

South Carolina Law Enforcement Division (SLED)



2005-2006 Annual Accountability Report

The Honorable Mark Sanford, Governor

Robert M. Stewart, Chief

Section I - Executive Summary

Description of the Agency

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

1. Mission:

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

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

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

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

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

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

- *Forensic Scientist Position* – SLED revamped the forensic agent position utilized in the forensic laboratory designed to increase bench time per scientist. The agency was able to eliminate assigned vehicles and increase salaries. As a result, the agency has experienced an increase in productivity, vastly improved retention, and a substantially improved candidate/applicant pool. The phased implementation of this effort has already reduced approximately fifty (50) cars in the agency.
- *National standards compliance result in improved operations.* The Forensic Services Laboratory has maintained continuous national accreditation since 1994 by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). In FY05-06, SLED was the first state criminal investigative agency in the nation to be designated as a CALEA Flagship Agency. The Flagship Agency program acknowledges the achievement and expertise of some of the most successful CALEA Accredited public safety agencies, and also provides “flagship examples” to assist other agencies.

- *E-Government Initiatives - Breath Alcohol Testing Digital Video Recordings* – SLED is now providing digital breath alcohol testing video recordings online from 135 breath testing sites statewide. This allows criminal justice system personnel (prosecutors, judges, law enforcement officers, defense attorneys, and others) as well as the person tested, to view digital video recordings of a given subject's breath alcohol test. The viewed video recording can then be digitally recorded by the viewer for later use. This initiative is an efficiency and cost-savings 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. *Datamaster Results – Breath alcohol testing results* from 160 Datamaster machines at 121 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 125 local law enforcement officers in marijuana analysis and re-certified 64 analysts during FY05-06.
- *Databases being used to solve cases.* The South Carolina Combined DNA Indexing System (CODIS) database contained approximately 63,326 profiles at the end of FY05-06. As a result of the DNA Database being implemented, non-suspect and/or "cold" cases are now analyzed. 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 calendar year, 230 (cold hits) offender hits and 141 forensic hits occurred solving 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 4,362 items. During FY05-06, digital images of individually marked areas on over 900 fired cartridge cases and bullets were entered into the Integrated Ballistic Identification System (IBIS). Additionally, IBIS was used to associate two previously unrelated cases. The South Carolina Automated Fingerprint Identification System (AFIS) contained approximately 1,317,244 subjects at the end of FY05-06. During FY05-06 AFIS hits were approximately 156.

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

- *Legislation and funding results in planned enhancements to the state Sex Offender Registry.* 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. The offender must now register during the month of his/her birthday and again during the sixth month following his/her birth month. This legislation also requires that SLED shall develop for the protocol manual procedures for the verification of addresses by the sheriff's departments in the county where the sex offender resides and specific requirements for bi-annual registration. The registration must include hull identification number, the manufacturer's serial number, the name of the vessel, live-aboard vessel, or houseboat, the registration number, and a description of the color scheme, if the person lives in a vessel, live-aboard vessel, or houseboat and the vehicle identification number, license tag number, registration number, and a description, including the color scheme, if the person lives in a motor vehicle, trailer, mobile home, or manufactured home. Jesse's Law was signed by Governor Sanford in June 2006, and took effect on July 1, 2006. These new statutes, combined with federal grant funding will provide substantially increased Registry information for the public. Further, as of September 2005, SLED became integrated with the National Sex Offender Public Registry (NSOPR).

E-government Initiatives - South Carolina became a participant with the Department of Justice and other states in providing sex offender information through the National Sex Offender Registry. Using this Web site, interested members of the public have access to and may search public information from participating states Web sites regarding the presence or location of sex offenders. Online SLED Publication – SLED now publishes “Crime in South Carolina” as a fully searchable online document. This information was formerly provided in printed form. Online publication is a cost-savings measure for the agency, and an efficiency measure for the customer. State Criminal History Background Checks are available for purchase by credit card over the Internet via the SLED Web site.

- *Interfacing through national networks results in improved suspect information.* CJIS has used its Information Technology (IT) network to furnish statewide law enforcement sensitive information regarding terrorism suspects, possible attacks, and related information as supplied by the FBI. The national networks for exchange of terrorism and other criminal justice information are the National Law Enforcement Telecommunications System (NLETS) and the National Crime Information Center (NCIC).
- *Improved technology results in increased tools for investigations.* The transition of Information Technology from a Uniscope Transmission Protocol to Transmission Control Protocol/Internet Protocol (TCP/IP) has been completed. The majority of agencies accessing NCIC 2000 have completed the first phase of encryption requirements by use of either the CISCO PIX 500 device or by the use of the Virtual Private Network (VPN) clients installed on the user’s computer. SLED is now exploring the use of “E-tokens rings” as a method for the FBI requirement of two-prong encryption solution to the emerging wireless networks.
- *New technology results in improved turnaround time of information.* In FY05, SLED CJIS completed the final phase of the Motorola/Printrak Omnitrak System upgrade project. This system provides a faster and more accurate search of SLED fingerprint database housing over 1.317 million record subjects. This system was purchased to store over 4.5 million ten print cards. This capability leads to the storage of additional arrest fingerprint cards for better quality prints and identification. With the Omnitrak System, SLED can now store National Institute of Standards and Technology (NIST) Standard digital signatures, digital mug shots, and palm prints. SLED can store up to 700,000 mug shots and 500,000 palm prints within its databases. These features greatly improve the capacity and performance to meet the emerging homeland security requirements for readily processing non-criminal justice fingerprint submissions by livescans and fingerprint cards submitted. SLED is now returning electronic responses within fifteen (15) minutes to submitting agencies with livescans. Fingerprint cards that are submitted to SLED are scanned and electronically sent to the FBI CJIS Division. SLED and local agencies are then notified on average within forty-five (45) minutes with the results of the fingerprint search. During FY05-06, “livescan” capability was implemented at 30 additional sheriff and police agencies statewide representing 50% of law enforcement agencies statewide. SLED staff members continue to schedule training personnel from several law enforcement agencies that are expected to go online with “livescan” in FY6-07.
- *Automation and uniform coding results in significant efficiencies.* The Uniform Crime Reporting (UCR) section of CJIS implemented a policy requiring local law enforcement agencies to automate their record reporting systems or code their own reports before sending them to SLED. Through FY05-06, SLED UCR continued to test, certify, and automate the submission of South Carolina Incident Based Reporting System (SCIBRS) by municipal, county, and state law enforcement agencies. The current automated workload is at 93% of all submissions. Testing of the last major law enforcement agencies for automation (four sheriff’s offices and one large city police department) should result in these agencies being fully certified by the end of December 2006.
- *Collaboration results in elimination of duplication.* The Judicial Department and SLED continue to collaborate in an initiative to eliminate redundant data entry and ensure timely access to arrest warrants and orders of protection. Information from the court case management system will be automatically forwarded to SLED for National Crime Information Center (NCIC) entry and to the State Identification

Bureau (SIB) for Computerized Criminal History (CCH) use. In addition, sentencing information will be made available to the Department of Corrections. Initially, this project included Pickens, Greenville, and Richland Counties. Approximately 35% of all counties were integrated by the end of FY05-06. Eventually, all counties will benefit from this justice data integration effort.

- *Collaboration produces multi-agency advisory group.* The NCIC Advisory Group includes three chiefs of police, three sheriffs, and the resident agent in charge from a federal law enforcement agency and assists CJIS operations by providing counsel to the Chief of SLED regarding modifications and operating policy for the SLED Criminal Justice Information System. The system includes the Information Technology (IT) Network for intrastate data communications for criminal justice agencies and important interfaces for interstate connectivity through the FBI's NCIC, the National Law Enforcement Telecommunications System (NLETS), and the National Weather Service (NWS). The state NCIC Advisory Group replicates the FBI's national advisory process in which SLED represents the State of South Carolina.
- *Collaborative effort results in success.* In FY05-06, the Computer Crimes Unit continues to receive federal grant funds for the exposure of Child Pornography and Internet Crimes Against Children (ICAC). SLED Computer Crimes continues its partnership with the U.S. Secret Service and the FBI along with the South Carolina Attorney General's Office. The ICAC unit has expanded this mission with the addition of one person to proactively address these crimes. During FY05-06 SLED ICAC Unit conducted 12 proactive cases and 25 reactive Child Internet Cases. The Computer Crime Center, partnering with the U.S. Secret Service and the FBI, uses a combined effort to address computer-related crime in South Carolina. In FY05-06, a total of 942 investigations and requests for service involving computer-related crimes such as Internet child pornography, telecommunications fraud, and credit card fraud/theft were addressed. The Computer Crimes Unit expanded their duties to include cell-tracking capabilities and have completed eight (8) cases.
- *Consolidation effort results in success ("one-stop-shop").* In an effort to improve the efficiency of service delivery to external customers, SLED created a "one-stop-shop" for all public service functions at the agency. These functions include Human Resources, Regulatory Services, and Criminal Record Dissemination. Members of the public wishing to obtain information and services from these sections can now visit one location on the grounds of SLED Headquarters.

The mission of *Investigative Services* is to provide quality manpower and technical assistance to all law enforcement agencies and to conduct professional investigations on behalf of the state, as directed by the Governor or Attorney General, for the purpose of solving crime and promoting public order in South Carolina. Each department and unit within Investigative Services continues to experience major accomplishments in addition to achieving success in their primary missions and goals for the year. Administratively, Investigative Services continues to examine management issues in an effort to provide customers with quality assistance.

- *National averages exceeded.* The Arson/Bomb Unit continues to almost double the national average in arson cases investigated and cleared by arrest.
- *Automation* - The FY05-06 acquisition of a computerized case management system through grant funding is scheduled to go on line in FY06-07. Additionally, the purchase of tablet computers for investigative agents will enhance agents' ability to track cases and facilitate the delivery of case material and management from the field. This process will result in savings as the agency moves toward a paperless system. Other benefits will include near real time ability to transmit case related material for review, thereby lessening the necessity for physical meetings and result in fuel and time savings.
- *E-government Initiatives* - AMBER Alerts – real-time AMBER Alert information regarding the abduction of a child is available on the SLED Web site during an Alert. AMBER Alerts are requested by law enforcement personnel from across the state and triggered by SLED if the Alert criteria are met.
- *Decentralization continues to result in improved response times.* Realizing the necessity for a rapid response, SLED regionalized the Bomb Squads. Two bomb technicians are equipped and reside in the

Piedmont, Pee Dee, Low Country, and Midlands regions of the state, respectively. In addition, each region is equipped with a robot and bomb detecting K-9. During the past fiscal year the Bomb Squad responded to 330 calls for assistance. The SWAT Team and Bomb Squad have developed strategies and plans, and have implemented training to fulfill SLED's statutory obligation as the law enforcement agency for the state in tactical responses.

- *Requests for investigative services met.* The four regional investigative units are tasked with investigating criminal complaints. The regions responded to 3,254 requests for criminal investigations assistance and events. Requests for assistance are received from local, state, and federal levels of law enforcement entities. During the fiscal year ending June 30, 2006, the Arson/bomb Unit conducted a total of 529 arson/bomb investigations, of which over 30% were cleared by arrests; this is almost double the national average of 16%. The Statewide Grand Jury investigated 27 corruption and financial fraud cases. The Insurance Fraud Unit opened 429 new cases in fiscal year 2005-2006. Investigative Services conducted 982 background investigations on bar applicants and 36 background investigations on judicial applicants. The Child Fatalities Department opened 295 cases during the fiscal year. The Polygraph Department scheduled 1,227 tests during the fiscal year. Deception was indicated in thirty-three percent of all cases where tests were conducted.
- *Responses for assistance critical to success.* The Tactical Services Units provide a statewide response capability in the areas of Bloodhound Tracking, SWAT, and Aviation. The Bloodhound Tracking Team received 110 calls for assistance and a total of 35 persons were apprehended; thirty-six percent (36%) of these calls for assistance involved weapons. The SWAT Team responded to 23 calls for tactical assistance and the Aviation Unit made 420 law enforcement related flights. The Fugitive Task Force opened 189 cases resulting in the capture of 180 individuals. The Forensic Art Department responded to calls resulting in 103 composite drawings. The Behavioral Sciences Department opened 92 cases with 43 of those being threat assessments.

The mission of *Community Services* is to enhance community wellness through quality-oriented Community Services programs; promote interaction between law enforcement and the public through community awareness programs; improve communications among all parties affected by law enforcement activities; manage the Victims/Witness Program and the College Intern Program; pursue increased volunteer participation in the South Carolina Law Enforcement Assistance Program (SCLEAP); pursue compliance with rigorous accreditation standards and compliance with statutes, rules and regulations, and agency policy through the continuous inspections of agency practices; assess and monitor agency personnel training needs; oversee compliance with alcoholic beverage control statutes and enforcement of alcohol laws; conduct covert investigation of illegal activities pertaining to the interdiction of narcotics and other illicit substances; regulate private security and private investigation businesses and firearms businesses; investigate applications for alcohol sales businesses and to report possible community impacts to the SC Department of Revenue; conduct background investigations on applicants for state constable commissions and issue recommendations to the Governor's Office concerning commissioning; conduct background investigations on applicants for Concealable Weapons Permits (CWP) and issue or deny such permits; conduct investigations pertaining to vehicle thefts, fraudulent drivers licenses, counterfeit titles, licensed vehicle dealers, and conduct investigations of criminal violations at the Division of Motor Vehicles (DMV); and assist law enforcement agencies with vehicle examinations and identifications.

