

# Office of the Chief Medical Examiner FY2019

**Agency** Office of the Chief Medical Examiner

**Agency Code** FX0

**Fiscal Year** 2019

**Mission** The mission of the Office of Chief Medical Examiner (OCME) is to ensure that justice is served and that the health and safety of the public is improved by conducting quality death investigations and certification, and providing forensic services for government agencies, health care entities and grieving families.

**Summary of Services** OCME provides forensic services to local and federal government agencies, health care providers, institutions of higher learning and citizens in the District and metropolitan area. Forensic services include: forensic investigation and certification of certain deaths (i.e., deaths occurring as a result of violence (injury) as well as those that occur unexpectedly, without medical attention, in custody, or pose a threat to public health); review of deaths of specific populations; grief counseling; performance of a full range of toxicological examinations; cremation approvals; and public dispositions of unclaimed remains.

## 2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
During FY19, the District established the Maternal Mortality, Violence Fatality and Opioid Fatality Reviews. As the administrator for the reviews, the agency was responsible for hiring staff to support, providing resources, working with MOTAs for appointment of all committee members, scheduling meetings, assisting in the development of policies/procedures for the committees, and most significantly, preparing the case files for the actual reviews.	As a result of the three new committees, the FY19 District budget includes additional staffing for the agency's Fatality Review Unit. The agency will evaluate work processes and procedures in order to accommodate two additional fatality review committees and distribution of work amongst additional and new staffing. The Fatality Review Unit is still in need of additional staffing to support the total of five committees.	The work of the reviews will strengthen the District's ability address systemic issues toward preventing deaths amongst these populations. Recommendations are developed and are provided to various entities to include District agencies for improvement in processes and interactions with these populations. This impacts District residents in the focus on development of mitigation strategies to prevent death amongst residents and visitors.
The Office of the Chief Medical Examiner hosted an interfaith ceremony to recognize our District residents who received a Public Disposition, a District of Columbia funded cremation and burial. The event will be held at the burial site of the cremated remains, Congressional Cemetery, 1801 E St SE, Washington, DC 20003, on Saturday, April 27, 2019 at 10:00 am. Families and friends, District Deputy Mayors and other administration officials, District Councilmembers, and agency staff were in attendance.	The agency was able to provide an additional layer of customer service to next of kin and their friends in memorializing their loved ones. The ceremony also allows the agency to educate the public on the public disposition and cremation process and bring visibility to the site of burial.	This interfaith ceremony allowed the families to attend a service that memorializes their loved ones as they were laid in their final resting place. This enabled many of the families to obtain closure due to the fact that they were unable at the time of death to provide for a burial or cremation themselves due to various circumstances. The names of the decedents were read "In Memoriam."

## 2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
<b>1 - Provide efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions, and other stakeholders. (7 Measures)</b>											
Percent of public dispositions ready for release within 45 days of the date of decedent receipt	Quarterly	58.3%	10%	80%	34.9%	55.7%	85.7%	85.7%	67.2%	Unmet	This target is impacted by the agency's work with next of kin who are attempting to claim their family members. Often there are delays due to the inability to finance a funeral/cremation; claim disputes; or other legal matters. There are times when after delay the next of kin does not ultimately claim the decedent and the public disposition process moves forward but beyond the time period slated. The agency however is cognizant of its role in working with next of kin to assist them as much as possible in claiming their loved ones.
Percent of toxicology examinations completed within 90 calendar days of case submission	Quarterly	91.4%	98.5%	80%	100%	100%	99.3%	99.1%	99.6%	Met	



Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of Developmental Disabilities Fatality Review Committee (DDS FRC) fatality reviews held within three months of receipt of the investigative report from DHS/DDS and determination of the cause and manner of death	Quarterly	80.5%	100%	90%	100%	88.9%	33.3%	60%	66.7%	Neutral Measure	
Percent of FOIA requests responded to within fifteen (15) days	Quarterly	95.5%	94.1%	90%	66.7%	92.9%	100%	80%	87%	Nearly Met	The KPI was nearly met because there was increase in complexity in the records requested that required interagency coordination and additional time to search and process for production.
Percent of CFRC case summary reports that will be uploaded to the web portal three days prior to the scheduled case review meetings	Quarterly	Waiting on Data	96.4%	80%	100%	100%	100%	100%	100%	Met	
<b>4 - Provide sound expertise as the District's fatality management authority maintaining a comprehensive District-wide plan to respond to all types of fatality incidents and ensure decedent disposition, family assistance, and continuity of operations. (1 Measure)</b>											
Percent of agency employees completing a mass fatality training annually	Annually	100%	96.6%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95.6%	Met	
<b>5 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)</b>											
Percent of positions posted and filled within 30 days	Semi-Annually	88%	100%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Percent of requisitions submitted by the timeframe as prescribed by the District's contracting authority's acquisition planning	Annually	100%	98.3%	98%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Waiting on Data	Annual Measure	Annual Measure	Annual Measure	Annual Measure	96.7%	No Target Set	
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.8%	No Target Set	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available	No Target Set	
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
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)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Not Available	No Target Set	
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)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

