2020 Annual Report
ABOUT APCO INTERNATIONAL

Founded in 1935, the Association of Public-Safety Communications Officials (APCO) International is the world’s oldest and largest organization of public safety communications professionals and supports the largest U.S. membership base of any public safety association. APCO International provides public safety communications expertise, professional development, technical assistance, advocacy and outreach to benefit more than 34,000 members and the public at large.

APCO has offices in Daytona Beach, FL, and Alexandria, VA.

To learn more, visit apcointl.org.
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OUR MISSION

APCO is an international leader committed to providing complete public safety communications expertise, professional development, technical assistance, advocacy and outreach to benefit our members and the public.

OUR VISION

APCO commits to strengthen our communities by empowering and educating public safety communications professionals.

GOALS & STRATEGIES

1. Refresh, strengthen, research and expand training and resources to meet the needs of public safety communications.
   A. Anticipate, identify, evaluate and develop current and future training to address the needs of public safety communications professionals and those in supportive roles.
   B. Evaluate and expand leadership development offerings.
   C. Refresh and upgrade Project RETAINS.
   D. Broaden outreach to encourage interest in public safety communications as a career.
   E. Ensure that existing course offerings are updated and applicable.
   F. Explore alternative training methodologies.

2. Ensure APCO’s financial stability.
   A. Investigate options for increased revenue.
   B. Mitigate financial risk.
   C. Enhance corporate partner opportunities.
   D. Explore strategic alliances for growth.
   E. Examine international development opportunities in a prudent manner.

3. Expand the prominence of APCO International by increasing advocacy efforts on a national level.
   A. Pursue reclassification of frontline public safety communications personnel to telecommunicators within the protective service occupations in recognition of their mission-critical function.
   B. Continue to lead in the development of the FirstNet broadband network.
   C. Collaborate on the development and implementation of NextGen 9-1-1 technologies.
   D. Promote and monitor implementation of the national plan to improve 9-1-1 location accuracy.
   E. Explore markets for APCO services related to emerging technologies.

4. Increase the value of membership and broaden the opportunities for member participation.
   A. Ensure access to committee service for all interested members.
   B. Promote leadership opportunities at all levels of association governance.
   C. Retain membership levels.
   D. Effectively market the benefits of membership.
   E. Develop new products and services to add member value.

5. Lead public safety communications in enhancing the understanding and usage of emerging technologies.
   A. Leverage spectrum management tools and emerging technologies to promote the efficient utilization of available public safety spectrum.
   B. Increase awareness of APCO as an American National Standards Institute (ANSI) accredited Standards Development Organization.
   C. Aggressively monitor APCO committee work product and trends in the public safety communications sector to anticipate and identify new standards development needs.
   D. Employ a variety of research methods to determine appropriate standards content.
   E. Promote APCO standards to legislative, technical and governmental bodies.

Note: The LRSP is presently undergoing a major review, which is undertaken every five years.
Unprecedented. This will probably be one of the most overused words across the globe this year. The toll of the COVID-19 pandemic has been far too tragic for some families and even a few emergency communications centers, and traumatic on some level for nearly all of us.

According to a recent Pew Research Center survey, more than one-in-four U.S. adults (28%) say they personally know someone who has been diagnosed as having COVID-19 and one-fifth (20%) say they know someone who has been hospitalized or has died as a result of the coronavirus. That’s a lot of shared pain.

For APCO International, like the public safety telecommunications professionals we serve, the essential nature of our mission has kept us on task and adaptive to the needs at hand.

The pandemic has impacted most of what we do – jumbled our schedules, deferred our travels, paused some client projects, shuttered our conference and altered day-to-day habits. And like any crisis situation, it has also sharpened our focus.

While COVID-19 has scrambled the legislative calendar, APCO International has been keen to leverage these trying times to advocate for NG9-1-1 funding, advance the cause of seamless interoperability and secure re-categorization of the profession as a “protective service occupation” under the bipartisan 9-1-1 SAVES Act. We are hopeful for breakthroughs.

A very popular download this year was our new Sample RFP Template for NG9-1-1 Capabilities to assist ECC directors in crafting effective RFPs aligned with actual operational needs.

