

Annual Report 2013



APCO
International

Leaders in Public Safety Communications®

WELCOME

State of the Association

APCO International continues to experience significant growth by any measure – finances, members, program participation, and the strength of our external relationships.

We achieved new association records for membership and training participants with both topping 17,000 and growing. We grew our balance sheet by more than \$1 million. Our Annual Conference in Anaheim will not only continue be the largest tradeshow in the public safety communications field, our line-up of entertainers and plenary speakers will make it an extravaganza unmatched in our history.

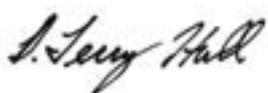
As if this were not enough, we built deeper ties to the major public safety organizations in the country such as the police chiefs, sheriffs and fire chiefs and to our federal partners. APCO chaired SAFECOM for the first time in its history and we forged a new partnership with the National Public Safety Telecommunications Council (NPSTC) to develop the technical standards related to public safety broadband communications using the APCO ANSI process.

As we continue to work with government and industry to build the future broadband infrastructure for public safety, APCO is there with cutting edge programming in terms of the Emerging Technology Forums and new resources such as the AppComm site that is cataloging the growing number of apps for supporting emergency response. Our strong ties with the nation's four largest wireless carriers helped broker an agreement on a voluntary commitment to offer text-to-911 services. This took persistent negotiation to minimize the opportunities for confusion as such services are rolled out to the public.

As an international organization, global relationships are important as well. That's why in November of last year, we renewed our commitment to the APCO Global Alliance under a new and improved charter focused on raising global awareness about issues of universal emergency number access, broadband, spectrum harmonization, telematics and other advances in mission-critical communications.

APSTAT – our new internal accountability monitoring tool – was fully implemented this past year to better track the forward progress APCO International is making toward fulfillment of the members' vision in our Long Range Strategic Plan.

We invite you to learn more about this banner year for APCO International in which we achieved new heights in our quest to enhance communications for the safety of the public.



D. Terry Hall
President



Derek K. Poarch
Executive Director

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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. Assert APCO's leadership role in public safety communications.
 - A. Effectively advocating before Congress and federal agencies.
 - B. Serving as a resource to policymakers at all levels.
 - C. Driving the development of standards for public safety communications.
 - D. Facilitating partnerships with key stakeholders.
 - E. Being the organization of choice.
2. Enrich communications and outreach.
 - A. Establishing professional networks to identify and advance communications solutions.
 - B. Positioning APCO as an indispensable resource.
 - C. Convening and networking with stakeholders to resolve critical issues.
 - D. Demonstrating APCO's value to new and existing audiences.

3. Ensure APCO's financial viability.
 - A. Prioritizing resources to remain effective and adaptive.
 - B. Exercising prudent fiscal management.
 - C. Identifying cut off points for initiatives no longer meeting expectations.
 - D. Developing quality business opportunities.
 - E. Diligently seeking grant revenues to support our goals.
4. Foster effective use of public safety spectrum and technologies.
 - A. Advocating for the allocation and coordination of spectrum.
 - B. Partnering with industry to influence the direction of next generation communication solutions.
 - C. Partnering with other associations, organizations and governmental agencies to influence the direction of existing and future communication solutions.
5. Ensure APCO's growth and development.
 - A. Cultivating highly qualified teams of professional staff and subject matter experts.
 - B. Recruiting and mentoring emerging leaders.
 - C. Developing value-added services in an entrepreneurial manner.
 - D. Enhancing member engagement and retention.

FINANCIAL STABILITY

APCO International, Inc. - Consolidated Balance Sheet June 30, 2013 (Unaudited)

