

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



Department of Forensic Sciences FY2020

Agency Department of Forensic Sciences

Agency Code FRO

Fiscal Year 2020

Mission The mission of the Department of Forensic Sciences (DFS) is to produce high quality, timely, accurate, and reliable forensic science with the use of the best available technology and practices, unbiased science, and transparency with the overall goal of enhancing public health and safety.

Summary of Services DFS provides independent analysis of evidence and samples submitted by agencies within the District of Columbia and its federal neighbors. The DFS analyzes evidence submitted from criminal cases, including DNA, fingerprints, firearms, materials, drugs and digital evidence. The DFS also provides expert witness testimony in defense of their analytical reports in the District's courts of law. The Public Health Laboratory Division provides diagnostic and analytical testing for biological pathogens and chemical agents from clinical, environmental, or food sources and provides emergency response testing. The Crime Scene Sciences Division provides the collection, analysis, processing, and preservation of evidence found at crime scenes in the District. The DFS Directorate supports the work of the entire agency through strategic direction, training, quality assurance, research, recruitment and hiring of personnel, information technology, data management, fleet management, procurement, and other administrative support services. The Scientific Advisory Board provides guidance by providing peer review to ensure that scientifically valid protocols are developed, followed, and updated.

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Strengthening forensic science in DC: The operational units within the Forensic Science Laboratory (FSL), the Public Health Laboratory (PHL) and in the Deputy Director's Office; Forensic Biology, Fingerprint, Firearms Examination, Digital Evidence, Forensic Chemistry, and Forensic Intelligence provided timely and quality forensic science services, remained highly responsive to requests for forensic services in high-profile cases during the pandemic, and received a continuation of accreditation ISO 17025:2017 Forensic Science Testing and Calibration Laboratories Accreditation requirements and FBI Quality Assurance Standards.	With all of the agency's units contributing to the recent timely completion and success of a high-profile case, the positive feedback from major stakeholders (MPD and ATF) surrounding this case, in concert with the routine audits within the DFS Quality Assurance Unit, external ANAB assessors and FBI QAS assessors to determine if the laboratory operations remain in compliance with policies and standards, continues to build trust and confidence that DFS can produce high-quality forensic science. These types of audits, for example, keep staff accountable and striving for improvements to its delivery of services.	The citizens of the District of Columbia consistently benefit when their forensic laboratory ("The People's Lab") produces quality and accurate forensic science. The collaborative work conducted by all operational units within DFS effectively supports the Mayor's "Safe and Healthy Washingtonians" by closing sexual assault cases, homicides, violent gun crimes, and other criminal investigations. Work within the Forensic Chemistry Unit (FCU) supports investigations concerning distribution of illegal drugs, and in tracking the presence of dangerous substances such as fentanyl, now present in the illicit drug market, in support of the Mayor's Live Long DC effort to reduce deaths associated with opioid use. Additionally, the citizens of DC, stakeholders and customers are provided with reassurance that DFS adheres to quality and competency standards deemed necessary to deliver accurate and reliable testing and ensure the safety of the staff and the environment.
Ramp-up testing and response for SARS-CoV-2: The DC Public Health Laboratory (PHL) has rapidly expanded its capability to respond to the COVID-19 public health crisis. PHL implemented state-of-the-art testing platforms, rapid point-of-care diagnostic devices, and mobile testing, as well as drive-thru options for the city's vulnerable populations and first responders.	This resulted in a massive increase in capability, staffing, electronic data management and reporting, and the establishment of strong ties to DC hospitals, clinics, and long-term care facilities. The media coverage highlighted the work of PHL and its staff and their pandemic response on behalf of the Executive Office of the Mayor.	The rapid scaling up of testing provided enhanced focus on the most vulnerable populations, which undoubtedly saved lives. PHL performed over 100,000 molecular and serological tests provided to the District to ensure support of contact tracing, identification, and support DC Health in responding to the COVID-19 crisis.
