

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of Unified Communications



Testimony of
Jennifer Greene
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***Public Hearing on PR19-380, “Director of the Office of
Unified Communications Jennifer Greene Confirmation
Resolution of 2011”***

Committee on Public Safety and the Judiciary
The Honorable Phil Mendelson, Chairman
Council of the District of Columbia

November 7, 2011

Room 412
John A. Wilson Building
1350 Pennsylvania Avenue, NW
Washington, DC 20004
12:00 p.m.

Good afternoon Chairman Mendelson, members of the Committee, Council, staff, and guests. I appreciate this opportunity to testify regarding my nomination and to discuss my vision for the Office of Unified Communications (OUC).

My name is Jennifer Greene and I am the Acting Director of the Office of Unified Communications. I have a Bachelor's Degree in Sociology from Duquesne University in Pittsburgh, Pennsylvania. I am a graduate of the FBI National Academy in Quantico, Virginia; the Senior Management Institute of Police; and the George Washington University Center for Excellence in Municipal Management.

I began my public service career 29 years ago with the Metropolitan Police Department as a uniformed patrol officer, assigned to the First District Substation. From there I rose through the ranks Sergeant, Lieutenant, Captain and Inspector before being promoted to Commander of the Fifth District. As a patrol District Commander, I assessed crime patterns and trends. I developed and implemented crime eradication plans to address some of the Fifth District's toughest, longstanding issues. Also as a Commander, I was the Director of the Human Resources Management Division. There I oversaw the management of Recruiting Branch, Personnel Operations, Medical Services Branch and Disciplinary Review

Branch. Other operational assignments, in the Special Operations Division, Communications Division and the Office of Professional Standards, have afforded me the opportunity to hone skills needed to understand and make the human capital investments and operational enhancements necessary to maintain and improve performance at the OUC.

Lastly, closer to the end of my tenure with MPD, I served as Police Liaison to the Office of Unified Communications, during which time I was tasked with interceding on behalf of the Department and mediating issues that affected both agencies. This experience, in particular, rounded my perspective on the evolution of unified public safety communications, to include an understanding of resource needs and operational issues that drive key performance indicators throughout the agency. While I was Police Liaison, my office was located in close proximity to the operations floor and, while I regularly participated in management hosted operations meetings, I also spent a considerable amount of time learning first-hand about day-to-day management of communications from the operations staff perspective. In fact, based on frequent and candid dialogue with staff, I was able to understand the challenges faced in handling the District's 911 and 311 call volume and the impact it can have on morale and performance.

I strongly believe that my extensive background in law enforcement will enable me to position the OUC to offer unique support in the efforts around improving public safety across the city. In particular, I anticipate that my understanding and perspective of information from call volume reports, trend information and data analysis related to 911 and 311 operations can be used to help identify areas of concern to our public safety partners.

Once I began my tenure as Acting Director my initial focus was on making a comprehensive assessment of the agency to determine how I could leverage my experience to affect the most positive change to its infrastructure, operations, programs and employees. As a result of this work I began moving the OUC toward realizing my vision that the agency will operate with a staff of highly trained, professionals, who take pride and individual ownership of the agency's collective performance. Further, I envision that the agency will be recognized for its progressive approach to tackling public safety and city service concerns through the integration of contemporary solutions that address wait times, device compatibility, and other barriers to efficient service.

Thus, we have undertaken a number of resource realignment efforts to promote more efficient, professional and cost effective responses to 911 and 311 calls. A couple of related initiatives will include the use of a workforce management application for 911 and 311 employees to improve resource allocation. Call volume stats will be used to analyze current staffing models and determine optimal future scheduling based on past performance and other data, while allowing management to pinpoint areas of concern, including specific individuals or trends around schedule adherence. It will also enable more accurate forecasting of staffing needs for planned and special events, with the capacity to predict requirements for like events, among other critical resource management processes. I also intend to evaluate minimum staffing levels to meet daily 911 operations requirements. This will be done using empirical data to adjust staffing levels to meet predicted increases in the demand for 911 services and by utilizing special software to track call data to improve responsiveness to 911 calls.

In keeping with my vision of a more contemporary, customer focused 311 operation, we have begun reengineering programs bringing them in line with current trends in service provision. This initiative involves creating a platform that is dedicated to citizen mobilization and engagement. In particular, recognizing that individual users have preferred methods of interacting with the government, the

agency will pursue meeting those varied requirements to assure the widest possible access and use of 311 systems. We will implement the use of an Interactive Voice Response System (IVR) to increase the speed of service request intake and lower operational costs. The agency is also exploring the expansion of 311 Online services to further complement services available through the call center, while developing integrated Smart Phone applications. Many residents now rely on smart phones and other such devices, thus the OUC will invest in ways to embrace instant reporting of issues with services or communicate a need for assistance. The agency will also work to effectively capture and manage content from text messages, blogs, and other social media and devices. We anticipate that this combination of contemporary offerings will revolutionize the 311 Operation and boost customer satisfaction with the agency's service provision.

I intend to move forward in the enhancement of the District's emergency and non-emergency communications technology infrastructure. A major component of this project is the continuation of the multi-year upgrade of current radio technologies to the Project 25 (P25) standard. This initiative will significantly enhance the District's ability to maintain robust radio interoperability both among District agencies, as well as with regional partners. We will undertake such innovative approaches to 911 call management as Computer Aided Dispatch (CAD)

interoperability with alarm services. This interface will free up 911 dispatchers, as events will be automatically created in the CAD system upon receipt. Upgrading the CAD interface will also enable nearly instantaneous data feeds to remote devices, which will enhance situational awareness for police and fire personnel.

While technical enhancements for the agency have been a recurring theme in my testimony thus far, I want to make it clear that investments in the agency's human capital are of parallel, if not greater, concern to me. In fact, I fully intend to cultivate a professional workforce through employee development and training activities. Thus, I plan to strengthen accountability across the agency by utilizing a formalized employee performance evaluation tool. As part of this process, we will begin to regularly provide employees individual performance plans and hold them accountable for their performance against those plans. Key to ensuring the effectiveness in administering this tool will be associated training for supervisory and management staff. We will offer online training modules for recertification, continuing education and in-service training needs.

Integral to my commitment to the staff of the agency is my dedication to the labor management partnership. In fact, Union Officials meet regularly with management and we have already been able to implement a few mutually agreed upon

solutions to longstanding issues. Since the start of my tenure with the OUC, I personally have met with Union Officials frequently and have standing monthly meetings, my labor liaison has continued to meet with them regularly and first line management has done so whenever necessary. I have instituted an open door policy with the labor union and welcome their input and collaboration on issues that impact the membership's satisfaction with their employment with the OUC. I believe that this relationship in particular has been fundamental in raising employee morale, which I understand had been an ongoing concern.

To further address morale issues, I have and will implement a number of other initiatives including creating opportunities for employees to be promoted to management positions; establishing incentive programs for attendance and individual performance; reorganizing existing programs based on the incorporation of ideas from the employees; and offering industry and special interest training to support professional development.

In conclusion, I am fully aware of the challenges facing the agency, but I am confident in my ability to foster and maintain relationships and to develop and realign the programs that are fundamental to our success. I am honored by my nomination to

lead this critical operation and will remain steadfast in my commitment to surmounting any challenges while maintaining the public's trust in our agency.

This concludes my testimony and I welcome any questions that you may have at this time.