



MURIELBOWSER
MAYOR

February 17, 2023

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 504
Washington, DC 20004

Dear Chairman Mendelson:

Pursuant to section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law § 2-142; D.C. Official Code § 1-523.01) and in accordance with section 3203 of the Office of Unified Communications Establishment Act of 2004, effective December 7, 2004 (D.C. Law 15-205; D.C. Official Code § 1-327.52), I am pleased to nominate the following person:

Ms. Heather McGaffin
Foxwood Lane
Lusby, MD 20657

for appointment as the Director of the Office of Unified Communications, to serve at the pleasure of the Mayor.

Enclosed you will find biographical information detailing the experience of the above-mentioned nominee, together with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,

A handwritten signature in black ink that reads "Muriel Bowser".

Muriel Bowser



Chairman Phil Mendelson
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

To confirm the appointment of Heather McGaffin as the Director of the Office of Unified Communications of the District of Columbia.

RESOLVED, BY COUNCIL OF THE DISTRICT OF COLUMBIA, That this resolution may be cited as the "Director of the Office of Unified Communications Heather McGaffin Confirmation Resolution of 2023".

Sec. 2. The Council of the District of Columbia confirms the appointment of:

Ms. Heather McGaffin
Foxwood Lane
Lusby, MD 20657

as the Director of the Office of Unified Communications, in accordance with section 3203 of the Office of Unified Communications Establishment Act of 2004, effective December 7, 2004 (D.C. Law 15-205; D.C. Official Code § 1-327.52), to serve at the pleasure of the Mayor.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution, upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

HEATHER M. MCGAFFIN, ENP

To combine my vast knowledge of and experience in emergency and non-emergency communications to serve as Director of the Office of Unified Communications. To work tirelessly to implement and maintain state of the art technology and operational standards and best practices which promotes trust both internally to all members of the Agency and externally to all visitors and residents of Washington, DC.

EXPERIENCE

FEBRUARY 2022 – PRESENT

DEPUTY DIRECTOR, DC OFFICE OF UNIFIED COMMUNICATIONS

As the agency's first Deputy Director, I have helped to shape the role and the responsibilities of this position. In this position, my key responsibilities include ensuring proficient daily operations of Washington, DC's 911 and 311 operations as well as training. I work alongside the Director to make decisions for the best interest of the Agency and the those depending on our services. In this role, I developed, implemented, and continuously track the progress of the agency's roadmap to ensure alignment with the vision of the agency.

In this position, I lead the initiative to secure a technical grant to further evolve and implement the mental health diversion program. Additionally, I led the task of getting all Department of Parks and Recreation summer camp sites and DC Public School campuses onboard with our SMART911 and RAVE 911 Panic Button systems ahead of the 2022 summer program and 2022-2023 school year.

I have worked to provide all information to and represent the agency on several initiatives and working groups across the city and demonstrate a good working relation within the Public Safety cluster and those in other clusters.

OCTOBER 2020 – FEBRUARY 2022

CHIEF OF SPECIAL OPERATIONS AND INVESTIGATIONS, DC OFFICE OF UNIFIED COMMUNICATIONS

As an executive team member, I worked with center leadership in various roles. Track and lead all investigations, inquiries, and complaints from allied agencies, the public, The Mayor's Office, City Council, and other DC government agencies. Ensured all Freedom of Information Act (FOIA) requests are handled in accordance with federal and local standards. Managed several projects and initiatives across the various divisions within the center. Assisted with continuity of operations planning, exercises, and implementation. Served as the Sexual Harassment Officer for the Office of Unified Communications.

Successfully worked with the Department of Behavioral Health, the Department of Public Works, the Department of Transportation, and other governmental agencies in call diversion initiatives to ensure the right response for residents as it relates to mental health, parking, and non-injury traffic accidents.

Worked alongside the Division of Information Technology to develop training and a transition plan to migrate the 911 Operations Division to the National Capitol Region ESInet. Created and delivered a presentation on the NG911 efforts of the OUC for other State 911 Leaders and participated in the National 911 Program State of 911 Webinar as a presenter in summer 2021.

From July 2021 through June 2022, I fulfilled the duties of the Chief of Special Operations and Investigations and Chief of 911 Operations, at the request of the Interim Director. During that time, all key performance indicators for call taking and processing met standards.

SEPTEMBER 2019 – OCTOBER 2020

PROJECT MANAGER, MISSION CRITICAL PARTNERS, LLC.

Ensured large scale Next Generation 911 and Emergency Call Center facility/operations projects are delivered on-time, within scope and budget and to the clients' satisfaction while meeting industry-based standards and best practices. Developed and work with teams of consultants with various subject matter expertise to create programs that enhance agency operations while working alongside executive level leadership, management, and 911 personnel of agencies.

Worked with various states, including Maryland, Nebraska, Pennsylvania, and Tennessee to improve legislation, funding, and training as it relates to the transition to NG911 emergency operations.

Helped to write policy changes for state level clients. Supported the Maryland Commission to Advance Next Generation 911. Worked to implement training standards, balance budgets, and interconnect regions to withstand natural and man-made disasters.

