Department of Forensic Sciences FY2018

FY2018 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

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 Forensic Science Laboratory Division analyzes evidence submitted from criminal cases, including DNA, fingerprints, firearms, materials, 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.

FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
Through a partnership with Office of Contracting and Procurement, the Department of Forensic Sciences developed the DFS Laboratory Equipment Maintenance Management Program managed by one vendor to replace over 40 service agreements into one consolidated agreement covering over 450 pieces of laboratory equipment and instruments.		The Department of Forensic Sciences consolidated agreement created efficiency by reducing staff time managing multiple service agreements and future cost savings.
The Digital Evidence Unit increased completed cases by 90% from 334 completed cases in FY17 to 636 cases in FY18.		The Digital Evidence Unit established protocols, procedures, and quality practices in FY18 for accreditation under International Laboratory Standards, and expects final accreditation certification in Q1 FY19.
The Department's Forensic Chemistry Unit (FCU) took over general drug testing from the Drug Enforcement Administration, totaling over 800 exhibits since the transfer of responsibility in April. The FCU also supported the development of the new District SAFE DC legislation (K2 Bill), the first in the nation to include categories that are adaptable to a wide range of emerging drugs, such as synthetic cathinones, synthetic cannabinoids, and synthetic opioids. In recognition, the Centers for Disease Control and Prevention (CDC) awarded the Department's Public Health Laboratory (PHL) a	Since then, FCU received accreditation to test for purity analysis of heroin, so that now all District drug cases may be tested at the FCU. This accomplishment not only supports drug testing for District offenses, but it also supports the	

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national award for "Innovative Collaborations with First Responder Communities" for on-going support to the opioid crisis in the District. Finally, the CDC awarded \$1.07M to the Department to develop and build a surveillance laboratory to monitor synthetic opioids and other novel drugs in the District.	national opioid crisis in relation to public health.	

2018 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.**

2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation	
in a timely manner.	1 - Provide high-quality forensic science and public health laboratory analysis to stakeholders so they can execute their own core services to the puin a timely manner. Our three overarching core services are: crime scene evidence collection, forensic science analysis, and public health laborator diagnostic, analytical and emergency response testing. (6 Measures)									
Percent of crime scenes responded to within 30 minutes	Quarterly	90%	69%	66.1%	67.9%	72.5%	69%	Unmet	Once the Crime Scene Scientists' Division receives a call from the Office of Unified Communications, scientists are delayed before they are able to leave the department to respond to a scene. Scientists must communicate with responding officers on the scene to get additional details to make sure the right equipment and materials are being transported to the scene and utilized. This communication is often delayed, which results in the scientists taking longer times to leave the department to respond to a scene.	
Percent of Crime Scene Reports completed within 14 calendar days.	Quarterly	95%	69.5%	84%	75.4%	73.7%	75.3%	Unmet	Crime Scene reports require a supervisor's signature before it is complete. DFS hired two Crime Scene supervisor and Manager in Q4, which will reduce the number of days it takes a supervisor to sign-off on employee reports. The	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									number of crime scene processed increased each quarter, which affected the average turnaround time since there were more reports.
Percentage of requested homicide cases completed within 60 days from the date the analyst was assigned the case	Quarterly	90%	98%	96.8%	98%	99%	97.5%	Met	
Percent of Biological Terrorism and Chemical Terrorism samples analyzed within 24 hours	Quarterly	90%	100%	100%	No applicable incidents	100%	100%	Met	
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	90%	100%	100%	100%	100%	100%	Met	
The ratio of new assays/tests in comparison of total tests offered at the Public Health Laboratory	Quarterly	0.1	No applicable incidents	0.3	0	0.1	0.1	Met	
the legal mandate	to make ar	nalysis docı	uments avail	able. Th	ne science la	b units v	vill each hav	e administr	nical units by ensuring compliance with ative support services to maintain I legal support. (4 Measures)
Percent of action steps in a Quality Corrective Action Report that are completed by the action step date	Quarterly	90%	100%	100%	80%	92.3%	97.1%	Met	
Percent of scientists meeting technical competency requirements	Quarterly	90%	100%	100%	100%	100%	100%	Met	
	Quarterly	90%	100%	100%	100%	100%	100%	Met	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Percent of safety incident reports submitted to DFS Safety Officer within 48 hours									
Percent of discovery requests completed within 21 days.	Quarterly	90%	90%	90%	90%	90.2%	90.1%	Met	

