

# South Carolina State Law Enforcement Division (SLED)

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1999 Annual Accountability Report

**The Honorable James H. Hodges, Governor**  
**Robert M. Stewart, Chief**

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## Executive Summary

The South Carolina State Law Enforcement Division (SLED) shares the Governor=s vision of providing a secure environment for enhancing the educational and economic well-being of the citizens of South Carolina. SLED is committed to working in conjunction with local, state, and federal governmental agencies to provide a secure environment for South Carolinians to live, learn, work, and play. In addition, SLED continues to emphasize the integrity of the agency, customer satisfaction, accessibility, ethics, and accountability as a part of core values and objectives. SLED pursues its mission through service to local law enforcement, the criminal justice community, and South Carolina citizens. SLED continues to refine its services based on customer evaluation, the need for quality, speed, versatility, and accessibility in service delivery and by targeting improvement through organizational streamlining, technology, and accountability to customers.

The State Law Enforcement Division is a professional organization of over 570 employees dedicated to providing quality law enforcement services that enhance public safety and the administration of justice. The State Law Enforcement Division was founded on and maintains the following core values: Public Confidence, Effective Leadership, Quality Service Delivery, Satisfied Customers, and Dedicated and Satisfied Employees. SLED continues to work with local, state, and federal entities to meet enforcement needs with limited state resources through innovation and cooperation.

SLED maintains accredited status by two organizations which are internationally recognized for their intensive accreditation process: the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). These accreditations are coveted achievements in the law enforcement communities. SLED was the first South Carolina state level law enforcement agency to be accredited by CALEA and ASCLD/LAB and the second agency of its kind to received CALEA accreditation in the nation.

This agency was first accredited by CALEA in 1994 and re-accredited in 1999. In addition, the SLED forensic laboratory was accredited by a separate organization (ASCLD/LAB) in 1994 and re-accredited in 1999. The agency and the employees are required to establish, implement, and comply with over 300 written standards to achieve and retain CALEA accreditation, and over 135 criteria to achieve and retain ASCLD/LAB accreditation. SLED must undergo extensive scrutiny by outside inspection teams which audit agency implementation, maintenance, and compliance with all standards. If the agency fails to meet these strict standards, accredited status is jeopardized. Re-accreditation by these organizations requires a complete review of the agency and laboratory, respectively, including on-site inspections by the external inspection teams.

The State Law Enforcement Division is an agency committed to establishing the best professional practices, meeting rigorous standards, attaining high goals, and achieving stated objectives in order to complete our mission. **Accreditation provides objective evidence from external peers of an agency=s commitment to excellence in leadership, resource management, and service delivery**

**resulting in governmental officials being more confident in the agency=s ability to operate efficiently and meet community needs.** Accreditation is a coveted award that symbolizes professionalism, excellence, and competence. SLED employees take great pride in the agency, knowing SLED is among the best law enforcement agencies in the world.

SLED complies with CALEA standards that address major law enforcement subjects to include; the role, responsibilities and relationships with other agencies; organization, management and administration; personnel structure; personnel process; operations; operational support; auxiliary and technical services. Further, SLED complies with ASCLD/LAB standards which demonstrate that our Forensic Laboratory management, operations, personnel, procedures, equipment, physical plant, security, and health and safety procedures meet internationally established standards. All of these standards help strengthen crime detection, investigation, prevention, and control capabilities; formalize essential management procedures; establish fair and nondiscriminatory personnel practices; improve service delivery; solidify interagency cooperation and coordination; and boost citizen and staff confidence in the agency. In addition, accreditation standards give the Chief a proven management system of written directives, sound training, clearly defined lines of authority, and routine reports that support decision-making and resource allocation.

SLED=s organizational structure is made up of four program areas. These four program areas include **Investigative Services, Forensic Services, Community Services, and Criminal Justice Information Services**, and encompass SLED=s statutory mandates, major functions, and responsibilities. A description of each Program=s purpose follows:

*Investigative Services* units at SLED provide extensive investigative and technical assistance, upon request, to local, state, and federal agencies. The Investigative Unit at SLED conducts over 6,000 investigations per year. Services include: field investigations of major felony crimes; narcotics investigations; investigations for the state grand jury, protective services for dignitaries, leadership of state law enforcement resources during statewide emergency events, child fatality investigations, arson/bomb services and investigations, aviation services, bloodhound tracking services, fugitive apprehension, missing person detection, polygraph services, specialized tactical unit response (SWAT), automobile theft investigations, psychological profiling, and forensic art services. On average, over 25,000 requests are received annually for intelligence assistance, SWAT assistance, aviation services, and bloodhound tracking services. SLED continues to work closely with, and is well represented on, multiple federal law enforcement task forces.

*Forensic Services Laboratory* units provide comprehensive laboratory services to the South Carolina criminal justice system with expert examination of evidence in criminal cases and expert testimony in court proceedings. The purpose of the laboratory is to manage, coordinate, and provide forensic services through a partnership with local, state, and federal criminal justice agencies to improve law enforcement=s capacity to assist in detection, capture, prosecution, and impartial adjudication of criminal suspects, and ultimately, to assist crime prevention efforts. There are (11) separate sections within the laboratory that process and analyze approximately 17,000 cases per year. These sections

are Arson, Drug Analysis, Firearms and Tool Marks, Implied Consent, Latent Prints, Photography, Questioned Documents, DNA/Serology, Toxicology, Trace Evidence, and Evidence Processing and Control.

*Community Services* units provide community relations development between law enforcement and the community. SLED is responsible for development of a statewide Drug Abuse Resistance Education (DARE) program by establishing staff and maintaining training programs and records. Regulatory components ensure compliance with state statutes and regulations by detective and security companies, and are also responsible for issuing concealed weapons permits. Alcohol enforcement units ensure compliance with and enforcement of all alcohol related statutes. Community Services personnel also conduct Internal Audits, process complaints, coordinate Internal Affairs investigations, and maintenance of associated records.

*Criminal Justice Information Services* include the State Crime Information Center (SCIC) with the Central Records Repository, the South Carolina Incident Based Reporting System (SCIBRS), the Sex Offender Registry and Quality Assurance; while the Justice Communications Section operates the state law enforcement network with interfaces to the National Crime Information Center (NCIC) and to the National Law Enforcement Telecommunications System (NLETS), and maintains the Automated Fingerprint Identification System (AFIS). The purpose of this program area is to provide criminal justice information and identification services needed to prevent crime, solve cases, recover property, and apprehend criminals. This component also provides screening to identify persons with criminal warrants, arrests, and convictions, and provides crime statistics and analytical data to policy-makers and to the public.

SLED=s strategic plan covering fiscal years 1998-1999 through 2002-2003 describes South Carolina=s current state law enforcement efforts and the actions the agency plans to take in anticipation of future changes to this environment. SLED=s strategic direction includes the use of technology to give its customers the best possible crime information and evidence analysis, the targeting of investigative resources to solve and prevent crimes, and the involvement of the criminal justice community, as well as the public, in developing quality training for officers.

## Mission Statement

The State Law Enforcement Division (SLED) is a South Carolina state government law enforcement agency. SLED was established in 1947 by Executive Order of the Governor at the request of the South Carolina Sheriffs= Association. In 1974, enabling legislation for SLED was signed into law.

The primary mission of SLED is to provide quality manpower and technical assistance to all law enforcement agencies and to conduct professional investigations on behalf of the state, as directed by the Governor or Attorney General, for the purpose of solving crime and promoting public order in South Carolina.

To accomplish this mission, the State Law Enforcement Division will:

- ∃ investigate organized criminal activities or combined state-federal interstate criminal activities, all general criminal activities, arson criminal activity, and emergency event management pertaining to explosive devices;
- ∃ maintain and operate a statewide comprehensive forensic sciences laboratory;
- ∃ conduct covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances;
- ∃ operate and maintain a central, statewide criminal justice data base and data communication system;
- ∃ establish and operate a highly specialized, rapid response tactical law enforcement unit;
- ∃ operate and regulate state polygraph examination services;
- ∃ enforce and regulate alcohol statutes; and,
- ∃ provide enforcement assistance that is not inconsistent with the mission of the Division or otherwise prescribed by law.

## **Our Vision**

SLED continues to pursue innovations and initiatives which enhance the safety of our citizens and improve the collective efforts of statewide law enforcement and criminal justice systems. Our success in realizing this vision requires the agency's leadership to embrace change, aggressively employ new technology, and adopt progressive management, investigative, and enforcement practices. Members at all levels within the agency shall promote an organizational culture that subscribes to the Division's APhilosophy of Leadership≅ which:

- ∃ Anticipates and reacts quickly to the needs of the citizens and agencies we serve through improvements in our organization and the services we provide;
- ∃ Recognizes our role as one component within the law enforcement community and pursues enterprise-wide solutions to multi-faceted problems through collaboration with other government agencies, the public, and the agency members;
- ∃ Maximizes the use of new technology to improve efficiency and effectiveness;
- ∃ Empowers members to critically analyze problems and prescribe solutions that enhance our ability to provide service.