Worked with the National 911 Program on various projects, writing or contributing to over a dozen high profile projects, including the National Next Generation 911 Roadmap, 911 Grant Program, and the reclassification of 911 telecommunicators.

SEPTEMBER 2015 – SEPTEMBER 2019

COMMUNICATIONS CONSULTANT, MISSION CRITICAL PARTNERS, LLC.

Worked with local, state, and national 911 entities to develop strategic plans, roadmaps and change management plans using my subject matter expertise in 911 operations, training, governance, and quality assurance. Lead initiatives to develop training programs and career development initiatives for several jurisdictions including four states and numerous regions and localities. Supported the National 911 Program and the National Capital Region in various operational and technological initiatives. Supported the 911 Directors and Carriers Subcommittee of the Metropolitan Washington Council of Governments various projects including the regional advancement to Next Generation 911.

APRIL 2006 – SEPTEMBER 2015

VARIOUS POSITIONS, CALVERT COUNTY, MD EMERGENCY COMMUNICATIONS

Call talking, dispatching, and supervising of operations floor as a Communications Officer and Shift Supervisor. Developed the training and quality assurance program as the Communications Supervisor and Training Coordinator. Developed policies and procedures, had oversight of day-to-day operations and handled administrative duties, budgeting, planning, change management and career path development as the Assistant Chief of Communications. Conducted all internal investigations for management and 911 call takers and dispatchers based on complaints from the public and allied agencies. Acted as the emergency communications subject matter expert on the Calvert County Fire Association Review Board for all fire/EMS incidents.

EDUCATION

DECEMBER 2010

BACHELOR OF SCIENCE—ENGLISH, RADFORD UNIVERSITY, RADFORD VIRGINIA

FEBRUARY 2016

EMERGENCY NUMBER PROFESSIONAL, NENA INSTITUTE

SKILLS

- Project management
- Data collection, analysis, and research
- Report writing and presentation development
- Accreditation and program certification
- Operational analysis and staffing studies
- Continuity of operations exercise planning and implementation
- Development of training and quality assurance programs
- Budget development and oversight
- Development, review, and revision of agency and program governance
- Incident/complaint investigation
- Next Generation 911 Core Services implementation
- Change management leadership
- Proficiency in CAD and telephony analytical systems
- Proficiency in Microsoft Office Applications
- Excellent interpersonal, analytical, written and oral communication skills

LEADERSHIP

- Mentoring Team, Mission Critical Partners, 2018-2020
- Emergency Number Professional Study Group Instructor, 2017-2020
- Various NENA and APCO working groups
- Girl Scout Leader, Girls Scouts Council of the Nation's Capital, 2013- present
- Home and School Association Executive Board, 2012- present

REFERENCES

MS. CHARLYNN FLAHERTY, DEPUTY DIRECTOR
Office Homeland Security and Public Safety Communications
Prince George's County, Maryland
17321 Melford Boulevard, Bowie, MD 20715
301.352.1488
cflaherty@co.pg.md.us

MR. SCOT BRILLMAN, CAPTAIN
Director at City of Baltimore- NG11
Baltimore City Fire Department
443.829.7958
Scott.brillman@baltimorecity.gov



Executive Office of the Mayor - Office of Talent and Appointments
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

Heather McGaffin



Heather McGaffin is the Acting Director of the Office of Unified Communications. She joined OUC in October 2020 as the Chief of Special Operations and Investigations and became the Deputy Director in February of 2022. She had led several initiatives while at OUC and works hard to ensure that people working at OUC realize their important role in public safety and to the visitors and residents of Washington, DC.

At the age of sixteen, Ms. McGaffin became a volunteer EMT at her local fire department. In 2005, she went to work as a 911 call taker at the Calvert Control Center in Calvert County, Maryland. She worked her way through the ranks there as a dispatcher, shift supervisor, trainer, manager and eventually became the Deputy Director of that agency in 2013. She remained there until 2015 when she was offered a position as a consultant for a national public safety firm. During her five years with the firm, she helped emergency operations centers, localities, and state governments across the nation in organizational restructuring, training development and implementation, and Next Generation 911 migration and implementation. She has over 20 years of public safety experience working in both the public and private sectors of the industry and as a field responder, seventeen of those years being in public safety communications.

Ms. McGaffin has her Emergency Number Professional (ENP) certification through the National Emergency Number Association (NENA) and is a member of the Association of Public Safety Communications Officials International (APCO). She is active in working groups and programs that support the 911 industry and the advancements of first responders.

Ms. McGaffin holds a Bachelor of Science in English at Radford University.



GOVERNMENT OF THE DISTRICT OF COLUMBIA

Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

To: Kimberly A. Bassett, Steve Walker
From: Betsy Cavendish
Date: February 15, 2023
Subject: Legal sufficiency review of Resolution nominating Heather McGaffin as the Director of the Office of Unified Communications

This is to Certify that this office has reviewed the above-referenced Order and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call Vanessa Careiro, Deputy General Counsel, Executive Office of the Mayor, at 202-724-1303, or me at 202-724-7681.

A handwritten signature in black ink that reads 'Elizabeth A. Cavendish'.

Elizabeth Cavendish