

APCO INTERNATIONAL, INC.

# Chapter Leaders Training

Equipping APCO Members to Serve in  
Chapter Leadership Roles  
Member & Chapter Services Committee

2010

351 N. WILLIAMSON BLVD., DAYTONA BEACH, FLORIDA

## Introduction

The Chapter Leadership Course is the evolution of what started in the year 2000 as the work of the Chapter Enhancement Taskforce. Then President Lyle Gallagher saw a need for improved relations between the parent organization of the Association of Public-Safety Communications Officials – International, Inc. (APCO) and the local chapters across the nation. The Chapter Enhancement Taskforce developed into the Member & Chapter Services Committee (MCSC), a standing committee of APCO International, that maintains relationships with the chapter officers, keeping them informed of membership issues and association programs, and seeking input and feedback from those individuals that run the operations of the local chapters.

The MCSC created the Chapter Officers Training & Mentoring Course (COTM). The COTM served for almost a decade as the training tool of APCO chapter officers. With the goal of preparing and equipping APCO members to serve in leadership roles, the need for increased educational opportunities was identified. It was recognized that not all leaders at the chapter level serve in a designated governance role. The COTM was no longer just for chapter officers. Three levels of membership training were identified: Member Orientation, Chapter Leadership, and Chapter Officers Training.

This Chapter Leadership course has been defined as a mid-level training course for individuals who are interested in becoming more active and more engaged at the chapter level, with the hope that the individual will eventually become an engaged participant at the international level of the association.

The topics that have been chosen for this course will give the individual a deeper understanding of the association's workings and how the chapters are a vital part of those operations.

Welcome. Enjoy. And we look forward to your feedback.

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## **The Association of Public-Safety Communications Officials**

APCO International is the world's largest organization dedicated to public safety communications. We have been around since 1935 - far longer than any other public safety communications association (visit [APCOHistory.org](http://APCOHistory.org) for more on APCO's 75+ year history). More than 14,000 members rely on APCO for their professional needs - from examining standards and issues to providing education, products and services. With more than 75 years behind us, APCO has a rich and interesting history worth exploring.

Through outreach efforts, such as training, events and conferences, APCO's reach extends far past its 14,000 members. APCO International speaks as the voice of 100,000 public safety communications professionals.

### **APCO Vision**

APCO International exists to continuously enhance public safety communications through leadership, professionalism and service.

### **APCO Mission**

The Association of Public-Safety Communications Officials International (APCO) is a member driven association of communications professionals that provides leadership; influences public safety communications decisions of government and industry; promotes professional development; and fosters the development and use of technology for the benefit of the public.

### **Successful navigation of the APCO Web Site**

APCO International maintains a Web site at [www.apco911.org](http://www.apco911.org). This is a powerful and dynamic Web site. Every customer of APCO has a customer profile within the APCO database, regardless of membership status. Members can login at [www.myapcointl.org](http://www.myapcointl.org) using their email address and password, allowing them access to make changes to contact information, make purchases, register for training classes and APCO events, download research, and much more.

## Membership

APCO membership is open to anyone who works with the communications systems that safeguard the world's citizens. APCO members come from all types of public safety organizations, such as emergency call centers, law enforcement agencies, emergency medical services (EMS), fire departments, transportation agencies and facilities, emergency management centers, forestry services, colleges and universities, military units, manufacturers, consultants, technical and repair services, and engineers.

APCO membership consists of three categories: Active, Member and Commercial.

**Active and Member** categories of membership are open to individuals that staff, manage, design, construct, install, command or operate a public safety communications center and supporting information systems. Active- and Member-level members may be employed by, retired from, volunteer for, or be a contractor of a governmental entity providing the services. These individuals are typically your public-sector civil servants.

**Commercial** members are those individuals that receive compensation for services and or products provided to the industry and can include consultants, those involved with sales and marketing in the development, sales and distribution of equipment, or those that manage these types of companies. These individuals are typically self-employed or work for a for-profit corporation.

Active category members (with a few exceptions that will be noted in the member designations section) are the only members that have voting rights. Active members vote annually for the election of candidates to the Board of Director's Executive Committee and are eligible to vote with the quorum of members at the association's annual meeting.

The acronym APCO originally stood for Associated Police Communications Officers. When public safety communications expanded beyond police communications, the name of the organization was changed, but the original acronym was retained, thus, public-safety is hyphenated in the full name Association of Public-Safety Communications Officials – International, Inc.



Each category of membership is a valued and vital component of APCO International. It is through this diverse makeup of individuals that APCO is made strong.

## Governance

APCO International is a democratic republic of like-minded individuals. The organization is governed by and for the members. Various governing bodies make up the governance structure with the purpose of serving the membership at large.

The **APCO Bylaws** is one of the governing documents of APCO International. A downloadable copy of the APCO Bylaws is available to all APCO members and may be obtained through the APCO Web site [www.apcointl.org](http://www.apcointl.org). The APCO Bylaws is a corporate document that defines APCO as an organization, its purpose, membership composition, and governance.

The **Policy Manual** is another governing document, available for downloading in PDF form from the APCO Web site that is defined by and builds upon the foundation of the APCO Bylaws. The Policy Manual captures all the policies, and many of the practices and procedures, that are essential to running the association. Think of it this way, the APCO Bylaws define what APCO is and what it will do, the Policy Manual spells out how those things will be accomplished.

