
Office of the Chief Medical Examiner

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Table FX0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$12,419,094	\$14,078,717	\$13,542,929	\$14,013,143	3.5
FTEs	87.0	98.0	100.0	101.0	1.0
CAPITAL BUDGET	\$0	\$141,636	\$500,000	\$2,030,000	306.0
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Office of the 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.

The agency's FY 2021 approved budget is presented in the following tables:

FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table FX0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

Table FX0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
GENERAL FUND												
Local Funds	11,646	12,016	12,945	12,195	-750	-5.8	84.0	91.1	96.0	94.0	-2.0	-2.1
TOTAL FOR GENERAL FUND	11,646	12,016	12,945	12,195	-750	-5.8	84.0	91.1	96.0	94.0	-2.0	-2.1
PRIVATE FUNDS												
Private Grant Funds	0	19	0	62	62	N/A	0.0	1.0	0.0	1.0	1.0	N/A
TOTAL FOR PRIVATE FUNDS	0	19	0	62	62	N/A	0.0	1.0	0.0	1.0	1.0	N/A
INTRA-DISTRICT FUNDS												
Intra-District Funds	773	2,043	598	1,756	1,158	193.8	3.0	5.9	4.0	6.0	2.0	50.0
TOTAL FOR INTRA-DISTRICT FUNDS	773	2,043	598	1,756	1,158	193.8	3.0	5.9	4.0	6.0	2.0	50.0
GROSS FUNDS	12,419	14,078	13,543	14,013	470	3.5	87.0	98.0	100.0	101.0	1.0	1.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2021 Approved Operating Budget, by Comptroller Source Group

Table FX0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

Table FX0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	7,496	7,827	8,913	8,192	-722	-8.1
12 - Regular Pay - Other	800	686	558	770	212	38.0
13 - Additional Gross Pay	383	441	310	310	0	0.0
14 - Fringe Benefits - Current Personnel	1,729	1,916	2,026	1,921	-105	-5.2
15 - Overtime Pay	216	118	210	110	-100	-47.6
SUBTOTAL PERSONAL SERVICES (PS)	10,623	10,988	12,018	11,303	-715	-5.9
20 - Supplies and Materials	687	770	688	748	59	8.6
31 - Telecommunications	17	0	10	10	0	0.0
40 - Other Services and Charges	280	534	198	1,058	860	433.6
41 - Contractual Services - Other	797	555	629	835	206	32.8
70 - Equipment and Equipment Rental	14	1,232	0	60	60	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	1,796	3,091	1,525	2,710	1,185	77.7
GROSS FUNDS	12,419	14,079	13,543	14,013	470	3.5

*Percent change is based on whole dollars.

FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table FX0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FX0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
(1000) ADMINISTRATIVE MANAGEMENT PROGRAM										
(1010) Personnel	130	158	301	128	-173	1.0	1.0	1.0	1.0	0.0
(1020) Contracting and Procurement	235	241	217	212	-5	2.9	3.0	2.0	2.0	0.0
(1040) Information Technology	412	424	344	348	4	2.0	2.0	2.0	2.0	0.0
(1041) Data Fusion Center	126	143	231	237	6	1.0	1.0	2.0	2.0	0.0
(1056) Emergency Preparedness/Safety	216	18	0	0	0	1.0	1.0	0.0	0.0	0.0
(1060) Legal	180	181	324	188	-137	1.0	1.0	2.0	1.0	-1.0
(1070) Fleet Management	54	62	45	45	0	0.0	0.0	0.0	0.0	0.0
(1080) Communications	1	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(1086) Records Management	361	402	455	315	-141	4.9	5.0	5.0	5.0	0.0
(1090) Performance Management	1,133	2,658	1,266	1,892	625	4.9	6.0	7.0	9.0	2.0
SUBTOTAL (1000) ADMINISTRATIVE MANAGEMENT PROGRAM	2,848	4,289	3,184	3,365	181	18.6	20.0	21.0	22.0	1.0
(100F) AGENCY FINANCIAL OPERATION										
(110F) Budget Operations	157	126	133	161	28	1.0	1.0	1.0	1.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATION	157	126	133	161	28	1.0	1.0	1.0	1.0	0.0
(2000) DEATH INVESTIGATIONS/ CERTIFICATIONS										
(2100) Forensic Pathology	1,103	1,064	1,110	1,623	514	5.9	5.0	4.0	7.0	3.0
(2200) Forensic Investigations	1,947	2,075	2,064	2,712	649	12.7	14.0	14.0	14.0	0.0
(2202) Anthropology/Identification	819	701	746	702	-44	6.8	7.0	7.0	6.0	-1.0
(2300) Mortuary Services	2,541	2,621	3,066	2,804	-261	21.5	24.0	27.0	25.0	-2.0
(2301) Forensic Support Services	62	49	41	-471	-511	0.0	0.0	0.0	0.0	0.0
(2302) Histology	153	125	174	135	-39	1.0	1.0	2.0	1.0	-1.0
SUBTOTAL (2000) DEATH INVESTIGATIONS/ CERTIFICATIONS	6,626	6,634	7,200	7,506	306	47.9	51.0	54.0	53.0	-1.0
(3000) FATALITY REVIEW COMMITTEES										
(3100) Child Fatality Review Committee	537	685	748	849	101	4.9	7.0	7.0	9.0	2.0
SUBTOTAL (3000) FATALITY REVIEW COMMITTEES	537	685	748	849	101	4.9	7.0	7.0	9.0	2.0

