

South Carolina Law Enforcement Division (SLED)



2007-2008 Annual Accountability Report

The Honorable Mark Sanford, Governor

Reginald I. Lloyd, Director

Section I - Executive Summary

Description of the Agency

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

1. Mission:

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

In 1974, enabling legislation was enacted granting SLED specific and exclusive jurisdiction and authority statewide, on behalf of the State. This legislation has been amended and now includes the following functions and activities:

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

In an effort to ensure SLED's fulfillment of its mission the agency sought and received accreditation for both the forensic laboratory and the agency as a whole. Subsequent to the 2008 onsite assessment conducted by the Commission on Accreditation of Law Enforcement Agencies (CALEA) the Division was recognized as a "Flagship" agency. Maintenance of accredited status is evidence SLED'S leadership team ensures SLED personnel are informed and educated regarding SLED policies, procedures, and practices.

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

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

- *Forensic Scientist Positions* – SLED increased the overall staffing level and implemented organizational changes in response to the growing demands for laboratory services.
- *National standards compliance result in improved operations.* The Forensic Services Laboratory has maintained continuous national accreditation since 1994 by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). In FY05-06, SLED was the first state criminal investigative agency in the nation to be designated as a CALEA Flagship Agency and was again designated a Flagship Agency for the 2nd consecutive accreditation cycle during FY07-08. The Flagship Agency program acknowledges the achievement and expertise of some of the most successful CALEA Accredited public safety agencies, and also provides "flagship examples" to assist other agencies.
- *E-Government Initiatives - Breath Alcohol Testing Digital Video Recordings* – SLED is now providing

digital breath alcohol testing video recordings online from 120 breath testing sites statewide. This allows criminal justice system personnel (prosecutors, judges, law enforcement officers, defense attorneys, and others) as well as the person tested, to view digital video recordings of a subject's breath alcohol test. The video can then be digitally recorded for later use. This initiative is an efficient and cost saving measure for SLED and for external customers. The recordings were previously taped using analog equipment, hand-carried or mailed upon request, etc. Statewide implementation has been completed. The online video-recordings are protected through a password protected mechanism and are available at no charge via the SLED web site. SLED is the first state in the nation to provide this service via an uplink to the Internet. Data Master Results – Breath alcohol testing results from 159 Data Master machines at 120 locations throughout South Carolina are available to attorneys and others at no charge via the SLED web site.

- *Training of local personnel increases efficiency.* A program initiated by the SLED Drug Analysis Department, in conjunction with solicitors and law enforcement agencies, has led to a significant reduction in drug identification case backlog. The department trained and certified 137 local law enforcement officers in marijuana analysis and re-certified 74 analysts during FY07-08.
- *Databases being used to solve cases.* The South Carolina Combined DNA Indexing System (CODIS) database contained approximately 120,444 profiles at the end of FY07-08. As a result of the DNA Database being implemented, non-suspect and/or "cold" cases are now analyzed. The DNA National Database was expanded to include all offenders committing a felonious crime; this has resulted in a substantial increase in the Combined DNA Indexing System (CODIS) which is the National DNA Database. For this fiscal year, there were 686 offender hits and 88 forensic hits which solved crimes that may never have been resolved without this program. The Firearms Department has increased entries into the Integrated Ballistic Identification System (IBIS) to approximately 6,571 items. During FY07-08, digital images of individually marked areas on approximately 1,284 fired cartridge cases and bullets were entered into the Integrated Ballistic Identification System (IBIS). The South Carolina Automated Fingerprint Identification System (AFIS) contained approximately 1,443,091 subjects at the end of FY07-08. During FY07-08 AFIS hits were approximately 148.

SLED Data Center - SLED's Criminal Justice Information System (CJIS) and Information Technology Units were reorganized as the "SLED Data Center" for improved communications and strategic business processes. The Data Center's primary mission is to modernize and employ data communications to assist in law enforcement, predictive crime analysis, and provide SC crime statistics.

- *Project CeaseFire* is a Federal program aimed at reducing firearms violence in the United States. In South Carolina the U.S. Attorney's Office (USAO) manages this program. SLED has been cooperating with the USAO for some time with this effort of reducing firearm violence. SLED, ATF, and the USAO believe this project has great potential for identifying violent firearms offenders and removing them from our communities through Federal prosecution. Project CeaseFire was implemented in FY 06-07. SLED used NCIC, SCIBRS, and local incident and arrest reports by selected counties to identify potential "2211" offenders for federal prosecution. "2211 Project" offenders are those persons who have been convicted of: (2) two felonies or (2) two drug offenses or (1) one felony and (1) one drug offense, and were found to have been armed with a firearm during the commission of the crime or at the time of arrest. During FY 07-08 CeaseFire reviewed 729 reports (NCIC/SCIBRS Reports, local incident reports, and reports supplied by PPP) and submitted 70 cases to the ATF and the USAO for review possible prosecution.
- *The State Sex Offender Registry was enhanced by legislation and funding.* Senate bills 1138 and 1267 were combined to form Jesse's Law (Sex Offender Accountability and Protection of Minors Act of 2006). The law updates the existing Sex Offender Registry statutes to include the bi-annual registration of a sex offender for life. These new statutes, combined with federal grant funding will provide

substantially increased Registry information for the public. SLED continues to participate with the National Sex Offender Public Registry (NSOPR).

- *E- Initiatives* - South Carolina became a participant with the Department of Justice and other states in providing sex offender information through the National Sex Offender Public Registry (NSOPR). Using this web site, interested members of the public have access to and may search public information from participating states' web sites regarding the presence or location of sex offenders. Online SLED Publication – SLED continues to publish “Crime in South Carolina” as a fully searchable online document. Law enforcement agencies are joining SLED in support of “Crime in South Carolina” electronic data exchange. State Criminal History Background Checks are web enabled for purchase by credit card over the Internet. This e-business venture continues to yield positive gains. Concealed Weapon Permit (CWP) Renewal Applicants are now able to reapply via the web. Through the end of FY07-08, there were approximately 66,409 Concealable Weapons Permit (CWP) holders in South Carolina.
- *Interfacing through national networks results in improved suspect information.* CJIS has used its Information Technology (IT) network to furnish statewide law enforcement sensitive information as supplied by the FBI. Two of the national networks used for exchange of terrorism and other criminal justice information are the National Law Enforcement Telecommunications System (NLETS) and the National Crime Information Center (NCIC).
- *New technology results in improved turnaround time of information.* The SLED Data Center provides faster and more efficient searches of the SLED fingerprint database stores over 1.4 million records.
- *Automation and uniform coding results in significant efficiencies.* The SLED Data Center is focused on streamlining and improving the Uniform Crime Reporting (UCR) process. Better communications and support are being provided to local law enforcement agencies in order to automate their record reporting systems or code their own reports before sending them to SLED. Through FY 07-08, SLED UCR continued to test, certify, and automate the submission of South Carolina Incident Based Reporting System (SCIBRS) by state, county, and municipal law enforcement agencies.
- *Collaboration results in elimination of duplication.* The Judicial Department and SLED continue to work on eliminating redundant data entry and ensure timely access to arrest warrants and orders of protection. Information from the court case management system will be automatically forwarded to SLED for National Crime Information Center (NCIC) entry and to the State Identification Bureau (SIB) for Computerized Criminal History (CCH) use. In addition, sentencing information will be made available to the Department of Corrections. SLED is now working with the Judicial Department in the submission of Probate Court mental commitment orders to be available to FBI/NICs during FY 2008-2009.
- Research is being conducted to implement NCIC connectivity through wireless handheld technology. The SLED Data Center infrastructure is being brought to a level in order to employ new technologies for SLED agents and South Carolina law enforcement agencies.
- *Collaboration produces multi-agency advisory group.* The NCIC Advisory Group includes three chiefs of police, three sheriffs, and a representative from federal law enforcement, This group assists CJIS operations by providing counsel to the Director of SLED regarding modifications and operating policy for the SLED Criminal Justice Information System.
- *Consolidation effort results in success (“one-stop shop”).* In an effort to improve the efficiency of service delivery to external customers, SLED created a “one-stop-shop” for the majority of public service functions at the agency. These functions include Concealed Weapons Permits (CWP), Private Security applications, and Criminal Record checks. Members of the public wishing to obtain information and services from these sections can now visit one location on the grounds of SLED Headquarters.
- *Requests for regulatory services met.* The Regulatory Services Unit processed a total of 39,174 security and private investigation business licenses, employee registrations, and Concealed Weapons Permits while maintaining staffing at existing levels. Investigations regarding these services were conducted by

personnel in this department. Through the end of FY07-08 there were over 66,000 Concealed Weapons Permit (CWP) holders in South Carolina.

- *Volunteerism and collaboration.* 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 South Carolina Law Enforcement Assistance Program (SCLEAP) was developed as a partnership between SLED, the South Carolina Department of Natural Resources (SCDNR), the South Carolina Department of Public Safety (SCDPS), and the South Carolina Department of Probation, Parole, and Pardon Services (SCDPPPS). However, the most powerful ingredient to the success of the program is the participation of the many volunteer clergymen. A recently enacted law authorizes addition of a check-off to the South Carolina Income Tax form, which enables citizens to make a monetary contribution to the SCLEAP program. Funds received serve to offset the costs associated with administering the SCLEAP program.

Investigations - The mission of Investigations 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. On June 2, 2008, at the direction of Director Lloyd, Investigations restructured its components, dividing them into Region Investigations and Special Investigations to increase efficiency and improve services to customers. Region Investigations comprises the four Investigative Regions, Narcotics, and State Grand Jury. Special Investigations consists of Computer Crimes, Special Victims Unit, Behavioral Sciences and Department of Corrections Liaison. The restructuring also included placing alcohol enforcement and vehicle crimes investigations into the four Investigative Regions. Each component and unit within Investigations continues to experience major accomplishments in addition to achieving success in their primary missions and goals for the year. Administratively, Investigations continues to examine management issues in an effort to provide customers with quality assistance.

- *Automation* - The implementation of a computerized case management system through grant funding is scheduled during FY08-09. Additionally, the purchase of tablet computers for investigative agents has enhanced agents' ability to facilitate case management from the field. This process should result in savings as the agency moves toward a paperless system. Other benefits will include near real time ability to transmit case related material for review, thereby lessening the necessity for physical meetings and resulting in fuel and time savings.
- *Requests for investigative services met.* The Investigative Regions are tasked with investigating criminal complaints. During FY07-08;
 - ◇ The Regions responded to 3,912 requests for criminal investigations assistance and events. Requests for assistance are received from local, state, and federal law enforcement entities.
 - ◇ During the fiscal year ending June 30, 2008, the Arson/Bomb Unit conducted a total of 763 arson/bomb investigations.
 - ◇ The Statewide Grand Jury investigated 44 corruption, 1 gang related case and 3 drug related cases.
 - ◇ The Insurance Fraud Unit opened 304 new cases in fiscal year 2007-2008.
 - ◇ Investigations conducted 684 background investigations on bar applicants and 70 background investigations on judicial applicants.
 - ◇ The Polygraph Department conducted 914 polygraph examinations during the fiscal year.
 - ◇ The Forensic Art Department developed 134 composite drawings, 4 facial aging cases, 1 skull reconstruction and 108 courtroom graphics.
 - ◇ The Behavioral Sciences Unit reviewed or profiled 138 cases with 60 of those being threat assessments.

- ◇ The Vulnerable Adult Investigations Unit (VAIU) received 1,064 intakes. Of those, 465 were opened as SLED VAIU investigations.
- ◇ The SLED Child Fatality Unit received 234 intakes which were forwarded to the Investigative Regions for investigation.
- ◇ The Computer Crime Center investigated and examined 634 cases in this past fiscal year. The Computer Evidence Recovery Unit within the center has examined 616 pieces of evidence with a combined 25.891 terabytes of data.

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

- National averages exceeded. The Arson/Bomb Unit continues to almost double the national average in arson cases investigated and cleared by arrest.
- *Decentralization continues to result in improved response times.* Realizing the necessity for a rapid response, SLED regionalized the Bomb Squads. Two bomb technicians are equipped and reside in the Piedmont, Pee Dee, Low Country, and Midlands regions of the state, respectively. In addition, each region is equipped with a robot and bomb detecting K-9. During the past fiscal year the Bomb Squad responded to 561 calls for assistance. Strategies and plans have been developed by the SWAT Team and Bomb Squad to fulfill SLED's statutory obligation as the State's resource for tactical response.
- *Requests for special operations services met.* The four Investigative Regions are tasked with investigating criminal complaints. During the fiscal year ending June 30, 2008, the Arson/Bomb Unit conducted 764 arson/bomb investigations, of which 48 cases were cleared by arrest.
- *Responses for assistance critical to success.* Special Operations provides a statewide response capability in the areas of Bloodhound Tracking, SWAT, and Aviation. The Bloodhound Tracking Team received 105 calls for assistance and followed 84 trails with a total of 54 persons apprehended; thirty-five percent (35%) of these calls for assistance involved weapons. The SWAT Team responded to 31 calls for tactical assistance and the Aviation Unit made 561 law enforcement related flights. The Fugitive Task Force opened 361 cases resulting in the capture of 346 individuals.
- *Work increases in VICE.* For FY07-08 VICE seized 442 illegal gambling machines.
- *Law enforcement instruction to SLED personnel and other S. C. law enforcement personnel provided.* The Training Unit provides timely, efficient and quality law enforcement instruction to SLED personnel, as well as to law enforcement personnel from other agencies in South Carolina. The topics covered and skills taught include Firearms and Driving training, CPR certification, Criminal Domestic Violence updates, Legal updates, and yearly In-Service Training updates. During FY 07-08, the Training Unit provided the following approximate number of training hours to internal and external customers:
 - ◇ 4,232 hours of in-service training,
 - ◇ 3,888 hours of handgun, rifle, and shotgun training;
 - ◇ 1,158 hours of CPR training;
 - ◇ 1,572 hours of Criminal Domestic Violence (CDV) training,
 - ◇ 384 hours of supervisory training, 344 hours of Constable training; and
 - ◇ 814 hours of legal update training.
 - ◇ This unit also facilitated the fitting of Personal Protective Ensembles (PPE) to approximately 369 law enforcement personnel, and facilitated the health screening of approximately 187 personnel.

Homeland Security Operations - The mission of the Homeland Security Operations is to support the South Carolina Counter-terrorism initiative through planning, research and development of strategy, and coordination of programs, resources, and operational functions essential to the counter-terrorism mission. The Protective Services/Emergency Management Unit is charged with coordinating law enforcement emergency planning and preparedness with the appropriate local, state, and federal agencies during emergency situations, with providing dignitary protection, and special event protective detail coordination. The South Carolina Information and Intelligence Center's (SCIIC) mission is to prevent and deter terrorist and criminal activity through intelligence fusion and information sharing with public and private sector partners from federal, regional, state, local, tribal, and international arenas. SLED intelligence personnel assigned to the SCIIC analyze data and generate intelligence products, which are shared with our governmental and private sector partners. In addition, agents are assigned to the Federal Bureau of Investigations Joint Terrorism Task Force and United States Attorney's Office Project Seahawk.