Each chapter is asked to submit a copy of their governing documents to APCO's Membership Department. This ensures that a reference copy will be maintained in storage, regardless of local leadership changes

To clearly give you an idea of the governance structure of APCO, we will start with defining the membership quorum. The membership quorum is the group of voting-eligible members that attend the business meetings of the association's annual meeting each year in August. Held in conjunction with the annual conference and exposition, there are usually two business meetings of the quorum. All members of APCO are encouraged to participate in these meetings, however, only the voting-eligible members comprise the quorum.

## The Executive Council

The Executive Council is the body of members that represents the chapters of APCO. Each chapter puts forth one individual to be that chapter's Executive Council (EC) Representative, either by appointment or election. These individuals serve the chapter as a direct conduit for the exchange of information to and from the Regional Representative on the Board of Directors, the chapters and their members. The EC considers any requests to create, modify or cancel the charters of chapters, (except the International Chapter); makes recommendations on any proposed bylaw amendments or certain policy changes that require ratification by the Membership Quorum; provides advice to the Board of Directors on matters of importance to the public safety communications industry; and offers guidance to the Board of Directors on strategic planning.

The Executive Council meets face-to-face annually in conjunction with the annual conference and exposition, usually the day before the first day of the conference. Throughout the year, lines of communication between the Executive Council are open to provide for two-way communication. Monthly, the APCO Communiqué, an electronic newsletter, is emailed to EC members. The Communiqué is intended to keep the chapter's EC representative up to date with initiatives and programs at headquarters. Additionally, there is an Executive Council listserv that provides electronic communication between the members and the Board of Directors.

The EC rep may be elected during a general election of their chapter or may be appointed by the chapter's president. Each chapter differs and you should refer to your chapter's bylaws for specific information about your chapter's governance.

## Regions

The chapters of the association are divided into four regions based upon the geo-political boundaries of the following states, territories, and other designations: Western States, North Central, East Coast, and Gulf Coast regions. Region assignment is divided as follows:

**Western States:** Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming, Guam and Samoa.

**North Central:** Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin.

**East Coast:** Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, North Carolina, Pennsylvania, Rhode Island, South Carolina, Vermont, Virginia, West Virginia, and Washington, D.C.

**Gulf Coast:** Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, Oklahoma, Tennessee, Texas, Puerto Rico, the United States Virgin Islands, and the International Chapter (the International Chapter consists of all individual members of the Association, who do not reside and/or work within the geographic boundaries of the United States or its territories or within the geographic boundaries of any other Chapter of the Association).

*The **Pacific** Chapter is composed of members from Hawaii, Guam and Samoa.*

*The **Caribbean** Chapter is composed of members from Puerto Rico and the U.S.*

*Virgin Islands.*

*The **Atlantic** Chapter is composed of members from New York, New Jersey and New England states.*

*The **Mid-Eastern** Chapter is composed of members from Washington, DC, Maryland and Delaware.*

## The Board of Directors

The next level of governance structure is the Board of Directors and includes:

- (a) The Executive Committee (elected President, First Vice-President, Second Vice-President, Immediate Past President)
- (b) Two members selected by each Region (Regional Representatives)
- (c) One member of the Commercial Advisory Council (see page ? for information about the CAC)
- (d) The Executive Director, who shall serve as a non-voting member.



The **Regional Representatives of the Board of Directors** are elected by the Executive Council members of each region. When an individual is elected to the position of Regional Representative, they must vacate their Chapter Executive Council position and that chapter must put forth a new EC representative to the council. The Regional Representatives serve a two year term, with none serving more than four consecutive years. In each region, one of the positions is filled in the odd-year; the other position is filled in the even-year.

### **The Executive Committee.**

The Executive Committee of the Board of Directors is a smaller group of individuals. The business and affairs of the Association is managed by an Executive Committee of the Board of Directors, which may exercise all such powers of the Association and do all such lawful acts on its behalf as are not forbidden by statute, the Certificate of Incorporation or these Bylaws and are not specifically reserved to be performed by others in these Bylaws.