\*The HR management, financial Management, IT policy and FOIA compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measure based on summary-level data from various agencies, and cannot verify the accuracy of any calculations that were made to the source data prior to its receipt by OCA. The 2019 DC Enterprise Data Inventory (EDI), which contains data on "open" data sets published on DC's Open Data Portal, is current as of March 9, 2019. Due to data lags, FY 2019 data for the following core business measures will be published in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

## 2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
<b>1 - Forensic Pathology Services (9 Measures)</b>							
Number of Postmortem Examinations performed: Full/Partial (Not including External Exams)	1406	1252	209	205	215	246	875
Number of Deaths Due to Traffic Accidents (i.e., cars, Metro, motorcycles, pedestrian, bicycle)	64	57	14	10	21	13	58
Number of drug deaths (illicit/rxn) diagnosed	153	225	73	31	44	42	190
Number of deaths due to hypertensive cardiovascular disease/obesity	288	329	91	71	70	73	305
Number of Infant deaths (1 year and under)	47	25	7	9	2	7	25
Number of child deaths due to inappropriate bedding/SUID (with or without crib in the dwelling)	0	17	6	7	1	7	21
Number of elder deaths due to falls (age 65 and over)	68	62	22	12	6	20	60
Number of youth (ages 10-19) homicides where gun violence is a factor	11	15	4	1	4	7	16

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
Number of Anthropologic Analyses Performed	123	113	21	31	26	33	111
<b>1 - Toxicology Analysis (1 Measure)</b>							
Number of DUI cases performed	439	534	127	135	138	112	512

