

2025 ANNUAL REPORT



APCO
International

Leaders in Public Safety Communications®

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 40,000 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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Long Range Strategic Plan

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. Lead national advocacy efforts on behalf of the membership.
 - a. Continue the fight for reclassification of frontline public safety telecommunicators within the protective service occupations in recognition of their life-saving work.
 - b. Identify and promote federal legislation and regulations that address public safety communications needs.
 - c. Pursue federal funding and other important objectives for Next Generation 9-1-1.
 - d. Develop tools to help chapters advocate for issues of state or local importance.
2. Strengthen internal and external communications to provide clear messaging between all stakeholders.
 - a. Facilitate clear and consistent two-way communication among all levels of the association.
 - b. Improve the consistency of messaging being delivered through association and chapter leadership to ensure understanding.
 - c. Issue timely messaging leveraging all appropriate communications outlets.
 - d. Bring public awareness to the issues of importance in public safety communications.
3. Fulfill the professional development needs of public safety communications.
 - a. Ensure course content is relevant, timely and accurate.
 - b. Anticipate, identify and develop future training to address the needs of public safety communications professionals.
 - c. Explore alternative training delivery methods.
 - d. Research and implement strategies concerning the operational impacts on Emergency Communications Center (ECC) staff and their well-being in a Next Generation 9-1-1 environment.
 - e. Promote cybersecurity hygiene within ECCs.
4. Enhance the engagement of membership.
 - a. Effectively promote the benefits of membership.
 - b. Promote competent and visionary association governance.
 - c. Utilize and enhance commercial members as a resource.
 - d. Encourage active participation in committees, task forces, and work groups.
 - e. Develop new services and opportunities to add member value.
 - f. Increase attendance at the Annual Conference & Expo.
 - g. Extend membership appeals to related sectors, including IT, GIS and emergency management.
5. Advance APCO's position as the premier public safety communications standards setting body.
 - a. Increase awareness of APCO as an American National Standards Institute (ANSI) accredited Standards Development Organization.
 - b. Educate key APCO audiences on the Standard Development Process.
 - c. Ensure APCO committees, task forces and work groups tap into trends in the public safety communications sector to anticipate and identify new standards development needs.
 - d. Utilize a variety of research methods to determine appropriate standards content.
 - e. Promote APCO standards to members and appropriate technical, legislative, and governmental bodies.
6. Sustain 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.

State of the Association

This past year has been one of momentum, progress and purpose. As an association, we continued to advance our mission to provide public safety expertise, professional development, technical assistance, advocacy and outreach. Every step we have taken has been focused on empowering our members and strengthening the 9-1-1 profession.

We continued to champion the interests of our members through strong legislative engagement. Bipartisan resolutions were introduced in both the U.S. House and Senate recognizing National Public Safety Telecommunicators Week - a critical acknowledgment of the life-saving work by our members every day. We also supported reintroducing the Enhancing First Response Act, a bipartisan bill aimed at correcting the federal classification of 9-1-1 professionals—an issue central to professional recognition.

Our membership numbers have remained strong, a testament to our organization's enduring value and relevance. This year, we expanded our international footprint significantly through newly formed strategic partnerships with Saudi Arabia and Dubai, opening pathways for global collaboration.

We brought our community together throughout the year with purposeful events designed to address key issues and celebrate our shared achievements. In October, we hosted the second 9-1-1 Staffing Crisis Summit in Fort Worth, Texas — an essential forum focused on workforce challenges impacting our members. Wellness remained a core priority, and our second Wellness Summit in March, held in Portland, Oregon, provided a meaningful place for dialogue, connection and support. And in April, we held the inaugural 9-1-1 Impact Awards at the National Press Club in Washington, D.C., honoring individuals who have made exceptional contributions to emergency communications.

Looking ahead, we are excited to gather in Baltimore, Maryland, this July for our 91st Annual Conference & Expo, the largest public safety communications event of its kind. This year's conference features 132 educational sessions – including three new tracks – plus a new Wellness Zone, an enhanced Career Center, a refreshed APCO Pavilion and a special 9-1-1 Appreciation Night at the Orioles game, with proceeds supporting the Sunshine Fund.

Supporting the next generation of leaders remains a cornerstone of our mission. This year, we awarded over \$96,000 in scholarship funds to empower our members in their professional development journeys. Yet as we set a path forward, we cannot forget our past, and our commitment to honoring those devoted to what we do was reaffirmed with the rededication of the newly designed Walk of Heroes.

As we build on the momentum of the past year, our focus is firmly set on the future – a future where telecommunicators are rightfully recognized as essential, life-saving professionals. As an association, we are steadfast in our commitment to supporting our members through expanded access to premier training, comprehensive wellness resources, career development opportunities and effective advocacy.

Thank you for being part of this journey. Together, we are strengthening our communities as we work to advance public safety communications.



Stephen Martini, RPL, CPE
President



Mel Maier, CPE
CEO/Executive Director

Financial Stability

CONSOLIDATED BALANCE SHEET- JUNE 30, 2025 (UNAUDITED)

	INTERNATIONAL	PSFA	CONSOLIDATED TOTAL
Assets			
Cash & Investments	\$7,984,964.20	\$2,848,336.71	\$10,833,300.91
Accounts Receivable	\$2,916,242.88	-	\$2,916,242.88
Prepaid Expenses	\$1,739,977.09	-	\$1,739,977.09
Property & Equipment - Net	\$3,801,476.56	\$1,018,285.13	\$4,819,761.69
ROU Asset for Operating Lease - Net	\$45,961.51	-	\$45,961.51
Investments	\$1,674,389.09	-	\$1,674,389.09
Total Assets	\$18,163,011.33	\$3,866,621.84	\$22,029,633.17

