

CONSOLIDATED DISPATCH AGENCY

2024 Annual Report



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Table of Contents

Message From the Director.....	3
Mission Statement, Vision Statement, Values	4
Organization Chart.....	5
Operations Bureau	6
Call Data	7
Professional Standards Bureau	10
Training Initiatives	10
Administrative Services Office.....	11
Staffing Data	12
Behavioral Health & Wellness	14
Outreach, Engagement & Recruiting.....	17
Years of Service	20
Recognition & Awards	20
Agency Improvements	21
Agency Liaisons.....	21

Message From Director David Odom



As we look back at the accomplishments and challenges of the past year, I am proud to share the 2024 Annual Report of the Consolidated Dispatch Agency (CDA). This report reflects the dedication and hard work of our Members, whose steadfast commitment to our mission of emergency communications continues to serve as the foundation of public safety in Tallahassee, Florida.

As one of the premier Public Safety Answering Points in the southeastern United States, our commitment of *Service to Others* remains the guiding principle in everything we do. Whether responding to emergency calls, dispatching resources, or coordinating with our partner agencies, every action we take is focused on saving lives and ensuring the safety of our community.

At the heart of our continued success is the professionalism and dedication of our team. In 2024, we made significant investments in our people—enhancing salary and benefit packages, offering specialized training, and providing leadership development for middle managers and first-line supervisors. These efforts have reduced staffing vacancies and ensured we uphold the highest service standards.

We also launched several forward-looking initiatives aimed at modernizing emergency communications. Among these is the development of a *Drone as First Responder (DFR)* program in partnership with local first responder agencies. Still in the planning stages, this program will require collaboration with agency leaders, government officials, and the public. Once implemented, the DFR program has the potential to transform our operations by delivering real-time video feeds to communication operators and first responders, enhancing situational awareness and response effectiveness.

Our commitment to community engagement continues to be a vital aspect of our mission. In 2024, we actively participated in numerous events and outreach initiatives, helping build public trust and awareness of the essential work behind the scenes at the CDA. These efforts help our community better understand our role and strengthen the connection between our agency and those we serve.

I am also proud to celebrate the outstanding achievements of our Members, whose contributions have been recognized through prestigious awards, including the *Public Safety Communications Officer of the Year*, the *Director's Award*, and others. Each accolade is a reflection of the professionalism, passion, and commitment our team brings to the job every day.

As we look ahead, our priorities remain clear: invest in our people, modernize our capabilities, and deepen our connection with the community. I thank each of our Members for their service and dedication, and I look forward to building on our progress in the year to come.

Together, we continue to honor our commitment of *Service to Others*—a promise that lies at the heart of everything we do.

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

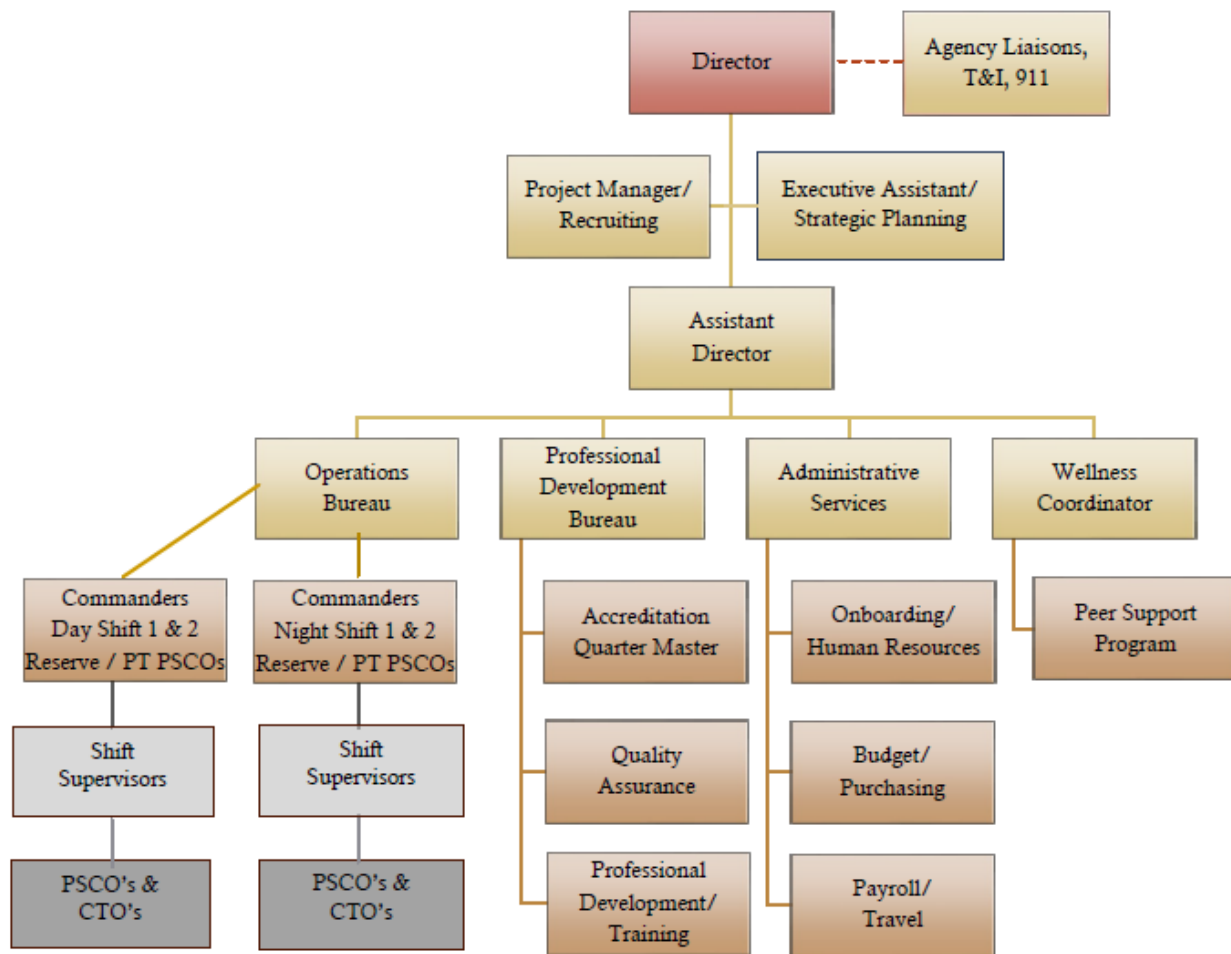
The Consolidated Dispatch Agency, in partnership with our First Responder Public Safety Agencies, will play a leadership role in providing and delivering critical information in the protection of life and property, striving to make a safer community in which we live, work and visit.

