



APCO International

ASSOCIATION OF PUBLIC-SAFETY COMMUNICATIONS OFFICIALS INTERNATIONAL, INC.

July 24, 2003

Dear Executive Council Members & Proxies:

APCO INTERNATIONAL HEADQUARTERS
351 N. Williamson Boulevard
Daytona Beach, FL 32114-1112
888-APCO911 OR 904-322-2500
www.apco911.org

OFFICE OF GOVERNMENT AFFAIRS
1725 DeSales St. NW, Suite 808
Washington, DC 20036
202-833-2700

BOARD OF OFFICERS

PRESIDENT
Vincent R. Stile
Suffolk County Police
Communications Bureau
30 Yaphank Avenue
Yaphank, NY 11980
631-852-6431
pres-elect@apco911.org

PRESIDENT-ELECT
Gregory S. Ballentine
Mid America Regional Council
600 Broadway
300 Rivergate Center
Kansas City, MO 64105-1554
1-816-474-4240
first-vp@apco911.org

FIRST VICE PRESIDENT
Diana K. Borash
Director Allina Health Systems
167 Grand Avenue
St. Paul, MN 55102
(651)228-8405
second-vp@apco911.org

INTERNATIONAL VICE PRESIDENT
Kenneth Mott
BAPCO
PO Box 374
Lincoln LN1 1FY
United Kingdom
+44 1522 575542
ceo@bapco.uk.org

Greetings! Enclosed you will find supplemental information for the 2003 Agenda items, as well as additional information. Please insert this material under the appropriate Friday Agenda Tabs:

- Staff Reports
- Financial Report
- Committee Report – “Third Party Call Centers Minimum Training Standard”
- International Report – “International Development Committee Report to APCO Executive Council Meeting – 8/9 August 2003”
- Future Cities
- Policy Manual – “13 d. General Travel Policy”

Please replace the Future Cities ballot under Saturday’s Future Cities Tab with the two new ballots provided in this mailing. The Executive Director Position search will be added as a discussion item on Friday’s Agenda, supplemental information is included in this mailing. An action item will be added on Saturday for the ratification of the standards for telematics call center training; supplemental information is provided in this mailing under Friday’s Committee Reports and a finalized report will be presented at the Annual Meeting.

The Conference Manual, AMS Report and any other supplemental information not included in this mailing will be e-mailed to you the week of July 28, 2003 and paper copies will be provided at the Annual Meeting. Please bring the complete Agenda with you to Indianapolis. It will serve as the working Agenda for the meeting. New agenda cover sheets will be presented to you at the Meeting to include any additional agenda items.

As in the past, we are planning to meet both Friday, August 8th and Saturday, August 9th. The meeting will convene on both days at 8:30 a.m. in the Grand 4 & 5 meeting rooms on the second floor of the Westin Hotel. The Executive Council Luncheon will be from 12:00 p.m. to 1:00 p.m. both days in the Senate Rooms on the second floor across from the Grand 4 & 5 meeting rooms in the Westin Hotel.

The Executive Council Dinner will take place at the Indianapolis Artsgarden from 6:00p.m. to 9:00p.m. on Saturday August 9th. If you would like to take the complimentary shuttle bus to the restaurant, please meet in the Main Lobby of the Westin Hotel by 5:45 p.m.

If you have not made your Westin Hotel arrangements, please contact Casey Epton, extension 2443 or e-mail eptonc@apco911.org , as soon as possible.

If you are sending a proxy, please make sure the Agenda and Addendums are forwarded to the designated representative and that APCO staff is aware of who will be attending in your place. Please contact Anita Harrington, extension 2418 or e-mail harringtona@apco911.org , regarding attendance at the meeting.

Please contact Amanda Ritenour, extension 2446 or e-mail ritenoura@apco911.org , immediately for any comments, questions, and/or concerns related to the material within the 2003 Annual Meeting Agenda.

We look forward to another successful Annual Conference & Meeting!

Sincerely,

Yucel Ors
Director of Research & Communications
APCO International



APCO International

ASSOCIATION OF PUBLIC-SAFETY COMMUNICATIONS OFFICIALS INTERNATIONAL, INC.

July 8, 2003

Dear Executive Council Members:

It is hard to believe the Annual Meeting is only one month away! The energy and excitement at Headquarters continues to grow as the 69th Annual Conference & Exposition approaches!

Enclosed you will find the 2003 Agenda items and tabs. Supplemental information will be mailed the week of July 25, 2003. Please bring the complete Agenda with you to Indianapolis. It will serve as the working Agenda for the meeting.

As in the past, we are planning to meet both Friday, August 8th and Saturday, August 9th. The meeting will convene on both days at 8:30 a.m. in the Grand 4 & 5 meeting rooms on the second floor of the Westin Hotel. The Executive Council Luncheon will be from 12:00 p.m. to 1:00 p.m. both days in the Senate Rooms on the second floor across from the Grand 4 & 5 meeting rooms in the Westin Hotel.

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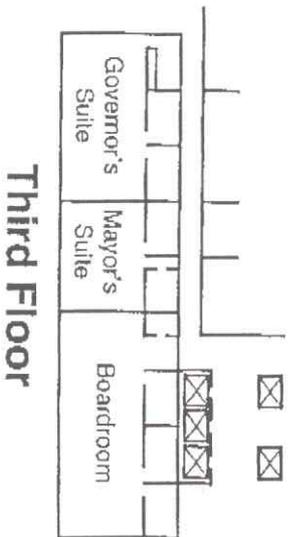
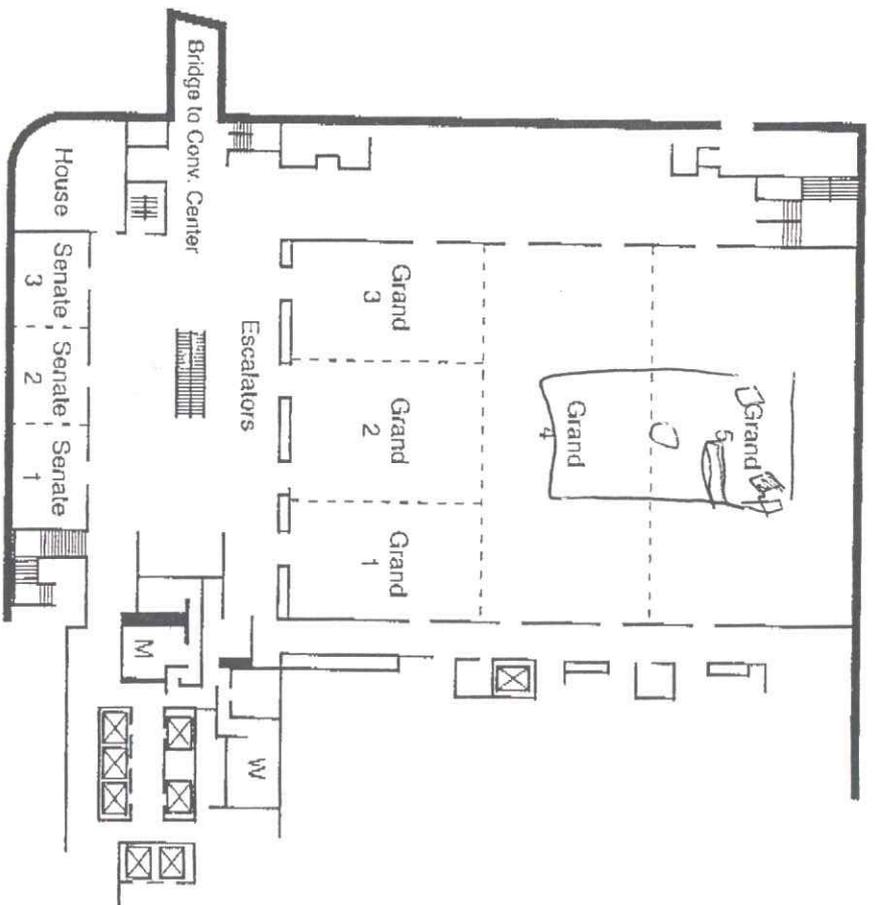
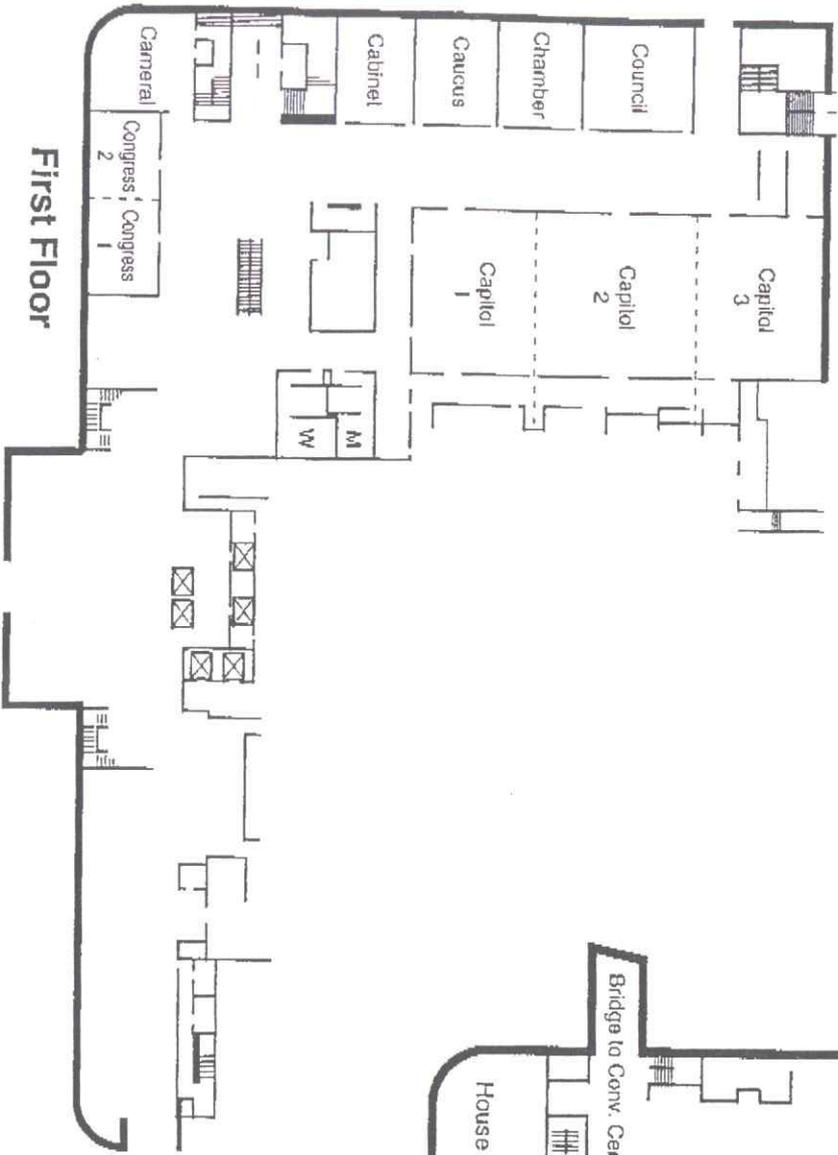
FIRST VICE PRESIDENT
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Director Allina Health Systems
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THE WESTIN INDIANAPOLIS

