

# Office of the Chief Medical Examiner

[www.ocme.dc.gov](http://www.ocme.dc.gov)

Telephone: 202-698-9000

**Table FX0-1**

					% Change
	FY 2019	FY 2020	FY 2021	FY 2022	from
Description	Actual	Actual	Approved	Approved	FY 2021
OPERATING BUDGET	\$14,078,717	\$14,123,196	\$14,013,143	\$15,527,201	10.8
FTEs	98.0	106.0	101.0	108.0	6.9
CAPITAL BUDGET	\$141,636	\$85,244	\$2,030,000	\$1,284,000	-36.7
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 2022 approved budget is presented in the following tables:

## FY 2022 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table FX0-2 contains the approved FY 2022 budget by revenue type compared to the FY 2021 approved budget. It also provides FY 2019 and FY 2020 actual data.

**Table FX0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021	% Change*	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021	% Change
<b>GENERAL FUND</b>												
Local Funds	12,016	10,283	12,195	13,445	1,250	10.2	91.1	95.0	94.0	96.0	2.0	2.1
<b>TOTAL FOR GENERAL FUND</b>	<b>12,016</b>	<b>10,283</b>	<b>12,195</b>	<b>13,445</b>	<b>1,250</b>	<b>10.2</b>	<b>91.1</b>	<b>95.0</b>	<b>94.0</b>	<b>96.0</b>	<b>2.0</b>	<b>2.1</b>
<b>FEDERAL RESOURCES</b>												
Federal Payments	0	2,216	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
Federal Grant Funds	0	0	0	525	525	N/A	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>0</b>	<b>2,216</b>	<b>0</b>	<b>525</b>	<b>525</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>PRIVATE FUNDS</b>												
Private Grant Funds	19	3	62	0	-62	-100.0	1.0	0.0	1.0	0.0	-1.0	-100.0
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>19</b>	<b>3</b>	<b>62</b>	<b>0</b>	<b>-62</b>	<b>-100.0</b>	<b>1.0</b>	<b>0.0</b>	<b>1.0</b>	<b>0.0</b>	<b>-1.0</b>	<b>-100.0</b>
<b>INTRA-DISTRICT FUNDS</b>												
Intra-District Funds	2,043	1,621	1,756	1,557	-199	-11.3	5.9	11.0	6.0	12.0	6.0	100.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>2,043</b>	<b>1,621</b>	<b>1,756</b>	<b>1,557</b>	<b>-199</b>	<b>-11.3</b>	<b>5.9</b>	<b>11.0</b>	<b>6.0</b>	<b>12.0</b>	<b>6.0</b>	<b>100.0</b>
<b>GROSS FUNDS</b>	<b>14,078</b>	<b>14,123</b>	<b>14,013</b>	<b>15,527</b>	<b>1,514</b>	<b>10.8</b>	<b>98.0</b>	<b>106.0</b>	<b>101.0</b>	<b>108.0</b>	<b>7.0</b>	<b>6.9</b>

\*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 2022 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2022 Approved Operating Budget, by Comptroller Source Group

Table FX0-3 contains the approved FY 2022 budget at the Comptroller Source Group (object class) level compared to the FY 2021 approved budget. It also provides FY 2019 and FY 2020 actual expenditures.

**Table FX0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021	Percentage Change*
11 - Regular Pay - Continuing Full Time	7,827	8,212	8,192	9,273	1,081	13.2
12 - Regular Pay - Other	686	841	770	901	131	17.0
13 - Additional Gross Pay	441	473	310	310	0	0.0
14 - Fringe Benefits - Current Personnel	1,916	2,047	1,921	2,357	436	22.7
15 - Overtime Pay	118	218	110	110	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>10,988</b>	<b>11,792</b>	<b>11,303</b>	<b>12,951</b>	<b>1,648</b>	<b>14.6</b>

**Table FX0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2019</b>	<b>Actual FY 2020</b>	<b>Approved FY 2021</b>	<b>Approved FY 2022</b>	<b>Change from FY 2021</b>	<b>Percentage Change*</b>
20 - Supplies and Materials	770	718	748	816	69	9.2
31 - Telecommunications	0	0	10	10	0	0.0
40 - Other Services and Charges	534	682	1,058	920	-138	-13.0
41 - Contractual Services - Other	555	713	835	830	-5	-0.6
70 - Equipment and Equipment Rental	1,232	218	60	0	-60	-100.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>3,091</b>	<b>2,331</b>	<b>2,710</b>	<b>2,576</b>	<b>-134</b>	<b>-5.0</b>
<b>GROSS FUNDS</b>	<b>14,079</b>	<b>14,123</b>	<b>14,013</b>	<b>15,527</b>	<b>1,514</b>	<b>10.8</b>

\*Percent change is based on whole dollars.