	INTERNATIONAL	PSFA	CONSOLIDATED TOTAL
Liabilities			
Accounts Payable	\$2,425,028.15	\$23,533.35	\$2,448,561.50
Accrued Expenses	\$542,926.43	-	\$542,926.43
Deferred Revenue	\$5,837,608.86	\$6,516.67	\$5,844,125.53
Current Operating Lease Liability	\$20,115.15	-	\$20,115.15
Lease Liability for Operating Lease	\$25,846.36	-	\$25,846.36
Total Liabilities	\$8,851,524.95	\$30,050.02	\$8,881,574.97

	INTERNATIONAL	PSFA	CONSOLIDATED TOTAL
Net Assets			
Unrestricted	\$9,041,581.38	\$3,536,024.82	\$12,604,606.20
Permanently Restricted	\$269,905.00	\$273,547.00	\$543,452.00
Total Net Assets	\$9,311,486.38	\$3,836,571.82	\$13,148,058.20
Total Liabilities & Net Assets	\$18,163,011.33	\$3,866,621.84	\$22,029,633.17

Membership

Despite uncertainty in the economy, APCO continued to grow in 2025 with overall membership increasing by nearly 3% to 41,885. Growth was mainly driven by the increase in group memberships. The new Student/Educator membership category more than doubled to 36 members, helping to support the future of the public safety workforce.

MEMBER TYPE	7/1/2021	7/1/2022	7/1/2023	7/1/2024	7/1/2025
Public Safety Practitioners					
Associate Member	2,515	2,210	2,002	1,975	1,805
Full Member	4,262	4,124	4,098	4,006	3,632
Full Agency Member	8,211	8,413	9,217	9,825	10,162
Online Agency Member	19,991	20,502	23,596	24,227	25,453
Commercial					
Full Commercial Members	466	442	447	409	399
Commercial Group Members	214	264	316	300	398
Total Individual Members	35,659	35,955	39,676	40,758	41,885
Organizations					
Group Member Agencies	1,313	1,453	1,586	1,699	1,723
Commercial Group Companies	52	50	43	46	52
Total Organizations	1,365	1,503	1,629	1,745	1,775



Public Safety Expertise

ADVOCATING FOR NG9-1-1 FUNDING

APCO continues to work with partners in the public safety community to advocate for significant federal funding 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, multimedia and related data from the public, then process, analyze and share this information with other ECCs and responders in the field, regardless of jurisdiction, device, software or service provider, and without the need for costly after-the-fact integrations or proprietary interfaces.

Over the past year, APCO has met with key Capitol Hill leadership to raise awareness of this funding need. APCO also continues to work with the Public Safety Next Generation 9-1-1 Coalition, which includes APCO and the nation's major fire, EMS and law enforcement associations. The Coalition held a summit on Capitol Hill demonstrating the urgency for Congress to fully fund the NG9-1-1 transition. APCO will continue efforts to secure NG9-1-1

funding through any legislative opportunity.

On a related front, APCO welcomed new rules from the Federal Communications Commission (FCC) to facilitate the deployment of NG9-1-1. The rules are responsive to APCO's recommendations and the needs of the 9-1-1 community, triggering the delivery of IP-based 9-1-1 traffic and ensuring there is no associated cost-shifting from service providers onto ECCs. APCO remains engaged with the FCC to support this framework.

APCO also highlighted to the FCC the interoperability challenges that ECCs face when transferring 9-1-1 traffic and incident-related data. APCO encouraged the FCC to require 9-1-1 service providers to enable the ECCs they serve to exchange all forms of 9-1-1 traffic with ECCs in different states and/or served by different 9-1-1 service providers. APCO is gratified that the FCC has since proposed new rules to help promote the reliability and interoperability of emerging NG9-1-1 networks. APCO will advocate for improved interoperability for ECCs in this proceeding, among other improvements.

INCREASING RECOGNITION AND SUPPORT FOR PUBLIC SAFETY TELECOMMUNICATORS

APCO continues to raise awareness of the lifesaving work performed every day by public safety telecommunicators and advocate for them to get the recognition they deserve. The federal government's catalogue of occupations, the Standard Occupational Classification (SOC), categorizes public safety telecommunicators as an administrative/clerical occupation, but there is a much more appropriate "protective service" category. Bipartisan legislation to correct the SOC has been reintroduced in the House as the 9-1-1 SAVES Act (H.R. 637) and in the Senate as the Enhancing First Response Act (S.725), where, for the first time, it has advanced to the full Senate for consideration.

The different House and Senate bills create alternative strategic paths for achieving reclassification. APCO worked closely with the legislation's co-sponsors and will continue to collaborate with them on the strategy for correcting the SOC, while simultaneously continuing to push the U.S. Office of Management and Budget (OMB) to correct the classification on its own. To that end, APCO submitted comments to OMB that detail the compelling case for reclassifying public safety telecommunicators.

APCO also remains dedicated to promoting access to mental health and wellness resources for public safety telecommunicators. The House reintroduced the bipartisan PROTECT 9-1-1 Act (H.R. 2937), which includes important measures to address the health and wellness of public safety telecommunicators. APCO worked closely with congressional staff to craft the legislation and is working to advance the bill through Congress.

IMPROVING 9-1-1 LOCATION ACCURACY

APCO continues its advocacy to improve the location information provided with wireless 9-1-1 calls so that public safety telecommunicators receive the most actionable location information possible. APCO is pleased that the FCC has heeded the call for change by launching a rulemaking proceeding to examine ways to improve wireless 9-1-1 location accuracy.

In comments filed with the FCC, APCO emphasized that “dispatchable location” – meaning the street address plus the caller’s floor, office, apartment or room number, if applicable – remains public safety’s preferred solution. When dispatchable location is not possible, APCO urged that vertical location be provided in an actionable format. APCO therefore encouraged the delivery of floor-level information wherever possible and supported the FCC’s proposal to require vertical location expressed in “height above ground level” or AGL. Currently, wireless providers are required to provide vertical information expressed as “height above ellipsoid” or HAE. APCO noted that HAE information may be unusable for ECCs without the resources to purchase and implement necessary conversion software.