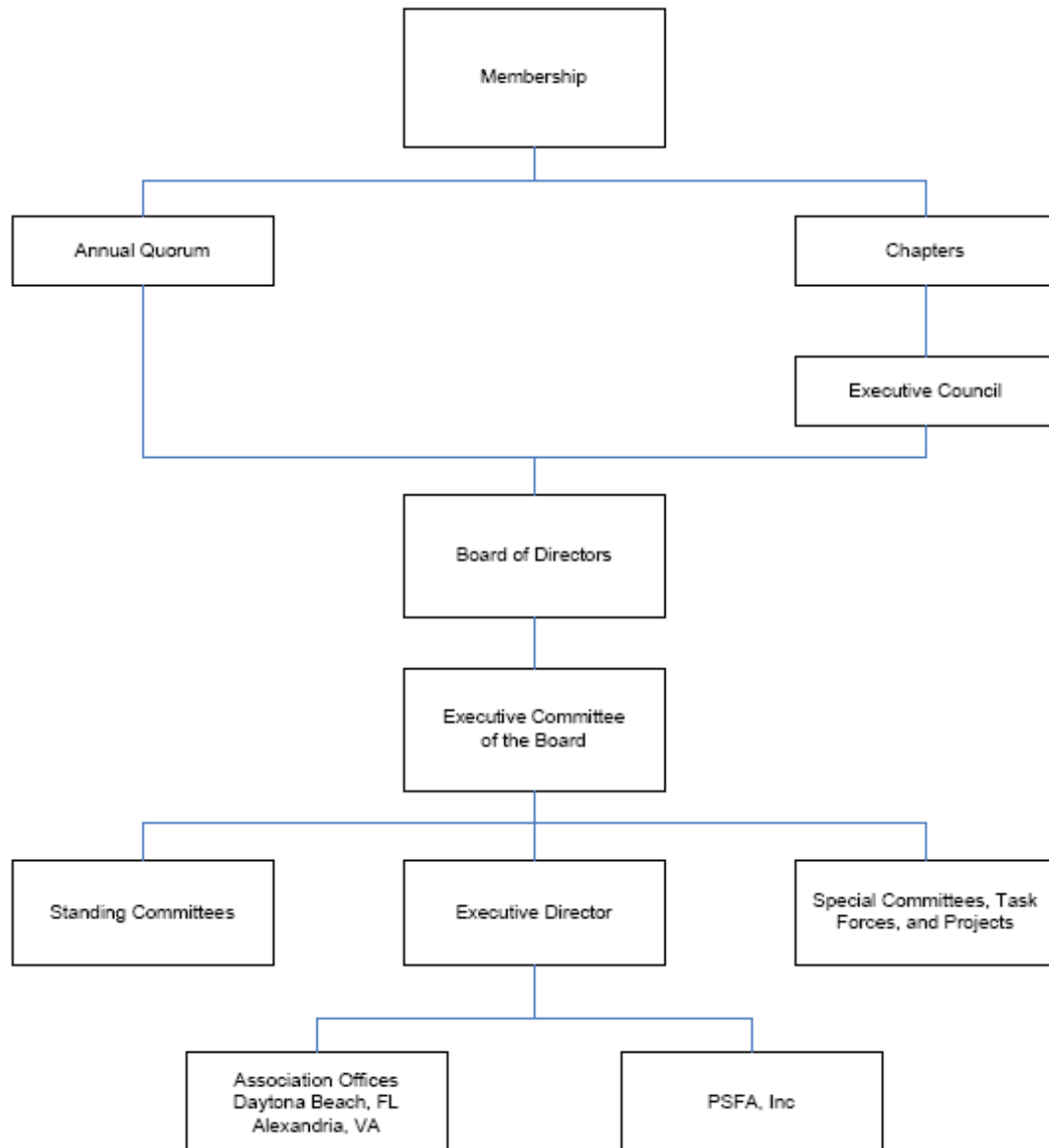
The Executive Committee consists of five positions:

- (a) A President who shall advance from the position of First Vice-President,
- (b) A First Vice-President
- (c) Second Vice-President who shall be elected by the voting-eligible membership of the Association
- (d) The Executive Director who shall serve as a non-voting member.
- (e) The Immediate Past President.

The duties of the Executive Committee include preparing and maintaining an annual budget for the Association, providing oversight and direction to the Executive Director, maintaining, the Association Strategic Plan and setting goals and objectives in accordance with such plan.

Procedures for declaring officer candidacy are detailed in the Policy Manual. To summarize the information, individuals interested in running for the position of Second Vice-President must announce their intent to the Executive Director by January 15 in the year they desire to seek candidacy. The candidate must meet or exceed the minimum qualifications: be a voting-eligible member in good standing serving in a noncommercial capacity as set forth in the Membership Policy; be a citizen of the United States; and have served at least two years in an elected office of a Chapter.

A complete listing of Executive Council Representatives and the Board of Directors' contact information is located on the APCO Web site [www.apcointl.org](http://www.apcointl.org). APCO members are encouraged to reach out to their governing representatives when appropriate. One of the most effective means of communicating with governing representatives is through the face-to-face opportunities usually afforded at chapter and regional meetings. All members, regardless of their membership type (Active, Member, and Commercial) are encouraged to participate in the business meetings of their local chapter.



## Chapter Organizational Structure and Function

The APCO Policy Manual requires each chapter to have a president, secretary, and executive council representative. The same individual may hold more than one position. For example, in some chapters, the individual elected to serve as president, also fulfills the roles and responsibilities of the executive council representative. It is recommended, but not required, that each chapter select a commercial member to serve as that chapter's commercial advisory member (CCAM). It is suggested that the CCAM serve as a member of the chapter's "board of officers."

Chapters are encouraged to have such committees as may be required to effectively conduct the Chapter's business and to represent the membership. These might include any of the following: 9-1-1 Committee, Awards Committee, Chapter Conference Committee, Commercial Advisory Committee, Constitution and Bylaws Committee, Historical Committee, Legislative Committee, Operations Committee, Nominations Committee, Spectrum Management Committee, Training Committee, etc.

## Chapter Officer Descriptions

Below is a brief description of the required Chapter Officer Positions.

It is recommended that the appropriate officers of the Chapter, notably secretaries, treasurers and others handling Chapter funds, be covered by a surety fidelity bond.

### Chapter President

The Chapter President shall:

- be elected from amongst the Chapter's Active members and other members of the Chapter the Chapter Quorum has deemed appropriate.
- be an Active member in good standing.
- serve a term in length determined by the Chapter Quorum .