- *Volunteerism and collaboration.* The South Carolina Law Enforcement Assistance Program (SCLEAP) was developed as a partnership between SLED, the South Carolina Department of Natural Resources (SCDNR), the South Carolina Department of Public Safety (SCDPS), and the South Carolina Department of Probation, Parole, and Pardon Services (SCDPPPS). However, the most powerful ingredient to the success of the program is the participation of the many volunteer clergymen. The purpose of SCLEAP is to respond to and provide counseling services to all requesting law enforcement agencies and departments in the state that have experienced deaths or other tragedies involving law

enforcement officers or other employees. A recently enacted law authorizes addition of a check-off to the South Carolina Income Tax form, which enables citizens to make a monetary contribution to the SCLEAP program. Funds received serve to offset the costs associated with administering the SCLEAP program. To date, the program has received approximately \$65,000.

- *Work increases in VICE.* Limited resources in VICE resulted in a 25% reduction in locations checked and inspected. For FY05-06 VICE seized 1,223 coin operated devices. The approximate number of methamphetamine laboratories detected in South Carolina statewide was 150. The methamphetamine laboratory statistics, received from the Drug Enforcement Administration have not been finalized for FY05-06.
- *Requests for regulatory services met.* The Regulatory Services Unit processed over 31,269 security licenses and concealed weapons permits while maintaining staffing at existing levels. Additionally, where needed investigations regarding complaints were conducted. All applications and special investigations requested by the Department of Revenue, members of the public, and members of regulated industries were conducted. There are now over 48,000 Concealable Weapons Permit (CWP) holders in South Carolina.
- *E – government Initiative.* Concealed Weapon Permit (CWP) Renewal Applications – CWP holders will be able to make their renewal applications to SLED over the Internet during FY06-07.

This mission of the *Office of Counter-terrorism* is to support the South Carolina Counter-terrorism initiative through planning, research and development of strategy, and coordination of programs, resources, and operational functions essential to the counter-terrorism mission. The Protective Services/Emergency Management Unit is charged with coordinating law enforcement emergency planning and preparedness with the appropriate local, state, and federal agencies during emergency situations, and with providing dignitary protection and special event protective detail coordination. The primary goal is prevention which includes information sharing, intelligence analysis, and linking of data. This is accomplished by participation on the South Carolina FBI Joint Terrorism Task Force (JTTF), and use of intelligence received from the U.S. Department of Homeland Security and various other sources. SLED intelligence agents assigned to SCIEEx analyze data and generate intelligence products, which are shared with our counter-terrorism partners. This information is used in an attempt to detect, prevent, prepare for, protect against, and respond to violence or threats of violence from terrorist activities.

- *Coordinated effort improves homeland security in South Carolina.* The South Carolina Information Exchange (SCIEEx) Fusion Center was established in March of 2005. Its mission is to prevent and deter terrorist and criminal activity through intelligence fusion and information sharing with public and private sector partners from Federal, regional, State, local, and international arenas. The first phase of SCIEEx Project is completed with a total of 110 local law enforcement agencies sending incident data from their agency's record management system to the SCIEEx database and six (6) state law enforcement agencies. The SCIEEx Project has been studied by several states and is being used as model for Fusion Centers in Kentucky, Tennessee, and North Carolina.
- SLED has joined with the Federal Bureau of Investigation and the United States Attorney's Office as partners in the Joint Terrorism Task Force (JTTF). SLED agents serve as a conduit for information and investigate complaints or actions that relate to counter-terrorism in South Carolina. SLED agents also serve on Project SeaHawk, a seaport counter -terrorism and protection initiative which began in 2003 by the United States Attorney's Office. SeaHawk is a pilot security program located in Charleston, coordinated by the U.S. Attorney's Office, which leverages expertise from many different agencies including U.S. Immigration and Customs Enforcement (ICE), the Border Patrol, the U.S. Coast Guard, SLED, the Mt. Pleasant Police Department, the Charleston City Police Department, the Charleston County Sheriff's Office, and the North Charleston Police Department. In an effort to streamline operations, the JTTF and SeaHawk sections were moved to the Office of Counter-terrorism.
- *Plans and strategies developed and exercised.* The Counter-terrorism/Protective Services/Emergency

Management Unit, along with the SWAT Team and Bomb Squad, has developed strategies and plans, and has implemented training to fulfill SLED's statutory role as the lead state level law enforcement agency for emergency responses. In 2006, this unit coordinated and/or staffed security arrangements for 64 special events requiring additional security by SLED agents. Additionally, during FY05-06, this unit presented approximately 97 speeches or training classes, participated in eight (8) Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) exercises, conducted numerous critical infrastructure reviews, and responded to 32 CBRNE incidents. This unit continues to administer the project for the Buffer Zone Protection Plan (BZPP) and the Statewide Assessment for the State Terrorism Strategy, and also continues to assist contract support staff with additional training workshops, site visits, and working sessions in support of the BZPP plan. The Counter-terrorism Unit was tasked with planning, coordination and implementation of the security and transportation plans for the 2006 National Governors Association Annual Meeting which was moved unexpectedly to South Carolina from Mississippi due to Hurricane Katrina. In addition, this unit worked with the SC Judicial Department in the development of a template for the Courthouse Security Standard Operations Plan.

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

- *Collaboration critical to success of homeland security initiative.* SLED is charged with coordination of South Carolina's counter-terrorism effort, coordination of homeland security grants, creation of counter-terrorism councils, and service as the Governor's representative to the United States Department of Homeland Security to SLED's mission. SLED acts as the official operational authority in the counter-terrorism effort to detect, prevent, prepare for, protect against, and respond to violence or threats of violence from terrorist activities. A State Counter-terrorism Coordinating Council, Committees of the Council, and Regional Counter-terrorism Councils and county needs assessment committees have been established and have been instrumental in the timely expenditure of federal homeland security funding.
- *Continued input from local agencies result in timely grants distribution.* By Executive Order, Governor Mark Sanford authorized SLED to be the operational authority and lead state agency in the counter-terrorism effort. As the State Administrative Agency (SAA) for Homeland Security Grants, SLED created a grants program which is responsible for distributing federal grant funds (\$113.7 million to date) to local and state first responders and law enforcement entities. South Carolina is recognized by the US Department of Homeland Security (DHS) in its Report from the Task Force on State and Local Homeland Security Funding as one of five states nationally noted for use of innovative and "Best Practices" regarding implementing homeland security measures. Also, according to DHS officials, the submission from South Carolina for the FY06 Homeland Security Grant Program received a high rating compared to all state submissions. From December 2005 to February 2006, SLED comprehensively determined capability gaps using nationally approved metrics in all South Carolina counties. In conjunction with State agencies, SLED developed investment plans to address the gaps in accord with FY06 US Dept of Homeland Security program guidance.

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

- SLED has maintained accreditation (CALEA) and the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) since 1994. CALEA and ASCLD/LAB dictate maintenance of and compliance with written directives and the required instruction of personnel regarding policy, procedures, and practices. The agency and the employees are required to establish, implement, and comply with approximately 330 written standards to achieve and retain CALEA accreditation and approximately 140 criteria to achieve and retain ASCLD/LAB accreditation. The agency was first accredited by CALEA in 1994 and has maintained certification since. Also in FY05-06,

SLED was the first state criminal investigative agency in the nation to be designated as a CALEA Flagship Agency. The Flagship Agency program acknowledges the achievement and expertise of some of the most successful CALEA Accredited public safety agencies, and also provides “flagship examples” to assist other agencies.

- *Centralized review of expenditures.* Savings and cost avoidance have occurred as a result of 100% review of all purchase requests and agency expenditures.
- *Small changes result in continued gains.* Reduction of facilities temperatures in winter and an increase in facilities temperatures in summer in all SLED facilities, replacement of energy-inefficient equipment, enforcement of strict travel policies, and consolidation of three (3) communications devices (Nextel, beeper, telephone) into one device has resulted in continued savings during the period.
- *Cost of Administration* – SLED continues to keep costs of administrative overhead to approximately seven percent (7%) primarily due to centralized approval and processing.

The mission of *Public Information* is to disseminate information regarding operation of the Division. The goal of the Public Information Office is to release accurate, timely, and useful information upon request, and when appropriate. The Division recognizes the need of the public to be informed on matters concerning public safety and the welfare of the citizenry and property of the state of South Carolina. The Division continuously aims to achieve this vision through close interaction with appropriate agency counterparts, members of the news media, and the public sector. The SLED Public Information Office facilitated numerous in-person and telephonic press interviews, and disseminated 55 press releases during FY05-06.

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 2005 – 2006 Fiscal Year totaled \$1,621,735. The SLED Grants Administration Office is currently managing thirty-seven (37) grants, totaling \$31,471,414.

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

- *Maintain sufficient staffing and technology* in an effort to provide a basic level of law enforcement resources to all areas of South Carolina. SLED continues to offer technical services and manpower assistance to other law enforcement agencies throughout South Carolina when requested. These services are provided to local, state, and federal entities throughout the state at no cost, allowing the request for critical services to be first and foremost. An equal level of law enforcement resources must be provided on a statewide basis.
- *Uncertain future of federal funds for the Forensic Services Laboratory and the Computer Crime Center cause concern.* SLED continues to pursue federal funds to offset current equipment needs and upgrades. Federal funds currently make up approximately 14% of the agency’s budget. During this period, SLED federal grants in the Criminal Justice Information Services and other areas within the Forensic Laboratory were reduced. However, the agency continues to receive anticipated amounts in the area of DNA initiatives. The agency will continue to pursue federal funds where possible.
- *Revenues are being closely monitored.* SLED continues to closely monitor revenues. Other funds have become critical to the agency’s operation and represent approximately 22% of the total. These funds are critical to maintaining a basic level of law enforcement services. SLED receives the majority of its other fund revenues in the last quarter of the year; therefore, careful monitoring of expenditures as well as revenues is critical to balancing the agency’s budget annually.
- *Gasoline prices continue to impact the agency.* SLED continues to struggle with the rising gasoline prices. Gasoline costs for the agency continue to escalate. Over the last two years, SLED has

experienced a 64% increase in agency costs for gasoline.

4. Key Strategic Goals

- *The agency's primary goal* is to provide a basic level of law enforcement resources to all areas of South Carolina. SLED continues to offer technical services and manpower assistance to other law enforcement agencies throughout South Carolina when requested. These services are provided to local, state, and federal entities throughout the state at no cost, allowing the request for critical services to be first and foremost. An equal level of law enforcement resources must be provided on a statewide basis.
- *Continue to aggressively pursue federal funding*. The agency will continue to work with the South Carolina Delegation and the Federal Appropriations Committee in an effort to secure federal funding for the Forensic Laboratory, the Computer Crime Center, and the Criminal Justice Information System.
- *Continue 100% review of expenditures*. All requests for expenditure of agency funds are closely scrutinized for criticality and need.

Continue to search for innovations. SLED will continue to pursue innovations and initiatives that enhance the safety of our citizens and improve the collective efforts of statewide law enforcement and criminal justice systems. SLED is working with sheriffs and chiefs of police to provide needed services, while other duplicative services are reduced or eliminated. Concealed Weapon Permit (CWP) holders will soon be able to make their renewal applications to SLED over the Internet. This renewal application will be fully implemented in FY06-07. Also, a DOR/SLED Interface will create a paperless solution to make the alcohol licensing process more efficient for small-businesses. This effort is projected to be implemented in FY06-07.

- *Comply with statutory mandates*. SLED will continue to address all statutory requirements, regulatory requirements, and policies and procedures.
- *Continue to promote equal employment opportunities*. Ensuring our workforce is representative of the citizens we serve will continue to be a top priority. The agency will continue to evaluate and address these issues and, when appropriate, make the necessary proposals for legislative consideration.
- *Address growing technology needs*. During the next several years, SLED will be faced with a significant challenge to meet existing and growing information technology needs. Continuous effort must be placed on providing the state's criminal justice community appropriate and timely information relating to criminal records, wanted persons, and stolen property. Additional emphasis will be placed upon the use of advanced information technology to provide efficient and effective services to the citizens of the state. Plans and funding initiatives continue to evolve to meet these new technological challenges over the next several years.