## **Philosophy of Leadership**

The leadership philosophy of the Division is to create an organizational environment in which our mission is realized through excellence. This environment is created through implementation of our mission statement in the following manner:

### **Leadership**

The South Carolina Law Enforcement Division requires that our leaders provide organizational vision to agency members and the people we serve through:

- ∃ A positive attitude and an unparalleled desire to fulfill our mission and goals and which are demonstrated by continuous commitment to improvement of our agency and the services we provide;
- ∃ Hands-on, day-to-day leadership which allows closeness to the essential activities of the agency and to the people performing them;
- ∃ Professionalism and dedication that provides reinforcement and support to those individuals

who offer contributions to a work environment that reflects dedication to agency values.

### **Collaboration**

SLED=s leaders serve the agency when they create an enthusiastic and dedicated commitment within their fellow employees toward accomplishing our mission through:

- ∃ Promoting the desire in all department members to put forth their best effort by recognizing and celebrating their individual contributions;
- ∃ Recognizing that more can be accomplished when individual actions are taken cooperatively rather than separately.

### **Delivery**

The primary responsibility of our leaders is providing law enforcement and support services to the people they serve through:

- ∃ Acknowledging the needs of those we service and demonstrating a willingness to be of service;
- ∃ Ensuring that all members of the agency understand the importance of their individual roles towards accomplishing the agency=s mission.



## **Leadership System**

Chief Robert Stewart has been the Director since 1988 and with the agency as an Agent since 1975. Senior staff consists of Chief Robert Stewart, Chief of Staff James Christopher, Majors McKinley Weaver, Carlton Medley, Steve Smith and Mark Huguley, Director of Administration Rosetta Johnson; Executive Assistant for Intergovernmental Affairs Cindy Konduros, Public Information Officer Hugh Munn, and Legal Counsel Mark Keel. This group provides leadership and direction to accomplish the mission, goals, objectives, strategic plan, and resource management for SLED. Senior leadership within the State Law Enforcement Division is intimately involved in guiding the organization, in setting direction, seeking future opportunities, and monitoring performance excellence.

Senior leadership is responsible for ensuring that SLED remains one of the nation's premier law enforcement agencies, receiving and maintaining the coveted accreditation status for both the forensic laboratory and the agency as a whole. The agency was first accredited by CALEA in 1994 and re-accredited in 1999. The SLED forensic laboratory was accredited by a separate organization (ASCLD/LAB) in 1994 and re-accredited in 1999. The agency and the employees are required to implement, establish, and comply with over 300 written standards to achieve and retain CALEA accreditation, and over 135 criteria to achieve and retain ASCLD/LAB accreditation. SLED must undergo extensive scrutiny by outside inspection teams which audit agency maintenance, implementation, and compliance with all standards. If the agency fails to meet accreditation standards, accredited status is jeopardized. Re-accreditation by these bodies requires a complete review of the agency and laboratory, respectively, including on-site inspections, by teams of outside experts. Accreditation provides objective evidence from external peers of an agency's commitment to excellence in leadership, resource management, and service delivery, resulting in governmental officials being more confident in the agency's ability to operate efficiently and meet community needs.

Senior leadership at SLED continues to work with other state law enforcement agencies to increase inter-agency coordination. This facilitates a team-oriented approach to statewide law enforcement initiatives, reduces duplication of services, and ensures maximum use of the state's limited resources. This combined cooperative effort creates a positive environment for increased efficiency.

Senior leadership reviews written directives, policy, procedures, and practices with agency personnel on a continuous basis. The process for ensuring agent understanding and knowledge of agency policy and procedures has been instituted since 1994. In addition, continuous training is provided to ensure agents are updated with court rulings and statutory changes. Further training is required to maintain proficiency levels in the areas of tactical response, interpretation of law, and vehicle operations, as well as forensic sciences continuing education. Empowering employees with critical information allows them to make informed decisions regarding agency mission, operations, principles, policies, practices, goals, and objectives.

Senior leadership at SLED supports the accreditation initiative statewide and nationally by providing staff assistance to other law enforcement agencies seeking accreditation. SLED has 16 trained accreditation experts on staff who travel throughout South Carolina and the nation to provide accreditation evaluation. These individuals are trained to provide assistance to those agencies seeking CALEA and ASCLD/LAB accreditation.

SLED also partners with law enforcement associations both statewide and nationally. Our collaboration with state partners include the Sheriffs= Association, Police Chiefs= Association, and the South Carolina Law Enforcement Officers Association. In addition, SLED continues to work with the South Carolina Victims Assistance Network and Mothers Against Drunk Driving to implement preventive measures. SLED works closely with other governmental agencies which include, but are not limited to, the Budget and Control Board, Department of Revenue, Department of Alcohol and Other Drugs Abuse Services, the Department of Corrections, the Department of Probation, Parole and Pardon, the Department of Education, the Department of Natural Resources, the Attorney General, the Adjutant General, the Department of Public Safety, the Department of Social Services, the Department of Health and Environmental Control, the Department of Juvenile Justice and, the Department of Transportation.

SLED continues to work with our counterparts in other states. SLED, along with our counterpart in Florida, the Florida Department of Law Enforcement (FDLE), brought a group of southeastern states together to share information and develop innovative approaches for advancing state level law enforcement programs. This group, *The States Coalition*, meets routinely to develop legislation that addresses common concerns and funding issues. In a collective effort, the representatives from eleven (11) state law enforcement agencies made an unprecedented attempt to persuade the federal government to allocate enough funds to improve all state and local forensic science laboratories and medical examiners= offices nationwide. SLED worked with Senator Ernest Hollings to ensure the South Carolina Law Enforcement Division received over \$4.2 million in the federal budget for our forensic laboratory. SLED is expected to receive approximately \$5 million from FY2000 federal appropriations. SLED continues to work closely with federal law enforcement agencies, to include representation on multiple federal task forces. SLED=s partner agencies at the federal level include: the Federal Bureau of Investigation (FBI), the Drug Enforcement Administration (DEA), the Bureau of Alcohol, Tobacco and Firearms (BATF); the US Attorney=s Office, the National Crime Prevention and Privacy Compact Council.

Further, in 1997, Chief Stewart was among five individuals nationally who were appointed to serve on the Federal Commission on the Advancement of Federal Law Enforcement. This Commission was asked to report to Congress and the American People regarding a wide variety of matters related to Federal Law Enforcement issues to include consolidation, terrorism, globalization of crime, federalization of crime, maintaining professionalism, and demonstrating accountability.

Senior leadership continues to stress the following core **ethical values** as goals for all SLED personnel:

- ∃ Integrity - SLED employees should adhere to an official code of conduct which supports the moral values necessary for good government and advances the purpose and mission of this agency as well as the ideals of their profession.
- ∃ Honesty - SLED employees should be truthful and sincere in all their interactions with the public and with each other. SLED personnel should avoid the appearance of wrongdoing, and in their official capacities should confront and challenge unethical behavior.
- ∃ Respect for Others - SLED employees should discharge their duties with strength, courage, professionalism, care, compassion, and concern for the well-being of all those they serve. They should recognize the inherent worth and dignity of all persons regardless of race, color, sex, age, religion, national origin, handicapping condition, or social or economic status.
- ∃ Fairness - SLED employees should make decisions in a fair, objective, and impartial manner.
- ∃ Accountability - SLED employees should take responsibility for their own actions and decisions, and protect the public trust by upholding the Constitution and laws of the United States of America and the State of South Carolina.

