



ANNUAL REPORT

2021

Consolidated Dispatch Agency
Tallahassee Leon County Florida



tlccda.org



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Message from Director David Odom



I am honored to present the 2021 annual report for the Consolidated Dispatch Agency (CDA) City of Tallahassee, Leon County, Florida. In July 2021, at the recommendation of the CDA Executive Board, I was named the Interim Director for the Agency after Director Jeanine Gauding retired with 35 years of service in Public Safety Communications. In November 2021, the Board made the appointment permanent.

As the Director, I am unrelentingly committed to carry forward the strong professional legacy of the Agency by taking advantage of our challenges by addressing as opportunities for continued growth and excelling as a premier Public Safety Answering Point (PSAP) . Over the past several years, the Agency has continued to face general staffing shortages which created the need for mandatory overtime. Working with our Partner Agencies and Agency personnel, we immediately implemented a robust recruitment strategy to increase staffing levels throughout the organization. This newly implemented strategy focused on hiring personnel who are driven by compassion and motivated to honorably serve our community,

During 2021, unique opportunities allowed the Agency to modernize and pioneer a comprehensive approach to addressing the needs and well-being of our Members and continue the tradition of community engagement. With the addition of a full-time licensed mental health counselor, we were able to develop a robust Behavior Wellness Program focused on improving the overall working conditions of the Members. The program produced near immediate success by working with Members who had dealt with multiple critical incidents. As the program continues to develop and advance, it was quickly recognized as a model for other Public Safety Agencies to help address ongoing concerns related to mental health and overall well-being within the First Responder community.

Agency members have a history of working through adversity by coming together and meeting challenges head on ensuring the best service to our community and our Partner Agencies. The Agency will continue to grow with capabilities only conceptualized in past years affording a greater level of service. The following report substantiates the commitment and production of CDA Members' resolution to be a premier Public Safety Answering Point.

Assistant Director, Chuck Mincy

In 2021, significant effort was invested in fortifying the understructure of the CDA. Consistency and fairness throughout the Agency is proving effective in building trust and demonstrating respect and increased credibility. Members feel empowered and safe working towards individual and group goals and more readily focused on the challenge(s) ahead of the Agency. Challenges are presented as opportunities for improvement, to excel, and working towards a common goal. We are focused on emphasizing the value of the individual and the value of the team.

These efforts include(d)the following:

- Reviewing, revising, and updating policy
- Adding, upgrading and modernizing training
- Increase communication and resolution by appropriately mentoring in regards to Chain of Command protocol and the benefits of dealing with issues effectively.



Overview

In March 2013, the Consolidated Dispatch Agency was created with the vision of providing the highest possible level of customer service to the community and interoperate as a collaborative paragon with our Public Safety Agency partners. Central to the vision are the values that guide our profession and resolve. "Service to Others" epitomizes our distinctive dedication and values. As an Agency, we hold our principals constantly before us as a reminder to ourselves and those whom we serve of our honorable foundation.

As the Agency began moving past the COVID-19 pandemic and returning to a new sense of normalcy, we renewed our focus on the challenges ahead to include focalization on the exigent need to hire, retain and elevate Members within the organization. In response, a Media/ Public Information Outreach position was created to concentrate deliberate attention on Community Engagement for the purpose of recruiting best candidates, expanding awareness and 9-1-1 education. The recruitment and community awareness objectives were established and a vigorous plan of action was promptly implemented to include the utilization of various platforms (billboards, print, radio, social media, career fairs, etc.). As a result, the monthly hiring rate doubled from the previous year; a significant shift considering the (CDA's) critical 27% vacancy rate, corollary of the pandemic and other, internal factors. In a concerted effort to address the vacancy rate and employee retention, the CDA Executive Board approved a significant benefit package to include a hiring bonus and shift differential for Members assigned to the night shift.

To improve the working environment of our Members and to aid in the retention of experienced employees, a Behavioral Health Wellness Coordinator position was developed to focus on the comprehensive needs of the employee. The program was designed and continues to develop with an all-inclusive approach to aspects of the employee's environment at and away from work to include mental health, nutrition, financial awareness, and general wellbeing. The position is held by a full time licensed mental health counselor focused on interacting daily with Agency members. The Health and Wellness Program was readily well received by Agency members and touted as exemplar by our Partner Agencies who subsequently began mirroring the program for the betterment of their own staff.