5. Agency's Use of Accountability Report

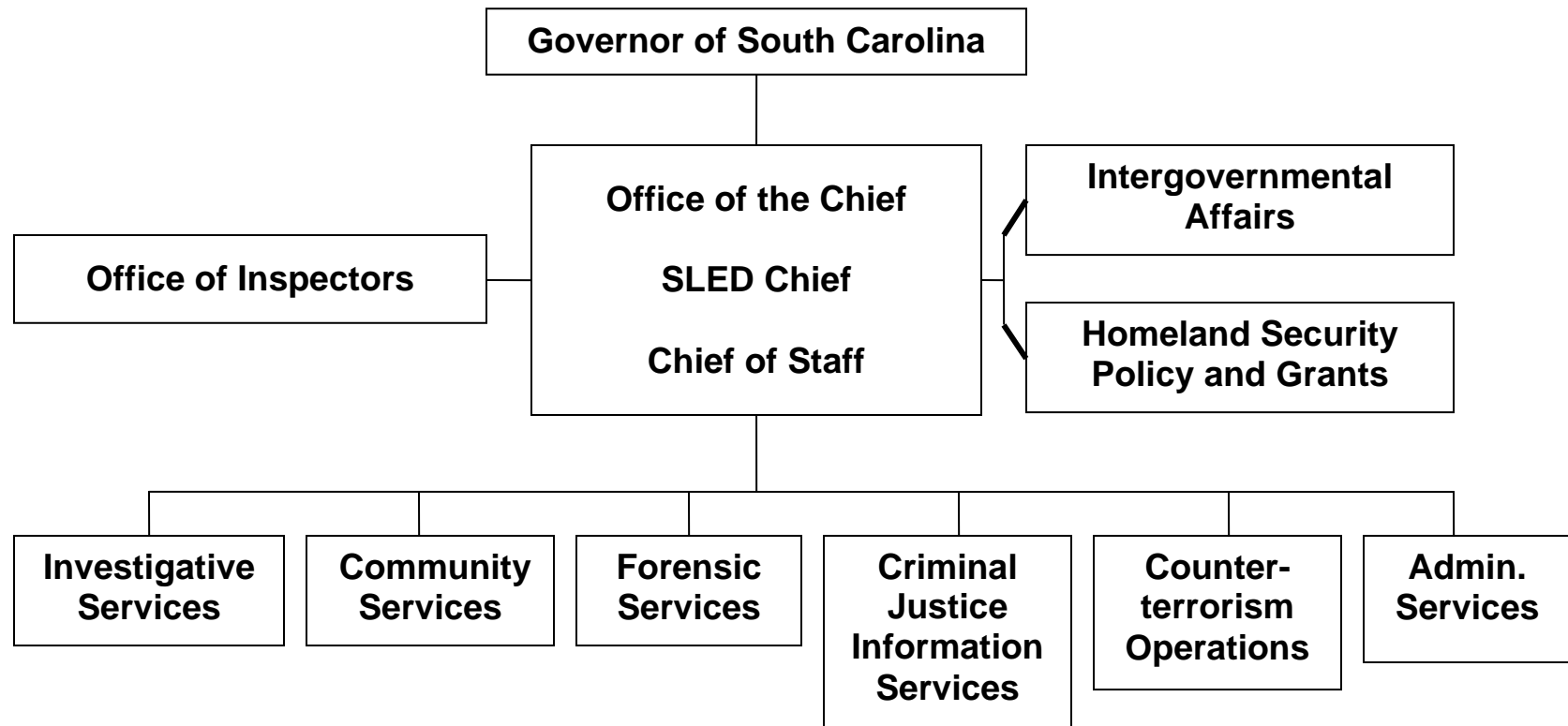
The Agency uses the Accountability Report to project resources needed to meet increasing needs of customers.

Section II – Organizational Profile

1. Number of Employees: SLED Organizational Chart.

Authorized Full Time Equivalents (FTE): 596.99

Filled FTEs: 543



2. Operation Locations

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

3. Appropriations/Expenditures Chart

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

Major Budget Categories	04-05 Actual Expenditures		05-06 Actual Expenditures		06-07 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$21,164,124	\$20,180,038	\$24,462,339	\$22,974,117	\$24,669,607	\$23,319,674
Other Operating	\$23,876,038	\$1,529,431	\$25,692,105	\$3,456,698	\$20,437,571	\$3,447,543
Special Items	\$742,985	\$122,720	\$1,561,776	\$232,075	\$854,407	\$234,407
Permanent Improvements	\$	\$	\$	\$	\$	\$
Case Services	\$	\$	\$	\$	\$	\$
Distributions to Subdivisions	\$30,053,168	\$	\$31,582,192	\$	\$38,960,825	\$
Fringe Benefits	\$6,562,252	\$6,189,282	\$7,447,351	\$7,021,066	\$7,357,823	\$6,952,267
Non-recurring	\$1,955,389	\$	\$	\$	\$	\$
Total	\$84,353,956	\$28,021,471	\$90,745,763	\$33,683,956	\$92,280,233	\$33,953,891

Other Expenditures

Sources of Funds	04-05 Actual Expenditures	05-06 Actual Expenditures
Supplemental Bills	\$	\$309,000
Capital Reserve Funds	\$	\$2,503,914
Bonds	\$	\$

4. Major Program Areas (see chart below)

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 004-05 Budget Expenditures	FY05-06 Budget Expenditures	Key Cross References for Financial Results*
I Administration	Provide timely, efficient, and quality administrative support to internal and external customers.	State: \$2,316,715 Federal: \$587,034 Other: \$929,909 Total: \$3,833,658 % of Total Budget: 7.06%	State: \$2,683,996 Federal: \$1,787,693 Other: \$365,230 Total: \$4,836,919 % of Total Budget: 7.84%	See Category 7 Pgs. 47-59
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: \$4,043,041 Federal: Other: \$42,617 Total: \$4,085,658 % of Total Budget: 7.52%	State: \$3,535,888 Federal: Other: \$81,369 Total: \$3,617,257 % of Total Budget: 5.87%	See Category 7 Pgs. 47-59
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: \$1,398,414 Federal: Other: \$42,575 Total: \$1,440,989 % of Total Budget: 2.65%	State: \$1,383,536 Federal: Other: \$157,064 Total: \$1,540,600 % of Total Budget: 2.50%	See Category 7 Pgs. 47-59
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: \$1,049,211 Federal: Other: \$5,068 Total: \$1,054,279 % of Total Budget: 1.94	State: \$872,338 Federal: Other: \$8,178 Total: \$880,516 % of Total Budget: 1.43%	

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 04-05 Budget Expenditures	FY05-06 Budget Expenditures	Key Cross References for Financial
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				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: \$633,156 Federal: Other: \$120,060 Total: \$753,216 % of Total Budget: 1.39%	State: \$473,009 Federal: Other: \$116,452 Total: \$589,461 % of Total Budget: 0.96%	See Category 7 Pgs. 47-59
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: \$177,600 Federal: Other: \$2,706 Total: \$180,306 % of Total Budget: 0.32%	State: \$200,377 Federal: Other: \$3,059 Total: \$203,436 % of Total Budget: 0.33%	See Category 7 Pgs. 47-59
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: \$582,172 Federal: \$5,535,014 Other: \$12,175 Total: \$6,129,361 % of Total Budget: 11.29%	State: \$507,652 Federal: \$2,526,815 Other: \$7,130 Total: \$3,041,597 % of Total Budget: 4.93%	See Category 7 Pgs. 47-59
II A 7. Fusion Center	Provide and distribute timely and accurate information regarding AMBER Alerts and missing persons to local, state and federal law enforcement agencies, in an effort to recover missing persons. Works with the National Center for Missing and Exploited Children.	State: \$817,237 Federal: Other: \$29,765 Total: \$847,002 % of Total Budget: 1.56%	State: \$849,055 Federal: Other: \$10,767 Total: \$859,822 % of Total Budget: 1.39%	See Category 7 Pgs. 47-59

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 04-05 Budget Expenditures	FY05-06 Budget Expenditures	Key Cross References for Financial Results*
II A. 8. Support Services	Provide psychological profiling services, prepare court exhibits, computer aging and skull reconstruction, conduct polygraph examinations for criminal	State: \$4,739,422 Federal: \$1,061,477 Other: \$4,496,395	State: \$5,377,608 Federal: \$1,137,481 Other: \$6,185,089	See Category 7 Pgs. 47-59

	matters statewide, and provide tactical operations, insurance fraud investigations and other related services.	Total: \$10,297,294 % of Total Budget: 18.96%	Total: \$12,700,178 % of Total Budget: 20.59%	
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: \$1,829,811 Federal: \$146,270 Other: \$1,275,561 Total: \$3,251,642 5.99%	State: \$1,453,873 Federal: \$223,824 Other: \$825,024 Total: \$2,502,721 4.06%	Narcotics & Alcohol Enforcement were Combined as VICE
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: \$5,489,228 Federal: \$1,311,645 Other: \$919,982 Total: \$7,720,855 % of Total Budget: 14.22%	State: \$5,370,397 Federal: \$2,703,935 Other: \$3,747,055 Total: \$11,821,387 % of Total Budget: 19.17%	See Category 7 Pgs. 47-59
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: \$3,641,662 Federal: \$4,070,511 Other: \$5,364,432 Total: \$13,076,605 % of Total Budget: 24.08%	State: \$2,899,935 Federal: \$1,490,989 Other: \$2,844,689 Total: \$7,235,613 % of Total Budget: 11.73%	See Category 7 Pgs. 47-59
D. Regulatory	Responsible for the control and regulation of security and private detective licensing, licenses and regulates retail firearms dealers, issues weapons permits, and state constable commissions.	State: \$1,309,804 Federal: \$53,431 Other: \$272,690 Total: \$1,635,925 % of Total Budget: 3.01%	State: \$1,055,226 Federal: \$13,501 Other: \$508,987 Total: \$1,577,714 % of Total Budget: 2.56%	See Category 7 Pgs. 47-59

SLED Total

State:	\$28,027,473	State:	\$26,662,890
Federal:	\$12,765,382	Federal:	\$ 9,884,238
Other:	\$13,513,935	Other:	\$14,860,093
Total	\$54,306,790	Total	\$51,407,221
% of Total Budget:	100.0%	% of Total Budget:	83.36%

Remainder of Expenditures: Employer Contribution	State: Federal: Other: Total: % of Total Budget:	State: 7,021,066 Federal: 163,901 Other: 262,383 Total: 7,447,350 % of Total Budget: 12.08%	CRF & Supple. \$2,812,914 4.56%
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* Key Cross-References are a link to the Category 7 - Business Results. These references indicate a chart number in the 7th section of this document.

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

SLED received **\$31,582,192** pass through money from the Federal Homeland Security Program to distribute to other agencies in FY05-06. These monies are not a part of SLED's operating budget.

5. Key Customers

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

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

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

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

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

Office of Counter-terrorism and the Office of Homeland Security Grants– 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.

6. Key Suppliers

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

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

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

Investigative Services -The key suppliers of the SLED Investigative Services are frequently the same as our customers. The major customers include, but are not limited to, elected officials, the Governor, Attorney General, Sheriffs, Chiefs of Police, Coroners, Prosecutors, Judges, and citizens of South Carolina. Additionally, Investigative Services interacts with and provides service to Federal Law Enforcement agencies and the Federal Courts system.

Community Services - The key suppliers of the SLED Community Services Unit include, but are not limited to, local, state, and federal law enforcement and other criminal justice agencies, including the South Carolina Department of Revenue, the South Carolina Department of Corrections, the South Carolina Department of Probation, Pardon and Parole Services, the South Carolina Department of Alcohol and Other Drug Abuse

Services (DAODAS), SLED employees, elected officials, businesses applying for new and renewal commissions, licenses, permits and registrations, and the citizens of South Carolina.

Office of Counter-terrorism - 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.

7. Description of Major Products and Services

Forensic Services Laboratory is composed of nine 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 – performs DNA analysis of biological evidence, maintains Combined DNA Indexing System (CODIS) Database.

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

Evidence – receives and processes evidence for the laboratory.

Firearms – examines firearms, tools, and related evidence, maintains Integrated Ballistic Identification System (IBIS).

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

Latent Prints – develops and identifies latent fingerprints and processes crime scenes, and contributes to the Automated Fingerprint Identification System (AFIS) database.

Questioned Documents/Photography – examines authenticity of documents in question and provides photographic services to SLED and other agencies.

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

Trace Evidence/Arson Analysis – analyzes glass, fibers, paints, gunpowder/gunshot residue, and explosives; analyzes fire debris for the presence of petroleum accelerants.

Criminal Justice Information System (CJIS) - Major processes and services produced by CJIS include: fingerprints, both rolled and flat, and personal identifying data taken from subjects following arrest, correctional commitment, or supervision; corresponding records of offenses and dispositions; records of persons who are convicted sex offenders or violent predators, including photographs; records of persons wanted for criminal offenses; records of stolen property; records of orders of protection from domestic abuse; and records of criminal organizations. The Computer Crime Center investigates computer related crimes, including Internet child pornography, telecommunications fraud, and credit card fraud/theft.

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

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

The 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 Tactical Units provide tactical support upon request. The Tactical Unit includes Bloodhound tracking, the SWAT Team, and Aviation support.