## Major Challenges

The management of the South Carolina Law Enforcement Division believes that the following are the major challenges that must be addressed in the future to meet the mission, philosophy, and vision of the agency:

- ∃ Attraction and retention of quality employees, in an economically prosperous environment, is becoming more and more difficult. The Division must continue to attract both law enforcement and civilian personnel who possess unique skills and talents. Law enforcement officers need additional computer expertise to meet criminal and operational challenges of the future. Information technology, forensic, and psychological personnel, etc., must be continually recruited and offered adequate benefits in order for the agency to compete in a high-tech arena. Salaries and benefits of both law enforcement and civilian employees must be continuously monitored as we compete with industry, government, and other law enforcement agencies for top quality employees. Ensuring our workforce is representative of the citizens we serve will continue to be a top priority. The agency will continue to evaluate and address these issues and, when appropriate, make the necessary proposals for legislative consideration. SLED has made compensation its top priority in the FY99-00/FY00-01 budgets and will continue to prioritize it in our FY2001-2002 budget request.
- ∃ Implementation of statutory requirements outlined in Alllegal Per Se laws. Additional personnel and extensive training is an immediate concern. The legislature provided a statutory mandate for implementation of the Alllegal Per Se laws without funding. SLED will pursue funding of this program in the FY01-02 fiscal year.
- ∃ A major challenge to the agency and all law enforcement is the ever-increasing reliance upon DNA forensic capabilities. Efforts to enter all DNA samples from the current juvenile and adult prison population, and from Probation, Parole and Pardon clients have received much attention and are a core strategy for the agency. The explosion in demand for forensic crime analysis is also recognized by the agency. On a daily basis, numerous local departments request additional assistance from the SLED Forensic Laboratory. Our space, equipment, and personnel resources have quickly been surpassed by demand. SLED has pursued funding of additional personnel, equipment, and space over the last three years. The agency will continue to work within current parameters and pursue funding in the FY01-02 Appropriations Act.
- ∃ SLED continues to focus on customer conveniences and wait-time reduction in the forensic laboratory. Customer wait-time has been an issue we have faced and addressed for the past decade. During the last 12 years, SLED has increased space, personnel, and equipment to address the ever-increasing demand for forensic services. Since 1988, the laboratory staff has increased from approximately 71 to a current staff of 111, and laboratory space has grown from approximately 10,000 sq. ft. to over 70,000 sq. ft. SLED recognizes and is sensitive to the growing customer needs by providing added convenience, accessibility, and service to the citizens of South Carolina.
- ∃ During the next several years, SLED will be faced with a significant challenge to meet

existing and growing information technology needs. Many present initiatives reflect the Division's commitment toward taking advantage of technology for the benefit of law enforcement in South Carolina. Continual effort will be placed on providing the state's criminal justice community appropriate and timely information relating to criminal records, wanted persons, and stolen property. The Division will utilize innovative approaches in computer automation to detect and combat crime in the state. Additional emphasis will be placed upon the use of advanced information technology to provide efficient and effective services to the citizens of the state. For example, criminal history checks have become virtually instant with use of the Internet and e-commerce. Criminal Justice Information is available on SLED's web-site to include, but not limited to: Crime Statistics, Statewide Sex Offender Registry, Criminal History Checks, Implied Consent Records, and other agency information. The Division must also plan to establish replacement schedules for computer hardware, develop appropriate maintenance plans for systems and hardware, and expand our system security. Improving law enforcement communications through computer networking will also be an agency priority. Plans and initiatives are in place to seek funding to meet these new technological challenges over the next several years.

- ☐ Additional office space and funds to adequately maintain our current facilities across the state is an ongoing need and concern of the agency. The agency has aggressively pursued capital funds over the last three years.

## Customer Focus

SLED is committed to providing quality services to the state, its political subdivisions, and ultimately to the citizens of South Carolina. Providing effective and efficient services to requesting entities is the basis for the Division's existence and the foundation for its success.

### External Customers

SLED's major external customers include, but are not limited to, the Governor, Sheriffs, Chiefs of Police, Prosecutors, Judges, and citizens of South Carolina. Customer Service is a priority for attaining our mission at the State Law Enforcement Division. SLED reinforces its commitment to customers on an annual basis by allocating critical resources necessary to ensure customer requests and needs are met. SLED's mission is to provide quality manpower and technical assistance to all law enforcement agencies, and to conduct professional investigations on behalf of the state, as directed by the Governor or the Attorney General, for the purpose of solving crime and promoting public order and safety in South Carolina.

The Chief of SLED is appointed by the Governor and confirmed by the South Carolina State Senate. He has been employed by SLED since 1975 and has served as Chief since 1988. The Chief is a nonpartisan appointee serving both Democrat and Republican Governors since 1988. The Chief of SLED is evaluated for performance by the Governor on an annual basis and has received excellent performance ratings since his appointment as Chief of the South Carolina Law Enforcement Division..

The State Law Enforcement Division conducts a bi-annual customer satisfaction survey of external users. The 1995 customer satisfaction survey shows a 100% approval rating of SLED's performance based upon those solicitors who responded to the survey (75% of the solicitors responded). Additionally, of the 85% of sheriffs responding to the survey, SLED received a 95% approval rating. The 1997 customer satisfaction survey shows a 100% approval rating of SLED's performance based upon those solicitors who responded to the survey (88% of the solicitors responded). Additionally, of the 83% of sheriffs responding to the survey, SLED received a 97% approval rating and of the 86% of chiefs of police responding, SLED received 98% approval rating for performance. The 1999 customer satisfaction survey shows a 100% approval rating of SLED's performance based upon those solicitors who responded to the survey (63% of solicitors responded). Additionally, of the 72% of sheriffs responding to the survey, SLED received a 97% approval rating and of the 69% of chiefs responding, SLED received a 99% approval rating for performance.

The Chief of SLED has an ongoing communications program whereby he systematically visits and/or calls Sheriffs, Chiefs of Police and Solicitors. In addition, the Chief attends all annual statewide association meetings with the Sheriffs, Chiefs, and Solicitors as well as other local law enforcement associations. Further, each SLED Captain is responsible for making routine visits with local law enforcement officials in order to maintain a close working relationship. Any concerns and/or complaints raised during visits or conversations are handled immediately by the leadership of the

agency. As a result, SLED customer surveys have been very positive.

The State Law Enforcement Division has a systematic approach of addressing complaints on personnel, services, and/or products. SLED is committed to receiving and accepting complaints about the actions and performance of all Division personnel. As an organization, we try very hard to provide the highest level of quality law enforcement service to all citizens. Policing is a difficult and complex job. We realize that the actions of our personnel may sometimes be misunderstood and at times may fall short of expectations. However, sound policy, procedures, guidelines, and management techniques minimize these events.

The leadership and membership of SLED are aware of the important responsibility and duty of being public servants. SLED operates under the constitutional guarantees afforded to everyone and under the laws that govern us. Therefore, the courteous receipt of complaints, thorough and impartial investigation, and just disposition are important in maintaining the confidence of our citizens. SLED distributes complaint process brochures for use by those having a complaint against the Division. The agency requires that complaint investigations be completed within approximately 180 days, with the Chief of SLED receiving the results. The individual casting the complaint is consulted for input and is notified of the disposition of the complaint. If dissatisfied with the finding, the complainant may make an appointment with the SLED Assistant Director for Community Services to discuss the case.

SLED opens itself to external assessment by the public. As a part of the accreditation process, the agency is required to solicit comments from the public for input towards improvement in operations and attainment of expectation levels. SLED publishes a notice in the newspaper which invites comment through a toll-free number which is monitored by our external inspectors. To date, SLED has received positive comments.

The State Law Enforcement Division continues to place varied information on the Internet for easy access by the public. Frequently asked questions are outlined and answered, the Sex Offender Registry is provided, Criminal History Checks are accessible on-line; detailed Crime Statistics are available, Implied Consent Data and other information relating to the SLED breath alcohol testing program, as well as other agency information is also made available on the SLED web-site. SLED continues to address access issues in an effort to provide the citizens with timely and useful crime information.

Because morale, loyalty, commitment, dedication, and innovation are very important to the success of SLED, the Chief has established an Awards Program to recognize individual accomplishments, both for our internal and external customers. Individuals who are not employed by the State Law Enforcement Division, and who make significant contributions to the Division or the law enforcement community, are eligible for the ADistinguished Associate Award≡ and the AMeritorious Service Award.≡

Other initiatives provided for SLED internal and external customers include extensive and

specialized training. External customers include local, state, national, and global agencies and personnel. SLED participates in various training exercises/schools for law enforcement agencies and personnel, forensic scientists, licensees, and permit holders.

