

# **South Carolina Law Enforcement Division (SLED)**



2006-2007 Annual Accountability Report

**The Honorable Mark Sanford, Governor**

**Robert M. Stewart, Chief**

## Section I - Executive Summary

### *Description of the Agency*

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.

#### **1. Mission:**

*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.*

In 1974, enabling legislation was enacted granting SLED specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to the following functions and activities:

- Investigations of criminal activity, arson investigations, and explosive device emergency event management;
- Operation of a statewide forensic laboratory;
- Covert investigations and interdiction of narcotics;
- Operation of a central, statewide criminal justice information system;
- Operation of tactical law enforcement units;
- Operation and regulation of state polygraph examination services;
- Alcohol law enforcement, regulation enforcement, and inspections;
- Coordination of state counter-terrorism efforts; and,
- All other activities consistent with the SLED mission.

In an effort to ensure that SLED fulfills its mission, the agency sought and received accreditation for both the forensic laboratory and the agency as a whole and became a Commission on Accreditation of Law Enforcement Agencies (CALEA) “Flagship” agency in 2005. Maintenance of accredited status is proof that Chief Stewart and his leadership team ensure SLED personnel are informed and educated regarding SLED policies, procedures, and practices.

#### **2. The agency’s major achievements by functional area and program are as follows:**

The *Forensic Services Laboratory’s* mission is to provide the criminal justice system in South Carolina with a full-service forensic laboratory, to employ persons of the highest possible ethical and educational standards and furnish necessary training to them, and to perform work with a high degree of accuracy, quality, and efficiency.

- *Forensic Scientist Positions* – SLED increased the overall staffing level and implemented organizational changes in response to the growing demands for laboratory services.
- *National standards compliance results in improved operations.* The Forensic Services Laboratory has maintained continuous national accreditation since 1994 by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). In FY05-06, SLED was the first state criminal investigative agency in the nation to be designated as a CALEA Flagship Agency.
- *E-Government Initiatives - Breath Alcohol Testing Digital Video Recordings* – SLED is now providing digital breath alcohol testing video recordings online from 123 breath testing sites statewide. This allows criminal justice system personnel (prosecutors, judges, law enforcement officers, defense attorneys, and others) as well as the person tested, to view digital video recordings of a given subject’s breath alcohol test. The viewed video recording can then be digitally recorded by the viewer for later use. This initiative is an efficient and cost-saving measure for SLED and for external customers. The recordings were previously taped using analog equipment, hand-carried or mailed upon request, etc.

Statewide implementation has been completed. The online video recordings are protected through a password protected mechanism, and are available at no charge via the SLED Web site. SLED is the first state in the nation to provide this service via an uplink to the Internet.

- *Training of local personnel increases efficiency.* A program initiated by the SLED Drug Analysis Department, in conjunction with solicitors and law enforcement agencies, has led to a significant reduction in drug identification case backlog. The department trained and certified 125 local law enforcement officers in marijuana analysis and re-certified 83 analysts during FY06-07.
- *Databases being used to solve cases.* The South Carolina Combined DNA Indexing System (CODIS) database contained approximately 87,230 profiles at the end of FY06-07. For this calendar year, there were 409 offender hits (cold hits) and 159 forensic hits which solved crimes that may never have been resolved without this program. The Firearms Department has increased entries into the Integrated Ballistic Identification System (IBIS) to approximately 5,650 items. During FY06-07, digital images of individually marked areas on approximately 1,284 fired cartridge cases and bullets were entered into the Integrated Ballistic Identification System (IBIS). The South Carolina Automated Fingerprint Identification System (AFIS) contained approximately 1,376,880 subjects at the end of FY06-07. During FY06-07 Latent Prints AFIS hits were approximately 164.

The mission of the *Criminal Justice Information System (CJIS)/Community Services* is to assist in law enforcement, crime prevention, and the administration of criminal justice by providing accurate and timely criminal justice information to local, state, and federal criminal justice agencies, other governmental agencies, and to the public, as authorized by law.

- *E-government Initiatives* - South Carolina became a participant with the Department of Justice and other states in providing sex offender information through the National Sex Offender Registry. Using this Web site, interested members of the public have access to and may search public information from participating states' Web sites regarding the presence or location of sex offenders. Online SLED Publication – SLED now publishes “Crime in South Carolina” as a fully searchable online document. This information was formerly provided in printed form. Online publication is a cost-savings measure for the agency, and an efficiency measure for the customer. State Criminal History Background Checks are available for purchase by credit card over the Internet via the SLED Web site. Concealed Weapon Permit (CWP) Renewal applicants will soon be able to reapply via the Internet. Through the end of FY06-07, there were approximately 54,753 Concealable Weapons Permit (CWP) holders in South Carolina.
- *New technology results in improved turnaround time of information.* SLED CJIS completed the final phase of the Motorola/Printrak Omnitrak System upgrade project. This system provides a faster and more accurate search of the SLED fingerprint database housing over 1.317 million record subjects. This system was purchased to store over 4.5 million ten print cards. This capability leads to the storage of additional arrest fingerprint cards for better quality prints and identification. With the Omnitrak System, SLED can now store National Institute of Standards and Technology (NIST) Standard digital signatures, digital mug shots, and palm prints. SLED can store up to 700,000 mug shots and 500,000 palm prints within its databases. These features greatly improve the capacity and performance to meet the emerging homeland security requirements for readily processing non-criminal justice fingerprint submissions by livescans and fingerprint cards submitted. SLED is now returning electronic responses within fifteen (15) minutes to submitting agencies with livescans. Fingerprint cards that are submitted to SLED are scanned and electronically sent to the FBI CJIS Division. SLED and local agencies are then notified on average within forty-five (45) minutes with the results of the fingerprint search. During FY06-07, “livescan” capability was implemented at a total of 124 sheriff and police agencies statewide representing 70% of law enforcement agencies statewide.

- *Automation and uniform coding results in significant efficiencies.* 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 before sending them to SLED. Through FY 06-07, SLED UCR continued to test, certify, and automate the submission of South Carolina Incident Based Reporting System (SCIBRS) by municipal, county, and state law enforcement agencies. The current automated workload is at 95% of all submissions. Additional agencies will be encouraged to implement automated reporting for FY07-08.
- *Collaboration results in elimination of duplication.* The Judicial Department and SLED continue to collaborate 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 for National Crime Information Center (NCIC) entry and to the State Identification Bureau (SIB) for Computerized Criminal History (CCH) use. In addition, sentencing information will be made available to the Department of Corrections. SLED is now working with the Judicial Department in the submission of Probate Court mental commitment orders to be available to FBI/NICs in the upcoming FY 2008-2009.
- *Volunteerism and collaboration.* 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). However, the most powerful ingredient to the success of the program is the participation of the many volunteer clergymen. 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.

The mission of *Investigative Services* 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. Each department and unit within Investigative Services continues to experience major accomplishments in addition to achieving success in their primary missions and goals for the year. Administratively, Investigative Services continues to examine management issues in an effort to provide customers with quality assistance.

- On January 30, 2007, the newly created Vulnerable Adult Investigations Unit began accepting cases, and as of June 30, 2007, had received 498 intakes. Of those, 188 were opened as SLED VAIU investigations. The SLED Child Fatality Unit received 252 intakes which were forwarded to the Regional Offices for investigation. The Computer Crime Center responded to approximately 700 requests for assistance this past fiscal year. The Computer Evidence Recovery Unit within the center has examined 733 pieces of evidence with a combined excess of 19 terabytes of data.
- *Automation* - The acquisition of a computerized case management system through grant funding is scheduled to go on line in FY07-08. Additionally, the purchase of tablet computers for investigative agents will enhance agents' ability to track cases and facilitate the delivery of case material and management from the field. This process will result in savings as the agency moves toward a paperless system. Other benefits will include near real time ability to transmit case related material for review, thereby lessening the necessity for physical meetings and result in fuel and time savings.
- *Requests for investigative services met.* The four regional investigative units are tasked with investigating criminal complaints. The regions responded to 3,268 requests for criminal investigations assistance and events. Requests for assistance are received from local, state, and federal levels of law enforcement entities. The Statewide Grand Jury investigated 22 corruption and financial fraud cases. The Insurance Fraud Unit opened 357 new cases in fiscal year 2006-2007. Investigative Services conducted 1200 background investigations on bar applicants and 77 background investigations on judicial applicants. The Child Fatalities Department opened 252 cases during the fiscal year. The

Polygraph Department scheduled 1,007 tests during the fiscal year. The Forensic Art Department responded to calls resulting in 106 composite drawings. The Behavioral Sciences Department opened 84 cases with 46 of those being threat assessments.

The mission of *Special Operations* is to provide quality manpower and technical assistance to all law enforcement; provide a statewide response capability in the areas of tactical operations, aviation, and arson/bomb; oversee compliance with the alcoholic beverage control statutes; investigate applications for alcohol licenses and report findings to the SC Department of Revenue; conduct covert investigations involving illegal activities, such as interdiction of narcotics and other illicit substances and gambling; conduct investigations of criminal violations at the SC Division of Motor Vehicle; assist law enforcement agencies and NICB with vehicle examination/identification; and assess and monitor agency personnel training.

- *National averages exceeded.* During the fiscal year ending June 30, 2007, the Arson/bomb Unit conducted a total of 460 arson/bomb investigations, of which over 40% were cleared by arrests; this more than doubles the national average of 16%.
- *Decentralization continues to result in improved response times.* Realizing the necessity for a rapid response, SLED regionalized the Bomb Squads. In addition to the presence of local bomb squad personnel, each region is equipped with a robot and bomb detecting K-9. During the past fiscal year the Bomb Squad responded to 283 calls for assistance. The SWAT Team and Bomb Squad have developed strategies and plans, and have implemented training to fulfill SLED's statutory obligation as the law enforcement agency for the state in tactical responses.
- *Responses for assistance critical to success.* The Tactical Services Units provide a statewide response capability in the areas of Bloodhound Tracking, SWAT, and Aviation. The Bloodhound Tracking Team received 112 calls for assistance and a total of 59 persons were apprehended; thirty-six percent (36%) of these calls for assistance involved weapons. The SWAT Team responded to 29 calls for tactical assistance and the Aviation Unit received 655 Calls for Service The Fugitive Task Force opened 238 investigations resulting in the capture of 220 individuals.
- *Work increases in VICE.* For FY06-07 VICE seized 1,824 coin operated devices. According to the DEA, the approximate number of methamphetamine laboratories detected in South Carolina statewide during FY06-07 was 112.

The mission of the *Office of Counter-terrorism* is to support 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. The Protective Services/Emergency Management 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. The primary goal is prevention which includes information sharing, intelligence analysis, and linking of data. This is accomplished by participation on the South Carolina FBI Joint Terrorism Task Force (JTTF), and use of intelligence received from the U.S. Department of Homeland Security and various other sources. SLED intelligence agents assigned to the South Carolina Information Exchange (SCIEEx) analyze 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.

- *Coordinated effort improves homeland security in South Carolina.* The South Carolina Information Exchange (SCIEEx) Fusion Center was established in March of 2005. Its mission is to prevent and deter terrorist and criminal activity through intelligence fusion and information sharing with public and private sector partners from federal, regional, state, local, and international arenas. During FY06-07, 26,985 queries were performed by users from 162 agencies. The SCIEEx Project has been studied by several states and is being used as a model for Fusion Centers in Kentucky, Tennessee, and North Carolina.

- *SLED collaborates with federal partners.* SLED has joined with the Federal Bureau of Investigation (FBI) and the United States Attorney's Office as partners in the Joint Terrorism Task Force (JTTF). SLED agents serve as a conduit for information and investigate complaints or actions that relate to counter-terrorism in South Carolina. SLED agents also serve on Project SeaHawk, a seaport counter-terrorism and protection initiative which began in 2003 by the United States Attorney's Office. SeaHawk is a pilot security program located in Charleston, coordinated by the U.S. Attorney's Office, which leverages expertise from many different local, state, and federal agencies.
- *Plans and strategies developed and exercised.* The Counter-terrorism/Protective Services/Emergency Management Unit, along with the SWAT Team and Bomb Squad, has developed strategies and plans, and has implemented training to fulfill SLED's statutory role as the lead state level law enforcement agency for emergency responses. From July 1, 2006 through June 30, 2007, this unit coordinated and/or staffed security arrangements for 86 special events requiring additional security by SLED agents. Additionally, during FY06-07, this unit participated in 82 administrative meetings, exercises, or plan reviews and revisions; participated in seven (7) Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) exercises; conducted numerous critical infrastructure reviews; and responded to 15 CBRNE incidents. This unit also participated with two (2) Department of Homeland Security Comprehensive Reviews of Fixed Nuclear Facilities as requested by the Nuclear Sector Coordinating Council. This unit continues to administer the project for the Buffer Zone Protection Plan (BZPP) and the Statewide Assessment for the State Terrorism Strategy, and also continues to assist contract support staff with additional training workshops, site visits, and working sessions in support of the BZPP plan. The Counter-terrorism Unit planned, coordinated and implemented the security and transportation plans for the 2006 National Governors Association Annual Meeting held in Charleston in August of 2006 and was responsible for planning and implementing the security operations for two (2) Presidential debates held in our state during FY06-07. In addition, this unit continues to work with the SC Judicial Department and local jurisdictions regarding courthouse security issues.

The mission of the *Office of Homeland Security* is to coordinate policy, planning, and the distribution of federal grant funding received from the Department of Homeland Security.

