

CONSOLIDATED DISPATCH AGENCY

2023 Annual Report



911 Easterwood Drive
Tallahassee, FL 32311

911leon.com
www.tlccda.org

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Message From Director David Odom



As we reflect on the achievements and challenges of the past year, I provide the 2023 Consolidated Dispatch Agency's annual report with a sense of pride and gratitude to our Members for their unwavering dedication to our mission of emergency communications, which is the cornerstone of public safety in Tallahassee, Florida. As one of the premier Public Safety Answering Points in the southeastern United States, our commitment to "Service to Others" remains unfaltering, and it serves as the guiding principle in all we do.

Our commitment to excellence in emergency communications has been the foundation of our operations. Whether it's answering distress calls, dispatching resources, or coordinating responses with our partner agencies, each action underscores our dedication to saving lives and ensuring the safety of our fellow citizens. At the heart of our agency's success lies the dedication and professionalism of our team. In 2023, we prioritized employee excellence by enhancing our salary and benefit packages, offering specialized training opportunities, and investing in senior leadership training for middle managers and first-line supervisors. These efforts have led to a reduction in staffing vacancies, ensuring that we maintain the highest standards of service to our community.

Throughout the year, we embarked on several initiatives designed to further our mission of modernizing emergency communications. From advanced planning discussions regarding Artificial Intelligence for non-emergency call mitigation and Motorola APX Next Radio integration to enhancing interoperability between surrounding counties, each step forward brings us closer to our vision of a safer, more connected community. We have continued to refine our protocols and implement best practices to enhance our efficiency and effectiveness in fulfilling our mission.

As we set our sights on the future, our priorities remain clear. Our relationship with the community is at the heart of our service. We are committed to implementing the 9-1-1 Academy in high schools, colleges, and career path resources, continuing our status as a premier Florida Public Safety Answering Point through Next Generation 9-1-1 technologies. We will continue our community awareness events and efforts to educate the public about the vital role of public safety communications. Lastly, we will continue seeking opportunities to invest in the overall health and well-being of our agency Members.

I am immensely proud to acknowledge the outstanding contributions of our Members, whose dedication and excellence have been recognized through various awards and accolades. From the Public Safety Communications Officer of the Year to the Director's Award and beyond, each recognition is a testament to the commitment and professionalism of our team.

Throughout the year, our Members reaffirm their dedication to "Service to Others" and our shared commitment to making a difference in the lives of those we serve.

Agency Overview

In March 2013, the Consolidated Dispatch Agency (CDA) was established through the unified commitment of the City of Tallahassee and Leon County to improve and enhance public safety and emergency response within our community. In September 2013, the CDA was officially operational and solidified as the 5th Public Safety partner joining the Tallahassee Police Department, the Tallahassee Fire Department, the Leon County Sheriff's Office, and Leon County Emergency Medical Services.

Headed into its 11th year, the CDA is an exemplary Emergency Communications Center model achieving the delicate balance between Agency independence and operational synergy. The successes of the CDA include the following: operational uniformity through honest assessment (realistic evaluations of call answering, call processing, and dispatch functions; common deployment modeling and protocols, technology adaptations), improved performance and caller satisfaction (better performance metrics, faster response times, and enhanced caller satisfaction; feasibility of equipment upgrades and modern technology adoption, simplified processes and redundancy reduction), and efficiency and cost savings (resource optimization, shared infrastructure, cost-effective management related to staffing maintenance, technology upgrades, and funds allocated more efficiently to enhance emergency services).

The CDA is objectively focused on organizational growth and expanding capabilities.

The enhanced communication techniques resulting from the modernization of 9-1-1 (Next Generation 9-1-1) will provide media-rich data revolutionizing emergency response. For example, Text-to-911, implemented in Leon County in 2021, is an enhanced capability; live streaming video capabilities are imminent. The keys to maximizing the benefits of these techniques are the CDA Members. Although the field of Emergency Communications is evolving rapidly, technology will never take the place of empathy, intuition, and the ability to assess complex situations. To this end, with longevity and resilience in mind, the CDA continues to holistically approach hiring and retention.

Since 2020, the base salary for a Public Safety Communications Operator in Leon County has increased 40% in addition to other fiscal benefits (hiring bonus, training completion incremental salary increases, expanded shift differential for night shift, and reduction in health care costs). In 2022, the Training Program was analyzed, evaluated, and expanded; a "whole person" wellness program was developed. In 2023, the Health and Wellness Program, under the direction of a Licensed Mental Health Counselor, continued to grow building unity and trust. Leadership Training was attended by all Members regardless of position. Part-time opportunities were created. The purposeful defining of the CDA as the "heart" of the Public Safety/ First Responder Family analogizing the autonomy, critical function, and central placement within the Public Safety "body". Focused efforts to "get involved" with universally systemic issues (e.g., First Responder misattributions, cognitive biases, accountability) proved successful. The collective results notably affecting hiring and retention.

Members of the CDA take pride in the "First of the First Responders" distinction, in their service to the community and to the Public Safety partners. The commitment of these servant heart leaders is illuminated within the Agency, eloquently stated as "*Service to Others*".

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. We are vital to emergency services through cooperation, continued education, and our commitment to excellence.

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.

