South Carolina
Law Enforcement Division (SLED)

2002-2003 Annual Accountability Report

The Honorable Mark Sanford, Governor

Robert M. Stewart, Chief
SOUTH CAROLINA LAW ENFORCEMENT DIVISION

ACCOUNTABILITY REPORT (2002-2003)

Section I - Executive Summary

1. Major Achievements (2002-2003) - The South Carolina Law Enforcement Division (SLED) improved processes and service delivery throughout the agency during the fiscal year. The agency's major achievements by functional area and program are as follows:

The Office of Counter Terrorism

On January 16, 2003, Governor Mark Sanford, by Executive Order, directed that SLED be the operational authority and lead state agency in the counter terrorism effort. The Governor also gave the Chief of SLED authority to create task forces or coordinating councils deemed appropriate to support this mission, and to serve as the Governor's representative to the United States Department of Homeland Security (DHS). Chief Stewart very quickly organized a multi-discipline Statewide Counter Terrorism Coordinating Council. The Council is to support and advise the State Law Enforcement Division concerning its counter terrorism mission in an effort to facilitate and foster cooperation and coordination among various governmental and private entities and disciplines; both statewide and regionally; in an effort to detect, prevent, prepare for, protect against and respond to violence or threats of violence from terrorist activities.

This shall be accomplished through:
- planning,
- training/exercises,
- determining required resources including equipment and location,
- grant funding recommendations,
- information sharing,
- mutual aid agreements,
- establishing best practices, and,
- any other activities consistent with furthering the counter-terrorism effort.

Chief Stewart also created four regional counter-terrorism coordinating councils, which too were multi-discipline in nature. This system was created to maximize local first responders' input in our state's coordinated planning, communications, and response. In 2003, South Carolina has received approximately $43 million. A total of $9 million was received in the 2003 Homeland Security Grant Program and $34 million in the 2003 Supplemental. SLED serves as the State Administrative Agency (SAA) for these grant funds. These funds are being allocated on the state, regional, and local levels to enhance port security, provide an Urban Search and Rescue (USAR) capability, provide Personal Protection Ensembles (PPE) for law enforcement and emergency medical personnel, provide some 800 MHz radios for communications interoperability, fund decontamination equipment in each county, enhance county Emergency Operations Centers, develop and provide training and exercises, and enhance regional Chemical, Ordnance, Biological and Radiological (COBRA) teams. Further, a portion of these funds must be used to conduct a new statewide assessment which must be developed and submitted to the Department of Homeland Security by December 2003. Decisions regarding distribution of these funds have been made by the Statewide Counter Terrorism Coordinating Council in a very short timeframe established by the Department of Homeland Security. Thus far, SLED has met every timeframe established by DHS.

SLED has been very successful in obtaining grant funding this fiscal year, receiving approximately $14.5 million in federal funds for Counter-Terrorism/WMD, Tactical Support, Forensic Services Laboratory, Computer Crime Center, and the Criminal Justice Information Center.

Forensic Services

The Forensic Laboratory provides the criminal justice system of the State of South Carolina with a full-service forensic laboratory. The Laboratory continues to maintain accreditation from the American Society of Crime Laboratory Directors/ Laboratory Accreditation Board(ASCLD/LAB). The DNA Laboratory continues to maintain compliance with the DNA Advisory Board (DAB) guidelines. The Quality Assurance/Safety Department is now directed by a Lieutenant who reports quality and safety issues directly to the agency assistant director. Further emphasis was placed on assuring the quality of examinations by creating technical leader positions in six (6) departments. In addition to conducting forensic examinations, laboratory criminalists provide many hours of training for local, state, and federal law enforcement agencies. These training events included over twenty classes given to prosecutors attending the National Advocacy Center. The laboratory effectively used federal grant funds to enhance training for criminalists and to equip the departments with state of the art instrumentation. The laboratory will increase efficiency and maximize resources by merging the Arson Department into the Trace Evidence Department

Arson Analysis Department – On July 1, 2003, the Arson Analysis Department will become a part of the Trace Evidence Department. This department continues to maintain a prompt turn around time of approximately two weeks for 98% of cases submitted. The Arson Department provides training for the SLED Arson School and the SC Fire Academy Basic Arson Class.

DNA/Serology Department – The Combined DNA Indexing System (CODIS) database now contains over 26,196 profiles. This system linked 5 previously unrelated cases and identified 29 suspects. Federal grants were awarded and will be used to analyze "no suspect" cases and reduce the DNA case backlog.

Drug Analysis Department – A coordinated effort between the laboratory, solicitors, and local enforcement agencies has resulted in an approximate 50% reduction of the drug case backlog. The department trained and certified 125 local law enforcement officers as marijuana analysts and re-certified 72 analysts.

Evidence Department – The Evidence Department received 13,933 submissions, each containing multiple items of evidence. The Department's processing section completed 414 cases that were forwarded to other departments within the laboratory for further examination.

Firearms Department – Entries into the Integrated Ballistic Identification System (IBIS) increased to over 2000 items. The IBIS produced its first hit between unrelated cases within the state.

Implied Consent Department – Due to legislation passed during the 2003 legislative session, the Implied Consent Department began preparations for the transition from a 0.10% to a 0.08% alcohol inference level.

Latent Prints (and Crime Scene Processing) Department – The department responded to 293 crime scenes, approximately 60% of which were death investigations. Six officers from local law enforcement agencies each completed a three-week internship program in crime scene processing.

Photography Department – For a more efficient use of resources, the Photography Department was merged with the Questioned Documents Department.

Questioned Documents Department – The Questioned Documents Department assumed responsibility for the Photography Department and installed instrumentation enhancing their ability to show document alternations and reveal indented writings.

Toxicology Department – The Toxicology Department streamlined the analytical process enabling the completion of traffic fatality cases within 3 to 4 weeks and most death investigations in less than three months. Three toxicologists are on the Forensic WMD Response Team and have responded to six scenes of possible WMD events. During FY 02-03, these toxicologists analyzed evidence from 15 cases and assisted in 85 threat level assessments for possible WMD/terrorist evidence. Toxicology personnel have provided many hours of training to outside agencies including the National Advocacy Center, Department of Public Safety advanced and distance learning programs, and the Commission for Prosecution Coordination's DUI training programs.

Trace Evidence Department – The Trace Evidence Department now has the training and instrumentation to detect the make and model of a particular vehicle from a paint sample. The department is collaborating with the University of South Carolina to develop a fiber dye database. The Arson Analysis Department will be merged with the Trace Evidence Department effective July 1, 2003.

Criminal Justice Information System (CJIS)

Since September 11, 2001 this department has used its Justice Communications (JCOM) network to furnish statewide law enforcement sensitive information regarding terrorism suspects, possible attacks, and related information as supplied by the FBI. The national networks for exchange of terrorism and other criminal justice information are the National Law Enforcement Telecommunications System (NLETS) and the National Crime Information Center (NCIC). SLED pays the fees and provides the intrastate network (JCOM) to enable South Carolina law enforcement agencies to benefit from the use of NLETS, and serves as the Control Terminal Agency (CTA) for shared management with the FBI of NCIC. During this report period, CJIS achieved initial operating capability with its new server based law enforcement message switch (LEMS) that interfaces with NLETS, NCIC and related systems. Work to transition all law enforcement user agencies for use of this switch continues, but during FY'03 messages began to be exchanged with NLETS and NCIC through this switch. As part of a commitment to offer improved justice information services, CJIS has been implementing its capacity to fully meet NCIC 2000 specifications. The deadline for NCIC 2000 compliance was July 11, 2002; CJIS achieved compliance by transitioning to TCP/IP for the SLED-to-FBI segment prior to that deadline. Statewide compliance (i.e., TCP/IP extended to all JCOM end users) is required by SLED for the SLED to end user segments by December 31, 2003 and is still pending. However, approximately one third of the JCOM network has been migrated to the new access. Enabling the conversion to Transmission Control Protocol / Internet Protocol (TCP/IP) in the SLED to FBI segment required significant upgrades on the Unisys 2200 mainframe computer used by SLED. Substantial completion was achieved during FY'03 through installation of a new mainframe. The migration of systems to that new hardware is continuing. During FY 2002, an assessment of JCOM network infrastructure was conducted and an implementation plan developed, which is scheduled for FY2003 or as soon as possible thereafter. Several new laws enacted in FY'02 saw full implementation in FY'03, and resulted in a significant work increase for the SLED State Identification Bureau (SIB) within CJIS. These include the federal Campus Sex Crimes Act requiring changes to the Sex Offender Registry program; a state mandate for background checks for direct care givers in nursing homes; a change in law requiring SLED to receive records for juveniles charged with any crime having a penalty of five years or more; a new state mandate to conduct a criminal history record check by SLED for past conviction of any crime before the initial employment of a school bus driver or school bus aide; a state required background check for persons legally changing their names; and expungement of all non-conviction judicial dispositions. In addition, the federal "three strikes" law has resulted in increased fingerprint comparisons requested by federal law enforcement agencies. The transition of JCOM from a Uniscope Transmission Protocol to TCP/IP will allow the use of more common technologies and the exchange of images through the network. Normally, these images consist of photographs and fingerprints. Fingerprints are the most reliable means for positive personal identification and are used to support all criminal history records maintained by SLED. Photographs are vital to police investigations and are immensely important to investigations where fingerprint or other biometrics identification is not available. In November 2001, the Computerized Criminal Histories (CCH) / Automated Fingerprint Identification System (AFIS)

interface was completed, which permitted the initial operating capability (IOC) of "livescan" fingerprint devices properly connected and supported. Arresting agencies submit fingerprints in hardcopy, which results in a six to eight week turnaround time for identification results, unless using the "livescan" process. The use of "livescan" devices enable efficient identifications of criminal suspects through electronically scanned fingerprints, with results received the same day and often within minutes. The South Carolina Department of Corrections, the North Charleston Police Department, and the Greenville County Detention Center came on-line in FY2002 with "livescan" submissions. During FY'03 the Spartanburg Detention Center was added, and SLED SIB staff members have trained personnel from several other agencies expected to go on-line with "livescan" in FY'04. As mentioned, the sex offender registry was modified to include information permitting the identification of registrants associated with a college campus either as a student or employee. The Uniform Crime Reporting (UCR) section of CJIS implemented a policy requiring local law enforcement agencies to automate their record reporting systems or code their own reports (100,000 plus per month) before sending them to SLED CJIS. Approximately 75% of the data was received electronically during FY'03 as a result of this action and is still increasing. The Judicial Department and SLED CJIS have collaborated in an initiative to eliminate redundant data entry and ensure timely access to arrest warrants and orders of protection. Information from the court case management system will be automatically forwarded to SLED CJIS for NCIC entry and to the SIB for CCH use. In addition, sentencing information will be made available to the Department of Corrections. Initially, this project will encompass Pickens, Greenville, and Richland Counties. Eventually, all counties will benefit from this justice data integration effort. Finally, one very significant advance was developed and implemented in FY2003. SLED and its prime IT contractor jointly developed a web based access program for NCIC inquiries called "LEMS.WEB" which allows browser based access to NLETS and NCIC. This inquiry- only capability is available via the Internet at much less cost than using dedicated connectivity and with expanded availability for law enforcement. The NCIC Advisory Group includes three chiefs of police, three sheriffs and a resident agent in charge from a federal law enforcement agency and assists CJIS operations by providing counsel to the Chief of SLED regarding modifications of and operating policy for the SLED Criminal Justice Information System. The system includes the Justice Communications (JCOM) Network for intrastate data communications for criminal justice agencies and important interfaces for interstate connectivity through the FBI's NCIC, the National Law Enforcement Telecommunications System (NLETS), and the National Weather Service (NWS). The state NCIC Advisory Group replicates the FBI's national advisory process in which SLED represents the state.

Investigative Services

Each department and unit within Investigative Services has experienced major accomplishments in addition to achieving success in their primary missions and goals for the year 2002. Administratively, Investigative Services continues to examine management issues in an effort to provide customers the quality product that has become SLED's trademark. Investigative Services strives to provide customers, the citizens of South Carolina, with agents who have the ability to conduct investigations by providing a foundation based on training, expertise, and management support.

The Arson/Bomb Squad continues to more than triple the national average in Arson cases cleared by arrest, and has investigated over 4.5 million dollars in property losses in 2002. Since the Oklahoma City Bombing, and the Terrorist Attack on September 11, federal agencies have stepped up their partnership with state and local authorities regarding weapons of mass destruction. Realizing the necessity for a rapid response, especially in the event of a WMD scenario, SLED has regionalized the Bomb Squads. Two technicians are equipped and reside in the Piedmont, Pee Dee, Low Country and Midlands Regions of our state. In 2002, the Bomb Squad responded to 178 calls for assistance.

The Emergency Preparedness/Protective Services Unit, along with the SWAT team and Bomb Squad, has developed strategies and plans, and has implemented training to fulfill SLED's obligation as the lead law enforcement agency

for the state in emergency responses. After September 11, 2001, a representative from the Terrorism Research Center stated that SLED was a model agency regarding training, infrastructure, and preparedness in dealing with Weapons of Mass Destruction. In 2002, this unit logged 103 Special Events requiring additional security by SLED agents. These events included dignitary protection, sporting events, festivals, demonstrations and rallies.

Investigations - The four regional investigative units were tasked with investigating criminal complaints. Regional investigations opened 941 new criminal investigations during 2003. An additional 798 criminal cases were investigated that were opened prior to 2002. The four investigative regions also provide a substantial number of agents for special events.

The High-Tech Crime Center - The Computer Crimes Unit continues to receive federal grant monies of approximately $5.6 million, and is partnering with the U.S. Secret Service and the FBI in the operation of the South Carolina Computer Crimes Center. This unit has now assisted in over 2,116 investigations and requests for service involving computer related crimes, including Internet child pornography, telecommunications fraud, and credit card fraud/theft. This unit has drafted a plan for response to cyber-terrorism incidents; any such response would take place in coordination with the agency's critical incident response plan.

The role of the newly created SLED Computer Crimes Unit has been expanded as a result of the 9/11 attacks. SLED created a *Cyber Attack Response Initiative* whereby information technologists and agents from the SLED Computer Crimes Unit are developing strategies to address potential terrorist cyber attacks. This newly created unit will also provide assistance to the Joint Terrorism Task Force (JTTF) in its fight against terrorism.

Tactical Services Units provide a statewide response in the areas of SWAT, Tracking, and Aviation. The Bloodhound Tracking Team received 127 calls for assistance in the year 2002 and a total of 38 persons were apprehended; fifty percent of these calls for assistance involved weapons. The SWAT Team responded to 31 calls for assistance. The Aviation Unit responded to 43 missing persons calls with 18 of those persons located by aircraft and bloodhounds.

Joint Terrorism Task Force (JTTF) After September 11, 2001, SLED joined with the Federal Bureau of Investigation and the United States Attorney's Office as partners in the Anti-Terrorism Taskforce to include joint command post, training and operations. In 2002, SLED committed agents to the Joint Terrorism Task Force, a unit which is housed at the FBI. These agents serve as a conduit for information and investigate complaints or actions that relate to Counter Terrorism activities in South Carolina.

Fugitive Task Force - In the year 2002, the Fugitive Task Force arrested 186 wanted felons out of 205 cases that were opened.

Community Services

The South Carolina Law Enforcement Assistance Program (SCLEAP) was developed as a partnership between SLED, the South Carolina Department of Natural Resources (SCDNR), the South Carolina Department of Public Safety (SCDPS), and the South Carolina Department of Probation, Parole, and Pardon Services (SCDPPPS). The purpose of SCLEAP is to respond to and provide counseling services to all requesting law enforcement agencies and departments in the state that have experienced deaths or other tragedies involving law enforcement officers or other employees. Further, a recently enacted law (A.79) authorizes addition of a check-off to the South Carolina Income Tax form which enables citizens to make a monetary contribution to the SCLEAP program. This was signed into law by Governor Sanford on June 26, 2003.

The Inspections Unit conducted 14 annual audits of evidentiary property and four unannounced inspections of

evidence storage areas. Additionally, this unit trained 100 personnel on administrative procedures regarding OSHA/Safety, vehicle accidents, workers' compensation, and evidence procedures.