- *Collaboration critical to success of homeland security initiative.* SLED is charged with 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. SLED acts as the official operational authority in the counter-terrorism effort to detect, prevent, prepare for, protect against, and respond to violence or threats of violence from terrorist activities. A State Counter-terrorism Coordinating Council, Committees of the Council, and Regional Counter-terrorism Councils and county needs assessment committees have been established and have been instrumental in the timely expenditure of federal homeland security funding.
- *Continued input from local agencies results in timely grants distribution.* By Executive Order, Governor Mark Sanford authorized SLED to be the operational authority and lead state agency in the counter-terrorism effort. As the State Administrative Agency (SAA) for Homeland Security Grants, SLED created a grants program which is responsible for distributing federal grant funds (\$116.8 million through FY06-07) to local and state first responders and law enforcement entities. South Carolina is recognized by the U.S. Department of Homeland Security (DHS) in its Report from the Task Force on State and Local Homeland Security Funding as one of five states nationally noted for use of innovative and "Best Practices" regarding implementing homeland security measures. Also, according to DHS officials, the submission from South Carolina for the FY06 Homeland Security Grant Program received a high rating compared to all state submissions. From December 2005 to February 2006, SLED comprehensively determined capability gaps using nationally approved metrics in all South Carolina counties. In conjunction with State agencies, SLED developed investment plans to address the gaps in accord with FY06 DHS program guidance. Approximately \$25.2 million is anticipated to be awarded to

the State of South Carolina in FY07-08.

The mission of *Administration* is to provide timely, efficient, and quality administrative support to internal and external customers.

- *Accreditation maintained.* SLED has maintained accreditation by CALEA and the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) since 1994. CALEA and ASCLD/LAB dictate maintenance of and compliance with written directives and the required instruction of personnel regarding policy, procedures, and practices. 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 140 criteria to achieve and retain ASCLD/LAB accreditation. The agency was first accredited by CALEA in 1994 and has maintained certification since. SLED was the first state criminal investigative agency in the nation to be designated as a CALEA Flagship Agency.
- *Centralized review of expenditures.* Savings and cost avoidance have occurred as a result of 100% review of all purchase requests and agency expenditures.
- *Cost of Administration.* SLED continues to keep costs of administrative overhead to approximately eight percent (8%) primarily due to centralized approval and processing.

The mission of the SLED *Public Information* unit is to disseminate information regarding operation of the Division. The goal of the Public Information Office is to release accurate, timely, and useful information upon request, and when appropriate. The Division recognizes the need of the public to be informed on matters concerning public safety and the welfare of the citizenry and property of the State of South Carolina. The Division continuously aims to achieve this vision through close interaction with appropriate agency counterparts, members of the news media, and the public sector. The SLED Public Information Office facilitated numerous in person and telephonic press interviews, and disseminated 54 press releases during FY06-07.

The mission of *SLED Grants Administration Office* is to plan, develop, coordinate, and manage all grant-in-aid requests for the Division. This office also serves as liaison with state, federal, and other funding agencies regarding grant matters. The goal of the office is to identify and aggressively pursue potential sources of federal funding for the Division and ensure grant regulations, policies, procedures, and guidelines are followed once awarded. New grants awarded to SLED during the 2006 – 2007 Fiscal Year totaled \$6,725,923. Through the end of FY06-07, the SLED Grants Administration Office was managing 48 grants, totaling \$28,723,985.

### ***3. The major challenges facing the State Law Enforcement Division in the future are related to the staffing and funding of critical services and decreases in federal funding.***

- *Maintain sufficient staffing and technology* in an effort to provide a basic level of law enforcement resources to all areas of South Carolina. 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. An equal level of law enforcement resources must be provided on a statewide basis.
- *Uncertain future of federal funds for the Forensic Services Laboratory and the Computer Crime Center cause concern.* SLED continues to pursue federal funds to offset current equipment needs and upgrades. Federal funds currently make up approximately 13.5% of the agency's budget. During this period, SLED federal grants in the Criminal Justice Information Services and other areas within the Forensic Laboratory were reduced. However, the agency continues to receive anticipated amounts in the area of DNA initiatives. The agency will continue to pursue federal funds where possible.
- *Revenues are being closely monitored.* SLED continues to closely monitor revenues. Other funds have become critical to the agency's operation and represent approximately 24.5% of the total. These funds

are critical to maintaining a basic level of law enforcement services. SLED receives the majority of its other fund revenues in the last quarter of the year; therefore, careful monitoring of expenditures as well as revenues is critical to balancing the agency's budget annually.

- *Gasoline prices continue to impact the agency.* SLED continues to struggle with the rising gasoline prices. Over the last five years, SLED has experienced a 112% increase in agency costs for gasoline.

#### **4. Key Strategic Goals**

- *The agency's primary goal* is to provide a basic level of law enforcement resources to all areas of South Carolina. 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. An equal level of law enforcement resources must be provided on a statewide basis.
- *Continue to aggressively pursue federal funding.* The agency will continue to work with the South Carolina Delegation and the Federal Appropriations Committee in an effort to secure federal funding for the Forensic Laboratory, the Computer Crime Center, and the Criminal Justice Information System.
- *Continue 100% review of expenditures.* All requests for expenditure of agency funds are closely scrutinized for criticality and need.
- *Continue to search for innovations.* 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. SLED is working with sheriffs and chiefs of police to provide needed services, while other duplicative services are reduced or eliminated. Concealed Weapon Permit (CWP) holders will soon be able to make their renewal applications to SLED over the Internet. This renewal application will be fully implemented in FY07-08. Also, a Department of Revenue/SLED interface will create a paperless solution to make the alcohol licensing process more efficient for small-businesses. This effort was initiated in FY06-07.
- *Comply with statutory mandates.* SLED will continue to address all statutory requirements, regulatory requirements, and policies and procedures.
- *Continue to promote 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.
- *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. Continuous effort must be placed on providing the state's criminal justice community appropriate and timely information relating to criminal records, wanted persons, and stolen property. Additional emphasis will be placed upon the use of advanced information technology to provide efficient and effective services to the citizens of the state. Plans and funding initiatives continue to evolve to meet these new technological challenges over the next several years.

#### **5. Agency's Use of Accountability Report**

The Agency uses the Accountability Report to project resources needed to meet increasing needs of customers.

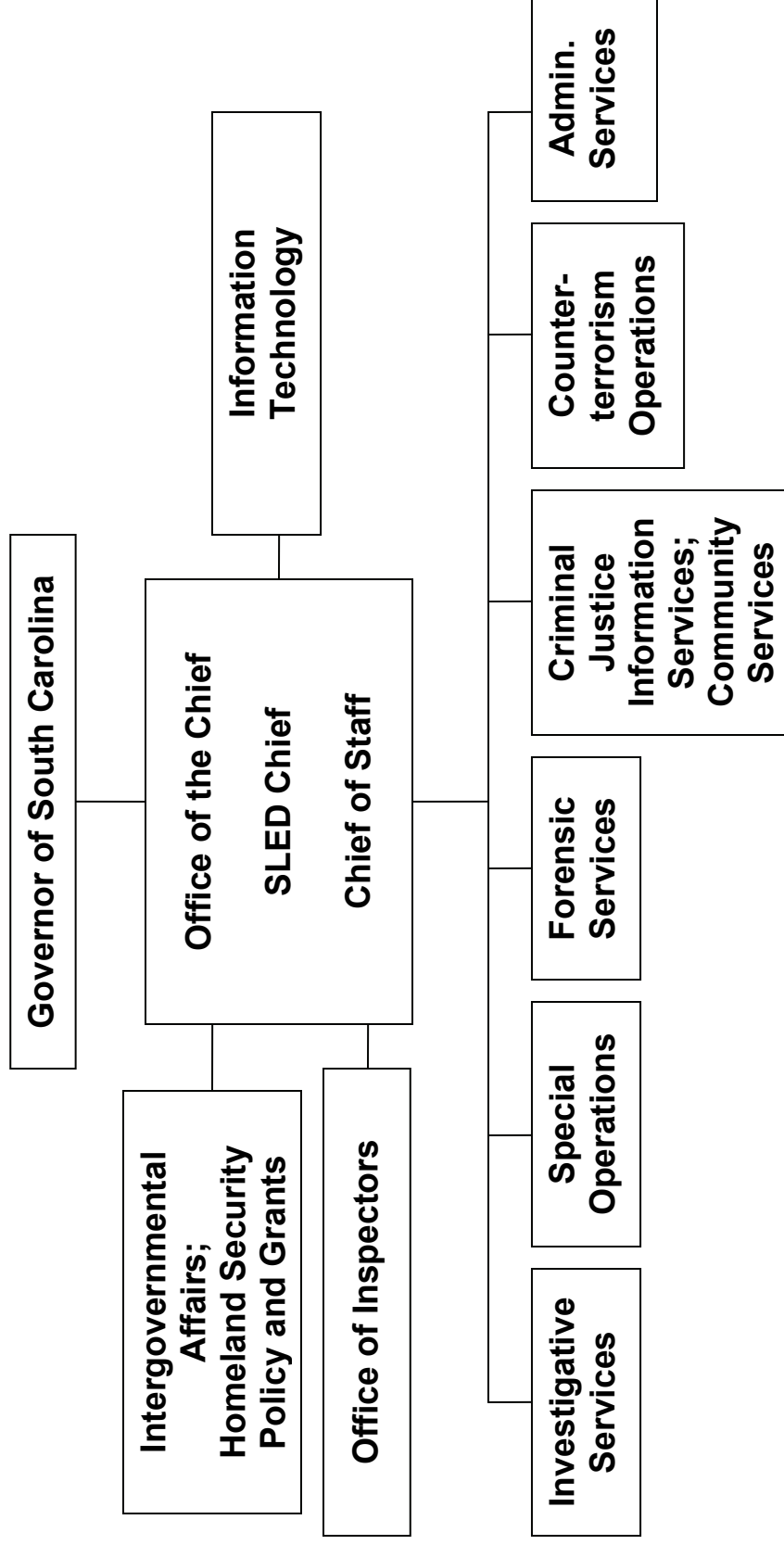


**Section II – Organizational Profile**

**1. Number of Employees: SLED Organizational Chart.**

Authorized Full Time Equivalents (FTE): 622.25

Filled FTEs: 576



**2. Operation Locations**

SLED Headquarters is located on Broad River Road with an Annex building located on Bush River Road, both in Columbia, S.C. SLED also maintains and operates four regional offices serving four areas of the state including the Piedmont, Low Country, Midlands, and Pee Dee regions. These offices are located in Greenville, Charleston, Columbia, and Florence, respectively.

**3. Appropriations/Expenditures Chart**

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

Major Budget Categories	05-06 Actual Expenditures		06-07 Actual Expenditures		07-08 Appropriations Act	
	Total funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$24,462,339	\$22,974,117	\$26,457,333	\$24,779,351	\$27,931,806	\$26,289,287
Other Operating	\$27,192,105	\$3,456,698	\$19,319,796	\$3,647,143	\$21,656,345	\$2,114,240
Special Items	\$2,565,691	\$541,075	\$763,931	\$150,719	\$854,407	\$234,407
Permanent Improvements			\$295,500	\$98,500		
Case Services						
Distributions to Subdivisions	\$31,582,192		\$22,007,812		\$23,056,000	
Fringe Benefits	\$7,447,350	\$7,021,066	\$7,756,275	\$7,300,533	\$8,318,697	\$7,871,141
Non-recurring						
<b>Total</b>	<b>\$93,249,677</b>	<b>\$33,992,956</b>	<b>\$76,600,647</b>	<b>\$35,976,246</b>	<b>\$81,817,254</b>	<b>\$36,509,075</b>

**Other Expenditures**

Sources of Funds	05-06 Actual Expenditures	06-07 Actual Expenditures
Supplemental Bills	\$309,000	\$957,600
Capital Reserve Funds	\$2,503,914	\$1,920,000
Bonds		

4. Major Program Areas (see chart below)

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures	FY 06-07 Budget Expenditures	Key Cross References for Financial Results*
I Administration	Provide timely, efficient, and quality administrative support to internal and external customers.	<p><b>State:</b> \$2,683,996  <b>Federal:</b> \$1,787,693  <b>Other:</b> \$365,230  <b>Total:</b> \$4,836,919  <b>% of Total Budget:</b> 7.84%</p>	<p><b>State:</b> \$2,913,986  <b>Federal:</b> \$1,145,031  <b>Other:</b> \$393,877  <b>Total:</b> \$4,452,894  <b>% of Total Budget:</b> 8.16%</p>	See Category 7
II A. 1. Regions	Conduct field investigations of major felonious crimes and child fatalities, fugitive investigations, special event assistance and sequestered jury security details.	<p><b>State:</b> \$3,535,888  <b>Federal:</b> 0  <b>Other:</b> \$81,369  <b>Total:</b> \$3,617,257  <b>% of Total Budget:</b> 5.87%</p>	<p><b>State:</b> \$3,618,699  <b>Federal:</b> 0  <b>Other:</b> \$35,630  <b>Total:</b> \$3,654,329  <b>% of Total Budget:</b> 6.69%</p>	See Category 7
II A. 2. Arson/Bomb	Maintain technical equipment and specialized K-9's to detect accelerants and explosives. Provides bomb and explosive disposal services.	<p><b>State:</b> \$1,383,536  <b>Federal:</b> 0  <b>Other:</b> \$157,064  <b>Total:</b> \$1,540,600  <b>% of Total Budget:</b> 2.50%</p>	<p><b>State:</b> \$1,175,753  <b>Federal:</b> 0  <b>Other:</b> \$75,091  <b>Total:</b> \$1,250,844  <b>% of Total Budget:</b> 2.30%</p>	See Category 7
II A. 3. Vehicle Theft	Improve the safety of people and property. Conducts investigations pertaining to vehicle thefts, fraudulent drivers licenses and counterfeit titles, licensed vehicle dealers, and investigations of criminal violations at the Division of Motor Vehicles (DMV).	<p><b>State:</b> \$872,338  <b>Federal:</b> 0  <b>Other:</b> \$8,178  <b>Total:</b> \$880,516  <b>% of Total Budget:</b> 1.43%</p>	<p><b>State:</b> \$944,629  <b>Federal:</b> 0  <b>Other:</b> \$782  <b>Total:</b> \$945,411  <b>% of Total Budget:</b> 1.73%</p>	

