

ANNUAL REPORT 2017



APCO
International

Leaders in Public Safety Communications®

ABOUT

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 nearly 30,000 members and the public.

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

To learn more, visit apcointl.org.



TABLE OF CONTENTS

- 04** LONG RANGE STRATEGIC PLAN
- 05** STATE OF THE ASSOCIATION
- 06** FINANCIAL STABILITY
- 07** MEMBERSHIP
- 08** PUBLIC SAFETY EXPERTISE
- 10** PROFESSIONAL DEVELOPMENT
- 12** TECHNICAL ASSISTANCE
- 13** OUTREACH
- 14** EVENTS

LONG RANGE STRATEGIC PLAN

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.

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. Promote APCO as a resource to legislative, administrative and regulatory entities.
 - C. Position APCO as the premier public safety communications association.
 - D. Promote APCO as the public safety communications authority related to technology and operations.
 - E. Identify and promote policy changes to address public safety communications needs.
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. 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.
6. Advance APCO's position as the premier public safety communications standards setting body.
 - A. Educate the public safety communications industry on the Standard Development Process.
 - 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.

STATE OF THE ASSOCIATION

This year at APCO International was another one for the record books as we continued to hit new milestones as leaders in public safety communications.

Most significantly, the Institute surpassed \$4 million in revenues this year as it becomes increasingly the “one stop shop” for the training needs of more than 20,000 professionals. Hand in hand with this, APCO’s membership continues to climb past previous markers. We added nearly 4,500 members to our rolls, an 18% increase over last year.

Among the Institute offerings, the new Certified Public-Safety Executive (CPE) Program is off to a strong start in its inaugural year, with a total of 32 graduates from across the country. With the complex challenges facing our profession today and in the future, APCO is excited to be cultivating outstanding executives who can lead our industry forward.

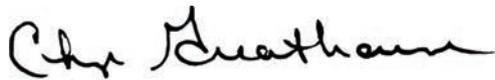
At the same time, APCO continued to press federal officials to upgrade the classification of public safety telecommunicators from clerical office work to protective services. Our members have been passionate alongside us in our advocacy. While the odds seem strangely stacked against this common sense reform, APCO will persist in seeking the respect and recognition that our profession deserves for the life-saving feats performed every day under the headsets.

Several task forces were launched this year, two on the topical areas of the non-traditional PSAP and aging in the PSAP as well as one with the mission to explore additional member benefits. We appreciated this peer effort to shed light on these workforce challenges and applaud both veteran and new members for their contributions to our many committees.

A stellar peer-to-peer effort will be unveiled at APCO 2017 – the findings and recommendations of Project 43. Nearly 80 members and APCO staff have been hard at work all year developing this practical compendium of guidance for communications centers in navigating the broadband implications for the PSAP. This report is just a start; APCO will be undertaking a number of follow-up actions and welcomes additional dialogue and collaboration triggered by its publication for months and years to come.

We want and need your engagement in so many ways and look forward to doing all we can together to continue to enhance communications for the safety of the public.

Sincerely,



Cheryl J. Greathouse
President



Derek K. Poarch
Executive Director & CEO

FINANCIAL STABILITY

APCO International, Inc. - Consolidated Balance Sheet June 30, 2017 (Unaudited)

	INTERNATIONAL	PSFA	CONSOLIDATED TOTAL
Assets			
Cash & Investments	\$6,676,929.87	\$2,458,826.20	\$9,135,756.07
Accounts Receivable	\$786,990.09	-	\$786,990.09
Prepaid Expenses	\$902,337.74	-	\$902,337.74
Property & Equipment - Net	\$1,144,841.32	\$1,280,784.67	\$2,425,625.99
Investments	\$1,139,734.38	-	\$1,139,734.38
Total Assets	\$10,650,833.40	\$3,739,610.87	\$14,390,444.27

	INTERNATIONAL	PSFA	CONSOLIDATED TOTAL
Liabilities			
Accounts Payable	\$659,686.78	-	\$659,686.78
Accrued Expenses	\$480,554.00	-	\$480,554.00
Deferred Revenue	\$3,634,443.07	\$6,516.67	\$3,640,959.74
Total Liabilities	\$4,774,683.85	\$6,516.67	\$4,781,200.52