While 2021 continued to provide challenges and opportunities, the Agency stayed the course of our core mission: to provide the highest level of service to the community and our Partner Agencies. During 2021, an average of 71 full-time Public Safety Communications Operators (PSCOs) shared the responsibility of 24-hour coverage, 365 days a year, answering emergency and non-emergency phone calls, dispatching law enforcement officers, firefighters, and emergency medical services (EMS) by radio. PSCOs contact family members, towing services, hospitals, road crews, and public works departments. PSCOs also dispatch specialized response teams such as on-call investigative units, the Tactical Apprehension, and Control Team (TAC), SWAT, Specialized Response Team (SRT), and traffic homicide investigators.

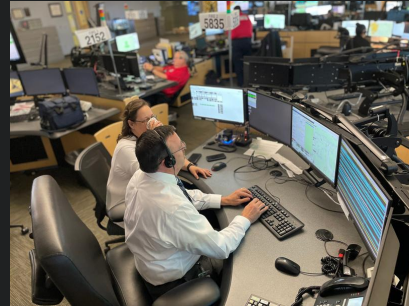
Last year, the CDA received over 525,000 incoming phone calls; of which, 173,000 of the calls were emergent / 9-1-1 related. After the implementation of Text to 9-1-1 (in 2021), the CDA received 371 emergent / 9-1-1 calls through text messaging. This new technology, among the imminent development and implementation of others, will continue to advance and expand Emergency Communications capabilities in the future.

As the responsibilities of PSCOs continue to increase and become more extensive, consequential demands and challenges face our Members. With the increase in call volume and severity of calls coming in on a regular basis, PSCOs must be well equipped to focus on the responsibility of providing the best service to the community. When a 9-1-1 call is received, the caller is usually in a state of crisis. The PSCO is required to remain calm and focused on obtaining critical information needed by our Partner Agencies prior to arrival at the scene. Members of the CDA take pride in the distinction of being known as the "First of the First Responders". With this distinction, comes awareness and responsibility of knowing our Members fulfill an essential and indispensable role in the safety of our community and the safety of our Partner Agencies' members.

The CDA is committed to excellence, dedicated to professional and technical progress, and motivated to serve as the vital connection between the public and Safety / First Responder services.

MISSION STATEMENT

To make an effective difference in the community by providing high-quality, professional, and effective communications, and to ensure responder safety, while striving to save lives and protect property. Through cooperation, continued education, and our commitment to excellence, we are the vital link to emergency services.



VISION STATEMENT

The Consolidated Dispatch Agency, in partnership with our First Responder Public Safety Agencies, will play a leadership role in providing and delivering critical information in the protection of life and property; striving to make a safer community in which we live, work and visit.