Investigative Services, Criminal Information Services, and Community Services Customer Training (external):

- ∃ Providing Educational presentations regarding Drug Abuse Resistance Education (DARE) representing approximately 200 students;
- ∃ Providing training to 80 statewide DARE officers annually;
- ∃ Providing Officer Survival Schools for local, state, and federal level law enforcement (in-state and out-of-state) representing approximately 150 personnel trained annually;
- ∃ Providing Child Fatality training programs for medical personnel, attorneys, coroners, and law enforcement personnel representing approximately 500 trained annually regarding child abuse, child neglect, and child death investigations;
- ∃ Providing Polygraph training for law enforcement personnel to receive or maintain certification representing approximately 150 personnel trained/served annually;
- ∃ Providing an internship program in coordination with the University of South Carolina on an annual basis, representing approximately 15 interns annually;
- ∃ Providing Bloodhound Tracking training for local law enforcement agencies representing approximately 5 tracking teams trained annually;
- ∃ Providing Incident Based reporting training to local law enforcement departments responsible for submitting crime statistics to the State Law Enforcement Division;
- ∃ Providing the Cadet Academy (one week in summer) for 60-70 rising high school seniors annually (the academy/camp is used to provide awareness regarding law enforcement and careers in law enforcement);
- ∃ Providing law enforcement presentations to Palmetto Boy=s State participants each summer;
- ∃ Providing global training efforts for members of the MOSCOW Police Department by training 72 law enforcement officers in investigative techniques over a period of three years;
- ∃ Providing in-service training for all SLED sworn officers representing approximately 380 employees trained annually in legal updates; investigative technique updates meeting standards for weapons qualification; and meeting criteria for emergency response vehicle use;
- ∃ Providing training to regulatory and enforcement agencies and licensees regarding Video Poker Enforcement and Regulation;
- ∃ Providing Alcohol Enforcement training to businesses and employees regarding transfer and/or sale of alcohol to under age persons; identification of fake IDs and updates on statutory obligations to operate an alcoholic beverage establishment, representing training for 8600 industry personnel;
- ∃ Providing Behavioral Sciences training for psychological profilers nationwide and worldwide (2 trained for Australia; 2 trained for Georgia Bureau of Investigation);

- training provided for local law enforcement officers at the Criminal Justice Academy on an annual basis; psychological profiling training provided for prosecutors on an annual basis (100 per year); providing training on the Sex Offender Registry for approximately 100 officers during FY99-00; training SLED officers annually on psychological profiling techniques (approximately 150 during FY99-00);
- ∃ Providing initial training for approximately 24 officers on the use of automated intelligence systems for investigating violent gangs;
- ∃ Maintains training system for NCIC certification for 6034 operators;
- ∃ Special Operations - Providing 5000 coloring books to South Carolina children regarding Child Safety; providing training to state agencies to include: Department of Social Services (DSS); Health and Human Services (HHS); and the Attorney General=s Office regarding financial exploitation of vulnerable adults; providing training to other states regarding Child Abuse and Homicide representing approximately 100 officers trained; and,
- ∃ Providing Forensic Art training for officers at the FBI Academy in Quantico, Virginia; lecturing at the University of South Carolina and the Medical University of South Carolina; and presenting casework at the International Association for Identification (IAI) annually.

Forensic Sciences Customer Training (external):

- ∃ Providing training to prosecutors locally, statewide, and nationally regarding forensic issues at the National Advocacy Center;
- ∃ Providing training for prosecutors during the annual Solicitor=s Conference to include DNA analysis, Breath Testing, Toxicology, and other scientific disciplines.
- ∃ Providing training in Marijuana Analysis to approximately 221 law enforcement officers;
- ∃ Providing training in Trace Evidence to Charleston and Greenville lab personnel to get their laboratories up and running; training for prosecutors at the National Advocacy Center to approximately 160 U. S. Attorney=s Office personnel;
- ∃ Providing informational training in Photography regarding bite marks, drugs, crime scenes, and overall forensics; training for other photography professionals during conferences; and providing approximately 100 briefings to counties and cities regarding forensic photography;
- ∃ Providing routine training with SLED forensic department regarding Questioned Documents; training at the Criminal Justice Academy for local departments regarding questioned documents; training to bank tellers regarding questioned documents; training of US Attorney staff in this area at the National Advocacy Center; conducting services and training for federal departments to include the Internal Revenue Service (IRS), United States Secret Service (USSS), Federal Bureau of Investigation (FBI), United States Customs Service, and the Bureau of Alcohol, Tobacco and Firearms (BATF);

- ∃ Providing training in Toxicology for prosecutors at the National Advocacy Centers and other prosecutors and law enforcement officers representing approximately 200 persons trained annually;
- ∃ Providing Questioned Document training internationally to forensic scientists;
- ∃ Production and distribution of DNA/Serology video tapes regarding use of Sexual Assault evidence collection kits to law enforcement statewide; providing approximately 15 presentations annually to medical personnel, law enforcement, lawyers, and civic groups; providing training at the National Advocacy Center;
- ∃ Providing training in Latent Prints/Crime Scenes for the National Advocacy Center four times annually representing approximately 160 persons; training at local departments and at the Criminal Justice Academy regarding latent prints/crime scenes; and making our annual presentation to the SC Police Corps (Citadel) regarding latent prints/crime scenes; and making presentations regarding forensics and law enforcement to Boy and Girl Scouts annually;
- ∃ Providing training in Firearms and Tool Marks for the National Advocacy Center four times annually representing approximately 160 U. S. Attorneys; and providing annual presentations and talks to Schools, Boy Scouts, and Civic Groups; and,
- ∃ Participating in over 20 instructional videotaping productions in numerous forensic disciplines.

### **Internal Customers**

SLED=s internal customers are our valued employees. SLED also provides extensive training internally to include very specialized training. SLED has a staff designated for development and training. Central training records are maintained and updated as additional training is received by personnel. A training assessment committee has been established to assess SLED training needs. Additionally, legislative changes may dictate development and implementation of training programs internally (i.e. Alllegal Per Se≅, Video Poker, Tobacco, Sex Offender Registry, Victims= Bill of Rights, etc.).

- ∃ Annual in-service training includes legal and enforcement updates, and weapons and vehicle training and qualification.
- ∃ Operational and Management - Training for sworn and non-sworn personnel includes skills training, supervisory training, customer service, quality training, interviewing techniques, policy and procedures updating, etc. and are received by personnel through the training program.
- ∃ Train-the-trainer - SLED uses a train-the-trainer approach when possible. This method allows the agency to receive training at a reduced cost by sending a limited number of personnel to attend classes and then return to the agency to teach to others.
- ∃ Quality Training - SLED solicited assistance from the National Guard to train personnel in quality training (Baldrige Criteria).
- ∃ Conferences/Seminars - SLED employees are asked to present at many National Conferences regarding their given expertise to include staff from Forensic Art,

- Implied Consent, Questioned Documents, DNA testing, etc.
- ∃ SWAT training - The SWAT team is a specialized rapid response tactical unit consisting of approximately 35 sworn agents. These agents receive additional tactical training necessary to address critical incidents.
- ∃ Aviation training - SLED pilots continuously train with aviation equipment to remain certified. This training is in addition to in-service training.
- ∃ Tracking training for personnel and animals - Tracking team continuously trains with the bloodhounds to keep skills current.
- ∃ Bomb Squad training - The Arson/Bomb squad at SLED is extensively trained to provide arson and arson-related investigative assistance and to respond to requests involving explosive devices. Training is critical to safety.
- ∃ Forensic training - SLED Criminalists are trained extensively in their disciplines to keep pace with current technology and science.

The morale, loyalty, commitment, dedication, and innovation of SLED personnel are very important to the success of the Division. Chief Stewart established an Awards Program to recognize individual accomplishments. SLED expects and receives a high level of commitment from all of its employees.

We recognize our employees that serve this agency and the state with longevity, distinction, and innovation. SLED provides for Service Awards and Superior Accomplishment Awards for its employees, and Distinguished Associate Awards and Meritorious Service Awards for those individuals not employed by the Division. Each award is designed to recognize an individual for specific accomplishments. A special awards committee was established in 1994 and is composed of 12 members, appointed by the Chief for a term of two years. The committee reviews all A Letters of Recommendation for the Superior Accomplishment Award.≡ The committee makes recommendations to the Chief for recognizing excellence in performance.

The agency has a method for receiving suggestions for agency improvements as well as being a participant in the State Employee Suggestion Program (ESP). SLED=s Employee Innovation System (EIS) is designed to encourage state employees to participate in improving public service by submitting suggestions which will result in improvements and/or cost savings to state operations. SLED also provides a suggestion box for our employees so they can make suggestions for improvement. The box is checked periodically by the Coordinator. In order to ensure that the box is routinely checked, slips are placed in the box with a note to A call the Captain≡. If the coordinator responds within an adequate time-frame the leadership can document responsiveness. All suggestions are documented and investigated. Suggestions that lead to improvement, increased efficiency and/or effectiveness can be implemented. The agency continuously solicits input regarding agency operations and possible improvements.

SLED also has an exit interview process whereby all individuals leaving employment are given the opportunity to express any concerns before departing. These concerns are used as a pointer system for agency improvements. This process is currently being updated and revised forms developed in order to ensure timely receipt and distribution of information from respondents.



