



*Leadership, Partnership, Stewardship*

Wake County Business Plans  
*FY 2007 - 2009*

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Public Safety  
City-County Bureau of Identification

# CITY-COUNTY BUREAU OF IDENTIFICATION

## FY 08 BUSINESS PLAN

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### STATEMENT OF PURPOSE

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CCBI's mission is to deliver the highest level of forensic crime scene and identification services.

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### SCOPE

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City-County Bureau of Identification (CCBI) is a law enforcement agency that provides services to every other law enforcement agency in Wake County; the District Attorney's Office; and the public. Our staff of 29 sworn law enforcement officers and 34 civilian employees provides services 24 hours per day, 7 days per week. We are unique in the state of North Carolina, and the only other agency that replicates some of our services is the State Bureau of Investigation. Our services fall into six general areas:

- Investigate and process crime scenes and collect and analyze physical evidence
- Determine whether drug samples are controlled substances
- Examine fingerprints, footwear impressions, tire impressions, and fabric impressions to attempt to identify a suspect
- Fingerprint, photograph, and create computerized files on all Wake County arrestees
- Create photo line ups, facilitate victims' viewing of mug shots, and run criminal history checks
- Provide fingerprinting and criminal background checks for citizens upon their request

#### ***Crime Scene Investigation***

Crime Scene Agents respond to crime scenes to identify, photograph, collect, and analyze physical evidence. The Forensic Photographer prepares photographic evidence, crime scene videos, diagrams, courtroom exhibits, and computer graphs for court. The Evidence Technician maintains the chain of custody as s/he transports evidence to appropriate evidence storage facilities. CCBI staff testifies as experts in court on all findings.

#### ***Forensic Drug Analysis***

The Forensic Drug Chemist analyzes unknown controlled drug substances in the drug lab, reports her findings, and testifies as an expert in state and federal court.

#### ***Latent Fingerprint Identification***

Latent Examiners compare latent fingerprints, tire and footwear impressions, and fabric impressions against known suspect impressions. They also search latent fingerprints against state and national database files via an automated fingerprint identification system. Latent Examiners testify as experts in court on all findings.

### ***Identification and Processing of Arrestees***

Identification Technicians fingerprint arrestees for local and state agencies. They also complete computerized data entry of personal and physical arrest information. They administer and/or oversee the administration of chemical breath tests for alcohol on driving while impaired arrests. CCBI staff provides driver and criminal history information from state and federal computerized files and testifies as experts in court on all findings and on record-keeping.

### ***Civil Services to Law Enforcement and the Public***

CCBI's administrative staff manages and disseminates arrest information for law enforcement officials, judicial officials, the general public, and governmental agencies and departments. Administrative staff provides computerized suspect photograph viewing for victims/witnesses and creates computerized photo line-ups for law enforcement investigations. Administrative staff edits or purges arrest information for those who legally qualify.

Civil Identification Technicians fingerprint and photograph citizens for various licensing requirements, job requirements, and legal mandates.

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## **OUTCOME GOALS**

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Because it has such varied service areas, CCBI has a number of outcome goals.

### ***Crime Scene Investigation:***

- Crime Scene Agents arrive at crime scenes within one hour of officer request 75% of the time.
- The Forensic Photographer maintains a maximum of a one-week turnaround on all illustrative evidence.
- All staff provides the evidence, when available, to successfully prosecute a defendant.

### ***Forensic Drug Analysis:***

- The Forensic Drug Chemist achieves a maximum of a one-week turnaround on all drug evidence analysis.
- Forensic Drug Chemist provides the evidence, when available, to successfully prosecute a defendant.

### ***Latent Fingerprint Identification:***

- Latent Examiners maintain 100% accuracy on suspect identifications resulting from manual fingerprint comparisons.
- Latent Examiners provide a maximum of a 14-day turnaround time for manual fingerprint comparisons.
- Latent Examiners provide the evidence, when available, to successfully prosecute a defendant.

