9-1-1 Specialist Recruitment and Retention Workgroup

Final Report

Annapolis, Maryland
December 2025

9-1-1 Specialist Recruitment and Retention Workgroup, Final Report

Department of Legislative Services
Office of Policy Analysis
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THE MARYLAND GENERAL ASSEMBLY
ANNAPOLIS, MARYLAND 21401-1991

December 1, 2025

The Honorable Wes Moore, Governor
The Honorable Bill Ferguson, President of the Senate
The Honorable Adrienne A. Jones, Speaker of the House of Delegates
Honorable Members of the General Assembly

Dear Governor Moore, President Ferguson, Speaker Jones, and Members:

Please find attached the 9-1-1 Specialist Recruitment and Retention Workgroup's final report. The Workgroup was formed to address a shortage of 9-1-1 Specialists, who are a critical part of the public safety and emergency response infrastructure. The information we gathered demonstrates a clear need for ongoing efforts to ensure the health and sustainability of the 9-1-1 Specialist labor force.

We found a 14.5% vacancy rate among the State's 24 Primary Public Safety Answering Points (9-1-1 centers) attributed to insufficient pay, burnout, and other factors described in the report – challenges that are not unique to Maryland. We believe the recommendations included in this report can make a meaningful difference.

Recognizing the fiscal challenges that all jurisdictions are facing, we are not recommending specific actions to increase salaries or directly reduce the years of service required for full retirement commensurate with the importance and demands of the 9-1-1 Specialist profession. However, we strongly support any such efforts by local jurisdictions, understanding the importance of compensation and retirement benefits to recruitment and retention.

It has been my pleasure to chair this Workgroup and serve with each of its members. I am grateful to them for the time and effort they devoted to this process. On their behalf, I want to convey our appreciation to (1) the subject matter experts and other stakeholders who lent their perspectives and (2) our staff. This was a team effort that benefited from the contributions of all involved.

Sincerely,

Sen. Cheryl C. Kagan, Chair

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Executive Summary

This report presents the findings and recommendations of the 9-1-1 Specialist Recruitment and Retention Workgroup, established by Chapters 911 and 912 of 2024 to identify and address challenges being experienced in recruiting and retaining 9-1-1 Specialists. Maryland is experiencing a shortage of these critical public safety personnel, who serve as the first line of communication between the public and emergency services. The State's Public Safety Answering Points (PSAPs) (9-1-1 centers) report an average vacancy rate of 14.5% as of August 2025. This is generally attributed to (1) insufficient pay and retirement benefits; (2) burnout due to stress and other demands of the job; (3) lack of full recognition as first responders; and (4) the skills and attributes needed to be an effective 9-1-1 Specialist, which not all applicants possess or can obtain.

The Workgroup and its subcommittees (formed to focus on defined areas) worked from December 2024 through November 2025 – meeting, gathering information from PSAPs, and consulting with subject matter experts and other stakeholders. These efforts produced the 14 recommendations presented in this report, as well as a list of eight best practices being employed in some jurisdictions in the State that could be expanded to others.

The legislative members of the Workgroup also sent two letters to Maryland's Congressional Delegation (and leadership of the bipartisan Congressional NextGen 9-1-1 Caucus, in the case of the second letter) – which are discussed in the report in conjunction with the recommendations. The letters advocate for (1) federal reclassification of 9-1-1 Specialists as a protective service occupation and (2) a change to federal law that would allow for 9-1-1 Specialists to be enrolled in the State's Law Enforcement Officers' Pension System without jeopardizing its federal income tax status.

The recommendations focus on (1) recognition of 9-1-1 Specialists' protective service role; (2) content of recruitment advertising and outreach; (3) using partnerships and apprenticeships to identify, educate, and train future 9-1-1 Specialists; (4) recruitment platforms/tools; (5) modifying a certain hiring standard; (6) expanding use of available State and other grant funding; (7) retirement benefits; and (8) reducing nonemergency call volume.

The best practices identified in the report that have been implemented successfully in one or more PSAPs and could be expanded to other jurisdictions focus on (1) scheduling; (2) retention bonuses; (3) compensation for certified training staff and on-call duty; and (4) employee support, recognition, and accommodation.

Recognizing the fiscal challenges that local jurisdictions currently face, the report does not include recommendations focused on increasing the salaries of 9-1-1 Specialists or directly reducing the years of service required for full retirement (both of which were identified by PSAPs as actions that could meaningfully improve recruitment and retention). The Workgroup nonetheless strongly supports any such efforts of local jurisdictions to increase 9-1-1 Specialists' pay and/or enhance retirement plans (specifically, reduction of the number of years of service needed to receive full retirement benefits) commensurate with the importance and demands of the profession.

Chapter 1. Introduction

The 9-1-1 Specialist Recruitment and Retention Workgroup was established by Chapters 911 and 912 of 2024 at a time of considerable need in Maryland (and nationally) for increased attention to (1) the importance of 9-1-1 Specialists to public safety and emergency response efforts and (2) the urgency of sustaining and building the labor force of 9-1-1 Specialists.

9-1-1 Specialists are the *first* first responders, serving as a critical line of communication between the public and emergency services and enduring accompanying stress and possible trauma in that role. A recent U.S. survey (published in April 2025) by the International Academies of Emergency Dispatch (IAED) demonstrates the value of the 9-1-1 system, and 9-1-1 Specialists, to the public: 41% of 9-1-1 callers surveyed believed their call resulted in saving a life and an additional 19% indicated their call *may* have contributed to saving a life. Even higher percentages of those surveyed indicated that the 9-1-1 call made a difference in their lives and/or helped calm their fear or anxiety.

Despite the impact of 9-1-1 Specialists, studies by national professional associations reveal labor force shortages across the country (*The Pulse of 9-1-1* (Survey), National Emergency Number Association, Carbyne, 2025; *America's 911 Workforce is in Crisis* (Survey), National Association of State 911 Administrators, IAED, 2023). Nationally, many 9-1-1 Specialists cite stress and insufficient pay as primary reasons for leaving the profession. Maryland's current 9-1-1 Specialist vacancy rate of 14.5% (see **Appendix 1**) across the State's primary 9-1-1 centers – known as Public Safety Answering Points – is similarly attributed to (1) insufficient pay and retirement benefits; (2) burnout due to stress and other demands of the job; (3) lack of full recognition as first responders; and (4) the skills and attributes needed to be an effective 9-1-1 Specialist, which not all applicants possess or can obtain.

The enactment of Chapters 911 and 912 was preceded by a years-long effort by the Commission to Advance Next Generation 9-1-1 Across Maryland (Next Generation 9-1-1 Commission) established by Chapters 301 and 302 of 2018, as amended by Chapter 506 of 2020 (and also chaired by Senator Cheryl C. Kagan). One of this Workgroup's first actions, pursuant to a requirement under Chapters 911 and 912, was to review the reports of the Next Generation 9-1-1 Commission. The Commission's efforts had a broad scope, focusing on the State's transition to a Next Generation 9-1-1 system, but the Commission devoted part of its focus to 9-1-1 Specialist staffing and training. The Commission's staffing and training-related recommendations, and legislation that resulted from them, are discussed further in Chapter 2 (Background) of this report.

The 9-1-1 Specialist Recruitment and Retention Workgroup's full list of responsibilities under Chapters 911 and 912 is to:

- review the reports of the Next Generation 9-1-1 Commission;

- identify and examine recruitment and retention challenges that affect 9-1-1 Specialists in the State, including:
    - the number of 9-1-1 Specialists who retire annually;
    - the number hired annually;
    - current salary ranges;
    - current offerings of retirement, health, workers' compensation, and other benefits;
    - training hour requirements;
    - recruitment techniques;
    - requirements that must be met for promotion and advancement;
    - the impact of current State and local laws on 9-1-1 Specialists;
    - to the extent information is available:
        - migration of 9-1-1 Specialists between departments;
        - attrition rates of newly recruited 9-1-1 Specialists;
        - average length of active service;
        - amount and types of workers' compensation claims;
        - perceptions of the occupation among potential recruits; and
- make recommendations regarding:
    - the effectiveness and viability of uniform incentives, offerings, or practices employed in other states to attract, support, and retain individuals in 9-1-1 Specialist roles;
    - the feasibility of, and any barriers to, incorporating 9-1-1 Specialists into the Law Enforcement Officers' Pension System; and
    - any other issues the Workgroup considers relevant to enhancing and supporting career 9-1-1 Specialists in the State.

The Workgroup is composed of 18 members, including 4 members of the Maryland General Assembly and 14 designated or appointed members who are practitioners, industry experts, or administrators. It held its first meeting in December 2024 and has worked consistently to fulfill its responsibilities, as described further in Chapter 3 (Workgroup Process and Meetings) of this report.

The report consists of three primary sections (Chapters 2, 3, and 4):

- **Background (Chapter 2)** – A description of (1) Maryland's 9-1-1 system and emergency response structure and 9-1-1 Specialists' role within that structure; (2) 9-1-1 Specialist recruitment and retention challenges; and (3) recent efforts to address those challenges.

- **Workgroup Process and Meetings (Chapter 3)** – A catalog and description of the Workgroup's process and meetings since December 2024.

- **Recommendations and Best Practices (Chapter 4)** – A listing of the recommendations, along with background and rationale, as well as a listing of best practices that are currently used by one or more jurisdictions in the State and could be expanded to others.

