

Accountability Report Transmittal Form

Agency Name: State Law Enforcement Division

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South Carolina Law Enforcement Division (SLED)



Agency Accountability Report Fiscal Year 2012-2013



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Section I: Executive Summary

1. Purpose, Mission, Vision and Values

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

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

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

2. Major Achievements (by functional area and program)

Forensic Services Laboratory

The Quality and Safety Department assisted with the completion of the required annual the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) internal audit of all forensic disciplines within a four month period. The QA Department launched a strategic plan of policy and protocol revisions to assist with preparations for ASCLD/LAB International accreditation in 2014.

The Trace Department was one of the top contributors in the world of paint samples to the Paint Data Query Database. The department significantly exceeded the required minimum contribution of samples and received a letter of appreciation from the Chemistry Unit Chief of the Federal Bureau of Investigation (FBI) for their superior accomplishment.

A Micro-spectrophotometer, utilized for fiber analysis, was purchased, installed and validated. The procurement of this instrument allowed the Trace Department to conduct conclusive dye analysis that significantly impacted the outcome of two forensic cases during FY 12-13. Until the purchase of the micro-spectrophotometer this was previously not possible.

The DNA Departments secured \$1.2 million in federal grant funds through the 2012 DNA Backlog Reduction Grant program. Funds from this program supported the re-creation of the Serology section to include renovations and the addition of four staff members. This staff began accepting cases, thus reducing the workload on the DNA analysts. Federal grant funds also allowed for the additional hiring of two DNA casework analysts to assist with backlog reduction.

The DNA Database Department was dramatically impacted by funding of arrestee legislation for FY 12-13. Preparations were made to ready the department to handle the projected increase in sample volume from 10,000 samples per year to 20,000 samples per year. Higher throughput instruments have been purchased and validated; one full time technician has been hired and is currently training. The contract to produce 15,000 DNA Collection Kits for distribution to all collecting agencies was awarded to a vendor via a competitive bidding process in accordance with state procurement guidelines. A LIVESCAN interface with our current LIMS system has been tested and approved. This will allow for jail officials to verify the identity of the arrestee at booking and at the same time query our database to determine whether or not collection of a biological sample is needed from this individual. This is

achieved by the system determining whether or not the offense for which the person was arrested is a qualifying offense as well as determining whether or not the individual's sample has already been collected. Coordination began to prepare booking facilities around the state to collect and screen arrestee samples. Training has been provided to the Greenville and Lexington County Detention Centers.

The DNA Database Department improved sample processing efficiency through the validation of a new instrument and amplification kit. The new instrument allows for the simultaneous analysis of 24 samples, as opposed to the previous analysis of 16 samples, thus improving production time.

The Toxicology Department secured a competitive Coverdell Grant for a new drug screen instrument. This instrument was validated and implemented in casework with a new 12 Panel Drug Screen. The expanded panels allow for detection of most drugs of abuse through initial screens reducing analysis time and improving analyte detection. As the only forensics toxicology lab in the state, increased capabilities and efficiency is critical. The implementation of these additional screening panels reduces case turnaround time on average two to three weeks.

The Latent Print case backlog was reduced from 778 cases to 401 cases-representing a 48 percent backlog reduction.

The Drug Analysis Department implemented the Drug Vault Evidence Project which allowed for the authorized destruction of over 75 percent of cases in storage.

The Evidence Control Department achieved a goal of reducing the average customer wait time for 2012. Customers waited an average of 6.36 minutes with 85 percent of customers waiting less than 10 minutes to submit evidence.

Regulatory

The Concealed Weapon Permit Unit processed an unprecedented 51.7 percent increase in the number of applications in FY12-13. In addition, during this high volume time period, the Unit also provided valuable input to the legislative process regarding the Mental Health Reporting Bill. The law will require the Probate Courts to submit all mental health adjudications to SLED for inclusion in the FBI National Instant Criminal Background Check System (NICS Index). This database is searched when an individual attempts to purchase a firearm or ammunition, or obtain a concealed weapon permit, to determine if they are prohibited. The Regulatory Unit is responsible for entering the current information, as well as ten years of back dated adjudications.

Counter-Terrorism

The Arson Unit has been able to improve operational response capabilities with the addition of an arson detection canine program consisting of two canines and handlers. One canine and handler is certified and available for response, with the other team currently enrolled for certification. Improvement in the quality of service has been accomplished through the use of new equipment for documentation purposes, such as digital cameras and IR measurement devices. Additionally, three arson investigators have achieved and maintain national certifications as either Certified Fire Investigator (CFI) or Certified Fire and Explosion Investigator (CFEI). The increased ability to respond with shorter response times has been aided through the additional staffing and placement of agents in areas based upon needs assessment.

The Bomb Squad has been able to improve operation response capabilities in the area of underwater hazardous device response through the acquisition of a rib-style watercraft, an underwater remote operation vehicle (ROV), and additional training. Additionally, diving practices are currently being expanded to include "hard hat" technical diving for prolonged missions. Significant progress has been made with achieving underwater ratings for approximately 95 percent of the members assigned to this duty.

The Weapons of Mass Destruction (WMD) Tactical Response Team has improved response capabilities due to the adoption of new technology associated with response suit protection, increased equipment in the areas of chemical and radiological detection has been acquired and is operational, and five Special Weapons and Tactics (SWAT) members who were Intermediate Emergency Medical Technician's (EMT's) became Advanced EMT's, two SWAT members became EMT Basic, and three SWAT members from the Dive Team moved to the level of Public Safety Diver, Rescue Diver and Diver EMT.

Investigative Services

The Computer Crimes social security unit was ranked number 1 in the nation in the amount of money saved for the state. Over \$15,000,000 was saved by this unit for the state Medicare/Medicaid program.

The Vehicle Crimes Unit was re-established and now has a Lieutenant and six Agents assigned and working cases. Since January 2013 this unit has opened in excess of 100 cases and has significantly reduced the number of backlogged cases.

The Low Country Investigative Unit has implemented an electronic case presentation that is not only a more professional image but also is saving the Agency money as it relates to paper usage. This system has now been purchased for the entire division.

The Special Victims Unit was instrumental in writing the new state protocol for law enforcements response to sexual assaults.

SLED is the only law enforcement agency other than the FBI behavioral science unit that does both behavioral analysis and threat assessment in the United States.

Homeland Security Grants Administration (HLSGA)

SLED serves as State Administrative Agency (SAA) responsible for the administration of federal homeland security programs in South Carolina. HLSGA supported several successful initiatives helpful to Sheriffs, Police Chiefs, Emergency Management Directors, Fire Chiefs, Emergency Medical Leaders, and other officials in every county in SC and multiple state agencies to fund the prevention, mitigation, response to and recovery from terrorism and other hazards. These included:

Managing over \$100 million of federal funds in over 400 sub-grants to Law Enforcement, Fire, EMS, Emergency Management, and other entities: Due to Department of Homeland Security (DHS) and Federal Emergency Management Agency (FEMA) national policy changes, the State was in danger of losing over \$20 million in federal funds from 2007, 2008, 2009 and 2010 Homeland Security Grants. SLED HLSGA worked with the South Carolina Congressional Delegation and Secretary Napolitano to allow SC more time to obligate funds on key grants to prevent losing these funds. HLSGA visited hundreds of sub-grantees to assist them in the completion of paperwork, and to process requests for payments at up to 10 times the normal rate for several months. This was critical to meeting the shortened deadlines imposed by the federal government. As a result, over 99 percent of the funds in question were expended on needed Homeland Security initiatives including WMD Teams, Hazmat Teams, Bomb Squads, SWAT Teams, Urban Search & Rescue (USAR), Incident Management Teams (IMT), Regional Medical Assistance Teams (RMAT) equipment, training, planning and/or exercises—a \$20 million impact.

Supported a Statewide Interoperable Communications Coordinator (SWIC) and the update and implementation of the State strategy inclusive of all SC emergency responder communications bands.

Reinvigorated a statewide Critical Infrastructure/Key Resources (CI/KR) program in an effort to protect significant strategic, economic, and iconic resources in South Carolina. The CI/KR information previously gathered prior to 2009 has been revalidated and input into the DHS sponsored Automated Critical Asset Management System (ACAMS). ACAMS now has over 1200 asset entries versus the 686 entered in all previous systems since the beginning of the program. All 30 state Buffer Zone sites' information has been updated.

Administration

In FY13, the agency filled 90 full-time equivalent positions including new positions and backfills from previous years. This includes six in Administration, five in Information Technology, 36 in Investigations, seven in Counter-terrorism, 22 in CJIS/Fusion, three in Regulatory, and 11 in Forensics. The majority of vacancies for investigative personnel were filled enabling SLED to provide improved services.

Accreditation

SLED enrolled in the Commission on Accreditation of Law Enforcement Agencies (CALEA) Advanced Law Enforcement Accreditation Program on May 29, 2012. Successful completion of the Mock Assessment and the CALEA On-Site Assessment took place on November 1-2, 2012 and January 20-23, 2013 respectively. SLED was awarded Accredited Status by CALEA on March 23, 2013, only 10 months after enrolling in the Accreditation Program instead of the usual 3 years.

Criminal Justice Information Services (CJIS)/Fusion Center

The South Carolina law enforcement community is now able to share information with their counterparts throughout the nation, in particular along the eastern seaboard and port communities via the South Carolina Information Exchange (SCIEx), which is now connected to the Navy's Law Enforcement Exchange (LINx) portal via a single sign on.

Connected SCGangNet to Maryland's High Intensity Drug Trafficking Area (HIDTA) for the purpose of information sharing. There are 1,057 users of SCGangNet, 19,591 gang member records accessible via the HIDTA node, and 3,306 gang member records were documented in SCGangNet.

All issues identified in the 2010 FBI Audit have been resolved and CJIS is no longer under sanctions (successfully completed 2013 Audit in March). Fully compliant with FBI standards to protect criminal justice information shared throughout the South Carolina Law Enforcement community to enhance officer safety.

Expungements are current; approximately a year and a half ago there was a backlog of over eight months.

CrimeNtel, whose focal point is intelligence submission and its links to related entities, is operational and available for statewide deployment.

Information Technology (IT)

SLED IT upgraded the Law Enforcement Alters Dissemination System (LEADS), which includes the electronic AMBER Alert system, to include the ability to disseminate Blue Alerts and Endangered Missing Person Advisories using the same system. The alerts are posted to the SLED Website and emailed to partner organizations simultaneously. The process was changed from typing information into individual fields to the simple upload of a .pdf file. This allows alerts to be disseminated quicker and allows South Carolina Information and Intelligence Center (SCIIC) greater freedom in the information they provide to the public because they are not limited to pre-defined fields.

The Law Enforcement Switcher (LEMS.Web) password requirements were changed to meet the password policy requirements. This programming was coordinated between SLED and a contractor to provide user friendly instructions to the end user and also provide a more up to date administrative user interface for SLED LEMS.WEB administrators.

Enhanced the security of the Dispositions data and improved the process by moving the data from email to a secure website download. This results in faster updating of Disposition data to the CCH system and increases the security of the data transfer. Security was also improved by moving audit logs for CATCH transactions and Concealed Weapons Permit (CWP) online renewal by moving them to a secure server. This results in increased security on the Personally Identifiable Information (PII). No credit card information is saved or stored.

Improved SCIBRS by updating documentation and program code to reduce error rates of the file submissions sent to the FBI for inclusion in the National System (NIBRS) and to increase the efficiency of the processes of collecting real-time criminal statistics from local law enforcement agencies and sharing with the FBI.

Enhanced SLED Network Security by implementing some additional controls into the SLED controlled intrusion prevention system for network traffic.

IT also coordinated with the Division of State Information Technology (DSIT) to place TALON sensors at

network entry points to provide an additional intrusion detection system. Data is reviewed and information that has suspected security or virus information is consolidated in a daily report at DSIT and sent to the SLED IT security team daily.

3. Key Strategic Goals

The agency's primary goal is to provide investigative, technical, and tactical law enforcement resources to all areas of South Carolina. SLED continues to provide these services and assistance to law enforcement agencies throughout South Carolina when requested. These services are provided to local, state, and federal entities throughout the state at no cost, allowing the request for critical services to be first and foremost. An equal level of law enforcement resources must be provided on a statewide basis.