Recognition as a national leader in public health: This year, during the COVID-19 pandemic response, the Association of Public Health Laboratories (APHL) awarded the DC Public Health Lab (PHL) the "Nation's Healthiest Lab" award. The Healthiest Laboratory Award celebrates excellence in environmental stewardship and health promotion in both practice and policy. It recognizes APHL member laboratories demonstrating outstanding efforts to reduce their collective environmental impact and to promote health and wellness programs.	This national recognition has been instrumental in securing some of the top-tier talent nationally in public health. It has also resulted in increased funding to support expanded testing, the implementation of three Electronic Test Orders and Results (ETOR), and platforms which are improving reporting timelines and data security. The national acknowledgement has also resulted in a high-performing facility where employees can expand their careers in a positive environment, a feature recently recognized by the Association of Public Health Laboratories (APHL) through their awarding of the "Nation's Healthiest Lab" award.	This award signifies that the District is recognized on a national scale as having one of the nation's top public health laboratories. With added capability, prestige on the national level, and expertise within the PHL, additional federal resources are easier to secure for testing and public health research programs. PHL was recognized due to the following attributes: (a) PHL is the only PHL to have been granted a CDC ILS fellow in support of COVID-19 (b) PHL was one of the first public health laboratories to perform high throughput COVID-19 testing and (c) DC PHL is currently one of only a few laboratories that are conducting genetic sequencing of SARS-CoV-2, providing invaluable information for District epidemiologists to trace and track COVID-19 outbreaks.

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Provide high-quality forensic science and public health laboratory analysis to stakeholders so they can execute their own core services to the public in a timely manner. Our three overarching core services are: crime scene evidence collection, forensic science analysis, and public health laboratory diagnostic, analytical, and emergency response testing. (16 Measures)												
Percent of crime scenes responded to within 30 minutes	Quarterly	New in 2018	69%	84.5%	90%	82.8%	87.1%	89.2%	90.7%	87.3%	Nearly Met	Time of day (morning and evening rush hours) and geographical locations of assignments (distance from DFS) contributed to CSSU not meeting its goal of 90%. However, 87.3% in FY20 represents a 3% and 19% improvement over FY18 and FY19 respectively.
Percent of priority cases as designated by the contributor and marked in LIMS completed within 60 days from the date the analyst was assigned the case	Quarterly	89.8%	100%	99.5%	90%	99.8%	99.3%	100%	99.4%	99.6%	Met	
Percent of crime scene reports completed within 14 calendar days	Quarterly	New in 2018	75.3%	93.8%	95%	96.7%	98.1%	96.6%	92.1%	95.9%	Met	
Percent of OCME samples ordered in microbiology will be tested and reported within 12 business days of receipt in the laboratory	Quarterly	100%	100%	94.8%	90%	95.2%	100%	100%	100%	98.9%	Met	
Percent of all firearms will be transferred to the Evidence Control Branch (ECB) within 21 days after all forensic tests are completed	Quarterly	New in 2019	New in 2019	96.8%	90%	100%	95.1%	96.2%	100%	98%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of all drugs will be transferred to Evidence Control Branch (ECB) within 30 days after all forensic testing is completed.	Quarterly	New in 2019	New in 2019	99.5%	90%	100%	100%	100%	100%	100%	Met	
Percent of all jewelry received will be transferred to Evidence Control Branch (ECB) within 14 days.	Quarterly	New in 2019	New in 2019	100%	90%	100%	91.7%	100%	100%	97.9%	Met	
Percent of all rabies STAT specimen with human exposure are tested and reported to the Zoonotic Disease Epidemiologist within 24 hours or one (1) business day of receipt in the laboratory	Quarterly	New in 2019	New in 2019	99%	95%	92.6%	91.7%	100%	100%	96.6%	Met	
Percent of cases received in the Forensic Chemistry Unit will be tested and reported within 60 days of receipt in the laboratory.	Quarterly	New in 2019	New in 2019	97%	90%	94.6%	100%	100%	100%	98%	Met	
Percent of proficiency tests received in the Biomonitoring and Analytical Chemistry Unit (BACU) will be completed and passed.	Quarterly	New in 2019	New in 2019	95%	80%	100%	77.8%	100%	100%	90.9%	Met	
Percent of high priority biological terrorism and chemical terrorism samples analyzed and reported within 24 hours	Quarterly	New in 2019	New in 2019	100%	90%	100%	100%	100%	100%	100%	Met	
Percent of evidence processing cases completed within three (3) business days of receipt by unit	Quarterly	New in 2019	New in 2019	48.6%	90%	74.3%	83.6%	75.1%	59.2%	73.4%	Unmet	LFU evidence processing still currently has only 3 FTEs. Additional staff is needed to try to reach this goal. Staff are routinely having to prioritize the processing of firearms, which will delay other cases. One staff member went out on PFL (maternity leave) in Q4 and two staff members had to quarantine in Q4 due to COVID-19 exposure and/or symptoms and the ability to telework is limited in this type of position. Finally, availability of contractors was limited this year and other staff trained in evidence processing had other priority unit duties.
