

Accountability Report Transmittal Form

Agency Name: State Law Enforcement Division

Date of Submission: December 4, 2012

Agency Director: Chief Mark A. Keel

Agency Director's e-mail: mkeel@sled.sc.gov

Agency Contact Person: Kristen Lyttleton

Agency Contact Person's E-mail: klyttleton@sled.sc.gov

Agency Contact's Telephone Number: 803-896-6292

South Carolina Law Enforcement Division (SLED)



**Agency Accountability Report
Fiscal Year 2011-2012**

Table of Contents

- Section I - Executive Summary1**
- Section II - Organizational Profile.....3**
- Section III – Elements of Malcolm Baldrige Award Criteria.....12**
 - Category 1 – Leadership.....12
 - Category 2 – Strategic Planning.....16
 - Category 3 – Customer Focus.....20
 - Category 4 – Measurement, Analysis and Knowledge Management.....22
 - Category 5 – Workforce Focus.....27
 - Category 6 – Process Management.....33
 - Category 7 – Key Results.....36

Section I : Executive Summary

1. Purpose, Mission, Vision and Values

- ❖ 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**, 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. This legislation has been amended and now includes 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;
 - Operation of a child fatality investigative unit;
 - Operation of a vulnerable adult investigative unit;
 - Coordination of state counter-terrorism efforts; and,
 - All other activities consistent with the SLED mission.

2. Major Achievements (by functional area and program)

- ❖ Forensic Services Laboratory
 - National standards compliance result in improved operations. Since 1994, the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) has accredited the Laboratory. To obtain ASCLD/LAB accreditation, specific standards and criteria must be met and confirmed by an external inspection. Accreditation is maintained through annual internal and periodic external inspections. The DNA Department (Casework/Database) continues to maintain compliance with FBI Quality Assurance Standards (QAS) (formerly known as DNA Advisory Board (DAB) Standards).”
 - Databases being used to solve cases. The South Carolina Combined DNA Indexing System (CODIS) database contained approximately 177,368 profiles at the end of FY11-12. As a result of the DNA Database being implemented, non-suspect and/or "cold" cases are now analyzed. The DNA National Database was expanded to include all offenders committing a felonious crime; this has resulted in a substantial increase in profiles included in the Combined DNA Indexing System (CODIS) which is the National DNA Database.
- ❖ Criminal Justice Information System (CJIS)
 - SLED continues to participate with the National Sex Offender Public Registry (NSOPR) and is compliant with the Sex Offender Registration and Notification (SORNA).
 - CCH: SLED worked with the South Carolina Judicial Department to streamline arrest warrants to comply with national standards.
 - CJIS/IT compliance and audit issues.
 - A strategic plan has been developed to bring SLED into compliance with grant requirements and address compliance and audit issues within CJIS and IT. SLED also addressed compliance issues with the Compact Council.
 - The South Carolina Automated Fingerprint Identification System (AFIS), which is housed at the Crime Information Center (CIC), was upgraded to provide faster and more efficient searches. The CIC implemented an interface between the South Carolina AFIS, SLED’s Combined Offendor DNA database (CODNA) system and livescan workstations through out the state. This interface will determine if DNA collection is needed at the time of the arrest. South Carolina AFIS also

houses a total of 36,255 fingerprints for certified law enforcement officers for the state. The Criminal Justice Academy and SLED have signed an MOU for processing fingerprint submissions via livescan for certified police applicants.

- ❖ Office of Homeland Security
 - Reversed a SLED/State Agency funding trend depriving SC jurisdictions potential direct and reverted funds awards of Homeland Security grants (although allowable through MOA) increasing morale. Since July 2011, the percentage of direct awards to local authorities increased to 70 percent. Even with the reduced budgets, this made a significant impact on local budgets, morale and the spirit of the program.

3. Key Strategic Goals

- ❖ The agency's primary goal is to provide investigative, technical, and tactical law enforcement resources to all areas of South Carolina. SLED continues to provide these services and assistance to 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.
- ❖ Achieve accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- ❖ Continue to aggressively pursue federal funding. The agency will continue to work with the South Carolina Congressional Delegation and the Federal Appropriations Committee in an effort to secure federal funding for the Forensic Laboratory and the Criminal Justice Information System (CJIS).
- ❖ 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.
- ❖ Comply with statutory mandates. SLED will continue to comply with all statutory and regulatory requirements, and will develop appropriate policies and procedures as needed.
- ❖ 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 in a proactive manner.

4. Key Strategic Challenges

- ❖ Recruitment of qualified law enforcement officers who meet SLED requirements, standards and background checks.
- ❖ 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 requests 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 Criminal Justice Information System (CJIS) cause concern in relation to the staffing and the funding of critical services. SLED continues to pursue federal funds to offset current equipment needs and upgrades. While equipment and upgrades are necessary for SLED's operations, the equipment maintenance costs must be covered by the agency's other funds. SLED continues to closely monitor revenues. Other funds have become critical to the agency's operating budget.
- ❖ Address growing technology needs. During the next year and for years to come, SLED will be faced with a significant challenge to replace outdated data and communications infrastructure to meet existing and future information technology needs. Increasing training opportunities will be sought for all SLED employees, particularly supervisory and mid-level management training.
- ❖ Aligning employee classification and compensation.
- ❖ Realigning job functions and resources to optimize the operation of SCEIS.
- ❖ Sustainment of the statewide Homeland Security mission and compliance with federal Homeland Security mandates in light of substantially reduced federal funds.

5. Agency's Use of Accountability Report

- ❖ The Division utilizes the Accountability Report as an opportunity for a retrospective look at the agency's performance over the past year while applying this information to refine the scope and strategies used to meet SLED's mission. This approach allows the agency to find positive development from its successes and apply lessons learned in a healthy growth-oriented environment.

Section II : Organizational Profile

1. Description of Major Products and Services and Delivery Methods

- ❖ Forensic Services Laboratory provides 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. It is composed of an administrative component (Forensic Administration) and the following departments;
 - Quality and Safety – maintains accreditation standards and employs safety standards.
 - Forensic Technology – maintains Laboratory Information Management System (LIMS).
 - DNA Casework – processes evidence and performs DNA analysis of biological evidence.
 - DNA Database – maintains Combined DNA Indexing System (CODIS) Database.
 - Drug Analysis – analyzes non-biological evidence for controlled substances.
 - Evidence Control – receives, stores, and returns evidence and distributes evidence collection kits.
 - Firearms – examines firearms, tools, and related evidence, maintains Integrated Ballistic Identification System (IBIS).
 - Implied Consent – maintains breath alcohol testing devices and video recording systems.
 - Latent Prints/Crime Scene – develops and identifies latent fingerprints and other imprint/impressions, contributes to the Automated Fingerprint Identification System (AFIS) database, and processes crime scenes.
 - Questioned Documents – examines authenticity of documents in question.
 - Toxicology – analyzes biological fluids/tissues for alcohol, drugs, and poisons.
 - Trace – analyzes glass, fibers, paints, gunshot residue, and explosives; analyzes fire debris for the presence of petroleum accelerants.
- ❖ Criminal Justice Information System (CJIS) processes civil fingerprint cards, per state statute, and criminal fingerprint cards taken on subjects following arrest, correctional commitment, or supervision; dispositions, expungements, and records of persons who are convicted sex offenders or violent predators. Dissemination processes all name-based criminal record checks for the general public and reviews Concealed Weapons Permits (CWP) and security guard applications; records of persons wanted for criminal offenses, records of stolen property, records of orders of protection. Major processes and services produced by CJIS include: 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.
- ❖ Regulatory Administration has the following processes and services: concealed weapons permits, private security guard and business licenses, private investigator and business licenses, constable commissions, and administers the South Carolina Office of Extradition and Rendition for the Governor's Office.
- ❖ Fusion Center coordinates the information sharing. This office also coordinates intelligence gathering and analysis with state and federal agencies. The Fusion Center 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, endangered persons, the emergency alert systems, etc. in an effort to recover missing and abducted children and vulnerable adults.
- ❖ Investigative Services provides 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 section and unit within Investigative Services continues to experience major accomplishments in addition to achieving success in their primary missions and goals for the year.

- ❖ The Office of Professional Responsibility provides citizens with a fair and effective avenue for redress of legitimate grievances against SLED employees and protects those same employees from false allegations of misconduct or wrongdoing based on internal policies and procedures. The Polygraph Section conducts polygraph examinations for criminal matters statewide and regulates all polygraph licenses.
- ❖ The Office of Regulatory Services consists of several units which provide services in various areas as needed. The Alcohol Licensing Unit investigates applications for alcohol sales licenses and permits as requested by the South Carolina Department of Revenue, provides investigative support to the Regulatory Administration Unit within the Office of Administration, and provides investigative support to the SC Education Lottery.
- ❖ Office of Counter-Terrorism supports the South Carolina Counter-terrorism initiative through planning, research and development of strategy, and coordination of programs, resources, and operational functions essential to the counter-terrorism mission. 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. Tactical Operations provides SWAT, Aviation, Bloodhound Tracking and Technical Support upon request. The Training Unit covers topics and skills including Firearms and Driving training, CPR certification, Criminal Domestic Violence updates, Legal updates, and Yearly In-Service Training updates. This unit also facilitates the fitting of Personal Protective Ensembles (PPE) and facilitates health screening. In a proactive attempt to protect the State of South Carolina, the SLED Bomb Squad conducts protective sweeps in and around all public transportation venues to include airports, rail stations and bus terminals. The Underwater Hazardous Devices Response Unit conducts protective sweeps in the port as the need arises for port and waterway functions. The Arson Investigative Section continues to investigate fires that are deemed suspicious. If a fire is determined to be an act of arson, the SLED arson unit assists with the investigation in pursuit of the suspect who set the fire. Agents assigned see cases made through court.
- ❖ Office of Homeland Security (OHS) coordinates state level homeland security policy, planning and organization, and distributes and manages federal grants from the United States Department of Homeland Security (DHS); coordinates statewide Weapons of Mass Destruction (WMD) and Specialty Team organization, assessment and training; provides assistance to state and local authorities regarding Active Shooter Response activities; coordinates statewide Critical Infrastructure/Key Resources (CI/KR) protection program; and, coordinates statewide DHS funded training. As the State Administrative Agency (SAA) for Homeland Security Grants, SLED OHS manages a grants program which is responsible for distributing federal grant funds to local and state first responders (Law Enforcement, Fire, EMS, Emergency Management, etc.).

2. Key Customers

- ❖ Key customers of the South Carolina Law Enforcement Division are the Governor, Lt. Governor, 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. However, each department has specific customers in each respective area outlined below:
- ❖ Forensic Services Laboratory - All laboratory sections serve local, state, and federal criminal justice agencies, coroners, and solicitors. A significant function of laboratory sections also involves the support of other laboratory and non-laboratory departments at SLED.
- ❖ Criminal Justice Information System (CJIS) – Police, Prosecutors, and citizens are the primary CJIS customers, and are the group that created initial demand for CJIS services. Local, state, and federal law enforcement and other criminal justice agencies, including corrections and probation agencies, military, and civilian agencies involved with national defense or security, academic, regulatory and licensing agencies, and private citizens use CJIS services and products, NCIC advisory process (Southern Working Group), and Compact Council represents the State of South Carolina in the SEARCH organization.
- ❖ Investigative Services – The major external customers include, but are not limited to, the Governor, Attorney General, Sheriffs, Chiefs of Police, Coroners, Prosecutors, Judges, elected officials and citizens of South

Carolina. Additionally, Investigations interacts with and provides service to federal law enforcement agencies and the Federal Courts system. Special Victims unit offers training at medical schools, hospitals, universities, colleges and local law enforcement.

- ❖ Office of Homeland Security – Major customers include, but are not limited to: local, state and federal law enforcement agencies, first responder agencies, emergency managers, The U.S. Department of Homeland Security (DHS), the South Carolina Emergency Management Division (EMD), the South Carolina Department of Health and Environmental Control (DHEC), the South Carolina Homeland Security Advisory Council (HSAC) and its discipline specific and regional committees, U.S. Coast Guard, U.S Department of Defense, U.S. Department of Energy, U.S. Attorney, Attorney General, elected officials, private sector partners, the citizens of South Carolina, and other entities critical to the success of counter-terrorism initiatives and homeland security.
- ❖ Office of Regulatory Services - Major customers include, but are not limited to: SLED and its employees, local, state, and federal law enforcement agencies, the Department of Revenue, the Department of Alcohol and Other Drug Abuse Services (DAODAS), the Commission on Accreditation for Law Enforcement Agencies (CALEA), the South Carolina Criminal Justice Academy (SCCJA), the SC Education Lottery, and businesses applying for new and renewal licenses and the citizens of South Carolina applying for Concealed Weapon Permits, SC Department of Revenue, and SC Education Lottery.
- ❖ Human Resources – Major customers include SLED employees, applicants, general public (career fairs), National Guard and Disabled Veterans.