Vision

Customer Service, Leadership Responsibility, Employee Excellence, and Teamwork



2024 Organization Chart



Operations Bureau

Operations Bureau Chief- Caroline Payne

The Consolidated Dispatch Agency is a 24-hour, seven-day-a-week, 365-day-a-year operation. The Operations Bureau comprises four shifts, each 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:

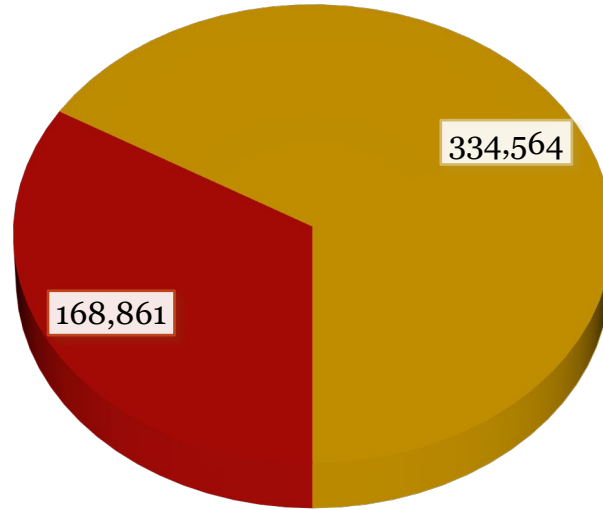
LaTonya Banks
Altamead Morgan
Stephanie Nieves
Elise Tracy

Shift Supervisors:

Carmen Finn
James Frohock
Joshua Martin
Linda Plante
Alessandra Shepherd
Cindy Hammond
David Garay