The SLED Training Department provided 115 self-conducted training sessions on various subject matters for SLED employees and for the agency's personnel. Approximately 175 training requests were processed for training externally. A total of 2,657 personnel participated both internally and externally.

The Alcohol and Tobacco Enforcement Unit, in cooperation with the Department of Alcohol and Other Drug Abuse Services (DAODAS), received grant funding for a Tobacco Enforcement Program in an effort to lower tobacco product sales to underage teens. Obtaining this grant was critical in this enforcement effort. The Alcohol Enforcement Unit, DAODAS, and DOR have identified components of and are developing a comprehensive training program for local law enforcement involving alcohol sales to minors. During FY01-02, the Alcohol Enforcement Unit and the Narcotics Unit combined to form a VICE Unit. During FY 02-03, the unit was responsible for over 2,439 arrests, 10,456 inspections and over $47,276,566 in drugs purchased / seized. The unit continues to actively enforce laws governing alcohol sales to minors.

The Regulatory Services and Alcohol Licensing units performed / processed over 32,000 investigations, issuance and renewals of licenses and concealed weapons permits while maintaining staffing at existing levels. All applications and special investigations requested by the Department of Revenue, members of the public, and members of regulated industries were conducted. Investigations were initiated on all complaints by citizens against regulated industry members.

2. *Mission and Values*

The South Carolina Law Enforcement Division (SLED) is an enforcement agency of South Carolina State government. SLED was established in 1947 by Executive Order of then Governor Strom Thurmond at the request of the South Carolina Sheriffs. In 1974, enabling legislation for SLED was enacted.

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 South Carolina Law Enforcement Division will: investigate organized criminal activities or combined state-federal interstate criminal activities; all general criminal activities; arson criminal activity; provide emergency event management pertaining to explosive devices; maintain and operate a statewide comprehensive forensic sciences laboratory; conduct covert investigation of illegal activities pertaining to 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; coordinate state counter terrorism efforts; and, provide enforcement assistance that is not inconsistent with the mission of the Division or otherwise prescribed by law.

SLED Vision

To ensure the safety of our citizens through the pursuit of innovations and initiatives, which coordinate 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 "Philosophy of Leadership" and that: 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 system-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.

SLED Values
Senior leadership continues to stress the following core ethical values as goals for all SLED personnel:
Honesty - SLED employees should be truthful and sincere in all their interactions with the public and with each other. They should avoid the appearance of wrongdoing, and should confront and challenge any unethical behavior.
Integrity - SLED employees should adhere to a personal 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.
Respect for Others - SLED employees should discharge their duties with 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, disability, 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 personal decisions, and protect the public trust by upholding the Constitution and laws of the United States of America and the State of South Carolina.

Mission by Department

Office of Counter Terrorism - oversees the coordination of law enforcement resources to provide appropriate resource allocation. This unit is also responsible for planning and making law enforcement specific preparations relating to natural disasters, coordinating security for transportation of hazardous materials shipments, and coordinating security for special events. The Counter Terrorism Office has been instrumental in the establishment and support of the Statewide Counter Terrorism Coordinating Council and the regional councils.

Forensic Services Laboratory - provides the criminal justice system of the State of South Carolina with a full-service forensic laboratory having state-of-the-art capabilities in the analysis of evidence; employs persons of the highest possible ethical and educational standards; and supplies them with sufficient training, equipment, and facilities which enables them to perform their analyses with the highest possible degree of competence and integrity; maintains a sufficiently large staff of skilled forensic experts so that courts of the State can be furnished with expert testimony on the analyses performed; and, provides results of analyses to aid the investigation and prosecution of criminal cases in a manner which is also consistent with the highest standards of quality and scientific reliability.

Criminal Justice Information System (CJIS) - assists in law enforcement, crime prevention, and the administration of criminal justice by providing accurate and timely criminal justice information to federal, state, and local criminal justice agencies, other governmental agencies, and to the public, as authorized by law. The values of the CJIS program are those expressed by SLED and are honesty, integrity, respect for others, fairness, and accountability.

Investigative Services - provides quality manpower and technical assistance to all law enforcement agencies and conducts 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, Investigative Services will: investigate organized criminal activities or combined state-federal interstate criminal activities, all general criminal activities; arson criminal activity; support emergency event management pertaining to explosive devices; establish and operate a highly specialized, rapid response tactical law enforcement unit; operate and regulate state polygraph examination services; provide enforcement assistance that is not inconsistent with the mission of the Division or otherwise prescribed by law. Additionally, Investigative Services will partner with the F.B.I. in the Joint Terrorism Task Force and with the U.S. Attorney's Office in the Anti-Terrorism Task Force.

Community Services - enhances community wellness through quality-oriented Community Services programs; promotes interaction between law enforcement and the public through community awareness programs and improves communications among all parties affected by law enforcement activities; oversees compliance with alcoholic beverage control statutes and enforcement of underage alcohol and tobacco laws; conducts covert investigation of illegal activities pertaining to the interdiction of narcotics and other illicit substances; assists local agencies in the development of Community Services programs; pursues compliance with rigorous accreditation standards and compliance with statutes, rules and regulations, and agency policy through the continuous inspections of agency practices; continues to assess and monitor agency personnel training needs to ensure appropriate training is received; and aggressively pursues increased volunteer participation in the South Carolina Law Enforcement Assistance Program (SCLEAP). Regulatory services regulates private security and private investigation businesses; firearms businesses; investigates applications for alcohol sales businesses to report to the SC Department of Revenue possible community impacts of alcohol sales businesses; conducts background investigations on applicants for state constable commissions and issues recommendations to the Governor's Office concerning commissioning; conducts background investigations on applicants for Concealable Weapons Permits and issues or denies such permits; and, operates a firearms tracing program to aid criminal investigations by federal, state, and local law enforcement agencies.

3. Key Strategic Goals
Comply with Statutory Mandates.   SLED will continue to address all statutory requirements, regulatory requirements, and policies and procedures.
Promoting Equal Employment Opportunities. 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.
Eliminate Space Concerns. Additional office space and funds to adequately maintain our current facilities is an ongoing need for the agency. The agency has aggressively pursued capital funds over the last five years to address critical needs in the Criminal Justice Information Center and the Forensic Sciences Laboratory. Because of state revenue shortfalls and limited revenue growth, SLED will be requesting inclusion in any future bond issues to address space and equipment needs in the CJIS and Forensic Laboratory. SLED's current space, equipment, and personnel resources have quickly been surpassed by demand for services.
Address Growing Technology Needs.   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, state 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 (http://www.sled.state.sc.us) and includes crime statistics, the Statewide Sex Offender Registry, criminal history checks, 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 funding initiatives continue to evolve to meet these new technological challenges over the next several years.

4. Opportunities and barriers that may affect the agency's success in fulfilling its mission and achieving its strategic goals. (This establishes the basis for the agency's budget request.)

SLED aggressively pursued legislative and programmatic changes during the 2003 legislative session, several of which were specifically targeted to generate funds to help improve public safety and law enforcement effectiveness

and efficiency. The agency's major efforts included:

S.28 *(South Carolina Law Enforcement Assistance Program income tax contribution)* provides for a state income tax check-off, which allows taxpayers to make a contribution to the South Carolina Law Enforcement Assistance Program (SCLEAP). The South Carolina Law Enforcement Assistance Program was developed as a partnership between SLED, the South Carolina Department of Natural Resources (SCDNR), the South Carolina Department of Public Safety (SCDPS), and the South Carolina Department of Probation, Parole and Pardon (SCDPPP). The purpose of SCLEAP is to respond to and provide counseling services to all requesting law enforcement agencies and departments in the state which have experienced deaths or other tragedies involving law enforcement officers or other employees. The program is administered by SLED (See SC Code Section 23-3-65). This bill was signed into law by Governor Sanford on July 26, 2003.

S.555 *(Securities Fraud)* was signed into law on 6-04-03, and adds violations of securities laws to the jurisdiction of the State Grand Jury (SGJ). SLED agents assist the SGJ with these investigations.

H.3231 *(0.08 DUI bill)* was signed into law 6-19-03 (becomes effective 8-19-03), and lowers the blood alcohol DUI level in South Carolina from 0.10 to 0.08. Also provides two hundred dollars of each third offense DUI fine to SLED to offset the costs of administration of the Datamaster program, Breath Testing Site (BTS) video program, ignition interlock provisions, and the toxicology laboratory. SLED's Implied Consent section installs, certifies, and maintains all breath alcohol testing devices in the state, and will be responsible to implement the new 0.08 standard regarding these devices.

H.3594 (*All Felons DNA)* allows for all persons convicted or adjudicated delinquent for any felony must provide a DNA sample as a condition of sentencing. This legislation is pending.

H.3673 *(Foster Care)* was signed into law on 6-02-03, and allows SLED to perform fingerprint based criminal records checks on foster parents and associated household members 18 years of age and older. SLED is the state's repository for fingerprint and criminal records, and is the state's link with the FBI for national fingerprint and criminal history records.

H.3713 *(SLED Mission Statement, Maritime Security Act)* was signed into law on 7-31-03, and adds coordination of South Carolina's counter terrorism effort, coordination of homeland security grants, creation of counter-terrorism councils, and service as the Governor's representative to the United States Department of Homeland Security to SLED's mission. Also gives regulatory authority to SLED regarding the administration and enforcement of maritime homeland security measures.

H.3749 *(FY03-04 Appropriations Bill)* stabilizes the State Law Enforcement Division's 2003-2004 budget primarily due to the extensive efforts by Chief Stewart to work with members of the finance committees in an effort to safeguard South Carolina from terrorists; Chief continues to aggressively pursue ways and means to absorb the legislatively mandated base reductions and Budget and Control Board mid-year reductions while not laying personnel off or greatly reducing services. During the FY03-04 budget deliberations, Chief Stewart worked with the Ways and Means and Finance committee members to identify alternative funding sources in an effort to maintain critical law enforcement functions. These funds were adopted by both the House and the Senate. Systems to capture the funds are being implemented.

Proviso 56DD.7 *(Criminal Record Search Fee)* allows SLED to charge and collect a fee of $25 for each criminal record search conducted pursuant to Regulations contained in Chapter 73, Article 3, Sub-article 1 of the Code of State Regulations. All revenues generated up to an amount of four million four hundred sixty-one thousand dollars collected from the criminal record search fee will be deposited to the General Fund of the State; any revenue

generated above this amount will be retained by SLED for agency operations.

Proviso 56DD.14 *(Witness Fee)* SLED is authorized to charge a witness fee of $130.00 per hour up to $1000 per day for each employee testifying in civil matters which do not involve the State as a part in interest.

Proviso 56DD.35 *(Compliance/Underage Alcohol/Tobacco Enforcement)* for all initial alcoholic liquor, beer and wine license application fees are increased by one hundred dollars; biennial fees for such license are increased by two hundred dollars and local operation fees are increased by fifty dollars. SLED is authorized to receive these fees the Department of Revenue to offset the costs of inspections, investigations, and enforcement.

Proviso 56DD.36 *(CWP Instructor Certification)* authorizes SLED to charge one hundred dollars for the issuance of a Certified Concealable Weapons Permit Instructor certificate, and one hundred dollars every three years for each renewal.

Proviso 56DD.37 *(Coin Operated Device Enforcement)* The Department of Revenue is authorized to assess an additional fee of fifty dollars on each Class Two coin operated machine license and send these funds to SLED to offset the cost of video gaming enforcement.

Proviso 56DD.39 *(Expungement Requests)* authorizes SLED to collect a twenty-five dollar expungement fee for each request to expunge non-conviction judicial dispositions. The funds are to be used to offset the operational and research expenses associated with processing these requests.

Proviso 73.3 *(Law Enforcement Funding)* Allows a surcharge of $25 to be levied on all fines, forfeitures, escheatments, or other monetary penalties imposed in the general sessions court or in magistrates; or municipal court for misdemeanor traffic offenses or for non-traffic violations. The State Treasurer's Office will distribute revenues collected proportionately to law enforcement entities according to distribution rates outlined in proviso. SLED receives approximately 15% of these funds.

Under Chief Stewart's leadership and supervision, SLED continues to offer technical services and manpower assistance to other law enforcement agencies throughout South Carolina when requested. These services are provided to local, state, and federal entities throughout the state at no cost, allowing the request for critical services to be first and foremost. 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 purposes of solving crime and promoting public order in South Carolina. To accomplish this, SLED investigates organized criminal activities or combined state-federal interstate criminal activities, all general criminal activities, arson, and emergency event management pertaining to explosive devices; maintains and operates a statewide comprehensive forensic sciences laboratory; conducts covert investigations of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; operates and maintains a central, statewide criminal justice data base and data communication system; establishes and operates a highly specialized, tactical response tactical law enforcement unit; operates and regulates state polygraph examination services; enforces and regulates alcohol statutes; coordinates state counter terrorism efforts; and provides enforcement assistance that is not inconsistent with the mission of the Division or otherwise prescribed by law.

In light of limited general funds, it has become increasingly important for SLED to pursue alternative funding resources in his effort to maintain law enforcement services to local, state, and federal agencies. A key ingredient to SLED's 2002-2003 budgetary success has been an aggressive pursuit of federal and other funds. SLED has been successful in receiving 26 federally funded projects totaling approximately $26 million as well as $7.7 million in other funds adopted in the FY03-04 State Appropriations Act. The federally funded programs include the creation of a SLED High Tech Crime Unit, a substantive Weapons of Mass Destruction component; creation of a Critical

Incident Response Team; building of a DNA Offender Database; and, continued Criminal Justice Information Systems upgrades designed to fully integrate with other local, state, and federal information systems. SLED leadership continues to operate a fiscally sound agency using management practices that minimize any reduction or limitations in funding and resource allocation.

In addition, SLED will continue to pursue innovations and initiatives that enhance the safety of our citizens and improve the collective efforts of statewide law enforcement and criminal justice systems. Our success in realizing this commitment requires the agency's leadership to embrace change, aggressively employ new technology, and adopt progressive management, investigative, and enforcement practices. SLED is working with sheriffs and chiefs of police to provide needed services, while other duplicative services are reduced or eliminated. New technology has rendered a more efficient process in drug identification while robotics and continued hard work by criminalists in toxicology have resulted in a substantially reduced backlog and turnaround time thereby providing quick and efficient resolution of cases for prosecution. Further, SLED has been able to implement South Carolina statutes that require all individuals convicted of specific crimes to provide a DNA sample (blood) to SLED for inclusion in the State DNA Database. This has been accomplished with limited state funds and an aggressive effort to secure federal grant monies. Approximately 30,000 DNA samples have been received of which approximately 20,000 have been uploaded to the national DNA database. As a result of the DNA Database being implemented, non-suspect and /or "cold" cases can now be analyzed; if a DNA print is generated, this print can be searched against the Database. If a "hit" is made the information is confirmed by the laboratory and forwarded to the investigating agency. The local agency can often use the "hit" information as probable cause to obtain a search warrant for a fresh DNA standard from the newly identified suspect. Subsequent to the new standard being submitted to the laboratory the DNA analysis is repeated to confirm the match. If the match is confirmed, the information often leads to the arrest and subsequent conviction of this individual. In addition to the State DNA Database, there is also a National DNA Database, which is maintained by the FBI. Unknown DNA profiles identified as a result of criminal investigations can be searched against the National DNA Database

Section II – Business Overview

1. *Number of Employees: SLED Organizational Chart.*
   Authorized FTEs: 619
   Filled FTEs: 520