## **Other Performance Criteria**

### **Strategic Planning**

Complex demands for services and declining public resources require that the State Law Enforcement Division carefully research operational alternatives and plan future programs. The Division has been in the formal planning business since 1993 with implementation of its first multi-year plan. SLED has a current, multi-year plan which includes long-term goals and operational objectives, anticipated workload and population trends, anticipated personnel levels, anticipated capital improvements and equipment needs, and provision for review and revision as needed. The planning process and its end product are essential to effective agency management. The agency has a clear written articulation of goals and objectives and a plan for achieving them. The strategic plan covers successive years beyond the current budget year, and contains provisions for frequent updating.

CALEA directs that the agency must have a system for evaluating the progress made toward the attainment of goals and objectives. Further, a written directive requires the formulation and annual updating of written goals and objectives for the agency and for each organizational component within the agency. SLED requires the formulation, annual updating, and distribution of the written goals and objectives to members of SLED. The responsibility for the final preparation of goals and objectives rests with the Special Agent in Charge of Legal Affairs with input from all personnel levels. Once per year, the leadership of the agency offers all members the opportunity to contribute ideas or suggestions pertaining to goals and objectives which are then reviewed and evaluated for inclusion. A final copy of the goals and objectives is available for all members to examine. An annual evaluation stating the progress made toward the attainment of goals and objectives is required by each functional area and is reported to the Chief.

In development of the strategic plan, SLED solicits and uses input from its customers when plotting its course for agency services and resource allocation. Information collected from our primary customers through our survey and routine discussions is used to identify demand, and determine strengths and weaknesses of agency services. With this information, the leadership of the agency is best able to develop a strategic plan with realistic goals and objectives that plots agency direction, ensures proper resource allocation, and targets opportunities for improvement. Providing quality services and tactical assistance to other law enforcement agencies is not only the primary mission of SLED but also allows the agency, in conjunction with other local, state, and federal law enforcement agencies, to work day in and day out toward the overall goal of ensuring that citizens are confident in the safety of their surroundings.

In planning for the 21<sup>st</sup> century, the leadership of the South Carolina State Law Enforcement Division has developed a strategic plan covering fiscal years 98-99 through 2002-03. SLED's strategic plan outlines issues and the major directions the Division will take to address these issues. Our current public safety environment and the actions the agency plans to take in anticipation of

future changes to this environment are included in our strategic plan. SLED's strategic direction includes the use of technology to give our customers the best possible crime information and evidence analysis, the targeting of investigative resources to solve and prevent crimes, and involvement of the criminal justice community, as well as the public, in developing quality training for SLED officers.

The 1999 customer satisfaction survey shows a 100% approval rating of SLED's performance based upon those solicitors who responded to the survey (63% of solicitors responded). Additionally, of the 72% of sheriffs responding to the survey, SLED received a 97% approval rating and of the 69% of chiefs responding, SLED received a 99% approval rating for performance.

### **Information and Analysis**

The Division has in place effective performance-based measurements reflecting the information needed to make appropriate and solid management decisions. Many of the measures are a result of the accreditation process, in conjunction with discussions and conversations with customers/users of our systems. Selection of key performance indicators and tracking the data for timely use in projection of workloads, delivery of quality customer service, and proper allocation of limited agency resources are critical concerns for SLED leadership and employees. Because SLED is an assisting law enforcement agency, it is imperative that the leadership keep their finger on the pulse of the law enforcement community and prepare to re-prioritize resources at a moments notice.

SLED uses trend analysis for projecting and planning resource allocation for routine caseload/requests and inquiries as well as for peak work periods such as hurricane season and bike weeks. When the agency is able to predict workload, adequate resource allocation and deployment is relatively simple. The agency is able to use historical information to assist in determining potential resource allocation. However, unpredictable situations, including protests, marches, complex murder investigations, public corruption investigations, SWAT calls, bomb calls, and other acute efforts are not easily predicted. Therefore, it was necessary for the agency to develop systems that provide the leadership with extensive flexibility for resource allocation and deployment. This allows SLED leadership to efficiently re-prioritize agency operations and reallocation of resources during these events.

At the beginning of each year, the agency develops a budget based upon previous years spending and any new initiatives or changes within each functional area. A preliminary budget is established. Although trend analysis is very useful in developing a base budget from which to start each year, it is important that the State Law Enforcement Division leadership maintain flexibility in resource allocation. As a tool for flexibility, SLED uses a centralized budgeting and procurement system to redirect funding into critical need areas if necessary. Because of the unpredictable nature of criminal activity, hazardous weather, and emergency situations, SLED's ability to use our numerous service delivery systems is critical to the success of the agency and delivery of critical services. SLED continuously attempts to use innovative techniques to minimize the effect and/or negative impact of

a trend shift.

SLED uses the grant process, budget information, human resource data, and financial data systems to project spending and resource allocation for each functional area. Each of the functional areas are funded with use of historical expenditure/budgeting information, personnel service funding, and workload analysis. SLED uses agents' daily reports to determine agent use of time. An aggressive overtime monitoring system is used to determine necessary staffing levels and is a pointer for potential backlog. Finally, the grant process is used to provide critical need and special funding for progressive and innovative initiatives the agency deems necessary to provide critical customer services and remain on the forefront of law enforcement technology and techniques.

SLED uses the daily reporting system and overtime reporting to determine workload and resource allocation. Management monitors caseload and overtime to determine proper staffing levels in each functional area. If warranted, staffing levels are changed when substantive change occurs in workload and/or overtime. SLED employs techniques for addressing workload shifts, caseload increases, and emergency situations. SLED established a program to uniformly train sworn personnel so they can be easily used and/or transferred between functional areas when necessary. This tool provides leadership with flexibility to redirect resources when necessary, especially during emergency situations. When the agency is unable to address critical budgetary and personnel needs by using innovative resource practices, justification is provided and a legislative budget request results.

One of SLED's largest data components is the Criminal Justice Information System which provides the agency, as well as local, state, and federal agencies, with critical crime information to include criminal records, the automated fingerprint identification system, and historical and current crime statistics. Statewide criminal activity is reported, retained, and distributed statewide and nationally through the SLED Criminal Justice Information System. The purpose of this program area is to provide criminal justice information needed to prevent crime, solve cases, recover property, and identify and apprehend criminals, to provide screening to identify persons with criminal warrants, arrests, and convictions, and to provide crime statistics and analytical information to policy-makers and the public. SLED continuously solicits input from users to determine improvements in delivery, format, and content of information. The system is an evolving one designed to provide our customers/users with a system that is accessible, user friendly, accurate, and timely. SLED, in conjunction with other local, state, and federal law enforcement agencies has made great strides toward reducing violent crime in South Carolina. SLED is able to determine this by compiling information received from local law enforcement agencies statewide. SLED monitors the criminal activity and publishes the results in the CRIME IN SOUTH CAROLINA report. The report is a compilation of current and historical statistical crime activity statewide; the data for this report is compiled and formatted annually and distributed to judicial, prosecutorial and law enforcement agencies. This information, along with requests for assistance and services, is used to determine SLED's resource need and allocation.

As mentioned previously, the State Law Enforcement Division is an agency committed to

establishing the best professional practices, meeting rigorous standards to complete our mission, attaining goals, and meeting objectives to a successful end. National Accreditation provides objective evidence from external peers of an agency's commitment to excellence in leadership, resource management, and service delivery resulting in governmental officials being more confident in the agency's ability to operate efficiently and meet community needs. Accreditation is a coveted award that symbolizes professionalism, excellence, and competence. SLED employees take great pride in the agency, knowing SLED is among the best in law enforcement. SLED conducts a customer satisfaction survey every two years by soliciting input from our external customer base (see customer focus section).

SLED complies with national standards that address major law enforcement issues to include: role, responsibilities, and relationships with other agencies, organization, management, and administration, personnel structure, personnel process, operations, operational support, auxiliary, and technical services. Agreement and compliance with these national standards help strengthen crime prevention and control capabilities, formalize essential management procedures, establish fair and nondiscriminatory personnel practices, improve service delivery, solidify interagency cooperation and coordination, and boost citizen and staff confidence in the agency. In addition, accreditation standards give the Chief a proven management system of written directives, sound training, clearly defined lines of authority, and routine reports that support decision-making and resource allocation.

The SLED Forensic Services Laboratory uses national standards in establishing benchmarks and performance indicators. These standards are established by ASCLD/LAB. The agency and the employees are required to establish, implement, and comply with over 135 criteria to retain ASCLD/LAB accreditation. The SLED forensic laboratory was accredited by ASCLD/LAB in 1994 and re-accredited in 1999. The SLED Crime Laboratory/Forensic Laboratory must undergo extensive inspections by certified forensic laboratory inspectors who audit laboratory maintenance, implementation, and compliance with all standards. If the Forensic Laboratory fails to meet accreditation standards, accredited status is lost. The SLED Forensic Laboratory utilizes proficiency testing mechanisms to ensure that our forensic analyses are conducted to the highest levels of accuracy. ASCLD/LAB accreditation provides objective evidence from external peers of SLED's commitment to excellence in forensic analyses, leadership, resource management, and service delivery resulting in governmental officials being more confident in the agency's ability to operate the Forensic Laboratory program efficiently and meet the needs of law enforcement, coroners, solicitors and the judiciary.

