



Lessons for the Future

Public Safety

11/4/2022

Written By:

Marcus Haynes
Trevor Hogan
Aisha Krieger
Stephanie Prindle
Roberto Santamaria
Marcus Scott
Derrick Stanford

Super Delegates:

Chris Hsiung
Trisha Wolford



Table of Contents

EXECUTIVE SUMMARY	1
ARRAY OF PROGRAMS	2
Programs and Services	2
TRENDS AND INFLUENCES	3
What do you feel properly equipped to do for your communities?	4
What challenges do you face – where do you struggle to serve the community?	5
What professional associations are you engaged with?	8
What do public safety and health and human services see the need to be prepared for in 2030?	8
How do the challenges connect with the NAPA Grand Challenges?	12
CONCLUSION	14
APPENDIX A: OTHER STATE AND LOCAL PROFESSIONAL ORGANIZATIONS	15

This page intentionally left blank to facilitate two-sided printing.

Executive Summary

Public safety can be described more as a discipline in government rather than a category of departments. The myriad of work that falls under public safety requires an enhanced understanding and knowledge of multiple fields. Fire, police, health, and human services are all fields that contribute to this area. However, all four fields interconnect on many issues. Primary prevention, education, and intervention are the tools that public safety departments all use to perform their duties effectively.

Throughout history, these departments all worked in siloes to perform specific duties within their specified scope of work. However, with the evolution of safety technologies and deeper study in the fields of motivation, mental health, fire retardation, and other multi-disciplinary fields, public safety departments now must work collaboratively to prevent crime, fire, premature illness, and death. Employees are being asked to do more with less, at the risk of their own safety and wellness. Stagnation in salaries and benefits, lack of equipment maintenance, and lack of funding all plague public safety departments across the USA.

The future of public safety depends on the breakdown of silos and increased funding. The required culture change that the future of public safety relies upon the endorsement and implementation of senior leadership at the local, state, and federal levels. In the age of social media and viral storytelling, public safety will need to implement marketing strategies, training, and public education on the positive aspects provided by these departments. These projects and programs will usher in a new era for public safety.

Planning for the year 2030 offers an opportunity for public safety to develop new strategies for service deliveries. We envision a future where public safety departments have the equipment and training to understand and respond to crises with adequate support. Fire and EMS services will be able to deliver services via telemedicine and drone technology. Law Enforcement will implement virtual reality training to learn and hone skills that increase poise under pressure and difficult scenarios. Human services will have the breadth and depth to provide mental health interventions, referrals, and preventative medicine.

As public safety evolves, so must the government. We recommend that all leadership officials, from local to federal, have regular discussions with all public safety departments within their jurisdiction. These collaborative meetings will inform other departments of ongoing and emerging issues that face them.

Array of Programs

Programs and Services

This group of delegates consists of representatives from the Nantucket Health Department, San Francisco Fire Department, Phoenix Fire Department, Rockford Fire Department, Hickory Fire Department, Warrensburg Police Department, and Coppell Police Department. These organizations cover a significant area of public safety and human services from the overt (police and fire) and behind the scenes (health departments). The services covered include but are not limited to education, protection, and enforcement for our communities in areas ranging from prevention and education to emergency preparedness and crisis management. All public safety agencies from local to national levels have significant overlap in services offered and should have a national collaborative standard.

Figure 1: Public Safety Overlap



Trends and Influences

Public safety is constantly being affected by the continuously changing trends in America. Recent events have caused law enforcement, public health, and firefighting to change their ways of providing services to their communities. Lower workforce numbers, budget crises, lack of public trust, and perpetually changing duties have affected how public safety carries out their work in the modern world. In turn, communities are struggling to keep up with the evolving climate.

One of the most significant trends affecting public safety is that the “Baby Boomer” generation (Those born between 1946 and 1964) is retiring from the workforce in record numbers without sufficient replacement. However, nationwide issues such as the COVID-19 pandemic and the general distrust toward public services have pushed some to retire sooner than they would have in a previous environment. According to Pew Research, in the third quarter of 2020, 28.6 million Baby Boomers self-reported that they had retired from the workforce. Compared to the third quarter of 2019, where 25.4 million Baby Boomers had retired. The 3.2 million person jump exceeds the average of about 2 million each year.