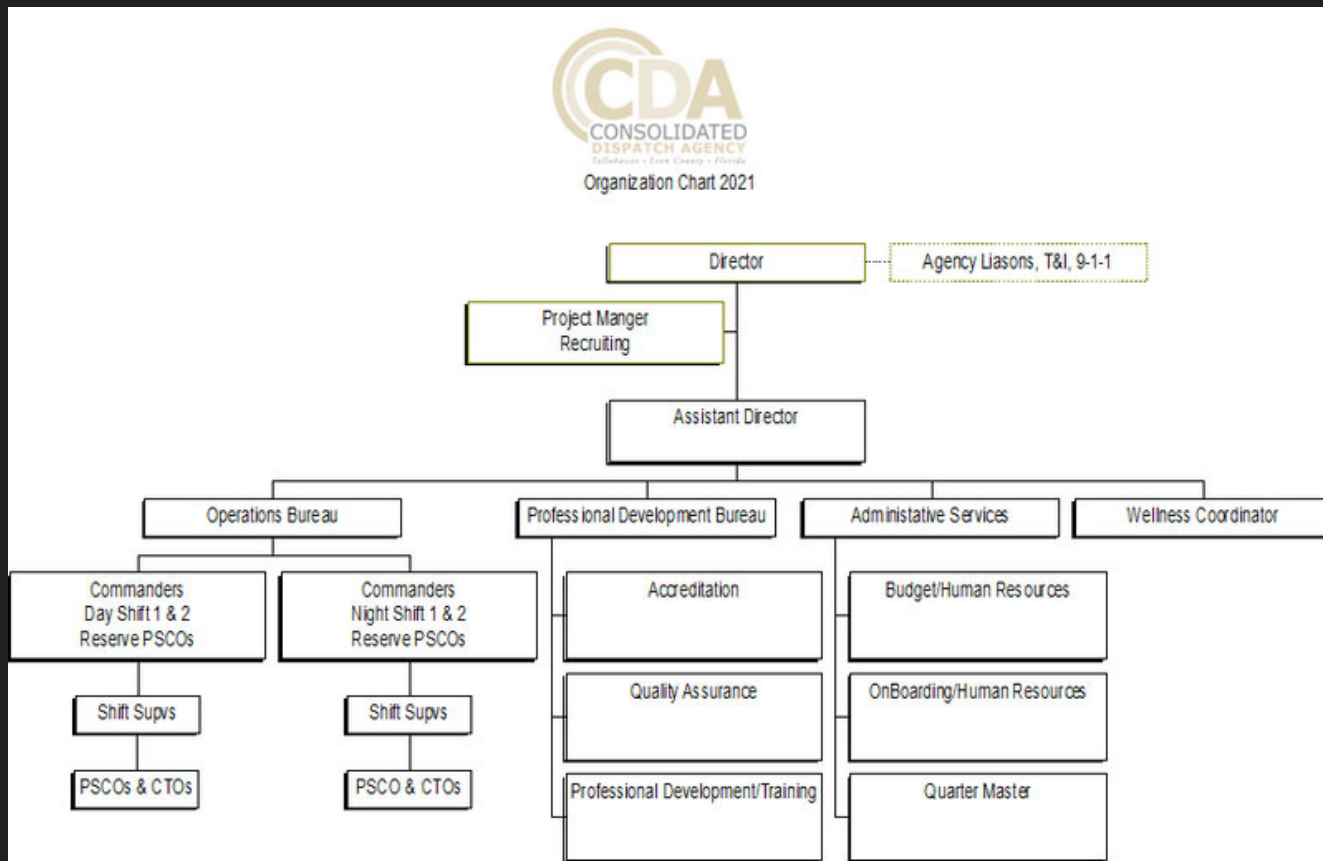


VALUES

"Service to Others" through Customer Service, Leadership Responsibility, Employee Excellence, and Teamwork



Consolidated Dispatch Agency Organization Chart 2021



Operations Bureau

Operations Bureau Chief, Kelli Kilcullen

The Operations Bureau is the heartbeat of the CDA and encompasses the highest number of CDA Members. With an operational schedule of 24 hours a day, seven days a week, 365 days a year, CDA Members assigned to Operations are critical to the Agency's success.

Four Shift Commanders, with operational control of their individual shifts, are the immediate point of contact to/ with our Partner Agencies. Assigned to assist each of the Shift Commanders are two Shift Supervisors who provide immediate guidance to CDA Members as they work the different types of calls for service. The Shift Supervisors provide oversight and guidance for new PSCOs assigned to the Communications Training Officer program and conduct Quality Assurance reviews with CDA members.

Shift Commanders:

Altamead Morgan
Caroline Pararo
LaTonya Banks
Stephanie Nieves

Shift Supervisors:

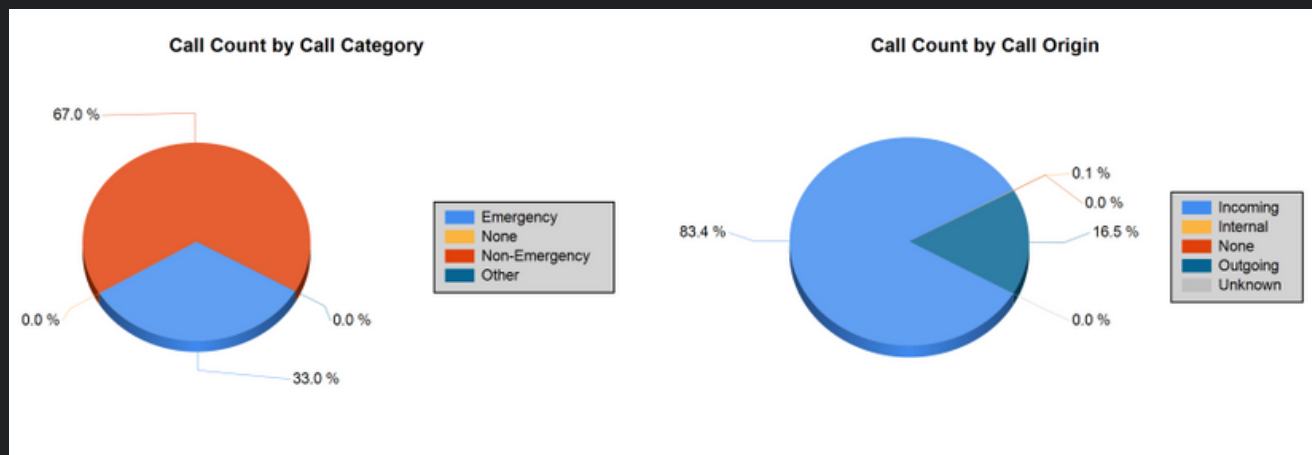
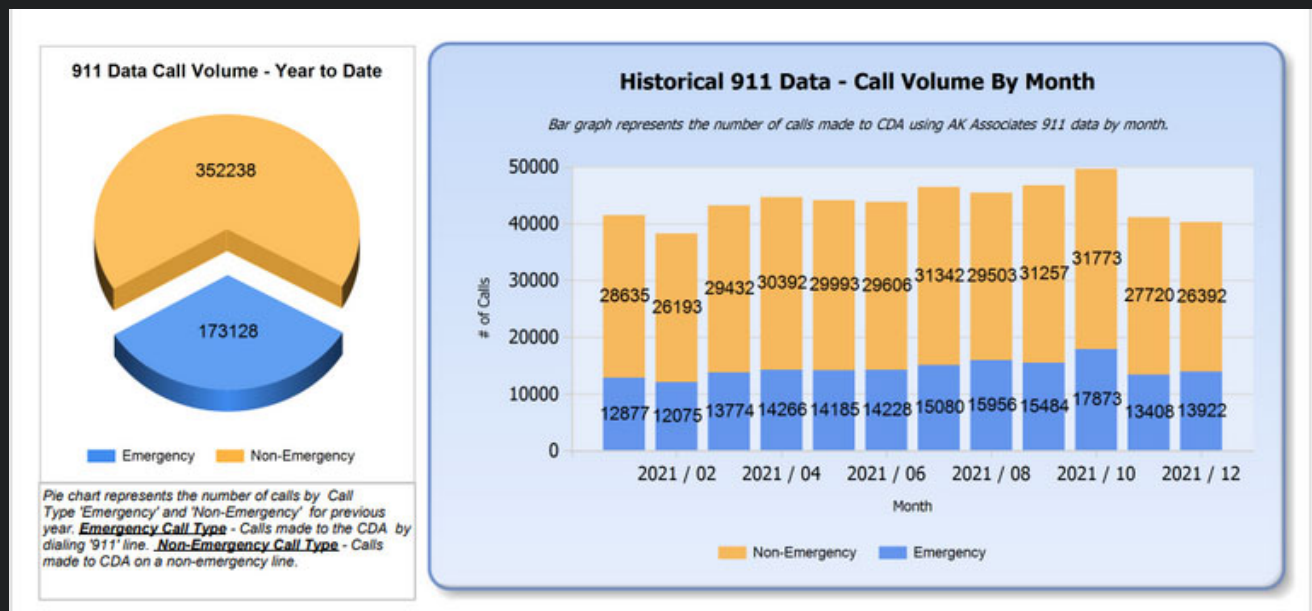
Heather Benedict
James Frohock
Cindy Hammond
Ronnie Pace
Tracy Elise
Linda Plante
Candace Tyner
Kelly Rentz



CDA Call Data 2021

Call Category	Total Calls
Emergency	173,135
Non-Emergency	352,240
Other	1
Total	525,376

Annual increase of 7% over 2020 incoming emergency and non-emergency calls



% of All Emergency Calls Answered within 15 Seconds

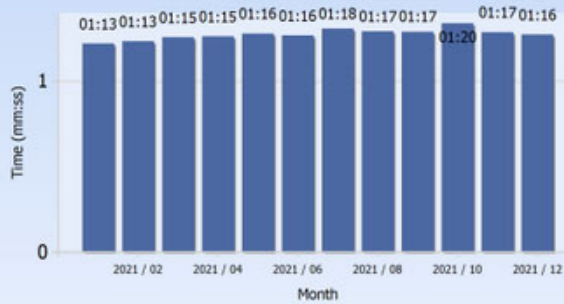
Bar graph represents the percentage of emergency calls answered within 15 seconds. Call answered is defined as the time it took the call taker to answer 911 phone line. The red 90% stripline represents the target.