Vision

Customer Service, Leadership Responsibility, Employee Excellence, and Teamwork



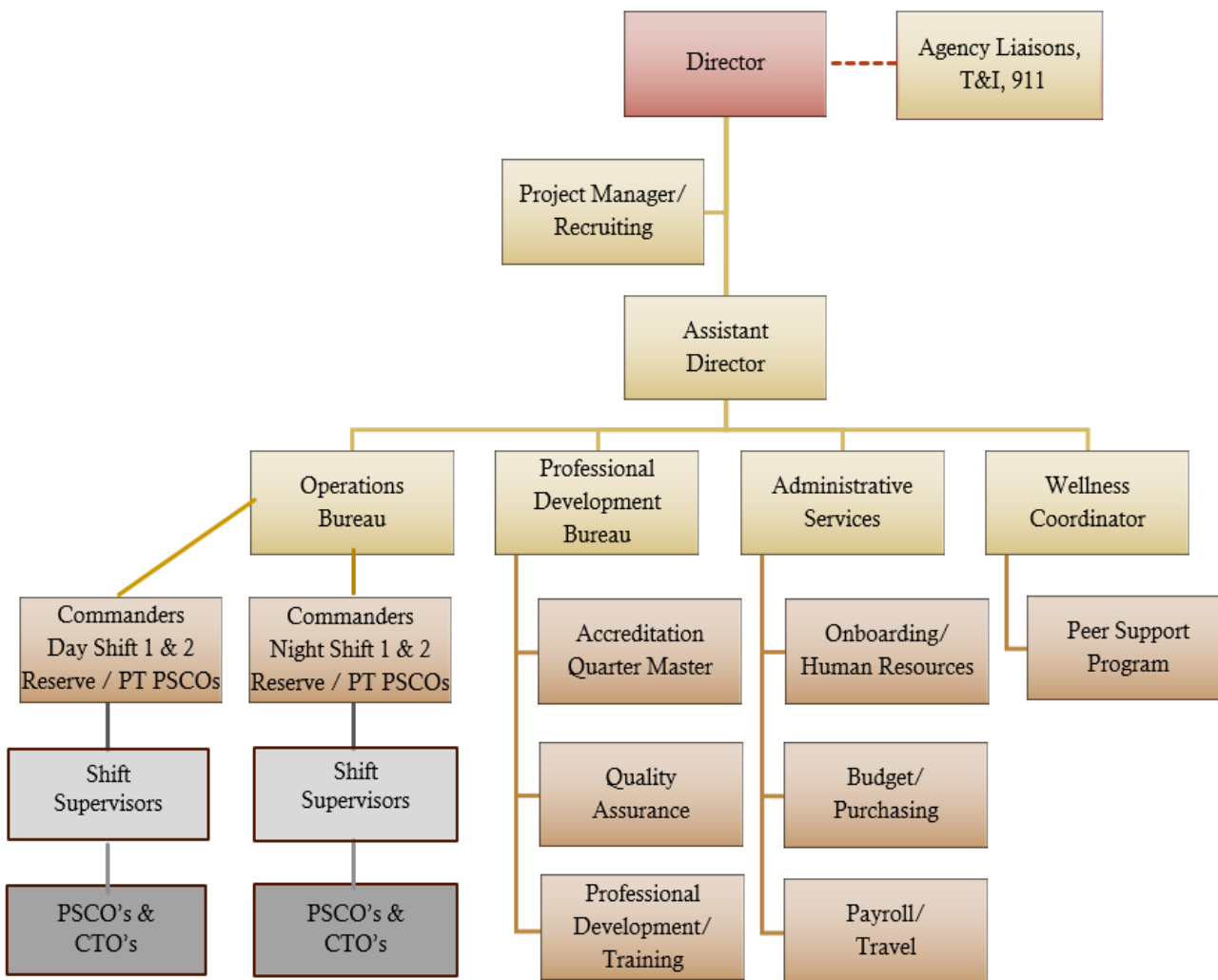
2023 Initiatives

- Advanced planning/discussions regarding AI non-emergency call mitigation possibilities
- Advanced planning/discussions regarding APX Next radio integration
- Advanced planning/discussions regarding Back-up Center site improvements
- Advanced planning/discussions regarding interoperability between surrounding counties
- Building Interactive console display for recruiting and community engagement events
- Discussions regarding a 9-1-1 Academy/232 Class for implementation in/with high schools, colleges, and career path resources
- EOC Activation for Hurricane Idalia- First time we were able to deploy members statewide
- The Agency celebrated it's 10-year anniversary

Looking Forward to 2024

- 9-1-1 Academy for implementation in high schools, colleges, and career path resources
- Achieve status as the premier Florida Public Safety Answering Point (PSAP) through implementation of Next Generation 9-1-1 technologies, interoperability with other PSAPS, and the continued modernization of the Emergency Communications profession through healthy aging, continuous learning, financial resilience, and connection and purpose
- Commitment to invest in the overall health and well-being of Agency Members
- Commitment to long-term and succession planning
- Community awareness events
- Continue to educate about the Public Safety collective and how we work together
- Fully staff existing positions, projected mid-2024
- Increase staffing positions, objective late 2024

2023 Organization Chart



Operations Bureau

Operations Bureau Chief- Caroline Pararo

The Consolidated Dispatch Agency is a 24-hour, seven-days-a-week, 365-days-a-year operation. The Operations Bureau comprises four shifts led by a Shift Commander and two Shift Supervisors. The shifts are staffed with 15-16 Public Safety Communications Operators (PSCOs) and 2-3 Certified Training Officers (CTOs).

The Shift Commanders are responsible for daily operations on their respective shifts. They complete scheduling for their shifts and ensure all other responsibilities of the supervisors and other staff are carried out. The Shift Commanders work directly with the partnering agencies and communicate with their counterparts in the field to affect the highest level of service possible.

The Shift Supervisors are responsible for completing quality assurance call reviews with their staff and overseeing on-the-job training by the CTOs. They give feedback and provide direction to the team to ensure the highest level of service is provided to callers.

Shift Commanders:

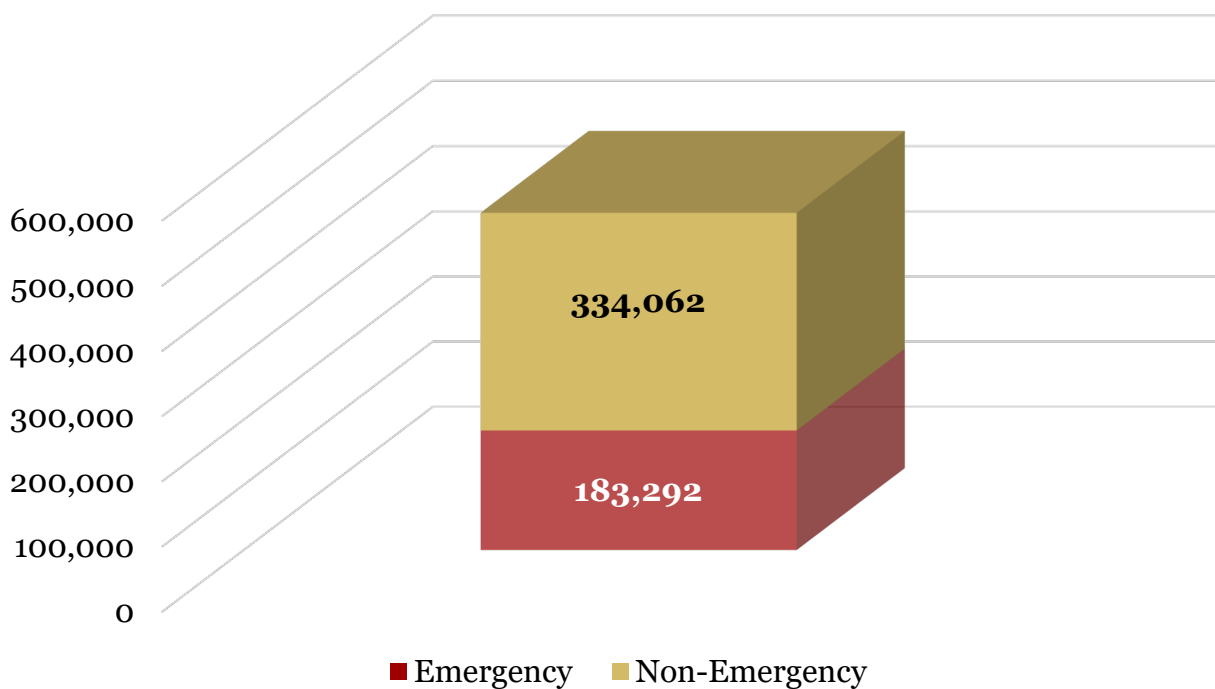
LaTonya Banks
Heather Benedict
Altamead Morgan
Stephanie Nieves