With its full complement of online courses and extensive continuing education offerings, the APCO Institute has been helping ECCs re-tool their training models to continue to renew certifications amid social distancing. We also added an automated prerequisite verification system to take the guesswork out of course eligibility for training coordinators and their students.

Another tech innovation, APCO IntelliComm® supported by IBM Watson Analytics, has continued to gain favor with dozens more agencies lined up across nearly half of all states to take advantage of the most advanced criteria-based guidecard software in our sector. ECCs can shave precious time in making informed dispatch decisions while enhancing the effectiveness of pre-arrival support to responders and our citizens in distress.

In terms of leading in uncertain times, APCO International continues to guide its Certified Public-Safety Executive (CPE) graduates through an inspiring capstone experience. Enrollment in this and our Registered Public-Safety Leader (RPL) curriculum have remained strong and our overall membership exceeds 34,000 and continues to grow year over year.

Tested during these unprecedented times, APCO International, much like the professionals we support, has shown resilience at adapting and enhancing emergency communications services for the safety of the public.

Sincerely,

Tracey M. Hilburn
President

Derek K. Poarch
Executive Director & CEO
## CONSOLIDATED BALANCE SHEET - JUNE 30, 2020 (UNAUDITED)

<table>
<thead>
<tr>
<th></th>
<th>INTERNATIONAL</th>
<th>PSFA</th>
<th>CONSOLIDATED TOTAL</th>
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<tbody>
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<td><strong>Assets</strong></td>
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<tr>
<td>Cash &amp; Investments</td>
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<td>$1,222,976.57</td>
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<td><strong>Total Assets</strong></td>
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<td>$3,809,444.52</td>
<td>$14,044,365.25</td>
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<td>Accounts Payable</td>
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<td>$979,933.14</td>
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<td><strong>Net Assets</strong></td>
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<td><strong>Total Liabilities &amp; Net Assets</strong></td>
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<td>$14,044,365.25</td>
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APCO's membership continues growing, reaching more than 34,000 members and showing an almost four percent growth year over year. A record fifteen chapters increased their membership by over 10% in the period July 2019 to July 2020. APCO's full group membership showed the most growth of twenty-nine percent year over year; almost 9% of this growth was seen in the supervisor, officer and training and education coordinator categories of membership.

<table>
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<tr>
<th>MEMBER TYPE</th>
<th>7/1/2016</th>
<th>7/1/2017</th>
<th>7/1/2018</th>
<th>7/1/2019</th>
<th>7/1/2020</th>
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<td><strong>Public Safety Practitioners</strong></td>
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<td>Associate Member</td>
<td>2,849</td>
<td>2,814</td>
<td>2,817</td>
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<td>Full Member</td>
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<td>5,284</td>
<td>4,958</td>
<td>4,627</td>
<td>4,392</td>
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<td>Full Agency Member</td>
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<td>5,574</td>
<td>5,975</td>
<td>6,504</td>
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<td>Online Agency Member</td>
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<td>16,385</td>
<td>18,796</td>
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<td><strong>Commercial</strong></td>
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<td>645</td>
<td>577</td>
<td>480</td>
<td>488</td>
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<td>Commercial Group Members</td>
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<td>167</td>
<td>213</td>
<td>151</td>
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<td><strong>Total Individual Members</strong></td>
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<td>29,619</td>
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<td>33,280</td>
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<td>Group Member Agencies</td>
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<td>859</td>
<td>1,011</td>
<td>1,103</td>
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<td>Commercial Group Companies</td>
<td>30</td>
<td>41</td>
<td>38</td>
<td>48</td>
<td>40</td>
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<tr>
<td><strong>Total Organizations</strong></td>
<td>756</td>
<td>900</td>
<td>1,049</td>
<td>1,151</td>
<td>1,273</td>
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ADVOCATING FOR NG9-1-1 FUNDING

APCO continues to work with partners in the public safety community and the federal government to promote the deployment of Next Generation 9-1-1 (NG9-1-1) in a manner that best serves the needs of public safety telecommunicators. With NG9-1-1, emergency communications centers (ECCs) should be able to receive emergency calls and related data from the public, then process, analyze and share the emergency calls and related data with other ECCs and responders in the field, regardless of jurisdiction, device, software or service provider, and without costly after-the-fact integrations or specialized interfaces. APCO has collaborated with national public safety organizations to seek the establishment of a federal grant program that would achieve a common vision for NG9-1-1 that best promotes interoperability, cybersecurity and innovative technology.