### Chapter Secretary

The Chapter Secretary shall:

- be selected from amongst the Chapter's members.
- serve a term in length determined by the Chapter Quorum .

## **Executive Council Member**

The Executive Council Member shall:

- be elected or selected from amongst the Chapter's Active members and other members of the Chapter the Chapter Quorum has deemed appropriate.
- be an Active member in good standing.
- serve a term in length determined by the Chapter Quorum
- attend a meeting of the Executive Council held in conjunction with the Annual Conference.
- keep the Chapter informed of events occurring and actions taken at the Association level. The representative should be prepared to report to their Chapter at each meeting.

## **Chapter Executive Body**

The small executive body shall be authorized to conduct the business of the Chapter between meetings of the Chapter Quorum. This body shall consist of at least three members and shall include the Chapter President and Executive Council Member.

Additional members shall come from amongst the Chapter's Active members and other members of the Chapter the Chapter Quorum has deemed appropriate.

It is recommended the Chapter include the CCAM as a member on the small executive body. This Chapter's Constitution and Bylaws shall define the voting rights of the CCAM.

The term of office shall be determined by the Chapter Quorum.

## **Chapter Commercial Advisory Member (CCAM)**

The CCAM provides a means to establish open communications lines between the Chapters' Officers, Commercial Advisory Committee, Chapter's non-commercial members and the commercial members of the Chapter.

The Chapter's Constitution and Bylaws shall provide for selection of a CCAM from amongst the Chapter's members either by election or by appointment.

The CCAM must be a Commercial member in good standing.

The term of office shall be determined by the Chapter Quorum.

## Chapter Roster of Members

The Chapter's President and Secretary are designated through the APCO database, to pull the chapter's roster of members. By logging in to their member profile at [www.myapcointl.org](http://www.myapcointl.org) and clicking on "my chapter," these officers can pull a complete listing of chapter members. Due to privacy concerns and the protection of our members' private information, we restrict the dissemination of this information to chapter leadership.

## APCO Committees

The Policy Manual establishes several committees known as "standing committees." Standing committees usually exist from year-to-year, with ongoing goals and objectives that are set by the Executive Committee of the Board of Directors. It is within these committees that much of the work of the association is carried out. In the spring of each year, members self-

nominate themselves for committees that they are interested in. From the pool of candidates, the association president appoints a committee Chair and Vice-Chair to oversee the activities of the committee and also appoints committee members. The Chair has the authority to divide the group into sub-committees and task groups in order to accomplish the work leading to meeting that

committee's goals. Committee listings can be found on the APCO Web site, along with contact information for each committee's Chair, Vice-Chair and members. APCO members should feel there is an open door policy concerning contacting committee members to provide input to the committee and to seek guidance concerning the goals and objectives of that committee.

Special committees and task forces can be created to advise the Board of Directors with regard to issues of operation of the Association and/or with regard to significant issues affecting the public safety community. Through the years of APCO, there are numerous examples of special committees and task forces that were appointed to accomplish certain objectives and then were disbanded. One example is the Strategic Governance Initiative (SGI) Task Force that was appointed in 2007 and then disbanded in 2009 after the governance changes were passed by the quorum at the annual conference.

For example, the Member Chapter Services Committee (MCSC) goals for 2009-2010 included several deliverables. See below:

**Goals:** To support the membership at the chapter level by maintaining contacts with the chapter officers and keeping them informed of membership issues and Association activity. Recruit and mentor emerging leaders who can respond to membership dynamics.

Scope and Charge: Promote consistent avenues of communications between our membership at the Chapter level and our International office.

**Deliverables:**

Committee members will make monthly contact with each Chapter President or other chapter officer. (B-1)

Increase Chapter Officer relations and participation through quarterly conference calls, monthly emails, etc. (B-1)

Identify gaps in APCO services offered based upon the Member Satisfaction Survey results and make recommendations for improving services offered. (B-2 & B-3)

Committee will work with the EAC to produce at least two articles to be considered for the APCO Public Safety Communications Magazine during the period 2009-2010. (B-1)

Provide recommendations for educational tracks subjects for both the Annual Conference as well as the Winter Summit to the Professional Development Committee. (B-1 & B-2)

Review and propose recommendations for updating and enhancing the COTM course. (B-1)

Review Membership Categories to make sure they are current and representative of the membership as recommended by the Membership Task Force of 2007-2008. (B-1 & B-2)

The letter/number designations refer to what goal/objective of the association's overall strategic plan will be accomplished through this deliverable.

## Recognition and Awards

APCO International provides several opportunities for professional recognition and recognition within the association and the public safety communications industry at-large.

The APCO-International Public-Safety Communications Award Program recognizes public safety communications personnel who have demonstrated the highest levels of personal and professional conduct, and performance in the line of duty. This award program is a wonderful way to acknowledge colleagues that have made a positive impact upon the communities they serve as a public safety communications professional.

Award categories currently include Telecommunicator of the Year, Communications Center Director of the Year, Line Supervisor of the Year, Radio Frequency (RF) Technologist of the Year, Information Technologist of the Year, and Trainer of the Year. Nominations for these awards open January 1 through April 1 of each calendar year. The award winner in each category receives a complimentary full registration for the Annual Conference and Exposition, which includes travel expenses.

Nominations may be made by individuals who may be aware of the nominee's accomplishments, by the nominee's employer, or by a Chapter of the Association. Chapters are encouraged to create their own awards program in consideration of nominating individuals for the awards program.