### ***Identification and Processing of Arrestees:***

- Identification Technicians complete arrestee booking within 25 minutes 90% of the time.
- Identification Technicians obtain clear and distinct arrestee fingerprints for submission

- to the State Bureau of Investigation via LiveScan.
- Identification Technicians maintain a correction rate of no more than 2.0% for criminal arrest information.
- Identification Technicians administer chemical breath tests for alcohol in accordance with N.C. Department of Health and Human Services, Division of Public Health guidelines.
- Identification Technicians complete chemical breath tests for alcohol within 56 minutes of officer request 90% of the time.
- All staff provides expert administrative, civil, and criminal testimony in DWI cases.

***Civil Services to Law Enforcement and the Public:***

- Administrative Assistants correct, update, or delete arrest information within 48 hours of judicial directive.

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**DEFINE PRIORITIES**

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***Priority #1: Identification Division: Processing Section***

- Identification Technicians fingerprint, photograph, and create computerized arrest records for over 36,000 arrestees per year
- Identification Technicians administer and/or oversee the administration of over 4500 chemical breath tests per year for DWI arrestees

The Processing Section obtains (1) the descriptor information that goes into the statewide database used by everyone—including judicial officials and law enforcement—to verify a subject’s criminal history; (2) the digital photographs that are used to create photo line-ups and mug shot views; and (3) the fingerprints used by our Latent Examiners and those in state and federal agencies to examine known suspect prints. The quality control that we can exercise over these crucial identifiers is a critical link in the chain of suspect identification. CCBI is the only agency set up to perform this function; the only other logical choice would be the Wake County Sheriff’s Office.

***Priority #2: Investigations Division***

- Agents investigate and process over 900 crime scenes per year for all law enforcement agencies in Wake County and collect and analyze physical evidence

Forensic evidence is the backbone for identification of a suspect who victimizes citizens until taken off the street. Additionally, the faster a suspect is identified, the more likely law enforcement is to locate stolen property. Because CCBI provides crime scene services for every law enforcement agency in Wake County, discontinuing our service would require each municipal police department to either forgo forensic evidence entirely or to create its own crime scene section from the ground up. Creation of such an agency would take years and millions of dollars to procure specialized equipment and train law enforcement investigators. The District Attorney’s Office would be faced with inconsistent levels of witness expertise and experience and varying quality of forensic evidence.

***Priority #3: Identification Division: Latent Print Section***

- CCBI is ranked #1 in suspect identifications in the state, and Latent Examiners run over 13,000 computerized fingerprint searches each year
- Latent Examiners manually compare almost 1900 suspects per year for matches on fingerprints, footwear impressions, tire impressions, and fabric impressions

Fingerprints are frequently the most fruitful and damning forensic evidence left at a crime scene. While Agents collect the fingerprints, it is up to the Latent Examiners to either (1) make a “blind” comparison against hundreds of thousands of suspects using computerized statewide and national databases or to (2) make a manual comparison against a known suspect’s fingerprints. No other law enforcement agency in Wake County has this capability, and this service is heavily relied-upon. Latent Examiners are not considered seasoned for at least five years, and creating a unit such as this requires the purchase of costly digital equipment and laying of numerous data transmission lines. While the NC State Bureau of Investigation could theoretically provide latent examination services for Wake County, they are not staffed to do so immediately, and Wake County law enforcement agencies would have to wait in line with 99 other counties for service.