APCO also recommended that the FCC grant wireless providers the flexibility – and the responsibility – to deliver the “best available” 9-1-1 location information through all technically feasible means. APCO emphasized that ECCs should receive current and sufficient location information to allow them to provide emergency response to 9-1-1 callers swiftly and accurately, working with the technology we have available today, while we continue to work together towards longer-term, incremental improvements.

Importantly, APCO also urged the FCC not to shift the burden of identifying a 9-1-1 caller’s location onto ECCs. Access to actionable 9-1-1 location data should not depend on whether a particular ECC has sufficient resources and expertise to contract with third-party vendors to interpret and supplement location data.

APCO will remain active as this proceeding moves forward and is ready to work collaboratively with the FCC and all stakeholders to advance meaningful 9-1-1 location accuracy improvements that fully leverage existing technologies and take advantage of future innovations.

ENHANCING 9-1-1 OUTAGE REPORTING

FCC rules require service providers to supply ECCs with important situational awareness concerning 9-1-1 communications service outages and disruptions. APCO prevailed over an industry effort to weaken the FCC’s 9-1-1 outage reporting rules and recently filed comments opposing another attempt to amend or repeal these rules.

APCO also partnered with the National Association of State 911 Administrators (NASNA) and NENA to urge the FCC to improve its 9-1-1 outage notifications rules so that ECCs receive more actionable and timely information. The groups outlined key issues with the current outage notification rules, encouraged the FCC to complete previously mandated research in this area, and proposed a path forward whereby service providers would implement, host, maintain and operate a secure two-way outage dashboard with real-time, actionable information about outages impacting 9-1-1. This system would also be able to initiate the outage notifications to ECCs and could be directly accessed by ECCs.

At the same time, APCO is pursuing passage of the Enhancing First Response Act (S.725), which would direct the FCC to address the need for visual information about outages and the number of 9-1-1 outages going unreported under the current reporting thresholds.

PROTECTING PUBLIC SAFETY SPECTRUM AND PROMOTING INNOVATION

For decades, the 4.9 GHz band has been dedicated to public safety users for a variety of broadband solutions. In 2023, the FCC created a framework in which a band manager will be selected to coordinate non-public safety use of the band on a secondary basis. APCO continues to advocate for implementing the new framework in a manner that ensures public safety use of the band is optimized and fully protected while taking a reasonable approach to sharing the band.

To that end, APCO filed a Petition for Rulemaking with the FCC that requests changes to the technical rules for the 4.9 GHz band to enable advanced technologies such as 5G. These changes would promote innovation, help modernize public safety communications and enable 5G services while continuing to protect public safety users.

APCO is also active in an FCC proceeding that could amend the agency's rules governing Commercial Aviation Air-Ground Systems operations in the 800 MHz ATG Band. APCO urged that any amendments to the Commission's rules be accompanied by sufficient protections for public safety spectrum operations in adjacent bands.

STANDARDS

As an American National Standards Institute (ANSI) accredited standards developer, APCO is dedicated to ensuring that public safety communications have a role in developing standards that guide the vital work of emergency communications centers (ECCs). The Standards Development Committee, subcommittees and working groups continued the developing standards that address current and future operations, training and technologies.

Over the last year, APCO opened the following working groups:

- Alarm Monitoring Company to Emergency Communications Center (ECC) CAD Automated Secure Alarm Protocol (ASAP)
- Best Practices for ECCs When Processing Vehicle Telematics Calls from Telematics Service Providers
- Core Competencies and Minimum Training Standards for ECC Supervisor
- Core Competencies and Minimum Training Standards for Peer Critical Incident (or Crisis) Support Team
- Core Competencies and Minimum Training Standards for Public Safety Communications Instructor
- Core Competencies, Operational Factors, and Training for Next Generation Technologies in the Emergency Communications Center (ECC)

APCO continuously opens working groups to write new standards or revise current standards.



Professional Development

CURRICULUM DEVELOPMENT

As part of its ongoing curriculum enhancement schedule, the Institute reviews and updates select courses each year to ensure they reflect the latest best practices and standards. This structured approach helps keep our training relevant, accurate and aligned with the evolving needs of public safety communications. These updates are made possible by collaborating with dedicated volunteer subject matter experts (SMEs) who work closely with Institute staff throughout the year.

NEW EDITIONS

APCO continued its commitment to providing relevant, high-quality training this year by updating several key courses. The newly updated course, Cybersecurity Fundamentals for the ECC, 2nd Edition, addresses the evolving threat landscape with updated content and best practices. Additionally, APCO Institute Adjunct Instructors can now teach the course, expanding opportunities for this course to reach more students. Disaster Operations and the Communications Center, 2nd Edition, was updated and expanded into a two-day course to provide a more in-depth learning experience and includes an expanded section on disaster preparation and prevention. An additional updated course, Staffing and Retention for the ECC, 2nd Edition, now includes enhanced strategies to help agencies address ongoing staffing challenges. These curriculum updates reflect APCO's ongoing efforts to meet the current issues and the dynamic needs of emergency communications professionals.