	INTERNATIONAL	PSFA	CONSOLIDATED TOTAL
Net Assets			
Unrestricted	\$5,606,244.55	\$3,459,547.20	\$9,065,791.75
Permanently Restricted	\$269,905.00	\$273,547.00	\$543,452.00
Total Net Assets	\$5,876,149.55	\$3,733,094.20	\$9,609,243.75
Total Liabilities & Net Assets	\$10,650,833.40	\$3,739,610.87	\$14,390,444.27

MEMBERSHIP

APCO's membership grew by almost 18% since July 2016, exceeding 29,000 members for the first time. Much growth has been at the grassroots level with half of APCO's chapters experiencing double-digit growth year-over-year. Over the last five years, 80% of chapters increased membership by 12% or more.

MEMBER TYPE	7/1/2013	7/1/2014	7/1/2015	7/1/2016	7/1/2017
Public Safety Practitioners					
Associate	3,291	3,269	2,958	2,849	2,814
Full Member	6,562	6,289	5,829	5,622	5,284
Full Group Member	2,070	2,950	3,942	4,487	5,574
Online Group Member	4,368	7,475	10,429	11,351	15,084
Commercial					
Full Commercial Member	993	963	823	695	645
Commercial Group Member	n/a	n/a	88	171	218
Total Individual Members	17,284	20,946	24,069	25,175	29,619
Organizations					
Group Member Agencies	322	488	659	726	859
Commercial Group Companies	n/a	n/a	14	30	41
Total Organizations	322	488	673	756	900

The agency group membership, implemented in 2012, is the fastest growing membership category. There are currently more than 850 agencies holding a Group Membership; a more than 18% increase over the same period last year.

Commercial Group Membership was initiated in January 2015 and is expanding rapidly. Forty-one companies take advantage of the commercial group membership, a 37% increase over last year.

PUBLIC SAFETY EXPERTISE

BROADBAND IMPLICATIONS FOR THE PSAP

A Project 43™ Initiative

Project 43: Broadband Implications for the PSAP is the outgrowth of a number of major, broadband-based developments that are leading to a paradigm shift in the role of the PSAP. A myriad of IP-based technologies, including those supported through smartphones, tablets and mobile apps, are widely prevalent throughout the general public and are capable of sending an array of information to the PSAP. As a result, PSAPs of the future will be a nerve center, managing data-rich communications via broadband technology with 9-1-1 callers and first responders.



Thanks to nearly 80 members and staff for their year-long work on deliverables focused on operations, governance, cybersecurity, technology, training and workforce issues, APCO is set to deliver the final report at its annual conference in Denver in August 2017.

PUBLIC SAFETY APPS

Interoperability & Security

APCO and the U.S. Department of Homeland Security (DHS) continued a partnership to improve mobile apps for the public safety community. DHS and APCO are working with the public safety community, app developers and industry experts to leverage existing resources, identify new opportunities, and otherwise advance interoperability and security for apps. As part of the partnership with DHS, APCO held a workshop on Roadmapping Interoperability for Public Safety Apps in October 2016 in Seattle and has conducted several pilot tests focused on data interoperability, app security and testing, and public safety legal/policy compliance.

E9-1-1 LOCATION ACCURACY

Continued Progress and Improvement

APCO welcomed the adoption of wireless 9-1-1 location accuracy requirements by the Federal Communications Commission (FCC) in 2015 that were largely driven by advocacy from APCO to ensure that a dispatchable location is provided to PSAPs. Over the past year, APCO worked with the wireless carriers, NENA and others to ensure the FCC's rules are being implemented in a timely fashion. A location test bed was established to assess how location technologies perform indoors and develop metrics for estimating compliance with the FCC's accuracy requirements. Many currently-deployed and emerging technologies have been tested, and dispatchable location technologies will be tested at the end of 2017.

To support deployment of dispatchable location technologies, the carriers are creating the National Emergency Address Database (NEAD). The NEAD will be the secure database that allows for the determination of a dispatchable location by identifying signals from WiFi and Bluetooth access points. A vendor for the NEAD was selected in October 2016, and in February 2017, the NEAD Privacy and Security Plan was submitted to the FCC for approval.