Chapter 2. Background

Maryland's 9-1-1 System and 9-1-1 Specialists' Role

Maryland's 9-1-1 System

Maryland operates a decentralized 9-1-1 system consisting of 24 primary Public Safety Answering Points (PSAPs) that serve the State's 23 counties and Baltimore City, with support and oversight from the Maryland 9-1-1 Board. PSAPs are (1) a 9-1-1 caller's first contact with emergency response; (2) their link to, and line of communication with, police, fire, and emergency medical services; and (3) their source of assistance until those services arrive. Some PSAPs manage all aspects of the emergency response including receiving calls, dispatching services, and coordinating assistance. Others function as the first point of contact that routes calls to secondary PSAPs or municipal offices within their jurisdictions.

County governments administer and maintain operational control over their respective PSAPs. All 24 primary PSAPs have successfully transitioned to Next Generation 9-1-1 (NG911) from existing landline- and wireless-based systems, with each PSAP implementing an approach tailored to its local needs. NG911 utilizes an Internet Protocol network and Geographic Information Systems (GIS) technology to improve the routing and management of 9-1-1 calls and allow for multimedia communications from the public (calls, texts, crash notifications, photos, and videos) regarding emergencies.

The Maryland 9-1-1 Board is the State authority responsible for coordinating the enhancement of county 9-1-1 systems. The Board consists of 24 members appointed by the Governor and confirmed by the Senate of Maryland. Its responsibilities include (1) administering funding from the 9-1-1 Trust Fund for enhancing county 9-1-1 systems; (2) inspecting PSAPs for compliance with applicable law and regulations; and (3) establishing guidelines and standards for PSAPs, including training standards for 9-1-1 Specialists based on national best practices and covering NG911 topics, individual psychological well-being and resilience, and implicit bias.

9-1-1 Specialists' Role

As mentioned above, 9-1-1 Specialists working within PSAPs serve as a critical line of communication between the public and emergency services – receiving emergency calls, providing life-saving instructions to callers, and coordinating the dispatch of appropriate emergency resources. The position demands multitasking capabilities, clear and effective communication skills, maintenance of a high level of alertness for extended periods of time, use of computer and radio systems, knowledge of relevant geography and emergency services' roles, organizational and recordkeeping ability, and the capacity to maintain composure under extreme pressure.

9-1-1 Specialist Recruitment and Retention Challenges

Maryland's primary PSAPs reported 185 9-1-1 Specialist vacancies among 1,280 authorized positions on August 1, 2025, representing a 14.5% vacancy rate that forces PSAPs to operate below designed capacity. These staffing deficiencies can result in mandatory holds on current on-duty 9-1-1 Specialists to maintain minimum staffing levels (requiring them to work overtime). The relentlessness of the call volume prevents 9-1-1 Specialists from decompressing; burnout drives departures, departures force mandatory overtime on remaining staff, and mandatory overtime worsens burnout, driving more departures. One PSAP reported that mandated shifts can last up to 18 hours due to staffing shortages.

To support 9-1-1 Specialists and help them manage the demands of the job, some PSAPs offer on-site mental health professionals, and many provide employee assistance programs, peer support groups, and/or facility amenities. However, access to these resources is inconsistent across jurisdictions.

PSAPs also identify scheduling as a challenge in recruitment and retention. Across the State, PSAPs employ varied scheduling approaches that can result in 9-1-1 Specialists' schedules varying from week to week and including both day and night shifts. This can present health and retention challenges as rotating shifts disrupt the body's natural circadian rhythm and sleep patterns. In addition, assignments to nights, weekends, and holidays prevent 9-1-1 Specialists from maintaining regular family time and predictable work-life balance.

The feedback received by the Workgroup from PSAPs, regarding their biggest recruitment and retention challenges, also suggests a reality that only a certain percentage of people can both perform well as a 9-1-1 Specialist (having the unique combination of skills and attributes it requires) and manage the demands of the job. One PSAP described losing many individuals throughout the training process, requiring a constant line of new recruits, and leading to burnout of staff that conduct the training.

As mentioned above, the level of 9-1-1 Specialist pay is another common reason for them to leave the profession. Multiple PSAPs cite the level of pay and/or retirement benefits as a significant challenge in the recruitment and retention of Specialists. Recent data from the Maryland Association of Counties' fiscal 2025 annual salary survey and information gathered by the Workgroup shows an average entry-level salary among the counties in the range of $47,000 – lower than entry-level positions in other public safety disciplines (police, fire, corrections), with the exception of Emergency Medical Technicians whose salaries appear comparable to 9-1-1 Specialist salaries on average. In addition, the stress and toll of the profession can make retirement with full pension benefits (by reaching the required age or number of years of service) seem out of reach. One PSAP indicated that low pay and lack of recognition as first responders contributes to individuals' using the 9-1-1 Specialist position as a stepping stone to police, fire, and emergency medical services positions rather than staying in the profession.

Recent Efforts to Address Recruitment and Retention Challenges

Next Generation 9-1-1 Commission's Recommendations

The Next Generation 9-1-1 Commission devoted part of its focus to 9-1-1 Specialist staffing and training and made related recommendations, some of which resulted in legislation. The recommendations focused on:

- reclassification of 9-1-1 Specialists as first responders;
- compensation of 9-1-1 Specialists commensurate with their responsibilities, training, knowledge, and skills;
- training, protocol, and certification resources and standards (including use of national standards and establishment of training on NG911, psychological well-being and resilience, and implicit bias);
- development of 9-1-1 communications programs in community colleges and high schools;
- management of increased call volumes during extreme events through a statewide 9-1-1 Specialist emergency response team;
- 9-1-1 Specialist access to health and wellness services (consistent with national standards and best practices);
- the potential for workers' compensation benefits to cover impacts of 9-1-1 Specialists' exposure to trauma; and
- Maryland 9-1-1 Board-provided/coordinated recruitment and hiring resources, including (1) guidance, best practices, and strategies; (2) funding for recruitment activities; and (3) identification of a centralized website for 9-1-1 Specialist job opportunities.

Recent Legislation

Recent legislative efforts to directly address 9-1-1 Specialist recruitment and retention challenges include the following:

- **Chapters 378 and 379 of 2021** – a compilation of various requirements/provisions enacted following the Next Generation 9-1-1 Commission's 2020 (third) report, including:
  - a requirement that the Maryland 9-1-1 Board establish training standards for 9-1-1 Specialists concerning individual psychological well-being and resilience;

- a requirement that the Maryland 9-1-1 Board provide support (that could include use of funding from the 9-1-1 Trust Fund) for 9-1-1 Specialist recruitment activities consisting of (1) a database of recruitment guidance, best practices, and strategies; (2) recruitment projects, including those designed to reach minorities; and (3) a website that contains links to 9-1-1 Specialist job opportunities throughout the State;

- a requirement that training standards established by the Maryland 9-1-1 Board include onboarding standards for newly hired 9-1-1 Specialists; and

- a requirement that a study be conducted to determine whether 9-1-1 Specialists exposed to job-related trauma should be eligible for workers' compensation benefits.

- **Chapter 349 of 2022** – a compilation of various requirements/provisions enacted following the Next Generation 9-1-1 Commission's 2021 (fourth and final) report, including:

  - a requirement that local jurisdictions classify 9-1-1 Specialists as first responders and compensate them in a manner reflecting their public safety role and their training, knowledge, and skills;

  - provisions that allow for treatment for job-related trauma experienced by 9-1-1 Specialists to be sought confidentially, without informing anyone;

  - a requirement that 9-1-1 Specialists be provided Maryland 9-1-1 Board-approved implicit bias training on a recurring basis;

  - provisions requiring increased Maryland 9-1-1 Board oversight of implementation of training standards established by the Board; and

  - a requirement that the Maryland 9-1-1 Board report on and analyze personnel and other information for each county PSAP, including data related to 9-1-1 Specialist recruitment, retention, training, and workers' compensation claims.

- **Senate Bill 700 and House Bill 1313 of 2024** (not enacted) – would have allowed for 9-1-1 Specialists' participation in the Law Enforcement Officers' Pension System (providing enhanced retirement benefits) if they were certified by the Maryland Police Training and Standards Commission as law enforcement officers (similar legislation was also introduced in 2022).

- **Senate Bill 759 and House Bill 590 of 2025** (passed in the Senate, but not enacted) – would have allowed for $15,000 of annual retirement income attributable to service as a 9-1-1 Specialist to be exempt from State income tax.

Chapter 3. Workgroup Process and Meetings

Process

The Workgroup held its inaugural meeting in December 2024, and a total of eight meetings and nine subcommittee meetings between December 2024 and November 2025.

At the December 2024 meeting, the Workgroup reviewed its charge, elected Senator Cheryl C. Kagan to serve as Chair, and reviewed a plan for initial efforts through May 2025. At the January 2025 meeting, the Workgroup reviewed, discussed, and approved both the mandated interim report (outlining its initial progress) and an information-gathering survey to send to county Public Safety Answering Points (PSAPs) to gain a better understanding of the recruitment and retention challenges affecting 9-1-1 Specialists in the State. It reconvened in May (after the General Assembly adjourned) and received a presentation on the preliminary survey results. Based on the preliminary results, the Workgroup decided to distribute an updated survey in June, focused on a more limited set of issues (see Appendix 1). The members also decided in May to form subcommittees to focus on defined areas relating to 9-1-1 Specialist recruitment and retention.

The Recruitment and Training Subcommittee concentrated on recruitment challenges and strategies, and candidate application requirements. The Retention, Recognition, and Work Environment Subcommittee focused on solutions to retain talent, acknowledge contributions, and promote employee wellness. The Retirement Benefits Subcommittee focused on the feasibility of, and barriers to, incorporating 9-1-1 Specialists into the Law Enforcement Officers' Pension System (LEOPS) as well as other options to strengthen retirement benefits for 9-1-1 Specialists. A roster of the subcommittees is presented in **Appendix 2**.

