inc., 1980.

This publication is a guide to assist practitioners in evaluating software systems for possible transfer. Includes a methodology for identifying alternative systems, selection criteria, and descriptions used to narrow the search for proven, operating systems available for transfer.

Financial and Administrative Guide for Grants, OJP M 7100.1C. U.S. Department of Justice, Office of Justice Programs, 1985.

This *Guide* provides detailed instructions and procedures for managing grants awarded by the Office of Justice Programs, U.S. Department of Justice.

Guidelines for Documentation of Computer Programs and Automated Data Systems, Federal Information Processing Standards Publication, (FIPS PUB 38). U. S. Department of Commerce, National Bureau of Standards, February 16, 1976.

This publication describes Federal documentation standards for information systems. (NCJ-36706).

Liability for Mishandling Criminal History Records. Sacramento, CA: SEARCH Group Inc., 1984.

This publication summarizes legal principles affecting personal liability; examines state statutory provisions establishing civil remedies, criminal penalties and other sanctions; and analyzes relevant court decisions.

The Practical Guide to Structured System Design. M. Page-Jones. New York: Yourdon Press, 1983.

This *Guide* is a general introduction to the system design process.

Prosecution Management Support Systems Directory. U.S. Department of Justice, Bureau of Justice Assistance, 1988.

This *Directory* is intended to assist prosecutors and their data processing support personnel in developing, enhancing or acquiring a PMSS. It provides detailed information on 140 automated Prosecution Management Support Systems operating across the country.

Software Engineering Handbook. General Electric Company. McGraw-Hill, 1986.

This *Handbook* describes a disciplined approach to developing and maintaining software. It provides managers and technical personnel with an in-depth understanding of each step in the software engineering process.

Software Engineering With System Analysis and Design. D.V. Steward. Monterey, CA: Brooks/Kole Publishing Company, 1987.

This publication provides a structured approach to systems analysis, project management and system design and development.

Structured System Acquisition Guidelines. U.S. Department of Justice, Bureau of Justice Assistance. (Forthcoming).

These *Guidelines* outline the process of acquiring a computer system, including the identification of suitable software applications and hardware components.

Structured System Development Guidelines. U.S. Department of Justice, Bureau of Justice Assistance. (Forthcoming).

These *Guidelines* provide a methodology for managing the development of a software system, from the planning phase through maintenance of the operational system.

For further information contact:

National Criminal Justice Reference Service
P.O. Box 6000, Rockville, MD 20850
(301) 251-5500 or (800) 851-3420

Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, D.C. 20531
(202) 272-4601

SEARCH Group, Inc.
925 Secret River Drive, Suite H
Sacramento, CA 95831
(916) 392-2550

Appendix D

State Offices Administering the Formula Grant Program

The Prosecution Management Support System program was the only project certified under the Bureau of Justice Assistance's "Purpose 12" category of the *Justice Assistance Act of 1984* for projects that provide "operational information systems and workload management systems which improve the effectiveness of criminal justice agencies."

Where implemented, Prosecution Management Support Systems have been very effective, and the program is again certified, under "Purpose 15 (B)" of the *Anti-Drug Abuse Act of 1988*. Thus, as a proven program, the development or acquisition of a PMSS is eligible for funding under the BJA Formula Grant Program to states and local units of government.

The purpose of the *Prosecution Management Support System Program Brief* is to assist state and local agencies interested in applying for funding to develop or acquire a PMSS. Interested prosecutor agencies should work to develop a plan that includes as much of the material outlined in the *Program Brief* as is possible.

Appendix D lists the name and addresses of each state agency responsible for allocating BJA funds for the development and acquisition of PMSS projects. For further information and program applications, contact the agency in your state.

