

# Department of Forensic Sciences FY2021

Agency Department of Forensic Sciences

Agency Code FRO

Fiscal Year 2021

**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.

## 2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
The DC Public Health Laboratory (PHL) has provided over 300,000 clinical tests for the District since the start of the COVID-19 pandemic, including: (1) 1,483 whole genome sequences of SARS-CoV-2 specimens, (2) 7,298 serological specimens for antibody (IgG) testing, and (3) 472 specimens for the Office of the Chief Medical Officer (OCME).	The DC PHL has continued to grow in staffing and funding in response to the COVID-19 Pandemic. Surveillance information has been released in a regular report to support DCHHealth for epidemiologists, and the DC PHL whole genome sequencing (WGS) has become one of the nation's top testing laboratories (currently ranked in the top-ten in the nation for percent submissions to the CDC genetic sequencing program GISAID). As unique situations arise for fast response testing, such as testing for teachers at the start of the schools year, for federal partners including Congress, or for other District agencies, the DC PHL has consistently provided excellent customer service, rapid results, and on-going support of testing needs within the District.	The DC PHL has provided one-to-two day turn-around-times for testing of SARS-CoV-2 as part of routine testing of 27 long term care facilities in DC, FEMS, MPD, DC Health staff, DYRS and smaller group homes and healthcare facilities from the District. In addition to laboratory testing at the PHL, an additional 1,483 tests were performed using the Mobile Testing Unit, a laboratory on wheels that is deployed to sites throughout the District to provide on-site testing at COVID-19 hot spots, including locations at DC homeless shelters, transitional housing, and psychiatric facilities. Finally, the DC PHL coordinated the roll out and training of staff at numerous clinical, hospital, and other testing locations using a point-of-care testing system (Abbott IDNOW), resulting in an additional 17,860 tests.
The DFS Office of Communications was able to reach and engage more youth across the District using virtual platforms, allowing participants to join outreach events remotely and providing opportunities to interface with DFS scientists. The agency's social media following more than doubled in FY2021.	Despite the ongoing COVID-19 pandemic limiting and/or restricting in-person non-essential visits to DC Government buildings, DFS was able to successfully incorporate virtual methods of youth outreach and exposure to DFS and the various scientific disciplines performed within the agency. DFS' virtual outreach efforts have allowed the agency to expand its reach, increasing agency exposure and interest in scientific fields; thus, introducing DFS as a potential desired employer for those looking to explore the various career paths DFS has to offer.	Collaboration with DFS outreach programs and with DFS' diverse workforce has allowed the agency to engage youth across the District, introducing them to potential pathways to career opportunities in forensic science disciplines. The program incorporated social media and web-based platforms to showcase how forensic science relates to firearms, drugs, blood, digital devices, and other forensic elements. This initiative included a targeted effort to reach DC youth in Wards 7 and 8 in concert with the Resilient DC Initiative.
The DFS Forensic Intelligence Unit (FIU) successfully prepared and delivered three analytical projects: a presentation in support of GunStat to provide the impact of the Summer Crime Initiative on Gun Recoveries; an updated presentation on Ghost Guns for stakeholders; and, in coordination with the Forensic Chemistry Unit (FCU), disseminated drug analysis BOLO.	The DFS FIU was able to improve the delivery of forensic services by providing intelligence data that supported and enhanced decision making.	With DFS' ability to identify trends and patterns in evidence collection based on various geographic boundaries within the District, with a focus on Wards 7 and 8, customers and stakeholders can utilize actionable intelligence products to combat violent crimes and enhance public safety.