	International	PSFA	Consolidated Total
Assets			
Cash and Investments	\$ 6,146,444.71	\$ 2,285,072.98	\$ 8,431,517.69
Accounts Receivable	\$ 768,113.29	-	\$ 768,113.29
Prepaid Expenses	\$ 546,576.70	-	\$ 546,576.70
Property and Equipment - Net	\$ 1,420,942.83	\$ 1,385,524.05	\$ 2,806,466.88
Total Assets	\$ 8,882,077.53	\$ 3,670,597.03	\$ 12,552,674.56
Liabilities and Net Assets			
Accounts Payable	\$ 508,950.90	-	\$ 508,950.90
Accrued Expenses	\$ 283,893.78	-	\$ 283,893.78
Deferred Revenue	\$ 3,194,651.98	\$ 6,516.67	\$ 3,201,168.65
Capital Lease Obligation	\$ 18,503.74	-	\$ 18,503.74
Total Liabilities	\$ 4,006,000.40	\$ 6,516.67	\$ 4,012,517.07
Net Assets			
Unrestricted	\$ 4,606,172.21	\$ 3,390,533.36	\$ 7,996,705.57
Permanently Restricted	\$ 269,904.92	\$ 273,547.00	\$ 543,451.92
Total Net Assets	\$ 4,876,077.13	\$ 3,664,080.36	\$ 8,540,157.49
Total Liabilities & Net Assets	\$ 8,882,077.53	\$ 3,670,597.03	\$ 12,552,674.56

MEMBERSHIP AND OUTREACH

Membership numbers have seen a positive growth of 14% over last year, which are largely attributed to the growth in the Group Membership option.

	July 1, 2012	July 1, 2013	Growth
Associate	3,282	3,291	0.27%
Commercial	1,038	993	-4.34%
Full	7,954	8,632	8.52%
Online	2,841	4,368	53.75%
Total	15,115	17,284	14.35%

	July 1, 2012	July 1, 2013	Growth
Group Member Agencies	200	322	61%

The number of agencies participating in the Group Membership Program is up 61% as compared to last year with a total of 322 participating agencies.

Launch of AppComm

On April 23, 2013, APCO launched AppComm, the single, trusted online forum where public safety professionals, the general public, and app developers can rate and comment on apps, submit ideas for new apps to serve public safety needs, and suggest additional apps for inclusion on the site. AppComm provides clickable links to download the apps from external developer websites and app stores.



APCO recognizes the importance of providing a platform that the public safety community can trust and rely upon to aggregate and develop the most effective apps for public safety and emergency response. AppComm users, particularly first responders and APCO members, will provide critical insights to identify the best apps and facilitate practitioner-driven innovation.

Text-to-9-1-1 Carrier Agreement

On December 7, 2012, APCO announced that it helped broker an agreement among the nation's four largest wireless service providers in which they voluntarily committed to offer text-to-9-1-1 services. The agreement specified that the carriers will make text-to-9-1-1 services available to PSAPs no later than May 15, 2014, and bounce-back (auto-reply) messages by June 30, 2013, when text-to-9-1-1 is not available in a particular area.

78th Annual Conference & Expo

The 78th Annual Conference & Expo was held August 19-22 in Minneapolis, Minnesota, where attendees had the opportunity to visit 271 exhibitors, which included 62 new exhibitors.

The opening keynote speaker was Martin Buser, Iditarod Champion and owner of Happy Trails Kennels, and a special address was given by Dr. Rebecca M. Blank, Acting U.S. Secretary of

MEMBERSHIP AND OUTREACH

Commerce. During the Distinguished Achievers Breakfast, awards were given to recognize the achievements of outstanding citizens within the public safety communications community. Keynote speaker Jason Ryan Dorsey, The Gen Y Guy®, used humor to help the audience understand how to cope with the generation gap in the workplace and special remarks were made by FCC Commissioner Jessica Rosenworcel. During the Blue and White Gala, comedian Louie Anderson performed a stand-up routine which was a hit with the audience. APCO 2012 concluded with the Closing Luncheon that featured motivational speaker Laura Stack and special remarks by Minnesota Senator Amy Klobuchar.

Emerging Technology Forums

This year, APCO held two Emerging Technology Forums. The first one was held January 30-31, 2013 in Anaheim, California with more than 300 attendees and the second was June 25-26, 2013 in Chicago, Illinois, which attracted more than 100 attendees. Both featured presentations on the latest technology, FirstNet updates, an overview of NG9-1-1 tools and apps that are becoming essential components of emergency response.