- Maintain compliance with accrediting authorities such as CALEA, ASCLD/LAB, and Bomb Squad to achieve optimal performance standards.
- Prepare for CALEA re-accreditation in 2015 by planning the first electronic assessment.
- Recruit personnel for 19 new positions in critical areas such as Forensics, Regulatory, Criminal Justice Systems, and Investigations.
- Address space allocation needs in the agency through reconfiguration of facilities and existing resources to accommodate equipment, storage, and new personnel.
- Procure and use state of the art technology, where practicable, to enhance service and delivery of criminal justice information and tools.
- Continue to aggressively pursue state, federal, and other funds to support agency priorities as determined through collaborative efforts with law enforcement partners and governmental agencies.
- Create a centralized imaging network for electronic storage of files to reduce paper and increase space availability.
- Reduce the DNA backlog and response time through the Capacity Enhancement.
- Implement the "DNA Collection Upon Arrest" legislation to train new staff members, purchase equipment, and instrumentation to handle increase sample submissions from law enforcement agencies.
- Achieve 10 minutes or less wait time for law enforcement officers with regard to submission of evidence in Forensics.
- Provide statewide Peer-Based Assistance and Follow-up Program for officers, dispatchers, and family members involved in criminal incidents.
- Maintain an arson clearance rate of 30 percent or higher above the national average.
- Upgrade the Radio Dispatch Console to an IP base system to allow expansion and enhanced operation.
- Obtain National Certification for Underwater Hazardous Devices (UHD) Team/Technicians.
- Develop training programs to include the following:
 - Comprehensive Training Program for Public Safety Chaplains
 - Infrastructure protection sweeps for local law enforcement agencies
- Increase capabilities of K-9 program services to include establishment of new K-9 training guidelines.
- Develop and coordinate delivery of the Senior Executive Active Shooter class to Chiefs and Sheriffs.
- Develop and coordinate delivery of the Advanced Shooter Instructors' class.
- Reduce the backlog in Vehicle Crimes, Computer Crimes, and the SVU/Child Fatalities cases through implementation of case management software.
- Improve outreach to local law enforcement to promote awareness of the Computer Crimes Forensic Unit's services; thereby increasing the number of composite drawings, post mortem facial reconstructions, and special projects.
- Increase the number of investigative agents in the Cybercrime Unit to ultimately reduce the backlog, improve response time, and increase the ability to complete more investigations.
- Increase alcohol enforcement efforts by 50 percent to identify violations and alcohol related incidents (ARI).
- Expand the Interdiction Program by increasing the number of investigative agents in the upstate region.
- Expand the Narcotics Diversion unit by increasing the number of agents to work in conjunction with the Federal Task Force partners on prescription drug cases.
- Implement a Street Vice Unit to enforce narcotic and alcohol violations in areas of extreme violent activity.
- Implement the electronic case presentation system agency wide.
- Complete 2013 State Homeland Security Strategy by addressing gaps, capabilities, and sustainment issues

regarding Homeland Security Teams and technology.

- Perform a 2013 Threat Hazard and Risk Assessment (THIRA) of South Carolina.
- Complete initial draft of WMD Standard Operating Guidelines (SOG).
- Maintain an electronic log of policy review and training by launching the software PowerDMS agency-wide.
- Automate internal inventory processes to increase efficiencies.
- Create a professional development and career plan for law enforcement officers and forensic technicians for legislation consideration.
- Develop a strategy for implementation of the Affordable Care Act (ACA) and its impact on temporary employee benefits.
- Establish a recruitment team to develop outreach programs and improve diversity.
- Develop an Occupational Safety and Health Administration (OSHA) Compliance/Safety Unit dedicated to ensuring compliance and preventing safety violations.
- Conduct Regional Training classes on SCIBRS requirements.
- Develop a new agent orientation manual and field training manual.
- Develop a web-based training platform for the query only classification roles of those accessing the National Crime Information Center (NCIC).
- Successfully prepare the CJIS division and local law enforcement for the 2016 NCIC Audit.
- Establish the capability of the National Law Enforcement Telecommunication System (NLETS) to query against the OffenderWatch (Sex Offender Management System) data.
- Provide maximum support to law enforcement partners through cooperation and coordination of criminal justice information systems and training by deploying the Criminal Intelligence Management system (CrimeNtel).
- Automate the CWP application and renewal process resulting in more efficient response times.
- Implement the additional requirements for the National Instant Criminal Background Check System (NICS).
- Implement strategies and innovations in Information Technology that will improve services, increase security, and maintain continuity of information. Examples include:
 - Completing IT security audit
 - Implementing new multi-factor authentication for SLED employees

4. Key Strategic Challenges

SLED's key strategic challenges include:

- Securing federal grant funding for programs such as the statewide cyber security program, statewide active shooter program and WMD/Counter-terrorism training.
- Recruitment and retention of qualified personnel in information technology who are skilled at state of the art technology and dedicated to providing better quality services to customers along with knowledge transfer to new hires.
- Continual recruitment of qualified law enforcement officers and forensic personnel who meet SLED requirements, standards, and background checks to ensure stability in services.
- Increase training opportunities for all SLED employees, particularly supervisory and mid-level management training to promote retention.
- Development of career paths for law enforcement and forensic personnel to promote career development and retention efforts.
- Developing a counter-terrorism response plan that is proactive rather than reactive.
- Maintain operational levels during the implementation of the automated system and the digital storage of case files by the Concealed Weapon Permit Unit.
- Limited space for additional personnel and equipment within the agency.

5. Agency's Use of Accountability Report

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

Section II: Organizational Profile

1. Description of Major Products and Services and Delivery Methods

Forensic Services Laboratory

Provides the criminal justice system in South Carolina with a full-service forensic laboratory; to employ persons of the highest possible ethical and educational standards and furnish necessary training to them; and to perform work with a high degree of accuracy, quality and efficiency. It is composed of an administrative component (Forensic Administration) and the following departments:

- Quality and Safety – maintains accreditation standards and employs safety standards.
- Forensic Technology – maintains Laboratory Information Management System (LIMS).
- DNA Casework – processes evidence and performs DNA analysis of biological evidence.
- DNA Database – maintains Combined DNA Indexing System (CODIS) Database.
- Drug Analysis – analyzes non-biological evidence for controlled substances.
- Evidence Control – receives, stores, and returns evidence and distributes evidence collection kits.
- Firearms – examines firearms, tools, and related evidence, maintains Integrated Ballistic Identification System (IBIS).
- Implied Consent – maintains breath alcohol testing devices and video recording systems.
- Latent Prints/Crime Scene – develops and identifies latent fingerprints and other imprint/impressions, contributes to the Automated Fingerprint Identification System (AFIS) database, and processes crime scenes.
- Toxicology – analyzes biological fluids/tissues for alcohol, drugs, and poisons.
- Trace – analyzes glass, fibers, paints, gunshot residue, and explosives; analyzes fire debris for the presence of petroleum accelerants.
 - Questioned Documents – examines authenticity of documents in question.

Regulatory Services

Regulatory provides the following processes and services:

- Concealed weapons permits;
- Private security guard and business licenses;
- Private investigator and business licenses;
- Constable commissions;
- Administers the South Carolina Office of Extradition and Rendition for the Governor's Office;
- Investigates applications for alcohol sales licenses and permits as requested by the South Carolina Department of Revenue;
- Provides investigative support to the SC Educational Lottery; and,
- Tobacco Enforcement.

Counter-Terrorism

Supports the South Carolina Counter-terrorism initiative through planning, research and development of strategy, and coordination of programs, resources, and operational functions essential to the Counter-terrorism mission by the following:

- Protective Services/Emergency Management Unit - charged with coordinating law enforcement emergency planning and preparedness with the appropriate local, state, and federal agencies during emergency situations, and with providing dignitary protection and special event protective detail coordination.
- Tactical Operations - provides SWAT, Aviation, Bloodhound Tracking and Technical Support upon request.
- Training Unit - covers topics and skills including Firearms and Driving training, CPR certification, Criminal Domestic Violence updates, Legal updates, and Yearly In-Service Training updates. This unit

also facilitates the fitting of Personal Protective Ensembles (PPE) and facilitates health screening. In a proactive attempt to protect the State of South Carolina.

- Bomb Squad - conducts protective sweeps in and around all public transportation venues to include airports, rail stations and bus terminals. The Underwater Hazardous Devices Response Unit conducts protective sweeps for port and waterway functions.
- Arson Investigative Section - continues to investigate fires that are deemed suspicious. If a fire is determined to be an act of arson, the SLED arson unit assists with the investigation in pursuit of the suspect who set the fire.

Investigative Services

- Provides quality manpower and technical assistance to all law enforcement agencies
- Conduct professional investigations on behalf of the state, as directed by the Governor or Attorney General, for the purpose of solving crime and promoting public order in South Carolina.
- Each section and unit within Investigative Services continues to experience major accomplishments in addition to achieving success in their primary missions and goals for the year. These sections and units include:
 - Regions (Low Country, Midlands, Pee Dee, and Piedmont);
 - Behavioral Science;
 - Special Victims Unit;
 - State Grand Jury;
 - Narcotics/Alcohol Enforcement and Vice Technical Services;
 - Computer Crimes USSS Task Force;
 - Vehicle Crimes;
 - Forensic Art;
 - Insurance Fraud;
 - Case Files; and
 - Victim/Witness.

Homeland Security Grants Administration (HLSGA)

Coordinates state level homeland security policy, planning and organization, and distributes and manages federal grants from the U.S. DHS; coordinates statewide WMD and Specialty Team organization, assessment and training; provides assistance to state and local authorities regarding Active Shooter Response activities; coordinates statewide CI/KR protection program; and, coordinates statewide DHS funded training. SLED HLSGA also manages a grants program which is responsible for distributing federal grant funds to local and state first responders (Law Enforcement, Fire, EMS, Emergency Management, etc.).

Criminal Justice Information System (CJIS)/Fusion Center

- Processes the information related to:
 - Civil fingerprint cards, per state statute, and criminal fingerprint cards taken on subjects following arrest, correctional commitment, or supervision.
 - Dispositions, expungements, and records of persons who are convicted sex offenders or violent predators.
 - Dissemination processes all name-based criminal record checks for the general public and reviews CWP's and security guard applications.
 - Records of persons wanted for criminals, records of stolen property, records of orders of protection.
- Major processes and services produced by CJIS include records of:
 - Persons wanted for criminal offenses;
 - Stolen property;
 - Orders of protection from domestic abuse; and,
 - Criminal organizations and domestic gangs.

- Fusion Center:
 - Coordinates information sharing and intelligence gathering and analysis with state and federal agencies.
 - Provides the means to gather, analyze, disseminate, and use terrorism information, homeland security information, and law enforcement information relating to terrorism in support of the Information Sharing Environment Implementation Plan and Information Sharing Environment (ISE November 2006)
 - Support the National Infrastructure Protection Plan (NIPP) consistent with HSPD-7 as it relates to Critical Infrastructure Identification, Prioritization, and Protection
 - Provide timely support and information regarding missing persons and AMBER Alerts to local, state, and federal law enforcement agencies, transportation agencies, broadcasters, endangered persons, the emergency alert systems, etc. in an effort to recover missing and abducted children and vulnerable adults.

Information Technology (IT)

The Information Technology Department's primary mission is to provide modern, up-to-date infrastructure, software and applications in a secure manner to support SLED's primary functional areas.

Professional Responsibility

Provides citizens with a fair and effective avenue for redress of legitimate grievances against SLED employees and protects those same employees from false allegations of misconduct or wrongdoing based on internal policies and procedures. The Polygraph Section conducts polygraph examinations for criminal matters statewide and regulates all polygraph licenses.

2. Key Customers

Key customers of the South Carolina Law Enforcement Division are the Governor, Lt. Governor, Attorney General, local, state, and federal law enforcement and judicial agencies, other state and federal agencies, coroners, solicitors, the South Carolina Criminal Justice Academy (SCCJA), the S.C. Education Lottery, citizens of South Carolina, elected officials, and our employees.

3. Key stakeholder groups (other than customers)

Key stakeholder groups of the South Carolina Law Enforcement Division are the Governor, the Attorney General, local, state, and federal law enforcement and judicial agencies, other state and federal agencies, CALEA, citizens of South Carolina, elected officials, and our employees. Some departments have additional stakeholders that are outlined below:

4. Key Suppliers

- Equipment vendors and suppliers of specialized response equipment to include SWAT, Bomb, Arson, Dive Team, and WMD.
- Specialized services and guidelines are provided to the Forensics Services Laboratory. These include WH Platt, South Carolina Criminal Justice Academy, ASCLD/LAB and QAS, and Porter-Lee Corporation.
- Contractors are utilized to provide subject matter experts who, in turn, provide expertise in specialized response areas of SLED.

5. Operation Locations

SLED Headquarters is located on Broad River Road with an Annex building located on Bush River Road, both in Columbia, S.C. SLED operates regionalized facilities located in Greenville, Effingham, Charleston, and Walterboro.