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

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

Office of Counter-terrorism - The Office of Counter-terrorism is charged with the responsibility for planning and making law enforcement specific preparations relating to natural disasters, coordinating security for transportation of hazardous materials shipments, and coordinating security for special events. This unit is the responsible authority to ensure the Division's compliance operationally with Homeland Security Presidential Directive-5 (HSPD-5) and HSPD-8 as they relate to the Incident Command System/National Incident Management System. It further provides representation to both the State Counter-terrorism Coordinating Council and the four (4) Regional Counter-terrorism Coordinating Council's for operations purposes. It also coordinates the Division's information sharing through the fusion center. This office also coordinates intelligence gathering and analysis with state and federal agencies. The Intelligence/Missing Persons Unit provides and distributes timely and accurate information regarding missing persons and AMBER Alerts 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.

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 (\$113.7 million to date) to local and state first responders and law enforcement entities. South Carolina is recognized by the US Department of Homeland Security (DHS) in its Report from the Task Force on State and Local Homeland Security Funding as one of five states nationally noted for use of innovative and "Best Practices" regarding implementing homeland security measures. Also, according to DHS officials, the submission from South Carolina for the FY06 Homeland Security Grant Program received a high rating compared to all state submissions.

8. Organizational Structure (see Section II, item 1 – pg. 9)

Section III - Elements of Malcolm Baldrige Award

Category 1 – Leadership

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

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

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

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

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

Chief Robert Stewart has been the director of SLED since 1988 and has been with the agency since 1975. Senior staff consists of Chief Robert Stewart; Executive Assistant for Intergovernmental Affairs, Cynthia Konduros; Executive Assistant for Homeland Security Policy and Grants, Stan McKinney; Chief of Staff /Legal Counsel Major Mark Keel; Majors McKinley Weaver - Community Services, Carlton Medley - Investigative Services, Joseph Vaught - Forensic Services, Carlotta Stackhouse - Criminal Justices Information System, and Ben Thomas – Counter-terrorism; Director of Administration, Rosetta Johnson; and Inspectors Stacy Drakeford and Richard Hunton. This group provides leadership and direction needed to carry out the mission, goals, objectives, strategic plan, and resource management initiatives for SLED. Senior leadership within the South

Carolina Law Enforcement Division is intimately involved in guiding the organization in setting direction, seeking future opportunities, and monitoring performance excellence.

Senior leadership is responsible for ensuring that SLED remains one of the nation's premier law enforcement agencies, receiving and maintaining the coveted accredited status for both the forensic laboratory and the agency as a whole. Maintenance of accredited status is proof that Chief Stewart and his leadership team ensure SLED personnel are informed and educated regarding SLED policies, procedures, and practices. SLED has maintained accreditation by the Commission on Accreditation of Law Enforcement Agencies (CALEA) and the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) since 1994. CALEA and ASCLD/LAB dictate maintenance of and compliance with written directives and the required instruction of personnel regarding policy, procedures, and practices. The agency and the employees are required to establish, implement, and comply with approximately 330 written standards to achieve and retain CALEA accreditation and approximately 140 criteria to achieve and retain ASCLD/LAB accreditation. The agency was first accredited by CALEA in 1994 and has maintained certification since.

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

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

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

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

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

SLED also partners with law enforcement associations both statewide and nationally. Our collaboration with

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

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

Category 2 – Strategic Planning

SLED developed a strategic plan which outlined major challenges and strategies, both short and long-term, for addressing these issues. Specifically, since September 11, 2001 complex demands for services and declining public resources have required that the South Carolina Law Enforcement Division carefully research operational alternatives and methodically assess the need for limited resources. Key action plans are outlined in the Strategic Planning chart which starts on page 21.

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

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

CALEA directs that the agency must have a system for evaluating the progress made toward the attainment of goals and objectives. Further, a written directive requires the formulation and annual updating of written goals and objectives for the agency and for each organizational component within the agency. SLED requires the formulation, annual updating, and distribution of the written goals and objectives to members of SLED. The responsibility for the final preparation of goals and objectives rests with the Chief of Staff/Legal Counsel with input from all personnel levels. 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 Chief.

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

In planning for the 21st century, the leadership of SLED has developed a strategic plan covering fiscal years 2003-2004 through 2007-2008. Our current public safety environment and the actions the agency plans to take in anticipation of future changes to this environment are included in our strategic plan. SLED's strategic direction includes the use of technology to give our customers the best possible crime information and evidence analysis, the targeting of investigative resources to solve and prevent crimes, and involvement of the criminal justice community, as well as the public, in developing quality training for SLED officers.

SLED Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY05-06 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures
Counter-terrorism 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,	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	350 Agents trained in Counter-terrorism; 8 exercises and training, 41 CBRNE Responses, 2 nuclear plant reviews; 97 meetings and speaking engagements; 64 special events

	emergency situations, and terrorist events.	WMD response; equip staff with computer software and technology.	
Missing Persons II.A.(9)	Provide and distribute timely and accurate information regarding missing persons to local, state, and federal law enforcement agencies; transportation agencies; broadcasters; the emergency alert system, etc., in an effort to recover missing and abducted children and vulnerable adults.	Continue to provide missing persons information for dissemination, and to provide statewide AMBER Alert triggering mechanism.	To date, seven (7) AMBER alerts have been triggered.
Investigative Services II.A.(1)(6)	Provide timely, efficient, and quality manpower and technical assistance for local, state, and federal law enforcement, prosecutorial, and judicial entities.	This unit seeks to develop in-house training programs to meet critical needs and enhance job performance; explore no cost or low cost educational opportunities; explore cost of professional organization membership in key specialty fields; determine cost to digitize existing case files and investigative records for the Division; provide computers to every investigative agent; utilize a state of the art computerized case management system; conduct an assessment in the component areas of Investigative Services; re-assign agents to identified areas of need, and pending funds, hire into vacancies if necessary; conduct survey to determine	<i>SLED Investigative Services</i> – responded to approximately 3,254 requests for criminal investigations statewide, including 189 fugitive cases and arresting 180 fugitives; assisted in over 66 special events requiring substantial numbers of manpower assets and technical support using communications and aviation resources. <i>Arson/Bomb</i> unit – investigated approximately \$2.3 million in property losses. The unit continues to exceed the national average for arson cases cleared by arrest. During the fiscal year ending June 30, 2006, this unit conducted a total of 529 arson/bomb investigations, of which over 30% were cleared by arrests; this is almost double the national average of 16%. The regionalized Bomb unit continues to rapidly respond to requests (24/7)

		<p>customer needs and satisfaction.</p>	<p>to defuse explosive devices.</p> <p><i>State Grand Jury and Insurance Fraud Unit</i> – opened 456 state grand jury or insurance fraud investigations.</p> <p><i>Tactical Units</i> - In fiscal year ending June 30, 2006, the Tracking Team responded to 110 calls and 35 persons were apprehended. The Fugitive Task Force opened 189 cases and arrested 180 fugitives. The SWAT Team responded to 23 calls. The Aviation Unit responded to 420 law enforcement requests for service.</p> <p><i>Special Operations</i> - conducted 780 polygraph tests for criminal cases, and 92 requests for psychological profiling were received (of which 43 were threat assessments). The Forensic Art unit prepared 103 composite sketches, 4 facial reconstructions, and generated 22 graphics for criminal prosecution/courtroom presentation purposes.</p>
<p>Forensic Services II.B</p>	<p>Provide timely, efficient, and quality technical forensic examination and expert witness testimony for local, state, and federal law enforcement and prosecutorial entities.</p>	<p>Increase staffing levels in the DNA Analysis, Latent Prints, and Toxicology Departments to meet increased demands for analysis. Continue to phase implementations for new Laboratory Information Management System</p>	<p>A new Laboratory Information Management System was installed. Laboratory space was remodeled to increase workspace. Additional instrumentation was procured. An Evidence Submission Manual was published. The overall staffing level of the</p>

		<p>(LIMS). Maintain accreditation from the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) Legacy program. Continue to maintain compliance with the DNA Advisory Board (DAB) standards. Continue preparation for accreditation through the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) International program.</p>	<p>laboratory was increased.</p> <p><i>DNA Analysis Department</i>- The staffing level in the DNA Analysis Department increased by eight (8) full time employees during the review period. Additionally, federal grant money was used to renovate laboratory space into additional work stations for departmental employees. The DNA section was again found in compliance with DNA Advisory Board (DAB) standards.</p> <p>During FY05-06, the number of DNA profiles entered into the SC Combined DNA Indexing System (CODIS) was increased to 63,326.</p> <p><i>Drug Analysis Department</i> - The number of backlogged cases continued to decrease during the recent fiscal year. In addition to casework, departmental personnel trained and certified 125 local law enforcement officers in marijuana analysis and recertified 64 marijuana analysts.</p> <p><i>Evidence Department</i> - The Evidence Control section received 17,169 new cases, each containing multiple items of evidence which were then distributed to other laboratory sections. The Evidence Processing Section completed 443 cases; many of these were</p>
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forwarded to other departments within the laboratory for further examinations.

Firearms Department – During FY05-06, digital images of individually marked areas on over 900 fired cartridge cases and bullets were entered into the Integrated Ballistic Identification System (IBIS). Additionally, IBIS was used to associate two previously unrelated cases.

Implied Consent Department
The Implied Consent Department maintains 161 breath alcohol testing devices (BAC Data Master) and videotaping systems (VDS-2) at 122 certified breath testing sites throughout the state. In FY05-06, this Department performed 1041 on-site Data Master inspections and maintenance visits and 787 on-site video-recording system inspection and maintenance visits. This Department upgraded the video recording systems to a digital server. Video recordings of breath tests may be viewed and downloaded via the Internet through a central server located at SLED. These videos are used as evidence in any legal proceeding, pursuant to S.C. Code of Laws, Section 56-5-2953.

Latent Prints Department-

		<p>During the recent fiscal year, this department continued to utilize the Automated Fingerprint Identification System (AFIS) to search latent prints from criminal cases against state and federal databases, provide crime scene processing assistance, and examine fingerprint, footwear/tire tread and bloodstain pattern evidence. Departmental personnel processed 235 crime scenes during this time.</p> <p><i>Questioned Documents/Photography Department</i> - This department continued to provide photography assistance and assistance for investigations of fraudulent or altered documents during the recent fiscal year. The Photography section prepared over 1800 photographic lineups for federal, state, and local law enforcement agencies during FY05-06.</p> <p><i>Toxicology Department</i> - During the review period, several new instruments were procured and new personnel were hired. The improvements will shorten the case analysis time and reduce the overall case backlog. The Forensic Weapons of Mass Destruction Response Team (FWMDRT) participated in 8 training events and FWMDRT toxicologists analyzed</p>
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			<p>evidence from over 20 requests.</p> <p><i>Trace Evidence Department</i> - This department added a glass analysis procedure, procured additional instrumentation to replace old instrumentation and augment current instrumentation, and hired new personnel during the review period. These improvements will increase the department's analytical capabilities and shorten case analysis time.</p>
<p>Criminal Justice Information Services II.C</p>	<p>Provide timely, efficient and quality operation of the statewide criminal justice information system in support of local, state, and federal law enforcement, prosecutorial and judicial entities.</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 FY05-06, there are approximately 10,999 criminal justice terminal devices accessing the network; 800,000 daily electronic transactions through the Law Enforcement Message Switch (LEMS); 1,183 electronic transactions through CATCH (Citizens Access To Criminal History); 2,406 incident and arrest reports were processed daily; over 964 fingerprint cards were received for processing daily; over 1,625 criminal history records were processed daily for</p>

		<p>custody, disposition, expungements, deaths, consolidations, and deletes. The OmniTrack Automated Fingerprint Identification System handles 90% of the electronic processing in the "Lights Out" Mode. "Lights Out" eliminates manual review of fingerprints during the verification process resulting in increased efficiency and effectiveness. Total electronic submission and distribution of information is a priority; electronic reporting throughout the state is now at approximately 85%. The number of agencies (27) submitting fingerprints electronically increased during the past twelve months with the implementation of 30 livescans. Also, during FY'05-06, 1,341 new National Crime Information Center (NCIC) operators were certified. The SLED Automated Fingerprint Identification System (AFIS) terminal was responsible for 93 "hits" in FY05-06. The CJIS core network infrastructure was upgraded with new hardware and software designed to provide enhanced levels of reliability and performance. The Computer Crime Center investigated 942 cases, a 24% increase from the previous year. These</p>
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			<p>investigations involve computer related crimes, including Internet child pornography, telecommunications fraud, and credit card fraud/theft. The Forensic Unit examined 11.9 terabytes of digital evidence. The Computer Crime Center provided 175 hours of training to 689 local law enforcement and 9 hours of training to 97 prosecutors and judicial staff. The Center also provided 114 hours of community awareness training to 1,820 citizens of South Carolina.</p>
<p>Community Services II.A.(4), (1); II.D</p>	<p>Provide timely, efficient, and quality manpower and technical assistance for local, state, and federal law enforcement. This unit houses the South Carolina Law Enforcement Assistance Program (SCLEAP) which is responsible for responding to and providing counseling services to all requesting law enforcement agencies and departments in the state that have experienced deaths or other tragedies involving law enforcement officers or other employees. The inspections unit conducts annual audits of evidentiary property and unannounced inspections of evidence storage areas; trains personnel on administrative procedures regarding OSHA/Safety, vehicle accidents, workers'</p>	<p>Process Workers' Compensation claims to the State Accident Fund accurately and timely. Expand pre-service and in-service training through upgrading skills and knowledge levels of participants and staff, and upgrade visual and audio training aids. Assist in coordination of State Response to CT/WMD Events through specialized training.</p>	<p>Ensure appropriate law enforcement and non-law enforcement training is provided for and received by agency personnel; maintain records of such training; conduct inspections as follow-up. During FY05-06, 318 community relations requests were assigned; 414 SCLEAP services were provided; and, 21,728 hours of training were provided by the Training unit.</p> <p><i>VICE unit</i> – conducted over 7,513 alcohol location checks/inspections; made 271 narcotics arrests; 907 alcohol related arrests; 1 arrest for dog fighting; seized 1,223 illegal gaming devices; and, conducted over 208 lottery related investigations with 20 arrests. Approximately \$22,805,657 in drugs was purchased/seized. The Technical Services Unit</p>