Alabama

Alabama State Department of Economics
and Community Affairs
Law Enforcement Planning Division
3465 Norman Bridge Road
P.O. Box 2939
Montgomery, AL 36105-0939
(205) 261-5891

Alaska

Criminal Investigation Bureau
State Trooper's Division
5700 E. Tudor Road
Anchorage, AK 99507
(907) 269-5620

Arizona

Arizona Criminal Justice Commission
1700 N 7th Ave., Suite 250
Phoenix, AZ 85007
(602) 255-1928

Arkansas

Office of Intergovernmental Services
Department of Finance and Administration
1515 Building, Suite 412
P.O. Box 3278
Little Rock, AR 72201
(501) 682-1074

California

Office of Criminal Justice Planning
1130 K Street, Suite 300
Sacramento, CA 95814
(916) 324-9140

Colorado

Division of Criminal Justice
700 Kipling Street, 3rd Floor
Denver, CO 80215
(303) 239-4442

Connecticut

Office of Policy and Management
Justice Planning Division
80 Washington Street
Hartford, CT 06106
(203) 566-3020

Delaware

Criminal Justice Council
Carvel State Office Building
820 North French Street, 4th Floor
Wilmington, DE 19801
(302) 571-3430

District of Columbia

Office of Criminal Justice
Plans and Analysis
1111 E Street, N.W. Suite 500C
Washington, DC 20004
(202) 727-6537

Florida

Bureau of Public Safety Management
The Rhyne Building
2740 Centerview Drive
Tallahassee, FL 32399
(904) 488-8016 (Ext. 5455)

Georgia

Criminal Justice Coordinating Council
Suite 470 East Tower
205 Butler Street, S.E.
Atlanta, GA 30334
(404) 656-1721

Hawaii

Office of the Attorney General
State of Hawaii
426 Queen Street, Room 201
Honolulu, HI 96813
(808) 548-3800

Idaho

Criminal Justice Support Bureau
Idaho Department of Law Enforcement
6111 Clinton Street
Boise, ID 83704
(208) 334-2909

Illinois

Illinois Criminal Justice
Information Authority
120 S. Riverside Plaza, Suite 1016
Chicago, IL 60606
(312) 793-8550

Indiana

Indiana Criminal Justice Institute
101 W. Ohio Street, Suite 1030
Indianapolis, IN 46204
(317) 232-2360

Iowa

Iowa Department of Public Health
Lucas State Office Building
Des Moines, IA 50319
(515) 281-5605

Kansas

Department of Administration
Statehouse, Room 263-E22
Topeka, KS 66612-1590
(913) 296-3011

Kentucky

Justice Cabinet
Commonwealth Credit Union Bldg.
417 High Street, 3rd Floor
Frankfort, KY 40601
(502) 564-7554

Louisiana

Louisiana Commission on Law Enforcement
2121 Wooddale Blvd.
Baton Rouge, LA 70806
(504) 925-4430

Maine

Department of Public Safety
State House Station 42
Augusta, Maine 04333
(207) 289-3801

Maryland

Office of Justice Assistance
6776 Reisterstown Road, 3rd Floor
Baltimore, MD 21215
(301) 764-4336

Massachusetts

Massachusetts Committee on Criminal Justice
100 Cambridge St., Room 2100
Boston, MA 02202
(617) 727-6300

Michigan

Office of Criminal Justice
P.O. Box 30026
Lansing, MI 48909
(517) 373-6655

Minnesota

Criminal Justice Program
Minnesota State Planning Agency
Centennial Office Building, 3rd Floor
658 Cedar St.
St. Paul, MN 55155
(612) 297-2436

Mississippi

Department of Criminal Justice Planning
Governor's Office of Federal State Programs
301 W. Pearl Street
Jackson, MS 39203-3088
(601) 949-2198

Missouri

Missouri Department of Public Safety
Truman State Office Building
P.O. Box 749
Jefferson City, MS 65102-0749
(314) 751-4905

Montana

Montana Board of Crime Control
303 North Roberts, Scott Hart Building
Helena, MT 59620
(406) 444-3604

Nebraska

Nebraska Commission on Law
Enforcement & Criminal Justice
P.O. Box 94946
Lincoln, NB 68509
(402) 471-2194

Nevada

Department of Motor Vehicles
and Public Safety
555 Wright Way
Carson City, NV 89711-0900
(702) 885-5375