## 2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
<b>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)</b>											
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	99.5%	99.6%	90%	99.8%	100%	97.9%	53.8%	99%	Met	
Percent of requested homicide cases completed within 60 days from the date the evidence was received in the unit	Quarterly	98.9%	98.7%	90%	98.9%	98.1%	96.3%	66.7%	97.3%	Met	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of crime scenes responded to within 30 minutes	Quarterly	84.5%	87.3%	90%	88.7%	87.1%	83.7%	80.4%	84.9%	Nearly Met	The 30 minutes response time target was very close to being met. There were times when the crime scene scientist would have to load up their vehicle with special equipment for particular crime scenes which caused a delay in the response time. Additionally, there were times when CSS had to travel from one end of the city to the other in heavy traffic which made it sometimes impossible to arrive within 30 minutes from the dispatched time.
Percent of Crime Scene Reports completed within 14 calendar days	Quarterly	93.8%	95.9%	95%	92.9%	Waiting on Data	93%	83.4%	89.6%	Nearly Met	The 14 day target was not met in most cases due to employees taking vacation days or sick leave. Their absence caused them not to meet the target 14 day deadline.
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	91.7%	98.7%	90%	98%	98.7%	98.8%	93.1%	97.9%	Met	
Percent of all firearms will be transferred to the Evidence Control Branch (ECB) within 21 days after all forensic tests are completed	Quarterly	96.8%	98%	90%	100%	100%	100%	92.4%	96.6%	Met	
Percent of all drugs will be transferred to Evidence Control Branch (ECB) within 30 days after all forensic testing is completed	Quarterly	99.5%	100%	90%	100%	100%	100%	88.1%	98.4%	Met	
Percent of all jewelry received will be transferred to Evidence Control Branch (ECB) within 14 days	Quarterly	100%	97.9%	90%	100%	100%	100%	97.4%	98.6%	Met	
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	Quarterly	99%	96.6%	95%	100%	100%	100%	100%	100%	Met	
Percent of cases received in the Forensic Chemistry Unit will be tested and reported within 60 days of receipt in the laboratory	Quarterly	97%	98%	90%	100%	100%	100%	92.9%	99.1%	Met	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of Core Laboratory Response Network for Chemical Threats (LRN-C) methods within the Clinical Toxicology Unit (CTU) that are evaluated as competent by the Centers for Disease Control and Prevention (CDC) LRN-C Program (competence is defined as successful score of >80% in two-out-of-three testing events, per method)	Quarterly	95%	90.9%	80%	42.9%	100%	100%	80%	75%	Nearly Met	CTU Supervisor had recently left in Q1, resulting in decreased admin oversight triggering several proficiency testing non-passes. The agency has frozen this position, but the review is now conducted by the Interim PHL Director until a new supervisor is hired.
Percent of high priority biological terrorism and chemical terrorism samples analyzed and reported within 24 hours	Quarterly	100%	100%	90%	No applicable incidents	100%	100%	100%	100%	Met	
Percent of evidence processing cases completed within three (3) business days of receipt by unit	Quarterly	48.6%	73.4%	90%	25.8%	41.4%	88%	No applicable incidents	35.6%	Unmet	Due to the withdrawal of accreditation, all casework has been suspended pending next steps in agency review and re-accreditation process.
Percent of time eligible cartridge casings are entered into NIBIN within two (2) business days of receipt by agency	Quarterly	55.3%	63.2%	80%	56.8%	55.6%	94.7%	No applicable incidents	56.5%	Unmet	Due to suspension and subsequent loss of accreditation in April 2021, this task was taken over by the ATF shortly after the start of Q3.
Percent of digital evidence cases completed within five (5) business days of receipt of legal authority and device(s)	Quarterly	91.5%	96.3%	90%	98.5%	97.4%	100%	100%	98.2%	Met	
Percent of OCME samples ordered in microbiology will be tested and reported within 12 business days of receipt in the laboratory	Quarterly	94.8%	98.9%	90%	85.9%	100%	70.6%	95.9%	87.4%	Nearly Met	Insufficient staff in unit to review reports on time due to attrition and insufficient staffing to support operations due to priority testing needs in BTU.
<b>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)</b>											
Percent of scientists meeting technical competency requirements	Quarterly	99.5%	99.3%	95%	100%	95.2%	100%	100%	98.7%	Met	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of safety incident reports submitted to DFS Safety Officer within two (2) business days	Quarterly	100%	100%	100%	100%	100%	100%	100%	100%	Met	
Percent of overtime events preauthorized	Annually	Not Available	87.8%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of QCAR situation and root cause analysis sections completed within 30 business days	Quarterly	98.3%	78.4%	100%	100%	94.1%	51.4%	23.1%	65.5%	Unmet	Unit Management requested time extensions as units were juggling competing priorities due to staff shortages.
Percent of FOIA responses returned on time (15 business days)	Quarterly	100%	100%	100%	100%	100%	100%	91.7%	97.4%	Nearly Met	In July DFS Legal received a voluminous request that required more than 15 business days to obtain emails from OCTO, review for responsiveness/exemption(s), and redact.

