

APCO International
Association of Public-Safety Communications Officials - International, Inc.

2007 Annual Report



THE APCO MISSION

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

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Communicating

is the basis of all relationships whether they be spouses, friends, colleagues or strangers, everyone relies on communicating with others to get through our lives. The world of public safety is no different. For the public, being able to quickly and easily communicate with people who can help during times of emergency gives us all peace of mind. For the first responders, effectively communicating with each other and the public saves lives and makes us all better. While most people never see them, the people who handle public safety communications act as the central nervous system for emergency response. Those people are the members of The Association of Public Safety-Communication Officials (APCO) – International and I am proud to serve as the representative for the over 14,000 people who make up this organization.

2007-2008 Board President's WELCOME

As the world's largest and oldest professional association for people in the public safety communications field, APCO serves its members in three distinct ways:

- helping them learn to improve their job performance through professional development educational opportunities,
- helping them take action locally, nationally and globally to improve public safety communications infrastructure and policy, and;
- helping them connect with other members of the public safety field to share best practices and improve operations within communications and between entities.

The guiding principles behind all member-oriented activity can be summed up with three words: learning, acting and connecting. However, these benefits don't just help the members of APCO. APCO members use the support they receive from the Association to serve society as a whole.

- When APCO members are better educated about the issues that affect their field they put that knowledge to use and improve the safety and security of everyone.
- When APCO members take action on behalf of public safety communications they are speaking out for everyone's right to a lifeline during an emergency.
- When APCO members connect with others in public safety communications and the broader public safety arena they are taking steps towards better interoperability.

In this annual report you will find detailed examples of some of the creative ways APCO helped public safety professionals learn, act and connect in the last year and how the members have turned those opportunities into real improvements in safety for us all. We are extremely proud of the progress we have made in the last year and, with the help of important allies, will continue to energize and support our members in their work to make the world a safer place.

Sincerely,
Willis T. Carter
President – APCO Board of Officers

A LETTER FROM THE EXECUTIVE DIRECTOR

It is my pleasure to introduce The Association of Public-Safety Communications Officials (APCO) – International's 2007 Annual Report. As APCO President Willis Carter stated in his opening letter, the Association helps its members learn, act, and connect. In researching the needs and desires of the public safety communications professionals we serve, those three ideas came up again and again. APCO is uniquely positioned to serve these needs.

As Executive Director it is my job to align the goals and interests of the members with the products, services and image of the Association. In 2007 we aligned the core competencies of the team at APCO around these three principles. Learn, act and connect became a litmus test for nearly everything we do at APCO. As you will find in this Annual Report we saw major successes in each of these areas.

In 2007 APCO offered learning opportunities through the APCO Institute, a wholly owned subsidiary of the Association. Also articles in the APCO print publication, Public Safety Communications magazine, web publications such as the APCO website, which was retooled and re-launched in August of 2007, and the email publications launched later in the fall of 2007, all served to help APCO members get the professional development information they required.

To address taking action, APCO offered grants for public safety communications projects through the Public Safety Foundation of America, a joint project with other public safety organizations that share APCO's vision for supporting communications as a crucial element of emergency response. Further, APCO's Automated Frequency Coordination offered much needed radio frequency related services for public safety communications organizations while APCO's Government and Legislative Affairs team helped to represent the public safety communications field in a year that included many changes in policies and frequencies that affected public safety as a whole.

Finally, APCO's events focused on connecting members through our industry leading Conference and Exposition, Winter Summit and Leadership in Public Policy dinner which, in total, hosted thousands of people who care about public safety communications including public safety professionals, equipment providers and policy makers. Further, in 2007 APCO significantly added to its online connection utilities through the National Public Safety Telecommunications Week blog and social networking presence.

In the pages that follow you will see that APCO not only found success in aligning our activities with our guiding principles but APCO also aligned financially around learning, acting and connecting. We have evolved our business models to address the needs of our members now and into the future. In 2007 we invested in projects that will help members learn, act and connect in new ways and built the financial foundation that will help us sustain programs in our core competencies for years to come.

Yours,
George S. Rice
Executive Director

When APCO members invest time in learning it helps them professionally, but it also helps the entire public safety system improve and benefits society as a whole. Through the APCO Institute public safety personnel can take courses, both in-person and online, to improve in their jobs and gain accreditation. APCO also offers a wide array of self-paced learning opportunities through our publications. Professional development is at the core of APCO's mission and learning is the most important way our members grow professionally.

real world examples of communications work in action. The APCO website offers best-practices information for public safety communications personnel and members. In 2007 APCO introduced the Industry Insider, a monthly email publication that reaches over 25,000 subscribers, highlights important public safety communications news and case studies.