**Major Program Areas**

<b>Program Number and Title</b>	<b>Major Program Area Purpose (Brief)</b>	<b>FY 05-06 Budget Expenditures</b>	<b>FY06-07 Budget Expenditures</b>	<b>Key Cross References for Financial Results*</b>
II A 4. State Grand Jury	Provide multi-jurisdictional investigations into narcotics and dangerous drug violations, public corruption, securities fraud, pornography and computer crimes.	<b>State:</b> \$473,009 <b>Federal:</b> 0 <b>Other:</b> \$116,452 <b>Total:</b> \$589,461 <b>% of Total Budget:</b> .96%	<b>State:</b> \$497,758 <b>Federal:</b> 0 <b>Other:</b> \$105,603 <b>Total:</b> \$603,361 <b>% of Total Budget:</b> 1.11%	See Category 7
II A. 5. Child Fatality	Provide extensive investigative and technical assistance of child fatalities and felony crimes to local, state, and federal law enforcement.	<b>State:</b> \$200,377 <b>Federal:</b> 0 <b>Other:</b> \$3,059 <b>Total:</b> \$203,436 <b>% of Total Budget:</b> 0.33%	<b>State:</b> \$161,207 <b>Federal:</b> 0 <b>Other:</b> \$4,298 <b>Total:</b> \$165,505 <b>% of Total Budget:</b> 0.30%	See Category 7
II A. 6. Protective Services	Provide manpower and technical assistance to local, state and federal agencies protective assignments for special events which include natural disasters, emergency situations, terrorist events, and homeland security operational initiatives.	<b>State:</b> \$507,652 <b>Federal:</b> \$2,526,815 <b>Other:</b> \$7,130 <b>Total:</b> \$3,041,597 <b>% of Total Budget:</b> 4.93 %	<b>State:</b> \$515,492 <b>Federal:</b> \$688,621 <b>Other:</b> \$26,231 <b>Total:</b> \$1,230,344 <b>% of Total Budget:</b> 2.25%	See Category 7
II A 7. Fusion Center/ Missing Persons	Provide counter-terrorism intelligence fusion to local, state, and federal law enforcement agencies, emergency preparedness and homeland security stakeholders; and provide missing persons/Amber Alert information and services to law enforcement, transportation agencies, broadcasters, the emergency alert system, etc. to recover missing and abducted children and vulnerable adults.	<b>State:</b> \$849,055 <b>Federal:</b> 0 <b>Other:</b> \$10,767 <b>Total:</b> \$859,822 <b>% of Total Budget:</b> 1.39%	<b>State:</b> \$908,100 <b>Federal:</b> 0 <b>Other:</b> \$15,481 <b>Total:</b> \$923,581 <b>% of Total Budget:</b> 1.69%	See Category 7

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures	FY06-07 Budget Expenditures	Key Cross References for Financial Results*
II A. 8. Special Operations	Provide psychological profiling services, prepare court exhibits, computer aging and skull reconstruction, conduct polygraph examinations for criminal matters statewide, and provide tactical operations, insurance fraud investigations and other related services.	<b>State:</b> \$5,377,608 <b>Federal:</b> \$1,137,481 <b>Other:</b> \$6,185,089 <b>Total:</b> \$12,700,178 <b>% of Total Budget:</b> 20.59%	<b>State:</b> \$5,611,639 <b>Federal:</b> 0 <b>Other:</b> \$3,030,837 <b>Total:</b> \$8,642,476 <b>% of Total Budget:</b> 15.83%	See Category 7
II A. 9. VICE	This unit is responsible for the enforcement of narcotics, alcohol-related, dog fighting, video poker, and lottery laws, and provides background investigations for alcohol licenses. Provides timely, efficient assistance for local, state, and federal law enforcement.	<b>State:</b> \$1,453,873 <b>Federal:</b> \$223,824 <b>Other:</b> \$825,024 <b>Total:</b> \$2,502,721 <b>% of Total Budget:</b> 4.06%	<b>State:</b> \$1,872,597 <b>Federal:</b> \$184,324 <b>Other:</b> \$432,219 <b>Total:</b> \$2,489,140 <b>% of Total Budget:</b> 4.56%	Narcotics & Alcohol Enforcement were Combined as VICE See Category 7
B. Forensic Services	Provide timely, efficient, and quality technical forensic examination and expert witness testimony for local, state, and federal law enforcement and prosecutorial entities.	<b>State:</b> \$5,370,397 <b>Federal:</b> \$2,703,935 <b>Other:</b> \$3,747,055 <b>Total:</b> \$11,821,387 <b>% of Total Budget:</b> 19.17%	<b>State:</b> \$5,049,334 <b>Federal:</b> \$1,070,599 <b>Other:</b> \$2,583,150 <b>Total:</b> \$8,703,083 <b>% of Total Budget:</b> 15.94%	See Category 7
C. Crime Information Community Services	Provide computer crime analysis and criminal justice information needed to prevent crime, solve cases, recover property, and identify and apprehend criminals.	<b>State:</b> \$2,899,935 <b>Federal:</b> \$1,490,989 <b>Other:</b> \$2,844,689 <b>Total:</b> \$7,235,613 <b>% of Total Budget:</b> 11.73%	<b>State:</b> \$3,135,119 <b>Federal:</b> \$1,799,108 <b>Other:</b> \$3,035,641 <b>Total:</b> \$7,969,868 <b>% of Total Budget:</b> 14.60%	See Category 7
D. Regulatory	Responsible for the control and regulation of security and private detective licensing, licenses and regulates retail firearms dealers, issues weapons permits, and state constable commissions.	<b>State:</b> \$1,055,226 <b>Federal:</b> \$13,501 <b>Other:</b> \$508,987 <b>Total:</b> \$1,577,714 <b>% of Total Budget:</b> 2.56%	<b>State:</b> \$1,313,800 <b>Federal:</b> \$11,363 <b>Other:</b> \$602,961 <b>Total:</b> \$1,928,124 <b>% of Total Budget:</b> 3.53%	See Category 7

**SLED Total**

State:	\$26,662,890	State:	\$27,718,113
Federal:	\$ 9,884,238	Federal:	\$ 4,899,046
Other:	\$14,860,093	Other:	\$10,341,801
Total	\$51,407,221	Total	\$42,958,960
% of Total Budget:	83.36 %		78.69%

Remainder of Expenditures: Employer Contribution	<b>State:</b>	\$7,021,066	<b>State:</b>	\$7,300,533	CRF & Supple.
	<b>Federal:</b>	\$163,901	<b>Federal:</b>	\$172,092	
	<b>Other:</b>	\$262,383	<b>Other:</b>	\$283,650	\$3,877,600
	<b>Total:</b>	\$7,447,350	<b>Total:</b>	\$7,756,275	
	<b>% of Total Budget:</b>	%	<b>% of Total Budget:</b>	14.21%	7.10%

\* Key Cross-References are a link to the Category 7 - Business Results. These references indicate a chart number in the 7<sup>th</sup> section of this document.

**Below: List any programs not included above and show the remainder of expenditures by source of funds.**

SLED received **\$22,007,811.94** pass through money from the Federal Homeland Security Program to distribute to other agencies in FY06-07. These monies are not a part of SLED's operating budget.

## **5. Key Customers**

Key customers of the South Carolina Law Enforcement Division are the Governor, Attorney General, local, state, federal law enforcement, prosecutorial, and judicial agencies, other state and federal agencies, citizens of South Carolina, elected officials, and our employees.

Additional specific customers of the various SLED program areas include: corrections and probation agencies; military and civilian agencies involved with national defense or security, academic, regulatory, and licensing agencies; first responder agencies and entities; emergency managers; entities critical to the success of counter-terrorism initiatives and homeland security; the South Carolina Department of Health and Environmental Control; state and regional counter-terrorism coordinating councils; the U.S. Department of Energy; the South Carolina Department of Alcohol and Other Drug Abuse Services (DAODAS); businesses applying for new and renewal commissions, licenses, permits, and registrations; SLED employees; and private citizens.

## **6. 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, other state and federal agencies, citizens of South Carolina, elected officials, and our employees.

Additional specific suppliers of the various SLED program areas include: corrections and probation agencies; military and civilian agencies involved with national defense or security, academic, regulatory, and licensing agencies; first responder agencies and entities; emergency managers; entities critical to the success of counter-terrorism initiatives and homeland security; the South Carolina Department of Health and Environmental Control; state and regional counter-terrorism coordinating councils; the U.S. Department of Energy; the South Carolina Department of Alcohol and Other Drug Abuse Services (DAODAS); businesses applying for new and renewal commissions, licenses, permits, and registrations; SLED employees; and private citizens.

## **7. Description of Major Products and Services**

*Forensic Services Laboratory* is composed of ten 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.

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

*Criminal Justice Information System (CJIS)/Community Services* – 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 and domestic gangs. Community services is also responsible for issuing, and maintaining records of, and regulating activities of firearms dealers; providing licenses to security guards, security companies, private detectives, private detective companies and pistol dealers; issuing concealed weapons permits; and coordinating community relations activities and the South Carolina Law Enforcement Assistance Program (SCLEAP).

*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 Forensic Art Unit prepares court exhibits and sketches composites, conducts computer aging, and provides skull reconstruction.

The Polygraph Section conducts polygraph examinations for criminal matters statewide.

The Behavioral Science Unit provides psychological profiling and threat assessments.

The four Regional Investigative Units conduct field investigations of major felonious crimes and child fatalities, fugitive investigations, special event assistance, and sequestered jury security details.

The Special Victims Unit investigates deaths of children where the death is suspicious, unexpected or unexplained. The unit also investigates vulnerable adult abuse, neglect, exploitation and fatalities.

The State Grand Jury investigates public corruption and securities fraud.

The Insurance Fraud Unit investigates fraudulent insurance claims.

Computer Crimes investigates cases involving internet child pornography, telecommunications fraud, identify theft, credit card fraud, internet auction fraud, wired communications intercepts and cellular tracking.

The Department of Corrections Liaisons are responsible for criminal investigations and law enforcement activities concerning Department of Corrections employees and inmates pursuant to South Carolina Code of Laws 23-3-15.

Case Files is responsible for housing and maintaining all SLED's closed cases and evidence.

*Special Operations* consists of several units which provide services in various areas as requested. The general capabilities of each unit are as follows:

The Tactical Units provide tactical support upon request. The Tactical Unit includes the SWAT Team, Fugitive Operations, Aviation Support, Search and Rescue, and Bloodhound Tracking.

The Arson/Bomb Unit maintains technical equipment and specialized K-9's to detect accelerants and explosives and provides bomb and explosive disposal services as well as investigating suspicious fires and bomb related events.

The VICE unit is responsible for investigating applications for alcohol sales licenses and permits as requested by the South Carolina Department of Revenue; and conducting covert investigation of illegal activities pertaining to the interdiction of narcotics and other illicit substances.

The Vehicle Crime Unit is responsible for investigating vehicle thefts, fraudulent driver's licenses, counterfeit titles, licensed vehicle dealers, and criminal violations at the Division of Motor Vehicles (DMV).

The Training Unit facilitates the training of SLED personnel on various subject matters and provides training for various law enforcement qualifications and certifications.

*Office of Counter-terrorism* – The Office of Counter-terrorism is charged with the responsibility 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. This unit is the responsible authority to ensure the Division's compliance operationally with Homeland Security Presidential



Directive-5 (HSPD-5) and HSPD-8 as they relate to the Incident Command System/National Incident Management System. It further provides representation to both the State Counter-terrorism Coordinating Council and the four (4) Regional Counter-terrorism Coordinating Councils for operations purposes. It also coordinates the Division's information sharing through the fusion center. This office also coordinates intelligence gathering and analysis with state and federal agencies. The Intelligence Fusion Center/Missing Persons Unit provides the means to gather, analyze, disseminate, and use terrorism information, homeland security information, and law enforcement information relating to terrorism in support of the *Information Sharing Environment Implementation Plan*, Information Sharing Environment (ISE November 2006), to support the National Infrastructure Protection Plan (NIPP) consistent with HSPD-7 as it relates to Critical Infrastructure Identification, Prioritization, and Protection, and to provide timely support and information regarding missing persons and AMBER Alerts to local, state, and federal law enforcement agencies, transportation agencies, broadcasters, the emergency alert systems, etc. in an effort to recover missing and abducted children and vulnerable adults.

*Office of Homeland Security* – This section coordinates policy, planning and distribution of federal grants from the Department of Homeland Security. As the State Administrative Agency (SAA) for Homeland Security Grants, SLED created a grants program which is responsible for distributing federal grant funds (\$116.8 million through FY06-07) to local and state first responders and law enforcement entities. South Carolina is recognized by the US Department of Homeland Security (DHS) in its Report from the Task Force on State and Local Homeland Security Funding as one of five states nationally noted for use of innovative and "Best Practices" regarding implementing homeland security measures. Also, according to DHS officials, the submission from South Carolina for the FY06 Homeland Security Grant Program received a high rating compared to all state submissions.