From 2013 to 2020 when the Warrensburg, Missouri Police Department has had 15 retirements. 6 of these retirements were in 2020, with reasoning behind them being the negative perception of law enforcement and the pandemic. In smaller public safety departments, large numbers of people retiring leave a serious gap in staffing. For law enforcement, fire, and emergency medical services, the gaps in staffing can lead to serious hazards including not enough staff to handle emergency calls, longer response times to calls, and forced overtime to cover shifts. For public health, the gaps in staffing lead to more stress on the employees, more assigned duties to employees who may already be overworked, and less efficiency in providing services to the community.

The large number of people from the Baby Boomer generation leaving creates an issue with promotions within departments. The age group following the Baby Boomer generation, Generation X includes people born between the years 1965 and 1980 and is about 27% smaller than the Baby Boomer generation. With so many people reaching retiring age or getting out of public safety in general, there is a large gap in experience among the workforce. The gap leads to younger age groups, such as Millennials (1981-1996) and Generation Z (1997-2012), filling positions that they do not have enough experience to do. A loss of institutional knowledge from retirees widens the service gap. A much younger department can often lead to strain on supervisors who are not only having to do their duties as a supervisor, but also have to closely supervise new officers to ensure that they are learning and doing their job correctly. .

According to the U.S. Bureau of Labor Statistics, the average salary in 2021 for a patrol officer is \$70,740, for a firefighter is \$55,290, and for paramedics and emergency medical technicians \$41,480. A survey by AIG showed that college graduates currently have the expectation of making \$85,000 a year or more. Jobs such as IT are paying a median salary of \$151,150 with only a bachelor’s degree. Financial advisors are being paid a median salary of \$89,330 with only a bachelor’s degree as well. Younger generations are facing constant rising costs of living, the lower wages that public safety professions provide make it difficult to keep up. Public safety pales in comparison in terms of pay, work schedules, and stress.

Potential employees are seeing the increasing ire against government public safety and are not interested in having to combat the political perception. The COVID-19 pandemic affected the perception of the public health

system as many either felt that they were being too overbearing or not doing enough. Public health employees' safety was also compromised by those who believed that the COVID-19 pandemic was a hoax and were angry that they were "spreading lies". Others are not aware of public health's capabilities and thus have no interest in it. Paramedics and emergency medical technicians faced some of the same issues that public health did during the COVID-19 pandemic.

Public safety has also recently become responsible for duties that are not within their scope of expertise. In recent years, public safety has been the answer to people who are experiencing mental illness crises. Recently, there has been specific training created for first responders to learn how to handle those who are possibly experiencing a mental crisis in a safe manner. In Missouri, officers have the option of becoming Crisis Intervention Team certified. Officers who go through the program are trained in mental illness and the best way to handle calls involving those who may be suffering from a mental health crisis. Most officers have no other training in psychology and are expected to handle these calls for service with almost professional knowledge. When a call involving someone in a mental health crisis does not end in a favorable manner, first responders are immediately scrutinized about how it could have gone better. In addition, more firefighters and paramedics are being called to scenes to help transport or determine where a person needs to go. Some departments have specifically created units to handle mental health calls. The issue lies in that first responders are simply moving people around and are not able to necessarily provide them with the help they may need while in crisis.

In addition to mental health, public health now has the added responsibility of creating contingency plans for pandemic-level illnesses. The COVID-19 pandemic put a strain not only on the community and economy, but on public health as they try to navigate a new way of doing their jobs. Along with the mental health crisis and pandemic, public safety has also been handling many calls due to homeless populations in their jurisdictions. A lot of these jurisdictions do not have any resources for the homeless population, and it is difficult for public safety to serve them effectively. Additionally, it becomes repetitive for public safety to continuously check on known homeless individuals when the public calls them in for simply being in the area. With the economy worsening, the number of homeless individuals is increasing and without resources to provide them, public safety is at a loss with how to assist them.

These trends did not start in 2020 but have been ongoing for many years. Without working solutions toward them, they will only continue to evolve and present problems for public safety in the future.

What do you feel properly equipped to do for your communities?

"We are very aggressive when it comes to firefighting. We stop the fire quickly, considering our buildings are made of wood, are 100+ years old and touch each other. We are good at working with the public."