Call Data

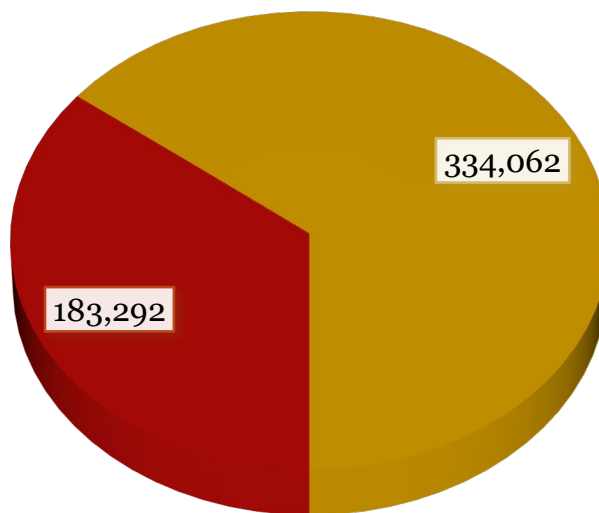
2024 Total Calls 503,425



■ Emergency/ 911 ■ Non-Emergency

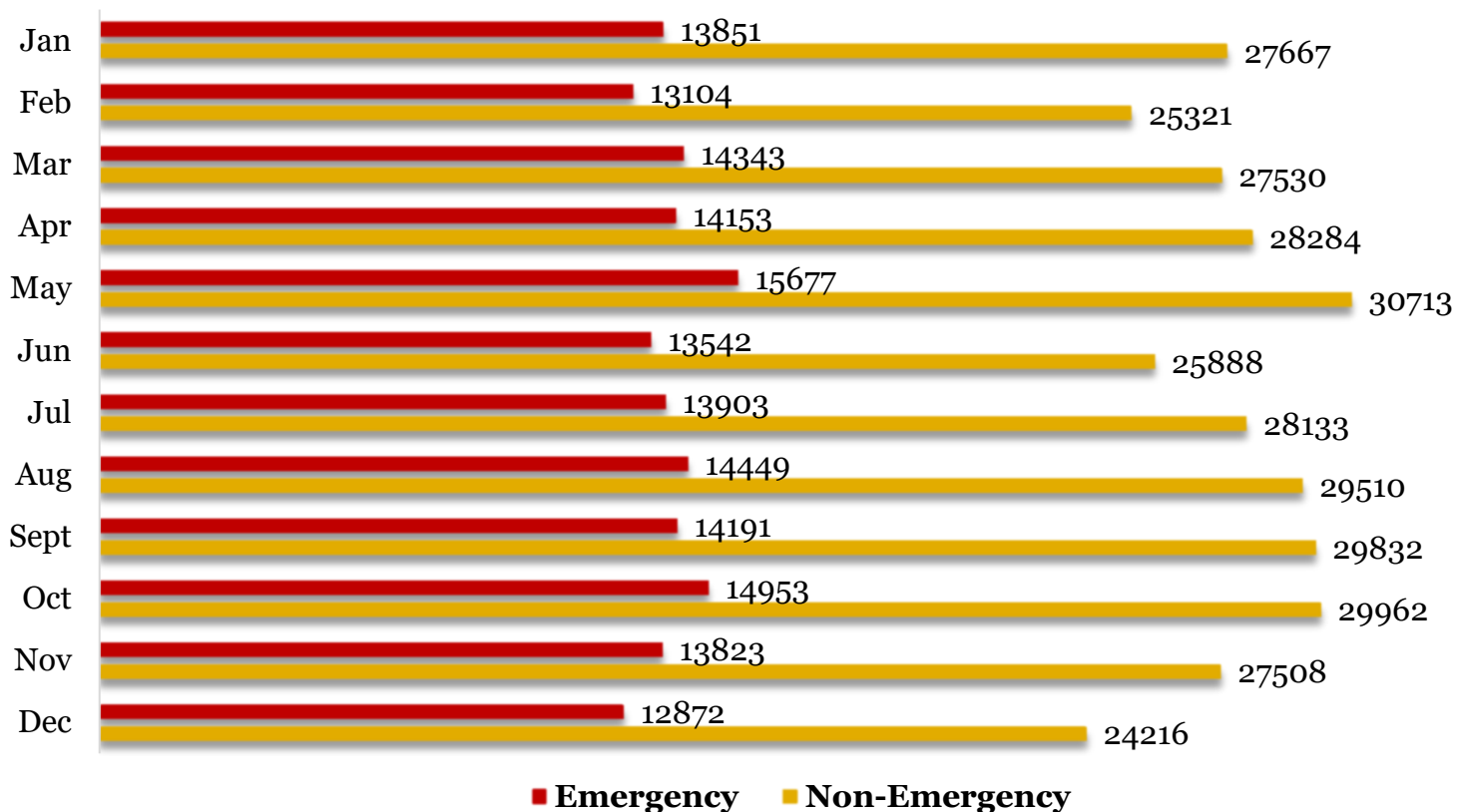
**Total call volume decreased by 2.8% from 2023:*