## **8. *Organizational Structure (see Section II)***

## Section III - Elements of Malcolm Baldrige Award

### Category 1 – Leadership

The South Carolina Law Enforcement Division requires its leaders to provide organizational vision to agency members and the people they serve through positive attitude and unparalleled desire to fulfill agency mission and goals, demonstrated by continuous commitment to improvement of the services they provide; hands-on, day-to-day leadership of the essential activities of the agency and to the people performing them; and professional dedication to reinforce and support those contributions to a work environment that reflects agency values.

The SLED leadership team fosters commitment within their fellow employees toward accomplishing the agency mission by promoting the desire in all department members to put forth their best effort through recognition of individual contributions, and that more is accomplished when individual actions are taken cooperatively rather than separately.

The senior leadership team at SLED maintains fiscal, legal, and regulatory accountability by:

- Reviewing agency policies regularly to ensure compliance;
- Holding routine meetings to share department progress and concerns;
- Reviewing financial reports internally and informally auditing to validate internal controls;
- Reviewing provisos annually to certify applicability;
- Meeting with Captains periodically to update agents on law enforcement matters and changes in policies;
- Conducting periodic internal inspections prior to formal review for re-certification to meet national CALEA and ASCLD/LAB standards;
- Seeking procurement re-certification annually to show compliance in procurement procedures;
- Performing personnel evaluations on all personnel as directed by State Human Resources standards;
- Encouraging continuing education training, as allowed by budgetary constraints;
- Use of electronic communication methods for efficient communications;
- Weekly review of case management to address current issues;
- Review of legal matters by Chief of Staff; and,
- Conducting one hundred percent review of all purchase requests.

The primary responsibility of the leadership team is to provide professional law enforcement and support services to the people they serve. This is accomplished 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 very involved in guiding the organization in setting direction, seeking future opportunities, and monitoring performance excellence.

Chief Robert Stewart has been the director of SLED since 1988 and has been with the agency since 1975. Senior staff consists of Chief Robert Stewart; Executive Assistant for Intergovernmental Affairs, Cynthia Konduros; Executive Assistant for Homeland Security Policy and Grants, Stan McKinney; Chief of Staff /Legal Counsel Major Mark Keel; Majors Stacy Drakeford – Special Operations, Larry Gainey - Investigative Services, Carlotta Stackhouse - Criminal Justices Information Services, Regulatory and Community Services, Ben Thomas – Counter-terrorism, and Joseph Vaught - Forensic Services; Director of Administration, Rosetta Johnson; and Inspectors Russell Feaster and Richard Hunton. 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. Maintenance of accredited status is proof that Chief Stewart and his leadership team ensure SLED personnel are informed and educated regarding SLED policies, procedures, and practices. SLED has maintained accreditation by the Commission on Accreditation of Law Enforcement Agencies (CALEA) and the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) since 1994. CALEA and ASCLD/LAB dictate maintenance of and compliance with written directives and the required instruction of personnel regarding policy, procedures, and practices. 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 140 criteria to achieve and retain ASCLD/LAB accreditation. The agency was first accredited by CALEA in 1994 and has maintained certification since. SLED will again seek CALEA reaccreditation in 2008.

In 2005, SLED was the first state criminal investigative agency in the nation to be designated as a CALEA Flagship Agency. The Flagship Agency program acknowledges the achievement and expertise of some of the most successful CALEA Accredited public safety agencies, and also provides "flagship examples" to assist other agencies. In September 2004, in addition to achieving ASCLD/LAB reaccreditation of the Forensics Laboratory, the Latent Prints section sought and achieved for the first time accreditation by ASCLD/LAB. The DNA Department continues to maintain compliance with DNA Advisory Board (DAB) standards. 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 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 policies 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.

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 thirteen (13) trained accreditation experts on staff that are available to 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 Chiefs 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 Drunken 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, Department of Corrections, Department of Probation, Parole and Pardon Services, Department of Education, Department of Natural Resources, Attorney General, the Adjutant General, Department of Public Safety, Department of Social Services, Department of Health and Environmental Control, Department of Juvenile Justice, and Department of Transportation. Chief Stewart is a member of numerous state and federal law enforcement committees and commissions directed at increasing coordination, cooperation, and sharing of information and expertise.

## **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 the need for limited resources. Key action plans are outlined in the Strategic Planning chart which starts on page 21.

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 provisions 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. A final copy of the goals and objectives is available for all members to examine. The strategic plan is updated yearly.

Development of the SLED strategic plan, action objectives, and performance measures includes bidirectional flow of information from both internal and external customers. Information received by senior leadership is incorporated into these items, as appropriate, and as economically feasible. Communication and deployment of these objectives, plans, and measures is accomplished through written policies and procedures, regular meetings with sworn and non-sworn personnel, formal and informal training activities, and with written memoranda, as appropriate.

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.

In planning for the 21<sup>st</sup> century, the leadership of SLED has developed a strategic plan covering fiscal years 2003-2004 through 2007-2008. The 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.

## SLED Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY05-06 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures
Counter-terrorism II.A.(6); II.D	Provide timely, efficient, and quality coordination and management of state Counter-terrorism resources; provide manpower and technical assistance to local, state and federal agencies during natural disasters, emergency situations, and terrorist events.	Equip staff with computer software and related items; Acquire Geographic Information Systems (GIS) capability and training for staff and other units critical to Counter-terrorism WMD response; equip staff with computer software and technology.	Fully operational State-level intelligence Fusion Center with joint participation of federal, state and local LE, health, EM and other HLS stakeholders; State-wide LE incident query system with GIS functions; link analysis applications; robust analysts' training; 209 Memorandum of Understandings (MOU's) in place with local LE for information sharing participation; 1,213 requests for information were completed; 400 Agents trained in Counter-terrorism; 7 CBRNE exercises and training, 15 CBRNE Responses, 2 nuclear plant reviews; coordinated security arrangements for 2 Presidential debates; 82 administrative meeting/exercises and plan reviews/revisions; coordinated 86 special events
Missing Persons II.A.(5)(7)	Provide and distribute timely and accurate information regarding missing persons to local, state, and federal law enforcement agencies; transportation agencies; broadcasters; the emergency alert system, etc., in an effort to recover missing and abducted children and vulnerable adults.	Continue to provide missing persons information for dissemination, and to provide statewide AMBER Alert triggering mechanism.	During FY06-07, five (5) AMBER alerts have been triggered. Thirteen (13) training classes were conducted whereby 207 law enforcement personnel were trained on AMBER Alert protocol and procedures.

<p>Investigative Services II.A.(1)(5)(8)</p>	<p>Provide timely, efficient, and quality manpower and technical assistance for local, state, and federal law enforcement, prosecutorial, and judicial entities.</p>	<p>This unit seeks to develop in-house training programs to meet critical needs and enhance job performance; explore no cost or low cost educational opportunities; explore cost of professional organization membership in key specialty fields; determine cost to digitize existing case files and investigative records for the Division; provide computers to every investigative agent; utilize a state of the art computerized case management system; conduct an assessment in the component areas of Investigative Services; re-assign agents to identified areas of need, and pending funds, hire into vacancies if necessary; conduct survey to determine customer needs and satisfaction.</p>	<p><i>SLED Investigative Services</i> – responded to approximately 5,621 requests for assistance or criminal investigations statewide, assisted in over 46 special events requiring substantial numbers of manpower.</p> <p><i>The Computer Crime Center</i> responded to approximately 700 requests for assistance, and examined approximately 733 pieces of evidence.</p> <p><i>The Child Fatality Unit</i> received 252 intakes for investigation.</p> <p><i>The Vulnerable Adult Investigations Unit</i> received 498 intakes for investigation.</p> <p><i>State Grand Jury and Insurance Fraud Unit</i> – opened 379 state grand jury or insurance fraud investigations.</p> <p><i>Behavioral Sciences</i> - conducted 803 polygraph tests for criminal cases, and 84 requests for psychological profiling were received (of which 46 were threat assessments). The Forensic Art unit prepared 106 composite sketches, 2 facial reconstructions, 2 age progressions and generated 41 graphics for criminal prosecution/courtroom presentation purposes.</p>
<p>Forensic Services II.B</p>	<p>Provide timely, efficient, and quality technical forensic examination and</p>	<p>Increase laboratory staffing, implement new laboratory</p>	<p>The overall staffing level was increased in response to growing demands for</p>

	<p>expert witness testimony for local, state, and federal law enforcement and prosecutorial entities.</p>	<p>organizational structure, and continue to optimize Laboratory Information Management System (LIMS). Replace aging instrumentation and add additional instrumentation. Provide training to employees. Maintain accreditation from the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) Legacy program. Continue to maintain compliance with the DNA Advisory Board (DAB) standards. Continue preparation for accreditation through the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) International program.</p>	<p>laboratory services. Organizational changes in the Forensic Services Laboratory Administration and DNA Department were implemented. These changes included: two (2) additional Captain positions, division of the DNA Department into the DNA Casework Department and the DNA Database Department, and incorporating the Evidence Processing Section into the DNA Casework Department. New management and quality assurance features were validated and incorporated in the LIMS. Additional instrumentation was procured.</p> <p><i>DNA Casework Department-</i> Five (5) new DNA analysts completed their training during this period. Additional genetic analysis instrumentation was purchased with federal grant funds. The analysis of 769 backlogged DNA cases was completed using overtime and consumable supplies paid for with federal grant funds. The DNA Department was again found to be in compliance with DNA Advisory Board (DAB) standards.</p> <p><i>DNA Database Department -</i> During FY06-07, the number of DNA profiles entered into the SC Combined DNA Indexing System (CODIS) was increased to 87,230. Through FY06-07, the</p>
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		<p>database has been used to link 327 previously unrelated cases, and to provide identification of 833 suspects.</p> <p><i>Drug Analysis Department</i> - The Drug Analysis Department received over 7000 cases during FY 06-07. In addition to casework, departmental personnel trained and certified 125 local law enforcement officers in marijuana analysis and recertified 83 marijuana analysts.</p> <p><i>Evidence Control Department</i> - During FY 06-07, SLED Evidence Control personnel received, assigned evidence control identifiers to, and distributed 18,164 new cases and returned 48,683 items to agencies.</p> <p><i>Firearms Department</i> – During FY 06-07, 971 cases were completed, and digital images of individually marked areas on approximately 1,284 fired cartridge cases and bullets were entered into the Integrated Ballistic Identification System (IBIS).</p> <p><i>Implied Consent Department</i> - The Implied Consent Department maintains 163 breath alcohol testing devices (BAC DataMaster) and videotaping systems (VDS-2) at 123 certified breath testing sites</p>
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throughout the state. In FY06-07, this Department performed 1,009 on-site DataMaster inspection/maintenance visits, 697 on-site video-recording system inspection/maintenance visits, and completed upgrading the video-recording systems to a digital server. These videos are used as evidence in any legal proceeding, pursuant to S.C. Code of Laws, Section 56-5-2953.

*Latent Prints Department-* During the recent fiscal year, this Department continued to utilize the Automated Fingerprint Identification System (AFIS) to search latent prints from criminal cases against state and federal databases, provide crime scene processing assistance, and examine fingerprint, footwear/tire tread and bloodstain pattern evidence. Departmental personnel completed 1,721 cases and processed 232 crime scenes during FY06-07.

*Questioned Documents/Photography Department -* This Department continued to provide photography assistance and assistance for investigations of fraudulent or altered documents during the recent fiscal year. The Photography section completed 3,155 cases and prepared over 2,500 photographic lineups for

			<p>federal, state, and local law enforcement agencies during FY06-07.</p> <p><i>Toxicology Department</i> - During the review period, the Toxicology Department reduced case backlog by approximately 700 cases. This accomplishment was largely the result of: additional trained analysts and departmental re-structuring.</p> <p><i>Trace Department</i> - During FY 06-07 the overall backlog of cases decreased as did the average turn around time for case completion. Currently, over 90% of Trace Evidence cases are completed within 90 days.</p> <p>The Forensic Weapons of Mass Destruction Response Team (FWMDRT) participated in 4 training events and FWMDRT toxicologists analyzed materials from or consulted on over 25 possible WMD cases.</p>
<p>Criminal Justice Information Services and Community Services II.C</p>	<p>Provide timely, efficient and quality operation of the statewide criminal justice information system in support of local, state, and federal law enforcement, prosecutorial and judicial entities. This unit houses the South Carolina Law Enforcement Assistance Program (SCLEAP) which is responsible for responding to and providing counseling</p>	<p>Develop and implement agency conversions and encryption. Continue to develop business continuity and disaster recovery. Upgrade the core network infrastructure. Modernize the Legacy Database and migrate to Open Systems. South Carolina continues to integrate SLED Criminal Justice</p>	<p>Customers of the Criminal Justice Information System (CJIS) are provided immediate access to criminal history information, warrant files, sex offender information, etc., through electronic information sharing. In FY06-07, approximately 11,184 criminal justice terminal devices accessed the network; 800,000 daily electronic transactions were processed through the</p>