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                        ┌─────────────────────────┐
                        │  Governor Mark Sanford   │
                        └─────────────────────────┘
                                     │
                        ┌─────────────────────────┐
                        │ Chief Robert M. Stewart  │
                        └─────────────────────────┘
                                     │
  ┌──────────────────────────┐      │      ┌──────────────────────────┐
  │ Intergovernmental Affairs │──────┼──────│    Counter Terrorism     │
  └──────────────────────────┘      │      │    Grants and Policy     │
                                     │      └──────────────────────────┘
                        ┌─────────────────────────┐
                        │      Chief of Staff      │
                        │ Legal Affairs/Accreditation │
                        └─────────────────────────┘
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| Investigative Services | Community Services | Forensic Services | Information Services | Counter Terrorism Operations | Admin. |
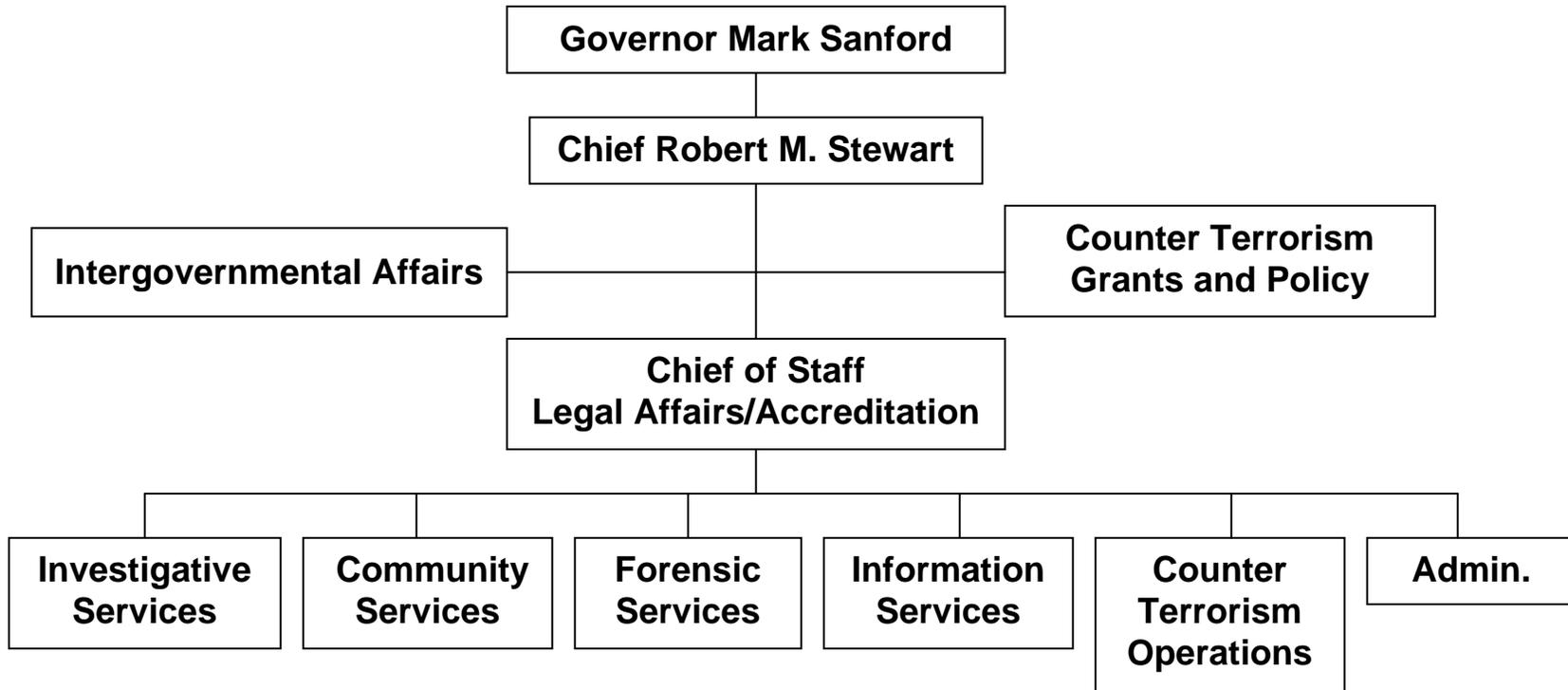
2. Operation Locations

SLED Headquarters is located on Broad River Road in Columbia, S.C. – SLED also has four regional offices serving four areas of the state and includes the Piedmont, Low Country, Midlands, and Pee Dee. These offices are located in Greenville, Charleston, Columbia, and Effingham, respectively.

3. Appropriations/Expenditures Chart

Accountability Report Appropriations/Expenditures Chart Example
Base Budget Expenditures and Appropriations

Major Budget Categories	00-01 Actual Expenditures		01-02 Actual Expenditures		02-03 Actual Expenditures		03-04 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	22,520,104	21,879,557	22,923,785	21,720,910	21,330,040	20,846,226	18,101,701	17,744,620
Other Operating	13,444,155	7,460,072	17,726,651	4,295,780	9,431,038	3,947,672	12,112,124	4,059,117
Special Items	1,467,659	255,605	1,590,131	231,231	1,900,990	184,451	746,412	231,231
Hospital Services	3,002	3,002	3,173	3,173	4,001	4,001	3,173	3,173
Fringe Benefits	6,689,814	6,473,387	6,977,942	6,817,725	6,426,595	6,426,595	5,498,908	5,374,027
Totals	**44,124,734**	**36,071,623**	**49,221,682**	***33,068,819**	**39,312,840**	**31,408,944**	**36,462,318**	**27,412,168**

Other Expenditures

Sources of Funds	99-00 Actual Expenditures	00-01 Actual Expenditures	01-02 Actual Expenditures
Supplemental Bills	N/A	N/A	N/A
Capital Reserve Funds	N/A	N/A	N/A
Bonds	N/A	N/A	N/A

*Does not include the mandated reduction of $571,067 in SLED "other funds" as directed by Proviso 72.111 in FY01-02 Appropriations Act

4. Key Customers – Key customers of the South Carolina Law Enforcement Division are the Governor, Attorney General, local, state, federal law enforcement and judicial agencies, other state and federal agencies, citizens of South Carolina, elected officials, and our employees. However, each department has specific customers in each respective area outlined below:

Forensic Services Laboratory - All laboratory departments serve local, state, and federal criminal justice agencies. In addition to law enforcement departments, key customers include coroners and solicitors. A significant function of laboratory departments also involves the support of other laboratory and non-laboratory departments at SLED. Forensic Administration is responsible for the overall management of the laboratory and, therefore, interacts with laboratory departments along with non-laboratory departments, and other criminal justice agencies. Analytical departments largely perform casework on evidential items.

Criminal Justice Information System (CJIS) – Local, state, and federal law enforcement and other criminal justice agencies, including corrections and probation agencies; military and civilian agencies involved with national defense or security; academic, regulatory, and licensing agencies; and private citizens use CJIS services and products. Police and Prosecutors are the primary CJIS customers, and is the group that created initial demand for CJIS services.

Investigative Services – The major external customers include, but are not limited to elected officials, the Governor, Attorney General, Sheriffs, Chiefs of Police, Coroners, Prosecutors, Judges, and 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. Customer Service is a priority for attaining our mission. SLED reinforces its commitment to customers on an annual basis by allocating critical resources necessary to ensure customer requests and needs are met.

Community Services - serves the citizens of South Carolina; businesses applying for new and renewal commissions, licenses, permits and registrations; local, state, and federal law enforcement and other criminal justice agencies, including the Department of Revenue, the South Carolina Department of Corrections and South Carolina Department of Probation, Pardon and Parole Services, and the South Carolina Department of Alcohol and Other Drug Abuse Services (DAODAS); and SLED employees; and elected officials.

Office of Counter Terrorism - serves the citizens of South Carolina by ensuring efficient coordination of the counter terrorism mission objectives with our external customers which include, but are not limited to, Sheriffs, Chiefs of police, federal law enforcement, Department of Energy, US Attorney, Attorney General, state and regional Counter Terrorism Coordinating Councils and private sector partners.

5. Key Suppliers– Key suppliers of the State Law Enforcement Division are the Governor, the Attorney General, local, state, and federal law enforcement and judicial agencies, sister state and federal agencies, citizens of South Carolina, elected officials, and our employees. However, each department has specific suppliers that are outlined below:

Forensic Services Laboratory - The key suppliers of the SLED Forensic Services Laboratory are: local, state, and federal criminal justice agencies and coroners who utilize these services.

Criminal Justice Information System (CJIS) - The key suppliers of the SLED Criminal Justice Information System are local, state, and federal law enforcement and other criminal justice agencies, including courts, corrections, and probation agencies.

Investigative Services - The key suppliers of the SLED Investigative Services include, but are not limited to, the Governor, Attorney General, Sheriffs, Chiefs of Police, Coroners, Prosecutors, Judges, elected officials, and 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. Customer Service is a priority for attaining our mission. SLED reinforces its commitment to customers on an annual basis by allocating critical resources to address customer requests and needs.

Community Services – The key suppliers of the SLED Community Services Unit include, but are not limited to, businesses applying for new and renewal commissions, licenses, permits and registrations; local, state, and federal law enforcement and other criminal justice agencies, including the Department of Revenue, the South Carolina Department of Corrections, the South Carolina Department of Probation, Pardon and Parole Services, and the South Carolina Department of Alcohol and Other Drug Abuse Services (DAODAS), SLED employees, elected officials, and the citizens of South Carolina.

Office of Counter Terrorism - Key suppliers for the Office of Counter Terrorism are local, state, and federal law enforcement agencies, first responder agencies, Emergency Management Division, the Department of Health and Environmental Control, state and regional counter terrorism coordinating councils, and other entities critical to the success of the counter terrorism mission.

6. Description of Major Products and Services

Forensic Services Laboratory is composed of twelve departments that assist criminal justice agencies, maintain equipment, process evidence, provide laboratory reports, and/or furnish court testimony in matters related to laboratory work. Services are provided only for criminal, and not civil matters.

> Arson Analysis - analyzes fire debris for the presence of petroleum accelerants.
> DNA/Serology – performs serological and DNA analysis of biological evidence, maintains Combined DNA Indexing System Database (CODIS).
> Drug Analysis – analyzes non-biological evidence for controlled substances.
> Evidence – receives and processes evidence for the laboratory.
> Firearms – examines firearms, tools, and related evidence, maintains Integrated Ballistic Identification System (IBIS).
> Forensic Administration– manages the overall operation of the laboratory.
> Implied Consent – maintains breath alcohol testing devices and videotaping systems.
> Latent Prints – develops and identifies latent fingerprints and processes crime scenes, contributes to the Automated Fingerprint Identification System (AFIS) database.
> Questioned Documents/Photography – examines authenticity of documents in question and provides photographic services to SLED and other agencies.
> Toxicology – analyzes biological fluids/tissues for alcohol, drugs, and poisons.
> Trace Evidence– analyzes fibers, paints, gunpowder/gunshot residue, and explosives.
> Quality/Safety - manages the Laboratory's Quality and Safety Programs.

Criminal Justice Information System (CJIS) - Major processes and services produced by CJIS include: fingerprints, both rolled and flat, and personal identifying data taken from subjects following arrest, correctional commitment, or supervision; corresponding records of offenses and dispositions; records of persons who are convicted sex offenders or violent predators, including photographs; records of persons wanted for criminal offenses; records of stolen property; records of orders of protection from domestic abuse; and records of criminal organizations.

Investigative Services - The departments and units that comprise Investigative Services are separated into functional areas in order to provide specialized services. The general capabilities of each unit are as follows:

The Arson Investigative Section/Bomb Squad is a team of highly trained agents who provide investigative assistance to local law enforcement and the fire service anywhere in the state. The agents provide crime scene and investigative assistance, and testimony and presentation of evidence in court. Their responsibilities include the investigation of arson and arson related crimes and response to calls involving explosive violations.

The Executive Protection Unit is charged with providing overall security and personal protection for the Governor and First Family of South Carolina. Their responsibilities include direct security arrangements for the Governor and First Family and advance security assessment and planning.

The four regional investigative offices, located in the Piedmont, Midlands, Pee Dee, and Low Country regions, are charged with assisting local, state, and federal agencies with criminal investigations. Their responsibilities include investigations of homicides and questionable deaths, official misconduct, corruption of public officials, child fatality investigations, background investigations for positions of trust, and unusual occurrence assistance in their areas. The Department of Child Fatalities provides assistance to coroners, pathologists, and local law enforcement officers statewide.

The Computer Crimes Center provides a Computer Evidence Recovery Facility, which helps investigators extract electronic digital evidence from computers in a manner necessary to preserve and present the evidence in court. Investigative assistance is provided to local, state, and federal law enforcement agencies to assist in the investigation of technology related crime.

The Forensic Art Department provides composite sketches, courtroom exhibits and skull reconstruction as requested by the various local, state, and federal criminal justice agencies operating in South Carolina. This section serves as an investigative aid to these agencies by producing images used to develop investigative leads in criminal cases.

The Polygraph Department provides polygraph examinations as requested by the various local, state, and federal criminal justice agencies operating in South Carolina. This section serves as an investigative aid to these agencies by providing examinations where there is conflicting information or no obvious suspect.

The Intelligence/Missing Person/Case Files Department is responsible for identifying active and violent criminal offenders/groups for SLED and other law enforcement agencies. This department also assists in the development of criminal cases by maintaining effective liaisons with select information sources, and assists in crime prevention efforts by monitoring the organized public activities of groups having a history of criminal behavior. Additionally, this department acts as the Interpol liaison for South Carolina. The Missing Person Information Center (MPIC) was established to serve as a clearinghouse for information pertaining to missing person's investigations. The Case Files Unit maintains closed investigative cases for the Division.

The Fugitive Task Force participates in the United States Marshal's Task Force for the apprehension of fugitives and has agents aggressively searching for felons that are wanted for crimes committed in the state of South Carolina.

Tactical Services is comprised of Aviation, the Bloodhound Tracking Unit, and the SWAT Team. The Aviation Unit provides air support to various law enforcement and search and rescue assignments. Their responsibilities include surveillance, marijuana eradication, special events, and unusual occurrences. The Bloodhound Tracking Unit responds to freshly committed crime scenes where the suspect(s) may have fled on foot, and also responds to requests for assistance regarding the search and rescue of missing persons. The Special Weapons and Tactics (SWAT) Team is responsible for providing support and assistance in effecting the arrest of armed suspects and

provides assistance with other special events as directed by the Chief of SLED.

The State Grand Jury Unit investigates corruption allegations at the direction of the State Grand Jury. The Insurance Fraud Unit is located within the Attorney General's Office and investigates matters of insurance fraud referred to the agency by the Attorney General.

Community Services – Community Services Units have the capabilities and services to reach all communities in the state through the areas of alcohol enforcement/licensing/training for businesses and local law enforcement, victim/witness assistance, chaplain services, and the internship program. The units also investigate applications for and issues state constable commissions; investigates and acts on violations of law and policy by commissioned constables, licensed businesses and registered individuals for private security and private investigation businesses; investigates applications for, and issues and maintains records of Concealable Weapons Permits; issues, maintains records of, and regulates activities of firearms dealers; issues and maintains records of Special Weapons Permits and investigates applications for alcohol sales licenses and permits as requested by the South Carolina Department of Revenue; conducts covert investigation of illegal activities pertaining to the interdiction of narcotics and other illicit substances; and operates a firearms tracing program to aid criminal investigations by federal, state and local law enforcement agencies.

Office of Counter Terrorism - supports the South Carolina Counter Terrorism initiative through planning, research and development of strategy, and coordination of programs, resources, and operational functions essential to the counter terrorism mission goal. The Emergency Preparedness/Protective Services Unit is charged with coordinating law enforcement emergency planning and preparedness with the appropriate local, state, and federal agencies during emergency situations, and with providing dignitary protection and special event protective detail coordination.

7. Organizational Structure (see Section II, item 1)

Section III - Elements of Malcolm Baldridge Award

Category 1 – Leadership
The SLED philosophy creates an organizational environment in which its mission is realized through excellence in leadership. This environment is created through implementation of the mission statement. The South Carolina Law Enforcement Division requires that its leaders provide organizational vision to agency members and the people they serve through a positive attitude and an unparalleled desire to fulfill their mission and goals and which are demonstrated by continuous commitment to improvement of the agency and the services they provide; hands-on, day-to-day leadership which allows closeness to the essential activities of the agency and to the people performing them; and, professionalism and dedication that provides reinforcement and support to those individuals who offer contributions to a work environment that reflects dedication to agency values.

The SLED leadership team creates an enthusiastic and dedicated commitment within their fellow employees toward accomplishing the agency mission by promoting the desire in all department members to put forth their best effort by recognizing and celebrating their individual contributions; and, recognizing that more can be accomplished when individual actions are taken cooperatively rather than separately.