Priority 1 Incidents- Process / Dispatch Statistics

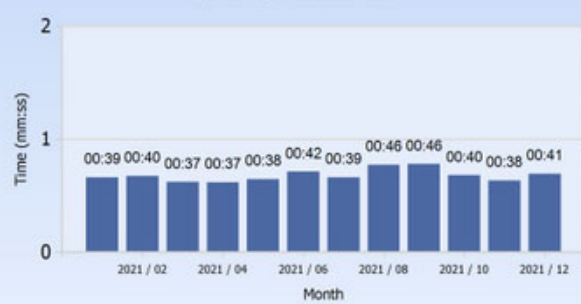
Historical Average Call Process Time

Line graph represents the average time between when the call taker started typing to when the call was submitted (F12) by month. Target is 2 minutes or less.



Historical Average Dispatch Time

Line graph represents the average time between when the call was submitted (F12) to the first unit dispatched by month. Target is 60 seconds or less.



Professional Development Bureau

Professional Standards Bureau Chief, Christine Faircloth

Continuous training and professional development of the CDA's greatest assets, our Members, is of the highest priority to ensure the growth and evolution of Members' proficiencies, refine abilities, and improve capabilities.

The benefits of training and development accrue ultimately to the Agency, contributing in no small measure to our success, and to the benefit of our community and Partner Agencies.

In 2021, training initiatives included the following:

- Text to 9-1-1
- Truth Verification Examination/CVSA (Computer Voice Stress Analysis)
- EMD (Emergency Medical Dispatch) 13.3 update (training on PowerDMS)
- Changes to Address Verification (training on PowerDMS)
- CIT (Crisis Intervention Training)
- Basic Recruit Class
- 9-1-1 Public Safety Telecommunication Training Program (*recognized and approved as a State Training facility*)
- FIN (Florida Interoperability Network) (training on DMS)
- EFD (Emergency Fire Dispatch) 7.3 and Paramount 5.1.139 (ProQA) (training/updates on PowerDMS)
- RapidSOS (on-line training)
- Yearly In-Service
- CPR
- RAVE (on-line training)
- First Line Supervisor



Office of Administrative Services

Administrative Services Supervisor, Chandra Dawson

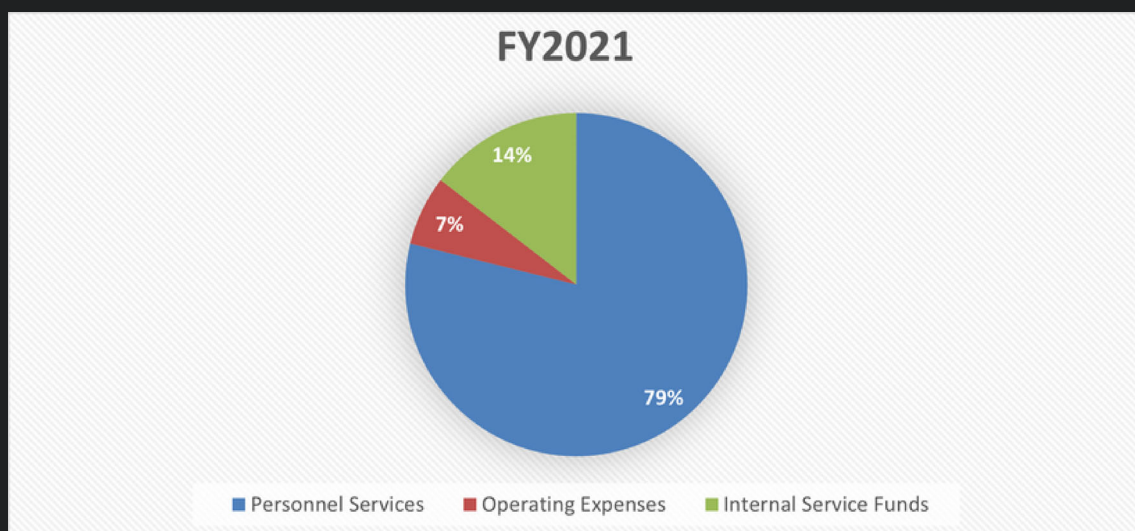
Administrative support for the Agency is coordinated through the Office of Administrative Services (ASO). The support services include Agency budget management, accounting, purchasing, record retention, employee pay, benefits program, hiring, Family Medical Leave, Workers Compensation, and employee relations.

