

South Carolina Law Enforcement Division (SLED)



2001-2002 Annual Accountability Report

**The Honorable Jim Hodges, Governor
Robert M. Stewart, Chief**

SOUTH CAROLINA LAW ENFORCEMENT DIVISION ACCOUNTABILITY REPORT (2001-2002)

Section I - Executive Summary

1. *Major Achievements (2001-2002)* - *The South Carolina Law Enforcement Division (SLED) improved processes and service delivery throughout the agency during the fiscal year. The agency's major achievements by functional area and program are as follows:*

Homeland Security –

Within 90 minutes of the September 11, 2001 attack, a SLED command post was established in conjunction with the Federal Bureau of Investigation (FBI) whereby numerous leads were investigated and many suspicious packages processed. SLED announced the appointment of a *SLED Counter-terrorism Coordinator* responsible for managing and coordinating SLED resources to ensure proper response to threats or acts of terrorism as well as strategies for prevention. Personnel in this program will ensure that components involved in the counter terrorism mission at SLED are integrated and that a comprehensive delivery of quality law enforcement services will be provided. The terrorist attacks of September 11th dramatically changed America. The role of law enforcement in combating terrorism also changed on September 11, 2001. All police officers and police agencies are now partners in the nation's war on terrorism. America, through the office of Homeland Security, has a definitive plan to prevent, prepare and respond to the threat of terrorism.

SLED developed and successfully pursued legislative initiatives that will further enhance law enforcement's ability to detect, prevent, and respond to terroristic acts. SLED continues to seek federal funding for Counter-terrorism efforts to include extensive training and specialized equipment.

Partnerships between local, state and federal agencies must be enhanced in the combined effort to prevent, prepare and respond to potential attacks. SLED has established a partnership with the Federal Bureau of Investigation (FBI) creating the SLED-FBI Joint Terrorism Task Force. *Joint Terrorism Task Force (JTTF)* is an effort to enhance coordination of investigation and intelligence to detect, pre-empt, and prevent future terroristic acts by combining resources, to include personnel, equipment, and information of the South Carolina Law Enforcement Division, the Federal Bureau of Investigation and the United States Secret Service. SLED and FBI agents work together on investigations related to terrorism. SLED intelligence/investigative agents will work with local law enforcement, citizens, and informants to collect intelligence. SLED intelligence analysts will assess the information collected by the intelligence agents in an effort to identify potential threats. This process is crucial to the prevention of future terrorist's acts. SLED is a member of a coalition of states seeking to establish a single repository of terrorism related intelligence. This repository will provide a secure data environment, which will receive information from multiple sources and will permit a "one stop shop" for terrorism intelligence.

SLED established a partnership with the South Carolina Department of Health and Environmental Control in 1999 in preparation for responding to suspected weapons of mass destruction events. The *Forensic Weapons of Mass Destruction Response Team (FWMDRT)* was created. In coordination with DHEC, the SLED Bomb Squad, and SLED Forensic Services have developed strategies and plans, and have trained team members to respond to suspected or possible weapons of mass destruction (WMD) events. This group, in conjunction with the JTTF, also conducted post 9/11 analysis on over 300 packages suspected to contain anthrax.

SLED has also established a *Terrorism Threat Assessment Team*. This team consists of experts who respond to

requests regarding security risks and recommend security measures and plans to minimize risks. This service is extensively used by private and governmental agencies.

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

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

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

Arson Department – The case backlog has been reduced from approximately six months to two weeks; the training of a second arson examiner has largely been responsible for this reduction.

Drug Analysis Department – This department conducted approximately 11,279 requests for analysis in FY01-02, and represents a 19% increase over the previous year. This group, in conjunction with the JTTF, conducted post 9/11 analysis on over 300 packages suspected to contain anthrax. Drug Analysis personnel also responded to three (3) clandestine laboratory scenes during FY01-02. The bench top infrared spectrometers continue to have a positive impact on case turn around time.

Firearms Department – This department conducted over 2900 analyses during this fiscal year. The Integrated Ballistic Identification System (IBIS) was provided by the Bureau of Alcohol, Tobacco, and Firearms (BATF) for South Carolina. IBIS is an instrument that performs automated bullet and cartridge case analysis and detects possible matches between previously unrelated cases. The current IBIS database contains approximately 1400 cartridge cases and projectiles.

Latent Prints (and Crime Scene Processing) Department – This department completed 14,824 analyses representing a 31% increase over the previous year. In addition, over 325 crime scenes were processed during this same period of time. SLED is currently submitting latent fingerprints to the Federal Bureau of Investigation through newly implemented electronic technology. This improvement has resulted in substantially improved turnaround time. In order to improve evidence collection, SLED has developed an internship program to train officers from local jurisdiction in crime scene processing. In FY01-02, six officers from local departments completed a three-week internship in crime scene processing at the Forensic Services Laboratory.

Serology/DNA Department – SLED has been able to implement South Carolina statutes that require all individuals convicted of specific crimes must provide a DNA sample (blood) to SLED for inclusion in the State DNA Database. This has been accomplished with limited state funds and an aggressive effort to secure federal grant monies. The original statute required individuals convicted of specific sex crimes to provide DNA samples. In July 2000, an amendment to the existing statute was enacted that requires most violent offenders to provide a DNA sample to SLED for inclusion in the database. As a result of this amendment approximately 18,000 new

DNA samples have been submitted to SLED since July 2000. Another amendment was passed in May of 2001 requiring individuals convicted of 2nd Degree Burglary to provide DNA samples. To facilitate the development of this database and to handle the influx of samples, two new positions were authorized for this laboratory, and brought the total number of employees assigned to this area to five. Additionally, grant funds have been received which will allow SLED to contract out much of the backlog to a private laboratory. Approximately 30,000 DNA samples have been received of which approximately 20,000 have been uploaded to the national DNA database.

As a result of the DNA Database being implemented, non-suspect and/or "cold" cases can now be analyzed; if a DNA print is generated, this print can be searched against the Database. If a "hit" is made the information is confirmed by the laboratory and forwarded to the investigating agency. The local agency can often use the "hit" information as probable cause to obtain a search warrant for a fresh DNA standard from the newly identified suspect. Subsequent to the new standard being submitted to the laboratory the DNA analysis is repeated to confirm the match. If the match is confirmed, the information often leads to the arrest and subsequent conviction of this individual. In addition to the State DNA Database, there is also a National DNA Database, which is maintained by the FBI. Unknown DNA profiles identified as a result of criminal investigations can be searched against the National DNA Database.

Toxicology Department – This department conducted over 10,879 analyses during FY01-02, an increase of 7% over FY00-01. The use of overtime, along with streamlining the entire analytical process reduced the case backlog and increased staff efficiency. At the same time, this allowed the other analysts to concentrate on the more difficult and time consuming cases; we have seen an improvement in the turn around times of these more complex cases as well. This group, in conjunction with the JTTF, also conducted post 9/11 analysis on over 300 packages suspected to contain anthrax.

Trace Evidence Department – This department completed 859 cases during FY01-02 representing a 17% increase over FY00-01. A new analytical tool was acquired through a federal grant program. This new system will be used to distinguish colors in microscopic samples of fibers, paint, and other evidence.

Photography Department – This department completed 7,679 requests during FY01-02 representing a 37% increase in casework.

Criminal Justice Information System (CJIS) Since September 11, 2001 this department has used its Justice Communications (JCOM) network to furnish statewide law enforcement sensitive information regarding terrorism suspects, possible attacks and related information as supplied by the FBI. The network used to exchange terrorism and other criminal justice information is the National Law Enforcement Telecommunications System (NLETS). SLED pays the fees and provides the intrastate network (JCOM) to enable South Carolina law enforcement agencies to benefit from the use of NLETS and other systems. During this report period, CJIS installed the hardware and software for a law enforcement message switch (LEMS) that will interface with NLETS, the National Crime Information Center (NCIC) and related systems. Work to fully implement this switch continues, but initial interface connectivity with NLETS and NCIC was achieved. As part of a commitment to offer improved justice information services, CJIS has been developing its capacity to meet NCIC 2000 specifications. The deadline for NCIC 2000 compliance was July 11, 2002. CJIS achieved compliance by transitioning to TCP/IP for the SLED-to-FBI segment prior to June 30, 2002. Statewide compliance (i.e., TCP/IP extended to all JCOM end users) is required by SLED by December 31, 2003. Enabling the conversion to Transmission Control Protocol / Internet Protocol (TCP/IP) in the SLED to FBI segment required significant upgrades on the Unisys 2200 mainframe computer used by SLED. During FY 2002, an assessment of JCOM network infrastructure was conducted and an implementation plan developed, which is scheduled for FY2003. Several new laws have resulted in a significant work increase for the SLED State Identification Bureau (SIB) within CJIS. These include the federal Campus Sex Crimes Act requiring changes to the Sex Offender Registry program; a state mandate for background checks for direct care givers in nursing homes; a change in law requiring SLED to receive records for juveniles charged with any crime having a penalty of five years or more; a

new state mandate to conduct a criminal record history from SLED for past conviction of any crime before the initial employment of a school bus driver or school bus aide; and a state required background check for persons legally changing their names. In addition, the federal “three strikes” law has resulted in increased fingerprint comparisons requested by federal law enforcement agencies. The transition of JCOM from a Uniscope Transmission Protocol to TCP/IP will allow the use of more common technologies and the exchange of images through the network. Normally, these images consist of photographs and fingerprints. Fingerprints are the most reliable and practical means used to identify people and are used to support all criminal history records maintained by SLED. Photographs are vital to police investigations and are immensely important to investigations where fingerprint or other biometrics identification is not available. In November 2001, the Computerized Criminal Histories (CCH) / Automated Fingerprint Identification System (AFIS) interface was completed, which permitted the initial operating capability (IOC) of livescan fingerprint devices properly connected and supported. Arresting agencies submit fingerprints in hardcopy, which results in a six to eight week turnaround time for identification results, unless using the “livescan” process. The use of “livescan” devices enable efficient identifications of criminal suspects through electronically scanned fingerprints, with results received the same day and often within minutes. The South Carolina Department of Corrections, the North Charleston Police Department, and the Greenville County Detention Center came on-line in FY2002 with livescan submissions, and SLED SIB staff members have trained personnel from several other agencies expected to go on-line with live scan in FY2003. In addition, latent fingerprint images began to be electronically submitted to the FBI during FY2002. A significant enhancement for state crime lab users was established during this period permitting the remote login of evidence being submitted to the lab for analysis or examination. The sex offender registry was modified to permit the presentation of juvenile sex offenders on the Internet, as allowable under state law. The Uniform Crime Reporting (UCR) section of CJIS implemented a policy requiring local law enforcement agencies to automate their record reporting systems or code their own reports (100,000 per month) before sending them to SLED CJIS. Finally, two very significant advances were developed and will begin to be implemented in FY2003. First, the project known as “LEMS.WEB” was developed allowing browser based access to NLETS and NCIC. Inquiry only capability will be available via the Internet at much less cost than using dedicated connectivity and with greater availability for law enforcement. Second, the Judicial Department and SLED CJIS have collaborated in an initiative to eliminate redundant data entry and ensure timely access to arrest warrants and orders of protection. Information from the court case management system will be automatically forwarded to SLED CJIS for NCIC entry and to the SIB for CCH use. In addition, sentencing information will be made available to the Department of Corrections. Initially, this project will encompass Pickens, Greenville, and Richland Counties. Eventually, all counties will benefit from this justice data integration effort.