From June through August, the Workgroup and subcommittees engaged various stakeholders including PSAP directors, a representative from the National Emergency Number Association, a representative from the State Retirement Agency, Department of Legislative Services (DLS) staff specializing in retirement policy, representatives from the Maryland Association of Counties, and a PSAP staff social worker, to help inform the development of recommendations. At its August meeting, the Workgroup received a report on the updated survey. In September, it approved a letter to the Maryland Congressional Delegation urging their support of federal legislation to reclassify public safety telecommunicators as protective service personnel (discussed below under the recommendations) and reviewed an initial draft of its recommendations. The Workgroup continued refining these recommendations during the October meeting. At the final meeting in November, it voted to approve the final report and a second letter, to the Maryland Congressional Delegation as well as the leadership of the bipartisan Congressional NextGen 9-1-1 Caucus, urging a federal change to allow for 9-1-1 Specialist participation in LEOPS (also discussed below under the recommendations).

Meetings

December 19, 2024 Full Workgroup	• Member introductions • Review of responsibilities • Election of the Chair • Review of plan for initial efforts through May 2025
January 27, 2025 Full Workgroup	• Review, discussion, and approval of (1) the information-gathering survey to send to PSAPs and (2) the mandated interim report
May 19, 2025 Full Workgroup	• Overview of the bills introduced during the 2025 legislative session relating to 9-1-1 Specialists • Report on the preliminary findings of the information-gathering survey • Proposal to create subcommittees
June 24, 2025 Retention, Recognition, and Work Environment Subcommittee	• Discussion centered on five key areas: (1) compensation; (2) scheduling and shifts; (3) honoring 9-1-1 Specialists with recognition and awards; (4) workplace culture; and (5) application requirements
June 25, 2025 Recruitment and Training Subcommittee	• Discussion of effective recruitment strategies employed by PSAPs in the State and their application requirements • Guest speaker Ann Pingel (Communications Manager, Anne Arundel County) talked about her center's use of a recruitment bonus to increase the applicant pool
June 25, 2025 Retirement Benefits Subcommittee	• Review of the factors that affect an individual's retirement benefits • Conversation about the psychological and physical impacts of the profession • Exploration of potential actions to improve 9-1-1 Specialist retirement benefits
June 27, 2025 Full Workgroup	• Subcommittee updates • Overview of the starting salary across PSAPs by DLS
July 22, 2025 Retirement Benefits Subcommittee	• (1) DLS staff specializing in retirement policy provided insight into State pension systems and (2) a representative from the Maryland Association of Counties offered the county perspective

July 23, 2025 Retention, Recognition, and Work Environment Subcommittee	• Guest speaker Danissa Alston (Staff Social Worker, Montgomery County 9-1-1 Emergency Communications Center) detailed the physical and emotional tolls of the 9-1-1 Specialist profession, her role in supporting Specialists, and the value of her position within PSAPs • Reviewed a news segment of a PSAP in Virginia that uses Artificial Intelligence to triage calls, reducing Specialist workload and stress
July 24, 2025 Recruitment and Training Subcommittee	• Briefing by April Heinze (Chief of 9-1-1 Operations, National Emergency Number Association) on effective recruitment practices used by PSAPs across the country
August 18, 2025 Recruitment and Training Subcommittee	• Continued discussion of open items • Reviewed initial recommendations to present to the full Workgroup
August 19, 2025 Retirement Benefits Subcommittee	• Discussion with a representative from the State Retirement Agency to understand the feasibility and barriers to incorporating 9-1-1 Specialists into LEOPS
August 20, 2025 Retention, Recognition, and Work Environment Subcommittee	• Further dialogue on unresolved items • Reviewed initial recommendations to present to the full Workgroup
August 21, 2025 Full Workgroup	• Guest speaker Lt. Shapree Romanoff (Communication/9-1-1 Division Commander, Howard County) discussed her PSAP's recruitment, retention, and retirement challenges • Report on the updated survey findings • Subcommittee updates
September 25, 2025 Full Workgroup	• Presentation of the Maryland 9-1-1 Board grant submission approvals • Discussion of preliminary policy recommendations and best practices • Early look at bills under consideration for the upcoming legislative session • Vote on first congressional letter

October 17, 2025 **Full Workgroup**	• Review of responsibilities • Further discussion of policy recommendations and best practices • Overview of the process for writing the final report
November 12, 2025 **Full Workgroup**	• Vote on the final report and second congressional letter

Chapter 4. Recommendations and Best Practices

Overview

Based on the Workgroup's information gathering, discussions, and consultation with subject matter experts and other stakeholders, it developed 14 recommendations and a list of eight existing best practices that could be expanded to other local jurisdictions, presented below.

Recognizing the current fiscal challenges local governments face, the recommendations and best practices do not include actions to directly increase the level of 9-1-1 Specialists' salaries or reduce years-of-service requirements in retirement plans available to 9-1-1 Specialists (that would allow for earlier full retirement), both of which were identified by Public Safety Answering Points (PSAPs) as actions that could meaningfully improve recruitment and retention. The Workgroup nonetheless recognizes the impact that compensation and retirement benefits have on recruitment and retention and strongly supports efforts by local jurisdictions to increase 9-1-1 Specialists' pay and/or enhance retirement plans (including reduction of the number of years of service needed to receive full retirement benefits) commensurate with the value of 9-1-1 Specialists' role in public safety and emergency response and the demands of the profession.

The Workgroup does recommend, as described below, advocating for the removal of a federal barrier to 9-1-1 Specialist participation in the State's Law Enforcement Officers' Pension System (LEOPS), which would be a first step towards potential 9-1-1 Specialist participation in LEOPS, allowing for full retirement at an earlier age and/or with fewer service years than allowed under the current State retirement plan available to 9-1-1 Specialists.

These lists of recommendations and best practices are not intended to be an exclusive compilation of ways to improve recruitment and retention of 9-1-1 Specialists. Ongoing focus on this issue and additional ideas and actions – now or in the future – can only benefit this effort.

Recommendations

1. Advocate for Passage of Federal Legislation That Would Reclassify Public Safety Telecommunicators as a Protective Service Occupation

The legislative members of the Workgroup sent a letter to Maryland's Congressional Delegation in October 2025 (see **Appendix 3**) that urges their support and advocacy for passage of S. 725 and H.R. 637, in Congress, which would reclassify public safety telecommunicators as a protective service occupation (rather than an office and administrative support occupation) for statistical purposes.

The Workgroup recommends further advocacy for passage of this legislation by State and local leaders.

Background/Rationale

S. 725 (Enhancing First Response Act) (which passed the Senate by unanimous consent on September 10, 2025) and H.R. 637 (911 Saves Act) require the federal Office of Management and Budget to categorize public safety telecommunicators as a protective service occupation under the Standard Occupational Classification (SOC) system, a federal statistical standard used by federal agencies to classify workers into statistical categories for the purpose of collecting, calculating, and disseminating data. Public safety telecommunicators are currently classified as an office and administrative support occupation under SOC.

S. 725 and H.R. 637 both include findings that "classifying public safety telecommunicators as Protective Service Occupations would correct an inaccurate representation in [SOC], recognize these professionals for the lifesaving work they perform, and better align [SOC] with related classification systems."

2. Advertise the 9-1-1 Specialist Profession as a Rewarding Career Path

The Workgroup recommends that PSAPs and other stakeholders (including at the State level) employ job advertising and other promotion that emphasizes the importance of the 9-1-1 Specialist profession and clarifies how it can be a rewarding career path.

Background/Rationale

The 9-1-1 Specialist profession provides individuals with opportunities to make meaningful differences in their communities and create lasting societal impact. Promoting the profession through this lens would generate greater interest in job openings and expand the candidate pool. This recommendation is informed by information provided by the National Emergency Number Association (NENA), which has documented success of similar efforts in other states using public service announcements and commercials.

3. Partner with High Schools

The Workgroup recommends that PSAPs partner with high schools and homeschool organizations through the creation of programs and internships where students are taught how to take calls and dispatch, with a view toward securing employment upon graduation.

Background/Rationale

High school students, or more generally youth populations, represent the most strategic long-term recruitment pipeline for the 9-1-1 Specialist labor force. Individuals who develop an interest in public safety careers at a young age often remain in the field throughout their careers.

PSAPs across the nation have established programs that allow students to observe or assist with call-taking and dispatching operations. Baltimore City, for example, has recently implemented a program at two high schools (Digital Harbor and Patterson) that introduces students to the 9-1-1 Specialist profession in the 10th grade and additional exposure during the 11th and 12th grades, with the objective of securing employment upon graduation.

Genesee Career Institute in Michigan offers an example of a program where high school students sign a confidentiality agreement and observe 9-1-1 Specialists during three eight-hour shifts over the course of the school year, gaining exposure to call-taking and dispatch operations, then practicing these skills through classroom exercises. The Genesee Career Institute program training plan is provided in **Appendix 4** and a sample confidentiality agreement from Genesee County 9-1-1 is detailed in **Appendix 5**.

4. Partner with Community Colleges

The Workgroup recommends that community colleges, in partnership with PSAPs, create and offer a basic emergency telecommunicator course, with the goal of preparing students for careers as 9-1-1 Specialists.

Background/Rationale

Community colleges can help address PSAP labor force shortages by offering introductory courses that raise awareness of the 9-1-1 Specialist profession – one not commonly known or considered – while also providing career preparation and building a sustainable local talent pipeline.

NENA notes that community college programs can effectively teach the technical foundations of 9-1-1 Specialist work, competencies generally covered during academy training. Providing this education up front better prepares recruits and increases enthusiasm for their career.

