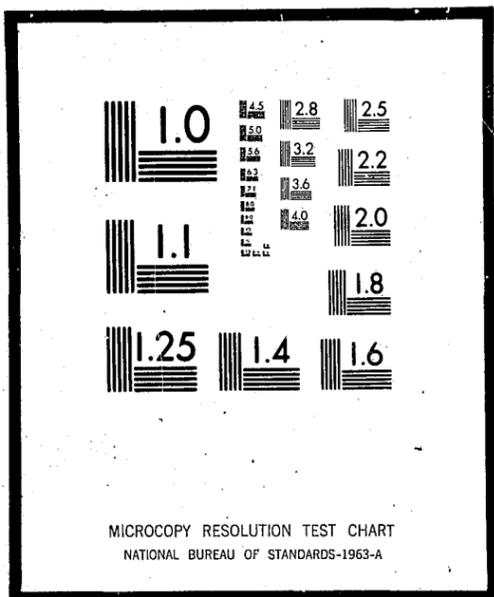


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U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
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Date filmed

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FINAL REPORT

California -
Evaluation Of

Organized Crime and Criminal Intelligence Branch's
Integrated Program To Combat Organized Crime

Prepared under a special consulting arrangement sponsored by the Department of Justice and the California Council on Criminal Justice.

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Prepared by: Milton WEINBERG
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INTRODUCTION

PURPOSE

This report provides the results of the evaluation of OCCIB's Integrated Program to Combat Organized Crime. This program is funded by action and discretionary grants awarded to the Organized Crime and Criminal Intelligence Branch of the California Department of Justice.

One of the immediate motivating factors for performing this evaluation was to provide guidance to the CCCJ Organized Crime Task Force in funding this program. An intermediate report was prepared for this purpose on June 20, 1972. The intermediate report was limited to the identification of those areas which were considered most crucial in achieving the principal objectives of the program.

The final report deals with the more fundamental reasons for performing the evaluation. It provides specific guidance and suggestions in planning and implementing activities and programs in all areas which might lead to optimizing the performance and effectiveness of OCCIB. In some cases the recommendations covered in this report had been planned by OCCIB prior to this evaluation. Nevertheless, for the sake of being comprehensive, all of these areas are documented fully herein.

SCOPE

This evaluation consisted of a detailed qualitative analysis of all present and near-term future programs and activities which might contribute to achievement of OCCIB objectives. The development of realistic statements of OCCIB objectives was included in this evaluation.

Most of the programs and activities discussed herein are currently authorized and funded by grants from the CCCJ. There are also discussions and recommendations for new programs which have not been previously documented or funded.

APPROACH

The initial efforts were concentrated on establishing realistic statements of OCCIB objectives for which performance measures could be established. The programs and activities of OCCIB were then reviewed and analyzed qualitatively.

It should be noted that a fully detailed and comprehensive evaluation would include many steps and cover many areas not considered in this evaluation. For example, statistical measures were not used and cost vs. benefit was not analyzed. A more comprehensive evaluation would show what specific advantages would accrue if more effort were concentrated in one project than in another. The relative value of each project in achieving the end result desired would be determined assuming the end results were perceived to be prevention, reduction, and elimination of organized criminal activity. This knowledge would be quite useful in planning projects and optimizing budget allocations.

The lack of end-oriented measures of effectiveness prevents this. There is little definitive data being accumulated from which could be developed the precise relationship between the quantities of prevention and reduction of crime and intelligence programs. It must be understood that organized crime intelligence systems like OCCIB are embedded in the larger system encompassing local and regional intelligence units, which is, in turn, embedded in the larger system of law enforcement, which, in turn, is embedded in the larger system of criminal justice, and so on. Each of the elements of these systems impacts the desired end result, making the problem of measuring effectiveness in achieving the above end result extremely complex. However, there is sufficient knowledge, experience and background which indicates that law enforcement's intelligence systems are critical elements of the criminal justice system. Various organized crime commissions have recommended the increased development of intelligence systems.

The approach taken here is to assume that all feasible programs which advance the level of intelligence (quality, quantity, sharing, etc.)

throughout the state, have intrinsic beneficial effects toward achieving the overall goals of law enforcement. Each program element is evaluated from the standpoint of optimizing its own quality, quantities, or efficiency as applicable and thus increase the probability of optimizing the total system performance. In addition, the various factors which constrain the full development of coordinated functional and operational relationships between the polymorphic elements of the entire law enforcement community have been considered.

The resultant statement of objectives against which OCCIB performance was measured and upon which all the recommendations are based is as follows:

Overall Objective - to provide the state-level support, leadership and coordination required to develop a coordinated criminal intelligence system based on mutual cooperation of state, regional, local and out-of-state law enforcement agencies.

Specific Objectives -

- o To determine and continually analyze the nature, characteristics, magnitude and trends of organized crime in California.
- o To continue to develop and implement programs to enhance the capabilities of California law enforcement personnel in combatting organized crime.
- o To continue to upgrade the criminal intelligence services provided to all law enforcement agencies.
- o To promote and assist in development, coordination and operation of regional, inter-regional and national Organized Crime Intelligence Units.
- o To develop programs to enlighten the public on pertinent topics relating to organized crime.

As the organized crime programs throughout the state grow and a data base is developed by OCCIB, it is anticipated that some of this data,

especially feedback from local agencies on the uses to which intelligence has been put to develop arrests, prosecution, and convictions, will provide an improved basis for determining the effectiveness of the program elements in achieving these end-oriented objectives.

METHOD

The evaluation included the following activities:

- o A study of all pertinent documentation (Appendix A)
- o Interviews with OCCIB personnel
- o Interviews with other law enforcement agencies (Appendix B)
- o Observation of training programs, including discussions with students and instructors on all matters relating to intelligence (Appendix B)

In addition to the above related evaluation activities, considerable effort was given to direct discussions with OCCIB personnel regarding the implementation of the programs and activities which are in process within OCCIB.

SUMMARY OF RECOMMENDATIONS

The following are brief abstracts of the recommendations which are contained in this report. The titles identify the various sections of the report where the findings, conclusions and recommendations are discussed in detail. These sections also include specific guidance for implementing the recommendations.

Planning

Establish system oriented planning component within OCCIB.

Prepare detailed plans for implementing and controlling activities and meeting objectives.

Criminal Intelligence Operations

Overall

Establish detailed methods and procedures within OCCIB for coordinating organizational elements of collection, data processing, and analysis.

Conduct regular briefings of OCCIB field and analyst personnel on their roles in meeting OCCIB objectives.

Collection

Inform all law enforcement agencies about the field unit, its purposes and methods.