## 2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Provide efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions, and other stakeholders. (5 Activities)</b>			
FORENSIC TOXICOLOGY LAB	Toxicology Analysis	Provides toxicological analyses, interpretive services and expert testimony. Provides toxicological testing on postmortem cases, as well as, testing on a variety of drug and alcohol related matters for law enforcement entities, other District agencies and federal entities, as well as, administers the District's District's Breath Alcohol Testing Program.	Daily Service
FORENSIC SUPPORT SERVICES	Forensic Analytic Testing	Provide scientific support services in the form of analytic testing for OCME and law enforcement agencies. Provide support toward the timely determination of cause and manner of death determinations via testing of specimens at forensic laboratories.	Daily Service
MORTUARY	Decedent Handling/Postmortem Examination	Provide body transport, body release and postmortem examination support services. Support forensic pathologists in postmortem examination toward the determination of the cause and manner of death; release of bodies to the funeral industry in a timely manner; and transport of bodies from public spaces, homes, hospitals and other facilities.	Daily Service
FORENSIC PATHOLOGY	Forensic Pathology Services	Provide timely decedent examination and cause and manner of death determination. Investigation and analysis services performed by forensic pathologists resulting in certification of cause and manner of death provided to next of kin, law enforcement, government agencies, and other interested parties.	Daily Service
FORENSIC INVESTIGATIONS	Medicolegal Death Investigations	Gather information and collect evidence and perform medical interpretation services for agency forensic pathologists, law enforcement agencies, and legal counsel. Utilize information obtained from investigations toward identification of decedents and to aid in the determination of the cause and manner of death by forensic pathologists.	Daily Service
<b>2 - Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training, and best practices. (4 Activities)</b>			
INFORMATION TECHNOLOGY	Standard Operating Procedures	Manage agency operational documents providing effective and detailed tracking, auditing, and reporting. Maintain and update standard operating procedures, work processes and instructions, and other related documentation utilizing document management and control systems and process automations to ensure compliance with industry standards.	Daily Service
INFORMATION TECHNOLOGY	Case Management System	Utilize system to manage death investigation and toxicology documents and data, as well as, for decedent tracking. Maintain and continue development of case management databases utilized to track: a) all relevant case types from case initiation through disposition; b) testing and analysis toxicology data; c) inventory; d) decedents; and e) other key documents and resources.	Daily Service
CUSTOMER SERVICE	Records Management	Serve as the custodian of agency records providing premier customer service to all parties requesting records the agency is entrusted to secure. Process, maintain, and secure error-free quality records for the District to include autopsy reports, photographs, and other documents as requested by next of kin, the legal community, insurance companies, courts, and other entities.	Daily Service
TRAINING	Professional Training/Career Development	Provide training and career development services to agency staff so they can maintain licensure and certifications, meet accrediting guidelines, and adhere to best practices. Establish innovative ways to obtain training opportunities for staff through District, university, industry-specific, web-based, and internal programs.	Daily Service
<b>3 - Serve as a public health and safety surveillance organization providing statistical data to law enforcement, health care entities and social service entities tasked with prevention, detection and deterrence, and ultimately preventing deaths. (2 Activities)</b>			
INFORMATION TECHNOLOGY	Data Analysis Fusion Center	Provide data collection, surveillance, and analysis resulting in the promotion of public safety and health. Establish scientific and technical methods and practices to identify and evaluate data in order to determine outcomes and trends in mortality statistics to improve the quality of life of District residents.	Daily Service
Fatality Review	Committee Recommendations	Review circumstances of the deaths of individuals within certain populations, including their interaction with District government services. Conduct fatality reviews to provide recommendations to District entities serving defined populations, so they can address systemic problems, provide better services, and be held accountable.	Daily Service
<b>4 - Provide sound expertise as the District's fatality management authority maintaining a comprehensive District-wide plan to respond to all types of fatality incidents and ensure decedent disposition, family assistance, and continuity of operations. (3 Activities)</b>			
FATALITY MANAGEMENT	Mass Fatality Training and Education	Provide training and education to agency staff and District stakeholders in order to ensure preparedness for mass fatality incident. Develop and coordinate emergency response/incident training and exercise programs amongst District, regional, and federal stakeholders to ensure the appropriate implementation of incident plans and standard operating procedures, availability and use of equipment and resources, and interoperability.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
HEALTH AND SAFETY	Medical Surveillance Program	Provide a safe and healthy workplace for all employees and visitors. Implement an employee medical surveillance program involving a formal safety program that involves management, supervisors, and employees in identifying and eliminating hazards that exist or may develop during work processes and testing.	Daily Service
FLEET MANAGEMENT	Vehicle Operations and Accountability	Implement and maintain a system for managing the use of agency vehicles and accountability for agency drivers. Work throughout the year to manage, maintain, and purchase new vehicles utilized for death scene investigation, transport of decedents, emergency incident management, and administrative functions.	Daily Service
<b>5 - Create and maintain a highly efficient, transparent, and responsive District government. (4 Activities)</b>			
PERSONNEL	Human Resources	Recruitment and retention of a highly skilled, professional, and diverse workforce. Focus on staff development, hiring candidates with requisite qualifications, licenses and certifications, maintaining a low vacancy rate, and an efficient onboarding time.	Daily Service
CONTRACTS AND PROCUREMENT	Procurement Process Management	Support the District's contracts and procurements process through adherence to the District's rules and regulations, particularly percentage of budget spent on CBEs. Provision of contracts management, purchasing, and technical assistance to agency staff to obtain products and services within budget, in a timely manner, and according to customer specifications.	Daily Service
CUSTOMER SERVICE	Customer Service	Provide service information and responses to internal and external customers to have their needs met in a courteous, reliable, and timely manner. Engage next of kin, the funeral industry, law enforcement, health care providers, legal entities, educational institutions, emergency response entities, the public health entities, elected officials, other agencies and residents in the: a) dissemination of requested information; and b) the awareness of agency programs, issues, and challenges.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Provide support to overall organizational performance via agency leadership, administrative support services, and employee performance management. Develop short and long term strategic plan for the agency, manage agency and employee performance planning, reporting and evaluating, and provide the administrative support necessary to operate.	Daily Service