6. Number of Employees: SLED Organizational Chart

Authorized Full Time Equivalents (FTE): 547.98

Filled FTEs: 473

Temporary Employees: 67

Temporary Grant Employees: 25

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

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

8. Performance improvement system

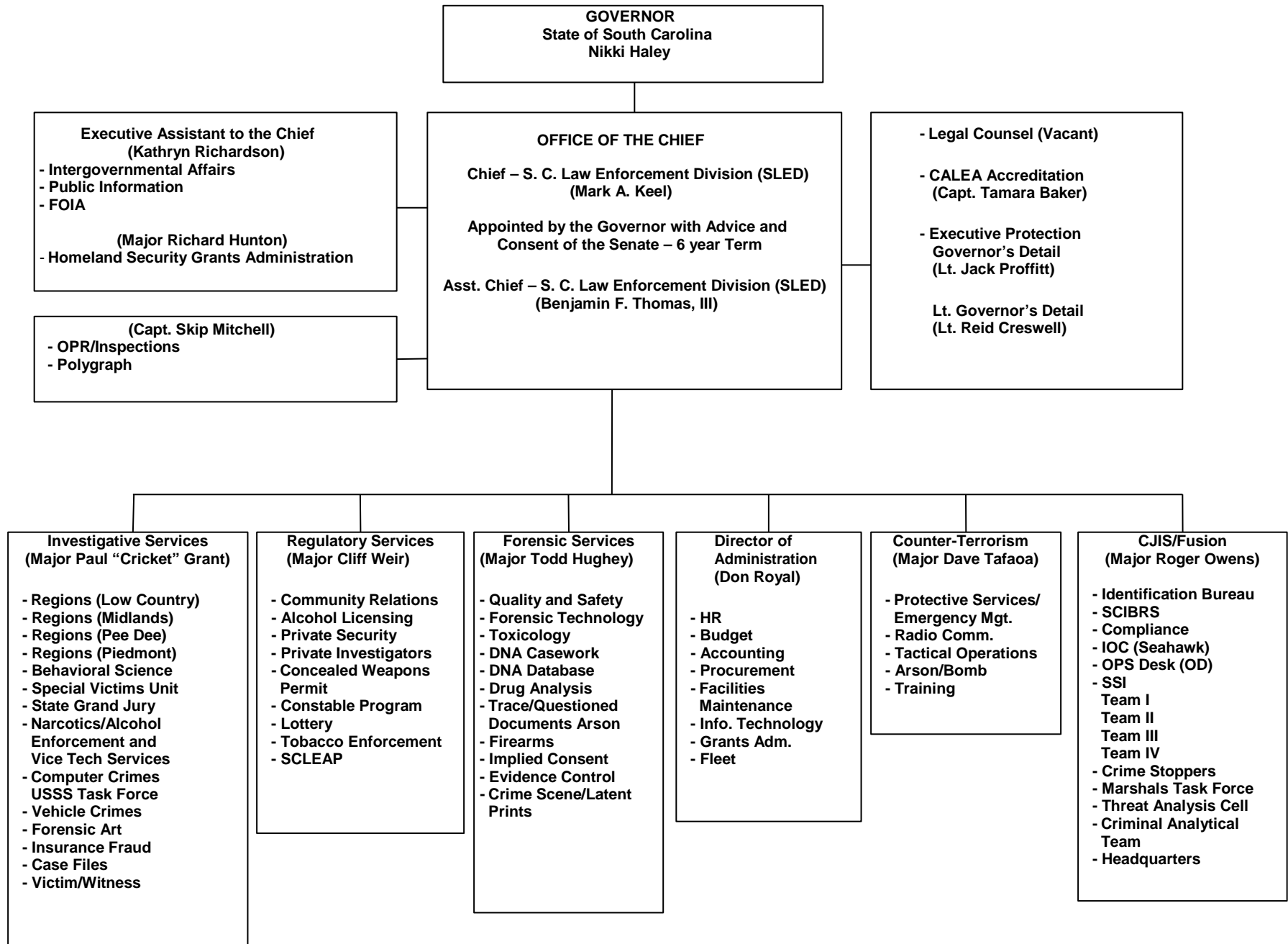
Supervisors use the Employee Performance Management System (EPMS) along with regular feedback to evaluate job performance and identify need for improvement. In addition, SLED is implementing a probationary quarterly review and the Employee Development Plan (EDP) to address career planning and development. Supervisors received training on the EPMS process. EPMS training will be offered on an annual basis for new supervisors and as a refresher for current supervisors.

The Forensic Services Laboratory uses courtroom monitoring to provide analysts with feedback on their courtroom testimony, proficiency testing which monitors analysts' knowledge in their science. In addition, each department's backlog (cases that have been assigned to an analyst for more than 30 days) is monitored on an ongoing basis.

The Training Unit develops training based upon feedback (needs/desires) from employees, statutory requirements, current law enforcement challenges (active shooters; use of force) along with statewide and national trends based on the Crime Training Council through the South Carolina Criminal Justice Academy.

9. Organizational Structure (see page 11)

South Carolina Law Enforcement Division (SLED) Organizational Chart



10. Appropriations/Expenditures Chart

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 11-12 Actual Expenditures		FY 12-13 Actual Expenditures		FY 13-14 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 21,833,405	\$ 17,687,175	\$ 24,008,494	\$ 20,729,721	\$ 30,189,360	\$ 24,341,504
Other Operating	\$ 13,788,644	\$ -	\$ 18,716,638	\$ 3,046,245	\$ 26,547,187	\$ 2,524,779
Special Items	\$ 2,916,624	\$ 231,106	\$ 1,394,031	\$ 1,231,233	\$ 1,851,233	\$ 1,231,233
Permanent Improvements	\$ -	\$ -	\$ 189,064	\$ -	\$ -	\$ -
Case Services	\$ 3,580	\$ 3,258	\$ 4,880	\$ 2,733	\$ 3,174	\$ 3,174
Distributions to Subdivisions	\$ 13,422,045	\$ -	\$ 31,995,647	\$ -	\$ 27,215,224	\$ -
Fringe Benefits	\$ 7,549,785	\$ 5,791,224	\$ 7,792,101	\$ 6,866,590	\$ 10,959,081	\$ 8,848,070
Non-recurring	\$ 96,759	\$ -	\$ 3,964,931	\$ 3,937,948	\$ -	\$ -
Total	\$ 59,610,842	\$ 23,712,763	\$ 88,065,787	\$ 35,814,470	\$ 96,765,259	\$ 36,948,760

Other Expenditures

Sources of Funds	FY 11-12 Actual Expenditures	FY 12-13 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds	\$ 819,877	\$ 244,772
Bonds		

11. Major Program Areas (see chart below)

Program Number and Title	Major Program Area Purpose (Brief)	FY 11-12 Budget Expenditures	FY 12-13 Budget Expenditures
I. Administration	Provide timely, efficient, and quality administrative support to internal and external customers.	State: 1,559,942.00 Federal: (137,206.00) Other: 1,468,825.00 Total: 2,891,561.00 % of Total Budget: 5%	State: 1,829,146.00 Federal: (14,820.00) Other: 1,523,328.00 Total: 3,337,654.00 % of Total Budget: 4%
II.A.1. Investigation - Regions	Conduct field investigations of major felonious crimes in regions throughout the state, and special event assistance.	State: 4,620,941.00 Federal: 184,226.00 Other: 874,057.00 Total: 5,679,224.00 % of Total Budget: 9%	State: 6,201,919.00 Federal: 315,496.00 Other: 655,319.00 Total: 7,172,734.00 % of Total Budget: 8%
II.A.2. Investigation - Special	Conduct field investigations of child fatalities, behavioral sciences, white collar and computer crimes, etc.	State: 1,874,491.00 Federal: 0.00 Other: 252,693.00 Total: 2,127,184.00 % of Total Budget: 4%	State: 1,803,610.00 Federal: 0.00 Other: 189,671.00 Total: 1,993,281.00 % of Total Budget: 2%
II.B. Forensic Services	Provide timely, efficient, and quality technical forensic examination and expert witness testimony for local, state, and federal law enforcement and prosecutorial entities.	State: 3,334,092.00 Federal: 1,270,374.00 Other: 3,537,275.00 Total: 8,141,741.00 % of Total Budget: 13%	State: 5,481,317.00 Federal: 1,903,382.00 Other: 979,276.00 Total: 8,363,975.00 % of Total Budget: 9%
II.C. Data Center	Provide computer crime analysis and criminal justice information needed to prevent crime, solve cases, recover property, and identify and apprehend criminals. Support the agencies information technology needs.	State: 1,390,879.00 Federal: 193,367.00 Other: 3,399,334.00 Total: 4,983,580.00 % of Total Budget: 8%	State: 2,188,533.00 Federal: 196,502.00 Other: 3,848,842.00 Total: 6,233,877.00 % of Total Budget: 7%
II.D. Regulatory	Provide timely, efficient, and quality customer services for concealed weapon permits, private security licenses, private investigative licenses, and constable commissions.	State: 520,566.00 Federal: 0.00 Other: 1,168,429.00 Total: 1,688,995.00 % of Total Budget: 3%	State: 1,310,639.00 Federal: 0.00 Other: 1,604,702.00 Total: 2,915,341.00 % of Total Budget: 3%

Program Number and Title	Major Program Area Purpose (Brief)	FY 11-12 Budget Expenditures	FY 12-13 Budget Expenditures
II.E.1. Homeland Security - Operations	Serves as the SAA for Homeland Security Grant Program which is responsible for distributing federal grant funds to local and state first responders and law enforcement entities.	State: 2,580,406.00 Federal: 2,814,644.00 Other: 609,063.00 Total: 6,004,113.00 % of Total Budget: 10%	State: 3,774,714.00 Federal: 3,510,552.00 Other: 818,772.00 Total: 8,104,038.00 % of Total Budget: 9%
II.E.2. Homeland Security - Allocations	Homeland Security Grant Allocation Program which provides funding for local and state first responders and law enforcement entities.	State: 246,323.00 Federal: 14,065,669.00 Other: 41,846.00 Total: 14,353,838.00 % of Total Budget: 24%	State: 0.00 Federal: 32,326,143.00 Other: 1,972.00 Total: 32,328,115.00 % of Total Budget: 37%
II.F. Special Operations	Provide quality manpower and technical assistance to all law enforcement agencies to include SWAT, tactical operations, Aviation support, and tracking assistance.	State: 1,562,795.00 Federal: 420,126.00 Other: 1,069,826.00 Total: 3,052,747.00 % of Total Budget: 5%	State: 1,188,822.00 Federal: 143,906.00 Other: 2,575,739.00 Total: 3,908,467.00 % of Total Budget: 4%
III.C. State Employer Contributions	Provide state employee fringe benefits.	State: 5,791,224.00 Federal: 274,216.00 Other: 1,484,346.00 Total: 7,549,786.00 % of Total Budget: 12%	State: 6,866,590.00 Federal: 340,767.00 Other: 584,744.00 Total: 7,792,101.00 % of Total Budget: 9%

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

Special Line Items: Implied Consent, Amber Alert, Agency Operations, Concealed Weapons Permit, DNA Database, and Breathtesting Site Video. Non-Recurring Funds: ARRA Stabilization and Energy Grant Funds, Law Enforcement Equipment, Meth Lab Clean Up, CJIS/IT Equipment, Computer Equipment, Forensic Equipment, New Personnel Equipment, and Vehicles. SCEIS Loan Repayment, and capital project expenditures.

Remainder of Expenditures:	State: 1,050,981.00 Federal: 96,759.00 Other: 2,810,210.00 Total: 3,957,950.00 % of Total Budget: 7%	State: 5,169,181.00 Federal: 26,983.00 Other: 964,812.00 Total: 6,160,976.00 % of Total Budget: 7%
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Section III: Elements of the Malcolm Baldrige Criteria

Category 1 – Leadership

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

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

The Chief of SLED along with senior staff comprises the SLED leadership team. The leadership team consistently and continually communicates priorities to employees and shares information through meetings, e-mail and the Intranet. The SLED leadership team fosters commitment within their fellow employees toward accomplishing the agency mission by promoting the desire in all department members to put forth their best effort through recognition of individual contributions, and by recognizing that more is accomplished when individual actions are taken cooperatively rather than separately.

a. Short and Long Term

The leadership team provides the guidance and direction necessary to carry out the mission, goals, objectives, strategic plan, and resource management initiatives for SLED. Senior leadership within the South Carolina Law Enforcement Division is intimately involved in guiding the organization in setting direction, seeking future opportunities, and monitoring performance excellence.

b. Performance Expectations

The SLED Leadership Team trained all current supervisors on the EPMS process this fiscal year. EPMS training will be held on an annual basis as a refresher course and for new supervisors. In addition, supervisors have been trained to use the Employee Development Plan (EDP) where supervisors and employees work together to identify areas of improvement and set career goals. Supervisors are required to evaluate employees in a fair and consistent manner. Supervisor's themselves are evaluated by next level management on the quality and timeliness of EPMS. SLED also uses the Personnel Early Warning System to identify employees who have performance issues and to determine the remedial action needed to restore optimal performance levels.

c. Organizational Values

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

d. Ethical behavior

Employees receive the policy of Code of Conduct which defines acceptable work behaviors. The Equal Employment Opportunity (EEO)/Affirmative Action Officer and the Office of Professional Responsibility serve as a direct links to employees to report violations and questionable behavior. SLED promotes a climate where integrity and honesty are valued and expected. These values are emphasized throughout the hiring and training process to instill their importance. All supervisors are trained on equal employment laws and issues on an annual basis to ensure fairness in work practices. The agency also conducts annual training for supervisors on disciplinary procedures and supervisory practices to maintain these values.

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

The primary responsibility of the leadership team is to provide professional law enforcement and support services to the people they serve. This is accomplished by acknowledging the needs of those they serve by demonstrating a

willingness to be of service and by ensuring that all members of the agency understand the importance of their individual roles towards the accomplishment of the agency's mission. The leadership team within the South Carolina Law Enforcement Division is very involved in guiding the organization in setting direction, seeking future opportunities, and monitoring performance excellence.

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

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

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

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

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

- Maintaining accountability and transparency to the Governor, Legislature, and the general public through accurate and reliable communications;
- Holding routine meetings to share departmental progress and concerns;
- Reviewing provisos annually to certify applicability;
- Following Budget and Control Board guidelines, legislative mandates, and SLED policies;
- Conducting regular meetings with executive level management and unit leaders to identify and implement key strategies that are fair and consistent with the mission of SLED;
- Conducting periodic internal inspections prior to formal review for accreditation or re-accreditation to meet national CALEA and ASCLD/LAB standards;
- Seeking procurement re-certification every three years to show compliance in procurement procedures;
- Performing personnel evaluations on all personnel as directed by State Human Resources standards;
- Encouraging continuing education training, as allowed by budgetary constraints;
- Using electronic communication methods for efficient communications;
- Conducting case management reviews to address current issues;
- Conducting 100 percent review of all purchase requests; and,
- Providing an Office of Professional Responsibility for the handling of citizen's complaint procedures and internal discipline.

