

South Carolina Law Enforcement Division (SLED)



2008-2009 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**, 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 Services Laboratory and the agency as a whole. Subsequent to the 2008 onsite assessment conducted by the Commission on Accreditation for Law Enforcement Agencies (CALEA) the Division was recognized as a "Flagship" agency. Maintenance of accredited status is evidence SLED'S leadership team ensures Division 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* – With a decrease in staffing and resources the Forensic Laboratory has implemented organizational changes to counteract any affect and maintain productivity and output.
- *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).
- *E-Government Initiatives - Breath Alcohol Testing Digital Video Recordings* – SLED provides digital breath alcohol testing video recordings online from 116 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 stored 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 165 Data Master machines at 116 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 83 local law enforcement officers in marijuana analysis and re-certified 59 analysts during FY08-09.
- *Databases being used to solve cases.* The South Carolina Combined DNA Indexing System (CODIS) database contained approximately 142,061 profiles at the end of FY08-09. 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 624 offender hits and 59 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 7,716 items. During FY08-09, approximately 1,145 fired cartridge cases and bullets were entered into IBIS. The South Carolina Automated Fingerprint Identification System (AFIS) contained approximately 1,468,578 subjects at the end of FY08-09. During FY08-09 AFIS hits were approximately 152.

SLED Data Center - SLED's Criminal Justice Information System (CJIS) and Information Technology Units and subsequently Regulatory Administration 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.

- *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, without charge, 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 the "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) holders are now able to renew their permit via the web. Through the end of FY08-09, there were 85,081 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 which stores over 1.5 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 FY08-09, 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.
- *Wireless technology brought to the forefront.* Research is being conducted to implement NCIC connectivity through wireless handheld technology. The SLED Data Center infrastructure is being brought to this 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.
- *Requests for regulatory services met.* The Regulatory Services Unit processed a total of 51,763 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 Division personnel. Through the end of FY08-09 there were 85,081 Concealed Weapons Permit (CWP) holders in South Carolina.

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 for the purpose of solving crime and promoting public order in South Carolina. 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 was conducted 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 components of Investigations are tasked with investigating criminal complaints. During FY08-09;
 - ◇ The Regional Investigative Units investigated 786 cases and seized 112 illegal gambling machines. Requests are received from local, state, and federal law enforcement entities.
 - ◇ The Arson Unit within the Investigative Regions conducted 193 arson investigations, of which 46 cases were cleared by arrest.

- ◇ During the fiscal year ending June 30, 2009, the Arson/Bomb Unit conducted 193 arson investigations and 557 bomb calls for assistance.
- ◇ The Statewide Grand Jury conducted 7 investigations.
- ◇ The Insurance Fraud Unit opened 271 new cases in FY08-09.
- ◇ Investigations conducted 1,235 background investigations on bar applicants and 100 background investigations on judicial applicants.
- ◇ The Polygraph Department conducted 833 polygraph examinations during the fiscal year.
- ◇ The Forensic Art Department developed 148 composite drawings, 3 facial aging cases, 2 facial reconstructions and 107 courtroom graphics.
- ◇ The Behavioral Sciences Unit reviewed or profiled 98 cases with 30 of those being threat assessments.
- ◇ Special Operations provides a statewide response capability in the areas of Bloodhound Tracking, SWAT, and Aviation. The Bloodhound Tracking Team received 181 calls for assistance and followed 156 trails with a total of 140 persons apprehended; sixty-three percent (63%) of these calls for assistance involved weapons. The SWAT Team responded to 61 calls for tactical assistance and the Aviation Unit made 467 law enforcement related flights. The Fugitive Task Force actions resulted in the capture of 156 individuals.
- ◇ The Vulnerable Adult Investigations Unit (VAIU) received 1,003 intakes. Of those, 435 were opened as SLED VAIU investigations.
- ◇ The SLED Child Fatality Unit received 232 reports of child fatalities with investigations opened.
- ◇ The Computer Crime Center investigated and examined 1,132 cases in this past fiscal year. The Computer Evidence Recovery Unit within the Center has examined 439 pieces of evidence with a combined 50.2 terabytes of data.
- *Volunteerism and collaboration.* The purpose of South Carolina Law Enforcement Assistance Program (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. 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. Supporting 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.

Homeland Security Operations - The mission of 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 (JTTF) 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 SCIIC has operational hours of 24 hours a day, 7 days a week. South Carolina is now one of only a handful of 24/7 Fusion Centers in the Southeastern United States. The SCIIC 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 Department of Probation Pardon and Parole (SCDPPPS), SC Department of Corrections (SCDOC), State Fire Marshall's Office, and Richland County Sheriff'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 370 local and state law enforcement agencies accessing and 229 contributing data from their agencies' record management systems to the SCIEEx database.

- *Decentralization continues to result in improved response times.* Realizing the necessity for a rapid response, SLED regionalized the Bomb Squads. Bomb Technicians are strategically placed throughout the State within the four Investigative Regions. In addition, each region is equipped with a robot and bomb detecting K-9. During the past fiscal year the Bomb Squad responded to 557 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.
- *Partnerships.* SLED continues to partner with the Federal Bureau of Investigation, United States Attorney's Office, and other local and federal agencies as part of 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, 2008 through June 30, 2009, this unit coordinated and/or staffed security arrangements for 138 special events requiring additional security by SLED agents. Additionally, during FY08-09, this unit participated in 63 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 46 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.
- *Collaboration critical to success of homeland security initiative.* SLED is charged with coordination of South Carolina's counter-terrorism effort, coordination of homeland security grants, creation of counter-terrorism councils, and service as the Governor's representative to the United States Department of Homeland Security. SLED acts as the official operational authority in the counter-terrorism effort to detect, prevent, prepare for, protect against, and respond to violence or threats of violence from terrorist activities. The Homeland Security Advisory Council (HSAC), Committees of the Council, 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 statute SLED is authorized as 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 2008, SLED administered approximately \$149.36 million in Homeland Security

Grants to local and state entities. From July 1, 2008 to June 30, 2009, SC was awarded an additional \$16.19 million of Homeland Security Grants (for a combined total of \$165.55 million under SLED administration). DHS stated that the SC Homeland Security Grant Program investment justification submitted for this 1-year period received a high rating compared to all state submissions. 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; 5-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; 14-SWAT Teams; 12-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 35,000 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 27 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.

Professional Services – The mission of Professional Services is to provide quality manpower and technical assistance to all law enforcement; oversee compliance with the alcoholic beverage control statutes; investigate applications for alcohol licenses and report findings to the SC Department of Revenue; provide quality safety and inspection services; and assess, monitor, and provide training to agency and other law enforcement personnel.