Third Annual Broadband Summit & Expo

The 2013 Broadband Summit & Expo in Washington, D.C. on May 13-14, brought together technology experts, policy leaders, industry partners, commercial carriers, and public safety professionals, as well as state and local government personnel to discuss new technologies and legislative/regulatory environments that are shaping public safety communications. This year's speakers included Brian Forde of the White House Office of Science and Technology Policy, Stephen Fletcher of the National Telecommunications and Information Administration's (NTIA) newly formed Office of Public Safety Communications, and Assistant Chief Charles Dowd of the New York City Police Department and FirstNet Board member.

9th Annual Public Safety Communications Leadership in Policy Awards Dinner

The 9th Annual Public Safety Communications Leadership in Policy Awards Dinner was held in Washington, D.C. on May 14, 2013. During the dinner, award winners were recognized for their outstanding service and dedication to the public safety communications community.

The award winners were:

Leadership in Advocacy

Sheriff Paul H. Fitzgerald, Story County, Iowa and FirstNet Board Member

Leadership in Regulatory Service

Kenneth P. Moran, Senior Deputy Chief of the Public Safety and Homeland Security Bureau, Federal Communications Commission

Leadership in Legislative Service

Congresswoman Anna G. Eshoo, Ranking Member of the Communications and Technology Subcommittee, Energy and Commerce Committee

Leadership in Advancing Communications Policy

Commissioner Jessica Rosenworcel, Federal Communications Commission

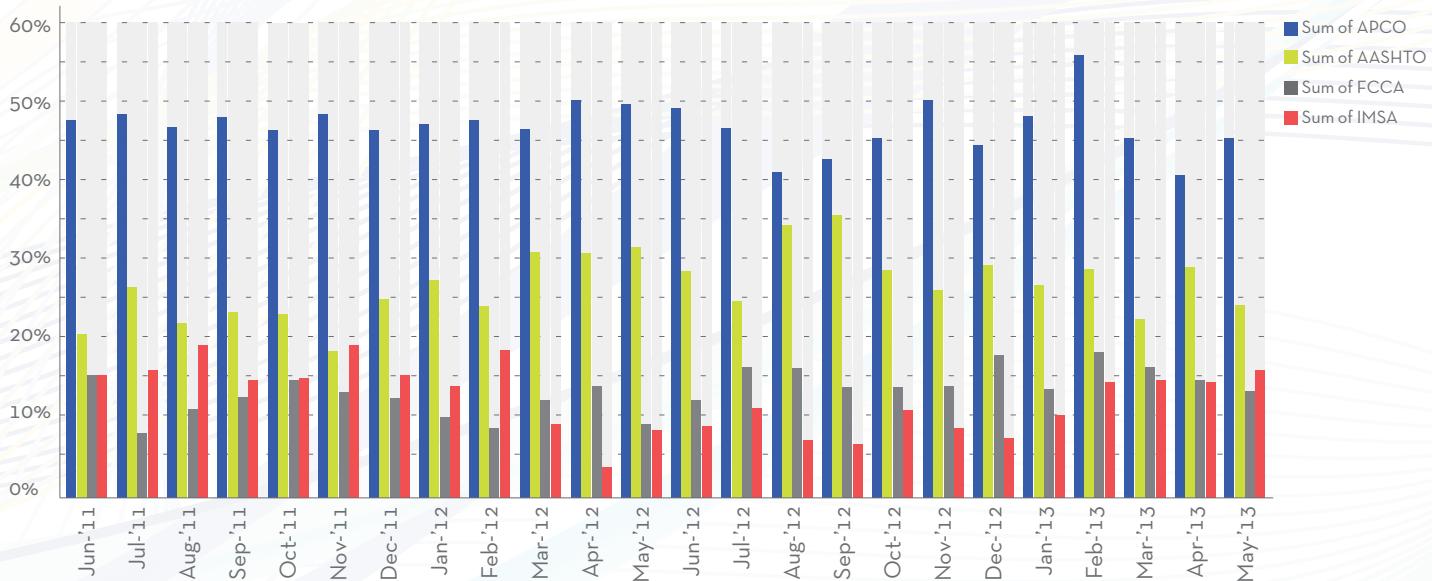
Growth of Corporate Partnerships

The Corporate Partners Program continues to evolve to meet the needs of the commercial partners and the objectives of APCO. Now numbering 19, Corporate Partners have increased their amount of financial support and we receive valuable feedback from returning partners.