New Hampshire

Office of the Attorney General
State House Annex
Concord, NH 03301-6397
(603) 271-3658

New Jersey

Office of the Attorney General
Richard Hughes Justice Complex
CN 080
Trenton, NJ 08625
(609) 292-4919

New Mexico

Local Government Division
Department of Finance and Administration
491 Old Santa Fe Trail
Santa Fe, NM 87501-2783
(505) 827-4950

New York

New York State Division of
Criminal Justice Services
Executive Park Tower, Stuyvesant Plaza
Albany, NY 12203-3764
(518) 485-7911

North Carolina

Governor's Crime Commission
P.O. Box 27687
Raleigh, NC 27611
(919) 733-5013

North Dakota

Criminal Justice Training
and Statistics Division
Attorney General's Office
State Capitol
Bismarck, ND 58505
(701) 224-2210

Ohio

Governor's Office of Criminal
Justice Service
65 East State Street, Suite 312
Columbus, OH 43215
(614) 466-7782

Oklahoma

District Attorneys Training
Coordination Council
2200 Classen Blvd., Suite 1800
Oklahoma City, OK 73106-5811
(405) 521-2349

Oregon

Criminal Justice Coordinator
Executive Department
155 Cottage Street, N. E.
Salem, OR 97310
(503) 378-4123

Pennsylvania

Pennsylvania Commission on
Crime and Delinquency
P.O. Box 1167, Federal Square Station
Harrisburg, PA 17108-1167
(717) 787-2040

Puerto Rico

Office of the Attorney General
Department of Justice
Commonwealth of Puerto Rico
P.O. Box 192
San Juan, PR 00902
(809) 723-4949

Rhode Island

Governor's Justice Commission
222 Quaker Lane, Suite 100
Warwick, RI 02893
(401) 277-2620

South Carolina

Division of Public Safety Programs
1205 Pendleton Street
Columbia, SC 29201
(803) 734-0425

South Dakota

Office of the Attorney General
State Capitol
Pierre, SD 57501
(605) 773-3215

Tennessee

State Planning Office
307 John Sevier Building
500 Charlotte Avenue
Nashville, TN 37219-5082
(615) 741-1676

Texas

Criminal Justice Division
P.O. Box 12428, Capitol Station
Austin, TX 78711
(512) 463-1919

Utah

Commission on Criminal and Juvenile Justice
Room 101, State Capitol Building
Salt Lake City, UT 84114
(801) 533-7935

Vermont

Vermont Department of Public Safety
Waterbury State Complex
103 S. Main Street
Waterbury, VT 05676-0850
(802) 244-8718

Virginia

Department of Criminal Justice Services
805 East Broad Street
Richmond, VA 23219
(804) 786-4000

Virgin Islands

Virgin Islands Law Enforcement
Planning Commission
8 Crown Bay, 2nd Floor
St. Thomas, VI 00802
(809) 774-6400

Washington

Washington State Department of
Community Development
Ninth & Columbia Building, MS/GH-51
Olympia, WA 98504-4151
(206) 753-2203

West Virginia

Criminal Justice and Highway
Safety Office
5790-A MacCorkle Avenue, S.E.
Charleston, WV 25304
(304) 348-8814

Wisconsin

Wisconsin Office of Justice Assistance
30 West Mifflin Street
Madison, WI 53703
(608) 266-3323

Wyoming

Division of Criminal Investigation
123 Capitol Building
Cheyenne, Wyoming 82002
(307) 777-7840

American Samoa

Office of the Commissioner
Department of Public Safety
American Samoa Government
Pago Pago, American Samoa 96799
(011) 684-633-1111

Commonwealth, N. Mariana Islands

Criminal Justice Planning Agency
Commonwealth of the Northern
Marianas Islands
Office of the Governor
Saipan, MP 96950
(011) 670-322-9350 (Ext. 6311)

Guam

Bureau of Planning
Governor's Office
P.O. Box 2950
Agana, Guam 96910
(011) 671-472-8931 (Ext. 405)