	<p>compensation and evidence procedures; trains SLED personnel on various subject matters, provide training for various law enforcement qualifications and certifications. Provide timely, efficient and quality manpower and technical assistance in the areas of narcotics/alcohol and gaming, and vehicle crimes enforcement for local, state, and federal law enforcement and prosecutorial entities. Provide timely, efficient, and quality technical assistance to licensee and permit holders.</p>		<p>received approximately 1,841 requests for assistance.</p> <p><i>Vehicle Crime unit</i> – conducted approximately 359 investigations; made 141 arrests; examined and identified 2,359 vehicles; and, recouped \$1.3 million in stolen property.</p> <p><i>Regulatory unit</i> – provides licenses to security guards, security companies, private detectives, private detective companies, and pistol dealers, and issues concealed weapons permits. During FY05-06, over 189 investigations were conducted; approximately 14,315 licenses were issued, and approximately 16,713 Concealed Weapons Permits were issued. There are now over 45,000 Concealable Weapons Permit holders in South Carolina.</p>
Administration	<p>Provide timely, efficient, and quality administrative support to internal and external customers.</p>	<p>Completed digital upgrades of SLED VHF two-way radio system; upgraded all radio repeaters; completed purchase of 800 MHz portable units to aid in interoperability with local and other state agencies. Implemented law enforcement pay study completed by the Budget and Control Board and funded by the General Assembly. Continue to develop and implement best practices and output</p>	<p>SLED has consistently received positive approval ratings from its customers. Customer satisfaction surveys have been completed over the last decade whereby the agency's performance has been highly rated. The agency continues to receive good audit reports, positive compliance reviews, and has been nationally accredited and reaccredited through two separate organizations: the Commission on Accreditation for Law Enforcement Agencies</p>

		<p>measurements consistent with the Governor's overall goals for South Carolina. Developed and implemented a new five year strategic plan.</p>	<p>(CALEA – reaccreditation received in 2005) and the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB – reaccreditation received in September 2004). The agency has met all federally imposed timeframes for homeland security initiatives and funding priorities. SLED has administered approximately \$95 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 FY04-05 South Carolina distributed approximately \$95 million in Homeland Security Grant Program funds. An additional \$14.6 million was awarded to South Carolina in FY05-06. SLED serves as the State Administrative Agency (SAA) for these grant funds. Thus far, SLED has met every timeframe established by DHS. SLED is recognized by the US Dept. of Homeland Security in its Report from the Task Force on State and Local Homeland Security Funding as one of five states nationally recognized for use of innovative and "Best</p>

			Practices" regarding implementing homeland security measures.
Inspections/ Headquarters	To promote integrity, professionalism, and dependability when dealing with the public's needs and concerns, and to effectively and efficiently manage a process for ensuring agency accountability, quality, safety, and National Law Enforcement Accreditation.	Conduct staff inspections and audits. Provide an opportunity for the development of practical skills required in the inspection process. Provide Personnel Early Warning System (PEWS) training to managers, supervisors and employees. Conduct mock and on-site assessments for State Police Accreditation Coalition (PAC) - when possible. Improve the process for recording, registering, and controlling Internal Affairs (IA) investigations and complaints; Conduct and review IA complaints against agency personnel. Develop and write safety programs. Process and review vehicle accidents; submit the findings of the accident review board to Chief and other supervisory personnel. Promote safety throughout the agency and improve safety programs.	SLED is accessible 24 hours a day with a thirty (30) minute or less response time. SLED has 100% readiness with 95-100% contact to SLED personnel through individual cell phones or other communication devices. The Inspections Unit conducted 22 field observations, 15 annual audits of evidentiary property, 12 unannounced inspections of evidence storage areas, attended three (3) meetings of the S.C. Police Accreditation Coalition, inspected equipment in an effort to ensure operational readiness of equipment, conducted 20 semi-annual inspections of evidence control procedures, conducted 40 staff visits, conducted 57 line inspections, three administrative procedures reviewed, two on-site CALEA Assessments and two on-site PAC assessments conducted. Provided assessments for the Georgia Bureau of Invest., processed and investigated 49 vehicle accidents, screened and analyzed 572 driver records, investigated three Internal Affairs cases, investigated 12 complaint cases, conducted/revised and trained Safety (OSHA) Compliance procedures, conducted one extradition, and handled over 660

			bloodhound, helicopter, SWAT, bomb, arson, crime scene, general information, complaint, and/or officer-involved shooting calls.
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Category 3 – Customer Focus

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

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

- In accordance to CALEA standards, the agency should conduct a customer survey every three years. SLED is not scheduled to conduct a customer survey until 2007. The most recent customer satisfaction survey conducted in 2004 indicated broad support by police chiefs, sheriffs, and solicitors regarding the services SLED is providing to their departments and agencies.

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

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

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

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

SLED continues to update information on the Internet for easy access by the public. Frequently asked questions are outlined and answered; Counter-terrorism links have been established; AMBER Alert information is available; CWP laws, reciprocity, and other information is available; the Sex Offender Registry is readily available for review, and connectivity to the National Sex Offender Public Registry and is made accessible to the South Carolina public; criminal history checks are available on-line; detailed crime statistics are provided; implied consent data and other information relating to the SLED breath alcohol testing program is available; and, other agency information is made available on the SLED Web site. SLED continues to address access issues in an effort to provide the citizens with timely and useful information as it pertains to criminal activity.

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

Category 4 – Measurement, Analysis, and Knowledge Management

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

Forensic Services Laboratory – Operations, processes, and systems are selected for measurement based on the functions of a particular program. Since all departments, except the Implied Consent Department, work on laboratory cases, measurements are made laboratory wide for the number of cases and service requests received/completed. A case consists of all physical evidence from a single criminal investigation submitted for crime laboratory analysis. Service requests are the analyses requested on individual items in the case. Each case has a varied number of submissions, items, and service requests. The Latent Prints Department also monitors crime scenes processed since this task is vital to its mission.

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

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

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

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

from our customers, as well as the number of cases assigned and completed, is essential to the decision making process that management uses to measure component performance.

Investigative Services uses trend analysis for projecting and planning resource allocation for routine caseload/requests and inquiries as well as for peak work periods such as the annual hurricane season and Myrtle Beach and the Atlantic Beach bike weeks. When the agency is able to predict workload, adequate resource allocation and deployment is relatively 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.

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

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

Community Services – The Community Services Units use performance-based measurements as well as accreditation standards to form a base line for management decisions. The standards established by the Commission on Accreditation for Law Enforcement Agencies (CALEA) are an important tool to access the services, methods, and products as they relate to other law enforcement agencies. Performance-based measurements are a direct reflection of the work product generated by the components that make up Community Services. Feedback from our customers, the number of investigations assigned and completed, and the number of requests received and completed are essential to the decision making process that management personnel use to measure component performance. Background investigation reports and site inspection reports for businesses applying for licenses and permits are monitored for timeliness and reviewed for quality. If acceptable timeframes and quality of reporting standards are not met, a review is conducted to determine where improvements can be made.

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

2. *What are your key measures?*

Forensic Services Laboratory - Various key measures are used to gauge performance in accomplishing the laboratory's mission. One significant measure of mission accomplishment involves laboratory accreditation. The laboratory has been continuously accredited since 1994 by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB), and most recently achieved reaccreditation in September 2004. These accreditation standards currently include 140 criteria of which 78 are "Essential"

criteria. Accredited laboratories must achieve 100% compliance with “Essential” criteria. Compliance is measured both during external inspections conducted every five years and annual internal inspections. The laboratory has 100% compliance with “Essential” criteria.

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

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, the laboratory received 21,900 cases and completed 15,850 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 service requests per department is monitored. Each laboratory case may involve multiple service requests. During the past fiscal year, the laboratory received 69,336 service requests and completed 58,328 service requests. It should be noted that the length of time to complete a service request can vary greatly and depends on many factors. A service request may be held pending submission of appropriate standards from the submitting agency or completion of analysis by another laboratory department.

Criminal Justice Information System (CJIS) - key measures for CJIS are best represented by the number of user agencies and secure devices with approved connectivity to the SLED intranet and the ability of citizens to access important data. Without access, the data are not used and serve no purpose. The use of wireless devices and the Internet reflect two technology changes by the Federal Bureau of Investigation Criminal Justice Information Systems (FBI CJIS) approved to access NCIC data. Internet access to NCIC data has been in use by SLED CJIS since April 2003. The use of the “thin client” application is for agencies to gain secure access for limited criminal justice purposes. This access primarily accounts for the tremendous rise in system use for FY05-06, especially to agencies that never had primary access before. The number of criminal justice agencies accessing the network by frame relay connections as primary, secondary access sites, using third party vendors and LEMS.WEB are in excess of 352; this includes 10,999 terminal devices, 141 local area networks (LANS), 21 wide area networks (WANS), and 2,106 wireless devices. The number of criminal justice agencies accessing the network through the “Internet only” is 123, whereas there are 29 criminal justice agencies using dual Internet and intranet connections. Public access for non-criminal justice purposes via the Internet is limitless. In FY05-06, the agency conducted 440,490 criminal background checks and generated \$ 7,905,641. The total number of fingerprint cards submitted both by mail and electronically (livescans) for FY05-06 was 231,444, which is a 7.7% increase from the previous fiscal year. Fingerprints for approximately 1,317,244 subjects are stored on Automated Fingerprint Identification System (AFIS). The total number of criminal history records processed for custody, depositions, expungements, deaths, consolidation and deletes during FY05-06 was 406,934, reflecting a 4.3% decrease in processing. Through FY05-06, a total of 1,317,244 record subjects are currently retained in SLED’s criminal history database. Twenty-seven agencies are currently submitting fingerprints electronically and nineteen agencies are submitting latent prints for evaluations to the Forensic Crime Laboratory’s Latent Prints Section. Also during FY05-06, SLED CJIS Training personnel certified 1,341 new National Crime Information Center (NCIC) operators. The Computer Crime Center investigated 942 cases, a 24% increase from the previous year, involving computer related crimes. These crimes include Internet child pornography, telecommunications fraud, and credit card fraud/theft. The Forensic Unit examined 11.9 terabytes of digital evidence. The Computer Crime Center provided 175 hours of training to 452 local law

enforcement officers and nine hours of training to 97 prosecutors and judicial staff. The Center also provided 114 hours of community awareness training to 1,820 citizens of South Carolina.

Investigative Services – Key measures for Investigative Services are focused on customer request fulfillment, and include the following achievements in the fiscal year ending June 30, 2006: the Arson/Bomb Unit responded to 529 calls for assistance; of those calls, approximately 30% of these were cleared by arrest. This figure is almost double the national average of 16%. The Forensic Art Unit was requested to prepare a total of 103 composites, four facial reconstructions and 22 graphics for courtroom presentation. The Polygraph Section scheduled 1,227 tests, conducted 780 tests, and found deception in 480 of those tests. The Behavioral Science Unit opened 92 cases, of which 43 were threat assessments. The Tactical Units provide immediate support. The Tracking Team responded to 110 calls and 35 persons were apprehended. The Fugitive Task Force opened 189 cases and arrested 180 fugitives. The SWAT Team responded to 23 calls. The Aviation Unit responded to 420 requests for service. The Insurance Fraud Unit opened 429 new cases. The four Regional Investigative Units 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 Emergency Preparedness Unit and the other units of Investigative Services, especially the Regional Investigative Units. In the fiscal year ending June 30, 2006, units of Investigative Services responded to 66 special events requiring the deployment of large numbers of manpower assets, and provided technical support using communications and aviation resources.

Community Services - Mission accomplishment is determined by a measurable reduction in the number of establishments selling alcohol to minors and a measurable increase in enforcement efforts regarding minors in possession of alcohol. In FY05-06, 1,223 illegal gambling machines were seized. During FY05-06, VICE was responsible for over 1,199 arrests, 7,513 inspections, and approximately \$22,805,657 in drugs purchased/seized. The unit continues to actively enforce laws governing alcohol sales to minors. Additional goals for Community Services included timely action on applications and CWP permit processing; meeting CALEA and the South Carolina Criminal Justice Academy standards for training and re-certification requirements; providing requested counseling to the statewide law enforcement community as it relates to critical incidents; timely response and adequate resource allocation to requests for services; and, routinely auditing compliance with CALEA standards, SLED policies and procedures, statutes, regulations; and other requirements. All of these goals were achieved.