Percent of requested homicide cases completed within 60 days from the date the evidence was received in the unit	Quarterly	94.3%	97.5%	98.9%	90%	99.1%	99.1%	99%	97.9%	98.7%	Met	
Percent of time eligible cartridge casings are entered into NIBIN within two (2) business days of receipt by agency.	Quarterly	New in 2019	New in 2019	55.3%	90%	59.9%	51.4%	71.9%	67.7%	63.2%	Unmet	Evidence cartridges and submitted firearms initially are handled by the DFS Central Evidence Unit and LFU Evidence Processing before arriving to FEU. LFU Evidence Processing has been significantly affected by manpower shortage and COVID related adjustments and schedules. When the turnaround times for these units potentially increase, it negatively impacts the ability for FEU to submit cartridge cases into the NIBIN system within two (2) days of agency receipt. In addition, the significant increase in the volume of cartridge case evidence received during the FY20 summer crime initiative caused intermittent backlogs for entry into the NIBIN system.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of digital evidence cases completed within five (5) business days of receipt of legal authority and device(s).	Quarterly	New in 2019	New in 2019	91.5%	90%	93.4%	96.2%	97.9%	97.6%	96.3%	Met	
Percent of samples ordered in molecular diagnostics will be tested and reported within 72 hours or three (3) business days of receipt in the laboratory	Quarterly	New in 2018	New in 2019	91.7%	90%	100%	99.6%	97.9%	100%	98.7%	Met	
2 - Provide administrative support, training and risk management oversight to our laboratory and technical units by ensuring compliance with the legal mandate to make analysis documents available. The science lab units will each have administrative support services to maintain operational capacity in the form of training, continuing education, safety, risk management, quality and legal support. (6 Measures)												
Percent of scientists meeting technical competency requirements	Quarterly	99.5%	100%	99.5%	95%	98.4%	100%	99.4%	99.4%	99.3%	Met	
Percent of safety incident reports submitted to DFS Safety Officer within two (2) business days	Quarterly	92.3%	100%	100%	100%	100%	100%	100%	100%	100%	Met	
Percent of overtime events preauthorized	Annually	New in 2019	New in 2019	Not Available	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	87.83%	Met	
Percent of FOIA responses returned on time (15 business days)	Quarterly	New in 2019	New in 2019	100%	100%	100%	100%	No data available	100%	100%	Met	
Percent of QCAR situation and root cause analysis sections completed within 30 business days	Quarterly	New in 2019	New in 2019	98.3%	100%	66.7%	72.7%	94.4%	75%	78.4%	Unmet	Due to the COVID-19, several units within DFS suffered pandemic related workload shifts which affected staffing and operational priorities, thus having an adverse effect on their responses to nonconformities.
Percent of FOIA responses returned early (before 15 business days)	Quarterly	New in 2019	New in 2019	73.3%	100%	50%	60%	No data available	No data available	55.6%	Unmet	Application of the 15 day TAT is suspended due to the public health emergency. Since March 17, 2020 DC Code § 2-532(c)(1) reads "... a public body... shall within 15 days (except Saturdays, Sundays, days of a COVID-19 closure, and legal public holidays) of the receipt of any such request either make the requested public records accessible or notify the person making such request of its determination not to make the requested public record or any part thereof accessible and the reason therefor." DC Code § 2-529(c) defines COVID-19 closure as "(1) A period of time for which the Mayor has declared a public health emergency pursuant to § 7-2304.01; or (2) A period of time during which a public body is closed due to the COVID-19 coronavirus disease, as determined by the personnel authority of the public body."

