

2025 Year in Review



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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

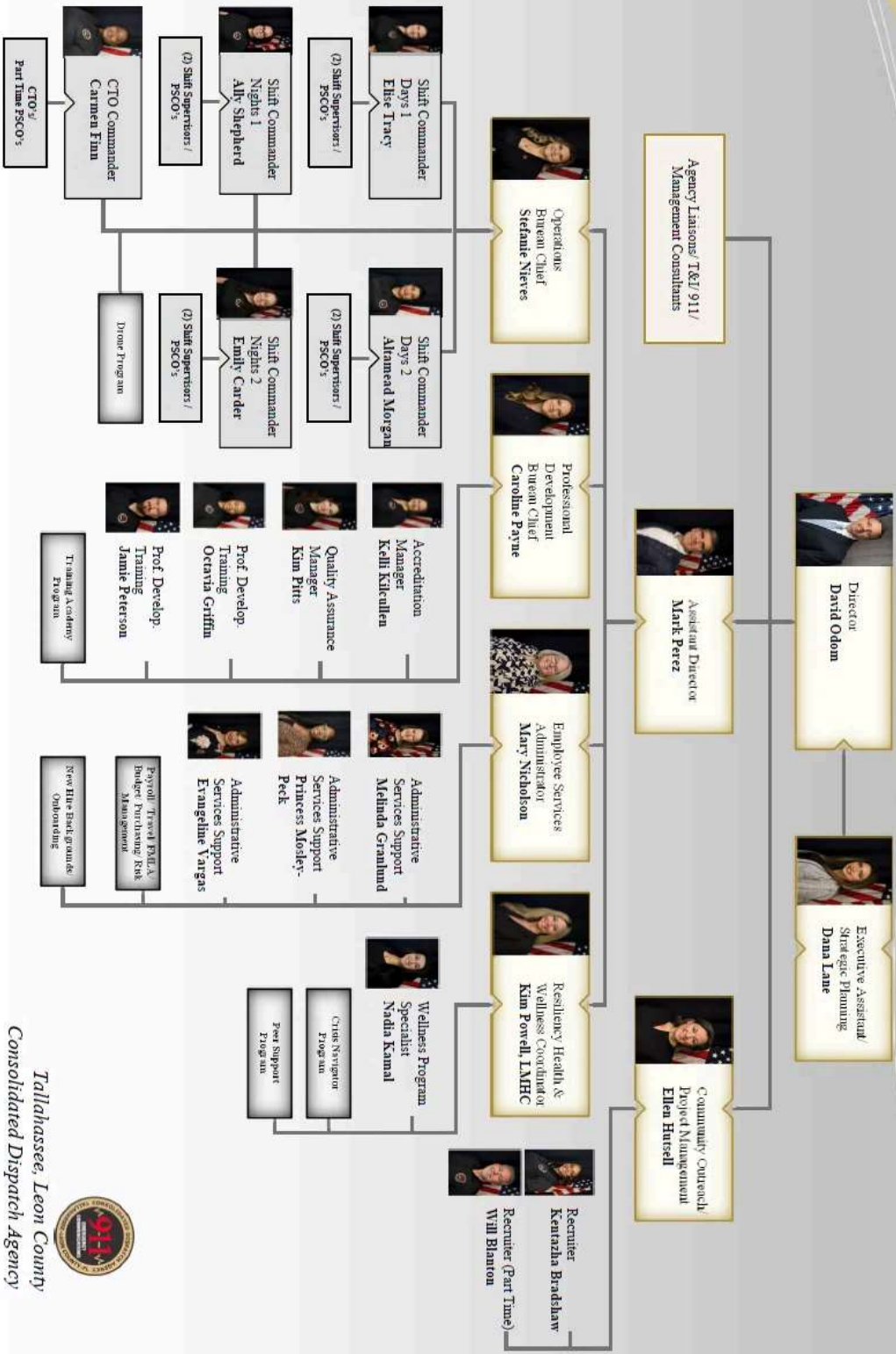
The Consolidated Dispatch Agency, in partnership with our First Responder Public Safety Agencies, will play a leadership role in providing and delivering critical information in the protection of life and property, striving to make a safer community in which we live, work and visit.