NEW INITIATIVES

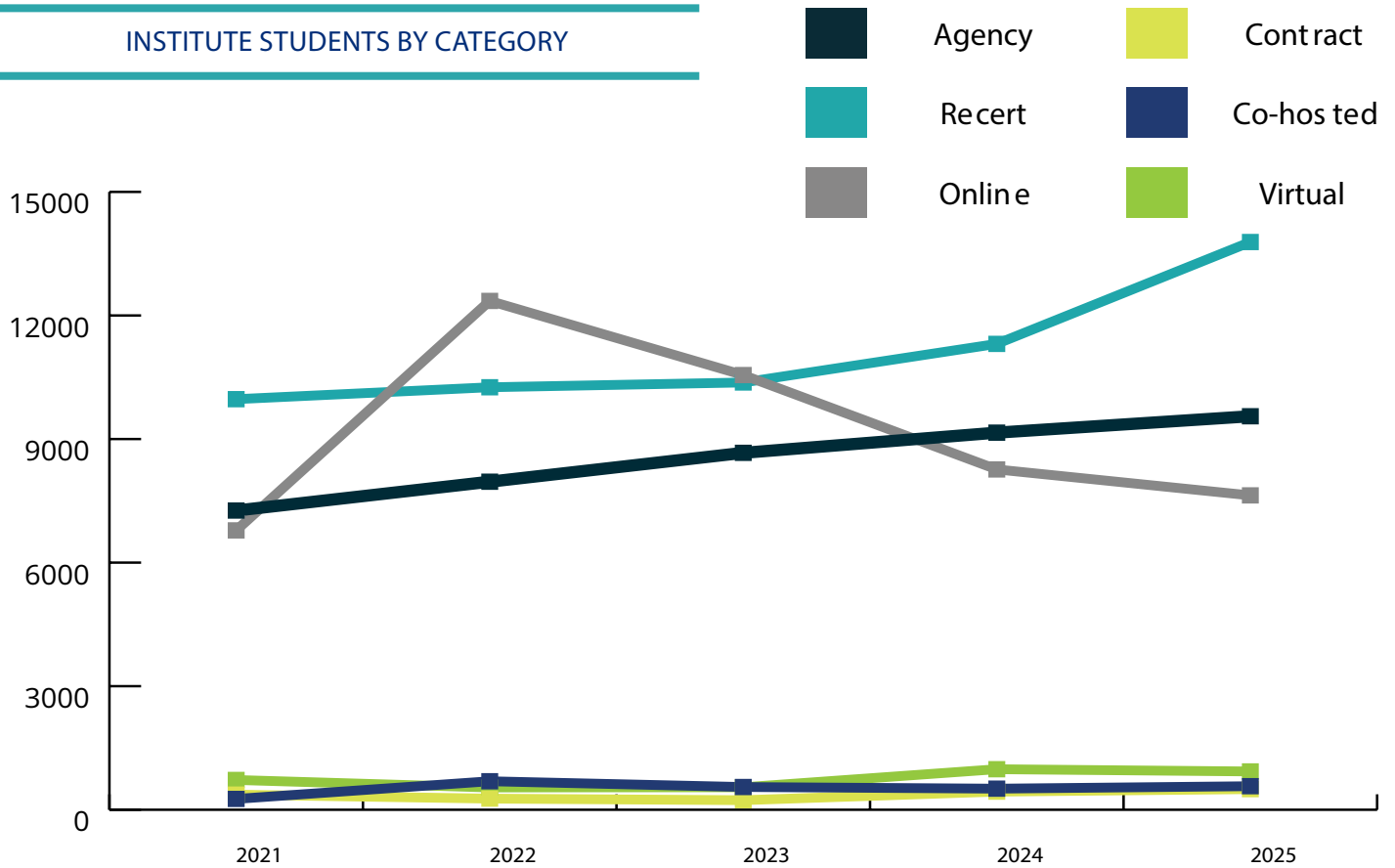
This year, the Institute partnered with Naif Arab University for Security Sciences (NAUSS) to bring APCO's training programs to Saudi Arabia. This collaboration will involve translating and localizing APCO courses into Arabic and delivering specialized training for public safety telecommunicators. The partnership is designed to strengthen emergency response in Saudi Arabia and throughout the region by creating training opportunities that raise the quality of public safety services and provide access to courses that meet the region's unique needs. Courses identified for this endeavor include both the student and instructor versions of Public Safety Telecommunicator 1, Fire Service Communications, Emergency Medical Dispatch and Communications Training Officer.

UPCOMING CURRICULUM MODIFICATIONS

In addition to the new course editions launched this year, APCO has continued work on other courses that are under development or nearing completion. These courses include Instructor Techniques, 3rd Edition; Emergency Medical Dispatch, 5th Edition, Version 5; and Emergency Medical Dispatch Manager 1st Edition, Version 2. These three courses are slated for release later in 2025. Additionally, workgroups have begun three courses: Public Safety Telecommunicator 1, 8th Edition; Surviving Stress 2nd Edition; and Customer Service in the ECC, 2nd Edition. These titles are scheduled for release in 2026.



INSTITUTE STUDENTS BY CATEGORY



CONTINUING DISPATCH EDUCATION RESOURCES

Continuing Dispatch Education (CDE) plays an important role in helping public safety communications professionals maintain certifications, keep up with trends and enhance skills. In addition to the CDEs offered through APCO Institute courses, members had access to a variety of supplemental CDE resources, some available at no cost. Resources, such as webinars and article quizzes featured in APCO's flagship publication, PSC Magazine, provided members with convenient and cost-effective ways to earn CDEs. These flexible options made it easier for professionals to fit continuing education into their busy schedules and stay active in their professional growth throughout the year.

SCHOLARSHIP PROGRAM

The APCO Silent Key and Commercial Advisory Partner Scholarship Program continued to serve as a vital resource for APCO members seeking financial assistance to advance their skills and careers through professional development. During the fiscal year, scholarship recipients used their awards to enroll in various APCO Institute courses and leadership programs, building expertise in public safety communications. The program awarded \$96,562.50

in scholarship funds to 108 members representing a wide range of professional roles. These scholarships will support their participation in APCO Institute training opportunities throughout the next fiscal year. This valuable support was made possible thanks to the generous contributions of donors and charitable partners, including the Motorola Solutions Foundation. The next scholarship application period opens in January 2026.