Develop formal information interchange arrangements with other agencies.

Data Processing

Formalize collation process.

Establish data evaluation criteria.

Improve indexing, storage, retrieval, updating and purging procedures.

Criminal Intelligence
Operations (cont'd)

Analysis

Increase emphasis on analysis and developing analysts' image as part of law enforcement community.

Increase training of OCCIB personnel in analysis.

Dissemination

Develop agency-to-agency point of view to supplement the person-to-person basis for intelligence interchange.

Give literary credit on special bulletins to contributing law enforcement agencies.

Establish criteria for quality of output of weekly and monthly California Intelligence Bulletins.

Distribute monthly California Intelligence Bulletin to other sections of police departments when applicable.

Information System
Automation

Develop automated processing and analytical capability using CJIS computer.

Assessment of
Organized Crime

Assign qualified researcher full time to document the design of the system to accomplish this assessment.

Compile other surveys.

Regional Intelligence
Units

Prepare plans for development of regional and inter-regional intelligence units.

Coordinate a two-day seminar for all California intelligence unit coordinators.

Training

Conduct police chiefs' symposium on the value of intelligence.

Training (cont'd)

Conduct short courses on specialized crime areas.

Specialists
Resource Pool

Perform study to determine need, feasibility, and methods for implementing a pool of specialized personnel to assist local law enforcement agencies.

Evaluation

Develop documented evaluation designs.
Emphasize field feedback and record-keeping systems.

Intelligence Analyst
Personnel

Develop a career field for Intelligence Analyst.
Perform salary study.

Research
Staffing

Add research staff.

Miscellaneous
General Procedures

Date and identify purpose of all documents.
Establish a system for employee suggestions.

Library

Establish a library with initial prime emphasis on directly related intelligence system studies.
Request CCCJ to establish a policy for distributing documented study results of programs funded by CCCJ.

Encyclopedia

Develop an encyclopedia of organized crime.

DETAILED FINDINGS
CONCLUSIONS AND RECOMMENDATIONS

PLANNING

This recommendation covers the establishment of a systems oriented planning component within OCCIB. The term systems orientation as used herein implies the use of management science techniques wherein all the inter-relationships of all the intelligence associated activities performed in the state are subject to consideration.

The function of the planning component is to identify and document the detailed steps required for OCCIB to achieve its stated objectives. The plans must serve as both a management control tool and as a guide to OCCIB personnel in implementing the various projects.

The planning component will have achieved its own initial objectives when it has developed a set of documents which contain the following specific elements for each component of OCCIB.

- o Objectives - The desired achievement within a time frame which will contribute toward attainment of the longer range objectives of OCCIB. The statement of objective must imply the performance measure which determines the degree of success in achievement of the objective.
- o Missions - A comprehensive identification and description of all missions (components) which will exist in OCCIB to achieve the objectives.
- o Project Plans - A set of timed task statements (schedules, where applicable), product definitions and sustaining requirements.
- o Resources - The requirements for and allocation of personnel, equipment, outside services, etc. which are needed to perform the missions and achieve the objectives.

There are currently no constraints to deter the establishment of an effective systems oriented planning function within OCCIB. Developments within the Division of Law Enforcement indicates a change toward a very positive attitude toward planning. The recent initiation of a five-year plan for all the Division branches is evidence of this change. The multi-faceted, complex nature of OCCIB projects makes the problem of understanding and directing the activities, establishing priorities, and determining the degree of success in achieving the objectives, an extremely difficult one. To reduce this difficulty it is mandatory that OCCIB management provide itself with tools that simplify the problem--in this case, a set of comprehensive detailed plans as outline above. Without such plans, it is practically certain that the rate and efficiency of OCCIB achievement will not improve; also, it is likely that some areas which need attention will not receive it.

OCCIB has recognized these needs and has already taken steps to implement a detailed planning function. Nevertheless, for the sake of being comprehensive, it is deemed advisable to document the pertinent points which may be beneficial in this effort.

It is recommended that a planning function be established within OCCIB. The following three alternative approaches have been considered:

- a. Creation of a staff position for planning.
- b. Use of a special consultant to generate the required planning documents.
- c. Assignment of the planning function to the Bureau heads.

Although alternative a. is considered best from a long-range standpoint, certain fixed constraints, (i.e., those over which OCCIB management has no control) may make it impractical. Discussions with OCCIB management relative to availability of qualified personnel, combined with studies of the

civil service environment and preconceptions with regard to staff positions, show clearly the difficulties in creating and filling such a position rapidly.

Alternative b. has a number of advantages. It can be implemented very quickly and provides a vehicle for obtaining highly qualified and experienced personnel. However, there is a negative aspect to this approach. OCCIB must consider how the planning function will be sustained after the consultant completes his job and leaves. Not only is it management's job to generate the plans for OCCIB, but it must also control the implementation of these plans. Management must make sure that the plans are being carried out in accordance with its original ideas. This means that management must continually evaluate the plans and change them as the program elements change. Changes in objectives, fixed constraints, missions and resources will require a change of plans. Management must be forever on the lookout for information which tells it where the concept of its system is erroneous and must include steps in the plans that will provide for a change.

Alternative c. is the easiest of the three alternatives to adopt. However, it is questionable that this solution would be workable. The line-operation requirements and the scarcity of certain specific "systems approach" skills at the project level within OCCIB would prevent the achievement of optimum performance in development of plans.

It is understood that OCCIB has already decided to retain a consultant for the initial planning effort. It is therefore recommended that OCCIB also start in parallel the following efforts:

- a. Have each supervisor prepare a rough plan for each of his current projects in accordance with the outline presented previously, showing the relation of each element (objectives, mission, project plan, resources) to the other. These roughs will show the starting point for the consultant and will also make the personnel who perform the projects part of the planning process.

b. As a first priority prepare detailed plans for the projects which are currently funded. For example:

- o Plan to assess the nature and magnitude of organized crime in California.
- o Plan for continuous operation of an equipment pool.
- o Plan for development of machine-aided filing and analysis.
- o Plan for coordinating regional units.
- o Plan for police chiefs seminar.
- o Plan for interfacing field operations and criminal intelligence operations.

c. Upon completion of these plans, new projects should be planned based on the future objectives of the five-year plan. For example:

- o Plan for publishing an encyclopedia of organized crime.
- o Plan for developing a personnel resource pool.
- o Plan for developing standards for intelligence processes and security.