3. Key stakeholder groups (other than customers)

- ❖ Key stakeholder groups of the South Carolina 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. However, each department has specific stakeholders that are outlined below:
 - Forensic Services Laboratory – Local, state, and federal criminal justice agencies and coroners who utilize these services.
 - Criminal Justice Information System (CJIS) - Local, state, and federal law enforcement and other criminal justice agencies, including courts, corrections, and probation agencies.
 - Fusion Center – Local, state, and federal law enforcement agencies, first responder agencies, emergency managers, the Department of Health and Environmental Control, state and regional counter-terrorism coordinating councils, US Department of Energy, U.S. Attorney, S.C. Attorney General, elected officials, private sector partners, the citizens of South Carolina, and other entities critical to the success of homeland security and counter-terrorism initiatives.
 - Investigative Services – Elected officials, the Governor, Attorney General, Sheriffs, Chiefs of Police, Coroners, Department of Disabilities and Special Needs, Department of Social Services, Department of Health and Environmental Control, Department of Mental Health, Prosecutors, Judges, and citizens of South Carolina. Additionally, Investigations interacts with and provides service to federal law enforcement agencies and the federal courts system.
 - Office of Regulatory Services – SLED and its employees, local, state, and federal law enforcement agencies, the Department of Revenue, the Department of Alcohol and Other Drug Abuse Services (DAODAS), the Commission on Accreditation for Law Enforcement Agencies (CALEA), the SC Education Lottery, and businesses applying for new and renewal licenses.
 - Office of Homeland Security – Local, state, and federal law enforcement agencies, fire departments, emergency medical service agencies, emergency management agencies, state Fire Marshal’s office, South Carolina Forestry Commission, South Carolina Emergency Management Division, South Carolina Department of Health and Environmental Control, state and regional homeland security advisory councils.

4. Key Suppliers

- ❖ Equipment vendors and suppliers of specialized response equipment to include SWAT, Bomb, Arson, Dive Team, and Weapons of Mass Destruction (WMD).
- ❖ Contractors are utilized to provide subject matter experts who, in turn, provide expertise in specialized response areas of SLED.
- ❖ Forensic Services Laboratory
 - WH Platt: services and maintains the on-line video equipment for Implied Consent's video system;
 - South Carolina Criminal Justice Academy: provides training for Data Master Operators;
 - ASCLD LAB and QAS: provide criteria and guidance for the laboratory to examine evidence used by the laboratory's customers; and
 - Porter-Lee Corporation: provides service and support for the laboratory Information Management System (LIMS) that the Laboratory uses to internally track evidence, complete case notes and reports, and deliver the final report to the customer.

5. 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 operates regionalized facilities located in Greenville, Effingham, and Walterboro.

6. Number of Employees: SLED Organizational Chart

- ❖ Authorized Full Time Equivalents (FTE): 520.24
- ❖ Filled FTEs: 474
- ❖ Temporary Employees: 46
- ❖ Temporary Grant Employees: 15

7. Regulatory Environment under which your organization operates (i.e. occupational health and safety regulations, certifications, financial and service requirements)

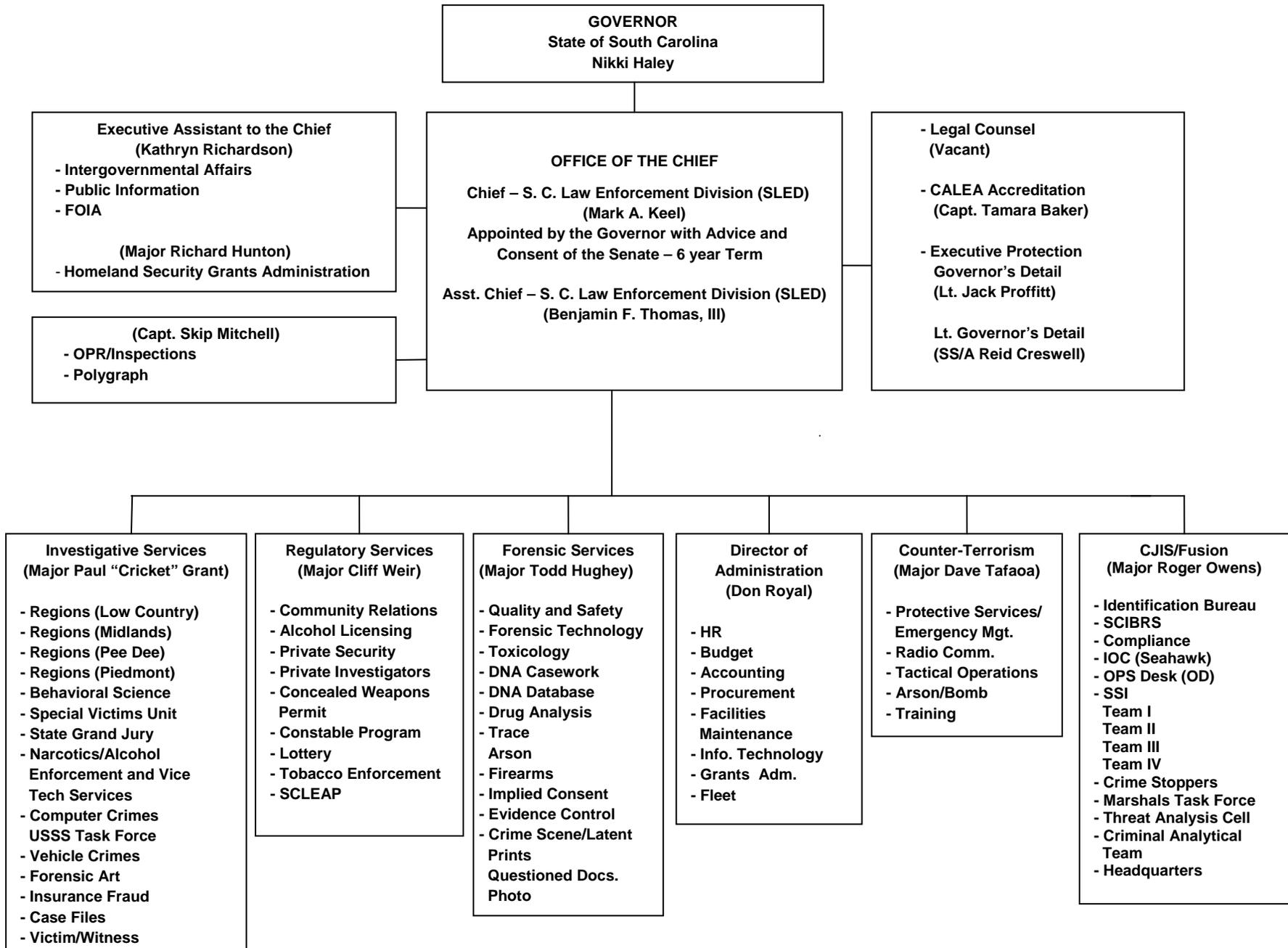
- ❖ The Forensic Services Laboratory is accredited through ASCLD/LAB and the DNA Casework and Database departments comply with the criterion set forth by the QAS.
- ❖ SLED is regulated by the Budget and Control Board, Comptroller General and State Treasurer. SLED also complies with appropriate sections in the South Carolina Code of Laws and South Carolina Regulations

8. Performance improvement system

- ❖ Supervisors use the Employee Performance Management System (EPMS) along with regular feedback to evaluate job performance and identify need for improvement. In addition, SLED is implementing a probationary quarterly review and the Employee Development Plan (EDP) to address career planning and development.
- ❖ The Forensic Services Laboratory uses courtroom monitoring to provide analysts with feedback on their courtroom testimony, proficiency testing which monitors analysts' knowledge in their science, and the Forensic Administration monitors the number of cases assigned and completed each month. In addition, each department's backlog (cases that have been assigned to an analyst for more than 30 days) is monitored on an ongoing basis.
- ❖ The Training Unit develops training based upon feedback (needs/desires) from employees, statutory requirements, current law enforcement challenges (active shooters; use of force) along with statewide and national trends based on the Crime Training Council through the South Carolina Criminal Justice Academy.

9. Organizational Structure (see page 7)

South Carolina Law Enforcement Division (SLED) Organizational Chart



10. Appropriations/Expenditures Chart

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 10-11 Actual Expenditures		FY 11-12 Actual Expenditures		FY 12-13 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$20,366,148	\$ 17,695,965	\$ 21,833,405	\$ 17,687,175	\$ 27,558,424	\$ 21,931,011
Other Operating	\$17,234,878	\$ -	\$ 13,788,644	\$ -	\$ 22,283,086	\$ 2,022,420
Special Items	\$ 851,233	\$ 231,233	\$ 2,916,624	\$ 231,106	\$ 1,851,233	\$ 1,231,233
Permanent Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Case Services	\$ 2,948	\$ 2,948	\$ 3,580	\$ 3,258	\$ 3,174	\$ 3,174
Distributions to Subdivisions	\$18,749,652	\$ -	\$ 13,422,045	\$ -	\$ 27,257,353	\$ -
Fringe Benefits	\$ 7,270,119	\$ 5,992,464	\$ 7,549,785	\$ 5,791,224	\$ 9,994,234	\$ 7,949,627
Non-recurring	\$ 2,000,000		\$ 96,759	\$ -	\$ -	\$ -
Total	\$66,474,978	\$ 23,922,610	\$ 59,610,842	\$ 23,712,763	\$ 88,947,504	\$ 33,137,465

Other Expenditures

Sources of Funds	FY 10-11 Actual Expenditures	FY 11-12 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds		\$ 819,877
Bonds		

11. Major Program Areas (see chart below)

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 10-11 Budget Expenditures	FY 11-12 Budget Expenditures
I. Administration	Provide timely, efficient, and quality administrative support to internal and external customers.	State: 1,545,981.00 Federal: 35,267.00 Other: 920,587.00 Total: 2,501,835.00 % of Total Budget: 4%	State: 1,559,942.00 Federal: (137,206.00) Other: 1,468,825.00 Total: 2,891,561.00 % of Total Budget: 5%
II.A.1. Investigation - Regions	Conduct field investigations of major felonious crimes in regions throughout the state, and special event assistance.	State: 4,647,184.00 Federal: 589,317.00 Other: 1,062,768.00 Total: 6,299,269.00 % of Total Budget: 9%	State: 4,620,941.00 Federal: 184,226.00 Other: 874,057.00 Total: 5,679,224.00 % of Total Budget: 9%
II.A.2. Investigation - Special	Conduct field investigations of child fatalities, behavioral sciences, white collar and computer crimes, etc.	State: 2,182,299.00 Federal: 0.00 Other: 182,070.00 Total: 2,364,369.00 % of Total Budget: 4%	State: 1,874,491.00 Federal: 0.00 Other: 252,693.00 Total: 2,127,184.00 % of Total Budget: 4%
II.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.	State: 3,050,342.00 Federal: 1,815,444.00 Other: 1,623,333.00 Total: 6,489,119.00 % of Total Budget: 10%	State: 3,334,092.00 Federal: 1,270,374.00 Other: 3,537,275.00 Total: 8,141,741.00 % of Total Budget: 13%
II.C. Data Center (CJIS)	Provide computer crime analysis and criminal justice information needed to prevent crime, solve cases, recover property, and identify and apprehend criminals. Support the agencies	State: 1,374,214.00 Federal: 1,594,189.00 Other: 4,695,393.00 Total: 7,663,796.00	State: 1,390,879.00 Federal: 193,367.00 Other: 3,399,334.00 Total: 4,983,580.00

	information technology needs.	% of Total Budget: 12%	% of Total Budget: 8%
II.D. Regulatory Services	Provide timely, efficient, and quality customer services for concealed weapon permits, private security licenses, private investigative licenses, and constable commissions.	State: 527,878.00 Federal: 0.00 Other: 1,067,005.00 Total: 1,594,883.00 % of Total Budget: 2%	State: 520,566.00 Federal: 0.00 Other: 1,168,429.00 Total: 1,688,995.00 % of Total Budget: 3%
II.E.1. Homeland Security – Operations	Provides protective services/emergency management, arson/bomb investigations. Responsible for sharing information sharing, intelligence analysis, and linking of data in an attempt to detect, prevent, and respond to violence or threats.	State: 0.00 Federal: 0.00 Other: 0.00 Total: 0.00 % of Total Budget: 0%	State: 2,580,406.00 Federal: 2,814,644.00 Other: 609,063.00 Total: 6,004,113.00 % of Total Budget: 10%
II.E.2. Homeland Security - Allocations	Serves as the State Administrative Agency (SAA) for Homeland Security Grant Program which is responsible for distributing federal grant funds to local and state first responders and law enforcement entities.	State: 2,068,245.00 Federal: 22,449,240.00 Other: 1,034,935.00 Total: 25,552,420.00 % of Total Budget: 38%	State: 246,323.00 Federal: 14,065,669.00 Other: 41,846.00 Total: 14,353,838.00 % of Total Budget: 24%
II.F. Special Operations	Provide quality manpower and technical assistance to all law enforcement agencies to include SWAT, tactical operations, aviation support, and tracking assistance.	State: 2,302,769.00 Federal: 150,029.00 Other: 1,310,443.00 Total: 3,763,241.00 % of Total Budget: 6%	State: 1,562,795.00 Federal: 420,126.00 Other: 1,069,826.00 Total: 3,052,747.00 % of Total Budget: 5%
III.C. State Employer Contributions	Provide state employee fringe benefits.	State: 5,992,465.00 Federal: 250,474.00 Other: 1,027,181.00 Total: 7,270,120.00 % of Total Budget: 11%	State: 5,791,224.00 Federal: 274,216.00 Other: 1,484,346.00 Total: 7,549,786.00 % of Total Budget: 12%

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

Special Line Items: Implied Consent, Amber Alert, Agency Operations, Concealed Weapons Permit, DNA Database, and Breathtesting Site Video. Non-Recurring Funds: ARRA Stabilization and Energy Grant Funds, Law Enforcement Equipment, & Meth Lab Clean Up. SCEIS Loan Repayment.