5. Establish a Registered Apprenticeship Program

The Workgroup recommends that PSAPs explore establishment of a registered apprenticeship program through the Maryland Apprenticeship and Training Program (administered by the Maryland Department of Labor's Division of Workforce Development and Adult Learning) in accordance with the Apprenticeship 2030 Commission's goal to expand registered apprenticeships in industry sectors with skill shortages. The Workgroup encourages the Maryland Department of Labor to proactively provide support and expert guidance to PSAPs interested in developing apprenticeship programs, helping them navigate the program establishment process.

Background/Rationale

The Apprenticeship 2030 Commission, which issued its final report in March 2025, was created in 2023 with a goal of expanding registered apprenticeships in industry sectors with skill shortages; and one of its recommendations is to grow public service registered apprenticeships. Apprenticeships enable employers in highly skilled occupations to hire based on potential and enable workers to develop the skills needed for in-demand roles. Apprentices are hired as employees, receive a paycheck, and gain structured training through on-the-job experience and classroom-based learning. They are hired at a percentage of a full salary, with increases as they progress through the program.

The Commission describes *registered* apprenticeships as meeting national standards and providing industry-recognized credentials, varying in length between one and six years, and including at least 2,000 hours of on-the-job training and 144 hours per year of classroom-based learning. In Maryland, registered apprenticeship programs are approved through the Maryland Apprenticeship and Training Program.

PSAPs should consider (1) whether registered apprenticeships could be an effective means of developing new staff and (2) how registered apprenticeships would be integrated with, or supplement, existing hiring and training practices.

6. Partner with the Department of Service and Civic Innovation

The Workgroup recommends that PSAPs consider partnering with the Department of Service and Civic Innovation (DSCI) to serve as host sites for the Maryland Corps/Service Year Option Program, in order to bring individuals into the profession.

Background/Rationale

DSCI's Maryland Corps and Service Year Option programs provide young Marylanders (including high school graduates and those earning a GED or high school completion certificate) opportunities to explore career pathways while serving their communities. PSAPs that are able to (the programs require a certain commitment of fiscal resources and existing staff's time) should partner with DSCI as host site partners to leverage these programs as opportunities to (1) train and mentor potential future 9-1-1 Specialists; (2) serve the community; and (3) potentially add to morale and the work environment for existing 9-1-1 Specialists, through service and mentoring of individuals exploring or beginning careers.

7. Adapt Recruitment Strategies to Include Social Media Platforms

The Workgroup recommends that PSAPs adapt their recruitment strategies to platforms where potential applicants are active, including buying sponsored ads on social media platforms

and making short videos in which 9-1-1 Specialists share personal anecdotes and give "a day in the life" perspective.

Background/Rationale

Contemporary job seekers actively engage with social media platforms rather than traditional employment sites. Counties must adopt modern recruitment strategies that engage candidates through these digital platforms to ensure that recruitment efforts align with current communication preferences and behaviors. For example, Worcester County has achieved success through sponsored Facebook advertisements.

NENA identifies social media as one of the most effective channels for disseminating job opportunities to prospective candidates. Successful PSAPs complement job postings with 9-1-1 Specialist advocacy, encouraging current 9-1-1 Specialists to share genuine testimonials about professional satisfaction and career fulfillment.

8. Enhance and Promote the Maryland 9-1-1 Board 9-1-1 Careers Page

The Workgroup recommends that the Maryland 9-1-1 Board and 23 counties and Baltimore City increase the visibility of 9-1-1 Specialist openings by (1) enhancing the Board's careers page by providing access to listings of openings, and additional background information on a 9-1-1 Specialist career, on the page itself (as opposed to links to general county career pages) and (2) promoting the page to public safety sector partners, labor organizations, and other networks (*e.g.*, feature and link the Careers page prominently on official websites and social media platforms).

Background/Rationale

Expanding the page's utility (through more direct access to job postings and career information) and visibility will help broaden the applicant pool and increase the likelihood of attracting qualified candidates.

9. Utilize American Job Centers as a Recruitment Tool

The Workgroup recommends that PSAPs utilize the American Job Centers, which are administered by the Maryland Department of Labor and located throughout the State. These centers provide a full range of assistance and services to businesses and job seekers, including displaced workers and individuals returning to the workforce. The Workgroup also encourages the Maryland Department of Labor to reach out to, and work with, PSAPs to identify ways in which the American Job Center network can help in recruiting 9-1-1 Specialists.

Background/Rationale

American Job Centers can support PSAP recruitment efforts by connecting them with qualified candidates and providing guidance on effective recruitment strategies. These centers predominantly assist individuals in career transition, including those seeking to re-enter the workforce, such as displaced federal workers, or to change careers. They are a practical resource for PSAPs to engage mature and committed candidates, thus enhancing recruitment outcomes.

According to the Bureau of Labor Statistics, Maryland lost an estimated 3,500 federal jobs in July 2025 (the largest single-month decline in nearly 30 years) and 2,500 in August 2025, contributing to a total loss of 15,100 federal jobs between January and August 2025. Resources like the American Job Centers, with their comprehensive reemployment support and workforce services, are well positioned to assist displaced federal workers in transition to other careers.

10. Modify the Requirement of Possession of a Driver's License as a Condition of Employment

The Workgroup recommends that PSAPs that require a driver's license as a condition of employment modify the requirement to instead require that the applicant have access to reliable transportation.

Background/Rationale

Currently, 20 of the 24 primary PSAPs require a driver's license, in order to ensure 9-1-1 Specialists' ability to arrive on time for their shifts and to arrive as quickly as possible when they are called in on short notice to manage an emergency. However, as PSAPs face critical workforce shortages, if an applicant can confirm other access to reliable transportation, it does not seem rational to forego hiring an applicant only because they do not possess a driver's license. This is especially true in the case of applicants for whom obtaining a driver's license is not an option due to a disability.

11. Take Advantage of Grant Opportunities

The Workgroup recommends that PSAPs take advantage of Maryland 9-1-1 Board grant opportunities (as well as any federal or other grant opportunities) that match their needs, including needs for wellness resources, recruitment advertising, and telecommunications cardiopulmonary resuscitation (T-CPR) training.

Background/Rationale

Grant opportunities funded by the Maryland 9-1-1 Trust Fund enable PSAPs to address critical needs without placing additional demands on county budgets. By leveraging external funding opportunities, PSAPs can enhance recruitment efforts, promote employee well-being, and reduce employee turnover.

Recently, funding has been awarded to Anne Arundel, Baltimore, Charles, Frederick, and Worcester counties for wellness resources (wellness mobile applications and mental health support services), staff participation in an Association of Public-Safety Communications Officials staffing and employee retention course, and a quiet room (designated private space where Specialists can decompress).

In addition, Chapters 800 and 801 of 2024 expanded the authorized purposes of the 9-1-1 Trust Fund to include funding for T-CPR training. To date, the Maryland 9-1-1 Board has approved such funding for Calvert, Charles, and Washington counties. T-CPR training empowers specialists by building their expertise and confidence to effectively guide callers through life-saving interventions. Specialists who are prepared not only save lives but also experience lower levels of job stress and burnout, which supports greater retention.

Appendix 6 shows the Maryland 9-1-1 Board's guide for allowable expenses.

12. Advocate for a Change to the Federal Internal Revenue Code to Allow for 9-1-1 Specialist Participation in the State's Law Enforcement Officers' Pension System

The legislative members of the Workgroup sent a letter to Maryland's Congressional Delegation and leadership of the bipartisan Congressional NextGen 9-1-1 Caucus (see **Appendix 7**) encouraging their initiation and support of legislation that makes a necessary change to the Internal Revenue Code (IRC) to allow for local jurisdictions to enroll 9-1-1 Specialists in LEOPS, providing them the same retirement benefits available to police, fire, and emergency medical services (EMS) enrollees.

The Workgroup recommends that State and local leaders (1) build a broad coalition of support for this change among stakeholders, including public safety officials, organizations, and professional associations, and (2) communicate and work with congressional members on an ongoing basis to make the change.

Background/Rationale

A strong pension plan can be a powerful recruitment and retention tool. Enhanced retirement benefits demonstrate employer commitment to long-term employee well-being, create incentives for long-term service, and help provide financial security in retirement.

The Workgroup's Retirement Benefits Subcommittee looked at information collected from PSAPs to evaluate (1) the current retirement benefits available to 9-1-1 Specialists in different jurisdictions and (2) what changes the PSAPs would like to see with regard to the retirement benefits available to 9-1-1 Specialists, in the short term and long term. The Subcommittee discussed different options for changes and received input from Department of Legislative Services staff specializing in retirement policy, the State Retirement Agency (SRA), and the Maryland Association of Counties. Ultimately, the Subcommittee, and the full Workgroup,

focused on efforts to allow 9-1-1 Specialists to enroll in LEOPS as the most feasible and effective option (though not one without obstacles). Chapters 911 and 912 of 2024 also explicitly require the Workgroup's recommendations to address the feasibility of, and any barriers to, incorporating 9-1-1 Specialists into LEOPS.

In Maryland, LEOPS – which is available to various police, firefighting, and EMS personnel, but not 9-1-1 Specialists – allows a newly enrolling employee to receive full retirement benefits after 25 years of service or at age 50 (with 10 years of service), whichever is earlier. Maryland's Employees' Pension System (EPS), which is available to 9-1-1 Specialists, by contrast provides new enrollees full retirement benefits beginning at age 65 (with 10 years of service) or with 90 years of combined age and service years.

Just over half of Maryland's PSAPs participate in EPS; however, the disparity between the age and length of service qualifications for full retirement applicable to 9-1-1 Specialists under EPS and those applicable to other public safety personnel under LEOPS fails to reflect the comparable responsibilities and demands that 9-1-1 Specialists share with other public safety disciplines. The physical, emotional, and psychological toll experienced by 9-1-1 Specialists – including exposure to traumatic incidents and occupational health risks – may be more than they can shoulder for the duration of time needed to reach the age and length of service milestones that allow them to receive full retirement benefits. Extending enhanced retirement benefits to 9-1-1 Specialists that allow for earlier full retirement, through eligibility for LEOPS, can make a full career as a 9-1-1 Specialist a more realistic option for more Specialists and establish parity with other public safety personnel.