In addition to these project plans, an internal control plan is required. This is the tool the Assistant Director will use to determine how well the plans are being carried out. This control plan includes development and implementation of project evaluation methods (i.e., degree of achievement of program objectives). It is assumed that the part of management control covering budgets and other administrative data is handled by standard civil

service operating procedures. The management control system suggested herein must emphasize a continuing evaluation of the plans (i.e., objectives, missions, schedules, resources, etc.) and must change the plans when appropriate.

The planning function and the products of planning described above will also provide the basis for preparation of state budgets and grant applications in a more substantive and comprehensive manner. OCCIB will thus be able to provide the funding agencies with adequate information and justification for receiving funding support.

CRIMINAL INTELLIGENCE OPERATIONS

This discussion covers the activities of collection, data processing, analysis and dissemination of criminal intelligence within OCCIB. The subject of machine-aided storage, retrieval and analysis of intelligence is covered separately in another section of this report entitled Information System Automation.

COLLECTION - The most essential activity associated with intelligence operation is the input activity. The value of the intelligence function is directly dependent on the quantity and quality of the information collected.

The recent establishment of the field agent staff fills a major void in the OCCIB program. As described in the grant application, the OCCIB field agents will be the means for transmitting information between the information source and the central research and intelligence analysis staffs in OCCIB. These agents will develop and maintain close formal liaison with local, regional, state and federal government agencies for the major purpose of developing this flow of information to the research and intelligence processing staffs. A major element of intelligence development is the search for missing data subsequent to correlation of initial inputs and establishment of hypotheses. Until now, there was no direct way for OCCIB to perform the missing data search. The OCCIB field agents will be able to fill that void, thus providing a critical element for meeting one of OCCIB's basic objectives, the continuing assessment of organized crime in California. The field agents are also a critical element in OCCIB plans for improving its intelligence products and services to other law enforcement agencies. A secondary function of the field agents will be to assist in organized crime investigation.

The implementation of this program is still in its early stages and minimal data is available from which to make any evaluation. There are, however, two significant areas which must be addressed in the development stage of the program to insure a high probability of effectiveness in achieving OCCIB objectives.

First, there is the need to inform all law enforcement agencies about the field unit and its purposes and methods. The eventual development of interagency trust, which is a prerequisite to the development of an accurate data base, hinges on the initial acceptance of OCCIB personnel and the understanding of OCCIB's role by all law enforcement agencies. This might be best accomplished by coordinated efforts of all OCCIB personnel in learning to describe OCCIB, its objectives and the purposes and function of each of its components. OCCIB field personnel should be initially indoctrinated in the information orientation of their mission. They should also be briefed regularly on OCCIB objectives and their role in achieving these objectives. They will thus be able to impart this knowledge properly to other law enforcement personnel.

Second, the methods and procedures within OCCIB for coordinating the organizational elements which are responsible for the collection, data processing and analysis functions, must be defined and implemented as early as possible. Establishment of an efficient interface between the field and in-house staffs is mandatory to the development of complete, accurate and useful intelligence. As part of this effort, the OCCIB should develop internal rules and standards for intelligence reporting with special emphasis on recording and storage of telephone communications.

Other sources of information, which are currently tapped only on a sporadic basis, should be developed. There is a great deal of valuable information available at state level agencies such as Department of Motor Vehicles, Alcoholic Beverage Control, Human Resources Development, Corporations, Labor, Real Estate, and the legal division of the Department of Justice. These agencies may have many isolated bits of important data available on particular criminals and particular criminal activities. It is recommended that an information interchange system be established amongst these departments. Personnel could also be interchanged on a temporary as needed basis. Initially, a committee could be established composed of high level members of these departments. The committee, after determining the feasibility and potential of such information interchange, would establish specific objectives and joint operating procedures for continuing and expanding the interchange between these departments and OCCIB.

DATA PROCESSING - The first step in processing new information in any information system is collation. This is particularly true in the intelligence process where the conversion of raw data into intelligence depends upon consideration of many isolated pieces of information, each piece of information carrying different weight. The collation process is one of organizing the data in a file so that it can be retrieved successfully along with other pertinent data for the purpose of analysis. The collation process should begin with an evaluation of the data to determine its relevance. If relevant, it is then indexed and filed in a manner allowing for rapid retrieval by analysis and research personnel.

In order for the analyst to perform a meaningful analysis which can be disseminated with confidence, it is important for the original collector to rate both the validity of the information and the reliability of the source. Without this evaluation, the analyst will be hard pressed to establish relative weighting factors among the various pieces of information.

At present, there is almost a complete lack of input data evaluation in OCCIB files. Information validity and source reliability ratings must become a required part of each intelligence report submitted whether by DOJ or other law enforcement personnel. When a report is received via telephone, validity and reliability should be discussed. Both the evaluator and ratings should be identified on the report. Information which is received second hand should be so identified. All reports must also identify the originator of the report. For security, this may be accomplished by code.

There is also the problem of establishing and periodically reviewing the criteria for determining what information shall be put into the files. The first step is to inculcate, to the greatest degree possible, the need for objectivity by the personnel who insert data into the files. These personnel must also periodically be provided with guidelines which reflect the established policies and the overall goals of the Department of Justice.

Great care must be taken that data collectors and compilers do not judge the potential value of any information. All bits of information that fall within the province of the organization as expounded in the established policies and goals of DOJ, should be filed with validity and reliability ratings attached. It is quite possible that a single piece of data will not fit a pattern or have some meaning as a result of the analytical process on a particular day. However, it is entirely possible that this same piece of data will have significant meaning when combined with new data at a later date. It is extremely important that the evaluation criteria and indexing procedures be uniform throughout OCCIB so that any piece of information is retrievable and usable by all analysts and not only the original person who first received the information and had the responsibility for collation. The collectors and compilers of information should act as filters only with regard to DOJ policy and goals. As the system cannot be aware of all possible uses to which information might be put, it should store an item unless there is a strong probability that the item is worthless or irrelevant. The probability of successful analysis and effective decision making will be significantly reduced and perhaps destroyed if data, which by itself may seem to be insignificant, is left out.

There are, at present, no standard procedures in OCCIB for input evaluation, determination of relevance to DOJ policy and goals, indexing, filing, retrieval, refiling, and purging of data. There is a high probability that irrelevant data will get into the files; and of equal importance, important data may be lost or misfiled. Although it is anticipated that all of the above problems will be covered during the conceptual design of the automated information system, it should also be recognized that it will take approximately one year before conversion to an automated system can begin. In the interim, the manual files should be upgraded.

It is therefore recommended that standard procedures be implemented for the following processes:

- o Input data evaluation by collector.
- o Evaluation by analysts.
- o Indexing.
- o Storage, temporary removal and restorage.
- o Updating.
- o Purging.