Remainder of Expenditures:	State:	231,233.00	State:	1,050,981.00
	Federal:	2,000,000.00	Federal:	96,759.00
	Other:	744,693.00	Other:	2,810,210.00
	Total:	2,975,926.00	Total:	3,957,950.00
	% of Total Budget:	4%	% of Total Budget:	7%

66,474,978.00

60,430,719.00

Section III : Elements of the Malcolm Baldrige Criteria

Category 1 – Leadership

The South Carolina Law Enforcement Division (SLED) 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.

1. How do senior leaders set, deploy, and ensure two-way communications throughout the organization:

The Chief of SLED along with senior staff comprises the SLED leadership team. The leadership team consistently and continually communicates priorities to employees and shares information through meetings, e-mail and the Intranet. 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 by recognizing that more is accomplished when individual actions are taken cooperatively rather than separately.

a. Short and Long Term

The leadership team provides the guidance and direction necessary 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.

b. Performance Expectations

The SLED leadership team has re-employed the EPMS process which was temporarily suspended under the previous administration. Informal communication and completion of planning state and EPMS documents involve joint efforts between supervisors and employees. Completing annual reviews are a part of supervisors' success criteria and ensure managers are provided feedback. SLED also uses Personnel Early Warning System to identify employees needing intervention due to performance issues and to determine remedial action needed to help employees perform at optimal levels.

Forensic Services Laboratory: The laboratory communicates performance expectation through courtroom testimony evaluations, proficiency testing, and feedback from the results of the metrics collected on a monthly basis.

c. Organizational Values

The Chief and Assistant Chief hold meetings with agents and employees in headquarters and in the field to communicate a consistent message of organizational values to every employee.

d. Ethical behavior

Employees receive the policy on Code of Conduct which defines acceptable work behaviors. The EEO/Affirmative Action Officer serves as a direct link to employees to report violations and questionable behavior. SLED promotes a climate where integrity and honesty are valued and expected. These values are

emphasized throughout the hiring and training process to instill their importance. The agency relies on an internal discipline policy to maintain these values.

All laboratory employees receive ethics training as part of accreditation. This training is a combination of both on-line and classroom discussion.

2. How do senior leaders establish and promote a focus on customers and other stake holders?

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.

3. How does the organization address the current and potential impact on the public of its programs, services, facilities, and operations, including associated risks?

In that any actions by SLED and/or its personnel could either directly or indirectly impact the public, SLED remains consistently mindful of holding personnel above reproach as it has since inception. The work product, attitudes, and behavior of SLED personnel directly reflect the agency, its law enforcement partners, the law enforcement profession, and the State of South Carolina. As such, SLED maintains rigid selection, hiring, and training standards to ensure that employees are of the highest standards. Further, SLED ensures that investigative and operational procedures are compliant with all laws, regulations, and standards.

The laboratory assesses its impact on the public through feedback from local, state, and federal judicial and law enforcement agencies in reference to courtroom testimony, the quality and usefulness of completed reports, and the quality of the training provided by laboratory employees.

4. How do senior leaders maintain fiscal, legal, and regulatory accountability?

- ❖ The senior leadership team at SLED maintains fiscal, legal, and regulatory accountability by:
 - Holding routine meetings to share department progress and concerns;
 - Reviewing provisos annually to certify applicability;
 - Follows Budget and Control Board guidelines, legislative mandates, and SLED policies;
 - Meeting with Captains periodically to update agents on law enforcement matters and changes in policies;
 - Conducting periodic internal inspections prior to formal review for accreditation or re-accreditation to meet national CALEA and ASCLD/LAB standards;
 - Seeking procurement re-certification every three years 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;
 - Using electronic communication methods for efficient communications;
 - Conducting case management reviews to address current issues;
 - Conducting 100 percent review of all purchase requests; and ,
 - Establishment of an Office of Professional Responsibility for citizens complaint procedures and internal discipline.

5. What performance measures do senior leaders regularly review to inform them on needed actions?

Senior leadership reviews written directives, policy, procedures, and practices with agency personnel on an ongoing basis. Leadership specifically reviews the EEO/AA plan, Early Warning Systems, and employee performance documents to identify areas needing improvement or further development.

6. How do senior leaders use organizational performances review findings and employee feedback to improve their own leadership effectiveness?

Accreditation provides objective evidence from external peers of an agency's commitment to excellence in leadership, resource management, and service delivery resulting in the public and governmental officials being more confident in the agency's ability to operate efficiently and meet community needs. Leadership also reviews the exit interviews of outgoing personnel to identify areas of improvement.

7. How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?

Workforce planning, including forecasting staffing needs, establishing methods for the transfer of knowledge and preparing future leaders is key to agency success. SLED is introducing an Employee Development Plan to assist managers/supervisors in identifying and developing the skills of candidates for leadership positions and provides a means for employees to develop a detailed training and development plan for career development. Mentoring, jobs coaching, and cross-training facilitated by returning retirees will assist in developing employees for leadership roles. SLED makes specialized training and other leadership programs available to highly motivated agents.

The senior leadership at SLED primarily consists of long-term employees who hold the agency in high regard. They value the history of the agency, where it is today, and where it will be in the future. As a result, senior leaders understand that their succession will be necessary and will work with all levels of personnel to effectively identify, appoint, train, and develop future organizational leaders.

The Training Unit regularly hosts, conducts, and promotes management and leadership training from inside and outside sources.

8. How do senior leaders create an environment for performance improvement and the accomplishment of strategic 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 several 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 accreditation, South Carolina Law Enforcement Accreditation (SCLEA) and ASCLD/LAB accreditation.

Senior leadership is responsible for making certain that SLED remains one of the nation's premier law enforcement agencies by ensuring SLED personnel are informed and educated regarding SLED policies, procedures, and practices and maintaining the coveted accredited status. In addition SLED has maintained accreditation through the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) since 1994. In addition SLED maintained accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) from 1994 until after its reaccreditation in January 2008 obtaining Flagship Status, when the previous administration chose not to continue with the accreditation process. SLED has recently re-enrolled in the CALEA Advanced Law Enforcement Accreditation Program and is currently in the self-assessment phase. 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 professional standards to achieve CALEA accreditation and evaluated against 152 criteria to achieve and retain ASCLD/LAB

accreditations.

The DNA Department continues to maintain compliance with all QAS accreditation 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. Senior leadership is committed to regain its status as a premier law enforcement agency through the accreditation process.

9. How do senior leaders create an environment for organizational and workforce learning?

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.

10. How do senior leaders engage, empower, and motivate the entire workforce throughout the organization?

Empowering employees with critical information allows them to make informed decisions regarding agency mission, operations, principles, policies, practices, goals, and objectives.

The South Carolina Law Enforcement Division (SLED) 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.

Chief Keel and the leadership team consistently and continually communicate priorities to employees and shares information through meetings, e-mail and the Intranet.

The senior leadership understands that employees of SLED are the agencies' most valuable asset and empowering them through communication, training and teamwork enables the division to fulfill its purpose.

11. How do senior leaders actively support and strengthen the communities in which your organization operates?

SLED also partners with law enforcement associations both statewide and nationally. Agency collaboration with state partners includes the South Carolina Sheriffs' Association; South Carolina Police Chiefs' Association, the South Carolina Law Enforcement Officers Association and the South Carolina Police Accreditation Coalition (SCPAC). In addition, SLED continues to work with the South Carolina Victims Assistance Network (SCVAN), Mothers Against Drunken Driving (MADD), and Crime Stoppers 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, South Carolina Emergency Management Division, Department of Juvenile Justice, the South Carolina Education Lottery, South Carolina Criminal Justice Academy, South Carolina Board of Nursing, Protection and Advocacy for People with Disabilities, Department of Disabilities and Special Needs, Department of Mental Health, Lt. Governors Office on Aging, Prosecution Coordinating Commission, South Carolina Crime Victims Council and Department of Transportation. Executive leadership has been and continues to be involved with a variety of state and federal law enforcement committees and commissions directed at increasing coordination, cooperation, and sharing of information and expertise. Those committees, commissions, councils, and advisory boards include:

- ❖ South Carolina Homeland Security Advisory Council (HSAC);
- ❖ South Carolina Law Enforcement Training Council;
- ❖ South Carolina Law Enforcement Officer Safety Review Task Force;
- ❖ South Carolina Safe School Task Force;
- ❖ South Carolina Child Fatality Advisory Board;
- ❖ South Carolina Vulnerable Adults Fatalities Review Committee;
- ❖ South Carolina Adult Protection Coordinating Council;
- ❖ South Carolina Prosecution Coordination Commission;
- ❖ South Carolina Law Enforcement Hall of Fame Committee;
- ❖ State Emergency Response Commission;
- ❖ South Carolina Public Safety Coordinating Council;
- ❖ Federal Law Enforcement Coordinating Committee;
- ❖ Federal Drug Task Force District Coordinating Committee;
- ❖ South Carolina Advisory Victim Services Coordinating Committee;
- ❖ National White Collar Crime Board of Directors;
- ❖ Violent Crime Task Force Executive Coordinating Committee;
- ❖ FBI Public Corruption Task Force;
- ❖ Secret Service Electronic Crimes Task Force;
- ❖ FBI Joint Terrorism Task Force/WMD;
- ❖ Amber Alert Oversight Committee;
- ❖ High Intensity Drug Trafficking Area (HIDTA);
- ❖ National Association of State Drug Enforcement Agencies; and
- ❖ Member of the Advisory Board for the Southeast Regional Methamphetamine Intelligence System for the National Methamphetamine & Pharmaceutical Initiative (NMPI).
- ❖ The Inter-Agency Board
- ❖ South Carolina Board of Pyrotechnics
- ❖ International Diver's Educators Association
- ❖ Public Safety Diver's Association

Category 2 – Strategic Planning

1. What is your Strategic Planning process, including key participants, and how does it address?

a. Your organizations strengths, weaknesses, opportunities, and threats

Collaborative analysis of operational area strengths and weaknesses is instrumental in formulating future goals, which in turn guides the agency in improving its capability to meet the needs of stakeholders while remaining fiscally responsible.

b. Financial, regulatory, societal and other potential risks

Exploring funding options is essential to meet monetary demands in investigations, forensics, and CJIS. Specifically, since September 11, 2001 complex demands for services and declining public resources have required that the division carefully research operational alternatives and methodically assess the need for limited resources.

c. Shifts in technology and customer preferences

SLED continually assesses changing technology and the regulatory environment affecting funding and programs. IT is continuing its efforts to upgrade existing applications to the newest software development platforms in an effort to reduce support and maintenance costs. We are seeking ways to improve customer service through the Internet.

d. Workforce capabilities and needs

A core value of the agency is that employees and their contributions are valued. Challenges remain to recruit/retain qualified personnel in law enforcement and technical services, enhance employee training, and acquire methods to transfer knowledge.

e. Organizational continuity in emergencies

SLED trains and keeps available a select group of agents for response to critical incidents. These agents are issued specialized equipment related to these special areas of operation. A central site is designated as a command post where persons in the critical incident operation can meet and confer with the Incident Commander or other division personnel who are involved. A paging notification system is in place and will be utilized to notify critical incident personnel of call outs and/or to update them on potential call outs.

Pursuant to responsibilities identified in the S.C Emergency Operations Plan (SCEOP) and long-standing agreement of succeeding Governors, SLED will coordinate the state law enforcement response to man-made or natural disaster and civil disorder as it pertains to general law enforcement issues. The jurisdiction of SLED extends over all areas constituting the State of South Carolina.

f. Your ability to execute the strategic plan

Development of the SLED multi year 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.

2. How do your strategic objectives address the strategic challenges you identified in your Executive Summary?

Plans are developed by the senior leadership team to accomplish strategic goals and progress is reported to the Chief. Senior leadership communicates and deploys strategic objectives, action plans, and performance measures. Department heads are assigned responsibility for goals/objectives that fall under their command, and report on their progress at least annually. Along with written directives, e-mails, and meetings, the Intranet is used as a communication tool. The budget process requires prioritization of operating and personal services needs, and Finance and Human Resources works with the Chief and senior leadership to allocate resources based on relevance to strategic goals and availability of funding sources.

Investigative Services - Through the use of Uniform Crime Reports, Suspicious Activity Reports, monthly statistical data and agent feedback, SLED monitors crime trends and applies necessary manpower, resources and crime suppression operations to combat challenges.