Meeting Facilities



APCO International

2003 Annual Executive Council Agenda

August 8 – 9, 2003

Friday

Friday, August 8, 2003

- 1) Convene
 - a) ~~Roll Call~~
 - b) ~~Approval of the Agenda~~
- 2) ~~2nd VP Candidates Address~~
- 3) Staff Reports — *FINANCIAL REPORT ✓*
 - a) ~~AFC (Adcomm & Staff Report)~~
 - b) ~~Institute (Adcomm & Staff Report)~~
 - c) ~~Membership/Publications~~
 - d) ~~Association Management System~~
 - e) ~~Research & Communications~~
 - f) ~~Conference & Symposiums~~
- 4) Financial Report – Tim Ryan (CFO & Interim Executive Director)
- 5) Regulatory, Legislative and External Affairs Report – Robert Gurrus — *MOVED TO 8/9*
- 6) Advisory Committees, Standing Committees, Projects, and Task Forces
 - a) ~~PSFA (Adcomm & Staff Report)~~
 - b) ~~CAC Report~~ *HISTORICAL*
 - c) ~~ADA Task Force~~ *LRSA*
 - d) ~~Project LOCATE~~ *Project RETAINS*
 - e) ~~9-1-1 Committee~~
 - f) ~~Homeland Security Task Force~~
 - g) ~~Call Center Training Standards~~
 - h) ~~Additional Committees/Task Forces/Projects (TBD)~~
- 7) *157* ~~Affiliate and International Chapters Report~~
 - a) ~~International Development Committee – Steve Souder~~
 - b) ~~BAPCO~~
 - c) ~~Canada APCO~~
 - d) ~~New Zealand / Australia~~
- 8) ~~Future Cities~~
- 9) ~~Conference Manual – Tom Sorely, Florida Chapter~~
- 10) ~~APCO Constituent Round Table / NENA SWAT Initiative~~
- MOVED* 11) ~~Quorum Resolutions – C&B Committee Chair Glen Nash~~
 - a) ~~To re-structure the Constitution and Bylaws without making substantive changes to the content~~
 - b) ~~To ensure the wording of the Constitution and Bylaws reflects the will of the Quorum~~
 - c) ~~To ensure members of chapters have a reasonable interest in the operation and function of the chapter~~
 - d) ~~To permit the Board of Officers the latitude of nominating certain employees of the Association for Life Member status in the Association upon their retirement~~
 - e) ~~To authorize an increase in membership dues in excess of the Consumer Price Index (CPI) and to establish an implementation date for such increase~~
 - f) ~~To recognize the contributions made to the Association by John Lane~~
 - g) ~~To change the name of the “Corporate Advisory Committee” to the “Commercial Advisory Committee”~~
 - h) ~~To remove an element from the process for approving the designation “Senior Member” that has proven to be unreasonably onerous.~~
- 12) ~~Executive Council Committees~~
- 13) ~~Policy Manual~~

- a) Establishment of the Chapter Commercial Advisory Member
- b) Revision for Policy Manual Index #11000
- c) Restructure of APCO Policy Manual
- d) Travel Policies
- 14) APCO/CALEA Resolution – Willis Carter, Louisiana Chapter
- 15) Other Business
 - a) Executive Director Search Process
- 16) Adjourn

~~16~~ AWARDS

OLD

Friday, August 8, 2003

- 1) Convene
 - a) Roll Call
 - b) Approval of the Agenda
- 2) 2nd VP Candidates Address
- 3) Staff Reports
- 4) Financial Report – Tim Ryan (CFO & Interim Executive Director)
- 5) Regulatory, Legislative and External Affairs Report – Robert Gurs
- 6) Advisory Committees, Standing Committees, Projects, and Task Forces
 - a) AFC (Adcomm & Staff Report)
 - b) Institute (Adcomm & Staff Report)
 - c) PSFA (Adcomm & Staff Report)
 - d) CAC Report
 - e) International Development Committee
 - f) ADA Task Force
 - g) Project LOCATE
 - h) Additional Committees/Task Forces/Projects (TBD)
- 7) Affiliate and International Chapters Report
 - a) BAPCO
 - b) Canada APCO
 - c) New Zealand / Australia
- 8) Future Cities
- 9) Conference Manual – Tom Sorely, Florida Chapter
- 10) APCO Constituent Round Table / NENA SWAT Initiative – Board of Officers
- 11) Quorum Resolutions – C&B Committee Chair Glen Nash
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 - b) To ensure the wording of the Constitution and Bylaws reflects the will of the Quorum
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 - g) To change the name of the “Corporate Advisory Committee” to the “Commercial Advisory Committee”
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- 12) Executive Council Committees
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- 14) APCO/CALEA Resolution – Willis Carter, Louisiana Chapter
- 15) Other Business
- 16) Adjourn

Convene

**EXECUTIVE COUNCIL ANNUAL MEETING
ROLL CALL
INDIANAPOLIS, INDIANA
FRIDAY, AUGUST 8, 2003**

CHAPTER	REPRESENTED BY	PRESENT	ABSENT	PROXY
ALABAMA	Patricia Hall	X		
ALASKA	Douglas Robinson		X	
ARIZONA	Susan MacFarlane	X		
ARKANSAS	John Gibson	X		
ATLANTIC	Peter Thomas	X		
AUSTRALIA/NEW ZEALAND	James Allen	X		
BAPCO	Maurice Worsell - NEW	X		
CPRA	Ralph Blount	X		
CANADA	Ted Harris	X	LATE	Pierre Gagnon
COLORADO	Emery Reynolds	X	LATE	
FLORIDA	Tom Sorley	X		
GEORGIA	Cheryl Greathouse	X		
IDAHO	Stanley Passey	X		Chris Fischer
ILLINOIS	Gregory Riddle	X		
INDIANA	Donald Kottowski	X		
IOWA	Bob Seivert - NEW	X		
KANSAS	John Gagliardo	X		
KENTUCKY	Harry Tracy	X		
LOUISIANA	Willis Carter	X		
MICHIGAN	Lloyd Fayling	X		
MID-EASTERN	Thomas Abernethy	X		
MINNESOTA	Nancy Pollock	X		
MISSISSIPPI	David Wilson	X		DeReinda Albritton
MISSOURI	Robert Mouser	X		Steve Devine
MONTANA	Jody Pierce - NEW	X		
NEBRASKA	Julie Righter	X		
NEVADA	Richard Mirgon - NEW	X		
NEW MEXICO	Xavier Anderson	X		LATE
NORTH CAROLINA	Frank Thomason	X		
NORTH DAKOTA	Rick Hessinger	X		
NORTHERN CALIFORNIA	Pat Carriveau	X		
OHIO	Lynne Feller	X		
OKLAHOMA	Lex Rutter	X		

Roll Call - Friday, August 8, 2003

CHAPTER	REPRESENTED BY	PRESENT	ABSENT	PROXY
OREGON	Ken Keim	EBT ✓	FI ✓	
PACIFIC	Melvin Morris		X	
PENNSYLVANIA	Jay Groce	X		
SOUTH CAROLINA	Fred Thompson	X		
SOUTH DAKOTA	Tom Sandvick - NEW	X		Rick Hessinger
TENNESSEE	David Wolfe	X		
TEXAS	Wanda McCarley	X		
UTAH	Nancy McKean	X		
VIRGINIA	Thomas Hanson	X		
WASHINGTON	Chris Fischer	X		
WEST VIRGINIA	David Saffel	X		
WISCONSIN	Kent Kruger	X		
WYOMING	Bryan Sanborn	X	LATE	Xavier Anderson

CORPORATE ADVISORY COMMITTEE	Don Whitney	X		
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BOARD OF OFFICERS

ACTING PRESIDENT	Vincent Stile	X	
ACTING PRESIDENT ELECT	Gregory Ballentine	X	
ACTING FIRST VICE PRESIDENT	Diana Borash	X	
INTERNATIONAL VICE PRESIDENT	Ken Mott		X

PAST PRESIDENTS

FY 2001-2002	Glen Nash	X	
FY 2000-2001	Lyle Gallagher		X

EX-OFFICIO

INTERIM EXECUTIVE DIRECTOR	Tim Ryan	X	
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1. CONVENE – 8:30 AM

The meeting will convene promptly at 8:30 AM on Friday, August 8, 2003.

Lynn Feller from the Ohio Chapter will moderate the Saturday meeting of the Executive Council.

The purpose of the meeting is to discuss the issues that have been presented to the Executive Council in accordance with the Policies and Procedures of the Association. All information to be discussed must be in writing and presented to the council prior to the Saturday meeting. All action items will be voted on during the Saturday, August 9, 2003 meeting of the Executive Council.

I.A. ROLL CALL

The APCO staff member recording the minutes of the meeting will read off the Roll Call. When your name is announced please answer "**PRESENT**".

If there is a proxy for a Chapter and prior notice has not been sent to APCO headquarters, a letter from the Chapter President on Chapter letterhead needs to be delivered to President Vincent Stile prior to the convening of the meeting.

If you are not present for the roll call, please inform the designated APCO staff member as soon as you arrive so that the official record can be updated.

If there are any corrections that need to be made to the following roll call, please inform APCO staff prior to the convening of the meeting.

2003 Annual Executive Council Mid-Year Meeting

Roll Call

Indianapolis, Indiana

Chapter	Represented By	Present	Absent	Proxy
ALABAMA	Patricia Hall			
ALASKA	Douglas Robinson			
ARIZONA	Susan MacFarlane			
ARKANSAS	John Gibson			
ATLANTIC	Peter Thomas			
AUSTRALIA/NEW ZEALAND	James Allen			
BAPCO	Maurice Worsell			
CPRA	Ralph Blount			
CANADA	Ted Harris			Pierre Gagnon
COLORADO	Emery Reynolds			
FLORIDA	Tom Sorley			
GEORGIA	Cheryl Greathouse			
IDAHO	Stanley Passey			
ILLINOIS	Gregory Riddle			
INDIANA	Donald Kottowski			
IOWA	Bob Seivert			
KANSAS	John Gagliardo			

Chapter	Represented By	Present	Absent	Proxy
KENTUCKY	Harry Tracy			
LOUISIANA	Willis Carter			
MICHIGAN	Lloyd Fayling			
MID-EASTERN	Thomas Abernethy			
MINNESOTA	Nancy Pollock			
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MISSOURI	Robert Mouser			Steve Devine
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NEBRASKA	Julie Righter			
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NORTH DAKOTA	Rick Hessinger			
NORTHERN CALIFORNIA	Patricia Carriveau			
OHIO	Lynne Feller			
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OREGON	Ken Keim			
PACIFIC	Melvin Morris			
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TENNESSEE	David Wolfe			
TEXAS	Wanda McCarley			
UTAH	Nancy McKean			
VIRGINIA	Thomas Hanson			
WASHINGTON	Chris Fischer			
WEST VIRGINIA	David Saffel			
WISCONSIN	Kent Kruger			
WYOMING	Bryan Sanborn			

CORPORATE ADVISORY COMMITTEE	Don Whitney & Nate McClure			
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Board Of Officers

ACTING PRESIDENT	Vincent Stile		
ACTING PRESIDENT ELECT	Gregory Ballentine		
ACTING FIRST VICE PRESIDENT	Diana Borash		
INTERNATIONAL VICE PRESIDENT	Ken Mott		

Past Presidents

FY 2001-2002	Glen Nash		
FY 2000-2001	Lyle Gallagher		

Ex-Officio

Interim EXECUTIVE DIRECTOR	E. Tim Ryan		
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1.B. CHANGES TO THE AGENDA

At this time any requests to change the Agenda will be considered. Please note any changes to the Agenda below. If there are any items that need to be added to the Agenda, please forward them to APCO Headquarters as soon as possible. Supplemental material that is received by the staff prior to the meeting will be reproduced and distributed as addendum items. Items that are received the day of the meeting will require time for reproduction and distribution. If council members will be providing their own copies, the minimum number of copies needed for the meeting is 75.

If action items need to be added to the Saturday, August 9, 2003 Agenda, supporting material must be provided for review by the Executive Council as soon as possible.

Notes:

Candidates Address

2. Second Vice President Candidates Address

Content: The Second Vice Presidential Candidates Barry Furey of the Tennessee Chapter and Wanda McCarley of the Texas Chapter will address the Executive Council.

Notes:

Barry will not be
attending the conference
note to V. Steele

3. STAFF REPORTS

Content: The staff reports will be mailed out as an addendum to this agenda.

Department & Subsidiary Reports

1. AFC
2. APCO Institute
3. Conference & Exposition
4. Membership & Publications
5. Research and Communications

Presentation: All Directorate Staff will be present for questions and answers. If you have any questions on the reports prior to the meeting, please do not hesitate to contact the Directors at 386-322-2500.