2023 Total Calls 517,355

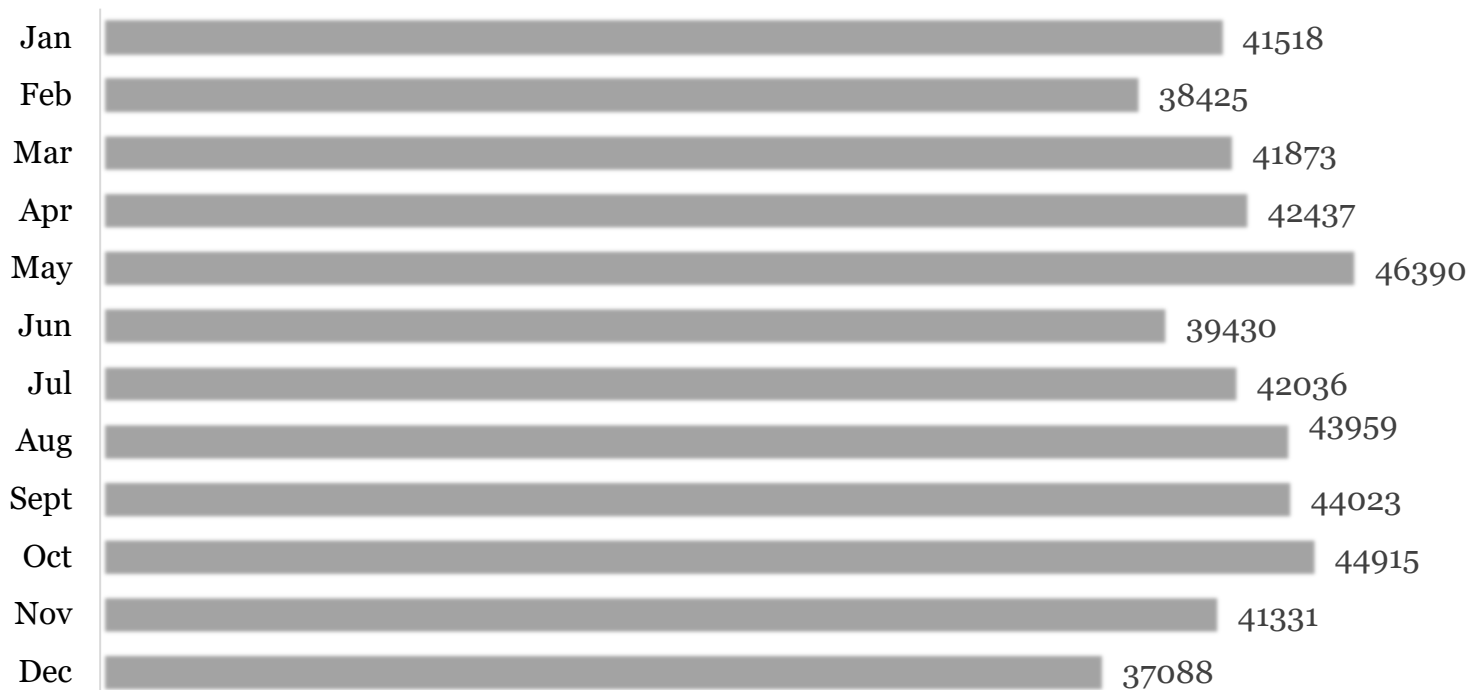


■ Emergency/ 911 ■ Non-Emergency

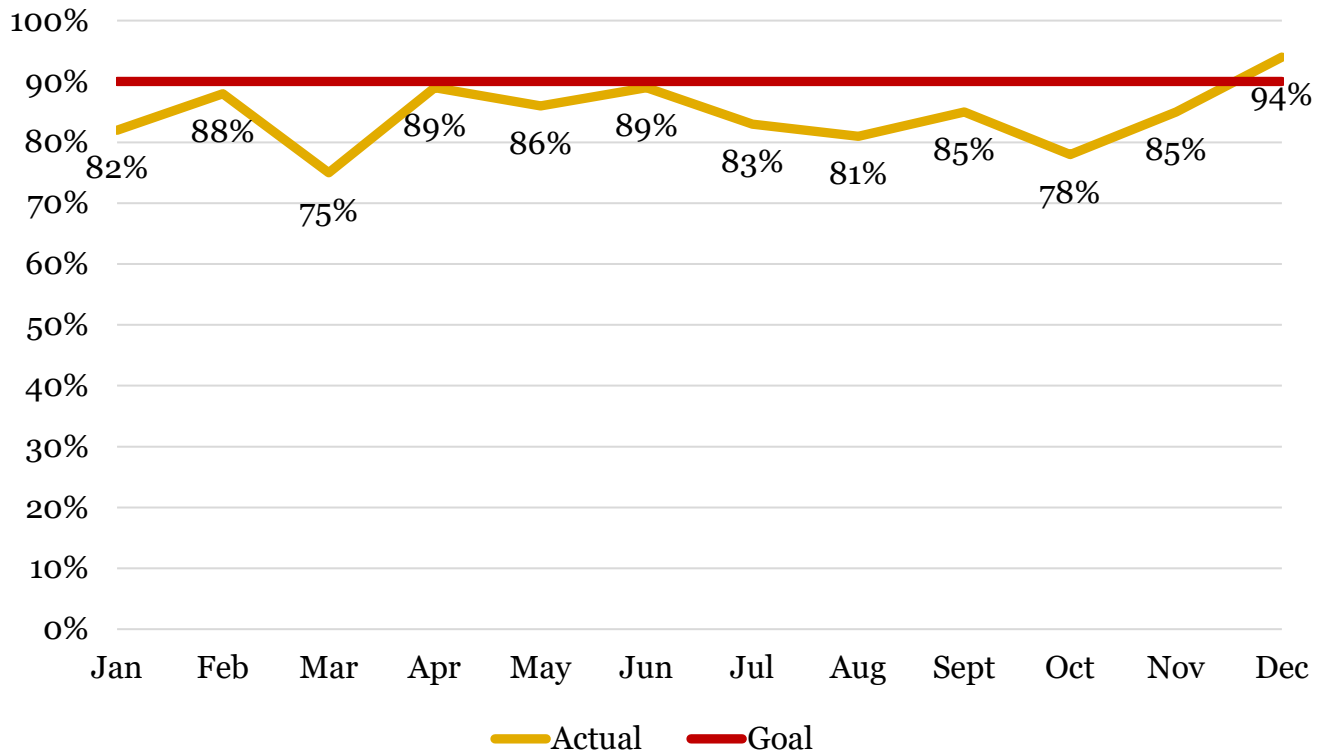
Call Type Totals by Month



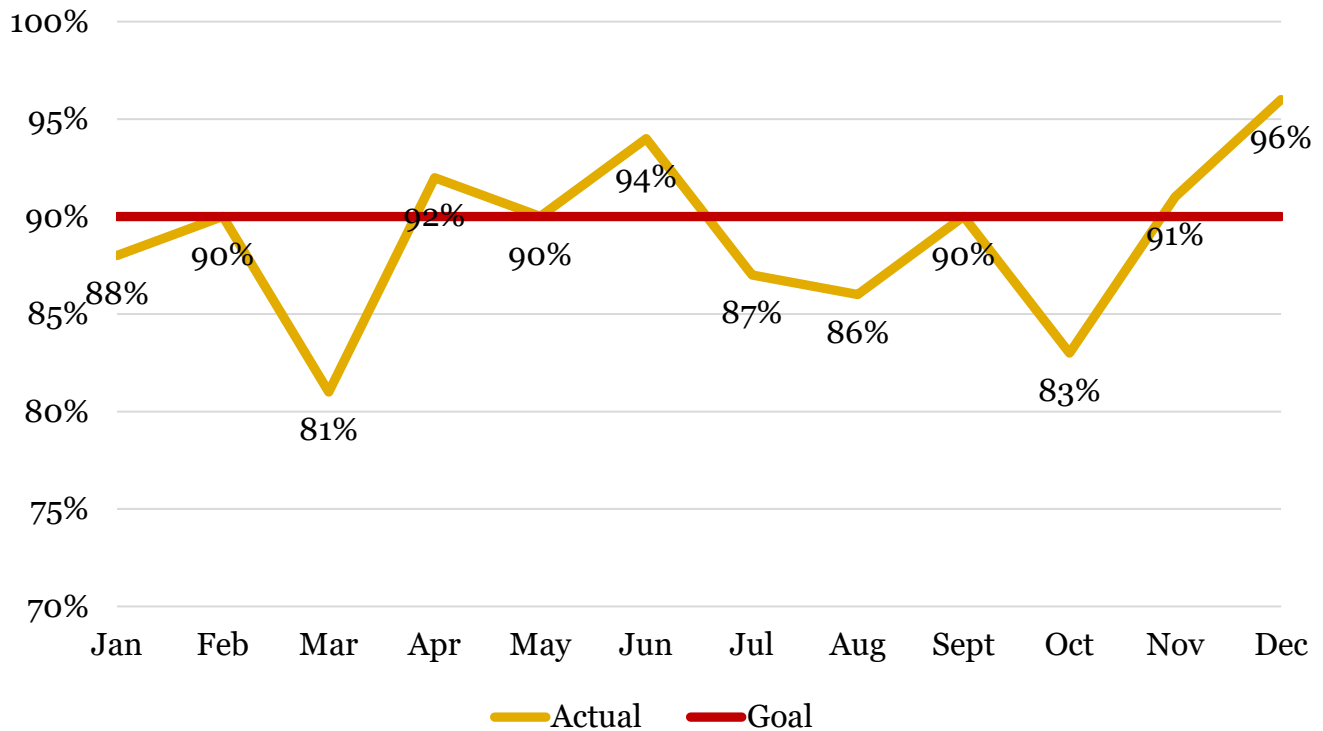
Total Calls by Month



**% 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 Full-time Classes, 19 New Members, 3 Part-time Classes, 5 New Members)
- Attended the FLA-PAC Conference (one member)
- Attended the 2024 Navigator Conference (2 members)
- Attended the CALEA Conference (one member)
- Attendance and graduation of FDLE Leadership Training (1 member)
- CALEA Accreditation Completed -second year
- Conducted Communications Training Officer (CTO) Classes (two courses, 10members, 3 from other agencies)
- Continued Education Assignments for various members related to IAED and RapidSOS