Frequency Coordination

AFC, APCO's Spectrum Management Division, continues its market share dominance as depicted by the graph shown below. The average monthly applications received by AFC during the fiscal year jumped to 540 applications due to these contributing factors: 1) The narrowbanding compliance deadline was January 1, 2013; 2) Increased licensing in 700 MHz band due to T-Band (470 to 512 MHz band) reallocation and imposed FCC freeze; 3) Availability of additional 800 MHz Vacated Spectrum (i.e., Sprint/Nextel giveback channels).

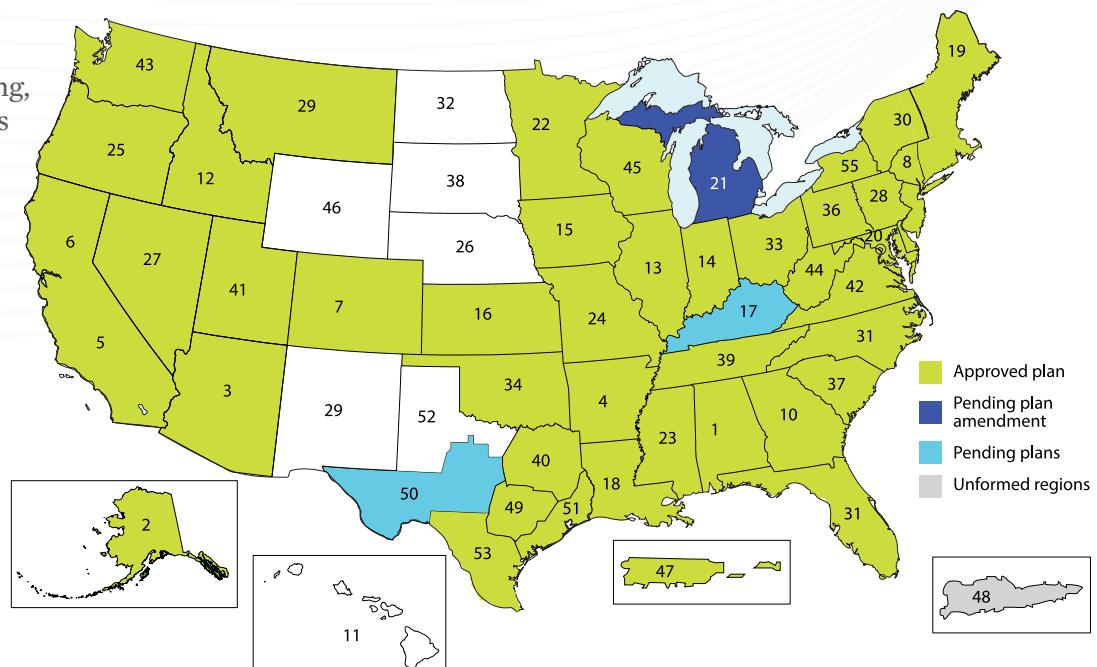
Market Share Analysis



National Regional Planning Council (NRPC)

APCO continues to support 700 & 800 MHz Regional Planning Committees (RPCs) through a grant as a subcontractor to the Engility Corporation. AFC has been providing administrative, training, and technical assistance to RPCs in addition to technical support for the Computer Assisted Pre-Coordination Resource and Database System (CAPRAD).

There has been a steady progress toward plan approval and amendments submitted to the FCC since APCO's involvement in 2009. The graph shows the number of approved 700 MHz plans per region as of June 3, 2013.



PROFESSIONAL DEVELOPMENT

APCO Institute Growth

This year over 17,000 students participated in APCO Institute training, setting a new record. The addition of the continuing dispatch education program Illuminations, an increase in the number of international students, and the demand for the course *Active Shooter Incidents for Public Safety Communications* have had a direct impact on this accomplishment.