The establishment of standard collation procedures would prevent the confusion of the analytical process with the collating process, both of which are performed by the analyst.

ANALYSIS - There is a need to develop a greater emphasis on analysis in OCCIB. Analysis is a means for going beyond the simple compilation and evaluation of data. In addition to examination of complex relationships of people, organizations and events, analysis also implies estimating the probabilities of future occurrences. For the OCCIB to become a complete intelligence organization it will be necessary to concentrate on development of its analytical capability. It is also in this area where all the local law enforcement agencies have the greatest need. The collection function of intelligence is second nature to local police; the analysis function is not. Analysis is a major area in which OCCIB should further the development of its resources to fulfill its objectives of support to local law enforcement. (NOTE: A detailed discussion of this problem is presented in another section of this report entitled Intelligence Analyst Personnel.) With the establishment of the field agent program, the value of the analysis function, which should be used as an integral part of the collection process, becomes much greater.

Although OCCIB has its own field agents, the analysts must also depend on personal contacts to obtain information vital to the performance of their jobs. They are also burdened by the difficulty of not being part of the community of sworn personnel. It is recommended that OCCIB take advantage of any opportunities which allow its own personnel to meet and confer with other law enforcement personnel throughout the state. This is one of the many ways in which to build the agency-to-agency trust that is essential to optimizing the use of intelligence. As with field agent

personnel, the analysts should also be briefed regularly on OCCIB objectives and their role in achieving these objectives so that they may impart this knowledge properly to other law enforcement personnel.

The OCCIB should continuously coordinate its internal organization of field agents and analysts in such a way that its intelligence collection efforts are a result of advance planning as opposed to simple random accumulation of information. It follows that the analytical process will be more fruitful when the collection effort is well managed. The analytical group will thus be able to provide the management with added capability for directing investigations (tactical planning,) and with trend data for program development (strategic planning.)

One of the recommendations in the intermediate report relative to the analysis function concerned the training of OCCIB personnel. It is understood that OCCIB personnel will be attending the analysts' courses henceforth. In addition to the explicit values to intelligence analysts in attending the analysts' training programs, there is the implicit value of becoming closely acquainted with other law enforcement personnel. The analytical function at OCCIB almost always requires interchange between the analysts and local law enforcement agencies. If law enforcement agencies are to develop esteem for OCCIB, it is mandatory the OCCIB analysis personnel have equivalent training and an opportunity to cultivate the rapport necessary for interagency trust. In this regard, priority should be given to sending personnel who will enhance OCCIB's reputation. In addition, OCCIB management should periodically sit in on the classes covering the analytical functions. This will serve the two-fold purpose of monitoring the courses and enhancing the probability for expanding the application of the course material.

DISSEMINATION - There are five basic services and four basic products resulting from the Criminal Intelligence mission of OCCIB.

Services: 1 - Providing information and analyses to other law enforcement agencies--by request and by initiative.

- 2 - Special conferences
- 3 - Bomb Data Analysis
- 4 - Regional support-currently limited to CVIU, CSIU, ICIS & PIU.
- 5 - Training and general education support

- Products:
- 1 - Weekly Intelligence Summary (DOJ)
 - 2 - Monthly Intelligence Bulletin (statewide)
 - 3 - Special reports
 - 4 - Bomb Data Report (annual)

There is currently a program underway in OCCIB to develop a data base and subsequently perform a statistical analysis to determine the value of the services and products of OCCIB. The program covers:

- M. O. Services - data gathered by questionnaires sent to all Police Departments and Sheriff's Offices.
- Weekly Intelligence Summary - data gathered by questionnaires to disributees.
- Monthly Intelligence Bulletin - data gathered by questionnaires to all distributees.
- Intelligence Services - the data base for this evaluation is the blue sheet entitled "Intelligence Unit, Bureau of Criminal Identification and Investigation, Request for Information or Service."

It is anticipated that surveys such as these will be continued and that the results will be carefully analyzed for potential improvements in OCCIB products and services.

The following comments are made in anticipation of some of the survey results.

- o With respect to providing information and analyses to other law enforcement agencies only a small number of law enforcement agencies avail themselves of this service of OCCIB. The degree

of use appears to be dependent upon personal relationship with the analyst, geographical proximity and LEIU orientation. There is no defined agency-to-agency contact development procedure. There will probably be little change in this aspect of the system until the OCCIB's assessment project is underway. With the expanded data base and an improved information processing system, OCCIB should be able to improve the value and expand the coverage of its services.

- o Literary credit should be given to law enforcement agencies which contribute to the special reports, assuming they approve.
- o The outputs in the weekly and monthly bulletins require an evaluation of the specific value of the data to the user. The pressures of putting out a weekly intelligence summary often lead management into the mistake of using quantity as the sole criterion without considering the effects of poor quality.
- o Consideration should be given to distribution of copies of the California Intelligence Bulletin to other than intelligence units. Most of the law enforcement agencies throughout the state have their own peculiarities of organization. Sometimes, intelligence information in the bulletin might be particularly applicable to a fraud, robbery, homicide, etc. section of a police department. To guarantee the most useful distribution, the following alternatives are recommended:
 - a. Add a covering letter addressed to the Chiefs of Police noting the area of probable special interest in the Bulletin.
 - b. Print extra copies of the Bulletin for distribution through the M.O. unit associated with the area of special interest.

General - A cursory attempt was made during the study to determine what additional and potential uses and values might accrue from the M.O. activities of forgery, fraud, burglary and robbery which are now in OCCIB.

It should be noted that, although there are some functional similarities in the analytical process of M.O. and intelligence, the basic objectives are different. The objective of the M.O. units is to diagnose a committed crime to determine who might have done it. Intelligence is concerned with maximizing the probabilities for correct planning and decision making in preventing, reducing and eliminating organized criminal activity.

Based on a limited examination of the functions, only two possibilities become immediately apparent.

- a. OCCIB has greater flexibility in staffing intelligence analysis functions because it has direct control of a larger personnel base.
- b. When the file systems and analytical processes of OCCIB are automated, it may be possible to develop techniques for identifying organized crime relationships from crime reports reviewed by M.O. personnel.

The manual data processing system in OCCIB is one of the areas which needs urgent attention. The techniques of recording, evaluation, reduction and codification, indexing, storage and retrieval of intelligence information are not commensurate with the needs of a state criminal intelligence organization. The efficiency and effectiveness of OCCIB intelligence personnel is seriously hampered by its filing system weaknesses. Between 25 and 40 percent of the intelligence analyst's time is spent in the clerical effort of file searching. There are indications that some data is not retrievable at all. For OCCIB to progress in the development of its support, leadership and coordinative roles, it is mandatory that a modern information system be developed which covers all the requirements of an intelligence system.