	<p>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.</p>	<p>Information Systems with other systems.</p>	<p>Law Enforcement Message Switch (LEMS); 447,018 electronic transactions through CATCH (Citizens Access To Criminal History); 2,406 incident and arrest reports were processed daily; over 1,065 fingerprint cards were received for processing daily; over 3,424 criminal history records were processed daily for custody, disposition, expungements, deaths, consolidations, deletes and new fingerprint cards. The OmniTrack Automated Fingerprint Identification System handles 90% of the electronic processing in the "Lights Out" Mode. "Lights Out" eliminates manual review of fingerprints during the verification process resulting in increased efficiency and effectiveness. Total electronic submission and distribution of information is a priority; electronic reporting throughout the state was approximately 98% in FY06-07, representing approximately 128,474 transactions. There are a total of 38 livescan devices which are now operational in South Carolina. Also, during FY06-07, 1,666 new National Crime Information Center (NCIC) operators were certified. The SLED CJIS Automated Fingerprint Identification System (AFIS) terminal was responsible for 134 "hits"</p>
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			<p>in FY06-07. The CJIS core network infrastructure was upgraded with new hardware and software designed to provide enhanced levels of reliability and performance. At the conclusion of FY06-07, the South Carolina Sex Offender Registry contained 9,989 registered offenders. Through FY 06-07, the SCIEx system had approximately 175 agencies submitting incident data to the system. There are approximately 226 law enforcement agencies and over 2,332 users accessing the SCIEx system data.</p> <p>Regulatory unit – provides licenses to security guards, security companies, private detectives, private detective companies and pistol dealers, and issues concealed weapons permits. During FY 06-07, over 233 investigations were conducted; approximately 14,399 licenses were issued, and approximately 16,850 Concealed Weapons Permits were issued. Through the end of FY06-07, approximately 54,753 Concealed Weapons Permits had been issued through SLED.</p>
<p>Special Operations II.A.(2)(3)(9)</p>	<p>Provide quality manpower and technical assistance to all law enforcement; provide a statewide response capability in the areas of tactical operations, aviation, and</p>	<p>Expand pre-service and in-service training through upgrading skills and knowledge levels of participants and staff, and upgrade visual and audio training aids. Assist in</p>	<p>Arson/Bomb unit-investigated approximately \$2.6 million in property losses. The unit continues to exceed the national average for arson cases cleared by arrest. During the fiscal year ending, June</p>

	<p>arson/bomb; oversee compliance with the alcoholic beverage control statutes; investigate applications for alcohol licenses and report findings to the SC Department of Revenue; conduct covert investigations involving illegal activities; such as interdiction of narcotics and other illicit substances and gambling; conduct investigations of criminal violations at the SC Division of Motor Vehicle; assist law enforcement agencies and NICB with vehicle examination/ identification; and assess and monitor agency personnel training. Provide timely, efficient and quality manpower and technical assistance in the areas of narcotics/alcohol and gaming, and vehicle crimes enforcement for local, state, and federal law enforcement and prosecutorial entities. Provide timely, efficient, and quality technical assistance to licensee and permit holders.</p>	<p>coordination of State Response to CT/WMD Events through specialized training.</p>	<p>30, 2007, this unit conducted a total of 460 arson/bomb investigations, of which over 40% of the arson cases were cleared by arrest; this is more than double the national average of 16%. The regionalized Bomb unit continues to rapidly respond to requests (24/7) to defuse explosive devices.</p> <p><i>Tactical Units</i> – In fiscal year ending June 30, 2007, the Tracking Team responded to 112 calls and 59 persons were apprehended. The Fugitive Task Force opened 238 cases and arrested 220 fugitives. The SWAT Team responded to 29 calls. The Aviation Unit responded to 655 law enforcement requests for service.</p> <p><i>Training Unit</i> - 23,075 hours of training were provided by the Training Unit in 2007.</p> <p><i>VICE Unit</i> - conducted over 8,838 alcohol location checks/inspections; made 275 narcotics arrests; 1,006 alcohol related arrests; 9 arrests for dog fighting, seized 1,824 illegal gaming devices, and conducted over 160 lottery related investigations with 10 arrests. Approximately \$73,462,318 in drugs were purchased/seized.</p> <p><i>The Technical Services Unit</i> – received approximately 2,303 requests for assistance.</p> <p><i>Vehicle Crime Unit</i> – conducted approximately 478 investigations, made</p>
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			198 arrests, examined and identified 2,246 vehicles, and recouped \$1.6 million in stolen property.
Administration I.	Provide timely, efficient, and quality administrative support to internal and external customers.	Completed digital upgrades of SLED VHF two-way radio system; upgraded all radio repeaters; completed purchase of 800 MHz portable units to aid in interoperability with local and other state agencies. Implemented law enforcement pay study completed by the Budget and Control Board and funded by the General Assembly. Continue to develop and implement best practices and output measurements consistent with the Governor's overall goals for South Carolina. Developed and implemented a new five year strategic plan.	<p>SLED has consistently received positive approval ratings from its customers. Customer satisfaction surveys have been completed over the last decade whereby the agency's performance has been highly rated. The agency continues to receive good audit reports, positive compliance reviews, and has been nationally accredited and reaccredited through two separate organizations: the Commission on Accreditation for Law Enforcement Agencies (CALEA – reaccreditation received in 2005) and the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB – reaccreditation received in September 2004). SLED will seek CALEA reaccreditation again in 2008. The agency has met all federally imposed timeframes for homeland security initiatives and funding priorities.</p> <p>New grants awarded to SLED during the 2006 – 2007 Fiscal Year totaled \$6,725,923. At the end of FY06-07, the SLED Grants Administration Office was managing forty-eight (48) grants, totaling \$28,723,985.</p>

<p>Pass Through Funds (Homeland Security Grants) I.</p>	<p>Ensure timely award and reimbursement of Homeland Security grant funds to local and state entities. Oversee implementation and funding of the State's Homeland Security Strategy and Assessment.</p>	<p>Complete Assessment and Strategy within timeframes established by Office for Domestic Preparedness (ODP) Award 2003, 2004, and 2005 Grant funds within timeframes established by ODP</p>	<p>Meet Department of Homeland Security requirements for disbursement of funds. Through FY06-07, South Carolina had distributed approximately \$116.8 million in Homeland Security Grant Program funds. Approximately \$25.2 million is anticipated to be awarded to South Carolina in FY07-08. SLED serves as the State Administrative Agency (SAA) for these grant funds. Thus far, SLED has met every timeframe established by DHS. SLED is recognized by the US Dept. of Homeland Security in its Report from the Task Force on State and Local Homeland Security Funding as one of five states nationally recognized for use of innovative and "Best Practices" regarding implementing homeland security measures.</p>
<p>Inspections/ Headquarters I.</p>	<p>To promote integrity, professionalism, and dependability when dealing with the public's needs and concerns, and to effectively and efficiently manage a process for ensuring agency accountability, quality, safety, and National Law Enforcement Accreditation. The inspections unit conducts annual audits of evidentiary property and unannounced inspections of evidence storage areas; trains personnel on</p>	<p>Conduct staff inspections and audits. Provide an opportunity for the development of practical skills required in the inspection process. Provide Personnel Early Warning System (PEWS) training to managers, supervisors and employees. Conduct mock and on-site assessments for State Police Accreditation Coalition (PAC) - when possible. Improve the process for recording,</p>	<p>SLED is accessible 24 hours a day with a thirty (30) minute or less response time. SLED has 100% readiness with 95-100% contact to SLED personnel through individual cell phones or other communication devices. The Inspections Unit conducted 20 field observations, 12 annual audits of evidentiary property, 12 unannounced inspections of evidence storage areas, attended two (2) meetings of the S.C. Police Accreditation Coalition, inspected</p>

	<p>administrative procedures regarding OSHA/Safety, vehicle accidents, workers' compensation and evidence procedures; trains SLED personnel on various subject matters, provide training for various law enforcement qualifications and certifications.</p>	<p>registering, and controlling Internal Affairs (IA) investigations and complaints; Conduct and review IA complaints against agency personnel. Develop and write safety programs. Process and review vehicle accidents; submit the findings of the accident review board to Chief and other supervisory personnel. Promote safety throughout the agency and improve safety programs.</p>	<p>equipment in an effort to ensure operational readiness of equipment, conducted 24 semi-annual inspections of evidence control procedures, conducted 45 staff visits, conducted 59 line inspections, three administrative procedures reviewed, three on-site CALEA Assessments and three on-site PAC assessments conducted. Provided assessments for the Georgia Bureau of Invest., processed and investigated 50 vehicle accidents, screened and analyzed 616 driver records, investigated four Internal Affairs cases, investigated 6 complaint cases, conducted/ revised and trained Safety (OSHA) Compliance procedures, conducted one extradition, and handled over 805 telephone calls for service for bloodhound, helicopter, SWAT, bomb, arson, crime scene, general information, complaint, and/or officer-involved shooting incidents.</p>
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**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 presented 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.

- In accordance to CALEA standards, the agency should conduct a customer survey every three (3) years. SLED will be conducting an updated survey in FY07-08. The most recent customer satisfaction survey conducted in 2004 indicated broad support by police chiefs, sheriffs, and solicitors regarding the services SLED is providing to their departments and agencies.



A systematic approach of addressing complaints on personnel, services, and/or products has been developed and implemented. The system is set up to receive and review complaints about the actions and performance of all Division personnel. The Forensic Services Laboratory continues to receive commendation letters from local law enforcement agencies, members of the judiciary, and state citizens regarding their outstanding work and professionalism. Providing the highest level of quality law enforcement service to all citizens is paramount.

Ongoing communications with sheriffs, chiefs of police, solicitors, fire chiefs, and other first responders continues. In addition, SLED management attends many annual statewide association meetings with the sheriffs, chiefs, and solicitors as well as other local law enforcement and first responder associations. Further, SLED Captains are encouraged to routinely visit with local law enforcement officials in order to maintain a close working relationship. Any concerns and/or complaints presented during visits or conversations are handled immediately by the Chief 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 employees 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 the agency. Therefore, the courteous receipt of complaints, thorough and impartial investigations, and just dispositions are important in maintaining the confidence of our citizens. SLED distributes complaint process brochures for use by those having a complaint against the Division. The agency requires that complaint investigations be completed within 180 days and that the results be forwarded to the Chief of SLED. 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 Inspector or Internal Affairs to discuss the case.

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; CWP laws, reciprocity, and other information is available; the Sex Offender Registry is readily available for review, and connectivity to the National Sex Offender Public Registry is provided; 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 is available; renewal of CWP permits is available; and, other agency information is made available on the SLED Web site. SLED continues to address access issues in an effort to provide the citizens with timely and useful information as it pertains to criminal activity.

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.

#### **Category 4 – Measurement, Analysis, and Knowledge Management**

*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. All departments, except the Evidence Control Department and the Implied Consent Department, analyze laboratory cases. Therefore, case-related information is routinely used for measurement. The new Laboratory Information Management System (LIMS) permits monitoring cases and items received/completed.*

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 certification, inspection, and maintenance of breath alcohol testing devices and video recording systems. Therefore, specialized data relating to these functions is maintained and produced for public access on the Internet.

In addition, data is collected concerning the quality of the product and services. While the amount of work produced is important, it is equally critical that the work performed is of the highest quality. The Forensic Services Laboratory Quality Manager oversees data collection for the quality assurance process. Courtroom testimony of each employee is monitored yearly. Laboratory accreditation requires SLED Forensic Services to comply with approximately 140 criteria to retain accredited status with American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). Further, Forensic departments have passed all applicable standards including the DNA analysis standards set by the DNA Advisory Board.

*Criminal Justice Information System (CJIS)/Community Services* – Central to 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) are missing. Without good data, the liberty and safety of citizens could be compromised. Therefore, CJIS monitors measurements that best correspond to the accuracy, completeness, and timeliness of data and records that it receives, 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 Accreditation for Law Enforcement Agencies (CALEA) is an important tool to assess 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 for peak work periods such as the annual hurricane season and Myrtle Beach and the Atlantic Beach bike weeks. 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, it was necessary for the agency to develop systems that provide the leadership with extensive flexibility for resource allocation and deployment. All agents have received required training in the Incident Command System (ICS) format at ICS levels commensurate with their command status. The Incident Command System is utilized by SLED during major operations and responses to natural disasters, and allows for a consistent, orderly, and organized response to planned or unplanned events and investigations.

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.

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.

*Special Operations* - Special Operations 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 Accreditation for Law Enforcement Agencies (CALEA) are an important tool to assess the services, methods, and products as they relate to other law enforcement agencies. Feedback from 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* – An important part 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 the U.S. Department of Homeland Security and various other sources. SLED intelligence agents and SCIEEx (South Carolina Information Exchange) personnel 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. The Counter-terrorism/Protective Services/Emergency Management Unit coordinates information sharing directly with critical infrastructure partners from the private sector when a threat level changes.

## *2. What are your key measures?*

*Forensic Services Laboratory* - Various key 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 continuously accredited since 1994 by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB), and most recently achieved reaccreditation in September 2004. These accreditation standards currently include 140 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.

The laboratory is also subject to various standards of the Commission on Accreditation for 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. Laboratory performance metrics are detailed in Category 7 – Results.

*Criminal Justice Information System (CJIS)/Community Services* - Key measures for CJIS are best represented by the number of user agencies and secure devices with approved connectivity to the SLED intranet and the ability of citizens to access important data. Without access, the data are not used and serve no purpose. The use of wireless devices and the Internet reflect two technology changes by the Federal Bureau of Investigation Criminal Justice Information Systems (FBI CJIS) approved to access NCIC data. Internet access to NCIC data has been in use by SLED CJIS since April 2003. The use of the "thin client" application is for agencies to gain secure access for limited criminal justice purposes. This access primarily account for the continued increase in system use for FY06-07, especially to agencies that never had primary access before. The number of criminal justice agencies accessing the network by frame relay connections as primary, secondary access sites, using third party vendors and LEMS.WEB are in excess of 352; this includes 10,999 terminal devices, 141 local area networks (LANS), 21 wide area networks (WANS), and 2,106 wireless devices. The number of criminal justice agencies accessing the network through the "Internet only" is 123, whereas there are 29 criminal justice agencies using dual Internet and intranet connections. Additional performance metrics for CJIS/Community Services are included in Category 7 – Results.