CUSTOMER SERVICE ENHANCEMENTS

Student manuals were changed to a flexible, ring-bound manual, making them slimmer and easier to use. The instructor manuals continue to be provided in a sturdy hardback format, giving agency instructors a solid foundation and allowing them to add notes and agency-specific content. In addition, several training videos have been updated to make the curriculum more engaging, relevant and effective. These updates are part of APCO's effort to provide the most current, impactful, user-friendly training and support.

ILLUMINATIONS

The Illuminations CDE Program continues to deliver timely, relevant content on a wide range of topics important to public safety communications professionals. This year, 2,461 emergency communications professionals subscribed to Illuminations. The program offers three focused tracks, including Emergency Medical Dispatch (EMD), Communications Training Officer (CTO) and the General track with timely content tailored to the specific needs of each audience. Students in the EMD and General tracks each earn one CDE per month, while students enrolled in the CTO track receive three CDEs per quarter.

STATE-APPROVED APCO COURSES

APCO continued coordinating with state agencies to secure appropriate approval for its courses and programs to meet specific state training credit requirements. This fiscal year, eight additional states approved APCO training offerings. The states approved include Idaho, Kentucky, Maryland, Massachusetts, Minnesota, Mississippi, New Jersey and Texas. These approvals expand APCO's reach and ensure that more public safety professionals can fulfill their state-mandated training requirements through APCO's courses and programs.

LEADERSHIP PROGRAMS

CERTIFIED PUBLIC-SAFETY EXECUTIVE (CPE) PROGRAM

APCO's Certified Public-Safety Executive (CPE) Program continues to grow and evolve as the premier executive-level professional designation in the emergency communications sector. During this year, Classes 16 and 17, comprised of 32 individuals from across the U.S., successfully completed the CPE Program, culminating with a capstone course. To date, 267 public safety communications professionals have graduated from the program.

A CPE Alumni event was held at APCO 2024 and is also planned again for APCO 2025, offering CPE graduates an opportunity to reconnect, share insights and continue building their professional networks. This year, the CPE Alumni group restructured from a paid membership model to a no-cost format in which all program graduates are automatically included. This change is intended to foster greater engagement and inclusivity across the CPE Alumni community. Additionally, CPE Alumni attended the first-ever CPE Graduate Town Hall, a new virtual forum where graduates from all CPE classes can connect to collaborate and address key challenges in public safety communications. Designed as a quarterly event, the CPE Graduate Town Hall creates a space for meaningful dialogue, with the CPE 404 session at the APCO Conference serving as one of these gatherings. These sessions offer an opportunity for alumni to share experiences, exchange ideas and work together on innovative solutions to real-world issues facing their agencies and the broader profession.

The CPE202 program has been updated with refreshed content, including introducing a new Nine-Step Change Model and case studies using the Ishikawa Diagram to analyze challenges at participants' home agencies. The course schedule has also been revised to a new cycle, beginning in March and September, replacing the previous January and July start dates. This change allows for better alignment to accommodate major holidays and the APCO Annual Conference.

REGISTERED PUBLIC-SAFETY LEADER (RPL) PROGRAM

APCO's Registered Public-Safety Leader (RPL) program continues to be a highly sought-after certification for those looking to advance their careers and make a greater impact in their agencies and communities. Its increasing enrollment and positive participant feedback demonstrate the program's effectiveness in preparing public safety professionals for management and supervisory roles in emergency communications. This year, nine RPL programs were delivered, resulting in 74 new graduates joining the ranks of RPL alumni. Graduates from this year's program will be celebrated at the RPL Graduate Breakfast at APCO 2025 to recognize their achievements and celebrate their commitment to excellence in public safety leadership.

Products & Services

APCO INTELLICOMM

APCO IntelliComm® continues to strengthen its role as a premier cognitive, criteria-based guidecard system for public safety telecommunicators, with sustained growth across North America and increasing interest in global markets. The system's flexibility and reliability in processing real-time 9-1-1 call data ensure precise, lifesaving guidance for responders and callers.

IntelliComm also enhanced its integration with Computer-Aided Dispatch (CAD) systems, streamlining workflows for emergency communications centers (ECCs). The system now offers real-time data exchange with CAD platforms from multiple vendors, allowing telecommunicators' responses to guidecard interrogations to populate directly into CAD narratives or logs with minimal latency. This integration is powered by a robust API that allows CAD systems to automatically launch IntelliComm's browser-based interface when certain call criteria are met. The result is a more efficient process across medical, fire, and law enforcement calls.

Recent updates to user management have made it easier for agencies to control access based on user roles, streamlining administration and improving overall system efficiency. The system's cloud-based architecture ensures seamless updates without downtime, aligning with agency needs for continuity and reliability.



APCO AGENCY TRAINING PROGRAM CERTIFICATION

APCO's Agency Training Program Certification (ATPC) program experienced record growth this year, as 50 ECCs received certification that their training programs met the APCO ANS 3.103.2-2015 Minimum Training Standards for Public Safety Telecommunicators. To recognize this achievement, the ECCs receiving certification will be honored during the Food for Thought Luncheon at APCO 2025.

The ATPC Committee delivered a comprehensive monthly training program throughout the year, covering various review process topics presented by seasoned committee members.

PROJECT RETAINS

ECCs have important staffing needs and APCO understands the staffing crisis that ECCs are currently facing. APCO Project RETAINS (Responsive Efforts to Address Integral Needs in Staffing) provides managers with tools and strategies to increase

the effectiveness of their own management practices, thereby improving staffing, retention and employee satisfaction in ECCs. The RETAINS Toolkit 3.0 assisted over 120 agencies this year to analyze and determine staffing needs.