Notes:

8,004,679 INCOME
7,791,936 Expense
212,743 NET

AFC

Department: AFC

Director: Ron Haraseth

Date: August 8, 2003

Operational Update (Ongoing Activities):

Frequency coordination has been very strong for the last four months after a stint of slow months just at the start of the New Year. The staffing level is stable and has been held one position short of historical levels for the last year. The knowledge and training of the processing staff has grown partially due to the ultra low turn over in employees as well as providing consistent, periodic in-house training session, and staff mentoring. Along with finally stabilizing the entire frequency coordination process, a strong staff contributes to better efficiencies than in the past. Even though AFC experienced three consecutive poor revenue months, aggressive marketing and a minimal pricing change have fully reversed that direction allowing AFC to finish the year on a positive financial note. In addition, AFC was successful in brokering a change in how frequencies under the coordination control of other public safety coordinators has been handled leading to a great reduction in cost to applicants. Applicants are experiencing savings of as much as \$200 per frequency while increasing AFC's retained fee level for these certain applications of up to \$135. The benefit of this action is more than financial as it also significantly decreases the mean time of processing such inter-coordinator applications.

The licensing assistance section of AFC has grown steadily over the last several months and is close to outgrowing our staffing ability. Revenues as of July 1, 2003 from this session were 33% over the proposed budget level for the full year (ending July 31, 2003). A revised business plan addressing the growth of this section is being compiled at this time.

The engineering services section is likewise growing and exceeding budget projections, but at a slower rate and also shows promise if promoted which again, will require staffing review. AFC will continue to evolve both of these sections as an internal service as well as a revenue generation source.

AFC has provided onsite training for a significant number of new local advisors in the last several months. We have seen somewhat of a turnaround in the age of newer local advisors which is a good sign for the future of the local advisor network. An effort including the AFC Adcom has been very effective in identifying potential Local Advisors.

AFC attended a couple of "non-APCO" conferences as exhibitors this last year with excellent results. We were able to market ourselves with clear positive results benefiting not only AFC directly, but in obtaining commercial contacts that have benefited the bulletin advertising program and the current Conference in the form of booth sales. AFC has marketed a special collectable ceramic mug that has proved very popular and provides a significant and visible reminder of AFC in the very hands we wish to target.

New Activities

AFC has completely remodeled its homepage on the Internet. The AFC home page can be accessed from the APCO home page (Frequency Coordination) or directly from www.apcoafc.org. The new look includes a "Spectrum Issues" link which gives a good clue to the support initiatives supported by AFC. These issues include monitoring the President's new initiative to develop spectrum policies, interoperability, Narrowbanding, Project 25, the FCC frequency audit, 4.9 GHz broadband for public safety, software defined radios, funding/grants, general FCC links, 700 MHz, and a few miscellaneous items. The

AFC -
Largest staff of the
Association
17 paid
60 unpaid professionals

AFC homepage also includes links to current news items of interest to the public safety RF community including periodic newsletters geared for the Local Advisors, but including information of use to the general PS community.

AFC also includes several brochures available online reflecting the services AFC offers mating up with AFC's concept of providing full service from RF system frequency engineering, through license preparation, and cumulating in frequency coordination.

AFC is continuing an internal review of the frequency coordination software/database operation and will be submitting requests for proposals to upgrade the system in order to make it more directly accessible from any Web based PC with standard browser software as well as outsourcing the backend data management.

Issues (Opportunities/Threats)

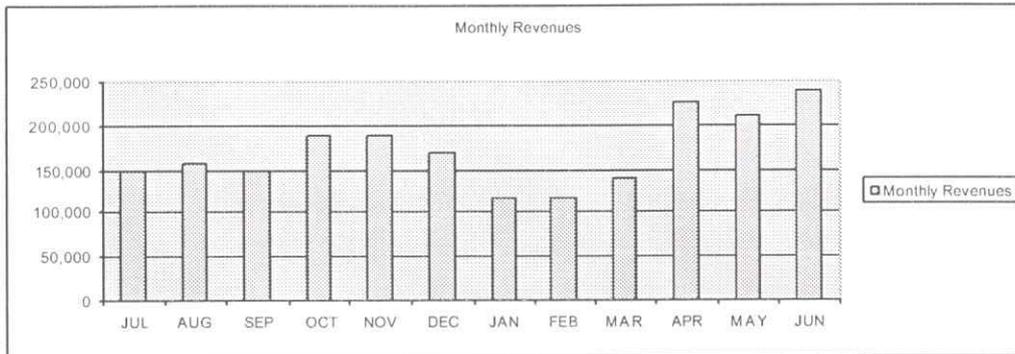
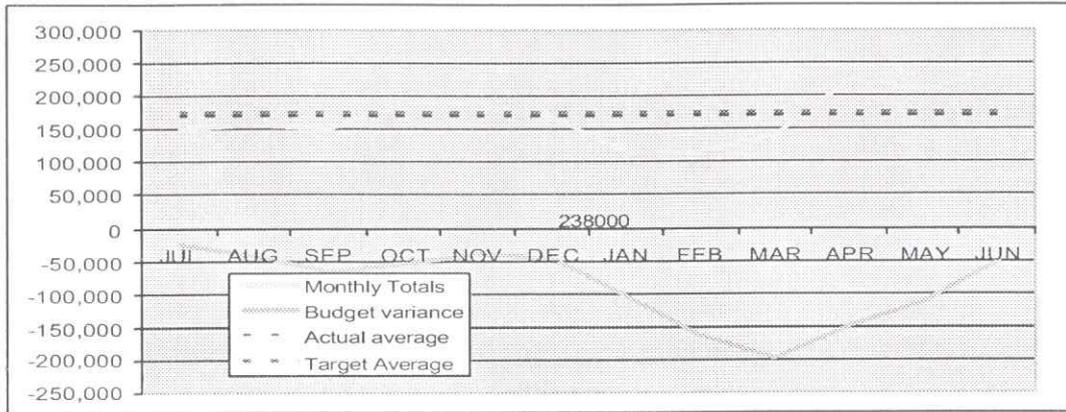
The frequency coordination industry will be seeing significant changes in the coming years. The federal government, including the President's office and the FCC, is accelerating its review of spectrum management and policy. Issues such as treating spectrum access similar to property rights and other more commercially oriented directions will place pressure on public safety to defend its spectrum. There have already been cases where new spectrum allotments no longer require national level frequency coordination for licensing. Such is the case with the recent 700 MHz state geographic licensing and more recently with the 4.9 GHz broadband where licensing comes first and local coordination after the fact. These issues will have to be monitored closely and a response plan formulated by APCO and AFC.

Closer to home, the more competitive nature of frequency availability stemming from the open coordination for 800 MHz and the agreements between coordinators for spectrum access below 470 MHz is resulting in a trend of bids for frequency coordination. AFC is in a very good position to bid competitively and is receptive to negotiating any large packages of applications.

The FCC's new Rules on Narrowbanding (yet to be published in the Federal Register) is creating a general rush to get applications for expanding current public safety systems as well as get planned new systems licensed. There will be a 6 month deadline set by the FCC to accept new application for wideband frequencies based on eventual publication in the Federal Register. AFC will have establish an even closer deadline (possible 3 months) for receiving such applications in order to guarantee processing those applications by the FCC's 6 month deadline.

Summary Data:

Frequency Coordination figures for FY '03



APCO Institute

Director: Dave Bubbs

Date: August 8, 2003



*Training the World's FIRST
First Responders*

INSTITUTE

Operational Update (Ongoing Activities):

Through the first six months of this year Institute activity remained steady. By the end of November, Institute had met budgeted net income for the year. At the direction of the Board of Officers, work began in early fall to develop a strategy to revitalize the Institute. Formal RFP's were distributed. Preliminary work began with EBI to develop a comprehensive plan to overhaul Institute materials, establish a marketing plan, and explore prospects for new ventures. Details on this activity were outlined in the budget restructure plan, and Advisory Committee report at the Mid Year Meeting in Las Vegas. The Executive Council approved an Institute budget adjustment and the revitalization project.

EBI was formally contracted and work began immediately. Focus groups, surveys, and environmental scans were conducted. Editing of the Basic Telecommunicator course book began. Development of an Institute brand image (logo) was completed. Marketing strategies have been and will continue to be developed over the coming months.

New Activities:

The Institute Revitalization Project has been the primary focus of the Institute over the past 5 months. Immediately after this annual meeting, beta testing of the first book will commence. Staff is currently begun editing and redesigning the remaining 15 curriculum titles.

The Institute web site will see a new look and functionality in the coming weeks. The site will become the focal point for students, instructors, members, and customer activity. The updated site will serve to better accommodate interaction with staff and each other in the form of list serves and forums.

Issues (Opportunities/Threats):

The economy, state, and local budgets will continue to be environmental factors that effect Institute activity. Even with the downward trend in the economy, Institute managed to realize a 6.5 % growth in class revenues in FY 03. Institute's goal in FY04 is to sustain current budget projections while continuing the revitalization project.



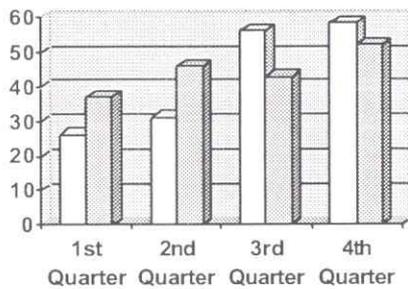
Summary Data (Charts & Graphs):

Training the World's FIRST
First Responders

Institute Class Activity Comparisons

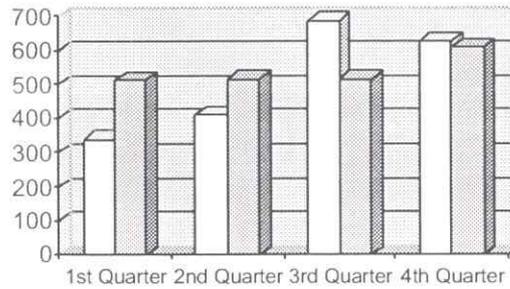
FY 01 – 02	Classes	Students		FY 02 – 03	Classes	Students
1 st Quarter	26	338		1 st Quarter	37	511
2 nd Quarter	31	410		2 nd Quarter	46	514
3 rd Quarter	56	686		3 rd Quarter	43	514
4 th Quarter	58	625		4 th Quarter	52	610
Totals	171	2059		Totals	178	2149

Class Comparison



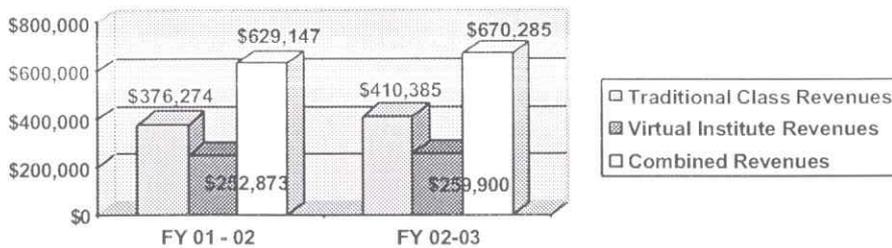
□ FY 01-02 Classes □ FY 02-03 Classes

Student Comparisons



□ FY 01-02 Students □ FY 02-03 Students

Revenue Comparisons FY03





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OBJECTIVE A-2:

PROVIDE CURRICULUM AND INSTRUCTOR MATERIALS THAT ASSIST MEMBERS IN ACHIEVING OR EXCEEDING ACCEPTED STANDARDS OF PERFORMANCE

Tasks / Tactics:

Tasks and tactics to accomplish this objective can be many. APCO Institute can develop and make available the resources needed to achieve any given standard with special emphasis on training standards. The tasks needed to be completed in order for the Institute to make curriculum available would be:

- Conduct Needs Analysis
- Design Curriculum
- Develop Materials
- Implement design
- Evaluate the curriculum again the original standard.
- Determine delivery methods
- Market
- Present

Task	Work Accomplished
Conduct Needs Analysis	Focus Group Interviews, Environmental Scans & Surveys conducted.
Design Curriculum	Book 1 (Basic Telecommunicator) design and layout completed. Template created for remaining 15 texts
Develop Materials	Book 1 draft version completed. 2-3 additional curriculums scheduled for Jan 04.
Implement design	Beta test to be conducted 9/03 – 11/03 Final design to be done Jan. 04
Evaluate the curriculum again the original standard.	Basic Telecommunicator Course was evaluated against Project 33 Standard in the revision process. Result was a total rewrite to better match Standard.
Determine delivery methods	Delivery methods for newly developed curriculum will combine traditional print with downloadable digital formats giving customers the ability to purchase modules of training.
Market	Phase I Marketing plan developed 7/03. The 4 areas addressed in the plan include Discovery, Design, Development, and Deployment
Present	New material will be presented in traditional methods as well as through APCO Institute Online (Virtual Institute) after beta testing is completed and feedback examined.