- *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 FY08-09, the Training Unit provided the following approximate number of training hours to internal and external customers:
 - ◇ 5,626 hours of in-service training,
 - ◇ 6,232 hours of handgun, rifle, and shotgun training;
 - ◇ 1,248 hours of CPR training;
 - ◇ 1,288 hours of Criminal Domestic Violence (CDV) training,
 - ◇ 586 hours of supervisory training,
 - ◇ 1,044 hours of Constable training,
 - ◇ 906 hours of legal update training, and
 - ◇ This unit also facilitated the fitting of Personal Protective Ensembles (PPE) to approximately 322 law enforcement personnel and facilitated the health screening of approximately 388 personnel.
- *Inspectional Services Provided.* 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;

- ◇ Assists with workers' compensation and evidence procedures;
 - ◇ Ensures compliance with Commission on Accreditation of Law Enforcement Agencies (CALEA) standards;
 - ◇ Conducts property audits;
 - ◇ 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; and,
 - ◇ Develops and writes safety programs.
- *Regulatory Operations Investigations Conducted.* The mission of Regulatory Operations is to investigate individuals and establishments that have applied to sell alcohol in the State of South Carolina, conduct investigations in support of SLED Regulatory Administration and Operations, and to investigate violations of the South Carolina Education Lottery Act. The Regulatory Operations Unit investigated 1,953 alcohol licensing applications and conducted 410 additional special investigations and 160 lottery investigations.

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 for 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.
- *Cost of Administration* – SLED continues to keep costs of administrative overhead to approximately 5.55% 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 FY08-09, the Human Resources Unit managed employee files, insurance and other benefits on approximately 509 FTEs; processed 67 hourly and permanent new hires and 111 separations from service; processed 4,312 applications for employment; and processed 11,729 leave transactions in the E-Leave system for SLED employees and supervisors.
- *Grants Managed.* 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 2008-2009 Fiscal Year totaled \$4,545,275. The SLED Grants Administration Office is currently managing forty-two (42) grants, totaling \$16,034,995.

The mission of *Communications* 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, disseminated over 120 press releases and facilitated over 50 news conference/interviews during FY08-09.

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 requests for critical services to be first and foremost. An equal level of law enforcement resources must be provided on a statewide basis.
- *Uncertain future of federal funds for the Forensic Services Laboratory and the Computer Crime Center cause concern.* SLED continues to pursue federal funds to offset current equipment needs and upgrades. Federal funds currently make up approximately 12% of the agency's budget. During this period, federal grants in the Computer Crimes Center 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 36% 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 half of the fiscal year; therefore, careful monitoring of expenditures as well as revenues is critical to proper budgetary management.

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 provide these services and assistance to law enforcement agencies throughout South Carolina when requested. These services are provided to local, state, and federal entities throughout the state at no cost, allowing the request for critical services to be first and foremost. An equal level of law enforcement resources must be provided on a statewide basis.
- *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 year and for years to come, SLED will be faced

with a significant challenge to replace outdated data and communications infrastructure to meet existing and future information technology needs.

5. *Agency's Use of Accountability Report*

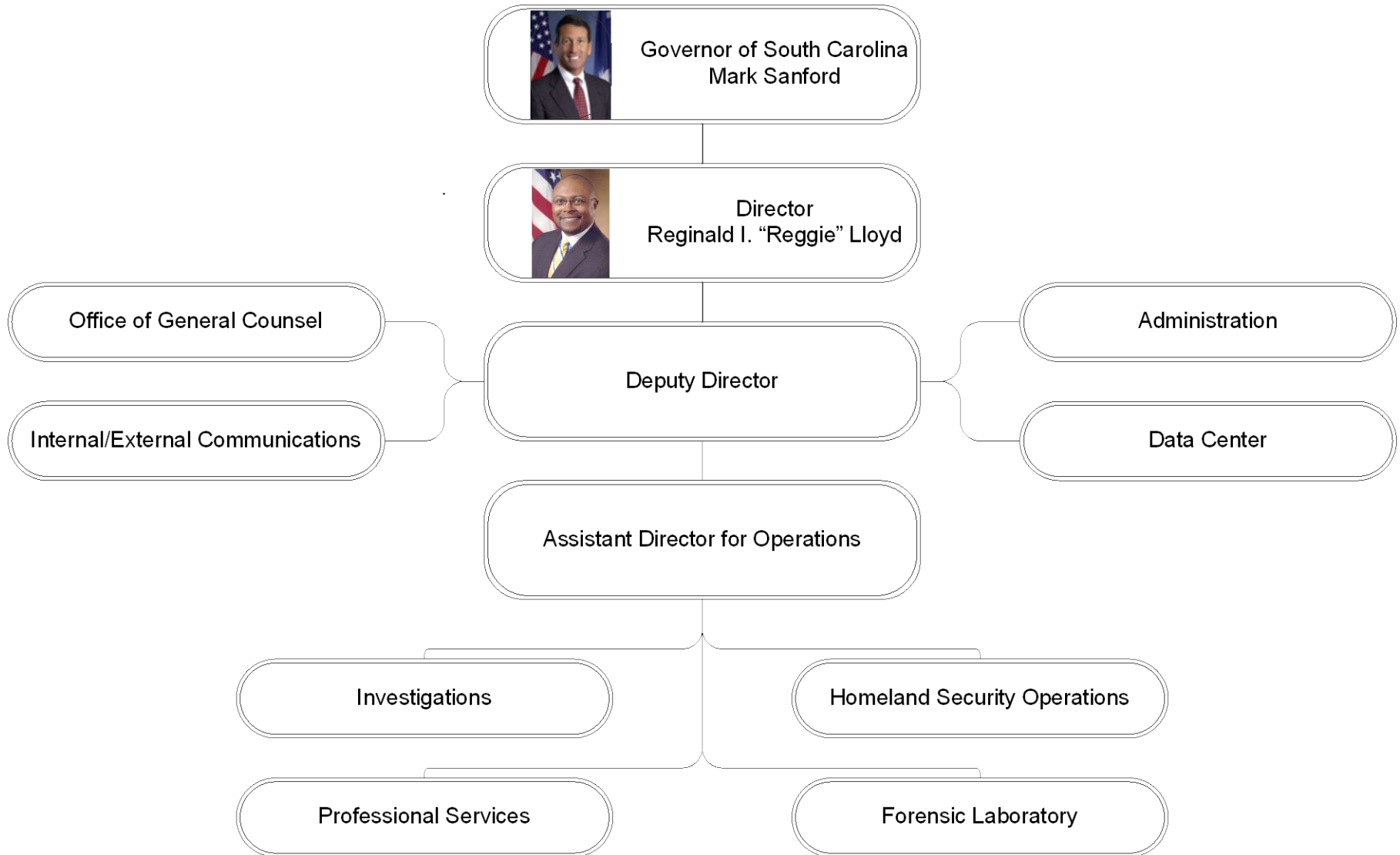
The Division utilizes the Accountability Report as an opportunity for a retrospective look at the agency's performance over the past year while applying this information to refine the scope and strategies used to meet SLED's mission. This approach allows the agency to find positive development from its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