Legislation (see Senate Bill 700 and House Bill 1313 of 2024) has been introduced in the past to allow for 9-1-1 Specialists to be enrolled in LEOPS, but SRA indicated in its testimony regarding that legislation (and similarly indicated in its discussion with the Workgroup's Retirement Benefits Subcommittee) that allowing for 9-1-1 Specialists to participate in LEOPS risks jeopardizing LEOPS's beneficial income tax status as a qualified government pension plan under the federal IRC and Internal Revenue Service (IRS) regulations. IRS regulations allow for qualified government pension plans to provide for earlier full retirement for public safety employees, but do not include 9-1-1 Specialists in the definition of a public safety employee.

Workgroup staff researched what changes would need to be made at the federal level, including soliciting input from SRA, and the change that the Workgroup believes is necessary is described in the letter to the leadership of the Congressional NextGen 9-1-1 Caucus and the Maryland Congressional Delegation. The letter also encourages the congressional members' consultation with the IRS, or other legal counsel, to confirm that the identified change will be sufficient.

Once a change is made to federal law, (1) State legislation will need to be enacted to authorize 9-1-1 Specialists' participation in LEOPS, and (2) if 9-1-1 Specialists are enrolled in LEOPS, related contribution costs will increase for participating counties. But advocating for the

change to federal law is the first step towards giving counties the option to offer participation in LEOPS to their 9-1-1 Specialists.

13. Enact a State Income Tax Subtraction Modification for 9-1-1 Specialists' Retirement Income

The Workgroup recommends the enactment of legislation – introduced during the 2025 session as Senate Bill 759 and House Bill 590 – that establishes an income tax subtraction modification allowing retired 9-1-1 Specialists to subtract $15,000 of their retirement income from their Maryland taxable income each year (allowing them to avoid paying State income tax on up to $15,000 of their annual retirement income).

Background/Rationale

The legislation would expand eligibility for the public safety employee retirement income subtraction to 9-1-1 Specialists. Eligible retiree Specialists age 55 and older would be able to subtract up to $15,000 in annual retirement income, in the same manner as other specified "public safety employees."

In the 2025 legislative session, Senate Bill 759 passed the Senate unanimously but was not acted on by the House. It is expected to be reintroduced in the 2026 legislative session.

The legislation represents an additional mechanism for bolstering retirement benefits – demonstrating the State's commitment to supporting 9-1-1 Specialists and aligning them with other public safety personnel. The measure can be implemented at the State level, regardless of whether Congress initiates the change described above to remove the federal barrier to 9-1-1 Specialist participation in LEOPS.

14. Expand the Public's Use of 3-1-1 for Nonemergency Calls through Implementation of the Recommendations of the Workgroup to Study Implementation of an Expanded 3-1-1 Nonemergency System

The Workgroup recommends and supports efforts to expand the public's use of 3-1-1 for nonemergency calls through implementation of the recommendations in the November 2025 report of the Workgroup to Study Implementation of an Expanded 3-1-1 Nonemergency System (3-1-1 Workgroup), established by Chapters 17 and 18 of 2025. The 3-1-1 Workgroup recommended a phased approach to implementing a consolidated 3-1-1 system in the State that uses Artificial Intelligence. The system would help triage nonemergency calls away from 9-1-1 and allow Specialists to focus on true emergencies.

Background/Rationale

A significant portion of call volume handled by PSAPs consists of nonemergency calls. NENA's 2025 *Pulse of 9-1-1* survey (of 9-1-1 emergency communication centers), in collaboration

with emergency technology firm Carbyne, reveals that the amount of nonemergency calls that 9-1-1 centers receive is significant. For a majority (63%) of centers, nonemergency calls comprise 50% to 80% of total calls. Similarly, a 2022 *Baltimore Sun* article highlighted that 80% of 9-1-1 calls in Baltimore City are nonemergencies.

Expanding the implementation of a dedicated 3-1-1 system would alleviate pressure on 9-1-1 lines, allowing Specialists to concentrate on true emergencies. This solution would also support 9-1-1 Specialist wellness and mental health by reducing the relentless call volume that currently limits their ability to rest and decompress.

Best Practices

The best practices highlighted below have already been implemented with success by one or more PSAPs across the State and are considered to have a positive effect on improving 9-1-1 Specialist recruitment and retention.

1. Shift Bidding

Shift bidding is a scheduling system in which employees "bid" for, or express interest in, desirable shifts based on seniority and/or their preferences. PSAPs face ongoing challenges in maintaining 9-1-1 Specialist shift schedules that both provide 24-hour coverage and are amenable to Specialists. Given that PSAPs use diverse scheduling models, no single solution exists that addresses all operational needs. To mitigate these challenges, some PSAPs allow 9-1-1 Specialists to select their preferred shifts in advance – often by seniority. This practice facilitates operational planning and, while it may benefit senior personnel most, it could also serve to recognize the importance younger generations place on work-life balance.

2. Advance Vacation Planning

Advance vacation planning allows 9-1-1 Specialists to submit their requests up to one year in advance, another practice that supports work-life balance and promotes Specialist wellness. It enables Specialists to plan personal commitments confidently, knowing their time off is secured.

3. Compensation for On-call Duty

Compensation for 9-1-1 Specialists who are scheduled to be on-call – required to be available and ready to work in case of emergency – acknowledges the personal sacrifice of remaining available for work outside of regular shift hours.

4. Retention Bonuses

Retention bonuses (1) reward 9-1-1 Specialists who remain with the PSAP for a specified period of time and (2) demonstrate tangible appreciation for 9-1-1 Specialists' accumulated experience and operational expertise. This practice signals that PSAPs value long-term employees, helping to reduce turnover.

5. Compensation Premium for Certified Training Officer Employees

Certified Training Officers (CTOs) perform dual roles simultaneously, fulfilling their regular operational duties while also training, supervising, and evaluating new personnel. Paying a premium, in line with extra duties, to CTOs ensures they are appropriately compensated for the substantial increase in workload and responsibilities required to develop the next generation of 9-1-1 Specialists.

6. Peer Support Teams

Peer support teams – made up of trained 9-1-1 Specialists – offer emotional, informational, and practical support to their peers. They currently are not universally implemented but provide significant value where established. Trained Specialists conduct regular check-ins with other Specialists, share practical guidance based on their lived experience, and adhere to strict privacy and confidentiality requirements. They are especially critical in PSAPs without dedicated social workers, as they reduce mental health stigma and facilitate access to professional resources.

7. Recognition and Appreciation

Some PSAPs foster a culture of recognition and appreciation through rewards including peer-to-peer awards, employee of the quarter awards, and creative acts like reserving parking spots to honor Specialist achievements. These initiatives acknowledge the demanding nature of the job while boosting employee morale, strengthening organizational culture, and enhancing retention.

8. Dedicated Spaces and Amenities

PSAPs demonstrate organizational commitment to the comprehensive health and wellness needs of 9-1-1 Specialists by providing dedicated spaces and amenities. These offerings include dedicated lactation rooms for nursing 9-1-1 Specialists, quiet rooms for decompression, and gyms or fitness equipment that enable Specialists to maintain mental and physical well-being.

Appendices

Appendix 1. Public Safety Answering Point Survey

Public Safety Answering Point Participants

Large (>400K population)

Anne Arundel
Baltimore City
Baltimore
Montgomery
Prince George's

Medium (100K - 400K population)

Carroll
Cecil
Charles
Frederick
Harford
Howard
St. Mary's
Washington
Wicomico

Small (<100K population)

Allegany
Calvert
Caroline
Dorchester
Garrett
Kent
Queen Anne's
Somerset
Talbot
Worcester

9-1-1 Specialist Vacancy Rates

Statewide, across all Public Safety Answering Points (PSAPs), the vacancy rate is 14.5%. This reflects 185 job openings for 1280 9-1-1 Specialist positions.

Among small PSAPs, the vacancy rate is 12.6%, which represents 29 job openings for 231 Specialist positions. 4 of the 10 small PSAPs report no vacancies.

All PSAPs across medium and large PSAPs are experiencing at least one vacancy. Among medium PSAPs, the vacancy rate is 18.8%, which reflects 88 job openings for 468 Specialist positions. Among large PSAPs, the vacancy rate is 11.7%, which reflects 68 job openings for 581 positions.

Statewide Vacancy Rate	**Total**	**Vacancy Rate**
Number of 9-1-1 Specialist vacancies (as of 8/1/2025)	185	**14.5%**
Number of 9-1-1 Specialist positions (as of 8/1/2025)	1280	

Vacancy Rates by PSAP Size	**Total**	**Vacancy Rate**
Large (>400K population)		
Number of 9-1-1 Specialist vacancies	68	**11.7%**
Number of 9-1-1 Specialist positions	581	
Medium (100K - 400K population)		
Number of 9-1-1 Specialist vacancies	88	**18.8%**
Number of 9-1-1 Specialist positions	468	
Small (<100K population)		
Number of 9-1-1 Specialist vacancies	29	**12.6%**
Number of 9-1-1 Specialist positions	231	

9-1-1 Specialist Vacancies and Positions	Minimum	Average	Maximum
Large (>400K population)			
Number of 9-1-1 Specialist vacancies	4	13.6	19
Number of 9-1-1 Specialist positions	75	116.2	182
Medium (100K - 400K population)			
Number of 9-1-1 Specialist vacancies	1	9.8	31
Number of 9-1-1 Specialist positions	18	52.0	103
Small (<100K population)			
Number of 9-1-1 Specialist vacancies	0	2.9	13
Number of 9-1-1 Specialist positions	10	23.1	36

Length of Service

The average length of service of a 9-1-1 Specialist in the State is 7.9 years.