Office of Counter-terrorism – Key measures for the Office of Counter-terrorism include the use of comparative data furnished by various federal and state agencies. This data is used to compare the programmatic performance of the Office of Counter-terrorism against other federal and state initiatives. Leadership is trained to detect, and authorized to correct, any noted deficiencies. Additional key measures include examination of performance levels by review of work products, success of projects administered, and customer satisfaction. The state counter-terrorism strategy is based on assessments and guidance from the State and Regional Counter-terrorism Coordinating Councils and the U. S. Department of Homeland Security. The Office of Counter-terrorism utilizes the state strategy to judge unit performance. The Intelligence/Missing Persons Unit handled 1,056 requests for assistance and 1,628 backgrounds for the National Governors Conference.

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 – During FY05, a new Laboratory Information Management System was installed. Forensic Services Laboratory personnel periodically verify selected data. Any problems with data encountered are reported and each case is investigated to determine if other data may be involved, and to determine a path for corrective action. Data problems are discussed during the laboratory staff meetings so all

departments can be aware of these issues. The Laboratory Quality Manager distributes a quarterly departmental quality report that is verified by departmental supervisors.

Criminal Justice Information System (CJIS) - System users are trained and certified to promote data quality. Certain NCIC record entries and SOR records require second party verification. Records are retained in the system in accordance with FBI established schedules and must be periodically validated. Agents assigned to SLED CJIS conduct investigations of federal laws and user agreements as it pertains to the integrity of data and the networks on which the data is transmitted. Information security requirements address personnel issues, physical complex, and technical security. CJIS staff members review NCIC and sex offender registry records based on questions from customers and citizens, and conduct periodic audits of all suppliers. In FY05-06, CJIS continued the inspection of technical review to the audit of law enforcement agencies with user agreements and began the technical audits of non-criminal justice agencies with connection to the SLED FBI/CJIS network. In addition, operating rules require confirmation of records regarding wanted persons and property prior to making an arrest or seizing property. Staff members also monitor the quality of fingerprints submitted to the state identification bureau through human verification of both automated and non-automated submissions. State regulations promulgated by SLED control and provide a process for resolving record disputes or challenges. Records are corrected as soon as an error is identified, and records are expunged based on proper orders from courts of competent jurisdiction

Investigative Services - Investigative Services utilizes a computer-based program to track case assignments. Each case is assigned a case number and is tracked by a supervisor until it has been properly composed, organized, completed, and closed. Investigative Services has implemented necessary procedures and related forms specifically used by agents and case supervisors to ensure completeness, thoroughness, and timeliness of each investigation. Casework is reviewed throughout the investigative process to ensure a quality product. The number of cases assigned to a particular agent is managed through this system to ensure an equitable distribution of work. Monthly reports from departments are prepared and disseminated to the Assistant Director in charge of Investigative Services. These reports are reviewed for evidence of trends or significant changes. A significant change is analyzed for indications that departments/personnel may be experiencing variations in workload or other problems. If a deficiency is noted as a result of this analysis, agents are asked to take corrective action. The recent acquisition of a computerized case management system through grant funding is scheduled to go on line in FY06-07. Additionally, the purchase of tablet computers for investigative agents will enhance agents' ability to track cases and facilitate the delivery of case material and management from the field. This process will overtime, 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.

Community 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 service requests are monitored by department and by individual employees. For the Implied Consent Department, the number of maintenance calls is tracked for the department and for each employee. This data/information analysis allows management to determine if equipment and personnel are properly allocated. This data also demonstrates the amount of work performed by

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

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

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

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

Office of Counter-terrorism – This office monitors reports, intelligence processes, and planning documents 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 service requests are monitored for all departments, except Implied Consent, and trends are noted. For the Implied Consent Department, trends in the number of service calls are important in deciding allocation of resources. Comparative analysis is performed on quality assurance data to determine if the quality of the work produced is maintained at a high level. Additionally, SLED Forensic Services units are subject to standards set forth by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). Forensic Services units have passed all applicable standards including the DNA analysis standards set by the DNA Advisory Board (DAB). Leadership is trained to detect, and authorized to correct any noted deficiencies.

Criminal Justice Information System (CJIS) - Comparative data is identified through membership in

professional bodies such as SEARCH, the Consortium for Criminal Justice Information and Statistics. SEARCH regularly contracts with the United States Department of Justice to survey and analyze similar functions in all states. Such comparisons indicate strengths and areas that require attention. Leadership is trained to detect, and authorized to correct any noted deficiencies.

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

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

Office of Counter-terrorism - The Office of Counter-terrorism uses comparative data furnished by various federal and state agencies. This data is used to compare the Office of Counter-terrorism's programmatic performance against other federal and state initiatives. Leadership is trained to detect, and authorized to correct, any noted deficiencies.

Category 5 – Human Resource Focus

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

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

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

The agency director relays budget updates to supervisory SLED agents in an effort to keep them fully informed of the budgetary process. A retirement incentive program continues to be utilized to retain experienced personnel at a reduced cost to the agency. Through FY05-06, approximately 64 SLED agents had retired under SLED's Retirement Incentive initiative. As a result, the agency has realized substantial financial savings.

Employee compensation is important to the leadership of SLED. Parity with our southeastern counterparts and among other state level law enforcement agencies regarding compensation is extremely important to recruiting, hiring, and retention. The Division is committed to its dedicated employees, as well as to attracting well-trained and experienced officers. Chief Stewart has implemented several approaches toward attaining this goal. SLED

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

During the 2004-2005 fiscal year, a law enforcement personnel salary review was completed by the State Budget and Control Board. The results of this study were substantially funded by the General Assembly. This funding will assist the agency in its recruitment and retention efforts.

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

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

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

Forensic Services Laboratory - The management of the Forensic Services Laboratory uses the SLED Awards Program to recognize extra effort and/or achievement by laboratory employees. During heavy workload times such as accreditation inspection years, many employees may be recognized. Awards are typically given to individual employees; 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 Assistant Director for Forensic Services 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.

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

Investigative Services - The agents assigned to Investigative Services are its greatest assets. Customer satisfaction through superior work product is a testament to the agents and associates assigned to this department. The different components that make up the Investigative Services department 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 FBI Agents) may be hired for positions such as those assigned to the State Grand Jury Corruption Unit. This diversity allows Investigative Services to maintain a cadre of experience coupled with the exuberance of youth. This formula has worked well to fuel development of agents. The agency rewards initiative and encourages innovation through our recognition, reward, and compensation system. SLED has also implemented a stringent hiring and promotion policy, which is geared toward hiring, promoting, and retaining excellent employees. The establishment of a progressive pay plan enables eligible officers to move through a pay program based on performance and tenure. After four years of being an Agent I, the agent is eligible to move to an Agent II; after 10 years the agent is eligible to move to an Agent III. Once an Agent II, the individual is eligible for a supervisory position within the agency. Additionally, every supervisor is encouraged to prepare each employee under him/her to become the next supervisor.

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

Office of Counter-terrorism - 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 the counter-terrorism 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.

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

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

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

Office of Counter-terrorism - Key training and developmental needs are identified 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 DHS training initiatives, such as Homeland Security Presidential Directive-5 (HSPD-5) and HSPD-8, which are delivered to the agency and that they comply with CALEA Standards for 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.

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

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

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

Office of Counter-terrorism - The Office of Counter-terrorism uses performance evaluations and individual meetings to address employee well being, job satisfaction, and motivation issues. The Assistant Director 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 Assistant Director at anytime, with or without an appointment.

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

The SLED Inspections Unit, located in the Office of Inspectors, is responsible for ensuring that employees adhere to all OSHA/safety standards. A safe and healthy work environment is maintained through safety training and inspections of facilities. This unit conducted 15 annual audits of evidentiary property and one unannounced inspection of evidence storage areas, conducted 20 OSHA/Safety inspections, revised seven agency safety plans, and trained 14 SLED Crisis Managers. Several Headquarters personnel have been trained to operate a centrally located automated external defibrillator (AED).

Forensic Services Laboratory – The SLED laboratory employs a Laboratory Safety Manager and a technician that assists the Safety Manager. The Safety Manager and technician work solely with the Quality and Safety Programs and are not involved in casework analysis. Additionally, one analyst in each department is charged

with being the safety officer, and is given the added responsibility of monitoring departmental safety issues. The Safety Manager and departmental safety officers meet periodically to discuss safety issues. The Safety Manager and departmental safety officers regularly disseminate safety information.

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

Investigative Services - Safety is always a concern 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.

Office of Counter-terrorism - The Office of Counter-terrorism addresses safety needs through training and ensuring that employees are informed and adhere to all agency provisions relating to workplace safety. All employees participate in agency safety and wellness programs.

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

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

Criminal Justice Information System (CJIS) - SLED CJIS participates fully with national and state justice data and law enforcement communities on behalf of CJIS. SLED CJIS maintains active membership in a justice information committee that is comprised of numerous criminal justice organizations from both the state and local levels. CJIS participates in the NCIC advisory process (Southern Working Group), Compact Council, and represents the State of South Carolina in the SEARCH organization, the Criminal Justice Information and Statistics Consortium, and the NCIC. In addition, each user agency is required to designate a "terminal systems coordinator (TSC)" to act as a liaison between CJIS and the user agencies. Periodic meetings are held with these groups and these meetings represent excellent opportunities for CJIS to receive community input. The South Carolina CJIS Users' Conference was again held in FY05-06 with 350 criminal justice personnel in attendance. This Users' Conference was implemented in 2003. Finally, the SLED SIB maintains frequent contact with "qualified entities"; these are governmental entities authorized under U.S. Public Law 92-544 to receive the results of national criminal history record checks. These qualified entities include education, lottery, motor vehicles, childcare facilities, and the legal communities. The Computer Crime Center provided 175 hours of training to 689 local law enforcement and nine (9) hours of training to 97 prosecutors and judicial staff. The Center also provided 114 hours of community awareness training to 1,820 citizens of South Carolina.

Investigative Services - SLED participates in various training exercises and/or provides training for law enforcement agencies and personnel, forensic scientists, licensees, and permit holders. SLED has developed a program for providing Officer Survival Schools for local, state and federal level law enforcement (in-state and out-of-state). SLED developed an in-house training course on interviewing. This course was requested and presented to local and regional law enforcement. The interviewing course was also made available to other state agencies. Requests from various state and law enforcement agencies continue for the Interview Course. Child Fatality training programs for medical personnel, attorneys, and law enforcement personnel representing approximately 300 are offered annually regarding child abuse, child neglect, and child death investigations; Polygraph training for law enforcement personnel to receive or maintain certification representing

approximately 75 personnel are trained annually; SLED participates in an internship program in coordination with the University of South Carolina, representing approximately 15 interns annually; Bloodhound Tracking training for local law enforcement agencies representing approximately 5 tracking teams are trained annually. A Cadet Academy (one week in summer) for 60-70 rising high school seniors is coordinated annually (the academy/camp is used to provide awareness regarding law enforcement and careers in law enforcement); law enforcement presentations to Palmetto Boys State participants are conducted each summer; Behavioral Sciences 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. The Forensic Art staff trains officers at the FBI Academy in Quantico, Virginia; and, offers lectures at the University of South Carolina and the Medical University of South Carolina on an annual basis.

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

Office of Counter-terrorism - The Office of Counter-terrorism agents make numerous presentations in local community venues regarding public awareness of terrorism and initiatives of the South Carolina Counter-terrorism program.

Category 6 – Process Management

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

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

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

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

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

Criminal Justice Information System (CJIS) - The key design and delivery processes used by CJIS are established either by long standing discipline standards or by federally mandated protocols. In the state identification bureau, manual classification follows a standard that is established within the field of fingerprint

identification known as the “Henry” system. While most police agencies in the United States subscribe to the manual Henry classification system, for all intents and purposes, an automated process that follows the American National Standards Institute and National Institute of Standards and Technology (ANSI-NIST) standards has replaced the manual system of classification. These standards control identification product design. Because criminal history records are maintained in a distributed system with local agencies reporting to a State Identification Bureau (SIB) in each state, and SIBs report to the FBI, the delivery system is mandated from the top down. The FBI sets the initial requirement and SLED CJIS passes it down to its customers. The same is true with crime reporting. The FBI sets national standards in its National Incident Based Reporting System (NIBRS) and the CJIS Uniform Crime Reporting (UCR) section passes it down to its suppliers/customers. This is also true for the CJIS Information Technology data network. Information Technology is an independent network, but it has interfaces with national systems (NLETS and NCIC) that drive the design and delivery processes. Changes are developed through a membership group with NLETS and an advisory process for NCIC. Once approved through these processes, CJIS begins to implement the changes through programming and technology enhancements. Simultaneously, our suppliers/customers are informed of the changes; quality assurance and training staff members then work to implement these changes in the field.

Investigative Services - The use of computers in the field has increased productivity by allowing agents to type reports, memoranda, and complete forms in less time and without additional administrative support. This greatly enhances our ability to deliver a timely product to our customers. During the fiscal year ending June 30, 2006, a computer was purchased for every investigatory agent. Distribution of these computers, along with a new computerized case management system, is set to begin during the first part of FY06-07.