3. How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action plans?

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/Assistant Chief with input from all personnel levels. Once per year, the leadership of the agency offers all members the opportunity to contribute ideas or suggestions pertaining to goals and objectives, which are then reviewed and evaluated for inclusion.

SLED is governed by statutory and regulatory requirements and operated within the parameters of comprehensive policies and procedures. Whenever necessary, changes to action plans that impact strategic objectives are disseminated to affected personnel by the Chief or his designee. This process may involve written directives, memoranda, or policy/procedure revisions which must be acknowledged in writing by personnel. Copies of acknowledgements are retained in the employee's personnel file. The division continually reviews and analyzes strategic objectives and will allocate or reallocate resources as required.

4. How do you communicate and deploy your strategic objectives, action plans, and related performance measures?

A final copy of the goals and objectives is available for all members to examine. An annual evaluation stating the progress made toward the attainment of goals and objectives is required from each functional area and is reported to the Chief.

5. How do you measure progress of your action plans?

Detailed action plans that include goals, objectives and performance measures are tracked by department heads and unit managers. The plans remain flexible and are assessed regularly by senior leadership to ensure they remain aligned with the agency's overall strategic goals.

6. How do you evaluate and improve your strategic planning process?

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

The current public safety environment and the actions the agency plans to take in anticipation of future changes to this environment are included in SLED's strategic plan. SLED's strategic direction includes the use of technology to give SLED 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 agents.

7. If the agencies strategic plan is available to the public through the agency's Internet homepage, please provide a website address for that plan.

Not Applicable at this time

SLED Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY11-12 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures
Missing Persons	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.	See Section 7
Investigative Services	Provide timely, efficient, and quality manpower and technical assistance for local, state, and federal law enforcement, prosecutorial and judicial entities.	Pilot a new computerized case management system, conduct an assessment in the component areas of Investigative Services, re-assign agents to identified areas of need.	7.1-12 Investigative Services
Counter-Terrorism	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.	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.	7.1-13 Counter-Terrorism
Forensic Services	Provide timely, efficient, and quality technical forensic examination and expert witness testimony for local, state, and federal law enforcement and prosecutorial entities.	Increase laboratory staffing, replace aging instrumentation, add additional instrumentation, and 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 FBI's QAS standards. Continue preparation for accreditation through the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) International program.	7.1-1 Laboratory Cases Processed 7.1-2 Laboratory Items Processed 7.1-3 Crime Scene Processing Response 7.1-4 Data Master (DMT) and Video Recording Systems (VDS-2) 7.1-5 Marijuana Analysis 7.1-6 Court Testimonies 7.1-7 Laboratory Training Events Attended 7.1-8 Forensic Training to Outside Agencies
CJIS	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.	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. Continue to integrate SLED Criminal Justice Information Systems.	See Section 7
Office of Regulatory Services	Provide quality manpower and technical assistance to all law enforcement; investigate applications for alcohol licenses and report findings to the SC Department of Revenue; assess and monitor agency personnel training.	Provide timely, efficient, and quality technical assistance to licensee and permit holders.	See Section 7 7.1-9 Regulatory Services 7.1-10 State Constables Commissioned

Training	Provide quality manpower and technical assistance to all law enforcement; trains SLED personnel on various subject matters, provide training for various law enforcement qualifications and certifications.	Expand pre-service and in-service training through upgrading skills and knowledge levels of participants and staff, and upgrade visual and audio training aids.	See Section 7
Administration	Provide timely, efficient, and quality administrative support to internal and external customers.	To review all sources of funds, laws, provisos and guidelines relating to SLED's fiscal responsibility. To develop a plan that realigns H/R org units and budgeted programs in the ACT.	SLED has consistently received positive approval ratings from its customers. The agency continues to receive good audit reports, positive compliance reviews, and has been nationally accredited through the American Society of Crime Laboratory Directors/Laboratory Accreditation Board. SLED has recently enrolled in the CALEA Advanced Law Enforcement Accreditation Program and is currently in the self-assessment phase.
Pass-Through Funds (Homeland Security Grants)	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.	Manage and administer the Homeland Security Grant awards and programs according to Department of Homeland Security requirements and timelines. Reverse the SLED trend to award itself significant Homeland Security grant funds though allowable through MOAs with local entities.	To date, all Department of Homeland Security requirements and timelines have been met. Through FY11-12 SLED-Office of Homeland Security, as the State Administrative Agency (SAA) for these grant funds, awarded approximately \$12.4 million in Homeland Security Grant Program funds. Starting in July 2011, SLED increased the percentage of direct awards to local authorities to approximately 70 percent. Even with the reduced budgets, this made a significant impact on local budgets, morale and the spirit of the program.

Category 3 – Customer Focus

1. How do you determine who your customers are and what their key requirements are?

SLED has an ongoing communications program whereby the management team systematically makes contact with sheriffs, chiefs of police, and solicitors. Any concerns 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.

2. How do you keep your listening and learning methods current with changing customer/business needs and expectations?

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. Evaluating inquiries and feedback, including exit Interview forms, and conducting various employee surveys helps identify internal problems and successes. Collaborative committees also exist among departments to share ideas, problems, and solutions. Monitoring e-mails, faxes, phone calls, and comments on the website helps maintain rapport with customers. Collaborative partnerships with local, regional, and national groups, enables SLED to keep abreast of changing needs and expectations. Any concerns or complaints presented during visits or conversations are handled immediately by the Chief and the leadership of the agency.

3. What are your key customer access mechanisms and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?

The leadership and membership of SLED are aware of the important responsibilities and duties of being public servants. SLED operates under the constitutional guarantees afforded to everyone and under the laws that govern the agency. Therefore, the courteous receipt of complaints, thorough and impartial investigation, and just disposition are important in maintaining the confidence of our citizens.

SLED is open to external assessment by the public. As a part of the accreditation process, the agency is required to solicit comments from the public for input towards improvement in operations and attainment of expectation levels. SLED will publish a notice in the media that invites comment through a toll-free number monitored by our external inspectors during our on-site assessment.

4. How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?

A systematic approach of addressing complaints on personnel, services, and 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.

5. How do you use information and feedback from customers/stakeholders to keep services and programs relevant and provide for continuous improvement?

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 made accessible to the South Carolina public; 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; and other agency information is made available on the SLED website. SLED continues to address access issues in an effort to provide the citizens with timely and useful information as it pertains to criminal activity.

6. How do you build positive relationships with customers and stakeholders to meet and exceed their expectations?

SLED continues to focus on customer conveniences, service delivery, and wait-time reduction in the Forensic Services Laboratory, Criminal Justice Information System, Investigative, Office of Homeland Security and Regulatory Services units. 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, Implied Consent Department and the DNA Database Department analyze laboratory cases. Therefore, case-related information is routinely used for measurement. The Laboratory Information Management System (LIMS) permits monitoring cases and items received/completed. A case consists of all physical evidence from a single criminal investigation submitted for crime laboratory analysis. An item is an individual piece of physical evidence from a case. Service requests are the analyses requested on individual items in the case. Each case has a varied number of submissions, items, and service requests.
 - 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 Laboratory to comply with a minimum of 91 “Essential” 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 QAS.
- ❖ Criminal Justice Information System (CJIS) - Central to state law enforcement information sharing, its’ purpose is to ensure data receipt and distribution 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.
- ❖ Fusion Center– An important part of the counter-terrorism mission is information sharing, intelligence analysis, and linking of data. This is accomplished by participation on and collaboration with 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 within the SCIIC analyze the data and generate intelligence products, which are shared with our public and private partners. This information is used in an attempt to detect, prevent, prepare for, protect against, and respond to violence or threats of violence from criminal or terrorist origins.
- ❖ Investigative Services – The Investigative Services section uses performance-based measurements as well as accreditation standards to form a baseline for management decisions. Performance-based measurements are a direct reflection of the work product generated by the components that make up the Investigative Services section. Feedback from 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 management, investigative requests, and inquiries for peak work periods, such as the annual hurricane season and various special events (motorcycle festivals, etc). When the agency is able to predict workload, adequate resource allocation and deployment is relatively straightforward, and the

agency is able to use historical information to assist in determining potential resource allocation. However, unpredictable situations, such as protests, marches, complex murder investigations, public corruption investigations, SWAT calls, bomb calls, natural disasters, and other acute efforts are not easily predicted. Therefore, it is necessary for the agency to develop procedures that provide the leadership with extensive flexibility for resource allocation and deployment. This allows leadership to efficiently re-prioritize agency operations and reallocate resources during these events. All agents have received required training in the Incident Command System (ICS) format at ICS levels commensurate with their command status. ICS 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 adjusted 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 reallocate and reprioritize agents and programs to meet the challenge of the dynamics involved in responding to requests by our customers.
- ❖ Office of Regulatory Services uses performance-based measurements as well as accreditation standards to form a base line for management decisions. Performance-based measurements are a direct reflection of the work product generated by the components that make this group. Feedback from SLED 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.
- ❖ Training evaluations, exit interviews, grievances/complaints, and turnover/retention issues provide human resources data in deciding how to best use resources to improve services.

2. 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 FBI's QAS.
- ❖ Criminal Justice Information System (CJIS) - Key measures 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. During FY11-12 there were 11,259,004 monthly messages state and nationwide through LEMS, 485,282 criminal histories processed through CATCH and the US Mail, 333,486 fingerprint cards processed and 15,771 criminal justice terminal devices accessing the CJIS network and 2830 NCIC and NLETS ORIs assigned to South Carolina. In addition there were 74,637 expungement orders processed and 229,727 final dispositions added.
- ❖ Investigative Services - Comparative data is identified through membership in professional associations throughout the investigative arena allowing the various units to draw on critical information. These sections

are also subject to the standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA) and have passed all necessary standards.

- ❖ Office of Regulatory Services - Comparative data is identified through membership in professional bodies which provide trend analysis, projections, comparisons, and cause-effect correlation intended to support performance reviews and the setting of priorities for resource use. Analysis draws upon many types of data including customer related, financial, mission requirements, operational, competitive, and others.
- ❖ Office of Homeland Security – This group uses comparative data furnished by various federal and state agencies. This data is used to compare the Homeland Security operation’s programmatic performance against other federal and state initiatives. Trend analysis is also used to determine program effectiveness and staffing needs.

3. 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 October 2010. These accreditation standards currently include 152 criteria of which 91 are “Essential” criteria. Accredited laboratories must achieve 100 percent compliance with applicable “Essential” criteria. Compliance is measured by external inspections conducted every five years and annual internal inspections. The laboratory has 100 percent 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 FBI’s QAS.
- ❖ Criminal Justice Information System (CJIS) - Key measures 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.
- ❖ The Training Unit provides timely, efficient and quality law enforcement instruction to SLED personnel, as well as to law enforcement personnel from other agencies in South Carolina. The in-service training topics covered and skills taught include firearms and driving training, less lethal and defensive tactics, and policy and procedures, CPR certification, Criminal Domestic Violence updates, legal updates, and yearly in-service training updates. The advanced training included Active Shooter, Behavioral Homicide Investigation, TASER, SWAT training and Supervisory Training. Training conducted for other agencies included Active Shooter, Firearms, Driving, Ballistic Shield training and Post Critical Incident Debriefings.
- ❖ Office of Regulatory Services - The Alcohol Licensing Unit investigates applications for alcohol sales licenses and permits as requested by the South Carolina Department of Revenue, provides investigative support to the Regulatory Administration Unit within CJIS, and provides investigative support to the SC Education Lottery.
- ❖ Office of Homeland Security – Key measures for the Office of Homeland Security 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 against other federal and state initiatives. Additional key measures include trend analysis, examination of performance levels by review of work products, success of projects administered, and customer satisfaction. The state counter-terrorism strategy is based on assessments, guidance from the State Homeland Security Advisory Council (HSAC), and guidance received from the U. S. Department of Homeland Security. Homeland security operations utilizes the state strategy to judge unit performance.
- ❖ EEO reports monitor under utilized groups and compensation studies compare salaries to ensure fairness and equity within the workforce.

4. How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

- ❖ The Chief and senior leadership team use the resources and tools discussed above regarding customer service, public safety/law enforcement statistics, internal and external assessments, best practices, and technology to

support decision making. This data is proactively sought and used in a timely manner by staff responsible for research and implementation of legislative mandates and other process changes and reports.

- ❖ Division statistics are continually reviewed to identify opportunities for improvement; recurring trends in services requested and/or provided operational successes, and goal accomplishment. Revisions to agency initiatives are implemented whenever necessary to better meet the needs of customers and stakeholders.
- ❖ Forensic Services Laboratory uses the key comparative data used by the laboratory to support operational and strategic decision making and innovation is twofold. Metrics are compiled on a monthly basis. This metric captures the number of cases submitted to the laboratory, the number of cases completed, the backlog of each department, and the average analyst turnaround time. The monthly staffing table captures the number of analysts, support personnel, number of personnel in training, and the number of analysts that are completing casework. The monthly metrics provides a picture of the volume of cases being submitted. The staffing table provides the number of analysts who are completing the cases.