- CPR Certification/Re-Certification conducted (8 sessions, 43 members)
- Dispatch Review/Dispatch Steering Committee held
- IAED Certifications (3 Disciplines each) completed for 24 new members
- IAED recertifications (3 Disciplines each) for agency members this year
- In-Service Training Sessions Conducted (6 Training Topics Covered, 19 Sessions)
- New members completed the PST Exam
- Software update: ProQA Maintenance Release v5.1.1.48; NAE EMD STD v14.0.137
- Training Committee Meetings Conducted (Once Quarterly)
- Training Staff Attended General Instructor Techniques Course (2 members)

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

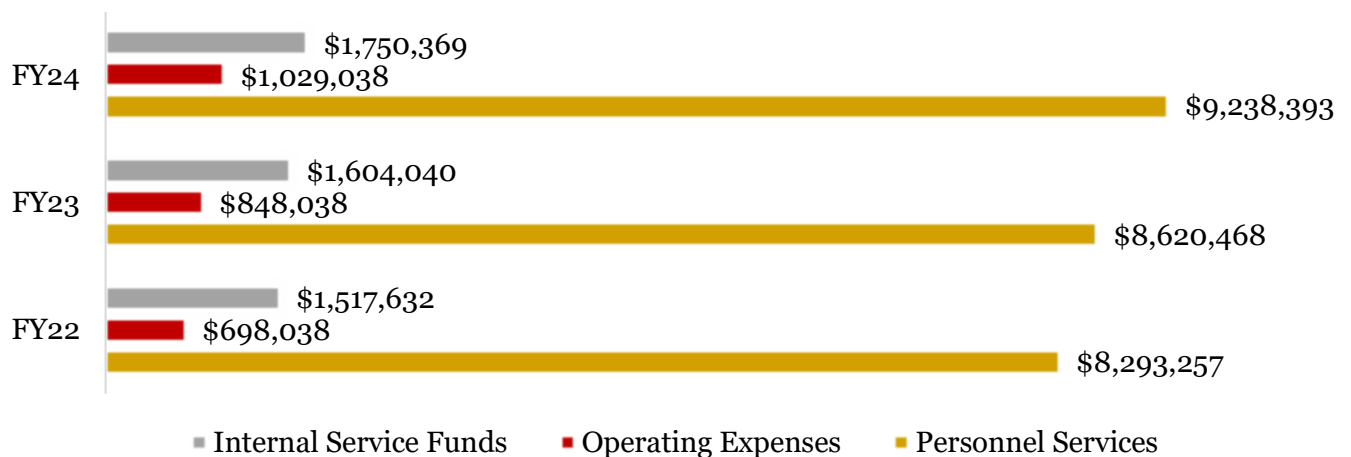
The CDA budget is funded by the City of Tallahassee and Leon County. The budget is prorated between the different governmental agencies based on population.