APCO SAMPLE RFP

APCO completed and released a Sample RFP Template for NG9-1-1 Capabilities to assist 9-1-1 directors and authorities in crafting effective RFPs, designed with their actual operational needs in mind. The template covers multiple aspects of a complete NG9-1-1 deployment. It offers recommendations, guidance and specific operational requirements toward achieving several goals, such as interoperability, cost-effectiveness and ensuring these solutions include more than just an upgrade from analog-based voice-only systems to true IP-based, multimedia-capable systems and architectures. The template can be found at apcointl.org/ng911rfp.

ALLIANCE FOR TELECOMMUNICATIONS INDUSTRY SOLUTIONS

APCO is an active member of the Alliance for Telecommunications Industry Solutions (ATIS) Emergency Services Interconnection Forum (ESIF) which produces standards for telecommunications providers, including NG9-1-1 related standards. In this role, APCO collaborates with the major carriers and technology vendors to develop standards that include seamless interoperability for NG9-1-1 and establishing testing methodologies for locating callers. APCO has opposed several ATIS standards and technical reports that did not support this vision for NG9-1-1.

COMMUNICATIONS INFORMATION SHARING AND ANALYSIS CENTER

As an active member of the Communications Information Sharing and Analysis Center of the U.S. Department of Homeland Security (DHS) Cybersecurity and Infrastructure Security Agency, APCO continued to assist in the identification and monitoring of new and ongoing cyberattacks, cyberattack vectors and new vulnerabilities as they relate to public safety. APCO partners with DHS to present information to APCO members on emerging threats in cybersecurity. In addition, APCO was involved with the communications industry recovery efforts during and after major events (e.g., Hurricane Barry, Hurricane Dorian, Rolling Power Outages in California). APCO provides daily perspective to DHS on public safety needs during and after such events in order to convey the current status of public safety communications in impacted areas.
INCREASING RECOGNITION AND RESPECT OF PUBLIC SAFETY TELECOMMUNICATORS

APCO continued efforts to ensure public safety telecommunicators receive the best possible location information with 9-1-1 calls, both in terms of accuracy and how the information is delivered. In February 2020, pursuant to federal law, regulations became effective that are designed to improve multiline telephone systems’ 9-1-1 capabilities with regard to direct dialing, onsite notification and location information. Additionally, for the first time, a nationwide wireless carrier indicated publicly that it is providing dispatchable location information (meaning the street address plus the apartment, office number or whatever else is needed to locate the caller) with at least some 9-1-1 calls made from mobile phones.

There were setbacks to improving 9-1-1 location information. Breaking a commitment made to APCO and NENA, the nationwide wireless carriers announced that they would be abandoning development of the National Emergency Number Database (NEAD), which was intended to serve as a resource for deriving dispatchable location information for 9-1-1 calls. The carriers have also pushed back on reasonable improvements to the type of vertical location information that should be delivered with 9-1-1 calls.

9-1-1 LOCATION ACCURACY

APCO continued its involvement in the Cellular Telecommunications Industry Association (CTIA) efforts relating to compliance with the FCC’s 5th Report and Order for Location Accuracy. These activities have decreased over the past year due to the abolishment of the NEAD. APCO continues to be involved in the CTIA Technical Advisory Committee for the Test Bed, LLC, which was established to assess how location technologies perform and develop metrics for estimating compliance with the FCC’s location accuracy requirements. APCO also maintained an advisory role in the testing of 9-1-1 location technology to ensure that they can be implemented and are operationally capable of providing actionable information to the ECC.
The FCC adopted new rules in April 2020 that will substantially expand unlicensed operations in the 6 GHz spectrum band, which is heavily relied upon by public safety agencies for mission critical communications. Under the FCC’s new rules, hundreds of millions of unlicensed devices could be introduced that present a risk of harmful interference to public safety’s systems. APCO expressed numerous concerns that the FCC’s order would fail to ensure there are effective measures to protect public safety communications. Unfortunately, the FCC did not address these concerns. APCO filed formal petitions urging the FCC to halt implementation of the rules and put effective mechanisms in place to prevent and quickly eliminate interference. Several other parties filed similar petitions with the FCC and in federal court.