^{**}We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
1 - Conduct professional and expedient crime scene responses, collect	ction, and storage of	evidence. a	nd evidenc	e collection	(2 Measur	es)
Number of evidence items received	Quarterly	17,575	17,230	19,375	20,180	18,590
Number of crime scenes processed	Quarterly	1322	1329	1559	1664	5874
1 - Conduct timely forensic analysis (8 Measures)						
Number of service requests from stakeholders	Quarterly	963	849	981	1134	3927
Number of CODIS database hits	Quarterly	54	53	41	61	209
Number of NIBIN database hits	Quarterly	118	211	266	240	835
Number of AFIS database entries	Quarterly	2798	2125	2192	2064	9179
Number of CODIS database entries	Quarterly	185	139	128	129	581
Number of NIBIN database entries	Quarterly	930	843	1003	891	3667
Number of AFIS database hits	Quarterly	661	488	456	492	2097
Number of firearms processed for test fire	Quarterly	518	490	536	451	1995
1 - Provide timely testing of pathogens of public health significance (3	3 Measures)					
Number of tests performed for each recieved public health sample	Quarterly	812	852	1047	1422	4133
Number of validation efforts performed	Quarterly	14	12	5	7	38
Number of Proficiency Tests performed	Quarterly	61	82	12	12	167

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
2 - Monitor quality compliance with certification requirements (3 N	Measures)	'	,	,	,	,
Number of Quality Corrective Action Requests opened	Quarterly	16	11	15	18	60
Number of stakeholder complaints received	Quarterly	0	0	0	0	0
Number of internal audits	Quarterly	2	0	1	2	5
2 - Offer training curriculum for professional development (1 Meas	ure)					
Number of training hours completed by employees	Quarterly	78	570	1904	848	3400
2 - Oversee the laboratory environment is both safe and healthy for	r staff. (1 Measur	e)				
Number of safety incidents reported	Quarterly	5	7	2	9	23
3 - Efficiently procure vital services and resources. (1 Measure)	·	'				'
Number of requisitions submitted into PASS	Quarterly	64	65	68	93	290
Number of requisitions submitted into PASS 3 - Ensures all IT systems and databases are operational and secure Stakeholders. (1 Measure)	•					
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3 - Ensures all IT systems and databases are operational and secure Stakeholders. (1 Measure) Number of IT service requests received 3 - Provide legal advice to the agency and facilitate stakeholder engineers.	Quarterly gagement. (4 Me	820 easures)	sersonnel to	950	ports and se	autorices to
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3 - Ensures all IT systems and databases are operational and secure Stakeholders. (1 Measure) Number of IT service requests received 3 - Provide legal advice to the agency and facilitate stakeholder engine to the stakeholder of discovery requests recieved Number of Subpoenas received and uploaded to LIMS Number of FOIA Requests Number of MOA/MOUs the agency enters into with other agencies	Quarterly Quarterly	820 213 121 2 6 as liaison t	895 232 261 4 3 o external of	950 321 273 3 1 entities. (1	315 271 7 4 Measure)	3479 1081 926 16 14