The primary responsibility of the leadership team is to provide law enforcement and support services to the people they serve by acknowledging the needs of those they serve, by demonstrating a willingness to be of service and, by ensuring that all members of the agency understand the importance of their individual roles towards the accomplishment of the agency's mission. The leadership team within the South Carolina Law Enforcement Division is intimately involved in guiding the organization in setting direction, seeking future opportunities, and monitoring performance excellence.

Chief Robert Stewart has been the director since 1988 and has been with the agency as an agent since 1975. Senior staff consists of Chief Robert Stewart, Chief of Staff /Legal Counsel Major Mark Keel; Majors McKinley Weaver, Carlton Medley, Joseph Vaught and Mark Huguley; Counter Terrorism Coordinator, Major James Christopher; Director of Administration, Rosetta Johnson; Executive Assistant for Intergovernmental Affairs, Cindy Konduros; Executive Assistant for Counter Terrorism Grants and Policy, Stan McKinney; Legislative Liaison, Lt. Richard Hunton; and, Public Information Coordinator, Kathryn Richardson. This group provides leadership and direction needed to carry out the mission, goals, objectives, strategic plan, and resource management initiatives for SLED. Senior leadership within the South Carolina 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 accredited 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 and 2002. In addition, the SLED Forensic Laboratory was accredited by a separate organization (ASCLD/LAB) in 1994 and in 1999. The DNA Lab has maintained DAB certification since October 19, 1998. The agency and the employees are required to establish, implement, and comply with approximately 330 written standards to achieve and retain CALEA accreditation and approximately 145 criteria to achieve and retain ASCLD/LAB accreditation. SLED must undergo extensive scrutiny by outside inspection teams that audit agency maintenance, implementation, and compliance with all standards. If the agency fails to meet these strict standards, accredited status is lost. Re-accreditation by these organizations requires a complete review of the agency and laboratory, respectively, including on-site inspections by the inspection teams.

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 reviews written directives, policy, procedures, and practices with agency personnel on an ongoing basis. The process for ensuring agent understanding and knowledge of agency policy and procedures has been in place 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, vehicle operations, and forensic sciences. 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 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 at SLED supports the accreditation initiative statewide and nationally by providing staff assistance to other law enforcement agencies seeking accreditation. SLED has 13 trained accreditation experts on staff that 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 includes the South Carolina Sheriffs' Association, South Carolina Police Chief's Association, and the South Carolina Law Enforcement Officer's Association. In addition, SLED continues to work with the South Carolina Victims Assistance Network (SCVAN) and Mothers Against Drunk Driving (MADD) to implement preventive measures. SLED works closely with other state governmental agencies which include, but are not limited to, the

Budget and Control Board, Department of Revenue, Department of Alcohol and Other Drug Abuse Services, the Department of Corrections, the Department of Probation, Parole and Pardon Services, 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. Chief Stewart is a member of many state and federal law enforcement committees and commissions directed at increasing coordination, cooperation, and sharing of information and expertise. Those committees, commissions, councils, and advisory boards include:

- Governor's Security Council;
- State First Responders Advisory Committee;
- South Carolina Counter Terrorism Coordinating Council
- South Carolina Law Enforcement Training Council;
- South Carolina Law Enforcement Officer Safety Review Task Force;
- South Carolina Safe School Task Force;
- Child Fatality Advisory Board;
- Governor's Committee on Criminal Justice, Crime and Delinquency;
- South Carolina Prosecution Coordination Commission;
- South Carolina Commission on Racial Relations;
- South Carolina Law Enforcement Hall of Fame Committee;
- South Carolina Sentencing Guidelines Commission;
- State Emergency Response Commission
- South Carolina Public Safety Coordinating Council;
- Federal Law Enforcement Coordinating Committee;
- Federal Drug Task Force District Coordinating Committee;
- South Carolina Advisory Victim Services Coordinating Committee;
- South Carolina Attorney General's Task Force on Victimization;
- National White Collar Crime/Cyber-crime Advisory Board;
- Violent Crime Task Force Executive Coordinating Committee;
- Regional Expert, Technology Transfer Program, Office of National Control Policy, Counter-drug Technology Assessment Center;
- Governor's Council on Substance Abuse Prevention and Underage Drinking Task Force; and,
- South Carolina Department of Education's Persistently Dangerous Schools Committee.

Category 2 – Strategic Planning
SLED developed a strategic plan, which outlined major challenges, and strategies both short and long-term, for addressing these issues. Specifically, since September 11, 2001, complex demands for services and declining public resources have required that the South Carolina Law Enforcement Division carefully research operational alternatives and methodically assess that need for limited resources.

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 Chief of Staff/Legal Counsel 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 from each functional area and is reported to the Chief.

In development of the strategic plan, SLED solicits and uses input from its customers when setting 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 sets 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 21st century, the leadership of the South Carolina South Carolina Law Enforcement Division is developing a strategic plan covering fiscal years 2003-2004 through 2006-2007. 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.

Category 3 – Customer Focus
SLED has an ongoing communications program whereby the management team systematically visits and/or calls Sheriffs, Chiefs of Police, and Solicitors. 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. In addition, the management team attends annual statewide association meetings with the Sheriffs, Chiefs, and Solicitors, as well as other local law enforcement associations.

The South Carolina Law Enforcement Division conducts a triennial customer satisfaction survey of external users.

- 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.
- 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.
- 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.
- 2001 - Because of the national crisis involving terrorist activities and the budget limitations placed upon the South Carolina Law Enforcement Division, it became imperative for the agency to prioritize services. In November of 2001, Chief Stewart conducted a needs assessment survey requesting Solicitors, Sheriffs, and

Chiefs of Police to comment on SLED services to determine the level of use and importance of specific services. The survey resulted in very positive feedback, which was instrumental in the Division's prioritization of services and reorganization effort.

Chief Stewart developed and implemented a systematic approach of addressing complaints on personnel, services, and/or products. He is committed to receiving and accepting complaints about the actions and performance of all Division personnel. Chief Stewart is committed to providing the highest level of quality law enforcement service to all citizens. Policing is a difficult and complex job. He realizes that the actions of SLED 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 Chief of SLED has ongoing communications with Sheriffs, Chiefs of Police, Solicitors, Fire Chiefs, and other first responders. In addition, the Chief attends many annual statewide association meetings with the Sheriffs, Chiefs, and Solicitors as well as other local law enforcement and first responder associations. Further, Chief Stewart requires each SLED Captain to make routine visits with local law enforcement officials in order to maintain a close working relationship. Additionally, the Counter Terrorism Office staff also work closely with the state and regional Counter Terrorism Coordinating Councils. Any concerns and or complaints raised during visits or conversations are handled immediately by Chief Stewart and the leadership of the agency. The success of this effort is demonstrated by the positive feedback received through SLED customer surveys.

The leadership and membership of SLED are aware of the important responsibilities and duties 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 investigations of complaints be completed within 180 days with the Chief of SLED receiving the results. The individual making 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 or Internal Affairs to discuss the case.

Chief Stewart ensures that SLED is open 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 that invites comment through a toll free number monitored by our external inspectors. SLED has received positive comments since the inception of the program.

Under Chief Stewart's leadership, SLED continues to update information on the Internet for easy access by the public. Frequently asked questions are outlined and answered; Counter Terrorism links have been established; Amber Alert information is available; Concealed Weapon Permit laws, reciprocity, and other information is available; the Sex Offender Registry is readily available for review; Criminal History Checks are available on-line; detailed Crime Statistics are provided; Implied Consent Data and other information relating to the SLED breath alcohol testing program; and, other agency information is made available on the SLED website. SLED continues to address access issues in an effort to provide the citizens with timely and useful crime information.

SLED continues to focus on customer conveniences, service delivery, and wait-time reduction in the Forensic Services Laboratory, Criminal Justice Information System, Investigative Services, and Community Services. Customer wait-time is an issue; therefore, SLED continues to monitor and work toward ways and means of improvement.

Forensic Services Laboratory – provides the criminal justice system of the State of South Carolina with a full-service forensic laboratory having state-of-the-art capabilities in the analysis of evidence; employs persons of the highest possible ethical and educational standards and supplies them with sufficient training, equipment, and facilities that enable them to perform their analyses with the highest possible degree of competence and integrity; maintains a staff of skilled forensic experts so that courts of the State can be furnished with expert testimony on the analyses performed; and, provides results of analyses to aid the investigation and prosecution of criminal cases in a manner which is also consistent with the highest standards of quality and scientific reliability. Each of the departments in the Forensic Services Laboratory has seen increased efficiencies and improved service delivery.

Arson Analysis Department – On July 1, 2003, the Arson Analysis Department will become a part of the Trace Evidence Department. This department continues to maintain a prompt turn around time of approximately two weeks for 98% of cases submitted. The Arson Department provides training for the SLED Arson School and the SC Fire Academy Basic Arson Class.

DNA/Serology Department – The Combined DNA Indexing System (CODIS) database now contains over 26,196 profiles. This system linked 5 previously unrelated cases and identified 29 suspects. Federal grants were awarded and will be used to analyze no suspect cases and reduce DNA case backlog.

Drug Analysis Department – A coordinated effort between the laboratory, solicitors, and local enforcement agencies has resulted in an approximate 50% reduction of the drug case backlog. The department trained and certified 125 local law enforcement officers as marijuana analysts and re-certified 72 analysts.

Evidence Department – The Evidence Department received 13,933 submissions, each containing multiple items of evidence. The Department's processing section completed 414 cases that were forwarded to other departments within the laboratory for further examination.

Firearms Department – Entries into the Integrated Ballistic Identification System (IBIS) increased to over 2000 items. The IBIS produced its first hit between unrelated cases within the state.

Implied Consent Department – Due to legislation passed during the 2003 legislative session, the Implied Consent Department began preparations for the transition from a 0.10% to a 0.08% alcohol inference level.

Latent Prints (and Crime Scene Processing) Department – The department responded to 293 crime scenes, 60% of which were death investigations. Six officers from local law enforcement agencies each completed a three-week internship program in crime scene processing.

Photography Department – For a more efficient use of resources, the Photography Department was merged with the Questioned Document Department.

Questioned Document Department – The Questioned Document Department assumed responsibility for the Photography Department and installed instrumentation enhancing their ability to show document alternations and reveal indented writings.

Toxicology Department – The Toxicology Department streamlined the analytical process enabling the completion of traffic fatality cases within three to four weeks and most death investigations in less than three months. Three toxicologists are on the Forensic WMD Response Team and have responded to six scenes of possible WMD events. These toxicologists have analyzed evidence from 15 cases and assisted in 85 threat level assessments for possible WMD/terrorist evidence. Toxicology personnel have provided many hours of training to outside agencies including the National Advocacy Center, Department of Public Safety advanced and distance learning programs, and the

Commission for Prosecution Coordination's DUI training programs.

Trace Evidence Department – The Trace Evidence Department now has the training and instrumentation to detect the make and model of a particular vehicle from a paint sample. The department is collaborating with the University of South Carolina to develop a fiber dye database. The Arson Analysis Department will merge with the Trace Evidence Department on July 1, 2003.

Criminal Justice Information System (CJIS) Since September 11, 2001 this department has used its Justice Communications (JCOM) network to furnish statewide law enforcement sensitive information regarding terrorism suspects, possible attacks, and related information as supplied by the FBI. The national networks for exchange of terrorism and other criminal justice information are the National Law Enforcement Telecommunications System (NLETS) and the National Crime Information Center (NCIC). SLED pays the fees and provides the intrastate network (JCOM) to enable South Carolina law enforcement agencies to benefit from the use of NLETS, and serves as the Control Terminal Agency (CTA) for shared management with the FBI of NCIC. During this report period, CJIS achieved initial operating capability with its new server based law enforcement message switch (LEMS) that interfaces with NLETS, NCIC and related systems. Work to transition all law enforcement user agencies for use of this switch continues, but during FY03 messages began to be exchanged with NLETS and NCIC through this switch. As part of a commitment to offer improved justice information services, CJIS has been implementing its capacity to fully meet NCIC 2000 specifications. The deadline for NCIC 2000 compliance was July 11, 2002; CJIS achieved compliance by transitioning to TCP/IP for the SLED-to-FBI segment prior to that deadline. Statewide compliance (i.e., TCP/IP extended to all JCOM end users) is required by SLED for the SLED to end user segments by December 31, 2003 and is still pending. However, approximately one third of the JCOM network has migrated to the new access. Enabling the conversion to Transmission Control Protocol / Internet Protocol (TCP/IP) in the SLED to FBI segment required significant upgrades on the Unisys 2200 mainframe computer used by SLED. Substantial completion was achieved during FY03 through installation of a new mainframe. The migration of systems to that new hardware is continuing. During FY 2002, an assessment of JCOM network infrastructure was conducted and an implementation plan developed, which is scheduled for FY2003 or as soon as possible thereafter. Several new laws enacted in FY02 saw full implementation in FY03, and resulted in a significant work increase for the SLED State Identification Bureau (SIB) within CJIS. These include the federal Campus Sex Crimes Act requiring changes to the Sex Offender Registry program; a state mandate for background checks for direct care givers in nursing homes; a change in law requiring SLED to receive records for juveniles charged with any crime having a penalty of five years or more; a new state mandate to conduct a criminal history record check by SLED for past conviction of any crime before the initial employment of a school bus driver or school bus aide; a state required background check for persons legally changing their names; and expungement of all non-conviction judicial dispositions. In addition, the federal "three strikes" law has resulted in increased fingerprint comparisons requested by federal law enforcement agencies. The transition of JCOM from a Uniscope Transmission Protocol to TCP/IP will allow the use of more common technologies and the exchange of images through the network. Normally, these images consist of photographs and fingerprints. Fingerprints are the most reliable means for positive personal identification and are used to support all criminal history records maintained by SLED. Photographs are vital to police investigations and are immensely important to investigations where fingerprint or other biometrics identification is not available. In November 2001, the Computerized Criminal Histories (CCH) / Automated Fingerprint Identification System (AFIS) interface was completed, which permitted the initial operating capability (IOC) of "livescan" fingerprint devices properly connected and supported. Arresting agencies submit fingerprints in hardcopy, which results in a six to eight week turnaround time for identification results, unless using the "livescan" process. The use of "livescan" devices enable efficient identifications of criminal suspects through electronically scanned fingerprints, with results received the same day and often within minutes. The South Carolina Department of Corrections, the North Charleston Police Department, and the Greenville County Detention Center came on-line in FY2002 with livescan submissions. During FY03 the Spartanburg Detention Center was added, and SLED SIB staff members trained personnel from several other agencies expected to go on-line with live scan in FY04. As mentioned, the sex offender registry was modified to include information permitting the identification of registrants

associated with a college campus either as a student or employee. The Uniform Crime Reporting (UCR) section of CJIS implemented a policy requiring local law enforcement agencies to automate their record reporting systems or code their own reports (100,000 plus per month) before sending them to SLED CJIS. Approximately 75% of the data was received electronically during FY03 as a result of this action and is still increasing. The Judicial Department and SLED CJIS have collaborated in an initiative to eliminate redundant data entry and ensure timely access to arrest warrants and orders of protection. Information from the court case management system will be automatically forwarded to SLED CJIS for NCIC entry and to the SIB for CCH use. In addition, sentencing information will be made available to the Department of Corrections. Initially, this project will encompass Pickens, Greenville, and Richland Counties. Eventually, all counties will benefit from this justice data integration effort. Finally, one very significant advance was developed and implemented in FY2003. SLED and its prime IT contractor jointly developed a web based access program for NCIC inquiries called "LEMS.WEB" which allows browser based access to NLETS and NCIC. This inquiry- only capability is available via the Internet at much less cost than using dedicated connectivity and with expanded availability for law enforcement. The NCIC Advisory Group includes three chiefs of police, three sheriffs and a resident agent in charge from a federal law enforcement agency and assists CJIS operations by providing counsel to the Chief of SLED regarding modifications of and operating policy for the SLED Criminal Justice Information System. The system includes the Justice Communications (JCOM) Network for intrastate data communications for criminal justice agencies and important interfaces for interstate connectivity through the FBI's NCIC, the National Law Enforcement Telecommunications System (NLETS), and the National Weather Service (NWS). The state NCIC Advisory Group replicates the FBI's national advisory process in which SLED represents the state.