Section II – Organizational Profile

1. Number of Employees: SLED Organizational Chart.

Authorized Full Time Equivalents (FTE): 649.24

Filled FTEs: 509



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	07-08 Actual Expenditures		08-09 Actual Expenditures		09-10 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	28,502,557	26,819,876	27,600,501	21,423,128	25,181,942	19,647,841
Other Operating	18,791,707	4,714,091	18,088,481	0.00	15,706,461	0.00
Special Items	655,337	240,904	896,022	252,560	854,407	234,407
Permanent Improvements	2,000,000	0.00	0.00	0.00	0.00	0.00
Case Services	0.00	0.00	0.00	0.00	0.00	0.00
Distributions to Subdivisions	11,319,831	0.00	15,343,405	0.00	17,366,271	0.00
Fringe Benefits	8,581,616	8,114,476	9,131,491	7,162,567	7,063,917	6,544,543
Non-recurring					3,000,000	
Total	69,851,048	39,889,347	71,059,900	28,838,255	69,172,998	26,426,791

Other Expenditures

Sources of Funds	07-08 Actual Expenditures	08-09 Actual Expenditures
Supplemental Bills	\$2,269,000	None
Capital Reserve Funds	None	None
Bonds	None	None

4. Major Program Areas (see chart below)

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY08-09 Budget Expenditures	Key Cross References for Financial Results*
I Administration	Provide timely, efficient, and quality administrative support to internal and external customers.	State: 2,611,154 Federal: 649,438 Other: 367,885 Total: 3,628,477 % of Total Budget: 6.20%	State: 1,871,033 Federal: 733,200 Other: 488,524 Total: 3,092,758 % of Total Budget: 5.55%	See Category 7 Pgs. 48-59
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: 3,956,001 Federal: 0 Other: 51,610 Total: 4,007,611 % of Total Budget: 6.85%	State: 5,429,504 Federal: 0 Other: 290,268 Total: 5,719,772 % of Total Budget: 10.27%	See Category 7 Pgs. 48-59
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: 1,495,539 Federal: 0 Other: 51,576 Total: 1,547,115 % of Total Budget: 2.64%	State: 530,743 Federal: 0 Other: 126,600 Total: 657,343 % of Total Budget: 1.18%	See Category 7 Pgs. 48-59
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: 897,923 Federal: 0 Other: 1,626 Total: 899,549 % of Total Budget: 1.54%	State: 12,167 Federal: 0 Other: 45,829 Total: 57,996 % of Total Budget: 0.10%	See Category 7 Pgs. 48-59

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY08-09 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: 571,584 Federal: 0 Other: 157,721 Total: 729,305 % of Total Budget: 1.25%	State: 341,414 Federal: 0 Other: 112,787 Total: 454,202 % of Total Budget: 0.82%	See Category 7 Pgs. 48-59
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: 191,303 Federal: 18,219 Other: 4,863 Total: 214,385 % of Total Budget: 0.37%	State: 250,812 Federal: 851 Other: 51,882 Total: 303,544 % of Total Budget: 0.54%	See Category 7 Pgs. 48-59
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: 671,897 Federal: 595,460 Other: 8,966 Total: 1,276,323 % of Total Budget: 2.18%	State: 286,910 Federal: 1,695,036 Other: 204,009 Total: 2,185,956 % of Total Budget: 3.92%	See Category 7 Pgs. 48-59
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: 869,657 Federal: 0 Other: 86,006 Total: 955,663 % of Total Budget: 1.63%	State: 1,114,591 Federal: 0 Other: 267,956 Total: 1,382,547 % of Total Budget: 2.48%	See Category 7 Pgs. 48-59

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY08-09 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: 5,888,142 Federal: 0 Other: 5,217,886 Total: 11,106,028 % of Total Budget: 18.97%	State: 4,628,790 Federal: 42,916 Other: 4,968,724 Total: 9,640,430 % of Total Budget: 17.30%	See Category 7 Pgs. 48-59
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: 2,212,182 Federal: 266,443 Other: 764,788 Total: 3,243,413 % of Total Budget: 5.54%	State: 1,322,286 Federal: 116,427 Other: 923,582 Total: 2,362,295 % of Total Budget: 4.24%	See Category 7 Pgs. 48-59
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: 5,027,316 Federal: 1,597,119 Other: 1,670,083 Total: 8,294,518 % of Total Budget: 14.17%	State: 3,300,723 Federal: 1,441,504 Other: 3,735,077 Total: 8,477,304 % of Total Budget: 15.22%	See Category 7 Pgs. 48-59

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY08-09 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: 3,763,581 Federal: 1,197,102 Other: 4,542,651 Total: 9,503,334 % of Total Budget: 16.24%	State: 2,238,175 Federal: 2,572,636 Other: 5,358,546 Total: 10,169,356 % of Total Budget: 18.25%	See Category 7 Pgs. 48-59
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, special weapon permits, alcohol licensing, and lottery complaints	State: 1,352,992 Federal: 0 Other: 925,288 Total: 2,278,280 % of Total Budget: 3.89%	State: 348,540 Federal: 0 Other: 1,732,962 Total: 2,081,503 % of Total Budget: 3.74%	See Category 7 Pgs. 48-59
SLED Total		State: 29,509,271 Federal: 4,323,781 Other: 13,850,949 Total: 47,684,001 % of Total Budget: 81.47%	State: 21,675,688 Federal: 6,602,570 Other: 18,306,747 Total: 46,585,005 % of Total Budget: 83.61%	

Remainder of Expenditures: III. Employer Contribution	State:	8,114,476	State:	7,162,567
	Federal:	194,703	Federal:	172,587
	Other:	272,438	Other:	1,796,337
	Total:	8,581,617	Total:	9,131,491
	% of Total Budget:	14.66%	% of Total Budget:	15.60%

Remainder of Expenditures:	State:		State:	
	Federal:	\$11,319,831	Federal:	\$15,343,405
	Other:		Other:	
	Total:	\$11,319,831	Total:	\$15,343,405
	% of Total Budget:		% of Total Budget:	

SLED received pass through money \$15,343,405 from Federal Homeland Security Program to distribute to other agencies in FY08-09. 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.

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.

Investigations – 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, Investigations interacts with and provides service to federal law enforcement agencies and the Federal Courts system.

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.

Professional Services - Major customers include, but are not limited to: SLED and its employees, local, state, and federal law enforcement agencies, the Department of Revenue, the Department of Alcohol and Other Drug Abuse Services (DAODAS), the Commission on Accreditation for Law Enforcement Agencies (CALEA), the South Carolina Criminal Justice Academy (SCCJA), the SC Education Lottery, and businesses applying for new and renewal licenses.

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.

Investigations -The key suppliers of SLED Investigations 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, Investigations interacts with and provides service to federal law enforcement agencies and the federal courts system.

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.

Professional Services – Key suppliers include, but are not limited to: SLED and its employees, local, state, and federal law enforcement agencies, the Department of Revenue, the Department of Alcohol and Other Drug Abuse Services (DAODAS), the Commission on Accreditation for Law Enforcement Agencies (CALEA), the South Carolina Criminal Justice Academy (SCCJA), the SC Education Lottery, and businesses applying for new and renewal licenses.