APCO continued to support preservation of public safety’s use of the T-band spectrum, which under a 2012 law, the FCC is required to reallocate and auction. Bills have been introduced in Congress that would repeal the auction requirement and allow public safety agencies to continue using the T-band.

APCO is dedicated to ensuring public safety communications has a role in the development of standards that affect our industry. The Standards Development Committee, subcommittees and working groups continued the development of standards that address current and future operations, training and technologies. Over the last year, APCO published seven ANSI accredited standards, maintained 18 working groups for standards development and conducted seven operational analyses.
As part of its curriculum review schedule, each year the Institute reviews and revises select courses to ensure they include the latest information and best practices. Institute staff worked with volunteer subject matter experts (SMEs) from across the industry. In January, to recognize the tremendous value of these volunteers who serve on curriculum development committees, the APCO International Board of Directors approved a process by which these SMEs can earn credit toward APCO Senior and Life Membership by participating in this process.

This year’s review resulted in the release of new versions of the Communications Center Supervisor and Emergency Medical Dispatch courses. In addition, two new courses were developed: Tactical Dispatch and Cybersecurity Fundamentals for the ECC.

As ECCs across the country dealt with the serious staffing and operational issues caused by the COVID-19 pandemic, the Institute worked with agencies whose training was interrupted or canceled by social distancing and other COVID-19 related restrictions. Staff worked with ECCs to create a new training model that allowed agencies to continue necessary certification training courses. The Institute created a webpage that featured all online training and continuing education opportunities, many offered at no cost to APCO members.
CUSTOMER SERVICE ENHANCEMENTS

A streamlined APCO course registration process was successfully implemented this year, benefiting both training coordinators as well as individual students. The added feature, an automated prerequisite verification system, allows for training coordinators to verify that their staff has met all the requirements necessary to be eligible to register for a course. In addition, the automated prerequisite review process verifies individual eligibility, allowing course registration only if the required prerequisites are met. If not, details are provided as to what courses or documentation is required for eligibility.

LEADERSHIP PROGRAMS

CERTIFIED PUBLIC-SAFETY EXECUTIVE (CPE) PROGRAM

APCO’s CPE Program continued to grow this year as public safety communications industry leaders successfully took part in the bi-annual executive leadership program. Two groups, Class 06 and Class 07 graduated from the program during the reporting year. Cumulatively, a total of 117 industry leaders from ECCs have graduated from the CPE Program since its inception.

The currently active class, Class 08, began in January. After completing a capstone course onsite at APCO headquarters, the ten students of Class 08 will graduate in July.

After a competitive application process, participants for Class 09 were recently selected and will begin the program in July. Further, the application process has begun for Class 10 which begins in January 2021.

REGISTERED PUBLIC-SAFETY LEADER (RPL) PROGRAM

The RPL Program continues to attract strong candidates from our industry. Despite the issues and challenges due to COVID-19, interest in the RPL Program and the program’s growth continued to be positive. Now offered ten times per calendar year, the RPL Program enjoyed much success this reporting year, generating inquiries and applications for classes scheduled well into 2020. In 2020 alone, more than 90 applicants have been admitted, and several hundred public safety communications professionals have successfully completed the program.