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Conduct professional and expedient crime scene responses, evidence collection, and storage of evidence (2 Measures)							
Number of evidence items received	74,360	77,253	18,742	19,482	21,584	23,721	83,529
Number of crime scenes processed	5874	6542	1656	1513	1469	1556	6194
1 - Conduct timely forensic analysis (10 Measures)							
Number of service requests from stakeholders	3927	4194	1126	1112	998	1151	4387

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
Number of CODIS database hits	209	229	49	69	71	71	260
Number of NIBIN database hits	835	775	70	74	53	12	209
Number of AFIS database entries	9179	7238	2097	1944	1994	1955	7990
Number of CODIS database entries	581	652	139	168	251	212	770
Number of NIBIN database entries	3667	4257	931	1281	1293	1576	5081
Number of AFIS database hits	2097	1553	397	439	476	516	1828
Number of firearms processed for test fire	1995	2229	520	692	515	544	2271
Number of Gigabytes of data processed	New in 2019	114,140	26,327	28,527	29,638	38,839	123,331
Number of items processed in Evidence-Processing Unit (EPU)	New in 2019	19,805	5130	5821	2804	2772	16,527
1 - Provide timely testing of pathogens of public health significance (3 Measures)							
Number of tests performed for each recieved public health sample	4133	9681	1760	2516	32,154	48,947	85,377
Number of validation efforts performed	38	28	Annual Measure	Annual Measure	Annual Measure	Annual Measure	24
Number of Proficiency Tests performed	167	46	20	16	11	15	62
2 - Monitor quality compliance with certification requirements (3 Measures)							
Number of Quality Corrective Action Requests opened	60	40	9	11	18	36	74
Number of stakeholder complaints received	0	0	0	0	1	0	1
Number of internal audits	5	13	1	0	5	6	12
2 - Offer training curriculum for professional development (1 Measure)							
Number of training hours completed by employees	3400	3709	712	1328	1741	659	4440
2 - Oversee the laboratory environment is both safe and healthy for staff (1 Measure)							
Number of safety incidents reported	23	27	5	6	12	4	27
3 - Efficiently procure vital services and resources (1 Measure)							
Number of requisitions submitted into PASS	290	323	79	68	29	120	296
3 - Ensures all IT systems and databases are operational and secure for scientists and agency personnel to deliver reports and services to stakeholders (1 Measure)							
Number of IT service requests received	3479	2953	499	600	468	446	2013
3 - Provide legal advice to the agency and facilitate stakeholder engagement (4 Measures)							
Number of Subpoenas received and uploaded to LIMS	926	1544	324	322	125	0	771
Number of discovery requests received	1081	1226	296	353	173	142	964
Number of MOA/MOUs the agency enters into with other agencies	14	10	1	1	1	5	8
Number of FOIA requests received	16	15	4	9	13	8	34
3 - Responsible for human capital management and recruitment for DFS and serves as liaison to external entities (1 Measure)							
Number of employees on-boarded	40	28	2	4	9	10	25

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Provide high-quality forensic science and public health laboratory analysis to stakeholders so they can execute their own core services to the public in a timely manner. Our three overarching core services are: crime scene evidence collection, forensic science analysis, and public health laboratory diagnostic, analytical, and emergency response testing. (4 Activities)			
PUBLIC HEALTH LAB UNIT	Provide timely testing of pathogens of public health significance	The Public Health Laboratory will provide diagnostic, analytical and emergency response testing for biological pathogens and chemical agents from clinical, environmental, or food sources.	Daily Service
FORENSIC SCIENCE LAB UNIT	Conduct timely forensic analysis	The Forensic Science Laboratory division will conduct coordinated and timely forensic analysis in accordance with industry standards and accreditation guidelines.	Daily Service
CRIME SCENE TECHNICAL UNIT	Conduct professional and expedient crime scene responses, evidence collection, and storage of evidence	The Crime Scene Sciences Division will serve as stewards of evidence by maintaining custody of evidence from collection to storage at DFS.	Daily Service
LABORATORY EXPANSION	Improve laboratory efficiency through technological advances	DFS will continue to expand its capabilities as a top tier forensic and public health laboratory by implementing new scientific programs and investing in laboratory equipment infrastructure.	Key Project
2 - Provide administrative support, training and risk management oversight to our laboratory and technical units by ensuring compliance with the legal mandate to make analysis documents available. The science lab units will each have administrative support services to maintain operational capacity in the form of training, continuing education, safety, risk management, quality and legal support. (3 Activities)			
PROFESSIONAL DEVELOPMENT	Offer training curriculum for professional development	Provide a training curriculum to DFS employees to ensure they maintain skill sets, meet standards of excellence, and deliver high quality, accurate, and reliable services.	Daily Service
