Department of Forensic Sciences FY2017

Agency	Department of Forensic Sciences		**Agency Code**	FR0	**Fiscal Year** 2017

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.

2017 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.**

2017 Key Performance Indicators

Measure	New Measure/ Benchmark Year	Frequency of Reporting	Add Data Fields (if applicable)	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 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. (6 Measures)									
Percentage 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		Not available	Not available	Not available	Not available	New Measure	50%
Percentage of requested homicide cases completed within 60 days from the date the analyst was assigned the case	✔	Quarterly		Not available	Not available	Not available	Not available	New Measure	50%
Average turnaround time for Crime Scene Reports	✔	Quarterly		Not available	Not available	Not available	Not available	New Measure	10
Average turnaround time for crime scene response	✔	Quarterly		Not available	Not available	Not available	Not available	New Measure	30
Percent of Emergency Response Outbreak samples analyzed within 6 days	✔	Quarterly		Not available	Not available	Not available	Not available	New Measure	75%
Percent of Biological Terrorism and Chemical Terrorism samples analyzed within 24 hours	✔	Quarterly		Not available	Not available	Not available	Not available	New Measure	90%
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 Measures)									
Percent of safety incident reports submitted to DFS Safety Officer within 48 hours	✔	Quarterly		Not available	Not available	Not available	Not available	New Measure	90%
Percent of action steps in a Quality Corrective Action Report that are completed by the action step date	✔	Quarterly		Not available	Not available	Not available	Not available	New Measure	90%

Percent of scientists meeting technical competency requirements	✔	Quarterly		Not available	Not available	Not available	Not available	New Measure	90%

3 – Create and maintain a highly efficient, transparent and responsive District government.** (9 Measures)

Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	✔			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	✔			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	✔			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Federal Funds returned	✔			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	✔			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	✔			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	✔			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	✔			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	✔			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

▼ 2017 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)			
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
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
CRIME SCENE TECHNICAL UNIT	Conduct professional and expedient crime scene responses, collection, and storage of evidence. and evidence collection	The Crime Scene Sciences Division will serve as stewards of evidence by maintaining custody of evidence from collection to storage at DFS.	Daily Service
LABORATORY EXPANSION	Improve laboratory efficiency through technological advances.	DFS will continue to expand its capabilities as a top tier forensic and public health laboratory by implementing new scientific programs and investing in laboratory equipment infrastructure.	Key Project
2 - Provide administrative support, training and risk management oversight to our laboratory and technical units by ensuring compliance with the legal mandate to make analysis documents available. The science lab units will each have administrative support services to maintain operational capacity in the form of training, continuing education, safety, risk management, quality and legal support. (3 Activities)			
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
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

RISK MANAGEMENT	Oversee the laboratory environment is both safe and healthy for staff.	Establish, manage and ensure compliance of federal, district, and local regulations and policy; and provide medical surveillance to staff, mandates safety training for all staff members, and audits laboratory facilities to ensure a safe work environment.	Daily Service

3 - Create and maintain a highly efficient, transparent and responsive District government.** (5 Activities)

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
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

2017 Workload Measures

Measure	New Measure/ Benchmark Year	Add Historical and Target Data (FY17)	Numerator Title	Units	Frequency of Reporting	FY 2014	FY 2015	FY 2016 Actual
1 - Conduct professional and expedient crime scene responses, collection, and storage of evidence. and evidence collection (2 Measures)								
Number of evidence items received	✔		Number of evidence items received	items	Quarterly	Not available	Not available	New Measure
Number of crime scenes processed	✔		Number of crime scenes processed	crime scenes	Quarterly	Not available	Not available	New Measure
1 - Conduct timely forensic analysis (8 Measures)								
Number of AFIS database entries	✔		Number of AFIS database entries	AHIS database entries	Quarterly	Not available	Not available	New Measure
Number of service requests from stakeholders	✔		Number of service requests from stakeholders	requests	Quarterly	Not available	Not available	New Measure
Number of firearms processed for test fire	☐		Number of firearms processed for test fire	firearms	Quarterly	828	1137	1717
Number of CODIS database entries	✔		Number of CODIS database entries	CODIS database entries	Quarterly	Not available	Not available	New Measure
Number of NIBIN database entries	✔		Number of NIBIN database entries	NIBIN database entries	Quarterly	1205	2076	New Measure
Number of AFIS database hits	✔		Number of APHIS database hits	AFIS database hits	Quarterly	Not available	Not available	New Measure
Number of CODIS database hits	✔		Number of CODIS database hits	CODIS database hits	Quarterly	Not available	Not available	New Measure
Number of NIBIN database hits	☐		Number of NIBIN database hits	NIBIN database hits	Quarterly	Not available	Not available	349
1 - Provide timely testing of pathogens of public health significance (3 Measures)								
Number of tests performed for each recieved public health sample	✔		Number of tests	tests	Quarterly	Not available	Not available	New Measure
Number of Proficiency Tests performed	✔		Total number of proficiency tests performed	count of proficiency tests performed	Quarterly	Not available	Not available	New Measure
Number of validation efforts performed	✔		Total number of validation efforts performed	raw number of validations performed	Annually	Not available	Not available	New Measure
2 - Monitor quality compliance with certification requirements (3 Measures)								