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OBJECTIVE A-3:

**DEVELOP AND PROMOTE PUBLIC SAFETY
COMMUNICATIONS TESTING AND PROFESSIONAL
CERTIFICATION PROGRAMS**

Tasks / Tactics:

The tasks/tactics for this objective are taken from the work done to date on Project PRO (P37). The Mission of the Certification Program is to establish a visible and valuable standard of quality that fosters the professional development of public safety communications personnel through recognition of knowledge, experience, training, and education.

Note: While Project Pro is waiting funding to complete its test development and final work, APCO Institute offers certification in the following area:

- Basic Operations
- Advanced Operations
- Training Specialist
- Training Program Management
- First line Supervision
- Communications Center Management

Task	Work Accomplished
Basic Operations	Telecommunicator Course & Fire Communications Course
Advanced Operations	EMD
Training Specialist	Communications Training Officer Instructor Level Training For: <ul style="list-style-type: none"> ▪ Basic ▪ CTO ▪ EMD ▪ Fire Communications
Training Program Management	EMD Managers Course & Instructional Design Course. CTO has a training program management element to it.
First line Supervision	Communications Center Supervisor Course
Communications Center Management	9-1-1 Center Managers Course Customer Service and Team Building Liability



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OBJECTIVE A-3:
(Marketing)

**DEVELOP AND PROMOTE PUBLIC SAFETY
COMMUNICATIONS TESTING AND PROFESSIONAL
CERTIFICATION PROGRAMS**

Tasks / Tactics:

Although not formally identified in Goal A Objective 3, a marketing plan was developed to address the following areas:

Task	Work Accomplished
Marketing Plan & Strategy	<ul style="list-style-type: none">▪ Target goal of the current marketing plan is to increase our current market share of 4% to 10% over the next five years.▪ Extend Virtual College program through partnerships with other high profile educational institutions.▪ Increase certifications by establishing career path market initiatives.



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OBJECTIVE A-4:

**CREATE AND IMPLEMENT A CONTINUING EDUCATION AND
RECERTIFICATION PLAN FOR PUBLIC SAFETY
COMMUNICATIONS PROFESSIONALS**

Tasks / Tactics:

Focus groups and surveys conducted in the initial phase of the revitalization project identified an industry need and desire for certification and recertification. Our on-line survey identified that 52% of respondents are required to have certification on some level for employment. We will continue to explore ways to meet the needs through traditional delivery as well as incorporating new technology. The current two major areas of focus:

- Institute Instructor certification
- Telecommunicator certification

Task	Work Accomplished
Institute Instructor certification	The Revitalization project will see the development of an Instructor certification course. Unlike the current process for certification, this course will be stand alone and not tied to any specific curriculum. This course will be developed and available this year.
Telecommunicator certification	Telecommunicator Certification will expand efforts to target prospective employees through technical schools, high schools, and colleges. A recertification element may be added to the current program
Marketing Plan & Strategy	<ul style="list-style-type: none">▪ Target goal of the current marketing plan is to increase the current market share of 4% to 10% over the next five years.▪ Extend Virtual College program through partnerships with other high profile educational institutions.▪ Increase certifications by establishing career path market initiatives.



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OBJECTIVE A-5:

**DEVELOP AND IMPLEMENT A MARKETING PLAN TO
PROMOTE PROFESSIONS IN PUBLIC SAFETY
COMMUNICATIONS**

Tasks / Tactics:

There are a number of tasks and tactics that should be reinitiated and further developed to accomplish this objective. Primary to the objective is to put forth a marketing campaign that connects Institute and Membership as the key ingredients to becoming a professional in public safety communications. The idea is that if you train through the Institute and become an APCO member, you will have the tools to reach your highest professional potential. Future campaigns and curriculum developed will be expanded to include more of the telematics industry, alarm industry and private corporations with public safety functions. The theme of our initial campaign including advertising and press releases are:

Task	Work Accomplished
Ad Campaign	Advertising Ads have been developed for placement in 9 publications over the next year. Campaigns target professionalism in public safety communications
Poster Campaign	Poster campaign "Saluting Americas FIRST First Responder is complete.
Letter Campaign	Letter and postcard campaign is being developed for distribution in the Fall of 03.
Trade Show Campaign	Institute in cooperation with Membership is developing a trade show schedule for the coming year. The goal is to not only exhibit at these events but also participate in presentations and programs.



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OBJECTIVE A-6:

UPDATE CURRICULUM AND TRAINING MATERIALS

Tasks/Tactics:

APCO Institute sent out an RFP to a number of outside marketing firms to develop a comprehensive revitalization program for the Institute's course material. The firm that was selected from the RFP process was EBI, Inc. located in central Florida. As a part of their response to the RFP, EBI, Inc. conducted a Business Solution Analysis that was presented to a majority of the Board of Officers, Institute Advisory Committee members and staff during the January 2003 meeting of the Advisory Committee

Upon approval by the Executive Council, the implementation of the revitalization program will begin the second week of February 2003. Estimated financial impact will be \$160,000 for the remainder of FY 2003. The scope of the work plan identifies objectives to be accomplished. They are, but not limited to:

Short Term Objectives (1st year)

Task	Work Accomplished
Develop a strategic alliance with EBI and establish a definitive plan for energizing APCO Institute products and services.	Completed
Develop and implement focus groups for establishing new guidelines and designs for Institute classes, training materials, and future products and services.	Completed
Redesign and deploy existing training materials	Completed first book – remaining books underway

Note: Two thirds of the short-term objectives were accomplished and significant work completed on the third objective in the first five months of the project. This places us ahead of schedule and we finished FY03 under budget by \$70,000.



OBJECTIVE A-7:

ESTABLISH A TRAINING NEEDS ANALYSIS PROGRAM TO RESPOND TO INDUSTRY NEEDS

Tasks/Tactics:

A means or process to evaluate industry training needs, and determine how APCO should respond to them is necessary.

Task	Work Accomplished
A means or process to evaluate industry training needs to date:	<ul style="list-style-type: none">▪ Focus Groups established & Interviews conducted▪ Environmental Scans▪ Surveys conducted and tallied

Department: Conference

Acting Director: Barbara Myers

Date: August 8, 2003

Operational Update (Ongoing Activities):

2003 Annual Conference

- Total Booth Sales: 830 (comps 105, trades, 10) (as of 7/14/03)
 - Close of July was 665 for Nashville
 - Total companies on the floor 315
- Total Sponsorship Sales \$353,000 (as of 7/14/03)
 - \$108,000 above the close of Nashville and \$103,000 above budgeted revenue
- Program Guide Advertising closed out at \$28,687.08
 - \$9,650.00 above the close of Nashville and \$12,687.08 above budgeted revenue
- Total registrations 945 (as of 7/14/03) 2970 - 8/1/03
 - 405 below Nashville at this time (-30.00% change) – lack of registration due to struggling economy and cuts in travel budgets within most organizations
 - In order to combat this we executed additional marketing strategies to help stimulate registrations which included:
 - Local marketing campaign – Indianapolis is a major drive in city. We anticipate a large number of day pass sales due to the convenience as a drive in city from many surrounding areas. This campaign was launched in mid-July and focused on Indiana and those cities that were a direct flight or less than an 8 hour drive.
 - Telemarketing campaign – A teleservices campaign was conducted by Foundation Marketing Group May 19 – June 19 for the Annual Conference. The objective of the campaign was to call names from list of 2,000 records for those who were not currently registered.

2004 Montreal

- Marketing – U.S. domestic marketing core creative design has been completed. There will be two campaigns running simultaneously beginning immediately after the close of the Indy Conference targeting potential exhibitors, sponsors and attendees. The first campaign will focus on the U.S. market and the second will focus on the international market specifically, Asian, European and Canadian markets.
- APCO's official customs broker and freight forwarder will be North American Logistics Services. The Canada Customs and Revenue Agency has authorized the 70th Annual Conference & Exposition as a foreign organization and has granted the use of the Portal to Portal system (all shipments will be sent directly to Montreal and will not be held up at the border).
- Tentative room assignments have been completed for events at the Montreal Convention Centre (Palais des Congres de Montréal) and the host hotel will be the Fairmont The Queen Elizabeth.

CONFERENCE

- The Conference Dept. will be meeting with Andre Bernard, Montreal Host Chapter Conference Committee Chair as well as with representatives from the Montreal CVB and North American Logistics Services during the Indy Conference to finalize timelines and discuss goals and objectives.
- Booth sales for Montreal began in May. To date we have sold 295 booths for Montreal representing 58 companies.

2003 Homeland Security Symposium Series

- The Homeland Security Symposiums concluded successfully. We had strong support from both the sponsors (Motorola, Thales Communications, Cisco Systems, CML Emergency Services, and Northrop Grumman) and our task force members. Net income should be at approximately \$45,000.00 overall for the three events. The final count was 93 registrants in Kansas City, MO., 127 registrants in Washington DC, and 105 in Sacramento, CA.

New Activities

APCO International 2004 Mid-Year Summit

- Initial discussion has taken place to launch a Mid-Year Summit in conjunction with the 2004 Mid-Year Executive Council Meeting.
- Objectives for the 2004 Mid-Year Summit
 - Provide a new forum for APCO International to enhance its position as the leading resource of information on Public Safety Communications.
 - Provide an event that incorporates
 - broader Homeland Security topics, due to the success of the Homeland Security Symposium Series
 - 800MHz issues
 - Grant Writing workshops
 - Additional topics TBD
 - Provide an alternative revenue source.
 - Provide an alternative APCO International event for those individuals unable to attend APCO International's Annual Conference & Exposition.
- This event will be more than a symposium but not in competition with the Annual Conference
- Event Specifications:
 - Dates: Monday, January 26 – Thursday, January 29, 2004. A three day event immediately following the 2004 Executive Council Meeting.
 - Location: Adam's Mark Orlando
 - Target Attendance:
 - 300 full registrations
 - 300 day passes

- Target Sponsorship:
 - 5-7 sponsors
- Budget will be determined once the final plan for the event is completed.

2003 800MHz Symposium Series

➤ Schedule

Las Vegas, NV (in conjunction with the 6 th Annual Tower Summit and Trade Show)	October 28, 2003
New York, NY	November 2003
California	December 2003
Orlando (in conjunction w/ the 2004 Mid-Year Summit)	January 2003

- Locations were chosen based on the top three states that will have centers affected by the upcoming 800MHz ruling. The Tower Summit offered APCO a complimentary package in order to provide a forum for the 800MHz Symposiums to be conducted.
- Contracts are in currently in negotiations. Once dates and locations are finalized, the marketing campaign will begin.

2004 Montreal

- Plans are in the works for meeting with the Montreal Committee and other key vendors in September.

2005 Denver

- Alan Armitage, Host Chapter Conference Committee Chair has been continuing to work with staff on plans for Denver. The Host Chapter Conference Committee is finalizing logo and theme. The Adam's Mark Denver will be the host hotel.