A dynamic component of the well-rounded curriculum is the project requirement for all participants. The projects created by this year’s RPL program participants reflected the same creativity and ingenuity as in previous years such as proposed websites for shelter information databases and reclassification efforts with the 9-1-1 SAVES Act, both regionally and nationally. Additional projects included creating Telecommunicator Emergency Response Taskforce (TERT) Teams, tactical dispatch teams and educating the public about NG9-1-1 as well as committee service and APCO training certification for an agency.
APCO Consulting Service (ACS) continued to build upon its reputation for providing neutral, professional and cost-effective services to agencies and local governments. ACS received multiple requests from agencies across the U.S. for an objective third-party assessment in the following areas:

- Consolidation and shared services
- Standards and best practices, policies and procedures, staffing and retention and training
- Strategic and succession planning
- Mission critical equipment and systems
- Organizational structure and governance

ACS uses experienced staff and a nationwide network of advisors that consist of knowledgeable, vetted and trained ECC professionals.

APCO's Agency Training Program Certification, an initiative of Project 33®, continued to grow as agencies worked to certify that their training program met APCO ANS 3.103.2.2015 Minimum Training Standards for Public Safety Telecommunicators. APCO also updated the web platform for tracking program compliance. Twenty agencies will receive certification this year.

As a continuation of Project RETAINS® updates begun in 2019, APCO staff is in the process of revising the Staffing and Retention in Emergency Communications Centers Effective Practices Guide and Staffing Workbook. Aligning the guide with the George Mason University report (Staffing and Retention in Public Safety Answering Points: A Supplemental Study) and the updated toolkit will complete the project revision.

APCO IntelliComm® supported by IBM Watson Analytics, has continued to gain favor with dozens more agencies lined up across nearly half of all states to take advantage of the most advanced criteria-based guidecard software in the industry. Its highly configurable system design streamlines the way ECCs gather and process data in real-time from 9-1-1 calls so as to improve the guidance about the incident they provide to both the responder and the citizen in distress.

APCO IntelliComm is a major advancement over other guidecard software in terms of data security, system adaptability and optimizing quality assurance efforts. New dashboard functionality being rolled out soon will further aid supervisors in detecting call trends and synthesizing other call data. Supported by Watson Analytics, tools like this will grow in sophistication over time, augmenting the intelligence from communications.

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APCO technical teams continued to support the P25 Compliance Assessment Program (P25 CAP) and Computer Assisted Pre-Coordination Resource & Database System (CAPRAD) programs. These projects are funded by and operate in close partnership with the DHS Science and Technology Directorate.

P25 CAP completed a major milestone by publishing the Compliance Assessment Bulletins for both conformance and interoperability testing for the P25 trunked wireline interface standards (Inter-RF Subsystem Interface and Console Subsystem Interface). The P25 CAP team also initiated and completed a redesign of the manufacturers’ test report templates, resulting in dramatic reductions in effort and cycle time required for processing, approving and posting P25 CAP test results. The team continues to make steady progress toward understanding how to test and verify interoperability between Project 25 and LTE (3GPP) technologies.

APCO has continued to provide support to the National Regional Planning Council, which recently launched the new CAPRAD Frequency Search capability. This enhancement allows the regional planning committee (RPC) to quickly search any frequencies and identify potential cases of interference with co and adjacent channel licensees. Many RPCs have begun using the site since it allows regions to manage and process the applications quickly and efficiently.
APCO’s 85th Annual Conference & Expo was held August 11-14, 2019, in Baltimore, MD, where more than 5,600 attendees and exhibitors had access to 117 professional development sessions and 254 exhibitors, including 61 new exhibitors occupying 59,032 net square feet of exhibit space. The conference was also supported by 37 sponsors/supporters, 26 returning sponsors/supporters and 11 new sponsors/supporters resulting in the second highest sponsorship revenue to date.

Starting the conference with the Opening General Session, Bret Baier, Fox News Chief Political Anchor and Host, Special Report, with Bret Baier, spoke about the outstanding achievements of President Dwight Eisenhower and his journey through the many successes and challenges of his presidency. Winners of the Public Safety Awards Program and Leadership in Technology Awards were recognized.