Shift Supervisors:

Tracy Elise
Carmen Finn
James Frohock
Joshua Martin
Linda Plante
Alessandra Shepherd
Malik Slydell

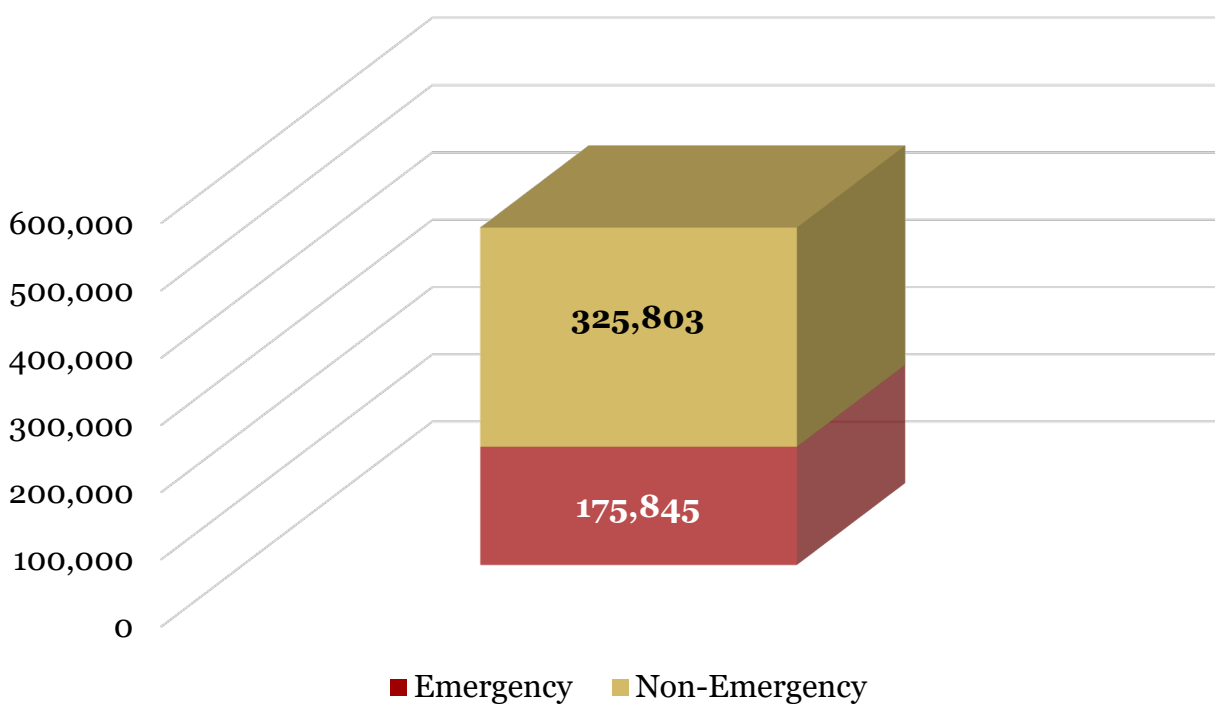
Call Data

2023 Total Calls
517,355

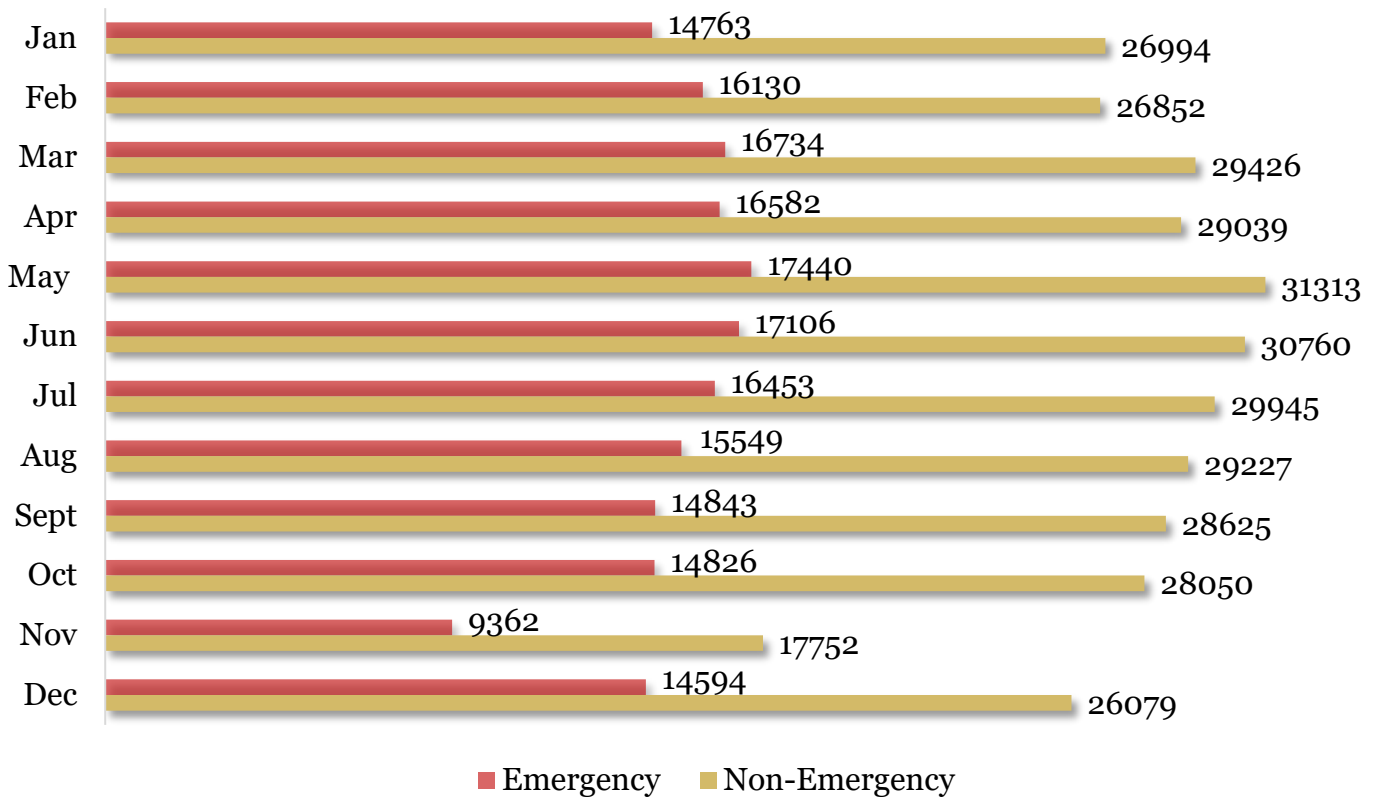


**There was an increase of 3.1% in total calls from 2022, as displayed below:*

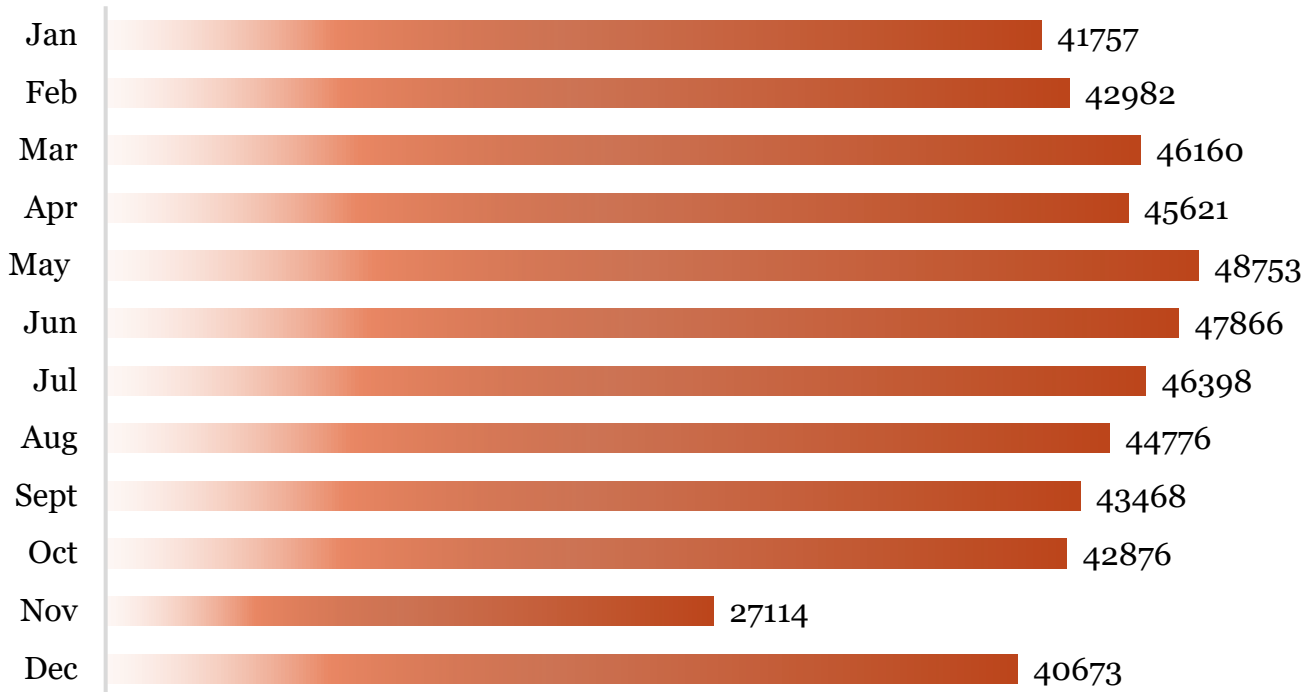
2022 Total Calls
501,648



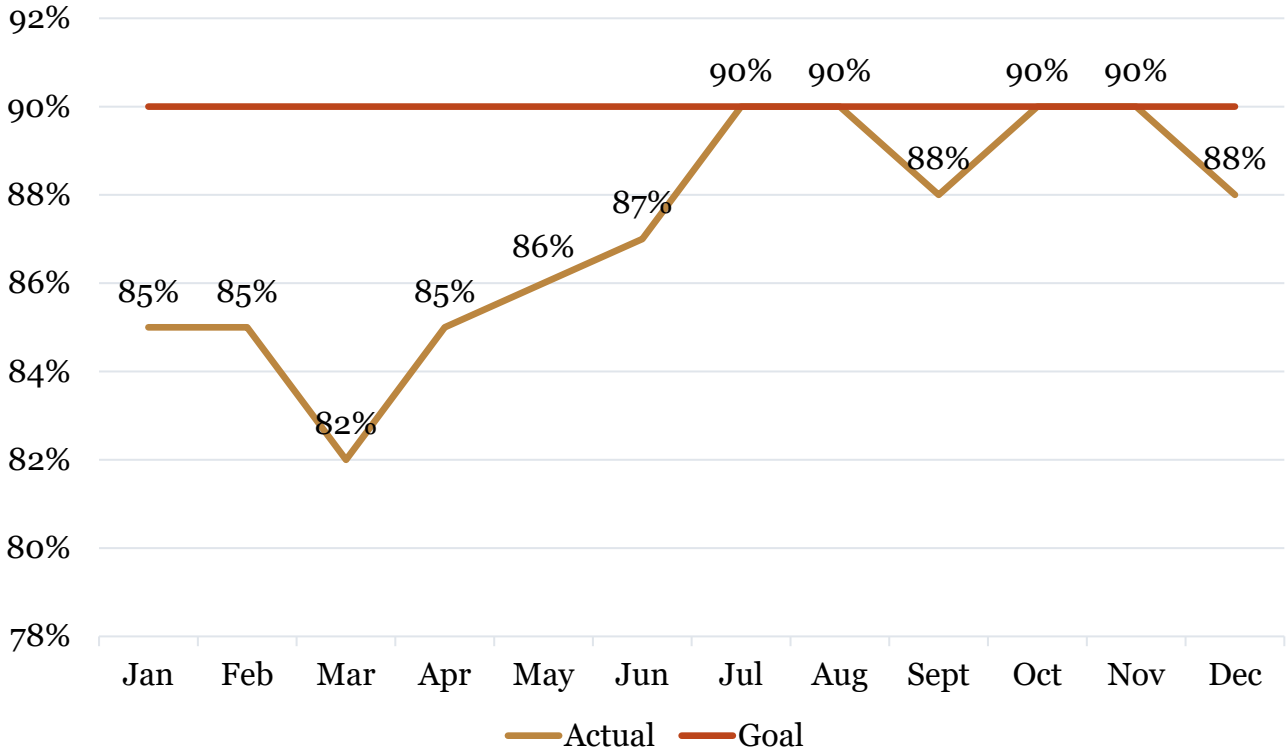
Call Type Totals by Month



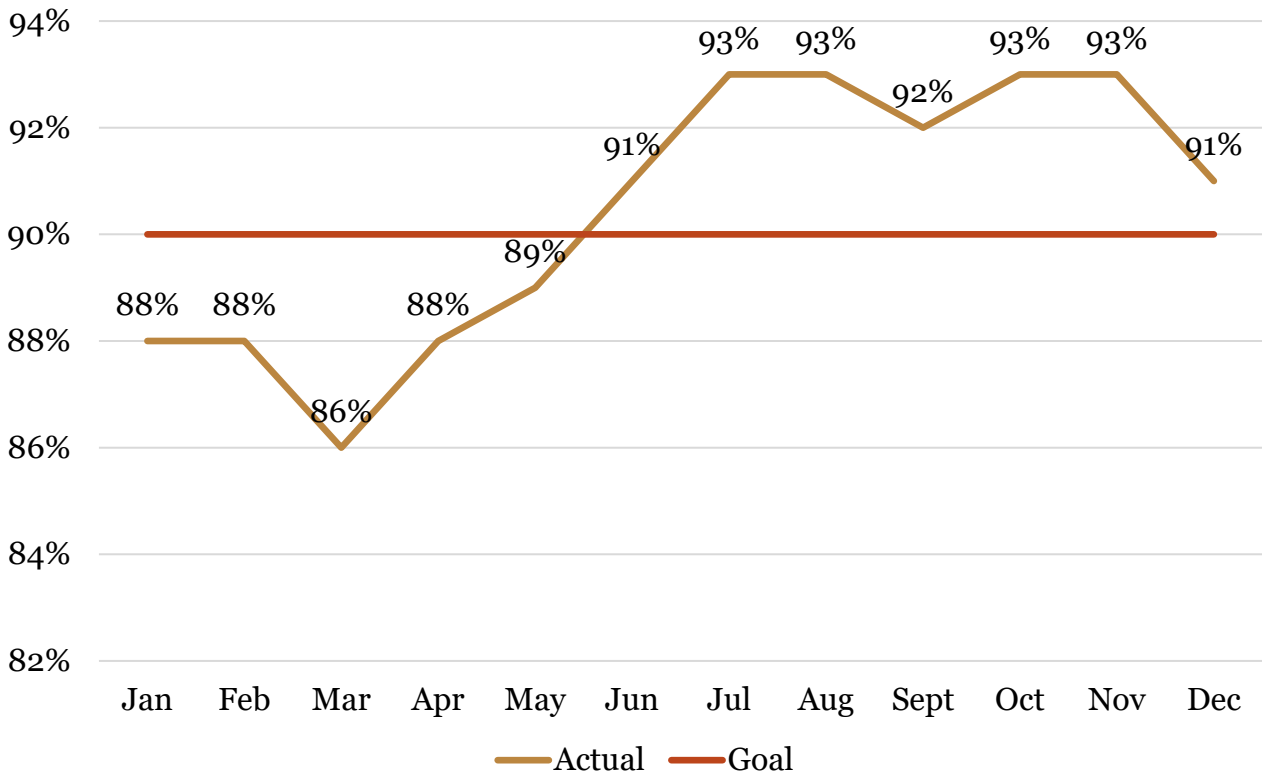
Total Calls by Month



**% of All Emergency Calls Answered
Within Goal of 15 Seconds**



**% of All Emergency Calls Answered
Within Goal of 20 Seconds**



Professional Standards Bureau

Professional Standards Bureau Chief – Christine Faircloth

Continuous training, quality assurance, 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.

Training Initiatives & Updates

- Academy Class Completion (5 Classes 236 hours each, 37 New Employees)
- Adjunct Instructor Course Conducted
- Aqua Upgrade Release v7.1.1.5
- CAD Upgrade from 4.3 to 4.6, complete hardware and software refresh