Continuing Education

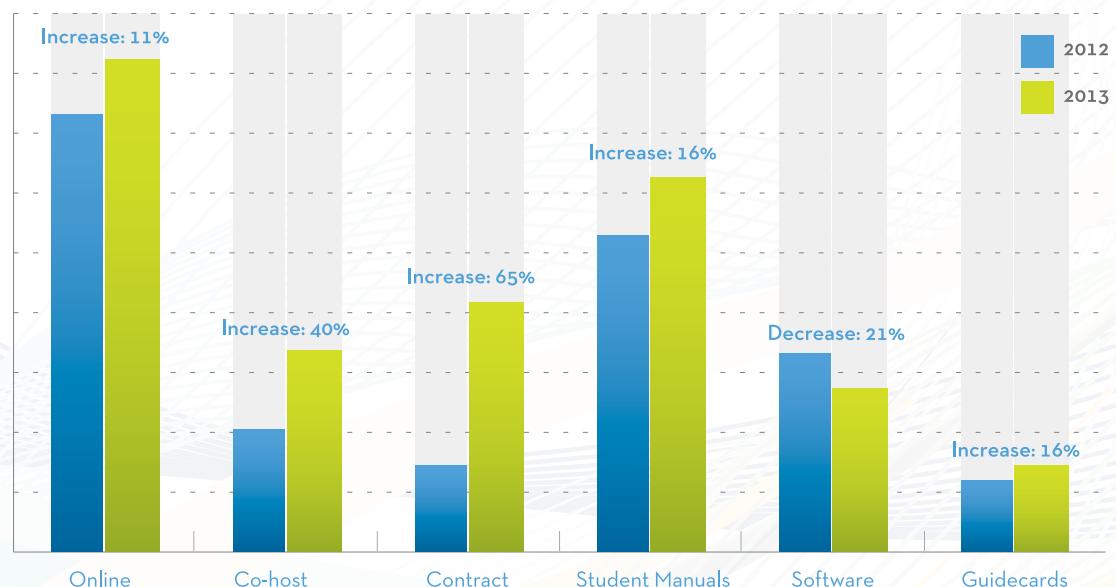
In January, the Institute launched a new component of APCO's distance learning program, Illuminations, which provides an opportunity to obtain "at your desk" continuing education. A new training topic is offered each month through an annual subscription-based service. It is designed to meet the immediate need of many agencies that have continuing education requirements.

A total of twelve CDEs are available through the program. The topics are built around current state mandates and hot topics that directly affect communications.