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 contributes to the Automated Fingerprint Identification System (AFIS) database.
- Questioned Documents – examines authenticity of documents in question.
- 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.

Data Center - 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; expungements; 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. Regulatory Administration has the following processes and services: concealed weapons permits, private security guard licenses, private investigative licenses, and constable commissions.

Investigations - The departments and units that comprised Investigations in FY08-09 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, fugitive investigations, special event assistance, and sequestered jury security details.
- The Special Victims Unit investigates deaths of children where the death is suspicious, unexpected or unexplained. The unit also investigates vulnerable adult abuse, neglect, exploitation and fatalities.
- The State Grand Jury investigates public corruption and securities fraud.
- The Insurance Fraud Unit investigates fraudulent insurance claims.
- Computer Crimes investigates cases involving internet child pornography, telecommunications fraud, identify theft, credit card fraud, and internet auction fraud.
- Special Operations provided SWAT, Aviation, Bloodhound Tracking and Technical Support upon

request.

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

Professional Services consists of several units which provide services in various areas as needed. The Regulatory Operations Unit investigates applications for alcohol sales licenses and permits as requested by the South Carolina Department of Revenue, provides investigative support to the Regulatory Administration Unit within the Data Center, and provides investigative support to the SC Education Lottery. 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; assists with workers' compensation and evidence procedures; ensures compliance with Commission on Accreditation for Law Enforcement Agencies (CALEA) standards; conducts property audits; 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; 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 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. The units within this group are responsible for ensuring 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 the State Homeland Security Advisory Council (HSAC) for operations purposes. It also coordinates the Division's information sharing through the South Carolina Information and Intelligence Center (SCIIC). This office also coordinates intelligence gathering and analysis with state and federal agencies. The 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 (\$165.55 million to date) to local and state first responders and law enforcement entities. According to DHS officials, the submission from South Carolina for the FY09 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 (100%) 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.

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 Services 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 for 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 the Forensic Services Laboratory achieved reaccreditation. 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 the public and 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, South Carolina Law Enforcement Accreditation (SCLEA) 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, the South Carolina Law Enforcement Officer’s Association and the South Carolina Police Accreditation Coalition (SCPAC). In addition, SLED continues to work with the South Carolina Victims Assistance Network (SCVAN), Mothers Against Drunken Driving (MADD), and Crime Stoppers to implement preventive measures. SLED works closely with other state governmental agencies which include, but are not limited to, the Budget and Control Board, Department of Revenue, Department of Alcohol and Other Drug Abuse Services, Department of Corrections, Department of Probation, Parole and Pardon Services, Department of Education, Department of Natural Resources, Attorney General, the Adjutant General, Department of Public Safety, Department of Social Services, Department of Health and Environmental Control, Department of

Juvenile Justice, the South Carolina Education Lottery, and Department of Transportation. Executive leadership has been and continues to be involved with a variety of state and federal law enforcement committees and commissions directed at increasing coordination, cooperation, and sharing of information and expertise. Those committees, commissions, councils, and advisory boards include:

- South Carolina Homeland Security Advisory Council (HSAC);
- South Carolina Law Enforcement Training Council;
- South Carolina Law Enforcement Officer Safety Review Task Force;
- South Carolina Safe School Task Force;
- South Carolina Child Fatality Advisory Board;
- South Carolina Vulnerable Adults Fatalities Review Committee;
- South Carolina Adult Protection Coordinating Council;
- South Carolina Prosecution Coordination Commission;
- South Carolina Law Enforcement Hall of Fame Committee;
- State Emergency Response Commission;
- South Carolina Public Safety Coordinating Council;
- Federal Law Enforcement Coordinating Committee;
- Federal Drug Task Force District Coordinating Committee;
- South Carolina Advisory Victim Services Coordinating Committee;
- 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.
- Alcohol Enforcement Working Group
- South Carolina Stimulus Oversight Task Force

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 24.

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

Current public safety environment and the actions the agency plans to take in anticipation of future changes to this environment are included in SLED's strategic plan. SLED's strategic direction includes the use of technology to give SLED customers the best possible crime information and evidence analysis, the targeting of investigative resources to solve and prevent crimes, and involvement of the criminal justice community, as well as the public, in developing quality training for SLED officers.

SLED Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY08-09 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; 211 Memorandum of Understandings (MOU's) in place with local LE for information sharing participation; 7 CBRNE exercises and training, 46 CBRNE Responses, 5 nuclear plant reviews; 63 administrative meeting/exercises and plan reviews/revisions; 75 special events

<p>Missing Persons II.A.(9)</p>	<p>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.</p>	<p>Continue to provide missing persons information for dissemination, and to provide statewide AMBER Alert triggering mechanism.</p>	<p>During FY08-09 five (5) AMBER alerts have been triggered with six (6) recoveries. Five (5) training events were conducted whereby 111 law enforcement personnel were trained on AMBER Alert protocol and procedures.</p>
<p>Investigative Services II.A.(1)(6)</p>	<p>Provide timely, efficient, and quality manpower and technical assistance for local, state, and federal law enforcement, prosecutorial, and judicial entities.</p>	<p>This unit seeks to develop in-house training programs to meet critical needs and enhance job performance; explore no cost or low cost educational opportunities; explore cost of professional organization membership in key specialty fields; determine cost to digitize existing case files and investigative records for the Division; provide computers to every investigative agent; utilize a state of the art computerized case management system; conduct an assessment in the component areas of Investigative Services; re-assign agents to identified areas of need, and pending funds, hire into vacancies if necessary; conduct survey to determine customer needs and satisfaction.</p>	<p><i>SLED Investigative Services</i> – assisted in over 53 special events requiring substantial numbers of manpower. Departmental personnel processed 229 crime scenes during this time. Arson agents conducted 193 investigations with 48 cleared by arrest. Arson unit-national average value loss per offense is \$17,289. Conducted approximately 7,583 alcohol and tobacco inspections; 139 tobacco administrative warnings; 200 alcohol related arrests; 271 administrative violations and warnings; conducted 298 narcotics cases; 448 narcotics arrests; and seized 112 illegal gaming devices. Approximately \$2,791,851 in drugs were purchased or seized and \$608,531 was seized in cash.</p> <p><i>The Computer Crime Center</i> responded to approximately 1,132 requests for assistance.</p> <p><i>The Child Fatality Unit</i> received 232 intakes for investigations and the</p>