2021 Budget

The CDA budget is funded by the City of Tallahassee and Leon County. The budget is prorated between the different governmental agencies based on population.

Expenditures for 2021 and comparisons for the previous years

Budget	FY2019	FY2020	FY2021
Personnel Services	7,174,894	7,614,156	7,765,914
Operating Expenses	523,453	615,058	648,038
Internal Service Funds	782,526	834,743	1,435,353
Total Budget	8,480,873	9,063,957	9,849,306



2021 Staffing Data

2021 Hires/Separations/Reserves						
Month		New Hires	Temp to Perm		Separations	Perm to Temp (reserve PSCO)
January		0	0		3	0
February		2	1		2	0
March		3	0		0	0
April		1	0		2	1
May		0	0		3	1
June		0	0		3	0
July		2	0		2	1
August		4	1		3	0
September		1	0		0	0
October		5	0		2	2
November		2	0		1	0
December		2	0		2	0
	TOTAL	22	2	TOTAL	23	5

Behavioral Health and Wellness Program

Behavioral Health Wellness Coordinator, Kim Powell, LMHC
Critical Incident Debrief Facilitator, Mike Abbey

Public Safety Communications Operators (PSCOs) are often exposed to both routine acute stress and highly stressful situations. Unless adequately addressed, these situations may cause emotional, psychological, and physical problems. Preparing and providing support for daily stress and stress following a traumatic incident may assist in minimizing the chances that employees will experience negative physical, cognitive, emotional, and behavioral reactions.

The CDA Behavioral Health Wellness Program is designed to improve member health and wellbeing. Program goals include preventing and managing chronic diseases, improving overall physical and emotional health, improving stress management, lessening economic burdens, improving employee morale and motivation, and improving employees' quality of life.

2021 Wellness Program Achievements and Activities:

- Hired fulltime Behavioral Health Wellness Coordinator
- Created position for and hired a Critical Incident Debrief Facilitator
- Creation of Wellness Program and Policy
- Self-Wellness Assessment for CDA employees
- Provided 69 wellness checks and 19 office visits with staff members
- Wellness program provided 5 “debriefings” to staff members
- Provided Resilience Referrals/Resources: (Fitness Lunch & Learn, Smoking Cessation program, Diabetes management program, EAP services, Webinar for families of first responders, two (2) Sleep Issues’ Webinars, Stress Reduction Strategy/ Coloring Books provided, Handheld Massager purchased, TMH Animal Therapy, Individual referrals for variety of wellness issues)

Wellness Training:

2nd Alarm presentation on resilience to all of staff, “Remembering the Why” Series for supervisors, First Responder Clinical Immersion for Wellness Coordinator, Florida Mental Health Laws & Rules for Wellness Coordinator

Wellness Events:

Family Fun Day with Partnering Agencies
Benefits & Wellness Fair Cardiac Screening
Financial Services & Message Therapy

Mental Wellness for Training for Public Safety Telecommunicators

Calm membership for Agency Members



Outreach, Engagement, and Recruitment

Project Manager, Ellen Hutsell

Outreach

During 2021, CDA Members participated in a variety of events with our community partners. Members had “one-on-one” engagement with over 1,500 children/ parents from June 2021-December 2021. (Number based on actual contact count and CDA “gift” bags.)

These events included the following:

- Partnership with Tallahassee Memorial Healthcare Foundation / Pediatric Unit
- Santa Calling
- Collecting donations for child survivors of homicide
- Support for Kentucky telecommunicators in wake of tornados
- Support for surrounding counties in aftermath of critical incident (Wakulla Sheriff's Office officer involved shooting) and Tallahassee Fire Department (employee death)
- Safe Kids Big Bend Safety Fair
- Kids' Boutique Back to School Event @ Kohl's
- Tallahassee Police Department National Night Out
- PATCH APPEARANCES: Multiple Leon County Schools
- Outreach/ recruitment at North Florida Fair
- Greg Tish Radio Show appearance
- Festival of Lights Parade
- “Adopted” Child for Christmas
- United Way