Values

Customer Service, Leadership Responsibility, Employee Excellence, and Teamwork



Organization Chart



Tallahassee, Leon County
Consolidated Dispatch Agency



Operations Bureau

Bureau Chief - Stefanie Nieves

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

Emily Carder	Altamead Morgan
Ally Shepherd	Elise Tracy
Carmen Finn (CTO Commander)	

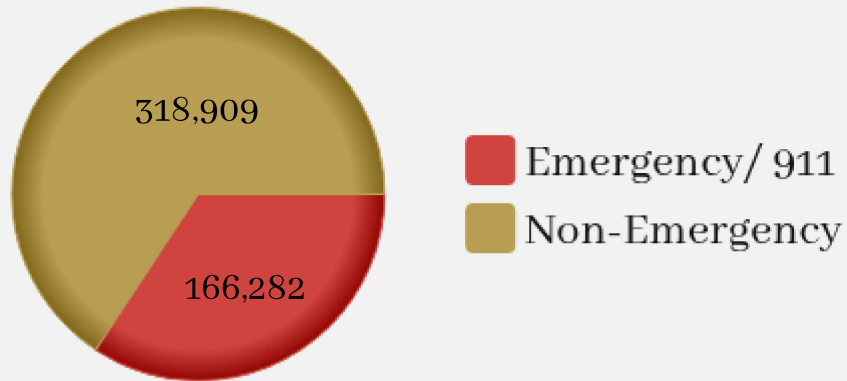
Shift Supervisors

Azavian Adams	David Garay
Cindy Hammond	Joshua Martin
Katlin Mitchell	Linda Plante
Stephanie Reynolds	Katie Higgins

Call Data

Total Calls in 2025

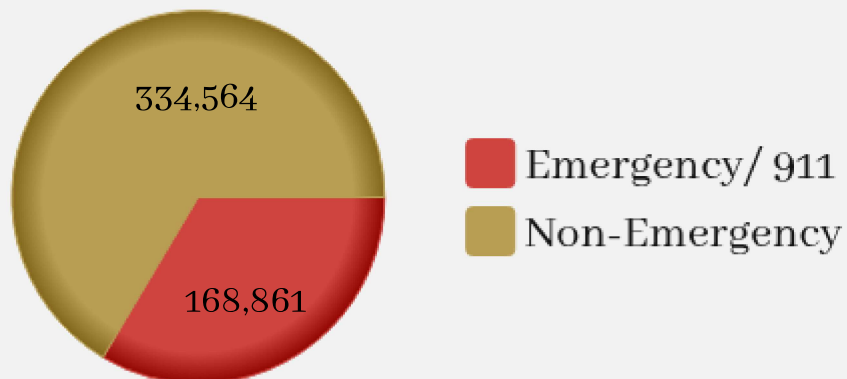
485,171



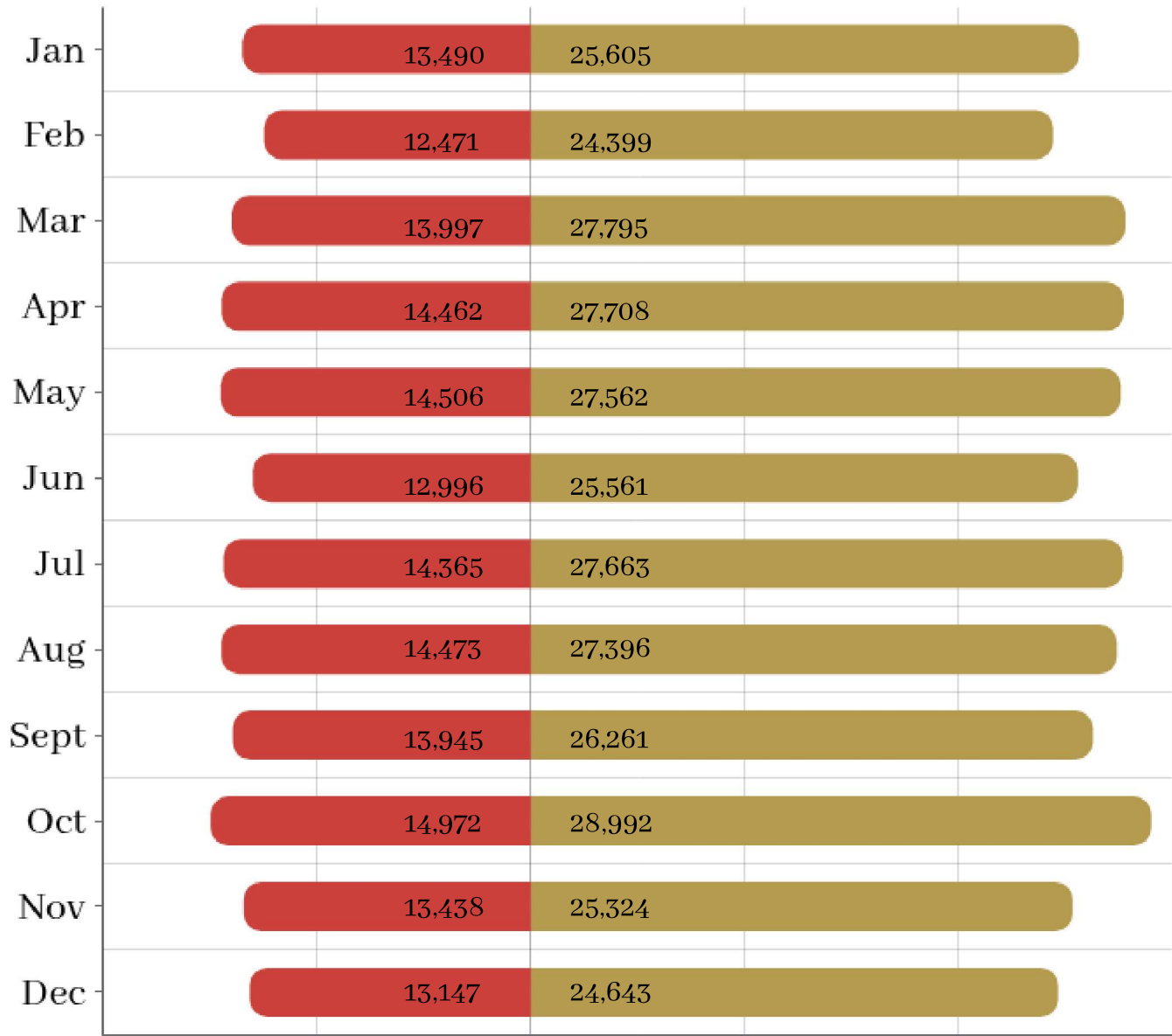
**Total call volume decreased by 3.6% from 2024:*