Because communications personnel make up the nerve center of emergency operations, fielding calls from the public and dispatching the appropriate responders quickly and

APCO Members **LEARN** to deal with new threats to public safety and prepare themselves for any situation

Everyday, the APCO Institute helps members of the public safety community get better at their jobs. As the official educational arm of APCO, the Institute is the only not-for-profit educational institute that serves the unique needs of the public safety communications industry. In 2007 the APCO Institute conducted over 150 courses both online and in person, teaching over 2,000 public safety communications students from across the United States. The Institute is able to offer instruction that is based on the real world experiences of instructors who have worked in public safety communications for years. Using its alignment with the membership of APCO, the Institute is able to respond to the most important issues facing public safety communications professionals with courses that address those issues.

APCO also offers publications that offer educational opportunities to all members and other interested parties in the public safety field. Public Safety Communications, the monthly magazine published by APCO, offers up-to-date information and continuing education articles to help readers stay up to date on the latest in public safety communications operating procedures, technology and offers

efficiently, they have a dramatic impact on the performance of police, fire and emergency medical services. During a disaster, communications plays a crucial role in effective response as the public floods the public safety system with calls for help. Whether the caller needs to get a kitten out of a tree, deliver a baby, escape a burning building or survive a major natural disaster, 24 hours a day, seven days a week, public safety communications professionals are using their training to handle the calls for help.

LEARNING THAT SAVES LIVES

In 2007 the APCO Institute introduced the Active Shooter Incidents for Public Safety Communications course, which educates public safety communications professionals about the many issues and challenges posed by active shooter incidents and their response and the role public safety communications professionals play.

On February 12, 2007, APCO Member Pamela Peay Thompson was the police dispatch supervisor on duty in the Salt Lake City Police Dispatch Center when a caller reported “Somebody shooting, in the parking garage, right now! ... We have somebody being shot right now! There have been multiple shots, many shots!” The first of many, the call had come from a high-end shopping center called Trolley Square. Two minutes after the receipt of the initial call a dispatcher announced “Units on the shooting, be advised, he is still shooting. He is running inside Trolley Square with a shotgun.” The active shooter scenario was playing out.

Finding and stopping the shooter amid the throngs of panicked shoppers required coordinated support from the communications personnel and after several tense minutes the transmission came through: “We have one male down in the Pottery Barn. Suspect is down.”

During the incident calls flooded the dispatch office. Some callers needed only reassurance that the police were on the scene. Others were asking what to do and some needed only to vent their fears. Afterwards, with many people injured, the incident continued for hours. Panicked citizens concerned for the well-being of their loved ones at Trolley Square pleaded for information and witnesses wanted to provide information regarding the gunman. All of these calls were answered, including service calls for the rest of the city.

“While the outside world was out of control, the dispatch center was centered, determined and in complete control,” reported Ms. Peay Thompson. APCO strives to help all public safety communications personnel be prepared for the worst and perform, as the Salt Lake City team did, under pressure. Quality training makes this possible, and The APCO Institute will continue to offer courses, like the Active Shooter Course, to help public safety communicators do their jobs efficiently and effectively.

Everyday APCO members are called to action to help callers in times of emergency. APCO members also take action advocating for intelligent policy, and crucial advancements in equipment and technology used to ensure the safety of the public.

Though they are the nerve center of public safety and often are the first to deal directly with the public, often communications professionals are overlooked and APCO is one of the few places people in the field can turn to voice their concerns and interests

professionals, but to all citizens. In this way, APCO member advocates work on behalf of society as a whole serving to ensure that everyone can be confident in knowing that in an emergency help is just a phone call away, and that phone call will be uninterrupted, handled quickly and the appropriate response will be sent.

But APCO members don't advocate for issues alone. APCO members amplify their voices through working with partners in public safety such as the National Emergency Number Association (NENA),

APCO Members **ACT** on behalf of public safety communications professionals across the country

to decision-makers in a constructive way. By speaking out on behalf of public safety communications APCO members work hard to ensure that all citizens know how important communications are to public safety and what they can do about it.

While crucial communications professionals are literally behind the scenes when it comes to public safety, APCO members must be prepared to perform at their peak no matter what happens. While performance is based heavily on education and preparation APCO members must also work to ensure that their behind-the-scenes work isn't forgotten when improvements are considered for public safety. Whether advocating for quality communications equipment for public safety personnel or improved communications training for all public safety personnel or reliable radio spectrum for public safety use, APCO members consistently find their voice within the Association.