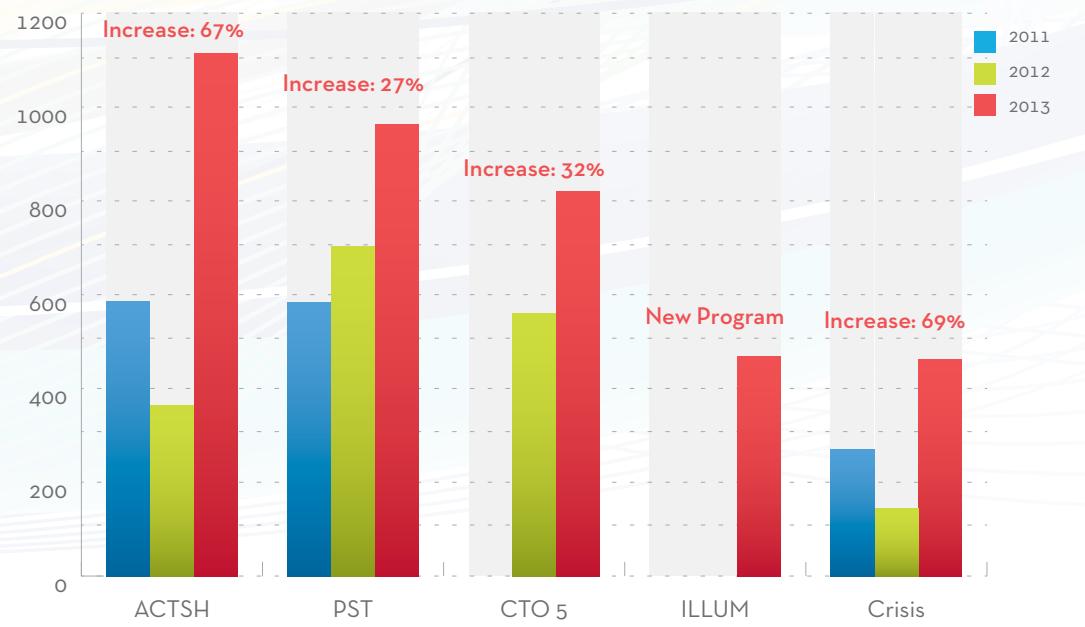
Active Shooter Incidents Training

Over the last five years the Institute has been a trusted provider for the course *Active Shooter Incidents for Public Safety Communications* and continues to apply the lessons learned by those that have experienced this type of incident and the many challenges it can create. Over the past year, there has been a significant spike in agencies that have chosen to be proactive in preparing for

Institute Revenue Yearly Comparison



Institute Student Data Yearly Comparison



the possibility of an active shooter incident in their jurisdiction. There have been over 38 courses that have been requested and conducted over the last year, with 16 scheduled for the next fiscal year.

United States Armed Services

The Institute's relationship with the Armed Services continues to grow with the recent addition of the U.S. Marine Corps (USMC). USMC personnel from Arizona, California, North Carolina, South Carolina, Virginia, as well as Japan are currently attending advanced certification courses through the Institute's distance learning program.

In addition to the personnel from the Marine Corps, there have been a large number of Navy personnel that have attended an array of the courses offered by the Institute, including *Train-the-Trainer* at locations in Jacksonville, FL, San Diego, CA, and as far as Japan and Italy. The Institute values the opportunity to provide the Marine Corps and the Navy with the training and tools that are needed for them to continue their day-to-day activities and mission to protect and serve.

International Students

The Institute continues to increase its international presence through both online and live training. This year countries represented were as follows:

Bermuda	Mexico
Canada	Saudi Arabia
Cayman Islands	Spain
Iceland	Turks and Caicos Islands
Japan	United Kingdom
Kuwait	

Much of the international training is conducted online, however the Institute conducted live training in both Saudi Arabia and Mexico.

In the Fall of 2012, the Institute welcomed the chosen leaders of Saudi Aramco Command and Control centers to the U.S. to begin a six-week

comprehensive, advanced training program. Each attendee gained an understanding of soft leadership skills and technical training in a safe and controlled environment, which was followed by observation in a live communications center.

The classroom training was conducted at a Massachusetts State 9-1-1 Department training facility where the students were placed with a call taker and radio dispatcher to observe emergency and non-emergency call handling and radio communication techniques. They were also placed with the Boston PD supervisors to observe the procedures taught in the *Communication Center Supervisor Course*.

In the Spring of 2013, an additional three weeks of training was conducted in Saudi Arabia, followed by instructor training at APCO headquarters, in Daytona Beach, FL.

The Institute also conducted several weeks of training for the Gobierno Del Estado De Baja California, México, the State Government of Baja California. Training was conducted in Spanish and a total of 195 students from Mexico have completed the program.



Standards Development Activities

APCO has been an ANSI accredited Standards Developer since 2006 and APCO published the following standards during the past year:

- Public Safety Communications Incident Types for Data Exchange (11/2/12)
- Core Competencies and Minimum Training Standards for Public Safety Communications Supervisor (12/7/12)
- Core Competencies and Minimum Training Standards for Public Safety Communications Training Coordinator (12/7/12)
- Core Competencies and Minimum Training Standards for Public Safety Communications Training Officer – Version 2 (1/30/13)
- Core Competencies and Minimum Training Standards for Public Safety Communications Quality Assurance Evaluator (4/11/13)

APCO currently has standards in various stages of development covering topics such as common incident type codes, next generation technologies, use of social media, and vehicle telematics best practices.

Occupational Analysis in Progress:

- Calltaker, Fire Services Dispatcher, Law Enforcement Dispatcher, Emergency Medical Services Dispatcher (for revision of Minimum Training Standards for Public Safety Telecommunicator)

APCO continues to work with other organizations, such as the NFPA, IJIS, NPSTC and NENA to ensure cohesiveness.