## Chapter Membership Awards

Chapter membership awards exist with the purpose of encouraging and rewarding those chapters that have performed outstanding service in regards to recruiting and retaining membership. Each year, at the business meeting held in conjunction with the annual conference and exposition, the Chapter Membership Awards are awarded to the top chapter in three categories. Based on membership numbers for the fiscal year, which starts July 1 and runs through June 30 of the following year, the following are presented to the Chapter President or to a designated representative.

The **Chapter Growth-Number Award** is presented to the Chapter exhibiting the greatest growth during the past year based upon the number of new members. For purposes of this award, the year to be considered shall be from July 1 of the prior calendar year to June 30 of the current calendar year.

*For example, calculations are done as follows:*

*Number of chapter members on July 1 – 100 members*

*Number of chapter members on June 30 close of the year - 110*

*The Growth number is 10 new members*

Chapter Growth Number Worksheet

- A. Number of members on June 30 \_\_\_\_\_ (current year)  
B. Number of members on July 1 \_\_\_\_\_ (previous year)  
Calculate A minus B= Growth number \_\_\_\_\_

The **Chapter Growth-Percentage Award** is presented to the Chapter exhibiting the greatest growth during the past year based upon the percentage of new members versus the total number of members at the start of the year. For purposes of this award, the year to be considered shall be from July 1 of the prior calendar year to June 30 of the current calendar year.

*For example, take the chapter's number of members on June 30 and subtract the number of members on July 1, the previous year.*

*June 30 number of members – 110 members*

*July 1 number of members at start of fiscal year – 100*

*The difference between the two numbers – 10 members*

*Then, divide the difference by the starting number of members  $10/100 = .10$*

*The percentage of growth is ten percent*

Chapter Growth-Percentage Worksheet

- Number of members on June 30 \_\_\_\_\_ (current year)  
Number of members on July 1 \_\_\_\_\_ (previous year)  
Difference between two numbers \_\_\_\_\_ (chapter has grown by this number)  
Calculate C/B = Growth Percentage \_\_\_\_\_ (growth number divided by year end number)



The **Membership Density Award** is presented to the Chapter having the greatest number of members relative to the total population. In making this calculation, the Chapter membership as of June 30 of the current calendar year shall be compared against the most recent population data available for that area.

*For example, divide the number of chapter members based on the number of individuals in that area.*

*Number of chapter members on June 30 – 110*

*Number of individuals in that area according to census data - 4,939,456*

*Number of members divided by the number of individuals report in census  $110 / 4,939,456 = 2.226$*




The chapter with the highest percentage of members receives the Membership Density Award at the annual conference.

Chapter Membership Density Worksheet

- A. Number of members on June 30 \_\_\_\_\_ (current year)
- B. Census number for total population \_\_\_\_\_
- C. Calculate A divided by B= population density \_\_\_\_\_

## Recognition Awards

The policy manual allows for several awards of recognition for exceptional service to the organization by a member. The following awards have been named after individuals that embodied the essence of the award:

-  J. Rhett McMillian Award – recognition of exceptional accomplishments in the field of public safety communications
-  Art McDole Award – recognition of exceptional accomplishments of a technical nature in the field of public safety communications
-  Weldon Joe Blair Award – recognition of exceptional accomplishments as a leader in the field of public safety communications

## Member Designations

APCO International has several different ways to recognize a member that has made a considerable positive impact on their chapter or the association. Member designations are an “add on” to an individual’s membership that is an honor to receive. There is a high standard of criteria for each of the designations and there is a thorough vetting process. The criteria for each of the following designations, and nomination forms, as well as the steps involved, are found in the APCO Policy Manual in the members only section of the Web site.

The highest of these designations is **Life Membership**. Life Membership is voted on and approved by the annual quorum each year during the business meetings of the annual conference. To fulfill the vetting process, the nomination process must be completed on behalf of the chapter by April 1 of the calendar year. When the selection process is complete, the Life Membership designation is awarded during the banquet at the annual conference. The individual receives a “Life Member” lapel pin similar to the lapel pin that new members joining APCO receive. The Life Member is exempt from paying dues for the rest of their life.

**Senior Membership** is another designation that can be bestowed upon an individual that has made a positive impact upon the organization. The criteria for this designation are specified in the Policy Manual and the nomination form can be submitted to APCO International offices at any time during the year. Often, a chapter will nominate a member for this designation in time to have the Senior Membership awarded at a chapter conference or recognition event. The Senior Member receives a “Senior

Member” lapel pin, similar to the lapel pin that new members joining APCO receive. Senior Members proudly wear their pins to chapter, regional, and international membership events.

The criteria required to meet either the Senior or Life Member designations are considerable and are recognition of an individual's long-standing dedication and passion for APCO International. Both designations require major contributions at the organizational level of APCO International. Leadership has recognized that not all APCO members are able to make such contributions at the organizational level, and recognize that a tremendous amount of the work of APCO occurs at the chapter level. By creating the **Chapter Life Member** designation, the chapter is able to recognize those individuals that have made significant contributions to their local chapter. The nomination form and criteria can be found in the APCO Policy Manual. Upon receiving Chapter Life Member designation, the chapter then assumes responsibility of paying that individual's membership dues.

