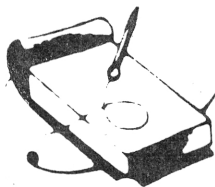


Dept of Justice -
Bureau of Investigation

- ① Examine 12/12/73 Commission minutes.
- ② Isn't this the Dean Shaeffer mail?
- ③ Should we check into it further?
- ④ ~~why~~ when was this Bureau established -
what were its responsibilities
why is it necessary in view of State Police & Pa. Crime Commission.

J-F



Memo

FROM THE DESK OF
Truman Burke

This report was topic
of discussion at the
Governor Justice Commission
Hearing on 12-12-73

8-F

GOVERNOR'S JUSTICE COMMISSION
PROJECT REVIEW SHEET

SUBGRANT NUMBER

NN

DS-422-73A

Date

8/23/73

LEAA Category Heading

5. Detection, etc.

Applicant

Department of Justice/Bureau of Investigations

Type of Organization

State Agency

Functional Program Category:

g. Reduction of Organized Crime

Action Program Code:

g. Reduction of Organized Crime

Input Sheet Reference

Page:

Financial Data:

\$ 45,840 Applicant's Contribution

\$ 90,863 Federal Funds

\$ 136,703 Total

\$ 90,863

\$ -0-

Part C

Part E

Major categories: (Federal Funds)

47 % Salaries-New Personnel

23 % Travel

5 % Motorized Equip.-Supplies & Repair

Project Description:

This project, "Expansion in Staffing of Bureau of Investigations to Combat Crimes Adversely Affecting State and Local Government Operations" is a continuation of DS-328-72A.

Five investigators and two clerical personnel will be continued, and the Bureau of Investigations will continue to investigate all matters requested by the Attorney General, with greater emphasis on criminal violations and official corruption. This project is primarily designed to give greater emphasis on criminal investigations, particularly those involving contract fraud matters, State and local government corruption, criminal activity perpetrated upon the Commonwealth and its citizens by organized groups in such matters as charity frauds, welfare frauds by doctors and pharmacists in the Welfare Medical Assistance Program, and related matters.

The long range goal will be the implementation of a survey-inspection program of State agency operations and contracts to ferret out corruption and improve the effectiveness and efficiency of State spending programs.

This project is consistent with the objectives of the g program of the 1973 Comprehensive Plan in that "this program continues to be the establishment of a ... base for the development and conduct of a comprehensive assault on organized crime throughout the Commonwealth."

PRIOR YEARS' FUNDING
DS-328-72A - \$100,000

Per: DPF

Date: 9/13/73

SUBGRANT UNIT RECOMMENDATION:
Comments:

(X) APPROVE

() DISAPPROVE

Per: RDR Date: 9/14/73

EXECUTIVE STAFF RECOMMENDATION:
Comments:

() APPROVE

() DISAPPROVE

See next page for Executive Staff and Evaluation Comments.

GJC DECISION:
Conditions:

() APPROVE

() DISAPPROVE

Date 11/28/73

() TABLE

EVALUATION MANAGEMENT UNIT
PROJECT EVALUATION SUMMARY

EVALUATION INITIATED BY: EVALUATION MANAGEMENT UNIT

PROJECT: Expansion of Staff to Combat Crimes
Affecting State & Local Government

CONTINUATION
NO.: DS-422-73A

SUBGRANTEE: Bureau of Investigations
Department of Justice

AMOUNT: \$145,840

EVALUATION CONDUCTED BY:

PAST PROJECTS:
NO.: DS-328-72A

NAME: Courtney A. Evans

AMOUNT: \$137,000

ADDRESS: 1320 19th Street, N.W. - Suite 500

NO.:

Washington, D.C. 20036

AMOUNT:

DURATION OF PROJECT: February 1973

TO: December 1973

DURATION OF EVALUATION: June 1973

(including extensions)
TO: September 1973

DATE OF FINAL REPORT: September 25, 1973

REGIONAL STAFF COMMENTS AND RECOMMENDATIONS:

Not applicable

REGIONAL PLANNING COUNCIL ACTION:

Not applicable

GOVERNOR'S JUSTICE COMMISSION EXECUTIVE STAFF COMMENTS & RECOMMENDATIONS:

Executive Staff is obliged to advise the Commission that, because of previous unexpected funding of the Allegheny County Regional Narcotics Control Strike Force out of discretionary moneys, the (g) category is in a heavy deficit position. Therefore, it will be necessary to postpone funding of this project until such time as an amendment to the 1973 Plan is prepared, and funding of the project will be conditional upon federal acceptance of the amendment

GOVERNOR'S JUSTICE COMMISSION ACTION:

(Continued)

in full. The Executive Staff notes that this subgrant expands a routine investigatory operation of the state and recommends that the applicant seek other sources of support in the future.

An independent evaluation has been conducted and the Project Evaluation Summary is attached. The Project Director has agreed with the major immediate recommendations of the evaluation and is exploring the long term recommendations. If any Commission member wishes more information about the evaluation, please contact the Evaluation Management Unit and they will arrange to have the evaluator present at the Commission meeting.

- SUMMARY -

Subgrant DS-328-72A in the amount of \$100,000 was awarded to the Department of Justice, Bureau of Investigations on February 5, 1973. The purpose of this grant is to increase the capacity of the Bureau to handle an increased case load in fraud, bribery, corruption and related matters.

Since the objective of this grant is to increase the effectiveness of the Bureau of Investigations in discharging its responsibilities as the investigative arm of the Department of Justice by adding to its resources, the main thrust of the evaluation was toward the Bureau as an operational unit. The major focus, however, was placed on personnel and equipment secured by grant funds and the analysis of investigative cases designated as falling under the project. Evaluation activities primarily consisted of interviews with personnel and analysis of the Bureau's operations in relation to cost and standards of other investigative organizations. A review of results of investigations, past and present, was curtailed because of the sketchy nature of records of Bureau accomplishments.

Start up problems delayed implementation of the grant. By September 30--the end of the proposed sub-grant period--six employees had been hired, automobiles purchased and investigative work on designated federal cases was underway. Lapsed funds permitted an extension of the subgrant period.

The increased work load envisioned in the grant application has materialized and the 30% increase in the capacity of the Bureau is a measurable impact of the grant funds. Other impact cannot be determined at this time since accomplishments will not be ascertainable until investigations are completed and prosecutive or administrative action taken. The cost of investigations financed by the grant is comparable to the cost to the state of regular investigative operations.

Findings and recommendations which can be implemented currently include the following:

1. On-the-job training plus participation in law enforcement courses available through other agencies is a satisfactory vehicle for qualification and improvement of the small investigative staff for the present and should be continued. If the Bureau continues to grow, a more formalized training program will be required.
2. Continued efforts should be made to have investigators participate in specialized training courses such as the polygraph course which two seasoned investigators are now attending.

3. Training for clerical employees of the on-the-job variety now employed is satisfactory for the foreseeable future.
4. Existing policy memoranda should be codified and furnished to all employees as a training and operational tool. These are no substitute for manuals of rules and regulations, investigative procedures, etc., and such manuals should be prepared as soon as possible.
5. As training programs progress, the initiative of investigators will increase and detailed step-by-step supervision will no longer be required. Since supervisory employees will have less personal knowledge of the particulars of investigations, a system of supervisory procedures should be developed to insure quality and productivity in investigative and report writing operations. Officials and supervisors will then have time to devote to policy and program development. Major progress in curtailing fraud and corruption in government will come about only as a result of implementation of programs specifically designed to uncover and investigate these crimes.
6. An increase in case load will require a more organized procedure to insure that statistical and other accomplishments of the Bureau are properly recorded. These are a more exact measurement of efficiency and impact of Bureau operations. Cases should remain in a pending status and concerted efforts made to follow up and obtain prosecutions, administrative determinations, recoveries, etc.
7. Discontinue classification of "F Cases", those being paid for out of subgrant funds, in the absence of advice from the Governor's Justice Commission that this is necessary for the Commission's use.
8. Obtain equipment and insist that investigators dictate reports, letters and other communications instead of writing them in long hand or rough drafting on a typewriter. This is a more efficient use of the time of investigators and expedites the reporting process. In emergencies, reports can be dictated over the telephone, thus saving considerable time.
9. When finances permit, employ additional clerical employees, thus increasing the productivity of the investigators.
10. Maintain monthly records of the time spent by investigators on their primary duty of investigating in contrast to report-writing, office administrative matters and travel. This will permit the establishment of standards, provide better supervision, increase efficiency through reassignment of personnel, etc.