LABORATORY CERTIFICATION	Monitor quality compliance with certification requirements	Assurance that DFS produces products that are fit for stakeholders' purposes by maintaining ISO 17025 accreditation for the agency, maintains Clinical Laboratory Improvement Act (CLIA) certification, as well as, compliance with applicable federal regulations such as the Division of Select Agents and Toxins (DSAT).	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
RISK MANAGEMENT	Oversee the laboratory environment is both safe and healthy for staff	Establish, manage and ensure compliance of federal, district, and local regulations and policy; and provide medical surveillance to staff, mandates safety training for all staff members, and audits laboratory facilities to ensure a safe work environment.	Daily Service
3 - Create and maintain a highly efficient, transparent, and responsive District government. (6 Activities)			
PERFORMANCE STATISTICS	Strategically forecast, analyze, and present agency data to determine levels of resource efficiency and goal attainment	Analyze raw data and present graphical visuals of real-time workload from data obtained from LIMS, and other databases to better inform strategic leadership decisions to enhance laboratory services.	Key Project
INFORMATION TECHNOLOGY	Ensures all IT systems and databases are operational and secure for scientists and agency personnel to deliver reports and services to stakeholders	Promote and facilitate the effective integration of technology into the DFS divisions by developing, supporting, and maintaining a highly effective, reliable, secure, and innovative information systems to support agency needs.	Daily Service
PROCUREMENT	Efficiently procure vital services and resources	Proactively procure the necessary services, supplies, and equipment for the laboratories to meet the daily needs of scientists and agency personnel.	Daily Service
HUMAN RESOURCES	Responsible for human capital management and recruitment for DFS and serves as liaison to external entities	Supports the hiring of new employees and provides employee data on residency, on-board time, and performance plan completion from data pulled from PeopleSoft.	Daily Service
LEGAL	Provide legal advice to the agency and facilitate stakeholder engagement	Facilitate stakeholder engagement, legally advise director level decision-making, train scientists for court testimony and presentation of scientific expertise, draft contracts and agreements with government and private organizations, and process discovery requests.	Daily Service
EDUCATION AND GRIEF COUNSELING	Education and Grief Counseling Services	Education and Grief Counseling Services	Daily Service

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Conduct professional and expedient crime scene responses, evidence collection, and storage of evidence (1 Strategic Initiative)				
Digitization of Legacy MPD Crime Scene Records	In FY20, the Central Evidence Unit (CEU) will continue working on a digitization process for the preservation, retention, and the retrieval of original MPD crime scene files stored at DFS. In collaboration with the Office of the Secretary, Public Records Section, CEU will review existing laws, rules and retention schedules while creating a database of all the crime scene files.	25-49%	The CSS Central Evidence Unit (CEU) is continuing to input data from the crime scene files into the database that was created. CEU has entered over 45,000 files in FY20. Additionally, CEU has met with a representative from Public Records who will be partnering with DFS on this initiative, including the process and preservation of files. In putting the files into a database is the first phase of the project and has not been completed because of the COVID-19 outbreak and other priorities. Once all the files have been inputted, the second phase of the project will begin. The second phase is to catalogue and archive the files off-site which will occur in FY21 and FY22.	This initiative is a multi-year project with different phases of implementation in FY21 and FY22.
Conduct timely forensic analysis (4 Strategic initiatives)				
Develop Firearms Curriculum in Partnership with a local District of Columbia university.	DFS will develop a forensic firearms minor degree curriculum in partnership with a university from the District of Columbia. This initiative is aligned with the Mayor's policy to encourage DC residents to learn about the unique benefits, education, learning modalities, and various degrees and certificates offered through the university partners. Currently there is a significant shortage of qualified firearms examiners in the United States of America. This shortage impacts the ability of DFS to find qualified personnel to fill critical positions within the Firearms Examination Unit. Establishment of this program with a local university will build a reliable and continuous source of future firearms examiners who likely reside within the District of Columbia.	Complete	FSL successfully completed this strategic initiative in Q3. The FEU and LFU hosted a 3 credit course for 7 Trinity University students in Spring of 2020 (12 sessions). After all of the LFU sessions and 2 of the FEU sessions, we had to transition to distance learning. The semester culminated with poster presentations from the students.	