**FY 2022 Approved Operating Budget and FTEs, by Division/Program and Activity**

Table FX0-4 contains the approved FY 2022 budget by division/program and activity compared to the FY 2021 approved budget. It also provides FY 2019 and FY 2020 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)

<b>Division/Program and Activity</b>	<b>Dollars in Thousands</b>					<b>Full-Time Equivalents</b>				
	<b>Actual FY 2019</b>	<b>Actual FY 2020</b>	<b>Approved FY 2021</b>	<b>Approved FY 2022</b>	<b>Change from FY 2021</b>	<b>Actual FY 2019</b>	<b>Actual FY 2020</b>	<b>Approved FY 2021</b>	<b>Approved FY 2022</b>	<b>Change from FY 2021</b>
<b>(1000) ADMINISTRATIVE MANAGEMENT PROGRAM</b>										
(1010) Personnel	158	159	128	128	0	1.0	1.0	1.0	1.0	0.0
(1020) Contracting and Procurement	241	220	212	141	-71	3.0	2.0	2.0	2.0	0.0
(1040) Information Technology	424	327	348	349	1	2.0	2.0	2.0	2.0	0.0
(1041) Data Fusion Center	143	158	237	205	-33	1.0	2.0	2.0	2.0	0.0
(1056) Emergency Preparedness/Safety	18	-5	0	0	0	1.0	0.0	0.0	0.0	0.0
(1060) Legal	181	141	188	184	-3	1.0	2.0	1.0	1.0	0.0
(1070) Fleet Management	62	50	45	51	5	0.0	0.0	0.0	0.0	0.0
(1086) Records Management	402	400	315	493	178	5.0	5.0	5.0	5.0	0.0
(1090) Performance Management	2,658	2,277	1,892	2,139	247	6.0	6.9	9.0	13.0	4.0
<b>SUBTOTAL (1000) ADMINISTRATIVE MANAGEMENT PROGRAM</b>	<b>4,289</b>	<b>3,727</b>	<b>3,365</b>	<b>3,690</b>	<b>325</b>	<b>20.0</b>	<b>20.8</b>	<b>22.0</b>	<b>26.0</b>	<b>4.0</b>
<b>(100F) AGENCY FINANCIAL OPERATION</b>										
(110F) Budget Operations	126	170	161	164	3	1.0	1.0	1.0	1.0	0.0
(COV9) Corona Relief Funds	0	2,216	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATION</b>	<b>126</b>	<b>2,386</b>	<b>161</b>	<b>164</b>	<b>3</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>

**Table FX0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021
<b>(2000) DEATH INVESTIGATIONS/ CERTIFICATIONS</b>										
(2100) Forensic Pathology	1,064	704	1,623	1,805	181	5.0	4.0	7.0	6.0	-1.0
(2200) Forensic Investigations	2,075	1,465	2,712	2,328	-384	14.0	13.8	14.0	16.0	2.0
(2202) Anthropology/Identification	701	686	702	620	-82	7.0	6.9	6.0	6.0	0.0
(2300) Mortuary Services	2,621	2,376	2,804	2,958	153	24.0	26.7	25.0	25.0	0.0
(2301) Forensic Support Services	49	31	-471	41	511	0.0	0.0	0.0	0.0	0.0
(2302) Histology	125	90	135	137	2	1.0	2.0	1.0	1.0	0.0
<b>SUBTOTAL (2000) DEATH INVESTIGATIONS/ CERTIFICATIONS</b>	<b>6,634</b>	<b>5,352</b>	<b>7,506</b>	<b>7,888</b>	<b>382</b>	<b>51.0</b>	<b>53.4</b>	<b>53.0</b>	<b>54.0</b>	<b>1.0</b>
<b>(3000) FATALITY REVIEW COMMITTEES</b>										
(3100) Child Fatality Review Committee	685	604	849	1,113	264	7.0	6.9	9.0	10.0	1.0
<b>SUBTOTAL (3000) FATALITY REVIEW COMMITTEES</b>	<b>685</b>	<b>604</b>	<b>849</b>	<b>1,113</b>	<b>264</b>	<b>7.0</b>	<b>6.9</b>	<b>9.0</b>	<b>10.0</b>	<b>1.0</b>
<b>(4000) FORENSIC TOXICOLOGY</b>										
(4100) Forensic Toxicology Lab	2,345	2,053	2,133	2,671	539	18.9	23.9	16.0	17.0	1.0
<b>SUBTOTAL (4000) FORENSIC TOXICOLOGY</b>	<b>2,345</b>	<b>2,053</b>	<b>2,133</b>	<b>2,671</b>	<b>539</b>	<b>18.9</b>	<b>23.9</b>	<b>16.0</b>	<b>17.0</b>	<b>1.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>14,079</b>	<b>14,123</b>	<b>14,013</b>	<b>15,527</b>	<b>1,514</b>	<b>98.0</b>	<b>106.0</b>	<b>101.0</b>	<b>108.0</b>	<b>7.0</b>