NEW RESOURCE TO SUPPORT ECC STUDENT STAFFING AND RECRUITMENT

Aligned with APCO's new student and educator membership categories, APCO released a comprehensive Student Recruitment Toolkit. This valuable new resource is designed to assist ECCs in building connections with the local community, including secondary and post-secondary educational institutions, to attract the next generation of public safety telecommunicators. The toolkit features practical outreach materials for ECC representatives to use, including customizable email templates, social media posts, and other materials to support outreach efforts and recruitment campaigns. In addition, case studies are available, providing testimonials and information on how other ECCs managed similar outreach campaigns.

Student Recruitment Toolkit

About the Student Recruitment Toolkit

Over the last several years APCO has offered several new resources and programs to help emergency communications centers (ECCs) face their staffing and retention challenges. This Student Recruitment Toolkit collects new and existing resources for use by ECCs interested in recruiting directly from local secondary and post-secondary schools.

As a free resource, the Toolkit will continue to develop as we learn more about existing programs and sites. We encourage agencies that currently have programs to [contact us](#) so that we can share your ideas with others. To those who are thinking of starting a



APCO GUIDECARDS

ECCs of all sizes nationwide continue to utilize APCO's guidecards as a trusted resource for enhancing operational effectiveness in call taking. These guidecards, including EMD, fire service and law enforcement, are offered as a customized resource to meet each agency's specific needs and locality requirements. In addition, APCO offers both paper-based and technology-enabled guidecard options, providing flexibility and accessibility for ECCs across the country.

APCO CONSULTING SERVICES

APCO Consulting Services (ACS) continues to partner with ECCs by providing peer-reviewed gap analysis reports digging into topics such as operations, staffing and retention, training, and technology. 25 leads were generated, 17 customized proposals were created to address the specific needs of the agencies involved, six projects are still pending approval by the agency, two projects are still in progress, and two projects were completed and closed out.

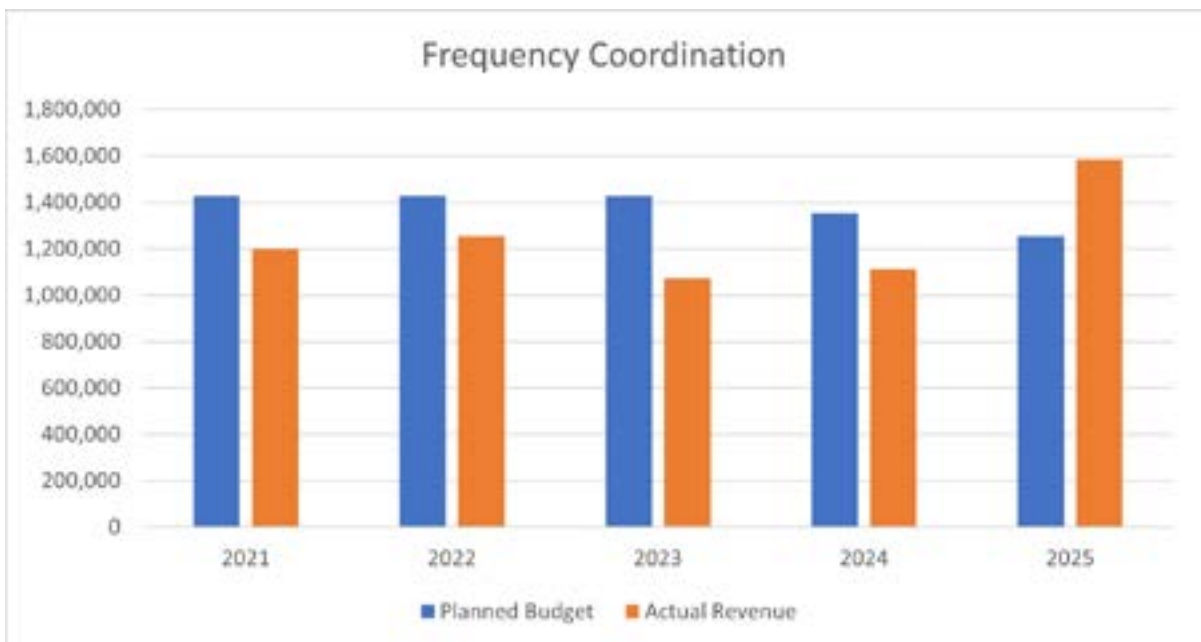
ACS continues to grow as we seek qualified subject matter experts in all fields to think outside the box while providing unbiased, vendor-neutral best practices to our flourishing industry of public safety telecommunicators. We've grown our service offering to include the development of standard operating procedures, and we partner as advisors for international agencies interested in joining the APCO journey.

Technical Assistance

AFC is APCO's spectrum management arm, providing comprehensive radio frequency coordination for public safety agencies. AFC portfolio of services consists of Part 90 frequency coordination, licensing services, engineering services and microwave coordination services.