Also in February 2017, nationwide providers submitted initial plans for meeting location accuracy requirements and progress reports on the implementation of location accuracy requirements to the FCC, and all providers submitted their first reports on aggregate live 9-1-1 call location data to APCO, NENA and NASNA, showing how often individual location technologies were used for actual 9-1-1 calls in six reporting regions. Finally, April 2017 was the first benchmark for which providers submitted self-certifications of compliance with the progressively-stricter location accuracy requirements.

STANDARDS DEVELOPMENT

Maintaining Optimal Sustainability

A number of standards are in development and re-development as APCO produces American National Standards Institute (ANSI) accredited standards to meet our industry's rapidly changing environment through a consensus-based and balanced process. Post realignment of the Standards Development Committee, each subcommittee established team charters that will serve as a sustainability tool to provide a sense of purpose and clear direction to committee members and leadership. APCO has successfully transitioned to the new standards management software (Higher Logic/Kavi) which has not only streamlined the standards development work, but will also enhance traceability and better prepare APCO for ANSI's auditing process.

PROJECT RETAINS RETAINS

Initiative to Update Study

The current Responsive Efforts to Assure Integral Needs in Staffing (RETAINS) study is more than seven years old. Given the numerous changes in the economy, and dynamics of the PSAPs, and their changing needs, APCO staff, in consultation with George Mason University, have been working to refresh the study culminating in a retooled initiative by the end of 2017. The new RETAINS study is on a national scale and includes emerging technologies, changes in training requirements, multi-tasking requirements and the coming "paradigm shift" that PSAPs are facing with NG9-1-1 and FirstNet. These technical advances have the potential to add to the PSAP workload, and significantly alter training and operational requirements as well as manpower needs and calculations. Given the current importance placed on an IP transition, text-to-9-1-1, location technology improvements and other technological advances, these changes will begin to impact PSAPs sooner rather than later.

APCO AGENCY TRAINING PROGRAM CERTIFICATION



Web-based evaluator and agency training has improved the process of both submitting and reviewing applications. There is evidence that the combination of the newly implemented training and the revised business rules that governs the process are strengthening the consistency and quality of the certifications awarded. Sixteen agencies will be awarded certification in August at APCO 2017.

APCO CONSULTING SERVICES (ACS)



ACS continues to build upon its reputation for providing neutral, professional and cost effective service to agencies and local governments. During the 2016-2017 fiscal year, ACS received multiple contracts from agencies across the United States.

PROFESSIONAL DEVELOPMENT

EXECUTIVE LEADERSHIP

Certified Public-Safety Executive (CPE) Program



APCO's Certified Public-Safety Executive (CPE) Program ended its first year with a total of 32 graduates from throughout the country. The individuals will be recognized at APCO's Annual Conference & Expo in August.

Many graduates refer to the CPE Program as "life-changing," and unlike any other leadership program they have experienced. The CPE curriculum of readings and case studies from renowned leadership professionals and distinguished academic sources stimulates in-depth study and discussion. A focus on guided self-discovery and personalized leadership assessment provides participants with the knowledge and skills necessary to develop their own authentic and unique leadership styles.

The CPE Program is offered twice per year, beginning in January and July. Each session is six-months in duration and includes two twelve-week online courses and a capstone seminar at APCO headquarters in Daytona Beach, FL. Sixteen candidates are participating in the current CPE session. The next session will begin in January 2018.

With the complex challenges facing our industry today and in the future, the need for people with executive leadership skills and experience will continue to grow. APCO's CPE Program was designed to cultivate leaders who can meet that need and lead our industry forward into an ever changing and uncertain future.

APCO SCHOLARSHIP PROGRAM

Commercial Advisory Committee (CAC) / Silent Key Scholarships

The 2016-17 APCO Institute Advisory Committee received 267 scholarship applications for review this year. Their objective was to support individuals at all levels of public safety in order to enable them to meet professional development goals.