			<p><i>Vulnerable Adult Investigations Unit</i> received 1,003 intakes for investigations.</p> <p><i>State Grand Jury and Insurance Fraud Unit</i> – opened seven State Grand Jury investigations and 271 insurance fraud investigations.</p> <p><i>Behavioral Sciences</i> - conducted 833 polygraph tests for criminal cases, and 98 requests for psychological profiling were received (of which 30 were threat assessments). The Forensic Art unit prepared 148 composite sketches, 3 facial aging, 2 facial reconstructions, and generated 107 graphics for criminal prosecution/courtroom presentation purposes.</p> <p><i>Tactical Units</i> – In fiscal year ending June 30, 2009 the Tracking Team responded to 181 calls and 140 persons were apprehended. The Fugitive Task Force investigated arrested 156 fugitives. The SWAT Team responded to 61 calls. The Aviation Unit responded to 467 law enforcement requests for service.</p>
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	<p><i>DNA Casework Department-</i> Additional genetic analysis instrumentation was purchased with federal grant funds. The analysis of 322 backlogged DNA cases was completed using</p>

		<p>American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) Legacy program. Continue to maintain compliance with the DNA Advisory Board (DAB) standards. Continue preparation for accreditation through the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) International program.</p>	<p>overtime and consumable supplies paid for with federal grant funds. The DNA Department was again found to be in compliance with DNA Advisory Board (DAB) standards.</p> <p><i>DNA Database Department</i> - During FY08-09, the number of DNA profiles entered into the SC Combined DNA Indexing System (CODIS) was increased to 142,061.</p> <p><i>Drug Analysis Department</i> - The Drug Analysis Department received over 5700 cases during FY08-09. In addition to casework, departmental personnel trained and certified 83 local law enforcement officers in marijuana analysis and recertified 59 marijuana analysts.</p> <p><i>Evidence Control Department</i> - During FY08-09, SLED Evidence Control personnel received, assigned evidence control identifiers to, and distributed 19,363 new cases and returned 61,418 items to agencies.</p> <p><i>Firearms Department</i> – During FY08-09, digital images of individually marked areas on approximately 1,145 fired cartridge cases and bullets were entered into the Integrated Ballistic Identification System (IBIS).</p>
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		<p><i>Implied Consent Department -</i> The Implied Consent Department maintains 165 breath alcohol testing devices (BAC Data Master) and videotaping systems (VDS-2) at 116 certified breath testing sites throughout the state. In FY08-09, this Department performed 990 on-site Data Master inspection/maintenance visits and 964 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.</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. This department completed 1,668 cases and 9,687 items during the FY.</p> <p><i>Questioned Documents/Photography Department -</i> This Department continued to</p>
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			<p>provide photography assistance and assistance for investigations of fraudulent or altered documents during the recent fiscal year. This unit completed 575 cases and 1,168 items and provided 8 expert court testimonies.</p> <p><i>Toxicology Department</i> - During the review period, the Toxicology Department analyzed over 5100 cases.</p> <p><i>Trace Department</i> - During FY08-09 the overall backlog of cases decreased for the third year in a row.</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 FY08-09, there are 13,227 criminal justice terminal devices accessing the network; 115,385,628 transactions through the Law Enforcement Message Switch (LEMS); 378,091 electronic transactions through CATCH (Citizens Access To Criminal History).</p> <p>The Regulatory unit processed 197 contract security and 90 proprietary security business licenses; 454 private investigation business licenses; 413 private investigation employee registrations;</p>

			<p>9,827 unarmed, 4,061 armed, 526 upgrades; 430 temporary security officer registrations; 212 retail pistol dealers; 36,726 concealed weapon permits. There are approximately 85,081 concealed weapon permit holders currently issued a permit to carry in South Carolina. This unit also processed 135 Group I, 16 Group II, 55 Group III, and 2 Group III advanced state constable commissions; 2 coroner and 20 deputy coroner concealed weapon permits; 1 special limited licenses; 3 special weapon permit.</p>
<p>Professional Services</p>	<p>Provide quality manpower and technical assistance to all law enforcement; investigate applications for alcohol licenses and report findings to the SC Department of Revenue; 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, 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</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. 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. 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>Training Unit</i> - In FY08-09, the Training Unit provided the following approximate number of training hours to internal and external customers: 5,626 hours of in-service training, 6,232 hours of handgun, rifle, and shotgun training; 1,248 hours of CPR training; 1,288 hours of Criminal Domestic Violence (CDV) training, 586 hours of supervisory training; 1,044 hours of Constable training; and 906 hours of legal update training. Processed 50 retired SLED agent commissions. This unit also facilitated the fitting of Personal Protective Ensembles (PPE) to approximately 322 law enforcement personnel, and facilitated the health screening of approximately 388 personnel.</p> <p><i>Regulatory Operations</i> –</p>

	quality technical assistance to licensee and permit holders.	agency and improve safety programs.	<p>Investigated 1,953 alcohol licensing applications with an additional 410 special investigations, conducted 417 regulatory investigations, and investigated 160 violations of SC Education Lottery Act with 9 arrests.</p> <p><i>Inspections Unit –</i> During FY08-09, the Inspections Unit conducted 7 Policy/Procedure and CALEA compliance visits; 1 Evidence Control Procedure inspections; 15 OSHA/Safety Inspections.</p>
Administration	Provide timely, efficient, and quality administrative support to internal and external customers.	Completed digital upgrades of SLED VHF two-way radio system; upgraded all radio repeaters; completed purchase of 800 MHz portable units to aid in interoperability with local and other state agencies. Continue to develop and implement best practices and output measurements consistent with the Governor's overall goals for South Carolina. Developed and implemented a new five year strategic plan.	<p>SLED has consistently received positive approval ratings from its customers. Customer satisfaction surveys have been completed over the last decade whereby the agency's performance has been highly rated. The agency continues to receive good audit reports, positive compliance reviews, and has been nationally accredited and reaccredited through two separate organizations: the Commission on Accreditation for Law Enforcement Agencies (CALEA – reaccreditation received in 2008) 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 FY08-09, the Human Resources Unit managed employee files,</p>

			<p>insurance and other benefits on approximately 509 FTEs; processed 67 hourly and permanent new hires; and processed 4,312 applications for employment;. The agency has met all federally imposed timeframes for homeland security initiatives and funding priorities. SLED has administered approximately \$165.55 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>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 FY08-09 South Carolina distributed approximately \$165.55 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 DHS. Also, according to DHS officials, the submission from South Carolina for the FY09 Homeland Security Grant Program received a high rating compared to all state submissions.</p>

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 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 in a timely manner 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 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 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 Laboratory Information Management System (LIMS) permits monitoring cases and items received/completed. A case consists of all physical evidence from a single criminal investigation submitted for crime laboratory analysis. An item is an individual piece of physical evidence from a case. Service requests are the analyses requested on individual items in the case. Each case has a varied number of submissions, items, and service requests.

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

In addition, data is collected concerning the quality of the product and services. While the amount of work produced is important, it is equally critical that the work performed is of the highest quality. The Forensic Services Laboratory Quality Manager oversees data collection for the quality assurance process. Courtroom testimony of each employee is monitored yearly. Laboratory accreditation requires SLED Forensic Services Laboratory to comply with a minimum of 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 various 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.