Efforts have been undertaken within OCCIB to establish requirements and to initiate the conceptual design phase for development of an automated intelligence information system. The following approach is presented for OCCIB guidance in this project:

1. Establish a program for incorporating OCCIB files into the DOJ computer (CJIS).
 - a. Proceed with the necessary official internal requirements to get the DOJ steering committee approval (EDP Project Request, Form MS-1) identifying approximate requirements and pointing out that a design study has been funded.
 - b. Prepare a planning estimate of the total costs.
 - o Consultant Services
 - o Support by DOJ data processing personnel
 - o Program development
 - o Hardware purchase or rental
 - o File conversion

- o Sustaining services (programming, file maintenance, inquiry)
 - c. Determine approach to funding. (Note: It takes 18 months to obtain data processing funds from the General Fund.)
2. Assign a project manager for the program whose task assignments will include detail project planning. The following list of tasks presents the top-level efforts of a preliminary project plan for OCCIB guidance.
- a. Develop a contractual work statement covering the system requirements and tasks to be accomplished in the design study.
 - b. Select systems analyst.
 - c. Perform internal liaison with the DOJ Data Processing organization. (The assumption here is that a preliminary tradeoff study among all the possible automated systems applicable to OCCIB requirements would show that the best approach is use of the DOJ Spectra 70's.)
 - d. Estimate the data processing staff requirements within OCCIB.
 - e. Establish the conversion program guidelines, policies, procedures, and priorities.
 - f. Direct the design study.

3. As a minimum, the following operational requirements should be covered in the study:

- Security
- Analytical and analytical support capability
- Ease of use
- Management information
- Formatting
- Conversion
- Retrieval needs
- Hard copy and hard copy format
- File structure
- Storage capacity
- Editing
- Reprogramming

- Interface capability
- Reliability
- Maintenance and support
- Space
- Cost

4. OCCIB should take immediate steps to research the design documentation on existing intelligence information systems such as OCRIL, ICIS, IOCI and prospective intelligence information systems such as PSIS. These systems have already accomplished a great deal in the areas of storage, retrieval and administrative functions. This groundwork, combined with the available Mark IV software, should provide OCCIB with the opportunity to address new problems such as machine-aided link analysis, pattern recognition, and threat analysis.
5. As part of the design effort, OCCIB should plan for a continuing evaluation to determine if the system meets the needs of the users. This is particularly true in areas where the computer is used for analysis or for support of the analytical process such as intelligence and M.O.

As an example of the need for such an evaluation, during the course of the interview with M.O. personnel, it became apparent that there was no simple procedure for submitting, reviewing and evaluating recommendations for software changes. It is a relative certainty that after a period of usage wherein the user gains some experience with a new system, he or she will often have some ideas for improvement of the system. The flow of these ideas should be encouraged. Procedures should be designed which do not inhibit personnel from trying to correct deficiencies or improve operational effectiveness.

The reasons for recommending the above approach which presupposes the selection of the CJIS computer are as follows:

- a. It has a high probability of being the best approach.
- b. It is the most viable approach in terms of time, cost and ease of implementation.
- c. Acquisition of a new computer system for the sole purpose of OCCIB introduces so many budget and political problems that getting the approval for any alternative system employing a separate computer is highly unlikely.

ASSESSMENT OF ORGANIZED CRIME IN CALIFORNIA

One of the major objectives of OCCIB is to determine and continually analyze the nature, characteristics, and magnitude of organized crime in California. With this assessment as a base, the OCCIB intends to determine the patterns and trends of organized crime so that effective countermeasures for combating, reducing, and preventing organized crime activity may be developed. The assessment will also provide a basis for establishing priorities in allocation of resources and recommending legislation.

Many specific steps have been taken to accomplish this objective, such as establishment of a liaison agent program, procurement of a software package for statistical analysis, and acquisition of qualified research personnel. However, there is considerable amount of additional effort required in detailed planning, design, and development of the methodology which will be used for assessing organized crime in California.

It will be necessary for OCCIB to assign a qualified researcher full-time to document the design of the system required to accomplish this assessment. The design should include identification of:

- o Data requirements--immediate and continuing.
- o Data sources--(e.g., liaison agents, regional intelligence units, Department of Justice, and other state and local agencies).
- o Data acquisition procedures.
- o Data validation procedures.
- o Data processing procedures.
- o Analytical and interpretation requirements.

- o Output requirements (e.g., semi-annual comprehensive report, special reports).

OCCIB should also consider using any previous surveys which might be of value in an overall assessment. For example, the Intelligence Section of the Long Beach Police Department has conducted a survey of many police intelligence organizations in its area. This might provide some measure for determining the quantity, quality, and effectiveness of the counter-forces combating organized crime.

REGIONAL INTELLIGENCE UNITS

At present, the OCCIB participates extensively in the regional units which are located in some proximity to Sacramento - CVIU, CSIU, ICIS and PIU. OCCIB was instrumental in the development of the inter-regional organization comprised of the above four groups. The support and coordination effort provided by OCCIB to these four units includes compiling, editing, publishing and dissemination of a Monthly Intelligence Report. The report contains the intelligence information passed at all the regional meetings for the previous month. It also provides a comprehensive index covering subjects'/ organizations' name, identifying number, physical description submitting agency and representatives' NCIC number, number of times subject has appeared in a Monthly Intelligence Report, and a short statement describing the subject's activity. The OCCIB also publishes the minutes of each regional meeting.

In summary, the OCCIB acts as the central coordinating agency of these regional units and has rendered aid and assistance in all aspects of regional unit development and operations.

The OCCIB is currently initiating efforts to expand the inter-regional organization to include other areas of the state. It is recommended that a plan defining OCCIB's role in the development of regional units and the coordination of inter-regional programs throughout the state be prepared and implemented by OCCIB. Mutual cooperation among law enforcement intelligence units as exemplified by LEIU and similar organizations at local levels is extremely important. OCCIB's role should be that of a catalyst in development of these agency-to-agency and region-to-region bonds.

As described above, some of this effort has been going on for quite some time in areas close to Sacramento. There is an urgent need to develop a comprehensive plan for OCCIB covering all aspects and alternative methods of statewide regional and inter-regional coordination and support.

The following is a brief list of the areas which should be considered. The list is based on actual experience of OCCIB personnel who have been most active in inter-regional coordination efforts to date.