[Aisha Krieger - Battalion Chief, City and County of San Francisco, CA](#)

The fire service is based on a public safety delivery model (response) that, when called upon, responds quickly and professionally to address the problem. It has become the expectation that fire services will respond to most emergency calls be it a fire, mental crisis, other emergencies or routine checks. Most public schools welcome firefighters into second-grade classrooms to teach them fire safety. Community members call when their smoke

alarm is beeping and when they trip on a rug, they welcome us into their homes. Crisis and Behavior response units, community paramedic programs are becoming a popular community delivery model to support the communities that have needs beyond a danger or threat to their lives. Regardless of the call, fire services are prepared to respond to any and all emergencies when needed.

“Officers are fortunate to have working equipment that allows them to perform whatever function or task they may encounter.”

[Derrick Stanford - Police Corporal, City of Coppell](#)

Law Enforcement Officers generally feel adequately equipped for their job and expectations are clear from leadership. Organizational culture provides a strong filter for officers in that they understand what both the community and organization expect of them. As supply chain issues and inflation continue to impact local government, law enforcement agencies will be faced with making tough decisions to address budget constraints. Vehicles, radios, body armor, and communications systems are becoming exponentially more expensive to procure and maintain.

“The HHS Department is capable of handling epidemiologic investigations, statistical analyses, inspections, & other services. All core functions and ten essential services are represented. We hope to be a model for other local jurisdictions in the Commonwealth of Massachusetts and the Country.”

[Roberto Santamaria - Director of Health and Human Services, Town and County of Nantucket, MA](#)

Since the outset of the COVID-19 pandemic, Health and Human services departments across the nation have been spotlighted for providing extended services that are often overlooked. The Nation has come to learn that Health departments are an integral behind-the-scenes partner to all public safety. Many health agencies are understaffed and underserved, but the Commonwealth of Massachusetts supports public health to the extent that most required services are covered and addressed.

What challenges do you face – where do you struggle to serve the community?

Public Safety and Human Services face a multitude of challenges on a near term and long-term basis. Challenges can also be broken down into pandemic and post-pandemic categories.

Recruitment and Retention

Much like other local government departments and services, Public Safety and Human Service sectors are facing a lasting trend of declining interest in these professions. Recent studies show recruitment interest is decreasing since the great recession with these trends increasing in recent years. In a post-pandemic and post George Floyd era, professions in health and human services and policing have been socially impacted. Potential job applicants are turned away due to high stress environments, high risk working conditions, exposure to disease, violence, carcinogens, long working hours and many more. In the civil unrest following the death of George Floyd, police officers, firefighters, and paramedics were often the victims of targeted violence. The community tends to group all emergency services as one and despite most of the hatred being directed to police officers, firefighters

and paramedics were also caught up in it. Police officers, firefighters and paramedics were injured during riots and had their equipment destroyed. The outcome led to a general distrust from the community toward their public safety services. The distrust in law enforcement led to cities voting to “defund” their police departments. “Defunding” departments led to a mass exodus of police officers, further contributing to staffing issues. Law enforcement is still facing public distrust while carrying out their day-to-day duties.

Retention problems are very similar to recruitment problems. In addition to that, new generations of workers have different values and visions of the aging Generation X workforce. Generally speaking, the millennial and generation Z workers do not stay at one place of employment for more than 2-3 years at a time.



Figure 2: [2019 poll from IACP](#)

Increased Demand for Service

Growing populations, increased call volume and increased societal needs have put great pressure on public safety and human service sectors. On top of that, the COVID-19 pandemic has left the nation reeling from along with all the impacts of isolation, joblessness, increased crime, drug abuse, and mental health crises. All of these impacts have increased society's reliance on government services, especially public safety and human services. Increased demand puts stress on the resources used by these government sectors. Stress on the resources cause economic impacts. Stress on personnel is causing burnout, compassion fatigue, mental health issues and substance abuse. A [McKinsey study](#) found that more than half of full-time employees report that their mental health has impacted their ability to perform their work effectively