Thanks to a significant financial contribution from the Motorola Solutions Foundation grant combined with additional CAC/Silent Key scholarship donations, the committee was able to fund 142 scholarships for a total of \$101,400 in awards. This included 26 scholarship awards to CPE students, 49 scholarship awards to RPL students, 45 to those in manager/director positions, 51 to those in supervisory positions, and 45 scholarships to our frontline applicants.

CONTINUING EDUCATION

New Professional Development Opportunities

Recognizing the importance of continued professional development at all levels, the Institute developed 12 hours of continuing education specific to: Agency Instructor, Communications Training Officer (CTO) and Comm Center Supervisor. Following on the success of the Illuminations program, Instructor and CTO Illuminations tracks were launched in January 2017. They are each subscription-based, affordable and convenient. The Illuminations Agency Instructor track includes topics such as student engagement, deeper learning, multiple intelligences and lesson planning. The CTO series looks at generational learning, performance-based training, documentation and feedback, as well as remedial training. Comm Center Supervisor continuing education is offered in a series of webinars that are conducted live, but also available post-webinar as recordings. The Comm Center Supervisor

webinar series includes topics such as time management, setting goals, and soft skills training on communication and active listening. All Institute webinars are now free for APCO members or \$59 for non-members.

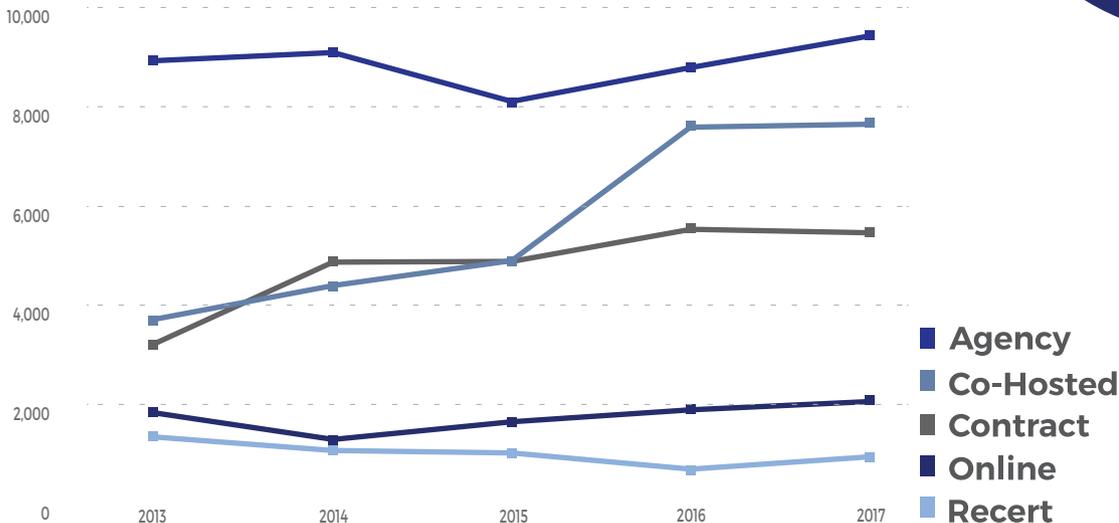
APCO/CALEA

Expanding the Partnership

After several years of offering the online CALEA Communications Accreditation Manager course, APCO and CALEA expanded their partnership to jointly develop and deliver online accreditation manager training specific to all CALEA accreditation programs (law enforcement, campus security and training academy).

Each course is divided into weekly intensive learning modules, with agency-specific research assignments that can be applied to the actual accreditation program process. Courses are independent of each other and specific to the agency type.