- a. Development and coordination of regional and inter-regional groups.
- b. Regular attendance of OCCIB at regional and inter-regional meetings.
- c. Development of OCCIB's advisory role to assist new regional groups.
- d. Coordination of target selection.
- e. Coordination of inter-regional target projects and support by OCCIB field agents and analysts.
- f. Degree of direct support provided to each region.

To promote further understanding and development of the inter-regional concept which will enable intelligence information to flow freely and securely throughout the state, the following program is recommended for immediate implementation:

Coordinate a two-day seminar for all existing and proposed regional intelligence units coordinators throughout the state. The program should include:

- a. A speaker from DOJ, e.g., Pat Casey covering OCCIB program and continuing role (3/4 - 1 hr.)
- b. A speaker from CCCJ, e.g., R. Guthrie covering CCCJ and Organized Crime Task Force viewpoint (3/4 - 1 hr.)
- c. Ten minute review by each coordinator on his own program. Assuming 15 units, this should take 2 1/2 - 3 hours. The coordinator should be requested to identify the organizational, functional, operational and funding arrangements of his unit. This is important because there are many different arrangements throughout the state.
- d. Seminar on regional programs (4 - 5 hours)
- e. Discussion on value of continuing such get-togethers at regular intervals (1/4 - 1/2 hour)

It is further recommended that the project directors and/or coordinators' supervisors be invited to participate in this seminar.

TRAINING

The training programs on collection, analysis and surveillance equipment which are currently in effect are considered to be one of OCCIB's major achievements to date. There are also other proposed educational programs. One covers training of personnel who manage intelligence units and another is a seminar for businessmen. This section addresses two areas which have not been covered by OCCIB. The first is a program for police chiefs on the values of intelligence. The second is a program for all law enforcement personnel which would cover specialized topics. The need for training OCCIB personnel and indoctrinating OCCIB management is covered in the section on Criminal Intelligence Operations.

Police Chiefs Program - It is recommended that OCCIB undertake a program to indoctrinate Chiefs of Police in the values, uses and processes of intelligence programs. The Chiefs are the executive decision makers who direct most of the law enforcement personnel being trained in all other OCCIB programs. They are one of the keys to increased utilization of intelligence in combatting organized crime. The recommended program is one of the ways of involving the Chiefs more directly in the overall intelligence program. The desirability of including Sheriffs and District Attorneys should also be considered.

The following are some suggestions which might increase the probability of this program's success and subsequent effectiveness in improving intelligence programs throughout the state:

- o Conduct the program on weekends, starting Friday evenings, ending Saturday evening.
- o Arrange for accompanying wives.
- o Locate in central, attractive area with good air transportation.
- o Select contractor for both understanding of Police Chiefs needs and ability to conduct a comprehensive, superlative program.

- o Limit each program to approximately ten Chiefs.
- o Chiefs should be invited by personal letter from the Attorney General.
- o Key speaker or seminar leader should be a recognized figure in the field of intelligence.
- o Consider covering subjects such as the values of all functional areas of intelligence, the present intelligence programs in California, methods used in these programs.
- o Start with three or four pilot programs approximately one month apart.

For the purpose of completeness, the following is a review of the detailed steps which are required to produce such a program. Each step presumes the approval of the previous step.

- a. Concept development.
- b. Review and expansion of concept by OCCIB Training Specialists.
- c. Review by OCCIB management.
- d. Confer with a selected number of Chiefs of Police for further conceptual development.
- e. Review concept with the Training Advisory Committee (a select group of law enforcement personnel throughout California.)
- f. Prepare detailed specifications.
- g. Complete internal DOJ procedures and POST certification.
- h. Send RFP to selected vendors.
- i. Review proposals and select contractor.
- j. Negotiate statement of work and price (vendor, OCCIB and POST.)
- k. OCCIB select students, monitor courses and analyze critiques.
- l. Plan future programs.

Special Short Courses - There is a strong need for increasing the knowledge of local law enforcement personnel in many of the specialized crime areas with which they are concerned such as business frauds, extortion, bookmaking, loansharking and other organized crime related activities. It is extremely important that law enforcement personnel have sufficient

knowledge to be able to recognize or uncover indicators of organized criminal activity in its earliest stages. They must also be able to conduct investigations into the more sophisticated areas of organized criminal activity.

It is recommended that a series of short courses be given, covering the specialized subjects of current interest to local law enforcement such as business frauds, extortion, bookmaking, labor racketeering, loansharking, money movement, etc. Each course should cover three basic aspects of each subject:

- a. Criminal structures, methods and indicators.
- b. Criminal justice case histories and recommended approaches toward combatting.
- c. Services available from Government agencies and related reference documents.

The major effort should be concentrated in the Criminal Structures, Methods and Indicators phase of the training because it is unlikely that much documentation or literature is available to the students in these areas. In the other areas the student will usually have available documentation and literature such as legal codes, case histories, related Government agencies, and the like.

Some additional guidelines for the training program:

- o Use experts and qualified teachers.
- o Limit to 2 - 3 days.
- o Class size approximately 30.
- o Advertise detailed curriculum in advance.
- o Use the Training Advisory Committee to determine priorities for subject matter.

SPECIALISTS RESOURCE POOL

The OCCIB grant applications have continually proposed the development of a resource pool of specialized personnel who would be available to support local law enforcement agencies in investigations requiring their special area of expertise. This concept for the state level was originally motivated by the thinking that experiences at the federal level in using specialists for developing prosecutions would be applicable to local law enforcement. There are a number of constraints which have blocked the development of the personnel resource pools. Among these are uncertainties relating to local law enforcement's needs for specialists, scheduling of experts, scope of effort required, and OCCIB control requirements.

It is recommended that OCCIB conduct a study to determine the need, feasibility and methods for implementing the concept of establishing a pool of special consultants within DOJ (e.g., attorneys, accountants, economists, operation researchers, systems scientists, organized crime experts, etc.). Although the original discretionary grant proposed direct implementation of the personnel resource pool along with the hardware resource pool, the two programs have little in common. Without a feasibility and design study, the personnel resource pool program would have a low probability of success. The study could be initiated by a questionnaire to all law enforcement agencies designed to determine the need and potential degree of utilization of such specialists.

There is, no doubt, a strong need for increasing the knowledge of local law enforcement personnel in the many areas mentioned above and particularly in the specialized crime areas that they are concerned with, such as bookmaking, loansharking, extortion, business frauds, etc. From DOJ's standpoint, this need is associated more with the gathering of intelligence than with prosecutions which are handled by local district attorneys. However, it is extremely important that law enforcement personnel have sufficient knowledge to be able

to recognize or uncover indicators of criminal activity in its earliest stages and to determine when expert assistance is required.