Recruitment

From June 2021-December 2021, CDA recruitment activities significantly increased. Evaluation, rebranding, and proper marketing of Public Safety Communications as a professional career generated contact information for over 500 potential applicants not including applicants who applied directly through the City of Tallahassee website. Clarification of career, upfront explanation of all benefits, duties, opportunities for professional development, and intentional communication with potential applicants drawing interest of persons with secondary education and professional work history. Modeling our core values, emphasizing the mission, and demonstrating dedication at the Executive level (working side-by-side, "servant leadership"), Member volunteerism and engagement increased exponentially proving highly beneficial in regards to recruitment and retention but also effective in improving Agency morale and community awareness.

Multiple platforms are being utilized and evaluated for effectiveness to include the following:

- Newspapers- Leon, Jefferson, Taylor, Gadsden, Madison counties
- Billboards
- Banners/ "pop-up" signage
- Social Media- Facebook, Instagram
- Flyers, cards, others (challenge coins, poker chips, lapel pins)
- Career Source
- Message boards
- Indeed
- ZipRecruiter
- Career Fairs (City of Tallahassee Virtual x2)
- Community Engagement events (Festival of Lights, North Florida Fair, Neighborhood Leadership Academy, etc.)
- Partnerships with Public Safety/ First Responder Agencies
- Increased involvement by CDA members to recruit/ refer applicants



Personnel

The Consolidated Dispatch Agency is comprised of a diverse and amazing group of individuals with a singular goal: to serve our community in a most unique way with devotion, integrity, and a collaborative will. A strong devotion rooted in a shared goal and values. The ongoing successes of the Agency are due to the dedicated and passionate people who are the Public Safety Communications Operators of Tallahassee Leon County Florida. In recognition of the importance of our Members, CDA Leadership made improving Members' wellness, benefits, and salaries a top priority.

2021 Initiatives

- Increase in base salary for all CDA employees to \$16.97 hourly
- \$500 bonus for all CDA employees to include Reserve CDA members
- Night differential \$2.00 per hour
- Increase in Flex-Bucks (used for individual benefit)
- Decrease in health care premium cost
- Leave Buy Back Policy, does not have to be over 264 hours
- Increase in overtime rate to 2x the hourly rate
- Salary progression for applicants with experience
- Commanders able to earn overtime through comp time earned
- Health and Wellness Program



Milestone Years of Service

5 years

Brianna Simmons
Abdul Ahmad
Melanie Malone
Chris Underwood
Elise Tracy
Carmen Finn



10 years

Christine Faircloth
Jessica Kerwin
Kenosha Wilson
Jonathan Rodriguez



15 years

Emily Carder
Caroline Pararo



25 years

Kelli Kilcullen
Linda Plante



30 years

Will Blanton

Retirements

Jeanine Gauding 35 years
Deloris Downing 34 years
Steve Goodson 31 years
Kelli Rentz 31 years



Recognition

Certified Public Managers – Christine Faircloth and Kelli Kilcullen

PSCO Lori Creber honored as Florida State University's Hero of the Game

Tallahassee Community College Heroes for Public Safety February 2022
Lifetime Achievement. Jeanine Gauding
Hall of Fame, Art Kirby



Awards

Lifesaver Award

Lori Creber

Joey Fillingham

Chris Morrison (not pictured)



Beyond the Call

Malik Slydell



Director's Award

Josh Martin



Commendation

Elise Tracy (not pictured)

Stork Award

Kimberly Majszak



Administrator of the Year

Kelli Kilcullen



Supervisor of the Year

Candance Tyner



PSCO of the Year

Justin Johnson



Noteworthy Events

CDA celebrates 8th Anniversary

City of Tallahassee Virtual Career Fair

Partnered with The Apalachee Center and Public Safety Partners to develop the Mental Health Crisis Response Unit

Calm smartphone app purchased for CDA members.