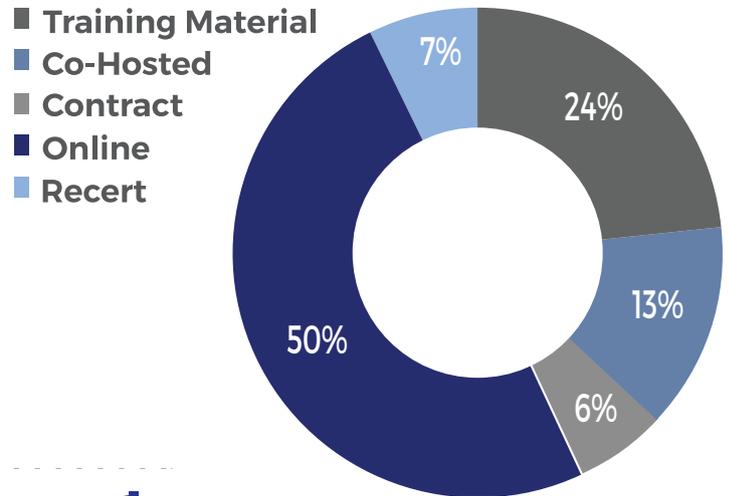
Institute Students By Category



APCO INSTITUTE

The APCO Institute has become increasingly the “one stop shop” for supporting the training needs of more than 20,000 professionals yearly.

Institute Revenue By Category



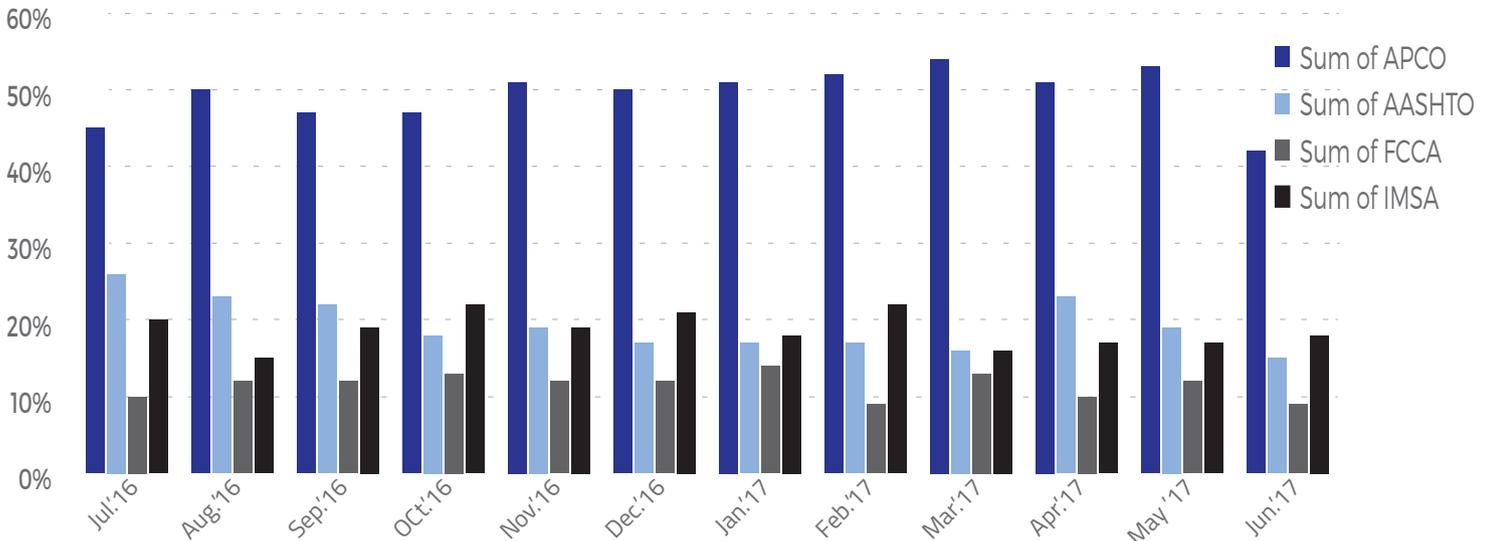
TECHNICAL ASSISTANCE

FREQUENCY COORDINATION

AFC, APCO's Spectrum Management Division, remains the leader in public safety coordination in the midst of a continuing sluggish market. This trend downward has continued since the completion of narrowbanding in 2013. AFC has held its revenue steady and has not lost any market share to competitors. There are a number of factors affecting the land mobile coordination market including, but not limited to, uncertainty created by FirstNet and the future of LMR-based systems, the licensing freeze on T-band channels (470 to 512 MHz), frequency band congestion in VHF-HB (150 to 170 MHz) and UHF (450 to 470 MHz) in many parts of the country, and the on-going 800 MHz rebanding along Mexico and Canadian borders.