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

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

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

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

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

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

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

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

8. How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?

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

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

Senior leadership is responsible for making certain that SLED remains one of the nation's premier law enforcement agencies by ensuring SLED personnel are informed and educated regarding SLED policies, procedures, and practices and maintaining the coveted accredited status. In addition SLED has maintained accreditation through the ASCLD/LAB since 1994. In March 2013 SLED received accreditation from CALEA. CALEA and ASCLD/LAB dictate maintenance of and compliance with written directives and the required instruction of personnel regarding policy, procedures and practices. The agency and the employees are required to establish, implement, and comply with approximately 330 professional standards to achieve CALEA accreditation and evaluated against 152 criteria to achieve and retain ASCLD/LAB accreditations.

The DNA Department continues to maintain compliance with all QAS accreditation standards. SLED must undergo extensive scrutiny by outside inspection teams that audit agency maintenance, implementation, and compliance with all standards. If the agency fails to meet these standards, accredited status is lost. Senior leadership is committed to retaining its status as a premier law enforcement agency through the accreditation process.

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

The process for ensuring agent understanding and knowledge of agency policies and procedures has been in place since 1994. All new employees receive training on critical policies along with a CD of agency policies upon hire. Changes in policy are communicated to all employees via e-mail notification and the requirement to sign and submit an acknowledgement form to the Human Resources Office. The agency is currently implementing new software technology that will facilitate policy distribution and acknowledgement to employees. This software will

allow the agency to distribute changes online and provides a mechanism for testing employee's knowledge of policy changes. In addition, continuous training is provided to ensure agents are updated with court rulings and statutory changes. Further training is required to maintain proficiency levels in the areas of tactical response, interpretation of law, vehicle operations and forensic sciences.

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

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

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

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

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

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

SLED also partners with law enforcement associations both statewide and nationally. Agency collaboration with state partners includes the South Carolina Sheriffs' Association; South Carolina Police Chiefs' Association, the South Carolina Law Enforcement Officers Association, the Association of State Criminal Investigative Agencies (ASCA), the Solicitors Association, the S.C. Firefighters Association and the South Carolina Police Accreditation Coalition (SCPAC). In addition, SLED continues to work with the South Carolina Victims Assistance Network (SCVAN), Mothers Against Drunken Driving (MADD), and Crime Stoppers to implement preventive measures. SLED works closely with other state governmental agencies which include, but are not limited to, the Budget and Control Board, Department of Revenue, Department of Alcohol and Other Drug Abuse Services, Department of Corrections, Department of Probation, Parole and Pardon Services, Department of Education, Department of Natural Resources, Attorney General, the Adjutant General, Department of Public Safety, Department of Social Services, Department of Health and Environmental Control, South Carolina Emergency Management Division, Department of Juvenile Justice, the South Carolina Education Lottery, South Carolina Criminal Justice Academy, South Carolina Board of Nursing, Protection and Advocacy for People with Disabilities, Department of Disabilities and Special Needs, Department of Mental Health, Lt. Governor's Office on Aging, Prosecution Coordinating Commission, South Carolina Crime Victims Council and Department of Transportation. Executive leadership has been and continues to be involved with a variety of state and federal law enforcement committees and commissions directed at increasing coordination, cooperation, and sharing of information and expertise. Those committees, commissions, councils, and advisory boards include:

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

- Federal Drug Task Force District Coordinating Committee;
- South Carolina Advisory Victim Services Coordinating Committee;
- National White Collar Crime Board of Directors;
- Violent Crime Task Force Executive Coordinating Committee;
- FBI Public Corruption Task Force;
- Secret Service Electronic Crimes Task Force;
- FBI Joint Terrorism Task Force/WMD;
- Amber Alert Oversight Committee;
- High Intensity Drug Trafficking Area (HIDTA);
- National Association of State Drug Enforcement Agencies;
- Member of the Advisory Board for the Southeast Regional Methamphetamine Intelligence System for the National Methamphetamine & Pharmaceutical Initiative (NMPI);
- The Inter-Agency Board;
- South Carolina Board of Pyrotechnics;
- International Diver's Educators Association; and
- Public Safety Diver's Association.

Category 2 – Strategic Planning

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

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

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

b. Financial, regulatory, societal and other potential risks

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

c. Shifts in technology and customer preferences

SLED continually assesses changing technology and the regulatory environment affecting funding and programs. IT is continuing its efforts to implement strategies and innovations that will improve services, increase security, and maintain continuity of information.

d. Workforce capabilities and needs

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

e. Organizational continuity in emergencies

SLED trains and keeps available a select group of agents for response to critical incidents. These agents are issued specialized equipment related to these special areas of operation. A central site is designated as a command post where persons in the critical incident operation can meet and confer with the Incident Commander or other division personnel who are involved. A paging notification system is in place and will be utilized to notify critical incident personnel of call outs and/or to update them on potential call outs. Pursuant to responsibilities identified in the S.C Emergency Operations Plan (SCEOP) and long-standing agreement of succeeding Governors, SLED will coordinate the state law enforcement response to man-made or natural disaster and civil disorder as it pertains to general law enforcement issues. The jurisdiction

of SLED extends over all areas constituting the State of South Carolina.

f. Your ability to execute the strategic plan

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

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

Plans are developed by the senior leadership team to accomplish strategic goals and progress is reported to the Chief. Senior leadership communicates and deploys strategic objectives, action plans and performance measures. Department heads are assigned responsibility for goals/objectives that fall under their command, and report on their progress at least annually. Along with written directives, e-mails, and meetings, the Intranet is used as a communication tool. The budget process requires prioritization of operating and personal service's needs, and Finance and Human Resources works with the Chief and senior leadership to allocate resources based on relevance to strategic goals and availability of funding sources. Through the use of Uniform Crime Reports, Suspicious Activity Reports, monthly statistical data and agent feedback, SLED monitors crime trends and applies necessary manpower, resources and crime suppression operations to combat challenges.

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

A written directive requires the formulation and annual updating of written goals and objectives for the agency and for each organizational component within the agency. SLED requires the formulation, annual updating, and distribution of the written goals and objectives to members of SLED. The responsibility for the final preparation of goals and objectives rests with the Chief/Assistant Chief with input from all personnel levels. Once per year, the leadership of the agency offers all members the opportunity to contribute ideas or suggestions pertaining to goals and objectives, which are then reviewed and evaluated for inclusion.

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

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

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

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

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

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

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

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

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

Not Applicable at this time.

SLED Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY12-13Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures
I. Administration	Streamline SLED CALEA Accreditation standard document Policy and Procedures by becoming paperless using PowerDMS.	<ol style="list-style-type: none"> 1. Purchase Power DMS program. 2. Training on PowerDMS application. 3. Convert all SLED Policy and Procedure to POWER DMS. 4. Convert all SLED CALEA documentation for CALEA standards to PowerDMS in electronic files. 	See Section 7 page 50: CALEA
II.A.1. Investigation-Regions	Increase number of opened State Grand Jury narcotics cases.	<ol style="list-style-type: none"> 1. Increase in case and case openings in all regions of the state along with an increase in financial seizures and arrests. 	See Section 7 page 47: Investigative Services
II.A.2. Investigation-Special	Thoroughly examine all digital media for evidence of criminal activity.	<ol style="list-style-type: none"> 1. Conduct computer examinations on 100 percent of evidence submitted for evaluation. 	See Section 7 page 47: Investigative Services
II.B. Forensic Services	Administer DNA Capacity Enhancement Backlog and Reduction Grant.	<ol style="list-style-type: none"> 1. Utilize funds to hire DNA Analysts and Serologists. 2. Utilize funds to outsource backlogged property cases. 3. Utilize funds for backlog reduction through use of overtime. 	7.1-6 Backlog and Turnaround by Department
II.C. Data Center	Connect statewide GangNet database with Baltimore HIDTA database. The Baltimore HIDTA database houses information pertinent to the entire eastern seaboard.	<ol style="list-style-type: none"> 1. Share gang intelligence information with the National Capital Region/Baltimore area (1-95 Corridor) 	See Section 7 pages 45-46: Criminal Justice Information System (CJIS)

Category 3 – Customer Focus

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

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

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

SLED continues to provide maximum support to law enforcement partners through cooperation and coordination of criminal justice information systems and training initiatives. In addition, SLED management attends many annual statewide association meetings with the sheriffs, chiefs, and solicitors as well as other local law enforcement and first responder associations. Further, SLED Captains are encouraged to routinely visit with local law enforcement officials in order to maintain a close working relationship. Evaluating inquiries and feedback, including exit Interview forms, and conducting various employee surveys helps identify internal problems and successes. Collaborative committees also exist among departments to share ideas, problems and solutions. Monitoring e-mails, faxes, phone calls, and comments on the website helps maintain rapport with customers. Collaborative partnerships with local, regional, and national groups, enables SLED to keep abreast of changing needs and expectations. Any concerns or complaints presented during visits or conversations are handled immediately by the Chief and the leadership of the agency.

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

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

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

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

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

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

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

to provide the citizens with timely and useful information as it pertains to criminal activity.

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

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

Category 4 – Measurement, Analysis, and Knowledge Management

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

SLED uses performance-based measurements as well as accreditation standards to form a base line for management decisions. Performance-based measurements are a direct reflection of the work product generated by the components that make up each department. Feedback from customers, the number of cases 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

Forensic Services Laboratory

Operations, processes, and systems are selected for measurement based on the functions of a particular program. All departments, except the Evidence Control Department, Implied Consent Department and the DNA Database Department analyze laboratory cases. Therefore, case-related information is routinely used for measurement. The Laboratory Information Management System (LIMS) permits monitoring cases and items received/completed. A case consists of all physical evidence from a single criminal investigation submitted for crime laboratory analysis. An item is an individual piece of physical evidence from a case. Service requests are the analyses requested on individual items in the case. Each case has a varied number of submissions, items and service requests.

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

In addition, data is collected concerning the quality of the product and services. While the amount of work produced is important, it is equally critical that the work performed is of the highest quality. The Forensic Services Laboratory Quality Manager oversees data collection for the quality assurance process. Courtroom testimony of each employee is monitored yearly. Laboratory accreditation requires SLED Forensic Services Laboratory to comply with a minimum of 91 “Essential” criteria to retain accredited status with ASCLD/LAB. Further, forensic departments have passed all applicable standards including the DNA analysis standards set by the QAS.

Regulatory Services

Background investigation reports and site inspection reports for businesses applying for licenses and permits are monitored for timeliness and reviewed for quality. If acceptable timeframes and quality of reporting standards are not met, a review is conducted to determine where improvements can be made.

Training evaluations, exit interviews, grievances/complaints, and turnover/retention issues provide human resources data in deciding how to best use resources to improve services.

Investigative Services

Investigative Services uses trend analysis for projecting and planning resource allocation for routine caseload management, investigative requests, and inquiries for peak work periods, such as the annual hurricane season and various special events (motorcycle festivals, etc). When the agency is able to predict workload, adequate resource

allocation and deployment is relatively straightforward, and the agency is able to use historical information to assist in determining potential resource allocation. However, unpredictable situations, such as protests, marches, complex murder investigations, public corruption investigations, SWAT calls, bomb calls, natural disasters, and other acute efforts are not easily predicted. Therefore, it is necessary for the agency to develop procedures that provide the leadership with extensive flexibility for resource allocation and deployment. This allows leadership to efficiently re-prioritize agency operations and reallocate resources during these events. All agents have received required training in the Incident Command System (ICS) format at ICS levels commensurate with their command status. ICS is utilized by SLED during major operations and responses to natural disasters and allows for a consistent, orderly, and organized response to planned or unplanned events and investigations.

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

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

Criminal Justice Information System (CJIS)/Fusion Center

Central to state law enforcement information sharing, its purpose is to ensure data receipt and distribution that is accurate, complete, and timely. The reliability and utility of CJIS processes, products, and services are diminished when any of these elements (i.e., accuracy, completeness, or timeliness) are missing.

An important part of the Counter-terrorism mission is information sharing, intelligence analysis, and linking of data, which is done through SLED's Fusion Center. This is accomplished by participation on and collaboration with the South Carolina Joint Terrorism Task Force (JTTF) and use of intelligence received from the U.S. Department of Homeland Security and various other sources. SLED intelligence agents within the SCIIC analyze the data and generate intelligence products, which are shared with our public and private partners. This information is used in an attempt to detect, prevent, prepare for, protect against, and respond to violence or threats of violence from criminal or terrorist origins.

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

Comparative data is identified through membership in professional associations which provide trend analysis, projections, comparisons, and cause-effect correlation intended to support performance reviews and the setting of priorities for resource use. Units are also subject to the standards of CALEA and have passed all necessary standards.

Forensic Services Laboratory

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

Homeland Security Grants Administration (HLSGA)

This group uses comparative data furnished by various federal and state agencies. This data is used to compare the Homeland Security operation's programmatic performance against other federal and state initiatives. Trend analysis is also used to determine program effectiveness and staffing needs.