Every year APCO forms member committees to examine crucial issues and advocate for strong communications in every aspect of public safety. These committees tackle issues that are important not only to public safety

the International Association of Fire Chiefs (IAFC), the National Sheriff's Association, the International Association of Chiefs of Police (IACP), the Central Station Alarm Association (CSAA) and the Commission on Accreditation for Law Enforcement Agencies (CALEA), to name a few. Further, APCO has established a Global Alliance working with APCO Canada, British APCO, and APCO Australasia to share valuable insight into public safety communications issues around the globe. Working together with other organizations APCO can ensure that communications is not forgotten and APCO members can provide better services to our communities around the United States and the world.

TAKING ACTION ON THE ISSUES

In 2007 APCO members drew important media attention to an issue that affects millions of people. APCO Project LOCATE (Locate Our Citizens at Times of Emergency) published a report which included findings from a sampling of communications centers around the United States that highlighted the problems public safety communications personnel face when trying to locate 9-1-1 callers who dial from a mobile phone.

The report, and ensuing Effective Practices report, has brought attention to a major issue that had gone unnoticed in many circles: that many of the 230,000 9-1-1 calls that are placed through mobile phones every day cannot be accurately traced to a specific location. Further, APCO members have worked with all of the parties involved, the Federal Communications Commission and wireless carriers, to address this problem and have released Effective Practices guidelines for public safety communications agencies.

When the Project LOCATE report was published in 2007 APCO also launched a public relations campaign to call attention to the issue. The public relations campaign has helped advocate for coordinated efforts with all of the public safety communications stakeholders and educate the general public about the issue. As a result of the campaign articles appeared in the Wall Street Journal, USA Today, Time Magazine and MSNBC, to name a few. These articles reached millions of readers and raised awareness about the limitations of calling 9-1-1 from a mobile phone.

As wireless devices have taken hold and an estimated 8.4% of households in the United States are “wireless only” the need for APCO members’ efforts on this issue couldn’t be greater. By addressing the issue and speaking out on behalf of communications personnel, APCO members have made great strides towards ensuring that millions of 9-1-1 callers identify their location when they call from mobile phones saving precious time during emergencies and, ultimately, saving lives.

Recent events, from terrorist acts to natural disasters, have highlighted the need for public safety organizations to work together. From the smallest chapter conferences to the annual Conference and Exposition, APCO offers opportunities to network on all levels. As the largest Association for public safety communications, APCO offers great opportunities for its members to network and make lasting connections with others in public safety communications and beyond.

All of these events offer opportunities for APCO members to connect, while APCO also offers a wide array of online tools for members who may not be able to attend events to connect, including a member discussion forum, an APCO MySpace profile, a National Public Safety Telecommunications Week blog where members can comment and add photos, and an online member directory, job board and buyer's guide. These offerings, in combination with complete coverage of in-person events in APCO's Public Safety

APCO Members **CONNECT**

with others in public safety communications and other disciplines of public safety

In 2007, the 73rd Annual APCO Conference and Exposition offered over 6,000 members of the public safety communications field the opportunity to meet and talk with thousands of their colleagues from around the globe and learn from some of the industry's most knowledgeable speakers. While the Conference is hosted by a different Chapter each year, APCO Chapters around the country also hold conferences throughout the year, drawing members and attendees together to address issues particular to their regions.

Also, APCO members celebrate National Public Safety Telecommunications Week, an annual event started by an APCO member in 1981. Every April APCO members come together to hold events that include open houses for the public and recognition for communications personnel. The Annual Public Safety Communications Leadership in Policy Awards Dinner is also held during the week, highlighting the efforts of leaders who advance policies that ensure the safety of us all through improved communications.

Communications magazine, ensure that members have opportunities to connect with each other in many different ways.

While individual professional networking for APCO members is an important force behind these events, APCO members also serve as representatives for the entire public safety communications field connecting with other public safety personnel as well as communications professionals from around the world. As public safety threats require multi-disciplinary responses, APCO is leading the way towards working with other public safety organizations to better serve the public.

CONNECTING AROUND THE WORLD

As global threats emerge, APCO recognizes that it is imperative that public safety communications professionals work in partnership with others and learn from each other internationally. In 2007, APCO took great strides to connect communications personnel around the world through the APCO Global Alliance, a collaborative effort between APCO International, APCO Canada, British APCO (BAPCO) and APCO Australasia to advocate on issues of global concern. Connecting these international organizations allows all of the members of the alliance to amplify the voices of their organizations.

In 2007, the Global Alliance announced its first position statement on Travel Safety and Security, encouraging telephony carriers to use technology already available and explore burgeoning technologies to help public safety communications agencies locate callers in an emergency. Global tourism and business travel continue to increase and are vital to the economic success of all countries.

Today, many travelers carry their wireless phones or Voice over IP (VoIP) enabled laptop computers abroad. As a result, they may use their home country's emergency access number to call for help while traveling internationally. To ensure the safety and security of the traveling public, the Global Alliance proposes that visitors be able to use their home country's access number to reach local public safety agencies.