Lack of Public Trust

In the post-pandemic era, public health and public safety agencies are facing a lack of public trust. This lack of trust can be attributed to lack of support from local governments, political pundits who have vocally and aggressively undermined the efforts of public health workers globally. The impacts of COVID reached much further than public health. Executive orders and policies enacted by legislatures had different impacts on economies, lifestyles, religions, working conditions and much more. Fallout from these decisions has laid blame at the local level officials. Right or wrong, it has greatly affected public health officials' work, to the extent that public health

programs have been [defunded](#), [burnout among public health workers](#) is high, and in some cases public health workers have been [assaulted](#). Acts of violence in communities and towards public officials are increasing. Since 2020 threats to congress and public officials to include health officials, local judges, election administrators, and schools has increased by 855 percent (National Counterterrorism Center, 2022).

Public trust has also greatly affected America's policing. The [Defund The Police](#) movement has many different meanings to many different people but it has generally put our police officers in a bad light. Although "defunding the police" could lead to modernizing and reinventing the public service, a grand challenge to local governments, it could lead to lack of training, resources and staffing. This would complicate current problems further with more overtime, more burn-out, less training while crime is rising throughout the nation.

Lack of Sustainability due to exposures, environments, working conditions and social impacts

With hazards and social impacts consistently affecting the workforce, workers are forced to take leave as a result of physical illness or injuries as well as issues with social and emotional well-being. Hazards and social impacts affect sustainability as they put strain on the workforce. Health, safety and wellness is impacted by exposures to biological disease and carcinogens in equipment and the environment. The nature of the work increases sleep deprivation and the chance for heart disease and cancer. Fire, Police and Human Services are impacted by exposure to violent and traumatic experiences causing mental health issues, burnout and other unknowns. In order for services to improve, agencies must support workers first and build on the sustainability and resilience of their employees.

What professional associations are you engaged with?

Most professional organizations either offer great training, national standards, policy toolboxes, research, or credentials. No one organization offers comprehensive training that hits all aspects of training needs. The discipline is simply too wide.

Table 1: Professional Organizations

Department Function/Division	Professional Organizations	Description of Professional Organizations
Health Department	NEHA	National Environmental Health Association
	APHA	American Public Health Association
	NACCHO	National Association of City & County Health Officials
Fire and EMS Agencies	NFPA	National Fire Protection Association
	IAFF	International Association of Fire Fighters
	IAFC	International Association of Fire Chiefs
	USFA	United States Fire Administration
	CPSE	Center for Public Safety Excellence
	CAAS	Commision on Accreditation for Ambulance Services
	IFE	Institute for Fire Engineers
Law Enforcement	NIST	National Institute for Standards and Technology
	CALEA	Commision on Accreditation for Law Enforcement Agencies
	IACP	International Association of Chiefs of Police
	FOP	Fraternal Order of Police

What do public safety and health and human services see the need to be prepared for in 2030?

Challenges today, 2030, for public safety, public health, and human services are impacted equally and immediately by local and global challenges. There are continued challenges with climate impacts, reduced supply chain, increased scrutiny of public health and EMS providers, consistent technological change, recruitment, retention, and exposures. In the past and in traditional functions within public safety, professionals are expected to possess a wealth of technical knowledge from scientific fields such as chemistry, physics, physiology, medicine, law, plumbing, rigging, and construction.

In our current state, we now contend with technology, social media, and political impacts, adding to the complexity and knowledge needed to be a public safety professional. Continuous demands for public safety and human services are challenging are response model. A new workforce has changed the traditional look of public safety agencies with mental strength skills to complement physical strength and equal attention to prevention to complement response.

Rapid Response, results and recovery

Climate change, critical infrastructure, and labor shortages have forced us to change our processes and response models. Aging populations and demands on local government due to fixed income, inflation, and increased medical expenses are absorbing our resources. The additional workload still stresses our workforce, but flexible policies are being regularly re-evaluated to foster a physically and psychologically safe work environment. Federal funding bills to subsidize and support local and state public safety officials have been integral in supporting our modernization of public safety.

Public safety, health, and human services have collaborated to be educators of prevention and resilience in our communities. We continue to build our sustainable relationships with State, Local, Tribal, and Territorial (SLTT) government agencies to provide a more significant public safety net through prevention, response, and recovery. Our relationships cultivated and nurtured by our outstanding leaders in public safety lead to an effective network of information sharing and situational awareness.