Investigative Services – Each department and unit within Investigative Services has experienced major accomplishments in addition to achieving success in their primary missions and goals for the year 2002. Administratively, Investigative Services continues to examine management issues in an effort to provide customers the quality product that has become SLED’s trademark. To this end Investigative Services strives to provide customers (local, state, and federal law enforcement, courts, prosecutors, coroners, the citizens of South Carolina, and its agents) with the ability to conduct investigations by providing a foundation based on training, expertise, and management support.

The Arson/Bomb Squad continues to more than triple the national average in Arson cases cleared by arrest. Since the Oklahoma City Bombing, and the Terrorist Attack on September 11, federal agencies have stepped up their partnership with state and local authorities with regards to weapons of mass destruction.

Emergency Preparedness/Protective Services Unit, along with the SWAT team and Bomb Squad, has developed strategies and plans, and has implemented training to fulfill SLED’s obligation as the lead law enforcement agency for the state in emergency responses. After September 11, 2001, a representative from the Terrorism Research Center stated that SLED was a model agency with regards to training, infrastructure, and preparedness in dealing with Weapons of Mass Destruction.

Investigations - The four regional investigative units were tasked with investigating complaints of employee-inmate relations at the Department of Corrections. This resulted in additional cases being investigated at the regional level. After September 11, 2001, SLED joined with the Federal Bureau of Investigation and the United States Attorney's Office as partners in the Anti-Terrorism Taskforce to include joint command post, training, and operations. This taskforce subsequently handled hundreds of calls concerning mail suspected to contain anthrax.

The High-Tech Crime Center - The Computer Crimes Unit continues to receive federal grant monies in the amount of over \$4 million and is partnering with the U.S. Secret Service and the FBI in the formation of a Computer Crimes Center. This unit has now assisted in over 1,400 investigations and requests for service involving computer related crimes, including Internet child pornography, telecommunications fraud, and calling card fraud/theft. This unit has drafted a plan for response to cyber-terrorism incidents; any such response would take place in coordination with the agency's critical incident response plan.

The Intelligence/Missing Persons/Case Files Unit signed a Memorandum of Understanding with the FBI that allows direct computer access to the Violent Criminal Apprehension Program (VICAP) with the ultimate goal of including every law enforcement agency in the state.

Tactical Services Units provide a statewide response in the areas of SWAT, Tracking, Aviation, and Fugitive apprehension. In FY01-02, the Fugitive Task Force arrested 183 wanted felons out of 209 cases that were opened. Also, the Bloodhound Tracking Unit received 146 calls for assistance in the year 2001 of which 45 persons were apprehended. Forty-five percent of those calls for assistance-involved weapons. Additionally, the tracking team responded to 12 missing person calls and 9 of those persons were located.

Community Services – The South Carolina Law Enforcement Assistance Program (SCLEAP) was developed as a partnership between SLED, the South Carolina Department of Natural Resources (SCDNR), the South Carolina Department of Public Safety (SCDPS), and the South Carolina Department of Probation, Parole, and Pardon Services (SCDPPS). The purpose of SCLEAP is to respond to and provide counseling services to all requesting law enforcement agencies and departments in the state that have experienced deaths or other tragedies involving law enforcement officers or other employees.

The Inspections Unit conducted 14 annual audits of evidentiary property and four unannounced inspections of evidence storage areas. Additionally, this unit trained 110 personnel on administrative procedures regarding OSHA/Safety, vehicle accidents, workers' compensation, and evidence procedures.

The SLED Training Department provided 185 self-conducted training sessions on various subject matters for SLED employees and for the agency's personnel. Approximately 275 training requests were processed for training externally. A total of 2,753 personnel participated.

The Alcohol and Tobacco Enforcement Unit, in cooperation with the Department of Alcohol and Other Drug Abuse Services (DAODAS), received grant funding for a Tobacco Enforcement Program in an effort to lower tobacco product sales to underage teens. Obtaining this grant was critical in this enforcement effort. The Alcohol Enforcement Unit, DAODAS, and DOR have identified components of and are developing a comprehensive training program for local law enforcement involving alcohol sales to minors. During FY01-02, the Alcohol Enforcement Unit and the Narcotics Unit combined to form a VICE Unit. This new unit was responsible for over 2,736 arrests, 12,060 inspections and over \$21,257,288 in drugs purchased / seized. The unit continues to actively enforce laws governing alcohol sales to minors.

The Regulatory Services and Alcohol Licensing units performed / processed over 32,000 investigations, issuance and renewals of licenses and concealed weapons permits while maintaining staffing at existing levels. All

applications and special investigations requested by the Department of Revenue, members of the public, and members of regulated industries were conducted. Investigations were initiated on all complaints by citizens against regulated industry members.

2. Mission and Values

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

The primary mission of SLED is to provide quality manpower and technical assistance to all law enforcement agencies and to conduct professional investigations on behalf of the state, as directed by the Governor or Attorney General, for the purpose of solving crime and promoting public order in South Carolina. To accomplish this mission, the South Carolina Law Enforcement Division will: investigate organized criminal activities or combined state-federal interstate criminal activities, all general criminal activities, arson criminal activity; provide emergency event management pertaining to explosive devices; maintain and operate a statewide comprehensive forensic sciences laboratory; conduct covert investigation of illegal activities pertaining to the interdiction of narcotics and other illicit substances; operate and maintain a central, statewide criminal justice data base and data communication system; establish and operate a highly specialized, rapid response tactical law enforcement unit; operate and regulate state polygraph examination services; enforce and regulate alcohol statutes; and, provide enforcement assistance that is not inconsistent with the mission of the Division or otherwise prescribed by law.

SLED Vision

To ensure the safety of our citizens through the pursuit of innovations and initiatives, which coordinate and improve the collective efforts of statewide law enforcement and criminal justice systems. Our success in realizing this vision requires the agency's leadership to embrace change, aggressively employ new technology, and adopt progressive management, investigative, and enforcement practices. Members at all levels within the agency shall promote an organizational culture that subscribes to the Division's "Philosophy of Leadership" and that: anticipates and reacts quickly to the needs of the citizens and agencies we serve through improvements in our organization and the services we provide; recognizes our role as one component within the law enforcement community and pursues system-wide solutions to multi-faceted problems through collaboration with other government agencies, the public, and the agency members; maximizes the use of new technology to improve efficiency and effectiveness; empowers members to critically analyze problems and prescribe solutions that enhance our ability to provide service.

SLED Values

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

Honesty - SLED employees should be truthful and sincere in all their interactions with the public and with each other. They should avoid the appearance of wrongdoing, and should confront and challenge any unethical behavior.

Integrity - SLED employees should adhere to a personal code of conduct, which supports the moral values necessary for good government and advances the purpose and mission of this agency as well as the ideals of their profession.

Respect for Others - SLED employees should discharge their duties with care, compassion, and concern for the well being of all those they serve. They should recognize the inherent worth and dignity of all persons regardless of race, color, sex, age, religion, national origin, disability, or social or economic status.

Fairness - SLED employees should make decisions in a fair, objective, and impartial manner.

Accountability - SLED employees should take responsibility for their own actions and personal decisions, and protect the public trust by upholding the Constitution and laws of the United States of America and the State of South Carolina.

Mission by Department

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

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

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

Community Services - ensures community wellness through quality-oriented Community Services programs; promotes interaction between law enforcement and the public through community awareness programs and improves communications among all parties affected by law enforcement activities; ensures compliance with alcoholic beverage control statutes and enforcement of underage alcohol and tobacco laws; conducts covert investigation of illegal activities pertaining to the interdiction of narcotics and other illicit substances; assists local agencies in the development of Community Services programs; pursues compliance with rigorous accreditation standards and compliance with statutes, rules and regulations, and agency policy through the continuous inspections of agency practices; continues to assess and monitor agency personnel training needs to ensure appropriate training is received; and aggressively pursues increased volunteer participation in the South Carolina Law Enforcement Assistance Program (SCLEAP).

3. Key Strategic Goals

Comply with Statutory Mandates. SLED will continue to meet all statutory requirements, regulatory requirements, and policies and procedures.

Retention Services. SLED will work to maintain critical services with current budget levels.

Retention of quality employees while reducing personnel costs. During January 2001, SLED began exploring various opportunities to address financial needs of the agency, in an effort to maintain critical service levels. SLED developed a plan over a six-month period, which was executed August 1, 2001. During the 2001 legislative year, the legislature offered agencies an opportunity to develop retirement incentive programs specifically designed to create savings within agencies to address the FY2001-2002 budget limitations. SLED developed a VOLUNTARY RETIREMENT INCENTIVE Program whereby the agency will purchase either "qualified" service credit, "nonqualified" service credit, the cost to convert up to five years of SCRS earned service credit to PORS service credit, or a combination of these three, not to exceed 70% of base salary, for eligible participants. This Program is completely voluntary and can benefit employees who are interested in

retiring and who are eligible to retire with 25 years service credit in the PORS or 28 years service credit in the SCRS on or before October 1, 2001. SLED will also use a percentage of those individuals who retire as temporary employees to address the critical manpower needs of the agency. SLED will use legislation (S.163, R.44, and A.25), which was signed into law in May of 2001. This legislation raised the income limit for retirees, and enabled SLED to bring certain retirees back to conduct critical work at a substantially reduced cost to the agency. In an effort to retain current staff, SLED will ensure that employees are aware and take advantage of all benefits and services for which they are entitled. Salaries and benefits of both law enforcement and civilian employees must be continuously monitored as we compete with industry, government, and other law enforcement agencies for top quality employees. The Division will continue to offer its employees promotional opportunities through the progressive step system.

Promoting Equal Employment Opportunities. Ensuring our workforce is representative of the citizens we serve will continue to be a top priority. The agency will continue to evaluate and address these issues and, when appropriate, make the necessary proposals for legislative consideration. SLED continues to improve its level of overall goal attainment.

Eliminate Space Concerns. Additional office space and funds to adequately maintain our current facilities is an ongoing need for the agency. The agency has aggressively pursued capital funds over the last four years to address critical needs in the Criminal Justice Information Center and the Forensic Sciences Laboratory. Because of state revenue shortfalls and limited revenue growth, SLED will be requesting funds for the Criminal Justice Information Center and the Forensic Laboratory during FY2002-03 to address space and equipment needs. SLED's current space, equipment, and personnel resources have quickly been surpassed by demand for services.

Address Growing Technology Needs. During the next several years, SLED will be faced with a significant challenge to meet existing and growing information technology needs. Many present initiatives reflect the Division's commitment toward taking advantage of technology for the benefit of law enforcement in South Carolina. Continual effort will be placed on providing the state's criminal justice community appropriate and timely information relating to criminal records, wanted persons, and stolen property. The Division will utilize innovative approaches in computer automation to detect and combat crime in the state. Additional emphasis will be placed upon the use of advanced information technology to provide efficient and effective services to the citizens of the state. For example, criminal history checks have become virtually instant with use of the Internet and e-commerce. Criminal justice information is available on SLED's web site (<http://www.sled.state.sc.us>) and includes crime statistics, the Statewide Sex Offender Registry, criminal history checks, and other agency information. The Division must also plan to establish replacement schedules for computer hardware, develop appropriate maintenance plans for systems and hardware, and expand our system security. Improving law enforcement communications through computer networking will also be an agency priority. Plans and initiatives are in place to seek funding to meet these new technological challenges over the next several years.