Implementation of the Next Generation Sequencing (NGS) in casework.	The Forensic Biology Unit will implement Next Generation Sequencing (NGS) in casework in an effort to improve the agency's DNA testing capabilities to make DNA interpretations easier. NGS testing will also provide investigative leads concerning probable, ancestry as well as eye and hair color. These DNA testing capability enhancements will have a direct impact on reduce crime in all neighborhoods and reverse the recent spike in homicides by providing greater forensic intelligence supported by validated scientific data. The Forensic Biology Unit will have a minimum of two (2) full-time analysts complete the NGS training program to include competency testing and participate in the required proficiency testing as outlined by the FBI's Quality Assurance Standards for Forensic DNA Testing. These analysts will become fully qualified to perform Next Generation Sequencing on casework.	75-99%	FBU received an unforeseen setback during FY20 Q4 which was out of our laboratory's control. Verogen, the manufacturer of the NGS MiSeq FGx Sequencing instrument, issued a technical note citing a procedural modification that should be implemented to optimize performance of the instrument. This technical note required DFS to conduct a supplemental validation study due to the procedural modification adjustments. This pushed the project timeline back. The supplemental validation study involved a performance check of the instrument, verification of updated instrument maintenance wash procedure, verification of manufacturer procedure modification, and quality control runs of the NGS reagents. FBU also made progress with the supplemental statistics study which began in FY20 Q3. The statistical workbook and underlying data has reach the first round of completion. DFS has teamed up with Dr. Steven Myers of California Dept. of Justice for an outside expert review of the statistical supplemental study. This review is anticipated to be completed in October 2020. FBU plans to finalize all remaining SOPs and worksheets as well as complete training (Y-STR and statistical analysis) during FY21 Q1.	FBU received an unforeseen setback during FY20 Q4 which was out of our laboratory's control and as such was unable to complete the Strategic Initiative by close of FY20. Verogen, the manufacturer of the NGS MiSeq FGx Sequencing instrument, issued a technical note citing a procedural modification that should be implemented to optimize performance of the instrument. This technical note required DFS to conduct a Supplemental Validation Study due to the Procedural Modification adjustments and pushed the project timeline back.

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Validate the Evofinder as a virtual comparison microscope for firearms examinations	The Firearms Examination Unit (FEU) will validate the Evofinder Automated Ballistic Identification system to use as a virtual comparison microscope in casework. This system is a scanning device that generates 3 dimensional images of bullets and cartridge cases which examiners use for comparison purposes. This makes comparisons easier compared to the traditional method of using a comparison microscope with a 2 dimensional view. By the end of the fiscal year, all qualified firearms examiners will be able to use the instrument in firearms related cases such as homicides. These test methods will provide valuable information and assist in criminal investigations and court proceedings.	25-49%	The Evo-Finder system validation initiative was placed on hold due to several contributing factors. These factors include FEU revisions of unit standard operating procedures, training on new workflow processes implemented on tesfires and microscopic examinations, COVID related adjustments to schedules and telework, an increase in summer crime initiative expedited cases and several FEU Audits that required careful preparation, time and effort.	Although initial preparations for the Evo-Finder validation plan were completed, this FY20 strategic initiative to fully validate the Evo-Finder system was not met. This was due to new competing priorities in response to COVID related adjustments, increased homicides and gun violence in the summer months of FY20. Furthermore, FEU was tasked with preparing for three audit reviews in FY20. Those audits included the DFS FY20 Internal Audit, a USAO complaint initiated ANAB Accreditation Audit and an ANAB Annual Document Assessment Audit. All of the above lowered the chances for FEU to dedicate the requisite time and effort to complete this Strategic Initiative by September 30, 2020.
Crime Gun Intelligence Center (CGIC) 7 District (Ward 8) initiative will broaden in scope to include the 6 District (Ward 7).	The FY19 Crime Gun Intelligence Center (CGIC) 7 District (Ward 8) initiative will broaden in scope to include the 6 District (Ward 7). The Firearms Examination Unit (FEU) will prioritize all fired cartridge cases collected and upload the items into the National Integrated Ballistic Information Network (NIBIN). Searches are conducted with the NIBIN to provide possible leads in firearms related shooting in investigations in the District. The database also contains information of unsolved cases involving firearms. The Department of Forensic Sciences (DFS) will work with Metropolitan Police Department (MPD) to collect all fired cartridge cases to ensure the timely submission of all firearm related evidence.	0-24%	Unfortunately COVID-19 has significantly affected the progress of this strategic initiative because resources and personnel needed to begin this initiative are not currently available. Due to COVID related adjustments to schedules and manpower, MPD requested that the initiative be placed on hold until further notice.	Due to COVID related adjustments in manpower, schedules, and competing priorities for DFS and MPD, this initiative was not met.