Exposure awareness

The number of exposures to law enforcement, fire, and public health officials has increased to new and emerging threats that complement existing challenges. Threats of violence or harm toward public servants are an everyday reality. This, in turn, increases the risk of mental health disorders, cancer, physical injury, sleep deprivation, and heart problems. However, public safety professionals are becoming healthier as we have embraced technology to make our jobs safer and reduce exposure.

The frequency of catastrophic biological threats increases as globalization, climate change, and urbanization intensifies. Novel environmental issues will dominate the work that health departments will be responsible for including the health of first responders and coordination of proper response. Interdisciplinary task forces will be responsible for studying, discussing, and developing prevention strategies to address the workforce's emerging contaminants of concern and hazards. Extensive tabletop exercises, like [Crimson Contagion](#), will inform and help coordinate these teams for future emergencies.

Culture of Change: reflecting the value of the community

Law enforcement, fire service, public health, and human services are critical contributors to the modernization and reinvigoration of public service and the building of resilient communities. Cultural change has been difficult, but innovative programs make cultures and traditions inclusive and mission focused. Also, cultural change embraces uncertainty and flexibility in complex environments with the continuous development of the workforce, accountability and transparency, reduction of exposures, embracing innovation and technology, and streamlined processes.

There is a mixture of white and blue-collar workers in public safety and public health. We have a complement of multi-generational teams with diverse experiences encouraging innovation, flexibility, mentorship, and teaching. Seniority still has a place in our organizations but has been modified to foster an environment of collaboration and professional growth. The hierarchical organizational model has changed to 360-degree

awareness and communication channels to communicate the organization's values and unity of purpose. We've seen younger members join public service who have extensive knowledge and experience with modern technology and have contributed to our organization's success and efficiency. The senior members teach and mentor the younger generation with experience, wisdom, and kindness.

Our agencies are taking a holistic family approach to foster balance and well-being to be the positive example within communities. We are evolving, include all demographics, and reduce exposures to our workforce and their families. Public safety has identified that our workforce needs flexibility in work hours. We believe that being a first responder is a noble calling but doesn't always have to come at such a high cost. We want our workforce to be mothers, fathers, and advocates of public service to their community. In response, we have implemented modern ways to staff our first responders and re-evaluate our work hours and shift schedules. We also continue to include our families in much needed support, so that our workforce can focus on the public safety mission.

Civilian participation

Government systems characterized by slow bureaucratic processes, conflicting rules, competing objectives, organizational silos, and overlapping programs are significant impediments to meeting public needs. Today, most agencies have civilian advisory boards to close the gap between communities and first responders. Increasing the communities' roles allows for trust and program buy-in on essential programs. The civilian advisory board is pivotal in accountability, transparency, and communication with the public. As professionals in public safety, we were concerned with civilian oversight and input on how we operate. That has shown to be false as we have seen a tremendous value from our community input, increasing our ability to operate in our communities. We have seen our programs increase in success as civilians become more involved and educated in our functions and mission. Public, private, and civic partnerships have created this network that is vital to our success in delivering community services consisting of behavioral health and crisis response, homeless shelters, private medical transports, telemedicine, and crime prevention. Moreover, civic engagement has assisted in building the local government's capacity, strengthened democratic principles, and contributed to communities' environmental and economic recovery.

Agile agencies

The agile transformation office (ATO) will lead strategic, long-term strategies to prepare our organizations for disruptions to service delivery and workforce development. Successful agile transformations require a holistic approach, thorough planning, and careful implementation. ATO ensures that our focus remains on creating value and removing obstacles to cultural change.

Agile technological teams of police, fire, public health and human services have frequent meetings to respond to and mitigate uncertain threats and constantly changing technology. Inter-department collaboration increases communication resulting in a streamlined process. Agility and flexibility of resources and membership are necessary to respond to disruptive and emerging technologies impacting public safety service delivery. Flexible organizations have characteristics of a network of teams that work in rapid learning and decision-making cycles.

Embracing emerging technology

Emerging technology is a force multiplier reducing risk and making our workforce's healthier and stronger. Drones, robots, and artificial intelligence will eliminate some of the riskiest situations facing the public and first responders. Public Safety agencies are leading in preventative measures for their communities' health, safety, and welfare. They see an increased focus on Research and Technological development programs.