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

SLED aggressively pursued legislative changes and programmatic changes during the 2001-2002 legislative session, specifically targeted to improve public safety and law enforcement effectiveness and efficiency. The agency's major efforts included:

- H.4416 (Homeland Security Legislation) provides substantial new tools for enhanced law enforcement efforts to combat terrorism, to include electronic surveillance ability, trap and trace clarification, tracking device codification, expansion of state grand jury jurisdiction, updating current bomb laws to include weapons of mass destruction and hoax devices, securing confidential information, updated current computer crime statutes in an effort to address cyber-terrorism concerns, creating a first responders advisory committee and implementing an enhanced intelligence gathering network; S.1007 (State Constables legislation) was attached to H.4416. This legislation provides that local entities may provide workers' compensation coverage to unpaid constables, who are being used to augment local law enforcement efforts in the fight against terrorism; H.4758 (Private Security Personnel legislation) was also attached to H.4416.

This legislation continues the practice requiring state and federal fingerprint based criminal records checks to be conducted in an effort to disclose any record irregularities for these personnel;

- H.4878 (FY02-03 Appropriations Bill) stabilizes the South Carolina Law Enforcement Division's 2002-2003 budget primarily due to the extensive efforts by Chief Stewart to work with the Governor and members of the finance committees in an effort to safeguard South Carolina from terrorists; Chief continues to aggressively pursue ways and means to absorb the 2001-2002 legislatively mandated and Budget and Control Board mid-year reductions while not laying personnel off or greatly reducing services; Chief Stewart worked with the finance committee members in an effort to provide alternative funding sources which include: reimbursement for security of nuclear shipments, registration fees imposed on sex offenders; and fee recoupment from private security/detective personnel for state and national fingerprint background checks;
- S.182 (Illegal Per Se legislation) was made law on 5-1-02 and greatly enhances the State Law Enforcement Division's ability to properly implement the provisions of compulsory testimony;
- H.3010 (Concealed Weapons Permit legislation) was made law on 5-28-02, and provides numerous revisions to current law;
- H.3145 (Caregiver Records Checks legislation) was made law on 5-14-02 and provides that direct caregivers must undergo both state and federal criminal records checks prior to employment;
- S.576 (Body Armor legislation) was signed into law on 8-31-01 and provides that those convicted of violent crimes cannot possess/purchase body armor and that anyone who uses body armor during the commission of, or while threatening to commit, a violent crime will suffer a penalty;
- H.4629 (Controlled Substances legislation) was signed into law on 5-20-02 and provides penalties for purchase/possession/trafficking of Ecstasy (MDMA);
- S.496 (Lottery legislation) was signed into law on 6-13-01, and provides for the creation of a South Carolina State Lottery with provisions requiring law enforcement to investigate applicants and vendors, and to investigate criminal violations;
- S.339 (Sexual Misconduct legislation) was signed into law on 7-11-01 and increases the penalty for sexual misconduct by correctional personnel, and creates a penalty for false allegations and for failure to report;
- H.4728 (Intentional Assault with Body Fluids) was signed into law on 5-1-02 and provides that any intentional assault upon law enforcement officers with body fluids is illegal and provides penalties for violations;
- H.4879 (Codification legislation) goes into effect on July 1, 2002. This legislation provides a retirement incentive for members of the Police Officers Retirement System; and,
- H.3309 (Campus Sexual Assault Information Act and Campus Sex Crimes Prevention Act) was signed into law on June 5, 2002, and requires institutions of higher education to develop policies and procedures regarding prevention, awareness, and remedies for campus sex crimes, and provides that sexual offenders give notice, as required under State law, of each institution of higher education in the State at which the person is employed, carries on a vocation, or is a student when enrollment, employment, or vocation changes.

Under Chief Stewart's leadership and supervision, SLED continues to offer technical services and manpower assistance to other law enforcement agencies throughout South Carolina when requested. These services are provided to local, state, and federal entities throughout the state at no cost, allowing the request for critical services to be first and foremost. The primary mission of SLED is to provide quality manpower and technical assistance to all law enforcement agencies and to conduct professional investigations on behalf of the state, as directed by the Governor or Attorney General, for the purposes of solving crime and promoting public order in South Carolina. To accomplish this, SLED investigates organized criminal activities or combined state-federal interstate criminal activities, all general criminal activities, arson, and emergency event management pertaining to explosive devices; maintains and operates a statewide comprehensive forensic sciences laboratory; conducts covert investigations of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; operates and maintains a central, statewide criminal justice data base and data communication system; establishes and operates a highly

specialized, rapid response tactical law enforcement unit; operates and regulates state polygraph examination services; enforces and regulates alcohol statutes; and provides enforcement assistance that is not inconsistent with the mission of the Division or otherwise prescribed by law.

In light of limited general funds, it has become increasingly important for SLED to pursue alternative funding resources in his effort to maintain law enforcement services to local, state, and federal agencies. A key ingredient to SLED's 2001-2002 budgetary success has been an aggressive pursuit of federal and other funds. SLED has been successful in receiving 23 federally funded projects totaling approximately \$20.5 million as well as \$1 million in alternative funding adopted in the FY02-03 State Appropriations Act. The federally funded programs include the creation of a SLED High Tech Crime Unit, a substantive Weapons of Mass Destruction component; creation of a Critical Incident Response Team; building of a DNA Offender Database; and, continued Criminal Justice Information Systems upgrades designed to fully integrate with federal information systems. SLED leadership continues to operate a fiscally sound agency using management practices that minimize any reduction or limitations in funding and resource allocation.

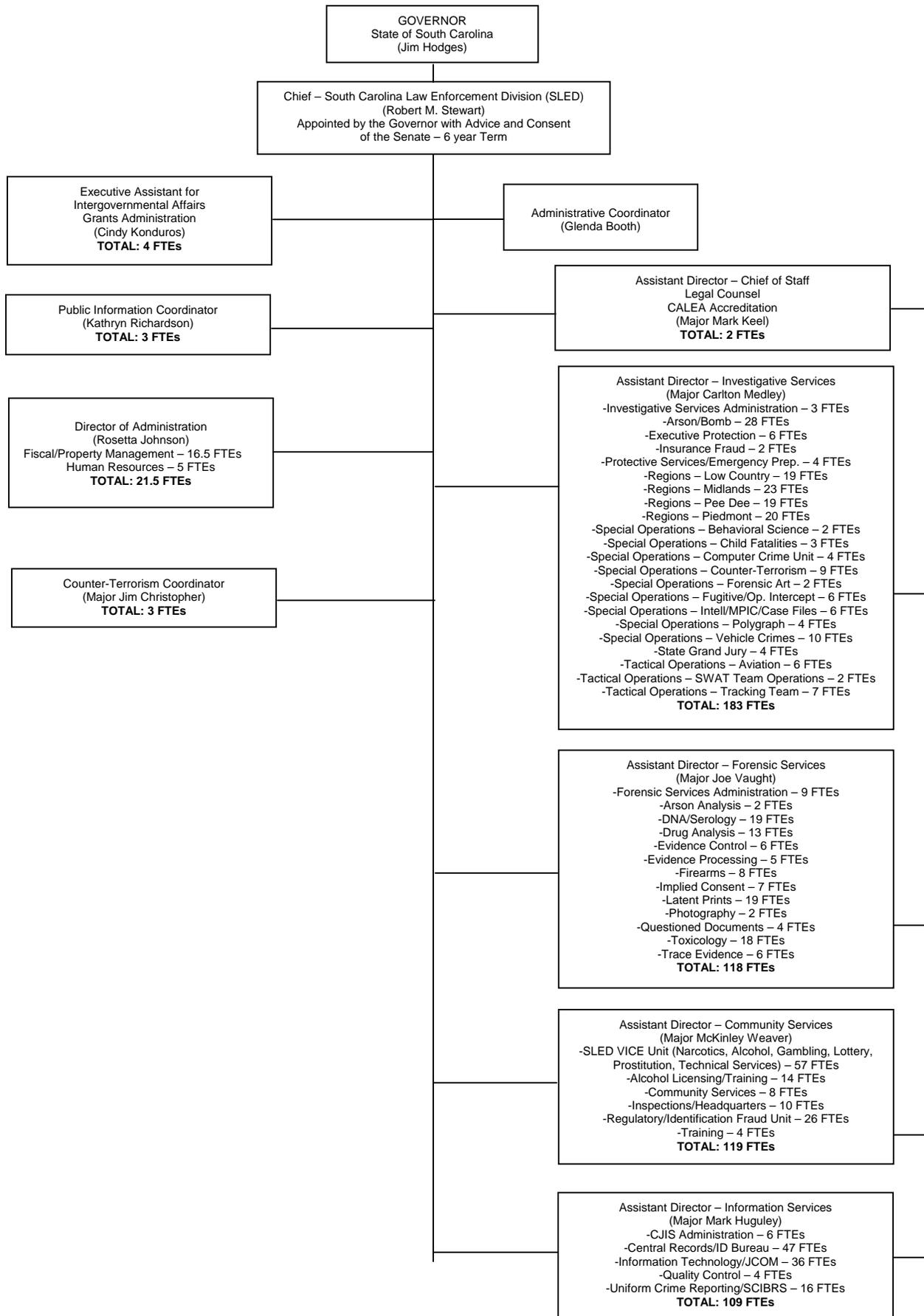
In addition, SLED will continue to pursue innovations and initiatives that enhance the safety of our citizens and improve the collective efforts of statewide law enforcement and criminal justice systems. Our success in realizing this commitment requires the agency's leadership to embrace change, aggressively employ new technology, and adopt progressive management, investigative, and enforcement practices. SLED is working with sheriffs and chiefs of police to provide needed services, while other duplicative services are reduced or eliminated. New technology has rendered a more efficient process in drug identification while robotics and continued hard work by criminalists in toxicology have resulted in a substantially reduced backlog and turnaround time thereby providing quick and efficient resolution of cases for prosecution.

SLED has been able to implement South Carolina statutes that require all individuals convicted of specific crimes must provide a DNA sample (blood) to SLED for inclusion in the State DNA Database. This has been accomplished with limited state funds and an aggressive effort to secure federal grant monies. The original statute required individuals convicted of specific sex crimes to provide DNA samples. In July 2000, an amendment to the existing statute was enacted that requires most violent offenders to provide a DNA sample to SLED for inclusion in the database. As a result of this amendment approximately 18,000 new DNA samples have been submitted to SLED since July 2000. Another amendment was passed in May of 2001 requiring individuals convicted of 2nd Degree Burglary to provide DNA samples. To facilitate the development of this database and to handle the influx of samples, two new positions were authorized for this laboratory, and brought the total number of employees assigned to this area to five. Additionally, grant funds have been received which will allow us to contract out much of the backlog to a private laboratory. Approximately 30,000 DNA samples have been received of which approximately 20,000 have been uploaded to the national DNA database.