5. 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 – With the Laboratory Information Management System (LIMS) accuracy and validity of data is improved. 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) - System users are trained and certified to promote data quality. Certain National Crime Information Center (NCIC) record entries and Sex Offender Registry (SOR) records require second-party verification. Records are retained in the system in accordance with FBI established schedules and must be periodically validated. Personnel assigned to 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. Staff members review NCIC and sex offender registry records based on questions from customers and citizens, and conduct periodic audits of all suppliers. In addition, operating rules require confirmation of records regarding wanted persons and property prior to making an arrest or seizing property. Fingerprint Examiners monitor the quality of fingerprints submitted to the State Identification Bureau through the AFIS system. 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 per state statute from Summary or General Sessions Court.
- ❖ Investigative Services – This section 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 organized, investigated, completed, and closed. Necessary procedures have been implemented and related forms are specifically utilized 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. Investigative Services has made progress in enhancing investigative case management practices through the use of existing technology. This includes electronic preparation, dissemination, and storage of investigative reports. Further efforts have been made to implement a more comprehensive case management system that would increase SLED's capability to more efficiently manage critical documents and reports while being more fiscally and environmentally responsible. Additionally, mobile computers for investigative agents have enhanced agent's ability to track cases and facilitate the delivery of case material and management documents from the field. This process will over time, result in savings as SLED moves toward a paperless system. Other benefits will include near real time ability to transmit case related material for review, thereby reducing the necessity for physical meetings and will result in fuel savings and improved time management. The Special Victims Unit uses two in-house databases, one for child death investigations and one for vulnerable adult abuse and suspicious deaths. The database contains all pertinent information to that particular case. Both databases are used for statistical purposes for the mandated annual reports and case management.

- ❖ Office of Regulatory Services – 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.
- ❖ Office of Homeland Security – Federal grant guidelines, policies, and procedures are closely followed to administer homeland security funds, internal controls and periodic external audits ensure data integrity, timeliness, accuracy and security.

6. 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. For the Implied Consent Department, the number of inspection, certification, and maintenance calls is tracked for the department and for each employee. This data/information analysis allows management to determine if equipment and personnel are properly allocated. This data also demonstrates the amount of work performed by each employee and analysis of this data assists the departmental supervisor in management and supervision of the department. 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 decisions are made.
- ❖ Criminal Justice Information System (CJIS) – Monthly reports are completed from the Sex Offender Registry (SOR), the South Carolina Incident Based Reporting System (SCIBRS), the Crime Information Center (CIC), and the South Carolina Information and Intelligence Center (SCIIC). This data/information analysis allows management to determine if equipment and personnel are properly allocated. This data also demonstrates the amount of work performed by each employee and analysis of this data assists the departmental supervisor in management and supervision of the department. These reports are being modified to provide better detail for trends or significant changes.
- ❖ Office of Regulatory Services – The units within Office of Regulatory 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.
- ❖ Homeland Security Operations – This office monitors reports, intelligence processes, and planning documents to ensure that quality services are provided. Skilled and trained leadership personnel recognize operational and administrative deficiencies by reviewing all work products. In the event an error is noted, agents are requested to take corrective actions. The work products are measured against known standards for content, operability, and administrative correctness.
- ❖ Human Resources – with assistance from the State Division of Human Resources performs salary studies, assesses EEO and other indicators. This data provides state, regional and national comparisons. Human Resources has established policies and practices based on nondiscriminatory factors. An Affirmative Action Plan is in place to promote equal opportunity and guide managers. Based on these guidelines, SLED strives to recruit, hire, train, and promote in all job classifications without discrimination; ensures employees are not subjected to harassment, intimidation or coercion for filing a complaint or assisting in an investigation. Promotion decisions are based on equal employment principles by imposing valid criteria. Personnel actions, such as compensation, reassignment, benefits, reductions-in-force, and training, are administered without discrimination.

7. How do you collect, transfer, and maintain organizational and workforce knowledge (knowledge assets?) How do you identify, share and implement best practices as appropriate?

- ❖ The senior leadership team engages in workforce planning meetings which prove vital to SLED success, and involves initiatives to hire, train, and better prepare employees to develop effective methods to transfer knowledge and to identify best practices.

Category 5 – Workforce Focus

1. How does management organize and measure work to enable your work force to

- ❖ Develop to their full potential
 - The Chief has continued to emphasize the need for training, particularly in law enforcement leadership and supervisory skills. Career paths are being updated for law enforcement and created for other areas (e.g. Forensics) to promote retention of key personnel.
 - Management within each organizational component carefully considers case-specific factors when determining appropriate personnel to handle requests for service. Personnel selection is based on the knowledge, skills, and abilities of the employee and his/her experience in handling similar requests. Management is also conscientious about development of potential and ensures that all employees are afforded advanced training opportunities critical to core job functions.
 - Forensic Services Laboratory monitors the progression of each analyst through the training programs in each department. As an analyst gains more experience they are advanced to a more senior position requiring them to accept more responsibility as their skill sets develop.
- ❖ Promote cooperation, initiative, empowerment, teamwork, innovation, and your organizational culture
 - Employees will be encouraged to explore their knowledge/skills/abilities by using career assessment tools and by completing Employee Development Plan annually with input from supervisors, coaches, and mentors. The plan will be evaluated along with the Employee Performance Management System (EPMS) to ensure that it aligns with goals and objectives of SLED.
 - Employees are also encouraged to develop and conduct training in areas of expertise that may benefit the workforce (e.g. discipline, hiring practices).
 - Open communication has made it easier for employees to be involved and has improved teamwork.
 - Many requests received by SLED involve complex investigations that may involve a multifaceted approach. As such, management teams utilize personnel with varying skill sets, thereby creating opportunities for employees to learn from one another and foster team-based work situations.

2. How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, and locations (give examples)?

- ❖ Dissemination of information is a critical component of the SLED mission. Substantive issues within the division are communicated to all personnel by the appropriate authority via memos, emails, and/or text messages. Examples include critical incident information, emergency notifications, personnel actions, and other information deemed necessary for the successful operation of the agency. Further, SLED personnel receive all law enforcement-related bulletins from the S.C. Information and Intelligence Center (Fusion) regarding suspicious activity reports, requests for assistance or information, and missing persons.
- ❖ Forensic Services Laboratory achieves effective communication in the laboratory through departmental meetings and each department supervisor monitoring the casework flow in their respective departments.

3. How does management recruit, hire, place, and retain new employees? Describe any barriers that you may encounter

- ❖ Management recruits, hires, places, and retains new employees by:
 - Providing flexible work hours and scheduling;
 - Offering challenging positions;
 - Implementing employee recognition programs; and
 - Developing career paths for career progression.
- ❖ Finding qualified candidates for law enforcement is a challenge. Many of the candidates who do apply present with poor credit histories and even criminal histories.
- ❖ Finding qualified candidates for information technology is also a challenge due to the more competitive salaries and advanced technology/training opportunities offered by competing agencies/industries.
- ❖ SLED has a rigid selection and hiring process for new employees that seeks to recruit and retain the most qualified personnel. SLED employees are required to be above reproach; therefore it is essential that higher

standards are expected. Barriers to the recruitment and hiring process may involve salary concerns or work area relocation requirements.

4. How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?

- ❖ Workforce capability/capacity needs are addressed through ongoing reports from SCEIS and NeoGov. These systems generate information on each employee, such as location, age, gender, ethnicity, length of service, title, grade, education, job class, etc. Ongoing reports ensure that any deficiencies are addressed as soon as possible and that staffing levels are adequate to address all work processes needed to provide routine services to SC citizens as well as meet any emergent demands.
- ❖ Skills and competencies are assessed by utilization through workforce planning meetings. A variety of training/assessment tools are used to evaluate the skills and competencies of the workforce. Any skill gaps noted are then addressed through the Employee Performance Management System or Early Warning System. Law enforcement officers are required to participate in a psychological assessment, polygraph exam, firearms qualification, and a physical fitness test.
- ❖ Key leadership within each organizational area of the agency communicates the capabilities and needs of their respective areas to senior management on a continual basis. Senior agency management in turn evaluates organizational component assessments and allocates, reallocates, or revises staff to effectively meet the needs of the division.
- ❖ Forensic Services Laboratory assesses the capabilities of the workforce with monthly metrics, proficiency testing, and staffing tables.

5. How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?

- ❖ The Probationary Quarterly Evaluation Form will be used to evaluate new employees, ensure regular communication and establish clear performance standards. Employees are involved in the annual planning/performance review and provided an opportunity to include their own comments on the document. Supervisors are encouraged to communicate expectations through discussion and informal reviews, as well as through the EPMS. As the primary tool to measure performance, the EPMS notes achievements, evaluates performance against success criteria, and points out areas for improvement. To further acknowledge the significance of the EPMS process, supervisors are rated on the completion of performance reviews to ensure they are completed in a fair, impartial, and timely manner. EPMS training is being offered to educate supervisors in using the EPMS as a management, coaching, and communication tool. In addition, SLED has added a new component called the EDP (Employee Development Plan) which is a career development tool used to identify employee training and development goals in conjunction with performance standards.
- ❖ Agency personnel performance is regularly and routinely evaluated by management. Personnel are also routinely given the opportunity, both formally and informally, to provide feedback to management on various issues in the workplace. Management then upwardly disseminates pertinent issues through the agency chain-of-command. Senior management analyzes and evaluates information obtained from performance reviews and feedback in order to form calculated decisions regarding necessary adjustments to improve overall performance of the operational component and/or the division.

6. How does your development and learning system for leaders address the following?

All agency employees, at all levels, are required to adhere to set standards that foster a good understanding of organizational knowledge and ethical practices. As selected personnel transition into supervisory or management positions, they are required to participate in and are afforded opportunities to further develop leadership skills through continual connection with seasoned leaders and training courses. It is in the best interest of the agency, its stakeholders, and the State of South Carolina to ensure division leadership possesses the knowledge, skills, and abilities to meet strategic challenges and accomplish the agency's mission competently.

- ❖ Development of personal leadership attributes
 - The Training Unit collaborates with other units to provide in-service training designed for agents, mid-level management, and executive staff that focus on leadership attributes in law enforcement. The agency encourages leaders to participate in professional associations that promote the development of leadership attributes. Leaders are trained to use the Incident Command System in any man-made or natural disasters.
- ❖ Development of organizational knowledge
 - Organizational knowledge for leaders is developed through regular meetings with the Chief who encourages discussion and facilitates interaction among senior and mid-level leaders. Leaders are encouraged to establish partnerships with other organizations offering new perspectives and information. Unit leaders, in turn, are encouraged to serve as coaches to employees by sharing organizational knowledge to broaden perspectives. Workforce planning initiatives provide a solid foundation for organizational development.
- ❖ Ethical practices
 - SLED has a Code of Conduct policy that applies to all employees stressing the importance of integrity, truthfulness, honesty, and professionalism. The policy is addressed in new hire orientation.
- ❖ Your core competencies, strategic challenges and accomplishment of action plans
 - Professional development and workforce planning specifically address the enhancement and development of skills and the development of a better prepared pool of leadership.

7. 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 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) - 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. There are currently 11,788 active NCIC operators either 16- or 40-hour certified. Employees assigned to the CIC must complete 16-hour NCIC training; fingerprint examiners must receive training 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 – all personnel, sworn and non-sworn, receive training as needed. The Division in-service training includes legal updates, enforcement updates, weapons and vehicle qualification. Other employee training includes operational and management training for sworn and non-sworn personnel consisting of skills training, supervisory training, customer service, quality training, interviewing techniques, policies and procedures updating, etc. When possible, SLED utilizes the train-the-trainer approach. This method allows the agency to receive training at a reduced cost by sending a limited number of personnel to attend classes and return to the agency to teach others. To ensure newly hired agents are properly prepared

for the many and varied duties and functions required of a SLED agent. A “New Agent” training program is under development that will provide the new agent with a basic foundation of knowledge and skills that will enhance and speed his or her transition to their specific assignment. A new agent orientation manual and a field training manual are being revised and updated. This type of communication and information sharing results in promoting efficiency and professionalism, as well as ensuring a unified message is delivered throughout this section. Continual in-house training conducted by SLED personnel who are experts in their fields, ensures well rounded, knowledgeable agents, who are competent in a variety of law enforcement techniques and testing procedures.

- ❖ Training – 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 Unit for their consideration and analysis.
- ❖ Office of Homeland Security - 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 adherence with mandated US Department of Homeland Security (DHS) training initiatives, such as Homeland Security Presidential Directive-5 (HSPD-5) and HSPD-8, which is delivered to the agency and ensuring compliance with DHS Standards for the Incident Command System (ICS).
- ❖ Human Resources – Managers promote training by encouraging employees to complete and follow an EDP annually. Effectiveness of training is measured by use of new skills, training evaluation forms, and online assessments. The Human Resources director and key staff participate in State Human Resources Division initiatives such as Advisory Council and SCEIS User Group meetings which aid in identifying training needs. The SLED Affirmative Action Plan continues addressing underutilized groups. Additionally, training opportunities are offered through online training, internal and external training opportunities, links on the Human Resources website and partnership with other agencies.