- *Coordinated effort improves homeland security in South Carolina.* The South Carolina Information and Intelligence Center (SCIIC) was established in March of 2005. To better serve our governmental and private sector partners the Fusion Center has expanded its operational hours to 24 hours a day, 7 days a week. South Carolina is now one of only three 24/7 Fusion Centers in the southeast. The Fusion Center leverages expertise from many different agencies including SC Department of Environmental Control (DHEC), US Marshal's Service, SC National Guard, Federal Bureau of Investigation (FBI), Department of Homeland Security (DHS), SC Probation Pardon and Parole (PPP), SC Department of Corrections (DOC), State Fire Marshall's Office, and Richland County Sherriff's Office. The South Carolina Information Exchange Data Warehouse (SCEIx) is a Fusion Center project in its second phase. It is an incident warehouse with 204 local and state law enforcement agencies contributing data from their agencies' record management systems to the SCIEEx database.
- SLED has joined with the Federal Bureau of Investigation and the United States Attorney's Office as partners in the Joint Terrorism Task Force (JTTF). SLED agents serve as a conduit for information and investigate complaints or actions that relate to counter-terrorism in South Carolina. SLED agents also serve on Project SeaHawk, a seaport counter -terrorism and protection initiative which began in 2003 by the United States Attorney's Office. SeaHawk is a pilot security program located in Charleston, coordinated by the U.S. Attorney's Office, which leverages expertise from many different agencies including U.S. Immigration and Customs Enforcement (ICE), the Border Patrol, the U.S. Coast Guard, SLED, the Mt. Pleasant Police Department, the Charleston City Police Department, the Charleston County Sheriff's Office, and the North Charleston Police Department.
- *Plans and strategies developed and exercised.* The Protective Services Unit, along with the SWAT Team and Bomb Squad has developed strategies and plans, and has implemented training to fulfill SLED's statutory role as the lead state level law enforcement agency for emergency responses. From July 1, 2007 through June 30, 2008, this unit coordinated and/or staffed security arrangements for 201 special events requiring additional security by SLED agents. Additionally, during FY07-08, this unit participated in 88 administrative meetings, exercises, or plan reviews and revisions, participated in seven (7) Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) exercises, conducted numerous critical infrastructure reviews, and responded to 15 CBRNE incidents. This unit continues to administer the project for the Buffer Zone Protection Plan (BZPP) and the Statewide Assessment for the State Terrorism Strategy, and also continues to assist contract support staff with additional training workshops, site visits, and working sessions in support of the BZPP plan. The Protective Services Unit planned, coordinated, and implemented the security and transportation plans for the three Presidential Debates held in our state.
- *Collaboration critical to success of homeland security initiative.* SLED is charged with coordination of South Carolina's counter-terrorism effort, coordination of homeland security grants, creation of counter-terrorism councils, and service as the Governor's representative to the United States Department of Homeland Security to SLED's mission. SLED acts as the official operational authority in the counter-

terrorism effort to detect, prevent, prepare for, protect against, and respond to violence or threats of violence from terrorist activities. A State Counter-terrorism Coordinating Council, Committees of the Council, Regional Counter-terrorism Councils, and county needs assessment committees have been established. These groups have been instrumental in the timely expenditure of federal homeland security funding.

- *Continued input from local agencies result in timely grants distribution.* By Executive Order, Governor Mark Sanford authorized SLED to be the operational authority and lead state agency in the counter-terrorism effort. As the State Administrative Agency (SAA) for Homeland Security Grants, SLED created a grants program which is responsible for distributing federal grant funds to local and state first responders and law enforcement entities. Up until July 2007, SLED administered approximately \$116.76 million in Homeland Security Grants to local and state entities. From July 1, 2007 to June 30, 2008 SC was awarded an additional \$32.6 million of Homeland Security Grants (for a combined total of \$149.36 million under SLED administration). DHS stated that the SC Homeland Security Grant Program investment justification submitted for this 1-year period was the best submission for all 55 states and territories—with 13 of the 14 investments submitted ranked as “exceptional”. The funds have been used in the following ways to improve the safety of people and property:
 - ◇ **Emergency Response Teams**—South Carolina has developed 14-COBRA Teams (Chemical, Ordnance, Biological and Radiological); 1-State WMD Response Team; 1-Type II Incident Management Team (IMT) and 4-Type III IMTs; 4-Regional Medical Assistance Teams; 1-Type I, Urban Search and Rescue (US&R) Team; 4-Type 2 Collapse Search and Rescue Teams; 6-Regional Agro-Terrorism Response Teams; 1-State Plant Response Team; 1-State Animal Response Team; 46-Counties Equipped for Decontamination; 1-Cyber Security Incident Response Team; 6-SWAT Teams (enhanced); 10-Explosive Ordnance Disposal Teams (enhanced); and 1-Metropolitan Medical Response System. These teams are positioned throughout the State and provide capability to 100% of the State
 - ◇ **Palmetto 800 MHz Communications System**—Over 18,000 local and state first responders are interoperable with over 95% coverage statewide.
 - ◇ **National Incident Management System**—30,000+ state and locals officials trained.
 - ◇ **Critical Infrastructure Protection**—Buffer zone protection plans for 26 facilities.
 - ◇ **Personal Protective Equipment (PPE)**—Thousands of basic PPE sets for first responders.
 - ◇ **SC Information and Intelligence Center (SCIIC)**—State Fusion Center available to jurisdictions.
 - ◇ **WebEOC**—Implemented statewide crisis information management system.
 - ◇ **ReachSC**—Statewide reverse 911 system to notify populace of emergencies.

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

- SLED has maintained accreditation through the Commission on Accreditation of Law Enforcement Agencies (CALEA) and the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) since 1994. CALEA and ASCLD/LAB dictate maintenance of and compliance with written directives and the required instruction of personnel regarding policy, procedures, and practices. The agency and the employees are required to establish, implement, and comply with approximately 330 written standards to achieve and retain CALEA accreditation and a minimum of 133 criteria to achieve and retain ASCLD/LAB accreditation. The agency was first accredited by CALEA in 1994 and has maintained certification since. Also in FY05-06, SLED was the first state criminal investigative agency in the nation to be designated as a CALEA Flagship Agency and was again awarded this status during FY07-08. The Flagship Agency program acknowledges the achievement and expertise of some of the most successful CALEA Accredited public safety agencies, and also provides “flagship examples” to assist other agencies.
- *Centralized review of expenditures.* Savings and cost avoidance have occurred as a result of 100%

review of all purchase requests and agency expenditures.

- *Small changes result in continued gains.* Reduction of facilities temperatures in winter and an increase in facilities temperatures in summer in all SLED facilities, replacement of energy-inefficient equipment, enforcement of strict travel policies, and consolidation of three (3) communications devices (Nextel, beeper, telephone) into one device has resulted in continued savings.
- *Cost of Administration* – SLED continues to keep costs of administrative overhead to approximately 6.2% primarily due to centralized approval and processing.
- *Human Resources services provided.* The Human Resources Unit provides timely, efficient, and quality hiring, as well as other human resources management services to SLED. During FY 07-08, the Human Resources Unit managed employee files, insurance and other benefits on approximately 609 FTEs; processed 160 hourly and permanent new hires; processed 8,869 applications for employment; conducted training on, and implemented the new E-Leave system for SLED employees and supervisors; and managed the processing of 667 Employee Performance Management (EPMS) forms.

The mission of *Public Information* is to disseminate information regarding operation of the Division. The goal of the Public Information Office is to release accurate, timely, and useful information upon request, and when appropriate. The Division recognizes the need of the public to be informed on matters concerning public safety and the welfare of the citizenry and property of the state of South Carolina. The Division continuously aims to achieve this vision through close interaction with appropriate agency counterparts, members of the news media, and the public sector. The SLED Public Information Office facilitated numerous in person and telephonic press interviews, and disseminated 48 press releases during FY 07-08.

The mission of *SLED Grants Administration Office* is to plan, develop, coordinate, and manage all grant-in-aid requests for the Division. This office also serves as liaison with state, federal, and other funding agencies regarding grant matters. The goal of the office is to identify and aggressively pursue potential sources of federal funding for the Division and ensure grant regulations, policies, procedures, and guidelines are followed once awarded. New grants awarded to SLED during the 2007– 2008 Fiscal Year totaled \$5,001,740. The SLED Grants Administration Office is currently managing forty-eight (48) grants, totaling \$20,706,082.

The mission of the *SLED Inspections Unit* is to provide timely, efficient, accountable, and quality inspections and internal investigations to SLED and provide timely, efficient, accountable, and quality inspections services to other public safety agencies.

- This unit conducts annual audits of evidentiary property and storage areas;
- Trains personnel on inspections and administrative procedures;
- Conducts OSHA/Safety Inspections and ensures OSHA compliance;
- Processes and investigates SLED vehicle accidents;
- Assists with workers' compensation and evidence procedures;
- Ensures compliance with Commission on Accreditation of Law Enforcement Agencies (CALEA) standards; and
- Conducts property audits and Internal Affairs investigations as necessary;
- Conducts staff inspections and audits; provides as opportunity for the development of practical skills required in the inspection process;
- Provides Personnel Early Warning System (PEWS) training to managers, supervisors, and employees;
- Develops and writes safety programs; and
- Submits the findings of the accident review board to Director and other supervisory personnel.

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

- *Maintain sufficient staffing and technology* in an effort to provide a basic level of law enforcement resources to all areas of South Carolina. SLED continues to offer technical services and manpower assistance to other law enforcement agencies throughout South Carolina when requested. These services are provided to local, state, and federal entities throughout the state at no cost, allowing the request for critical services to be first and foremost. An equal level of law enforcement resources must be provided on a statewide basis.
- *Uncertain future of federal funds for the Forensic Services Laboratory and the Computer Crime Center cause concern.* SLED continues to pursue federal funds to offset current equipment needs and upgrades. Federal funds currently make up approximately 8% of the agency's budget. During this period, SLED federal grants in the Criminal Justice Information Services and other areas within the Forensic Laboratory were reduced. The agency will continue to pursue federal funds where possible.
- *Revenues are being closely monitored.* SLED continues to closely monitor revenues. Other funds have become critical to the agency's operation and represent approximately 25% of the total. These funds are critical to maintaining a basic level of law enforcement services. SLED receives the majority of its other fund revenues in the last quarter of the year; therefore, careful monitoring of expenditures as well as revenues is critical to balancing the agency's budget annually.
- *Gasoline prices continue to impact the agency.* SLED continues to struggle with the rising gasoline prices. Gasoline costs for the agency continue to escalate. Over the last year, SLED has experienced a 32% increase in agency costs for vehicle gasoline and a 6.6% increase in agency cost for aviation fuel.

4. Key Strategic Goals

- *The agency's primary goal is to provide investigative, technical, and tactical law enforcement resources to all areas of South Carolina.* SLED continues to these services and assistance to law enforcement agencies throughout South Carolina when requested. These services are provided to local, state, and federal entities throughout the state at no cost, allowing the request for critical services to be first and foremost. An equal level of law enforcement resources must be provided on a statewide basis.
- *Continue to aggressively pursue federal funding.* The agency will continue to work with the South Carolina Delegation and the Federal Appropriations Committee in an effort to secure federal funding for the Forensic Laboratory, the Computer Crime Center, and the Criminal Justice Information System.
- *Continue 100% review of expenditures.* All requests for expenditure of agency funds are closely scrutinized for criticality and need.
- *Continue to search for innovations.* SLED will continue to pursue innovations and initiatives that enhance the safety of our citizens and improve the collective efforts of statewide law enforcement and criminal justice systems. SLED is working with sheriffs and chiefs of police to provide needed services, while other duplicative services are reduced or eliminated. Concealed Weapon Permit (CWP) holders are now able to make their renewal applications to SLED over the Internet.
- *Comply with statutory mandates.* SLED will continue to address all statutory requirements, regulatory requirements, and policies and procedures.
- *Continue to promote equal employment opportunities.* Ensuring our workforce is representative of the citizens we serve will continue to be a top priority. The agency will continue to evaluate and address these issues in a proactive manner.
- *Address growing technology needs.* During the next several years, SLED will be faced with a significant challenge to replace outdated data and communications infrastructure to meet existing and future information technology needs.

5. Agency's Use of Accountability Report

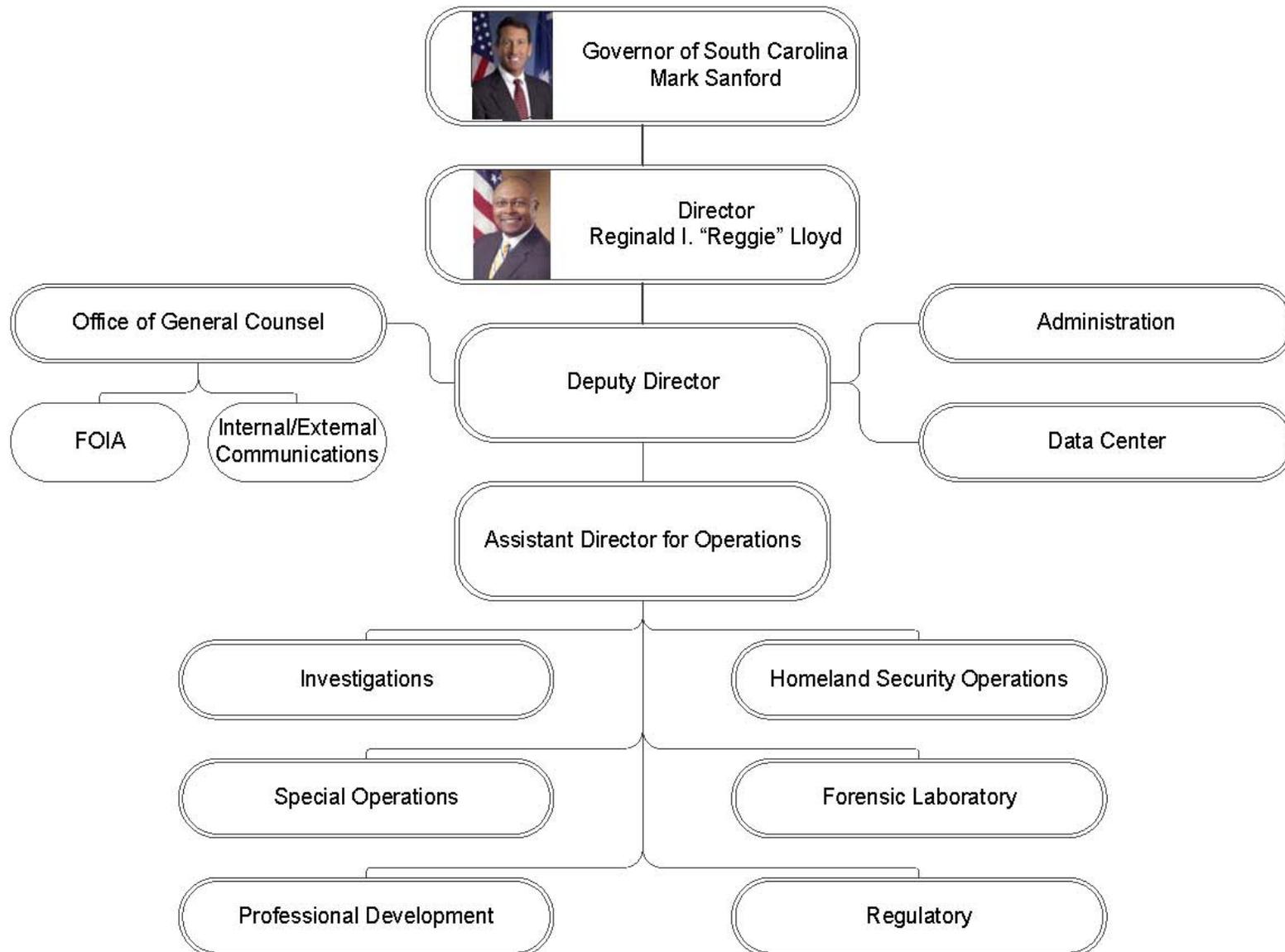
The Agency uses the Accountability Report to project resources needed to meet increasing needs of customers.

Section II – Organizational Profile

1. Number of Employees: SLED Organizational Chart.

Authorized Full Time Equivalents (FTE): 649.24

Filled FTEs: 609.75



2. Operation Locations

- SLED Headquarters is located on Broad River Road with an Annex building located on Bush River Road, both in Columbia, S.C. SLED operates four regional offices serving the Piedmont, Midlands, Pee Dee, and Low Country.