As a result of the DNA Database being implemented, non-suspect and /or "cold" cases can now be analyzed; if a DNA print is generated, this print can be searched against the Database. If a "hit" is made the information is confirmed by the laboratory and forwarded to the investigating agency. The local agency can often use the "hit" information as probable cause to obtain a search warrant for a fresh DNA standard from the newly identified suspect. Subsequent to the new standard being submitted to the laboratory the DNA analysis is repeated to confirm the match. If the match is confirmed, the information often leads to the arrest and subsequent conviction of this individual. In addition to the State DNA Database, there is also a National DNA Database, which is maintained by the FBI. Unknown DNA profiles identified as a result of criminal investigations can be searched against the National DNA Database.

◆ **Section II – Business Overview**

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



2. Operation Locations

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

3. Appropriations/Expenditures Chart

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

Major Budget Categories	99-00 Actual Expenditures		00-01 Actual Expenditures		01-02 Actual Expenditures		02-03 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	21,335,672	20,787,658	22,520,104	21,879,557	22,923,785	21,720,910	21,535,502	21,028,502
Other Operating	13,743,024	7,845,308	13,444,155	7,460,072	17,726,651	4,295,780	12,045,463	4,295,780
Special Items	2,026,670	845,672	1,467,659	255,605	1,590,131	231,231	742,531	231,231
Permanent Improvements	608							
Hospital Services	3,016	3,016	3,002	3,002	3,173	3,173	3,173	3,173
Fringe Benefits	6,053,050	5,916,294	6,689,814	6,473,387	6,977,942	6,817,725	7,128,966	6,990,093
Non-recurring								
Totals	43,162,040	35,397,948	44,124,734	36,071,623	*49,041,682	*33,068,819	41,455,635	32,548,779

Other Expenditures

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

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

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

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

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

Investigative Services – The major external customers include, but are not limited to, the Governor, Attorney General, Sheriffs, Chiefs of Police, Coroners, Prosecutors, Judges, and citizens of South Carolina. Providing effective and efficient services to requesting entities is the basis for the Division’s existence and the foundation for its success. Customer Service is a priority for attaining our mission. SLED reinforces its commitment to customers on an annual basis by allocating critical resources necessary to ensure customer requests and needs are met.

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

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

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

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

Investigative Services -- The key suppliers of the SLED Investigative Services’ include, but are not limited to, the Governor, Attorney General, Sheriffs, Chiefs of Police, Coroners, Prosecutors, Judges, and citizens of South Carolina. Providing effective and efficient services to requesting entities is the basis for the Division’s existence and the foundation for its success. Customer Service is a priority for attaining our mission. SLED reinforces its commitment to customers on an annual basis by allocating critical resources necessary to ensure customer requests and needs are met.

Community Services – The key suppliers of the SLED Community Services Unit include, but are not limited to, businesses applying for new and renewal commissions, licenses, permits and registrations; local, state, and federal law enforcement and other criminal justice agencies, including the Department of Revenue, the South Carolina

Department of Corrections, the South Carolina Department of Probation, Pardon and Parole Services, and the South Carolina Department of Alcohol and Other Drug Abuse Services (DAODAS), SLED employees, elected officials, and the citizens of South Carolina.

6. Description of Major Products and Services

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

Arson Analysis – performs analysis of fire debris to determine the presence of accelerants.

Drug Analysis – analyzes non-biological evidence for controlled substances.

Evidence – receives and processes evidence for the laboratory.

Firearms – examines firearms, tools, and related evidence.

Forensic Administration– manages the overall operation of the laboratory.

Implied Consent – maintains breath alcohol testing devices and videotaping systems.

Latent Prints – develops and identifies latent fingerprints and processes crime scenes.

Photography – provides photographic services to SLED and other agencies.

Questioned Documents – examines authenticity of documents in question.

Serology/DNA – performs serological and DNA analysis of biological evidence.

Toxicology – analyzes biological fluids/tissues for alcohol, drugs, and poisons.

Trace Evidence– analyzes fibers, paints, gunpowder/gunshot residue, and explosives.

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

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

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

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

The Emergency Preparedness/Protective Services Unit is charged with coordinating emergency planning and preparedness, and in coordination with the appropriate local, state, and federal agencies during emergency situations, and with providing dignitary protection and special event protective detail coordination.

The four regional investigative offices, located in the Piedmont, Midlands, Pee Dee, and Low Country regions, are charged with assisting local, state, and federal agencies with criminal investigations. Their responsibilities include investigations of homicides and questionable deaths, official misconduct, corruption of public officials, child fatality investigations, background investigations for positions of trust, and unusual occurrence assistance in their areas. In July 1993, the Department of Child Fatalities was established to address the increasing number of child deaths in the state. Prior to this, there was no unified approach towards the investigation of child deaths, especially in the infant

or toddler stages where physical evidence is often very subtle in nature. The department provides assistance to coroners, pathologists, and local law enforcement officers statewide.

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

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

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

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

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

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

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

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

Section III - Elements of Malcolm Baldrige Award

Category 1 – Leadership

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

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

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

Chief Robert Stewart has been the director since 1988 and has been with the agency as an agent since 1975. Senior staff consists of Chief Robert Stewart, Chief of Staff /Legal Counsel Major Mark Keel; Majors McKinley Weaver, Carlton Medley, Joseph Vaught and Mark Huguley; Counter Terrorism Coordinator, Major James Christopher; Director of Administration, Rosetta Johnson; Executive Assistant for Intergovernmental Affairs, Cindy Konduros, Public Information Coordinator, Kathryn Richardson. This group provides leadership and direction needed to carry out the mission, goals, objectives, strategic plan, and resource management initiatives for SLED. Senior leadership within the South Carolina Law Enforcement Division is intimately involved in guiding the organization in setting direction, seeking future opportunities, and monitoring performance excellence. Senior leadership is responsible for ensuring that SLED remains one of the Nation's premier law enforcement agencies, receiving and maintaining the coveted status for both the forensic laboratory and the agency as a whole. The agency was first accredited by CALEA in 1994 and re-accredited in 1999 and 2002. In addition, the SLED Forensic Laboratory was accredited by a separate organization (ASCLD/LAB) in 1994 and in 1999. The agency and the employees are required to establish, implement, and comply with approximately 330 written standards to achieve and retain CALEA accreditation and over 140 criteria to achieve and retain ASCLD/LAB accreditation. SLED must undergo extensive scrutiny by outside inspection teams that audit agency maintenance, implementation, and compliance with all standards. If the agency fails to meet these strict standards, accredited status is lost. Re-accreditation by these organizations requires a complete review of the agency and laboratory, respectively, including on-site inspections by the inspection teams.

Accreditation provides objective evidence from external peers of an agency's commitment to excellence in leadership, resource management, and service delivery resulting in governmental officials being more confident in the agency's ability to operate efficiently and meet community needs.

Senior leadership reviews written directives, policy, procedures, and practices with agency personnel on a continuous basis. The process for ensuring agent understanding and knowledge of agency policy and procedures

has been instituted since 1994. In addition, continuous training is provided to ensure agents are updated with court rulings and statutory changes. Further training is required to maintain proficiency levels in the areas of tactical response, interpretation of law, vehicle operations, and forensic sciences continuing education. Empowering employees with critical information allows them to make informed decisions regarding agency mission, operations, principles, policies, practices, goals, and objectives.

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

Senior leadership at SLED supports the accreditation initiative statewide and nationally by providing staff assistance to other law enforcement agencies seeking accreditation. SLED has 13 trained accreditation experts on staff that travels throughout South Carolina and the nation to provide accreditation evaluation. These individuals are trained to provide assistance to those agencies seeking CALEA and ASCLD/LAB accreditation

SLED also partners with law enforcement associations both statewide and nationally. Our collaboration with state partners includes the Sheriffs' Association, Police Chiefs' Association, and the South Carolina Law Enforcement Officers Association. In addition, SLED continues to work with the South Carolina Victims Assistance Network and Mothers Against Drunk Driving to implement preventive measures. SLED works closely with other governmental agencies which include, but are not limited to, the Budget and Control Board, Department of Revenue, Department of Alcohol and Other Drug Abuse Services, the Department of Corrections, the Department of Probation, Parole and Pardon Services, the Department of Education, the Department of Natural Resources, the Attorney General, the Adjutant General, the Department of Public Safety, the Department of Social Services, the Department of Health and Environmental Control, the Department of Juvenile Justice and, the Department of Transportation. Chief Stewart is a member of many state and federal law enforcement committees and commissions directed at increasing coordination, cooperation, and sharing of information and expertise. Those committees, commissions, councils, and advisory boards include:

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

- Governor's Council on Substance Abuse Prevention and Underage Drinking Task Force; and,
- South Carolina Department of Education's Persistently Dangerous Schools Committee.

Category 2 – Strategic Planning

SLED developed a strategic plan, which outlined our major challenges, and strategies both short and long-term, for addressing these issues. Specifically, since September 11, 2001, complex demands for services and declining public resources require that the South Carolina Law Enforcement Division carefully research operational alternatives and methodically assess that need for limited resources. The Division has been in the formal planning business since 1993 with implementation of its first multi-year plan. This plan and the agency strategy were reworked in the wake of September 11.

SLED has a current, multi-year plan, which includes long-term goals and operational objectives, anticipated workload and population trends, anticipated personnel levels, anticipated capital improvements and equipment needs, and provision for review and revision as needed. The planning process and its end product are essential to effective agency management. The agency has a clear written articulation of goals and objectives and a plan for achieving them. The strategic plan covers successive years beyond the current budget year, and contains provisions for frequent updating.

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

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

In planning for the 21st century, the leadership of the South Carolina South Carolina Law Enforcement Division has developed a strategic plan covering fiscal years 98-99 through 2002-03. SLED's strategic plan outlines issues and the major directions the Division will take to address these issues. Our current public safety environment and the actions the agency plans to take in anticipation of future changes to this environment are included in our strategic plan. SLED's strategic direction includes the use of technology to give our customers the best possible crime information and evidence analysis, the targeting of investigative resources to solve and prevent crimes, and involvement of the criminal justice community, as well as the public, in developing quality training for SLED officers.

Category 3 – Customer Focus

SLED has an ongoing communications program whereby the management team systematically visits and/or calls Sheriffs, Chiefs of Police, and Solicitors. Any concerns and or complaints raised during visits or conversations are

handled immediately by the leadership of the agency. As a result, SLED customer surveys have been very positive. In addition, the management team attends annual statewide association meetings with the Sheriffs, Chiefs, and Solicitors, as well as other local law enforcement associations.

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

- 1995 customer satisfaction survey shows a 100% approval rating of SLED=s performance based upon those solicitors who responded to the survey (75% of the solicitors responded). Additionally, of the 85% of sheriffs responding to the survey, SLED received a 95% approval rating.
- 1997 customer satisfaction survey shows a 100% approval rating of SLED=s performance based upon those solicitors who responded to the survey (88% of the solicitors responded). Additionally, of the 83% of sheriffs responding to the survey, SLED received a 97% approval rating and of the 86% of chiefs of police responding, SLED received 98% approval rating for performance.
- 1999 customer satisfaction survey shows a 100% approval rating of SLED=s performance based upon those solicitors who responded to the survey (63% of solicitors responded). Additionally, of the 72% of sheriffs responding to the survey, SLED received a 97% approval rating and of the 69% of chiefs responding, SLED received a 99% approval rating for performance.
- 2001 - Because of the national crisis involving terrorist activities and the budget limitations placed upon the South Carolina Law Enforcement Division, it became imperative for the agency to prioritize services. In November of 2001, Chief Stewart conducted a need assessment survey requesting Solicitors, Sheriffs, and Chiefs of Police to comment on SLED services to determine the level of use and importance of specific services. The survey resulted in very positive feedback, which was instrumental in the Division's prioritization of services and reorganization effort.