Two recommendations contained in other sections of this report are related to this problem. These recommendations, in different ways, seek to achieve the same objective as the personnel resource pool, i.e., upgrading the capabilities of local law enforcement agencies in areas of special need. One is covered under Training - Special Short Courses, and the other is the section entitled Encyclopedia.

EVALUATION

Project evaluation provides one of the most important inputs to the management planning function. Evaluation helps to guide management by providing information on how well the system is performing with respect to both its objectives and the activities of its various components. The decision to continue with or change a plan or redirect the organization's activities is always based on an evaluation of its effectiveness in meeting the objectives. This is true whether the evaluation is cursory or thorough, quantitative or qualitative, subjective or objective. In all cases, the manager's responsibility to insure that the plans are being carried out correctly also implies that the plans will be continually evaluated and changed when the evaluation indicates a need for change.

There are a number of self-evaluation projects currently in process within OCCIB, as follows:

- o Training Programs - Each training program is evaluated by measuring students' ratings of the course material, instructors, etc., and by statistical analysis of knowledge tests taken at the beginning and end of each course. These evaluations have resulted in course improvements from class to class.
- o Bulletins - The various bulletins are being evaluated by questionnaire surveys designed to determine their usefulness and improve them to accommodate the needs of all law enforcement. Data for this evaluation is currently being collated.
- o M.O. Services - The M.O. services are being evaluated by questionnaire surveys designed to determine program priorities within the Crime Patterns Analysis units.

- o Equipment Pool - The Equipment Pool is being evaluated by measurement of the equipment-days used. This data indicates that the amount of equipment usage has been increasing steadily.
- o Intelligence Processes - Data collection and intelligence analysis methods are to be evaluated by compilation of records on communications with law enforcement agencies, covering the types, purposes, and number of information requests responded to.

There are also many valuable tentative ideas for more comprehensive statistical evaluations for each project in the OCCIB document entitled Evaluation Format. These projects show that there is a recognition, within OCCIB, of the need and appropriate methods for evaluation, but there is also a major weakness. As with many of the OCCIB projects, the evaluators lack documented designs. (It should be noted that the original and subsequent grant applications have included statements to the effect that OCCIB would develop an evaluation design.)

An evaluation design should include the identification of the objectives of the project being evaluated, criterion functions which identify the relationships between variables and success in meeting the objectives, data requirements and acquisition procedures, interpretation techniques, and purpose of the evaluation. When the evaluations are completed, a report should be prepared which contains specific recommendations relating to the project. The report should be followed by management decisions accepting or rejecting these recommendations and preparation of plans for their implementation.

In addition to evaluation designs for each evaluation project, specific plans for each of the anticipated evaluations should be included in the planning document recommended elsewhere in this report.

The particular effort that will be most fruitful for the entire field of intelligence program evaluation will be the development of a comprehensive

data base from which the degree of achievement of end-oriented objectives can be measured. OCCIB is the only agency with the potential for developing a statewide data base which can then be analyzed in accordance with appropriate criterion functions to show the degree of successful accomplishment of objectives. This effort goes hand in hand with the assessment project which is underway in OCCIB.

One of the prime requirements in developing this data base is the establishment of feedback paths from the law enforcement agencies which use the information and services of OCCIB. OCCIB must start to develop methods for obtaining feedback which identifies the degree of utilization of intelligence information and its ultimate effect on case closures. Measurement by questionnaires, personal contacts, arrest reports, and events records are techniques which might be employed. All pertinent data, whether quantitative or qualitative, objective or subjective, should be recorded.

The internal record keeping system covering telephone contacts, field contacts, uses of analytical tools, published reports and bulletins, participation in regional and inter-regional units, and resource pool use, is also a major source of data and should be formalized and standardized within OCCIB.

The third year grant application proposes an additional evaluation effort whereby special consultants with expertise in specific areas would be hired on a temporary basis to perform evaluation of OCCIB performance on specific projects. The procedure is somewhat similar to the present evaluation which is primarily qualitative. Although this type of evaluation serves a definite purpose, it is important to recognize that the developments of the evaluation designs and the data base are most essential for a comprehensive evaluation of total program effectiveness.

For full development of OCCIB as a complete intelligence organization it is necessary to consider the long range problem of acquisition and retention of personnel. The quality of personnel will be the most important factor in OCCIB's achievement of its objectives. The organization structure, automation, planning and the like are only tools. The value of these tools is dependent directly upon the personnel who use them.

The primary problem in this area is in the category of Law Enforcement Intelligence Analyst. There is no career field within DOJ that emphasizes the function of intelligence analysis. OCCIB has to some degree recognized part of the problem and has undertaken the initial steps required to create a new classification within the state's civil service called Intelligence Specialist. This classification is designed to satisfy certain practical considerations relating to the incorporation of the M.O. function into the Bureau of Criminal Intelligence. It is not actually designed to develop a staff with the specific capabilities required of an intelligence analyst.

Intelligence analysis is not a simple technical function performed by rote. It is a complex process which should employ up-to-date sophisticated methods of research, statistics, analysis and logic.

To obtain its intelligence analysts, the present staffing system within OCCIB depends on the functional requirements of the personnel specification for M.O. Analyst (internally called Intelligence Specialist). It does not matter what name is used, the functional requirements are the important factor in describing the job. In this case, the functional requirements are those of the M.O. category and are not adequate to insure that OCCIB will attract the needed personnel for the analytical function.

It is, therefore, recommended that OCCIB address the problems of acquisition, retention, and growth of personnel in its criminal intelligence analysis operations by developing a career field for Intelligence Analysts.

It is important for OCCIB to develop a set of personnel specifications which reflect the background and experience most desirable for intelligence analysis per se, including functional capabilities such as statistics, probability, logic, research, analysis, writing and communications. It is further recommended that a salary study be performed to insure that personnel qualified in these functional areas are attracted to employment in OCCIB.

This career field should, in addition to covering the applicable functional requirements for intelligence analysis, have some relationship to the requirements for higher level positions in intelligence (currently covered by the category Criminal Justice Specialist). In this way, a broader spectrum of disciplines essential to a "complete" intelligence organization would be attracted to OCCIB. Disciplines of law, business, experimental psychology and systems analysis would enhance considerably the effectiveness of investigation, collection, processing and analysis activities.

Employees should be provided with the opportunity and, in fact, be encouraged to obtain all the educational and experience qualifications required for promotion within their own organization. Experience in the particular activity in which the employee is engaged should in some way count toward qualifying for promotion. This will provide motivation to the employee in his present activities, thus reducing the problems of acquisition and retention of highly qualified personnel.