2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation						
CRIME SCENE TECHNICAL UNIT (2 Strategic initiatives)										
Review and implement a more effective approach for the processing of evidence in the Chemical Laboratory (CL) for the Crime Scene Sciences Division.	In FY18, the Crime Scene Sciences Division will increase the use of new technology, such as the Reflective Ultraviolet Imaging System (RUVIS), in order to develop a strong workforce. The new technology will improve DFS personnel process in collecting latent prints, support the collection of DNA and trace materials from recovered items such as firearms, and increase the identification of offenders within DC and to other states. In addition, DFS will establish the best sequence to collect from visual examinations through to physical and chemical applications developing latent prints. Quarterly reviews will be supported to reflect quantitative and qualitative metrics and milestones in the process.	Complete	RUVIS is being utilized as a sequential examination method as a search and photographic method on applicable items to capture impressions that may be sufficient quality for examination purposes. During Q4, RUVIS was utilized in approximately 41% of cases received (204 out of 492), and in FY18, RUVIS was utilized in approximately 25% of cases assigned for examination (427 out of 1681 received).							
Create DFS CSS outreach/training program on evidence handling procedures for DFS customers.	In FY18, the Crime Scene Sciences Division will develop an outreach and training program for critical stakeholders, customers, and other District agencies to increase their knowledge on basic evidence handling, storage, and packaging. This will establish standardization throughout the evidence collection and preservation process. In addition, this will improve the seamless exchange of evidence among District agencies responsible for the preservation and safe storage of evidence. Quarterly reviews will be supported to reflect quantitative and qualitative metrics and milestones in the process.	Complete	DFS Training, MPD Crime Scene Investigations Division (CSID), and select MPD District officers have created a MPD Academy Crime Scene Training Program. This is an intensive 3 to 4-day training program that consists of photography, sketching, note taking, report writing, packaging, multiple mock scenes, and pass/fail competencies. The training for reserve officers is 3 days and the training for recruit officers is 4 days. During Q4, we have completed in-service training for approximately 85 reserve officers and have trained approximately 106 recruits and reserve officers in this program.							
FORENSIC SCIENCE LAB UNIT (3 Strategic initiatives)										
Increase In-House DNA Testing at the Department of Forensic Sciences (DFS)	In FY18, the Forensic Biology Unit (FBU) will decrease systemic DNA outsource testing of its current volume of cases and conduct validated DNA testing in house. FBU will focus on training personnel, completing and streamlining work flow efficiencies with a goal of working 50% of cases in house by FY18 Q3 and 75% by FY18 Q4.	75-99%	In Q4 of FY18, the unit completed 43% of cases in-house. This is below the 75% target set for Q4. The unit reported a total of 228 cases in Q4, which was the largest number of cases reported inhouse since DFS' inception. However, there was a simultaneously record a high number of requests for testing in	The FBU currently has a capacity of 300 cases per quarter. The number of requests is trending up, however, from 355 and 349 respectively in Q1 and Q2, to 450 in Q3 (the highest in the agency's history) and 417 in Q4. The deduction of \$1m reduced the capacity for						

Title	Description	Complete to Date	Status Update	Explanation
			FY18 (1571 requests for testing) the majority of which occurred in the second half of the year. As such, many cases were outsourced during that timeframe with over 300 of these cases being completed in Q4.	outsourcing in Q3 to 80, which then rebounded in Q4 to 302. It is recommended that future targets for FBU are based on an absolute capacity of 300 cases per quarter.
Implementation of Mideo Technology in the Latent Fingerprint and Firearms Examination Units	In FY18, DFS will continue to implement Mideo technology in the Latent Fingerprint Unit and Firearms Examination Unit. This technology will improve forensic case management and quality enhancements to ensure the accuracy and transparency of testing examinations in both units. Both units will address work flow, develop written policies and procedures, and competency measures in accordance with accreditation guidelines. Mideo will be fully implemented in both units by FY18-Q4.	75-99%	The Firearms Examination Unit (FEU) fully implemented Mideo and in Q4 drafted a standard operating procedure (SOP) ensure unit clarity of guidelines and technical operating usage. The Latent Finger Print Unit (LFU) is working towards finalizing the Mideo worksheets for testing in casework examinations. In addition, the LFU latent print chemical processing laboratory will also be utilizing the Mideo database for the acquisition of overall casework and evidentiary impressions for further examinations as a part of the normal case workflow. The Mideo SOP will be undergoing final revisions to incorporate the new workflow for implementation in casework.	Delayed installation of the software early in the project prevented this project from being completed on time. The final task is the acceptance of the procedure in the quality manual.
Examine the Impact of Forensic Intelligence Reports in the Criminal Justice Process	In FY18, the Forensic Intelligence Unit (FIU) will develop methods to analyze data from stakeholders and Forensic Science Laboratory units. This will help determine the overall criminal justice impact from DFS fingerprint, firearms, digital and DNA evidence examinations. In addition, FIU will determine overall utility and outcomes to investigations from hits/and or associations from forensic intelligence computer systems such as the Automated Fingerprint Identification System (AFIS), Combined DNA Index System (CODIS), and National Integrated Ballistic Information Network (NIBIN). FIU will produce a unit specific review each quarter (FBU -FY18-Q1, LFU-FY18-Q2, DEU-FY18-Q3 and FEU-FY18-Q4)	50-74%	The bi-weekly meeting with MPD, instituted by FIU in order to receive feedback on overall utility and outcomes of the forensic intelligence hits on case closure, is also ongoing. The Mayor's FY18 Summer Crime Initiative (SCI) has closed and FIU was successful in tracking daily offenses, confirming evidence submissions to DFS as well as prioritizing forensic examination requests, and collating analyzed information into viable intelligence. Finally, FIU has produced a review of the Firearms Examination Unit (FEU) highlighting the major achievements of the unit for this quarter.	The unit has experienced turnover in personnel and there are currently two vacant positions. Recruitment processes are underway.