Budget comparisons for 2022 through 2024:

Budget Totals

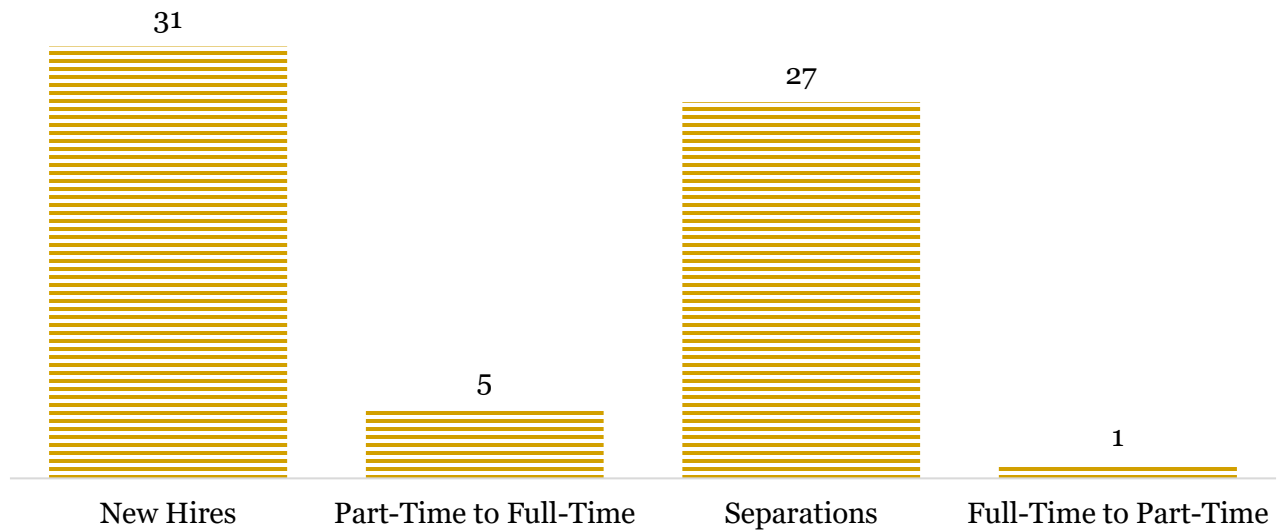


Budget Comparisons by Expense Type

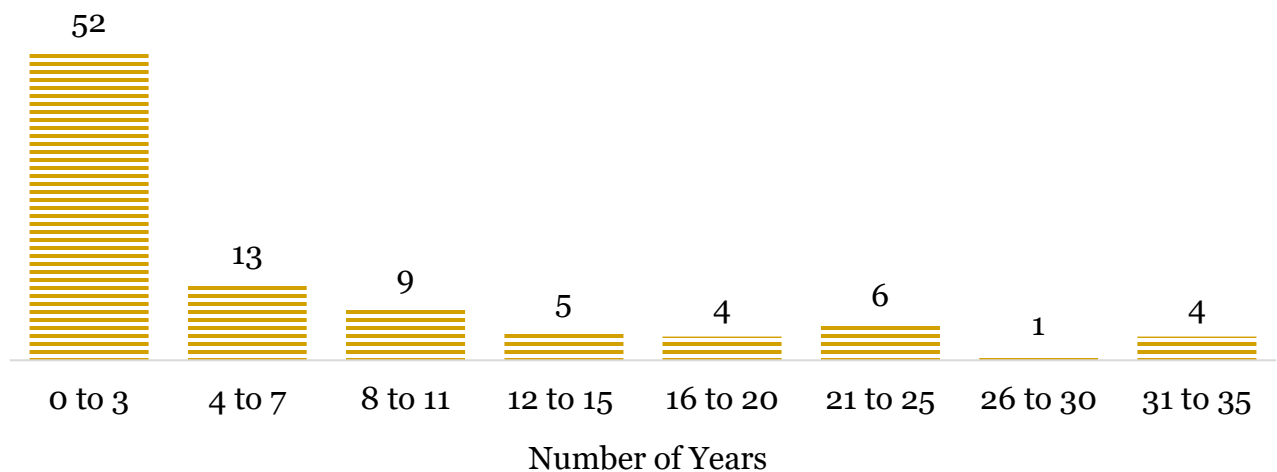


Public Safety Communications Operator Staffing Data

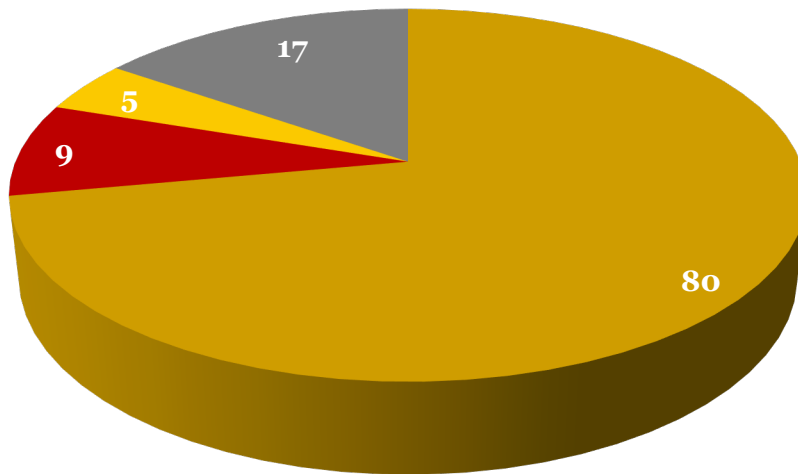
Hires & Separations



Total Employees by Years of Service

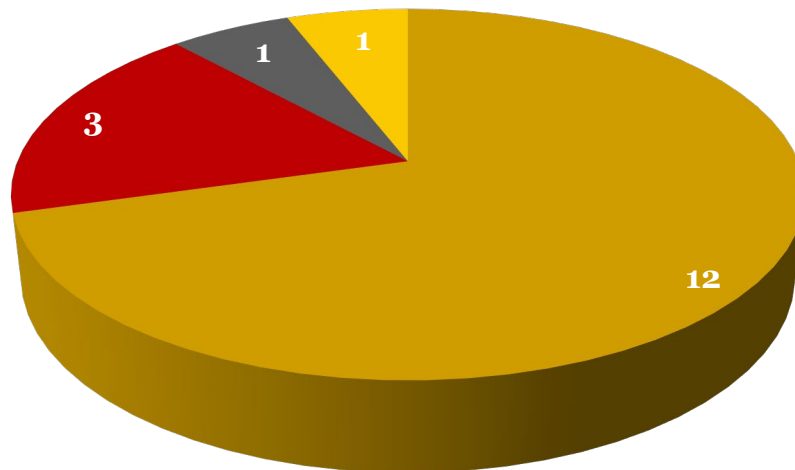


Total Budgeted Staff 111 Positions



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

Vacancies by Type



■ Public Safety Communications Operators ■ Certified Training Officers
■ Shift Supervisors ■ Shift Commanders

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. These situations may cause emotional, psychological, and physical problems unless adequately addressed. Preparing and providing support for daily anxiety and stress following a traumatic incident may help minimize the chances that employees will experience adverse 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 Highlights & Activities

- Conducted “Wellness Program Survey” soliciting employee feedback and guidance
- Crisis intervention and stress management to CDA members as needed
- Developed Wellness SharePoint page
- Employee Assistance Program
- Employee Storm Response In-Reach
- Group Crocheting
- Guidance and strategic planning to other agencies on wellness programs and peer support development
- Guidance to the Office of Program Policy Analysis & Government Accountability on Telecommunications’ Peer Support Programming
- Hosted and Attended Critical Incidents Debriefs
- Hosted tours for the partnering agency’s interns
- New on-site exercise equipment
- Onboarding of CDA newly hired employees about resilience and wellness
- On-Site Licensed Mental Health Therapist
- On-site shoulder massages
- On-Site Sworn Law Enforcement CDA Member to provide criminal outcomes/follow-up as requested by CDA Members
- Presented at the 2nd Alarm Project’s First Responder Resiliency Summit
- Presented at the First Responder Project’s Summit “Bearing the Burden: Reconciling the Invisible”
- Provided CALM app subscription for all CDA Members
- Quiet Room equipped with a new and improved massage chair
- Resources provided on Employee Assistance Program, vetted counselors, financial wellness, achieving weight loss goals, 2nd Alarm Project, women’s workshop, Tallahassee Area Trauma Recovery through Group EMDR, caregiver support, stress management during disasters and holidays, gratitude, mindful eating, energy efficient utilities, cognitive acuteness, NAMI, nutrition, tobacco use, goal setting, sleep wellness, family support