3. Appropriations/Expenditures Chart

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

Major Budget Categories	06-07 Actual Expenditures		07-08 Actual Expenditures		08-09 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$26,457,333	\$24,779,351	28,502,557	26,819,876	28,918,917	27,119,906
Other Operating	\$19,319,796	\$3,647,143	18,791,707	4,714,091	24,772,120	806,973
Special Items	\$763,931	\$150,719	655,337	240,904	854,407	234,407
Permanent Improvements	\$295,500	\$98,500	2,000,000			
Case Services	\$	\$				
Distributions to Subdivisions	\$22,007,812	\$	11,319,831		18,579,434	
Fringe Benefits	\$7,756,275	\$7,300,533	8,581,616	8,114,476	8,791,159	8,271,785
Non-recurring						
Total	\$76,600,647	\$35,976,246	69,851,048	39,889,347	81,916,037	36,433,071

Other Expenditures

Sources of Funds	06-07 Actual Expenditures	07-08 Actual Expenditures
Supplemental Bills	\$957,600	\$2,269,000
Capital Reserve Funds	\$1,920,000	
Bonds	\$	\$

4. Major Program Areas (see chart below)

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures	FY 07-08 Budget Expenditures	Key Cross References for Financial Results*
I Administration	Provide timely, efficient, and quality administrative support to internal and external customers.	State: 2,913,986 Federal: 1,145,031 Other: 393,877 Total: 4,452,894 % of Total Budget: 8.16%	State: 2,611,154 Federal: 649,438 Other: 367,885 Total: 3,628,477 % of Total Budget: 6.20%	See Category 7 Pgs. 51-64
II A. 1. Regions	Conduct field investigations of major felonious crimes and child fatalities, fugitive investigations, special event assistance and sequestered jury security details.	State: 3,618,699 Federal: 0 Other: 35,630 Total: 3,654,329 % of Total Budget: 6.69%	State: 3,956,001 Federal: 0 Other: 51,610 Total: 4,007,611 % of Total Budget: 6.85%	See Category 7 Pgs. 51-64
II A. 2. Arson/Bomb	Maintain technical equipment and specialized K-9's to detect accelerants and explosives. Provides bomb and explosive disposal services.	State: 1,175,753 Federal: 0 Other: 75,091 Total: 1,250,844 % of Total Budget: 2.30%	State: 1,495,539 Federal: 0 Other: 51,576 Total: 1,547,115 % of Total Budget: 2.64%	See Category 7 Pgs. 51-64
II A. 3. Vehicle Theft	Improve the safety of people and property. Conducts investigations pertaining to vehicle thefts, fraudulent drivers licenses and counterfeit titles, licensed vehicle dealers, and investigations of criminal violations at the Division of Motor Vehicles (DMV).	State: 944,629 Federal: 0 Other: 782 Total: 945,411 % of Total Budget: 1.73%	State: 897,923 Federal: 0 Other: 1,626 Total: 899,549 % of Total Budget: 1.54%	See Category 7 Pgs. 51-64

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures	FY 07-08 Budget Expenditures	Key Cross References for Financial Results*
II A. 4. State Grand Jury	Provide multi-jurisdictional investigations into narcotics and dangerous drug violations, public corruption, securities fraud, pornography and computer crimes.	State: 497,758 Federal: 0 Other: 105,603 Total: 603,361 % of Total Budget: 1.11%	State: 571,584 Federal: 0 Other: 157,721 Total: 729,305 % of Total Budget: 1.25%	See Category 7 Pgs. 51-64
II A. 5. Child Fatality	Provide extensive investigative and technical assistance of child fatalities and felony crimes to local, state, and federal law enforcement.	State: 161,207 Federal: 0 Other: 4,298 Total: 165,505 % of Total Budget: 0.30%	State: 191,303 Federal: 18,219 Other: 4,863 Total: 214,385 % of Total Budget: 0.37%	See Category 7 Pgs. 51-64
II A.6. Protective Services	Provide manpower and technical assistance to local, state and federal agencies protective assignments for special events which include natural disasters, emergency situations, terrorist events, and homeland security operational initiatives.	State: 515,492 Federal: 688,621 Other: 26,231 Total: 1,230,344 % of Total Budget: 2.25%	State: 671,897 Federal: 595,460 Other: 8,966 Total: 1,276,323 % of Total Budget: 2.18%	See Category 7 Pgs. 51-64
II A. 7. Fusion Center / Missing Persons	Provide counter-terrorism intelligence fusion to local, state, and federal law enforcement agencies, emergency preparedness and homeland security	State: 908,100 Federal: 0 Other: 15,481 Total: 923,581 % of Total Budget: 1.69%	State: 869,657 Federal: 0 Other: 86,006 Total: 955,663 % of Total Budget: 1.63%	See Category 7 Pgs. 51-64

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures	FY 07-08 Budget Expenditures	Key Cross References for Financial Results*
II A. 8. Special Operations	Provide psychological profiling services, prepare court exhibits, computer aging and skull reconstruction, conduct polygraph examinations for criminal matters statewide, and provide tactical operations, insurance fraud investigations and other related services.	State: 5,611,639 Federal: 0 Other: 3,030,837 Total: 8,642,476 % of Total Budget: 15.83%	State: 5,888,142 Federal: 0 Other: 5,217,886 Total: 11,106,028 % of Total Budget: 18.97%	See Category 7 Pgs. 51-64
II A. 9. VICE	This unit is responsible for the enforcement of narcotics, alcohol-related, dog fighting, video poker, and lottery laws, and provides background investigations for alcohol licenses. Provides timely, efficient assistance for local, state, and federal law enforcement.	State: 1,872,597 Federal: 184,324 Other: 432,219 Total: 2,489,140 % of Total Budget: 4.56%	State: 2,212,182 Federal: 266,443 Other: 764,788 Total: 3,243,413 % of Total Budget: 5.54%	See Category 7 Pgs. 51-64
B. Forensic Services	Provide timely, efficient, and quality technical forensic examination and expert witness testimony for local, state, and federal law enforcement and prosecutorial entities.	State: 5,049,334 Federal: 1,070,599 Other: 2,583,150 Total: 8,703,083 % of Total Budget: 15.94%	State: 5,027,316 Federal: 1,597,119 Other: 1,670,083 Total: 8,294,518 % of Total Budget: 14.17%	See Category 7 Pgs. 51-64

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures	FY 07-08 Budget Expenditures	Key Cross References for Financial Results*
C. Crime Information	Provide computer crime analysis and criminal justice information needed to prevent crime, solve cases, recover property, and identify and apprehend criminals.	State: 3,135,119 Federal: 1,799,108 Other: 3,035,641 Total: 7,969,868 % of Total Budget: 14.60%	State: 3,763,581 Federal: 1,197,102 Other: 4,542,651 Total: 9,503,334 % of Total Budget: 16.24%	See Category 7 Pgs. 51-64
D. Regulatory	Responsible for the issuance and regulation of security and private investigation business licenses and employee registrations, retail pistol dealer licenses, concealed weapon permits, state constable commissions, retired SLED agent commissions, coroner and deputy coroner permits, special weapon permits, special limited licenses, and special weapon permits.	State: 1,313,800 Federal: 11,363 Other: 602,961 Total: 1,928,124 % of Total Budget: 3.53%	State: 1,352,992 Federal: 0 Other: 925,288 Total: 2,278,280 % of Total Budget: 3.89%	See Category 7 Pgs. 51-64
SLED Total		State: 27,718,113 Federal: 4,899,046 Other: 10,341,801 Total: 42,958,960 % of Total Budget: 78.69%	State: 29,509,271 Federal: 4,323,781 Other: 13,850,949 Total: 47,684,001 % of Total Budget: 81.47%	

Remainder of Expenditures: III. Employer Contribution	State: 7,300,533	State: 8,114,476	CRF&Supplemental \$2,269,000
	Federal: 172,092	Federal: 194,703	
	Other: 283,650	Other: 272,438	
	Total: 7,756,275	Total: 8,581,617	
	% of Total Budget: 14.21%	% of Total Budget: 14.66%	

Remainder of Expenditures:	State:	State:
	Federal:	Federal: \$11,319,831
	Other:	Other:
	Total:	Total: \$11,319,831
	% of Total Budget:	% of Total Budget:

SLED received pass through money \$11,319,831 from Federal Homeland Security Program to distribute to other agencies in FY07-08. It is not a part of SLED's operating budget.

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document. It is not a part of SLED's operating budget.

5. Key Customers

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

Forensic Services Laboratory - All laboratory sections serve local, state, and federal criminal justice agencies, coroners, and solicitors. A significant function of laboratory sections also involves the support of other laboratory and non-laboratory departments at SLED.

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

Investigative Services – The major external customers include, but are not limited to, elected officials, the Governor, Attorney General, Sheriffs, Chiefs of Police, Coroners, Prosecutors, Judges, and citizens of South Carolina. Additionally, Investigative Services interacts with and provides service to federal law enforcement agencies and the Federal Courts system.

Special Operations – Major customers include local, state, and federal law enforcement and other criminal justice agencies and their personnel, including the Department of Revenue, the South Carolina Department of Corrections and South Carolina Department of Probation, Parole, and Pardon Services, and the South Carolina Department of Alcohol and Other Drug Abuse Services (DAODAS), SLED employees, elected officials, and businesses applying for new and renewal commissions, licenses, permits, and registrations.

Homeland Security Operations– Major customers include, but are not limited to, local, state, and federal law enforcement agencies, first responder agencies, emergency managers, the South Carolina Department of Health and Environmental Control, state and regional counter-terrorism coordinating councils, U.S. Department of Energy, U.S. Attorney, Attorney General, elected officials, private sector partners, the citizens of South Carolina, and other entities critical to the success of counter-terrorism initiatives and homeland security.

Inspections Unit - Major customers include, but are not limited to: SLED and its employees, local and state law enforcement agencies, the South Carolina Police Accreditation Coalition (SCPAC), the Commission on Accreditation of Law Enforcement Agencies (CALEA), the South Carolina Criminal Justice Academy (SCCJA), and State Fleet Management.

6. Key Suppliers

Key suppliers of the South Carolina Law Enforcement Division are the Governor, the Attorney General, local, state, and federal law enforcement and judicial agencies, other state and federal agencies, citizens of South Carolina, elected officials, and our employees. However, each department has specific 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 are frequently the same as our customers. The major customers include, but are not limited to, elected officials, the Governor, Attorney General, Sheriffs, Chiefs of Police, Coroners, Prosecutors, Judges, and citizens of South Carolina. Additionally, Investigative Services interacts with and provides service to federal law enforcement agencies and the federal courts system.

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

Homeland Security Operations - Key suppliers are local, state, and federal law enforcement agencies, first responder agencies, emergency managers, the Department of Health and Environmental Control, state and regional counter-terrorism coordinating councils, US Department of Energy, U.S. Attorney, S.C. Attorney General, elected officials, private sector partners, the citizens of South Carolina, and other entities critical to the success of homeland security and counter-terrorism initiatives.

Inspections Unit – Key suppliers include, but are not limited to: SLED and its employees, local and state law enforcement agencies, the South Carolina Police Accreditation Coalition (PAC), the Commission on Accreditation of Law Enforcement Agencies (CALEA), the South Carolina Criminal Justice Academy (SCCJA), and State Fleet Management.

7. Description of Major Products and Services

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

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

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

Investigations - The departments and units that comprised Investigations in FY 07-08 are separated into functional areas in order to provide specialized services. The following are general capabilities of each unit:

- The Forensic Art Unit prepares court exhibits and sketches, composites, conducts computer aging, and provides skull reconstruction.
- The Polygraph Section conducts polygraph examinations for criminal matters statewide.

- The Behavioral Science Unit provides psychological profiling and threat assessments.
- The four Investigative Regions include field investigations of major felonious crimes and child fatalities, fugitive investigations, special event assistance, and sequestered jury security details.
- The Special Victims Unit investigates deaths of children where the death is suspicious, unexpected or unexplained. The unit also investigates vulnerable abuse, neglect, exploitation and fatalities.
- The State Grand Jury investigates public corruption and securities fraud.
- The Insurance Fraud Unit investigates fraudulent insurance claims.
- Computer Crimes investigates cases involving internet child pornography, telecommunications fraud, identify theft, credit card fraud, internet auction fraud, wired communications intercepts and cellular tracking.
- The Department of Corrections Liaisons is responsible for criminal investigations and law enforcement activities concerning Department of Corrections employees and inmates pursuant to South Carolina code of Laws 23-3-15.
- Case Files is responsible for housing and maintaining all SLED's closed cases and evidence.

Special Operations consists of several units which provide services in various areas as requested. The Tactical Units within Special Operations, provide tactical support upon request. The Tactical Unit includes SWAT Team, Aviation, and Bloodhound Tracking. The Arson/Bomb Unit maintains technical equipment and specialized K-9's to detect accelerants and explosives and provides bomb and explosive disposal services as well as investigating suspicious fires and bomb related events. Special Operations is also responsible for issuing, and maintaining records of, and regulating activities of firearms dealers; investigating applications for alcohol sales licenses and permits as requested by the South Carolina Department of Revenue; and conducting covert investigation of illegal activities pertaining to the interdiction of narcotics and other illicit substances. This unit is also responsible for investigating vehicle thefts, fraudulent driver's licenses, counterfeit titles, licensed vehicle dealers, and criminal violations at the Department of Motor Vehicles (DMV). Additionally, the Training Unit provides timely, efficient, and quality law enforcement instruction to SLED personnel, as well as to law enforcement personnel from other agencies in South Carolina. The topics covered and skills taught include Firearms and Driving training, CPR certification, Criminal Domestic Violence updates, Legal updates, and Yearly In-Service Training updates. This unit also facilitates the fitting of Personal Protective Ensembles (PPE) and facilitates health screening.

The Inspections Unit conducts annual audits of evidentiary property and unannounced inspections of evidence storage areas; trains personnel on inspections and administrative procedures; conducts OSHA/Safety Inspections and ensures OSHA compliance; processes and investigates SLED vehicle accidents; assists with workers' compensation and evidence procedures; ensures compliance with Commission on Accreditation of Law Enforcement Agencies (CALEA) standards; and conducts property audits and Internal Affairs investigations as necessary; conducts staff inspections and audits; provides an opportunity for the development of practical skills required in the inspection process; provides Personnel Early Warning System (PEWS) training to managers; supervisors and employees, conducts mock and on-site assessments for State Police Accreditation Coalition (PAC) – when possible; manages the process for recording, registering, and controlling Internal Affairs (IA) investigations and complaints; conducts and reviews Internal Affairs complaints against agency personnel; develops and writes safety programs; submits the findings of the accident review board to the Director and other supervisory personnel; promotes safety throughout the agency and improves safety programs.

Homeland Security Operations – The Protective Services/Emergency Management Unit is charged with the responsibility for planning and making law enforcement specific preparations relating to natural disasters, coordinating security for transportation of hazardous materials shipments, and coordinating security for special events. This unit is the responsible authority to ensure the Division's operational compliance with Homeland Security Presidential Directive-5 (HSPD-5) and HSPD-8 as they relate to the Incident Command

System/National Incident Management System. It further provides representation to both the State Counter-terrorism Coordinating Council and the four (4) Regional Counter-terrorism Coordinating Council's for operations purposes. It also coordinates the Division's information sharing through the fusion center. This office also coordinates intelligence gathering and analysis with state and federal agencies. This unit also provides two security details for Executive Protection whose primary objective is to provide for the physical protection of the Governor and First Family and Lt. Governor from all hazards. The South Carolina Information and Intelligence Center (SCIIC) provides the means to gather, analyze, disseminate, and use terrorism information, homeland security information, and law enforcement information relating to terrorism in support of the *Information Sharing Environment Implementation Plan*, Information Sharing Environment (ISE November 2006), to support the National Infrastructure Protection Plan (NIPP) consistent with HSPD-7 as it relates to Critical Infrastructure Identification, Prioritization, and Protection, and to provide timely support and information regarding missing persons and AMBER Alerts to local, state, and federal law enforcement agencies, transportation agencies, broadcasters, the emergency alert systems, etc. in an effort to recover missing and abducted children and vulnerable adults.

Office of Homeland Security – This section coordinates policy, planning, and distribution of federal grants from the Department of Homeland Security. As the State Administrative Agency (SAA) for Homeland Security Grants, SLED created a grants program which is responsible for distributing federal grant funds (\$117 million to date) to local and state first responders and law enforcement entities. South Carolina is recognized by the US Department of Homeland Security (DHS) in its Report from the Task Force on State and Local Homeland Security Funding as one of five states nationally noted for use of innovative and "Best Practices" regarding implementing homeland security measures. Also, according to DHS officials, the submission from South Carolina for the FY06 Homeland Security Grant Program received a high rating compared to all state submissions.