8. How do you encourage on the job use of new knowledge and skills?

- ❖ Training programs are selected based on employee needs, interests, abilities, and the usefulness of the training through the use of EPMS and EPD tools. Advancements in technology encourage the use of new skills as well as the availability of job aids to facilitate training.
- ❖ Agency personnel trained and experienced in new knowledge and skills are given the opportunity to utilize them whenever feasible to support the successful outcome of a work product. Particularly, if the knowledge or skill improves time management or fiscal responsibility for the customer, the agency, or the employee, it will be given consideration on any current or subsequent application.

9. How does employee training contribute to the achievement of your action plans?

- ❖ Tools such as the EDP and regular workforce planning meetings are being implemented to address training needs and enhance training opportunities. Training in a variety of forms to include internal/external opportunities, online courses, mentoring, coaching, and cross training are the strategies to be employed to achieve career development goals as well as assist in meeting the goals of the agency by adding valuable knowledge, skills, and abilities through our employees.
- ❖ Agency initiatives are better accomplished when employees are given opportunities for advanced and specialized training that support the core functions of the division.

10. How do you evaluate the effectiveness of your workforce and leader training and development systems?

- ❖ The success of leadership development can be evaluated by the increased number of qualified internal candidates. Candidates are better prepared for promotional opportunities based on skills achieved through development programs. The value of continuing education is promoted through EPMS process and other workforce planning tools. Senior leadership’s support of training initiatives has promoted increased interest/attendance in training programs. Training programs are evaluated by participants to ensure that

programs meet individual goals. The effectiveness of these programs is measured by the successful career progression of employees. Another indicator of effective leadership development systems is the competitiveness of promotion applicants.

- ❖ Workforce effectiveness is generally evaluated through feedback provided by customers and stakeholders on work product, employee evaluations, and feedback from the employee's supervisor's peers. The agency Training Unit also continually evaluates employee performance during mandated training and maintains comprehensive records in the employee's personnel file.

11. 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 Resources - 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. Career paths such as those currently in place for SLED agents and Criminalists to move through a pay plan based on performance and tenure serves as a motivational tool. Senior leadership is in the process of reviewing, creating, and updating career paths for several key areas to motivate and retain employees.
- ❖ Senior leadership relays budget updates to supervisory SLED agents in an effort to keep them fully informed of the budgetary process.
- ❖ 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. 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 state Division of Human Resources, routinely reviews agency hiring and promotion policies and procedures for any improvements. The division continuously updates policies and procedures in an effort to streamline, reduce subjectivity, and increase integrity of the process.
- ❖ A 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, an awards program was established 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, Accomplishment Awards, the Distinguished Associate Award, Meritorious Service Awards and Support/Non Sworn Employee Recognition. Each award is designed to recognize an individual for specific accomplishments. A special awards committee was established in 1994 and was recently reorganized. Employees are recognized annually and awards are presented in the spring. The committee reviews all nominations and 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." The Awards Committee will make arrangements with the Chief for the presentation of awards annually.
- ❖ Recruitment and retention of quality employees in an economically diverse environment continues to challenge SLED. The division must continue to recruit 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, behavioral science 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.

- ❖ Criminal Justice Information System (CJIS) – Management personnel practice situational leadership in which each action or inaction is evaluated on its own merits and the readiness of the subordinate employee to act independently. Employees that require more direction are given proper assistance, but are constantly monitored for opportunities to delegate greater decision-making authority. Generally, this approach resonates with employees who respond accordingly and begin to achieve their potential. Since this program includes technical responsibilities, training is essential for employees to remain proficient and continue to develop. Regular staff meetings require each responsible supervisor to report on issues that affect another supervisor's area of assignment. Supervisors offer their employees the opportunity to provide input on processes, procedures, and recommendations for enhancement.
- ❖ Investigative Services - The agents assigned to Investigative Services are its greatest assets. Customer satisfaction through superior work product is a testament to the agents and associates assigned to this department. The different components that make up Investigative Services allow for employee growth and diversity. In some cases, agents with little or no law enforcement experience may be hired and assigned to departments to develop the skills necessary to become a SLED investigator. In other cases experienced agents (such as retired Federal Agents) may be hired for positions such as those assigned to the State Grand Jury Corruption Unit. This diversity allows Investigative Services to maintain a cadre of experience coupled with the exuberance of youth. This formula has worked well to fuel development of agents. The agency rewards initiative and encourages innovation through our recognition, reward, and compensation system. SLED has maintained a stringent hiring and promotion policy, which is geared toward hiring, promoting, and retaining excellent employees. Additionally, every supervisor is encouraged to prepare each employee under him/her to become the next supervisor.

12. 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.)

- ❖ Formal and informal assessment methods and measures are used to determine employee well being, satisfaction, and motivation. Supervisors receive both formal and informal complaints and concerns from employees. These concerns are usually handled at the supervisory level, and when necessary, through the upper management team. The doors to all supervisors, up to and including the Chief, are always open. This provides an informal mechanism for employees to express concerns and gives management a direct conduit to employees.
- ❖ Exit interview forms are reviewed to identify retention concerns and satisfaction. The numbers of grievances and IIO complaints, as are monitored to ensure appropriate action is taken. Informal and formal reviews, absenteeism, turnover and job performance reflect satisfaction and motivation to some degree. The Intranet enhances communication and encourages employees to provide input. The Benefits Administrator, in conjunction with Public Employee Benefits Alliance (PEBA), provides regular updates and information, as well as free training, regarding health and wellness. Direct and open communication with the applicants, new hires, and current employees provides firsthand knowledge of satisfaction.

13. How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

- ❖ Succession planning and career progressions are addressed by key work force planning meetings. Law enforcement officers and forensic personnel follow a carefully outlined career path. Human Resources provides statistical data and consultation for each department/unit upon request to facilitate the workforce planning. Department heads are encouraged to assess their workforce and develop and implement a plan to address specific workforce planning needs to include succession planning and career progression.
- ❖ Managers and supervisors motivate their employees to achieve excellence and reach their full potential by encouraging participation in dialog and feedback. Meetings, both formal and informal, are scheduled with employees on a regular basis. Managers and employees have an opportunity to discuss goal setting, career paths, training opportunities, and other employment related objectives.

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

- ❖ Forensic Services Laboratory – The SLED laboratory employs a Laboratory Safety Manager who is 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.
- ❖ Criminal Justice Information System (CJIS) – Line and staff inspections present the opportunity to report any health or safety issues that may affect employees. CJIS participates fully in all agency safety programs and all employees can avail themselves of state wellness programs.
- ❖ Safety is always a concern of any law enforcement agent, who, by the nature of their job, may be put in harm's way at a moments notice. Training is critical to safety. Through workplace safety training programs and supplemental health services, SLED provides a comprehensive health and safety program for all personnel. SLED operated a comprehensive safety program to assure compliance with all OSHA regulations as well as all fire and safety codes within the work environment. In addition to the safety programs, Investigations complies with and completes all work place audits as requested by Inspections.
- ❖ Counter-Terrorism addresses safety needs through training and ensuring that employees are informed and adhere to all agency provisions relating to workplace safety. All employees participate in agency safety and wellness programs.

Category 6 – Process Management

1. How do you determine and what are your organizations core competencies, and how do they relate to your mission, competitive environment, and action plans?

- ❖ Regular meetings with senior leadership to review strategic plans and workforce planning are scheduled for this purpose of evaluating processes and organizational structure to ensure optimal efficiency/effectiveness and ultimately make better use of state dollars. Collaborative efforts involve customers, stakeholders, contractors, and others. Hiring initiative, job responsibilities, and staffing levels are regularly evaluated to ensure challenges are met and systems are strengthened.
- ❖ Core competencies and opportunities for improvement are determined through comprehensive feedback from stakeholders and continual analysis of agency work product. Areas identified as needing improvement are evaluated and subsequent changes to the division's initiatives and action plans are made as necessary to improve compliance with the agency's mission.
- ❖ Forensic Services Laboratory - core competencies are determined by the customer demand of services. As the technology of the forensic sciences evolves, demand for new examinations increase while demand for older and less effective examinations decrease.

2. How do you determine what are your key work processes that produce, create, or add value for your customer and your organization and how do they relate to your core competencies? How do you ensure these processes are used?

- ❖ SLED is pursuing accreditation by CALEA, an organization which is internationally recognized among law enforcement agencies. CALEA accreditation is a measure of the effectiveness and uniformity within SLED. Achieving accreditation will reinforce confidence that SLED is operating with the highest standards. CALEA requirements ensure that policies and procedures are solidly documented, indicate a well-trained and professional staff, assure government leaders and the public of the quality of law enforcement, make South Carolina more attractive to an economic and community development, and provide a return on liability insurance coverage.
- ❖ Customer feedback is a critical component of agency success. As such, each question, comment, or expressed concern is reviewed and evaluated to ensure the best possible practices are employed.
- ❖ Forensic Services Laboratory key work processes are determined by the needs of the customers. The most requested examinations are the key processes used by the laboratory and make up the core competencies.

Value is added for the customer and the organization by providing results that are used in the investigation and prosecution of criminal offenses by law enforcement and the judicial system. The laboratory ensures that these processes are being used by enforcing laboratory protocols and the effective use of peer reviews on 100 percent of the submitted cases. SLED has successfully maintained its accreditation in forensics.

3. How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?

- ❖ SLED continuously explores new ways to enhance efficiency/effectiveness. Assessing organizational structure, policies/procedures, and goals through meeting with senior leadership ensures the best use of resources.
- ❖ Delivery of services to customers is directly related to the knowledge, skills, and abilities of agency personnel. In order to provide consistent satisfactory service, the agency must utilize new technology while remaining fiscally responsible. Further, time is of the essence in work product turnaround, therefore it is critical to ensure that agency personnel efficiently and effectively meet the needs of agency customers.
- ❖ New processes and technology are constantly being developed in the forensic science field to increase efficiency. If a process is identified that would be beneficial to a department, it is validated in accordance with laboratory policy and then incorporated into the department's normal work cycle.

4. 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 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. Each department evaluates the best methods to deliver services in the most efficient manner. On a daily basis, the quality of reports is verified through the use of administrative and technical reviews.
- ❖ Criminal Justice Information System (CJIS) – This unit operates a 24-hour by 7-day-a-week control room to monitor network activity and to provide assistance to local law enforcement. 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. The CATCH System allows name-based criminal history searches at any time. AFIS technology allows fingerprint processing at all times without manual management.
- ❖ Investigative Services – Service 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 investigation within the SLED investigative regions, some lasting months and possibly years. Assigned on call agents within every section assure an appropriate and timely response to customer requests for services at any hour of any day.
- ❖ Office of Regulatory Services – This department is directed to provide law enforcement, training, regulatory, and inspectional services whenever requested by local, state, and federal law enforcement, and to the community and businesses. The Office of Regulatory Services monitors and assesses cutting edge service delivery methods and techniques for potential use.
- ❖ Counter-Terrorism – This group 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.
- ❖ Human Resources – Exit interviews, employee relations issues, surveys, feedback from managers and supervisors, and statistical reports serve as evaluative tools to identify processes for improvement. Human Resources is also subject to periodic reviews from the state Human Resources Division.

5. How do you systematically evaluate and improve your key product and service related work processes?

- ❖ Division statistics are continually reviewed to identify opportunities for improvement; recurring trends in services requested and/or provided, operational successes, and goal accomplishment. Revisions to agency initiatives are implemented whenever necessary to better meet the needs of customers and stakeholders.
 - ❖ In accordance with policy, the laboratory conducts 100 percent technical and administrative reviews on all cases before they are released to the customer.
6. 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. The current Laboratory Information Management System was installed during FY05-06. Also, an electronic evidence submission manual was revised in July 2012 for use by agencies throughout the state. The laboratory's web-based information system, iLAB, allows customers to pre-log evidence, access laboratory reports, and check case status using a secure Internet connection.
 - The Forensic Services Laboratory has also expanded its use of the SLED website within recent years. Increased use of the website 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 video recording systems on the SLED website (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 website.
 - 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) – The key design and delivery processes used are currently established either by long standing discipline standards or by federally mandated protocols.
 - In the CIC, 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 (AFIS) 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 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 Uniform Crime Reporting (UCR) section passes it down to its suppliers/customers.
 - This is also true for the SLED 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. CJIS has taken on a new intra-agency role to standardize the issue and control of cellular devices.
 - This strategic move will allow for an improved and better coordinated implementation of wireless technologies.