Number of Quality Corrective Action Requests opened	☐		Number of Quality Corrective Action Requests opened	requests	Quarterly	43	51	129
Number of stakeholder complaints received	☐		Number of stakeholder complaints received	complaints	Quarterly	0	7	20
Number of internal audits	✔		Number of internal audits	audits	Quarterly	Not available	Not available	New Measure

2 - Offer training curriculum for professional development (1 Measure)

Number of training hours completed by employees	✔		training hours	hours	Quarterly	Not available	Not available	New Measure

2 - Oversee the laboratory environment is both safe and healthy for staff. (1 Measure)

Number of safety incidents reported	☐		Number of safety incidents reported	reports	Quarterly	43	39	91

3 - Efficiently procure vital services and resources. (1 Measure)

Number of requisitions submitted into PASS	✔		Number of requisitions submitted into PASS	requisitions	Quarterly	Not available	Not available	New Measure

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	☐		IT service requests	requests	Quarterly	0	2495	4667

3 - Provide legal advice to the agency and facilitate stakeholder engagement. (1 Measure)

Number of discovery requests	✔		Number of discovery requests	requests	Quarterly	Not available	Not available	New Measure

3 - Responsible for human capital management and recruitment for DFS and serves as liaison to external entities. (1 Measure)

Number of employees on-boarded	✔		Number of employees on-boarded	employees	Quarterly	Not available	Not available	New Measure

3 - Strategically forecast, analyze, and present agency data to determine levels of resource efficiency and goal attainment. (1 Measure)

Number of unique statistical reports generated	✔		Number of unique statistical reports generated	reports	Quarterly	Not available	Not available	New Measure

▾ 2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
CRIME SCENE TECHNICAL UNIT (2 Strategic initiative-operation links)		
Implement the use of scanner technology on all serious Part 1 Offenses and where requested by stakeholders.	Crime Scene Sciences will assume street coverage for all Part 1 offenses that occur in the District of Columbia to include but not limited to homicides, death of suspicious nature, fire deaths, all traffic fatalities, police involved shooting where death occurs and all other lesser include Part 1 offenses and all Part 2 Crimes as normal. Scanner technology will be utilized to document the scenes, not relying on hand drawn sketch diagrams. Scanner technology will be utilized to document the scenes.	09-30-2017
Support on boarding all new hires and training to proficiency for duty.	Crime Scene Sciences will strategically hire and train a sufficient number of scientists to civilianize the crime scene response duty. The Metropolitan Police Department will be able to return sworn officers to patrol duties once DFS can put civilian scientists on crime scene response.	09-30-2017
FORENSIC SCIENCE LAB UNIT (3 Strategic initiative-operation links)		
Evaluate application of Next Generation DNA Sequencing for use in the Forensic Biology Unit	The Forensic Biology Unit (FBU) will evaluate the use of commercially available Next Generation Sequencing (NGS) platforms to analyze forensic DNA samples and assess the ability of NGS to produce reliable, accurate and usable results on forensic evidence. The NGS evaluation process conducted by the FBU along with other leading laboratories will provide data as to whether or not this technology will improve forensic DNA intelligence on criminal cases.	09-30-2017
Implement the Mideo Case Management System in the Firearms Examination Unit and Latent Fingerprint Unit.	Mideo is a case management system that will interface with the current agency laboratory information management system (LIMS) to streamline evidence examination workflows and allow for a complete electronic case jacket approach. Forensic firearms and latent analyses as well as accreditation related reviews will be recorded and tracked to ensure accuracy, completeness and verify work product quality. In the past DFS relied on paper documentation to track evidence and public health samples. Paper documentation became an issue with quality assurance. Along with implementation of the IT infrastructure, DFS will foster a culture that understands the system's best management practices and we will be able to develop relevant data to measure performance and improve systems.	09-30-2017