Total Calls in 2024

503,425

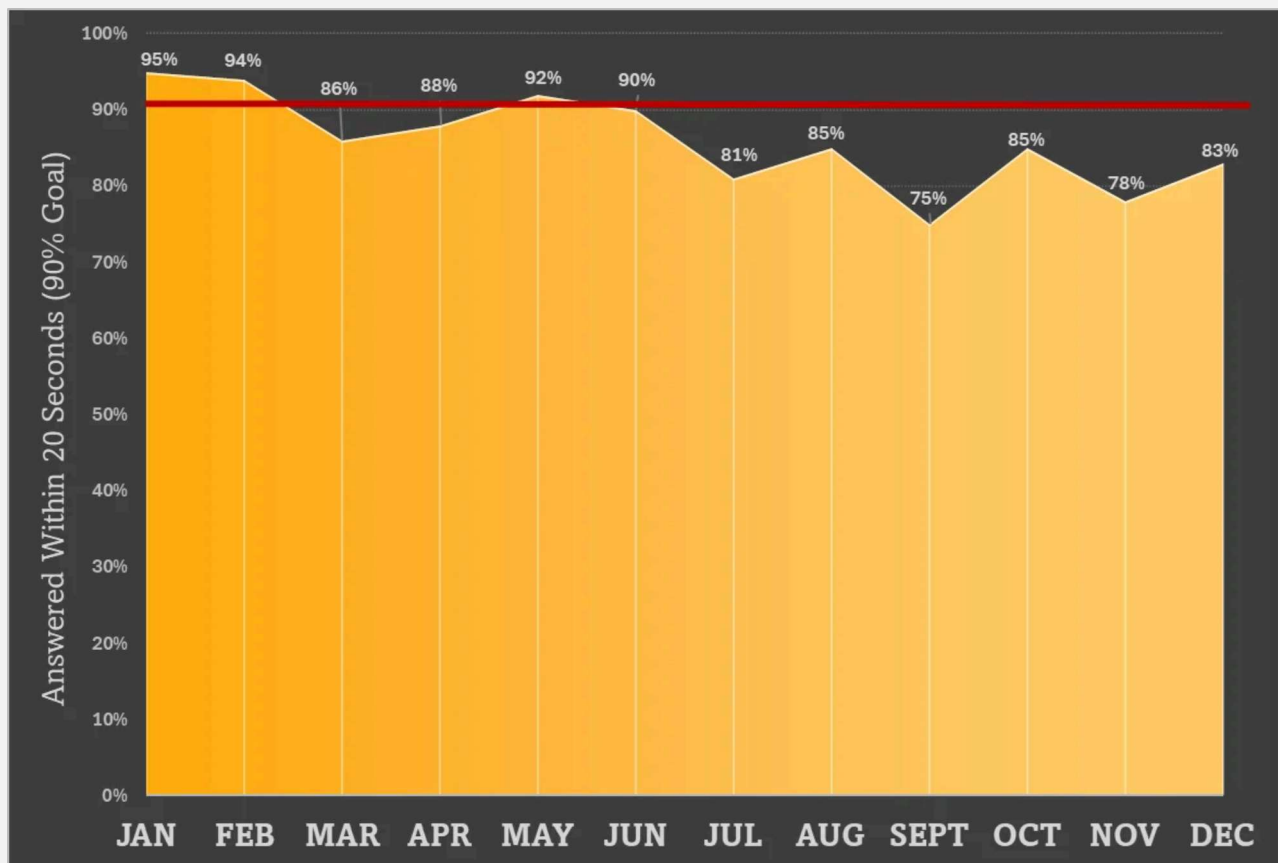
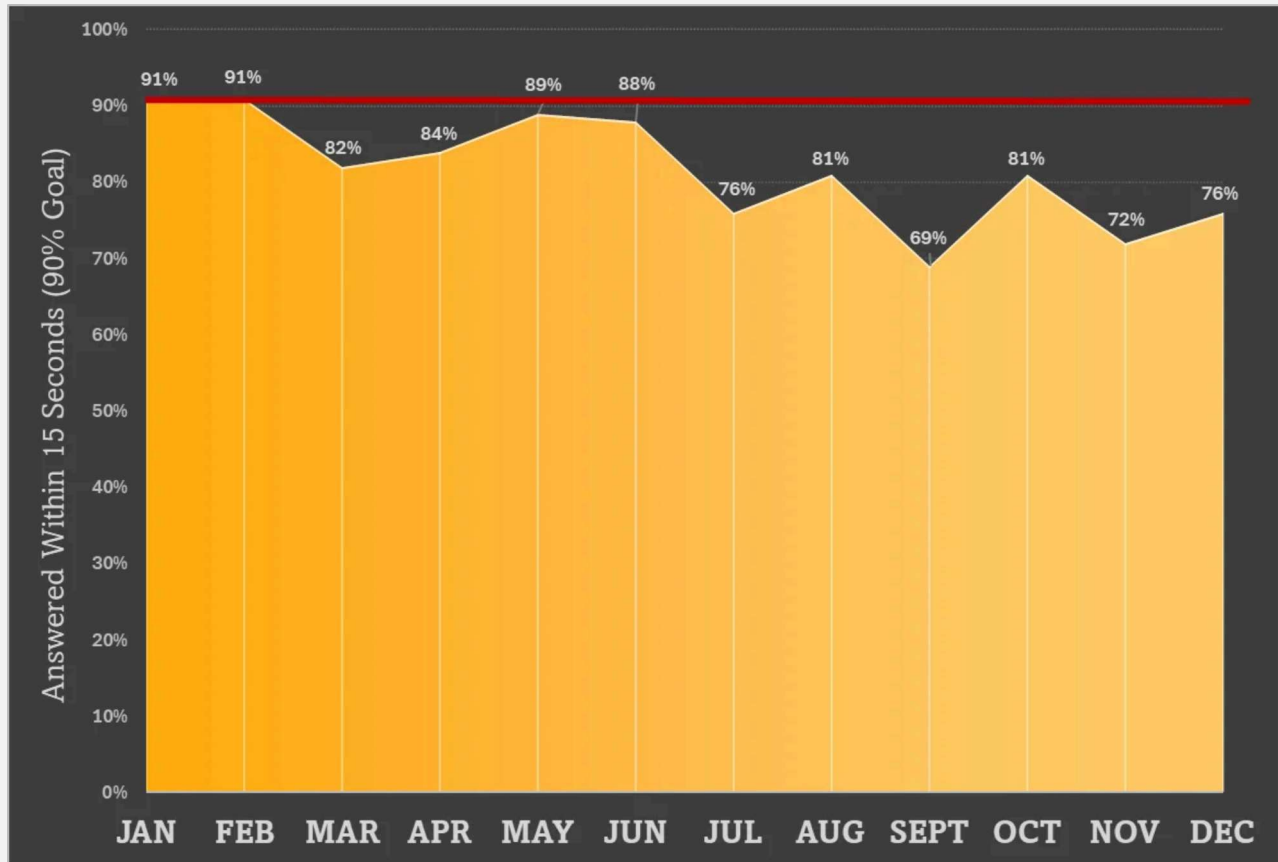