Chief Stewart developed and implemented a systematic approach of addressing complaints on personnel, services, and/or products. He is committed to receiving and accepting complaints about the actions and performance of all Division personnel. Chief Stewart is committed to providing the highest level of quality law enforcement service to all citizens. Policing is a difficult and complex job. He realizes that the actions of SLED personnel may sometimes be misunderstood and at times may fall short of expectations; however, sound policy, procedures, guidelines, and management techniques minimize these events.

The Chief of SLED has ongoing communications with Sheriffs, Chiefs of Police and Solicitors. In addition, the Chief attends many annual statewide association meetings with the Sheriffs, Chiefs, and Solicitors as well as other local law enforcement associations. Further, Chief Stewart requires each SLED Captain to make routine visits with local law enforcement officials in order to maintain a close working relationship. Any concerns and or complaints raised during visits or conversations are handled immediately by Chief Stewart and the leadership of the agency. The success of this effort is demonstrated by the positive feedback received through SLED customer surveys.

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

Chief Stewart ensures that SLED is open to external assessment by the public. As a part of the accreditation process, the agency is required to solicit comments from the public for input towards improvement in operations and attainment of expectation levels. SLED publishes a notice in the newspaper that invites comment through a toll free number monitored by our external inspectors. SLED has received positive comments since the inception of the

program.

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

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

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

Arson Department – The case backlog has been reduced from approximately six months to two weeks; the training of a second arson examiner has largely been responsible for this reduction.

Drug Analysis Department – This department conducted approximately 11,279 requests for analysis in FY01-02, and represents an impressive 19% increase over the previous year. This group, in conjunction with the JTTF, conducted post 9/11 analysis on over 300 packages suspected to contain anthrax. Drug Analysis personnel also responded to three (3) clandestine laboratory scenes during FY01-02. The bench top infrared spectrometers continue to have a positive impact on case turn around time.

Firearms Department – This department conducted over 2900 analyses during this fiscal year. The Integrated Ballistic Identification System (IBIS) was provided by the Bureau of Alcohol, Tobacco, and Firearms (BATF) for South Carolina. IBIS is an instrument that performs automated bullet and cartridge case analysis and detects possible matches between previously unrelated cases. The current IBIS database contains approximately 1400 cartridge cases and projectiles.

Latent Prints (and Crime Scene Processing) Department – This department completed 14,824 analyses representing a incredible 31% increase over the previous year. In addition, over 325 crime scenes were processed during this same period of time. SLED is currently submitting latent fingerprints to the Federal Bureau of Investigation through newly implemented electronic technology. This improvement has resulted in substantially improved turnaround time. In order to improve evidence collection, SLED has developed an internship program to train officers from local jurisdictions in crime scene processing. In FY01-02, six officers from local departments completed a three-week internship in crime scene processing at the Forensic Services Laboratory.

Serology/DNA Department – The scope of Section 23-3-600 (DNA Database Act) has been expanded to require more offenders to submit samples; this action resulted in approximately 30,000 DNA samples being submitted to SLED for the offender database. During the past year 17,000 offender samples were added to the CODIS offender database. Currently, samples are collected from offenders convicted of most violent crimes along with other designated offenses. One high volume genetic analyzer was installed in the offender database laboratory. This

analyzer will increase the throughput of samples for the offender database.

Toxicology Department – This department conducted over 10,879 analyses during FY01-02, an increase of 7% over FY00-01. The use of overtime, along with streamlining the entire analytical process reduced the case backlog and increased staff efficiency. At the same time, this allowed the other analysts to concentrate on the more difficult and time consuming cases; we have seen an improvement in the turn around times of these more complex cases as well. This group, in conjunction with the JTTF, also conducted post 9/11 analysis on over 300 packages suspected to contain anthrax.

Trace Evidence Department – This department completed 859 cases during FY01-02 representing a 17% increase over FY00-01. A new analytical tool was acquired through a federal grant program. This new system will be used to distinguish colors in microscopic samples of fibers, paint, and other evidence.

Photography Department – This department completed 7,679 requests during FY01-02 representing a 37% increase in casework.

Criminal Justice Information System (CJIS) Since September 11, 2001 this department has used its Justice Communications (JCOM) network to furnish statewide law enforcement sensitive information regarding terrorism suspects, possible attacks and related information as supplied by the FBI. The network used to exchange terrorism and other criminal justice information is the National Law Enforcement Telecommunications System (NLETS). SLED pays the fees and provides the intrastate network (JCOM) to enable South Carolina law enforcement agencies to benefit from the use of NLETS and other systems. During this report period, CJIS installed the hardware and software for a law enforcement message switch (LEMS) that will interface with NLETS, the National Crime Information Center (NCIC) and related systems. Work to fully implement this switch continues, but initial interface connectivity with NLETS and NCIC was achieved. As part of a commitment to offer improved justice information services, CJIS has been developing its capacity to meet NCIC 2000 specifications. The deadline for NCIC 2000 compliance was July 11, 2002. CJIS achieved compliance by transitioning to TCP/IP for the SLED-to-FBI segment prior to June 30, 2002. Statewide compliance (i.e., TCP/IP extended to all JCOM end users) is required by SLED by December 31, 2003. Enabling the conversion to Transmission Control Protocol / Internet Protocol (TCP/IP) in the SLED to FBI segment required significant upgrades on the Unisys 2200 mainframe computer used by SLED. During FY 2002, an assessment of JCOM network infrastructure was conducted and an implementation plan developed, which is scheduled for FY2003. Several new laws have resulted in a significant work increase for the SLED State Identification Bureau (SIB) within CJIS. These include the federal Campus Sex Crimes Act requiring changes to the Sex Offender Registry program; a state mandate for background checks for direct care givers in nursing homes; a change in law requiring SLED to receive records for juveniles charged with any crime having a penalty of five years or more; a new state mandate to conduct a criminal record history from SLED for past conviction of any crime before the initial employment of a school bus driver or school bus aide; and a state required background check for persons legally changing their names. In addition, the federal “three strikes” law has resulted in increased fingerprint comparisons requested by federal law enforcement agencies. The transition of JCOM from a Uniscope Transmission Protocol to TCP/IP will allow the use of more common technologies and the exchange of images through the network. Normally, these images consist of photographs and fingerprints. Fingerprints are the most reliable and practical means used to identify people and are used to support all criminal history records maintained by SLED. Photographs are vital to police investigations and are immensely important to investigations where fingerprint or other biometrics identification is not available. In November 2001, the Computerized Criminal Histories (CCH) / Automated Fingerprint Identification System (AFIS) interface was completed, which permitted the initial operating capability (IOC) of livescan fingerprint devices properly connected and supported. Arresting agencies submit fingerprints in hardcopy, which results in a six to eight week turnaround time for identification results, unless using the “livescan” process. The use of “livescan” devices enable efficient identifications of criminal suspects through electronically scanned fingerprints, with results received the same day and often within minutes. The South Carolina Department of Corrections, the North Charleston Police Department, and the Greenville County Detention Center came on-line in FY2002 with livescan submissions, and SLED SIB staff members have trained

personnel from several other agencies expected to go on-line with live scan in FY2003. In addition, latent fingerprint images began to be electronically submitted to the FBI during FY2002. A significant enhancement for state crime lab users was established during this period permitting the remote login of evidence being submitted to the lab for analysis or examination. The sex offender registry was modified to permit the presentation of juvenile sex offenders on the Internet, as allowable under state law. The Uniform Crime Reporting (UCR) section of CJIS implemented a policy requiring local law enforcement agencies to automate their record reporting systems or code their own reports (100,000 per month) before sending them to SLED CJIS. Finally, two very significant advances were developed and will begin to be implemented in FY2003. First, the project known as "LEMS.WEB" was developed allowing browser based access to NLETS and NCIC. Inquiry only capability will be available via the Internet at much less cost than using dedicated connectivity and with greater availability for law enforcement. Second, the Judicial Department and SLED CJIS have collaborated in an initiative to eliminate redundant data entry and ensure timely access to arrest warrants and orders of protection. Information from the court case management system will be automatically forwarded to SLED CJIS for NCIC entry and to the SIB for CCH use. In addition, sentencing information will be made available to the Department of Corrections. Initially, this project will encompass Pickens, Greenville, and Richland Counties. Eventually, all counties will benefit from this justice data integration effort.

Investigative Services – Each department and unit within Investigative Services has experienced major accomplishments in addition to achieving success in their primary missions and goals for the year 2001. Administratively, Investigative Services continues to examine management issues in an effort to provide customers the quality product that has become SLED's trademark. To this end Investigative Services strives to provide customers, the citizens of South Carolina, agents with the ability to conduct investigations by providing a foundation based on training, expertise, and management support.

The Arson/Bomb Squad continues to more than triple the national average in Arson cases cleared by arrest. Since the Oklahoma City Bombing, and the Terrorist Attack on September 11, federal agencies have stepped up their partnership with state and local authorities with regards to weapons of mass destruction.

Emergency Preparedness/Protective Services Unit, along with the SWAT team and Bomb Squad, has developed strategies and plans, and has implemented training to fulfill SLED's obligation as the lead law enforcement agency for the state in emergency responses. After September 11, 2001, a representative from the Terrorism Research Center stated that SLED was a model agency with regards to training, infrastructure and preparedness in dealing with Weapons of Mass Destruction.

Investigations - The four regional investigative units were tasked with investigating complaints of employee-inmate relations at the Department of Corrections. This resulted in an additional 149 cases investigated at the regional level. After September 11, 2001, SLED joined with the Federal Bureau of Investigation and the United States Attorney's Office as partners in the Anti-Terrorism Taskforce to include joint command post, training, and operations. This taskforce handled hundreds of calls concerning mail containing suspect material believed to contain anthrax.

The High-Tech Crime Center - The Computer Crimes Unit continues to receive federal grant monies in the amount of over \$4 million and is partnering with the U.S. Secret Service and the FBI in the formation of a Computer Crimes Center. This unit has now assisted in over 1,400 investigations and requests for service involving computer related crimes, including Internet child pornography, telecommunications fraud, and calling card fraud/theft. This unit has recently drafted a plan for response to cyber-terrorism incidents; any such response would take place in coordination with the agency's critical incident response plan.

The Intelligence/Missing Persons/Case Files Unit signed a Memorandum of Understanding with the FBI that allows direct computer access to the Violent Criminal Apprehension Program (VICAP) with the ultimate goal of including every law enforcement agency in the state.

Tactical Services Units provide a statewide response in the areas of SWAT, Tracking, Aviation, and Fugitive apprehension. It should be noted that in the year 2001, the Fugitive Task Force arrested 183 wanted felons out of 209 cases that were opened. Also, the Bloodhound Tracking Unit received 146 calls for assistance in the year 2001 of which 45 persons were apprehended. Forty-five percent of those calls for assistance involved weapons. Additionally the tracking team responded to 12 missing person calls and 9 of those persons were located.

Community Services –The South Carolina Law Enforcement Assistance Program (SCLEAP) was developed as a partnership between SLED, the South Carolina Department of Natural Resources (SCDNR), the South Carolina Department of Public Safety (SCDPS), and the South Carolina Department of Probation, Parole, and Pardon Services (SCDPPS). The purpose of SCLEAP is to respond to and provide counseling services to all requesting law enforcement agencies and departments in the state that have experienced deaths or other tragedies involving law enforcement officers or other employees.