- Communications Training Officer (CTO) Class Conducted
- Continued Education Assignments for Various Employees Related to IAED and RapidSOS
- CPR Certification/Re-Certification (16 sessions) Conducted
- CPR Instructor Training Completed (2 employees)
- De-Escalation/ Conflict Resolution Training Conducted (All Employees)
- IAED Certifications (3 Disciplines Each) Completed for 37 New Employees
- In-Service Training Sessions Conducted (4 Training Topics Covered, 9 Sessions)
- New Employees Completed PST Exam
- Operations Manager Completed Florida Department of Law Enforcement Senior Leadership Academy
- ProQA Maintenance Release v5.1.1.45 and v5.1.1.46; NAE EMD STD v14.0; NAEPPDS v7.0 Release
- Selected Staff Attended and spoke at National Emergency Number Association Conference
- Selected Staff Attended Association of Public Communications Officials Conference
- Selected Staff Attended Computer Voice Stress Analysis Conference
- Selected Staff Attended Florida Police Accreditation Coalition Conference
- Selected Staff Attended Human Resources Conference and Expo
- Selected Staff Attended National Emergency Number Association Conference
- Selected Staff Completed Florida Department of Law Enforcement Executive Institute Leadership Academy
- Selected Staff Completed Florida Public Safety Institute Middle Management Academy
- Selected Staff Completed Tallahassee Community College LEAD training
- Specialized Teams Report
- Training Committee Meetings Conducted (Once Quarterly)
- Training Staff Attended General Instructor Techniques Course
- Training Staff Attended Resiliency Summit at Florida Public Safety Institute
- Training Staff Attended Struggle Well Course at Florida Public Safety Institute

Administrative Services Office

Employee Services Administrator – Bruce Davis

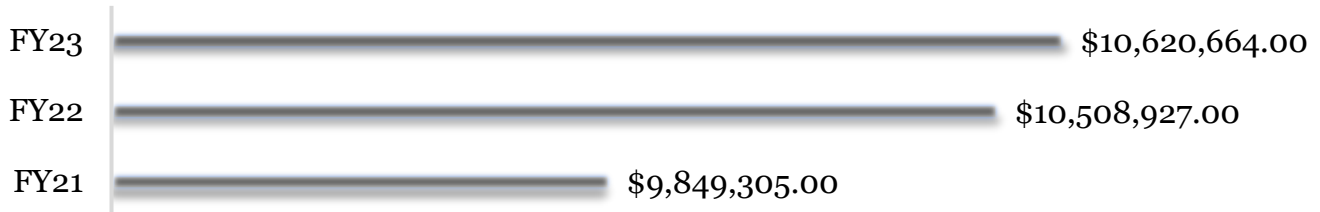
Administrative support for the Agency is coordinated through the Office of Administrative Services (ASO). The support services include Agency budget management, accounting, purchasing, record retention, employee pay, benefits program, hiring, Family Medical Leave, Worker's Compensation, and employee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