Market Share Analysis

July 2016 to June 2017



P25 AND CAPRAD HIGHLIGHTS

APCO's grant was renewed by the U.S. Department of Homeland Security Science & Technology Directorate (DHS-ST) for the implementation of Project 25 (P25) and Computer Assisted Pre-Coordination Resource & Database System (CAPRAD) restructuring.

Over the past year, APCO has continued to support DHS-ST, the Office of Interoperability and Compatibility (OIC), P25 Compliance Assessment Program (P25 CAP) and the restructuring of CAPRAD. APCO continues to support the P25 CAP Advisory Panel (AP) by updating the Compliance Assessment Bulletins and issuing a new CAB related to Encryption Compliance for P25 CAP. APCO also assists OIC in reviewing and approving the Supplier Declaration of Compliance (SDOC) and Summary Test Report (STR) documents before they are posted on the P25 CAP website. APCO worked closely with the National Regional Planning Council to launch the new CAPRAD Application module (www.caprada.org).

OUTREACH

PUBLICATIONS

APCO publishes several news vehicles dedicated to keeping members informed.

PSC magazine, published bi-monthly in both paper (12,441 subscribers) and digital (24,511 subscribers) formats, is the official magazine of APCO, and includes timely articles covering the industry as well as APCO updates and CDE opportunities. The magazine is a member benefit and is also available for purchase.

PSC eNews, a weekly electronic newsletter providing APCO and industry news, is available to anyone interested in the public safety communications field.

Membership Minute, distributed exclusively to APCO members, is a monthly electronic newsletter focusing on APCO news, projects and developments.

WEBSITES

From July 1, 2016 through June 30, 2017, APCO's main website, apcointl.org, had more than 2.62 million page views, a 17% increase over the previous year. In addition, more than 450 requests for assistance and information were made this year through a "Contact the Institute" form implemented near the end of last fiscal year. Live chat functionality was added to the AFC section of the website in March, with implementation for accounting and webinar support coming in July 2017. During the second half of the fiscal year, *PSC* online, the site associated with *PSC* magazine and eNews, showed a 60% increase in page views over the first half of the fiscal year. NPSTW.org again offered telecommunicators a place to tell their stories and exceeded the previous year's page views by 80%. AppComm, APCO's Application Community for public safety apps, saw page views increase by 78%, almost doubling the number of new users in a year.

APCO'S SOCIAL MEDIA PRESENCE



[TWITTER.COM/APCOINTL](https://twitter.com/APCOINTL)



[FLICKR.COM/APCO](https://www.flickr.com/photos/apco/)



[FACEBOOK.COM/APCOINTERNATIONAL](https://www.facebook.com/APCOINTERNATIONAL)



[INSTAGRAM.COM/APCOINTERNATIONAL](https://www.instagram.com/APCOINTERNATIONAL)



[LINKEDIN.COM/COMPANY/APCO-INTERNATIONAL](https://www.linkedin.com/company/APCO-INTERNATIONAL)

EVENTS

APCO 2016

82nd Annual

Conference & Expo

 **APCO 2016**
August 14-17 | Orlando, FL

APCO's 82nd Annual Conference & Expo was held August 14-17, 2016, in Orlando, FL. More than 5,600 attendees and exhibitors experienced the 117 professional development sessions, an exhibit hall with 281 exhibitors, including 79 new exhibitors, as well as four special events. The conference was supported by 32 sponsors.

Starting the conference with the Opening General Session, Lou Holtz, legendary football coach and ESPN Analyst, spoke with passion about what makes a good team and the importance of focusing on people and the values of good relationships. Winners of the Annual Public Safety Awards Program and Leadership in Technology Awards were recognized.

FirstNet CEO Michael Poth opened the Distinguished Achievers Breakfast speaking about FirstNet's progress. Platinum Corporate Partners, CALEA certifications, NCMEC partnerships and RPL graduates were recognized followed by a keynote presentation from Doris Kearns Goodwin, presidential historian and Pulitzer Prize-winning author. Ms. Kearns delved into the captivating stories that illuminate the inner complexities of our most fascinating leaders and lessons that we can learn from them.