## 2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
<b>1 - Conduct professional and expedient crime scene responses, collection, and storage of evidence (2 Measures)</b>							
Number of evidence items received	77,253	83,529	23,778	18,738	12,166	20,220	74,902
Number of crime scenes processed	6542	6194	1725	1233	1374	1673	6005
<b>1 - Conduct timely forensic analysis (11 Measures)</b>							
Number of service requests from stakeholders	4194	4387	1242	1029	760	1006	4037
Number of CODIS database hits	229	260	72	82	18	13	185
Number of NIBIN database hits	775	209	2	19	0	0	21
Number of AFIS database entries	7238	7990	1978	1843	26	0	3847
Number of CODIS database entries	652	770	202	200	0	0	402
Number of NIBIN database entries	4257	5081	1365	1386	19	528	3298
Number of AFIS database hits	1553	1828	473	453	5	0	931
Number of firearms processed for test fire	2229	2271	620	715	14	678	2027
Number of Gigabytes of data processed	114,140	123,331	39,178	31,522	8015	22,592	101,307
Number of items processed in Evidence-processing unit	19,805	16,527	3176	2817	97	0	6090
Number of NIBIN leads	New in 2021	New in 2021	972	1150	749	0	2871
<b>1 - Provide timely testing of pathogens of public health significance (3 Measures)</b>							
Number of tests performed for each recieved public health sample	9681	85,377	80,977	77,255	43,344	28,194	229,770
Number of validation efforts performed	28	24	Annual Measure	Annual Measure	Annual Measure	Annual Measure	31
Number of Proficiency Tests performed	46	62	27	13	23	23	86
<b>2 - Monitor quality compliance with certification requirements (3 Measures)</b>							
Number of Quality Corrective Action Requests opened	40	74	17	26	37	13	93
Number of stakeholder complaints received	0	1	0	0	0	0	0
Number of internal audits	13	12	5	7	5	0	17
<b>2 - Offer training curriculum for professional development (1 Measure)</b>							
Number of training hours completed by employees	3709	4440	1098	570	1559	1563	4790

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
<b>2 - Oversee the laboratory environment is both safe and healthy for staff (1 Measure)</b>							
Number of safety incidents reported	27	27	5	6	3	1	15
<b>3 - Efficiently procure vital services and resources (1 Measure)</b>							
Number of requisitions submitted into PASS	323	296	85	111	73	14	283
<b>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)</b>							
Number of IT service requests received	2953	2013	399	242	211	496	1348
<b>3 - Provide legal advice to the agency and facilitate stakeholder engagement (4 Measures)</b>							
Number of Subpoenas received and uploaded to LIMS	1544	771	13	16	37	5	71
Number of discovery requests received	1226	964	93	98	121	127	439
Number of MOA/MOUs the agency enters into with other agencies	10	8	8	3	8	2	21
Number of FOIA requests received	101	34	9	11	6	11	37
<b>3 - Responsible for human capital management and recruitment for DFS and serves as liaison to external entities (1 Measure)</b>							
Number of employees on-boarded	28	25	16	11	14	9	50

## 2021 Operations

Operations Title	Operations Description	Type of Operations
<b>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 (5 Activities)</b>		
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
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
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
Conduct professional and expedient crime scene responses, 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
Cyber Operations	Cyber Operations performs activities that protect sensitive information, gather evidence to mitigate possible or real-time threats, and support other agency intelligence activities.	Daily Service
<b>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)</b>		
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
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
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
<b>3 - Create and maintain a highly efficient, transparent, and responsive District government (6 Activities)</b>		
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
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
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
Education and Grief Counseling Services	Education and Grief Counseling Services	Daily Service
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

Operations Title	Operations Description	Type of Operations
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