3. What are your key measures?

Forensic Services Laboratory

Various key measures are used to gauge performance in accomplishing the laboratory's mission. One significant measure of mission accomplishment involves laboratory accreditation. The laboratory has been continuously accredited since 1994 by ASCLD/LAB, and most recently achieved reaccreditation in October 2010. These accreditation standards currently include 152 criteria of which 91 are "Essential" criteria. Accredited laboratories must achieve 100 percent compliance with applicable "Essential" criteria. Compliance is measured by external inspections conducted every five years and annual internal inspections. The laboratory has 100 percent compliance with "Essential" criteria.

The laboratory is also subject to various standards of CALEA. The laboratory is in compliance with all necessary CALEA standards. The DNA Laboratory has also met all criteria set forth by the FBI's QAS.

Counter-Terrorism

Provides timely, efficient and quality law enforcement instruction to SLED personnel, as well as to law enforcement personnel from other agencies in South Carolina. The in-service training topics covered and skills taught include firearms and driving training, less lethal and defensive tactics, and policy and procedures, CPR certification, Criminal Domestic Violence updates, legal updates, and yearly in-service training updates. The advanced training included Active Shooter, Behavioral Homicide Investigation, TASER, SWAT training and Supervisory Training. Training conducted for other agencies included Active Shooter, Firearms, Driving, Ballistic Shield training and Post Critical Incident Debriefings.

Homeland Security Grants Administration (HLSGA)

Key measures for HLSGA include the use of comparative data furnished by various federal and state agencies. This data is used to compare the programmatic performance of the office against other federal and state initiatives. Additional key measures include trend analysis, examination of performance levels by review of work products, success of projects administered and customer satisfaction. The state Counter-terrorism strategy is based on assessments, guidance from HSAC, and guidance received from the U. S. Department of Homeland Security. Homeland security operations utilizes the state strategy to judge unit performance.

EEO reports monitor under-utilized groups and compensation studies compare salaries to ensure fairness and equity within the workforce.

Criminal Justice Information System (CJIS)/Fusion Center

Key measures are best represented by the number of user agencies and secure devices with approved connectivity to the SLED Intranet and the ability of citizens to access important data. During FY11-12 there were 11,259,004 monthly messages state and nationwide through LEMS, 485,282 criminal histories processed through CATCH and the US Mail, 333,486 fingerprint cards processed and 15,771 criminal justice terminal devices accessing the CJIS network and 2830 NCIC and NLETS ORIs assigned to South Carolina. In addition there were 74,637 expungement orders processed and 229,727 final dispositions added.

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

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

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

Division statistics are continually reviewed to identify opportunities for improvement; recurring trends in services requested and/or provided operational successes, and goal accomplishment. Revisions to agency initiatives are implemented whenever necessary to better meet the needs of customers and stakeholders.

The Forensic Services Laboratory uses the key comparative data used by the laboratory to support operational and strategic decision making and innovation is twofold. Metrics are compiled on a monthly basis. This metric captures the number of cases submitted to the laboratory, the number of cases completed, the backlog of each department, and the average analyst turnaround time. The monthly staffing table captures the number of analysts, support personnel, number of personnel in training, and the number of analysts that are completing casework. The monthly metrics provides a picture of the volume of cases being submitted. The staffing table provides the number of analysts who are completing the cases.

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

Forensic Services Laboratory

With the Laboratory Information Management System (LIMS) accuracy and validity of data is improved. Forensic Services Laboratory personnel periodically verify selected data. Any problems with data encountered are reported and each case is investigated to determine if other data may be involved, and to determine a path for corrective action. Data problems are discussed during the laboratory staff meetings so all departments can be aware of these issues. The Laboratory Quality Manager distributes a quarterly departmental quality report that is verified by departmental supervisors.

Regulatory Services

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

Investigative Services

This section utilizes a computer-based program to track case assignments. Each case is assigned a case number and is tracked by a supervisor until it has been properly organized, investigated, completed and closed. Necessary procedures have been implemented and related forms are specifically utilized by agents and case supervisors to ensure completeness, thoroughness, and timeliness of each investigation. Casework is reviewed throughout the investigative process to ensure a quality product. The number of cases assigned to a particular agent is managed through this system to ensure an equitable distribution of work. Investigative Services has made progress in enhancing investigative case management practices through the use of existing technology. This includes electronic preparation, dissemination, and storage of investigative reports. Further efforts have been made to implement a more comprehensive case management system that would increase SLED's capability to more efficiently manage critical documents and reports while being more fiscally and environmentally responsible. Additionally, mobile computers for investigative agents have enhanced agents' ability to track cases and facilitate the delivery of case material and management documents from the field. This process will over time, result in savings as SLED moves toward a paperless system. Other benefits will include near real time ability to transmit case related material for review, thereby reducing the necessity for physical meetings and will result in fuel savings and improved time management. The Special Victims Unit uses two in-house databases, one for child death investigations and one for vulnerable adult abuse and suspicious deaths. The database contains all pertinent information to that particular case. Both databases are used for statistical purposes for the mandated annual reports and case management.

Homeland Security Grants Administration (HLSGA)

Federal grant guidelines, policies and procedures are closely followed to administer homeland security funds, internal controls and periodic external audits ensure data integrity, timeliness, accuracy and security.

Criminal Justice Information System (CJIS)/Fusion Center

System users are trained and certified to promote data quality. Certain National Crime Information Center (NCIC) record entries and Sex Offender Registry (SOR) records require second-party verification. Records are retained in the system in accordance with FBI established schedules and must be periodically validated. Personnel assigned to CJIS conduct investigations of federal laws and user agreements as it pertains to the integrity of data and the networks on which the data is transmitted. Information security requirements address personnel issues, physical complex, and technical security. Staff members review NCIC and sex offender registry records based on questions from customers and citizens, and conduct periodic audits of all suppliers. In addition, operating rules require confirmation of records regarding wanted persons and property prior to making an arrest or seizing property. Fingerprint Examiners monitor the quality of fingerprints submitted to the State Identification Bureau through the AFIS system. State regulations promulgated by SLED control and provide a process for resolving record disputes or challenges. Records are corrected as soon as an error is identified, and records are expunged per state statute from Summary or General Sessions Court.

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

Forensic Services Laboratory

The use of data/information analysis allows the laboratory to determine the relationship between the number of work requests received and the amount of work produced. To accomplish this, the number of laboratory cases and individual items are monitored by department and by employee. The number of inspection, certification, and maintenance calls is tracked for the department and for each employee in the Implied Consent Department. This data/information analysis allows management to determine if equipment and personnel are properly allocated. This data also demonstrates the amount of work performed by each employee and analysis of this data assists the departmental supervisor in management and supervision of the department. Departmental supervisors, the Laboratory Quality Manager, and Forensic Administration personnel routinely review quality information. A yearly quality system review is performed. During this review, laboratory management personnel review quality audits and other pertinent information; based on this review, appropriate actions and decisions are made.

Regulatory Services

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

Homeland Security Grants Administration (HLSGA)

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.

Administration

With assistance from the State Division of Human Resources performs salary studies, assesses EEO and other indicators. This data provides state, regional and national comparisons. Human Resources has established policies and practices based on nondiscriminatory factors. An Affirmative Action Plan is in place to promote equal opportunity and guide managers. Based on these guidelines, SLED strives to recruit, hire, train, and promote in all job classifications without discrimination; ensures employees are not subjected to harassment, intimidation or coercion for filing a complaint or assisting in an investigation. Promotion decisions are based on equal employment principles by imposing valid criteria. Personnel actions, such as compensation, reassignment, benefits, reductions-in-

force, and training, are administered without discrimination.

Criminal Justice Information System (CJIS)/Fusion Center

Monthly reports are completed from the Sex Offender Registry (SOR), SCIBRS, the Crime Information Center (CIC) and SCIC. This data/information analysis allows management to determine if equipment and personnel are properly allocated. This data also demonstrates the amount of work performed by each employee and analysis of this data assists the departmental supervisor in management and supervision of the department. These reports are being modified to provide better detail for trends or significant changes.

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

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

Category 5 – Workforce Focus

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

Develop to their full potential

- The Chief has continued to emphasize the need for training, particularly in law enforcement leadership and supervisory skills. Career paths are being updated for law enforcement and created for other areas (e.g. Forensics) to promote retention of key personnel.
- Management within each organizational component carefully considers case-specific factors when determining appropriate personnel to handle requests for service. Personnel selection is based on the knowledge, skills, and abilities of the employee and his/her experience in handling similar requests. Management is also conscientious about development of potential and ensures that all employees are afforded advanced training opportunities critical to core job functions.
- Forensic Services Laboratory monitors the progression of each analyst through the training programs in each department. As an analyst gains more experience they are advanced to a more senior position requiring them to accept more responsibility as their skill sets develop.

Promote cooperation, initiative, empowerment, teamwork, innovation, and your organizational culture

- Employees will be encouraged to explore their knowledge/skills/abilities by using career assessment tools and by completing Employee Development Plan annually with input from supervisors, coaches, and mentors. The plan will be evaluated along with the EPMS process to ensure that it aligns with goals and objectives of SLED.
- Employees are also encouraged to develop and conduct training in areas of expertise that may benefit the workforce (e.g. discipline, hiring practices).
- Open communication has made it easier for employees to be involved and has improved teamwork.
- Many requests received by SLED involve complex investigations that may involve a multifaceted approach. As such, management teams utilize personnel with varying skill sets, thereby creating opportunities for employees to learn from one another and foster team-based work situations.

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

Dissemination of information is a critical component of the SLED mission. Substantive issues within the division are communicated to all personnel by the appropriate authority via memos, emails and/or text messages. Examples include critical incident information, emergency notifications, personnel actions, and other information deemed necessary for the successful operation of the agency. Further, SLED personnel receive all law enforcement-related bulletins from the S.C. Information and Intelligence Center (Fusion) regarding suspicious

activity reports, requests for assistance or information and missing persons. The Forensic services laboratory achieves effective communication in the laboratory through departmental meetings and each department supervisor monitoring the casework flow in their respective departments.

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

Management recruits, hires, places, and retains new employees by providing flexible work hours and scheduling, offering challenging positions, implementing employee recognition programs, and developing career paths for career progression.

Finding qualified candidates for employment due to poor credit histories and even criminal histories of the candidates.

SLED has a rigid selection and hiring process for new employees that seek to recruit and retain the most qualified personnel. SLED employees are required to be above reproach; therefore it is essential that higher standards are expected. Barriers to the recruitment and hiring process may involve salary concerns or work area relocation requirements.

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

Workforce capability/capacity needs are addressed through ongoing reports from SCEIS and NeoGov. These systems generate information on each employee, such as location, age, gender, ethnicity, length of service, title, grade, education, job class, etc. Ongoing reports ensure that any deficiencies are addressed as soon as possible and that staffing levels are adequate to address all work processes needed to provide routine services to SC citizens as well as meet any emergent demands.

Skills and competencies are assessed by utilization through workforce planning meetings. A variety of training/assessment tools are used to evaluate the skills and competencies of the workforce. Any skill gaps noted are then addressed through the Employee Performance Management System or Early Warning System. Law enforcement officers are required to participate in a psychological assessment, polygraph exam, firearms qualification and a physical fitness test.

Key leadership within each organizational area of the agency communicates the capabilities and needs of their respective areas to senior management on a continual basis. Senior agency management in turn evaluates organizational component assessments and allocates, reallocates or revises staff to effectively meet the needs of the division.

Forensic Services Laboratory assesses the capabilities of the workforce with monthly metrics, proficiency testing and staffing tables.

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

The Probationary Quarterly Evaluation Form will be used to evaluate new employees, ensure regular communication and establish clear performance standards. Employees are involved in the annual planning/performance review and provided an opportunity to include their own comments on the document. Supervisors are encouraged to communicate expectations through discussion and informal reviews, as well as through the EPMS. As the primary tool to measure performance, the EPMS notes achievements, evaluates performance against success criteria, and points out areas for improvement. To further acknowledge the significance of the EPMS process, supervisors are rated on the completion of performance reviews to ensure they are completed in a fair, impartial and timely manner. EPMS training is being offered to educate supervisors in using the EPMS as a management, coaching, and communication tool. In addition, SLED has added a new component called the EDP (Employee Development Plan) which is a career development tool used to identify employee training and development goals in conjunction with performance standards.

Agency personnel performance is regularly and routinely evaluated by management. Personnel are also routinely given the opportunity, both formally and informally, to provide feedback to management on various issues in the workplace. Management then upwardly disseminates pertinent issues through the agency chain-of-command. Senior management analyzes and evaluates information obtained from performance reviews and feedback in order to form calculated decisions regarding necessary adjustments to improve overall performance of the operational component and/or the division.

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

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

Development of personal leadership attributes

The Training Unit collaborates with other units to provide in-service training designed for agents, mid-level management, and executive staff that focus on leadership attributes in law enforcement. The agency encourages leaders to participate in professional associations that promote the development of leadership attributes. Leaders are trained to use the Incident Command System in any man-made or natural disasters.

Development of organizational knowledge

Organizational knowledge for leaders is developed through regular meetings with the Chief who encourages discussion and facilitates interaction among senior and mid-level leaders. Leaders are encouraged to establish partnerships with other organizations offering new perspectives and information. Unit leaders, in turn, are encouraged to serve as coaches to employees by sharing organizational knowledge to broaden perspectives. Workforce planning initiatives provide a solid foundation for organizational development.