*Investigative Services* – Key measures for Investigative Services are focused on customer request fulfillment, and include the following achievements in the fiscal year ending June 30, 2007. Performance metrics for Investigative Services are included in Category 7 – Results.

*Special Operations* - Mission accomplishment is determined by a measurable reduction in the number of establishments selling alcohol to minors and a measurable increase in enforcement efforts regarding minors in possession of alcohol. Performance metrics for Special Operations are included in Category 7 – Results.

*Office of Counter-terrorism* – Key measures for the Office of Counter-terrorism include the use of comparative data furnished by various federal and state agencies. This data is used to compare the programmatic performance of the Office of Counter-terrorism against other federal and state initiatives. Leadership is trained to detect, and authorized to correct, any noted deficiencies. 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. The Intelligence/Missing Persons Unit handled 1,213 requests for assistance and 1,628 backgrounds for the National Governors Conference in August of 2006, and 400 backgrounds for two (2) United States Presidential Debates in 2007. Additional performance metrics for Counter-terrorism are included in Category 7 – Results.

*3. How do you ensure data integrity, timeliness, accuracy, security, 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* – A new Laboratory Information Management System was installed. 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 that is verified by departmental supervisors.

*Criminal Justice Information System (CJIS)/Community Services* – System users are trained and certified to promote data quality. Certain NCIC record entries and SOR records require second party verification. Records are retained in the system in accordance with FBI established schedules and must be periodically validated. Agents assigned to SLED CJIS conduct investigations of federal laws and user agreements as it pertains to the integrity of data and the networks on which the data is transmitted. Information security requirements address personnel issues, physical complex, and technical security. CJIS staff members review NCIC and sex offender registry records based on questions from customers and citizens, and conduct periodic audits of all suppliers. Additionally, CJIS conducts technical audits of criminal justice and non-criminal justice agencies which have connection to the SLED FBI/CJIS network. 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. Standardized monthly reports from departments are prepared and disseminated to the Assistant Director in charge of Investigative Services. These comprehensive reports are reviewed for evidence

of trends or significant changes. A significant change is 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. The recent acquisition of a computerized case management system through grant funding is scheduled to go on line in FY07-08. Additionally, the purchase of tablet computers for investigative agents has enhanced agents' ability to track cases and facilitate the delivery of case material and management from the field.

*Special Operations* – Clearly outlined policies 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.

*4. 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, the number of laboratory cases and individual items are monitored by department and by employee. Departmental supervisors, the Laboratory Quality Manager, and Forensic Administration personnel routinely review quality information. 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)/Community Services* – In mission critical areas, monthly reports from the Sex Offender Registry (SOR), the South Carolina Incident Based Reporting System (SCIBRS), and the South Carolina Information Exchange (SCIEEx) are prepared and disseminated to the Assistant Director in charge of CJIS and the Chief of SLED. With the growing awareness of gang activity within the state, CJIS now submits reports to the Chief of Staff regarding the number of records on file within the NCIC Violent Gang and Terrorist Organization File (VGTOF). 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* – Standardized, comprehensive monthly reports are required from every component within Investigative Services. These reports include newly assigned cases, active cases, training given and received, special assignments, special operations, special events, court time, case reviews and supervisory contacts. This information is reviewed and evaluated by the Assistant Director in charge of Investigative Services. These data and statistics are analyzed for case management, case allocation, specific problem areas within the regions, overtime evaluation, and insuring that the goals and mission of Investigative Services are met. This information is disseminated by the Assistant Director at the bi-monthly team meetings as part of information sharing and communication between all components within Investigative Services.

*Special Operations* – The Special Operations units use clearly outlined policies 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* – This office monitors reports, intelligence processes, and planning documents in an effort to ensure that quality services are provided. Skilled and trained leadership personnel recognize operational and administrative strengths and weaknesses by reviewing all work products. In the event a deficiency is noted, agents are requested to take corrective actions. The work products are measured against

known standards for content, operability, and administrative correctness.

*5. 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 items are monitored for all departments, except the Evidence Control and Implied Consent departments, 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, departments are subject to standards set forth by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). Forensic Services departments have passed all applicable standards including the DNA analysis standards set by the DNA Advisory Board (DAB). Leadership is trained to detect, and authorized to correct any noted deficiencies.

*Criminal Justice Information System (CJIS)/Community Services* – 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. Leadership is trained to detect, and authorized to correct any noted deficiencies.

*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 for Law Enforcement Agencies (CALEA). Investigative Services units have passed all necessary CALEA standards. Leadership is trained to detect, and authorized to correct any noted deficiencies.

*Special Operations* – 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. Leadership is trained to detect, and authorized to correct any noted deficiencies.

*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's programmatic performance against other federal and state initiatives. Leadership is trained to detect, and authorized to correct, any noted deficiencies.

### **Category 5 – Human Resource Focus**

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 affected. After four 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 Forensic Scientists, after two years they are eligible to become a Forensic Scientist II and after five years, a Forensic Scientist III; Forensic Scientist IIIs then become eligible for supervisory positions.

The agency director relays budget updates to supervisory SLED agents in an effort to keep them fully informed of the budgetary process. A retirement incentive program continues to be utilized to retain experienced personnel at a reduced cost to the agency.

Attraction and retention of quality employees in an economically diverse environment continues to challenge SLED. 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, 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 SLED competes 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. 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 Stewart 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.

During the 2006-2007 fiscal year, an information technology (IT) personnel salary review was completed by the State Budget and Control Board. As a result, the Chief of SLED conducted an internal salary review which indicated that several information technology classifications were substantially lower than the state average. Therefore, certain information technology positions received an upgrade and/or salary increase. The agency goal is to attract, hire, and retain a qualified IT staff to address the 250 plus information technology projects at SLED.

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 continues to provide needed services to these personnel. 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”.

*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 periodically. Grant-funded training is used whenever available.

All safety training required by the 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 members). 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)/Community Services* – 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 the 40-hour NCIC training and become certified as an NCIC operator. If the employee is assigned to the State Identification Bureau (SIB), he or she must attend instruction in receiving and processing fingerprints. Those employees working with the Sex Offender Registry must attend training involving state and federal statutes. 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* – Chief Stewart ensures that all personnel, sworn and non-sworn, receive training as needed. He has implemented in-service training to include legal and enforcement updates, and weapons and vehicle qualification. Other employee training includes: operational and management training for sworn and non-sworn personnel which includes skills training, supervisory training, customer service, quality training, interviewing techniques, policies and procedures updating, etc. This training is 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 and then return to the agency to teach others. Chief Stewart has also solicited assistance from the National Guard to train personnel in quality training (Baldrige Criteria). To assure that newly hired agents are properly prepared for the many and varied duties and functions required of a SLED Agent, a New Agent Orientation manual and a Field Training Manual are being prepared. Training is critical to safety. Supervisory training is conducted bi-monthly, with input from the various components. This type of communication and information sharing results in promoting efficiency and professionalism. Continual in-house training conducted by SLED personnel, experts in their fields, insures well rounded agents that are knowledgeable and competent in a variety of law enforcement techniques and testing procedures.

*Special Operations* – 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* – Key training and developmental needs are identified by 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. The unit also has the responsibility for ensuring mandated DHS training initiatives (such as Homeland Security Presidential Directive-5 (HSPD-5) and HSPD-8) are delivered agency personnel and that they comply with all applicable standards regarding the Incident Command System (ICS).

*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.)*

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. Management makes frequent visits to the work areas throughout the agency, including regional offices around the state, so that pertinent information can be received from all personnel. Additionally, staff meetings are used at all levels to provide and receive information to and from employees. Further, exit interviews are utilized to receive employee comments. All information received by management is addressed in an effort to improve the work environment for all employees.

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

The *SLED Inspections Unit*, located in the Office of Inspectors, is responsible for ensuring that employees adhere to all OSHA/safety standards. A safe and healthy work environment is maintained through safety training and inspections of facilities. Line and staff inspections present the opportunity to report any health or safety issues that may affect employees. The Inspections unit conducted 12 annual audits of evidentiary property and 12 unannounced inspections of evidence storage areas, conducted 25 OSHA/Safety inspections, revised seven agency safety plans, and trained 14 SLED Crisis Managers. All Class I sworn personnel have been trained to operate automated external defibrillators (AED) which have been placed in the main SLED buildings. Additionally, 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 periodically to discuss safety issues. The Safety Manager and departmental safety officers regularly disseminate safety information.

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)/Community Services* – SLED CJIS participates fully with national and state justice data and law enforcement communities on behalf of CJIS. SLED 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 (Southern Working Group), Compact Council, 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 (TAC)” to act as a liaison between CJIS and the user agencies. The FBI requires each agency to also have an employee designated as their Information Security Officer (ISO) for technical security of their IT systems and connectivity to SLED CJIS. Periodic meetings now include the agency ISOs and TAC who are included at meetings giving representation opportunities for CJIS to receive community input. The South Carolina CJIS Users’ Conference was again held in FY06-07 with approximately 350 criminal justice personnel in attendance. This Users’ Conference was implemented in 2003. Finally, the SLED State Information Bureau (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 education, lottery, motor vehicles, childcare facilities, and the legal communities.

*Investigative Services* – SLED participates in various training exercises and/or provides training for law enforcement agencies and personnel, forensic scientists, licensees, and permit holders. SLED has developed a program for providing Officer Survival Schools for local, state and federal level law enforcement (in-state and out-of-state). SLED developed an in-house training course on interviewing. This course was requested and presented to local and regional law enforcement. The interviewing course was also made available to other state agencies. Requests from various state and law enforcement agencies continue for the Interview Course. Child Fatality training programs for medical personnel, attorneys, and law enforcement personnel (approximately 300 personnel) are offered annually regarding child abuse, child neglect, and child death investigations. The Polygraph section trained 8 law enforcement interns and recertified 78 licensed examiners per state statute. SLED participates in an internship program in coordination with the University of South Carolina, representing approximately 15 interns annually. A Cadet Academy (one week in summer) for 60-70 rising high school seniors is coordinated 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 are conducted each summer. Behavioral Sciences personnel continue to provide training to psychological profilers nationwide and worldwide. SLED’s two Behavioral Scientists are part of the current curriculum for Behavioral Sciences offered through the International Criminal Investigative Analysts Fellowship. The Forensic Art staff trains officers at the FBI Academy in Quantico, Virginia and offers lectures at the University of South Carolina and the Medical University of South Carolina on an annual basis.

*Special Operations* – The Special Operations Unit provides quality manpower and technical assistance to all law enforcement; provides a statewide response capability in the areas of tactical operations, aviation, and

arson/bomb; oversees compliance with the alcoholic beverage control statutes; investigates applications for alcohol licenses and report findings to the SC Department of Revenue; conducts covert investigations involving illegal activities, including interdiction of narcotics and other illicit substances as well as enforcement of gambling statutes; conducts investigations of criminal violations at the SC Division of Motor Vehicle; assists law enforcement agencies and the NICB with vehicle examination/identification; and assesses and monitors agency personnel training.

*Office of Counter-terrorism* – The Office of Counter-terrorism agents make numerous 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, and 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. A new Laboratory Information Management System was installed in January 2006. Also, an electronic Evidence Submission Manual was published on CD for use by agencies throughout the state during the same year.

The Forensic Services Laboratory has also expanded its use of the SLED Web site within recent 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 extensive records for breath alcohol testing devices and videotaping systems on the SLED Web site (<http://www.sled.sc.gov>). 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. 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 remains current with technological advancements through the use of federal grants and other funds.

*Criminal Justice Information System (CJIS)/Community Services* – The key design and delivery processes used by CJIS 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. SLED now uses an automated process that follows the American National Standards Institute and National Institute of Standards and Technology (ANSI-NIST) standards; these standards have largely replaced the manual system of classification. These standards also control identification product design. Because criminal history records are maintained in a distributed system in which local agencies report to a State Identification Bureau (SIB) in each state, and SIBs report 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. Crime reporting operates in the same way. 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 Information Technology data network. Information Technology 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 compose reports, memoranda, and complete forms in less time and without additional administrative support. This greatly enhances our ability to deliver a timely product to our customers. During the fiscal year a computer was assigned to every investigatory agent. Every investigative report is placed on the server for case review and quality control. As a result, turn around time for completion of these reports has been dramatically reduced because changes or corrections are done via computerization rather than sending hard copies back and forth to the case agent. Also, Investigative Services has revised how case reports and files are generated and presented to customers. Based on this review, a comprehensive report format is being developed as a guideline for each component of Investigative Services. In addition, a new computerized case management system is being developed to SLED's specification and is set to go online during the first part of FY07-08.

By upgrading radio communications and providing cellular telephone/pager combinations, the agency has increased its ability to quickly respond to critical incident, investigative, and crime scene processing requests, as well as streamlining internal communications. This system has also provided management with the flexibility to realign resources during emergencies.

*Special Operations* – The Special Operations 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. Additionally, management review continues to ensure that key performance requirements are met. All investigative functions are subject to continuous monitoring and extensive management review.

