

Department of Forensic Sciences FY2019

Agency Department of Forensic Sciences

Agency Code FRO

Fiscal Year 2019

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.

2019 Strategic Objectives

Objective Number	Strategic Objective
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.
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	Create and maintain a highly efficient, transparent and responsive District government.

2019 Key Performance Indicators

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 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 requested homicide cases completed within 60 days from the date the evidence was received in the unit	Up is Better	82%	94.3%	97.5%	90%
Percent of OCME samples ordered in microbiology will be tested and reported within 6 business days of receipt in the laboratory	Up is Better	Not Available	100%	100%	90%
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	Up is Better	74%	89.8%	100%	90%
Percent of samples ordered in molecular diagnostics will be tested and reported within 72 hours or 3 business days of receipt in the laboratory	Up is Better	Not Available	Not Available	Not Available	90%
Percent of Crime Scene Reports completed within 14 calendar days	Up is Better	Not Available	Not Available	75.3%	95%
Percent of crime scenes responded to within 30 minutes	Up is Better	Not Available	Not Available	69%	90%
Percent of all firearms will be transferred to the Evidence Control Branch (ECB) within 21 days after all forensic tests are completed	Up is Better	Not Available	Not Available	Not Available	New Measure

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
Percent of all jewelry received will be transferred to Evidence Control Branch (ECB) within 14 days.	Up is Better	Not Available	Not Available	Not Available	New Measure
Percent of all drugs will be transferred to Evidence Control Branch (ECB) within 30 days after all forensic testing is completed.	Up is Better	Not Available	Not Available	Not Available	New Measure
Percent of all rabies STAT specimen with human exposure are tested and reported to the Zoonotic Disease Epidemiologist within 24 hours or 1 business day of receipt in the laboratory	Up is Better	Not Available	Not Available	Not Available	New Measure
Percent of cases received in the Forensic Chemistry Unit will be tested and reported within 60 days of receipt in the laboratory.	Up is Better	Not Available	Not Available	Not Available	New Measure
Percent of proficiency tests received in the Biomonitoring and Analytical Chemistry Unit (BACU) will be completed and passed.	Up is Better	Not Available	Not Available	Not Available	New Measure
Percent of high priority biological terrorism and chemical terrorism samples analyzed and reported within 24 hours	Up is Better	Not Available	Not Available	Not Available	New Measure
Percent of Chem Lab cases completed within three (3) business days of receipt by unit.	Up is Better	Not Available	Not Available	Not Available	New Measure
Percent of time eligible cartridge casings are entered into NIBIN within two (2) business days of receipt by agency.	Up is Better	Not Available	Not Available	Not Available	New Measure
Percent of digital evidence cases completed within five (5) business days of receipt of legal authority and device(s).	Up is Better	Not Available	Not Available	Not Available	New Measure
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. (5 Measures)					
Percent of scientists meeting technical competency requirements	Up is Better	97%	99.5%	100%	95%
Percent of safety incident reports submitted to DFS Safety Officer within two business days	Up is Better	98%	92.3%	100%	90%
Percent of FOIA responses returned within 15 business days	Up is Better	Not Available	Not Available	Not Available	New Measure
Percent of overtime events preauthorized	Up is Better	Not Available	Not Available	Not Available	New Measure
Percent of QCAR situation and root cause analysis sections completed within 30 business days	Up is Better	Not Available	Not Available	Not Available	New Measure
3 - Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)					
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Up is Better	Not Available	No data available	100%	Not Available
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Up is Better	Not Available	100%	Waiting on Data	Not Available

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Up is Better	Not Available	No data available	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Down is Better	5.1%	0.8%	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Average number of calendar days between requisition and purchase orders issued (Updated by OCA)	Up is Better	Not Available	13.7	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Up is Better	163.2%	209.8%	Waiting on Data	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Up is Better	Not Available	No data available	0%	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Down is Better	12.5%	13%	Waiting on Data	Not Available
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Down is Better	Not Available	Not Available	Not Available	New Measure