During the Distinguished Achievers Breakfast, Edward Horowitz, FirstNet Authority Chair gave an update on FirstNet’s progress and efforts to further enhance the network into the future. Ajit Pai, FCC Chairman, provided an address outlining the steps the FCC has taken to address 9-1-1 location accuracy, emergency alerting and network reliability and resiliency. Platinum Corporate Partners, CALEA certifications, NCMEC partnerships, RPL and CPE graduates were recognized followed by the keynote presentation from Brian Billick, Fox NFL Analyst, NFL Network Contributor and former Super Bowl-winning head coach for the Baltimore Ravens. Billick covered the effectiveness of teamwork and his method for ensuring that a team strives toward that common goal, creating a “we” environment with a vision that ultimately leads to success.

Jessica Rosenworcel, FCC Commissioner, kicked off the Food for Thought Luncheon, highlighting the prominent actions that the FCC has taken within the 9-1-1 and public safety community. Keynote speaker Carey Lohrenz, pioneer military pilot, author, leadership speaker and business consultant, spoke about striking a balance. Her message left attendees inspired to conquer their goals and aspirations. Agency Training Program Certifications and the membership growth awards were presented.

The APCO Block Party was held at the iconic Oriole Park at Camden Yards. It was a great night to be out at the ballpark, enjoying local Baltimore cuisine and taking in all that Charm City had to offer. At the Connect & Celebrate Dinner, Michael Andrew and his band performed followed by comedian, entertainer, musician, ventriloquist and actor Taylor Mason. Life Member awards were presented along with the swearing-in of the Executive Committee and Board of Directors.

APCO 2019 saw strong participation in the Walk it Out Challenge, Wellness Sessions and Think Tank Sessions.

The Expo featured attractions such as the New Products Zone, showcasing 11 products introduced into the market since APCO 2018. The Presentation Theater hosted sessions on cutting-edge technology for the public safety community. The Career Advancement Center offered presentations to enhance professional growth and the Resume Review Center, staffed by HR professionals, provided helpful tips to 40 attendees. Participation in the Resume Review continues to grow each year. The display of unique public safety vehicles from local agencies was a popular attraction, especially the mobile response unit THOR. K-9 demonstrations were also well attended.
**EMERGING TECHNOLOGY FORUM**

The Emerging Technology Forum took place on October 8-9, 2019, in Denver, CO. The Forum began with a presentation from APCO’s Chief Technology Officer Jay English and Chief Counsel Jeff Cohen on achieving NG9-1-1 nationwide. Day one continued with a “9-1-1 Practitioners Perspectives” panel featuring four 9-1-1 directors from across Colorado. They discussed what is needed to achieve the vision of an advanced, broadband-enabled, emergency communications solution. The rest of the day featured presentations on cybersecurity, driving ECC efficiencies and an update from the Public Safety Communications Research program.

Day two began with a presentation examining the cybersecurity risk landscape, recent incidents and root causes of cyberattacks, and how ECCs can benefit from centralized intrusion detection and prevention. The second day continued with presentations on how connected devices with LTE can improve situational awareness for first responders; emergency preparedness, response and situational awareness; launching a new 9-1-1 center; and the latest FirstNet efforts to improve public safety.

The Forum was an opportunity for attendees to learn about technologies that are on the horizon and address the challenges of the ever-changing landscape of public safety communications. With so many changes in regulations, technology and equipment, it is vital for those on the frontline of public safety to stay on top of the latest developments.

The event was supported by nine sponsors and one supporter.

**NEXUS**

Nexus, formerly the Public Safety Broadband Summit was slated to be held May 21-22, 2020, in Washington, D.C. Rebranded as APCO’s newest training event, “Nexus, the 9-1-1 Experience Reimagined,” was intended to immerse emergency communications centers into the future of public safety communications and transport them into real life scenarios, demonstrated through live demos. Unfortunately, due to the COVID-19 pandemic, the event was postponed until May 2021.

**PUBLIC SAFETY COMMUNICATIONS LEADERSHIP IN POLICY AWARDS DINNER**

The 16th Annual Public Safety Communications Leadership in Policy Awards Dinner was slated to be held in Washington, D.C., on May 21, 2020. Unfortunately, due to the COVID-19 pandemic, the event was postponed until May 2021.

**CORPORATE PARTNERSHIPS**

The Corporate Partners Program continues to provide an opportunity for companies involved in the public safety communications industry to connect with the community. The program has sixteen Corporate Partners this year.