Call Count by Category



■ Emergency/ 911 ■ Non-Emergency

% of Emergency Calls Answered Within Goal



Professional Standards Bureau

Bureau Chief - Caroline Payne

The Professional Standards Bureau is responsible for several critical support functions at the CDA, including Training, Quality Assurance, Accreditation, and Academy classroom instruction. In 2025, Academy Classroom Instructors reduced classroom time by 30%, resulting in a faster transition for new members to begin on-the-job training in Operations.

Throughout 2025, the Professional Standards Bureau experienced significant staffing changes, including the appointment of a new Bureau Chief, Academy Instructor, and Accreditation Manager.

Training Initiatives & Updates

- Academy Class Completion – 21 members graduated
- Attended the FLA-PAC Conference and attained re-accreditation (Third Annual)
- Attended the 2025 Navigator Conference
- Two members graduated from Florida Criminal Justice Institute programs
- Completed third year of CALEA Accreditation
- Continued Education Assignments for various members related to IAED
- CPR Certification/Re-Certification conducted
- Dispatch Review/Dispatch Steering Committee held quarterly
- IAED Certifications (3 Disciplines each) completed for new members
- Twelve In-Service Training Sessions Conducted
- New members completed the PST Exam
- Training Committee Meetings Conducted quarterly
- Training Staff Attended General Instructor Techniques course