Specialists in the large and medium PSAPs have longer tenures on average compared to those in the small PSAPs. The average length of service in large and medium PSAPs is 9.4 and 8.5 years, respectively, compared to 6.6 years in small PSAPs.

Statewide length of service of 9-1-1 Specialists	Percentage
Employed for 0-2 years	29.6%
Employed for 2-5 years	20.2%
Employed for 5-10 years	19.5%
Employed for more than 10 years	30.8%

Average length of active service of 9-1-1 Specialists employed at PSAP	Average (Yrs)
Statewide	**7.9**
Large (>400K population)	9.4
Medium (100K - 400K population)	8.5
Small (<100K population)	6.6

Length of Service of 9-1-1 Specialists by PSAP Size	Percentage
Large (>400K population)	
Employed for 0-2 years	29.5%
Employed for 2-5 years	16.3%
Employed for 5-10 years	19.4%
Employed for more than 10 years	34.8%
Medium (100K - 400K population)	
Employed for 0-2 years	27.9%
Employed for 2-5 years	22.0%
Employed for 5-10 years	18.6%
Employed for more than 10 years	31.5%
Small (<100K population)	
Employed for 0-2 years	33.0%
Employed for 2-5 years	25.5%
Employed for 5-10 years	21.5%
Employed for more than 10 years	20.0%

Reasons Specialists Leave

PSAPs identified burnout, lack of recognition, pay/compensation, scheduling, and work environment/culture as reasons 9-1-1 Specialists leave.

18 of the 24 PSAPs report that Specialists leave because of the work environment or culture. 15 of 24 PSAPs indicate that Specialists leave due to issues with their work schedules. 14 of 24 PSAPs say that Specialists leave due to burnout.

In turn, lack of recognition and pay/compensation were identified by smaller numbers of PSAPs as reasons why Specialists leave their jobs.

Reasons Specialists Leave	Yes	No	Total
Work Environment/Culture	18	6	24
Scheduling	15	9	24
Burnout	14	10	24
Pay/Compensation	7	17	24
Lack of Recognition	3	21	24

Application Requirements

Generally, to become a 9-1-1 Specialist in the State an individual needs to have a driver's license and pass a background check, the CritiCall test (a computer-based exam designed to test essential skills and abilities required for the job), a drug test, and an interview.

Half of the PSAPs also require a medical exam, seven require a personality test, and only one requires a polygraph test.

All the PSAPs indicate that artificial intelligence is not employed to pre-screen applicants.

Application Requirement	Yes	No	Total
Background check	24	0	24
CritiCall test	23	1	24
Interview	23	1	24
Drug Test	22	2	24
Driver's license	20	4	24
Medical exam	12	12	24
Personality test	7	17	24
Polygraph	1	23	24

Artificial Intelligence	Yes	No	Total
Does the PSAP use artificial intelligence to pre-screen applicants?	0	24	24

Unionization

The majority of PSAPs, or 15 of 24, report that their 9-1-1 Specialists are not represented by a union.

Representation varies across small, medium, and large PSAPs. All 5 of the large PSAPs report that their Specialists belong to a union. In turn, only 1 of the 10 small PSAPs indicates that its Specialists belong to a union.

Union Representation	Yes	No	Total
Are your 9-1-1 Specialists represented by a union?	9	15	24

	Yes	No	Total
Large (>400K population)			
Are your 9-1-1 Specialists represented by a union?	5	0	5
Medium (100K - 400K population)			
Are your 9-1-1 Specialists represented by a union?	3	6	9
Small (<100K population)			
Are your 9-1-1 Specialists represented by a union?	1	9	10

Wellness Amenities

The wellness amenities most appreciated by 9-1-1 Specialists are employee assistance programs, fitness rooms or exercise equipment, wellness or quiet rooms, peer support teams, and in-house mental health professionals.

Which wellness resources or amenities are especially appreciated by your 9-1-1 Specialists?
Facility amenities
"Employee lounge & wellness room"
"In-house fitness room"
"Quiet room" (mentioned twice)
"Treadmill"
"Under desk walking pad"
Other wellness support and resources
"Behavioral Health Coordinator"
"County health insurance provides mental health resources"
"Employee assistance program" (mentioned five times)
"In-house social worker"
"Newsletters"
"Onsite carotid artery and blood pressure screenings"
"Peer support team" (mentioned twice)

Appendix 2. Roster of Subcommittees

Recruitment and Training Subcommittee

Sen. Cheryl Kagan, Subcommittee Chair
Dr. Christy Collins
Nathanael Cooney
Charlynn Flaherty
Randy Linthicum
Stacey Norton
Tenea Reddick
Shariff Thomas
Cecilia Warren

Retention, Recognition, and Work Environment Subcommittee

Sen. Cheryl Kagan, Subcommittee Chair
Sen. Mary Beth Carozza
Del. Jamila Woods
Ashley Burgan
Cathryn Caw
Nathanael Cooney
Stacey Norton
Shariff Thomas
Cecilia Warren

Retirement Benefits Subcommittee

Sen. Mary Beth Carozza, Subcommittee Chair
Sen. Cheryl Kagan
Del. Teresa Reilly
Maj. Tawn Gregory
Tamara Haney
Bryant Mitchell
Cpt. Robert Stevenson

Appendix 3. Congressional Letter: 9-1-1 Specialist Reclassification

THE MARYLAND GENERAL ASSEMBLY
ANNAPOLIS, MARYLAND 21401-1991

9-1-1 SPECIALIST RECRUITMENT AND RETENTION WORKGROUP

October 7, 2025

The Honorable Christopher Van Hollen, Jr.
The Honorable Angela D. Alsobrooks
The Honorable Andrew P. Harris
The Honorable John A. Olszewski, Jr.
The Honorable Sarah K. Elfreth
The Honorable Glenn F. Ivey
The Honorable Steny H. Hoyer
The Honorable April McClain Delaney
The Honorable Kweisi Mfume
The Honorable Jamin B. (Jamie) Raskin

Dear Esteemed Members of Maryland's Congressional Delegation:

We are writing – on behalf of the Maryland 9-1-1 Specialist Recruitment and Retention Workgroup and in strong support of the 9-1-1 Specialists of the State – to:

(1) urge your support and advocacy for passage of S.725 and H.R. 637, which would reclassify public safety telecommunicators (including 9-1-1 Specialists) as a protective service occupation (rather than an office and administrative support occupation) for statistical purposes; and

(2) encourage you to join the NextGen 9-1-1 Caucus if you are not already a member.

9-1-1 Specialists are the critical first line of communication for emergency services. The relentlessness of the call volume and exposure to traumatic calls, often without receiving closure, makes them prone to post-traumatic stress disorder and burnout. The stress and demand of the profession makes it difficult for our Public Safety Answering Points (PSAPs) to recruit and retain 9-1-1 Specialist personnel. Our workgroup was formed to address challenges the State faces in recruitment and retention of these critical first response personnel and we bring the above-listed items to your attention in furtherance of that charge.

<u>Reclassification of Public Safety Telecommunicators as a Protective Service Occupation</u>

In recognition of their knowledge, skills, and critical role in emergency response, Maryland and a number of other states have reclassified 9-1-1 Specialists alongside other public safety disciplines and made them eligible for certain tax credits and benefits.

In Congress, S. 725 (Enhancing First Response Act) (which passed the Senate by unanimous consent on September 10, 2025) and H.R. 637 (911 Saves Act) require the Office of Management and Budget to categorize public safety telecommunicators as a protective service occupation under the Standard Occupational Classification (SOC) system, a federal statistical standard used by federal agencies to classify workers into statistical categories for the purpose of collecting, calculating, and

disseminating data. Public safety telecommunicators are currently classified as an office and administrative support occupation under SOC.

S. 725 and H.R. 637 both include findings that "classifying public safety telecommunicators as Protective Service Occupations would correct an inaccurate representation in [SOC], recognize these professionals for the lifesaving work they perform, and better align [SOC] with related classification systems." We urge your support and advocacy for this legislation.

NextGen 9-1-1 Caucus

The Congressional NextGen 9-1-1 Caucus is described as the only bipartisan, bicameral organization dedicated exclusively to 9-1-1 emergency communications issues. It provides leadership and a commitment to the needs of the nation's 9-1-1 system, particularly as it transitions to Next Generation 9-1-1. From our perspective, the NextGen 9-1-1 Caucus's efforts to address needs of the 9-1-1 system at the national level are vital and we encourage your participation in and support of the caucus.