Establish the Forensic Intelligence Unit under the Forensic Science Laboratory Division	The Forensic Intelligence Unit (FIU) will be established initially with four (4) employees to receive, process and track forensic request for examination services to ensure seamless transition, communication and reporting within the Forensic Science Laboratory Division (FSL). The FIU will also identify critical impact cases for intelligence tracking and support all FSL forensic intelligence technology and software to ensure transparent information exchange with all DFS Stakeholders	09-30-2017

INFORMATION TECHNOLOGY (3 Strategic initiative-operation links)

Develop and consolidate the LIMS and MIDIO architect infrastructure.	DFS has 4 IT solutions that now require infrastructure to communicate with one another. The IT solutions include the JusticeTrax Laboratory Information Management System (LIMS), MIDEO LIMS, STACSDNA LIMS, Chemware LIMS, and the Digital Information Management System (DIMS). All solutions have the ability to streamline tracking of evidence and medical specimens, but require significant attention to storage capacity, enterprise architecture, and infrastructure consolidation. FTU will provide a development plan tracked on a quarterly basis. By the end of the fiscal year FTU will have mapped and trained all laboratory units how to access the multiple LIMS most relevant to their needs.

The infrastructure development will require a year of training to develop a culture of quality assurance. Prior to FY16 all evidence transmissions were documented on paper. DFS will require a year-long initiative to acclimate the agency to a new process. | 09-30-2017 |
| Assume the responsibility of Audio/Visual Equipment in the DFS floors of the Consolidated Forensic Lab. | FTU will work to assume the responsibility for all audio/visual equipment in the Conference Rooms and Training rooms on floors 1,2,3, and 4 of the Consolidated Forensic Lab from the Department of General Services. By assuming responsibility FTU will get all existing equipment in working order, provide customer service technological support, and oversee a maintenance plan throughout the year. In addition, by the end of the fiscal year FTU will have provided a long-term strategic plan for the Audio/Visual equipment to the Directorate. The long-term strategic plan will include budgetary needs and an equipment replacement schedule. | 09-30-2017 |
| Create a Digital Evidence Unit (DEU) Business Plan. | FTU will create and implement a business plan for the Digital Evidence Unit of in 2017. The plan will include the mission of the DEU, operational goals and budget, metrics to measure the success of the plan and growth for the next two-five years. The primary goal of the DEU is to assist the following stakeholders with the preservation and analysis of digital devices: The Metropolitan Police Department (MPD), the Office of the Attorney General (OAG), U.S. Attorney's Office (USAO), Office of the Inspector General (OIG), and the Board of Ethics and Government Accountability (BEGA). | 09-30-2017 |

LABORATORY CERTIFICATION (1 Strategic Initiative-Operation Link)

Enhance quality system within Crime Scene Sciences by working toward international accreditation and/or certification for members.	Quality will research international accreditation guidelines to determine most appropriate guideline for CSS. Research possibility of individual certifications and determine number of qualified and/or interested staff. By the end of FY17 Quality will recommend to management an accreditation strategy. We anticipate the research will assist in increasing public confidence by review possible marks of approval, reduce uncertainties associated with decisions that affect the protection of human health and environment, and increase the confidence in data used for key analyses and decisions.	09-30-2017

LABORATORY EXPANSION (1 Strategic Initiative-Operation Link)

Establish the Forensic Chemistry Unit.	The Forensic Chemistry Unit (FCU) will be established within DFS to receive, process, and track forensic requests for examination of drug evidence in submitted samples. The FCU will also identify new District clients to provide services, including analysis of pharmaceuticals, nicotine-containing products, and other forensic chemical identifications. Forensic chemistry testing is a new service that the District will provide to stakeholders. We will be able to test synthetic cannabinoids and other street drugs. This will assist stakeholders who relied on federal assistance in the past.	09-30-2017