Ethical practices

SLED has a Code of Conduct policy that applies to all employees stressing the importance of integrity, truthfulness, honesty and professionalism. The policy is addressed in new hire orientation.

Your core competencies, strategic challenges and accomplishment of action plans

Professional development and workforce planning specifically address the enhancement and development of skills and the development of a better prepared pool of leadership.

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

Forensic Services Laboratory

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

All safety training required by 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.

Investigative Services

All personnel, sworn and non-sworn, receive training as needed. The Division in- service training includes legal updates, enforcement updates, weapons and vehicle qualification. Other employee training includes operational and management training for sworn and non-sworn personnel consisting of skills training, supervisory training, customer service, quality training, interviewing techniques, policies and procedures updating, etc. When possible, SLED utilizes the train-the-trainer approach. This method allows the agency to receive training at a reduced cost by sending a limited number of personnel to attend classes and return to the agency to teach others. To ensure newly hired agents are properly prepared for the many and varied duties and functions required of a SLED agent. A "New Agent" training program is under development that will provide the new agent with a basic foundation of knowledge and skills that will enhance and speed his or her transition to their specific assignment. Continual in-house training conducted by SLED personnel who are experts in their fields, ensures well rounded, knowledgeable agents, who are competent in a variety of law enforcement techniques and testing procedures.

Counter-Terrorism

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

Homeland Security Grants Administration (HLSGA)

Key training and developmental needs are identified by review of reports and other work products, performance evaluations, and regularly scheduled unit and individual meetings. Fast changing and specialized law enforcement requirements dictate training frequency and proficiency levels. The unit also has the responsibility for ensuring adherence with mandated U.S. DHS training initiatives, such as Homeland Security Presidential Directive-5 (HSPD-5) and HSPD- 8, which is delivered to the agency and ensuring compliance with DHS Standards for the National Incident Management Systems (NIMS).

Administration

Managers promote training by encouraging employees to complete and follow an EDP annually. Effectiveness of training is measured by use of new skills, training evaluation forms and online assessments. The Human Resources director and key staff participate in State Human Resources Division initiatives such as Advisory Council and SCEIS User Group meetings which aid in identifying training needs. The SLED Affirmative Action Plan continues addressing underutilized groups. Additionally, training opportunities are offered through online training, internal and external training opportunities, links on the Human Resources website and partnership with other agencies.

Criminal Justice Information System (CJIS)/Fusion Center

Managers base training needs on functional requirements. Basic training is conducted for new employees during the probationary period of employment and consists of both informal on the job training and formal training with a structured curriculum given in a classroom setting. If the employee works with NCIC, they must attend the 40-hour NCIC training and become certified as an NCIC operator. There are currently 11,788 active NCIC operators either 16- or 40-hour certified. Employees assigned to the CIC must complete 16-hour NCIC training; fingerprint examiners must receive training in receiving and processing fingerprints. Those employees working with the Sex Offender Registry must attend training involving state and federal statutes. Training must also follow or precede technology refreshment with particular attention to specific new skill sets required. This training is normally obtained from commercial schools or a contractor. Training for technical staff is extensive and is funded through federal grants.

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

Training programs are selected based on employee needs, interests, abilities, and the usefulness of the training through the use of EPMS and EPD tools. Advancements in technology encourage the use of new skills as well as the availability of job aids to facilitate training.

Agency personnel trained and experienced in new knowledge and skills are given the opportunity to utilize them whenever feasible to support the successful outcome of a work product. Particularly, if the knowledge or skill improves time management or fiscal responsibility for the customer, the agency, or the employee, it will be given consideration on any current or subsequent application.

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

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

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

The success of leadership development can be evaluated by the increased number of qualified internal candidates. Candidates are better prepared for promotional opportunities based on skills achieved through development programs. The value of continuing education is promoted through EPMS process and other workforce planning tools. Senior leadership's support of training initiatives has promoted increased interest/attendance in training programs. Training programs are evaluated by participants to ensure that programs meet individual goals. The effectiveness of these programs is measured by the successful career progression of employees. Another indicator of effective leadership development systems is the competitiveness of promotion applicants.

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

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

Investigative Services

The agents assigned to Investigative Services are its greatest assets. Customer satisfaction through superior work product is a testament to the agents and associates assigned to this department. The different components that make up Investigative Services allow for employee growth and diversity. In some cases, agents with little or no law enforcement experience may be hired and assigned to departments to develop the skills necessary to become a SLED investigator. In other cases experienced agents (such as retired Federal Agents) may be hired for positions such as those assigned to the State Grand Jury Corruption Unit. This diversity allows Investigative Services to maintain a cadre of experience coupled with the exuberance of youth. This formula has worked well to fuel development of agents. The agency rewards initiative and encourages innovation through our recognition, reward, and compensation system. SLED has maintained a stringent hiring and promotion policy, which is geared toward hiring, promoting and retaining excellent employees. Additionally, every supervisor is encouraged to prepare each employee under him/her to become the next supervisor.

Administration

SLED has an organizational structure and job design that promotes flexibility through cross-training personnel; multi-layering of systems for customer service; multi-shifts to ensure access; and a stringent hiring and promotion

policy which is geared toward hiring, promoting and retaining excellent employees. Career paths such as those currently in place for SLED agents and Criminalists to move through a pay plan based on performance and tenure serves as a motivational tool. Senior leadership is in the process of reviewing, creating, and updating career paths for several key areas to motivate and retain employees.

Senior leadership relays budget updates to supervisory SLED agents in an effort to keep them fully informed of the budgetary process.

Employee compensation is important to the leadership of SLED. Parity with our southeastern counterparts and among other state level law enforcement agencies regarding compensation is extremely important to recruiting, hiring, and retention. The division is committed to its dedicated employees, as well as to attracting well-trained and experienced officers. SLED developed and established a stringent hiring and promotion policy, which is geared toward hiring, promoting and retaining excellent employees. SLED, in conjunction with the state Division of Human Resources, routinely reviews agency hiring and promotion policies and procedures for any improvements. The division continuously updates policies and procedures in an effort to streamline, reduce subjectivity, and increase integrity of the process. A chaplaincy program whereby the South Carolina Law Enforcement Division coordinates response to counseling services for all requesting law enforcement agencies and departments in the state which have experienced deaths or other tragedies involving law enforcement officers or other employees continues to provide needed services to these personnel. This program provides critical incident support services for all South Carolina law enforcement agencies and departments upon their request. The chaplaincy program is established statutorily (S.C. Code Section 23-3-65) as the South Carolina Law Enforcement Assistance Program (SCLEAP). Legislation to allow all eligible taxpayers to designate contributions to SCLEAP on their income tax forms was added and signed into law on 6-26-03.

Because morale, loyalty, commitment, dedication and innovation are critical to the success of SLED, an awards program was established to recognize individual accomplishments, both for our internal and external customers. SLED expects and receives a high level of commitment from all of its employees. The agency recognizes employees that serve the state with longevity, integrity, distinction and innovation. SLED provides for Service Awards, Accomplishment Awards, the Distinguished Associate Award, Meritorious Service Awards and Support/Non-Sworn Employee Recognition. Each award is designed to recognize an individual for specific accomplishments. A special awards committee was established in 1994 and was recently reorganized. Employees are recognized annually and awards are presented in the spring. The committee reviews all nominations and makes recommendations to the Chief for recognizing excellence in performance. Also, SLED recognizes individuals that are not employed by SLED for significant contributions to SLED or to the law enforcement community. These coveted awards include the "Distinguished Associate Award," and, "Meritorious Service Award." The Awards Committee will make arrangements with the Chief for the presentation of awards annually.

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

Criminal Justice Information System (CJIS)/Fusion

Management personnel practice situational leadership in which each action or inaction is evaluated on its own merits and the readiness of the subordinate employee to act independently. Employees that require more direction are given proper assistance, but are constantly monitored for opportunities to delegate greater decision-making authority. Generally, this approach resonates with employees who respond accordingly and begin to achieve their potential. Since this program includes technical responsibilities, training is essential for employees to remain proficient and continue to develop. Regular staff meetings require each responsible supervisor to report on issues that affect another supervisor's area of assignment. Supervisors offer their employees the opportunity to provide input on processes, procedures, and recommendations for enhancement.

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

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

Exit interview forms are reviewed to identify retention concerns and satisfaction. The numbers of grievances and EEO complaints, as are monitored to ensure appropriate action is taken. Informal and formal reviews, absenteeism, turnover and job performance reflect satisfaction and motivation to some degree. The Intranet enhances communication and encourages employees to provide input. The Benefits Administrator, in conjunction with Public Employee Benefits Alliance (PEBA), provides regular updates and information, as well as free training, regarding health and wellness. Direct and open communication with the applicants, new hires and current employees provides firsthand knowledge of satisfaction.

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

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

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

Safety is always a concern of any law enforcement agent, who, by the nature of their job, may be put in harm's way at a moment's notice. Training is critical to safety. Through workplace safety training programs and supplemental health services, SLED provides a comprehensive health and safety program for all personnel. SLED operated a comprehensive safety program to assure compliance with all OSHA regulations as well as all fire and safety codes within the work environment. In addition to the safety programs, Investigations complies with and completes all work place audits as requested by Inspections.

Forensic Services Laboratory

The SLED laboratory employs a Laboratory Safety Manager who is not involved in casework analysis. Additionally, one analyst in each department is charged with being the safety officer and is given the added responsibility of monitoring departmental safety issues. The Safety Manager and departmental safety officers meet periodically to discuss safety issues. The Safety Manager and departmental safety officers regularly disseminate safety information.

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.

Criminal Justice Information System (CJIS)/Fusion Center

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

programs.

Category 6 – Process Management

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

Regular meetings with senior leadership to review strategic plans and workforce planning are scheduled for this purpose of evaluating processes and organizational structure to ensure optimal efficiency/effectiveness and ultimately make better use of state dollars. Collaborative efforts involve customers, stakeholders, contractors and others. Hiring initiative, job responsibilities, and staffing levels are regularly evaluated to ensure challenges are met and systems are strengthened.

Core competencies and opportunities for improvement are determined through comprehensive feedback from stakeholders and continual analysis of agency work product. Areas identified as needing improvement are evaluated and subsequent changes to the division's initiatives and action plans are made as necessary to improve compliance with the agency's mission.

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

SLED received accreditation from CALEA, an organization which is internationally recognized among law enforcement agencies. CALEA accreditation is a measure of the effectiveness and uniformity within SLED. Achieving accreditation has reinforced confidence that SLED is operating with the highest standards. CALEA requirements ensure that policies and procedures are solidly documented, indicate a well-trained and professional staff, assure government leaders and the public of the quality of law enforcement, make South Carolina more attractive to an economic and community development, and provide a return on liability insurance coverage.

Customer feedback is a critical component of agency success. As such, each question, comment, or expressed concern is reviewed and evaluated to ensure the best possible practices are employed.

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

SLED continuously explores new ways to enhance efficiency/effectiveness. Assessing organizational structure, policies/procedures, and goals through meeting with senior leadership ensures the best use of resources.

Delivery of services to customers is directly related to the knowledge, skills and abilities of agency personnel. In order to provide consistent satisfactory service, the agency must utilize new technology while remaining fiscally responsible. Further, time is of the essence in work product turnaround, therefore it is critical to ensure that agency personnel efficiently and effectively meet the needs of agency customers.

New processes and technology are constantly being developed in the forensic science field to increase efficiency. If a process is identified that would be beneficial to a department, it is validated in accordance with laboratory policy and then incorporated into the department's normal work cycle.

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

Forensic Services Laboratory

Many initiatives are used to ensure efficient delivery of daily services. The use of LIMS, iLab and increased use of laboratory automation aids greatly in this pursuit. The laboratory uses analytical instrumentation that allows for automated operation (e.g. auto samplers). This automated operation means the instrumentation performs analyses while the examiner is performing other casework and can produce data to be reviewed at a later time. Another initiative involves the assignment of cases. Each department evaluates the best methods to deliver services in the

most efficient manner. On a daily basis, the quality of reports is verified through the use of administrative and technical reviews.

Regulatory Services

This department is directed to provide law enforcement, training, regulatory, and inspectional services whenever requested by local, state, and federal law enforcement, and to the community and businesses. The Office of Regulatory Services monitors and assesses cutting edge service delivery methods and techniques for potential use.

Counter-Terrorism

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

Investigative Services

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

Administration

Exit interviews, employee relations issues, surveys, feedback from managers and supervisors, and statistical reports serve as evaluative tools to identify processes for improvement. Human Resources is also subject to periodic reviews from the state Human Resources Division.

Criminal Justice Information System (CJIS)/Fusion Center

This unit operates a 24/7/365 control room to monitor network activity and to provide assistance to local law enforcement. Our customers immediately notify the control room of any network or system difficulties. Keeping the system operating at acceptable levels requires contractor maintenance for hardware and software, and system monitoring. The CATCH System allows name-based criminal history searches at any time. AFIS technology allows fingerprint processing at all times without manual management.

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

Division statistics are continually reviewed to identify opportunities for improvement; recurring trends in services requested and/or provided, operational successes and goal accomplishment. Revisions to agency initiatives are implemented whenever necessary to better meet the needs of customers and stakeholders.

In accordance with policy, the laboratory conducts 100 percent technical and administrative reviews on all cases before they are released to the customer.