Administrative Services Office

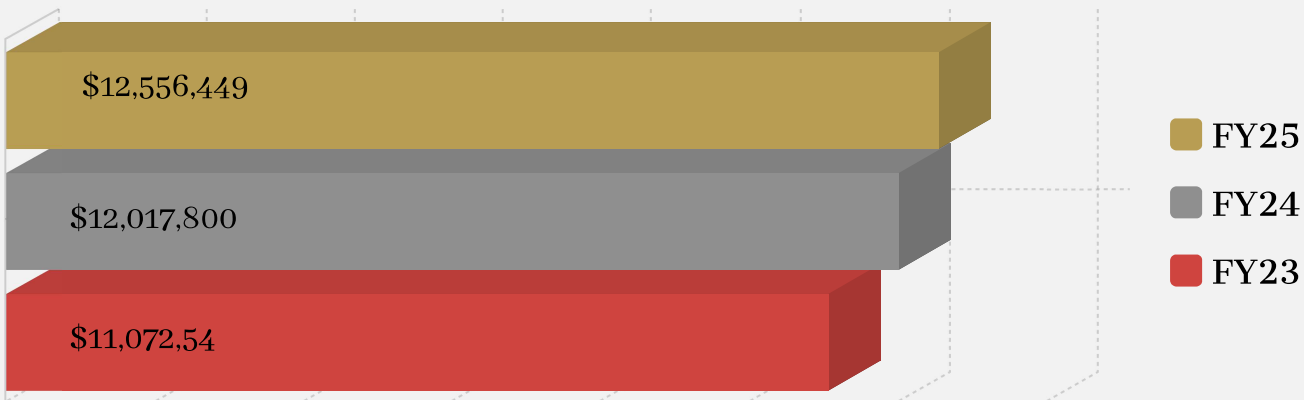
Employee Services Administrator - Mary Nicholson

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, employee relations and risk management.

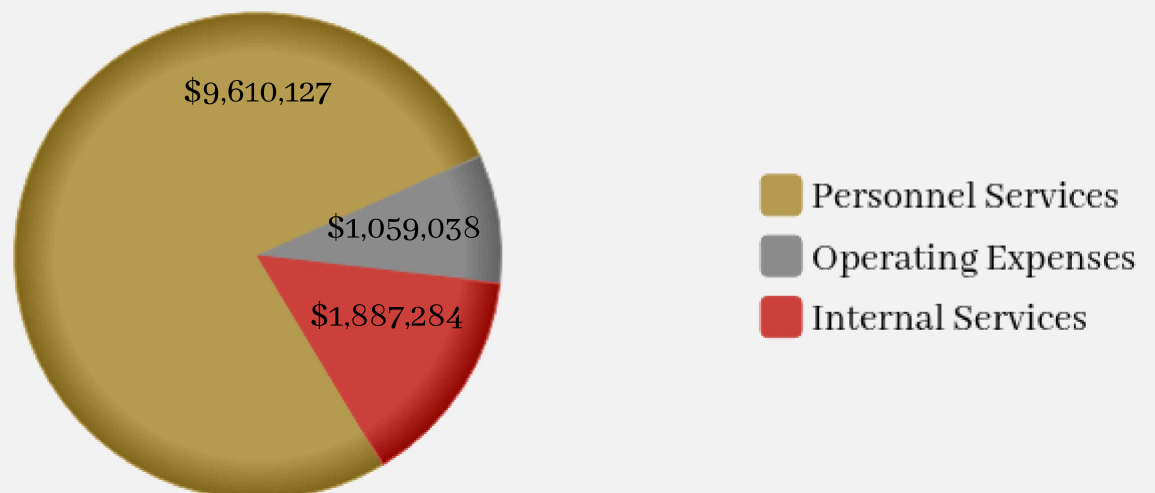
The CDA budget is funded by the City of Tallahassee and Leon County. The budget is prorated between the different governmental agencies based on population.