## 2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Committee Recommendations (1 Strategic Initiative)</b>				
Evaluation of and restructuring of Fatality Review Unit to accommodate newly established fatality review committees and additional staffing.	During FY19, the District will establish two new fatality review committees - Maternal Mortality and Violence Fatality Review -- that will be administered by OCME. As a result, the FY19 District budget includes additional staffing for the agency's Fatality Review Unit. The agency will evaluate work processes and procedures in order to accommodate two additional fatality review committees and distribution of work amongst additional and new staffing. The Unit will be restructured to develop a new staffing model to ensure that the review units will be supported and administered accordingly. The agency will support four review units to also include the existing Child Fatality and the Developmental Disabled Review Committees.	Complete	Over this quarter, the Fatality Review Manager continued to assess the workload and performance of all staff. Over the year, three Fatality Review Program Specialists were hired: MMRC, Violence FRC and the Opioid Fatality Review Board (five days prior to Q4). MMRC meetings have commenced and the agency has worked with MOTA to identify candidates for the VFRC and Opioid FRC. The first OFRB meeting was held during Q4.	
<b>Decedent Handling/Postmortem Examination (1 Strategic Initiative)</b>				
Standardize Mortuary and METT Units for onboarding and ongoing employee training	The Medicolegal Death Investigation's Mortuary and METT Units will standardize the onboarding training for new employees, as well as ongoing training. This will consist of a written training guidelines and schedule to include the type of training to provided and timelines, as well as clear standard delineating the difference between and a progression for the positions within the Mortuary and METT Units.	Complete	See Q3	
<b>Forensic Pathology Services (1 Strategic Initiative)</b>				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Meet NAME Standards for Postmortem Examination Reporting	The OCME's Medicolegal Death Investigation Division's Forensic Pathology Unit will focus efforts on meeting National Association of Medical Examiner standards for postmortem examination -- 90% of reports of postmortem examinations completed within 90 days from the time of autopsy in all cases. The agency has implemented a myriad of initiatives to meet this initiative to include enhanced staffing and scheduling models; maintenance of pathologists conferences; routine monitoring of key performance measure; and routine case monitoring by pathologists.	Complete	See Q1. The forensic pathology unit continues to maintain the NAME standard for postmortem examination reporting. In Q4, the combined KPI was 95% of examination reports completed within 90 days. The unit accredits this accomplishment to 4 key: 1) Streamlined accessibility to decedent medical records 2) Expanded access to first-rate pathology consultants 3) Maintenance of various pathology conferences including case consensus meeting and toxicology rounds. 4) Quick (6 day) turn-around time for histology slide service.	
<b>Mass Fatality Training and Education (1 Strategic Initiative)</b>				
Coordination of Fatality Management Evaluation and Training for District and Agency Employees and Update of Mass Fatality Plans	The agency will continue its evaluation of mass fatality and continuity of operations planning; emergency response planning; and local and regional cooperation. The agency will coordinate training and exercises for District and agency employees, as well as stakeholders to include other medical examiner offices, funeral homes, hospitals, federal partners, universities, emergency response entities and community partners. The agency will update District and agency mass fatality plans and will ensure coordination of stakeholder plans.	Complete	During Q4, additional training was conducted as follows: Trained four (4) OCME staff to utilize the Fatality Management Operations Center in two separate training events; Trained approximately 100 local and regional partners in the Medicolegal Death Investigation Seminar in March 2019 which included topics in Fatality Management. Additionally, the agency's COOP planning has proceeded in the form of utilization of capital funding to develop a COOP site at the Annex in DC. Further, an Emergency Planning Specialist position description was developed and classified for hiring during FY20.	
<b>Medicolegal Death Investigations (1 Strategic Initiative)</b>				
Investigation Unit to develop proficiency test to meet requirements of accrediting body	Several agency units engage in proficiency testing which meets the requirements of accreditation bodies such as the National Association of Medical Examiners and ISO. The The investigations unit will develop a proficiency testing program to meet the requirements of ISO 17025. The program will include the creation of a mock death scene proficiency test. New forms will be created to document the process.	Complete	Proficiency testing programs have been completed for Forensic Toxicology Division, Investigations Unit and the Forensic Pathology Unit.	
<b>Performance Management (4 Strategic initiatives)</b>				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Provision of in-house training to Supervisors/Managers through a series of Brown Bag Lunch Sessions for Improved Operations of Divisions/Units	The OCME Executive Unit will continue coordination of a Performance Management Training Series geared towards Supervisors/Managers and Leads to enhance their skills for improved effectiveness and efficiency in the operations of their Divisions and Units and the supervision of their employees. The purpose of the series is to empower managers in understanding of District and agency policies and procedures, as well as applicable laws and regulations. There will be a specific focus on Six Sigma, as well as FMLA/ADA and EEO.	Complete	This initiative was complete with trainings throughout the year, as discussed in Q1-Q3. During Q4, additional budget training was held, as well as a Change Management Workshop provided to all managers.	