2019 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
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
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		The Crime Scene Sciences Division will serve as stewards of evidence by maintaining custody of evidence from collection to storage at DFS.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
	Conduct professional and expedient crime scene responses, collection, and storage of evidence. and evidence collection		
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)			
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
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
3 - Create and maintain a highly efficient, transparent and responsive District government. (5 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

Measure	FY 2016	FY 2017	FY 2018
1 - Conduct professional and expedient crime scene responses, collection, and storage of evidence. and evidence collection (2 Measures)			
Number of evidence items received	Not Available	88,683	18,590
Number of crime scenes processed	Not Available	7196	5874
1 - Conduct timely forensic analysis (10 Measures)			
Number of service requests from stakeholders	Not Available	9649	3927
Number of CODIS database hits	Not Available	156	209
Number of NIBIN database hits	349	385	835
Number of AFIS database entries	Not Available	9035	9179
Number of CODIS database entries	Not Available	433	581
Number of NIBIN database entries	Not Available	7231	3667
Number of AFIS database hits	Not Available	1516	2097
Number of firearms processed for test fire	1717	2226	1995
Number of Gigabytes of data processed	Not Available	Not Available	Not Available
Number of items Chem Lab processed	Not Available	Not Available	Not Available
1 - Provide timely testing of pathogens of public health significance (3 Measures)			
Number of tests performed for each recieved public health sample	Not Available	3505	4133
Number of validation efforts performed	Not Available	31	38
Number of Proficiency Tests performed	Not Available	79	167
2 - Monitor quality compliance with certification requirements (3 Measures)			
Number of Quality Corrective Action Requests opened	129	109	60
Number of stakeholder complaints received	20	4	0
Number of internal audits	Not Available	4	5
2 - Offer training curriculum for professional development (1 Measure)			
Number of training hours completed by employees	Not Available	2220	3400
2 - Oversee the laboratory environment is both safe and healthy for staff (1 Measure)			

Measure	FY 2016	FY 2017	FY 2018
Number of safety incidents reported	91	41	23
3 - Efficiently procure vital services and resources (1 Measure)			
Number of requisitions submitted into PASS	Not Available	364	290
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	4667	3921	3479
3 - Provide legal advice to the agency and facilitate stakeholder engagement (4 Measures)			
Number of Subpoenas received and uploaded to LIMS	Not Available	Not Available	926
Number of discovery requests received	Not Available	Not Available	Waiting on Data
Number of FOIA Requests received	Not Available	Not Available	16
Number of MOA/MOUs the agency enters into with other agencies	Not Available	Not Available	14
3 - Responsible for human capital management and recruitment for DFS and serves as liaison to external entities (1 Measure)			
Number of employees on-boarded	Not Available	72	40