Budget Comparison 2023 - 2025

Budget Totals



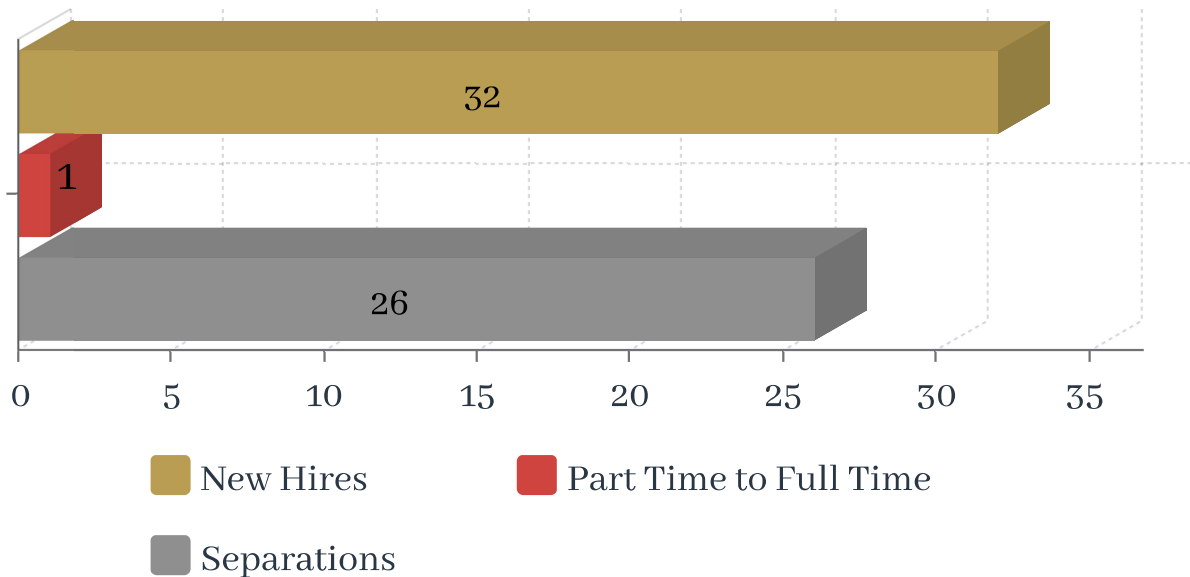
FY25 Breakdown



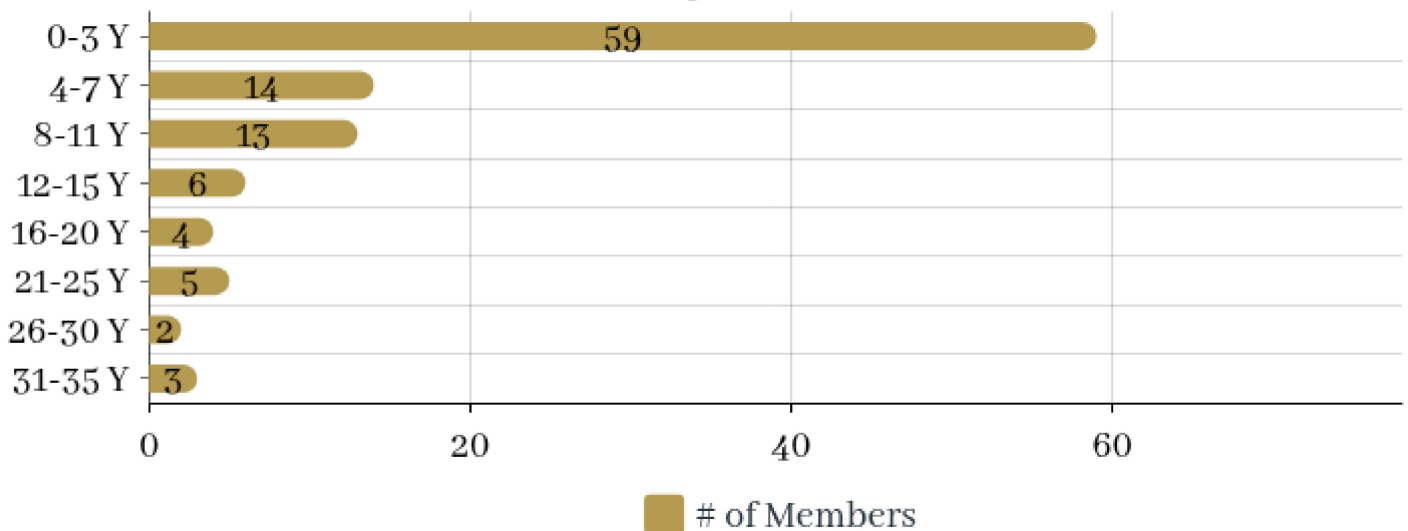
Public Safety Communications Operator Staffing Data

CDA continues to enhance the hiring process through structured evaluations and the use of tools such as CritiCall to assess job-related skills and Omnia to better understand behavioral traits and decision-making styles. Together, these tools provide a consistent and objective approach to candidate evaluation.