Table FX0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
(4000) FORENSIC TOXICOLOGY										
(4100) Forensic Toxicology Lab	2,251	2,345	2,278	2,133	-146	14.7	18.9	17.0	16.0	-1.0
SUBTOTAL (4000) FORENSIC TOXICOLOGY	2,251	2,345	2,278	2,133	-146	14.7	18.9	17.0	16.0	-1.0
TOTAL APPROVED OPERATING BUDGET	12,419	14,079	13,543	14,013	470	87.0	98.0	100.0	101.0	1.0

(Change is calculated by whole numbers and numbers may not add up due to rounding)

Note: For more detailed information regarding the approved funding for the activities within this agency’s programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 Operating Appendices** located on the Office of the Chief Financial Officer’s website. “No Activity Assigned” indicates budget or actuals that are recorded at the division/program level.

Division Description

The Office of the Chief Medical Examiner operates through the following 5 divisions:

Death Investigations and Certifications – is responsible for forensic pathology, forensic investigation, and forensic support services. Forensic pathology involves conducting decedent examination, determining the cause and manner of death, and providing that information to next of kin, law enforcement, designated government entities, and interested parties. Forensic investigation includes evidence-gathering, medical interpretation, and provision of information to aid in the determination of the cause and manner of death. The purpose of forensic support services is to provide services in the form of consultations and testing services to support the forensic pathology staff in the determination of the cause and manner of death.

This division contains the following 6 activities:

- **Forensic Pathology** – provides, in a timely manner, decedent external and/or internal examination, documentation (i.e., medical transcription), and analysis services to law enforcement, government agencies, interested parties, and families to determine and understand the cause and manner of death;
- **Forensic Investigations** – provides information, evidence gathering, and medical interpretation services to OCME, law enforcement agencies, legal counsel, and the community to identify decedents and aid in determining the cause and manner of death;
- **Anthropology and Identification** – ensures that decedent identification is made in an accurate and efficient manner and manages the caseload of unidentified decedents for public disposition;
- **Mortuary Services** – provides body transport and autopsy support to forensic pathology staff and the funeral industry;
- **Forensic Support Services** – provides forensic support services in the form of consultations and testing services to support the forensic pathology staff in the determination of the cause and manner of death; and
- **Histology** – provides real-time forensic histology support services consisting of preparation, processing, and embedding of tissue as well as staining and development of histology slides for microscopic analysis for the purpose of establishing cause and manner of death.

Fatality Review Committees – reviews the circumstances of the deaths of individuals within certain populations, including their interaction with District government services. The purpose of the reviews is to provide analysis and recommendations to the public and District entities serving defined populations so that they can address systemic problems and provide better services.

Forensic Toxicology – maintains standards of practice for the detection, identification, and quantitation of alcohol, drugs, and other toxins in biological specimens. The laboratory provides scientific support services to OCME so that the agency may provide accurate death investigation information in a timely manner to the next of kin, law enforcement agencies, legal counsel, and the community, when required. It also provides services to various external government entities regarding specified types of testing.

Agency Management – provides for administrative support and the required tools to achieve operational and programmatic results. This division is standard for all agencies using performance-based budgeting.

Agency Financial Operations – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This division is standard for all agencies using performance-based budgeting.

Division Structure Change

The Office of the Chief Medical Examiner has no division structure changes in the FY 2021 approved budget.

FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table FX0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

Table FX0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2020 Approved Budget and FTE		12,945	96.0
No Change		0	0.0
LOCAL FUNDS: FY 2021 Recurring Budget		12,945	96.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	279	0.0
Increase: To align resources with operational spending goals	Multiple Programs	3	0.0
Decrease: To adjust Overtime Pay	Death Investigations/ Certifications	-100	0.0
Enhance: To adjust Contractual Services costs for forensic cause-of-death investigations (one-time)	Death Investigations/ Certifications	200	0.0
Reduce: To recognize savings in personal and nonpersonal services	Multiple Programs	-709	-3.0
Shift: COVID-19 Relief funding (one-time)	Multiple Programs	-511	0.0
LOCAL FUNDS: FY 2021 Mayor's Proposed Budget		12,107	93.0
Enhance: To support additional FTE(s)	Fatality Review Committees	88	1.0
LOCAL FUNDS: FY 2021 District's Approved Budget		12,195	94.0
PRIVATE GRANT FUNDS: FY 2020 Approved Budget and FTE		0	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Administrative Management Program	62	1.0
PRIVATE GRANT FUNDS: FY 2021 Mayor's Proposed Budget		62	1.0
No Change		0	0.0
PRIVATE GRANT FUNDS: FY 2021 District's Approved Budget		62	1.0

Table FX0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE		598	4.0
Increase: To align budget with projected revenues	Multiple Programs	1,158	2.0
INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget		1,756	6.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget		1,756	6.0
GROSS FOR FX0 - OFFICE OF THE CHIEF MEDICAL EXAMINER		14,013	101.0

(Change is calculated by whole numbers and numbers may not add up due to rounding)

FY 2021 Approved Budget Changes

The Office of the Chief Medical Examiner's (OCME) FY 2021 approved gross budget is \$14,013,143, which represents a 3.5 percent increase over the FY 2020 approved gross budget of \$13,542,929. The budget is comprised of \$12,194,895 in Local funds, \$61,986 in Private Grant funds, and \$1,756,263 in Intra-District funds.

Recurring Budget

The Office of the Chief Medical Examiner's budget proposal reflects no change from the FY 2020 approved budget to the FY 2021 recurring budget.

Mayor's Proposed Budget

Increase: In Local funds, the Office of the Chief Medical Examiner's (OCME) budget proposal includes an increase of \$279,044 to align the personal services budget with anticipated expenditures across multiple divisions. In addition, the Local funds budget proposal includes a net increase of \$3,000 across multiple divisions to align agency resources with nonpersonal services operational spending priorities.

In Private Grant funds, OCME's proposed budget plan reflects an increase of \$61,986 and 1.0 Full Time Equivalent (FTE) in the Administrative Management division to support grant program activities.

In Intra-District funds, the proposed budget plan includes a net increase of \$1,158,473 and 2.0 FTEs across multiple divisions. This action is the result of various new and continuing projects with various internal and external stakeholders for the detection, identification, and quantitation of alcohol, drugs, and other toxins in biological specimens. These agreements are critical to the attainment of OCME's operational and performance goals and serves to heighten the quality of life and safety for District residents and their communities.

Decrease: OCME's FY 2021 budget proposal in Local funds includes a decrease of \$100,000 in Overtime Pay in the Death Investigation/Certification division.

Enhance: OCME's FY 2021 budget proposal includes a one-time increase of \$200,000 in Local funds to support forensic and cause-of-death investigations in the Death Investigation/Certification division. This funding is critical to the attainment of OCME's operational and performance priorities.

Reduce: OCME's FY 2021 Local funds budget proposal includes a decrease of \$709,187 and 3.0 FTEs across multiple divisions to realize programmatic savings in personal and nonpersonal services.

Shift: OCME's proposed Local funds budget is reduced by \$511,367 to reflect the availability of one-time federal payment funds from the COVID-19 Relief Fund to pay these costs. These federal payment funds are

budgeted in the Non-Departmental agency and will be allocated to OCME as needed (see the Non-Departmental budget chapter for details).

District's Approved Budget

Enhance: The Office of the Chief Medical Examiner's approved Local funds budget reflects an increase of \$88,265 and 1.0 FTE to support a Fatality Review Specialist.

Agency Performance Plan*

The Office of the Chief Medical Examiner (OCME) has the following strategic objectives for FY 2021:

Strategic Objectives

Strategic Objectives describe what the agency will do, at a high level, to achieve its mission. These are action-based sentences that define what an agency does for its customers, whether the customers are residents or other District agencies, and how that improves the District.

Objectives

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.
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.
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.
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.
5. Create and maintain a highly efficient, transparent, and responsive District government.

ACTIVITIES

Activities include the work that happens on a daily basis to help achieve the Strategic Objectives. Activity names come from the budget line items. This is further divided into “daily services” (ex. sanitation disposal), and long-term “key projects” that are high profile, one-time and span several years, (ex. redevelopment of Walter Reed Army Medical Center). Many agencies will mostly have daily services, whereas some agencies that have more of their budget come from capital funding will have several key projects.