It is recommended that the following long term action be taken:

1. The jurisdiction of the Bureau should be fixed by statute. The authority of investigators to arrest, serve process and carry firearms should be included, if not already covered by state law. Consideration should be given to including authority for the Bureau to conduct administrative-type investigations for the Attorney General and the Governor within the Bureau's jurisdiction.

2. The Office of the Attorney General should establish guidelines as to the circumstances which warrant criminal investigation as opposed to an administrative investigation. Departments of state government, with possible exceptions, should be required to refer criminal matters to the Bureau for investigation.
3. Action should be taken to secure Civil Service status for all Bureau employees -- investigative and clerical -- except the Director and possibly one other position such as Administrative Assistant to the Director.
4. Eventually, jurisdiction of all organized crime cases intended for prosecution as contrasted to the intelligence and educational authority of the Crime Commission should be granted to the Bureau.
5. The Bureau should enter into specific agreements to obtain needed technical services, i.e. scientific laboratory, latent fingerprint, etc., from other state organizations. Such agreements are required so the Bureau will know where and when such services can be acquired and not be dependent on the mere possibility that the work load of another agency may permit cooperation from time to time. Ultimately, of course, such expertise should be contained in the Bureau itself.
7. The position of Director of the Bureau should be filled as soon as possible. While the record shows the Acting Director has performed in a most capable manner, stability of efficient operation can best be secured by filling the position on a permanent basis. The Bureau must be responsive to the policies of the Attorney General, and this should be accomplished by appointing Permanent Experienced Director.

November 16, 1973 NN

SUBJECT: Response to the Evaluation of the Bureau of Investigations Subgrant

TO: Mr. Keith Miles, Director
Evaluation Management Unit
Governor's Justice Commission

FROM: Dean V. Sheaffer, Chief *Dean V. Sheaffer*
Bureau of Investigations
Department of Justice

In response to recommendations set forth in the Evaluation Report, referenced above, the following is submitted:

Recommendation No. 1 - Concur - The importance of training is continually emphasized, and dependent upon the demands of the workload every opportunity to further the training of investigators is taken. In regard to establishing a formal training course, the Bureau intends to hold a one or two day training seminar each quarter commencing January 1974. A record of subject matter covered, as well as names in attendance will be maintained.

Recommendation No. 2 - Concur - The Bureau has been collecting background material for preparation of an up-dated manual. However, the preparation and publication of a manual will be time consuming, and no target date for completion is being offered.

Recommendation No. 3 - Concur, with qualifications, regarding the gradual reduction of detailed supervision. It should be noted that 85% of the staff have 2½ years or less experience at state level governmental operations. Many of the investigations are sensitive and complex, have considerable news interest, political overtones, and great impact on interdepartmental relationships. Therefore, what may seem to be over-supervision in reality is extra caution so that investigators do not inadvertently compromise investigations or needlessly cause interdepartmental problems.

Recommendation No. 4 - Concur - All cases are individually identified by case number and each case file contains the investigative findings, as well as disposition. It is believed that the Evaluator has in mind to extract certain statistical data for ready reference in one folder such as: period of investigation; investigative manhours as opposed to administrative manhours spent on investigation; disposition of findings, particularly in regard to prosecution; recovery of funds; and administrative actions in the form of dismissal, etc. As stated, this information is normally available in each case file. However, a separate statistical log will be maintained

Page 2

Memo to Mr. Miles

November 16, 1973

so that bureau accomplishments can be easily analyzed without the need for review of each and every file. The Bureau does not concur in the recommendation that cases be kept in a pending status until final disposition is resolved. It is not unusual - when matters are referred for prosecution to take a year or more for final resolution. Co-mingling of pending inactive case files with active cases would merely cause confusion. The Bureau will establish and maintain a suspense card file to follow-up on status of disposition on closed cases.