***Priority #4: Services Division: Forensic Photographer***

The Forensic Photographer receives memory cards containing digital images taken by Agents at crime scenes; downloads the images from the memory card to a CD; and properly marks and stores the CD. She is responsible for enlarging and printing images for investigators, assistant district attorneys, defense attorneys, and law enforcement officers. She creates large courtroom displays for illustrative purposes. Using specialized equipment and software, she can take digital or analog videotape footage and attempt to enhance the visibility for investigators. She also responds to crime scenes when advanced photography skills are required. In 2005, the Forensic Photographer:

- created 2339 photographic CDs and DVDs and 123 audio CDs and tapes
- enlarged 871 images
- created 58 displays for court
- performed 56 video enhancements
- went on 34 photo shoots

***Priority #5: Services Division: Civil Services/File Room Section***

- Administrative Assistants provide almost 9000 criminal history checks for the public and law enforcement agencies per year and create almost 1200 computerized photo line-ups per year
- Civil Identification Technicians fingerprint over 9300 civilians per year for legal mandates and job requirement.
- In FY06, this section generated \$187,550 in revenue.

Numerous municipal ordinances, state statutes, and federal statutes require that citizens be fingerprinted or obtain a criminal history check. With the increased attention on terrorism after September 11<sup>th</sup>, these requirements are rapidly multiplying. People applying for jobs, seeking certification and licensure, or attempting to adopt a child all rely solely on CCBI’s services.

Citizens seeking to correct or expunge their criminal record depend upon CCBI's swift response to judicial directive and ability to make these changes "real time" in the statewide criminal history database. Law enforcement officers request our computerized photo line-ups every day, and victims look to those same photograph databases to examine "mug shots." No other agency has full and unrestricted access to these arrest photographs.

***Priority #6: Services Division: Drug Analysis Section***

- The Forensic Drug Chemist analyzes over 2400 unknown controlled drug samples per year and testifies as an expert in state and federal court.

Due to the intolerably lengthy turnaround time for drug analysis provided by the State Bureau of Investigation (90+ days), Wake County created its own Forensic Drug Lab capable of analyzing unknown controlled substances drastically faster. In FY06, the median age of a disposed drug case was 175 days in Wake County as compared to a median age of 219 days statewide. In other words, the average Wake County drug prosecution was disposed of 44 days faster than anywhere else in the state. At \$54 per day to house one defendant in the Wake County jail, this would result in an average cost avoidance of \$2376 per suspect, per drug prosecution. And since Wake County filed 2043 drug prosecution cases in FY06, this would yield an approximate cost avoidance of an astounding \$4,854,168 to Wake County taxpayers for FY06<sup>1</sup>.

Swift analysis also assists Wake County prosecutors in making charging decisions. Wake County prosecutors dismissed 42.0% of drug prosecutions in FY04; in comparison, prosecutors statewide dismissed 33.1% of drug prosecutions. Because Wake County prosecutors can rely on swift drug analysis results, they can dismiss cases swiftly when the evidence does not support the charge.

***Priority #7: Administrative Division***

The Administrative Section is comprised of the Director and Executive Secretary. The employees within this section manage and address every facet of CCBI's operations. They are responsible for policy development, strategic planning, budgeting, personnel matters, and interactions with other County agencies, law enforcement agencies, the District Attorney's Office, judicial officials, vendors, and the press. The Administrative Section identifies CCBI's short- and long-term goals, weighs alternative and competing obligations, and resolves upon a course of action.

Providing advanced management and leadership training for the command staff of CCBI is an essential element for insuring that all employees are supervised in a professional and equitable manner. Planning is in progress to obtain this training from two nationally respected programs. One training program is offered by the Federal Bureau of Investigation and is known as the Regional Command College. The command college is modeled after the FBI's Executive Development Program. The Command College has three primary areas of

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<sup>1</sup> This figure assumes that each defendant was housed in the Wake County Detention Facility for the pendency of his/her case:  
 44 days avoided per defendant x \$54 per day incarceration costs = \$2376  
 \$2376 in costs avoided per defendant x 2043 cases = \$4,854,168 in avoided incarceration costs

instruction: management; legal issues; and media relations. There is no cost to the participating agency for the training other than travel, meals and lodging. The second source of training is the Administrative Officers Management Program which is a nationally accredited Public Administration Program offered by North Carolina State University. AOMP, as it is known, is a rigorous ten-week program providing management and leadership education for law enforcement professionals. The cost of the program is approximately \$2,000.00.