2006 Orlando

- Tom Sorley, Host Chapter Conference Committee Chair, has been working with staff to finalize a logo and theme for the Conference. The contracting process for the Convention Center and hotels is complete. The Peabody Orlando will be the host hotel.

2007 Baltimore

- Tom Abernethy, Host Chapter Conference Committee Chair has been given a Host Chapter Conference Committee Manual developed with the help of past committees and which contains useful information to assist the Committee in planning. The contracting process for the Convention Center and hotels is complete. The Hyatt Regency Baltimore will be the host hotel.

2008 TBD

- IMN has identified the cities in the North Central Region that are eligible and has given a formal recommendation of Chicago, IL. The remaining two cities are Cincinnati, OH and Kansas City, MO

2009 TBD

- IMN has identified the cities in the West Region that are eligible and has given a formal recommendation of Long Beach, CA. The remaining two cities are Las Vegas, NV and San Diego, CA.

2012 and 2013 Site Selection Proposal

- Proposal:
 - Select the cities for 2008 and 2009 to serve as the consistent locations of the Annual Conference & Exposition for a second year according to the Annual Conference rotation cycle (the two cities will serve as the Annual Conference location again in 2012 and 2013).
- Pros of Proposal
 - Cost savings for Convention Centers and Hotel Rates (ex. If we signed on with Convention Centers for two years, most will freeze rates or keep very similar to current rates.
 - Negotiation power in the selected cities
 - Reduction in travel costs (Pre-con meetings, site visits, etc.).
 - Opportunity to increase quality and promotion of the Annual Conference as a result of decreased planning time and cost savings.
 - Site familiarity for attendees, sponsors and exhibitors.
- Issues
 - Accommodating changing member demographics.
 - Challenges of changing site if extenuating circumstances require a change.

Issues (Opportunities/Threats)

Opportunities

- **Industry Update:**
 - In the current economic climate, companies are very cautious about how much they spend on meetings and travel. As virtual meeting and seminar technologies further improve, companies may continue to seek less-expensive alternatives even when the economic outlook improves. This presents an opportunity to possibly offer symposiums or workshops on-line and be pro-active to provide this service to many who are seeking this alternative.
 - Conference organizers are continuing to explore new avenues for linking face-to-face gatherings with remote sites and audiences by using a range of technologies including webcasting, videoconferencing and teleconferencing. Possibly in the future we should make this type of registration available to those not able to attend Conferences.

Threats:

- Corporate mergers and acquisitions in many fields have reduced the number of buyers and sellers, leading to fewer attendees and exhibitors.
- In 2003 current threats in the industry that may affect Conference participation include:
 - Struggling economy
 - Safety concerns in view of recent security events, and hostilities in the Middle East

- The SARS scare that began in March 2003
- Most of these threats should be equalizing in the near future.

Summary Data:

Monthly Booth Sales Comparison:

YEAR	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
1997													
(NC)	423	429	438	451	459	470	486	491	497	507	541	568	569
1998													
(NM)	484	495	519	523	528	530	540	546	557	563	574	580	575
1999													
(MN)	545	545	549	557	560	554	548	558	562	597	606	625	620
2000													
(MA)	524	525	535	557	573	575	583	598	622	628	643	654	654
2001													
(UT)	637	648	653	658	683	665	638	640	649	655	663	651	640
2002													
(TN)	552	556	565	565	570	575	584	593	611	626	658	665	697
2003													
(IN)	556	560	566	570	575	585	616	593	660	679	704		

Bold numbers indicate that Comps were included in booth count.

Department: Association Operations/ Membership

Director: Cindy Lorow

Date: August 8, 2003

Operational Update (Ongoing Activities):

Membership totals at the end of Fiscal Year 03 were 15,719. We have every expectation to jump over the 16,000 mark again during the annual conference. Last year we went over the mark on the first day of on-site registrations.

New member totals for FY03 were 2,140. That's down from FY02 total of 2,608, but above FY01 totals of 1,341. There are several reasons for this: 1) Sept. 11, 2001 was during FY02; 2) our tradeshow marketing during FY03 was drastically cut back; and 3) other budget cutbacks during the year to reduce expenses re collateral and advertising.

Renewal Incentive Program was another huge success this year. This was the second year of the program and due to a successful first year, we increased the incentive gift from 7,000 to 8,000 items. You'll recall that during Renewal Year 2002, the incentive gift was a stainless steel APCO travel mug. For Renewal Year 2003, we offered an embroidered APCO beanie bear. The incentive program runs for 6 weeks. During RY02 program, we renewed 6,358 members and used the remainder mugs as chapter gifts. **In RY03, we renewed more members than the 8,000 beanie bears we purchased for the program!** We actually renewed 8,121 members during that 6-week program. Those 121 members who did not receive the renewal bear were sent the Indy Bear, which is available for purchase at the Signature Series booth next to Registration.

** Addresses Goal I: Identify new and innovative sources of funding that ensure the continued economic health of the organization.*

** Addresses Goal J: Implement plans to ensure APCO's continued growth and development.*

Membership retention has improved tremendously in the past four years. In 1999, retention was at a dismal 71 percent. In 2000, we instituted just a few basic retention strategies and by the end of the year we saw a slight 6 percent increase. Since then, our retention rate has grown to 92 percent. Many of you will recall that in 2000 the Board of Officers approved the 2x2x2 Membership Retention Plan. The goal of the plan was to gain 2,000 new members by the end of the year 2000 and retain those members for 2 years (2x2x2). The chapters who helped retain those new members would be rebated 100 percent of those dues. We added more retention strategies during the 2x2x2 Plan and are pleased to announce those efforts paid off - literally for the chapters. Retention at the end of the 2x2x2 Plan was 89 percent. See the chart below for a list of the chapters, the number of members they retained and the amount of their rebate.

** Addresses Goal I: Identify new and innovative sources of funding that ensure the continued economic health of the organization.*

** Addresses Goal J: Implement plans to ensure APCO's continued growth and development.*

Chapter Officer Training & Mentoring (COTM) classes had a banner year. **With a single email blast in October, we totally filled our class schedule for the entire year.** In fact, the email blast was so well received that two additional instructors were added. Currently teaching the course are Robin Schmidt of the Florida Chapter, Mary Messamore of the Kansas Chapter, Bill Carrow of the Mid Atlantic Chapter and Cindy Lorow of APCO staff. Mary, Robin and Cindy will instruct a COTM course here at conference on Sunday from 8 a.m. to 12:30 p.m. It should be noted that Robin Schmidt and Mary Messamore, as voluntary instructors, have gone "above and beyond" for this course. Robin is the original instructor, including the BETA test three years ago, and did not hesitate to teach more classes when the need arose. Mary came on board in the second year of the program and helped us increase the number of times COTM was offered to members throughout the year. When we had the surge of students last year, Mary volunteered for the heaviest class load to get us to the end of the tunnel, despite a grueling workload in her real PAYING job.

** Addresses Goal J: Implement plans to ensure APCO's continued growth and development.*

MEMBER
MARKET

Corporate Partnership spending for FY03 took a healthy jump this year, reaching a total of \$1.7 million spent. The FY02 total was \$1.4 million. The number of Corporate Partners also increased this year, going from 96 to 99. New Platinum level partners this year include M/A Com, Thales and Modular Communication. The entire list of Corporate Partners are included in the chart section. The list also appears on our website and in the August issue of our magazine, which is distributed to all conference attendees, as well as the conference pocket guide and other signage throughout the conference.

** Addresses Goal I: Identify new and innovative sources of funding that ensure the continued economic health of the organization.*

** Addresses Goal J: Implement plans to ensure APCO's continued growth and development.*

Pavilion activities at conference are full again this year. A large focus will be placed on the Institute's 15th Anniversary Celebration and its Revitalization Campaign. Project RETAINS and a COTM Reunion also are events planned at the Pavilion during exhibit hours.

New Activities

Membership campaigns in FY03 focused on the non-member Institute students. Monthly campaigns were timed to coincide with the regionals and chapter meetings, as well as fall and spring conference schedules. Although new member totals were down from FY02, the performance in FY03 was accomplished during the budget restructure and cutback process.

** Addresses Goal A: Foster Professionalism in public safety communications. Objective 6: Define marketing plan to foster professionalism in public safety communications.*

** Addresses Goal J: Implement plans to ensure APCO's continued growth and development.*

Under the direction of the Member & Chapter Services Committee, the Chapter Officer's Training & Mentoring (COTM) course was revised and expanded as suggested through student surveys. The revised and expanded course will be taught for the first time on Sunday. Staff used the conference pre-registration list to sign up students for the Sunday course.

Issues (Opportunities/Threats)

Attending industry tradeshows represents many opportunities from which the entire Association will benefit. Likewise, failing to attend industry tradeshows represents a threat to our continued growth. Speaking only from the Membership side of the house, if we are to continue to recruit and retain new members, we must get back on an active tradeshow schedule. Prior to budget cutbacks and budget restructure efforts, we attended 26 tradeshows during the year. This schedule also included our Regionals and our own Annual Conference. New membership numbers are not down this year ONLY because of our lack of tradeshow attendance, but it is certainly a factor. In the nearly two years that we have cutback on tradeshow marketing, we have not expanded our prospect database at the rate we did from 2000 through 2001. During those two years, we received an immediate benefit from attending these shows: more than 100,000 new contacts for our membership marketing efforts; an inexpensive method of advertising and qualified contacts for specific target markets. Long range benefits of continued attendance at these tradeshows will enable us to get on their programs.

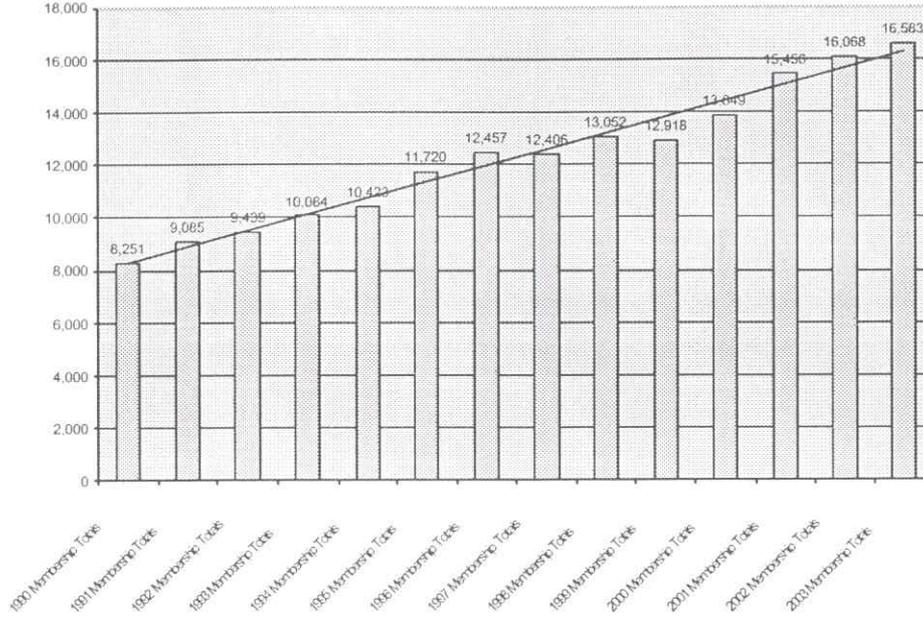
** Addresses Goal A: Foster Professionalism in public safety communications. Objective 6: Define marketing plan to foster professionalism in public safety communications.*

** Addresses Goal F: Continue to enhance APCO's position as the representative authority of public safety communications. Objective 2: Enhance existing and form new alliances with other associations and organizations. Objective 3: Expand efforts in marketing and public relations and develop a measurement tool to measure the impact of our expansion.*

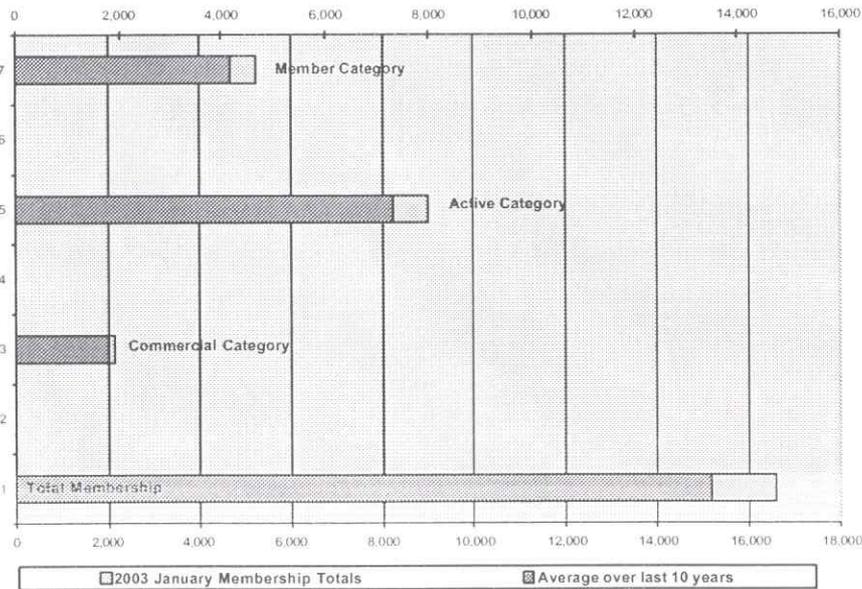
Summary Data:

Charts included here show Membership growth through the past 10 years. Also included are new membership comparison charts and the 2x2x2 Chapter Rebate List, as well as the 2003-2004 Corporate Partner list.