The Inspections Unit conducted 14 annual audits of evidentiary property and four unannounced inspections of evidence storage areas. Additionally, this unit trained 110 personnel on administrative procedures regarding OSHA/Safety, vehicle accidents, workers' compensation, and evidence procedures.

The SLED Training Department provided 185 self-conducted training sessions on various subject matters for SLED employees and for the agency's personnel. Approximately 275 training requests were processed for training externally. A total of 2,753 personnel participated.

The Alcohol and Tobacco Enforcement Unit, in cooperation with the Department of Alcohol and Other Drug Abuse Services (DAODAS), received grant funding for a Tobacco Enforcement Program in an effort to lower tobacco product sales to underage teens. Obtaining this grant was critical in this enforcement effort. The Alcohol Enforcement Unit, DAODAS, and DOR have identified components of and are developing a comprehensive training program for local law enforcement involving alcohol sales to minors. During FY01-02, the Alcohol Enforcement Unit and the Narcotics Unit combined to form a VICE Unit. This new unit was responsible for over 2,736 arrests, 12,060 inspections and over \$21,257,288 in drugs purchased / seized. The unit continues to actively enforce laws governing alcohol sales to minors.

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

Category 4 – Information and Analysis

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

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

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

In addition, data is collected concerning the quality of the laboratory's output. While the amount of work produced is critical, it is equally important that the work performed is of the highest quality. Our laboratory has a Laboratory Quality Manager who oversees data collection for the quality assurance process. Competency tests are utilized for new employees and proficiency tests are used for established employees. These tests assist in the verification of the quality of their work. Alleged discrepancies in evidence analysis and/or handling are investigated thoroughly by a laboratory committee. Documentation is maintained by the Laboratory Quality Manager on all alleged discrepancies and, if necessary, remedial action is taken. Yearly quality audits are performed and random samples of cases are reviewed. Individual cases are subjected to reviews (administrative and/or technical) to assure the highest quality. Testimony of each employee is monitored yearly. Laboratory accreditation also involves many other quality assurance standards, and requires that we comply with over 140 criteria to retain accredited status with ASCLD/LAB.

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

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

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

The daily reporting and overtime reporting systems are used to determine workload and resource allocation. Management personnel monitor caseload and overtime to determine proper staffing levels in each functional area. If warranted, staffing levels are changed when substantive change occurs in workload and/or overtime.

Because Investigative Services is customer driven it has become paramount to use any and all data available to re-allocate and re-prioritize agents and programs to meet the challenge of the dynamics involved in responding to requests by our customers.

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

Services. Feedback from our customers, the number of investigations assigned and completed, and the number of requests received and completed are essential to the decision making process that management personnel use to measure component performance. Background investigation reports and site inspection reports for businesses applying for licenses and permits are monitored for timeliness and reviewed for quality. If acceptable timeframes and quality of reporting standards are not met, a review is conducted to determine where improvements can be made.

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

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

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

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

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

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

Forensic Services Laboratory -The use of data/information analysis allows the laboratory to determine the relationship between the number of work requests received and the amount of work produced. To accomplish this purpose, the number of laboratory cases and individual service requests are monitored by department and by individual employees. For the Implied Consent Department, the number of maintenance calls is tracked for the department and also for each employee. This data/information analysis allows management to determine if equipment and personnel need to be reallocated. This data also demonstrates the amount of work performed by each employee and analysis of this data assists the departmental supervisor in management and supervision of the

department. Quality information is routinely reviewed by departmental supervisors, the Laboratory Quality Manager, and Forensic Administration personnel. A yearly quality system review is performed. During this review, laboratory management personnel review quality audits and other pertinent information. Based on this review, appropriate actions and/or decisions are made.

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

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

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

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

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

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

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

Community Services - Comparative data is identified through membership in professional bodies which provide trend analysis, projections, comparisons, and cause-effect correlation intended to support performance reviews and

the setting of priorities for resource use. Analysis draws upon many types of data including customer related, financial, mission requirements, operational, competitive, and others.

Category 5 – Human Resources

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

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

Human Resource Focus: The Chief developed 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.

The Chief implemented a promotional track for SLED agents to move through a pay plan based on performance and tenure. After six years of being an Agent, the agent is eligible to move to an Agent II and after 10 years to an Agent III. Once an Agent III, the individual is eligible for a supervisory position within the agency. As for Criminalists, after three years they are eligible to become a Criminalist II and after five years, a Criminalist III; Criminalist IIIs then become eligible for supervisory positions. The promotional track has been in place for approximately 12 years and is currently maintained.

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

Employee compensation is important to the leadership of SLED. Parity with our southeastern counterparts and among our other state level law enforcement agencies regarding compensation is extremely important to recruiting, hiring, and retention. The Division is committed to its dedicated employees, as well as to attracting well-trained and experienced officers. Chief has implemented several approaches toward attaining this goal. SLED developed and established a stringent hiring and promotion policy, which is geared toward hiring, promoting, and retaining excellent employees. SLED, in conjunction with the Budget and Control Board, Office of Human Resources, routinely reviews our hiring and promotion policies and procedures for any improvements. The Division is in the process of updating the policies and procedures in an effort to streamline, reduce subjectivity, and increase integrity of the process.

The Chief maintains a well-being program called "Project Readiness" which is designed to ensure that all agents receive a medical screening on an annual basis. Many agents have benefited as a result of this health program. Numerous health-related issues that would not have been detected without this program have been recognized and appropriate measures taken. This program is at no cost to the agents. Further, the Chief has included several other law enforcement agencies in the program to include, DPS, DNR, and staff members of the House and Senate Sergeant at Arms.

The Chief initiated a Chaplaincy program whereby the South Carolina Law Enforcement Division responds to and provides counseling services to all requesting law enforcement agencies and departments in the state which have

experienced deaths or other tragedies involving law enforcement officers or other employees; this program also provides critical incident support services for all South Carolina law enforcement agencies and departments upon their request. The Chaplaincy program was later established statutorily (S.C. Code Section 23-3-65) as the South Carolina Law Enforcement Assistance Program (SCLEAP).

Because morale, loyalty, commitment, dedication, and innovation are very important to the success of SLED, the Chief established an Awards Program to recognize individual accomplishments, both for our internal and external customers. SLED expects and receives a high level of commitment from all of its employees. We recognize the employees that serve the state with longevity, integrity, distinction, and innovation. SLED provides for Service Awards, Superior Accomplishment Awards, the Distinguished Associate Award, and Meritorious Service Awards. Each award is designed to recognize an individual for specific accomplishments. A special awards committee was established in 1994 and is composed of 12 members, appointed by the Chief for a term of two years. The committee reviews all "Letters of Recommendation for the Superior Accomplishment Award." The committee makes recommendations to the Chief for recognizing excellence in performance. Also, SLED recognizes individuals that are not employed by SLED for significant contributions to SLED or to the law enforcement community. These coveted awards include the "Distinguished Associate Award" and "Meritorious Service Award."

Attraction and retention of quality employees in an economically prosperous environment is becoming more and more difficult. The Division must continue to attract both law enforcement and civilian personnel who possess unique skills and talents. Law enforcement officers need additional computer expertise to meet criminal and operational challenges for the future. Information technology, forensic, and psychological personnel, and other highly trained and experienced individuals, must be continually recruited and offered adequate benefits in order for the agency to compete in a high-tech arena. Salaries and benefits of both law enforcement and civilian employees must be continuously monitored as we compete with industry, government, and other law enforcement agencies for top quality employees. Ensuring our workforce is representative of the citizens we serve will continue to be a top priority.

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

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

Forensic Services Laboratory employees also sponsor an annual social gathering at Lake Murray and is held for laboratory employees at no cost to the agency. This gathering fosters better communication among employees throughout the laboratory. Forensic administration is present and available for informal discussions.

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

Investigative Services - The agents assigned to Investigative Services are its greatest assets. Customer satisfaction by superior work product is a testament to the agents and associates assigned to this department. The different components that make up the Investigative Services department allows for employee growth and diversity. In some cases agents with little or no law enforcement experience may be hired and assigned to departments, such as narcotics, to develop the skills necessary to become a SLED investigator. In other cases experienced agents (such as retired FBI Agents) may be hired for positions such as those assigned to the State Grand Jury Corruption Unit. This diversity allows Investigative Services to maintain a cadre of experience coupled with the exuberance of youth. This formula has worked well to fuel development of agents. The agency rewards initiative and encourages innovation through our recognition, reward, and compensation system. SLED has also implemented a stringent hiring and promotion policy, which is geared toward hiring, promoting, and retaining excellent employees. The establishment of a progressive pay plan enables eligible officers to move through a pay program based on performance and tenure. After four years of being an Agent I, the agent is eligible to move to an Agent II; after 10 years the agent is eligible to move to an Agent III. Once an Agent II, the individual is eligible for a supervisory position within the agency. Additionally, every supervisor is encouraged to prepare each employee under him/her to become the next supervisor.

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

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

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

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

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

Investigative Services - Chief Stewart ensures that all personnel, sworn, and non-sworn receive training as needed. He has implemented in-service training to include legal and enforcement updates, and weapons and vehicle qualification. Other employee training includes: Operational and Management - Training for sworn and non-sworn personnel to include skills training, supervisory training, customer service, quality training, interviewing techniques, policy and procedures updating, etc. and are received by personnel through the training program established by the SLED Human Resource Office. SLED uses a train-the-trainer approach when possible. This method allows the agency to receive training at a reduced cost by sending a limited number of personnel to attend classes and then return to the agency to teach to others. Chief Stewart also solicited assistance from the National Guard to train personnel in quality training (Baldrige Criteria). SWAT training - the SWAT team is a specialized rapid response tactical unit consisting of approximately 40 sworn agents. These agents receive additional tactical training necessary to address critical incidents and WMD incidents. This training has been accelerated after the Terrorist Attack on September 11, 2001. Aviation training - SLED pilots continuously train with aviation equipment to remain certified. This training is in addition to in-service training. Tracking training for personnel and animals - Tracking team continuously trains with the bloodhounds to keep skills current. Bomb Squad training - the Arson/Bomb squad at SLED is extensively trained to provide arson and arson-related investigative assistance and to respond to requests involving explosive devices. Further, the SLED Bomb Squad is the first civilian bomb squad in the United States to be invited to attend the British Bomb School located at the Banbury Army Installation near Oxford, England. This year represents SLED's third year of training in England. Other training includes the Naval School Explosive Ordnance Disposal, Counter Terrorism, Law Enforcement Response to WMD Incidents, and Hazardous Materials. Training is critical to safety.

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

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

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

Criminal Justice Information System (CJIS) - Mostly informal methods are used to assess employee well being. The CJIS staff is small enough that managers know when conditions influence employees either favorably or adversely. As the annual report on goals and objectives is updated, there is a specific effort for outreach to employees to obtain their input in this process. This opportunity alone may reveal both positive and negative feedback to identify areas where satisfaction exists and improvements can be made.

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

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

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

area level.)