Becoming a nationally accredited law enforcement agency through the Commission on Accreditation for Law Enforcement Agencies (CALEA) is a goal that CCBI would like to achieve. The overall purpose of the accreditation program is to improve delivery of law enforcement service by accomplishing a body of standards, developed by law enforcement practitioners, covering a wide range of up-to-date law enforcement topics. CALEA recognizes professional achievements by offering an orderly process for addressing and complying with applicable standards.

The accreditation process takes approximately two years to achieve at an approximate cost of \$8650 plus recurring annual conference costs of \$3180 per person. Every three years an accredited agency must be reaccredited at a much lesser cost. CCBI will be submitting an expansion request for this important accreditation.

***Priority #8: Services Division: Evidence Technician***

The Evidence Technician serves as the liaison between CCBI's Crime Scene Agents and all law enforcement agencies that we serve. She receives evidence being submitted to CCBI, including all controlled substances, and is responsible for evidence control. She also transports evidence from CCBI to various agencies. The Evidence Technician also processes evidence for latent fingerprints using magnetic powder, chemicals, or fuming as appropriate.

***Priority #9: Services Division: Crime Analyst***

The Crime Analyst provides strategic and operational analysis for every Division in CCBI. Her primary responsibility is to critically analyze issues as they arise in each technical area, particularly as they relate to positioning CCBI to meet future challenges. As part of her review of a program's mission, goals, and objectives against actual accomplishments, she develops system for identifying, tracking, and analyzing relevant workload indicators and performance measurements. She develops CCBI's annual budget package using performance measurement data and advocacy based on conclusions drawn from that data; she also drafts CCBI's Business Plan. She serves as the CCBI liaison for Raleigh Police Department COMPSTAT meetings and on various Wake County committees.

***Priority #10: Services Division: WC-7 (Deceased Person Transport)***

WC-7 is a service used by all law enforcement agencies in Wake County to transport dead bodies, whether they are victims of a crime, die of suicide, or expire of natural causes. WC-7 contracts with off-duty public safety professionals with on-the-job experience in handling biohazardous material and with expertise in the sensitivity required when family members are present. The cost of WC-7's operation is shared pro-rata among the law enforcement agencies that utilize it. The only cost borne by Wake County is for the Wake County Sheriff's Office share of WC-7's operating budget. Prior to the institution of WC-7,

agencies would have to contract with private providers (such as funeral homes) and had no control over response times, transporter professionalism, or fees.

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## **STATUS REPORT**

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### ***Crime Scene Investigation: Forensic Computer Examination***

In FY07, CCBI was granted funding for a full-time Forensic Computer Examiner. Wake County Human Resources is currently conducting market research to fully develop the position specifications, and to date, the position remains vacant. We hope that this research will conclude swiftly so that a full-time employee may be hired.

Since July 1995, an existing CCBI staff member has been conducting forensic computer examinations on a part-time basis. She has performed 125 examinations in cases ranging from sexual exploitation of children to homicide.

### ***Crime Scene Investigation: Squad Room Renovation***

Although Crime Scene Agents are primarily based in the field, they are heavy users of office space as well. In FY06, CCBI worked with Wake County GSA to complete a total overhaul of the squad room and five adjoining offices, from wallpaper to flooring to cubicles and desk space. This redesign allowed CCBI to add five cubicles to our existing seating, thus incorporating projected Agent staff increases.

### ***Crime Scene Investigation: Photo Lab Renovation***

An upgrade to the digital photography capability of CCBI is currently a project being managed by Informational Services (IS). This upgrade will allow law enforcement agencies, the district attorney's office, the medical examiner's office, and the State Bureau of Investigation Crime Laboratory to have instant access to crime scene photographs and video tapes.

### ***Interaction with Hispanic Population***

As the Spanish-speaking population in Wake County grows, CCBI has developed a number of alternatives for providing services to this group. It is our experience that while many Spanish speakers do not speak English, they do understand it.