Telemedicine, biomedical technology, and Artificial intelligence have effectively deterred criminal activity and support our fire and emergency medical services. For example, cameras, virtual medicine, and diagnostic tools can early detect and screen patients, prosecute crime, or identify infectious disease locations and spreads. AI has been utilized in vehicle collisions to determine the extent of injuries and proper emergency medical response. Drones and robots are deployed to view a hazardous situation, a dangerous person or investigate a suspicious package.

Virtual reality (VR) increases safety and reduces unnecessary risks to first responders. In addition, Virtual reality (VR) to train and develop as our first responders use VR for fire tactics, and law enforcement use VR for weapons training. We use VR as an educational tool to train our communities for times of crisis and how to recover. Using VR in our communities is creating an awareness of the difficulties of first responders and has fostered community resilience.

We have seen an increase in workplace safety and exposure reduction with the use of AI data to calculate the extent of our first responders' exposure. In addition, AI has given each one of our first responders accurate data on the level of exposures to diseases, toxins, and synthetic drugs. We use that data to identify when a member needs evaluation, reassignment, early detection evaluation based on their quantifiable exposures to various situations.

Multimedia communication platforms and the speed of information continue to outperform Public Information Officers (PIO). Artificial Intelligence is being used to monitor all media platforms that recognize negative and positive feeds on public safety organizations. Law enforcement and fire stations are getting rated by online platforms directories based on customer reviews on response and first responder interactions. The rapid change and interconnectedness of technology have created new positions within public safety organizations to understand data analytics, machine learning, and social media. We now have an integrated 24/7 global security watch desk that monitors threats to our community, technology systems, and our workforce.

Recruitment and reskilling

Technology has advanced and leveled the playing field between new candidates and experienced senior public safety professionals. We are looking for the future potential and training for the now. First responders and public health professionals look for flexibility and professional development. Public safety agencies around the nation are spending more time developing employees and building organizational resilience. However, we still compete for talented individuals in science, technology, engineering, and mathematics (STEM) fields. We are offering the values of professional development and a shared mission to strengthen our impact and meet the

demand of constant uncertainty. In addition, training standardization, educational subsidies, and increased pay or benefits help recruitment within the public safety sector.

Our hiring process is streamlined using Artificial Intelligence to identify the characteristics, traits, and skills needed to operate in a dynamic hazardous environment. In addition, our utilization of technology has decreased favoritism and bias in interviews that identify what is required to meet the required skills that a person must possess to competently do the job. Examples of a streamlined process are computer-based exams and certifications for recruitment and promotions. Modern technology and innovative practices have eliminated some of the costs, bias, and supervisors' time for written and oral exams and interviews.

We have seen the need to be educated and updated on the rapid changes impacting our service delivery. We continue to learn and have found that certifications are the best approach to organizational and individual agility. Public safety's dangerous and evolving environments are outpacing the requirements of many formal institutions and risk us being behind on best practices for threatening situations. We have found that the certification of an organization or an individual requires us to re-evaluate, update, and evolve with societal changes and industry standards. In addition, our multi-generational workforce enjoys the speed of a short-term educational investment.

Public safety professionals stay in the workforce longer due to health insurance and the rising cost of living. Time, distance, and shielding are principles applied to reducing public safety exposures as our agency's programs continue to encourage the rotation of employees throughout their careers. Multiple innovative programs exist to help employees develop new skills. In addition, the increase in employee capacity and institutional knowledge has benefited community resilience tremendously.

How do the challenges connect with the NAPA Grand Challenges?

The path to address each challenge is going to be different in every community but they should be holistically approaching the challenge from all angles and through many different lenses. If we can come up with a system that looks at all challenges this way, we will be well on our way to finding solutions to our problems. These challenges we face connect to modernizing and reinvigorating public service, connecting individuals to meaningful work, developing new approaches to public governance and engagement, and building resilient communities.