Keynote speaker Bob Woodward, legendary Pulitzer Prize-winning journalist/author and Associate Editor, The Washington Post, spoke on the "Price of Politics and Larger Lessons of Leadership" during the Food for Thought Luncheon. Agency Training Program Certifications and membership growth awards were presented.

Networking events included a Block Party held at the Orange County Convention Center with a Florida theme where APCO attendees were able to participate in hermit crab races and were even given the opportunity to hold an alligator. Guests enjoyed entertainment from the Band of Oz. At the Connect & Celebrate Dinner, Michael Andrew and the Swingerhead Band performed along with a main stage performance by Gary Mule Deer. Life Member and Presidential Awards were presented along with the swearing in of the Executive Committee and Board of Directors.

New at APCO 2016 was the introduction of chair yoga, a quick way to stretch your body and relieve tension at work, without leaving your office chair and the fun run/walk which promoted health and wellness for all ages.

The expo featured attractions such as the New Products Zone, showcasing new products introduced into the market since the last conference; App Island, where small companies and current exhibitors could demo their apps; and the Presentation Theater, with sessions on cutting-edge and hot topics in the public safety community. The Career Advancement Center featured presentations to enhance professional growth and a new offering to have your resume reviewed by HR professionals.

EMERGING TECHNOLOGY FORUMS

 
Emerging Technology Forum

November 2016 & February 2017

APCO continued its series of Emerging Technology Forums with events in Seattle, WA, (November 2016) and Raleigh, NC, (February 2017). Both events featured presentations on NG9-1-1, cybersecurity, FirstNet, 9-1-1 location accuracy, mobile apps for emergency response, and regulatory and legislative developments for public safety communications. The two-day format, including

educational presentations and networking with leading technology experts, provided excellent professional development opportunities for attendees. Fifteen sponsors and two supporters participated in the two events.

7TH ANNUAL PUBLIC SAFETY BROADBAND SUMMIT



The 2017 Public Safety Broadband Summit in Washington, DC, on May 16-17, 2017, brought together technology experts, policy leaders, industry partners, commercial service providers and public safety professionals, as well as state and local government personnel to discuss new technologies and legislative/regulatory developments that are shaping public safety communications. Speakers included FirstNet CEO Michael Poth, industry leaders and senior policy officials from the FCC and Capitol Hill. Eleven sponsors and two supporters participated in the Summit and shared their technology with attendees.

13TH ANNUAL PUBLIC SAFETY COMMUNICATIONS LEADERSHIP IN POLICY AWARDS DINNER



APCO's 13th Annual Public Safety Communications Leadership in Policy Awards Dinner was held in Washington, DC, on May 17, 2017. During the dinner, APCO recognized four award winners for their outstanding service and dedication to the public safety communications community. A portion of the proceeds raised from this event go to the continued support of the Public Safety Foundation of America. In addition, onsite donations were collected for the Sunshine Fund which supports public safety telecommunicators in times of special need. Eleven patrons supported this event.

The award winners were:

LEADERSHIP IN ADVOCACY AWARD



Commander John K. Merrill, USCG (Retired)
Director, Office of Interoperability and Compatibility
U.S. Department of Homeland Security

LEADERSHIP IN REGULATORY SERVICE AWARD



Roberto Mussenden
Attorney-Advisor, Public Safety and Homeland Security Bureau
Federal Communications Commission

LEADERSHIP IN LEGISLATIVE SERVICE AWARD



The Honorable Norma Torres
United States Representative

LEADERSHIP IN ADVANCING COMMUNICATIONS POLICY AWARD



Jeffrey Johnson
Vice Chairman, First Responders Network Authority
CEO, Western Fire Chief's Association



www.apcointl.org
apco@apcointl.org
(386) 322-2500 | (888) APCO911

APCO International Headquarters

J. Rhett McMillian Building
351 N. Williamson Boulevard
Daytona Beach, FL 32114

Executive Offices

Gregory T. Riddle Building
1426 Prince Street
Alexandria, VA 22314