Recommendation No. 5 - Do not concur - The Bureau has a sufficient number of miniature dictaphones for use by the investigators at their option. Some investigators prefer dictating reports and others do not. Experience has shown that in many instances dictated reports require retyping because of bad grammar, improper format, etc.

Recommendation No. 6 - Concur - Additional clerical employees will be employed, if and when, funds become available.

Recommendation No. 7 - Concur - Beginning January 1, 1974, each investigator will be required to submit once each month, a breakdown of his activities in such categories as: actual time spent in investigation; time spent on report writing; time spent in administrative duties; and time spent for travel, etc.

In addition to those recommendations for current implementation, the Evaluator set forth a series of recommendations labeled "long term action". Most of these recommendations are beyond the level of the Bureau for implementation, and consequently require approval and action by the Attorney General. I intend to bring these recommendations to the attention of the Attorney General for his consideration. However, I do not believe that there is a need for action to implement the recommendations because they appear to go beyond the scope of evaluating our subgrant. Admittedly, most if not all of the recommendations have merit and would unquestionably be beneficial. I will advise you as to actions, if any, are taken regarding these long range recommendations.

LAW OFFICES
MILLER, CASSIDY, LARROCA & LEWIN
1320 19TH STREET, N.W. - SUITE 500
WASHINGTON, D. C. 20036

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HERBERT J. MILLER, JR.
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NATHAN LEWIN
MARTIN D. MINSKER
WILLIAM H. JEFFRESS, JR.
THOMAS D. ROWE, JR.

JOSEPH S. MCCARTHY
COURTNEY A. EVANS
JAMES FRANCIS REILLY
OF COUNSEL

April 13, 1973

Mr. Dean Schaeffer
Acting Director
Bureau of Investigations
Department of Justice
Capitol Annex
Harrisburg, Pennsylvania 17120

Dear Mr. Schaeffer:

Confirming our telephone conversation yesterday, I am enclosing herewith a memo which contains some suggested changes for your evaluation plan. I look forward to seeing you personally Thursday morning, April 19th. My flight is Atlair #26 which arrives at Harrisburg at 9:20 a.m. It would seem that we can come to a meeting of minds as to the evaluation.

You should have some explanation of the costs submitted. Since I am primarily engaged in the practice of law, my expenses go on whether or not I am involved in that practice. Accordingly, I have broken the costs down to a daily fee plus overhead. This, I understand, is customary in the consultant field. Even so the total is far less than I charge my regular clients and in fact is lower than we charge for the newest associate in our office. I don't expect to make a great deal from public work, but I can't afford to lose much either.

If you have any immediate questions, please call me. Otherwise I will see you Thursday.

Sincerely,

Courtney A. Evans

CAE/fd

Enclosure

✓ cc: Mr. Keith M. Miles

April 13, 1973

EVALUATION PLAN - SUGGESTED CHANGES

The following changes are suggested in connection with the initial draft of the Evaluation Plan for the project entitled, "Expansion in Staffing of Bureau of Investigation to Combat Crime Adversely Affecting State and Local Government Operations."

IV. Evaluator.

The evaluation will be conducted by Courtney A. Evans whose resume is attached hereto. In addition to the qualifications listed therein, Mr. Evans, prior to the time he became Assistant Director of the FBI and assumed much broader administrative and policy responsibilities, served for a six-year period as Chief of the Accounting and Fraud Section. With the assistance of about twenty supervisors, all of whom were fully qualified accountants, he directed the investigation of all accounting-type cases conducted by some six hundred special agents--accountants. These cases included fraud against the government, labor racketeering, antitrust, civil suits against the government, bankruptcy,

embezzlement, defaultations and briberies. As Assistant Director in Charge of the Special Investigative Division, he was responsible for the FBI's activities in relation to organized crime on a national basis. In 1972 he served as principal technical advisor to the United States Department of Justice National Conferences on Organized Crime held for state and local investigative and prosecutive officials.