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

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

Agency leadership, in collaboration with line-level personnel, has begun the process of evaluating current case management capabilities and working toward the goal of developing or acquiring a centralized case management

system that will be more effective, efficient, and will better meet the needs of the customer while maintaining fiscal responsibility.

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

Forensic Services Laboratory

Continuously looks for ways to utilize technology to assist in the delivery of services.

The laboratory has utilized a Laboratory Information Management System (LIMS) since 1993. The current Laboratory Information Management System was installed during FY05-06. Also, an electronic evidence submission manual was revised in July 2012 for use by agencies throughout the state. The laboratory's web-based information system, iLAB, allows customers to pre-log evidence, access laboratory reports, and check case status using a secure Internet connection.

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

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

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

Regulatory Services

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

Investigative Services

The use of computers in the field has increased productivity by allowing agents to type reports, memoranda, and complete forms in less time and without additional administrative support. This greatly enhances the ability to deliver a timely product to customers. Investigative reports are placed on the server for case review and quality control. As a result, turnaround time for completion of these reports has been dramatically reduced because changes or corrections are done on the computer rather than sending the reports back to the case agent.

Homeland Security Grants Administration (HLSGA)

The unit utilizes systems and technologies, which are in compliance with standards set forth by the FBI, U.S. 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.

Administration

The unit's key processes are hiring, evaluating and retaining employees. Measures included number of new hires, performance evaluations, turnover, disciplinary actions and grievances. These measures are defined by state and federal regulations. The controls in place are provided by oversight from State Division of Human Resources and

various federal agencies (e.g. U.S. Department of Labor, Equal Employment Opportunity Commission) as well as from feedback by applicants, employees, supervisors and other customers.

Criminal Justice Information System (CJIS)/Fusion Center

The key design and delivery processes used are currently established either by long standing discipline standards or by federally mandated protocols.

In the CIC, manual classification follows a standard that is established within the field of fingerprint identification known as the “Henry” system. SLED now uses an automated process, AFIS, that follows the American National Standards Institute and National Institute of Standards and Technology (ANSI_NIST) standards; these standards have largely replaced the manual system of classification.

These standards also control identification product design. Because criminal history records are maintained in a distributed system in which local agencies report to a State Identification Bureau (SIB) in each state, and SIBs report to the FBI, the delivery system is mandated from the top down. The FBI sets the initial requirement and passes it down to its customers.

Crime reporting operates in the same way. The FBI sets national standards in its National Incident Based Reporting System (NIBRS) and the Uniform Crime Reporting (UCR) section passes it down to its suppliers/customers.

Information Technology is an independent network, but it has interfaces with national systems (NLETS and NCIC) that drive the design and delivery processes. Changes are developed through a membership group with NLETS and an advisory process for NCIC. Once approved through these processes, CJIS begins to implement the changes through programming and technology enhancements.

Simultaneously, our suppliers/customers are informed of the changes; quality assurance and training staff members then work to implement these changes in the field. CJIS has taken on a new intra-agency role to standardize the issue and control of cellular devices.

This strategic move will allow for an improved and better coordinated implementation of wireless technologies.

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

The agency analyzes monthly and annual expenditures to identify both recurring and non-recurring budgetary needs. Input from each programmatic area is used to compile an annual Multi-Year Plan that outlines long-term goals and objectives, as well as future budgetary needs in order to accomplish the goals.

Category 7 – Results

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

Forensic Services Laboratory

To monitor performance levels and trends, Forensic Services monitors laboratory cases processed, laboratory items processed, crime scene processing responses, DataMaster (DMT) and breath site video recording systems, marijuana analysis training, court testimonies, laboratory training events attended, forensic training provided to outside agencies, proficiency testing, case backlogs and case turnaround times. The laboratory’s property and evidence control function is also subject to various standards of CALEA. The laboratory is in compliance with all necessary CALEA standards. The DNA Laboratory has also met all criteria set forth by ASCLD/LAB and FBI QAS standards.

A measure of mission accomplishment involves the laboratory cases assigned and closed by a department for a given time period. During FY12-13, individual laboratory departments received 20,700 cases and completed 18,054 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 time frames; however, more complex cases requiring extensive testing may take substantially longer. The length of time required to complete a case is dependent on many factors, some of which are not controlled by the laboratory (e.g. number of analyses requested per case, complexity of each case, submission of proper subject standards, etc.).

7.1-1 Laboratory Cases Processed						
Department	Cases Received 2010-2011	Cases Completed 2010-2011	Cases Received 2011-2012	Cases Completed 2011-2012	Cases Received 2012-2013	Cases Completed 2012-2013
DNA Casework	3,290	2,348	3,475	2,249	3,627	2,106
DNA Evidence Processing	706	724	679	680	609	760
DNA Serology	5	16	15	8	171	110
Drug Analysis	5,357	5,411	5,053	5,129	6,051	5,745
Firearms	953	1,034	1,271	1,094	1,563	1,008
Latent Prints/Crime Scene	1,446	1,144	1,478	1,239	1,878	2,301
Photography	280	287	291	274	412	389
Questioned Documents	84	82	118	82	99	116
Toxicology	4,906	4,806	5,194	5,102	5,166	4,888
Trace	1,162	1,138	1,155	993	1,124	631
Totals	18,189	16,990	18,729	16,850	20,700	18,054

In addition, the Laboratory Information Management System (LIMS) permits monitoring items received/completed. An item is an individual piece of physical evidence from a case. During FY12-13, the laboratory received 57,683 items and completed 58,232 items. Each case has a varied number of items and it should be noted that the length of time to complete analysis of an item can vary greatly and depends on many factors. Analysis of an item may be delayed pending submission of appropriate standards from the submitting agency or completion of analysis by another laboratory department.

7.1-2 Laboratory Items Processed						
Department	Items Received 2010-2011	Items Completed 2010-2011	Items Received 2011-2012	Items Completed 2011-2012	Items Received 2012-2013	Items Completed 2012-2013
DNA Casework	14,072	13,903	15,156	10,833	11,747	9,164
DNA Evidence Processing	1,768	1,880	2,077	1,723	2,255	2,740
DNA Serology	16	110	123	54	1,622	1,067
Drug Analysis	9,402	9,601	8,800	8,965	11,029	10,673
Firearms	4,592	5,457	6,390	5,770	6,321	5,067
Latent Prints/Crime Scene	7,450	5,227	7,350	6,702	8,920	13,772
*Photography	629	641	774	709	1,034	1,000
Questioned Documents	833	887	1,626	949	1,416	1,950
Toxicology	9,881	9,735	9,606	9,477	9,626	9,167
Trace	8,525	8,432	7,941	6,877	3,713	3,632
Totals	57,168	55,873	51,923	51,059	57,683	58,232

The Implied Consent Department maintains 165 breath alcohol testing devices (DMT) and video recording systems (VDS-2) at 116 certified breath testing sites throughout the state. In FY12-13, this department performed 824 on-site Data Master DMT Inspection/ maintenance visits and 793 on-site video-recording system inspection/maintenance visits. These recordings are used as evidence in any legal proceeding, pursuant to S.C. Code of Laws, Section 56-5-2953.

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. In FY 2012-2013, 103 marijuana analysts were certified and 49 were recertified.

Another measure of the Forensic Services Laboratory's mission accomplishment is the number of expert witness requests provided by SLED Forensic Services Laboratory personnel. SLED provided 225 court testimonies during the current fiscal year.

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.

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

7.1-3 Forensic Training to Outside Agencies				
Forensic Services Training to Outside Agencies	2009-2010	2010-2011	2011-2012	2012-2013
Contact Hours Provided to Outside Agencies	5,675	4,194	2,885	2,353

7.1-4 CODIS Entry Category				
CODIS Entry Category	Uploaded 2010-2011	Uploaded 2011-2012	Uploaded 2012-2013	Current SC Total in CODIS
SC Offenders	10,816	9,738	8,677	175,629
SC Forensic Casework	1,228	1,212	1,114	11,127

7.1-5 CODIS Hit Types				
CODIS Hit Types	2010-2011	2011-2012	2012-2013	Total Since SC CODIS Implementation
SC Offender Hits	10,816	9,738	8,677	175,629
SC Offender Hits to SLED Cases	1,228	1,212	1,114	11,127
National Offender Hits	118	96	71	751
State Forensic Hits	28	19	72	596
National Forensic Hits	9	3	3	68

7.1-6 Backlog and Turnaround by Department			
Department	Analyst Average Turn Around (days)	Department Average Turn Around (days)	Case Backlog
DNA Casework	83	270	6,391
Drug Analysis	13	18	55
Firearms	124	107	410
Latent Prints	73	200	320
Questioned Documents	4	16	27
Trace	11	186	716
Toxicology	62	54	551

Other Forensic Statistics:

- DNA Casework Department: The analysis of 118 backlogged DNA cases was completed using overtime and consumable supplies paid for with federal grant funds. The DNA department was again found to be in compliance with the FBI QAS standards.
- DNA Casework Department Outsourcing Program: As of July 1, 2013 approximately 800 cases have been outsourced for DNA analysis.
- Evidence Control Department: SLED evidence control personnel received, assigned evidence control identifiers to and distributed 17,944 new cases and returned 57,841 items to agencies.
- Firearms Department: Digital images of individually marked areas on approximately 984 fired cartridge cases and bullets were entered into the Integrated Ballistic Identification System (IBIS).
- Latent Prints Department: Continued to utilize 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.

Regulatory Services

Regulatory Services processed 81,715 Concealed Weapon Permit applications in FY 12-13. The Unit received 49,170 new applications, and 32,545 renewal applications. There are currently 203,575 Concealed Weapon Permit Holders in South Carolina. Of the applications received, the Unit approved 45,584 new applications; 22,913 renewals; denied 1,223; revoked 246 permit holders; and reinstated 65 permits after appeal. The Unit also issued 3,916 replacement concealed weapon permits during the period. In addition, the Unit processed 318 Constable Commission applications during FY 12-13. This included 151 Group I, 32 Group II, 38 Group III, 12 Advanced, and 85 Retired/Non-Working applications**.

**Explanation of each category:

Group I - Active police officers commissioned as constables

Group II - Retired police officers commissioned as constables

Group III - Volunteered citizens commissioned as constables

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

7.1-7 Regulatory Services				
Regulatory Services	2008-2009	2009-2010	2011-2012	2012-2013
Security/Private Investigation Licenses Issued	14,301	15,370	14,769	13,764
Coroners/Deputy Coroners Permits Issued	22	11	0	0
Concealed Weapons Permits Issued	36,726	46,016	52,339	70,483
State Constable Commissions Issued	208	244	463	318
Retired SLED Agent Commissions Issued	50	8	15	17
Special Limited Licenses	1	4	6	6
Special Weapons Permits	3	1	1	1
Total Licenses and Commissions Issued	51,523	61,864	67,885	84,589

Other Regulatory Statistics:

- Conducted 5,938 cigarette compliance inspections resulting in the seizure of 6,209 packs of contraband cigarettes.
- Processed 203 contract security, 80 propriety security business licenses, 419 private investigator registrations.
- Processed 8,646 unarmed, 4,070 armed (which includes 457 upgrades from unarmed to armed), and 1,049 temporary security guard licenses. There are currently 4,527 Security Weapons Permit holders in South Carolina.
- Processed 84,589 security and private investigation business licenses, employee registrations, and Security Weapons Permits.
- Processed and completed 2,475 alcohol license investigations. This includes posting and removal of notification signs, location inspections, final inspections, map requests, and true ownerships and investigations on all new alcohol license locations.
- Investigated 69 thefts/cashing or attempt to cash stolen lottery tickets; 3 armed/unarmed robberies involving theft of lottery tickets; 24 burglaries involving theft of lottery tickets; 6 altering or presenting altered lottery tickets; 25 other incidents; as well as making 2 arrests for lottery fraud.

Investigative Services

- The Forensic Art Unit prepared a total of 108 requests, including 64 composites, two Unidentified Remains, eight Forensic Facial Imaging, two Demonstrative Evidence and 32 graphics for courtroom presentation.
- The Behavioral Science Unit opened 113 cases, 71 Threat Assessments, six bomb threats, 17 homicides, ten sexual assaults, five stalking, one child abuse, one arson, one attempted suicide, one abduction.
- The narcotics unit opened 321 cases resulting in 397 arrests/assisted arrests. The unit seized \$4,142,694.00 in narcotics seized as well as \$991,046.00 in cash. In addition the narcotics unit manages the funds for the Drug Lab Cleanup Program (DLCP) for the state. This represents 509 labs, where 107 children were present. The amount spent by this program to clean up the labs was \$1,090,407.00.
- The Alcohol Enforcement Unit opened 1,060 cases and closed 795 cases. The unit issued 634 citations/charges.
- The Video Gaming Unit opened 98 cases and closed four cases resulting in the seizure of 1,519 illegal gaming machines and the seizure of \$136,972.67.
- The Asset Forfeiture Unit opened 20 cases that resulted in SLED receiving over \$590,000 in forfeiture money from the federal government. The computer Crime Unit opened 188 cases. There were 168 cases involving digital forensic examinations and 20 cases involving computer crime investigations. This unit analyzed 542 items of evidence containing 47.7 terabytes of data and was ranked 4th out of 32 electronic crime task forces located throughout the United States. The Cooperative Disability Unit (CDI) was 2nd in productivity among the 28 Social Security Administration CDI units located throughout the United States. Their efforts saved the State of South Carolina Medicare/Medicaid programs \$15,748,675.
- The Grand Jury conducted 11 investigations and Insurance Fraud opened four cases.
- Vehicle Crimes opened 199 cases.