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

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 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 19,377 cases and completed 20,374 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 60,203 items and completed 64,581 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. During FY08-09 there were 115,385,628 electronic transactions through LEMS, 426,499 criminal histories processed through CATCH and the US Mail, 331,660 fingerprint cards processed, and 13,277 criminal justice terminal devices accessing the CJIS network. In addition, there were 35,593 expungement orders processed and 232,376 final dispositions added. The Regulatory Administration department processed 36,726 Concealed Weapons Permit (CWP) applications or renewals to bring the grand total of CWP holders to 85,081.

Investigations – Key measures for *Investigations* are focused on customer request fulfillment, and include the following achievements in the fiscal year ending June 30, 2009. The Forensic Art Unit was requested to prepare a total of 148 composites, 2 facial reconstruction, 3 age progressions and 107 graphics for courtroom presentation. The Polygraph Section scheduled 1,084 tests and conducted 833 tests. The Behavioral Science Unit opened 98 cases, of which 30 were threat assessments. The Tactical Units provide immediate support. The Insurance Fraud Unit opened 271 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, 2009, units of Investigations responded to 53 special events requiring the deployment of large numbers of manpower assets. The Vulnerable Adult Investigations Unit as of June 30, 2009, has received 1003 intakes. Of those, 435 were opened as SLED VAIU investigations. The SLED Child Fatality Unit received 232 intakes which were investigated by this Unit and the Investigative Regions. The Computer Crime Center examined and investigated 1,132 cases this past year. The Computer Evidence Recovery Unit within the center has examined 439 pieces of evidence with a combined excess of 50.2 terabytes of data. Units within this group also seized 112 illegal gambling machines, had 894 alcohol related arrests, conducted 7,583 alcohol inspections, had 448 narcotics arrests and approximately \$2,791,851 in drugs were purchased or seized and \$608,531 was seized in cash. The Tracking Team responded to 181 calls and 140 persons were apprehended, The Fugitive Task Force investigated arrested 156 fugitives, the SWAT team responded to 61 calls and the Aviation Unit responded to 467 law enforcement requests for service.

Professional Services - 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 FY08-09, the Training Unit provided the following approximate number of training hours to internal and external customers: 5,626 hours of in-service training, 6,232 hours of handgun, rifle, and shotgun training; 1,248 hours of CPR training; 1,288 hours of Criminal Domestic Violence (CDV) training, 586 hours of supervisory training, 1,044 hours of Constable training; and 906 hours of legal update training. This unit also facilitated the fitting of Personal Protective

Ensembles (PPE) to approximately 322 law enforcement personnel, and facilitated the health screening of approximately 388 personnel.

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; assists with workers' compensation and evidence procedures; ensures compliance with Commission on Accreditation of Law Enforcement Agencies (CALEA) standards; conducts property audits; 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; 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 FY08-09, the Inspections Unit conducted 12 field observations; 1 Inspections and Evidence training sessions for supervisors and managers; 7 unannounced evidence storage area inspections; 3 crisis manager meetings; 6 safety risk analyses; 7 Policy/Procedure and CALEA compliance visits; 1 Evidence Control Procedure inspections; and 15 OSHA/Safety Inspections.

The Regulatory Operations Unit investigates applications for alcohol sales licenses and permits as requested by the South Carolina Department of Revenue, provides investigative support to the Regulatory Administration Unit within the Data Center, and provides investigative support to the SC Education Lottery. During the past fiscal year, this Unit investigated 1,953 alcohol licensing applications with an additional 410 special investigations, conducted 417 regulatory investigations, and investigated 160 violations of the SC Education Lottery Act resulting in 9 arrests.

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 the Homeland Security Advisory Council (HSAC) and the U. S. Department of Homeland Security. Homeland Security Operations utilizes the state strategy to judge unit performance. The Information and Intelligence Center assisted with five (5) Amber Alert cases, 1,779 Crime Stoppers, and 4,325 Fusion Center requests in 2009.

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 new computerized case management system has been implemented and all units within Investigations will be utilizing the system by January 1, 2010. Additionally, mobile computers for investigative agents have 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.

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

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 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.

Professional Services – The units within Professional Services 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). Units within Investigations have passed all necessary CALEA standards. Leadership is trained to detect, and authorized to

correct any noted deficiencies.

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

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

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 reduced cost by sending a limited number of personnel to attend classes and return to the agency to teach others. To ensure newly hired agents are properly prepared for the many and varied duties and functions required of a SLED agent, a New Agent 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.

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

Professional Services – Formal and informal assessment methods and measures are used to determine employee well being, satisfaction, and motivation. Supervisors receive both formal and informal complaints and concerns from employees. These concerns are usually handled at the supervisory level, and when necessary, through the upper management team. The doors to all supervisors, up to and including the 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.)*

Professional Services - The Inspections Unit 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 1 annual audits of evidentiary property and 7 unannounced inspections of evidence storage areas, conducted 15 OSHA/Safety inspections, revised the Fire and Safety Plan, and trained 2 SLED Crisis Managers. Several Headquarters personnel have been trained to operate automated external defibrillators (AEDs) which are maintained in clearly visible locations in SLED buildings.

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. The Data Center 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 unit. 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.

Investigations - SLED participates in various training exercises and/or provides training for law enforcement agencies and personnel, forensic scientists, licensees, and permit holders. 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. The Special Victims Unit offers training at medical schools, hospitals, universities and colleges, local law enforcement and to agencies who service children and vulnerable adults. Personnel trained exceed 300 each year. The Polygraph section trained 7 law enforcement interns and licensed 85 examiners per state statute. Behavioral Sciences continues to provide training to psychological profilers nationwide and worldwide. SLED’s two Behavioral Scientists are part of the current curriculum for Behavioral Sciences in training through the International Criminal Investigative Analysts Fellowship.

Professional Services – The Professional Services Units provide quality manpower and technical assistance to all law enforcement, provide quality training programs to internal and external customers, investigate applications for alcohol licenses and report findings to the SC Department of Revenue, investigate violations of the SC Education Lottery Act, and provide quality inspectional services to requesting agencies. 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. Additionally, the Office of Homeland Security sponsored a Homeland Security Summit in FY08-09 with over 350 attendees.

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 (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. Every investigative report is placed on the server for case review and quality control. As a result, turnaround 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, the new computerized case management system has been

implemented and all units within Investigations will utilize it by January 1, 2010.

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 was implemented in FY08-09, further expedites 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.

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

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.

Professional Services – This department is directed to provide law enforcement, training, regulatory, and inspectional services whenever requested by local, state, and federal law enforcement, and to the community and businesses. The Professional Services Units monitor and assess cutting edge service delivery methods and techniques for potential use. In FY08-09, the Training Unit provided the following approximate number of training hours to internal and external customers: 5,626 hours of in-service training, 6,232 hours of handgun, rifle, and shotgun training; 1,248 hours of CPR training; 1,288 hours of Criminal Domestic Violence (CDV) training, 586 hours of supervisory training; 1,044 hours of Constable training; and 906 hours of legal update training. This unit also facilitated the fitting of Personal Protective Ensembles (PPE) to approximately 322 law enforcement personnel, and facilitated the health screening of approximately 388 personnel. Regulatory Operations investigated 1,953 alcohol licensing applications with an additional 410 special investigations, conducted 417 regulatory investigations, and investigated 160 violations of SC Education Lottery Act. The Inspections Unit conducted 7 Policy/Procedure and CALEA compliance visits, 1 Evidence Control Procedure inspection, and 15 OSHA/Safety Inspections.