## The APCO Project Series

APCO International has a well-deserved reputation in the communications community as the leader in establishing protocols and standards for public safety communications. As needs to address technological advances and procedural changes are identified, APCO International establishes "Projects" to investigate the wants and needs of members. Projects are assigned a number and, working with other entities in the field as appropriate, protocols or standards are developed. For example, one of the earliest Projects was the establishment of the familiar "10 Codes" in 1937.

APCO's first, named project was the production and distribution of a color film titled "The Little We Have." The film was accompanied by handouts, use-reporting cards and instructions and was distributed to individual chapters to spread the word that public safety frequencies for land mobile radio use were severely limited. The project was an education campaign aimed at the public and the media, designed to put pressure on the Federal Communications Commission to address frequency reallocation as a solution to the frequency shortage problem that resulted from the rapid growth of mobile communications.

The following is a listing of the APCO Project Series:

No.	Title	Period*
1.	Film - The Little We Have .....	1966
2.	P/S Standard Operating Procedure Manual.....	1967
3.	Chicago P/S Spectrum Requirements Study: .....	1970
	a. Police Telecommunication Manual	
	b. Illinois Police Communications Study	
	c. Public Adm. Requirements for Lake Michigan Area	
4.	National 10 Signal Study Cards (1 <sup>st</sup> Review) .....	1973
5.	P/S Standard Frequency Coordination Manual.....	1971
6.	Experimental Conference Video Taping .....	1971
7.	LIFELINE: A/V Dispatcher Training Course (1).....	1977
8.	Conference Rules Manual .....	1971
	a. Chapter Secretaries Manual	
9.	Introduction to the Theory of Waiting Times for P/S.....	1974
10.	AN: The APCO Story (2) .....	1978
11.	AN: Communication Leadership Skills .....	1975
12.	Municipal Spectrum Requirements .....	1973
13.	Comm Review and Assessments in state SPAs: .....	1974
	a. Planning Guidelines, P/S Telecom Systems .....	1977
14.	Study of Aural Brevity Codes .....	1973
15.	IACP Survey of Public Safety Communications .....	1973
16.	Application of the 900 MHz Band to Law Enforcement Communications An Analysis of Technical and Regulatory Factors.....	1977-1985
	a. The Identifications of the Specific Operational Capabilities That Should Be Incorporated in a Demonstration Trunked Communication System for Law Enforcement	
	b. Planning Guidelines for 900 MHz Trunked Communication Systems – Functional Requirements	
	c. System Implementation Plan for Digitally Addressed Trunked Communication Systems (DATCO) (Also, a proposed Audio Visual Program to acquaint users with the benefits of enhanced trunked systems)	
	d. National Public Safety Communications Plan.....	1978
17.	Law Enforcement Communications Problems and Recommended Solutions – A Technical Assistance Program .....	1978
18.	Analysis: Management of Emergency Channel 155.475 MHz .....	1982
19.	Operation SECURE: To Establish a Nationwide Civil Disaster Radio Response Program in the 2-10 GHz Bands .....	1982
20.	Development of PSAP Guidelines .....	1982
21.	Frequency Coordination Data Base and Operations.....	1984
22.	P/S Telecommunicator Training Courses .....	1985
	a. 80-Hour Course	
	b. 40-Hour Course	
	c. "Super Series" Training Course	
	d. 40-Hour P/S Telecommunicator Course	

e. Advanced Course for Police (proposed)	
f. Advanced Course for Fire (proposed)	
g. Advanced Course for EMS (proposed)	
23. Report on P/S Systems Interoperability .....	1987
24. P/S Technician Testing & Certification Program .....	1985
25. Established the technical standards for digital communication systems for public safety applications. ....	1989
26. Metropolitan Area Spectrum Acquisition .....	1989
27. Publication Services.....	1989
a. How to Write an SOP Manual	
b. The Primer of P/S Telecommunications System	
28. Defense of 2 GHz State and Local Microwave Systems.....	1990
29. Communications Act Amendments .....	1990
30. APCO Building Fund.....	1990
31. Is in progress, is addressing the problems associated with the emergence of wireless communications systems and their impact on the abilities of Enhanced 9-1-1 services. ....	1991
32. Strategic Plan .....	1993
33. National Public Safety Telecommunicator Training Standard. ....	1995
34. Phase Two of Project 25 .....	1993
35. Review on creation of a nationwide public safety non-emergency alternative to 9-1-1 .....	1996
36. Establish standards for CAD interoperability .....	1998
37. Establish professional certification designation for public-safety communications professionals. ....	1998
38. Project LOCATE: Promote wide-spread capability of receiving ANI/ALI from wireless telephones. ....	1999
39. Provide multiple, reality based, and where possible, tested short-term (less than 12 months), mid-term (less than 24 months), and long-term solutions for 800 MHz interference issues involving wireless/cellular providers and Public Safety that can be applied to eliminate life-safety communications interference within the United States.....	2000
40. Project RETAINS: To develop staffing guidelines and standards for Comm Centers. ....	2001
41. VoIP and Emerging Technology Location Delivery Challenges. ....	2006

## APCO Scholarship Programs

In an effort to give back to the organization's members and to the industry, APCO International has created several scholarship programs that fund the further education of APCO members. The **Silent Key Fund** and the **Commercial Advisory Council (CAC) Fund** each provide training and education monies through the APCO Scholarship Program. The program is administered by the APCO Institute and is awarded each year in the spring. Funds may be used for APCO Institute training courses, to attend the APCO Virtual College, and towards attendance of the international conference and exposition. Donations to either fund are tax-deductible and are accepted at any time throughout the year. Typically, donations to the Silent Key Fund are made when a public safety communications colleague passes away, but they can be accepted at anytime. The CAC Fund is a way commercial members and entities can give back to the public safety communications industry.