## 2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Conduct professional and expedient crime scene responses, collection, and storage of evidence (1 Strategic Initiative)</b>				
Digitization of MPD Crime Scene Record	In FY21, the Central Evidence Unit (CEU) will continue expand document digitization effort 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 transferring crime scene files online.	25-49%	The CSS has entered over 55,000 files in FY20. We are still in the first phase which includes entering the files in the database and identifying files that can be purged. DFS received 12 interns this past summer which had a great impact on the project. Thousands of case files were identified, boxed, and marked awaiting approval to be purge.	This initiative is a multi-year project with different phases of implementation in FY21 and FY22
<b>Conduct timely forensic analysis (6 Strategic initiatives)</b>				
Deliver Intelligence Products	In FY21, DFS will continue to identify trends and patterns in evidence collection based on various geographic District boundaries with focus on Wards 7 and/or 8. Customers and stakeholders can utilize actionable intelligence products to combat violent crimes and enhance public safety.	Complete	In Q4, the FIU team successfully prepared and delivered 3 analytical projects. FIU prepared a presentation in support of GunStat to provide the impact of the Summer Crime Initiative on Gun Recoveries. Furthermore, FIU prepared an updated presentation on Ghost Guns for stakeholders. In coordination with FCU, disseminated drug analysis BOLO.	
EVO-Finder Scanning System Validation and Implementation Plan	In FY21, DFS will utilize the Evofinder to assist scientists with complex microscopic examination of ammunition components and allow for more definitive and timely results within the Firearms Examination Unit (FEU). This FY21 strategic initiative will include system validation testing, the full validation study, collating and interpreting testing statistics, data research and an implementation plan.	25-49%	The Firearms Examination Unit (FEU) made progress in the validation and implementation plan of the Evo-Finder scanning system. More data and statistical analysis are needed to create a successful implementation plan. This initiative has been placed on hold as the FEU team has been separated from the agency.	DFS does not anticipate full completion of this initiative due to the accreditation suspension of DFS and the separation of the unit.
Paperless Firearms Examination Unit	The Firearms Examination Unit (FEU) will start the process of achieving a paperless laboratory by importing all documents into Laboratory Information Management System (LIMS) as an electronic case record.	0-24%	Since LFU was able to complete this strategic initiative for their unit last year, FEU met with LFU to discuss lessons learned and best practices for the implementation of this initiative. A gap analysis was conducted to determine how the capabilities and workflow are similar and different between the two units. The implementation plan and gap analysis were presented to FEU staff which gained full support. At the time of separation from the agency, FEU was working on creating new fillable PDFs for the technical and administrative forms as well as drafting updated SOPs to reflect the paperless initiative.	DFS does not anticipate full completion of this initiative due to the accreditation suspension of DFS and the separation of the unit.
Crime Gun Intelligence Center (CGIC) 7 District (Ward 8) initiative will broaden in scope to include the 6 District (Ward 7)	The Crime Gun Intelligence Center (CGIC) 7 District (Ward 8) initiative will broaden in scope to include the 6 District (Ward 7). The Department of Forensic Sciences (DFS) will work with Metropolitan Police Department (MPD) to ensure all cartridge cases recovered from these districts will be prioritized for submission and examination in the Firearms Examination Unit (FEU).	0-24%	This initiative has been delayed due to continued COVID-19 restrictions, recent change-over with top MPD officials, the accreditation suspension of DFS, and the departure of DFS management personnel. No progress has been made on this initiative in Q4. Due to the accreditation suspension of DFS, the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) is currently handling all NIBIN entries at this time.	Due to the accreditation suspension of DFS, the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) is currently handling all NIBIN entries at this time.
Latent Fingerprint Unit 360 Review	The Latent Fingerprint Unit (LFU) will conduct an internal 360 review of the laboratory operations, personnel, procedures, and equipment. Since 2015, LFU has implemented many changes, from incorporating new software in casework to going paperless. The objective is to conduct a review to determine how efficient and effective these changes were and whether it should be refined to improve customer service.	50-74%	Due to the withdrawal of accreditation the strategic initiative have temporarily been suspended. LFU is currently waiting on the SNA report to implement any recommendations and findings to ensure the unit is in compliance with the general census of the discipline. In addition to include SNA's recommendations, LFU is seeking guidance from SAB to create a sub-committee. This sub-committee will work side by side with LFU in improving the unit's SOPs.	Due to the withdrawal of accreditation the strategic initiative have temporarily been suspended. LFU is currently waiting on the SNA report to implement any recommendations and findings to ensure the unit is in compliance with the general census of the discipline. In addition to include SNA's recommendations, LFU is seeking guidance from SAB to create a sub-committee. This sub-committee will work side by side with LFU in improving the unit's SOPs.



Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
A Comparative Analysis: Maximizing DNA testing services by providing more strategic forensic science testing strategies	The DFS Forensic Biology Unit (FBU) will conduct an in depth comparative analysis of all three technologies to further evaluate DNA operations to develop more strategic forensic science testing strategies. As a result, FBU will be able to work more efficiently with stakeholders maximizing DNA testing forensic services based on evidence type.	50-74%	The laboratory validation studies associated with the current strategic initiative have been put on hold due to the suspension and subsequent withdraw of accreditation and pending further NGS validation guidance issued by the Scientific Working Group on DNA Analysis Methods (SWGDM). SWGDM serves as the forum within the forensic biology community in which forensic biology methods, protocols, training and research are evaluated to enhance forensic biology services. SWGDM is also provides recommendations to the FBI Director on quality assurance standards for forensic DNA analysis. Focus for the Forensic Biology Unit has shifted to continuity of forensic services to the District due to the withdraw of ANAB accreditation.	The laboratory validation studies associated with the current strategic initiative has been put on hold due to the suspension and subsequent withdraw of accreditation and pending further NGS validation guidance issued by the Scientific Working Group on DNA Analysis Methods (SWGDM).
<b>Cyber Operations (1 Strategic Initiative)</b>				
JusticeTracker	DFS will create, plan, and design an online portal for the District legal community to obtain the status of DFS requests for testing for active cases. By the end of FY21, DFS will launch an online portal.	25-49%	DFS worked with the CJCC to create a "view" into the database to provide the relevant data for the project. An interagency call was held by CJCC with JUSTIS stakeholders. After concerns regarding the inclusion of DFS data, this project has been placed on hold.	After concerns regarding the inclusion of DFS data, this project has been placed on hold.
<b>Education and Grief Counseling Services (1 Strategic Initiative)</b>				
Develop a virtual educational outreach program targeted to DC teenagers that can be accessed from anywhere	The Office of Communications will collaborate with DFS outreach programs and with DFS' young, diverse workforce to engage teenagers across the District, and introduce youth to potential pathways to career opportunities in forensic science disciplines. The program will incorporate social media and web-based platforms, as well as in-person visits to the CFL, to showcase how forensic science relates to firearms, drugs, blood, digital devices and other forensic elements. This initiative will include a targeted effort to reach DC youth in Wards 7 and 8 in concert with the Resilient DC Initiative.	Complete	The District's health guidance regarding non-essential visitors in government buildings prohibited in-person lab tours.	
<b>Improve laboratory efficiency through technological advances (1 Strategic Initiative)</b>				
LIMS Award and Upgrade	DFS will identify contractors to assist with the customization and implementation of upgrades to the Laboratory Information System (LIMS) used by all divisions.	25-49%	The project moved this project forward in its next steps with an onsite staffing team. The SNA team has met with relevant DFS personnel and is in the process of creating a project plan for the review and approval of DFS Project Managers.	The SNA team has met with relevant DFS personnel and is in the process of creating a project plan for the review and approval of DFS Project Managers.
<b>Offer training curriculum for professional development (1 Strategic Initiative)</b>				
Expand the DFS Onboarding Training Program	In FY21, DFS will strengthen the DFS Onboarding Training Program to include creation of DFS New Onboarding plan. This will ensure new hires get acculturated to their positions, DFS, and the District government. A discussion of DC government and DFS policies will ensure that they receive a quality start to their career at DFS, understand DFS working culture and bring a commitment not only to DFS but also to DC government in general.	75-99%	In Q4 the revised DOM21 Practices for Offboarding was issued and the newly created employee offboarding workflow was implemented. In addition, the DFS Orientation/welcome video and DFS Procurement Basics training was completed.	Due to the departure of the Human Resources Manager the new revised DFS orientation/onboarding schedule was not implemented. Implementation is expected to commence early in FY22 with the hiring of the new DFS Human Resources Director.
<b>Provide timely testing of pathogens of public health significance (3 Strategic initiatives)</b>				
Whole Genome Sequencing of SARS-CoV-2 Initiative	DC Public Health Laboratory will expand surveillance testing using Whole Genome Sequencing (WGS) to include both bacterial and viral pipelines to address the needs of District stakeholders. This expansion will include a respiratory viral pipeline containing WGS of SARS-CoV-2 that causes the COVID-19 disease as well as other respiratory viral pathogens. This data will provide information needed to make epidemiological links for contact tracing, outbreaks, and disease monitoring in the District.	75-99%	The DC PHL has continued to perform WGS of foodborne bacterial isolates and for SARS-CoV-2. A local build of the GISAIID sequencing database continues to be maintained for the District and the DC PHL has contributed 46% (1646/3587) sequences submitted for the District.	WGS has been completed with COVID, but due to focus being placed solely on COVID, the bacteriological WGS was put on hold. This is now likely to be completed by end of next fiscal year (9/30/2022)
Clinical Testing Support for DBH Opioid Treatment Program	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 initiative will provide 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).	75-99%	Preparation for implementation is complete with the testing system for screening for drugs of abuse (client established, test requisition and reporting complete, training for assay complete). In FY22 Q1, will begin initial testing with DOC and then will expand to DBH customers. In addition, preliminary work for quantitative confirmatory assays for OTP at DBH is complete and testing is expected to begin in FY22 Q1.	Funding delay resulted in significant delays on programmatic development (due to delay in budget authority from intra-District MOU). Clinical drug screening is complete. However, while the quant method for the DBH clinics is now done, to go live there needs to be one final administrative process to clear - expected by end of second quarter (3/30/2022)