## **Human Resource Focus**

SLED has implemented work processes that promote teamwork, peer review, and quality results. The agency rewards initiative and encourages innovation through our recognition, reward, and compensation systems. The agency provides employees with opportunities for career development, skills building, and work related training opportunities. SLED uses a flexible work schedule; this is a critical element for agency operations as well as for employee satisfaction. The agency continues to pursue opportunities that enhance workforce satisfaction, development, and cohesiveness.

SLED recognizes employee well-being and satisfaction as critical indicators. The agency uses exit interview feedback, turnover rate indices, absenteeism rate data, workers compensation cases, and grievance statistics to determine how well the agency and our employees are functioning. The agency continues to focus on the work environment and flexible work schedules. SLED began assessing tuition reimbursement programs for employees this year.

Employee compensation is important to the leadership of SLED. Parity with our southeastern counterparts and among our other state level law enforcement agencies regarding compensation is extremely important to recruiting, hiring, and retention. The Division is committed to its dedicated employees, as well as to attracting well-trained and experienced officers. SLED has implemented several approaches toward attaining this goal.

- ∃ SLED developed and established a stringent hiring and promotion policy which is geared toward hiring, promoting, and retaining excellent employees. SLED, in conjunction with the Budget and Control Board, Office of Human Resources, routinely reviews our hiring and promotion policies and procedures for any improvements. The Division is in the process of updating the policies and procedures in an effort to streamline, reduce subjectivity, and increase integrity of the process.
- ∃ SLED developed and established a progressive pay program (step plan) for Agents and Criminalists. Officers move through a pay plan based on performance and tenure. After four years of being an Agent I; the agent moves to an Agent II and after 10 years to an Agent III. Once an Agent III, the individual is eligible for a supervisory position within the agency. As for Criminalists, after two years they are eligible to become Criminalist II and after five years Criminalist III; Criminalist IIIs then become eligible for supervisory positions.
- ∃ The agency has conducted numerous salary surveys, comparing salaries of South Carolina agents and Criminalists with those of our southeastern counterparts. The results of the survey have been used to support our budget requests for additional pay for officers. SLED, in conjunction with the Governor and the General Assembly, has made substantial headway toward reaching our goal of being in parity with our counterparts. However, the agency will pursue additional funding in the FY2001-2002 budget to reach parity.
- ∃ SLED has conducted comparative studies regarding agent benefits to determine how the Division compares to our southeastern counterparts. This information is used in developing budget requests.

SLED constantly monitors resource use and allocation. The agency uses a systematic approach to ensure necessary resources are provided through prioritization. With a cross-trained staff, the agency is better able to address requests for service. Overtime, backlog, and case turnaround-time issues have been the primary indicators of staffing problems within SLED. The agency uses these indicators to support additional funding requests in order to increase responsiveness and service delivery.

SLED provides extensive training to law enforcement officers and non-sworn staff. Sworn staff

receives uniform training, as well as specialized training, designed to specifically target their assigned duties and/or disciplines. The agency has a staff designated for human resource training and development. Central training records are maintained and updated as additional training is received by personnel. A training assessment committee has been established to assess SLED training needs and approval of training programs. All training requests must have approval from the Captain over training. Any out of state/country training must also have the approval of the Chief of SLED. Training is critical to safety. The following are types of training received:

Annual in-service training includes legal and law enforcement technique updates, and weapons and vehicle qualification; operational and management - training for sworn and non-sworn personnel includes skills training, supervisory training, customer service, quality training, interviewing techniques, policy and procedures updating, etc. are offered and received by personnel through the training program established by the SLED Human Resource Office. Train-the-trainer methodology is used when possible. This method allows the agency to receive training at a reduced cost by allowing only a few personnel to attend classes and return to the agency to teach those not in attendance; SLED utilizes experts on-site for training employees in order to maximize limited agency funds allocated for training; Quality Training - SLED solicited assistance from the National Guard to train personnel in quality training (Baldrige Criteria); Conferences/Seminars - SLED employees are asked to present at many national conferences regarding their given expertise to include staff from Forensic Art, Implied Consent, Questioned Documents, DNA testing, and others; SWAT training - The SWAT team is a specialized rapid response tactical unit consisting of approximately 35 sworn agents. These agents receive additional tactical training necessary to address critical incidents; Aviation training - SLED pilots continuously train with aviation equipment to remain certified. This training is in addition to annual in-service training; Bloodhound tracking training - This training is for personnel and canines - Tracking team continuously trains with the bloodhounds using techniques for keeping animals honed. Bomb Squad training - The Arson/Bomb squad at SLED is extensively trained to provide arson and arson-related investigative assistance and to respond to requests involving explosive devices. Forensic training - SLED Criminalists are trained extensively in their disciplines to remain current of cutting edge technology and science. Select SLED Personnel from the Forensic Services and Arson/Bomb Squad units receive highly specialized training regarding Weapons of Mass Destruction (WMD); these components work closely with federal law enforcement units tasked with WMD issues.

SLED, in conjunction with the Budget and Control Board, Office of Human Resources, has developed a preferential skill set necessary to becoming an Agent/Criminalist with the State Law Enforcement Division to include: training, experience, education and knowledge. Many of our jobs require associates, bachelors, masters and Ph.Ds. Therefore, our recruitment strategy involves a close alignment with colleges and universities. The task of attracting, recruiting, and retaining the high caliber employee has become increasingly difficult with the private sector paying at a higher rate. The agency has mitigated this somewhat with a combination of benefits, compensation, culture, and mystique (worthy call).

SLED takes workplace health issues very seriously. The agency established a health program designed to promote health and fitness. The program is called AProject Readiness<sup>SM</sup>. This health

screening program includes physician supervised clinical screening sessions on an annual basis for law enforcement officers from SLED, the Department of Public Safety (DPS), the Department of Natural Resources (DNR), the University of South Carolina (USC), the South Carolina House of Representatives, and the South Carolina Senate Security staffs. This multi-agency law enforcement officer health and fitness program provides blood draws and medical screening for 1500 to 1900 officers annually. Any anomaly found during these screening sessions is referred to MUSC and private physicians for clinical follow-up.

SLED also takes workplace safety very seriously. The agency has assigned staff to be responsible for safety in the workplace. The agency is in compliance with OSHA regulations, South Carolina Building Codes, and Fire Marshall regulations. The forensic laboratory has a policy/procedures and safety manual outlining specific safety procedures and precautions. Extensive training regarding safety is provided by the agency to all personnel. SLED also has trained EMTs on staff whom are readily available to respond to emergency situations. SLED works closely with local fire prevention officials to ensure the safety of personnel and facilities.

SLED has established an employee suggestion program, a formal complaint system, and an exit interview process to monitor employee satisfaction. In addition, the agency conducts reviews in areas where employee complaints are high. Over the years, only two areas have been identified and a review conducted. Employees are confidentially interviewed with a formal process and setting. The employees are given an opportunity to complete an employee satisfaction survey anonymously. The results of the survey are then used to pinpoint specific areas of weakness. These areas are addressed accordingly.

## **Process Management**

The agency uses national performance standards, along with customer expectation indices, to determine performance measures. Improved public safety, pride in our work, and the simple desire to meet customer demand are our incentives to continuously improve processes at SLED.

It is imperative for the agency to work with maximum efficiency and effectiveness, therefore ensuring our support functions are working smoothly is critical. During this year, the Division implemented a new financial system used to more effectively track and predict expenditure of funds. The leadership of the agency is now better able to determine resource availability/use, and predict future allocations.

SLED continuously seeks ways to improve timeliness and responsiveness. The agency has implemented several plans that reduced response time and turnaround time of services. During this year, the Toxicology laboratory reduced backlog and improved turnaround time from approximately 6 months to 3 months through streamlining, staffing, instrumentation, and employee commitment.

SLED increased air support responsiveness by building its own aviation storage facility at headquarters. This was a collaborative effort by SLED and Corrections to improve response time of law enforcement resources statewide. The by-product was also reducing the cost of housing the

aviation equipment long term. Partnerships with local law enforcement and other state agencies in the criminal justice community continue to produce beneficial results.