8. Organizational Structure (see Section II, item 1 – pg. 11)

Section III - Elements of Malcolm Baldrige Award

Category 1 – Leadership

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

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

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

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

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

Chief Robert Stewart retired as Chief of SLED November 30, 2007 and Governor Mark Sanford appointed Reginald I. Lloyd as Director of SLED on March 3, 2008. Director Lloyd's senior staff provides leadership and direction needed to carry out the mission, goals, objectives, strategic plan, and resource management initiatives for SLED. Senior leadership within the South Carolina Law Enforcement Division is intimately involved in guiding the organization in setting direction, seeking future opportunities, and monitoring performance excellence.

Senior leadership is responsible for ensuring that SLED remains one of the nation's premier law enforcement agencies, receiving and maintaining the coveted accredited status for both the forensic laboratory and the

agency as a whole. Maintenance of accredited status is proof that Director Lloyd and his leadership team ensure SLED personnel are informed and educated regarding SLED policies, procedures, and practices. SLED has maintained accreditation by the Commission on Accreditation of Law Enforcement Agencies (CALEA) and the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) since 1994. CALEA and ASCLD/LAB dictate maintenance of and compliance with written directives and the required instruction of personnel regarding policy, procedures, and practices. The agency and the employees are required to establish, implement, and comply with approximately 330 written standards to achieve and retain CALEA accreditation and a minimum of 133 criteria to achieve and retain ASCLD/LAB accreditation.

Also in 2005, SLED was the first state criminal investigative agency in the nation to be designated as a CALEA Flagship Agency. SLED obtained back to back Flagship Agency designation after the recent 2008 onsite assessment by CALEA. The Flagship Agency program acknowledges the achievement and expertise of some of the most successful CALEA Accredited public safety agencies, and also provides “flagship examples” to assist other agencies. In September 2004, in addition to achieving ASCLD/LAB reaccreditation of the Forensics Laboratory, the Latent Prints section sought and achieved for the first time accreditation by ASCLD/LAB. The DNA Department continues to maintain compliance with DNA Advisory Board (DAB) standards. SLED must undergo extensive scrutiny by outside inspection teams that audit agency maintenance, implementation, and compliance with all standards. If the agency fails to meet these standards, accredited status is lost. Re-accreditation by these organizations requires a complete review of the agency and laboratory, respectively, including on-site inspections by the inspection teams.

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

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

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

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

SLED also partners with law enforcement associations both statewide and nationally. Our collaboration with state partners includes the South Carolina Sheriffs’ Association; South Carolina Police Chief’s Association, and the South Carolina Law Enforcement Officer’s Association. In addition, SLED continues to work with the South Carolina Victims Assistance Network (SCVAN), Mothers Against Drunken Driving (MADD), and Crime Stoppers to implement preventive measures. SLED works closely with other state governmental agencies which include, but are not limited to, the Budget and Control Board, Department of Revenue, Department of

Alcohol and Other Drug Abuse Services, Department of Corrections, Department of Probation, Parole and Pardon Services, Department of Education, Department of Natural Resources, Attorney General, the Adjutant General, Department of Public Safety, Department of Social Services, Department of Health and Environmental Control, Department of Juvenile Justice, and Department of Transportation. Executive leadership has been and continues to be involved with a variety of state and federal law enforcement committees and commissions directed at increasing coordination, cooperation, and sharing of information and expertise. Those committees, commissions, councils, and advisory boards include:

- South Carolina Counter-terrorism Coordinating Council;
- South Carolina Law Enforcement Training Council;
- South Carolina Law Enforcement Officer Safety Review Task Force;
- South Carolina Safe School Task Force;
- South Carolina Child Fatality Advisory Board;
- South Carolina Vulnerable Adults Fatalities Review Committee;
- South Carolina Adult Protection Coordinating Council;
- South Carolina Prosecution Coordination Commission;
- South Carolina Law Enforcement Hall of Fame Committee;
- State Emergency Response Commission;
- South Carolina Public Safety Coordinating Council;
- Federal Law Enforcement Coordinating Committee;
- Federal Drug Task Force District Coordinating Committee;
- South Carolina Advisory Victim Services Coordinating Committee;
- South Carolina Attorney General's Task Force on Victimization;
- National White Collar Crime/Cyber-crime Advisory Board;
- Violent Crime Task Force Executive Coordinating Committee;
- Regional Expert, Technology Transfer Program, Office of National Control Policy, Counter-drug Technology Assessment Center; and,
- South Carolina Department of Education's Persistently Dangerous Schools Committee.

Category 2 – Strategic Planning

SLED developed a strategic plan which outlined major challenges and strategies, both short and long-term, for addressing these issues. Specifically, since September 11, 2001 complex demands for services and declining public resources have required that the Division carefully research operational alternatives and methodically assess the need for limited resources. Key action plans are outlined in the Strategic Planning chart which starts on page 25.

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

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 Deputy Director with input from all personnel levels. Once per year, the leadership of the agency offers all members the opportunity to contribute ideas or suggestions

pertaining to goals and objectives, which are then reviewed and evaluated for inclusion. A final copy of the goals and objectives is available for all members to examine. An annual evaluation stating the progress made toward the attainment of goals and objectives is required from each functional area and is reported to the Director.

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

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.

SLED Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY07-08 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures
Homeland Security II.A.(8)	Provide timely, efficient, and quality coordination and management of state Counter-terrorism resources; provide manpower and technical assistance to local, state and federal agencies during natural disasters, emergency situations, and terrorist events.	Equip staff with computer software and related items; Acquire Geographic Information Systems (GIS) capability and training for staff and other units critical to Counter-terrorism WMD response; equip staff with computer software and technology.	Fully operational State-level intelligence Fusion Center with joint participation of Federal, State and local LE, health, EM and other HLS stakeholders; State-wide LE incident query system with GIS functions; link analysis applications; robust analysts’ training; 209 Memorandum of Understandings (MOU’s) in place with local LE for information sharing participation; 400 Agents trained in Counter-terrorism; 7 CBRNE exercises and training, 15 CBRNE Responses, 2 nuclear plant reviews; 82 administrative meeting/exercises and plan reviews/revisions; 86

			special events
Missing Persons II.A.(9)	Provide and distribute timely and accurate information regarding missing persons to local, state, and federal law enforcement agencies; transportation agencies; broadcasters; the emergency alert system, etc., in an effort to recover missing and abducted children and vulnerable adults.	Continue to provide missing persons information for dissemination, and to provide statewide AMBER Alert triggering mechanism.	To date, five (5) AMBER alerts have been triggered.
Investigative Services II.A.(1)(6)	Provide timely, efficient, and quality manpower and technical assistance for local, state, and federal law enforcement, prosecutorial, and judicial entities.	This unit seeks to develop in-house training programs to meet critical needs and enhance job performance; explore no cost or low cost educational opportunities; explore cost of professional organization membership in key specialty fields; determine cost to digitize existing case files and investigative records for the Division; provide computers to every investigative agent; utilize a state of the art computerized case management system; conduct an assessment in the component areas of Investigative Services; re-assign agents to identified areas of need, and pending funds, hire into vacancies if necessary; conduct survey to determine	<p><i>SLED Investigative Services</i> – responded to approximately 5,621 requests for assistance or criminal investigations statewide, assisted in over 72 special events requiring substantial numbers of manpower.</p> <p><i>The Computer Crime Center</i> responded to approximately 634 requests for assistance.</p> <p><i>The Child Fatality Unit</i> received 234 intakes for investigations and the</p> <p><i>Vulnerable Adult Investigations Unit</i> received 1064 intakes for investigations.</p> <p><i>State Grand Jury and Insurance Fraud Unit</i> – opened 352 state grand jury or insurance fraud investigations.</p> <p><i>Behavioral Sciences</i> - conducted 914 polygraph tests for criminal cases,</p>

		customer needs and satisfaction.	and 138 requests for psychological profiling were received (of which 60 were threat assessments). The Forensic Art unit prepared 134 composite sketches, 4 facial aging, 1 skull reconstruction, and generated 108 graphics for criminal prosecution/courtroom presentation purposes.
Forensic Services II.B	Provide timely, efficient, and quality technical forensic examination and expert witness testimony for local, state, and federal law enforcement and prosecutorial entities.	Increase laboratory staffing, replace aging instrumentation, add additional instrumentation, and provide training to employees. Maintain accreditation from the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) Legacy program. Continue to maintain compliance with the DNA Advisory Board (DAB) standards. Continue preparation for accreditation through the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) International program.	<p>The overall staffing level was increased in response to growing demands for laboratory services. Additional instrumentation was procured.</p> <p><i>DNA Casework</i> <i>Department- Three (3)</i> DNA analysts completed their training during this period. Additional genetic analysis instrumentation was purchased with federal grant funds. The analysis of 445 backlogged DNA cases was completed using overtime and consumable supplies paid for with federal grant funds. The DNA Department was again found to be in compliance with DNA Advisory Board (DAB) standards.</p> <p><i>DNA Database</i> <i>Department -</i> During FY07-08, the number of DNA profiles entered into the SC Combined DNA Indexing System (CODIS) was increased to 120,444.</p> <p><i>Drug Analysis</i> <i>Department -</i> The Drug Analysis Department received over 7000 cases</p>

		<p>during FY 07-08. In addition to casework, departmental personnel trained and certified 137 local law enforcement officers in marijuana analysis and recertified 74 marijuana analysts.</p> <p><i>Evidence Control Department</i> - During FY 07-08, SLED Evidence Control personnel received, assigned evidence control identifiers to, and distributed 19,363 new cases and returned 66,401 items to agencies.</p> <p><i>Firearms Department</i> – During FY 07-08, digital images of individually marked areas on approximately 921 fired cartridge cases and bullets were entered into the Integrated Ballistic Identification System (IBIS).</p> <p><i>Implied Consent Department</i> - The Implied Consent Department maintains 159 breath alcohol testing devices (BAC Data Master) and videotaping systems (VDS-2) at 120 certified breath testing sites throughout the state. In FY07-08, this Department performed 990 on-site Data Master inspection/maintenance visits and 865 on-site video-recording system inspection/maintenance visits, and completed upgrading the video-recording systems to a</p>
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		<p>digital server. These videos are used as evidence in any legal proceeding, pursuant to S.C. Code of Laws, Section 56-5-2953.</p> <p><i>Latent Prints Department-</i> During the recent fiscal year, this Department continued to utilize the Automated Fingerprint Identification System (AFIS) to search latent prints from criminal cases against state and federal databases, provide crime scene processing assistance, and examine fingerprint, footwear/tire tread and bloodstain pattern evidence. Departmental personnel processed 229 crime scenes during this time.</p> <p><i>Questioned Documents/Photography Department -</i> This Department continued to provide photography assistance and assistance for investigations of fraudulent or altered documents during the recent fiscal year. The Photography section prepared over 3,000 photographic lineups for federal, state, and local law enforcement agencies during FY07-08.</p> <p><i>Toxicology Department -</i> During the review period, the Toxicology Department analyzed over 4900 cases. This accomplishment was largely the result of four (4) additional trained analysts.</p>
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			<p><i>Trace Department - During FY 07-08 the overall backlog of cases decreased for the second year in a row.</i></p>
<p>SLED Data Center II.C</p>	<p>Provide timely, efficient and quality operation of the statewide criminal justice information system in support of local, state, and federal law enforcement, prosecutorial and judicial entities.</p>	<p>Develop and implement agency conversions and encryption. Continue to develop business continuity and disaster recovery. Upgrade the core network infrastructure. Modernize the Legacy Database and migrate to Open Systems. South Carolina Continue to integrate SLED Criminal Justice Information Systems.</p>	<p>Customers of the Criminal Justice Information System (CJIS) are provided immediate access to criminal history information, warrant files, sex offender information, etc., through electronic information sharing. In FY07-08, there are approximately 11,800 criminal justice terminal devices accessing the network; approximately 1M daily electronic transactions through the 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. Law Enforcement Message Switch (LEMS); 447,018 electronic transactions through CATCH (Citizens Access To Criminal History).</p> <p>The Regulatory unit processed 206 contract security and 92 proprietary security business licenses; 460 private investigation business licenses; 427 private investigation employee registrations; 10,732 unarmed, 3,832 armed, 529 upgrades; 704</p>

			<p>temporary security officer registrations; 217 retail pistol dealers; 22,192 concealed weapon permits. There are approximately 66,409 concealed weapon permit holders currently issued a permit to carry in South Carolina. This unit also processed 186 Group I, 21 Group II, 75 Group III, and 9 Group III advanced state constable commissions, and 9 retired SLED agent commissions; 1 coroner and 15 deputy coroner concealed weapon permits; 3 special limited licenses; 1 special weapon permit. In addition, 470 investigations were conducted by this unit.</p>
<p>Special Operations II.A.(4), (1); II.D</p>	<p>Provide quality manpower and technical assistance to all law enforcement; provide a statewide response capability in the areas of tactical operations, aviation, and arson/bomb; oversee compliance with the alcoholic beverage control statutes; investigate applications for alcohol licenses and report findings to the SC Department of Revenue; conduct covert investigations involving illegal activities; such as interdiction of narcotics and other illicit substances and gambling; conduct investigations of criminal violations at the SC Division of Motor Vehicle; assist law</p>	<p>Expand pre-service and in-service training through upgrading skills and knowledge levels of participants and staff, and upgrade visual and audio training aids. Assist in coordination of State Response to CT/WMD Events through specialized training.</p>	<p>Arson/Bomb unit-national average value loss per offense is \$14,910. During the fiscal year ending, June 30, 2008, this unit conducted a total of 764 arson/bomb investigations, of which over 48 were cleared by arrests. The regionalized Bomb unit continues to rapidly respond to request (24/7). <i>Tactical Units</i> – In fiscal year ending June 30, 2008 the Tracking Team responded to 105 calls and 54 persons were apprehended. The Fugitive Task Force investigated 361 cases and arrested 346 fugitives. The SWAT Team responded to 31 calls. The Aviation Unit responded to 561 law enforcement requests for service. <i>Training Unit</i> - In FY 07-</p>

	<p>enforcement agencies and NICB with vehicle examination/identification; and assess and monitor agency personnel training. The inspections unit conducts annual audits of evidentiary property and unannounced inspections of evidence storage areas; trains personnel on administrative procedures regarding OSHA/Safety, vehicle accidents, workers' compensation and evidence procedures; trains SLED personnel on various subject matters, provide training for various law enforcement qualifications and certifications. Provide timely, efficient and quality manpower and technical assistance in the areas of narcotics/alcohol and gaming, and vehicle crimes enforcement for local, state, and federal law enforcement and prosecutorial entities. Provide timely, efficient, and quality technical assistance to licensee and permit holders.</p>		<p>08, the Training Unit provided the following approximate number of training hours to internal and external customers: 4,232 hours of in-service training, 3,888 hours of handgun, rifle, and shotgun training; 1,158 hours of CPR training; 1,572 hours of Criminal Domestic Violence (CDV) training, 384 hours of supervisory training; 344 hours of Constable training; and 814 hours of legal update training. This unit also facilitated the fitting of Personal Protective Ensembles (PPE) to approximately 369 law enforcement personnel, and facilitated the health screening of approximately 187 personnel.</p> <p><i>VICE Unit</i> - conducted approximately 9,830 alcohol and tobacco inspections; 85 tobacco administrative warnings; 292 alcohol complaints; 894 alcohol related arrests; 909 administrative violations and warnings; 109 narcotic complaints; 172 narcotics arrests; seized 442 illegal gaming devices, conducted over 183 lottery related investigations with 7 arrests. Approximately \$323,840 in drugs were purchased or seized and \$190,556 was seized in cash; and \$1,735 of firearms were seized; received and processed 2,221 alcohol licensing applications;</p> <p><i>The Technical Services</i></p>
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			<p><i>Unit</i> – received approximately 1,462 requests for assistance.</p> <p><i>Vehicle Crime Unit</i> – conducted approximately 492 investigations, made 153 arrests, examined and identified 2,553 vehicles, and recouped \$5.3 million in stolen property.</p>
Administration	Provide timely, efficient, and quality administrative support to internal and external customers.	<p>Completed digital upgrades of SLED VHF two-way radio system; upgraded all radio repeaters; completed purchase of 800 MHz portable units to aid in interoperability with local and other state agencies. Implemented law enforcement pay study completed by the Budget and Control Board and funded by the General Assembly. Continue to develop and implement best practices and output measurements consistent with the Governor's overall goals for South Carolina. Developed and implemented a new five year strategic plan.</p>	<p>SLED has consistently received positive approval ratings from its customers. Customer satisfaction surveys have been completed over the last decade whereby the agency's performance has been highly rated. The agency continues to receive good audit reports, positive compliance reviews, and has been nationally accredited and reaccredited through two separate organizations: the Commission on Accreditation for Law Enforcement Agencies (CALEA – reaccreditation received in 2005) and the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB – Re-accreditation received in September 2004).</p> <p><i>Human Resources Unit</i> - During FY 07-08, the Human Resources Unit managed employee files, insurance and other benefits on approximately 588 FTEs; processed 160 hourly and permanent new hires; processed 8,869 applications for</p>