Ensures all IT systems and databases are operational and secure for scientists and agency personnel to deliver reports and services to stakeholders (2 Strategic initiatives)				
Selection of new LIMS or Enhanced LIMS for DFS	Based on FY19 initiative for examining the current Laboratory Information Management System (LIMS), DFS will begin the process of consideration and selection of a new or enhanced LIMS.	Complete	The selection phase of the LIMS project is complete. In FY20, the contract was awarded to JusticeTrax for the software upgrade, implementation hours and training for users. JusticeTrax upgrade to 3.8 will begin implementation in FY21. The second part of this contract is currently in OCP review for award to a District vendor to provide the customization and integration services outlined in the project's statement of work.	
Expansion of Forensic Evidence Digital Storage	Augmentation of current FlashBlade storage capability is needed due to increasing demands for digital storage capacity. A load balancing switch will be added and integrated into the DFS architecture.	Complete	New switch and flash blades has been purchased and installed in DFS's data center.	
Improve laboratory efficiency through technological advances (2 Strategic initiatives)				
Expand sexually transmitted disease (STD) testing capabilities and capacity	DC Public Health Laboratory will expand to include syphilis testing in the District. This goal will allow the DC Department of Health (DC Health) to better surveil for sexually transmitted disease (STD) trends in the District. This will also assist DC Health in reducing the cost of outsourced testing and improve turnaround time for reporting results. PHL will follow the Centers for Disease Control and Prevention (CDC) testing recommendations to ensure accurate, reliable, and prompt results to help improve patient care.	25-49%	Due to COVID-19 pandemic, the DC PHL and DC Health resources are shifted to validate and implement COVID-19 testing to provide molecular and serological diagnostic services for the District residents. PHL has interfaced it's LIMS and the DC Health Electronic Medical Records and transferring COVID-19 EMR directly to DC Health.	DC Health and PHL still has a significant time demand in COVID-19 related duties.
Paperless Laboratory starting with the Latent Fingerprint Unit	Space for the storage of numerous paper files at DFS is limited. This initiative will develop a paperless file approach that could be utilized throughout DFS. The Latent Fingerprint Unit (LFU) will be the pilot unit for this effort that will explore a process to eliminate hardcopy case files and create e-copy case files. By converting all MS Word case work documentation to fillable PDF format. Additionally electronic signatures will be incorporated to achieve all ISO 17025 requirements. All documents would be imported into LIMS as an electronic case record. The initiative will explore any difficulties associated with this approach and will make recommendations for supporting quality assurance and quality control documents as well as standard operating procedures.	Complete	LFU went paperless and was able to finalize the entire process and workflow. New unit-specific Admin and technical review forms were approved in Qualtrax. Tested new tablets for LFU-EP to assist with paperless workflow. Modified case file and reporting procedures (LFU02 and LFU03) to align with the new paperless process. Analysts began testing steps and did dual cases (hard copy cases while concurrently working electronic cases) to validate the new process.	
Offer training curriculum for professional development (1 Strategic Initiative)				
Establish DFS Training Strategy	Develop DFS Training Strategy to include Individual Training Plans (IDP) that correlate appropriate training to the designated position descriptions	Complete	Standardization of training documents have been the main focus in Q4. The following documents have been created/updated and implemented to ensure consistency of documentation in training programs across the agency: Training Manual Template, Authorization Memo, Mock Trail Scoring Sheets, Oral Board Scoring Sheet, Supervised Technical/Administrative Review Form, Supplemental Training Checklist. A centralized location for training related documents and unit-specific training records within the agency document control quality system was established. In addition, an annual IDP course recommendation list that correlates to designated job positions and/or grade levels was also established. This list assists managers to identify areas for growth and development of their staff and assist with job knowledge core competency rating. D & I training sessions continued. Topics included: Leadership Roundtable, Combating Implicit and Unconscious Bias, Racial Sensitivity: Moving Beyond Barriers to Build Bridges, D & I 360 Town Hall. Additional training sessions were hosted by the Training unit which included: Real Colors and 30-Day Notice Training For Unit Managers. Hiring a vacant back-fill position enabled progress within the unit.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Oversee the laboratory environment is both safe and healthy for staff (1 Strategic Initiative)				
Expand DFS Knowledge of the Quality System	Expand and track internal quality specific training to increase employee familiarization with the latest laboratory guidelines and regulations.	Complete	Quality Team provided a new QPAR/QCAR Training process. Created a Quality Module #4 for the new DFS Training Process, and held several crucial monthly meetings. Participated in several meetings w/n PHL and FSL to install changes in processes and improve workflows. Quality Team also participated in two National Accreditation Board or ANAB external Audits trainings.	