Carry out the agency's academic mission by ensuring employees are engaged in professional and academic training	The agency's mandate includes an academic mandate and, as such, the agency will continue to implement an academic program, coordinated by the Deputy Chief Medical Examiner, which will include: 1) training to maintain required licensures and certificates; 2) training required to implement accrediting body standards; 3) academic training opportunities for external stakeholders to gain an understanding of agency operations; and 4) internships and other educational opportunities for students (i.e., residents, medical students, forensic students).	Complete	Complete. See Q1-Q3.	
Agency Renovations to accommodate significant growth in staffing and to construct an operations center for ongoing situational awareness during emergency incidents	The agency will work with DGS for a phased approach to the renovation of the 5th and 6th floor offices per the design that was completed in FY18. During FY19, a phased plan will be completed and the 5th floor renovation completed. The agency will also work with DGS for the construction of an operations center for initial and ongoing situational awareness during pre-planned or emergency incidents. During FY19 this will include use of capital monies to procure a vendor for design and purchase of furniture. There will be eventual construction. This will serve as a regional asset to allow fatality management entities to converge in a single location to plan for and respond to regional catastrophic events that cross state boundaries. This center will be constructed within the agency's investigation unit and will complement the current room.	50-74%	During Q1, the agency completed development of a phased plan to include the logistics of temporary seating, movement of resources and equipment and impact on budget for the impending construction. As stated in Q3, a reprogramming was processed and submitted in early July, but was not approved until August. This delay resulted in the inability to begin and complete the project as planned given the OCP criteria. DGS provided an alternate plan prior to the end of the FY to be implemented beginning October 1.	At the start of the fiscal year, the agency was informed by DGS that it would enter a requisition for use of capital funds for project implementation. Such requisition was then withdrawn after information was provided that as the implementing agency, DGS must submit the Req. Subsequently, the agency was informed that due to OCFO policy changes, certain items were not capital eligible. DGS reported that the renovation would be completed in two Phases (FY19 and FY20) both requiring a reprogramming of capital funds into the agency's local budget via PayGo. Apparently, this methodology is required due to the new OCFO policy interpretation of what purchases are eligible under capital funding. The project involves the installation of furniture and other associated items (i.e. DIRT walls), as well as the purchase of AV equipment, which have been deemed as not "capital eligible." This policy has resulted in the delay of DGS's implementation of the project and/or moving forward with a requisition. As stated in Q3, a reprogramming was processed and submitted in early July, but was not approved until August. This delay resulted in the inability to begin and start/complete the project by the end of the fiscal year as planned given the OCP criteria. DGS provided an alternate plan prior to the end of the FY to be implemented beginning October 1.
Completion of Evaluation and Review of ISO Checklist and Agency Quality Manual and Documentation in Preparation for ISO Accreditation	The agency will complete all evaluation and review of ISO checklist and documentation on preparation for application for ISO accreditation. Staff will be socialized to updated Standard Operation Procedures (SOPs) associated with this process. A Quality Manual will be finalized and provided to all managers and staff for review. It is anticipated that the agency may apply for such accreditation during FY19.	Complete	The agency completed evaluation and review of the ISO Checklist and Quality Manual. In fact, a Manager's Retreat was held on September 6, 2019 focused on ISO and next steps given that this action was completed. Next steps include actual preparation for the ISO accreditation team planned for second quarter of FY2020.	
<b>Professional Training/Career Development (1 Strategic Initiative)</b>				





Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Purchase of Vehicles to Replace Aging Vehicles Within Fleet	<p>The agency developed a fleet replacement plan which included purchase, retrofitting and outfitting of vehicles with Mobile Data Terminal Devices and IT/Communications upgrades to the agency's existing Mobile Command Center. This will provide vehicles in good working condition ensuring adequate and timely response to death scenes and ability to carry out other mandated functions to include: case related body and specimen transfer; court duties; records management; and administrative functions. Capital funds are available for this initiative and, as such, the agency will evaluate and purchase appropriate type and numbers as allowed by the funding.</p>	Complete	<p>The agency has completed the purchase of new vehicles including their delivery this fiscal year. Additionally, the agency decommissioned several vehicles this fiscal year per its fleet "replacement" plan. The agency also continues to work with DPW in order to finalize specifications for the procurement of additional vehicles that the agency has determined to purchase in the replacement plan. It has been determined that the vehicles to be purchased would be slated for the Mortuary/METT units.</p>	