Investigative Services – Each department and unit within Investigative Services has experienced major accomplishments in addition to achieving success in their primary mission and goals for the year 2002. Administratively, Investigative Services continues to examine management issues in an effort to provide customers the quality product that has become SLED's trademark. Investigative Services strives to provide customers, the citizens of South Carolina, with agents who have the ability to conduct investigations by providing a foundation based on training, expertise, and management support.

The Arson/Bomb Squad continues to more than triple the national average in Arson cases cleared by arrest and has investigated over $4.5 million in property losses in 2002. Since the Oklahoma City Bombing, and the Terrorist Attack on September 11, federal agencies have stepped up their partnership with state and local authorities regarding weapons of mass destruction. Realizing the necessity for a rapid response, especially in the event of a WMD scenario, SLED has regionalized the Bomb Squads. Two technicians are equipped and reside in the Piedmont, Pee Dee, Low Country and Midlands Regions of our state. In 2002, the Bomb Squad responded to 178 calls for assistance.

The Emergency Preparedness/Protective Services Unit, along with the SWAT team and Bomb Squad, has developed strategies and plans, and has implemented training to fulfill SLED's obligation as the lead state law enforcement agency in South Carolina for law enforcement emergency responses. After September 11, 2001, a representative from the Terrorism Research Center stated that SLED was a model agency regarding training, infrastructure, and preparedness in dealing with Weapons of Mass Destruction. In 2002, this unit logged 103 special events requiring additional security by SLED agents. These events included dignitary protection, sporting events, festivals, demonstrations, and rallies.

Investigations - The four regional investigative units were tasked with investigating criminal activity. Regional investigations opened 941 new criminal investigations during 2003. An additional 798 criminal cases were investigated that were opened prior to 2002. The four investigative regions also provide a substantial number of agents for special events.

The High-Tech Crime Center - The Computer Crimes Unit continues to receive federal grant monies in the amount of over $5.6 million and is partnering with the U.S. Secret Service and the FBI in the operation of the SC Computer Crimes Center. This unit has now assisted in over 2,116 investigations and requests for service involving computer related crimes, including Internet child pornography, telecommunications fraud, and credit card fraud/theft. This unit has drafted a plan for response to cyber-terrorism incidents; any such response would take place in coordination with the agency's critical incident response plan.

The role of the newly created SLED Computer Crimes Unit has been expanded as a result of the 9/11 attacks. SLED created a *Cyber Attack Response Initiative* whereby information technologists and agents from the SLED Computer Crimes Unit are developing strategies to address potential terrorist cyber attacks. This newly created unit will also provide assistance to the Joint Terrorism Task Force (JTTF) in its fight against terrorism.

Tactical Services Units provide a statewide response in the areas of SWAT, Tracking, Aviation. The Bloodhound Tracking Team received 127 calls for assistance in the year 2002 and a total of 38 persons were apprehended; fifty percent of these calls for assistance involved weapons. The SWAT Team responded to 31 calls for assistance. The Aviation Unit responded to 43 missing persons calls with 18 of those persons located by aircraft and bloodhounds.

Joint Terrorism Task Force (JTTF) After September 11, 2001, SLED joined with the Federal Bureau of Investigation and the United States Attorney's Office as partners in the Anti-Terrorism Taskforce to include joint command post, training and operations. SLED committed agents to the Joint Terrorism Task Force, a unit which is housed at the FBI. These agents serve as a conduit for information and investigate complaints or actions that relate to Counter Terrorism in South Carolina.

Fugitive Task Force - In the year 2002, the Fugitive Task Force arrested 186 wanted felons out of 205 cases that were opened.

Community Services – The South Carolina Law Enforcement Assistance Program (SCLEAP) was developed as a partnership between SLED, the South Carolina Department of Natural Resources (SCDNR), the South Carolina Department of Public Safety (SCDPS), and the South Carolina Department of Probation, Parole, and Pardon Services (SCDPPPS). The purpose of SCLEAP is to respond to and provide counseling services to all requesting law enforcement agencies and departments in the state that have experienced deaths or other tragedies involving law enforcement officers or other employees. Legislation to include an SCLEAP check-off on the South Carolina Income Tax Form was signed into law by Governor Sanford on June 26, 2003.

The Inspections Unit conducted 14 annual audits of evidentiary property and four unannounced inspections of evidence storage areas. Additionally, this unit trained 100 personnel on administrative procedures regarding OSHA/Safety, vehicle accidents, workers' compensation, and evidence procedures.

The SLED Training Department provided 115 training sessions on various subject matters for SLED employees and for the agency's personnel. Approximately 175 training requests were processed for training externally. A total of 2,657 personnel participated.

The Alcohol and Tobacco Enforcement Unit, in cooperation with the Department of Alcohol and Other Drug Abuse Services (DAODAS), received grant funding for a Tobacco Enforcement Program in an effort to lower tobacco product sales to underage teens. Obtaining this grant was critical in this enforcement effort. The Alcohol Enforcement Unit, DAODAS, and DOR have identified components of and are developing a comprehensive training program for local law enforcement involving alcohol sales to minors. During FY01-02, the Alcohol Enforcement Unit and the Narcotics Unit combined to form a VICE Unit. During FY02-03, this new unit was responsible for over 2,439 arrests, 10,456 inspections and over $47,276,566 in drugs purchased/seized. The unit

continues to actively enforce laws governing alcohol sales to minors.

The Regulatory Services and Alcohol Licensing units performed/processed over 32,000 investigations, issuance and renewals of licenses and concealed weapons permits while maintaining staffing at existing levels. All applications and special investigations requested by the Department of Revenue, members of the public, and members of regulated industries were conducted. Investigations were initiated on all complaints by citizens against regulated industry members.

Office of Counter Terrorism – supports the South Carolina Counter Terrorism initiative through planning, research and development of strategy, and coordination of programs, resources, and operational functions essential to the counter terrorism mission goal. The Emergency Preparedness/Protective Services Unit is charged with coordinating law enforcement emergency planning and preparedness with the appropriate local, state, and federal agencies during emergency situations, and with providing dignitary protection and special event protective detail coordination.

Category 4 – Information and Analysis
1. How do you decide which operations, processes and systems to measure? (Explain how management in each program area selects the data to be tracked and monitored. Concentrate on the data that is crucial to the decision making process.)

Forensic Services Laboratory - Operations, processes, and systems are selected for measurement based on the functions of a particular program. Since all departments, except the Implied Consent Department, work on laboratory cases, measurements are made laboratory wide for the number of cases and service requests assigned and completed. A case involves all analyses performed by a given department for a collection of evidence. Service requests are the analyses performed on the case. Cases have varied number of service requests. The Latent Prints Department also monitors crime scenes processed since this task is vital to its mission.

The mission of the Implied Consent Department involves the maintenance of breath alcohol testing devices and videotaping systems. Therefore, specialized data relating to these functions is maintained.

In addition, data is collected concerning the quality of the laboratory's output. While the amount of work produced is important, it is equally critical that the work performed is of the highest quality. SLED's laboratory has a Laboratory Quality Manager who oversees data collection for the quality assurance process. Testimony of each employee is monitored yearly. Laboratory accreditation requires SLED Forensic Services to comply with approximately 145 criteria to retain accredited status with ASCLD/LAB. Further, Forensic Services units have passed all applicable standards including the DNA analysis standards set by the DNA Advisory Board.

Criminal Justice Information System (CJIS) - At the heart of all CJIS functions and purposes is the need to ensure data that is accurate, complete, and timely. The reliability and utility of CJIS processes, products, and services are diminished when any of these elements (i.e., accuracy, completeness, or timeliness) is missing and the liberty and safety of citizens could be compromised without good data. Therefore, CJIS monitors measurements that best correspond to the accuracy, completeness, and timeliness of data and records that it processes, stores, and exchanges.

Investigative Services - Investigative Services uses performance-based measurements as well as accreditation standards to form a base line for management decisions. The set of standards established by the Commission on the Accreditation of Law Enforcement Agencies (CALEA) is an important tool to access the services, methods, and products as they relate to other law enforcement agencies. Performance-based measurements are a direct reflection of the work product generated by the components that make up Investigative Services. Feedback from our

customers as well as the number of cases assigned and completed is essential to the decision making process that management uses to measure component performance.

Investigative Services uses trend analysis for projecting and planning resource allocation for routine caseload/requests and inquiries as well as for peak work periods such as the annual hurricane season and Myrtle Beach and the Atlantic Beach bike weeks. When the agency is able to predict workload, adequate resource allocation and deployment is relatively straight forward, and 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, natural disasters and other acute efforts are not easily predicted. Therefore, the agency utilizes systems that provide the leadership with extensive flexibility for resource allocation and deployment. This allows leadership to efficiently re-prioritize agency operations and reallocate resources in these situations. Because Investigative Services is customer driven it has become paramount to use any and all data available to re-allocate and re-prioritize agents and programs to meet the challenge of the dynamics involved in responding to requests by our customers.

The daily reporting and overtime reporting systems are used to determine workload and resource allocation. Management personnel monitor 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.

Community Services – The Community Services Units use performance-based measurements as well as accreditation standards to form a base line for management decisions. The standards established by the Commission on the Accreditation of Law Enforcement Agencies (CALEA) are an important tool to access the services, methods, and products as they relate to other law enforcement agencies. Performance-based measurements are a direct reflection of the work product generated by the components that make up Community Services. Feedback from our customers, the number of investigations assigned and completed, and the number of requests received and completed are essential to the decision making process that management personnel use to measure component performance. Background investigation reports and site inspection reports for businesses applying for licenses and permits are monitored for timeliness and reviewed for quality. If acceptable timeframes and quality of reporting standards are not met, a review is conducted to determine where improvements can be made.

Office of Counter Terrorism - The heart of the Counter Terrorism mission is information sharing, intelligence analysis, and linking of data. This is accomplished by participation on the South Carolina Joint Terrorism Task Force (JTTF), and use of intelligence received from US Department of Homeland Security and various other sources. SLED intelligence agents analyze the data and generate intelligence products, which are shared with our counter terrorism partners. This information is used in an attempt to detect, prevent, prepare for, protect against, and respond to violence or threats of violence from terrorist activities.

2. How do you ensure data quality, reliability, completeness and availability for decision-making? (How does each program area ensure the data is valid? What quality control measures are used to verify the final data?)

Forensic Services Laboratory - Much of the laboratory data is maintained in the SLED Laboratory Information Management System (SLIMS). The SLED Information Technology Department and Forensic Services Laboratory personnel periodically verify selected data. Any problems with data encountered are reported and each case is investigated to determine if other data may be involved, and to determine a path for corrective action. Data problems are discussed during the laboratory staff meetings so all departments can be aware of these issues. The Laboratory Quality Manager distributes a quarterly departmental quality report which is verified by the department supervisors.

Criminal Justice Information System (CJIS) - System users are trained and certified to promote data quality. Certain

NCIC record entries require second party verification. Records are retained in the system in accordance with FBI established schedules and must be periodically validated. Agents conduct investigations of federal law and user agreements as it pertains to the integrity of data. Information security requirements address personnel, and physical and technical security. Staff members review NCIC, GangNET®, and sex offender registry records based on questions from customers and citizens, and conduct periodic audits of all suppliers. In addition, operating rules require confirmation of records regarding wanted persons and property prior to making an arrest or seizing property. Staff members also monitor the quality of fingerprints submitted to the state identification bureau through human verification of both automated and non-automated submissions. State regulations promulgated by SLED control and provide a process for resolving record disputes or challenges. Records are corrected as soon as an error is identified, and records are expunged based on proper orders from courts of competent jurisdiction.

Investigative Services **-** Investigative Services utilizes a computer-based program to track case assignments. Each case is assigned a case number and is tracked by a supervisor until it has been properly composed, organized, completed, and closed. Investigative Services has implemented necessary procedures and related forms specifically used by agents and case supervisors to ensure completeness, thoroughness, and timeliness of each investigation. Casework is reviewed throughout the investigative process to ensure a quality product. The number of cases assigned to a particular agent is managed through this system to ensure an equitable distribution of work.

Community Services – Clearly outlined policy and procedures are used to receive, review, and maintain data affecting the final work product. Management personnel use data generated by the unit, along with customer feedback, to determine performance criteria. When necessary, adjustments are made to improve any identified work product or delivery issue.

3. How do you use data/information analysis to provide effective support for decision-making? (How does management in the program areas use the data in the decision-making process?)

*Forensic Services Laboratory -*The use of data/information analysis allows the laboratory to determine the relationship between the number of work requests received and the amount of work produced. To accomplish this purpose, the number of laboratory cases and individual service requests are monitored by department and by individual employees. For the Implied Consent Department, the number of maintenance calls is tracked for the department and also for each employee. This data/information analysis allows management to determine if equipment and personnel are properly allocated. This data also demonstrates the amount of work performed by each employee and analysis of this data assists the departmental supervisor in management and supervision of the department. Quality information is routinely reviewed by departmental supervisors, the Laboratory Quality Manager, and Forensic Administration personnel. A yearly quality system review is performed. During this review, laboratory management personnel review quality audits and other pertinent information. Based on this review, appropriate actions and/or decisions are made.

Criminal Justice Information System (CJIS) - In mission critical areas, monthly reports are prepared and disseminated to the assistant director in charge of CJIS and the Chief of SLED. These reports are reviewed for evidence of trends or significant changes. A significant change is analyzed for indications that suppliers may be experiencing variations in workload or processes, may be having production problems, or may not be complying with reporting requirements. If a deficiency is noted as a result of this analysis, suppliers are asked to take corrective action.

Investigative Services - Monthly reports from departments are prepared and disseminated to the Assistant Director in charge of Investigative Services. These reports are reviewed for evidence of trends or significant changes. Any significant changes are analyzed for indications that departments/personnel may be experiencing variations in workload or other problems. If a deficiency is noted as a result of this analysis, agents are asked to take corrective action.

Community Services - The Community Services Units use clearly outlined policy and procedures for receiving, reviewing, and maintaining data affecting work product. Management personnel use data generated by the unit, along with customer feedback, to determine performance and make adjustments as deemed appropriate.

Office of Counter Terrorism - monitors reports, intelligence processes, and planning documents to ensure that quality services are provided. All work products are reviewed by leadership who are skilled and trained to recognize operational and administrative deficiencies. In the event an error is noted, agents are requested to take corrective actions. The work products are measured against known standards for content, operability, and administrative correctness.

4. How do you select and use comparative data and information? (What data sets do the management of each program area compare and what is the purpose of this comparison? What data trends are monitored and why are they monitored?)

Forensic Services Laboratory - Analysis includes trends, projections, comparisons, and cause-effect correlations intended to support performance reviews and the setting of priorities for use of resources. Analysis draws upon many types of data including customer related, financial, mission requirements, operational, competitive, and others. (Results are reported in Category 7.) Sets of laboratory production data for various time periods are compared to each other. Comparison of data over months or even years can demonstrate whether case backlogs are being reduced or created. The numbers of laboratory cases and service requests are monitored for all departments, except Implied Consent, and trends are noted. For the Implied Consent Department, trends in the number of service calls are important in deciding allocation of resources. Comparative analysis is performed on quality assurance data to determine if the quality of the work produced is maintained at a high level. Additionally, SLED Forensic Services units are subject to standards set forth by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). Forensic Services units have passed all applicable standards including the DNA analysis standards set by the DNA Advisory Board (DAB).

Criminal Justice Information System (CJIS) - Comparative data is identified through membership in professional bodies such as SEARCH, the consortium for criminal justice information and statistics. SEARCH regularly contracts with the United States Department of Justice to survey and analyze similar functions in all states. Such comparisons indicate strengths and areas that require attention.

Investigative Services - Comparative data is identified through membership in professional associations throughout the investigative arena allowing the various units to draw on critical information. Investigative Services is also subject to the standards of the Commission on Accreditation of Law Enforcement Agencies (CALEA). Investigative Services units have passed all necessary CALEA standards.

Community Services - Comparative data is identified through membership in professional bodies which provide trend analysis, projections, comparisons, and cause-effect correlation intended to support performance reviews and the setting of priorities for resource use. Analysis draws upon many types of data including customer related, financial, mission requirements, operational, competitive, and others.