### Registered Public-Safety Leader

The APCO Institute Leadership Certificate Program is a comprehensive 12 month online program leading to the professional designation of Registered Public-Safety Leader (RPL). RPL recipients receive a certificate of acceptance into the APCO Institute Registry of Public-Safety Leaders, a formal and prestigious acknowledgment of excellence within our industry.

Through a series of online courses offered by APCO Institute, in cooperation with Flexstudy.com, the American Management Association's e-learning provider, the RPL candidate will learn how to:

- Communicate with Authority - Successful leaders know how to get their message out. The more effective you are as a speaker and a writer, the more effective you will be as a leader.
- Build and Manage High-Performance Teams - Successful leaders are able to get people to work together for the common good.

Where does the Silent  
Key Scholarship  
Program get its name?  
Having nothing to do  
with a lock and key, the  
silent key symbolizes the  
silence behind a radio  
transmission when that  
public safety  
communications  
professional is no longer  
there to *key* the  
microphone.

- Break Down the Barriers to Solid Interpersonal Negotiations - Successful leaders are able to employ a negotiation framework that encourages a positive outcome for both parties.
- Enhance Team Performance - Successful leaders take time to provide their team members with a realistic assessment of their performance. They know that a realistic assessment of performance is critical to motivation and morale.
- Lead with Confidence and Integrity - Successful leaders provide direction, lead by example, enable others, share power and seek a better way.
- Make a Difference Within Our Association and Our Industry - Successful leaders need to have a broad knowledge of their industry, as well as a broad knowledge of how to lead our Association in facing the challenges of today and tomorrow.
- Apply the Skill Sets Learned for the Betterment of Our Association and Our Industry - The completion of industry-specific course assignments and a service project at the state, regional or national level.

Eligible candidates must be an APCO International member in good standing (active, member and commercial categories) with a demonstrated record of service to our Association and our industry; be willing and able to commit to completing and critiquing the program requirements; be dedicated to accepting the challenge of ongoing leadership and service for the betterment of public safety communications.

The APCO Institute Leadership Certificate Program is offered quarterly. Tuition assistance may be available through John D. Lane Scholarships. See the APCO Institute web site for more information.

## Sunshine Fund

In 2004, APCO International established a benevolent fund known as the Sunshine Fund. The fund provides a resource for a measure of financial assistance for those members who meet with a qualifying event of a nature that places a significant financial burden upon them or their immediate family members. Based on the event and the availability of monies in the fund, these individuals may qualify for a financial grant to assist them in this situation.

Any APCO member may recommend (nominate) a fellow member as a recipient for assistance. The nomination is made by the Sunshine Fund Form. The form must be completed, returned to the Director of Human Resources, and screened by a review panel. A decision will be made and the recommender notified of the results. If the

particular circumstances of the nominee fail to meet the criteria, the reasons will be communicated.

To qualify for consideration, the nominee must meet these minimum requirements: Be a current member of APCO International at the time of the qualifying event and recently experienced a life changing or life interference event. The full policy resides in the APCO policy manual in Article IV Section 4.8.

Donations to the APCO Sunshine Fund can be sent to the APCO staff office Accounting Department and made payable to the "PSFA Sunshine Fund". Contributions to the fund have originated from various sources including individuals, corporations, agencies, and chapters. The funds are actually housed in the Public Safety Foundation of America.



## Appendix A: Oath of Office

The Oath of Office is administered by the outgoing President at the installation of new officers. The following is the suggested format:

President: We will now have the installation of Officers. (takes his/her seat, if not the installing officer)

Installing Officer: Will the Officers-Elect please raise their right hands.

You have been duly elected to the office in which you are about to enter by vote of the \_\_\_\_\_ Chapter Quorum here assembled. By this vote the Quorum would invest in you the power of the \_\_\_\_\_ Chapter of APCO. It bestows upon you its confidence, trust, and places in your hands the duties of your office as written in the Constitution of this Chapter.

Do you, under God, under country, and before these witnesses here assembled, each and every one of you, hereby accept this power, this responsibility, this confidence, this trust, this establishment of duties, and solemnly swear to uphold, protect, and execute to the best of your abilities the aims and objectives of the Association of Public-Safety Communications Officials - International, Inc.? (Installing Officer calls each officer by name, from president on down, who respond with "I do").

So be it. I now pronounce each and every one of you duly established in your new office. (All new officers except the new president take their seats).

Retiring President: (calls new president to the lectern)

Mr./Madam President, on behalf of the Quorum of this Chapter, I hereby present to you and your officers, your seal of office. (Surrenders the gavel, gives congratulations, and remains standing to accept awards of recognition of service).

New President: Makes awards to the Immediate Past President (who then takes seat).

Makes acceptance speech. Make any announcements. Adjourns the meeting.

## Appendix B: Chapter Contact Info Update Form

When chapter leadership changes, it is imperative that APCO's Membership Department be notified with this information. The *Chapter Contact Info Update Form*, found on APCO's Web site, is a downloadable form that can be completed and faxed to 386-322-2501 or emailed to [membership@apcointl.org](mailto:membership@apcointl.org). This updated information assures the correct contacts will be listed online and in the magazine.