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.

Data Center - 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, 2009, 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 to more accurately reflect work duties and functions of the employee as opposed to generic goals and responsibilities.

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

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 Homeland Security Advisory Council's 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 Latent Prints 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 FY08-09, individual laboratory departments received 19,794 cases and completed 20,791 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 2006-2007	Cases Received 2007-2008	Cases Received 2008-2009	Cases Completed 2006-2007	Cases Completed 2007-2008	Cases Completed 2008-2009
DNA Casework (formerly DNA Analysis)	3,800	3,298	4,269	2,323	2,323	2,164
Drug Analysis	7,040	6,982	5,768	5,256	7,627	8,591
Firearms	1,248	1,072	1,128	971	1,085	1,097
Latent Prints	1,792	1,896	1,666	1,721	1,793	1,668
Questioned Documents/ Photography	3,159	3,700	*607	3,155	3,686	*575
Toxicology	4,033	4,966	5,109	4,396	4,925	5,457
Trace	1,220	1,212	1,247	1,361	1,261	1,239
Totals	22,292	23,126	19,794	19,183	22,700	20,791

* FY08-09 Responsibility for photo lineups transferred to SCIIC (24/7 Coverage) representing approx. 3,000 cases in FY07-08.

In addition, Laboratory Information Management System (LIMS) permits monitoring items received/completed. An item is an individual piece of physical evidence from a case. During FY08-09, the laboratory received 60,203 items and completed 64,581 items. Each case has a varied number of items and it should be noted that the length of time to complete analysis of an item can vary greatly and depends on many factors. Analysis of an item may be delayed pending submission of appropriate standards from the submitting agency or completion of analysis by another laboratory department.

Department	Items Received 2006-2007	Items Received 2007-2008	Items Received 2008-2009	Items Completed 2006-2007	Items Completed 2007-2008	Items Completed 2008-2009
DNA Casework (formerly DNA Analysis)	17,689	16,128	15,686	12,891	15,117	13,414
Drug Analysis	9,733	10,568	9,576	9,092	12,500	14,860
Firearms	4,698	4,719	4,874	3,522	4,607	4,529
Latent Prints	10,225	10,959	9,135	10,259	10,723	9,687
*Questioned Documents/ Photography	5,993	5,914	*1,223	5,617	5,861	*1,168
Toxicology	8,993	10,294	10,634	9,889	10,144	11,509
Trace	8,077	8,204	9,075	9,726	8,732	9,414
Totals	65,408	66,786	60,203	60,996	67,684	64,581

* FY08-09 Responsibility for photo lineups transferred to SCIIC (24/7 Coverage) representing approx. 3,000 items in FY07-08.

The Implied Consent Department maintains 165 breath alcohol testing devices (BAC Data Master) and videotaping systems (VDS-2) at 116 certified breath testing sites throughout the state. In FY08-09, this Department performed 990 on-site Data Master Inspection/ maintenance visits and 964 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 06	FY 07	FY 08	FY 09	FY 06	FY 07	FY 08	FY 09	FY 06	FY 07	FY 08	FY 09
1041	1009	990	990	7	2	6	154	6	46	5	0

VDS-2 On-site Inspections				VDS-2 Certifications			
FY 06	FY 07	FY 08	FY 09	FY 06	FY 07	FY 08	FY 09
787	697	865	964	7	2	2	154

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 06	FY 07	FY 08	FY 09	FY 06	FY 07	FY 08	FY 09
125	125	137	83	64	83	74	59

Another measure of the Forensic Services Laboratory's mission accomplishment is the number of expert witness requests provided by SLED Forensic Services Laboratory personnel; these figures are noted in the table below.

Department	Court Testimonies 2005-2006	Court Testimonies 2006-2007	Court Testimonies 2007-2008	Court Testimonies 2008-2009
*DNA Casework (formerly DNA Analysis)	39	76	70	61
**DNA Database		11	6	4
Drug Analysis	51	37	41	47
*Evidence (Control and Processing)	15	0	0	0
Evidence Control		6	27	33
Firearms	52	49	52	49
Forensic Admin.	0	4	1	1
Implied Consent	4	8	9	6
Latent Prints	24	25	11	4
Questioned Docs/ Photography	8	3	4	8
Toxicology	49	27	31	37
Trace Evidence	42	43	43	39
Totals	284	289	295	289

* 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 2005-2006	Training Events Attended 2006-2007	Training Events Attended 2007-2008	Training Events Attended 2008-2009
*DNA Casework (formerly DNA Analysis)	62	38	39	50
**DNA Database		12	15	8
Drug Analysis	13	9	31	36
*Evidence (Control and Processing)	3	0	0	0
Evidence Control		2	9	12
Firearms	19	29	14	22
Forensic Administration	17	22	12	9
Implied Consent	3	6	25	22
Latent Prints	48	32	22	22
Questioned Documents/ Photography	21	6	6	3
Toxicology	37	35	86	44
Trace Evidence	15	24	31	21
Totals	238	215	290	249

* 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	2005-2006	2006-2007	2007-2008	2008-2009
Training Hours Provided to Outside Agencies	3,539	2,783	5,746	7,414

*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. During FY08-09 there were 115,385,628 electronic transactions through the Law Enforcement Messaging System (LEMS). 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 FY08-09 the agency conducted 426,499 criminal background checks by using the CATCH (Citizens Access to Criminal History) via the Internet and the US Mail.

Approximately 36,726 Concealable Weapons Permits (CWPs) applications and renewals were processed in FY08-09 and there are now 85,081 Concealable Weapons Permit (CWP) holders in South Carolina. Regulatory Services processed 208 Constables Commission applications during FY08-09. 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.

Regulatory Services	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Pistol Licenses Issued		172	179	217	212
Security/Private Investigation Licenses Issued		14,143	14,797	16,982	14,301
Coroners/Deputy Coroners Permit Issued		31	10	16	22
Concealed Weapons Permits Issued	13,479	16,713	16,850	22,192	36,726
*State Constable Commissions Issued		210	**2,184	291	208
Retired SLED Agent Commissions Issued				9	50
Special Limited License				3	1
Special Weapons Permits				1	3
Total Licenses and Commissions Issued	12,414	31,269	34,020	39,711	51,523
Totals Licenses/Commissions/Investigations	27,543	31,458	34,253	40,181	51,940

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

**FY06-07 was the renewal year for State Constables

State Constables Commissioned	2006-2007	2007-2008	2008-2009
Group I	879	186	135
Group II	420	21	16
Group III	803	75	55
Advanced	82	9	2
Totals	2,184	291	208

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

Components of Investigations responded to a variety of calls for assistance or investigations during FY08-09.