*Office of Counter-terrorism* – The unit 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 the Laboratory Information Management System (LIMS) 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 has implemented internal workflow efficiencies 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)/Community Services* – This unit operates a 24-hour by 7-day-a-week 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* – Services delivery ranges from immediate response, when necessary, with manpower or component services, to scheduled appointment dates for assistance in the Behavioral Sciences section to major case investigations within the SLED regional offices, some lasting months and possibly years. Assigned on-call agents, within every component of Investigative Services, attempt to respond to customer requests for services at any hour of any day in an appropriate and timely manner.

*Special Operations* – This department is directed to provide law enforcement services whenever requested by local, state, and federal law enforcement, and to the community and businesses. Many initiatives are used to ensure efficient delivery of daily services. The department, in conjunction with the Department of Revenue, has recently implemented a computerized system for expediting the inspection process for Alcohol Licensed establishments.

*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 numerous commendation letters from various elements of the criminal justice community. These letters discuss employees’ professionalism and scientific expertise along with other desirable qualities. 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)/Community Services* – 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 three to five 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.

*Investigative Services* – Customer satisfaction is first measured by the outstanding work product produced. In the fiscal year ending June 30, 2007, agents assigned to Investigative Services components received over 120 letters of commendation from our customers, as well as, internal recognition for noteworthy accomplishments. Additionally, letters from Solicitors regarding case review for prosecution often mention the thoroughness of case reports. Employee Management Performance System (EPMS) are being updated and designed that more

accurately reflects work duties and functions of the employee as opposed to generic goals and responsibilities. Accountability is our team goal.

*Special Operations* – Performance levels and trends for key measures of customer satisfaction is gauged by the numbers of complaints and requests for service which are dealt with in a timely and professional manner. Also, repeat requests for services are a measure of customer satisfaction. Approximately 47 letters of commendation and satisfaction were received last year.

*Office of Counter-terrorism* – The Office of Counter-terrorism has received numerous 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 Forensic Services Laboratory has been continuously nationally accredited since 1994 by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). In addition to achieving reaccreditation of the Forensics Laboratory, the Crime Scene Processing section sought and achieved, for the first time, accreditation by ASCLD/LAB. These accreditation standards currently include 140 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. The laboratory is also subject to various standards of the Commission on Accreditation for 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 FY06-07, individual laboratory departments received 22,602 cases and completed 19,487 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.).

<b>Department</b>	<b>Cases Received 2004-2005</b>	<b>Cases Received 2005-2006</b>	<b>Cases Received 2006-2007</b>	<b>Cases Completed 2004-2005</b>	<b>Cases Completed 2005-2006</b>	<b>Cases Completed 2006-2007</b>
*DNA Casework (formerly DNA Analysis)	2,024	2,328	3,800	840	1,014	2,323
**DNA Database			310			304
Drug Analysis	6,121	7,212	7,040	4,846	5,518	5,256
*Evidence Processing	639	694	0	593	443	0

Firearms	762	898	1,248	441	586	971
Latent Prints	2,137	2,228	1,792	1,852	1,764	1,721
Questioned Documents/ Photography	5,142	2,666	3,159	5,142	2,635	3,155
Toxicology	4,594	4,794	4,033	3,515	2,992	4,396
Trace	1,093	1,080	1,220	1,000	898	1,361
<b>Totals</b>	<b>22,512</b>	<b>21,900</b>	<b>22,602</b>	<b>18,229</b>	<b>15,850</b>	<b>19,487</b>

\* Effective FY 06-07, the DNA Casework Department includes the Evidence Processing Section

\*\* Effective FY 06-07, DNA Database is a new Department

In addition, the new Laboratory Information Management System (LIMS) permits monitoring items received/completed. An item is an individual piece of physical evidence from a case. During FY06-07, the laboratory received 65,751 items and completed 61,329 items. Each case has a varied number of submissions, items, and service requests. It should be noted that the length of time to complete analysis of an item can vary greatly and depends on many factors. Analysis of an item may be delayed pending submission of appropriate standards from the submitting agency or completion of analysis by another laboratory department.

Department	Requests Received 2004-2005	Requests Received 2005-2006	Items Received 2006-2007	Requests Completed 2004-2005	Requests Completed 2005-2006	Items Completed 2006-2007
*DNA Casework (formerly DNA Analysis)	14,337	15,820	17,689	8,230	10,122	12,891
**DNA Database			343			333
Drug Analysis	9,519	10,516	9,733	8,233	8,948	9,092
*Evidence Processing	3,535	3,776	0	3,775	3,254	0
Firearms	3,394	3,894	4,698	2,703	2,372	3,522
Latent Prints	12,264	11,688	10,225	12,321	11,820	10,259
Questioned Documents/ Photography	11,202	8,868	5,993	13,246	8,866	5,617
Toxicology	11,991	11,632	8,993	10,823	10,226	9,889
Trace	2,994	3,142	8,077	2,763	2,720	9,726
<b>Totals</b>	<b>69,236</b>	<b>69,336</b>	<b>65,751</b>	<b>62,094</b>	<b>58,328</b>	<b>61,329</b>

\* Effective FY 06-07, the DNA Casework Department includes the Evidence Processing Section

\*\* Effective FY 06-07, DNA Database is a new Department

The Latent Prints Department is responsible for the laboratory's crime scene processing responses. Other departments assist this department when added manpower or specialized expertise is needed. SLED Latent Prints personnel are able to respond to requests for this service throughout the state 24 hours a day, 7 days a week. 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 takes many hours to process. During FY06-07, the Latent Prints Department responded to 232 local and state requests for crime scene processing assistance.

<b>Latent Prints Department – Crime Scene Processing Response</b>				
FY2003	FY2004	FY 2005	FY 2006	FY 2007
293	285	238	235	232

The Implied Consent Department maintains 163 breath alcohol testing devices (BAC DataMaster) and videotaping systems (VDS-2) at 123 certified breath testing sites throughout the state. In FY06-07, this Department performed 1,009 on-site DataMaster inspection/ maintenance visits and 697 on-site video-recording system inspection/maintenance visits, and completed upgrading the video-recording systems to a digital server. These videos are used as evidence in any legal proceeding, pursuant to S.C. Code of Laws, Section 56-5-2953.

<b>BAC DataMaster Maintenance Visits</b>				<b>BAC DataMaster Certification</b>				<b>BAC DataMaster Remote Inspections</b>			
FY 04	FY 05	FY 06	FY 07	FY 04	FY 05	FY 06	FY 07	FY 04	FY 05	FY 06	FY 07
980	972	1,041	1,009	11	20	7	2	91	50	6	46

<b>VDS-2 On-site Inspections</b>				<b>VDS-2 Certifications</b>			
FY 04	FY 05	FY 06	FY 07	FY 04	FY 05	FY 06	FY 07
717	763	787	697	11	20	7	2

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.

<b>Marijuana Analysts Certified</b>				<b>Marijuana Analysts Recertified</b>			
FY 04	FY 05	FY 06	FY 07	FY 04	FY 05	FY 06	FY 07
122	120	125	125	55	70	64	83

Another measure of the forensic laboratory service’s mission accomplishment is the number of expert witness requests provided by SLED forensics laboratory personnel; these figures are noted in the table below.

<b>Department</b>	<b>Court Testimonies</b>	<b>Court Testimonies</b>	<b>Court Testimonies</b>	<b>Court Testimonies</b>
	2003-2004	2004-2005	2005-2006	2006-2007
*DNA Casework (formerly DNA Analysis)	33	34	39	76
**DNA Database				11
Drug Analysis	46	37	51	37
*Evidence (Control and Processing)	13	11	15	0
Evidence Control				6
Firearms	48	38	52	49
Forensic Admin.	2	0	0	4
Implied Consent	13	9	4	8
Latent Prints	24	27	24	25
Questioned Docs/ Photography	10	5	8	3



Toxicology	22	46	49	27
Trace Evidence	35	33	42	43
<b>Totals</b>	<b>246</b>	<b>240</b>	<b>284</b>	<b>289</b>

\* Effective FY 06-07, the DNA Casework Department includes the Evidence Processing Section

\*\* Effective FY 06-07, DNA Database is a new Department

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. Every effort is made to attend free or low cost training. Additionally, grants are extensively used along with in-house training efforts.

Department	Training Events Attended 2003-2004	Training Events Attended 2004-2005	Training Events Attended 2005-2006	Training Events Attended 2006-2007
*DNA Casework (formerly DNA Analysis)	44	46	62	38
**DNA Database				12
Drug Analysis	17	15	13	9
*Evidence (Control and Processing)	1	3	3	0
Evidence Control				2
Firearms	4	19	19	29
Forensic Administration	10	14	17	22
Implied Consent	6	6	3	6
Latent Prints	31	29	48	32
Questioned Documents/ Photography	25	14	21	6
Toxicology	13	18	37	35
Trace Evidence	1	7	15	24
<b>Totals</b>	<b>152</b>	<b>171</b>	<b>238</b>	<b>215</b>

\* Effective FY 06-07, the DNA Casework Department includes the Evidence Processing Section

\*\* Effective FY 06-07, DNA Database is a new Department

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, the agency has been able to maximize delivery efficiency of some training topics via videotape production and dissemination.

Forensic Services Training to Outside Agencies	2003-2004	2004-2005	2005-2006	2006-2007
Training Hours Provided to Outside Agencies	8,082	3,141	3,539	2,783

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

*Criminal Justice Information System (CJIS) and Community Services* – Mission accomplishment is best represented by the number of user agencies and secure devices with approved connectivity to our Intranet, the Internet, and wireless devices such as Personal Digital Assistants (PDA), Blackberries, and the ability of citizens to access important data. Without access, the data are not used and serve no purpose. The use of wireless devices and the Internet reflect two technology changes by the Federal Bureau of Investigation Criminal Justice Information Systems (FBI CJIS) approved to access NCIC data. Internet access to NCIC data has been in use by SLED CJIS since April 2003. SLED Information Technology staff developed and deployed S.NET to law enforcement agencies at no cost. This “fat client” allows secure access for full-function (entry and inquiry) criminal justice purposes via the Intranet to NCIC, NLETS, DMV, and other criminal justice applications. Agencies are accessing the S. Net application for NCIC, NLETS, and DMV use. This should prove to expand access even further. The number of criminal justice agencies accessing the network by frame relay connections as primary or secondary access sites, using third party vendors and LEMS.WEB is 352; this includes 10,999 terminal devices, 141 local area networks (LANS), 21 wide area networks (WANS), and 2,106 wireless devices. The number of criminal justice agencies accessing the network through the “Internet only” is 138 whereas there are 29 criminal justice agencies using dual Internet and intranet connections. Public access for non-criminal justice purposes via the Internet is limitless. In FY06-07, the agency conducted 447,018 criminal background checks by using the CATCH (Citizen Access to Criminal History) via the Internet, US Mail, and walk-ins to SLED CJIS Dissemination. In the FY06-07, SLED Dissemination became responsible for accepting and reviewing Concealed Weapons Permits (CWPs), Private Investigator, and Security Guards applications. During this period, SLED Dissemination handled 33,559 applications. The total number of fingerprint cards submitted both by mail and electronically (livescans) for FY06-07 was 238,321, which is a 3% increase from the previous fiscal year. The total number of criminal history records processed for custody, depositions, expungements, deaths, consolidations, and deletes during FY06-07 was 383,799 reflecting a 6.2% decrease in processing. Through FY06-07, a total of 1,376,880 record subjects are currently retained in SLED’s criminal history database. Approximately 38 agencies are currently submitting fingerprints electronically and 23 agencies are submitting latent prints for evaluations to the Forensic Crime Laboratory’s Latent Prints Section. Also during FY06-07 SLED CJIS Training personnel certified 1,666 new National Crime Information Center (NCIC) operators. Approximately 16,850 Concealed Weapons Permits (CWPs) were issued in FY06-07 and there are now over 54,753 Concealed Weapons Permit (CWP) holders in South Carolina. Regulatory Services commissioned and renewed 2,184 Constables for FY 06-07.

*All components of Investigative Services responded to 5,621 calls for assistance or investigations during FY06-07.*

- The Forensic Art Unit prepared a total of 106 composites, two (2) facial reconstructions, two (2) age progressions and 41 graphics for courtroom presentation.
- The Polygraph Section scheduled 1,077 tests, conducted 803 tests, and found deception in 300 of those tests.
- The Behavioral Science Unit opened 84 cases, 46 of which were threat assessments.
- The Grand Jury and Insurance Fraud Unit opened 379 new state grand jury or insurance fraud cases in the fiscal year ending June 30, 2007.
- The four Regional Investigative Units responded to numerous requests for service which included criminal investigations, child fatality investigations, jury sequestration, and special events. Statewide Special Event planning, including marches, high profile conferences, and natural disaster management requires coordination between the Emergency Preparedness Unit and the other units of Investigative Services, especially the Regional Investigative Units. Units of Investigative Services responded to 46 special events requiring the deployment of large numbers of manpower assets, and provided technical support using communications and aviation resources.

<b>Investigative Services</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
Requests for Criminal Investigations and assistance	3,943	3,299	3,783	3,254	3,268
Forensic Art	112	75	41	129	156
Behavioral Science	82	85	79	92	84
Polygraph	1,375	1,233	1,289	1,227	1,007
State Grand Jury	270	184	290	456	379
Vulnerable Adults	N/A	N/A	N/A	N/A	499
Computer Crimes	213	302	209	210	228
Child Fatalities	200	192	208	203	252
<b>Totals</b>	<b>6,195</b>	<b>5,370</b>	<b>5,899</b>	<b>5,571</b>	<b>5,873</b>

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.