Forensic Services Laboratory – We employ a Laboratory Safety Manager and a technician that assists the Safety Manager. The Safety Manager and technician work solely with the Quality and Safety Programs and are not involved in casework analysis. Additionally, one analyst in each department is charged with being the safety officer, and is given the added responsibility of monitoring departmental safety issues. The Safety Manager and departmental safety officers meet formally together on a quarterly basis to discuss safety issues. Minutes of these safety meetings are generated and posted. Also, safety information is regularly disseminated by the Safety Manager and departmental safety officers.

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

Investigative Services - Safety is always a concern as any law enforcement agent, by the nature of the job, may be put in harms way at a moment's notice. Training is critical to safety. Through the "Project Readiness" program, workplace safety training programs, and supplemental health services, SLED provides a comprehensive health and safety program for all personnel.

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

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

Forensic Services Laboratory - Due to the high workload of the Forensic Services Laboratory, community involvement is limited to training essential to law enforcement, medical and other personnel, involved in forensic cases. When workloads permit, forensic personnel assist the SLED Community Services Department with outreach programs.

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

Investigative Services - Due to the high workload of the Investigative Services Unit, community involvement is limited. This function is coordinated by SLED's Community Services Department and investigative personnel assist when workloads permit. However SLED participates in various training exercises/schools for law enforcement agencies and personnel, forensic scientists, licensees, and permit holders. Chief Stewart has developed a program for providing Officer Survival Schools for local, state, and federal level law enforcement (in state and out-of-state) representing approximately 80 personnel trained in 2001; Child Fatality training programs for medical

personnel, attorneys, and law enforcement personnel representing approximately 600 are trained annually regarding child abuse, child neglect, and child death investigations; Polygraph training for law enforcement personnel to receive or maintain certification representing approximately 150 personnel trained/served annually; an internship program in coordination with the University of South Carolina on an annual basis, representing approximately 15 interns annually; Bloodhound Tracking training for local law enforcement agencies representing approximately 5 tracking teams trained annually. A Cadet Academy (one week in summer) for 60-70 rising high school seniors annually (the academy/camp is used to provide awareness regarding law enforcement and careers in law enforcement); law enforcement presentations to Palmetto Boys State participants each summer; global training efforts for members of the Moscow Police Department and the Samara (Russia) Police Department by training 100 law enforcement officers in investigative techniques over a period of five years; Behavioral Sciences provides training for psychological profilers nationwide and worldwide. SLED's two Behavioral Scientists are part of the current curriculum for Behavioral Scientist in training through the International Criminal Investigative Analysts Fellowship. Training provided for local law enforcement officers at the Criminal Justice Academy on an annual basis; psychological profiling training provided for prosecutors on an annual basis (100 per year); training on the Sex Offender Registry for approximately 100 officers; training SLED officers annually on psychological profiling techniques; training to state agencies to include: Department of Social Services (DSS); Health and Human Services (HHS); and the Attorney Generals Office regarding financial exploitation of vulnerable adults; providing reciprocal management and supervisory training to a variety of state agencies; providing training to other states regarding Child Abuse and Homicide representing approximately 100 officers trained; and, Forensic Art training for officers at the FBI Academy in Quantico, Virginia; and lecturing at the University of South Carolina and the Medical University of South Carolina on an annual basis.

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

Category 6 – Process Management

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

The *Forensic Services Laboratory* continuously looks for ways to utilize technology to assist in the delivery of services. Our customers are requesting the expanded use of new technology to provide faster service and access to information. The laboratory has utilized a laboratory information management system since 1993; however, extensive improvements have been made to this system within the last year. The SLED Laboratory Information Management System (SLIMS) has historically been utilized to track evidence from the point of intake to the point of disposal. However, with these recent improvements, more laboratory reports are generated through the use of SLIMS. Examiners are even entering their data directly onto SLIMS worksheets which then can be used to generate the report. In addition, the statistical reporting capabilities of SLIMS are being expanded. As of January 2000, case completion information was entered into SLIMS. With this new capability, production reports can now be generated for departments and/or individual examiners.

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

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

New equipment and techniques such as laser ablation analysis of trace evidence were introduced in the last year. The laboratory constantly attempts to incorporate technological advancements that can assist with processing of casework.

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

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

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

Also, Investigative Services has revised how case reports and files are generated and presented to customers. Based on this review, a comprehensive report format is being developed as a guideline for each component of Investigative Services. Additionally, cost saving measures such as inserting attachment pages instead of tabbing pages, and printing a case cover instead of using loose-leaf notebooks are being implemented. These measures will save money as well as standardize case files in an aesthetic and practical package.

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

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

2. How does your day-to-day operation of key production/delivery processes ensure meeting key performance

requirements? (How do program areas ensure efficient operation on a daily basis?)

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

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

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

Community Services – This section is directed to provide law enforcement services whenever requested by local, state, and federal law enforcement, and to the community and businesses. The Community Services Units monitor and assess cutting edge service delivery methods and techniques for potential use. Two such methods are used in the SLED Vice Unit. The Alcohol Enforcement Unit, DAODAS, and DOR have identified components of and are developing a comprehensive training program for local law enforcement involving alcohol sales to minors. During FY01-02, the Alcohol Enforcement Unit and the Narcotics Unit combined to form a VICE Unit. This new unit was responsible for over 2,736 arrests, 12,060 inspections and over \$21,257,288 in drugs purchased / seized. The unit continues to actively enforce laws governing alcohol sales to minors.

Category 7 – Results

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

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

Forensic Services Laboratory - During the last year, laboratory personnel received 58 commendation letters from various elements of the scientific community. While not a scientific measure of customer satisfaction, the volume of these letters definitely indicates excellent service. A breakdown per department is:

DEPARTMENT	COMMENDATION LETTERS
Arson	1
Drug Analysis	3
Evidence	5

Firearms	9
Forensic Administration	2
Implied Consent	3
Latent Prints	15
Photography	2
Questioned Documents	0
Serology/DNA	10
Toxicology	2
Trace Evidence	2
Total	58

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

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

Investigative Services - Employee satisfaction is first measured by the outstanding work product produced. In the year 2001, agents assigned to Investigative Services components received over 80 letters of commendation from our customers. Additionally, letters from solicitors regarding case review for prosecution often mention the thoroughness of case reports.

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

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

Forensic Services Laboratory - Various measures are used to gauge performance in accomplishing our mission. One significant measure of mission accomplishment involves laboratory accreditation. The laboratory has been accredited since 1994 by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). These accreditation standards currently include 141 criteria of which 75 are “Essential” criteria. Accredited laboratories must achieve 100% compliance with “Essential” criteria. Compliance is measured both during external inspections conducted every five years and annual internal inspections. The laboratory has 100% compliance with “Essential” criteria.

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

The laboratory is also subject to various standards of the Commission on Accreditation of Law Enforcement Agencies (CALEA). The laboratory has passed all necessary CALEA standards.

A measure of mission accomplishment involves the laboratory cases assigned and closed by a department for a given time period. During the last year, the laboratory received 19,256 cases and completed 17,779 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 acceptable 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. submission of proper subject standards). Other important factors effecting case turnaround time are the complexity and number of service requests per case. However, the laboratory's ability to complete cases at a rate comparable to the cases submitted is very important.

DEPARTMENT	CASES RECEIVED 2000-2001	CASES RECEIVED 2001-2002	CASES COMPLETED 2000-2001	CASES COMPLETED 2001-2002
Arson	331	309	454	330
Drug Analysis	8,159	7,939	7,606	8,381
Evidence	664	577	500	476
Firearms	743	660	426	435
Latent Prints	2,565	2,511	2,005	2,120
Photography	599	571	514	657
Questioned Documents	191	186	187	149
Serology/DNA	1,395	1,573	1,119	634
Toxicology	3,716	4,040	3,574	3,738
Trace Evidence	794	890	736	859
Totals	19,157	19,256	17,121	17,779

In addition, the number of service requests per department is monitored. Each laboratory case may involve multiple service requests. During the last year, the laboratory received 71,483 service requests and completed 66,993 service requests. It should be noted that the length of time to complete a service request can vary greatly and depends on many factors. A service request may be held pending submission of appropriate standards from the submitting agency, or completion of analysis by another laboratory department. It should also be noted that some completed service requests shown in the table below were submitted in prior years. However, similarly to statistics concerning laboratory cases, the laboratory's ability to complete service requests at a rate comparable to the service requests received is very important.

DEPARTMENT	REQUESTS	REQUESTS	REQUESTS	REQUESTS
-------------------	-----------------	-----------------	-----------------	-----------------

	RECEIVED 2000-2001	RECEIVED 2001-2002	COMPLETED 2000-2001	COMPLETED 2001-2002
Arson	996	896	1,470	977
Drug Analysis	9,626	10,618	9,477	11,279
Evidence	5,439	3,180	4,752	3,827
Firearms	4,236	3,620	3,435	2,916
Latent Prints	13,642	16,439	11,259	14,824
Photography	5,538	5,244	5,604	7,679
Questioned Documents	7,738	5,788	9,658	3,917
Serology/DNA	12,047	11,701	8,169	7,815
Toxicology	10,746	11,228	10,139	10,879
Trace Evidence	2,662	2,769	2,926	2,880
Totals	72,670	71,483	66,889	66,993

The Latent Prints Department is responsible for the laboratory's crime scene responses. Other departments assist this department when added manpower or specialized expertise is needed. These responses occur throughout the state on 24 hours a day, 7 days a week basis. On-call personnel must begin response within 30 minutes of the call. Some scenes may take a few hours to process, but most scenes take many hours due to their complexity and the necessity to collect many types of evidence.

LATENT PRINTS DEPARTMENT – CRIME SCENE RESPONSES	
FY2001	FY2002
330	325

For the Implied Consent Department, statistics concerning maintenance, inspection, and certification records are maintained. This department does not receive laboratory cases, but maintains breath alcohol testing devices (153 BAC DataMasters) and breath site videotaping systems (154 VDS-2s) at 114 certified breath alcohol testing sites through the state. During the last year, 19,466 implied consent breath alcohol tests were administered throughout the state. Most services are provided at the field locations; however, the department does conduct some remote inspections via use of a computer modem. This department handles all aspects of support for the BAC DataMasters, while it only handles inspections and certifications for the VDS-2s. Maintenance of the VDS-2s is currently contracted with the W.H. Platts Company; however, SLED conducts numerous inspections to verify this company's work.

BAC DATAMASTER MAINTENANCE VISITS		BAC DATAMASTER CERTIFICATIONS		BAC DATAMASTER REMOTE INSPECTIONS	
FY01	FY02	FY01	FY02	FY01	FY02
1,057	1,068	6	14	150	16

VDS-2 ON-SITE INSPECTIONS		VDS-2 CERTIFICATIONS	
FY01	FY02	FY01	FY02
853	991	51	14

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

MARIJUANA ANALYSTS CERTIFIED		MARIJUANA ANALYSTS RECERTIFIED	
FY01	FY02	FY01	FY02
100	88	56	33

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

DEPARTMENT	COURT TESTIMONIES	
	2000-2001	2001-2002
Arson	12	12
Drug Analysis	51	37
Evidence	40	22
Firearms	40	48
Forensic Administration	6	0
Implied Consent	6	10
Latent Prints	57	56
Photography	2	1
Questioned Documents	5	2
Serology/DNA	85	54
Toxicology	33	28
Trace Evidence	43	35
Total	380	305

An additional measure of mission accomplishment is the number of training opportunities attended by laboratory employees. Because of the nature of forensic laboratory work, on-going training is crucial. This training includes both scientific and non-scientific courses. During the last year, the average employee attended 8 training opportunities. Due to budget constraints, every effort is made to attend free or low cost training. Grants are extensively used along with in-house training. Very often, laboratory employees are involved in providing training classes for other laboratory employees. For example, during each month, a department will present a forensic seminar and seminars are regularly attended by a majority of laboratory employees.