Hires, Transfers & Separations



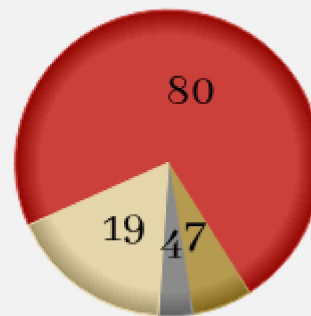
Total Members by Years of Service



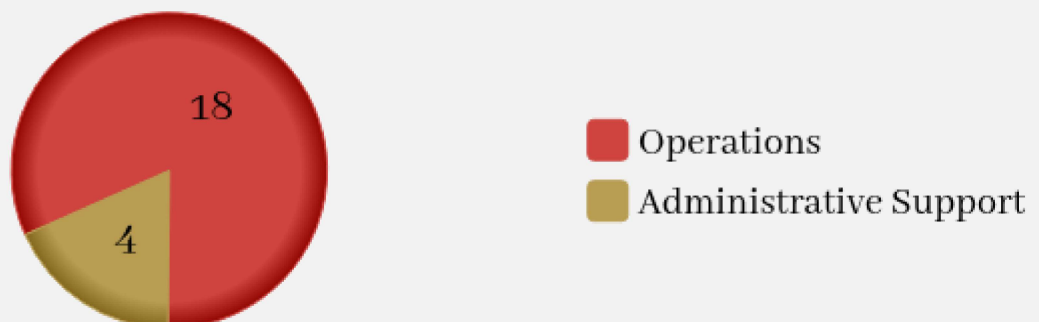
Vacancies by Position Type



Total Budgeted Positions - 111



Part Time Positions



Resilience, Health & Wellness Program

Kim Powell - Licensed Mental Health Counselor

Public Safety Communications Operators (PSCOs) are routinely exposed to acute stress and high-intensity situations. Without adequate support, these experiences may lead to emotional, psychological, and physical challenges. Proactively preparing employees and providing timely support for daily stress and post-critical incidents can help reduce the likelihood of adverse physical, cognitive, emotional, and behavioral reactions. Strengthening individual and organizational resilience enables PSCOs to better adapt, recover, and continue performing effectively in the face of ongoing stressors.

The CDA Behavioral Health Wellness Program is designed to enhance overall member health and well-being. Program goals include strengthening resilience; preventing and managing chronic disease; supporting physical, emotional, and psychological health; enhancing stress-management skills; reducing economic burdens; boosting employee morale and motivation; and ultimately improving employees' quality of life. To support the program's mission, an additional team member was hired, expanding services to include on-site nutrition and fitness coaching.

Wellness Program Highlights & Activities ~

- Conducted "Wellness Program Survey" soliciting employee feedback and guidance
- Conducted a Leon County-wide activity challenge with CDA team and individual awards
- Partnered with FSU's Department of Health, Nutrition, and Food Sciences to answer nutrition and dietary questions
- Family Event at the CDA with tour, educational presentation, and supporting materials
- Honored First Responders' Wellness Week with fitness, nutrition, mental health, and social connection events
- Crisis intervention and stress management to CDA members as needed
- Initiated a coordinated response to significant critical incidents, such as FSU Campus Mass Shooting
- Participated in First Responder Health & Wellness Day with partner agencies
- Supported employees on FMLA and provided resources
- Provided Outreach to a partner agency's critical incident response
- Maintained Wellness SharePoint page
- Developed weekly Newsletters for CDA members and families featuring employee highlights, agency information, and wellness education, events, and resources
- Identified a new culturally competent Employee Assistance Program provider, who is LMFT, CEAP, CAP, and EMDR trained
- Employee Storm Response In-Reach
- Guidance and strategic planning to other agencies on wellness programs and peer support development
- Wellness Slides with resources and wellness events showcased on the CDA floor
- On-site Nutrition Coaching Sessions
- On-site Fitness Coaching Sessions

Wellness Program Highlights & Activities Continued ~

- Hosted Wills and Living Trusts Workshop
- Hosted Peer Support Team Education Workshop with partner agencies
- Hosted college students for career shadowing
- Toured FSU Neuromodulation lab and their treatment of PTSD through Transcranial Magnetic Stimulation and Virtual Reality, provided resource
- Provided TMH Animal Therapy
- Located First Responder Discounts that are CDA-inclusive
- Ensured HCA's specialized voluntary first responder crisis admissions are CDA-inclusive
- Onboarding of CDA newly hired employees about resilience and wellness
- Provided wellness check-ins and stress management sessions to members during each training phase and as needed
- 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
- Provided CALM app subscription for all CDA Members
- Quiet Room

Wellness Program Resources Provided ~

Employee Assistance Program, vetted counselors/psychologists, financial wellness, achieving weight loss goals, 2nd Alarm Project, the power of hope, anxiety, emotional intelligence, local fitness opportunities, burnout, family support, Struggle Well, women's workshop, Tallahassee Area Trauma Recovery through Group EMDR, suicide prevention, adverse childhood experiences, buying home, caregiver support, storm readiness, stress management strategies, stress management during disasters and holidays, gratitude, mindful eating, energy efficient utilities, cognitive acuteness, NAMI, nutrition, tobacco use, goal setting and sleep wellness.

Outreach, Engagement & Recruitment

Project Manager - Ellen Hutsell

In 2025, a part-time member was assigned to assist the Project Manager and another full-time member 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.

If 2023 represented stabilization and 2024 strategic strengthening, 2025 reflected measurable expansion. From January 2025 through early 2026, the CDA participated in more than 60 structured community engagements across Leon County and surrounding jurisdictions. Engagement was a deliberate relational investment to strengthen civic trust, reinforce a unified public safety identity, and expand workforce pipelines.