Title	Description	Complete to Date	Status Update	Explanation
HUMAN RESOURC	ES (1 Strategic Initiative)			
Develop an Employee Retention Plan for the employees in the Firearms Examination Unit	In FY18, DFS will develop an employee retention plan specific to the Firearms Examination Unit (FEU) to increase the unit's personnel retention rate. Due to the national shortage of qualified individuals, FEU examiners are difficult to hire and retain. In Q1, DFS will research initiatives and identify existing incentives programs within District Government that could be utilized to retain FEU examiners. In addition, DFS will work with professional associations for Firearms Examiners to identify successful retention programs in other jurisdictions in order to improve retention. In Q2, DFS will also work with The Department of Human Resources to obtain feedback and provide retention plan recommendations to the Office of the Deputy Mayor for Public Safety and City Administrator.	Complete	In Q4, DFS worked with DCHR to explore the logistics and legislative requirements associated with the implementation of the plan. DCHR has taken the lead to work through OPLA to propose the 457 retirement benefits; and the student loan repayment initiative. DFS received advice that the 457 retirement benefits and the student loan proposals have been rejected.	
INFORMATION TEC	CHNOLOGY (1 Strategic Initiative)			
Implement a strategy to increase the digital and laboratory data storage capacity at the Department of Forensic Sciences	In FY18, DFS will launch the Forensic Digital Storage System to support storage of analytical data, clinical data, and digital evidence for the Forensic Science Laboratory, Public Health Laboratory, and Crime Scene Science Division. The system will support the exponential growth in data storage needs from 1 to 3 Terabytes of data a day due to the implementation of several advanced scientific and information technology systems.	25-49%	OCTO delayed installing the switch in Q3 due to organizational changes. However, it was installed in Q4 in addition to upgraded power circuitry. Migration of data was commenced albeit to a more conservative plan than originally proposed due to the departure of senior experienced staff.	DFS had difficulty gaining commitment which was then followed by unfulfilled promises from and by OCTO. OCTO dependent tasks are complete and data migration is underway
LABORATORY CER	TIFICATION (2 Strategic initiatives)			
Prepare the Forensic Chemistry Unit for ISO 17025 Laboratory Accreditation	Over FY18, DFS will incrementally take over the testing responsibilities for the District's illicit substance cases from the US Drug Enforcement Agency (DEA). By start of FY18-Q1, DFS Forensic Chemistry Unit (FCU) will have completed an internal desk audit by DFS Quality, and by ending of FY18-Q1, the FCU will undergo an external audit by ANSI-ASQ National Accreditation	Complete	January 8 - 10, the Forensic Chemistry Unit underwent an external audit by ANAB for international accreditation. They were awarded accreditation for Chemistry on February 13, 2018.	

Title	Description	Complete	Status Update	Evolonation
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	Board (ANAB), with accreditation to ISO/IEC 17025 by start of FY18-Q2.			
Prepare the Digital Evidence Unit for ISO 17025 Laboratory Accreditation	In FY18, DFS Digital Evidence Unit (DEU) will finalize policies, standard operating procedures and quality assurance and control documents to demonstrate compliance with international accreditation standards and achieve accreditation of ISO 17025 for FY18.	75-99%	The Digital evidence Unit (DEU) underwent an onsite inspection from ANAB August 27-30 for ISO 17025 accreditation. The DEU has 2 minor nonconformities that are being resolved. Once completed, the Digital Evidence Unit is expected to receive its formal accreditation.	An issue of timing. The accreditation assessment team conducted their assessment visit late in FY18. The two minor nonconformances are addressed by defined quality procedures within DFS, which is then followed by consideration by the external accreditation authority before formal accreditation is granted.
LABORATORY EXP	ANSION (2 Strategic initiatives)			
Implement Next Generation Sequence (NGS) Typing of microbial and human DNA	In FY18, DFS will implement the use of Next Generation Sequencing (NGS) technologies for both the Forensic Science Laboratory and the Public Health Laboratory (PHL) Division for the use of evidentiary samples and microbial samples of interest. The use of NGS will provide additional DNA information for investigators and allow PHL to participate in the PulseNet program to help identify food borne illness outbreaks within the District. By FY18 Q2, the PHL will be certified by the Centers for Disease Control and Prevention (CDC) PulseNet program for Salmonella. By FY18 Q4, the PHL will also have NGS implemented for Carbapenem Resistant Enterobacteriaceae determination.	50-74%	New Molecular Diagnostics Unit manager and the MDU team have completed successful runs and are preparing to complete runs with the certification strains provided by CDC. MDU is actively participating in Advanced Molecular Diagnostics and local STAPH-B (an infectious disease) conferences and preparing for high- throughput capacity. A newly hired molecular technologist is applying for WGS (Whole Genome Sequencing) PulseNet training at CDC and acceptance will result in two fully trained technologists. Both staff have completed almost all requirements for certification panels in Q4, which will be finalized in early FY19.	Lack of resources for staff, reagents and equipment delayed progress. In addition, the necessary expertise to lead the initiative needed to be recruited. Resources have now been allocated and the expertise has been recruited.
Explore a replacement for File on Q and	The District government currently uses two systems to manage evidence within the District. The	Complete	The consultant completed all work in Q3 and provided the report. In Q4,	