- ❖ Investigative Services - The use of computers in the field has increased productivity by allowing agents to type reports, memoranda, and complete forms in less time and without additional administrative support. This greatly enhances the ability to deliver a timely product to customers. Investigative reports are placed on the server for case review and quality control. As a result, turnaround time for completion of these reports has been dramatically reduced because changes or corrections are done on the computer rather than sending the reports back to the case agent.
- ❖ By upgrading communications technology 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.
- ❖ Agency leadership, in collaboration with line-level personnel, has begun the process of evaluating current case management capabilities and working toward the goal of developing or acquiring a centralized case management system that will be more effective, efficient, and will better meet the needs of the customer while maintaining fiscal responsibility.
- ❖ 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 Regulatory Services - The units within Office of Regulatory Services provide services to local, state, and federal law enforcement agencies, and to the community and businesses upon request. Requests are received, reviewed, and assigned to appropriate personnel. Reports are generated and data collected to assess resource needs to determine adequate resource allocation.
- ❖ Office of Homeland Security – The unit utilizes systems and technologies, which are in compliance with standards set forth by the FBI, U.S. 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.
- ❖ Human Resources – The unit’s key processes are hiring, evaluating, and retaining employees. Measures included number of new hires, performance evaluations, turnover, disciplinary actions, and grievances. These measures are defined by state and federal regulations. The controls in place are provided by oversight from State Division of Human Resources and various federal agencies (e.g. USDOL, EEOC) as well as from feedback by applicants, employees, supervisors, and other customers.

7. How does your organization determine the resources needed to meet current and projected budget and financial obligations?

- ❖ Forensic Services Laboratory - based on the generation of monthly metrics, customer demands are identified thus determining the need for current and future financial obligations. Appropriate funding sources are identified to support these needs.

Category 7 – Results

7.1 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). The accreditation standards currently include 152 criteria of which 91 are “Essential” criteria. Accredited laboratories must achieve 100 percent compliance with applicable “Essential” criteria. Compliance is measured by external inspections conducted every five years and annual internal inspections. The laboratory has 100 percent compliance with applicable “Essential” criteria. The DNA Laboratory has also met all criteria set forth by the QAS.
- ❖ The laboratory’s property and evidence control function 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 ASCLD/LAB and FBI QAS standards.

- A measure of mission accomplishment involves the laboratory cases assigned and closed by a department for a given time period. During FY11-12, individual laboratory departments received 19,463 cases and completed 17,556 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 analyses requested per case, complexity of each case, submission of proper subject standards, etc.).

7.1-1 Laboratory Cases Processed						
Department	Cases Received 2009-2010	Cases Received 2010-2011	Cases Received 2011-2012	Cases Completed 2009-2010	Cases Completed 2010-2011	Cases Completed 2011-2012
DNA Casework	3,543	5,026	4,881	3,281	4,160	3,643
Drug Analysis	5,621	5,357	5,054	6,387	5,582	5,129
Firearms	864	1,146	1,279	1,170	1,253	1,094
Latent Prints	1,307	1,501	1,479	1,256	1,171	1,239
Photography	431	342	292	430	344	274
Questioned Documents	144	106	123	170	103	82
Toxicology	5,204	5,046	5,196	4,958	4,942	5,102
Trace	1,104	1,211	1,159	1,084	1,182	993
Totals	18,218	19,555	19,463	18,736	18,451	17,556

- In addition, the Laboratory Information Management System (LIMS) permits monitoring items received/completed. An item is an individual piece of physical evidence from a case. During FY11-12, the laboratory received 58,830 items and completed 53,623 items. Each case has a varied number of items and 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.

7.1-2 Laboratory Items Processed						
Department	Items Received 2009-2010	Items Received 2010-2011	Items Received 2011-2012	Items Completed 2009-2010	Items Completed 2010-2011	Items Completed 2011-2012
DNA Casework	13,768	16,319	17,323	18,308	17,445	14,174
Drug Analysis	9,317	9,405	8,781	11,243	9,601	8,965
Firearms	3,588	4,592	6,325	4,966	5,457	5,770
Latent Prints	5,352	6,460	7,350	5,692	5,227	6,702
*Photography	838	629	775	833	641	709
Questioned Documents	1,302	833	1,255	1,316	887	949
Toxicology	9,903	9,869	9,613	9,503	9,735	9,477
Trace	7,467	8,526	7,408	7,460	8,432	6,877
Totals	51,535	56,633	58,830	59,321	57,425	53,623

7.1-3 Crime Scene Processing Response				
FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
229	227	231	155	181

- The Implied Consent Department maintains 165 breath alcohol testing devices (Data Master DMT) and video recording systems (VDS-2) at 116 certified breath testing sites throughout the state. In FY11-12, this department performed 949 on-site Data Master DMT Inspection/ maintenance visits and 1,119 on-site video-recording system inspection/maintenance visits. These recordings are used as evidence in any legal proceeding, pursuant to S.C. Code of Laws, Section 56-5-2953.

7.1-4 Data Master (DMT) and Video Recording Systems (VDS-2)				
Testing Type	2008-2009	2009-2010	2010-2011	2011-2012
Bac Data Master DMT for FT 10 Maintenance Visits	990	827	968	949
Bac Data Master DMT for FT 10 Certification	154	8	7	1
Bac Data Master DMT for FT 10 Remote Inspections	0	0	0	0
VDS-2 On-site Inspections	964	774	1,010	1,119
VDS-2 Certifications	154	8	7	4

- 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.

7.1-5 Marijuana Analysis							
Marijuana Analysts Certified				Marijuana Analysts Recertified			
2008-2009	2009-2010	2010-2011	2011-2012	2008-2009	2009-2010	2010-2011	2011-2012
83	76	96	72	59	57	77	54

- Another measure of the Forensic Services Laboratory’s mission accomplishment is the number of expert witness requests provided by SLED Forensic Services Laboratory personnel.

7.1-6 Court Testimonies				
Department	Court Testimonies 2008-2009	Court Testimonies 2009-2010	Court Testimonies 2010-2011	Court Testimonies 2011-2012
DNA Casework	61	88	83	99
DNA Database	4	1	2	3
Drug Analysis	47	42	23	30
Evidence Control	33	62	62	46
Firearms	49	50	56	45
Forensic Admin.	1	0	0	0
Implied Consent	6	7	10	6
Latent Prints	4	11	30	21
Photography	0	0	0	0
Questioned Docs	8	2	7	4
Toxicology	37	51	34	32
Trace Evidence	39	46	52	35
Totals	289	360	359	321

- ❖ An additional measure of mission accomplishment is the number of training opportunities attended by laboratory employees. Because of the highly technical nature of forensic laboratory work, on-going training is crucial. This training includes both scientific and non-scientific courses. Due to budget constraints, every effort is made to attend free or low cost training. Grants are extensively used along with in-house training efforts. Very often, laboratory employees are involved in providing training classes for other laboratory employees.

7.1-7 Laboratory Training Events Attended

Department	Training Events Attended 2008-2009	Training Events Attended 2009-2010	Training Events Attended 2010-2011	Training Events Attended 2011-2012
DNA Casework	50	70	44	19
DNA Database	8	12	9	3
Drug Analysis	36	31	6	4
Evidence Control	12	17	8	3
Firearms	22	61	12	8
Forensic Administration	9	0	0	0
Implied Consent	22	6	12	2
Latent Prints	22	39	27	13
Photography	3	0	0	0
Questioned Documents	3	2	2	2
Toxicology	44	54	65	9
Trace Evidence	21	23	23	6
Totals	252	315	208	69

- ❖ 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.

7.1-8 Forensic Training to Outside Agencies

Forensic Services Training to Outside Agencies	2008-2009	2009-2010	2010-2011	2011-2012
Contact Hours Provided to Outside Agencies	7,414	5,675	4,194	2,885

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

- ❖ Other Forensic Statistics
 - DNA Casework Department: The analysis of 267 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 the FBI QAS standards.
 - DNA Casework Department Outsourcing Program: As of July 1, 2012 approximately 640 cases have been outsourced for DNA analysis.
 - DNA Database Department: The number of DNA profiles entered into the SC Combined DNA Indexing System (CODIS) was increased to 177,368.
 - Evidence Control Department: SLED evidence control personnel received, assigned evidence control identifiers to and distributed 15,865 new cases and returned 51,228 items to agencies.
 - Firearms Department: Digital images of individually marked areas on approximately 1,361 fired cartridge cases and bullets were entered into the Integrated Ballistic Identification System (IBIS).

- Latent Prints 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.
 - Questioned Documents Department: Continued to provide assistance for investigations of fraudulent or altered documents during the recent fiscal year. This department completed 82 cases and 949 items and provided four expert court testimonies.
 - Toxicology Department: Analyzed 5,102 cases, 9,477 items and provided 32 expert testimonies.
 - Trace Evidence Department: completed 993 cases, 6,877 items and provided 35 expert testimonies.
- ❖ Criminal Justice Information System (CJIS) – Metrics are being refined to better capture performance. Subsequently, mission accomplishment is currently represented by the number of user agencies and secure 15,706 terminals with approved connectivity to our Intranet, the Internet, and wireless devices. Without access, the data are not used and serve no purpose. During FY11-12 there were 11,259,004 monthly electronic transactions through the Law Enforcement Messaging System (LEMS), 428 Automatic License Plate Recognition ALPR users entered in the database, 546 gangs are documented in Gangnet, and 7,310,983 total incident reports in the SCIEX weekly. 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. Public access for non-criminal justice purposes via the Internet continues to grow. In FY11-12 the agency conducted 485,282 criminal background checks by using the CATCH (Citizens Access to Criminal History) System via the Internet and the US Mail. Modifications were made to the current MRD (Machine Readable Data), which brought the accuracy rate up to 99 percent. SLED received 17,038 General Session Court expungements and 71,022 Summary Court expungements during FY11-12. The eight-month backlog for summary court expungements has been decreased to approximately a two month backlog. In addition 1,037 users from 431 statewide law enforcement agencies were trained in Gangnet.
- ❖ Other Fusion Center Statistics
- Violent Criminals arrested: 528, 18 percent increase from the previous fiscal year
 - Statewide requests for technical assistance: 702 cases, 69 percent increase from the previous fiscal year
 - South Carolina Fusion Center: 11,488 requests, 28 percent increase from previous fiscal year
 - Threat Analysis Cell (TAC): 40 threat assessments-122 percent increase from previous fiscal year, 259 bulletins/advisories-186 percent increase from previous fiscal year, 143 Suspicious Activities Reports (SARs)
 - Crime Stoppers: 11,886 tips, 64 percent increase from previous fiscal year
 - Operations Desk: 784 CIO's, 24 percent increase from previous fiscal year
 - Photo Lineups: 4,258, 3 percent increase from previous fiscal year
 - Amber Alerts: two Amber Alerts activated (two children recovered), four Training Sessions (115 officers)
 - The Intelligence/Missing Persons Unit handled 8,288 requests for assistance.
- ❖ Office of Regulatory Services - Approximately 53,893 Concealable Weapons Permits (CWPs) applications and 12,301 online renewals were processed in FY11-12 and there are now 173,029 Concealable Weapons Permit (CWP) holders in South Carolina. Inclusive of the previous figures, the unit approved 52,339 applications, denied 849 applications, revoked 179 permits, and reinstated 61 permits after appeal. Regulatory Services processed 472 Constables Commission applications during FY11-12. Additional goals for Regulatory includes timely action on applications and CWP permit processing; meeting the South Carolina Criminal Justice Academy standards for training and re-certification requirements; responding to community concerns and requests for services and training; assessing the needs of families, communities, and officers following a police officer shooting; providing requested counseling to the statewide law enforcement community statewide; providing timely response and adequate resource allocation to requests for services; routinely auditing compliance with SLED policies and procedures, statutes, regulations; and other requirements.

7.1-9 Regulatory Services				
Regulatory Services	2007-2008	2008-2009	2009-2010	2011-2012
Pistol Licenses Issued	217	212	210	262
Security/Private Investigation Licenses Issued	16,982	14,301	15,370	14,769
Coroners/Deputy Coroners Permits Issued	16	22	11	N/A
Concealed Weapons Permits Issued	22,192	36,726	46,016	52,339
State Constable Commissions Issued	291	208	244	463
Retired SLED Agent Commissions Issued	9	50	8	15
Special Limited Licenses	3	1	4	6
Special Weapons Permits	1	3	1	1
Total Licenses and Commissions Issued	39,711	51,523	61,864	67,885

7.1-10 State Constables Commissioned				
State Constables Commissioned	2007-2008	2008-2009	2009-2010	2011-2012
Group I	186	135	131	193
Group II	21	16	12	116
Group III	75	55	87	145
Advanced	9	2	14	9
Totals	291	208	244	463

Explanation of each category:

- Group I** - Active police officers commissioned as constables
- Group II** - Retired police officers commissioned as constables
- Group III** - Volunteered citizens commissioned as constables
- Advanced** - Volunteered citizens commissioned as a Group III, but authorized to work with limited supervision

❖ Other Regulatory Statistics:

- 5,830 cigarette compliance inspections resulting in the seizure of 12,723 packs of contraband cigarettes;
- Processed 216 contract security, 84 propriety security business licenses, 420 private investigator registrations;
- Processed 9,539 unarmed, 3,641 armed, 411 upgrades from unarmed to armed and 824 temporary security guard licenses;
- Processed 68,662 security and private investigation business licenses, employee registrations, and Concealed Weapons Permits. At the end of FY11-12 there were 164,997 Concealed Weapons Permit (CWP) holders in South Carolina.