Provide timely testing of pathogens of public health significance (3 Strategic initiatives)				
Improve capacity to respond to biological and chemical terrorism and other emerging infectious disease threats	In FY20, the DC Public Health Laboratory will improve its capacity to be prepared for potential bioterrorism and chemical terrorism events, in addition to emerging or re-emerging highly infectious diseases. The initiative will improve the laboratory's ability to conduct accurate and timely testing of these threat agents to ensure that all residents and visitors to DC are kept safe. Evidence of success will also include implementation of new tests that will help to diagnose highly infectious diseases that may be in the District.	50-74%	Due to COVID-19 pandemic, the DC PHL and DC Health resources are shifted to validate and implement COVID-19 testing to provide molecular and serological diagnostic services for the District residents. DC PHL has interfaced it's LIMS and the DC Health Electronic Medical Records and transferring COVID-19 Electronic Medical Records (EMR) directly to DC Health.	The BT and CT Coordinators still have a significant time demand in COVID-19-related duties. At the current rate of shared duties, completion of training is anticipated by summer of 2021.
Expand whole Genome Sequencing (WGS) capabilities to assist in outbreak investigations	The DC Public Health Laboratory will expand its Whole Genome Sequencing (WGS) capabilities to transition from targeted viral detection and phylogenetic analysis to a whole genome approach. Furthermore, the DC Public Health Laboratory will work to expand this capacity to other pathogens. This expansion will allow the use of the maximum data and best technology available to make epidemiological links to outbreaks and disease in the District.	Complete	The DFS PHL has sequenced over 70 SARS-CoV-2 samples. PulseNet sequencing will also commence in Q1 of FY21. Q4 brought in discussions with DC Health to assist in sequencing of potential outbreaks to provide definitive epidemiological linkages of these outbreaks. Additionally, sequencing of N. meningitidis samples revealed a unique cluster of these organisms in the District, leading to the belief that there may be a spreading event in DC that has not been seen before. These data provide proof of concept of the utility of whole genome sequencing to identify potential clusters of outbreaks.	
Implementation of testing for drugs of abuse	The DC Public Health Laboratory will implement testing for drugs of abuse to support the Department of Behavioral Health's (DBH) needs for better diagnostics. This testing will provide the opportunity to offer more accurate and detailed information for the DBH clinics so that better assessments and clinical monitoring can be conducted for their client base. Additionally, drug surveillance trends will be provided to both DBH and the Department of Health (DC Health) that will allow for better intervention programs to be conducted.	50-74%	DFS shared the results of methadone study with DBH and Opioid Treatment Program (OTP) partners during subsequent summits and conferences. Additionally, an extended fentanyl panel was performed on specimens to provide in-depth assessment of fentanyl reference ranges in the sampled population. Installation of an immunoassay testing instrument for screening urine specimens for drug metabolites was funded by DBH. This is excellent progress, but funding needs to be secured for the full implementation of the program.	Assuming no delays incurred due to COVID-19, staffing may be hired, trained, and reagents purchased, resulting in full-scale testing (Screen and Methadone quantitation) in Summer 2021.
Responsible for human capital management and recruitment for DFS and serves as liaison to external entities (1 Strategic Initiative)				
Analyze DFS Attrition and DC Resident Hiring	Analyze Agency attrition and DC Resident hiring using various methods to try and determine the root cause(s) and conduct appropriate analysis to provide charted data for executive review with recommendations for tangible action as needed.	Complete	DFS Human Resources has reviewed turnover in the agency through the end of FY 20. The three year trend is positive. Average DFS turnover for the three reporting years was 10.6%, with FY 2020 reporting the lowest turnover rate, nine percent (9%). This is attributed to the concerted effort of the Executive Leadership Team to listen to feedback from Exit Interviews, maintain a strong open door policy and to engage in sometimes difficult dialogue. Of the 80+ hires over the three fiscal year catchment area, 27 were DC residents. These new employees are placed in every department. DFS is working with high schools and local universities to increase resident representation in DFS, particularly in the scientific disciplines. Some of our actions were curtailed this year due to COVID-19 but will continue in earnest in FY21.	