- Rotating monthly informational wellness slides, prominently posted for CDA members
- Served on an interview panel for a partnering agency
- Specialized first Responder gym and wellness rates negotiated for CDA Members
- Specialized Intake Hospitalization for CDA Members in Crisis
- Stress Management meetings for CDA members during each phase of the training program
- Summer Graduate Intern
- The Peer Support Team provided 280 low-level contacts, 76 moderate contacts, and 11 in-depth contacts
- TMH Animal Therapy
- Toured a behavioral health treatment center, specializing in first responder substance abuse
- Volunteer Chaplain Program and On-Call Schedule by the First Responders Initiative

Wellness Educational Presentations by Community Experts (at no cost)

- City of Tallahassee Recreation and Parks, utilizing local resources for activity, outdoor movement, continuing learning, and social connections
- Credit Reports and Credit Scores
- Financial Wellness
- First Time Homebuyers
- Grief and Loss
- Hosted ASIST – Suicide Intervention for multiple agencies
- Indoor Plants & Wellness
- Mindfulness Workshop
- Telecommunications and Criminal Prosecutions

Off-Site Family & Friends Events

- Bowling with Partnering Agency
- District 850
- FSU Flying Circus
- FSU Women's Basketball Game

External Participation in Wellness Training

- De-Escalation & Wellness Expo
- Driving Success in Peer Support: Evaluating Program Effectiveness
- First Responder Marriages, Tools from the Gottman Method
- First Responder Resources and Skill Building for Clinicians
- First Responder Support Retreat
- IACP Valor Officer Resilience Training
- Licensed Clinician's EMDR Basic Training
- Nervous System Resuscitation
- Overcoming Overwhelm
- Peer Support Training
- To Protect and Serve Those Who Protect and Serve

Wellness Program Participation/Support Provided to

- CDA Cancer Awareness Fundraiser
- CDA Hiring Process
- CDA National Public Safety Telecommunicators Week
- CDA Pencil Wars Donation

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 3,400 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 the 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 4818 children/adults between November 2023 and December 2024. All events are considered recruitment opportunities, and recruitment materials are always present. Multiple platforms are being utilized and evaluated for effectiveness, 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 advertisements
- Social media advertisements
- ZipRecruiter