**Crime Scene Processing:** Agents rely on bilingual witnesses or law enforcement officers at crime scenes to translate when necessary. Two Agents have completed basic and intermediate Spanish language courses offered by Wake County and Wake Technical Community College. In cases where complex translation is required, Agents can call the language line for the services of a professional interpreter.

**Arrestee Processing:** Frequently-asked questions have been translated into Spanish in a written document. Some Processing Technicians speak rudimentary Spanish. If the arrestee does not respond to questions in English, Processing Technicians obtain identifying information from the law enforcement officer and from their own observations. Most arrestees respond to questions in English, particularly yes/no questions.

**DWI Chemical Breath Testing:** No state-sanctioned rights form has been issued in Spanish, and Processing Technicians have been counseled to avoid using any forms that have been translated by other individuals or agencies as their accuracy cannot be verified. Processing Technicians read the arrestee his/her rights and explain the breath testing process in English. Processing Technicians also show the arrestee how to give a sample. Spanish-speaking law enforcement officers can answer the arrestee's questions.

**Civil Services:** Spanish speakers are offered a written guide that has been translated into Spanish that explains the process for civil fingerprinting and how to obtain a criminal history check. Some civilian staff speak rudimentary Spanish and can ask citizens about identifying information.

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## **DEMAND ANALYSIS**

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CCBI personnel assist law enforcement officers at their request. Therefore, demand for CCBI's services is driven entirely by the number of requests made by law enforcement. The volume of law enforcement requests for CCBI's services is affected by a number of factors, including but not limited to: Wake County population; Wake County population density; crime rate fluctuations; and numbers of Wake County-based law enforcement personnel.

### ***Population***

According to Wake County Planning, Wake County's population is projected to increase by 3.2% from 2006 to 2007 (774,326 to 798,892). As population increases, CCBI's calls for service will increase.

### ***Crime Rate***

Across Wake County, the violent crime rate<sup>2</sup> increased by 2.8% from 2004 to 2005. The Wake County property crime rate decreased by 2.5% for the same time period. This resulted in an aggregate decrease of 1.9% for the UCR Part 1 crime rate in Wake County from 2004 to 2005. While this decrease is certainly welcome, it is important to note that the type of crime that takes the most of CCBI's resources—violent crime—has risen. The homicide rate alone has risen 14.3% from 2004 to 2005.

### ***Law Enforcement Personnel***

From 1996 to 2005, there has been a 28.5% increase in the number of sworn officers at the 15 major law enforcement agencies served by CCBI: Raleigh PD, Wake County Sheriff's Office, Apex PD, Cary PD, Fuquay-Varina PD, Garner PD, Holly Springs PD, Knightdale PD, Morrisville PD, NC State University PD, RDU Airport Police, State Capitol Police, Wake Forest PD, Wendell PD, and Zebulon PD. Currently, CCBI has one Agent per 84 police officers and deputies. As municipal and county police agencies increase their staff, the number of patrol officers available to request CCBI's services increases.

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## **APPROACHES FOR ACHIEVING OUTCOMES**

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<sup>2</sup> Uniform Crime Report (UCR) Part 1 crimes as reported by the State Bureau of Investigation, Criminal Information and Identification Section.

***CCBI-Wide: Equipment Replacement***

The employees at CCBI all rely on specialized equipment to prepare evidence for processing and analysis. The equipment that makes all of this possible is used daily and suffers significant wear and tear. Due to mechanical failures and technical obsolescence, CCBI has concentrated on replacing or upgrading this equipment, as appropriate:

- The Forensic Drug Chemist uses a Gas Chromatograph Mass Spectrometer (“GC Mass Spec”) to analyze Wake County drug cases. The GC Mass Spec was purchased in 1998, and according to the manufacturer, the assumed lifespan of the machine is 10 years. Therefore, in FY07, CCBI was granted funds to replace the equipment and did so.
- In FY07, CCBI was granted funds to purchase one CyanoSafe Fuming Chamber to replace our outdated Cyvac machine and broken fuming hood. The CyanoSafe Fuming Chamber can be used for chemical processing of latent fingerprints. This processing permanently sets latent fingerprints on non-permeable surfaces (such as metal and plastic) for documenting and enhancement.
- In FY07, CCBI submitted an expansion request for two CrimeScope alternate light sources (one for CCBI’s lab and one for mobile use at crime scenes) as a replacement for our aged and failing Omni-light. These CrimeScopes are used in important criminal investigations such as homicides and rapes; they allow the Agent to discover physical evidence not visible to the naked eye such as hair, fibers, semen, urine, blood, saliva, gasoline, motor oil, animal fats, paints, and organic proteins. This expansion request was not funded, and we will be pursuing the purchase of this equipment again this year.
- In FY07, CCBI submitted an expansion request for two DrySafe Forensic Evidence Drying Cabinets. Agents frequently seize blood, wet, and biohazard-contaminated items that require drying in a secure environment prior to packaging. Our current method protects against neither evidence cross-contamination nor employee exposure to biohazards. This expansion request was not funded, and we will be pursuing the purchase of this equipment again this year.
- Although we have not submitted an FY08 Expansion Request for this item, it is important to note that during the next two years, the Processing Unit will need to replace the two LiveScan booking stations, the LS2000 verification workstation, and the attached printer. The SBI is currently engaged in upgrading the statewide Automated Fingerprint Identification System mainframe computer, and it is unclear if, as part of this process, the SBI will provide any financial assistance to CCBI for these equipment replacements.

***CCBI-Wide: Certification and Professional Memberships***

Forensic science is a constantly growing and evolving field. CCBI prides itself on offering first-rate crime scene investigation and identification services, and many of our staff members qualify for professional membership and certification in various disciplines. CCBI believes that professional memberships and certifications provide credibility to an expert witness’ testimony and clearly articulate the employee’s skill and knowledge. As an example, there are 28 people in the *world* that are certified in both latent fingerprint identification and footwear impression identification, and two of those people work here at CCBI. The impact of these sorts of certifications cannot be understated in the world of forensic science.

Therefore, at a minimum we encourage staff in various forensic disciplines to seek certification through the International Association of Identification, International Association of Computer Investigative Specialists, and International Association of Property and Evidence. For some employees, certification in various areas will be mandatory. We are also encouraging them to obtain memberships in the International Association of Identification, International Association of Bloodstain Pattern Analysis, Association for Crime Scene Reconstruction, International Association for Property and Evidence, and other respected organizations. Because those testing fees and membership fees can be onerous, in FY07, CCBI's expansion request covering these fees on an annual basis was funded.

***Identification Division, Latent Print Unit: Position Request and Operational Changes***

In FY06, CCBI purchased a palm print AFIS-type system that compares unknown palm prints to a database of known palm prints, much as the fingerprint AFIS system does with fingerprints. The addition of this tool has had dramatic results. In 2006, SPEX has resulted in 86 suspect identifications; in 2006, AFIS has resulted in 135 suspect identifications. The addition of SPEX has resulted in an impressive 63.7% increase in suspect identifications for 2006.

***Identification Division, Processing Unit: Booking Times***

CCBI is proud to note that for the past three years, Processing Unit Identification Technicians have been meeting the booking time goal of 25 minutes 90% of the time. In an effort to further cut the time spent booking arrestees, a new, 12-hour work schedule was instituted. Having consistent staffing around the clock, seven days per week, allows us to provide swifter service to arresting officers.

Fewer than half of the ID Techs are trained and certified to conduct chemical breath tests for DWI cases. In a further effort to decrease processing times, CCBI has hired part-time staffers to perform these tests on the nights and shifts that historically have included 75% of the chemical breath tests performed: Thursdays, Fridays, and Saturdays on the night shift. By adding one part-time staff member who concentrates solely on these tests, ID Techs who are trained in fingerprint searching are free to do what they are hired for: processing arrestees. CCBI will be submitting an expansion request in this year's budget to maintain this program.