- The Forensic Art Unit prepared a total of 148 composites, 2 facial reconstruction, 3 age progression and 107 graphics for courtroom presentation.
- The Polygraph Section scheduled 1084 tests, conducted 833 tests.

- The Behavioral Science Unit opened 98 cases, 30 of which were threat assessments.
- The Grand Jury conducted 7 investigations and Insurance Fraud opened 271 cases.
- The four Regional Investigative Units responded to requests, including criminal investigations, child fatality investigations, jury sequestration, and special events. They investigated 786 criminal investigations and conducted 7,583 alcohol and tobacco inspections. 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 Investigations, especially the Regional Investigative Units. Units of Investigations responded to 53 special events requiring the deployment of large numbers of manpower assets, and provided technical support using communications and aviation resources.
- There were 532 Vehicle Crimes cases investigated.
- Units of Investigations conducted 298 drug related cases with \$608,531 seized and \$2,791,851 of drug either purchased or seized. Additionally, 30,531 marijuana plants were destroyed with an estimated value of \$61,062,000.

Investigative Services	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Forensic Art	41	129	156	139	154
Behavioral Science	79	92	84	198	98
Polygraph	1,289	1,227	1,007	914	833
State Grand Jury and Insurance Fraud	290	456	379	352	278
Vulnerable Adults	N/A	N/A	499	1,064	1,003
Computer Crimes	209	210	228	634	1,132
Child Fatalities	208	203	252	234	232

During FY08-09 the Crime Scene Unit was transferred from the Forensic Laboratory to the Investigative Regions. This enabled this unit to better serve SLED's customers and to work more closely with the investigative agents.

Crime Scene Processing Response				
FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
238	235	232	229	227

VICE Enforcement	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Admin. Violations (alcohol)	1,132	720	819	696	271
Alcohol Related Arrests	1,370	907	1,006	894	200
Admin. Inspections Conducted	7,039	4,268	8,838	9,830	3,276
Admin. Orders Processed	38	59	50	31	5
Narcotics Arrests	355	271	275	172	448
Requests for Technical Services	997	1,841	2,303	1,462	1,948
Video Gaming Cases	1,551	1,223	1,824	442	112
Narcotics Arrests	355	271	275	172	448
Requests for Technical Services	997	1,841	2,303	1,462	1,948
Video Gaming Cases	1,551	1,223	1,824	442	112

Tactical Services	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Requests for Bloodhound Tracking	89	110	112	105	181
Aviation Services Calls for Service	327	420	655	561	467
SWAT Team calls	24	23	29	31	61
Fugitive Task Force Investigations	188	189	238	361	156

SCLEAP Program	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Public Events Attended	41	50	40	57	58
Emergency Call-Outs	17	23	6	22	35
Pastoral Visitation of Employees/Family	195	231	61	114	93
Public Speaking/In-Service/Prayers	42	49	53	71	101
Incidents Where Volunteers Were Used	37	40	18	30	37
Funerals Attended	19	21	6	15	30
Total	351	414	184	309	354

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.

Professional Services – The units of Professional Services performed a number of investigations and tasks in relation to their regulatory, training, and inspectional responsibilities.

Regulatory Operations	2005-2006	2006-2007	2007-2008	2008-2009
Applications Processed	3,188	2,944	2,221	1,953
Investigations Conducted	1,650	189*	233	417
Lottery Complaints Investigated	208	160	183	160
Lottery Arrests	20	10	7	9

*Alcohol Investigations has been moved to Investigations.

Training Provided by Training Department Personnel	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Training Provided for SLED Agents by SLED Instructors (hours)	13,012	18,080	17,944	15,400	15,886
Training Provided for Other Law Enforcement Agencies (hours)	1,108	3,168	5,131	10,272	4,352
WMD/Counter-terrorism Training	110	480	792	800	1,129
Total Training Hours Provided	14,230	21,728	23,867	26,472	21,367
CWP Instructor Lesson Plans Approved	25	35	65	56	119

During FY08-09, the Inspections Unit conducted 12 field observations; 1 Inspections and Evidence training sessions for supervisors and managers; 7 unannounced evidence storage area inspections; 3 crisis manager meetings; 6 safety risk analyses; 7 Policy/Procedure and CALEA compliance visits; 1 Evidence Control Procedure inspection; and 15 OSHA/Safety Inspections.

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 4,325 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 \$165.55 million which has passed through SLED to local and state entities. The State Homeland Security Advisory Council (HSAC) is integrally involved in the process of allocation of these funds, which have been awarded pursuant to the State strategies. Also, according to DHS officials, the submission from South Carolina for the FY09 Homeland Security Grant Program received a high rating compared to all state submissions.

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

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

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

The development of each employee is promoted through training opportunities. These opportunities involve training by SLED personnel and also outside entities. Each departmental supervisor evaluates the training needed for the employees under his/her supervision and attempts to obtain such training. 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 – 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.

Investigations – Employee satisfaction is first measured by the outstanding work product produced. In the fiscal year ending June 30, 2009, 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.

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

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.

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 FY08-09, CJIS NCIC/SCIBRS Audit Section conducted 15 audits of law enforcement agencies and certified over 1,931 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 covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; the maintenance and operation of a statewide comprehensive forensic sciences laboratory; covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; operation and maintenance of a central, statewide criminal justice data base and data communication system; establishment and operation of highly specialized, rapid response law enforcement units within the division; operation and regulation of state polygraph examination services; Section 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. Sections 12-21-2703 through 12-21-2804; and 16-19-50; establish South Carolina's video gaming laws which are enforced by this unit.

Investigations conducted 1,235 backgrounds on applicants who applied for the South Carolina Bar Association. Also, 100 backgrounds were completed on Judicial Applicants, 27 backgrounds were completed on potential SLED employees including sworn and non-sworn personnel, and 6 backgrounds were completed on State Grand Jury interns and Law Clerks.

Investigations completed 117 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 74 criminal histories for the Governor's Office for Award presentations and 884 criminal histories and credit reports for the Governor's Office for applicants applying to Boards and Commissions.

Professional Services - Section 23-3-10 establishes authority for the creation of the South Carolina Law Enforcement Division; Sections 23-3-15 through 23-3-160 provide that SLED shall have specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to; regulation, enforcement, and inspection under Title 61 (alcoholic beverage control laws) and such other activities as are not inconsistent with the mission of the division or otherwise proscribed by law. Section 59-150-40 provides that the SC Education Lottery may contract with SLED for investigation of violations of the SC Education Lottery Act.

This Inspections Unit within Professional Services 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; assists with workers' compensation and evidence procedures; ensures compliance with Commission on Accreditation of Law Enforcement Agencies (CALEA) standards; and conducts property audits; 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; submits the findings of the accident review board to Director and other supervisory

personnel; promotes safety throughout the agency and improves safety programs.

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; emergency event management pertaining to explosive devices; 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.