(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 2022 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 2022 approved budget.

## FY 2021 Approved Budget to FY 2022 Approved Budget, by Revenue Type

Table FX0-5 itemizes the changes by revenue type between the FY 2021 approved budget and the FY 2022 approved budget. For a more comprehensive explanation of changes, please see the FY 2022 Approved Budget Changes section, which follows the table.

**Table FX0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2021 Approved Budget and FTE</b>		<b>12,195</b>	<b>94.0</b>
Removal of One-Time Costs	Death Investigations/ Certifications	-200	0.0
<b>LOCAL FUNDS: FY 2022 Recurring Budget</b>		<b>11,995</b>	<b>94.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	981	0.0
Increase: To align resources with operational spending goals	Multiple Programs	240	0.0
<b>LOCAL FUNDS: FY 2022 Mayor's Proposed Budget</b>		<b>13,216</b>	<b>94.0</b>
Enhance: To support the Child Fatality Review Committee program	Multiple Programs	229	2.0
<b>LOCAL FUNDS: FY 2022 District's Approved Budget</b>		<b>13,445</b>	<b>96.0</b>

**Table FX0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL GRANT FUNDS: FY 2021 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Increase: To align budget with projected grant awards	Forensic Toxicology	400	0.0
Increase: To align budget with projected grant awards	Death Investigations/ Certifications	125	0.0
<b>FEDERAL GRANT FUNDS: FY 2022 Mayor's Proposed Budget</b>		<b>525</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2022 District's Approved Budget</b>		<b>525</b>	<b>0.0</b>
<b>PRIVATE GRANT FUNDS: FY 2021 Approved Budget and FTE</b>		<b>62</b>	<b>1.0</b>
Decrease: To align budget with projected grant awards	Administrative Management Program	-62	-1.0
<b>PRIVATE GRANT FUNDS: FY 2022 Mayor's Proposed Budget</b>		<b>0</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2021 Approved Budget and FTE</b>		<b>1,756</b>	<b>6.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	511	6.0
Decrease: To align resources with operational spending goals	Multiple Programs	-710	0.0
<b>INTRA-DISTRICT FUNDS: FY 2022 Mayor's Proposed Budget</b>		<b>1,557</b>	<b>12.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2022 District's Approved Budget</b>		<b>1,557</b>	<b>12.0</b>

<b>GROSS FOR FX0 - OFFICE OF THE CHIEF MEDICAL EXAMINER</b>	<b>15,527</b>	<b>108.0</b>
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(Change is calculated by whole numbers and numbers may not add up due to rounding)

**FY 2022 Approved Operating Budget Changes**

Table FX0-6 contains the approved FY 2022 budget by fund compared to the FY 2021 approved budget.

**Table FX0-6**

Appropriated Fund	FY 2021 Approved	FY 2022 Approved	% Change from FY 2021
Local Funds	\$12,194,895	\$13,444,704	10.2
Federal Grant Funds	\$0	\$525,000	N/A
Private Grant Funds	\$61,986	\$0	-100.0
Intra-District Funds	\$1,756,263	\$1,557,497	-11.3
<b>GROSS FUNDS</b>	<b>\$14,013,143</b>	<b>\$15,527,201</b>	<b>10.8</b>

**Recurring Budget**

The FY 2022 budget for the Office of the Chief Medical Examiner includes a reduction of \$200,000 to account for the removal of one-time funding appropriated in FY 2021 to support forensic and cause-of-death investigations in the Death Investigations and Certifications division.