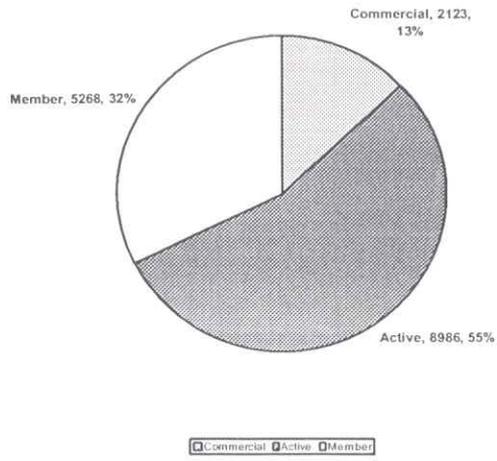
Membership Growth:



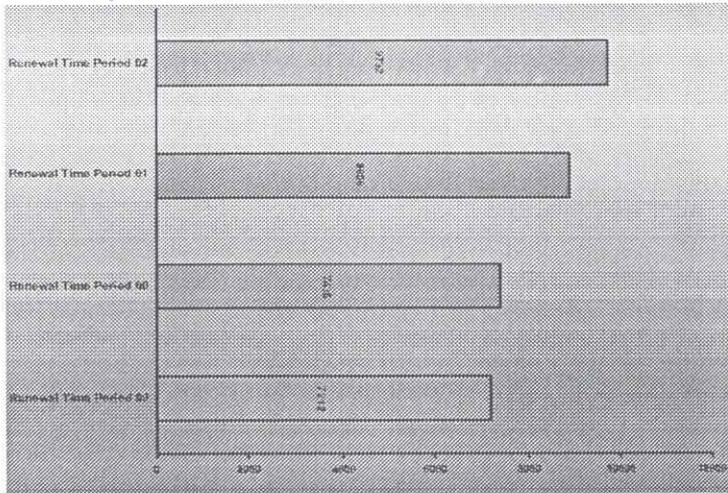
Membership Growth by Category:



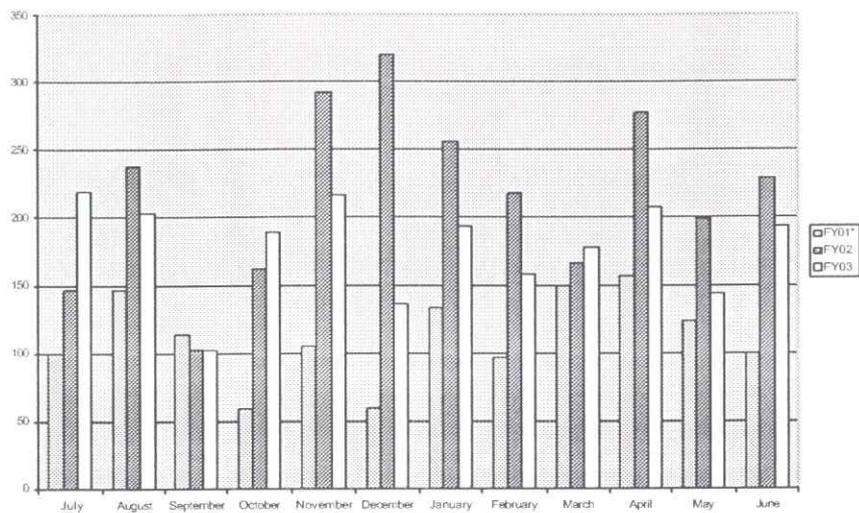
Membership by Category:



Membership Renewal Growth



New Member Totals



2x2x2 REBATES

Chapter	Member	Active	Tot. Renewed	Lost	Rebate	
Alabama	11	7		18	1	\$732
Alaska	1	2		3	0	\$132
Arizona	8	9		17	4	\$720
Arkansas	4	3		7	1	\$288
Atlantic	19	22		41	0	\$1,740
Australia/New Zealand	2	1		3	0	\$120
CPRA	0	7		7	5	\$336
Colorado	28	10		38	4	\$1,488
Florida	8	20		28	5	\$1,248
Georgia	10	24		34	2	\$1,512
Idaho	2	1		3	0	\$120
Illinois	11	12		32	8	\$972
Indiana	4	1		5	1	\$192
Iowa	11	4		21	5	\$588
Kansas	16	3		19	1	\$720
Kentucky	0	2		2	0	\$96
Louisiana	7	7		14	1	\$591
Michigan	1	17		18	4	\$852
Mid-Eastern	5	13		18	5	\$804
Minnesota	3	14		17	4	\$780
Mississippi	2	4		6	0	\$264
Missouri	10	7		17	2	\$696
Montana	3	1		4	1	\$156
Nebraska	0	2		2	0	\$96
Nevada	1	3		4	0	\$180
New Mexico	7	6		13	0	\$540
North Carolina	17	11		28	0	\$1,140
North Dakota	6	0		6	1	\$216
Northern California	0	11		11	6	\$528
Ohio	8	18		26	2	\$1,152
Oklahoma	3	6		9	0	\$396
Oregon	1	4		5	1	\$228
Pacific	2	1		3	0	\$120
Pennsylvania	7	10		17	4	\$732
South Carolina	3	15		18	3	\$828
South Dakota	2	0		2	0	\$72
Tennessee	6	13		19	4	\$840
Texas	11	26		37	8	\$1,644
Utah	3	2		5	0	\$204
Virginia	11	28		39	2	\$1,740
Washington	8	10		18	0	\$768
West Virginia	11	3		14	1	\$540
Wisconsin	10	3		13	1	\$504
Wyoming	1	2		3	0	\$132
TOTALS	284	365		664	87	\$27,747

Department: Association Operations/ Publications

Director: Cindy Lorow

Date: August 8, 2003

Operational Update (Ongoing Activities):

Volunteer writers continued to support our monthly magazine with submissions. This support continues the magazine's mission to be voice and authority of public safety communications as the only journal in the industry written by and for our industry's experts. The Summary Data section includes a list of the writers for the past year. Each one of these writers will receive a certificate of appreciation. This list is in addition to our monthly columnist: Robert M. Gurs, Washington View; Lori Buck, 9-1-1 Public Education; and T.G. Mieure, Then & Now.

** Addresses Goal D: Position APCO as the leading source of information on public safety communications.*

Our magazine advertising representative, The Goldman Group, has brought advertising lineage back from last year's 35 percent drop to an overall 20 percent gain during FY03. In the year since Goldman has been on board, we have seen ad revenue exceed expectations in seven issues, including the Membership Directory which has always been a financial loser for us. Also, we exceeded revenue expectations in some very high visibility months – July Buyers Guide and August Pre-show issues. A key element to the increase has been Goldman's efforts in gaining new advertisers – a total of 23 new advertisers were gained this year. Their main method for targeting new advertisers has been through tradeshow attendance. Tradeshows such as IACP and IWCE produced the most new accounts (15). Cold calling and direct marketing methods also were used.

** Addresses Goal I: Identify new and innovative sources of funding that ensure the continued economic health of the organization.*

Since Mid Year, staff has been working with Institute staff on its Revitalization Project, particularly in securing printers and coordinating with the marketing vendor for design work on the new textbooks.

** Addresses Goal I: Identify new and innovative sources of funding that ensure the continued economic health of the organization. Specifically, Objective 7: Update and repackage existing curriculum and training materials.*

Staff is currently working with Project RETAINS to produce three new publications during FY04. The books will be a collection of articles written for the magazine's 12-month series on specific topic. The books the committee will be reviewing are: Recruiting and Hiring, Career Development and What the Future Holds for Communications Centers.

** Addresses Goal D: Position APCO as the leading source of information on public safety communications. Specifically, Objective 2: Create products to convey critical information regarding public safety communications issues.*

Staff is currently working with the 9-1-1 Committee to produce collateral that will be used to acquaint agencies, legislators, city and county officials, and other organizations with the work APCO International does and how we might fit into some of their initiatives. The piece will list the key issues, how to contact APCO experts for more information and support, as well as address the benefits of being an APCO member.

** Addresses Goal D: Position APCO as the leading source of information on public safety communications. Specifically, Objective 2: Create products to convey critical information regarding public safety communications issues.*

New Activities

After just one year, the Online Buyers Guide – a staff initiative – has nearly doubled in size with 46 companies listing this year. The new Online Buyers Guide has been up on the website for only a month. Staff continues to add to the listing and will advertise specials and incentives for new advertisers to add their company listing. We have been told by our members that our Online Buyers Guide is an extremely valuable tool for them and has enhanced our printed version that they keep handy throughout the year. Feedback from our members and advertisers was so positive that we added to the Online Buyers Guide and included a Who's Who Guide in Public Safety Communications Sales & Services, which focuses on the Commercial member rather than the company. The original concept – a paper version – was the brainchild of the CAC. Budget restructuring during the year, left no money to produce another paper directory. However, the benefits of such a directory were twofold: staff could use the program as another recruiting tool – this one directed at Commercial members; while the directory would be seen as a benefit for Commercial members. The guide helps link potential customers to our members. The listing is free for APCO International Commercial members with upgradeable additions, such as pictures, company logo, a personal bio, etc. Both online guides have helped to increase web traffic, and most importantly, web revenue.

** Addresses Goal D: Position APCO as the leading source of information on public safety communications. Specifically, Objective 2: Create products to convey critical information regarding public safety communications issues.*

** Addresses Goal I: Identify new and innovative sources of funding that ensure the continued economic health of the organization.*

Staff has restarted the News Bureau in FY04. The Daily Bulletin, which debuted two years ago at our annual conference but was cut last year, is back this year. The Daily Bulletin is produced as a daily newsletter for conference attendees, letting them know the highlights of the day, the changes for the day and where they can find more information. The News Bureau's hometown press release program also has been restarted with the writing and dissemination of our annual award winners.

** Addresses Goal D: Position APCO as the leading source of information on public safety communications. Specifically, Objective 2: Create products to convey critical information regarding public safety communications issues.*

Issues (Opportunities/Threats)

Tradeshows marketing to gain new advertisers is a great opportunity for the magazine, as well as all APCO products and services, to continue and increase. We have proven that our attendance at certain tradeshows has increased our customer base – from Membership to the Institute. The converse also is true.