“Public Safety Defenders Team” idea born

Partnered with the City of Tallahassee regarding the utilization of DigiTally

Established partnership with Tallahassee Memorial Hospital

CDA announces Text-to-911 capability

Engaged with Dr. Kimball Thomas regarding the Tallahassee Engaged in Meaningful Productivity for Opportunity Program

Began partnership with 2nd Alarm and Dr. Kelli O’Dare

Participated with Suicide Prevention Training (2nd Alarm)

9-1-1 Acknowledgment/ Abandoned Call Messages instituted

Attended Leon County Sheriff's Office First Responder Luncheon at the Florida State University Center Club

Participated with September 11th Commemorative Event with Tallahassee Fire Department, Tallahassee Police Department, Leon County Emergency Medical Services, and Leon County Sheriff's Office

Participated with the 39th Annual Law Enforcement Memorial

Participated in Tallahassee Police Department's Citizens Police Academy and City of Tallahassee Neighborhood Leadership Academy

Silent Auction to benefit Tallahassee Memorial Healthcare Pediatric Unit

Tallahassee Community College Heroes in Public Safety Boards (Conference, Awards, and Family Day)

Fundraiser for Pink Heals in memory of Tallahassee Fire Department Lt. Sarah Cooksey

Participated with City of Tallahassee's Virtual Career Fairs

CDA Family Day

CDA Donation to Tallahassee Memorial Healthcare Foundation

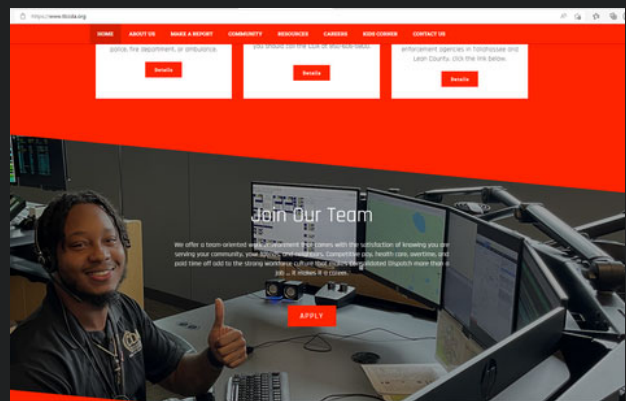
“Remember the WHY” (first guest speaker at Shift Supervisors’ Meeting)

Health and Wellness Benefits Fair

Launched New CDA website

CDA Members attend virtual CALEA conference.

Participated jointly with Public Safety Partners (Leon County Emergency Management, Leon County Sheriff's Office, Tallahassee Police Department, Tallahassee Fire Department, and Leon County Emergency Medical Services) in the Festival of Lights Parade



Efficiency Improvements

Facility

Kitchen upgrade

Professional rebranding within the CDA

Reconfiguration of Operations Floor for Tactical Dispatch and Supervisor workstations

CritiCall testing station

Improved utilization of space to increase usable work areas to include offices, conference room, and executive lobby

Technology

City of Tallahassee Technology & Innovations

AKAssociates 9-1-1

ProQA upgrade

VDI setup

RAVE Program implementation

New CDA SharePoint initiation

Adore/PMP – cutover databases

New clustered database server for CDA

New reporting server

Telestaff implementation

Request For Proposal for Computer-Aided Dispatch presentation to City / County

Completed ProofPoint implementation – security/spam filters

New monitors installed at all stations on the Floor

Security updates for all PC's and laptops

Server refreshes

Infrastructure updates for PremierOne Computer-Aided Dispatch

9-1-1 and other monthly reports

Real Time Crime Center collaboration



Looking Forward

Community Awareness Events in progress

Fully staff existing positions, projected early 2023

Increase staffing positions, objective early 2024

Hosting Recruitment/ Retention First Responder Health and Wellness Symposium with experts from around the nation, Fall 2022

Continue to strengthen and consolidate the Public Safety/ First Responder Team with Partner Agencies in the best interest of Tallahassee, Leon County

Continued commitment to invest, encourage, and promote Agency Members' health and well-being as individuals and as part of a team

Achieve status as the premier Florida PSAP through increasing technological capabilities, professional multidisciplinary training, and the modernization of employee investment through continued Health and Wellness initiatives



Impact Partners / Liaisons

Lt. James Besse, Tallahassee Police Department

Lt. Steven Barrow, Leon County Sheriff's Office

Captain Anthony Espinosa, Tallahassee Fire Department

Captain Kenneth Linder, Leon County Emergency Medical Services

Special thank you to Leon County Emergency Medical Services Capt. Brett Davidson for his years of service and dedication to the success of the CDA.

To our Partner Agencies / First Responder family, what we are achieving together is not small or inconsequential. Together, we are cognitively changing culture and restructuring the future of First Responders for the better. "The whole is greater than the sum of the parts."