**Mayor's Proposed Budget**

**Increase:** In Local funds, the Office of the Chief Medical Examiner's (OCME) budget proposal includes an increase of \$980,794 across multiple divisions to align salary and Fringe Benefits with projections. Of this amount, \$511,367 is a restoration of a one-time reduction in FY 2021 that replaced certain COVID-19 related

salary costs with Federal funds. In addition, the Local funds budget proposal includes an increase of \$240,483 across multiple divisions, primarily to align the budget of projected operational spending for Contractual Services and supplies.

In Federal Grant funds, OCME's proposed budget reflects an increase of \$400,000 in the Forensic Toxicology division to maintain standards of practice for the detection, identification, and quantitation of alcohol, drugs, and other toxins in biological specimens. In addition, the budget proposal reflects an increase of \$125,000 in the Death Investigations and Certifications division to support grant program activities such as professional services for forensic pathology, forensic investigation, and forensic support services.

In Intra-District funds, the proposed budget includes an increase of \$511,020 across multiple divisions to support an additional 6.0 Full Time Equivalents (FTEs) and to align salary and Fringe Benefits related costs for current employees. This realignment of resources will ensure the attainment of agency goals and priorities in support of the detection, identification, and quantitation of alcohol, drugs, and other toxins in biological specimens.

**Decrease:** In Private Grant funds, OCME's budget proposal includes a decrease of \$61,986 and 1.0 FTE in the Administrative Management Program division to reflect the expiration of a grant award.

In Intra-District funds, the proposed budget includes a net decrease of \$709,785 across multiple divisions to reflect anticipated savings in professional services, travel, and equipment acquisitions in the Death Investigations and Certifications and Administrative Management divisions.

### **District's Approved Budget**

**Enhance:** The Office of the Chief Medical Examiner's approved Local funds budget includes an increase of \$228,532 and 2.0 FTEs. These funds will support a Fatality Review Specialist, a Staff Assistant, and the procurement of supplies for the Child Fatality Review Committee program.

## Agency Performance Plan\*

The Office of the Chief Medical Examiner (OCME) has the following strategic objectives for FY 2022:

### 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.

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### 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.

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**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)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
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)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
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

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## 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?”

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**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 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of all reports of postmortem examinations completed within 90 calendar days from the time of autopsy in all cases	No	95.5%	90%	92.4%	90%	90%
Percent of decedent cases scientifically identified within five days	No	56.7%	30%	48.3%	30%	30%
Percent of decedent storage unit spaces unoccupied within the morgue during normal operation periods.	No	New in 2020	New in 2020	55.7%	55%	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	95%	95%	97.2%	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	90%
Percent of toxicology examinations completed within 60 calendar days of case submission	No	91.8%	50%	85.8%	50%	50%
Percent of toxicology examinations completed within 90 calendar days of case submission	No	99.6%	80%	96.4%	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	34.8%	80%	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)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Target</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Target</b>	<b>FY 2022 Target</b>
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	99.9%	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)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Target</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Target</b>	<b>FY 2022 Target</b>
Percent of CFRC case summary reports that will be uploaded to the web portal three days prior to the scheduled case review meetings	No	100%	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	66.7%	90%	100%	No Target Set	No Target Set
Percent of FOIA requests responded to within fifteen (15) days	No	87%	90%	97.8%	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)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Target</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Target</b>	<b>FY 2022 Target</b>
Percent of agency employees completing a mass fatality training annually	No	95.6%	95%	100%	95%	95%

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## 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?”

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### 1. Forensic Pathology Services

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Number of Anthropologic Analyses Performed	No	113	111	158
Number of child deaths due to inappropriate bedding/SUID (with or without crib in the dwelling)	No	17	21	18
Number of deaths due to hypertensive cardiovascular disease/obesity	No	329	305	363
Number of Deaths Due to Traffic Accidents (i.e., cars, Metro, motorcycles, pedestrian, bicycle)	No	57	58	56
Number of drug deaths (illicit/rxn) diagnosed	No	225	190	246
Number of elder deaths due to falls (age 65 and over)	No	62	60	77
Number of Infant deaths (1 year and under)	No	25	25	23
Number of Postmortem Examinations performed: Full/Partial (Not including External Exams)	No	1252	875	1639
Number of youth (ages 10-19) homicides where gun violence is a factor	No	15	16	27

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### 2. Toxicology Analysis

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Number of DUI cases performed	No	534	512	308

#### Performance Plan Endnotes:

\*For more information about the structure and components of FY 2022 draft performance plans, please see the FY 2022 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 2022 targets.

\*\*\*To view the final versions of agency FY 2022 performance plans when they become available in December 2021, see the OCA website at <https://oca.dc.gov/>.