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)

Activity Title	Activity Description	Type of Activity
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 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

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)

Activity Title	Activity Description	Type of Activity
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
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 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

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)

Activity Title	Activity Description	Type of Activity
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
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
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

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)

Activity Title	Activity Description	Type of Activity
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

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)

Activity Title	Activity Description	Type of Activity
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
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

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)

Activity Title	Activity Description	Type of Activity
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
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

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)

Activity Title	Activity Description	Type of Activity
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

5. Create and maintain a highly efficient, transparent, and responsive District government. (4 Activities)

Activity Title	Activity Description	Type of Activity
Procurement Process Management	Support the District's contracts and procurements process through adherence to the District's rules and regulations, particularly the 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
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
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	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

KEY PERFORMANCE INDICATORS

Key Performance Indicators measure how well an agency is achieving its Strategic Objectives. They are outcome-oriented and should be used to answer the question, “What does the agency need to measure to determine success?”

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. (8 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of all reports of postmortem examinations completed within 90 calendar days from the time of autopsy in all cases	No	93.2%	90%	95.5%	90%	90%
Percent of decedent cases scientifically identified within five days	No	33.6%	30%	56.7%	30%	30%
Percent of decedent storage unit spaces unoccupied within the morgue during normal operation periods.	No	New in 2020	New in 2020	New in 2020	New in 2020	55%
Percent of mortuary/transport service scene response within one hour of transport notification by an investigator or medical examiner of an accepted case	No	97.3%	95%	95%	95%	95%
Percent of storage requests from hospitals filled within two business days of receipt.	No	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021
Percent of toxicology examinations completed within 60 calendar days of case submission	No	90.9%	40%	91.8%	50%	50%
Percent of toxicology examinations completed within 90 calendar days of case submission	No	98.5%	80%	99.6%	80%	80%
Percentage of decedents with no known next of kin to be entered into Namus Unclaimed prior to the release of the decedent for public disposition.	No	New in 2020	New in 2020	New in 2020	New in 2020	80%

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. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of employees completing and maintaining licensure, certification, industry-specific, web-based, internal agency training	No	100%	90%	100%	90%	90%
Percent of external autopsy requests responded to within 2 business days of receipt	No	99%	90%	99.9%	90%	90%
Percent of forensic pathologists (medical examiners) that are board certified or board eligible	No	100%	90%	100%	90%	90%

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. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of CFRC case summary reports that will be uploaded to the web portal three days prior to the scheduled case review meetings	No	96.4%	80%	100%	80%	80%
Percent of Child Fatality Review Committee (CFRC) fatality reviews held within six months of notification of the death	No	100%	70%	100%	70%	70%
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	No	100%	90%	66.7%	90%	No Target Set
Percent of FOIA requests responded to within fifteen (15) days	No	94.1%	90%	87%	90%	90%

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)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of agency employees completing a mass fatality training annually	No	96.6%	95%	95.6%	95%	95%

**5. Create and maintain a highly efficient, transparent, and responsive District government.
(13 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of positions posted and filled within 30 days	No	Data Forthcoming	Data Forthcoming	Data Forthcoming	Data Forthcoming	40%
Percent of requisitions submitted by the timeframe as prescribed by the District's contracting authority's acquisition planning	No	Data Forthcoming	Data Forthcoming	Data Forthcoming	Data Forthcoming	50%

WORKLOAD MEASURES

Workload Measures, also called inputs or outputs, quantify an activity, effort or process that is necessary to make progress towards the Strategic Objectives. They help answer the question; "How much are we doing?"

1. Forensic Pathology Services

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Anthropologic Analyses Performed	No	123	113	111
Number of child deaths due to inappropriate bedding/SUID (with or without crib in the dwelling)	No	0	17	21
Number of deaths due to hypertensive cardiovascular disease/obesity	No	288	329	305
Number of Deaths Due to Traffic Accidents (i.e., cars, Metro, motorcycles, pedestrian, bicycle)	No	64	57	58
Number of drug deaths (illicit/rxn) diagnosed	No	153	225	190
Number of elder deaths due to falls (age 65 and over)	No	68	62	60
Number of Infant deaths (1 year and under)	No	47	25	25
Number of Postmortem Examinations performed: Full/Partial (Not including External Exams)	No	1406	1252	875
Number of youth (ages 10-19) homicides where gun violence is a factor	No	11	15	16

2. Toxicology Analysis

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of DUI cases performed	No	439	534	512

Performance Plan End Notes:

*For more information about the structure and components of FY 2021 draft performance plans, please see the FY 2021 Approved Budget and Financial Plan, Volume 1, Appendix E.

**Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

***For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>