** Addresses Goal A: Foster Professionalism in public safety communications. Objective 6: Define marketing plan to foster professionalism in public safety communications.*

** Addresses Goal F: Continue to enhance APCO's position as the representative authority of public safety communications. Objective 2: Enhance existing and form new alliances with other associations and organizations. Objective 3: Expand efforts in marketing and public relations and develop a measurement tool to measure the impact of our expansion.*

A new readership survey will be done during FY04. The survey we did two years ago has been extremely helpful in developing themes and keeping focused on what types of articles our members want to read. That survey also showed that we have a huge pass-around rate: an average of 7 more people read a member's magazine each month, bringing our readership to 105,000 public safety communications professionals per issue – another great selling tool for our advertising sales representatives.

NOTE: The Institute had an independent survey done for its Revitalization Project and one of the questions asked which magazine was read most. Public Safety Communications/APCO BULLETIN was the NUMBER ONE magazine read by comm center personnel – 77 percent. Interesting point is that the question was asked to see where the Institute should be placing its ads to reach the most people.

** Addresses Goal D: Position APCO as the leading source of information on public safety communications. Specifically, Objective 2: Create products to convey critical information regarding public safety communications issues.*

** Addresses Goal J: Implement plans to ensure APCO's continued growth and development.*

Summary Data:

MAGAZINE WRITERS

August 2002

- John Johnson, Tennessee EMA, for "An Ice Storm, A Tornado and Conference"
- Dave Wilson, Plant Equipment, Inc., for "Metro Nashville Prepares for the Future"
- Richard H. Tuma, Illinois Chapter, for "Revolution or Evolution?"
- Barry Furey, Tennessee Chapter, for "APCO's Homeland Security Task Force," "Conference Introduction," "Entertainment," "Nashville-Style," and "Fabulous Firsts and SuperSessions"
- Steve Craig, Georgia Chapter, for "The Power of Standardization"
- Martha Carter and Arthur Meacham, Louisiana Chapter, for "Live in Caddo Parish"
- Dave Macekura, Pennsylvania Chapter, for "Partnerships: Online and Working Together"
- Allen H. Kupetz, Dennis G. Fontaine, and K. Terrell Brown, MeshNetworks, Inc. and World Technologies, for "4G and Public Safety"
- Kevin Corbley, Corbley Communications, Inc., for "Tracking with AVL"
- Cecil Whaley, Tennessee Chapter, for "Great Summer Visit," "A Jam-Packed Week," "Local Hot Spots" and "Things to See in Nashville"

September 2002

- Robert Hodges, Florida Chapter, for "So You're an Instructor"
- Mark Pallans, Florida Chapter, for "Introduction to Government Leasing"
- Sarah K. Miller, Washington Chapter, for "Education for a Virtual World" and "How to Find Training on a Shoestring Budget"
- Bill Garrison, Florida Chapter, for "Building High Performance"
- Willis Carter, Louisiana Chapter, for "Dedicated Training Shifts"
- T. G. Mieuire, Illinois Chapter, for "Simulations: Some Pointers"
- Helen Straughn, APCO Institute, for "Alternative Training-Delivery Methods"
- Jennifer Hagstrom, Florida, for "Matters of Public Record and Private Pain"
- Dr. Edmund Prater, University of Texas, and Dr. Michael Long, University of Tennessee, for "The Efficiency and Cost-Savings of Calltaker Training"
- Rodney B. Brent, Locus Technologies, for "Accurate Radio Location without GPS"
- Joe Schumacher, Intrado, Inc., for "Credibility: Key to Winning Confidence"

October 2002

- Patricia R. Moomey, Ohio Chapter, for "Communication Center Preparedness"
- Mark D. Pallans, Florida Chapter, for "Radio Communication Technology"
- Rich Abrams, Atlantic Chapter, for "How is a 9-1-1 Operator Like An Octopus?"
- Tim Dees, Blue Mountain (Ore.) Community College, for "PDAs in Public Safety Communications"
- Jennifer Hagstrom, Florida, for "State Farm Receives CALLS" and "The Thing No One Talks About in the Place Where Everything Gets Discussed"
- Ray Mathews, Shreveport (La.) Fire Department, for "The Importance of a Communications Officer to the Community, the Department, the Division"

November 2002

- Tony Davidson, Georgia Chapter, for "HEROs of a Different Kind"
- Sarah K. Miller, Washington Chapter, for "Amber Alert"
- Jennifer Hagstrom, Florida, for "Learning from Your Mistakes"
- Kathy Imel, La Loba International, for "CAD Goes High Tech"
- Gary Pulford, Intrado, Inc., for "When Time is of the Essence"

December 2002

- Nick Tusa, Louisiana Chapter, for "Reliable Radio Interoperability In the Big Easy"
- Ralph H. Gould, Michigan Chapter, for "The Blue Max Mobile Command Post"
- Barry Furey, Tennessee Chapter, for "PSAP Fire Protection"
- Jack Tanski, Atlantic Chapter, for "Excessive Daytime Sleepiness: The Invisible Career Threat"
- Jennifer Hagstrom, Florida, for "Human or Super Human? Looking at the Comm Center Director of the Future"
- Chris Rangel, Alvarion, for "Wireless Mobile Broadband: A Tool for Public Safety"

January 2003

- Julie Richter, Nebraska Chapter, for "Staffing and Project RETAINS"

- Dennis Rooney, Mid-Eastern Chapter, for "Under Fire"
- Robin Olson Mayberry, Ellensburg (Wash.), for "Compassion in Dispatch"
- David Black, Canadian Affiliate, for "Amalgamation and the Impact on Our Comm Center"
- T. G. Mieure, Illinois Chapter, for "Fact-Finding Techniques for Older Generations"
- Mark Pallans, Florida Chapter, for "The ABCs of GPS"
- Jennifer Hagstrom, Florida, for "Taking Your Own Pulse"
- Alex Stillwell, Aquis Wireless Communications, Inc. for "One-Way Paging Ensures Reliable, Cost-Effective Communications During Crisis Situations"

February 2003

- Diane Lind, Minnesota Chapter, for "The Radio Hacker Nightmares"
- T. G. Mieure, Illinois Chapter, for "Snowbound in Illinois"
- Candice Solie, Minnesota Chapter, for "CDE: The Art of Active Listening"
- Paul Bickford, Bickford Broadcast Vehicles, for "Linx Provides Link in Disasters"
- Steve Hailey, Daycom Systems, Inc. for "Red Cross Disaster Telecommunications"

March 2003

- Bruce R. Blair, Mid-Eastern Chapter, for "The D.C. Sniper Incident: Interoperability Lessons for Homeland Defense"
- Marilyn Ward, Florida Chapter, for "Florida Chapter Holds Homeland Security Forum"
- Candice Solie, Minnesota Chapter, for "CDE: Interpersonal Communications in the Communications Center"
- Dr. George Buck, Florida, for "Psychological Profiles"
- Jennifer Hagstrom, Florida, for "The \$64,000 Questions: Interviewing Isn't a Game"
- David Storey, Relm Wireless Corp, for "P25 in 2005: Countdown to Compliance"
- David Drescher, Roam Secure, for "A New Emergency Communications Standard"

April 2003

- T. G. Mieure, Illinois Chapter, for "Workplace Violence"
- Greg Riddle, Illinois Chapter, for "Managing Multiple Priorities"
- Jack Daniel, CPRA Chapter, for "Communications...The Heart of Public Safety"
- Candice Solie, Minnesota Chapter, for "CDE: Gossip's Tangled Vines"
- Jennifer Hagstrom, Florida, for "What Can QA Do for Us?"
- Geoff Byrnes, DeLand (Fla.) Police Dept., for "What Career?"
- John B. Stevens, Bonaventure University, for "Working on Workplace Diversity"
- Katarina Vetrovec, Voice Print International, Inc. for "Recording for Improved Efficiency in California"
- James L. Turner, ATIS, and Toni D. Dunne, Positron Public Safety Systems, for "Wireless 9-1-1 Access for the Speech- and Hearing Impaired: A Bumpy Road to Reality"
- Ron Haraseth, Director of APCO AFC, for "Going Paperless"

May 2003

- Ann Russo, APCO Institute, for "SARS: Some Basics"
- Candice Rostan, Atlantic Chapter, for "When Initial Information is Sketchy"
- T. G. Mieure, Illinois Chapter, for "Trench Rescue and Accidents"
- Tom Chronister, CPRA Chapter., for "Central Center Babble: Confusing Nomenclature Creates Problems"
- James E. Kuthy, Northern California Chapter, for "Test Your Job Applicants Using A Telephone"
- John Dejung, Minnesota Chapter, for "Location, Location, Location"

June 2003

- Candice Rostan, Atlantic Chapter, for "Air Quality and Workplaces" and "Where in the World Are You?"
- Barry Furey, Tennessee Chapter, for "Technology, Tours and Training: Crossing the T's in Consolidated Center Design"
- Jennifer Hagstrom, Florida, for "Journey to a New Center" and "Geography and Consolidations"
- Ann Russo, APCO Institute, for "Living Healthy While Working 'Round the Clock"
- Robert Gordon, Meteorlogix, For "Managing Emergencies Effectively: One City's Story"
- Michael F. Brennan, Northern Power Systems, for "24/7 Power: The Key to Fail-Safe Emergency Communications Systems"

July 2003

- Tony Davidson, Georgia Chapter, for "The Dichotomy of Building Security and Fire Safety"
- T. G. Mieure, Illinois Chapter, for "Communicating with Aging Callers" and "Stop Thief! Honesty in the Comm Center"
- Candice Rostan, Atlantic Chapter, for "Avoid the Radio Graveyard"
- Louise Eggert, Toledo (Ohio) Police Dept, for "Can You Create Change in the Comm Center?"

- Jennifer Hagstrom, Florida, for “How to Plan and Budget for a New Dispatch Center” and “Top Ten Reasons to Go to the Conference”
- Cheryl Harter, APCO AFC, for “The Changing Role of Local Advisors”
- Ken Brown, Glynn-Brunswick (Ga.) 9-1-1, for “Consolidated Operations Streamline Emergency Operations at Glynn County”

Department: Research and Communications

Director: Yucel Ors

Date: August 8, 2003

Operational Update (Ongoing Activities):

The Research and Communications Department was established in March of 2003 by the former Executive Director John Ramsey. The purpose of this department is to proactively identify issues that are of concern to the membership and perform statistical research and communicate its findings to the membership.

The goals and objectives of this department are based on APCO's Strategic Plan Goal D, which is to position APCO as the leading resource of information on public safety communications. In addition, this department will work with committees, projects and task forces and other departments to complete the goals and objectives of the Strategic Plan. The services that will be available through the department are research, analysis, and reporting of the findings on subjects objectives such as Goal A Objective 7 to establish training needs analysis program and respond to industry needs. In order to complete this objective, the research department worked with the APCO Institute to generate and administer a web based survey for the Institute Revitalization program.

Working with the Homeland Security Task Force, the department also created a Homeland Security Reference Guide that was presented during the Homeland Security Symposiums. The Reference Guide and CD were developed to allow the attendees to take important information back to their agencies. The Homeland Security Reference Guide is a compilation of resources from the Homeland Security Task Force members, slides from each speaker, pertinent articles from Public Safety Communications Magazine / APCO Bulletin, research completed by the Communications and Research Department, and much more. The Research and Communications Department viewed over 100 documents pertaining to each aspect of Public Safety Communications and Homeland Security. A Glossary of Terms and Resources, State Homeland Security Contacts, and more developed from this research. The Homeland Security Reference Guide contains over 200 pages of information, the CD contains a copy of the Reference Guide as well as Bonus Material. Both the Reference Guide and CD have received numerous compliments from attendees. We have also received requests to purchase the Reference Guide and CD from people who could not attend the symposiums or viewed a colleagues copy. Various reporters have also inquired about the information in the Reference Guide and asked for permission to inform their readers about the material. The Reference Guide and CD also served as a benefit for those who had registered for the symposium, but could not attend. We offered a copy of the Reference Guide and CD instead of a refund, which they gladly accepted. The Reference Guide and CD is available for purchase for \$99.00.