Office of Counter Terrorism - The Office of Counter Terrorism uses comparative data furnished by various federal and state agencies. This data is used to compare the Office of Counter Terrorism programmatic performance against

other federal and state initiatives. Leadership is trained to detect, and authorized to correct any noted deficiencies.

Category 5 – Human Resources
This Category describes how your organization enables employees to develop and utilize their full potential, aligned with the organization's objectives. It also describes how work environment and organizational climate improvement efforts are used to ensure full employee participation, growth, and satisfaction.

1. How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential? (Describe any motivational initiatives that are used at a program area level.)

Human Resource Focus: SLED has an organizational structure and job design that promotes flexibility through cross-training personnel; multi-layering of systems for customer service; multi-shifts to ensure access; and a stringent hiring and promotion policy which is geared toward hiring, promoting, and retaining excellent employees.

Implementation of a promotional track for SLED agents to move through a pay plan based on performance and tenure has also been effected. After six years of being an Agent, the agent is eligible to move 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 three years they are eligible to become a Criminalist II and after five years, a Criminalist III; Criminalist IIIs then become eligible for supervisory positions. The promotional track has been in place for approximately 12 years and is currently suspended due to budgetary constraints.

Chief Stewart continuously relays budget updates to supervisory SLED agents in an effort to allay any fear of lay offs, furloughs, or pay reductions. He also assures employees that he will continue to work very hard to protect them, their families, and the agency through these difficult budgetary times. Under Chief Stewart's direction, a retirement incentive program for FY02-03 was developed during FY01-02; however, additional legislative authority was necessary to implement the strategy. Chief Stewart met with legislative leadership to share his thoughts regarding a cost savings retirement incentive. The legislation making the FY02-03 SLED Retirement Incentive possible was signed into law in June 2002.

Employee compensation is important to the leadership of SLED. Parity with our southeastern counterparts and among 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. Chief 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 agency hiring and promotion policies and procedures for any improvements. The Division continuously updates policies and procedures in an effort to streamline, reduce subjectivity, and increase integrity of the process.

A well-being program called "Project Readiness" is designed to ensure that all agents receive a medical screening on an annual basis. Many agents have benefited as a result of this health program. Numerous health-related issues that would not have been detected without this program have been recognized and appropriate measures taken. Further, the program is utilized by several other law enforcement agencies; these include, DPS, DNR, and staff members of the House and Senate Sergeant at Arms. Due to budgetary constraints, this program has been put on hold.

A Chaplaincy program whereby the South Carolina Law Enforcement Division coordinates response to counseling services for all requesting law enforcement agencies and departments in the state which have experienced deaths or other tragedies involving law enforcement officers or other employees has been enhanced. This program provides critical incident support services for all South Carolina law enforcement agencies and departments upon their request. The Chaplaincy program is established statutorily (S.C. Code Section 23-3-65) as the South Carolina Law Enforcement Assistance Program (SCLEAP). Legislation to allow all eligible taxpayers to designate contributions to SCLEAP on their income tax forms was added and signed into law on 6-26-03.

Because morale, loyalty, commitment, dedication, and innovation are critical to the success of SLED, the Chief established an Awards Program to recognize individual accomplishments, both for our internal and external customers. SLED expects and receives a high level of commitment from all of its employees. The agency recognizes employees that serve the state with longevity, integrity, distinction, and innovation. SLED provides for Service Awards, Superior Accomplishment Awards, the Distinguished Associate Award, and Meritorious Service Awards. 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 "Letters of Recommendation for the Superior Accomplishment Award". The committee makes recommendations to the Chief for recognizing excellence in performance. Also, SLED recognizes individuals that are not employed by SLED for significant contributions to SLED or to the law enforcement community. These coveted awards include the "Distinguished Associate Award" and "Meritorious Service Award".

Attraction and retention of quality employees in an economically diverse environment continues to be 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 for the future. Information technology, forensic, and psychological personnel, and other highly trained and experienced individuals, 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.

Forensic Services Laboratory - The management of the Forensic Services Laboratory uses the SLED Awards Program to recognize extra effort and/or achievement by laboratory employees. During heavy workload times such as accreditation inspection years, many employees may be recognized. Awards are typically given to individual employees, but some departments themselves have also been recognized for their outstanding collective efforts.

Special achievement is also noted through the use of memoranda and recognition during staff meetings. In addition, laboratory management encourages the use of informal commendations for exceptional performance of employees. The SLED Assistant Director for Forensic Services sends handwritten notes to acknowledge exceptional work.

Forensic Services Laboratory employees also sponsor holiday luncheons and other events that are held for laboratory employees at no cost to the agency. These gatherings foster better communication among employees throughout the laboratory. Forensic administration is present and available for informal discussions.

Criminal Justice Information System (CJIS) – CJIS management personnel practice situational leadership in which each action or inaction is evaluated on its own merits and the readiness of the subordinate employee to act independently. Employees that require more direction are given proper assistance, but are constantly monitored for opportunities to delegate greater decision-making authority. Generally, this approach resonates with employees who respond accordingly and begin to achieve their potential. Since this program includes technical responsibilities, training is essential for employees to remain proficient and continue to develop. Further, daily staff meetings, which last no longer than five minutes, require each responsible supervisor to report any issue that affects another supervisor's area of assignment. Monthly group lunches, occasionally prepared on-site, have also been

effective for morale. The greatest motivating factor has been grant money that enables employees to accomplish the agency's mission.

Investigative Services - The agents assigned to Investigative Services are its greatest assets. Customer satisfaction by superior work product is a testament to the agents and associates assigned to this department. The different components that make up the Investigative Services department allows for employee growth and diversity. In some cases agents with little or no law enforcement experience may be hired and assigned to departments, such as narcotics, to develop the skills necessary to become a SLED investigator. In other cases experienced agents (such as retired FBI Agents) may be hired for positions such as those assigned to the State Grand Jury Corruption Unit. This diversity allows Investigative Services to maintain a cadre of experience coupled with the exuberance of youth. This formula has worked well to fuel development of agents. The agency rewards initiative and encourages innovation through our recognition, reward, and compensation system. SLED has also implemented a stringent hiring and promotion policy, which is geared toward hiring, promoting, and retaining excellent employees. The progressive pay plan initiated several years ago which enabled eligible officers to move through a pay program based on performance and tenure, has been temporarily discontinued due to budget shortfalls. The eligible officers continue to be promoted in rank without monetary compensation. After four years of being an Agent I, the agent is eligible to move to an Agent II; after 10 years the agent is eligible to move to an Agent III. Once an Agent II, the individual is eligible for a supervisory position within the agency. Additionally, every supervisor is encouraged to prepare each employee under him/her to become the next supervisor.

Community Services – Managers and supervisors motivate their employees to reach their full potential by encouraging participation in dialog and feedback. Meetings, both formal and informal, are scheduled with employees on a regular basis. Managers and employees have an opportunity to discuss goal setting, career paths, training opportunities, and other employment related objectives.

Office of Counter Terrorism - Leadership encourages employees to participate in decision-making processes by offering of opinions and information pertinent to our overall operational mission. Unit and individual meetings are held where career development, opportunity, training needs and problems are discussed. The employees of the counter terrorism unit and their job satisfaction are vital to the counter terrorism mission.

2. How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training? (Describe any training issues at a program area level.)

Forensic Services Laboratory - New employees are assigned to a laboratory training officer who is responsible for their scientific training. There is also a checklist to ensure that new laboratory employees receive needed policies, equipment, etc. General employee development courses are largely handled through the use of courses provided by the SLED Training Department. Supervisors and employees are encouraged to attend these training opportunities. Supervisors, in consultation with their employees, are responsible for identifying the specific courses that are needed by each employee. In-house and outside training opportunities are used. An in-house class on courtroom testimony is held once or twice each year. Grant funded training is used whenever available. The laboratory also has a monthly forensic seminar in which departments provide updates and individual case studies in their areas of responsibility.

All safety training required by Occupational Health and Safety Administration (OSHA), such as blood borne pathogens, is provided regularly. Specialized safety training is provided for employees with certain job duties (e.g. hazardous materials training for clandestine laboratory response team). Each department has a safety officer and the laboratory strives to provide them with added safety training opportunities. The safety officer is responsible for relaying this information to his/her department.

Criminal Justice Information System (CJIS) - Managers base training needs on functional requirements. Basic training is conducted for new employees during the probationary period of employment and consists of both informal on the job training and formal training with a structured curriculum given in a classroom setting. If the employee works with NCIC, they must attend NCIC training and become certified as an NCIC operator. If the employee is assigned to the state identification bureau, he or she must attend instruction in receiving and processing fingerprints. Training must also follow or precede technology refreshment with particular attention to specific new skill sets required. This training is normally obtained from commercial schools or a contractor. Training for technical staff is extensive and is funded through federal grants.

Investigative Services - All personnel, sworn, and non-sworn receive training as needed. In-service training to include legal and enforcement updates, and weapons and vehicle qualification have been implemented. Other employee training includes: Operational and Management - Training for sworn and non-sworn personnel to include skills training, supervisory training, customer service, quality training, interviewing techniques, policy and procedures updating, etc., and are received by personnel through the training program established by the SLED Human Resource Office. 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 who then return to the agency to teach to others. Chief Stewart also solicited assistance from the National Guard to train personnel in quality training (Baldridge Criteria). SWAT training - the SWAT team is a specialized rapid response tactical unit consisting of approximately 40 sworn agents. These agents receive additional tactical training necessary to address critical incidents and WMD incidents. This training has been accelerated after the Terrorist Attack on September 11, 2001. 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 - the 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. Further, the SLED Bomb Squad is the first civilian bomb squad in the United States to be invited to attend the British Bomb School located at the Banbury Army Installation new Oxford, England. This year represents SLED's third year of training in England. Other training includes the Naval School Explosive Ordnance Disposal, Counter Terrorism, Law Enforcement Response to WMD Incidents, and Hazardous Materials. Training is critical to safety.

Community Services – Key training and developmental needs are identified through job performance evaluations (EPMS), field observations, regularly scheduled meetings, routine review of unit reports, line inspections, and staff inspections. This information is compiled and submitted to the SLED Training Council for their consideration and analysis.

Office of Counter Terrorism - identifies training needs through review of reports and other work products, performance evaluations, and regularly scheduled unit and individual meetings. Fast changing and specialized law enforcement requirements dictate training frequency and proficiency levels.

3. What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation? (Describe any assessment methods used at a program area level.)

Forensic Services Laboratory - Departmental supervisors are mainly responsible for determining the well-being, satisfaction, and motivation of employees. These supervisors typically use informal conversations in developing this information. In addition, Forensic Administration personnel make unofficial visits throughout the laboratory to determine the well being, satisfaction, and motivation of employees.

Criminal Justice Information System (CJIS) - Mostly informal methods are used to assess employee well-being. The CJIS staff is small enough that managers know when conditions influence employees either favorably or

adversely. As the annual report on goals and objectives is updated, there is a specific effort for outreach to employees to obtain their input in this process. This opportunity alone may reveal both positive and negative feedback to identify areas where satisfaction exists and improvements can be made.

Investigative Services - Employees are encouraged to take advantage of both horizontal and vertical lines of communications. The doors to all supervisors, up to and including the Chief, are always open. This provides an informal mechanism for employees to express concerns and gives management a direct conduit to employees.

Community Services – Formal and informal assessment methods and measures are used to determine employee well being, satisfaction, and motivation. Supervisors receive both formal and informal complaints and concerns from employees. These concerns are usually handled at the supervisory level, and when necessary, through the upper management team. The doors to all supervisors, up to and including the Chief, are always open. This provides an informal mechanism for employees to express concerns and gives management a direct conduit to employees.

Office of Counter Terrorism - The Office of Counter Terrorism uses performance evaluations and individual meetings to address employee well-being, job satisfaction, and motivation issues.

4. How do you maintain a safe and healthy work environment? (Describe any safety programs used at a program area level.)

Forensic Services Laboratory – The SLED laboratory employs a Laboratory Safety Manager and a technician that assists the Safety Manager. The Safety Manager and technician work solely with the Quality and Safety Programs and are not involved in casework analysis. Additionally, one analyst in each department is charged with being the safety officer, and is given the added responsibility of monitoring departmental safety issues. The Safety Manager and departmental safety officers meet formally together on a quarterly basis to discuss safety issues. The Safety Manager and departmental safety officers regularly disseminate safety information.

Criminal Justice Information System (CJIS) - Line and staff inspections present the opportunity to report any health or safety issues that may affect employees. CJIS participates fully in all agency safety programs and all employees can avail themselves of state wellness programs.

Investigative Services - Safety is always a concern as any law enforcement agent, by the nature of the job, may be put in harms way at a moment's notice. Training is critical to safety. Through workplace safety training programs, and supplemental health services, SLED provides a comprehensive health and safety program for all personnel. Several members of the SWAT team are certified Emergency Medical Technicians (EMTs).

Community Services - A safe and healthy work environment is maintained through safety training and inspections of facilities. Also, the Inspections Unit located in the Community Services Section is responsible for ensuring that employees adhere to all OSHA/safety standards. Several Headquarters personnel have been trained to operate a centrally located automated external defibrillator (AED).

Office of Counter Terrorism - The Office of Counter Terrorism addresses safety needs through training and ensuring that employees are informed and adhere to all agency provisions relating to workplace safety. All employees participate in agency safety and wellness programs.

5. What is the extent of your involvement in the community? (List any community involvement at a program area level.)

Forensic Services Laboratory - Due to the high workload of the Forensic Services Laboratory, community involvement is limited to training essential to law enforcement, medical and other personnel who are involved in

forensic cases. When workloads permit, forensic personnel assist the SLED Community Services Department with outreach programs.

Criminal Justice Information System (CJIS) - CJIS participates fully with national and state justice data and law enforcement communities on behalf of CJIS. CJIS maintains active membership in a justice information committee that is comprised of numerous criminal justice organizations from both the state and local levels. CJIS participates in the NCIC advisory process and represents the State of South Carolina in the SEARCH organization, the criminal justice information and statistics consortium, and the NCIC. In addition, each user agency is required to designate a "terminal agency coordinator" to act as a liaison between CJIS and the user agencies. Periodic meetings are held with these groups and these meetings represent excellent opportunities for CJIS to receive community input. A CJIS user group conference was implemented for FY2003. Finally, the SLED SIB maintains frequent contact with "qualified entities"; these are governmental entities authorized under U.S. Public Law 92-544 to receive the results of national criminal history record checks. These qualified entities include these in the education, assisted living, and legal communities.

Investigative Services - Due to the high workload of the Investigative Services Unit, community involvement is limited. This function is coordinated by SLED's Community Services Department and investigative personnel assist when workloads permit. However, SLED participates in various training exercises/schools for law enforcement agencies and personnel, forensic scientists, licensees, and permit holders. Chief Stewart has developed a program for providing Officer Survival Schools for local, state, and federal level law enforcement (in state and out-of-state). Child Fatality training programs for medical personnel, attorneys, and law enforcement personnel representing approximately 600 are trained annually regarding child abuse, child neglect, and child death investigations; Polygraph training for law enforcement personnel to receive or maintain certification representing approximately 150 personnel trained/served annually; an internship program in coordination with the University of South Carolina on an annual basis, representing approximately 15 interns annually; Bloodhound Tracking training for local law enforcement agencies representing approximately 5 tracking teams trained annually. A 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); law enforcement presentations to Palmetto Boys State participants each summer; global training efforts for members of the Moscow Police Department and the Samara (Russia) Police Department by training 100 law enforcement officers in investigative techniques over a period of five years; Behavioral Sciences provides training for psychological profilers nationwide and worldwide. SLED's two Behavioral Scientists are part of the current curriculum for Behavioral Scientist in training through the International Criminal Investigative Analysts Fellowship. 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); training on the Sex Offender Registry for approximately 100 officers; training SLED officers annually on psychological profiling techniques; training to state agencies to include: Department of Social Services (DSS); Health and Human Services (HHS); and the Attorney Generals Office regarding financial exploitation of vulnerable adults; providing reciprocal management and supervisory training to a variety of state agencies; providing training to other states regarding Child Abuse and Homicide representing approximately 100 officers trained; and, Forensic Art training for officers at the FBI Academy in Quantico, Virginia; and lecturing at the University of South Carolina and the Medical University of South Carolina on an annual basis.