			<p>employment, conducted training on, and implemented the new e-Leave system for SLED employees and supervisors; and managed the processing of 667 Employee Performance Management (EPMS) forms.</p> <p>The agency has met all federally imposed timeframes for homeland security initiatives and funding priorities. SLED has administered approximately \$117 million in Homeland Security Grants to local and state entities to address counter-terrorism needs and has completed a new statewide homeland security assessment and strategy.</p> <p>The Forensic Weapons of Mass Destruction Response Team (FWMDRT) participated in 4 training events and FWMDRT toxicologists analyzed materials from or consulted on over 20 possible WMD cases.</p>
<p>Pass Through Funds (Homeland Security Grants)</p>	<p>Ensure timely award and reimbursement of Homeland Security grant funds to local and state entities. Oversee implementation and funding of the State's Homeland Security Strategy and Assessment.</p>	<p>Complete Assessment and Strategy within timeframes established by Office for Domestic Preparedness (ODP) Award 2003, 2004, and 2005 Grant funds within timeframes established by ODP</p>	<p>Meet Department of Homeland Security requirements for disbursement of funds. Through FY06-07 South Carolina distributed approximately \$117 million in Homeland Security Grant Program funds. . SLED serves as the State Administrative Agency (SAA) for these grant funds. Thus far, SLED has met every timeframe established by</p>

			<p>DHS. SLED is recognized by the US Dept. of Homeland Security in its Report from the Task Force on State and Local Homeland Security Funding as one of five states nationally recognized for use of innovative and "Best Practices" regarding implementing homeland security measures.</p>
<p>Inspections/ Headquarters</p>	<p>To promote integrity, professionalism, and dependability when dealing with the public's needs and concerns, and to effectively and efficiently manage a process for ensuring agency accountability, quality, safety, and National Law Enforcement Accreditation.</p>	<p>Conduct staff inspections and audits. Provide an opportunity for the development of practical skills required in the inspection process. Provide Personnel Early Warning System (PEWS) training to managers, supervisors and employees. Conduct mock and on-site assessments for State Police Accreditation Coalition (PAC) - when possible. Improve the process for recording, registering, and controlling Internal Affairs (IA) investigations and complaints; Conduct and review IA complaints against agency personnel. Develop and write safety programs. Process and review vehicle accidents; submit the findings of the accident review board to the Director and other supervisory personnel. Promote safety throughout the</p>	<p><i>Inspections Unit</i> – During FY 07-08, the Inspections Unit conducted 32 property audits; 44 Policy/Procedure and CALEA compliance visits; 24 Evidence Control Procedure inspections; 59 Line Inspection reviews; 26 OSHA/Safety Inspections; 53 SLED vehicle accident investigations; and 20 Internal Affairs and Complaint investigations.</p>

		agency and improve safety programs.	
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Category 3 – Customer Focus

SLED has an ongoing communications program whereby the management team systematically makes contact with Sheriffs, Chiefs of Police, and Solicitors. Any concerns or complaints presented during visits or conversations are handled immediately by the leadership of the agency. As a result, SLED customer surveys have been very positive. In addition, the management team attends annual statewide association meetings with the sheriffs, chiefs, and solicitors, as well as other local law enforcement associations.

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

- The most recent customer satisfaction survey conducted in 2007 indicated broad support by police chiefs, sheriffs, and solicitors regarding the services SLED is providing to their departments and agencies. There is every expectation that the 2010 survey will show continued improvement and support.

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

Ongoing communications with sheriffs, chiefs of police, solicitors, fire chiefs, and other first responders continues. In addition, SLED management attends many annual statewide association meetings with the Sheriffs, Chiefs, and Solicitors as well as other local law enforcement and first responder associations. Further, SLED Captains are encouraged to routinely visit with local law enforcement officials in order to maintain a close working relationship. Any concerns and/or complaints presented during visits or conversations are handled immediately by the Director and the leadership of the agency. The success of this effort is demonstrated by the positive feedback received through SLED customer surveys.

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

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.

SLED continues to update information on the internet for easy access by the public. Frequently asked questions are outlined and answered; Counter-terrorism links have been established; AMBER Alert information is available; CWP laws, reciprocity, and other information is available; the Sex Offender Registry is readily

available for review, and connectivity to the National Sex Offender Public Registry and is made accessible to the South Carolina public; criminal history checks are available on-line; detailed crime statistics are provided; implied consent data and other information relating to the SLED breath alcohol testing program is available; and, other agency information is made available on the SLED Web site. SLED continues to address access issues in an effort to provide the citizens with timely and useful information as it pertains to criminal activity.

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

Category 4 – Measurement, Analysis, and Knowledge Management

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

Forensic Services Laboratory – Operations, processes, and systems are selected for measurement based on the functions of a particular program. All departments, except the Evidence Control Department and the Implied Consent Department, analyze laboratory cases. Therefore, case-related information is routinely used for measurement. The new Laboratory Information Management System (LIMS) permits monitoring cases and items received/completed. A case consists of all physical evidence from a single criminal investigation submitted for crime laboratory analysis. An item is an individual piece of physical evidence from a case. Prior to FY 06-07, a different LIMS was used and cases and service requests received/completed were measured. Service requests are the analyses requested on individual items in the case. Each case has a varied number of submissions, items, and service requests. The Latent Prints Department also monitors crime scenes processed since this task is vital to its mission.

The mission of the Implied Consent Department involves the certification, inspection, and maintenance of breath alcohol testing devices and video recording systems. Therefore, specialized data relating to these functions is maintained and produced for public access on the internet.

In addition, data is collected concerning the quality of the product and services. While the amount of work produced is important, it is equally critical that the work performed is of the highest quality. The Forensic Services Laboratory Quality Manager oversees data collection for the quality assurance process. Courtroom testimony of each employee is monitored yearly. Laboratory accreditation requires SLED Forensic Services Laboratory to comply with a minimum of 133 criteria to retain accredited status with American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). Further, Forensic departments have passed all applicable standards including the DNA analysis standards set by the DNA Advisory Board.

SLED Data Center - Central to State Law Enforcement information sharing, its purpose is to ensure data that is accurate, complete, and timely. The reliability and utility of Data Center processes, products, and services are diminished when any of these elements (i.e., accuracy, completeness, or timeliness) are missing.

Investigations – Investigations uses performance-based measurements as well as accreditation standards to form a base line for management decisions. Performance-based measurements are a direct reflection of the work product generated by the components that make up Investigations. 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.

Investigations uses trend analysis for projecting and planning resource allocation for routine caseload/requests and inquiries for peak work periods such as the annual hurricane season and Myrtle Beach and the Atlantic

Beach bike weeks. When the agency is able to predict workload, adequate resource allocation and deployment is relatively straightforward, and the agency is able to use historical information to assist in determining potential resource allocation. However, unpredictable situations, 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. All agents have received required training in the Incident Command System (ICS) format at ICS levels commensurate with their command status. The Incident Command System is utilized by SLED during major operations and responses to natural disasters, and allows for a consistent, orderly, and organized response to planned or unplanned events and investigations.

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

Because the *Investigations* section is customer driven it has become paramount to use any and all data available to reallocate and reprioritize agents and programs to meet the challenge of the dynamics involved in responding to requests by our customers.

Special Operations – The Special Operations Units use performance-based measurements as well as accreditation standards to form a base line for management decisions. Performance-based measurements are a direct reflection of the work product generated by the components that make 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.

Homeland Security Operations – An important part of the Counter-terrorism mission is information sharing, intelligence analysis, and linking of data. This is accomplished by participation on the South Carolina Joint Terrorism Task Force (JTTF), and use of intelligence received from the U.S. Department of Homeland Security and various other sources. SLED intelligence agents and SCIIC (South Carolina Information and Intelligence Exchange) personnel analyze the data and generate intelligence products, which are shared with our public and private partners. This information is used in an attempt to detect, prevent, prepare for, protect against, and respond to violence or threats of violence from terrorist activities. The Protective Services/Emergency Management Unit coordinates information sharing directly with critical infrastructure partners from the private sector when a threat level changes.

2. *What are your key measures?*

Forensic Services Laboratory - Various key measures are used to gauge performance in accomplishing the laboratory's mission. One significant measure of mission accomplishment involves laboratory accreditation. The laboratory has been continuously accredited since 1994 by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB), and most recently achieved reaccreditation in September 2004. These accreditation standards currently include 130 criteria of which 91 are "Essential" criteria. Accredited laboratories must achieve 100% compliance with "Essential" criteria. Compliance is measured both during external inspections conducted every five years and annual internal inspections. The laboratory has 100% compliance with "Essential" criteria.

The laboratory is also subject to various standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA). The laboratory is in compliance with all necessary CALEA standards. The DNA Laboratory has also met all criteria set forth by the DNA Advisory Board (DAB), a standards unit coordinated by the FBI.

A measure of mission accomplishment involves the laboratory cases assigned and closed by a department for a given time period. During the past fiscal year, individual laboratory departments received 23,646 cases and completed 23,221 cases. It should be noted that some completed cases in the tables provided were submitted in prior years yet completed in this fiscal year. Another important factor to note is that simple and less cumbersome cases may be completed within shorter timeframes; however, more complex cases requiring extensive testing may take significantly longer to complete. The length of time required to complete a case is dependent on many factors, some of which are not controlled by the laboratory (e.g. number and type of analyses requested per case, complexity of each case, submission of proper subject standards, etc.).

In addition, the number of items per department is monitored. Each laboratory case may involve multiple items. During the past fiscal year, individual laboratory departments received 67,346 items and completed 68,241 items. It should be noted that the length of time to complete analysis of an item can vary greatly and depends on many factors. Analysis of an item may be delayed pending submission of appropriate standards from the submitting agency or completion of analysis by another laboratory department.

SLED Data Center - key measures for the SLED Data Center are best represented by the number of user agencies and secure devices with approved connectivity to the SLED intranet and the ability of citizens to access important data. New performance metrics are being implemented to capture trends for process improvement.

Investigations – Key measures for *Investigations* are focused on customer request fulfillment, and include the following achievements in the fiscal year ending June 30, 2008. The Forensic Art Unit was requested to prepare a total of 134 composites, 1 skull reconstruction, 4 age progressions and 108 graphics for courtroom presentation. The Polygraph Section scheduled 1,154 tests, conducted 914 tests. The Behavioral Science Unit opened 138 cases, of which 60 were threat assessments. The Tactical Units provide immediate support. The Insurance Fraud Unit opened 304 new cases. The four Investigative Regions responded to numerous requests, including criminal investigations, child fatality investigations, jury sequestration, and special events. Statewide special event planning, including marches, high profile events, and natural disaster management, require coordination between the Protective Services/Emergency Management Unit and the other units of Investigations, especially the Investigative Regions. In the fiscal year ending June 30, 2008, units of Investigations responded to 72 special events requiring the deployment of large numbers of manpower assets. The Vulnerable Adult Investigations Unit as of June 30, 2008, has received 1064 intakes. Of those, 465 were opened as SLED VAIU investigations. The SLED Child Fatality Unit received 234 intakes which were forwarded to the Investigative Regions for investigation. The Computer Crime Center examined and investigated 634 cases this past year. The Computer Evidence Recovery Unit within the center has examined 616 pieces of evidence with a combined excess of 25.891 terabytes of data.

Special Operations - Mission accomplishment is determined by a measurable reduction in the number of establishments selling alcohol to minors and a measurable increase in enforcement efforts regarding minors in possession of alcohol. In FY07-08 442 illegal gambling machines were seized. During FY07-08, VICE was responsible for over 894 alcohol related arrests, 9,830 alcohol inspections, 172 narcotics arrests and approximately \$323,840 in drugs were purchased or seized and \$190,556 was seized in cash. The unit continues to actively enforce laws governing alcohol sales to minors. Arson/Bomb investigated a total of 764, of which 48 cases were cleared by arrest. Currently, the national average loss per arson case is \$14,910. The

Tracking Team responded to 105 calls and 54 persons were apprehended, The Fugitive Task Force investigated 362 cases and arrested 346 fugitives, the SWAT team responded to 31 calls and the Aviation Unit responded to 561 law enforcement requests for service. The Training Unit provides timely, efficient and quality law enforcement instruction to SLED personnel, as well as to law enforcement personnel from other agencies in South Carolina. The topics covered and skills taught include Firearms and Driving training, CPR certification, Criminal Domestic Violence updates, Legal updates, and Yearly In-Service Training updates. During FY 07-08, the Training Unit provided the following approximate number of training hours to internal and external customers: 4,232 hours of in-service training, 3,888 hours of handgun, rifle, and shotgun training; 1,158 hours of CPR training; 1,572 hours of Criminal Domestic Violence (CDV) training, 384 hours of supervisory training, 344 hours of Constable training; and 814 hours of legal update training. This unit also facilitated the fitting of Personal Protective Ensembles (PPE) to approximately 369 law enforcement personnel, and facilitated the health screening of approximately 187 personnel.

Homeland Security Operations – Key measures for Homeland Security Operations include the use of comparative data furnished by various federal and state agencies. This data is used to compare the programmatic performance of the Homeland Security Operations against other federal and state initiatives. Leadership is trained to detect, and authorized to correct, any noted deficiencies. Additional key measures include examination of performance levels by review of work products, success of projects administered, and customer satisfaction. The state counter-terrorism strategy is based on assessments and guidance from the State and Regional Counter-terrorism Coordinating Councils and the U. S. Department of Homeland Security. The Office of Counter-terrorism utilizes the state strategy to judge unit performance. The Information and Intelligence Center assisted with five (5) Amber Alert cases, 652 Crime Stoppers, and 1,637 Fusion Center requests in 2008.

Inspections Unit - The Inspections Unit conducts annual audits of evidentiary property and unannounced inspections of evidence storage areas; trains personnel on inspections and administrative procedures; conducts OSHA/Safety Inspections and ensures OSHA compliance; processes and investigates SLED vehicle accidents; assists with workers' compensation and evidence procedures; ensures compliance with Commission on Accreditation of Law Enforcement Agencies (CALEA) standards; and conducts property audits and Internal Affairs investigations as necessary; conducts staff inspections and audits; provides an opportunity for the development of practical skills required in the inspection process; provides Personnel Early Warning System (PEWS) training to managers; supervisors and employees; conducts mock and on-site assessments for State Police Accreditation Coalition (PAC) – when possible; manages the process for recording, registering, and controlling Internal Affairs (IA) investigations and complaints; conducts and reviews Internal Affairs complaints against agency personnel; develops and writes safety programs; submits the findings of the accident review board to the Director and other supervisory personnel; promotes safety throughout the agency and improves safety programs. During FY 07-08, the Inspections Unit conducted 22 field observations; 32 property audits; 4 on site CALEA/PAC Assessment Inspections; 4 Inspections and Evidence training sessions for supervisors and managers; 12 unannounced evidence storage area inspections; 6 crisis manager meetings; 9 safety risk analyses; 44 Policy/Procedure and CALEA compliance visits; 24 Evidence Control Procedure inspections; 678 driver's record reviews; 59 Line Inspection reviews; 26 OSHA/Safety Inspections; 53 SLED vehicle accident investigations; and 20 Internal Affairs and Complaint investigations.