Recruitment efforts continued to integrate clarity of purpose in identifying, preparing, and retaining candidates equipped to provide vital Emergency Communications services to nearly 300,000 residents and our First Responder partners. Engagement became more geographically distributed, intergenerational, and trust-based, with expanded presence in rural communities, faith communities, underserved corridors, senior communities, and youth programs.

Members had “one-on-one” engagements with approximately 5,390 children/adults between January 2025 and early 2026 — the highest engagement footprint to date and a continued upward trend from prior reporting years.

All events are considered recruitment opportunities, and recruitment materials are always present. Multiple platforms and opportunities were utilized for recruiting purposes to include the following:

- Career Fairs (K-12, collegiate, part-time, veterans)
- Civic and Leadership Organizations
- Community Engagement events
- Faith-based organizations
- Flyers, cards, brochures
- Increased involvement by employees to recruit and refer applicants
- Leadership Tallahassee cohorts
- Public Safety partner academies
- Radio appearances (The Greg Tish Show – ongoing)
- School Safety Days
- Social media advertisements
- United Way events
- Workforce development expo

Career/ Employment Fairs ~

- FSU Career (multiple)
- FAMU Society &
- Tallahassee State College Career Fairs
- Amos P. Godby High School
- James Rickards High School
- Wakulla School
- Paychecks 4 Patriots Hiring Fair
- Leon Works Expo
- North Florida Worlds of Work
- Fairview Second Chance
- Jacob Chapel
- Ghazvini Second Chance

Partnerships ~

- Rotary Clubs (multiple chapters)
- Leadership Tallahassee (multiple cohorts)
- Community Leadership Academy
- COT Neighborhood Leadership Academy
- Community Leadership Academy
- Westminster Oaks groups
- Pilot Club
- FCI Community Relations Board
- TPD & LCSO Citizens Academies
- TFD Citizens Academy
- Law Enforcement Memorial events
- Heroes in Public Safety Awards
- LCSO First Responder Luncheon
- Public Safety Summer Kickoff
- Disaster Preparedness Forum
- North Florida Fair
- National Night Out
- Winter Festival
- United Way

Public Safety Days with First Responder Partners ~

- 9-1-1 Education Days (Godby, Wakulla)
- Safety Days (multiple elementary schools)
- Touch-a-Truck
- “Patch” appearances
- Community recruiting days across Leon, Wakulla, Jefferson counties

Other Events & Partnerships ~

- Sleep In Heavenly Peace Build-A-Bed and Bedding Drives
- United Way Bowling Tournament
- Christmas Connection
- Homeless outreach initiatives
- Ongoing radio appearances (The Greg Tish Show)

CDA Tours & Presentations with Director Odom ~

- Leadership Tallahassee Cohorts
- Community Leadership Academy
- COT Neighborhood Leadership Academy
- TPD Citizens Academy
- LCSO Citizens Academy
- TFD Citizens Academy
- FSU Shadow Day
- Pre-Collegiate Career Day
- Public Safety Partner Academies

Agency Initiatives

Drones as First Responder Program ~ Deploys rapid-response aerial support to provide first responders with real-time situational awareness before units arrive on scene.

AI Call Diversion Program ~ Uses artificial intelligence to divert non-emergency calls from 9-1-1, helping resolve non-emergent needs faster while keeping lines open for true emergencies.

Crisis Navigator Program ~ Equips public safety communications navigators with the skills to assess, de-escalate, and manage crisis calls, either resolving calls when possible or supporting law enforcement through a coordinated co-response model.

Autura Towing Platform Implementation ~ Modernizes wrecker rotation and dispatch coordination through automated integration with CAD, reducing delays and improving operational transparency.

Backup Center Upgrades ~ Continuing to strengthen operational resilience through modernization of the secondary communications center, ensuring uninterrupted emergency response during system disruptions or disasters.

Agency Liaisons

To our Partner Agencies and First Responder family, what we achieve together is far from inconsequential. Together, we are reshaping culture and building a stronger future for Public Safety. “The whole is greater than the sum of the parts.”

Years of Service & Awards

10 Years ~

Lori Creber

25 Years ~

Cindy Hammond
Connie Dukes

35 Years ~

Altamead Morgan

Public Safety Communicator
of the Year ~

Jamie Peterson

Tallahassee State College

Heroes in Public Safety, Chris

Connell Young Professional Award ~

Kentazha Bradshaw

Supervisor of the Year ~

Mike Abbey

Tallahassee State College

Heroes in Public Safety,

Hall of Fame Award ~

Kelli Kilcullen

Director's Award ~

Kelli Kilcullen

Beyond the Call ~

Hannah Sheats

Tallahassee State College

Heroes in Public Safety, Chris Connell

Unsung Hero Award ~

Mike Abbey

Life Savers ~

Ashton Darley
Jahve Lovett

VFW First Responder Award ~

Caysee Cruce

Stork Awards ~

Karah Ladd

Lucretia Washington
Victoria Gardner

Operational Support Member ~

Dana Lane

Moments Captured ~