By modernizing and reinvigorating public service, we can fill these vacancies with talented individuals from a wide range of diverse backgrounds. As an older generation with invaluable experience and leadership moves out of the ranks of public service, it is critical that we develop the younger generation to fill those roles. It is also essential that in doing what is needed to prepare the next generation of leaders, we keep in mind that America's workforce is evolving in pace with the rest of the world. This will require creativity in recruiting and hiring talented people who have a passion for advancing the public good. Ultimately, investing in our organizations' younger generations by focusing on leadership development is essential.

We need to identify new ways to educate current employees and attract prospective employees so they can meaningfully connect to their work. It's important for us to understand how our service impacts more than just

the community we work for. I think the development training shows an employee that an organization values them as a key part of their future. Although the pay and benefits of public service will never again compete with the private sector, if we can connect that talent to meaningful work, that could make a difference for many looking for a career. Once an individual's basic needs are met, Maslow's theory hopefully comes into play, and that is humans need esteem and self-actualization. Once we align public service to that trajectory, we can create a symbiotic relationship between the work and the person. Creative ways to recruit and a healthy work environment is also centered on connecting individuals to meaningful work. This will set local government on a course that begins to address the challenges of the future.

A significant portion of health work is engaging the public with the subject matter (Develop new approaches). Furthermore, a significant section will be dedicated to the natural environment. However, these policies need to be implemented using an equity lens or else there will be significant mistrust in the government.

Building resilient communities is heavily dependent on preparedness at a macro level. Equally, community relations are essential. Finding opportunities for engagement forums to provide education also provides relationship-building opportunities. City sponsored events provide an enjoyable atmosphere for citizens to interact with those that work for the organization in a unique way.

A fair budget for public safety and public health organizations will allow them to provide necessary equipment and services to their employees that will keep them in pace with the rest of the world around them. Lastly, technology impacts all the challenges in their own respective ways.

Conclusion

With all the obstacles that public safety is currently facing in today's political climate, we find that a clear path forward exists. Government must reinvent itself to properly provide services as efficiently as possible. In order to achieve this goal, leaders must work together to achieve a common vision. For public safety, that vision includes reducing workforce recruitment barriers, reducing occupational exposure and hazards that inflict harm to their health and wellness, and work interdepartmentally, collaboratively, and with a multi-jurisdictional approach to better serve and reflect the community needs.

By offering competitive pay with private industry, government recruitment issues may alleviate somewhat. Often, the private sector poaches government workers with lucrative salary and benefits packages. Local governments will continue to lose employees until leadership and unions work together to provide a less hazardous environment for public safety employees and a more comprehensive compensation package.

Public safety is a hazardous work field. Often exposure to violence, chemicals (PFAS, VOC's, PAH, etc....), and mental trauma reduce the effectiveness of the workforce. Frequently, public safety employees find themselves needing mental support that their employers do not provide. Leadership needs to work together to support legislation that reduces hazardous exposures and increases safety. National legislative changes as well as individual collective bargaining agreements all have significant power. Local workforce leaders must harness that power to provide safer work environments for their employees.

Lastly, multi-jurisdictional approaches to community response efforts will effectively reduce political ire on the local level. Often acting locally has national reverberations. Cross-training across departments and disciplines creates better teams. We look forward to the continuation of collaborative efforts to usher in a new age of public safety.

APPENDIX A:

**Other State and Local
Professional
Organizations**

Fire

NFPA- National Fire Protection Association
OSHA- Occupational Safety and Health Administration
IAFF- International Association of Firefighter
IAFC- International Association of Fire Chiefs
USFA – United States Fire Administration
NFA - National Fire Academy
EMI – Emergency Management Institute
NIOSH- National Institute for Occupational Safety and Health
CPSE- Center for Public Safety Excellence
IFE- Institute for Fire Engineers
NIST- National Institute of Standards and Technology
CAAS- Commission on Accreditation for Ambulance Services
CPC- Commission on Professional Credentialing
Various Affinity Organizations

Police

CALEA- Commission on Accreditation for Law Enforcement Agencies
IACP- International Association of Police Chiefs
FOP- Fraternal Order of Police

Health

MAHB- Massachusetts Association of Health Boards
NACCHO- National Association of City & County Health Officials
APHA- American Public Health Association
NEHA- National Environmental Health Association
MEHA- Massachusetts Environmental Health Association
MHOA- Massachusetts Health Officers Association