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

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

Forensic Services Training to Outside Agencies	1998-1999	1999-2000	2000-2001	2001-2002
Training Hours Provided to Outside Agencies	Not Available	17,377	25,128	32,020

A measure of mission accomplishment related to the scientific training program is the use of competency and proficiency tests. Competency tests are given to new employees while proficiency tests are given to trained employees. These tests also serve to measure the effectiveness of the quality assurance program. This program is administered on a calendar year basis so statistics for a fiscal year are not fully indicative of the extent of the program.

COMPETENCY TESTS PERFORMED		PROFICIENCY TESTS PERFORMED	
FY01	FY02	FY01	FY02
52	16	70	156

Criminal Justice Information System (CJIS) - Mission accomplishment is best represented by the number of user agencies and devices with approved connectivity to our Intranet and the ability of citizens to access important data. Without access, the data is not used and serves no purpose. The use of wireless devices and the Internet reflect two technology changes embraced by CJIS but only recently authorized for use. Together they help account for a tremendous rise in system use that will increase in FY2003. Criminal justice agencies accessing the network include 5571 terminal devices, 494 agencies, 82 local area networks, four wide area networks, and 1,111 wireless devices.

Public access for non-criminal justice purposes via the Internet is virtually limitless. Beginning in FY2003, CJIS plans to roll out a thin client application that will allow secure access for limited criminal justice purposes via the Internet and full function access via an Intranet. This should prove to expand access even further. There are fingerprints for approximately 1,095,184 subjects stored on AFIS. In the year 2002, 194,789 fingerprint cards were received and in excess of 588,925 total criminal history records were processed as additions, arrests, adjudications, expungements, and correctional commitments.

Investigative Services - responses to customer requests resulted in the following achievements in the year 2001:

- The Arson/Bomb Unit responded to 604 calls for assistance; of those calls, 54.08% of the Arson calls were cleared by arrest. This percent is more than triple the national average of 17%.
- The Computer Crimes Unit has assisted in over 1,400 investigations and requests for service involving computer related crimes, including Internet child pornography, telecommunications fraud, and calling card fraud/theft. This unit has recently drafted a plan for response to cyber-terrorism incidents; any such response would take place in coordination with the agency's critical incident response plan.
- The Forensic Art Unit was requested to prepare a total of 90 composites for facial reconstruction, and 28 graphics for courtroom presentation.
- The Intelligence/Missing Persons/Case Files Unit handled over 26,610 requests for assistance.
- The Polygraph Section scheduled 1,632 tests, conducted 1,103 tests, and found deception in 335 of those tests.
- The Behavioral Science Unit opened 87 cases. Fifty-two of those were threat assessments.
- The Tactical Units provide immediate support. The Tracking Team responded to 146 calls and arrested 45 suspects. The Fugitive Task Force opened 209 cases and arrested 183 fugitives. The SWAT Team responded to 18 calls in 2001. The Aviation Unit made 458 flights. The Insurance Fraud Unit opened 2,699 cases resulting in 497 convictions and 257 civil remedies.
- The four Regional Investigative Units responded to over 3,500 requests, including criminal investigations, child fatality investigations, jury sequestration, and special events. Statewide Special Event Planning, including marches, high profile conferences, and natural disaster management require coordination between the Emergency Preparedness Unit and the other units of Investigative Services, especially the Regional Investigative Units. In the year 2001, units of Investigative Services responded to 47 special events requiring the deployment of large numbers of manpower assets, and provided technical support using communications and aviation resources.

Investigative Services	1997-1998	1998-1999	1999-2000	2000-2001	2001-2002
Requests for Criminal Investigations and assistance	2,490	3,140	3,582	3,810	3,563
Requests for Bloodhound Tracking	201	192	135	134	146
Requests for Aviation Services	328	326	291	351	458
SWAT Team calls	53	39	35	44	18
Fugitive Task Force Investigations	317	270	157	178	209
Arson/Bomb Investigations	748	557	731	558	604
Totals	4,137	4,524	4,931	5,075	4,998

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

Community Services – Mission accomplishment is determined by a measurable reduction in the number of establishments selling alcohol/tobacco to minors and a measurable increase in enforcement efforts of minors in possession of alcohol. During FY01-02, the Alcohol Enforcement Unit and the Narcotics Unit combined to form a VICE Unit. This new unit was responsible for over 2,851 arrests, 12,060 inspections and approximately

\$21,000,000 in drugs purchased / seized. The unit continues to actively enforce laws governing alcohol sales to minors. Timely action on applications and CWP permit processing; meeting CALEA and South Criminal Justice Academy standards for training and re-certification requirements; providing requested counseling to the statewide law enforcement community statewide as it relates to critical incidents; timely response and adequate resource allocation to requests for services; routinely auditing compliance with CALEA standards, SLED policy and procedures, statutes, regulations; and other requirements were accomplished.

VICE Enforcement	1997-1998	1998-1999	1999-2000	2000-2001	2001-2002
Administrative Violations (alcohol)	914	827	1,446	1,414	1,347
Administrative Violations (video poker)	392	314	1,024	0	0
Administrative Warnings Issued	362	394	631	1,089	1,174
Arrests	1,286	1,613	2,202	2,681	2,435
Administrative Inspections Conducted	21,848	22,970	32,604	12,005	12,192
Administrative Orders Processed	(unavailable)	(unavailable)	90	39	12
Complaints Investigated	(unavailable)	(unavailable)	762	543	530
Alcohol Locations Checked	1,531	1,413	2,720	3,699	3,837
Alcohol Violations Detected	564	586	952	841	915
Lottery Complaints	N/A	N/A	N/A	N/A	185
Lottery Arrests	N/A	N/A	N/A	N/A	46
Narcotics Complaints	(unavailable)	(unavailable)	(unavailable)	(unavailable)	195
Narcotics Arrests	(unavailable)	(unavailable)	(unavailable)	(unavailable)	370
Tobacco Locations Checked	N/A	N/A	N/A	775	1,459
Tobacco Violations Detected	N/A	N/A	N/A	185	357
Liquor Stills Destroyed	13	4	3	2	1
Requests for Technical Services	(unavailable)	(unavailable)	(unavailable)	(unavailable)	1,018
Video Gaming Cases made after 7/1/00	N/A	N/A	N/A	48	216
Totals	34,270	29,060	44,579	24,806	24,475

Charges – Alcohol Enforcement	1997-1998	1998-1999	1999-2000	2000-2001	2001-2002
Use of Altered ID	10	7	16	16	6
Use of Another's ID	31	91	130	219	78
Poss. Of Liquor under 21	64	85	134	231	120
Use of Fake ID	28	49	71	72	34
Poss. Of Beer under 21	391	652	679	746	497
Totals	524	884	1,030	1,284	735

Regulatory Services (CWP, Alcohol Licensing, Private Detectives, Security)	1997-1998	1998-1999	1999-2000	2000-2001	2001-2002
Investigations Conducted	30,553	29,001	29,890	29,858	32,499
Licenses Issued	17,452	17,510	16,839	15,106	17,609
Concealed Weapons Permits Issued	7,523	5,843	5,531	11,725	13,740
Totals	55,528	52,354	52,260	56,689	63,848

Community Services	1997-1998	1998-1999	1999-2000	2000-2001	2001-2002
Cases Opened	10	28	221	679	308
Career Days Attended	Not Available	20	67	62	117
Internship/Mentoring Program Participants at SLED	50	50	104	66	34
Totals	60	98	392	807	459

Training Department	1997-1998	1998-1999	1999-2000	2000-2001	2001-2002
Training Provided for SLED Agents by SLED Instructors (hours)	Not Available	20,028	22,619	18,114	21,453
Training Provided for Other Law Enforcement Agencies	Not Available	4,616	4,306	4,324	3,572
CWP Instructor Lesson Plans Approved	300	45	22	83	88
Totals	300	24,689	26,947	22,521	25,113

3. *What are your performance levels and trends for the key measures of employee satisfaction, involvement and development? (At the program level, what are your performance measurements that related to the employees and what has been the recent trend in this data? If possible, provide specific data.)*

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

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

Criminal Justice Information System (CJIS) - Employee satisfaction is reflected in anecdotal information expressing gratitude for the opportunity to improve the CJIS system and their level of training. Both improvements have been made possible with grant funding and are necessary in order to continue access to NCIC and NLETS. Every member of the CJIS IT communications and applications units received formal training during FY2002. This is a level of training that must be sustained to realize progress and accomplish goals.

Investigative Services – Employee satisfaction is first measured by the outstanding work product produced. In the year 2001, agents assigned to Investigative Services components received over 80 letters of commendation from our customers. Additionally, letters from solicitors regarding case review for prosecution often mention the thoroughness of case reports.

Community Services - Formal and informal assessment methods and measures are used to determine employee satisfaction. Supervisors receive both formal and informal complaints and concerns from employees. These concerns are usually handled at the supervisory level. 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.

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

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

Criminal Justice Information System (CJIS) - Federal privacy laws and FBI rules distinguish between NCIC access for criminal justice purposes and access for non-criminal justice purposes. Access for a non-criminal justice purpose is limited. These restrictions are enforced through use of a closed network, requirements to certify the purpose of each inquiry, and other controls. Audits are conducted to ensure compliance with requirements, and investigations

are conducted following complaints. If improper or illegal use is identified, sanctions range from a warning to termination of access or even prosecution in some extreme instances. SLED CJIS conducts audits of its customers and suppliers, and the FBI audits SLED CJIS. In the year 2002, CJIS conducted 96 audits of law enforcement agencies; performed 3 access integrity investigations, and certified 1,400 people as NCIC operators. Additionally, 1,174 persons were recertified for NCIC.

Investigative Services - Investigative Services provides a wide range of services to our customers. The statutory authority to conduct investigations on behalf of the State are as follows: Section 23-3-10 establishes authority for the creation of the South Carolina Law Enforcement Division; Section 23-3-15 through 23-3-160 provides that SLED shall have specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to the following functions and activities: investigation of organized criminal investigations, arson investigation and emergency event management pertaining to explosive devices; the maintenance and operation of a statewide comprehensive forensic sciences laboratory; operation and maintenance of a central, statewide criminal justice data base and data communication system; establishment and operation of highly specialized, rapid response law enforcement units within the division; operation and regulation of state polygraph examination services; Section 20-7-5905 establishes the Department of Child Fatality within the South Carolina Law Enforcement Division; Section 38-55-550 establishes the Insurance Fraud Unit within the Attorney General's Office and requires SLED to investigate matters of insurance fraud referred to the agency by the Attorney General.

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

The Community Services Units ensure community wellness through quality-oriented community relations programs; promote interaction between law enforcement and the public through community awareness programs, and improve communications among all parties affected by law enforcement activities; assist local agencies in the development of community relations programs; pursue compliance with rigorous accreditation standards and compliance with statutes, rules and regulations, and agency policy through the continuous inspections of agency practices; continue to assess and monitor agency personnel training needs to ensure appropriate training is received; and, aggressively pursue increased volunteer participation in the SCLEAP program.