7.1-11 Regulatory Operations					
Regulatory Operations	2006-2007	2007-2008	2008-2009	2009-2010	2011-2012
Applications Processed	2,944	2,221	1,953	2,247	2275
Investigations Conducted	189	233	417	464	618
Lottery Complaints Investigated	160	183	160	117	167
Lottery Arrests	10	7	9	7	4

- ❖ The Investigative Services responded to a variety of calls for assistance or investigations during FY11-12.
 - The Forensic Art Unit prepared a total of 80 composites, three facial reconstructions, 17 age progressions

and 44 graphics for courtroom presentation.

- The Behavioral Science Unit opened 107 cases, 66 of which were threat assessments.
- The Grand Jury conducted 11 investigations and Insurance Fraud opened 97 cases.
- Vehicle Crimes opened 199 cases.
- The SLED Child Fatality Unit received 171 reports of unexpected or unexplained child deaths.
- Vulnerable Adult Investigations Unit (VAIU) received 904 intakes. VAIU investigated 172 cases and the remainder was vetted to the state Long Term Ombudsman’s Office, Attorney General’s Office, local law enforcement, or Department of Social Services.
- Over 700 personnel were trained by the Special Victims Unit.
- The investigative regions responded to requests, including criminal investigations, jury sequestration, and special events. They investigated 518 criminal investigations (Midlands 104, Piedmont, 173, Pee Dee 136, Low Country 105). Narcotics/Alcohol 314 alcohol investigations, which resulted in 546 citations and charges. The Narcotics Unit arrested 517 persons in drug related cases with \$2,623,107.15 in U.S. currency and approximately \$200,000 in real property seized. Illegal drugs valued at \$6,012,698.00 were either purchased or seized. Additionally, 3,750 marijuana plants were destroyed with an estimated value of \$7,500,000. The Narcotics Unit was responsible for the management and clean up of 435 meth labs. Narcotic Agents responded to five methamphetamine labs. Narcotic Agents also conducted five State Grand Jury Investigations. The Narcotics Unit opened 44 video gaming cases and seized 237 video gaming machines.

7.1-12 Investigative Services					
Investigative Services	2006-2007	2007-2008	2008-2009	2009-2010	2011-2012
Forensic Art	156	139	154	143	144
Behavioral Science	84	198	98	54	107
State Grand Jury and Insurance Fraud	379	352	278	212	97
Vulnerable Adults	499	1,064	1,003	995	904
Computer Crimes	228	634	1,132	816	217
Child Fatalities	252	234	232	210	171
Regions					518

- ❖ Office of Professional Responsibility:
 - The Polygraph Section scheduled 627 tests and conducted 387 tests.
 - Polygraph section trained four law enforcement interns and licensed 97 examiners per state statute.
- ❖ Office of Counter-Terrorism:
 - Bomb Squad responded to 614 calls for assistance.
 - The Bomb Squad’s Maritime Response Unit (Underwater Hazardous Devices Response) conducted 25 dive missions, two responses to underwater post blast investigations/post fire investigation and possible explosives in the water. One explosives recover, 31 sweeps of piers, hulls and dams, one agency assist with search and recovery (assisted CCSO with vehicles in the water unknown if they were occupied), eight missions in request by other agencies and 10 maritime tactical missions.
 - SWAT team responded to 37 calls for tactical assistance with 70 arrests.
 - Aviation Unit made 417 law enforcement-related flights, including 299 missions, 63 training, and 55 maintenance flights.
 - The Arson unit conducted 143 responses. Fires were determined to be arson in 69 cases, resulting in 29 arrests made. Clearance rate was 42 percent (the national average is 17.5 percent) and 36 fatal fire investigations.
 - The Bloodhound Tracking team received 133 calls for assistance with 147 arrests. 93 percent of these calls for assistance involved weapons.
 - Protective Services Unit- Coordinated and/or staffed security arrangements for 76 special evens to include 29 VIP Protection details and three Republican Presidential debates, one tropical storm, one hurricane activation and 15 high value cargo shipments all requiring additional security by SLED agents. Additionally this unit participated in 37 administrative meetings, exercises, or plan reviews and revisions,

participated in eight chemical, biological, radiological, nuclear, and explosive (CBRNE) exercises, conducted numerous infrastructure reviews, and responded to six possible WMD incidents.

7.1-13 Counter-Terrorism					
Tactical Services	2006-2007	2007-2008	2008-2009	2009-2010	2011-2012
Requests for Bloodhound Tracking	112	105	181	182	133
Aviation Services Calls for Service	655	561	467	376	417
SWAT Team calls	29	31	61	77	37
Fugitive Task Force Investigations	238	361	156	250	250

- ❖ Training Statistics:
 - 7,303 hours of in-service training
 - 3,736 hours of handgun, rifle, and shotgun training
 - 3,790 hours of training for other agencies
 - 1,100 hours of advanced training
 - Reviewed and approved 207 Concealed Weapons Permit Instructor Applications and Lesson Plans
 - Facilitated 14,736 hours of training provided by external vendors
 - Facilitated the health screening of 153 personnel
- ❖ Counter-Terrorism – measures performance levels by review of work products, success of projects administered, and customer satisfaction. The state counter-terrorism strategy is based on assessments and guidance from the state and regional counter-terrorism coordinating councils and the U. S. Department of Homeland Security. The Office of Counter-Terrorism utilizes the state strategy to judge unit performance.
- ❖ Office of Homeland Security – SLED, as the State Administrative Agency (SAA), continues to execute the duties set forth in statute effective July 1, 2003, and as required by the U.S. Department of Homeland Security in regards to the homeland security grant programs. 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 awarded 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.
 - South Carolina receives funding from the federal government. Grants are allocated based on statewide, regional, and local needs established by those entities and within the requirements outlined in the federally required state strategies. Federal guidelines also dictate that all funds be awarded, obligated and expended within very specific timeframes. States are required to distribute 80 percent of their awarded funds to local government entities. Since 2003, homeland security funding administered by SLED has reached approximately \$217 million; these funds have passed through SLED to local and state entities. The state Homeland Security Advisory Council (HSAC) is integrally involved in the process of allocation of these funds, which have been awarded pursuant to the state strategies.
 - The efforts of the state and regional homeland security advisory 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 HSAC meetings, and are largely responsible for the respective council's abilities to demonstrate successful completion of the many tasks they are presented.
- ❖ Administrative Statistics
 - SLED Grants Administration Office:
 - New grants awarded to SLED \$4,411,276
 - Currently manages 58 grants totaling \$20,532,779.44
- ❖ Intergovernmental Affairs/Public Information Unit disseminated over 50 press releases, 791 Freedom of Information Act requests and 130 civil subpoenas.

7.2 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 past 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. Accreditation standards of the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) also require that each employee who testifies be monitored. Forms are completed by other SLED personnel observing the testimony or by criminal justice personnel (prosecutors, defense attorneys, etc.). The person testifying is given an overall rating of excellent, satisfactory, or needs improvement. These completed forms, both internal and external, consistently rate the performance of our employees as excellent.
- ❖ Criminal Justice Information System (CJIS) - The most critical measure of customer satisfaction is the response time for messages moving through the two primary network interfaces. When a trooper, deputy sheriff, or police officer approaches a suspicious vehicle or other dangerous situation, it is imperative that the system is in operation and is operating efficiently. The central site processor is operational close to 100 percent of the time (less preventive or corrective maintenance), and the message response time is typically three to five seconds for both intrastate and interstate messages.
- ❖ Investigative Services - Customer satisfaction is first measured by the outstanding work product produced. In the fiscal year ending June 30, 2012, agents assigned to Investigations components received numerous 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) is continuing to be updated and designed to more accurately reflect work duties and functions of the employee as opposed to generic goals and responsibilities.
- ❖ Office of Regulatory Services- 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. Several letters of commendation and satisfaction were received last year.
- ❖ Office of Homeland Security – This office has received numerous letters of commendation for services rendered to customers. The key measures of customer satisfaction are contained within the Homeland Security Advisory Council's ability to complete its mission. This is accomplished with logistical support supplied by the SLED Office of Homeland Security. The trend, as noted thus far, is that customer satisfaction is at a high level.

7.3 What are your performance levels for your key measures on financial performance, including measures of cost containment as appropriate?

- ❖ Financial performance and responsibility is based on a continual analysis of agency operations, both at the current level and what is anticipated for the future. During previous fiscal years, the agency was required to do more with less and as such developed strategies to be more fiscally prudent with available funds. Some of these measures included rotating work shifts of personnel to replace overtime with compensatory time, fuel savings for agency vehicles, and maintaining existing equipment versus purchasing newer expensive equipment. As budgetary conditions improve, re-evaluation of cost containment measures may be necessary to better meet the needs of the customer.
- ❖ Forensic Services Laboratory's key measure on financial performance is the demand for services provided by the laboratory. If a service is no longer requested or if a more cost efficient way to provide the service is found, the current service is eliminated. This de-obligates the funds used to support the old service and provides funding for other services. Supervisors are also constantly evaluating the work flow in the laboratory to find ways to streamline the process of examining evidence submitted.

7.4. 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 EPMS evaluations. In addition, departmental supervisors and laboratory administration maintain an open door policy for employees. The laboratory also has a suggestion box that is checked regularly. Indications from these areas demonstrate a high level of employee satisfaction and involvement.
- ❖ The development of each employee is promoted through training opportunities. These opportunities involve training by SLED personnel and also outside entities. Each departmental supervisor evaluates the training needed for the employees under his/her supervision and attempts to obtain such training. Due to budgetary constraints, grants are used extensively to fund training needs. The Laboratory Quality Manager maintains an 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) – 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.
- ❖ Investigative Services – Employee satisfaction is first measured by the outstanding work product produced. In the fiscal year ending June 30, 2012, agents assigned to Investigations components received numerous 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.
- ❖ Office of Regulatory Services – Formal and informal assessment methods and measures are used to determine employee satisfaction. Management personnel are available to employees to assist them when necessary. This provides an informal mechanism for employees to express concerns and gives management a direct conduit to employees.
- ❖ 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.
- ❖ Human Resources – Organizational development is a key element of addressing work system performance and includes restructuring and redesign throughout the agency which will increase efficiencies and improve communications. Human Resources is committed to updating and creating career path plans to recruit and retain qualified personnel. In addition, Human Resources is working with the Training Unit to offer more training opportunities internally and externally. Mandatory training will be conducted on the topics of EPMS, disciplinary actions, and preventing harassment and discrimination for supervisors in order to promote a fair and reasonable work environment. Employees are being encouraged to discuss their career goals and interests with their supervisors in conjunction with their annual performance reviews. Also, joint efforts with Prevention Partners and other agencies have included an on-site health screening program and seminars to promote healthy initiatives for employees.

7.5 What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, and work system performance?

- ❖ Human Resources – Feedback from employees, supervisors and senior leadership as well as performance reviews are used to identify effectiveness and work system performance.
- ❖ Investigative Services – Agency personnel are routinely evaluated through performance reviews and investigative case reviews to ensure operational efficiency and effective work products are achieved.

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

- ❖ Forensic Services Laboratory - Due to the nature of forensic laboratory work, many regulatory and legal aspects are involved. In Chapter 73 of the South Carolina Code of Regulations, the following laboratory

departments have regulations: Drug Analysis, Implied Consent, DNA Casework, 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 Casework 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) – Federal privacy laws and FBI rules distinguished 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 FY11-12, the SCIBRS Audit Section conducted 21 audits of law enforcement agencies. The NCIC Audit Unit completed 124 on-line agency audits. There are a total of 11,788 active NCIC operators certified for NCIC access in South Carolina.
- ❖ South Carolina laws which address criminal justice information 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; 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 customers. The statutory authority to conduct investigations on behalf of the State are as follows: Section 23-3-10 establishes authority for the creation of the South Carolina Law Enforcement Division; Section 23-3-15 through 23-3-160 provides that SLED shall have specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to the following functions and activities: investigation of organized criminal investigations, arson investigation, and covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; the maintenance and operation of a statewide comprehensive forensic sciences laboratory; covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; operation and maintenance of a central, statewide criminal justice data base and data communication system; establishment and operation of highly specialized, rapid response law enforcement units within the division; operation and regulation of state polygraph examination services; Section 63-11-1940 establishes the Department of Child Fatality within the South Carolina Law Enforcement Division; Section 23-3-810 establishes the Vulnerable Adults Investigations Unit; 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. Sections 12-21-2703 through 12-21-2804; and 16-19-50; establish South Carolina’s video gaming laws which are enforced by this unit.
- ❖ Investigative Services conducted 750 backgrounds on applicants who applied for the South Carolina Bar Association. Also, 32 backgrounds were completed on Judicial Applicants and 118 on confidential informants.
- ❖ Investigations completed 43 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 36 criminal histories for the Governor’s Office for award presentations and 743 criminal histories and credit reports for the Governor’s Office for applicants applying to boards and commissions.
- ❖ Regulatory Services - Section 23-3-10 establishes authority for the creation of the South Carolina Law Enforcement Division; Sections 23-3-15 through 23-3-160 provide that SLED shall have specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to;

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. Section 59-150-40 provides that the SC Education Lottery may contract with SLED for investigation of violations of the SC Education Lottery Act.