***Investigations Division: Agent Response Time***

Although Agents are currently meeting their response time goals, CCBI is always looking for ways to improve our service to both law enforcement officers and citizens by reducing our response time as much as possible. In mid-FY06, CCBI implemented the following changes and will track their impact on Agent response time in FY08:

- Historically, the Agents' work schedule was crafted in response to demonstrated peak service request times. While this proved to be beneficial, there were times when we simply could not allocate sufficient manpower no matter how grave the need. A new, 12-hour work schedule was instituted that addressed these scheduling shortfalls and provides full coverage, round-the-clock, seven days per week.
- Due to an agency-wide reorganization, CCBI has increased its Field Supervisors from two to four. There is now be a 1:4 ratio of Field Supervisors to Agents, and the Field

Supervisors are “working” supervisors responding to requests for service along with the Agents. The supervisors’ authority to prioritize requests and the increase in direct supervision encourages even swifter Agent response times.

- With the support of the District Attorney’s Office, CCBI has implemented a practice of requiring an officer to remain at a crime scene until the Agent arrives. If the officer does not stand by the scene, the Agent will not process the scene. This protects the evidentiary chain of custody, a critical component in any successful criminal prosecution.

### ***Investigations Division: Specialized Agents***

CCBI currently has a staff of 15 Crime Scene Agents and four Field Supervisors answering crime scene calls. Some of the crimes to which we respond require advanced processing skills, and it would be cost-prohibitive to train all 19 staff members in all required areas.

In response, CCBI continues to attempt to create teams of specialized Agents that are highly trained in the following areas: blood spatter pattern analysis, shooting reconstruction, forensic entomology, and body and skeletal recovery. Each team would be comprised of two Agents highly trained in their area of specialty. These teams would be “on call” for crime scene investigations involving their area of expertise and would provide support to the lead Agent investigating the scene.

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## **PERFORMANCE MEASURES**

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CCBI measures a total of 15 different benchmarks that we consider important. We have listed the five most important measurements here.

### ***Crime Scene Investigation***

As discussed at other points in this document, Agent response time is a critical issue for CCBI. Swift response is critical to minimize the contamination of and loss of fragile physical evidence. Officers standing by a crime scene to secure the evidentiary chain of custody need to be released back to patrol as soon as possible, and citizens don’t want to miss work and other important commitments.

Agent Response Time (response within one hour of officer request 75% of the time)

FY 03:	response within one hour 61.7% of the time
FY 04:	response within one hour 71.3% of the time
FY05:	response within one hour 75.1% of the time
FY06:	response within one hour 82.4% of the time

### ***Forensic Drug Chemistry***

The Forensic Drug Chemist analyzes over 2400 drug samples per year for municipal, county, and state law enforcement agencies. Whether a sample is a controlled substance is a dispositive issue, and the faster the analysis can be completed, the faster cases can be disposed of in court. When defendants are housed at \$54 per day in the Wake County Detention Facility for the pendency of their court cases, the cost avoidance in swift drug analysis can be

substantial. For this reason, we have set a goal of a maximum one-week turnaround on drug sample analysis. The same analysis at the State Bureau of Investigation takes approximately 90 days.

Drug Sample Analysis (one-week turnaround)

FY 03:	one-week turnaround 93.4% of the time
FY 04:	one-week turnaround 94.4% of the time
FY05:	one-week turnaround 95.0% of the time
FY06:	one-week turnaround 85.4% of the time

***Latent Fingerprint Identification***

Investigators from area law enforcement agencies rely on our Latent Examiners to determine whether a named suspect was indeed the person who left latent fingerprint evidence at a scene. This comparison can make or break a case, and the investigators are understandably anxious for results. For this reason, we have committed to a maximum 14-day turnaround for manual fingerprint comparison requests. The NC State Bureau of Investigation has a turnaround of approximately six months on these requests.