V. Evaluation Procedures.

On the basis of a schedule to be worked out with the Director of the Bureau of Investigations of the Pennsylvania Department of Justice, the following evaluation procedures will be utilized.

1. Establish a past accomplishment base by securing statistics as to the investigation and prosecution of cases handled by the Bureau of Investigation.

2. Ascertain the complexity of a representative number of past investigations through review of case files and interviews with investigators.

3. Analyze the effectiveness of investigative practices through interview of prosecutors and review of court files.

<u>Task</u>	<u>Man Days</u>	<u>Completion Days Following Initiation of Evaluation</u>	
		<u>Begin</u>	<u>End</u>
1. Orientation	1	1	1
2. Determine Past Accomplishments	1	2	10
3. Administrative Policy and Practices	1	2	10
4. Initial Review of Current Investigations	3	10	80
5. Interim Report	1	80	90
6. Final Review of Investigations	2	90	150
7. Evaluation of Data; Preparation of continuing evaluation procedures; submission of six months' report	3	150	180

Responsibility for compilation of statistics will be that of the Bureau of Investigation; the analysis thereof, the responsibility of the evaluator. Verification of expenditures and inventories is properly an audit function and is thus not a part of this evaluation procedure.

VII. Evaluation Costs.

If the evaluation requires the estimated number of days, then the cost will be as follows:

4. Appraise administrative practices and procedures through interviews with the Director and Supervisors, plus review of manuals, policy memos, training material, etc.

5. Measure results obtained as against costs by ascertaining the efficiency of the utilization of resources, the adequacy of controls, the timeliness of performance, the quality of supervisory guidance, and the professionalism demonstrated in the investigations.

6. Determine the effectiveness of current investigative operations through case-file review and measure impacts on crime rates by interviewing investigators and prosecutors, plus other knowledgeable sources, if necessary. Compare current results with those in previous periods.

7. Ascertain overall results of the increase in the size of the investigative force of the Bureau.

VI. Evaluation Schedule.

The following schedule shows the breakdown of evaluation tasks, estimated man days and the time for start and completion.

Services -- Twelve days at \$125 per day	\$1,500.00
Overhead -- Twelve days at \$125 per day	1,500.00
Travel -- Four trips at 250 miles at 10 cents per mile plus sixteen days' expense for meals, lodg- ing and other related charges at \$50 per day	<u>1,000.00</u>
Total Estimated Cost	\$4,000.00

If, however, less time is required, then the costs will be proportionately reduced.



GOVERNOR'S JUSTICE COMMISSION
DEPARTMENT OF JUSTICE
COMMONWEALTH OF PENNSYLVANIA

Milton J. Shapp
Governor

April 9, 1973

J. Shane Creamer
Attorney General

E. Drexel Godfrey, Jr.
Executive Director
(717) 787-2040

Keith Miles
717-78-78559

Mr. Courtney Evans
1320 19th Street, N. W.
Washington, D. C. 20036

Dear Mr. Evans:

I am enclosing the following information concerning the Bureau of Investigations Project (DS-328-72A) in the Department of Justice:

1. A copy of the subgrant application describing the project.
2. A rough draft of a proposed Evaluation Plan submitted by the Bureau of Investigations in compliance with a condition placed upon their grant.
3. A copy of "Responsibilities for Project Evaluators" and "Guidelines for Evaluation Reports" to give you an idea of the nature of the evaluation effort and your responsibilities as a project evaluator.
4. An "Outline of an Evaluation Plan" to give you an idea of the information required in an acceptable Evaluation Plan.

Please review the enclosed materials and contact Mr. Dean Schaeffer, Acting Director of the Bureau of Investigations in the Department of Justice (717-787-4679). It will be necessary for the two of you to jointly develop a final draft of the Evaluation Plan describing the evaluation activities which will take place and a budget for the evaluation. This should be submitted to my office by April 25, since the time allowed to fulfill the condition ends in early May.