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Conduct professional and expedient crime scene responses, collection, and storage of evidence. and evidence collection (3 Strategic initiatives)		
Evaluate the Utilization of the LEICA 3D Scanning Capability	The Crime Scene Sciences Unit has assessed the use of the LEICA 3D scanning capability with current stakeholder groups. CSSU will implement an outreach and training program to inform our law enforcement partners of the capabilities of the LEICA 3D Scanning System and to help them better understand the value of the technology. This outreach will highlight the benefits of utilizing the capability and help to inform as to which crime scenes the capability should be requested. Additionally, CSSU will obtain feedback from its partners on the impact that the post production scans have on criminal investigations and prosecutions, along with the successes and challenges of utilizing the capability. DFS will also, implement a post training program survey assessment to measure its effectiveness and post program usage of technology in their investigations/ prosecutions.	09-30-2019
Digitization of Legacy MPD Crime Scene Records	The Central Evidence Unit (CEU) will research and design a digitization process for the preservation, retention, and retrieval of the original MPD crime scene files stored at DFS. This process will include the scanning of all files and their contents in a newly created secure database. The statute establishing the Department of Forensic Sciences, Chapter 5-1501.08 established the "transfer of personnel, records, functions, and authority" to the department. DFS became the custodian for MPD's records. It is conservatively estimated that there are approximately 8 million documents plus an inestimable number of crime scene film negatives, photographs etc. These records date back several decades and	09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
	are deteriorating. To support this project, CEU will research multiple scanning software, develop a standard operating procedure, create the workflow process, and calculate the estimated time to complete such an extensive project.	
Develop a Quality Assessment System	CSSU will develop a quality assessment system using the DFS Dashboard to gather data on latent fingerprints developed by CSSU scientists. The data will be used to measure the correct application of the procedures being utilized by the scientist and the number of AFIS suitable prints that are obtained. This data would be used to inform management on individual performance and identify possible gaps in training.	09-30-2019
Conduct timely forensic analysis (5 Strategic initiatives)		
Establish NGS Capabilities for Missing Persons Identification and Casework	The Forensic Biology Unit (FBU) will establish Next Generation Sequencing (NGS) using a commercially available platform for use in the identification of Missing Persons and selected casework. The FBU will partner with outside contractors to establish and implement NGS in an effort to improve the agency's DNA testing capabilities for the District of Columbia.	09-30-2019
Implementation of Mideo LatentWorks	The Latent Fingerprint Unit (LFU) will restructure the digital imaging workflow in the latent print processing laboratory to implement Mideo LatentWorks. It will become the primary imaging database and latent examination mechanism for violent offenses and include the direct upload of evidentiary images to the Mideo platform. LFU will also transition the latent print examiner training program into the Mideo CaseWorks platform in order to electronically track milestones and progress as new examiners are assessed for competency in preparation to conduct independent case work.	09-30-2019
Crash Data Recovery Technology	The Digital Evidence Unit will implement Crash Data Recovery technology. This technology will allow the DEU to extract the event data from vehicles such as the speed during impact, deployment of seatbelts, and navigation, in addition to the existing capabilities of infotainment and telematics information. The DEU will define the work flow, develop written policies and procedures, and competency measures in accordance with accreditation guidelines.	09-30-2019
Develop Firearms Curriculum in Partnership with the University of the District of Columbia	DFS will develop a forensic firearms minor degree curriculum in partnership with the University of the District of Columbia (UDC). 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. It will be the first forensic degree program offered at the UDC.	09-30-2019
Evaluation of FSL Leeds Evo-Finder Automated Ballistic Identification System	FEU will evaluate and explore workflow applications for the Leeds Evo-Finder Automated Ballistic Identification System. This system is a scanning device that generates digital images of bullets and cartridge cases in both 2-dimensional and 3-dimensional formats for examination, comparison, and correlative searches within existing databases. It will also provide a means by which analysts can report reliable, repeatable and timely objective conclusions aided by validated instrumentation.	09-30-2019
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)		
Integrate DFS LIMS with MPD EMS to Support a Unified System to Track Evidence and Property	Currently, District of Columbia agencies uses two systems to manage evidence from crime scenes. DFS uses the JusticeTrax Laboratory Information Management System (LIMS) which maintains detailed datasets for evidence subject to testing. The Metropolitan Police Department (MPD) uses FileOnQ (FoQ) as its evidence management system (EMS) to track items for storage and current location, but it is limited in granularity and not suitable for LIMS functionality. There is no data exchange between these two applications. DFS employees and MPD property clerks manually enter data into both systems. The current DFS LIMS is nearing the end of its useful life and will not meet anticipated future requirements. It will require replacement within the next four years. This	09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