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

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

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

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

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

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

Forensic Services Laboratory - Many initiatives are used to ensure efficient delivery of daily services. The use of 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 now has a rotation system to improve turnaround times for traffic fatality samples. On a daily basis, the quality of reports is verified through the use of administrative and technical reviews.

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

Investigative Services – Service delivery ranges from immediate response by tactical units resulting in capture and arrest, to major case investigations lasting months and possibly years. Response times by tactical units have been made more efficient through the use of Aviation services. With SLED’s helicopters, depending on the mission, tracking or SWAT units can be transported to distant parts of the State in minutes rather than hours. Also, the use of Forward Looking Infrared (FLIR) and “night sun” devices significantly increase the capabilities of our aircraft. Integration of new technology into the tactical units has increased our ability to safely apprehend suspects or locate missing persons. In 2003, the aviation unit incorporated a rescue hoist to the heavy lift helicopter, and in 2004 SLED received the air rescue mission on behalf of the state.

Community Services – This department is directed to provide law enforcement services whenever requested by local, state, and federal law enforcement, and to the community and businesses. The Community Services Units monitor and assess cutting edge service delivery methods and techniques for potential use. Two such methods are used in the SLED Vice Unit. During FY05-06, VICE was responsible for approximately 1,199 arrests, 7,513 inspections and over \$22,805,657 in drugs purchased or seized. The unit continues to actively enforce laws governing alcohol sales to minors.

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

Category 7 – Results

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

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

Forensic Services Laboratory - During the last year, laboratory personnel received numerous commendation letters from various elements of the criminal justice community. These letters discuss employees’ professionalism and scientific expertise along with other desirable qualities. Another measure of customer

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

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

Investigative Services - Customer satisfaction is first measured by the outstanding work product produced. In the fiscal year ending June 30, 2006, agents assigned to Investigative Services components received over 70 letters of commendation from our customers. Additionally, letters from Solicitors regarding case review for prosecution often mention the thoroughness of case reports.

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

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

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

Forensic Services Laboratory - Various measures are used to gauge performance in accomplishing the laboratory’s mission. One significant measure of mission accomplishment involves laboratory accreditation. The Forensic Services Laboratory has been continuously nationally accredited since 1994 by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). In addition to achieving reaccreditation of the Forensics Laboratory, the Crime Scene Processing section sought and achieved, for the first time, accreditation by ASCLD/LAB. These accreditation standards currently include 140 criteria of which 78 are “Essential” criteria. Accredited laboratories must achieve 100% compliance with “Essential” criteria. Compliance is measured both during external inspections conducted every five years and annual internal inspections. The laboratory has 100% compliance with “Essential” criteria.

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

by the FBI.

A measure of mission accomplishment involves the laboratory cases assigned and closed by a department for a given time period. During FY05-06, the laboratory received 21,900 cases and completed 15,850 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 2003-2004	CASES RECEIVED 2004-2005	CASES RECEIVED 2005-2006	CASES COM- PLETED 2003-2004	CASES COM- PLETED 2004-2005	CASES COM- PLETED 2005-2006
Drug Analysis	5,888	6,121	7,212	5,336	4,846	5,518
Evidence Processing	561	639	694	443	593	443
Firearms	602	762	898	324	441	586
Latent Prints	2,027	2,137	2,228	1,955	1,852	1,764
Questioned Documents	601	5,142	2,666	595	5,142	2,635
DNA Analysis	1,550	2,024	2,328	892	840	1,014
Toxicology	3,964	4,594	4,794	3,231	3,515	2,992
Trace Evidence	1,079	1,093	1,080	1,059	1,000	898
Totals	16,272	22,512	21,900	13,835	18,229	15,850

In addition, the number of service requests per department is monitored. Each laboratory case may involve multiple service requests. During FY05-06, the laboratory received 69,336 service requests and completed 58,328 service requests. It should be noted that the length of time to complete a service request can vary greatly and depends on many factors. A service request may be held pending submission of appropriate standards from the submitting agency or completion of analysis by another laboratory department.

DEPARTMENT	REQUESTS RECEIVED 2003-2004	REQUESTS RECEIVED 2004-2005	REQUESTS RECEIVED 2005-2006	REQUESTS COM- PLETED 2003-2004	REQUESTS COM- PLETED 2004-2005	REQUESTS COM- PLETED 2005-2006
Drug Analysis	8,964	9,519	10,516	8,542	8,233	8,948
Evidence	4,609	3,535	3,776	4,814	3,775	3,254
Firearms	3,167	3,394	3,894	2,589	2,703	2,372
Latent Prints	14,803	12,264	11,688	15,076	12,321	11,820
Questioned Documents Photography	11,277	11,202	8,868	13,214	13,246	8,866
DNA Analysis	12,200	14,337	15,820	9,390	8,230	10,122
Toxicology	11,949	11,991	11,632	10,943	10,823	10,226

Trace Evidence	3,132	2,994	3,142	3,673	2,763	2,720
Totals	70,101	69,236	69,336	68,241	62,094	58,328

The Latent Prints Department is responsible for the laboratory's crime scene processing responses. Other departments assist this department when added manpower or specialized expertise is needed. SLED Latent Prints personnel are able to respond to requests for this service throughout the state 24 hours a day, 7 days a week. On-call personnel must begin response within 30 minutes of the call. Time expended to process crime scenes depends upon the complexity and the necessity to collect many types of evidence; some may take only a few hours while the majority takes many hours to process. During FY05-06, the Latent Prints Department responded to 235 local and state requests for crime scene processing assistance.

LATENT PRINTS DEPARTMENT – CRIME SCENE PROCESSING RESPONSES				
FY2002	FY2003	FY 2004	FY 2005	FY 2006
325	293	285	238	235

The Implied Consent Department maintains 161 breath alcohol testing devices (BAC Datamaster) and videotaping systems (VDS-2) at 122 certified breath testing sites throughout the state. In FY05-06, this Department performed 1,041 on-site Datamaster inspection/maintenance visits and 787 on-site video-recording system inspection/maintenance visits. This Department also began upgrading the video-recording systems to a digital server. Upon completion, video-recordings of breath tests may be viewed and downloaded via the Internet through a central server located at SLED. 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 DATAMASTER CERTIFICATION				BAC DATAMASTER REMOTE INSPECTIONS			
FY 03	FY 04	FY 05	FY 06	FY 03	FY 04	FY 05	FY06	FY 03	FY 04	FY 05	FY 06
968	980	972	1041	14	11	20	7	17	91	50	6

VDS-2 ON-SITE INSPECTIONS				VDS-2 CERTIFICATIONS			
FY 03	FY 04	FY 05	FY 06	FY 03	FY 04	FY 05	FY 06
866	717	763	787	14	11	20	7

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 03	FY 04	FY 05	FY 06	FY 03	FY 04	FY 05	FY 06
105	122	120	125	57	55	70	64

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

DEPARTMENT	COURT TESTIMONIES	COURT TESTIMONIES	COURT TESTIMONIES	COURT TESTIMONIES
	2002-2003	2003-2004	2004-2005	2005-2006
Arson	2	*	*	*
DNA Analysis	42	33	34	39
Drug Analysis	61	46	37	51
Evidence	17	13	11	15
Firearms	31	48	38	52
Forensic Admin.	0	2	0	0
Implied Consent	9	13	9	4
Latent Prints	38	24	27	24
Photography	0	**	**	**
Questioned Docs.	5	10	5	8
Toxicology	64	22	46	49
Trace Evidence	27	35	33	42
Totals	296	246	240	284

*Department combined with the Trace Evidence Department

**Department combined with the Questioned Document Department

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

DEPARTMENT	TRAINING EVENTS ATTENDED	TRAINING EVENTS ATTENDED	TRAINING EVENTS ATTENDED	TRAINING EVENTS ATTENDED
	2002-2003	2003-2004	2004-2005	2005-2006
Arson	7	*	*	*
DNA Analysis	116	44	46	62
Drug Analysis	76	17	15	13
Evidence	38	1	3	3
Firearms	38	4	19	19
Forensic Administration	42	10	14	17
Implied Consent	31	6	6	3
Latent Prints	82	31	29	48
Photography	14	**	**	**
Questioned Documents	21	25	14	21
Toxicology	107	13	18	37
Trace Evidence	24	1	7	15
Totals	596	152	171	238

*Department combined with the Trace Evidence Department

**Department combined with the Questioned Document 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	2002-2003	2003-2004	2004-2005	2005-2006
Training Hours Provided to Outside Agencies	6,993	8,082	3,141	3,539

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

Criminal Justice Information System (CJIS) - Mission accomplishment is best represented by the number of user agencies and secure devices with approved connectivity to our Intranet, the Internet, and wireless devices such as Personal Digital Assistants (PDA), Blackberries, and the ability of citizens to access important data. Without access, the data are not used and serve no purpose. The use of wireless devices and the Internet reflect two technology changes by the Federal Bureau of Investigation Criminal Justice Information Systems (FBI CJIS) approved to access NCIC data. Internet access to NCIC data has been in use by SLED CJIS since April 2003. In FY05-06, SLED Information Technology staff developed and deployed S.NET to law enforcement agencies at no cost. This “fat client” allows secure access for full-function (entry and inquiry) criminal justice purposes via the Intranet to NCIC, NLETS, DMV, and other criminal justice applications. For the FY05-06, eighteen (18) agencies are accessing the S. Net application for NCIC, NLETS, and DMV use. This should prove to expand access even further. The number of criminal justice agencies accessing the network by frame relay connections as primary, secondary access sites, using third party vendors and LEMS.WEB is 352; this includes 10,999 terminal devices, 141 local area networks (LANS), 21 wide area networks (WANS), and 2,106 wireless devices. The number of criminal justice agencies accessing the network through the “Internet only” is 138 whereas there are 29 criminal justice agencies using dual Internet and intranet connections. Public access for non-criminal justice purposes via the Internet is limitless. In FY05-06, the agency conducted 440,490 criminal background checks by using the CATCH (Citizen Access to Criminal History) via the Internet, US Mail, and walk-ins to SLED CJIS Dissemination. SLED Dissemination Section generated \$7,905,641 from background checks alone. In the FY05-06, SLED Dissemination became responsible for accepting and reviewing Concealed Weapons Permits (CWPs), Private Investigator, and Security Guards applications. During this period, SLED Dissemination handled 27,436 applications, which generated \$1,875,341 in revenue. The total number of fingerprint cards submitted both by mail and electronically (livescans) for FY05-06 was 231,444, which is a 7.7% increase from the previous fiscal year. The total number of criminal history records processed for custody, depositions, expungements, deaths, consolidations, and deletes during FY05-06 was 406,694 reflecting a 4.3% decrease in processing. Through FY05-06, a total of 1,317,244 record subjects are currently retained in SLED’s criminal history database. Thirty (30) agencies are currently submitting fingerprints electronically and nineteen (19) agencies are submitting latent prints for evaluations to the Forensic Crime Laboratory’s Latent Prints Section. Also during FY05-06 SLED CJIS Training personnel certified 1,341 new National Crime Information Center (NCIC) operators. The Computer Crime Center investigated 942 cases, a 24% increase from the previous year, involving computer related crimes, including Internet child pornography, telecommunications fraud, and credit card fraud/theft. The Forensic Unit examined 11.9 terabytes of digital evidence. The Computer Crime Center provided 175 hours of training to 689 local law enforcement and nine (9) hours of training to 97 prosecutors and judicial staff. The Center also provided 114 hours of community awareness training to 1,820 citizens of South Carolina..

Investigative Services conducted 4,525 investigations during FY05-06.

- The Arson/Bomb Unit responded to 529 calls for assistance involving approximately \$2.3 million in losses and continues to almost double the national average in arson cases cleared by arrest.
- The Forensic Art Unit prepared a total of 103 composites, four (4) facial reconstructions, and 22

graphics for courtroom presentation.

- The Polygraph Section scheduled 1,227 tests, conducted 780 tests, and found deception in 300 of those tests.
- The Behavioral Science Unit opened 92 cases, 43 of which were threat assessments.
- The Tactical Units provide immediate support. The Tracking Team responded to 110 calls and 35 persons were apprehended. The Fugitive Task Force opened 189 cases and arrested 180 fugitives. The SWAT Team responded to 23 calls for assistance. The Aviation Unit responded to 420 law enforcement calls for assistance, including missing persons calls, fugitive calls and others.
- The Grand Jury and Insurance Fraud Unit opened 456 new state grand jury or insurance fraud cases in the fiscal year ending June 30, 2006.
- The four Regional Investigative Units responded to requests, including criminal investigations, child fatality investigations, jury sequestration, and special events. Statewide Special Event planning, including marches, high profile conferences, and natural disaster management requires coordination between the Emergency Preparedness Unit and the other units of Investigative Services, especially the Regional Investigative Units. Units of Investigative Services responded to 66 special events requiring the deployment of large numbers of manpower assets, and provided technical support using communications and aviation resources.