I hope to hear from you soon.

Sincerely,

Keith M. Miles - Director
Evaluation Management Unit

KMM:pab
Enclosures

cc: E. Drexel Godfrey, Jr.
Robert Frederick
Thomas C. Berard
Karl Boyes
Jan Wilson
Dean Schaeffer



GOVERNOR'S JUSTICE COMMISSION
DEPARTMENT OF JUSTICE
COMMONWEALTH OF PENNSYLVANIA

Milton J. Shapp
Governor

April 9, 1973

E. Drexel Godfrey, Jr.
Executive Director
(717) 787-2040

J. Shane Creomer
Attorney General

Keith Miles
717-787-8559

Mr. Dean Schaeffer
Acting Director
Bureau of Investigations
Department of Justice
Capitol Annex
Harrisburg, Pennsylvania 17120

Dear Mr. Schaeffer:

I am enclosing a copy of a letter to Mr. Courtney Evans, the evaluator whom we discussed last Monday. As I mentioned, it will be necessary for the two of you to jointly develop a final Evaluation Plan and budget and submit it to my office by April 25. Your present rough draft is sufficient in terms of the objectives and scope of the evaluation. However, it will be necessary to determine, in conjunction with Mr. Evans, the timing and nature of the specific evaluation activities which will take place. In my opinion, the time estimates you have included in the Evaluation Plan are not sufficient to allow for a thorough review of your project. Therefore, I urge you to expand the time allotments for the evaluation of the project after discussing this with Mr. Evans.

If I can be of any further help, please get in touch. I will be awaiting your revised Evaluation Plan and budget.

Sincerely,

Keith M. Miles
Director
Evaluation Management Unit

KMM:pab
enc.

cc: E. Drexel Godfrey, Jr.
Robert Frederick
Thomas C. Berard
Karl Boyes
Jan Wilson
Courtney Evans

EVALUATION PLAN

I. INTRODUCTION: The Bureau of Investigations provides the specialized investigative service on a State-wide basis required of the Attorney General. A subgrant application was made to provide an increase of five investigators and one clerical to the staff so that greater investigative attention could be given to criminal and fraudulent activities of groups and individuals having a corrupting influence upon local and State government operations and its citizens.

To implement the project, the Bureau identified investigative case categories, outlined below, which should be covered by the project and planned for a minimum of four permanent staff investigators to be assigned at any one time to the project cases, as well as the five investigators covered by the subgrant. The investigative case categories are:

- a. Procurement and Contract Frauds
- b. Embezzlement
- c. Forgery
- d. Extortion
- e. Bribery
- f. Charitable and Welfare Frauds
- g. Corruption by Local and State Officials
- h. Organized Criminal Activities adversely affecting local and State government

- i. Citizens and Business Frauds perpetrated against the Commonwealth

II. OBJECTIVES: For maximum return, the evaluation must encompass a review of the cases identified with the project as well as the entire system of management control. The objectives of the evaluation are:

- a. Examine the project in detail and determine its effectiveness and efficiency.
 - (1) Effectiveness has to do with the degree of professionalism and timeliness demonstrated in the discharge of responsibilities established for the rendering of a criminal investigative service to the Attorney General.
 - (2) Efficiency has to do with internal functional performance in accomplishing the goals of the project and its relation to the degree of expenditure of manpower, money and material.
- b. Ascertain through the evaluation causative factors for deficiencies and make realistic recommendations, substantiated by fact, of a corrective or improvement nature.

- c. Furnish in writing the results of the evaluation so as to portray clearly the state of effectiveness and efficiency of the activities related to the project.

III. SCOPE: The scope of the evaluation will include a review of the entire system of management controls pertaining to the operations, administration, and resources identified with the Bureau's project. Specifically, it includes examination of the organization, manpower, operational activities, facilities, policies, programs, and procedures relating to the project.