LEGAL (1 Strategic Initiative-Operation Link)

Implement a database to perform legal discovery.	Legal will work internally to create a database system to track all discovery to streamline the process. Discovery will move to an all-electronic format that will decrease delays in receiving discovery documents and transmitting to stakeholders. The anticipated reduction in discovery turnaround time will go from 21 business days to 10 business days.	09-30-2017

PERFORMANCE STATISTICS (1 Strategic Initiative-Operation Link)

Draft an Equipment Amortization and Replacement Plan.	The District of Columbia invested $12 million in laboratory equipment when the Consolidated Forensic Lab (CFL) opened in FY2013. By 2018 a portion of the equipment may have reached its lifespan. In 2017, Procurement will identify all equipment inventory, their life cycles, and warranty. The end result will provide cost estimates and recommend how to replace aging equipment within the next five years.	09-30-2017

PROCUREMENT (1 Strategic Initiative-Operation Link)

		09-30-2017
Develop a customer service friendly agency-wide inventory and tracking system that will provide a platform to make inventory requests and a schedule to purchase supportive equipment.	Operations is currently responsible for general office supplies, personal protective equipment, IT equipment (cell phones, computers, laptops, and tablets). All agency personnel utilize the aforementioned, but not one platform tracks the assignment of equipment or requests for replenishment of general inventory. In 2017, Operations will have a web-based platform for laboratory units to make inventory requests and track IT equipment assigned their staff. The impact of this platform will allow DFS the ability to consolidate and account for many, if not all of the products and services, Personal Protective Equipment, modifications and calibration of lab equipment here at DFS. It will serve beneficial for auditing and accountability of computer hardware, software, location. Servicing of equipment would be helpful to outside entities performing asset management with products regularly purchased from outside vendors. Items would be readily available with a description of the product, item/reference number, bar-code and picture and allowing a searchable repository. Ability to provide a legible "Purchase Request Order" form, itemizing the needed products of service. Able to send and received quotes as well. The platform allows the Analyst to track inventory as it enters the building in bulk and/or to an individual or unit. We hope to have the platform move forward with monitoring other aspect such as gases and bio-hazard removal. There's an on-site Program Analyst, who would oversee the maintenance of the platform on a day-to-day basis. Working with the DFS Forensic Technology Unit with internal monitoring and backup of the platform.	09-30-2017

PROFESSIONAL DEVELOPMENT (2 Strategic initiative-operation links)

Increase external training opportunities to include attendance at professional meetings/ committees in the respective scientific disciplines.	Training will research training needs by Divisions for FY17. Training will implement training plan/schedule for agency units. Scientific personnel must stay abreast of advancements in their forensic/public health disciplines. By attending technical training/conferences, they can be familiar with industry standards, determine future impacts related to future impacts related to scientific advancements, and become recognized leaders in their industries by employing up to date practices in their field.	09-30-2017
Implement training opportunities for DFS management.	Training will create and implement a program for DFS managers by identifying external course to enhance, improve, and develop skills such as team building, budget management, communication, conflict resolution, labor management relations, and building and maintaining staff morale.	09-30-2017

PUBLIC HEALTH LAB UNIT (1 Strategic Initiative-Operation Link)

Enhance PulseNet laboratory function using next generation sequencing platform	The Public Health Lab participates in the CDC PulseNet Laboratory System that takes DNA sequence information from foodborne illness cases and looks for connections that may indicate a national outbreak. The CDC has released protocols that require DNA sequencing using a next generation sequencing platform developed by Illumina. PHL will validate and implement this system for PulseNet participation. PHL will maintain full capacity of all area outbreak samples and provide timely results to the client and our DOH partners.	09-30-2017

RISK MANAGEMENT (1 Strategic Initiative-Operation Link)

Restore the Continuation for Operations Plan (COOP).	Safety and Risk Management will collaborate with the Homeland Security and Emergency Management Agency (HSEMA) to update the DFS COOP Plan by hosting one scenario exercise where the Consolidated Forensic Lab ceases operations. Observations during the scenario exercise will inform Safety and Risk Management which sections of the COOP Plan are outdated and require attention. The exercise will include relevant stakeholders who would support all DFS divisions if the CFL where to cease operations.	09-30-2017