Community Services – The Community Services Section is heavily involved in the community by providing law enforcement services to federal, state, and local agencies, and direct services to the civilian community. Much of the community involvement includes providing training on law enforcement matters; providing counseling during and after critical incidents; providing crowd control assistance during marches and other demonstrations.

Office of Counter Terrorism - The Office of Counter Terrorism agents make presentations in local community venues regarding public awareness of terrorism and initiatives of the South Carolina Counter Terrorism program.

Category 6 – Process Management

1. What are your key design and delivery processes for products/services, and how do you incorporate new technology, changing customer and mission-related requirements, into these design and delivery processes and systems? (Explain how key services in each program area are provided. In addition, explain any recent changes in how these services are provided (e.g. use of technology).

The *Forensic Services Laboratory* continuously looks for ways to utilize technology to assist in the delivery of services. The laboratory has utilized a Laboratory Information Management System (LIMS) since 1993. Replacement of the existing LIMS is being evaluated. The cost of replacement will be provided through the use of a federal grant administered by the National Institute of Justice (NIJ).

The Forensic Services Laboratory has also expanded its use of the SLED web site within the past years. Increased use of the web site streamlines information delivery for our customers and allows laboratory employees to spend more time on casework analysis. The Implied Consent Department maintains records for breath alcohol testing devices and videotaping systems on the web site. This action has greatly reduced the number of Freedom of Information Act (FOIA) requests for this department, thereby allowing this department to concentrate on other duties. The laboratory intends to continue the expanded use of the SLED web site. Possible future projects include capabilities/services for each department and an on-line evidence submission manual.

The Implied Consent Department continues to use remote access capabilities to assist in maintenance of breath alcohol testing devices. Remote access is often used to diagnose the condition of the devices and to perform remote inspections.

The laboratory has kept pace with technological advancements in laboratory instrumentation through the use of federal grants. Old instrumentation has been replaced and new technologies such as Enzyme-Linked Immunosorbant Assay (ELISA) have been integrated into the capabilities of the forensic laboratory.

Criminal Justice Information System (CJIS) - The key design and delivery processes used by CJIS are not developed independently but are established either by long standing discipline standards or by federally mandated protocols. In the state identification bureau, manual classification follows a standard that is established within the field of fingerprint identification known as the "Henry" system. While most police agencies in the United States subscribe to the Henry system, for all intents and purposes, an automated process that follows the American National Standards Institute and National Institute of Standards and Technology (ANSI-NIST) standards has replaced the manual system of classification. These standards control identification product design. Because criminal history records are maintained in a distributed system with local agencies reporting to a state identification bureau (SIB) in each state and SIBs reporting to the FBI, the delivery system is mandated from the top down. The FBI sets the initial requirement and SLED CJIS passes it down to its customers. The same is true with crime reporting. The FBI sets national standards in its National Incident Based Reporting System (NIBRS) and the CJIS Uniform Crime Reporting (UCR) section passes it down to its suppliers/customers. This is also true for the CJIS JCOM data network. JCOM is an independent network, but it has interfaces with national systems (NLETS and NCIC) that drive the design and delivery processes. Changes are developed through a membership group with NLETS and an advisory process for NCIC. Once approved through these processes, CJIS begins to implement the changes through programming and technology enhancements. Simultaneously, our suppliers/customers are informed of the changes; quality assurance and training staff members then work to implement these changes in the field.

Investigative Services - The use of computers in the field has increased productivity by allowing agents to type reports, memos to file, and complete forms in less time and without additional administrative support. This greatly enhances our ability to deliver a timely product to our customers.

By upgrading radio communications, providing alphanumeric pagers, and using wireless communications systems, the agency has increased its ability to quickly respond to critical incident, investigative, and crime scene requests, as well as streamlining internal communications. This system has also provided management with the flexibility to realign resources during emergencies.

Also, Investigative Services recently completed a review of how case reports and files are generated and presented to customers. Based upon this review, a comprehensive report format has been developed as a guideline for each component of Investigative Services.

Additionally, management review is used to monitor key performance requirements and compliance. All investigative functions are subject to continuous monitoring and extensive management review. Tactical units are constantly training to ensure that operational requirements are safely met.

Community Services - The Community Services Units provide services to local, state, and federal law enforcement agencies, and to the community and businesses upon request. Requests are received, reviewed, and assigned to appropriate personnel. Reports are generated and data collected to assess resource needs to determine adequate resource allocation.

Office of Counter Terrorism - utilizes systems and technologies, which are in compliance with standards set forth by the FBI, Department of Homeland Security (DHS) and other federal, state and local entities charged with oversight responsibilities. New technologies are thoroughly researched and approved for use prior to implementation. Customers are informed of new technologies and often participate in evaluation and implementation process.

2. How does your day-to-day operation of key production/delivery processes ensure meeting key performance requirements? (How do program areas ensure efficient operation on a daily basis?)

Forensic Services Laboratory - Many initiatives are used to ensure efficient delivery of daily services. The use of SLIMS and increased use of laboratory automation aids greatly in this pursuit. The laboratory uses analytical instrumentation that allows for automated operation (e.g. auto samplers). This automated operation means the instrumentation performs analyses while the examiner is performing other casework and can produce data to be reviewed at a later time. Another initiative involves the assignment of cases. New cases are typically rotated among examiners, but due to the specific demands of drug analysis, examiners are assigned cases by county. Each department evaluates the best methods to deliver services in the most efficient manner. The Toxicology Department now has a rotation system to improve turnaround times for traffic fatality samples. On a daily basis, the quality of reports is verified through the use of administrative and technical reviews.

Criminal Justice Information System (CJIS) - operates a 24-hour by 7-day control room to monitor network activity. Since local law enforcement cannot efficiently or safely perform most of its duties without CJIS, our customers immediately notify the control room of any network or system difficulties. Keeping the system operating at acceptable levels requires contractor maintenance for hardware and software, and system monitoring.

Investigative Services – Service delivery ranges from immediate response by tactical units resulting in capture and arrest to major case investigations lasting months and possibly years. Response times by tactical units have been made more efficient through the use of Aviation services. With SLED's helicopter, depending on the mission, tracking or SWAT units can be airlifted to distant parts of the State in minutes rather than hours. Also, the use of Forward Looking Infra Red (FLIR) and "night sun" devices significantly increase the capabilities of our aircraft. Integration of new technology into the tactical units has increased our ability to safely apprehend suspects or locate missing persons.

Community Services – This department is directed to provide law enforcement services whenever requested by local, state, and federal law enforcement, and to the community and businesses. The Community Services Units monitor and assess cutting edge service delivery methods and techniques for potential use. Two such methods are used in the SLED Vice Unit. The Alcohol Enforcement Unit, DAODAS, and DOR have identified components of and are developing a comprehensive training program for local law enforcement involving alcohol sales to minors. During FY01-02, the Alcohol Enforcement Unit and the Narcotics Unit combined to form a VICE Unit. During FY 02-03, this new unit was responsible for over 2,439 arrests, 10,456 inspections and over $47,276,566 in drugs purchased or seized. The unit continues to actively enforce laws governing alcohol sales to minors.

Office of Counter Terrorism - delivers day-to-day service depending on threat levels and intelligence conditions. Operational methods, services, and techniques are determined by constantly changing conditions. Leadership closely monitors these conditions and responds in accordance with recognized law enforcement standards which maximize our ability to ensure key performance requirements are met.

Category 7 – Results

This Category describes your organization's performance and improvements in: customer satisfaction, product and service performance, financial, mission accomplishment, employee results, supplier and partner results, and operational performance. Information is typically displayed by the use of performance measures.

1. What are your performance levels and trends for the key measures of customer satisfaction? (Mention factors such as the numbers of commendation letters from customers or awards received in the program areas. If possible, provide specific data.)

Forensic Services Laboratory - During the last year, laboratory personnel received 94 commendation letters from various elements of the scientific community. A breakdown per department is:

DEPARTMENT	COMMENDATION LETTERS 2002	COMMENDATION LETTERS 2003
Arson	1	0
Drug Analysis	3	1
Evidence	5	3
Firearms	9	6
Forensic Administration	2	3
Implied Consent	3	1
Latent Prints	15	13
Photography	2	20
Questioned Documents	0	3
Serology/DNA	10	5
Toxicology	2	13
Trace Evidence	2	26
Total	**54**	**94**

Another measure of customer satisfaction involves court testimony reviews. Accreditation standards of the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) require that each employee who testifies be monitored. The laboratory has designed a form to evaluate the quality of the expert witness testimony provided. These forms are completed by SLED personnel, but also are completed by other criminal justice personnel (prosecutors, defense attorneys, etc.). The person testifying is given an overall rating of

excellent, satisfactory, or needs improvement. These completed forms, both internal and external, consistently rate the performance of our employees as excellent.

Criminal Justice Information System (CJIS) - The most critical measure of customer satisfaction is the response time for messages moving through the two primary network interfaces. When a trooper, deputy sheriff, or police officer approaches a suspicious vehicle or other dangerous situation, it is imperative that the system is in operation and is operating efficiently. The central site processor is in "up" condition nearly 100% of the time and the message response time is 3 to 5 seconds for both intrastate and interstate messages. While changes at the interface sites can affect interstate times, they are beyond the control of CJIS. CJIS functions and products are essential to the law enforcement community. The last approval ratings for CJIS, as taken from a survey conducted every two or three years, are sheriffs, 97%; chiefs of police, 99%; and solicitors, 100%.

Investigative Services - Employee satisfaction is first measured by the outstanding work product produced. In the year 2002, agents assigned to Investigative Services components received over 50 letters of commendation from SLED customers. Additionally, letters from solicitors regarding case review for prosecution often mention the thoroughness of case reports.

Community Services – Performance levels and trends for key measures for customer satisfaction is knowing that all complaints and requests for service are dealt with in a timely and professional manner. Also, repeat requests for services are a measure of customer satisfaction. Approximately 26 letters of commendation and satisfaction were received last year.

Office of Counter Terrorism - The Office of Counter Terrorism has received letters of commendation for services rendered to customers. The key measures of customer satisfaction are contained within the Counter Terrorism Coordinating Councils' ability to complete its mission. This is accomplished with logistical support supplied by the Office of Counter Terrorism. The trend, as noted thus far, is that customer satisfaction is at a high level.

2. What are your performance levels and trends for the key measures of mission accomplishment? (At the program level, what are your performance measurements and what has been the recent trend in this data? Where applicable, accreditation information should be included. If possible, provide specific data.)

Forensic Services Laboratory - Various measures are used to gauge performance in accomplishing the laboratory's mission. One significant measure of mission accomplishment involves laboratory accreditation. The laboratory has been accredited since 1994 by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). These accreditation standards currently include 145 criteria of which 78 are "Essential" criteria. Accredited laboratories must achieve 100% compliance with "Essential" criteria. Compliance is measured both during external inspections conducted every five years and annual internal inspections. The laboratory has 100% compliance with "Essential" criteria.

ASCLD/LAB ESSENTIAL CRITERIA – 1999 PERCENTAGE PASSED	ASCLD/LAB ESSENTIAL CRITERIA – 2000 PERCENTAGE PASSED	ASCLD/LAB ESSENTIAL CRITERIA – 2001 PERCENTAGE PASSED
100	100	100

The laboratory is also subject to various standards of the Commission on Accreditation of Law Enforcement Agencies (CALEA). The laboratory is in compliance with all necessary CALEA standards. The DNA Laboratory

has also met all criteria set forth by the DNA Advisory Board (DAB), a standards unit coordinated by the FBI.

A measure of mission accomplishment involves the laboratory cases assigned and closed by a department for a given time period. During the past fiscal year, the laboratory received 18,275 cases and completed 16,404 cases. It should be noted that some completed cases in the table below were submitted in prior years. Another important factor to note is that simple and less cumbersome cases may be completed within shorter timeframes; however, more complex cases requiring extensive testing may take substantially longer. The length of time required to complete a case is dependent on many factors, some of which are not controlled by the laboratory (e.g. number of analysis requested per case, complexity of each case, submission of proper subject standards, etc.).

DEPARTMENT	CASES RECEIVED 2000-2001	CASES RECEIVED 2001-2002	CASES RECEIVED 2002-2003	CASES COMPLETED 2000-2001	CASES COMPLETED 2001-2002	CASES COMPLETED 2002-2003
Arson	331	309	299	454	330	271
Drug Analysis	8,159	7,939	6,917	7,606	8,381	6,889
Evidence	664	577	565	500	476	414
Firearms	743	660	621	426	435	443
Latent Prints	2,565	2,511	2,474	2,005	2,120	2,126
Photography	599	571	534	514	657	631
Questioned Documents	191	186	142	187	149	97
Serology/DNA	1,395	1,573	1,609	1,119	634	631
Toxicology	3,716	4,040	4,266	3,574	3,738	4,151
Trace Evidence	794	890	848	736	859	751
Totals	**19,157**	**19,256**	**18,275**	**17,121**	**17,779**	**16,404**

In addition, the number of service requests per department is monitored. Each laboratory case may involve multiple service requests. During the previous fiscal year, the laboratory received 70,801 service requests and completed 67,727 service requests. It should be noted that the length of time to complete a service request can vary greatly and depends on many factors. A service request may be held pending submission of appropriate standards from the submitting agency, or completion of analysis by another laboratory department.

DEPARTMENT	REQUESTS RECEIVED 2000-2001	REQUESTS RECEIVED 2001-2002	REQUESTS RECEIVED 2002-2003	REQUESTS COMPLETED 2000-2001	REQUESTS COMPLETED 2001-2002	REQUESTS COMPLETED 2002-2003
Arson	996	896	888	1,470	977	900
Drug Analysis	9,626	10,618	9,910	9,477	11,279	11,037
Evidence	5,439	3,180	3,508	4,752	3,827	3,294
Firearms	4,236	3,620	3,174	3,435	2,916	2,940
Latent Prints	13,642	16,439	15,495	11,259	14,824	15,146
Photography	5,538	5,244	5,904	5,604	7,679	7,993
Questioned Documents	7,738	5,788	5,275	9,658	3,917	3,797
Serology/DNA	12,047	11,701	12,226	8,169	7,815	8,209
Toxicology	10,746	11,228	12,000	10,139	10,879	12,106
Trace Evidence	2,662	2,769	2,241	2,926	2,880	2,234
Totals	**72,670**	**71,483**	**70,801**	**66,889**	**66,993**	**67,727**

The Latent Prints Department is responsible for the laboratory's crime scene responses. Other departments assist this department when added manpower or specialized expertise is needed. These responses occur throughout the state on 24 hours a day, 7 days a week basis. On-call personnel must begin response within 30 minutes of the call. Time expended to process crime scenes depends upon the complexity and the necessity to collect many types of evidence; some may take only a few hours while the majority take many hours to process. During the fiscal year 2002-2003, the Latent Prints Department responded to 293 local and state requests for crime scene assistance.

LATENT PRINTS DEPARTMENT – CRIME SCENE RESPONSES		
FY2001	FY2002	FY2003
330	325	293

For the Implied Consent Department, statistics concerning DataMaster maintenance, inspection, and certification records are maintained. This department does not receive laboratory cases, but maintains breath alcohol testing devices (154 BAC DataMasters) and breath site videotaping systems (154 VDS-2s) at 115 certified breath alcohol testing sites through the state. During the last year, 17,363 implied consent breath alcohol tests were administered throughout the state. Most equipment servicing is provided at the field locations; however, the department does conduct some remote inspections via use of a computer modem. This department handles all aspects of support for the BAC DataMasters, while it only handles inspections and certifications for the VDS-2s. Maintenance of the VDS-2s is currently contracted with the W.H. Platts Company; however, SLED conducts numerous inspections to verify this company's work.