Through connecting with other organizations, APCO is able to combine forces to achieve improved safety and security around the globe. The combined efforts of the organizations highlights the importance of strong connections on the global level, but from the global level to the town hall, a well-connected association is capable of so much more than an isolated one. The year 2007 has been a year of cooperation and coordination never before seen at APCO and is the beginning of a new, interconnected era for public safety communications as a whole.

The APCO Balance Sheet

	APCO International	Automated Frequency Coordination	The APCO Institute	Combined Subtotal	The Public Safety Foundation of America	The APCO Heritage Foundation	Consolidated Total
Assets:							
Cash & Temporary Cash Investments	\$1,543,489.37	\$1,105,927.55	\$2,397,035.67	\$5,046,452.59	\$4,798,454.04	\$9,514.58	\$9,854,421.21
Accounts Receivable	\$146,514.04	\$335,250.50	\$211,469.16	\$693,233.70			\$693,233.70
Prepaid Expenses	\$661,073.06	\$18,866.56	\$11,919.00	\$691,858.62			\$691,858.62
Property and Equipment, Net	\$1,518,283.55	\$272,343.10	\$108,617.45	\$1,899,244.10			\$1,899,244.10
Other Assets	\$4,419.00			\$4,419.00			\$4,419.00
Total Assets	\$3,873,779.02	\$1,732,387.71	\$2,729,041.28	\$8,335,208.01			\$13,143,176.63
Liabilities and Net Assets:							
Accounts Payable & Accrued Expenses	\$256,145.54	\$71,037.97	\$62,122.64	\$389,306.15			\$389,306.15
Intercompany Accounts	\$(25.38)			\$(25.38)			\$-
Deferred Revenues	\$3,795,362.39	\$40,394.50	\$630,601.50	\$4,466,358.39			\$4,466,358.39
Bonds Payable	\$1,209,998.94			\$1,209,998.94			\$1,209,998.94
Total Liabilities	\$5,261,481.49	\$111,432.47	\$692,724.14	\$6,065,638.10			\$6,065,663.48
Net Assets:							
Unrestricted	\$(2,771,322.20)	\$1,620,955.24	\$1,703,618.58	\$553,251.62			\$4,422,038.14
Temporarily Restricted	\$781,790.78		\$42,312.67	\$824,103.45			\$1,763,260.17
Permanently Restricted	\$601,828.95		\$290,385.89	\$892,214.84			\$892,214.84
Total Net Assets	\$(1,387,702.47)	\$1,620,955.24	\$2,036,317.14	\$2,269,569.91			\$7,077,513.15
Total Liabilities & Net Assets	\$3,873,779.02	\$1,732,387.71	\$2,729,041.28	\$8,335,208.01			\$13,143,176.63

Note: Operating Reserves = 44.5% (calculated on a combined basis as the percent of unrestricted cash and investments compared to the annual operating budget)

For a copy of APCO International's most recent audit report, please contact Mark Cannon, Deputy Executive Director & CFO/COO, at (386) 322-2500.

Just as communications technology is changing every day so too must the professional association for the people who use communications to ensure the safety of the public. APCO is, therefore, moving forward on some key initiatives to address the challenges of both the field and the association world of tomorrow.

APCO members and staff have launched efforts to fully prepare public safety communications professionals for the future, whether it's the APCO Institute's new course offerings, the Communications Center and 9-1-1 Services Department's efforts to create new standards for public safety communications, APCO is at the leading edge of progress in public safety.

As an association APCO, has taken steps to make a positive environmental and social impact through efforts like minimizing printing by converting the member directory to an up-to-date online database of members, following green guidelines for the annual conference and new

The Future of APCO

initiatives such as the Live Near Your Work program which is intended to help public safety communications personnel working in high-income communities find affordable housing close to their workplaces.

Just as the members of APCO work not only to improve in their field, but to serve the public, through efforts like the ones in this report, APCO hopes to not only serve the members of the public safety communications profession, but society as a whole.

YOU CAN SUPPORT PUBLIC SAFETY COMMUNICATIONS

Everyday APCO members provide peace of mind to the public, proving that help is always just a phone call away. Yet APCO members need support as well. With support from donors, partners and individuals APCO can ensure that the men and women serving in the public safety communications profession have the training and support programs they need. Contact APCO for more information on how you can be a part of the effort.

APCO International

(386) 322-2500

or

(888) APCO 9-1-1



APCO International

Association of Public-Safety Communications Officials - International, Inc.

Subsidiaries:

The APCO Institute
APCO Automated Frequency Coordination
The APCO Heritage Foundation
The Public Safety Foundation of America