Career/ Employment Fairs

- Amos P Godby High School
- AVID College Day @ James Rickards High School
- FSU Career Development
- Gadsden Career Source Summer Initiative
- Godby ROTC All Day
- Homecoming Career Fair @ James Rickards High School
- Jack McLean Community Teen Fair
- Jacob Chapel Public Safety Day
- Keiser University Career Fair
- Leon High School Career Day
- Leon Works EXPO
- Paycheck for Patriots

Partnerships

- Attended State of Nation 911 Webinars
- Big Bend Crime Solvers
- Big Bend Technical Occupational Advisory Board
- Big Brothers Big Sisters Collaboration
- CareerSource Partnership
- Chamber of Commerce Professional Women's Forum
- City of Tallahassee Lifelong Learning
- City of Tallahassee TEAM Unit
- Courage Through Cancer
- Ernie Sims Big Hits Youth Community Day/ Champion Awards
- Faith and Blue
- FCI/ FDI Tallahassee Community Relations Board
- FDLE Trunk or Treat
- Fire Prevention Week (TFD)
- Friday Night Rivals
- FSU/ FDLE Collaboration
- Gadsden County Career Source Summer Initiative Board
- Heroes in Public Safety (Committee Members and Nominations/ Award Winners)
- LCEMS Press the Chest
- LCSO Homeless Referrals
- Leon High School ROTC and Curriculum Board
- Mayor's City Leadership Initiative on Mental Health
- Meet the Chiefs (TALL Program)
- Mission BBQ 9/11 Event
- National Night Out
- Natural Gas Emergency Response Planning (COT)
- North Florida Fair
- North Florida Worlds of Work
- Public Safety Defenders Collaboration
- Public Safety Summer Kick-Off (Partner Agencies)
- September 11th Ceremony and Walk (Partner Agencies)
- Tallahassee Leadership Prayer Breakfast
- United Way
- Winter Festival and Parade

Public Safety Days with First Responder Partners

- Bond Fire and Safety Day
- Canopy Oaks Elementary School Safety Day
- Hawks Rise Elementary School Safety Day
- Killlearn Lakes Elementary School Safety Day
- Leon County Today w/ Sheriff McNeil
- Roberts Elementary School Safety Day
- Springwood Elementary School Safety Day

CDA Tours and Presentations with Director Odom

- Big Bend Technical
- Boy Scouts (x3)
- Boys To Kings
- CALEA Accessors
- Community Leadership Academy
- COT Bring Your Kids To Work Day
- COT Leadership Academy
- COT Procurement and Disbursement
- COT TEAM Unit
- FAMU (x6)
- FAMU's National Summer Camp
- FCI Planning Team
- FSU Lambda Alpha Epsilon
- FSU Upward Bound Tour
- Girl Scouts (x4)
- LCSO Citizens' Academy (x2)
- Leon County Citizen Engagement Series
- MLK Foundation of Florida
- Neighborhood Leadership Academy
- Pace Center for Girls
- Pat Thomas LE Academy Recruits (x3)
- Red Hills (x2)
- Seminole Tribe of Florida Youth Explorers
- TALL Program
- Tallahassee Leaders (Charles Sessions)
- TPD Citizens' Academy (x2)
- Woodville Community

Other Events & Partnerships

- Betton Hills Preschool
- Tallahassee Talks w/ Brien Sorne
- The Greg James Show
- The Greg Tish Show
- Pencil Wars School Supply Drive

Milestone Years of Service

5 Years ~

- JESSICA JINADU
- KATLIN MITCHELL
- ZANE WHITE

15 Years ~

- TONYA NICHOLSON

Recognitions & Awards

Public Safety Communications Operator of the Year ~

LORI CREBER

Supervisor of the Year ~

CARMEN FINN

Operational Support ~

EVANGELINE VARGAS

Director's Award ~

WILL BLANTON

Beyond the Call Award ~

LORI CREBER

Life Saver Awards ~

ANGELINA RAYE

CHYENNE REYNOLDS

Stork Awards ~

MALIKIYA ANDERSON

ASHTON DARLEY

BRIANNA HUGHEY

VFW First Responder Award ~

EMILY CARDER

Tallahassee State College Heroes in Public Safety, Chris Connell Young Professional ~

ALESSANDRA "ALLY" SHEPHERD

Tallahassee State College Heroes in Public Safety, Hall of Fame 2024 ~

WILL BLANTON

Tallahassee Fire Department Certificate of Appreciation ~

KAYLA DOWDEN

Tallahassee Memorial Hospital Impact Awards ~

CONSOLIDATED DISPATCH AGENCY

Agency Improvements

- **New Video Wall** ~ The CDA classroom now features a new video wall designed to support multi-agency coordination during critical operations, specifically for the Command Central display.
- **Autura Software** ~ Received approval for integration to assist with emergency tow dispatch and tow accountability, improving call diversion and bolstering safety for first responders on the roadside.
- **AI for Call Diversion** ~ As part of ongoing innovation efforts, we also began investigating and exploring the use of AI to enhance call diversion processes further.
- **Drones as First Responders (DFR)** ~ Talks with partner agencies regarding drones as first responders (DFR) are also underway to improve response times and operational efficiency.
- **Backup Center Upgrades** ~ We also began a much-needed refresh and upgrade of our backup center to ensure continued operational efficiency.
- **CDA Breakroom Updates** ~ Renovations have commenced, with plans to transform the kitchen into a more functional space that will better serve 24/7 operations.

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."