FREQUENCY COORDINATION

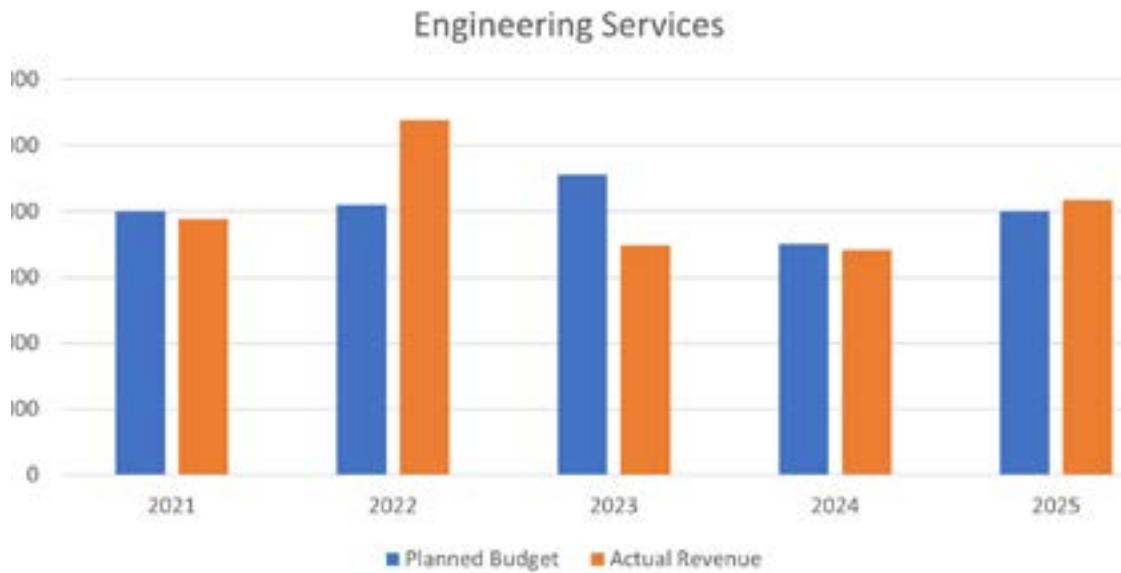
Frequency coordination under Part 90 remains the core function of APCO-AFC. As the recognized leader among Public Safety Frequency Advisory Committees (FACs), APCO-AFC continues to set the standard for technical excellence, responsiveness and integrity in the coordination process. Over the past year, AFC has experienced exceptional growth, both in terms of revenue generation and market share. This success reflects the trust and confidence placed in APCO-AFC by licensees, industry partners and regulatory stakeholders. The organization's commitment to timely service delivery, spectrum efficiency and regulatory compliance has further solidified its position as the preferred coordination provider for public safety agencies across the nation.



ENGINEERING SERVICES

AFC offers a comprehensive suite of application preparation and RF engineering services to support the increasingly complex needs of public safety and critical infrastructure communications. These engineering capabilities include feasibility studies to assess the availability of radio frequencies, detailed interference analyses to evaluate potential impact on co-channel and adjacent-channel licensees, RF propagation modeling, Canadian border coordination studies and expert assistance with channel planning and allocation in the 700 MHz and 800 MHz public safety bands.

AFC has demonstrated steady and impressive growth in this area. This sustained success is a result of both the increasing demand for expert spectrum management and AFC's reputation for technical precision and regulatory insight. The expansion of microwave engineering services has been a significant contributor to this growth, meeting the needs of agencies that rely on high-capacity backhaul and mission-critical links.

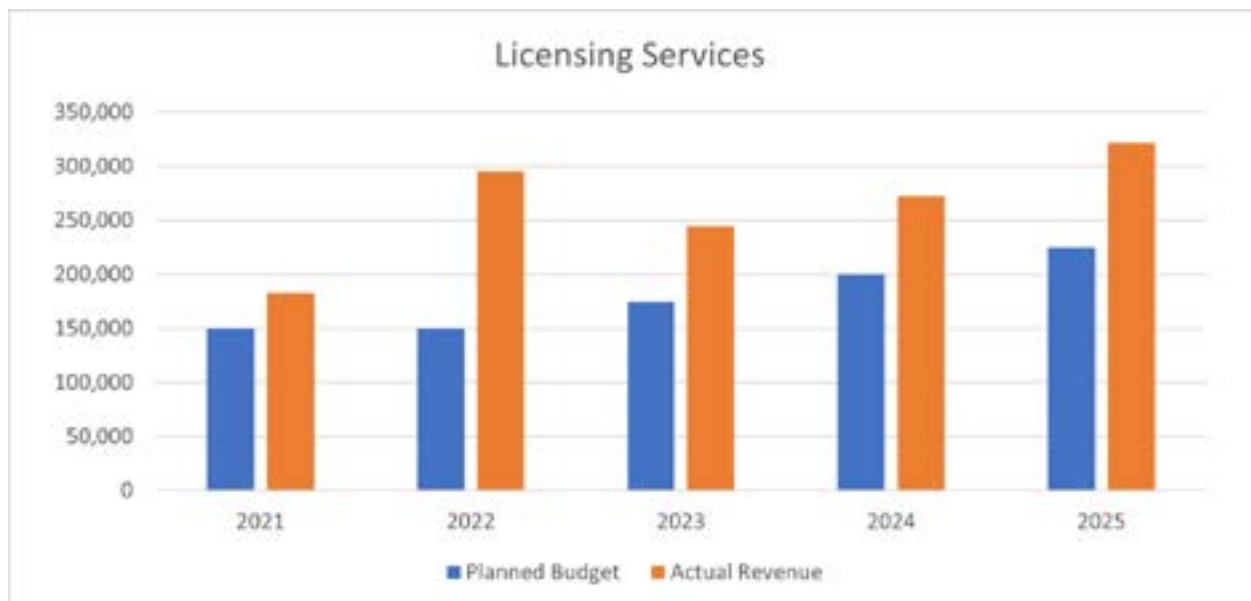


LICENSING SERVICES

APCO Licensing Services provides comprehensive, full-service support for FCC licensing needs, backed by a knowledgeable and experienced staff. The team is highly skilled in application preparation and processing, with in-depth understanding of FCC Universal Licensing System (ULS) policies and procedures, Part 90 rules and regulations and the frequency coordination process.

Since its launch in 2001, APCO licensing services has significantly expanded its portfolio to include license management and letters of concurrence (LOC) services. These additional offerings have enhanced value for licensees by streamlining ongoing compliance, renewals and spectrum planning. Especially within the last three years, demand for license management services has surged, as more public safety agencies recognize the benefits of proactive license tracking, expiration management and support with regulatory changes.

This sustained growth is a testament to APCO's trusted role in simplifying and supporting the end-to-end licensing process for public safety entities.



P25 CAP AND CAPRAD HIGHLIGHTS

Along with the National Association of State Technology Directors (NASTD) and with Federal Government support, APCO established Project 25 (P25) in the early 1990s to create standards for the design and manufacture of interoperable digital two-way wireless communications products. P25 is overseen by a steering committee consisting of representatives from public safety end user organizations. This year, APCO assumed the chairmanship of the P25 Steering Committee.