Budget

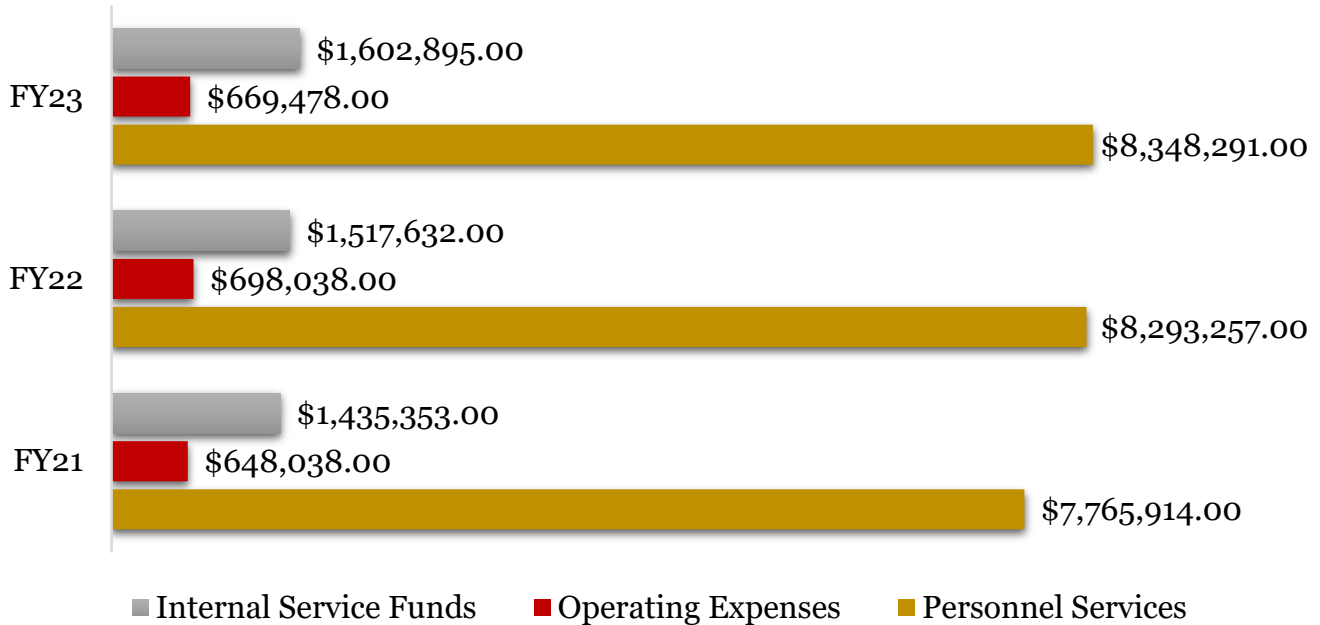
The CDA budget is funded by the City of Tallahassee and Leon County. The budget is prorated between the different governmental agencies based on population.

Budget comparisons for 2021 through 2023:

Budget Totals

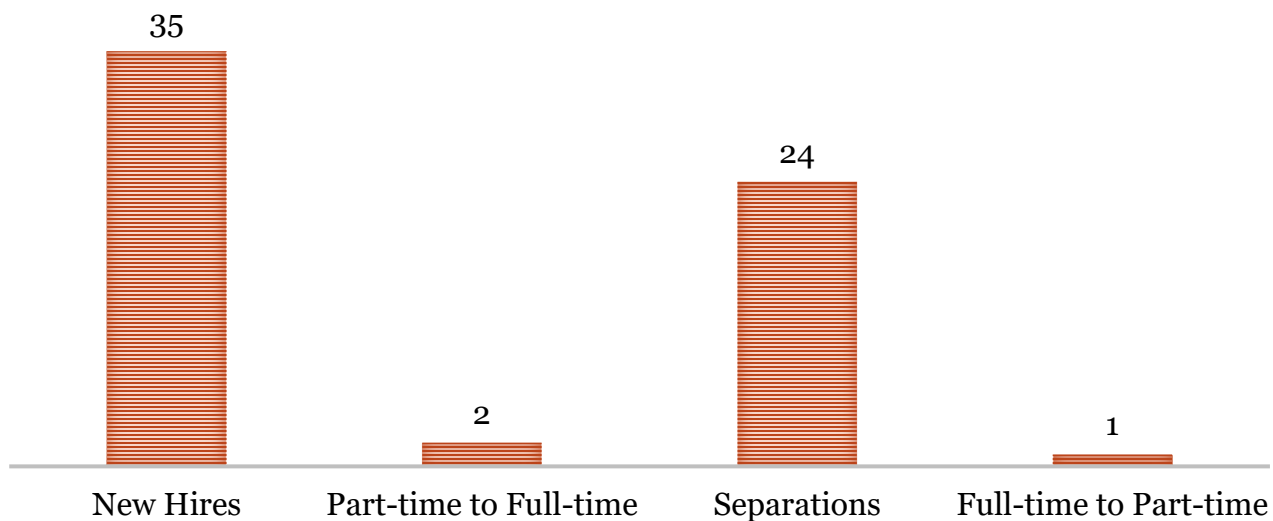


Budget Comparisons by Expense Type

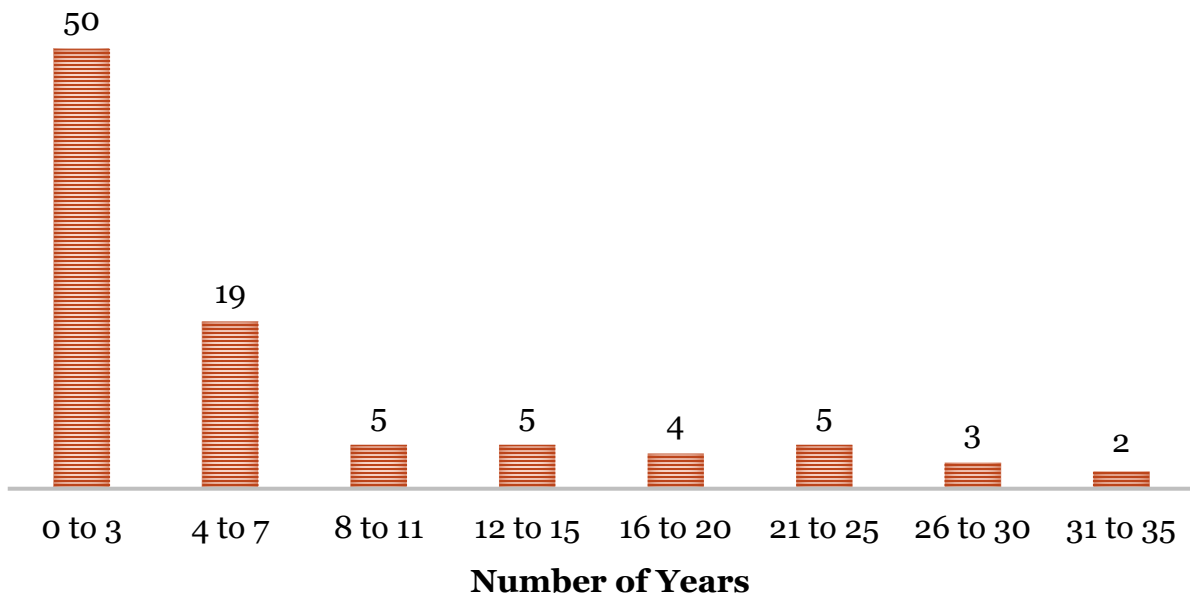


Public Safety Communications Operator Staffing Data

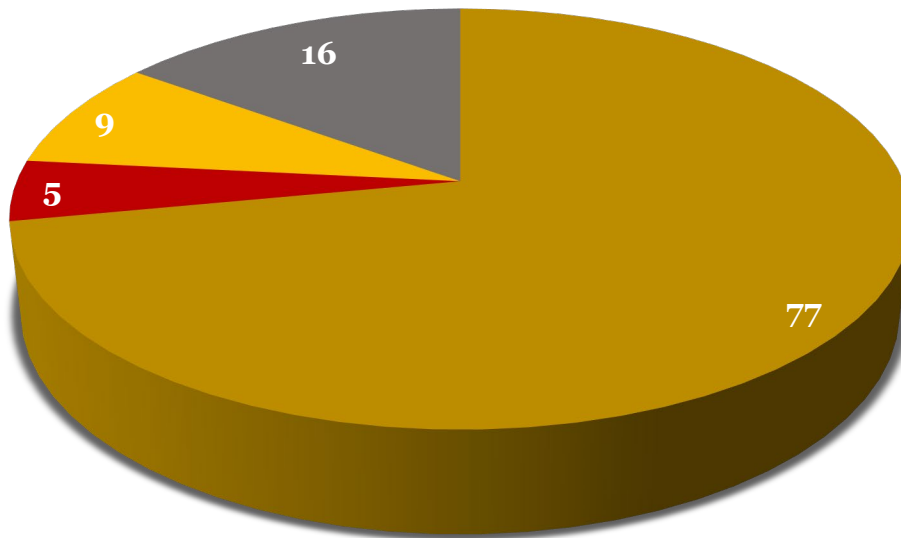
Hires & Separations



Total Employees by Years of Service

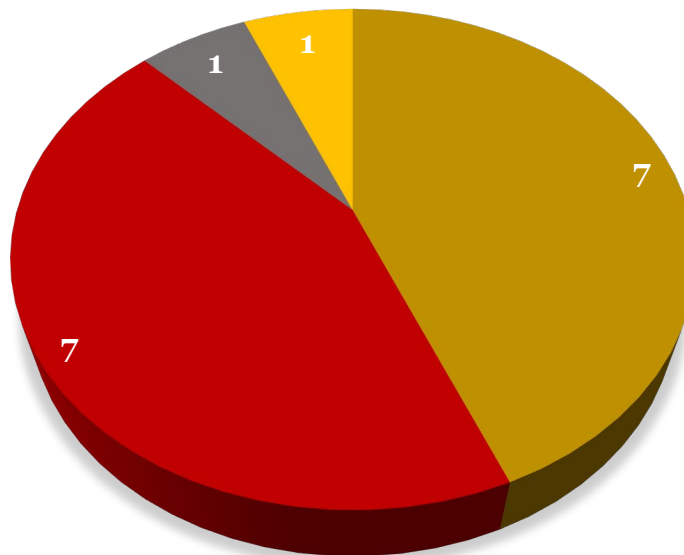


Total Budgeted Staff - 107 Positions (as of 12/31/23)



- Operations
- Training & Quality Assurance
- Executive & Administrative
- Vacancies

(16) Vacancies by Type (as of 12/31/23)



- Certified Training Operators
- Public Safety Communications Officers
- Shift Supervisor
- Administrative Staff

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 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 well-being. 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.

Wellness Program Achievements and Activities

- Co-author of the journal article “Workplace Traumatic Stress and Mental Health Sequelae Among Public Safety Telecommunications Officers in Florida” published by Florida Public Health Review
- Expansion of CDA Peer Support Team with 13 trained members
- Featured in city of Tallahassee video, awarded National 3CMA “Savvy” Award
- Guidance and strategic planning to other agencies on building a Wellness Program
- Guidance to Office of Program Policy Analysis & Government Accountability on Telecommunications’ Peer Support Programming
- Hosted and attended critical incidents debriefs
- On-Site chair massages
- On-Site exercise equipment
- On-site Licensed Mental Health Therapist
- On-Site sworn law enforcement CDA member to provide criminal outcomes/follow-up as requested by CDA members
- Participation in wellness awareness at FireWater Fellowship Event
- Partnered with first responder agencies for Health & Wellness Fair
- Presentation at Motorola Conference on Wellness Program
- Quiet room equipped with massage chair
- Renewal of CALM app subscription for all CDA members
- Renewal of Employee Assistance Program contract, same services at a reduced rate
- Resources and referrals provided on caregiver support, nutrition, suicide prevention, tobacco use, first responder & family mental health, neurodivergence, holiday stress & buying a home
- Served on a panel for National Emergency Number Association Conference
- Specialized first responder gym and wellness rates negotiated for CDA members
- Specialized intake hospitalization for CDA members in crisis
- Star Award Finalist, Working Well

- Stress management meetings for CDA new hires for each phase of the training program
- TMH Animal Therapy
- Volunteer Chaplain Program and on-call schedule

Wellness Educational Presentations by Community Experts (at no cost)

- 2-1-1
- Benefits of Stretching - Stretch Zone
- Biomarkers - Dr. Shannon Lord
- Budgeting - Jay Nix
- Budgeting/Money Marketing - Jason Athas
- Buying a Home / Hometown Heroes Loan - Rhonda Koenders
- Carpal Tunnel - Dr. Patrick Smith
- Fitness - Alexis Gaston
- HeartMath - Mary Barley
- Mindfulness - Dr. Jimmy Yu
- Mobility - Hoch Health and Wellness
- Nutrition - Afaf Qasem
- Nutrition - Dr. Patrick Smith
- Retirement - Jay Nix
- Saving Early - Jay Nix

Off-Site Family & Friends Events

- Bowling with Partnering Agency

Wellness Program Supported

- Build a Bed Event
- Cancer Awareness Fundraiser
- CDA 10th anniversary

External Wellness Training

- Active Assailants & Mass Casualty Incidents Summit
- Integrating Culturally Competent Clinicians into Agency Wellness
- Morale Injury
- Peer Support Training
- QPR – Question, Persuade, Refer
- Resiliency in Youth
- Stressed & Short Staffed
- The First Responder Resiliency Summit

Outreach, Engagement and Recruitment

Project Manager - Ellen Hutsell

A member was assigned to assist the Project Manager with recruiting and other community engagements increasing our ability to participate at multiple events on the same day, engage with new community partners, and manage larger engagements. The marketing of Public Safety Communications as a professional career included television and radio advertisements featuring agency members. We increased public tours and generated contact information for over 2,000 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 the Agency's core values, emphasizing the mission, and demonstrating dedication at the Executive level, employee volunteerism and engagement continued to increase proving highly beneficial regarding recruitment and retention but also effective in improving employee morale and community awareness. Members had "one-on-one" engagements with over 3,100 children/adults between November 2022 and December 2023. All events are considered opportunities to recruit, and recruitment materials are always present. Multiple platforms are being utilized and evaluated for effectiveness to include the following:

- Banners and "pop-up" signage
- Career Fairs
- Career Source
- Community Engagement events
- Flyers, cards, brochures
- Increased involvement by employees to recruit and refer applicants
- Indeed
- Message Boards
- Partnerships with Public Safety / First Responder Agencies
- Radio and television adverts
- Social media adverts
- ZipRecruiter

Partnerships

- 2023 Harambee Festival
- Assist Florida Department of Health with Leon County Schools health screenings
- City of Tallahassee 2023 Lifelong Learning
- Courage Through Cancer fundraiser
- Tallahassee Community College / Florida Public Safety Academy Heroes in Public Safety Day (Committee Members and Event participants)
- Tallahassee Memorial Healthcare Foundation / Pediatric Unit

Community Lunch and Learn Events with the Director

- Bradfordville Community
- Chaires Community
- Florida Department of Law Enforcement
- Lake Jackson Community
- Miccosukee Community
- Tallahassee Bureau of Prisons (Leadership Training for Executives)

Career/ Employment Fairs

- Big Bend Technical and CareerSource North Florida Career Fair
- Career Builder Career Fairs
- City of Tallahassee Career Fairs (8)
- Florida State University High School Career Fair
- Godby High School Career Fair
- Jack McLean Career Fair
- Keiser University Career Fair
- Leon High School ROTC Career Day
- Leon Works Expo
- Nims Middle School Career Fair
- Success Academy and Second Chance School Career Fair
- Talent Hub Career Fairs
- Tallahassee Community College Fall Career Fair
- Worlds of Work (TCC and Lively) Interactive Career Fair

Public Safety Days with First Responder Partners

- Buck Lake Elementary
- Canopy Oaks Elementary
- Fort Braden School
- Gilchrist Elementary
- Kate Sullivan Elementary
- Killlearn Lakes Elementary
- Sealey Elementary
- WT Moore Elementary

CDA Tours and Presentations

- 211 Big Bend
- Alpha Educational and Leadership Foundation
- Amateur Radio Society
- Big Brothers Big Sisters of the Big Bend Big Futures
- Boy Scouts of America
- Bradfordville Volunteer Fire Department
- Career Source
- City of Tallahassee 2023 LX3
- City of Tallahassee Communications

- Community Members
- FAMU Criminal Justice Classes
- FAMU Police Department
- Florida Bureau of Prisons Executives
- Florida Department of Management
- Florida Leadership Academy
- Florida Public Safety Institute Class
- Florida State University School Seniors
- Future Leaders of Tallahassee
- Gadsden County Sheriff's Office
- Girl Scouts of America
- Hartsfield Village Community
- Housing Authority
- Jackson County Sheriff's Office
- Junior Leadership
- Local Professionals
- Miccosukee Community
- Other (local businesses, agencies, citizens, potential applicants, etc.)
- Pat Thomas Law Enforcement Academy Classes
- Red Hills Village
- State Attorney Jack Campbell and Staff
- Tallahassee Chamber
- Tallahassee Memorial Hospital
- Tallahassee United Methodist Church
- The Senior Center Staff
- The Tallahassee Senior Center (7)

Other Events & Partnerships

- Big Brothers Big Sisters Partnership/ Mentors
- Callen Neighborhood Walk
- CDA Mental Health and Wellness mini documentary (Nominated for an Emmy Award)
- City of Tallahassee Neighborhood Leadership Academy (Tour and Presentation)
- Equal Opportunity Training
- Ernie Sims Field Day
- Festival of Lights Parade and Winter Festival
- First Responders Luncheon
- Florida Department of Law Enforcement Trunk or Treat Event
- Greg Tish Radio Show appearances
- Leon County Emergency Medical Services Press the Chest
- Leon County Emergency Preparedness Community Event (Tour and Presentation)
- Leon County Sheriff's Office Citizens Academy (2)
- Leon County Sheriff's Office Honoring Fallen Heroes Memorial

- Leon County Today appearances
- Local television network interviews
- Mission BBQ 9/11 Event
- Ongoing engagement with St. Augustine Plantation, Tapestry Senior Living, Red Hills Village
- Outreach/ recruitment at North Florida Fair
- Patch Appearances: Multiple Leon County Schools and various preschools
- Pencil Wars School Supply Drive
- Public Safety Defenders Collaboration
- Safe Kids Big Bend Safety Fair
- Sleep in Heavenly Peace Build a Bed Event and ongoing bedding drive
- Summer Splash and Family Fun Day at Tom Brown Park
- Super Bowl Commercial
- Support for surrounding counties in the aftermath of a critical incidents
- Tallahassee Police Department Citizens Academy (2)
- Tallahassee Police Department Law Enforcement Memorial
- Tallahassee Police Department National Night Out
- Tallahassee Police Department Pack the Patrol Car
- United Way of the Big Bend Events

Milestone Years of Service

5 Years ~

- JEREMY BONNER
- CHANDRA DAWSON
- QUINDEEJAH SAFFORD
- MALIK SLYDELL

20 Years ~

- SHAKITA GORDON
- PRINCESS PECK

10 Years ~

- LATONYA BANKS
- STEFANIE NIEVES
- JONATHAN RODRIGUEZ

30 Years ~

- JAMES FROHOCK
- ARTHUR KIRBY

Recognitions & Awards

**Public Safety Communications
Officer of the Year ~**
JAHVE LOVETT

Supervisor of the Year ~
ALESSANDRA SHEPHERD

Director's Award ~
KENTAZHA BRADSHAW & ELLEN HUTSELL

**Certificate of Excellence,
Quality Assurance ~**
EMILY CARDER & CHRISTINE FAIRCLOTH

Operations Support ~
PRINCESS PECK

**Motorola Public Safety
Communications Officer of the
Year ~**
TEAGAN CLAYTON

**Motorola Innovation, CDA
Health & Wellness Program ~**
MIKE ABBEY & KIM POWELL

**Tallahassee Community College –
Heroes in Public Safety, Hall of
Fame ~**
ALTAMEAD MORGAN

**Tallahassee Community College –
Heroes in Public Safety, Lifetime
Achievement ~**
DAVID ODOM

**Women Who Mean Business
Torchbearer Finalist ~**
KIM POWELL

Agency Improvements

Facility:

- Added additional sound masking emitters
- Added sliding doors to administrative staff cubicles
- Stage 1 implementation of the CDA “kitchen renovation” (expanding the square footage and concept design)

Technology:

- Added 9-1-1 lines to Teletype stations
- Added call volume screen within Operation Manager’s office
- Installation of a Starlink satellite as an additional redundancy during critical incidents

Agency Liaisons

To our Partner Agencies and First Responder family, what we achieve 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."