Manual Fingerprint Comparison Turnaround (14-day turnaround)

FY 03:	30 day turnaround per suspect name
FY 04:	55 day turnaround per suspect name
FY05:	44 day turnaround per suspect name
FY06:	67 day turnaround per suspect name

Over the past three years, we have added sophisticated fingerprint-enhancing software as well as automated palm print searching technology. We have also made a concerted effort to educate law enforcement requestors about the manual fingerprint comparison process in an effort to cull unnecessary or redundant requests.

***Identification and Processing of Arrestees***

CCBI staff is responsible for all fingerprinting, photographing, and data collection on Wake County arrestees. The faster this process can be accurately completed, the sooner law enforcement officers can be released to the street to resume their patrol duties. CCBI has been working with other agencies such as the Wake County Sheriff's Office and the Administrative Office of Courts to streamline this process as much as possible to maximize time savings.

Arrestee Booking (complete within 25 minutes 90% of the time)

FY 03:	booking completed within 25 minutes 89.3% of the time
FY 04:	booking completed within 25 minutes 91.9% of the time
FY05:	booking completed within 25 minutes 93.3% of the time
FY06:	booking completed within 25 minutes 84.8% of the time

Please note that the apparent decrease in FY06's performance is due to a change in time-keeping, not in employee performance. In an effort to more accurately reflect officer's wait times, in mid-2006 CCBI changed its calculable period to include the time that officers wait for ID Techs to become available.

Arrest Data Accuracy (no more than 2.0% correction rate)

FY 03:	correction rate of 0.2%
FY 04:	correction rate of 0.2%
FY05:	correction rate of 0.2%
FY06:	correction rate of 0.1%

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**MILESTONE OBJECTIVES:**

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***Crime Scene Investigation:******Response Within One Hour of Officer Request 75% of the Time***

CCBI's ability to respond to crime scenes within an hour of officer request is affected by both internal variables (number of staff; use of dedicated vehicles; efficacy of dispatching equipment) and external variables (prompt dispatching; number of officers requesting CCBI; crime rates and types; increasing victim population). We have stabilized our internal variables by achieving a full staff of 19 Agents and a full fleet of dedicated vehicles, and the payoff is evident.

***Latent Fingerprint Identification:******Fourteen-Day Turnaround on Manual Fingerprint Comparisons***

When an investigator requests the Latent Examiners to manually compare unknown fingerprints from a crime scene against a suspect's known fingerprints, the swift identification of—or rejection of—that suspect as the perpetrator is critical. If an investigator must wait for months for CCBI's services, suspects have the opportunity to continue to victimize Wake County citizens or to flee our jurisdiction. It is for this reason that CCBI is committed to a maximum turn-around time of two weeks for manual fingerprint comparison requests. Given the current demand for service and staffing level, meeting that goal is impossible. But as our staff completes its training and grows more seasoned, we hope to close the turnaround time gap.

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**EFFECTS OF BUDGET STASIS OR REDUCTION:**

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As part of FY08's Business Plan process, all divisions have been asked how our services would change if budgets are held constant or if a 5% reduction is required.

If CCBI's budget is held constant from FY07, there would be no reduction in services as long as circumstances do not change dramatically. CCBI's operating budget is drafted "lean" but covers all of our anticipated operating expenses.

A 5% reduction of CCBI's budget would result in a loss of approximately \$150,000. If CCBI's budget is reduced by 5%, services would have to be cut. We examined the top three operating expenses in terms of dollar amount (training, travel, and cell phones), and they only total \$70,000. In order to cut \$150,000 from our budget, we would have to cut the Forensic Drug Chemist from our staff. This would result in the loss of forensic drug analysis to Wake County and would waste hundreds of thousands of dollars' worth of specialized equipment.