IV. EVALUATOR: Person(s) certified or approved by the Governor's Justice Commission will be selected to conduct the evaluation.

V. EVALUATION PROCEDURES:

- a. The Evaluator will notify the Director, Bureau of Investigations, at least seven days in advance of the proposed visit.
- b. The Director will present a general briefing covering all facets of the project and furnish the Evaluator with a folder listing:

- (1) Names of investigators identified with the project
- (2) Case assignment numbers of investigations identified with the project
- (3) Organizational Chart
- (4) Administrative records reflecting personnel, operational, and equipment expenditures identified with the project
- (5) Inventory of equipment and furniture purchased to support the project
- (6) Tentative schedule of visits to sub-offices (Philadelphia and Pittsburgh) as well as tentative schedule of appointments with investigators working cases identified with the project. No actual appointments will be made until Evaluator establishes definite schedule.

b. Indicators to be used to measure the impact of the project:

- (1) Number and effectiveness of investigations conducted or are being conducted which relate to the project.
 - (a) The number of investigations conducted, in itself, is not a valid indicator

unless the effectiveness of the investigations is also considered. This requires a review of case files since all activities pertaining to administration, vehicles, supplies, funds, and personnel allocated, are pointed to facilitating the production and dissemination of the end product -- the written report. Therefore, the Evaluator must subject this product to close scrutiny to determine whether or not the end item is commensurate with the costly effort that goes into its production. The Evaluator must determine the adequacy of controls exercised, the timeliness of performance, the efficiency of the allocation and utilization of resources, the quality of supervisory guidance, and the professionalism demonstrated in the investigation. The Evaluator must not approach the ^{case}~~use of~~ ~~the~~ review as though he were charged with seeking to solve the matter that was being investigated, although he will indirectly consider the product from that standpoint in determining thoroughness, timeliness,

operations

and overall professionalism. NOTE:
UNDER NO CIRCUMSTANCES WILL THE
EVALUATOR BE PERMITTED TO SET FORTH
IN HIS REPORT SPECIFIC DETAILS AND
IDENTIFIES OF PERSONS INVOLVED IN AN
INVESTIGATION.

- Completed past
for review*
- (2) Number of prosecutive actions initiated as
a result of investigation. *Inspect*
- (3) Number of administrative actions, such as ✓
dismissal, recoupment of monies, and
corrective measures initiated as a result
of investigation.
- (4) Value of property and money recovered ✓
as a result of investigation

VI. DATA AND INFORMATION NECESSARY FOR EVALUATION:

- a. Case files, computer printouts, identifying
expenditures coded to the project, equipment
inventory records, personnel records,
- b. All data necessary to evaluate the project is
available in the Bureau.
- c. Accuracy of the data can be determined through
review of Department Comptroller's records,

actual inventory of property and equipment,
and interviews with investigators working
on project cases.

d. Collection of the data is an everyday managerial
practice, for example:

- (1) Case files are established when investigations
are opened, each identified with a separate
number and letter "F", to distinguish them
from non-project areas, and all documentation
relating thereto is filed therein.
- (2) Purchases are accomplished with the use of
standard forms and are especially coded
so that purchases identifiable with the pro-
ject are distinguishable from purchases made
for general investigations.
- (3) Operational expenses are recorded on vouchers,
etc., and are especially coded so that they
can be identified with the project and
distinguishable from other expenses.
- (4) Computer printouts are published on a con-
tinuing basis to reflect individual and total
expenditures identified with the project,
including personnel costs.

- (5) Inventory records are maintained on a current basis for each piece of equipment to show location.

VII. EVALUATION COSTS: Evaluation costs of approximately \$4,000 have been included in the project budget. Exact costs cannot be determined until experience has shown the number of days required to review all documents relative to the project. The following is offered as a guide:

- a. Case review, administrative records review, inventory -- 2 days.
- b. Travel to sub-locations and interviews with project personnel -- 2 days.
- c. Preparation of evaluation report -- 1 day.

*Calculated at 100 per day, plus 50 per day
for travel expenses. Total cost of
\$750 would appear reasonable.*