Contact Information

Thank you very much for your consideration of these items. If our workgroup can provide any further information, please reach out to us or to our workgroup's staff lead Arnold Adja:

Senator Cheryl C. Kagan, cheryl.kagan@senate.maryland.gov, 410-841-3134
Senator Mary Beth Carozza, marybeth.carozza@senate.maryland.gov, 410-841-3645
Delegate Teresa E. Reilly, teresa.reilly@house.maryland.gov, 410-841-3278
Delegate Jamila J. Woods, jamila.woods@house.maryland.gov, 410-841-3544
Arnold Adja, arnold.adja@mga.maryland.gov, 410-946-5510

Sincerely,

Senator Cheryl C. Kagan
Workgroup Chair

Senator Mary Beth Carozza
Workgroup Subcommittee Chair
(Retirement Benefits)

Delegate Teresa E. Reilly
Workgroup Member

Delegate Jamila J. Woods
Workgroup Member

cc: President Bill Ferguson
Speaker Adrienne A. Jones
Victoria L. Gruber
Ryan Bishop
Members of the 9-1-1 Specialist Recruitment and Retention Workgroup

Ashley N. Burgan, Acting PSAP Director, Carroll County Government Emergency Communications

Cathryn Caw, Emergency Communications Manager, Frederick County Government, Department of Emergency Communications

Dr. Christy Collins, 9-1-1 Board Executive Director, Maryland Department of Emergency Management

Nathanael Cooney, Human Resources Business Partner, Harford County Government, Department of Human Resources

Charlynn F. Flaherty, Director of Public Safety Communications/Deputy Director Office of Homeland Security, Prince George's County Government

Major Tawn Gregory, Assistant Bureau Chief, Support Services Bureau, Maryland Department of State Police

Tamara Haney, Public Safety Emergency Communications Battalion Chief, Harford County Government

Randy Linthicum, Deputy Director, Maryland Institute for Emergency Medical Services Systems

Bryant K. Mitchell, Deputy Director, Dorchester County Government Communications Division

Stacey Norton, Human Resources Director, Worcester County Government

Tenea L. Reddick, 9-1-1 Director, Baltimore City

Captain Robert Stevenson, City of Bowie Police Department

Shariff Q. Thomas, Public Safety Emergency Communication Specialist IV, Montgomery County Department of Police

Cecilia Warren, Director of Emergency Preparedness Policy, Maryland Department of Disabilities

Appendix 4. High School Training Plan Example

GENESEE CAREER INSTITUTE
Explore. Experience. Excel.

Genesee Career Institute
Training Agreement/Training Plan

Business

Business Address:

Supervisor:

Business Phone:

Business Email:

Job Title:

Date Training Begins: **PSN#**

Date Training Ends: **Work**

Schedule:

Daily Time Schedule: **Wage:** $0.00

Liability Insurance Name/Policy #:

Workers Compensation Name/Policy #:

Job Activities:

911 call center WBL, students learn emergency communication basics, assist with administrative tasks, practice customer service, and gain exposure to dispatch technology, all under close supervision.
Explain and demonstrate methods to maintain safe working conditions in the pathway. A1
Demonstrate the effective use of a variety of computer-based equipment and tools related to the pathway. A3
Analyze and explain Constitutional and Michigan Complied Laws as they apply to the pathway. A4
Interpret and apply written policies, procedures, and rules to perform effectively within the field. C1
Analyze and identify legal responsibilities associated with different roles and functions within the pathway. C2
Perform assigned duties in compliance with laws, ordinances, policy and procedures. D3
Recognize and demonstrate leadership and teamwork skills in a variety of settings related to the pathway. D4

Student Name

Post

Student Address:
Student Phone:

Birth Date: **Age:** **Grade:**

SendingSchool:

Program: **Session:**

Teacher: **Teacher Phone:**

Emergency Contact Name **Contact Phone:**

Provost, Erin

Emergency Contact Address

Date of Related Safety Instruction Provided to Student:

Occupational Goal:

Related Instruction:

Competencies:
A1, A2, A3, A4, C1, C2, C3, D1, D3, D4

The Genesee Intermediate School District (GISD) does not discriminate on the basis of race, color, religion, national origin, sex, disability, age, height, weight, marital status, genetic information, or any other legally protected characteristic, in its programs and activities, including hiring, promotion and retention. The person designated to handle inquiries regarding the nondiscrimination policies of GISD or to address any complaint of discrimination is Jeff Adams, Director of Human Resources and Title IX Coordinator, Human Resources and Operations, 2413 West Maple Avenue, Flint, Michigan 48507-3493.

GENESEE CAREER INSTITUTE
Explore. Experience. Excel.

Genesee Career Institute
Training Agreement/Training Plan

Student Responsibilities (Local district determines these responsibilities)

1. Transportation to and from the training sites, for the duration of the placement, is the student's responsibility.
2. The trainee must remain in good academic standing in the related course to experience work based learning experience.
3. Any student who will be tardy or absent from the scheduled work time must notify their employer.
4. Any student who does not contact the worksite, or falsifies worksite provisions, will have the work based learning placement reviewed and may be removed from the program.
5. Should any problem arise at work or school that may affect the students placement, the student should notify the coordinator immediately.
6. Students are required to obtain permission from the designated vocationally certified teacher/coordinator before quitting any work-based learning placement.
7. Students are required to complete weekly work hour reports to the teacher. Failure to complete these required hour reports will result in the student failing the work experience.
8. Students will adhere to all safety requirements specific to this placement as identified by MI-OHSA and their supervisor.
9. Students who are absent from school are not permitted to work that day at their placement and must notify the employer.

School Responsibilities (Local district determines these responsibilities)

1. The student is regularly supervised by certified staff and provided instruction in areas of skill attainment and work safety.
2. The program must not violate the Fair Labor Standards Act and the Youth Employment Standards Act.

Employer Responsibilities (Local district determines these responsibilities)

1. The employer will provide the trainee with the broadest occupational experience in keeping with the job duties listed in the training plan, provide appropriate workplace health and safety training and provide specific instruction on the use of any equipment or materials related to job duties. Documentation of this instruction should be maintained in the trainee's employment file.
2. The employer will ensure the student learner's employment activity is supervised by an experienced and qualified person (work-based mentor), and will complete trainee performance evaluations and verify attendance as required.
3. A written evaluation of student performance will be completed based on the performance elements/job skills listed on the attached training plan.
4. The employer will provide a training site that is free of obvious hazards that could cause potential injury or harm to the student.

The signature of the employer below certifies that the employment of the student learner will conform to all federal, state, and local laws and regulations, including those that prohibit discrimination against any applicant or employee because of race, color, religion, national origin or ancestry, age, gender, height, weight, marital status or disability.

[redacted] Student Signature — Date — [redacted] Parent's Signature — Date

[redacted] GCI Certified Teacher — Date — Employer Signature — Date

[redacted] GCI Placement Signature — Date

The Genesee Intermediate School District (GISD) does not discriminate on the basis of race, color, religion, national origin, sex, disability, age, height, weight, marital status, genetic information, or any other legally protected characteristic, in its programs and activities, including hiring, promotion and retention. The person designated to handle inquiries regarding the nondiscrimination policies of GISD or to address any complaint of discrimination is Jeff Adams, Director of Human Resources and Title IX Coordinator, Human Resources and Operations, 2413 West Maple Avenue, Flint, Michigan 48507-3493.

Appendix 5. Sample Confidentiality Agreement

Cell Phones Prohibited in the Dispatch Center

GENESEE COUNTY 911
CENTRAL DISPATCH

G-4481 Corunna Rd.
Flint, MI 48532
Telephone: (810) 732-4720
Fax: (810) 732-7986

OBSERVER CONFIDENTIALITY AGREEMENT

_____ has requested permission to observe at Genesee County 9-1-1 on _____(date).

Limited permission is hereby granted subject to the following conditions:

1. Observer agrees that s/he will not permit the disclosure of any personal information observed on computer terminals or any equipment at Genesee County 9-1-1 during his/her site visit (i.e. names, reported incidents, victims' identities, addresses, etc.).

2. You must not have any felony convictions.

3. You will not attempt to assist with phone calls or radio traffic in any way unless directed to do so by the Supervisor, Deputy Director or Director.

4. If at any time the Supervisor on duty feels that you need to leave, you must follow the order. Failure to comply may result in law enforcement intervention.

5. Observer agrees not to enter any work areas unless accompanied by a Central Dispatch 9-1-1 representative.

6. Observer agrees that s/he will not duplicate any information observed or received from Central Dispatch or stored on Genesee County Central Dispatch's systems, unless such disclosure or duplication is specifically required by law or authorized by in writing. The term "confidential/proprietary" does not include ideas, techniques or concepts that are public domain.

7. Observer agrees to "hold harmless" Genesee County Central Dispatch for liabilities that may result during their visit (i.e. accident, illness or injury).

8. No firearms, or any other form of weapons are permitted while at Genesee County Central Dispatch.

_____	_____
Observer	Central Dispatch Representative
_____	_____
Print Name	Date

Appendix 6. Maryland 9-1-1 Board Guide: Allowable Expenses

Maryland 9-1-1 Trust Fund
Guide for Allowable Expenses

Office of Executive Director (OED) Delegation Authority

Equipment

Item	Funding Level	Conditions
Headsets and Cords	100%	Standard procurement process
Console Chairs	100%	Up to $3,000 cap per chair
Console Cleaning Services	100%	No more than once per year per PSAP
Laptops for PSAP use	Up to $2,000 per laptop	Maximum 10 laptops per PSAP per fiscal year

Public Education & Recruitment

Item	Funding Level	Conditions
Public Education Materials	Up to $2,500 per fiscal year	Per PSAP allocation
9-1-1 Specialist Recruitment	Up to $2,500 per fiscal year	Advertising and outreach materials
Recruitment Advertising	Up to $2,500 per fiscal year	Job posting and promotional costs

Training & Certification

Item	Funding Level	Conditions
Professional Classes	100%	Previously Board approved within 5 years. Training exceeding 5 years requires Training Workgroup review and Board approval.
ETC/Protocol/CPR Certification	100%	Initial certification and recertification
EPD/EMD/EFD/AQUA/QA Certification	100%	PSAP specialist licensing requirements

Emergency Dispatch Protocol

Item	Funding Level	Conditions
Training Classes/Curriculum	100%	Previously Board approved within 5 years. Training exceeding 5 years requires Training Workgroup review and Board approval.
Licensing	100%	State of Maryland contracted rates
Card Sets & Backup Materials	100%	Tablets, pilot guides at State contracted rates
Protocol Maintenance	100%	Annual maintenance at State contracted rates