	initiative will focus on gathering requirements, reviewing existing LIMS and developing the plan for selection of the replacement LIMS system to begin any necessary purchase and customization in FY2019 with implementation in FY2020.	
Forensic Digital Storage System	The Forensic Digital Storage System is a complex system that supports the storage of analytical data, clinical data, and digital evidence from the Forensic Science Laboratory (FSL), Public Health Laboratory (PHL), and Crime Scene Sciences (CSS) Division. DFS will complete a project to increase the capacity of the Forensic Digital Storage System that will effectively manage the anticipated increase in data volume.	09-30-2019
Improve laboratory efficiency through technological advances (1 Strategic Initiative)		
Expanded Sexually Transmitted Disease Testing Capabilities and Capacity	PHL will expand testing beyond gonorrhea susceptibility to include the molecular detection of chlamydia, gonorrhea, and Trichomonas; and the serological testing for syphilis from high-risk individuals in the District. This goal will allow the DC Department of Health (DC Health) to better surveil STD trends in the District. This will also assist in reducing the cost of outsourced testing and improve turn around 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. By FY19 Q3, PHL will implement chlamydia, gonorrhea, and Trichomonas molecular testing on self-collected samples to provide robust data and information to DC Health to improve STD treatment, prevention, and surveillance activities. By FY19 Q4, syphilis serology will be added to assist DC Health provide a full clinical picture for high-risk individuals.	09-30-2019
Monitor quality compliance with certification requirements (1 Strategic Initiative)		
Latent Fingerprint Unit - Accreditation of chemical enhancement procedures for latent fingerprints.	The Latent Fingerprint Unit (LFU), will finalize policies, standard operating procedures, quality assurance and control documents, associated with the chemical enhancement of latent prints, to demonstrate compliance with international accreditation requirements.	09-30-2019
Offer training curriculum for professional development (1 Strategic Initiative)		
Emerging Leaders Program	DFS will implement the Emerging Leaders (non-managers and new managers) training program, with a focus on core values, fundamentals of management, emotional intelligence and effective communication, to advance personnel professional contributions to the agency.	09-30-2019
Provide legal advice to the agency and facilitate stakeholder engagement (2 Strategic initiatives)		
Streamline Giglio	DFS will implement a process to streamline Giglio responses to prosecuting agencies. DFS General Counsel will work with the Office of the United States Attorney (USAO) and the Office of the Attorney General (OAG), to create a more efficient system to respond to Giglio requests. Giglio responses will be provided on a monthly basis by updating records for all employees at the same time and will decrease delays in sending Giglio responses.	09-30-2019
Update Legal Documents on DFS Website	In FY19, the Legal team will initiate a website cleanup and update project to provide a user-friendly and legally compliant method for external users to access information from the DC Department of Forensic Sciences (DFS). The process will consist of planning a layout that corresponds with the website guidance from the Executive Office of the Mayor (EOM), providing all documents required under the DFS enabling statute and further providing the best available information for frequently asked Freedom of Information Act (FOIA) or other information requests.	09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Provide timely testing of pathogens of public health significance (2 Strategic initiatives)		
Expand Whole Genome Sequencing (WGS) Capabilities to Assist in Outbreak Investigations.	PHL will expand its Whole Genome Sequencing (WGS) capabilities to transition from targeted viral detection and phylogenetic analysis to a whole genome approach. Furthermore, the PHL 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. In addition, PHL will develop standard operating procedures for additional pathogens.	09-30-2019
Establish a Controlled Substance and Opioid Surveillance Program	The Forensic Chemistry Unit (FCU) will establish a controlled substance and opioid surveillance program for the District. FCU will work with the DFS Forensic Technology Unit (FTU) to establish a reporting mechanism to summarize the monthly testing results. Additionally, a report will be created that highlights the trends and emerging drugs. Routine monthly results will be provided to District Stakeholders for all submitted tests. DFS will collaborate with MPD to undertake drug surveillance on additional samples submitted to the FCU.	09-30-2019
Responsible for human capital management and recruitment for DFS and serves as liaison to external entities (1 Strategic Initiative)		
Firearms Examination Unit Employee Retention Plan Implementation.	DFS will work with the District Government Department of Human Resources (DCHR) to implement a retention program for scientists who are examiners within the Firearms Examination Unit (FEU).	09-30-2019
Strategically forecast, analyze, and present agency data to determine levels of resource efficiency and goal attainment (1 Strategic Initiative)		
Implementation of DFS One-Stop-Shop	DFS will work with the Office of the Chief Technology Officer (OCTO) to implement the new Agency-wide SharePoint One-Stop-Shop to integrate Operations collaborative efforts in support of the agency's mission. DFS will pilot the One-Stop-Shop to include overtime authorization, procurement, grant management, and other related whole-of-agency functions.	09-30-2019