Many of SLED's customers are also our suppliers. SLED maintains a close relationship with customers and suppliers to solicit input regarding SLED processes and potential improvements. While sheriffs and chiefs of police use many of SLED's services, they also provide the agency with critical criminal justice information, and crime reporting data. In this role, these law enforcement agencies are our suppliers. SLED has a unit within the agency that deals with the receipt and compilation of this criminal justice information; the Uniform Crime Reporting (UCR) unit developed a process for our suppliers to use in reporting criminal information. This process included training our suppliers on how to uniformly report incident based information. In recent years reporting has improved, statistics have become more reliable, and information more current.

The Sheriffs are also suppliers in regards to collecting and sending sex offender information. SLED is responsible for compiling the information for public distribution. In an effort to make the collection/information forwarding process more timely, SLED provided each Sheriff's office with the technology to collect and send the sex offender information electronically. SLED compiles the information and provides a statewide sex offender registry for public access. This program is a collaborative and cooperative effort among the Sheriffs, the Department of Corrections, the Department of Probation, Parole and Pardon Services, the Department of Juvenile Justice, and SLED, and has proven to be very successful.

During this past year, in order to meet customer/supplier and public demand, SLED developed a web-page offering Internet access to criminal justice information which is designed to increase public safety through public awareness. The web-site has a complete and up-to-date list of sex offender details, individuals with criminal records, crime statistics, and other law enforcement information. Since November of 1999, SLED has had approximately 71,800 visitors to its web-page. The Internet has streamlined the flow of certain information which has reduced the number of telephone calls, requests for information, and other operational inquiries. As a result, staff is better able to address increased workload in the criminal justice information area. SLED has also recently placed Implied Consent /alcohol breath testing policy/procedures/regulations information on our Internet web page; this has also freed these personnel to address increased workload issues in the Implied Consent section.

## Key Results

### Customer Satisfaction

SLED conducts a bi-annual customer satisfaction survey of external users. In addition, the agency has a systematic approach of addressing complaints on personnel, services and/or products. The results of the survey are provided below:

SLED is committed to receiving and accepting complaints about the actions and performance of all personnel. As an organization, SLED tries very hard to provide the highest level of quality law enforcement service to all citizens. The Chart below provides a three year period of complaints received, reviewed and resolved.

### **Human Resource Measures**

SLED is very proud of its employees and their commitment to excellence. SLED has a vigorous hiring and promotion policy in place designed to attract and promote the most qualified personnel available. In addition, various programs have been established to ensure extensive and continuous training of SLED personnel. Further, the agency developed a program that rewards initiative and encourages innovation through recognition and compensation. As a result, SLED has been very successful in hiring and retaining some of the best law enforcement officers and Forensic scientists in the country.

### **Organizational Effectiveness Measures**

SLED has demonstrated its organizational effectiveness through the National Accreditation processes. The agency was first accredited both agency-wide and in the Forensic Laboratory in 1994 and re-accredited in 1999. The agency and the employees are required to establish, implement and comply with over 300 written standards for CALEA accreditation and over 135 criteria for ASCLD/LAB accreditation. The charts below outline the agency's success:

**Financial Results**

The agency has been very successful in securing state and federal appropriations through an aggressive campaign to adequately fund agency operations. The agency will continue to seek assistance from the Governor=s Office, the South Carolina General Assembly, and the United States Congress.

SLED is also committed to increased efficiencies in current operations. For example, the agency carefully monitors spending to establish trends and determine if and where funds can be saved. The chart below outlines such a program:

### **Supplier and Partnership Results**

SLED is dedicated to continuously improving its relationship with its suppliers and customers by building sturdy partnerships. SLED provides extensive training for suppliers/partners/customers in an effort to improve agency services as a customer, supplier and partner. Below is a chart outlining the training effort. Forensic Training is being provided for and by our scientific staff. The SLED Forensic staff received approximately 4,801 hours of external forensic science training. SLED Forensic scientists provided a total of approximately 17,377 direct contact training hours to external personnel during 1999. Additionally, because of increased demand for Forensic training, the SLED Forensic Laboratory assisted with production and circulation of over ten (10) video training tapes/programs in the areas of Toxicology, Questioned Documents, Latent Prints, Trace Evidence, Clandestine Laboratories and DNA during 1999; the number of indirect contact hours generated by these tapes, and the resultant savings in teaching hours is immeasurable.



**Program Name:**       **Investigative Services**

**Program Cost:**       State:           \$16,200,101  
                          Federal:           \$367,058  
                          Earmarked:       \$1,127,487  
                          TOTAL:           \$17,694,646

**Statutory Authority**

- ⊘ Section 23-3-10 establishes authority for the creation of the South Carolina Law Enforcement Division;
- ⊘ Section 23-3-15 through 23-3-160 provides that SLED shall have specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to the following functions and activities: investigation of organized criminal activities or combined state-federal interstate criminal activities, all general criminal investigations, arson investigation and emergency event management pertaining to explosive devices; the maintenance and operation of a statewide comprehensive forensic sciences laboratory; covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; operation and maintenance of a central, statewide criminal justice data base and data communication system; establishment and operation of highly specialized, rapid response law enforcement units within the division; operation and regulation of state polygraph examination services;
- ⊘ Section 20-7-5905 establishes the Department of Child Fatality within the State Law Enforcement Division;
- ⊘ Section 38-55-550 establishes the Insurance Fraud Unit within the Attorney General=s Office and requires SLED to investigate matters of insurance fraud referred to the agency by the Attorney General;
- ⊘ Section 23-3-175 establishes the Vehicle and License Crime Unit at SLED and Proviso 56DD.34 authorizes SLED to expend funds for the operation of the Vehicle and License Crime Unit; and,
- ⊘ Section 23-3-1010 establishes the framework for the interstate and state-federal exchange of criminal history record information for non-criminal justice purposes.

**Program Goals:** Ensure quality-oriented identification and apprehension of criminal suspects in an expeditious and professional manner; provide proficient investigative and technical assistance to requesting law enforcement or prosecutorial entities, ensure criminal and narcotics investigations are provided to local, state, and federal agencies without interruption; aggressively provide expert investigative assistance in child fatalities; continue to provide investigative assistance to the Attorney General in combating insurance fraud in South Carolina; and, aggressively pursue the elimination of vehicle, license and title theft and/or fraud.

**Program Objectives:** **1)** Implement and maintain an integrated crime program for efficient and effective investigation of crime; **2)** initiate advanced training for crime investigations to ensure best practices are being observed; **3)** assess and identify agency equipment use to initiate timely

replacement; **4)** continue to assess requests for service to ensure adequate resources are dedicated to those services most used and requested; **5)** continue to ensure suspicious child fatalities are investigated; **6)** ensure tactical operations are maintained for rapid deployment upon request; and **7)** continue to provide covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances and **8)** work toward the reduction of vehicle theft and/or fraud;

**Performance Measures:**

<b>Outputs:</b>	<b><u>1997</u></b>	<b><u>1998</u></b>	<b><u>1999</u></b>
Requests for narcotics investigations	882	1033	984
Requests for criminal investigation/assistance	2490	3140	3582
Requests for bloodhound tracking	201	192	135
Requests for aviation services	328	326	291
Vehicle/License Crime Unit cases	645	579	622
Arson/Bomb investigations	748	557	731
			S
			W
			AT
			Team
			calls
			s
			53
			39
			35
Fugitive Task Force cases	317	270	157
<b>Inputs:</b>			
Arrests by the SLED narcotics unit	676	589	527
Marijuana plants interdicted by the Aviation unit	7638	6582	2691
Suspects apprehended by Bloodhound Tracking	81	81	62
Arrests by the SLED Vehicle/License Crime Unit	434	331	543
Arrests by the SLED Arson/Bomb Unit	90	128	124
Arrests by the SLED Fugitive Task Force	280	135	112

**Efficiency Measures:**

CALEA Accreditation Received/Maintained (Accredited in 1994; re-accredited in 1999)	Yes	Yes	Yes
Mandatory Standards	100%	100%	100%
Other Applicable/Elective Standards Met	100%	100%	100%

**Outcomes:**

Estimated value of drugs removed from streets	\$21.5 million	\$22 million	\$12 million
Estimated value of vehicles recovered	\$2.3 million	\$3.1 million	\$6.5 million
Approval rating by sheriffs	97%		97%
Approval rating by chiefs of police	98%		99%
Approval rating by solicitors	100%		100%

**Program Name: Forensic Services**

**Program Cost:** State: \$6,437,845  
Federal: \$770,847  
Earmarked: \$1,453,784  
Total: \$8,662,476

**Statutory Authority**

- ⊘ Section 23-3-10 establishes authority for the creation of the South Carolina Law Enforcement Division;
- ⊘ Section 23-3-15 through 23-3-160 provide that SLED shall have specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to the maintenance and operation of a statewide comprehensive forensic sciences laboratory; and such other activities as are not inconsistent with the mission of the division or otherwise prescribed by law;
- ⊘ Section 23-3-610 through 23-3-700 establishes the State DNA Database authorizing SLED to develop DNA profiles on samples for law enforcement purposes and for humanitarian and non-law enforcement purposes and authorizes SLED to promulgate rules and regulations;
- ⊘ Section 56-5-2945(D) directs SLED to provide video monitoring of all breath test sites to ensure the proper maintenance of videotaping equipment; and,
- ⊘ Sections 56-5-2950; 50-21-114; 551-100; 56-1-2130; 23-31-410; 56-1-286 and Chapter 73 of the S. C. Rules and Regulations establish the authority for the Implied Consent Program within SLED.