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

Forensic Services Laboratory – With a new Laboratory Information Management System (LIMS) accuracy and validity of data is improved. Forensic Services Laboratory personnel periodically verify selected data. Any

problems with data encountered are reported and each case is investigated to determine if other data may be involved, and to determine a path for corrective action. Data problems are discussed during the laboratory staff meetings so all departments can be aware of these issues. The Laboratory Quality Manager distributes a quarterly departmental quality report that is verified by departmental supervisors.

SLED Data Center - System users are trained and certified to promote data quality. Certain National Crime Information Center (NCIC) record entries and Sex Offender Registry (SOR) records require second party verification. Records are retained in the system in accordance with FBI established schedules and must be periodically validated. Personnel assigned to SLED Data Center conduct investigations of federal laws and user agreements as it pertains to the integrity of data and the networks on which the data is transmitted. Information security requirements address personnel issues, physical complex, and technical security. Data Center staff members review NCIC and sex offender registry records based on questions from customers and citizens, and conduct periodic audits of all suppliers. In addition, operating rules require confirmation of records regarding wanted persons and property prior to making an arrest or seizing property. 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

Investigations - Investigations utilizes a computer-based program to track case assignments. Each case is assigned a case number and is tracked by a supervisor until it has been properly organized, completed, and closed. Investigations has implemented necessary procedures and related forms specifically used by agents and case supervisors to ensure completeness, thoroughness, and timeliness of each investigation. Casework is reviewed throughout the investigative process to ensure a quality product. The number of cases assigned to a particular agent is managed through this system to ensure an equitable distribution of work. Standardized monthly reports from departments are prepared and disseminated to the Major in charge of Investigations. These comprehensive reports are reviewed for evidence of trends or significant changes. A significant change is analyzed for indications that departments/personnel may be experiencing variations in workload or other problems. If a deficiency is noted as a result of this analysis, agents are asked to take corrective action. The acquisition of a computerized case management system through grant funding is in the beta testing phase and scheduled to go on line in FY08-09. Additionally, mobile computers for investigative agents has enhanced agents' ability to track cases and facilitate the delivery of case material and management from the field. This process will over time, result in savings as we move toward a paperless system. Other benefits will include near real time ability to transmit case related material for review, thereby lessening the necessity for physical meetings and result in fuel savings and time.

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

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

Forensic Services Laboratory – The use of data/information analysis allows the laboratory to determine the relationship between the number of work requests received and the amount of work produced. To accomplish this, the number of laboratory cases and individual items are monitored by department and by employee. For the Implied Consent Department, the number of inspection, certification, and maintenance calls is tracked for the department and for each employee. This data/information analysis allows management to determine if equipment and personnel are properly allocated. This data also demonstrates the amount of work performed by

each employee and analysis of this data assists the departmental supervisor in management and supervision of the department. Departmental supervisors, the Laboratory Quality Manager, and Forensic Administration personnel routinely review quality information. A yearly quality system review is performed. During this review, laboratory management personnel review quality audits and other pertinent information; based on this review, appropriate actions and/or decisions are made.

SLED Data Center – In mission critical areas, monthly reports from the Sex Offender Registry (SOR), the South Carolina Incident Based Reporting System (SCIBRS), and the South Carolina Information and Intelligence Center (SCIIC) are prepared and disseminated to the Data Center and Director of SLED. These reports are being modified to provide better granularity for trends or significant changes.

Investigations – Standardized, comprehensive monthly reports are required from every component within Investigations. These reports include newly assigned cases, active cases, training given and training received, special assignments, special operations, special events, court time, case reviews and supervisory contacts. This information is reviewed and evaluated by the Major in charge of Investigations. This data and statistics are analyzed for case management, case allocation, specific problem areas within the regions, overtime evaluation and insuring that the goals and mission of Investigations are maintained. This information is disseminated by the Major at the bi-monthly team meetings as part of information sharing and communication between all components within Investigations.

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

Homeland Security Operations – This office monitors reports, intelligence processes, and planning documents to ensure that quality services are provided. Skilled and trained leadership personnel recognize operational and administrative deficiencies by reviewing all work products. In the event an error is noted, agents are requested to take corrective actions. The work products are measured against known standards for content, operability, and administrative correctness.

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

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

SLED Data Center - Comparative data is identified through membership in professional bodies such as SEARCH, the Consortium for Criminal Justice Information and Statistics. SEARCH regularly contracts with

the United States Department of Justice to survey and analyze similar functions in all states. Such comparisons indicate strengths and areas that require attention. Leadership is trained to detect, and authorized to correct any noted deficiencies.

Investigations - Comparative data is identified through membership in professional associations throughout the investigative arena allowing the various units to draw on critical information. Investigations is also subject to the standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA). Investigative Investigations units have passed all necessary CALEA standards. Leadership is trained to detect, and authorized to correct any noted deficiencies.

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

Homeland Security Operations – This group uses comparative data furnished by various federal and state agencies. This data is used to compare the Homeland Security Operations’ programmatic performance against other federal and state initiatives. Leadership is trained to detect, and authorized to correct, any noted deficiencies.

Category 5 – Human Resource Focus

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

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

Human Resource Focus: SLED has an organizational structure and job design that promotes flexibility through cross-training personnel; multi-layering of systems for customer service; multi-shifts to ensure access; and a stringent hiring and promotion policy which is geared toward hiring, promoting, and retaining excellent employees. Implementation of a promotional track for SLED agents to move through a pay plan based on performance and tenure has also been affected. After four years of being an Agent, the agent is eligible to move to an Agent II and after 10 years to an Agent III. Once an Agent III, the individual is eligible for a supervisory position within the agency. After two years, a Forensic Scientist I is eligible to become a Forensic Scientist II. After three years, a Forensic Scientist II is eligible to become a Forensic Scientist III. Forensic Scientist IIIs are eligible for supervisory positions.

The agency Director relays budget updates to supervisory SLED agents in an effort to keep them fully informed of the budgetary process. A retirement incentive program continues to be utilized to retain experienced personnel at a reduced cost to the agency. SLED continues to realize financial savings under its Retirement Incentive initiative.

Employee compensation is important to the leadership of SLED. Parity with our southeastern counterparts and among other state level law enforcement agencies regarding compensation is extremely important to recruiting, hiring, and retention. The Division is committed to its dedicated employees, as well as to attracting well-trained and experienced officers. SLED developed and established a stringent hiring and promotion policy, which is

geared toward hiring, promoting, and retaining excellent employees. SLED, in conjunction with the Budget and Control Board, Office of Human Resources, routinely reviews agency hiring and promotion policies and procedures for any improvements. The Division continuously updates policies and procedures in an effort to streamline, reduce subjectivity, and increase integrity of the process.

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

Because morale, loyalty, commitment, dedication, and innovation are critical to the success of SLED, an Awards Program was established to recognize individual accomplishments, both for our internal and external customers. SLED expects and receives a high level of commitment from all of its employees. The agency recognizes employees that serve the state with longevity, integrity, distinction, and innovation. SLED provides for Service Awards, 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 was recently reorganized to consist of five members. Employees are recognized quarterly and awards are presented in the spring, summer, fall, and winter. The committee reviews all "Letters of Recommendation for the Superior Accomplishment Award". The committee makes recommendations to the Director 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".

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

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. Awards are typically given to individual employees; specific departments have also been recognized for their outstanding collective efforts.

Special achievement is also noted through the use of memoranda and recognition during staff meetings. In addition, laboratory management encourages the use of informal commendations for exceptional performance of employees. The SLED Forensic Services Laboratory Director communicates acknowledgments for exceptional work.

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

informal discussions.

SLED Data Center – CJIS management personnel practice situational leadership in which each action or inaction is evaluated on its own merits and the readiness of the subordinate employee to act independently. Employees that require more direction are given proper assistance, but are constantly monitored for opportunities to delegate greater decision-making authority. Generally, this approach resonates with employees who respond accordingly and begin to achieve their potential. Since this program includes technical responsibilities, training is essential for employees to remain proficient and continue to develop. Further daily staff meetings require each responsible supervisor to report on issues that affect another supervisor's area of assignment. The greatest motivating factor has been grant money that enables employees to accomplish the agency's mission.

Investigations - The agents assigned to Investigations are its greatest assets. Customer satisfaction through superior work product is a testament to the agents and associates assigned to this department. The different components that make up the Investigations department allow for employee growth and diversity. In some cases, agents with little or no law enforcement experience may be hired and assigned to departments to develop the skills necessary to become a SLED investigator. In other cases experienced agents (such as retired Federal Agents) may be hired for positions such as those assigned to the State Grand Jury Corruption Unit. This diversity allows Investigations 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. Within Investigations, any Agent who exemplifies himself/herself and SLED by way of noteworthy act or achievement is commended with a Major's Significance Service Award Commendation. This commendation is presented in front of the Agent's peers. SLED has maintained a stringent hiring and promotion policy, which is geared toward hiring, promoting, and retaining excellent employees. Additionally, every supervisor is encouraged to prepare each employee under him/her to become the next supervisor.

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

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

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

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

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

SLED Data Center - Managers base training needs on functional requirements. Basic training is conducted for new employees during the probationary period of employment and consists of both informal on the job training and formal training with a structured curriculum given in a classroom setting. If the employee works with NCIC, they must attend the 40-hour NCIC training and become certified as an NCIC operator. If the employee is assigned to the State Identification Bureau (SIB), he or she must attend instruction in receiving and processing fingerprints. Those employees working with the Sex Offender Registry must attend training involving state and federal statutes. Training must also follow or precede technology refreshment with particular attention to specific new skill sets required. This training is normally obtained from commercial schools or a contractor. Training for technical staff is extensive and is funded through federal grants.

Investigations – The Director ensures all personnel, sworn and non-sworn, receive training as needed. He has continued the in-service training the Division has utilized in the past, which includes legal updates, enforcement updates, weapons and vehicle qualification. Other employee training includes: operational and management training for sworn and non-sworn personnel consisting of skills training, supervisory training, customer service, quality training, interviewing techniques, policies and procedures updating, etc. When possible, SLED utilizes the train-the-trainer approach. This method allows the agency to receive training at a reduce cost by sending a limited number of personnel to attend classes and return to the agency to teach others. To ensure newly hired agents are properly prepared for the many and varied duties and functions required of a SLED agent, a New Agent Orientation manual and a Field Training Manual have been implemented. Supervisory training is conducted bi-monthly, with input from the various components of Investigations. This type of communication and information sharing results in promoting efficiency and professionalism, as well as ensuring a unified message throughout this section. Continual in-house training conducted by SLED personnel, experts in their fields, ensures well rounded, knowledgeable agents, competent in a variety of law enforcement techniques and testing procedures.

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

Homeland Security Operations - Key training and developmental needs are identified by review of reports and other work products, performance evaluations, and regularly scheduled unit and individual meetings. Fast changing and specialized law enforcement requirements dictate training frequency and proficiency levels. The unit also has the responsibility for insuring mandated US Department of Homeland Security (DHS) training initiatives, such as Homeland Security Presidential Directive-5 (HSPD-5) and HSPD-8, which is delivered to the agency and that they comply with DHS Standards for Incident Command System (ICS).

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

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

SLED Data Center - 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.

Investigations - Employees are encouraged to take advantage of both horizontal and vertical lines of communications. Supervisors are encouraged to routinely communicate with personnel at all levels within their department. This provides an informal mechanism for employees to express concerns and gives management a direct conduit to employees. Team Meetings are held bi-monthly to exchange information, identify and solve issues involving investigative services, maintain consistency within the section, and develop accountability.

Special Operations – 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 Director, are always open. This provides an informal mechanism for employees to express concerns and gives management a direct conduit to employees.

Homeland Security Operations – This group uses performance evaluations and individual meetings to address employee well being, job satisfaction, and motivation issues. The Major for this office, with portions of this unit housed away from the main campus, spends quality time on a bi-weekly basis visiting personally with staff members at their work stations. All staff members are informed through the agency’s “open door” policy and are encouraged to see the Major at anytime, with or without an appointment.

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

The SLED Inspections Unit, located in the Professional Development group, is responsible for ensuring that employees adhere to all OSHA/safety standards. A safe and healthy work environment is maintained through safety training and inspections of facilities. This unit conducted 20 annual audits of evidentiary property and 12 unannounced inspections of evidence storage areas, conducted 26 OSHA/Safety inspections, revised the Fire and Safety Plan, and trained 14 SLED Crisis Managers. Several Headquarters personnel have been trained to operate a centrally located automated external defibrillator (AED).

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

SLED Data Center - 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.

Investigations - Safety is always a concern of any law enforcement agent, who, by the nature of their job, may be put in harms way at a moments notice. Training is critical to safety. Through workplace safety training programs and supplemental health services, SLED provides a comprehensive health and safety program for all

personnel. SLED operated a comprehensive safety program to assure compliance with all OSHA regulations as well as all fire and safety codes within the work environment. Investigations participates in all programs offered by the Inspections section and their safety director. In addition to the safety programs, Investigations complies with and completes all work pace audits as requested by Inspections.

Homeland Security Operations – Homeland Security Operations addresses safety needs through training and ensuring that employees are informed and adhere to all agency provisions relating to workplace safety. All employees participate in agency safety and wellness programs.

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

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

SLED Data Center - SLED Data Center participated fully with national and state justice data and law enforcement communities. A sub-unit of the Data Center maintains active membership in a justice information committee that is comprised of numerous criminal justice organizations from both the state and local levels. The Data Center participates in the NCIC advisory process (Southern Working Group), Compact Council, and represents the State of South Carolina in the SEARCH organization, the Criminal Justice Information and Statistics Consortium, and the NCIC. Improvement in assignment of “terminal agency coordinators (TAC)” to act as a liaison between the Data Center and the user agencies is needed for accountability and responsibility. The FBI requires each agency to also have an employee designated as their Information Security Officer (ISO) for technical security of their IT systems and connectivity to SLED Data Center. Periodic meeting now include the agency ISOs and TAC who are included at meetings giving representation opportunities for the Data Center to receive community input.

Investigative Services - SLED participates in various training exercises and/or provides training for law enforcement agencies and personnel, forensic scientists, licensees, and permit holders. SLED has developed a program for providing Officer Survival Schools for local, state and federal level law enforcement (in-state and out-of-state). SLED developed an in-house training course on interviewing. This course was requested and presented to local and regional law enforcement. The interviewing course was also made available to other state agencies. Requests from various state and law enforcement agencies continue for the Interview Course. Child Fatality training programs for medical personnel, attorneys, and law enforcement personnel representing approximately 300 are offered annually regarding child abuse, child neglect, and child death investigations. The Polygraph section trained 10 law enforcement interns and licensed 80 examiners per state statute. Behavioral Sciences continues to provide training to psychological profilers nationwide and worldwide. SLED’s three Behavioral Scientists are part of the current curriculum for Behavioral Sciences in training through the International Criminal Investigative Analysts Fellowship. The Forensic Art staff trains officers at the FBI Academy in Quantico, Virginia; and, offers lectures at the University of South Carolina and the Medical University of South Carolina on an annual basis.

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

NICB with vehicle examination/identification and assess and monitor agency personnel training. Additionally, the Training Unit provides timely, efficient, and quality law enforcement instruction to SLED personnel, as well as to law enforcement personnel from other agencies in South Carolina. The topics covered and skills taught include Firearms and Driving training, CPR certification, Criminal Domestic Violence updates, Legal updates, and Yearly In-Service Training updates.

Homeland Security Operations – Homeland Security Operations agents make numerous presentations in local community venues regarding public awareness of terrorism and initiatives of the South Carolina Counter-terrorism program.

Category 6 – Process Management

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

The *Forensic Services Laboratory* continuously looks for ways to utilize technology to assist in the delivery of services. The laboratory has utilized a Laboratory Information Management System (LIMS) since 1993. A new Laboratory Information Management System was installed during FY05-06. Also, an electronic Evidence Submission Manual was published on CD for use by agencies throughout the state during FY 05-06.