As stated above, it would be highly desirable for the intelligence organization to have the disciplines of law, business, experimental psychology and systems analysis to support the functions of investigation, collection, processing and analysis. It would be unrealistic at this time to suggest as a priority that OCCIB include all of these disciplines within

its own branch. However, the full development of OCCIB to achieve maximum effectiveness is contingent upon its ability to fulfill these functions in some manner. For the near term, formal programs such as the inter-agency information and personnel interchange program recommended in the section on Criminal Intelligence - Collection, would be a viable alternative. Use of consultants might also be a temporary expedient for very special well-defined problem areas. For the longer range, and if warranted by the projected scope of the organized crime program requirements, OCCIB should consider establishing these capabilities within its own staff.

STAFFING

A specific study of OCCIB staffing was not made during this evaluation. However, two specific problem areas stand out.

The first problem is in the staffing of research projects. The following is a current list of research projects in OCCIB:

- o Assessment of organized crime in California and development of tactical plans to combat organized crime.
- o Evaluation of OCCIB effectiveness.
- o Study and implementation of automated systems for storage, retrieval, administration, and analysis of intelligence in OCCIB.
- o Analysis of pertinent legislation.
- o M. O. system analysis.

The recent reorganization within OCCIB has depleted the staff of the section which performs these projects. The qualified research personnel have been promoted to supervisory positions. Although this step is exemplary in that it adds significant capability and potential to the managerial staff within OCCIB, it has created a shortage at the project level.

The second problem is concerned with the design and preparation of design documentation on various projects and activities within OCCIB. For example, real success is improbable in the above assessment, evaluation and automation projects unless they are initiated with detailed, well-conceived documented designs.

It is roughly estimated that two or three additional personnel qualified in research and design are required for effective accomplishment of the above projects.

MISCELLANEOUS GENERAL PROCEDURES

A specific study of OCCIB general procedures was not made during this evaluation. The following suggestions are prompted by general observations made during the course of the study:

- a. All documents should be dated and should contain a statement indicating their purpose.
- b. OCCIB personnel should be provided with a formal vehicle for suggesting improvements.
- c. All suggestions should receive responses from the supervisor approved by the Assistant Director.

LIBRARY

Many of the organized crime projects currently in operation throughout the state and the nation are developing material which could be of value to others who are performing activities in related projects.

It is recommended that OCCIB establish a library with major emphasis on searching for and obtaining all studies and reports which have been prepared in other intelligence programs. There is a wealth of material available which would assist OCCIB in some of its projects.

For example, the document entitled "Inter-County Information System," Conceptual System Design (ICIS - Fresno) might be of great value to OCCIB and other intelligence units in designing their own information systems. The questionnaire for intelligence units developed by Long Beach Police Department might be valuable for assessing counterforces in the project to assess the magnitude, nature and characteristics of organized crime in California.

It is further recommended that OCCIB officially request CCCJ to establish a policy for distributing documented study results of the programs funded by CCCJ. To a great degree, this would provide a vehicle for avoiding costly parallel efforts, especially in the area of computer applications to intelligence.

ENCYCLOPEDIA

One of the approaches which has a high potential value in leading to improvement of the capabilities of law enforcement personnel is to provide them with a documented body of knowledge on all topics which may be related to their work. The suggested vehicle is an encyclopedia covering all organized crime topics.

The encyclopedia, although for general use, should, in its initial stages, be directed to matters of interest to the local law enforcement agency intelligence units. It must be a reference work which contains a considerable degree of detail so that it will prove beneficial to both experienced and inexperienced readers.

Known experts in particular fields should be invited to prepare encyclopedia expositions for inclusion in the encyclopedia.

The following is a list of possible topics which might be included:

CRIME TOPICS:

- Gambling
- Loansharking
- Narcotics
- Narcotics smuggling and transportation
- Extortion
- Stolen securities
- Business frauds--bankruptcies, unusual accounting, stock market, real estate, fronts
- Criminal infiltration into legitimate business.
- Labor racketeering--infiltration into unions
- Criminal political penetration, history, and methods
- Pornography
- Prostitution

CRIMINAL JUSTICE TOPICS:

Descriptions of national and state services and relationships to local law enforcement in the following areas:

Communications
Intelligence
Computers
Law Enforcement Assistance Administration
California Council on Criminal Justice
Organized Crime & Criminal Intelligence Branch
Strike Forces
Relevant Statutes

GENERAL TOPICS:

Accounting
Systems science
Operations research

Consideration should be given to paying a token fee to each contributor and setting a deadline for his contribution. For example, a token fee of \$100 would have the effect of indicating the importance of the writer's contribution, without creating a large budget requirement. Assuming that the initial effort covered 50 to 100 topics, this would only cost \$5,000 to \$10,000. If the writings averaged two - four encyclopedia type printed pages, the first edition would be between 100 and 400 pages. The total cost might run to \$40,000 - \$50,000, including research, editing, publication and distribution. This project could have great overall impact on upgrading the knowledge and capabilities of all law enforcement personnel on topics which are directly related to their needs.

APPENDIX A

List of Source Documents:

Grant Application, 3rd year	Feb. '72
Comments by CCCJ (R. Gonzales)	Apr. '72
Program Statement, Organized Crime Unit	-
Research and Analysis (OCCIB)	-
Modus Operandi Study	Dec. '71
Review Committee Report Part I Reorganization of DOJ Investigative Functions	Nov. '71
Review Committee Report Part II Division of Law Enforcement, Recommendations for Improvement	Dec. '71
Evaluation Format (OCCIB)	-
The OCCIB	-
Grant Application, 1st year	1970
Grant Application, 2nd year	1971
Grant Application, Discretionary - Liaison Agents	June, '71
Organized Crime Program Description (CCCJ)	May, '72
Regional Plans for Fiscal Year 72-73	-

OCCIB Quarterly Reports -

CCCJ Comments on Quarterly Report
of March 31, 1972 -

Grant Application, Discretionary - June, '70
Resource Pool and Training

Legislative Presentation on OCCIB (Draft) June, '72

OCCIB Policies and Procedures Feb., '72

Personnel Specifications

Various Regular and Special Intelligence
Bulletins

Various Documents and Memoranda Describing
Components of OCCIB

APPENDIX B

List of agencies interviewed during course of evaluation:

- o Organized Crime Intelligence Unit - Orange County
- o Organized Crime Unit - Orange County District Attorney's Office
- o Intelligence Section - Long Beach Police Department
- o Inter-County Information System - Fresno
- o Central Valley Intelligence Unit - Sacramento
- o Systems Development Corporation - Santa Monica
- o Anacapa Sciences - Santa Barbara

END