- The SLED Child Fatality Unit received 162 reports of unexpected or unexplained child deaths.
- Vulnerable Adult Investigations Unit (VAIU) received 951 intakes. VAIU investigated 149 cases and the remainder was vetted to the state Long Term Ombudsman's Office, Attorney General's Office, local law enforcement or Department of Social Services.
- The Special Victims Unit trained over 550 personnel.

Professional Responsibility

Performance levels for mission accomplishment are determined by keeping detailed statistics of the work product on each polygraph examiner. These statistics measure if each examiner is keeping within the guidelines for the polygraph unit's mission.

- The Polygraph Section scheduled 971 criminal and pre-employment polygraph examinations. Of the 971 examinations scheduled, 707 polygraph examinations were administered.
- Four law enforcement intern polygraph examiners received training for the full polygraph examiners license.

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.

- Bomb Squad responded to 443 calls for assistance.
- The Bomb Squad's Maritime Response Unit (Underwater Hazardous Devices Response) conducted 20 dive missions to include 16 sweeps of piers, ship hulls, bridge bases and dams, two explosives recovery, one search and recovery, one suspicious package, and eight tactical missions.
- The SWAT team responded to 51 calls for tactical assistance with 33 arrests.
- Aviation Unit flew 359 missions (64 training and 37 maintenance) with a total of 764 hours flown.
- The Arson Unit responded to 104 fires of which 47 were determined to be arson with 19 arrests made.
- The Bloodhound Tracking team responded to 127 calls for service which resulted in 90 arrests.
- Protective Services Unit coordinated and/or staffed security arrangements for 63 special events to include 25 VIP events and ten high value cargo shipments all requiring additional security by SLED agents. Additionally this unit participated in 74 administrative meetings, exercises, or plan reviews and revisions.

Training Statistics:

- 4,256 hours of in service training for agents;
- 2,960 hours of in service training for CWP instructors;
- 3,584 hours of handgun, rifle, and shotgun training (agents);
- 775.5 hours of handgun, rifle, and shotgun training (other agencies);
- 5,200 hours for Active Shooter training;
- 588 hours of Supervisory training;
- Reviewed and approved 456 Concealed Weapons Permit Instructor Applications and Lesson Plans;
- Facilitated the health screening of 144 personnel; and.
- Facilitated 18,389 hours of outside and in house training for Class 1, Class 3 and Administrative personnel.

Homeland Security Grants Administration (HLSGA)

SLED/OHS worked over 400 sub grants and successfully closed 227 of them. Over 99 percent of funds from these closed grants were expended and reimbursed to the sub grantee. This represents more grants processed per staff member than in any previous year of the program. Approximately \$20 million, instead of being reverted to the federal government, was directed to multiple SC responder agencies to purchase equipment needed to address capability gaps.

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

Accreditation

Maintenance of accredited status is a way for SLED's leadership team to ensure SLED personnel are informed and educated regarding SLED policies, procedures and practices. CALEA dictates maintenance and compliance with written directives and approximately 323 written standards to retain CALEA accreditation. A total of 269 SLED Policies and Procedures have been loaded into PowerDMS for review by all employees.

Administration

SLED Grants Administration Office:

- 15 new grants have been awarded to SLED totaling \$3,273,648.19. The total number of grants managed at SLED is 43 totaling \$15,019,821.66.
- Nine applications have been submitted for the current FY totaling \$3,526,813 (pending).

Office of Homeland Security Grants currently manages 229 grants totaling \$15,345,209.00.

Criminal Justice Information System (CJIS)/Fusion Center

Metrics are being refined to better capture performance. Subsequently, mission accomplishment is currently represented by the number of users and the information collected. There are 1,273 Automatic License Plate Recognition (ALPR) users with access to the database. There are 1,057 users of SCGangNet, 19,591 gang member records accessible via the HIDTA node, and 3,306 gang member records documented in SCGangNet. SCIEx has over 5,000 users and contains over 12 million incident and booking reports. SCIEx is queried 8,000 to 10,000 times a week. In FY 12-13 the agency conducted 493,800 criminal background checks by using the CATCH (Citizens Access to Criminal History) System via the Internet and US Mail. SLED received 15,622 General Session Court expungements and 56,700 Summary Court expungements during FY 12-13. CJIS expungements are up to date. There were 106,775 applicant fingerprints processed and 323,460 criminal fingerprint cards processed. There are 8.6 million arrest records on file. There are 14,591 people currently listed on the Sex Offender Registry.

Fusion Center Statistics:

- South Carolina Fusion Center (Total Requests): 15,262 requests for assistance, 33 percent increase from previous fiscal year;
- Violent Criminals arrested: 591, 11 percent increase from the previous fiscal year;
- Statewide requests for technical assistance: 839 cases, 20 percent increase from the previous fiscal year;
- State Surveillance and Intelligence (SSI) Unit (Team 1/2): 714 cases;
- Threat Analysis Cell (TAC): 33 threat/risk assessments, 267 bulletins/advisories, 164 Suspicious Activities Reports (SARs);
- Crime Stoppers: 15,263 tips, 28 percent increase from previous fiscal year;
- Operations Desk: 734 Critical Incident Operation Reports (CIO's), six percent decrease from previous fiscal year;
- Photo Lineups: 5,160, 21 percent increase from previous fiscal year;
- Amber Alerts: four Amber Alerts activated (five children recovered), five Training Sessions (122 officers); and
- The Missing Person Information Center (MPIC): 456 requests for assistance.

Intergovernmental Affairs/Public Information Unit

Freedom of Information Act requests processed: 764

Civil Subpoenas: 72

Court Orders: 3

News Releases: 56

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

Accreditation commits the agency to a broad range of programs of direct benefit to citizens and documents the commitment of the agency to professionalism. In compliance with CALEA standards, SLED will conduct a customer satisfaction survey of the Sheriff's, Chiefs of Police and Solicitors, who will rate SLED's performance over the last three years.

Forensic Services Laboratory

Testimony evaluations are performed for all employees and are monitored yearly. Customer feedback, both positive and negative, is tracked. 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.

Criminal Justice Information System (CJIS)/Fusion Center

CJIS strives to provide training, audits, and customer service to all law enforcement agencies in the state as it relates to CJIS policy and operational matters. The Fusion Center is tasked with supporting local, state, and federal law enforcement agencies and the private sector with information, products, and timely and actionable intelligence.

Investigative Services

Customer satisfaction is first measured by the outstanding work product produced. In the fiscal year ending June 30, 2013, agents assigned to Investigations components received numerous letters of commendation from our customers, as well as, internal recognition for noteworthy accomplishments. Additionally, letters from solicitors regarding case review for prosecution often mention the thoroughness of case reports. The EPMS process is continuing to be updated and designed to more accurately reflect work duties and functions of the employee as opposed to generic goals and responsibilities.

Regulatory Services

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

Counter-Terrorism

Performance is measured at several levels. The first is along the lines of immediate response to calls, proper staffing, and accurate determination and processing of scenes. A secondary evaluation occurs after the incident has been resolved. The level of satisfaction is generally determined through direct communication from the requesting agency head to the Chief of SLED or through the departmental supervisor. Additionally, letters of commendation are received from requesting agencies, with recognized and maintained by the Office of the Chief, Human Resources and the applicable agent.

Homeland Security Grants Administration (HLSGA)

This office has received numerous letters of commendation for services rendered to customers. The key measures of customer satisfaction are contained within the Homeland Security Advisory Council's ability to complete its mission. This is accomplished with logistical support supplied by the SLED Office of Homeland Security. The trend, as noted

thus far, is that customer satisfaction is at a high level.

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

Financial performance and responsibility is based on a continual analysis of agency operations, both at the current level and what is anticipated for the future. During previous fiscal years, the agency was required to do more with less and as such developed strategies to be more fiscally prudent with available funds. Some of these measures included rotating work shifts of personnel to replace overtime with compensatory time, fuel savings for agency vehicles, carpooling, and maintaining existing equipment versus purchasing newer expensive equipment. As budgetary conditions improve, re-evaluation of cost containment measures may be necessary to better meet the needs of the customer. Departments regularly compare prices of supplies and consumables and purchase from state contract vendors when possible. Use of grant funds for backlog reduction and overtime minimizes the need for state funds for this purpose.

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

Human Resources has coordinated the Office of the Chief to address organizational issues in SCEIS to ensure that the proper reporting structure is in place to facilitate communication among supervisors and employees. The agency as a whole was restructured in FY13 to streamline communications and increase efficiencies within the chain of command. Human Resources has also focused on updating and creating career path plans to recruit and retain qualified personnel. Human Resources has coordinated with the Training Unit to offer more training opportunities internally to include training in performance measures, discrimination, preventing harassment, disciplinary processes and hiring practices. Mandatory training for supervisors in EPMS and EEO-related issues will be conducted on an annual basis in order to promote a fair and reasonable work environment. Employees are encouraged to discuss their career goals and interests with their supervisors in conjunction with their annual performance reviews through the use of an Employee Development Plan. Also, joint efforts with Prevention Partners, SC Vocational Rehabilitation Department, Law Enforcement Assistance Program, MUSC, and other agencies have included an on-site health screening program and seminars to promote healthy initiatives for employees.

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

Employees, supervisors and senior leadership can provide feedback through tools such as employee performance evaluations, training surveys, exit interviews and the Chief's annual meetings. These mechanisms provide staff with opportunities to address work-related issues involving training, operational improvements, communications and other issues. Information is shared with the Office of the Chief and addressed at executive level meetings to identify solutions or enhancements to current processes.

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

Section 23-3-10 establishes authority for the creation of the South Carolina Law Enforcement Division. Sections 40-17-10 through 40-17-170 outlines the powers and duties of the Chief of the South Carolina Law Enforcement regarding private security businesses or private detectives.

Forensic Services Laboratory

All forensic disciplines, including the AFIS, IBIS and CODIS databases, maintain compliance with all state and federal regulations. In addition, efforts are made to follow the standardization of forensic protocols and analytical practices by Technical Working Groups (TWGs) and Scientific Working Groups (SWGs) dedicated to various forensic disciplines. In Chapter 73 of the South Carolina Code of Regulations, the following laboratory departments have regulations: Drug Analysis, Implied Consent, DNA Casework and Toxicology. In addition, many statutes

concerning drug and alcohol testing affect the work of the Implied Consent and Toxicology Departments. The main statutes are Sections 16-1-90, 16-17-470, 17-7-80, 23-3-15(A)(2), 23-31-400, 23-31-410, 50-21-112, 50-21-113, 50-21-114, 55-1-100, 56-1-10, 56-1-286, 56-1-2120, 56-1-2130, 56-5-2930, 56-5-2933, 56-5-2934, 56-5-2941, 56-5-2945, 56-5-2950, 56-5-2953 and 56-5-2954. The DNA Casework Department continues to comply with the effect of Section 23-3-600 (DNA Database Act). Effective July 1, 2004, the statute was amended to require any individual convicted of a felony offense to provide a DNA sample for inclusion into the South Carolina State DNA Database.

Regulatory Services

Sections 23-31-205 through 23-31-235 created the “Law Abiding Citizens Self Defense Act of 1996,” authorizing SLED to issue CWP’s 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. Sections 23-3-15 through 23-3-160 provide that SLED shall have specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to; regulation, enforcement, and inspection under Title 61 (alcoholic beverage control laws) and such other activities as are not inconsistent with the mission of the division or otherwise proscribed by law. Section 59-150-40 provides that the SC Education Lottery may contract with SLED for investigation of violations of the SC Education Lottery Act.

Investigative Services

Investigative Services provides a wide range of services to customers. The statutory authority to conduct investigations on behalf of the State are as follows: Section 23-3-10 establishes authority for the creation of the South Carolina Law Enforcement Division; Section 23-3-15 through 23-3-160 provides that SLED shall have specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to the following functions and activities: investigation of organized criminal investigations, arson investigation, and covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; the maintenance and operation of a statewide comprehensive forensic sciences laboratory; covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; operation and maintenance of a central, statewide criminal justice data base and data communication system; establishment and operation of highly specialized, rapid response law enforcement units within the division; operation and regulation of state polygraph examination services; Section 63-11-1940 establishes the Department of Child Fatality within the South Carolina Law Enforcement Division; Section 23-3-810 establishes the Vulnerable Adults Investigations Unit; Section 38-55-550 establishes the Insurance Fraud Unit within the Attorney General’s Office and requires SLED to investigate matters of insurance fraud referred to the agency by the Attorney General. Sections 12-21-2703 through 12-21-2804; and 16-19-50; establish South Carolina’s video gaming laws which are enforced by this unit. The unit completed 551 criminal histories and credit reports for the Governor’s Office for applicants applying to boards and commissions.

Criminal Justice Information System (CJIS)/Fusion Center

CJIS complies with all state and federal regulations and statutes as it pertains to the storage and sharing of criminal justice information. CJIS appropriately responds to inquiries from the public.

Homeland Security Grants Administration (HLSGA)

To continue this program, funds must be obligated, expended and reported to the Federal Government. The program has also passed both programmatic and financial audits and annual monitoring visits. Further, SLED successfully completes every year, including this year, all DHS/FEMA required progress reports.