Title	Description	Complete	Status Update	Explanation			
	-	to Date		•			
JUSTICTRAX LIMS, to support a unified system to track evidence and property for the District.	Department of Forensic Sciences (DFS) uses JUSTICTRAX Laboratory Information Management System (LIMS) which maintains detailed data sets for evidence, from the scene to the court. The Metropolitan Police Department (MPD) uses File on Q (FoQ) which help in tracking items for storage and location that is limited in granularity and not suitable as a LIMS. DFS must use both systems to ensure stakeholder's needs are met which increases labor costs and turnaround time for the District. In FY18, DFS will explore new LIMS systems to replace both JUSTICTRAX LIMS and FoQ. DFS will develop a work group with MPD and OCTO that will review current system in order to establish requirements for the new LIMS system, evaluate various COTS products for suitability, and determine approximate costs to replace systems to help maintain the integrity of the District.		the report was used to develop a submission for capital funds for FY19-FY20 that will be used to purchase, configure and install a new LIMS, migrate existing data, and to train end users in its functions. The budget proposal was submitted and approved.				
PROFESSIONAL DEVELOPMENT (1 Strategic Initiative)							
Provide professional development to emerging leaders within DFS	In FY18, DFS will develop a training program for emerging leaders (non-managers and new managers) within the agency with a focus on core values, basics of management, emotional intelligence, and communicating effectively to advance DFS personnel professional contributions to the agency. This training program will supplement and enhance existing training curriculum provided by DCHR for nonmanagers who are interested in getting into management, and for new managers who need additional management skills. The plan will be finalize by end of FY18-Q2 for implementation	75-99%	All ten courses have been developed for the program and the training materials and slides are under final edit. In Q4, DFS contracted with an outside vendor for cultural norms assessment and will use the findings of that report to enhance the Emerging Leaders training that will be completed in the next FY.	The training program has been fully developed; however, DFS will implement the program in FY19.			

Title	Description	Complete to Date	Status Update	Explanation			
	throughout the remaining fiscal year.						
PUBLIC HEALTH LAB UNIT (1 Strategic Initiative)							
Re-establish sexually transmitted disease testing into the Public Health Lab	In FY18, DFS Public Health Laboratory (PHL) will reestablish STD testing capabilities for the District to identify chlamydia, gonorrhea, and syphilis from samples received from District hospitals and health care facilities. This will help reduce the cost of outsourcing and improve the quality in services. PHL will follow current CDC recommendations for testing to ensure accurate and prompt results for appropriate diagnosis and surveillance. By FY18 Q2, the PHL will implement a pilot program for testing chlamydia and gonorrhea by molecular methods to provide robust data and information for the Department of Health (DOH). By FY18 Q4, syphilis testing will be implemented in an effort to support the DOH HIV/AIDS, STD, Hepatitis, and TB Administration of the DOH.	75-99%	Discussions regarding gonorrhea culture and antimicrobial susceptibility testing have progressed with DC Health and we have an agreement in place to begin testing in Q4, pending funding from the CDC. Regardless of funding allocation from the CDC, this testing will commence in FY19.	The funding for the program was delayed as was agreement from the principal stakeholder. This has now been rectified.			