APCO technical staff continued to support the Department of Homeland Security's Science and Technology Directorate (DHS S&T) through two contracted programs - the Project 25 Compliance Assessment Program (P25 CAP) and the Computer Assisted Pre-coordination Resource & Database (CAPRAD) system.

APCO's P25 staff manage and support P25 CAP, providing both technical and policy guidance for the testing of public safety radio equipment developed and built to the Telecommunications Industry Association's TIA-102 series of standards, used in almost all public safety radios and infrastructure relied upon by first responders. The team also continues to review and approve manufacturer equipment test submissions for inclusion on DHS's approved (grant-eligible) equipment list.

In addition to its work with P25, APCO continues to actively support the National Regional Planning Council (NRPC). This support includes providing access to Spectrum-E, a state-of-the-art engineering software suite used for frequency planning, and maintaining 24/7 functionality of the CAPRAD system to improve user experience and operational efficiency. APCO and NRPC have also collaborated on a series of educational webinars aimed at supporting the 700 MHz and 800 MHz regional planning committees (RPCs), offering valuable technical guidance and regulatory insights.

Furthermore, APCO and NRPC jointly organized a one-day, in-person technical seminar held in conjunction with the APCO Annual Conference & Expo. This annual seminar is instrumental in sharing best practices and updates related to CAPRAD, and in promoting professional development. Importantly, it also fosters peer-to-peer interaction and regional collaboration, which strengthens the NRPC's effectiveness in carrying out its regional planning responsibilities.



Publications

In the 2024-2025 fiscal year, APCO issued the following publications:

- 6 bimonthly editions of PSC Magazine.
- 51 editions of PSC eNews weekly newsletter.
- 12 editions of Membership Minute monthly newsletter.
- 12 editions of Training Connection monthly newsletter.
- 46 press releases on various topics relevant to the public safety communications community.



Events

90TH ANNUAL CONFERENCE & EXPO

APCO's 90th Annual Conference & Expo was held August 4-7, in Orlando, Florida, where more than 5,700 attendees had access to 120+ professional development sessions and 252 exhibitors, along with a wide range of networking experiences.

The conference kicked off with the Opening General Session, Captain Scott Kelly, a former NASA astronaut, presented his lessons from a year in space. Winners of the 2024 Emergency Communications Center Awards Program and Leadership in Technology Awards were recognized.

At the Distinguished Achievers Breakfast, we celebrated our Platinum Corporate Partners, recognized CALEA certifications, honored NCMEC partnerships and acknowledged the achievements of our latest CPE graduates. The morning continued with an inspiring keynote from Anthony Robles, who shared his powerful journey to success and perseverance.

The Food for Thought Luncheon on Wednesday highlighted the chapter membership growth awards and Agency Training Program Certifications, while also offering a preview of next year's conference & expo. The event concluded with an inspiring keynote from Duncan Wardle, who shared about innovation and creativity.

The APCO Block Party took place at Universal Studios Florida where attendees got to experience world class attractions while networking with their peers. At the reimagined Connect & Celebrate Dinner, the evening featured the swearing-in of the Executive Committee and Board of Directors. Guests enjoyed a lively performance by the Paradigm Band, followed by a night of dancing and celebration on the open dance floor.

New to this year's conference, the Leadership Development Track was video recorded to enhance our already popular session recording packages.

APCO also introduced morning and afternoon breaks in the exhibit hall,

which successfully increased attendee traffic to the exhibit hall. Additionally, the popular Expo Quest game went digital via the mobile app, encouraging attendees to explore the exhibit hall by scanning QR codes placed throughout the space.

Following the APCO 2024 conference, we rebuilt the conference site to take advantage of modern technologies that make it more secure, flexible and responsive to a variety of platforms, while also making it easier for visitors to navigate.



9-1-1 STAFFING CRISIS SUMMIT

The 9-1-1 Staffing Crisis Summit was held October 22-24, 2024, in Fort Worth, Texas. The summit, attended by over 220 individuals, provided a platform for sharing innovative recruitment and retention strategies, fostering a culture of wellness and preparing for the future of NG9-1-1. Attendees engaged in dynamic sessions led by association leaders, participated in hands-on workshops and collaborated to develop actionable solutions aimed at building effective ECC teams.



9-1-1 WELLNESS SUMMIT

The 9-1-1 Wellness Summit took place March 2-3, 2025, in Portland, Oregon. More than 160 public safety professionals and private sector representatives gathered to explore meaningful ways to build a culture of wellness in emergency communications. The two-day event featured a comprehensive agenda of sessions focused on mental health,



peer support and holistic well-being. Throughout the conference, participants explored how to enhance peer support programs in ECCs, create physical spaces for mindfulness and meditation and build strong relationships with mental health clinicians, all with the goal of having a supportive wellness culture within public safety.

9-1-1 IMPACT AWARDS



In its inaugural year, the 9-1-1 Impact Awards marks a new chapter in recognizing excellence across public safety communications. Replacing the former Public Safety Communications Leadership in Policy Awards dinner, this expanded program moved to a more casual reception format. Encompassing a wider range of eligible recipients, these awards honored individuals who have made outstanding contributions — whether through leadership, innovation or advocacy. Awardees were celebrated on April 8, 2025, at the National Press Club in Washington, D.C.

2025 Winners included:

- The Honorable Jessica Rosenworcel, Former Chairwoman of the Federal Communications Commission.
- The Honorable Cathy McMorris Rodgers, Former U.S. Representative for Washington's Congressional District.
- Renee Gordon, Director, Department of Emergency and Customer Communications for the City of Alexandria.
- Telecommunicator Emergency Response Taskforce (TERT) team members who responded to the 2024 Hurricanes Helene and Milton.

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