Investigative Services	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
Requests for Criminal Investigations and assistance	3,563	3,943	3,299	3,783	3,254
Requests for Bloodhound Tracking	146	127	96	89	110
Aviation Services Calls for Service	385	413	445	327	420
SWAT Team calls	18	31	43	24	23
Fugitive Task Force Investigations	209	205	146	188	189
Arson/Bomb Investigations	604	597	608	582	529
Totals	4,925	5,316	4,637	4,993	4,525

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.

Community Services – Mission accomplishment is determined by a measurable reduction in the number of establishments selling alcohol to minors and a measurable increase in enforcement efforts of minors in possession of alcohol. VICE was responsible for over 1,199 arrests, 7,513 inspections, and approximately \$22,805,657 in drugs purchased/seized for FY05-06. The unit continues to actively enforce laws governing alcohol sales to minors, and alcohol investigations and licensing. Approximately 16,713 Concealable Weapons Permits (CWPs) were issued in FY 05-06, and there are now over 45,000 Concealable Weapons Permit (CWP) holders in South Carolina. Also issued were 210 State Constable Commissions. Additional goals for Community Services included timely action on applications and CWP permit processing; meeting CALEA and 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 CALEA standards, SLED policies and procedures, statutes, regulations; and other requirements.

VICE Enforcement	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
Admin. Violations (alcohol)	1,347	1,073	1,060	1,132	720
Admin. Warnings Issued	1,174	924	298	248	185
Alcohol Related Arrests	2,435	1,903	1,780	1,370	907
Admin. Inspections Conducted	12,192	10,456	10,506	7,039	4,268
Admin. Orders Processed	12	12	48	38	59
Complaints Investigated	530	756	627	785	718
Alcohol Locations Checked	3,837	3,879	4,734	4,307	3,245
Alcohol Violations Detected	915	721	785	850	574
Lottery Complaints	185	200	213	248	208
Lottery Arrests	46	40	19	16	20
Narcotics Complaints	195	119	118	169	84
Narcotics Arrests	370	496	580	355	271
Requests for Technical Services	1,018	744	1,717	997	1,841
Video Gaming Cases made after 7/1/00 (seized)	216	185	1,025	1,551	1,223
Totals	24,472	21,508	23,510	19,105	14,323

Alcohol Licensing	2004-2005	2005-2006
Applications Processed	3,207	3,188
Sign pickup for mini bottle license	705	775
Sign pickup for beer/wine	1,930	1,823
Sign pickup for retail liquor license	171	164
Total	6,013	5,950

Dog Fighting	2004-2005	2005-2006
Cases initiated	5	6
Arrests	11	1
Complaints	14	5
Total	30	12

Charges – Alcohol Enforcement	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
Use of Altered ID	6	1	23	6	3
Use of Another's ID	78	57	44	22	2
Poss. Of Liquor under 21	120	99	72	58	43
Use of Fake ID	34	37	25	6	6
Poss. Of Beer under 21	497	332	299	243	141
Unlawful Sales	915	721	785	850	574
Totals	1,650	1,247	1,248	1,185	769

Regulatory Services (CWP, Private Detectives, Security, Constables, Coroners)	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
Investigations Conducted	32,499	2,888	2,539	1,650	189*
Pistol Licenses Issued					172
Security/Private Investigation Licenses Issued					14,143
Coroners/Deputy Coroners Permit Issued					31
Concealed Weapons Permits Issued	13,740	10,962	9,820	13,479	16,713
**State Constable Commissions Issued					210
Total Licenses and Commissions Issued	17,609	19,293	16,849	12,414	31,269
Totals Licenses/Commissions/Investigations	63,848	33,143	29,208	27,543	31,458

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

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

State Constable Commissioned	2005-2006	Total Number
Group I	128	901
Group II	37	551
Group III	45	947
Totals	210	2,399

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

COMMUNITY RELATIONS UNIT	2003-2004	2004-2005	2005-2006
Community Race/Relations Issues	30	18	95
Community Relations Speeches	65	77	37
Alcohol Training/Seminars	91	17	3*
Career Days/Fairs	25	23	36
Conferences	8	3	8
Security	30	32	17
Victim/Witness	14	4	32
Victim Support (Presentations)	7	3	11
Support/Security Details	1	24	46
Interns	37	18	33
**SCLEAP	275	351	414
TOTAL REQUESTS FOR SERVICES	583	570	732
TOTAL NUMBER INDIVIDUALS CONTACTED			24,648

*This service is no longer conducted by this Unit.

SCLEAP Program	2002-2003	2003-2004	2004-2005	2005-2006
Public Events Attended	9	12	41	50
Emergency Call-Outs	33	34	17	23
Pastoral Visitation of Employees/Family	44	114	195	231
Public Speaking/In-Service/Prayers	43	45	42	49

Incidents Where Volunteers Were Used	*470	**45	37	40
Funerals Attended	20	25	19	21
Total	619	275	351	414

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

Training Provided by Training Department Personnel	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
Training Provided for SLED Agents by SLED Instructors (hours)	21,453	13,622	13,267	13,012	18,080
Training Provided for Other Law Enforcement Agencies (hours)	3,572	268	1,182	1,108	3,168
WMD/Counter-terrorism Training		7,744	1,920	110	480
Total Training Hours Provided	25,025	21,634	16,369	14,230	21,728
CWP Instructor Lesson Plans Approved	88	60	49	25	35

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

Office of Counter-terrorism – measures performance levels by review of work products, success of projects administered, and customer satisfaction. The State Counter-terrorism strategy is based on assessments and guidance from the State and Regional Counter-terrorism Coordinating Councils and the U. S. Department of Homeland Security. The Office of Counter-terrorism utilizes the state strategy to judge unit performance. The Intelligence/Missing Persons Unit handled 2,775 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 \$113 million which has passed through SLED to local and state entities. The State Counter-terrorism Coordinating Council is integrally involved in the process of allocation of these funds, which have been awarded pursuant to the State strategies. Also, according to DHS officials, the submission from South Carolina for the FY06 Homeland Security Grant Program received a high rating compared to all state submissions.

- Local Allocations - \$25.8 million spread to local governments for homeland security initiatives in addition to specific allocations for specialized equipment, training and exercises;
- Local Emergency Operations Center Enhancements - \$2.76 million;
- Local and state equipment purchases \$41.1 million - Urban Search and Rescue (USAR) Initiatives, Personal Protection Equipment (PPE), Chemical, Ordnance, Biological Radiological teams (COBRA); Decontamination Tents/Trailers; Aircraft Technology; Communications Interoperability, etc.;
- Critical Infrastructure - \$3.18 million;
- Agro-terrorism response \$2.97 million;
- Prevention (fusion center) - \$5.05 million;
- First Responder Training and Exercises - \$8.26 million;
- Citizen Corps - \$0.76 million;
- Assessment and Strategy/Administering Program - \$2.36 million;
- Emergency Management Performance Grants (EMPG) - \$2.76 million; and,
- Official Award of \$14.6 million announced June 2006 is pending.

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

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

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

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

Criminal Justice Information System (CJIS) – Employee satisfaction is reflected in anecdotal information expressing gratitude for the opportunity to improve the CJIS system and their level of training and equipment. Improvements have been made possible with grant funding and are necessary in order to continue access to NCIC and NLETS. Majority of staff from CJIS, SIB, SOR, IT Communications, IT applications, SCIBRS/NCIC and Computer Crimes units received formal training during FY05-06. In FY05-06, career paths for Fingerprint Specialist and Examiners were established.

Investigative Services – Employee satisfaction is first measured by the outstanding work product produced. In the fiscal year ending June 30, 2006, agents assigned to Investigative Services components received over 70 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.

Community 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.

Office of Counter-terrorism – Formal and informal assessment methods and measures are used to determine employee satisfaction. Leadership maintains close interaction with employees who are encouraged to express concerns and to participate in problem resolution.

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

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

Criminal Justice Information System (CJIS) - Federal privacy laws and FBI rules distinguish between NCIC access for criminal justice purposes and access for non-criminal justice purposes. Access for non-criminal justice purpose is limited. These restrictions are enforced through use of a closed network, requirements to certify the purpose of each inquiry, and other controls. Audits are conducted to ensure compliance with requirements, and investigations are conducted following complaints. If improper or illegal use is identified, sanctions range from a warning to termination of access or even prosecution in extreme instances. SLED CJIS conducts audits of its customers and suppliers, and the FBI audits SLED CJIS. In the FY05-06, CJIS NCIC/SCIBRS Audit Section conducted a total of 33 audits of law enforcement agencies; performed five (5) access integrity investigations and certified 1,341 new NCIC operators. Additionally, 1,958 current NCIC operators were re-affirmed in FY05-06. SLED NCIC actively started working with federal, state and local law enforcement agencies in entering information into the Violent Gang and Terrorist Organization File (VGTOF) in FY05-06. Through their cooperative work, 226 active groups with 826 active member records were entered into the national file from South Carolina.

During FY05-06, with the assistance from the NCHIP federal grants, SLED CJIS was able to upgrade the existing Sex Offender Registry Workstations, which were originally deployed in 1999 to local sheriffs' offices. The updated Sex Offender legislation (S.1138 and S. 1267) named Jesse's Law was passed June 2006. This legislation amended the registration requirements from once a year to a bi-annual registration. The changes also instructs SLED to develop procedures for the verification of addresses by sheriff's offices in the county where the sex offender resides and the registration must now include information of the offender's trailer, mobile

home, manufactured home, boat/vessel registration, live-aboard or house boat information. No funds have been awarded or received to fund these programming necessary to make these changes. However, SLED IT personnel are also working diligently to address the technical issues needed to meet these and the new Federal Sex Offender Law changes. SLED IT worked diligently to become part of the National Sex Offender Public Registry (NSOPR) in September 2005.

In 1991, South Carolina became one of the first states to implement the National Incident Based Reporting System (NIBRS) developed by the FBI to capture crime data and other information gathered by municipal and county law enforcement agencies. Crime data are classified according to standard definitions used throughout the nation. By using standards, it is ensured that offenses with different titles under the laws of the various states are appropriately classified and counted under the UCR programs. SLED forwards this statistical crime information to the FBI on a monthly basis for inclusion in the FBI's annual publication. For FY05-06, 391,088 incident reports and 234,231 arrests were processed by SLED UCR personnel, resulting in an overall 1% decrease in handling paper reports due to the submission of data electronically. Total electronic submission and distribution of information is a priority; electronic reporting throughout the state is now at approximately 80%.

Investigative Services - Investigative Services provides a wide range of services to our customers. The statutory authority to conduct investigations on behalf of the State are as follows: Section 23-3-10 establishes authority for the creation of the South Carolina Law Enforcement Division; Section 23-3-15 through 23-3-160 provides that SLED shall have specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to the following functions and activities: investigation of organized criminal investigations, arson investigation and emergency event management pertaining to explosive devices; the maintenance and operation of a statewide comprehensive forensic sciences laboratory; 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.

Investigative Services conducted 982 backgrounds on applicants who applied for the South Carolina Bar Association. Also, 36 backgrounds were completed on Judicial Applicants, 79 backgrounds were completed on potential SLED employees including sworn and non-sworn personnel, and 17 backgrounds were completed on State Grand Jury interns and Law Clerks.

Investigative Services completed 158 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 157 criminal histories for the Governor's Office for Award presentations and 1009 criminal histories and credit reports for the Governor's Office for applicants applying to Boards and Commissions.

Community Services - Section 23-3-10 establishes authority for the creation of the South Carolina Law Enforcement Division; Sections 23-3-15 through 23-3-160 provide that SLED shall have specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; regulation, enforcement, and inspection under Title 61 (alcoholic beverage control laws) and such other activities as are not inconsistent with the mission of the division or otherwise proscribed by law; Sections 12-21-2703 through 12-21-2804; and 16-19-50; establish South Carolina's video gaming laws which are enforced by the Alcohol Enforcement Unit; Section 23-31-110 through 23-31-150 authorizes SLED to regulate pistol purchases through implementation of a permitting program; Sections 23-31-205 through 23-31-235 created the

“Law Abiding Citizens Self Defense Act of 1996” authorizing SLED to issue Concealed Weapons Permits (CWP) upon positive completion of a background investigation; Section 23-1-65 outlines appointment of deputies, constables, security guards and detectives to assist with the detection of crime; SLED is responsible for ensuring that state constables, security guards, and detective appointees have received adequate training and meet the standards required for appointment; Section 40-17-10 through 40-17-170 outlines the powers and duties of the Chief of the South Carolina Law Enforcement Division regarding private security businesses or private detectives.

The Community Services Units ensure community wellness through quality-oriented community relations programs; promote interaction between law enforcement and the public through community awareness programs, and improve communications among all parties affected by law enforcement activities; assist local agencies in the development of community relations programs; continue to assess and monitor agency personnel training needs to ensure appropriate training is received; aggressively pursue increased volunteer participation in the SCLEAP program; and, conduct investigations pertaining to vehicle thefts, fraudulent driver’s licenses, counterfeit titles, licensed vehicle dealers, and investigation of criminal violations at the Division of Motor Vehicle (DMV).

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