<http://www.apco911.org/new/membership/documents/chapterupdateform.pdf>

## Appendix C: Chapter Event Assistance Form

APCO International desires to support chapter activities by providing assistance on several fronts. The Chapter Event Assistance Form can be found on APCO's Web site, is a downloadable form that can be completed and faxed to 386-322-2501 or emailed to [membership@apcointl.org](mailto:membership@apcointl.org). This allows membership staff to post the event to the APCO Calendar of Events, send an email blast to contacts in your chapter's geographic area, and to send a package of APCO collateral to use in recruiting new members at your event. Additionally, we ask that chapters submit their attendee list to APCO's Membership Department. This allows us to enter your non-member attendees into APCO's database of contacts for future recruiting and marketing purposes.

<http://www.apco911.org/new/membership/documents/events.pdf>

## Appendix D: Dues

Membership is on a calendar year basis, running from January 1 through December 31. All memberships expire on December 31 of the calendar year. Members that join midyear (April – September) will receive a pro-rated dues invoice for the year after they join. This pro-rated invoice will show a credited amount for the months that the member “missed” during their first year of membership.

Active: Tier One - \$92.00 Chapter portion (20%) \$18.40

Tier Two \$125.00 Chapter portion (20%) \$18.40 plus \$28.00  
for total of \$46.40

Member: \$69.00 Chapter portion (20%) \$13.80

Commercial: \$154.00 Chapter portion (30%) \$46.20

Some Chapters have elected the Tier Two pricing structure for member dues.

Currently, the chapters electing to use this structure include: California, Louisiana, and Oregon. The decision to charge Tier Two dues is determined locally by a vote of the chapter’s quorum.

Any annual adjustments shall be tied to the cumulative changes in the Consumer Price Index (CPI) rounded to the nearest U.S. dollar for the preceding Calendar Year.

Each month a report is run from the association database detailing the amount of dues owed each chapter. APCO’s Accounting department will use this report to generate a check each month to the Chapter Secretary or Treasurer.

## Appendix E: Parliamentary Motions Guide

### Parliamentary Motions Guide

Based on *Robert's Rules of Order Newly Revised (10<sup>th</sup> Edition)*

The motions below are listed in order of precedence. Any motion can be introduced if it is higher on the chart than the pending motion.

YOU WANT TO:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§21 Close meeting	I move to <b>adjourn</b>	No	Yes	No	No	Majority
§20 Take break	I move to <b>recess</b> for	No	Yes	No	Yes	Majority
§19 Register complaint	I rise to a <b>question of privilege</b>	Yes	No	No	No	None
§18 Make follow agenda	I call for the <b>orders of the day</b>	Yes	No	No	No	None
§17 Lay aside temporarily	I move to <b>lay the question on the table</b>	No	Yes	No	No	Majority
§16 Close debate	I move the <b>previous question</b>	No	Yes	No	No	2/3
§15 <b>Limit or extend debate</b>	I move that debate be limited to ...	No	Yes	No	Yes	2/3
§14 <b>Postpone to a certain time</b>	I move to postpone the motion to ...	No	Yes	Yes	Yes	Majority
§13 <b>Refer to committee</b>	I move to refer the motion to ...	No	Yes	Yes	Yes	Majority
§12 Modify wording of motion	I move to <b>amend</b> the motion by ...	No	Yes	Yes	Yes	Majority
§11 Kill main motion	I move that the motion be <b>postponed indefinitely</b>	No	Yes	Yes	No	Majority
§10 Bring business before assembly (a <b>main motion</b> )	I move that [or "to"] ...	No	Yes	Yes	Yes	Majority

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Side 1

## ***Parliamentary Motions Guide***

Based on *Robert's Rules of Order Newly Revised (10<sup>th</sup> Edition)*

**Incidental Motions** - no order of precedence. Arise incidentally and decided immediately.

<b>YOU WANT TO:</b>	<b>YOU SAY:</b>	<b>INTERRUPT</b>	<b>2<sup>ND</sup>?</b>	<b>DEBATE?</b>	<b>AMEND?</b>	<b>VOTE?</b>
§23 Enforce rules	Point of order	Yes	No	No	No	None
§24 Submit matter to assembly	I appeal from the decision of the chair	Yes	Yes	Varies	No	Majority
§25 Suspend rules	I move to suspend the rules which ...	No	Yes	No	No	2/3
§26 Avoid main motion altogether	I object to the consideration of the question	Yes	No	No	No	2/3
§27 Divide motion	I move to divide the question	No	Yes	No	Yes	Majority
§29 Demand rising vote	I call for a division	Yes	No	No	No	None
§33 Parliamentary law question	Parliamentary inquiry	Yes	No	No	No	None
§33 Request for information	Point of information	Yes	No	No	No	None

**Motions That Bring a Question Again Before the Assembly** - no order of precedence. Introduce only when nothing else pending.

§34 Take matter from table	I move to take from the table ...	No	Yes	No	No	Majority
§35 Cancel previous action	I move to rescind ...	No	Yes	Yes	Yes	2/3 maj. w/ notice
§37 Reconsider motion	I move to reconsider the vote ...	No	Yes	Varies	No	Majority

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