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<p>Improve capacity to respond to biological and chemical terrorism and other emerging infectious disease threats</p>	<p>In FY21, the DC Public Health Laboratory will fulfill mandatory Public Health Emergency Preparedness (PHEP) grant requirements to conduct laboratory testing of human, environmental, and chemical samples for potential biological and chemical terrorism agents.</p>	<p>75-99%</p>	<p>DC PHL continues to fulfill Public Health Emergency Preparedness grant requirements to conduct laboratory testing for potential biological and chemical terrorism agents. The BT Team continued to process clinical (local hospitals) and environmental (FBI) samples for rule outs. There is currently no biological safety officer position (BSO), requiring double duties for existing BT staff. Intensive training from Q3 has resulted in a significant improvement in LRN-C PT results. The LRN-C program has received results on 5 of the 8 PT events in Q3, passing all but one (Hg-Urine) due to a clerical error. An additional review step has been added to the tech review to address this moving forward.</p>	<p>Agency funding was not available for the Biological Safety Officer and the Chemical Coordinator / CTU Supervisor position was frozen after the residing staff member left. Additionally, the InterDistrict MOU is below the amount needed to provide full funding of the PHEP response by the PHL by about \$300k. If these positions can be hired and the staff trained, and if the funding gap for PHEP program is provided, the initiative will meet its goal by 9/30/2022.</p>
<p><b>Responsible for human capital management and recruitment for DFS and serves as liaison to external entities (1 Strategic Initiative)</b></p>				
<p>Develop Talent Acquisition Pools for hard to fill DFS roles</p>	<p>DFS's HR will work with Agency Directors and their teams to create a list of hard to fill positions and create talent pools that will accelerate the recruiting process for these critical roles. These talent pools will include individuals who exceed the minimum requirements for each position and evince a strong disposition for a career with the Department of Forensic Sciences.</p>	<p>50-74%</p>	<p>This initiative has been delayed at 50-74% completed carryover from Q3 due to recent departures of DFS HR management. No progress has been made on this initiative in Q4.</p>	<p>DFS does not anticipate full completion of this initiative due HR management departures.</p>