The Forensic Services Laboratory has also expanded its use of the SLED Web site within recent years. Increased use of the Web site streamlines information delivery for our customers and allows laboratory employees to spend more time on casework analysis. The Implied Consent Department maintains extensive records for breath alcohol testing devices and videotaping systems on the SLED Web site (<http://www.sled.sc.gov>). This action has greatly reduced the number of Freedom of Information Act (FOIA) requests for this department, thereby allowing this department to concentrate on other duties. The laboratory intends to continue the expanded use of the SLED Web site.

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

The laboratory remains current with technological advancements through the use of federal grants and other funds.

SLED Data Center – The key design and delivery processes used by the Data Center are currently established either by long standing discipline standards or by federally mandated protocols. In the State Identification Bureau, manual classification follows a standard that is established within the field of fingerprint identification known as the “Henry” system. SLED now uses an automated process that follows the American National Standards Institute and National Institute of Standards and Technology (ANSI_NIST) standards; these standards have largely replaced the manual system of classification. These standards also control identification product design. Because criminal history records are maintained in a distributed system in which local agencies report to a State Identification Bureau (SIB) in each state, and SIBs report to the FBI, the delivery system is mandated from the top down. The FBI sets the initial requirement and SLED Data Center passes it down to its customers. Crime reporting operates in the same way. The FBI sets national standards in its National Incident Based Reporting System (NIBRS) and the Data Center Uniform Crime Reporting (UCR) section passes it down to its suppliers/customers. This is also true for the SLED Information Technology data network. Information Technology is an independent network, but it has interfaces with national systems (NLETS and NCIC) that

drive the design and delivery processes. Changes are developed through a membership group with NLETS and an advisory process for NCIC. Once approved through these processes, the SLED Data Center 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. The Data Center has taken on a new intra-agency role to standardize issue and control cellular devices. This strategic move will allow for an improved and better coordinated implementation of wireless technologies.

Investigations - The use of computers in the field has increased productivity by allowing agents to type reports, memoranda, and complete forms in less time and without additional administrative support. This greatly enhances our ability to deliver a timely product to our customers. During the fiscal year ending June 30, 2006, a computer was purchased for every investigatory agent. Every investigative report is placed on the server for case review and quality control. As a result, turn around time for completion of these reports have been dramatically reduced because changes or corrections are done on the computer rather than sending the reports back to the case agent. In addition, a new computerized case management system is being developed to SLED's specification and is set to go online during the first part of FY07-08.

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

Also, Investigations has revised how case reports and files are generated and presented to customers. Based on this review, a comprehensive report format has been developed as a guideline for each component of Investigations. Additionally, cost saving measures such as inserting attachment pages instead of tabbing pages, and printing a case cover instead of using loose-leaf notebooks, have been implemented. These measures will save money as well as standardize case files in an aesthetic and practical package. The new computerized Case Management System, which is expected to be fully operational in fiscal year 08-09, will further expedite the delivery process and product appearance and efficiency.

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

Special Operations - 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.

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

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

Forensic Services Laboratory - Many initiatives are used to ensure efficient delivery of daily services. The use of LIMS and increased use of laboratory automation aids greatly in this pursuit. The laboratory uses analytical instrumentation that allows for automated operation (e.g. auto samplers). This automated operation means the instrumentation performs analyses while the examiner is performing other casework and can produce data to be

reviewed at a later time. Another initiative involves the assignment of cases. New cases are typically rotated among examiners, but due to the specific demands of drug analysis, examiners are assigned cases by county. Each department evaluates the best methods to deliver services in the most efficient manner. The Toxicology Department has 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.

SLED Data Center— This unit operates a 24-hour by 7-day-a-week control room to monitor network activity and to provide assistance to local law enforcement. Our customers immediately notify the control room of any network or system difficulties. Keeping the system operating at acceptable levels requires contractor maintenance for hardware and software, and system monitoring.

Investigations – Services delivery ranges from immediate response, when necessary, with manpower or component services, to scheduled appointment dates for assistance in the Behavioral Sciences section to major case investigation within the SLED Investigative Regions, some lasting months and possibly years. Assigned on call agents within every component of Investigations assures an appropriate and timely response to customer requests for services at any hour of any day.

Special Operations – This department is directed to provide law enforcement services whenever requested by local, state, and federal law enforcement, and to the community and businesses. The Special Operations Units monitor and assess cutting edge service delivery methods and techniques for potential use. Two such methods are used in the SLED Vice Unit. During FY07-08, VICE was responsible for approximately 1,073 arrests, 9,830 inspections and over \$323,840 in drugs were purchased or seized. Also, this unit seized \$190,556 in cash. The unit continues to actively enforce laws governing alcohol sales to minors.

In FY 07-08, the *Training Unit* provided the following approximate number of training hours to internal and external customers: 4,232 hours of in-service training, 3,888 hours of handgun, rifle, and shotgun training; 1,158 hours of CPR training; 1,572 hours of Criminal Domestic Violence (CDV) training, 384 hours of supervisory training; 344 hours of Constable training; and 814 hours of legal update training. This unit also facilitated the fitting of Personal Protective Ensembles (PPE) to approximately 369 law enforcement personnel, and facilitated the health screening of approximately 187 personnel.

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

Category 7 – Results

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

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

Forensic Services Laboratory - During the last year, laboratory personnel received numerous commendation letters from various elements of the criminal justice community. These letters discuss employees' professionalism and scientific expertise along with other desirable qualities. Another measure of customer satisfaction involves court testimony reviews. Accreditation standards of the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) require that each employee who testifies

be monitored. The laboratory has designed a form to evaluate the quality of the expert witness testimony provided. These forms are completed by SLED personnel, but also are completed by other criminal justice personnel (prosecutors, defense attorneys, etc.). The person testifying is given an overall rating of excellent, satisfactory, or needs improvement. These completed forms, both internal and external, consistently rate the performance of our employees as excellent.

Criminal Justice Information System (CJIS) - The most critical measure of customer satisfaction is the response time for messages moving through the two primary network interfaces. When a trooper, deputy sheriff, or police officer approaches a suspicious vehicle or other dangerous situation, it is imperative that the system is in operation and is operating efficiently. The central site processor is operational, close to 100% (less preventive or corrective maintenance) and the message response time is three to five seconds for both intrastate and interstate messages.

Investigations - Customer satisfaction is first measured by the outstanding work product produced. In the fiscal year ending June 30, 2008, agents assigned to Investigations components received numerous letters of commendation from our customers, as well as, internal recognition for noteworthy accomplishments. Additionally, letters from Solicitors regarding case review for prosecution often mention the thoroughness of case reports. Employee Management Performance System (EPMS) are continuing to be updated and designed that more accurately reflects work duties and functions of the employee as opposed to generic goals and responsibilities.

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

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

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

Forensic Services Laboratory - Various measures are used to gauge performance in accomplishing the laboratory's mission. One significant measure of mission accomplishment involves laboratory accreditation. The Forensic Services Laboratory has been continuously nationally accredited since 1994 by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). In addition to achieving reaccreditation of the Forensics Laboratory, the Crime Scene Processing section sought and achieved, for the first time, accreditation by ASCLD/LAB. These accreditation standards currently include 130 criteria of which 91 are "Essential" criteria. Accredited laboratories must achieve 100% compliance with "Essential" criteria. Compliance is measured both during external inspections conducted every five years and annual internal inspections. The laboratory has 100% compliance with "Essential" criteria.

The laboratory is also subject to various standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA). The laboratory is in compliance with all necessary CALEA standards. The DNA Laboratory has also met all criteria set forth by the DNA Advisory Board (DAB), a standards unit coordinated by the FBI.

A measure of mission accomplishment involves the laboratory cases assigned and closed by a department for a given time period. During FY07-08, individual laboratory departments received 23,646 cases and completed 23,221 cases. It should be noted that some completed cases in the table below were submitted in prior years. Another important factor to note is that simple and less cumbersome cases may be completed within shorter timeframes; however, more complex cases requiring extensive testing may take substantially longer. The length of time required to complete a case is dependent on many factors, some of which are not controlled by the laboratory (e.g. number of analysis requested per case, complexity of each case, submission of proper subject standards, etc.).

Department	Cases Received 2005-2006	Cases Received 2006-2007	Cases Received 2007-2008	Cases Completed 2005-2006	Cases Completed 2006-2007	Cases Completed 2007-2008
*DNA Casework (formerly DNA Analysis)	2,328	3,800	3,298	1,014	2,323	2,323
**DNA Database		310	520		304	521
Drug Analysis	7,212	7,040	6,982	5,518	5,256	7,627
*Evidence Processing	694	0	0	443	0	0
Firearms	898	1,248	1,072	586	971	1,085
Latent Prints	2,228	1,792	1,896	1,764	1,721	1,793
Questioned Documents/Photography	2,666	3,159	3,700	2,635	3,155	3,686
Toxicology	4,794	4,033	4,966	2,992	4,396	4,925
Trace	1,080	1,220	1,212	898	1,361	1,261
Totals	21,900	22,602	23,646	15,850	19,487	23,221

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

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

In addition, the new Laboratory Information Management System (LIMS) permits monitoring items received/completed. An item is an individual piece of physical evidence from a case. During FY07-08, the laboratory received 67,346 items and completed 68,241 items. Prior to FY 06-07, a different LIMS was used and service requests received/completed were measured. Service requests are the analyses requested on individual items in the case. Each case has a varied number of submissions, items, and service requests. It should be noted that the length of time to complete analysis of an item can vary greatly and depends on many factors. Analysis of an item may be delayed pending submission of appropriate standards from the submitting agency or completion of analysis by another laboratory department.

Department	Requests Received 2005-2006	Items Received 2006-2007	Items Received 2007-2008	Requests Completed 2005-2006	Items Completed 2006-2007	Items Completed 2007-2008
*DNA Casework (formerly DNA Analysis)	15,820	17,689	16,128	10,122	12,891	15,117
**DNA Database		343	560		333	557
Drug Analysis	10,516	9,733	10,568	8,948	9,092	12,500

*Evidence Processing	3,776	0	0	3,254	0	0
Firearms	3,894	4,698	4,719	2,372	3,522	4,607
Latent Prints	11,688	10,225	10,959	11,820	10,259	10,723
Questioned Documents/ Photography	8,868	5,993	5,914	8,866	5,617	5,861
Toxicology	11,632	8,993	10,294	10,226	9,889	10,144
Trace	3,142	8,077	8,204	2,720	9,726	8,732
Totals	69,336	65,751	67,346	58,328	61,329	68,241

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

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

The Latent Prints Department is responsible for the laboratory's crime scene processing responses. Other departments assist this department when added manpower or specialized expertise is needed. SLED Latent Prints personnel are able to respond to requests for this service throughout the state 24 hours a day, 7 days a week. On-call personnel must begin response within 30 minutes of the call. Time expended to process crime scenes depends upon the complexity and the necessity to collect many types of evidence; some may take only a few hours while the majority takes many hours to process. During FY07-08, the Latent Prints Department responded to 229 local and state requests for crime scene processing assistance.

Latent Prints Department – Crime Scene Processing Response				
FY2004	FY 2005	FY 2006	FY 2007	FY 2008
285	238	235	232	229

The Implied Consent Department maintains 159 breath alcohol testing devices (BAC Data Master) and videotaping systems (VDS-2) at 120 certified breath testing sites throughout the state. In FY07-08, this Department performed 990 on-site Data Master Inspection/ maintenance visits and 865 on-site video-recording system inspection/maintenance visits, and completed upgrading the video-recording systems to a digital server. These videos are used as evidence in any legal proceeding, pursuant to S.C. Code of Laws, Section 56-5-2953.

Bac Data Master Maintenance Visits				Bac Data Master Certification				Bac Data Master Remote Inspections			
FY 05	FY 06	FY 07	FY 08	FY 05	FY 06	FY 07	FY 08	FY 05	FY 06	FY 07	FY 08
972	1041	1009	990	20	7	2	6	50	6	46	5

VDS-2 On-site Inspections				VDS-2 Certifications			
FY 05	FY 06	FY 07	FY 08	FY 05	FY 06	FY 07	FY 08
763	787	697	865	20	7	2	2

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

Marijuana Analysts Certified				Marijuana Analysts Recertified			
FY 05	FY 06	FY 07	FY 08	FY 05	FY 06	FY 07	FY 08
120	125	125	137	70	64	83	74

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

Department	Court Testimonies	Court Testimonies	Court Testimonies	Court Testimonies
	2004-2005	2005-2006	2006-2007	2007-2008
*DNA Casework (formerly DNA Analysis)	34	39	76	70
**DNA Database			11	6
Drug Analysis	37	51	37	41
*Evidence (Control and Processing)	11	15	0	0
Evidence Control			6	27
Firearms	38	52	49	52
Forensic Admin.	0	0	4	1
Implied Consent	9	4	8	9
Latent Prints	27	24	25	11
Questioned Docs/Photography	5	8	3	4
Toxicology	46	49	27	31
Trace Evidence	33	42	43	43
Totals	240	284	289	295

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

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

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

Department	Training Events Attended	Training Events Attended	Training Events Attended	Training Events Attended
	2004-2005	2005-2006	2006-2007	2007-2008
*DNA Casework (formerly DNA Analysis)	46	62	38	39
**DNA Database			12	15
Drug Analysis	15	13	9	31
*Evidence (Control and Processing)	3	3	0	0
Evidence Control			2	9
Firearms	19	19	29	14
Forensic Administration	14	17	22	12
Implied Consent	6	3	6	25
Latent Prints	29	48	32	22

Questioned Documents/ Photography	14	21	6	6
Toxicology	18	37	35	86
Trace Evidence	7	15	24	31
Totals	171	238	215	290

* Effective FY 06-07, the DNA Casework Department includes the Evidence Processing Section
 ** Effective FY 06-07, DNA Database is a new Department

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

Forensic Services Training to Outside Agencies	2004-2005	2005-2006	2006-2007	2007-2008
Training Hours Provided to Outside Agencies	3,141	3,539	2,783	5,746

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

SLED Data Center – Metrics are being refined to better capture Data Center performance. Subsequently, mission accomplishment is currently represented by the number of user agencies and secure devices with approved connectivity to our Intranet, the Internet, and wireless devices. Without access, the data are not used and serve no purpose. The use of wireless devices and the Internet reflect two technology changes by the Federal Bureau of Investigation Criminal Justice Information Systems (FBI-CJIS) approved to access NCIC data. Public access for non-criminal justice purposes via the Internet continues to grow. In FY 07-08 the agency conducted near 600,000 criminal background checks by using the CATCH (Citizens Access to Criminal History) via the Internet, US Mail, and walk-ins to SLED Data Center Dissemination business unit. During FY 07-08, Concealed Weapons Permits (CWPs), Private Investigator, and Security Guards applications were divested from the Data Center to form a stand-alone business unit.

Approximately 22,192 Concealable Weapons Permits (CWPs) were issued in FY07-08 and there are now over 66,409 Concealable Weapons Permit (CWP) holders in South Carolina. Regulatory Services commissioned 291 Constables for FY 07-08. Additional goals for Regulatory includes timely action on applications and CWP permit processing; meeting the South Carolina Criminal Justice Academy standards for training and re-certification requirements; responding to community concerns and requests for services and training; assisting victims/witnesses of crime and ensuring their rights; assessing the needs of families, communities, and officers following a police officer shooting; providing requested counseling to the statewide law enforcement community statewide; providing timely response and adequate resource allocation to requests for services; routinely auditing compliance with SLED policies and procedures, statutes, regulations; and other requirements.

Components of Investigations responded to 7,447 calls for assistance or investigations during FY07-88.

- The Forensic Art Unit prepared a total of 134 composites, 1 facial reconstruction, two 1 age progression and 108 graphics for courtroom presentation.
- The Polygraph Section scheduled 1154 tests, conducted 914 tests.
- The Behavioral Science Unit opened 138 cases, 60 of which were threat assessments.
- The Grand Jury and Insurance Fraud Unit opened 352 new state grand jury or insurance fraud cases in the fiscal year ending June 30, 2007.
- The four Regional Investigative Units responded to 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 requires coordination between the Protective Services/Emergency Management Unit and the other units of Investigative Services, especially the Regional Investigative Units. Units of Investigative Services responded to 72 special events requiring the deployment of large numbers of manpower assets, and provided technical support using communications and aviation resources.