Emergency Communications Task Force (ECTF)

During the Fall of 2012, APCO and the IJIS Institute established the Emergency Communications Task Force (ECTF) - Standards and Technology. The goal of the task force is to identify applications for standards-based information sharing and interoperability, as well as define the scope and priority for next generation communications and data management technology solutions.

This past year, the task force identified and assessed information sharing and interoperability architectures as well as stakeholders. The task force will recommend next steps and the summary report will be ready for distribution at the APCO Annual Conference in Anaheim. The report of the task force may result in the creation of an IJIS Institute Advisory Committee on Emergency Communications.



FirstNet: Statement of Requirements

APCO's Communications Center and 9-1-1 Services (CC9S) division participated in a number of initiatives to support the National Public Safety Broadband Network and, in particular, as a member of the FirstNet Statement of Requirements Public Safety Review Team (PSRT) of NPSTC. This team was tasked with determining which of the requirements in the original document are a “must have” for launch. The team published an executive summary that identified the need to define “Public Safety Grade” prior to launch, and steps are currently underway to do so.

PTT Over LTE

APCO participated in the NPSTC/NIST Push to Talk Over LTE workgroup. The group created an initial recommendation regarding mission critical voice over LTE services. APCO staff, along with approximately 20 public safety officials from around the country,

finalized the document, which will be submitted to the FirstNet Board for approval. Once this document is approved, NIST will present the document to 3GPP for consideration of inclusion in the international LTE Standard. This is one of the most critical steps in ensuring a global standard and ensuring public safety interoperability on an international scale.

4.9 GHz

APCO staff are serving as the group lead for the NPSTC 4.9 GHz point-to-point working group. Areas of concentration for the group include antenna categories, ERP limits and antenna polarization. Additionally, the group will formulate recommendations, to be combined with other working groups, involving potential uses of the 4.9 GHz spectrum. Considerations include: urban/suburban/rural use, FirstNet use, primary or secondary allocations for narrowband support, hot spots, and point to multi-point uses.

This group will also oversee efforts of the Air to Ground, Bomb Robot, and Specialized Uses sub-group. Issues for consideration by the sub-group include radio astronomy, interoperability and standardization, which need to be addressed globally and have specific impact on air to ground compatibility.

U.S. Department of Homeland Security DHS NCCIC: Telephony Denial of Service Attacks (TDoS)



APCO staff worked directly with DHS, FBI, FCC and FTC personnel and resources to assist in the identification of numerous TDoS attacks against PSAPs and public safety infrastructure. APCO issued a nationwide alert to members within 24-hours of becoming involved in this effort. Thanks to APCO's broad reach in this process, we directly assisted in identifying hundreds of attacks of this nature. Many of these were identified as targeting public safety or critical infrastructure. APCO continues to work as part

of the Incident Management Group, established by DHS, to create mitigation strategies for public safety and will continue to assist in keeping PSAPs informed and prepared for future attacks.

DHS Science and Technology Directorate: First Responder Resource Group (FRRG)

CC9S staff represented APCO at the First Responder Resource Group (FRRG) meeting hosted by DHS S&T in Washington, D.C. The purpose of the meeting was to bring together public safety practitioners and first responders from across the country to identify existing gaps in public safety technologies. The goal is to provide public safety agencies nationwide with new technologies, tools and products to further their missions.

APCO representatives were selected to participate in writing several Operational Requirements Documents related to communications in areas such as the development of a single device type for data, creating a national "App Store", creating a standardized definition of "Public Safety Grade", and a testing methodology for potential interference of multiple wireless device types.

You Can Support the Men and Women Serving in Public Safety Communications

Everyday APCO members provide life-saving services to the public, giving them peace of mind knowing that help is just a phone call away. Now is your opportunity to support them. With assistance 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 they need.

How can you help?

Contact APCO for more information on how you can be a part of the effort. Call (386) 322-2500 or email apco@apcointl.org.
To learn more about APCO, visit www.apcointl.org.

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