Board Approval Required

Facility Equipment

Note: Proportionality of costs to requesting PSAP must be documented

Item	Funding Level	Conditions
Security Systems	100%	Acquisition and leasing only (no maintenance)
Generator Systems	100%	Acquisition and leasing (including annual maintenance contracts)
UPS Systems	100%	Acquisition and leasing only (including annual maintenance)
PSAP Console Furniture	100%	Must demonstrate need based on age, condition, or expansion
Office/Support Space Furniture	Training room only	Recommend 10-year replacement cycle with exceptions for documented circumstances

Training Programs

Item	Funding Level	Conditions
New Training Classes/Curriculum	100%	Requires Training Workgroup review and recommendation
Mental Health Training	100%	Requires Training Workgroup review

Item	Funding Level	Conditions
Programs		and clinical validation

Technology Systems

Item	Funding Level	Conditions
E9-1-1/NG9-1-1 Service	100%	Core emergency communication services
Network Connectivity	100%	Primary and backup connections
Language/Translation Services	100%	System acquisition and maintenance
Call Logging/Recording Systems	100%	System acquisition and maintenance
EPD/EMD/EFD/AQUA Software	100%	System acquisition and maintenance
Video Wall/Display Systems	100%	Training, QA, and in-PSAP operations only
Administrative Workstations	100%	Training and QA purposes only

Interface Systems

Item	Funding Level	Conditions
CAD Systems	100%	Acquisition and leasing only
CPE (Customer Premises Equipment)	100%	Acquisition and leasing only
Protocol Systems	100%	Acquisition and leasing only
ANI/ALI Spill Systems	100%	Acquisition and leasing only
Text-to-911 Systems	100%	Acquisition and leasing only

Core Systems

Item	Funding Level	Conditions
Call Handling Systems	100%	Primary emergency call processing
Protocol Systems	100%	Emergency medical/fire/police protocols
Training Records Systems	100%	Compliance and certification tracking

Item	Funding Level	Conditions
GIS/Mapping Systems	100%	Location verification and routing

Important Restrictions and Requirements

NO FUNDING AVAILABLE for any personnel, staffing, salaries, benefits, or contractor labor costs. All personnel expenses must be covered by county/local funding.

Required Documentation for All Requests
Standard Requirements

1. Letter of Request - County letterhead signed by PSAP Director
2. Project Request Form - Complete OED form
3. Current Vendor Quote - Within 90 days, detailed specifications
4. Supporting Documentation - As specified per item type

Special Requirements

- **Training Requests:** Curriculum details, instructor qualifications, learning objectives
- **Multi-County Projects:** Support letters from all participating jurisdictions
- **Novel/Unique Requests:** Additional justification and documentation
- **Technology Systems:** Technical specifications, compatibility requirements, security assessments

Submission Guidelines

- All documents must be in legible PDF format
- Complete submission package required (incomplete requests returned)
- Email submissions must be under 25MB
- PSAP Director signature required on all requests
- Counties must follow their own procurement processes

Review Process

- **OED Delegation Items:** 14-day review process
- **Board Approval Items:** Submitted 14 days before next scheduled Board meeting

- **Training Workgroup Items:** Additional 30 days for review
- **Multi-County Projects:** Extended review for coordination

Special Conditions

- Maintenance contracts may require annual Board re-approval
- Equipment refresh requests should follow manufacturer recommended cycles
- Emergency/urgent requests may receive expedited review with proper justification
- All funded items become property of the requesting jurisdiction with Trust Fund interest

Appeals Process

Denied requests may be appealed to the full Board with additional supporting documentation within 30 days of denial notification.

Contact Information

For questions regarding the Funding Allowable Expense Guide or submission requirements:

- **Project Requests:** 911project.requests@maryland.gov
- **OED Staff:** 911.board@maryland.gov
- **Accounts Payable:** 911accountpayable.mdem@maryland.gov

Matrix Last Updated: 8/28/2025

Matrix Next Review: 7/1/2026

Appendix 7. Congressional Letter: Law Enforcement Officers' Pension System

THE MARYLAND GENERAL
ASSEMBLY
ANNAPOLIS, MARYLAND 21401-1991

9-1-1 SPECIALIST RECRUITMENT AND RETENTION WORKGROUP

November 13, 2025

The Honorable Amy Klobuchar
The Honorable Ted Budd
The Honorable Norma J. Torres
The Honorable Kat Cammack
The Honorable Christopher Van Hollen, Jr.
The Honorable Angela D. Alsobrooks
The Honorable Andrew P. Harris
The Honorable John A. Olszewski, Jr.
The Honorable Sarah K. Elfreth
The Honorable Glenn F. Ivey
The Honorable Steny H. Hoyer
The Honorable April McClain Delaney
The Honorable Kweisi Mfume
The Honorable Jamin B. (Jamie) Raskin

Dear Esteemed Leadership of the Congressional NextGen 9-1-1 Caucus and Members of Maryland's Congressional Delegation:

We are writing on behalf of the Maryland 9-1-1 Specialist Recruitment and Retention Workgroup to ask that you initiate and/or support legislation to make a change to the Internal Revenue Code (described below) that we believe will allow 9-1-1 Specialists to receive state retirement benefits that (1) are currently available to other public safety personnel and (2) would reflect the significance and personal cost of 9-1-1 Specialists' work.

Background

As you well know, 9-1-1 Specialists are a critical first line of public safety personnel, providing first response to those in need and vital communication and coordination with other first responders. Our workgroup was formed to address challenges our State faces in recruitment and retention of these critical personnel and we make this request in furtherance of those efforts.

We support and commend efforts to enact S. 725 (Enhancing First Response Act) and H.R. 637 (9-1-1 Saves Act), which recognize public safety telecommunicators for their lifesaving work by correcting their classification in the Standard Occupational Classification system. We believe another change, in the Internal Revenue Code, would similarly recognize 9-1-1 Specialists for the work they perform, and the stress and trauma they endure, by allowing them to be eligible for retirement benefits comparable to those available to other state and local public safety personnel (namely eligibility for full retirement at earlier ages and with fewer years of service).

In Maryland, the Law Enforcement Officers' Pension System (LEOPS), which is available to various police, firefighting, and emergency medical services personnel (but not 9-1-1 Specialists), allows a newly enrolling employee to receive full retirement benefits after 25 years of service or at age 50 (with 10 years of service), whichever is earlier. Maryland's Employees' Pension System, which is available to 9-1-1 Specialists, by contrast provides new enrollees full retirement benefits beginning at age 65 (with 10 years of service) or with 90 years of combined age and service years.

Description of the Needed Change

Maryland's State Retirement Agency has raised concerns that allowing local jurisdictions to enroll their 9-1-1 Specialists in LEOPS would create federal tax qualification issues for the system. Under Internal Revenue Service (IRS) regulations, the ability of LEOPS to maintain its tax qualification status as a qualified government pension plan, while offering the earlier retirement eligibility (25 years or age 50), is based on LEOPS serving only "qualified public safety employees" (see 26 CFR § 1.401(a)-1(b)(2)(v)). The current definition of "qualified public safety employee" under that IRS regulation does not encompass 9-1-1 Specialists because they do not directly provide police protection, firefighting services, or emergency medical services. The IRS regulation defines "qualified public safety employee" by reference to a provision of the Internal Revenue Code – 26 USC § 72(t)(10)(B) ("any employee of a state or political subdivision of a state who provides police protection, firefighting services, emergency medical services, or services as a corrections officer or as a forensic security employee providing for the care, custody, and control of forensic patients for any area within the jurisdiction of such state or political subdivision").

We believe (based on research by our policy analyst staff) that adding 9-1-1 Specialists (or other similar terminology, such as "public safety telecommunicator") to 26 USC §72(t)(10)(B)(i) would allow for 9-1-1 Specialists to be provided government pension plan benefits that recognize the contributions of 9-1-1 Specialists, in the same manner that the federal tax code and regulations already allow for retirement benefits that recognize the contributions of other public safety employees. We ask that you initiate and/or support legislation to make such a change and would also encourage communication with the IRS, or other legal counsel, to confirm our view that the change would be sufficient to allow 9-1-1 Specialists to participate in qualified government pension plans, such as LEOPS, that allow for earlier full retirement for public safety employees.

Contact Information

Thank you very much for your consideration of this request. If our workgroup can provide any further information, please reach out to us, or to our workgroup's staff lead Arnold Adja:

Senator Cheryl Kagan, cheryl.kagan@senate.maryland.gov, 410-841-3134
Senator Mary Beth Carozza, marybeth.carozza@senate.maryland.gov, 410-841-3645
Delegate Teresa E. Reilly, teresa.reilly@house.maryland.gov, 410-841-3278
Delegate Jamila J. Woods, jamila.woods@house.maryland.gov, 410-841-3544
Arnold Adja, arnold.adja@mga.maryland.gov, 410-946-5510

Sincerely,

Senator Cheryl Kagan
Workgroup Chair

Senator Mary Beth Carozza
Workgroup Subcommittee Chair
(Retirement Benefits)

Delegate Teresa E. Reilly
Workgroup Member

Delegate Jamila J. Woods
Workgroup Member

cc:
Governor Wes Moore
President Bill Ferguson
Speaker Adrienne A. Jones
Matthew M. Verghese
Victoria L. Gruber
Ryan Bishop
Members of the 9-1-1 Specialist Recruitment and Retention Workgroup
- Ashley N. Burgan, PSAP Director, Carroll County Government Emergency Communications
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Major Tawn Gregory, Assistant Bureau Chief/Chief Information Officer, Maryland Department of State Police, Support Services Bureau
Tamara Haney, Public Safety Emergency Communications Battalion Chief, Harford County Government
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Stacey Norton, Human Resources Director, Worcester County Government
Tenea L. Reddick, 9-1-1 Director, City of Baltimore
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