Investigative Services	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Requests for Criminal Investigations and assistance	3,299	3,783	3,254	3,268	3,912
Forensic Art	75	41	129	156	139
Behavioral Science	85	79	92	84	198
Polygraph	1,233	1,289	1,227	1,007	914
State Grand Jury	184	290	456	379	352
Vulnerable Adults	N/A	N/A	N/A	499	1,064
Computer Crimes	302	209	210	228	634
Child Fatalities	192	208	203	252	234
Totals	5,370	5,899	5,571	5,873	7,447

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

Special Operations – Mission accomplishment is determined by a measurable reduction in the number of establishments selling alcohol to minors and a measurable increase in enforcement efforts of minors in possession of alcohol. VICE was responsible for over 1,073 arrests, 9,830 inspections, and approximately \$323,840 in drugs were purchased or seized, 38,770 marijuana plants were destroyed with an estimated value of \$77,540,000, and \$190,556 in cash was seized for FY07-08. The unit continues to actively enforce laws governing alcohol sales to minors, and alcohol investigations and licensing.

VICE Enforcement	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Admin. Violations (alcohol)	1,060	1,132	720	819	696
Admin. Warnings Issued	298	248	185	179	213
Alcohol Related Arrests	1,780	1,370	907	1,006	894
Admin. Inspections Conducted	10,506	7,039	4,268	8,838	9,830
Admin. Orders Processed	48	38	59	50	31
Complaints Investigated	627	785	718	710	292
Alcohol Locations Checked	4,734	4,307	3,245	4,593	5,276
Alcohol Violations Detected	785	850	574	726	613
Lottery Complaints	213	248	208	160	183
Lottery Arrests	19	16	20	10	7
Narcotics Complaints	118	169	84	30	109
Narcotics Arrests	580	355	271	275	172
Requests for Technical Services	1,717	997	1,841	2,303	1,462
Video Gaming Cases made after 7/1/00 (seized)	1,025	1,551	1,223	1,824	442
Totals	23,510	19,105	14,323	21,523	19,778

Alcohol Licensing	2004-2005	2005-2006	2006-2007	2007-2008
Applications Processed	3,207	3,188	2,944	2,221
Total	6,013	5,950	5,543	6,481

Charges – Alcohol Enforcement	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Use of Altered ID	23	6	3	3	0
Use of Another’s ID	44	22	2	13	11
Poss. Of Liquor under 21	72	58	43	56	42
Use of Fake ID	25	6	6	8	3
Poss. Of Beer under 21	299	243	141	177	179
Unlawful Sales	785	850	574	726	613
Totals	1,248	1,185	769	983	848

Training Provided by Training Department Personnel	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Training Provided for SLED Agents by SLED Instructors (hours)	13,267	13,012	18,080	17,944	15,400
Training Provided for Other Law Enforcement Agencies (hours)	1,182	1,108	3,168	5,131	10,272
WMD/Counter-terrorism Training	1,920	110	480	792	800
Total Training Hours Provided	16,369	14,230	21,728	23,867	26,472
CWP Instructor Lesson Plans Approved	49	25	35	65	56

Vehicle Crimes	2004-2005	2005-2006	2006-2007	2007-2008
Investigations Conducted	273	359	478	492
Vehicle Examinations/Identifications		2,359	2,246	2,553
Arrests	178	141	198	153
Recovered Property Items	225	119	136	174
Approx. value of recovered property	\$3,338,500	\$1,300,000	\$1,660,950	\$5,340,032

Tactical Service	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Requests for Bloodhound Tracking	96	89	110	112	105
Aviation Services Calls for Service	445	327	420	655	561
SWAT Team calls	43	24	23	29	31
Fugitive Task Force Investigations	146	188	189	238	361

Arson/Bomb	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Arson/Bomb Investigations	608	582	529	460	763

Regulatory Services	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Investigations Conducted	2,539	1,650	189*	233	470
Pistol Licenses Issued			172	179	217
Security/Private Investigation Licenses Issued			14,143	14,797	16,982
Coroners/Deputy Coroners Permit Issued			31	10	16
Concealed Weapons Permits Issued	9,820	13,479	16,713	16,850	22,192

State Constable Commissions Issued			210	*2,184	291
Retired SLED Agent Commissions Issued					9
Special Limited License					3
Special Weapons Permits					1
Total Licenses and Commissions Issued	16,849	12,414	31,269	34,020	39,711
Totals					
Licenses/Commissions/Investigations	29,208	27,543	31,458	34,253	40,181

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

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

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

State Constable Commissioned	2005-2006	2006-2007	2007-2008
Group I	128	879	186
Group II	37	420	21
Group III	45	803	75
Advanced		82	9
Totals	210	2,184	291

Explanation of each category:

Group I - Active police officers commissioned as constables

Group II - Retired police officers commissioned as constables

Group III - Volunteered citizens commissioned as constables

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

Community Relations Unit	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Alcohol/Drugs Training & Seminars	91	17	3*	4*	NA
Career Days/Fairs	25	23	36	57	70
Child Fatality Assist				6	27
Community Race/Relations Issues	30	18	95	97	0
Community Relations Speeches	65	77	37	76	47
Conferences/Presentations	8	3	8	12	37
CWP Assist				27	4
Employee Assistance Seminars/Trainings				9	51
Interns	37	18	33	29	15
Mediations				51	74
Officer Involved Shootings				21	30
Security	30	32	17	39	17
State Reciprocity				17	15
Support/Security Details	1	24	46	33	26
Victim/Witness	14	4	32	79	81
Victim Support (Presentations)	7	3	11	10	37
**SCLEAP	275	351	414		15,882
TOTAL REQUESTS FOR SERVICES	583	570	732	782	531
TOTAL NUMBER INDIVIDUALS CONTACTED			24,648	25,611	16,413

*This service is no longer conducted by this Unit.

SCLEAP Program	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Public Events Attended	12	41	50	40	57

Emergency Call-Outs	34	17	23	6	22
Pastoral Visitation of Employees/Family	114	195	231	61	114
Persons Cared For				14,762	15,573
Public Speaking/In-Service/Prayers	45	42	49	53	71
Incidents Where Volunteers Were Used	**45	37	40	18	30
Funerals Attended	25	19	21	6	15
Total	275	351	414	184	15,882

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

Homeland Security Operations– measures performance levels by review of work products, success of projects administered, and customer satisfaction. The State Counter-terrorism strategy is based on assessments and guidance from the State and Regional Counter-terrorism Coordinating Councils and the U. S. Department of Homeland Security. Homeland Security Operations utilizes the state strategy to judge unit performance. The Intelligence/Missing Persons Unit handled 1,213 requests for assistance.

Office of Homeland Security – SLED continues to execute the duties set forth in statute effective July 1, 2003, and as required by the Department of Homeland Security as it relates to homeland security needs and assessment. SLED has implemented the statewide Strategy and Assessment which was developed for South Carolina and approved in Washington. Federal funding received by South Carolina has been distributed based on local and state first responders’ priorities and needs to address implementation of the new strategy. Thus far, federal funding has been received by the state and distributed to locals within required timeframes established by the Department of Homeland Security (DHS) Office of Domestic Preparedness.

South Carolina receives funding from the federal government. Grants are allocated based on statewide, regional, and local needs established by those entities and within the requirements outlined in the federally required state strategies. Federal guidelines also dictate that all funds be awarded, obligated and expended within very specific timeframes. States are required to distribute 80% of their awarded funds to local government entities. Homeland security funding administered by SLED has reached approximately \$149.36 million which has passed through SLED to local and state entities. The State Counter-terrorism Coordinating Council is integrally involved in the process of allocation of these funds, which have been awarded pursuant to the State strategies. Also, according to DHS officials, the submission from South Carolina for the FY08 Homeland Security Grant Program received a high rating compared to all state submissions.

- Local Allocations - \$25.8 million spread to local governments for homeland security initiatives in addition to specific allocations for specialized equipment, training and exercises;
- Local Emergency Operations Center Enhancements - \$2.76 million;
- Local and state equipment purchases \$49.33 million – Urban Search and Rescue (USAR) Initiatives; Personal Protection Equipment (PPE), Chemical Ordnance, Biological Radiological teams (COBRA); Decontamination Tents/Trailers; Aircraft Technology; Communications Interoperability, Medical Response Teams (RMAT); Incident Management Teams (IMT); WMD/Terrorism Tactical Operations (State WMD Response Team, EOD, and SWAT), etc.;
- Critical Infrastructure and Infrastructure Protection - \$5.93 million;
- Agro-terrorism response \$3.38 million;
- Information Sharing and Collaboration – State Intelligence Fusion Center - \$8.65 million;
- First Responder Training and Exercises - \$12.28 million;
- Citizen Corps and Citizen Preparedness - \$1.8 million;
- Planning/Assessment/Management and Administration - \$6.67 million;
- Metropolitan Medical Response System - \$0.72 million;
- Buffer Zone Protection Plan Grant - \$2.62 million;

- Emergency Management Performance Grants - \$14.1 million;
- Public Safety Interoperable Communications Grant - \$13.49 million;
- Port Security Grant - \$1.83 million;
- 2008 Homeland Security Grant Award of \$9.5 million, announced July 2008, is pending.

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

The Inspections Unit - During FY 07-08, the Inspections Unit conducted 22 field observations; 32 property audits; 4 on site CALEA/PAC Assessment Inspections; 4 Inspections and Evidence training sessions for supervisors and managers; 12 unannounced evidence storage area inspections; 6 crisis manager meetings; 9 safety risk analyses; 44 Policy/Procedure and CALEA compliance visits; 24 Evidence Control Procedure inspections; 678 driver's record reviews; 59 Line Inspection reviews; 26 OSHA/Safety Inspections; 53 SLED vehicle accident investigations; and 20 Internal Affairs and Complaint investigations.

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 electronic employee development file on each laboratory employee. Accreditation criteria of the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) address the employee development program.

SLED Data Center – During the later part of this fiscal year, the SLED Director transitioned Criminal Justice Information Systems (CJIS) management teams. As such, comprehensive assessments are being conducted and strategies implemented in all areas of SLED's new Data Center.

Investigations – Employee satisfaction is first measured by the outstanding work product produced. In the fiscal year ending June 30, 2008, agents assigned to Investigations components received numerous letters of commendation from SLED customers. Additionally, letters from solicitors regarding case review for prosecution often mention the thoroughness of case reports. The retention of and loyalty of agents to the Division is a direct reflection of employee satisfaction.

Special Operations– Formal and informal assessment methods and measures are used to determine employee

satisfaction. Management personnel are available to employees to assist them when necessary. This provides an informal mechanism for employees to express concerns and gives management a direct conduit to employees.

Homeland Security Operations— Formal and informal assessment methods and measures are used to determine employee satisfaction. Leadership maintains close interaction with employees who are encouraged to express concerns and to participate in problem resolution.

Inspections Unit – Formal and informal assessment methods and measures are used to determine employee satisfaction. Leadership maintains close interactions with employees who are encouraged to express concerns and to participate in problem resolution.

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

Forensic Services Laboratory - Due to the nature of forensic laboratory work, many regulatory and legal aspects are involved. In Chapter 73 of the South Carolina Code of Regulations, the following laboratory departments have regulations: Drug Analysis, Implied Consent, DNA Analysis, and Toxicology. In addition, many statutes concerning drug and alcohol testing affect the work of the Implied Consent and Toxicology Departments. The main statutes are Sections 16-1-90, 16-17-470, 17-7-80, 23-3-15(A)(2), 23-31-400, 23-31-410, 50-21-112, 50-21-113, 50-21-114, 55-1-100, 56-1-10, 56-1-286, 56-1-2120, 56-1-2130, 56-5-2930, 56-5-2933, 56-5-2934, 56-5-2941, 56-5-2945, 56-5-2950, 56-5-2953, and 56-5-2954. The DNA Analysis Department continues to comply with the effect of Section 23-3-600 (DNA Database Act). Effective July 1, 2004, the statute was amended to require any individual convicted of a felony offense to provide a DNA sample for inclusion into the South Carolina State DNA Database.

SLED Data Center – Federal privacy laws and FBI rules distinguished between NCIC access for criminal justice purposes and access for non-criminal justice purposes. Access for non-criminal justice purposes is limited. These restrictions are enforced through use of a closed network, requirements to certify the purpose of each inquiry, and other controls. Audits are conducted to ensure compliance with requirements, and investigations are conducted following complaints. If improper or illegal use is identified, sanctions range from a warning to termination of access or even prosecution in extreme instances. SLED CJIS conducts audits of its customers and suppliers, and the FBI audits SLED CJIS. In the FY 07-08, CJIS NCIC/SCIBRS Audit Section conducted 11 audits of law enforcement agencies and certified over 2,200 new NCIC operators.

South Carolina laws which address Criminal Justice Information operations include the following: Section 23-31-110 through 23-31-150 authorizes SLED to regulate pistol purchases through implementation of a permitting program; Sections 23-31-205 through 23-31-235 created the “Law Abiding Citizens Self Defense Act of 1996” authorizing SLED to issue Concealed Weapons Permits (CWP) upon positive completion of a background investigation; Section 23-1-65 outlines appointment of deputies, constables, security guards and detectives to assist with the detection of crime; SLED is responsible for ensuring that state constables, security guards, and detective appointees have received adequate training and meet the standards required for appointment; Section 40-17-10 through 40-17-170 outlines the powers and duties of the Director of the South Carolina Law Enforcement Division regarding private security businesses or private detectives.

Investigations - Investigations 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; covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; operation and maintenance of a central, statewide criminal justice data base and data communication system; establishment and operation of highly specialized, rapid response law enforcement units within the division; operation and regulation of state polygraph examination services; Section 20-7-5905 establishes the Department of Child Fatality within the 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.

Investigations conducted 646 backgrounds on applicants who applied for the South Carolina Bar Association. Also, 70 backgrounds were completed on Judicial Applicants, 90 backgrounds were completed on potential SLED employees including sworn and non-sworn personnel, and 9 backgrounds were completed on State Grand Jury interns and Law Clerks.

Investigations completed 234 criminal histories for the Court Administration, S.C. Judicial Department, S.C. Senate, Legislative Screening Committee (Board of Trustees of S.C. Colleges & Universities). The Unit also completed 90 criminal histories for the Governor's Office for Award presentations and 918 criminal histories and credit reports for the Governor's Office for applicants applying to Boards and Commissions.

Special Operations - Section 23-3-10 establishes authority for the creation of the South Carolina Law Enforcement Division; Sections 23-3-15 through 23-3-160 provide that SLED shall have specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; 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.

Homeland Security Operations- *Homeland Security Operations* receives its operational and functional authority from South Carolina Code Section 23-3-15 (A)(8), and includes: coordination of counter-terrorism efforts, including prevention against, preparation for, response to, and crisis management of acts of terrorism, in or affecting this State; coordination of federal grants associated with homeland security; creation of councils appropriate to its mission; and service as the Governor's representative to the United States Department of Homeland Security.

Inspections Unit - This unit receives its operational and functional authority from SC code Section 23-3-10 and 23-3-15(9). This unit conducts annual audits of evidentiary property and unannounced inspections of evidence storage areas; trains personnel on inspections and administrative procedures; conducts OSHA/Safety Inspections and ensures OSHA compliance; processes and investigates SLED vehicle accidents; assists with workers' compensation and evidence procedures; ensures compliance with Commission on Accreditation of Law Enforcement Agencies (CALEA) standards; and conducts property audits and Internal Affairs investigations as necessary; conducts staff inspections and audits; provides as opportunity for the development of practical skills required in the inspection process; provides Personnel Early Warning System (PEWS) training to managers; supervisors and employees; conducts mock and on-site assessments for State Police Accreditation Coalition (PAC) – when possible; manages the process for recording, registering, and controlling Internal Affairs (IA) investigations and complaints; conducts and reviews Internal Affairs complaints against

agency personnel; develops and writes safety programs; submits the findings of the accident review board to Director and other supervisory personnel; promotes safety throughout the agency and improves safety programs.