BAC DATA MASTER MAINTENANCE VISITS			BAC DATAMASTER CERTIFICATIONS			BAC DATAMASTER REMOTE INSPECTIONS		
FY'01	FY02	FY03	FY01	FY02	FY03	FY01	FY02	FY03
1,057	1,068	968	6	14	14	150	16	17

VDS-2 ON-SITE INSPECTIONS			VDS-2 CERTIFICATIONS		
FY 01	FY02	FY03	FY01	FY02	FY03
853	991	866	51	14	14

The SLED Drug Analysis Department trains non-SLED criminal justice personnel to conduct marijuana testing. One measure of the Drug Analysis Department's mission accomplishment is the number of marijuana analysts certified and re-certified. This arrangement results in a reduced workload for SLED and improved response time for the customers.

MARIJUANA ANALYSTS CERTIFIED			MARIJUANA ANALYSTS RECERTIFIED		
FY01	FY02	FY03	FY01	FY02	FY03
100	88	105	56	33	57

Another measure of the forensic laboratory service's mission accomplishment is the number of expert witness requests provided by SLED forensics laboratory personnel.

DEPARTMENT	COURT TESTIMONIES	COURT TESTIMONIES	COURT TESTIMONIES
	2000-2001	2001-2002	2002-2003
Arson	12	12	2
Drug Analysis	51	37	61
Evidence	40	22	17
Firearms	40	48	31
Forensic Administration	6	0	0
Implied Consent	6	10	9
Latent Prints	57	56	38
Photography	2	1	0

Questioned Documents	5	2	5
Serology/DNA	85	54	42
Toxicology	33	28	64
Trace Evidence	43	35	27
Total	**380**	**305**	**296**

An additional measure of mission accomplishment is the number of training opportunities attended by laboratory employees. Because of the nature of forensic laboratory work, on-going training is crucial. This training includes both scientific and non-scientific courses. During the last year, the average employee attended eight training opportunities. Due to budget constraints, every effort is made to attend free or low cost training. Grants are extensively used along with in-house training efforts. Very often, laboratory employees are involved in providing training classes for other laboratory employees. For example, during each month, a department will present a forensic seminar and seminars are regularly attended by a majority of laboratory employees.

DEPARTMENT	TRAINING EVENTS ATTENDED 2000-2001	TRAINING EVENTS ATTENDED 2001-2002	TRAINING EVENTS ATTENDED 2002-2003
Arson	19	10	7
Drug Analysis	113	79	76
Evidence	66	64	38
Firearms	69	59	38
Forensic Administration	155	88	42
Implied Consent	88	40	31
Latent Prints	163	141	82
Photography	24	11	14
Questioned Documents	49	18	21
Serology/DNA	113	162	116
Toxicology	178	152	107
Trace Evidence	36	17	24
Total	**1,073**	**841**	**596**

In addition to training made available to laboratory employees, SLED Forensic Services personnel provide extensive training to local, state, and federal law enforcement officers and to court officials on a frequent basis. Due to the nature of many forensic topics, the bulk of the training is provided in person, however, we have been able to maximize delivery efficiency of some training topics via videotape production and dissemination.

Forensic Services Training to Outside Agencies	1999-2000	2000-2001	2001-2002	2002-2003
Training Hours Provided to Outside Agencies	17,377	25,128	32,020	6,993

*Contact Hours = (No. Students) X (No. Hours of Instruction) X (No. Instructors)

Criminal Justice Information System (CJIS) - Mission accomplishment is best represented by the number of user agencies and devices with approved connectivity to the SLED Intranet and the ability of citizens to access important data. Without access, the data is not used and serves no purpose. The use of wireless devices and the Internet reflect two technology changes embraced by CJIS but only recently authorized for use. Together they help account for a tremendous rise in system use that will increase in FY2003. Criminal justice agencies accessing the network include 7,141 terminal devices, 494 agencies, 82 local area networks, 4 wide area networks, and 1,313 wireless devices. Public access for non-criminal justice purposes via the Internet is virtually limitless. Beginning in

FY2003, CJIS plans to roll out a thin client application that will allow secure access for limited criminal justice purposes via the Internet and full function access via an Intranet. This should prove to expand access even further. There are fingerprints for approximately 1,155,427 subjects stored on AFIS. In the year 2003, 200,232 fingerprint cards were received and in excess of 635,676 total criminal history records were processed as additions, arrests, adjudications, expungements, and correctional commitments.

Investigative Services - responses to requests resulted in the following achievements in the year 2002:

- The Arson/Bomb Unit responded to 597 calls for assistance; of those calls, 59.08% of the Arson calls were cleared by arrest. This percent is more than triple the national average of 16%.
- The Computer Crimes Unit has assisted in over 2,116 investigations and requests for service involving computer related crimes, including Internet child pornography, telecommunications fraud, and calling card fraud/theft. This unit has recently drafted a plan for response to cyber-terrorism incidents; any such response would take place in coordination with the agency's critical incident response plan.
- The Forensic Art Unit was requested to prepare a total of 102 composites, 3 facial reconstructions, and 7 graphics for courtroom presentation.
- The Intelligence/Missing Persons/Case Files Unit handled over 3,069 requests for assistance.
- The Polygraph Section scheduled 1,375 tests, and actually conducted 985 tests. Of the tests conducted, deception was found in 335 of those tests.
- The Behavioral Science Unit opened 82 cases. Fifty-two of those were threat assessments.
- The Tactical Units provide immediate support. The Tracking Team responded to 126 calls and 38 persons were apprehended. The Fugitive Task Force opened 205 cases and arrested 186 fugitives. The SWAT Team responded to 31 calls in 2002. The Aviation Unit made 413 flights for service. The Insurance Fraud Unit opened 270 cases resulting in 98 convictions and 55 civil remedies.
- The four Regional Investigative Units responded to 3,943 requests, including criminal investigations, child fatality investigations, jury sequestration, and special events. Statewide Special Event Planning, including marches, high profile conferences, and natural disaster management require coordination between the Emergency Preparedness Unit and the other units of Investigative Services, especially the Regional Investigative Units. In the year 2002, units of Investigative Services responded to 103 special events requiring the deployment of large numbers of manpower assets, and provided technical support using communications and aviation resources.

Investigative Services	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
Requests for Criminal Investigations and assistance	3,140	3,582	3,810	3,563	3,943
Requests for Bloodhound Tracking	192	135	134	146	127
Aviation Services Flights	257	340	359	385	413
SWAT Team calls	39	35	44	18	31
Fugitive Task Force Investigations	270	157	178	209	205
Arson/Bomb Investigations	557	731	558	604	597
Totals	**4,455**	**4,980**	**5,083**	**4,925**	**5,316**

Because SLED is an assisting agency, the investigations and services aforementioned are usually a result of supplier, partner, and customer participation. SLED should be viewed as an extension of the customer's assets.

Community Services – Mission accomplishment is determined by a measurable reduction in the number of establishments selling alcohol/tobacco to minors and a measurable increase in enforcement efforts of minors in possession of alcohol. During FY01-02, the Alcohol Enforcement Unit and the Narcotics Unit combined to form a VICE Unit. During FY 2002-2003, this new unit was responsible for over 2,439 arrests, 10,456 inspections and approximately $47,276,566 in drugs purchased / seized. The unit continues to actively enforce laws governing

alcohol sales to minors. Compliance by businesses regarding sale of alcohol to minors has increased from approximately 18% in FY98-99 to approximately 40% in FY02-03. Additional goals for this department included timely action on applications and CWP permit processing; meeting CALEA and South Criminal Justice Academy standards for training and re-certification requirements; providing requested counseling to the statewide law enforcement community statewide as it relates to critical incidents; timely response and adequate resource allocation to requests for services; routinely auditing compliance with CALEA standards, SLED policy and procedures, statutes, regulations; and other requirements; all of these were accomplished.

VICE Enforcement	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
Admin. Violations (alcohol)	827	1,446	1,414	1,347	1,073
Admin. (video poker)	314	1,024	0	0	0
Admin. Warnings Issued	394	631	1,089	1,174	924
Arrests	1,613	2,202	2,681	2,435	1,903
Admin. Inspections Conducted	22,970	32,604	12,005	12,192	10,456
Admin. Orders Processed	(unavailable)	90	39	12	12
Complaints Investigated	(unavailable)	762	543	530	756
Alcohol Locations Checked	1,413	2,720	3,699	3,837	3,879
Alcohol Violations Detected	586	952	841	915	721
Lottery Complaints	N/A	N/A	N/A	185	200
Lottery Arrests	N/A	N/A	N/A	46	40
Narcotics Complaints	(unavailable)	(unavailable)	(unavailable)	195	119
Narcotics Arrests	(unavailable)	(unavailable)	(unavailable)	370	496
Tobacco Locations Checked	N/A	N/A	775	1,459	1,555
Tobacco Violations Detected	N/A	N/A	185	357	360
Liquor Stills Destroyed	4	3	2	1	0
Requests for Technical Services	(unavailable)	(unavailable)	(unavailable)	1,018	744
Video Gaming Cases made after 7/1/00	N/A	N/A	48	216	185
Totals	**29,060**	**44,579**	**24,806**	**24,475**	**23,423**

Charges – Alcohol Enforcement	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
Use of Altered ID	7	16	16	6	1
Use of Another's ID	91	130	219	78	57
Poss. Of Liquor under 21	85	134	231	120	99
Use of Fake ID	49	71	72	34	37
Poss. Of Beer under 21	652	679	746	497	332
Unlawful Sales	464	586	952	915	721
Totals	**1,348**	**1,616**	**2,236**	**1,650**	**1,247**

Regulatory Services (CWP, Alcohol Licensing, Private Detectives, Security)	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
Investigations Conducted	29,001	29,890	29,858	32,499	2,888

Licenses Issued	17,510	16,839	15,106	17,609	19,293
Concealed Weapons Permits Issued	5,843	5,531	11,725	13,740	10,962
Totals	**52,354**	**52,260**	**56,689**	**63,848**	**33,143**

Community Services	**1999-2000**	**2000-2001**	**2001-2002**	**2002-2003**
Community/Race Relations Issues	108	268	140	123
Community Relations Speeches		252	10	27
Alcohol Training/Seminars	100	45	75	76
Career Days/Fairs	67	208	117	17
Conferences	8	62	19	2
Security Details	5	67	48	53
Victim/Witness		54	11	4
Victim Support (Presentations)		25	5	3
Interns/Volunteers	104	66	34	0
Totals	**392**	**1047**	**459**	**305**

SCLEAP Program	**2002-2003**
Public Events Attended	9
Emergency Call-Outs	33
Pastoral Visitation of Employees/Family	44
Number of Persons Cared for	693
Public Speaking/In-Service/Prayers	43
Incidents Where Volunteers Were Used	470
Funerals Attended	20
Total	**1312**

Training Department	**1998-1999**	**1999-2000**	**2000-2001**	**2001-2002**	**2002-2003**
Training Provided for SLED Agents by SLED Instructors (hours)	20,028	22,619	18,114	21,453	13,622
Training Provided for Other Law Enforcement Agencies (hours)	4,616	4,306	4,324	3,572	268
WMD/Counter Terrorism Training					7,744
Total Training Hours Provided	24,644	26,925	22,438	25,025	21,634
CWP Instructor Lesson Plans Approved	45	22	83	88	60

Office of Counter Terrorism - measures performance levels by review of work products, success of projects administered, and customer satisfaction. The State Counter Terrorism strategy is based on assessments and guidance from the State and Regional Counter Terrorism Coordinating Councils and the U. S. Department of Homeland Security. The Office of Counter Terrorism utilizes the state strategy to judge unit performance.

3. What are your performance levels and trends for the key measures of employee satisfaction, involvement and development? (At the program level, what are your performance measurements that related to the employees and

what has been the recent trend in this data? If possible, provide specific data.)

Forensic Services Laboratory - All employees are encouraged to voice any comments, suggestions, and/or complaints through several mechanisms. Comments are encouraged on the Employee Personnel Management System (EPMS) evaluations. In addition, departmental supervisors and laboratory administration maintain an open door policy for employees. The laboratory also has a suggestion box that is checked regularly. Indications from these areas demonstrate a high level of employee satisfaction and involvement.

The development of each employee is promoted through training opportunities. These opportunities involve training by SLED personnel and also outside entities. Each departmental supervisor evaluates the training needed for the employees under his/her supervision and attempts to obtain such training. Due to budgetary constraints, grants are used extensively to fund training needs. The Laboratory Quality Manager maintains an employee development book on each laboratory employee. Accreditation criteria of the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) address the employee development program.

Criminal Justice Information System (CJIS) - Employee satisfaction is reflected in anecdotal information expressing gratitude for the opportunity to improve the CJIS system and their level of training. Both improvements have been made possible with grant funding and are necessary in order to continue access to NCIC and NLETS. Every member of the CJIS IT communications and applications units received formal training during FY2003. This is a level of training that must be sustained to realize progress and accomplish goals.

Investigative Services – Employee satisfaction is first measured by the outstanding work product produced. In the year 2002, agents assigned to Investigative Services components received over 50 letters of commendation from SLED customers. Additionally, letters from solicitors regarding case review for prosecution often mention the thoroughness of case reports.

Community Services - Formal and informal assessment methods and measures are used to determine employee satisfaction. Management personnel are available to employees to assist them when necessary. This provides an informal mechanism for employees to express concerns and gives management a direct conduit to employees.

Office of Counter Terrorism – Formal and informal assessment methods and measures are used to determine employee satisfaction. Leadership maintains close interaction with employees who are encouraged to express concerns and to participate in problem resolution.

4. What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship? (List any significant statutes or regulations affecting any departments within the program areas and define our level of compliance. Explain how our compliance level is measured. If possible, provide specific data.)

Forensic Services Laboratory - Due to the nature of forensic laboratory work, many regulatory and legal aspects are involved. In Chapter 73 of the South Carolina Code of Regulations, the following laboratory departments have regulations: Drug Analysis, Implied Consent, Serology/DNA, and Toxicology. In addition, many statutes concerning drug and alcohol testing affect the work of the Implied Consent and Toxicology Departments. The main statutes are Sections 23-3-15(A)(2), 17-7-80, 23-31-410, 50-21-114, 55-1-100, 56-1-10, 56-1-286, 56-1-2130, 56-5-2941, 56-5-2950, and 56-5-2953. The Serology/DNA Department continues to comply with the effect of Section 23-3-600 (DNA Database Act). More offenders are now required to submit samples for inclusion in the DNA database.

Criminal Justice Information System (CJIS) - Federal privacy laws and FBI rules distinguish between NCIC access for criminal justice purposes and access for non-criminal justice purposes. Access for a non-criminal justice purposes is limited. These restrictions are enforced through use of a closed network, requirements to certify the

purpose of each inquiry, and other controls. Audits are conducted to ensure compliance with requirements, and investigations are conducted following complaints. If improper or illegal use is identified, sanctions range from a warning to termination of access or even prosecution in some extreme instances. SLED CJIS conducts audits of its customers and suppliers, and the FBI audits SLED CJIS. In the year 2003, CJIS conducted 96 audits of law enforcement agencies; performed 3 access integrity investigations, and certified 1,996 people as NCIC operators. Additionally, 6,930 persons were recertified for NCIC.

Investigative Services - Investigative Services provides a wide range of services to our customers. The statutory authority to conduct investigations on behalf of the State are as follows: 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 investigations, arson investigation and emergency event management pertaining to explosive devices; the maintenance and operation of a statewide comprehensive forensic sciences laboratory; 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 South Carolina 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.

Community Services - 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 covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; 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 proscribed 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 "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 for ensuring that state constables, security guards, and detective appointees have received adequate training and meet the standards required for appointment; Section 40-17-10 through 40-17-170 outlines the powers and duties of the Chief of the South Carolina Law Enforcement Division regarding private security businesses or private detectives.

The Community Services Units ensure 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; assist local agencies in the development of community relations programs; pursue compliance with rigorous accreditation standards and compliance with statutes, rules and regulations, and agency policy through the continuous inspections of agency practices; continue to assess and monitor agency personnel training needs to ensure appropriate training is received; and, aggressively pursue increased volunteer participation in the SCLEAP program.

Office of Counter Terrorism - The Office of Counter Terrorism receives its operational and functional authority from South Carolina Code Section 23-3-15 (A)(8), and includes: coordination of counter terrorism efforts, including prevention against, preparation for, response to, and crisis management of acts of terrorism, in or affecting this State; coordination of federal grants associated with homeland security; creation of councils appropriate to its

mission; and service as the Governor's representative to the United States Department of Homeland Security.