**Program Goals:** Ensure quality-oriented support to local, state and federal jurisdictions by providing forensic and other resources, assets and expertise when requested for the successful detection and apprehension of criminals.

**Program Objectives:**

- 1) Maintain state of the art forensic technology for timely and accurate processing of crime evidence;
- 2) provide expert testimony to support findings; and 3) provide requested training for solicitors and law enforcement regarding crime evidence processing.

**Performance Measures:**

<b>Outcomes:</b>	<b><u>1997</u></b>	<b><u>1998</u></b>	<b><u>1999</u></b>
Lab Accreditation Received/Maintained	Yes	Yes	Yes
Essential Standards Met	100%	98%	100%
Important Standards Met	87%	88%	97.8%
Desirable Standards Met	100%	100%	100%
Approval rating by sheriffs	97%	N/A	97%
Approval rating by chiefs of police	98%	N/A	99%
Approval rating by solicitors	100%	N/A	100%

**Program Name: Community Services**

**Program Cost:** State: \$3,080,053  
Federal: \$0  
Earmarked: \$1,046,229  
Restricted: \$191,603  
Total: \$4,317,885

**Statutory Authority**

- ⊘ Section 23-3-10 establishes authority for the creation of the South Carolina Law Enforcement Division;
- ⊘ Sections 23-3-15 through 23-3-160 provide that SLED shall have specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to regulation, enforcement and inspection under Title 61 (alcoholic beverage control laws) and such other activities as are not inconsistent with the mission of the division or otherwise prescribed by law;
- ⊘ Sections 12-21-2703 through 12-21-2804; and 16-19-50; establish South Carolina=s video gaming laws which are enforced by the Alcohol Enforcement Unit;
- ⊘ Section 23-31-110 through 23-31-150 authorizes SLED to regulate pistol purchases through implementation of a permitting program;
- ⊘ Sections 23-31-205 through 23-31-235 created the A Law Abiding Citizens Self Defense Act of 1996≡ authorizing SLED to issue Concealed Weapons Permits (CWP) upon positive completion of a background investigation;
- ⊘ Section 23-1-65 outlines appointment of deputies, constables, security guards and detectives to assist with the detection of crime; SLED is responsible to ensuring Governor=s constable; security guards, and detective appointees have adequate training and meet the standards required for appointment;
- ⊘ Section 40-17-10 through 40-17-170 outlines the powers and duties of Chief of Law Enforcement Division regarding private security business or private detectives.

**Program Goals:**

Increase community wellness through quality-oriented community relations programs; promote interaction between law enforcement and the public through community awareness programs and improve communications among all parties affected by law enforcement activities; increase compliance with alcoholic beverage control statutes and enforcement of underage alcohol and tobacco laws.

**Program Objectives:**

- 1) Assist local agencies in the development of community relations programs; develop a training program for the community relations unit to combat the multi-cultural society in a diverse community and provide training within the 46 counties; 2) continue to work with school districts to

establish D.A.R.E. programs in all school districts; **3)** pursue compliance with rigorous accreditation standards and compliance with statutes, rules and regulations, and agency policy through the continuous inspections of agency practices; **4)** continue to assess and monitor agency personnel training needs to ensure appropriate training is received; **5)** actively pursue increased volunteer participation in the Chaplaincy program; and **6)** increase compliance with alcoholic beverage control statutes.

**Performance Measures:**

<b>Outputs:</b>	<b><u>1997</u></b>	<b><u>1998</u></b>	<b><u>1999</u></b>
Counties Served	46	46	46
Community Relations/DARE			
Number of Cases	10	28	221
Number of DARE Officers Trained	50	69	80
Career Days Attended	N/Avl.	20	67
Alcohol Enforcement Unit			
Administrative Inspections Conducted	16,837	21,848	22,970
Undercover Investigations Conducted	1347	1531	1413
Undercover Investigations (Underage enforcement program)	464	564	586
Regulatory Unit			
Investigations Conducted (CWP, Private Detectives, Security, Alcohol licensing, etc.)	30,553	29,001	29,890
Training Program			
Training Provided for SLED Officers by SLED Instructors		N/Avl.	
20,028 hrs            22,619 hrs			
Training Provided for Other Agencies (officers)	N/Avl.	4616 hrs	4,306 hrs
Industry Personnel Trained (licensing)	4640 hrs	3869 hrs	8600 hrs
Industry Seminars Conducted (licensing)	135	158	140
CWP Instructor Lesson Plans Approved	300	45	22
Forensic Training Received by SLED Criminalists	N/Avl.	N/Avl.	4,801 hrs
Forensic Training Provided to Other Agencies	N/Avl.	N/Avl.	17,377 hrs

**Inputs:**

Number of Interns Participating at SLED (Internship/Mentoring program)	50	50	104
Alcohol Enforcement Unit			
Administrative Violations Written (alcohol)	1028	972	827
Administrative Violations Written (video poker)	1889	476	314
Administrative Warnings Written	606	362	394
Arrests	1860	1286	1613

Liquor stills destroyed	8	13	4
Regulatory Unit: Licenses Issued	17,452	17,510	16,839
Concealed Weapons Permits Issued	7523	5843	5531

**Efficiency Measures:**

24 Hour accessibility to SLED services	Yes	Yes	Yes
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**Outcomes:**

Approval rating by sheriffs	97%	N/A	97%
Approval rating by chiefs of police	98%	N/A	99%
Approval rating by solicitors	100%	N/A	100%

**Program Name:** Criminal Justice/Information Services

**Program Cost:** State: \$5,750,784  
Federal: \$2,020,089  
Earmarked: \$713,552  
Total: \$8,484,426

**Statutory Authority:**

Section 23-3-15 authorizes SLED to operate and maintain a central, statewide criminal justice data base and data communication system;

Section 23-3-110 provides for the creation and functions of a statewide criminal information and communication system;

Section 23-3-120 addresses reports of criminal data by law enforcement agencies and court officials;

Section 23-3-130 provides for the determination of information to be supplied and methods of evaluation and dissemination and promulgation of rules and regulations; Section 23-3-140 addresses disclosure of information;

Section 23-3-400 authorizes the State Law Enforcement Division to operate a Sex Offender Registry.

Section 23-3-420 authorizes the promulgation of rules and regulations for the Sex Offender Registry while Sections 23-3-430 through 23-3-490 outline notification and registration requirements; and, Section 23-3-1010 establishes the framework for the interstate and state-federal exchange of criminal history record information for non-criminal justice purposes.

**Program Goals:**

Operate and maintain a central, statewide criminal justice data base and data communication system.

Provide a timely, comprehensive and effective communications and information system to law enforcement and criminal justice agencies throughout the state.

**Program Objectives:**

Provide a functional telecommunications and data processing system that supports law enforcement and criminal justice agencies with information used in solving crimes statewide. This includes the maintenance and operation of a centralized Automated Fingerprint Identification System (AFIS) network used to rapidly identify and process subjects.

**Performance Measures:**

<b>Outputs:</b>	<u><b>1997</b></u>	<u><b>1998</b></u>	<u><b>1999</b></u>
Terminals on SLED network	3521	3887	4073
Agencies Accessing SLED network	292	299	308
LAN interfaces to SLED network	17	21	21
Mobile Data Terminals (MDTs) accessing SLED mainframe computer	747	975	1165

**Inputs:**

Fingerprints stored on the SLED AFIS	860,000	901,000	984,000
Fingerprint cards received	185,829	192,631	183,001
Total records processed *	586,166	597,374	630,471
Average daily network message traffic	N/Avl.	N/Avl.	295,000

**Efficiency Measures:**

Message response time intrastate	N/Avl.	5 seconds	3-5 seconds
Message response time interstate to FBI/NCIC	N/Avl.	9 seconds	3-5 seconds
Message response time interstate to NLETS	N/Avl.	7 seconds	3-5 seconds

**Outputs:**

Approval rating by sheriffs	97%	N/A	97%
Approval rating by chiefs of police	98%	N/A	99%
Approval rating by solicitors	100%	N/A	100%

*\*segments: idents, additions, arrests, judicials, custodies*