*Special Operations* – Mission accomplishment is determined by a measurable reduction in the number of establishments selling alcohol to minors and a measurable increase in enforcement efforts involving minors in possession of alcohol. The unit continues to actively enforce laws governing alcohol sales to minors, and alcohol investigations and licensing.

<b>VICE Enforcement</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
Admin. Violations (alcohol)	1,073	1,060	1,132	720	819
Admin. Warnings Issued	924	298	248	185	179
Alcohol Related Arrests	1,903	1,780	1,370	907	1,006
Admin. Inspections Conducted	10,456	10,506	7,039	4,268	8,838
Admin. Orders Processed	12	48	38	59	50
Complaints Investigated	756	627	785	718	710
Alcohol Locations Checked	3,879	4,734	4,307	3,245	4,593
Alcohol Violations Detected	721	785	850	574	726
Lottery Complaints	200	213	248	208	160
Lottery Arrests	40	19	16	20	10
Narcotics Complaints	119	118	169	84	30
Narcotics Arrests	496	580	355	271	275
Requests for Technical Services	744	1,717	997	1,841	2,303
Video Gaming Cases made after 7/1/00 (seized)	185	1,025	1,551	1,223	1,824
<b>Totals</b>	<b>21,508</b>	<b>23,510</b>	<b>19,105</b>	<b>14,323</b>	<b>21,523</b>

<b>Alcohol Licensing</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
Applications Processed	3,207	3,188	2,944
Sign pickup for mini bottle license	705	775	1,776
Sign pickup for beer/wine	1,930	1,823	681
Sign pickup for retail liquor license	171	164	142
<b>Total</b>	<b>6,013</b>	<b>5,950</b>	<b>5,543</b>

<b>Dog Fighting</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
Cases initiated	5	6	5
Arrests	11	1	9
Complaints	14	5	30
<b>Total</b>	<b>30</b>	<b>12</b>	<b>44</b>

<b>Charges – Alcohol Enforcement</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
Use of Altered ID	1	23	6	3	3
Use of Another’s ID	57	44	22	2	13
Poss. Of Liquor under 21	99	72	58	43	56
Use of Fake ID	37	25	6	6	8
Poss. Of Beer under 21	332	299	243	141	177
Unlawful Sales	721	785	850	574	726
<b>Totals</b>	<b>1,247</b>	<b>1,248</b>	<b>1,185</b>	<b>769</b>	<b>983</b>

<b>Training Provided by Training Department Personnel</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
Training Provided for SLED Agents by SLED Instructors (hours)	13,622	13,267	13,012	18,080	17,944
Training Provided for Other Law Enforcement Agencies (hours)	268	1,182	1,108	3,168	5,131
WMD/Counter-terrorism Training	7,744	1,920	110	480	792
<b>Total Training Hours Provided</b>	<b>21,634</b>	<b>16,369</b>	<b>14,230</b>	<b>21,728</b>	<b>23,867</b>
CWP Instructor Lesson Plans Approved	60	49	25	35	65

<b>Vehicle Crimes</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
Investigations Conducted	389	273	359	478
Vehicle Examinations/Identifications			2,359	2,246
Arrests	273	178	141	198
Recovered Property Items		225	119	136
Approx. value of recovered property	<b>\$1,973,000</b>	<b>\$3,338,500</b>	<b>\$1,300,000</b>	<b>\$1,660,950</b>

<b>Tactical Service</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
Requests for Bloodhound Tracking	127	96	89	110	112
Aviation Services Calls for Service	413	445	327	420	655
SWAT Team calls	31	43	24	23	29
Fugitive Task Force Investigations	205	146	188	189	238

<b>Arson/Bomb</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
Arson/Bomb Investigations	597	608	582	529	460

<b>Regulatory Services (CWP, Private Detectives, Security, Constables, Coroners)</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
Investigations Conducted	2,888	2,539	1,650	189*	233
Pistol Licenses Issued				172	179
Security/Private Investigation Licenses Issued				14,143	14,797
Coroners/Deputy Coroners Permits Issued				31	10

Concealed Weapons Permits Issued	10,962	9,820	13,479	16,713	16,850
**State Constable Commissions Issued				210	***2,184
<b>Total Licenses and Commissions Issued</b>	<b>19,293</b>	<b>16,849</b>	<b>12,414</b>	<b>31,269</b>	<b>34,020</b>
<b>Total Licenses/Commissions/Investigations</b>	<b>33,143</b>	<b>29,208</b>	<b>27,543</b>	<b>31,458</b>	<b>34,253</b>

\*Alcohol Investigations and Alcohol Licensing has been moved to VICE Unit.

\*\*FY05-06 is the first year this information has been tabulated.

\*\*\*FY 06/07 was the renewal year for State Constables

State Constable Commissioned	2005-2006	2006-2007
Group I	128	879
Group II	37	420
Group III	45	803
Advanced		82
<b>Totals</b>	<b>210</b>	<b>2,184</b>

**Explanation of each category:**

Group I - Active police officers commissioned as constables

Group II - Retired police officers commissioned as constables

Group III - Volunteer citizens commissioned as constables

Advanced - Volunteer citizens commissioned as a Group III, but authorized to work with limited supervision

Community Relations Unit	2003-2004	2004-2005	2005-2006	2006-2007
Alcohol/Drugs Training & Seminars	91	17	3*	4*
Career Days/Fairs	25	23	36	57
Child Fatality Assistance				6
Community Race Relations Issues	30	18	95	97
Community Relations Speeches	65	77	37	76
Conferences/Presentations	8	3	8	12
CWP Assistance				27
Employee Assistance Seminars/Trainings				9
Interns	37	18	33	29
Mediations				51
Officer Involved Shootings				21
Security	30	32	17	39
State Reciprocity				17
Support/Security Details	1	24	46	33
Victim/Witness	14	4	32	79
Victim Support (Presentations)	7	3	11	10
<b>TOTAL REQUESTS FOR SERVICES</b>	<b>308</b>	<b>219</b>	<b>315</b>	<b>563</b>
<b>TOTAL NUMBER INDIVIDUALS CONTACTED</b>			<b>24,648</b>	<b>25,611</b>

\*This service is no longer conducted by this Unit.

SCLEAP Program	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Public Events Attended	9	12	41	50	40
Emergency Call-Outs	33	34	17	23	6
Pastoral Visitation of Employees/Family	44	114	195	231	61

Public Speaking/In-Service/Prayers	43	45	42	49	53
Incidents Where Volunteers Were Used	*470	**45	37	40	18
Funerals Attended	20	25	19	21	6
<b>Total</b>	<b>619</b>	<b>275</b>	<b>351</b>	<b>414</b>	<b>184</b>

\*Includes group work and one-on-one      \*\*Incident count only

*Office of Counter-terrorism* – This unit 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. The Intelligence/Missing Persons Unit handled 1,213 requests for assistance.

*Office of Homeland Security* – SLED continues to execute the duties set forth in statute effective July 1, 2003, and as required by the Department of Homeland Security as it relates to homeland security needs and assessment. SLED has implemented the statewide Strategy and Assessment which was developed for South Carolina and approved in Washington. Federal funding received by South Carolina has been distributed based on local and state first responders’ priorities and needs to address implementation of the new strategy. Thus far, federal funding has been received by the state and distributed to locals within required timeframes established by the Department of Homeland Security (DHS) Office of Domestic Preparedness. Homeland security funding administered by SLED has reached approximately \$116.8 million which has passed through SLED to local and state entities. States are required to distribute 80% of their awarded funds to local government entities. The State Counter-terrorism Coordinating Council is integrally involved in the process of allocation of these funds, which have been awarded pursuant to the State strategies. Also, according to DHS officials, the submission from South Carolina for the FY07 Homeland Security Investment Justification was in the top five percent of all submissions nationally.

- Local Allocations – \$25.8 million spread to local governments for homeland security initiatives in addition to specific allocations for specialized equipment, training and exercises;
- Local Emergency Operations Center Enhancements – \$2.76 million;
- Local and state equipment purchases \$46.53 million – Urban Search and Rescue (USAR) Initiatives; State WMD Response Team; Personal Protection Equipment (PPE); Chemical, Ordnance, Biological Radiological teams (COBRA); Regional Medical Assistance Teams (RMAT); Incident Support/Management Teams; Explosive Ordnance Disposal (EOD) teams; Decontamination Tents/Trailers; Aircraft Technology; Communications Interoperability; Cyber Security, etc.;
- Buffer Zone Protection Program/Critical Infrastructure – \$5.7 million;
- Agro-terrorism response – \$2.97 million;
- Prevention (fusion center) – \$7.17 million;
- Homeland Security Planning, Training and Exercises – \$11.39 million;
- Citizen Corps and Citizen Preparedness – \$1.31 million;
- Metropolitan Medical Response System – \$0.46 million;
- Assessment and Strategy/Administering Program – \$4.05 million;
- Emergency Management Performance Grants (EMPG) – \$8.66 million

The efforts of the state and regional Counter-terrorism Coordinating Councils leverage the expertise and contributions of a diverse yet robust group of public and private sector individuals, all focused upon the detection and prevention of, preparation for, protection against, and response to violence or threats of violence from terrorist activities. While administrative costs for these Council meetings are extremely low, the contributions to the safety of South Carolina's citizens are substantial. Communication, collaboration, and cooperation are hallmarks of each of the CTCC meetings, and are largely responsible for the respective

council's abilities to demonstrate successful completion of the many tasks they are presented.

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, 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. -The Laboratory Quality Manager maintains an electronic employee development file 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)/Community Services* – Employee satisfaction is reflected in anecdotal information received by management from employees. Improvements have been made possible with grant funding and are necessary in order to continue access to NCIC and NLETS. The majority of staff from CJIS, SIB, SOR, SCIBRS/NCIC and units received formal training during FY06-07. In FY05-06, career paths for Fingerprint Specialists and Examiners were established. In FY 06-07, SIB began the certification process for its Senior Fingerprint Examiners, with one becoming certified IAI (International Association of Identification).

*Investigative Services* – Employee satisfaction is first measured by the outstanding work product produced. In the fiscal year ending June 30, 2007, agents assigned to Investigative Services components received over 120 letters of commendation from SLED customers. Additionally, letters from solicitors regarding case review for prosecution often mention the thoroughness of case reports. The retention of and loyalty of agents to the Division is a direct reflection of employee satisfaction.

*Special Operations* – 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.) See previous Charts for results.*

*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, DNA Analysis, 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 16-1-90, 16-17-470, 17-7-80, 23-3-15(A)(2), 23-31-400, 23-31-410, 50-21-112, 50-21-113, 50-21-114, 55-1-100, 56-1-10, 56-1-286, 56-1-2120, 56-1-2130, 56-5-2930, 56-5-2933, 56-5-2934, 56-5-2941, 56-5-2945, 56-5-2950, 56-5-2953, and 56-5-2954. The DNA Analysis Department continues to comply with the effect of Section 23-3-600 (DNA Database Act). Effective July 1, 2004, the statute was amended to require any individual convicted of a felony offense to provide a DNA sample for inclusion into the South Carolina State DNA Database.

*Criminal Justice Information System (CJIS) and Community Services* – Federal privacy laws and FBI rules distinguish between NCIC access for criminal justice purposes and access for non-criminal justice purposes. Access for 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 extreme instances. SLED CJIS conducts audits of its customers and suppliers, and the FBI audits SLED CJIS. In the FY05-06, CJIS NCIC/SCIBRS Audit Section conducted a total of 33 audits of law enforcement agencies; performed five (5) access integrity investigations and certified 1,341 new NCIC operators. SLED NCIC began actively working with federal, state and local law enforcement agencies in entering information into the Violent Gang and Terrorist Organization File (VGTOF) in FY05-06.

In 1991, South Carolina became one of the first states to implement the National Incident Based Reporting System (NIBRS) developed by the FBI to capture crime data and other information gathered by municipal and county law enforcement agencies. Crime data are classified according to standard definitions used throughout the nation. By using standards, it is ensured that offenses with different titles under the laws of the various states are appropriately classified and counted under the UCR programs. SLED forwards this statistical crime information to the FBI on a monthly basis for inclusion in the FBI's annual publication.

South Carolina laws which address CJIS and Community Services operations include the following: 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; and 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.

*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, the maintenance and operation of a statewide comprehensive forensic sciences laboratory; covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; operation and maintenance of a central, statewide criminal justice data base and data communication system; 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.



Investigative Services conducted 1200 backgrounds on applicants who applied for the South Carolina Bar Association. Also, 77 backgrounds were completed on Judicial Applicants, 76 backgrounds were completed on potential SLED employees including sworn and non-sworn personnel, and 15 backgrounds were completed on State Grand Jury interns and Law Clerks. Investigative Services completed 110 criminal histories for the Court Administration, S.C. Judicial Department, S.C. Senate, Legislative Screening Committee (Board of Trustees of S.C. Colleges & Universities). The Unit also completed 107 criminal histories for the Governor's Office for Award presentations and 850 criminal histories and credit reports for the Governor's Office for applicants applying to Boards and Commissions.

*Special Operations* – 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; arson investigation and emergency event management pertaining to explosive devices; establishment and operation of highly specialized, rapid response law enforcement units within the division; 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. This unit also is charged with conducting investigations pertaining to vehicle thefts, fraudulent drivers licenses and counterfeit titles (Section 23-3-175). Additionally, Sections 12-21-2703 through 12-21-2804; and 16-19-50 establish South Carolina's video gaming laws which are enforced by the VICE Unit.

*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.