To assist in the completion of Goal B, "To encourage the development of innovative response to public safety communications issues," the Research and Communications department will work to improve APCO internal and external communications services. These efforts will focus on establishing an interactive web and e-communications services that will enable APCO to rapidly respond to the challenges facing public safety communications. The department is already looking in the establishing a low cost real-time interactive web symposium series to augment APCO's current symposium program. Working with APCO's committees, projects and task forces, the Research and Communications department will develop a strategy assist the committees in completing the objectives of the Strategic Plan.

RESEARCH
CD

New Activities

The Research and Communications department will develop a comprehensive communications and research plan to accomplish the goals and objectives below. Staff will also be contacting the Chairs of various committees, task forces and projects to identify the issue(s) they wish to survey.

As research is completed and resources are identified, staff will work to promote these products through email and APCO's web pages.

The goals of the Research and Communications Department for 2003 – 2004 are:

Web Pages

1. Develop a business plan for the APCO web pages.
 - a. Identify new sources of web revenue.
 - i. Virtual Expo
 - ii. Virtual Conferences
 - iii. Virtual Symposiums
 - b. Establish an aggressive web communications program.
2. Develop a web management system that is responsive to the members' needs.
3. Establish member only web resource and communications pages.
 - a. Research
 - b. Publications
 - c. Calendar of Events
 - d. Focus Group Information
 - e. General Resources
4. Develop a comprehensive web store with real time purchasing.
5. Establish a web marketing and promotions program for members, exhibitors, and general public.
6. Establish alliances with like organizations to share web information and resources.

Communications

1. Develop a comprehensive communications plan targeting the following:
 - a. External
 - i. Allied organizations
 - ii. Competitive Organizations

- iii. Non-members
 - iv. Legislative & Regulatory Representatives
 - v. Media
 - b. Internal
 - i. Board
 - ii. Council
 - iii. Chapter Officers
 - iv. Committees
 - v. Chapters
 - vi. Regions
2. Increase communications to the membership through e-communications and newsletters.
- a. Utilize APCO Committees to provide real time solutions to members' problems.
 - i. Comm Center Operations – Task Force & Committees
 - ii. 9-1-1 information from the 9-1-1 Committee
 - iii. Commercial Information from the CAC
 - iv. Homeland Security Information from HS Committee
 - v. Spectrum Information from the Spectrum Management Committee
 - b. Research new information resources.
 - i. Publications
 - ii. Research – Surveys
 - iii. Federal Government Documentations
 - iv. Press Releases
 - v. Legislative Actions

Research

1. Develop a comprehensive research plan.
2. Establish a real-time reporting of the survey results.
3. Identify critical issues of concern to be researched through Project, Committee, and Task Force interaction.
4. Establish cost benefit analysis for conducting research.
5. Report conclusion via web, publications, and other media.

Member Services – Research & Communications

1. Establish an aggressive customer service plan for the Research and Communications department.
 - a. Identify members' communications and research needs.
 - b. Establish an immediate response system for member or customer concerns.
 - c. Empower the communications and research staff to act and meet the needs of the members and customers.
2. Establish a proactive program in identifying issues that may be of benefit to the members.
3. Establish network for communications information sharing to the membership.
4. Identify key members to address various issues in public safety communications.

Tradeshows & Sales

1. Establish an aggressive tradeshow and sales plan.
 - a. Evaluate APCO's participation at various tradeshows.
 - i. Internal Tradeshows
 1. Regional
 2. Chapters
 - ii. External Tradeshows
 - b. Identify new tradeshows.
 - c. Establish a tradeshow schedule.
 - d. Identify goals and objective for each show.
 - e. Identify APCO's representative at the tradeshows.
 - f. Establish a lead follow-up program.
 - g. Evaluate ROI
2. Refine APCO's target sales program.
 - a. Establish a one-to-one and one-to-many sales program.
 - b. Validate current contact lists.
 - c. Identify new distribution lists.
3. Establish a cost-benefits analysis to evaluate participation at the tradeshows.

Marketing

1. Continue to manage the marketing schedule for all departments.
2. Establish a follow up service to assure that direct marketing material are getting to the targeted populations.
3. Establish a tracking system to evaluate all departmental marketing efforts.
4. Identify new distribution lists and manage/upkeep contact database.

Issues (Opportunities/Threats)

One of the major obstacles to conducting surveys is cost. Costs include design, print, mail, collection, data entry and analysis. Depending on the population (sample) size of a survey, costs can range any where from \$2 to more than \$15 per survey. If the population of the survey is APCO's entire membership (16,000 + members) the cost of mail survey could exceed \$32,000. Costs vary considerably depending on the type of survey that is to be conducted. Telephone and face-to-face surveys will be the most expensive, where mail and web based surveys will be considerably less.

In order to offset the cost of the surveys, APCO staff will work with the commercial membership to sponsor many of the surveys. As sponsors, the commercial community will benefit from the storehouse of knowledge that can be obtained from conducting industry related research.

As the research is completed, a report of each survey will be published in the APCO magazine. In addition, APCO will look to compile a various research projects to create a comprehensive source of statistics in public safety communications. These resources will be made available to the membership at nominal fee.

Department: Public Safety Foundation of America

Director: Woody Glover

Date: August 8, 2003

Operational Update (Ongoing Activities):

Jack Keating has accepted the position as Chair of the PSFA Advisory Committee following the resignation of Bill Hinkle. Keating has accepted this position with his usual dedication and enthusiasm and will make a presentation to the Executive Council regarding the activities of the Foundation.

The foundation received 130 grant applications in the third round, requesting \$18.6 million, which had a due date of July 3. These grants have been summarized and prepared for a preliminary scoring by the PSFA staff. The PSFA grant review committee will be meeting in Daytona on the weekend of August 23 to score the grants and make a recommendation to the AdComm and Board for the awarding of this grant round.

The PSFA has secured from the Nextel PSAP Readiness Fund a pledge for funding of three rounds of \$3 million each for the current calendar year. The first of these rounds had a due date of April 4, and we received 111 applications requesting a total of \$32.3 million. On June 30 our Board announced the award of 57 grants for this round, totaling \$3.1 million.

The initial round of grants, which had a deadline of December 15, 2002, attracted 80 applications, with 29 awarded for a total of \$2.4 million out of the total request of \$27 million. The agreements for these applicants have been completed and they are actively working on their projects. The applicants are required to submit quarterly reports, and they may also request reimbursement of expense incurred when they submit their reports – they may submit the reports and requests more often, if they desire. In most cases grant funds are not advanced to a recipient but rather the recipient is reimbursed for allowable expenses after submitting copies of vendor invoices. Agreements for the second round of grant recipients are now being executed.

New Activities

The deadline for preapplications for the third round of grants for this calendar year is September 5, with the complete application due October 3. It is anticipated that this round will also total approximately \$3 million.

Issues (Opportunities/Threats)

The budget for 2004 contains an allocation to retain a consultant to search for additional funding sources for the Foundation. We are planning to release a RFP to begin this process.

Summary Data:

PSFA

**APCO International, Inc.
Association Management System Update
As of July 27, 2003**

Summary

There are several steps required to take us to the final product of a functioning Association Management System (AMS). APCO staff is following due diligence each step of the way, ensuring that APCO will receive the best product at the best price and in the most timely manner. To assist with this, APCO is working with DelCor Technology Solutions, a consulting firm specializing in Association Technology Development. By conducting a thorough evaluation of APCO's operations and producing a detailed AMS requirements analysis DelCor is helping APCO manage the risk involved in purchasing an AMS Solution. The requirements analysis will allow us to act quickly to finalize vendor selection.

The current goal is to have the AMS fully operational by May 2004. This is an approximate time frame that will be verified during the contract negotiations and design study with the vendor.

Approximate Time Line

<i>Vendor Selection:</i>	<i>March – November</i>
(conducted with assistance of DelCor.)	
Review of background material and preparation	complete
Conduct Data Collection Interviews	complete
Prepare and review impact report	complete
Send out revised RFP/Specifications Document to vendors	complete (July 8, 2003)
Review and analyze returned Proposals	August 8, 2003
Demos of products	week of September 12
Preliminary selection of AMS provider	Sept 19, 2003
Negotiate Contract	Sept 30, 2003
Conduct Design Study	Oct – Nov 2003
 <i>Implementation:</i>	 <i>December 2003 – May 2004</i>
Data Conversion	
Software Installation	
Training	

AMS

Discussion

Vendor Selection

Selecting the appropriate vendor requires APCO to look internally at its business processes as well as its data requirements. In a perfect world, we would select a vendor with a baseline product that performs within APCO's business rules. Unfortunately this is highly unlikely and APCO expects to have to modify certain business processes to fit as closely as possible within the baseline modules. In order to do this these business processes and data requirements must be clearly defined at the beginning of the project. APCO proposes to engage DelCor Technology Solutions, Inc. to perform this analysis. The following items outline the process.

Review of background material and preparation

completed

DelCor will conduct a detailed review of literature, organizational charts, existing documentation, including a previously developed RFI and other correspondence with vendors, APCO's web site, etc. It is their goal to become as familiar as possible with APCO, as an organization prior to proceeding with subsequent project tasks.

Delcor will define the system requirement analysis schedule, review and update the scope, and develop a definitive project time line and define anticipated deliverables.

Conduct Data Collection Interviews

completed

Aside from furthering DelCor's understanding of APCO's needs and requirements, an equally important goal of this task will be to become familiar with APCO as a business. There will not be an in depth discussion of business processes, but rather an overview of the functional area responsibilities and processes, a review of issues with the existing systems and a discussion of current and future requirements and goals for success.

Delcor will draft the materials to be used during the group interviews. APCO and DelCor's project leader will communicate the format and the content of the sessions to APCO participants in advance to allow them adequate time to prepare.

Interviews are conducted by functional area or core process, which may be a crossover of various departments. DelCor recommends conducting interviews with both key staff members involved in business planning, and support personnel not necessarily involved in planning aspects.

Nine group interviews will occur, encompassing the following functional areas:

- Membership
- Finance
- Administration / Executive
- Conference
- Frequency Coordination
- Training
- Foundation
- Publications
- Information Technology

In addition to the nine group interviews, approximately two key individual interviews will take place. The first interview, usually at the executive level, will initiate the interview

process by providing an overview of the organization and project-related goals, criteria by which APCO will measure project success, budget and any possible constraints that may impact success. The second individual will most likely be the information technology related staff member who will discuss any remaining underlying technology issues.

DelCor will also conduct a meeting to establish and rank criteria for selecting a new system. Additionally, weighting system will be assigned to the developed criteria. The established criteria will be used to evaluate product demonstrations and select finalists, as well as to analyze submitted proposals and ultimately, select the final vendor.

Both objective and subjective criteria are used to evaluate the vendors and their responses. These may include, but are not limited to:

- Products' ability to meet technical requirements
- General navigation, look and feel
- Required level of customization
- Costs
- References
- Products' conformance to APCO's development and automation platform standards
- Product / vendor's ability to keep pace with APCO's expected business growth
- Required training and/or addition of personnel
- Vendor's support plans
- Vendor's project load / availability

Prepare and review impact report

completed

Upon completion of the data collection interviews, DelCor will have a detailed understanding of APCO's operations, goals, and requirements. Accordingly, DelCor will suggest the most appropriate vendors for consideration, those whose products most closely match APCO's needs and requirements. It is likely that ASI and Avectra will be selected for further evaluation. DelCor will present the three recommended vendors to APCO along with the criteria for choosing the selected vendors. APCO and DelCor will jointly decide if it is sensible to evaluate a third company or others not initially selected.

A variety of non-system issues generally surface throughout the course of the interviews. Regardless of the AMS selected, the identified issues will need to be addressed. In other words, the implementation of a new AMS alone may not be sufficient to resolve these issues. Accordingly, DelCor will prepare a report documenting these issues and, when possible, suggest recommendations for improvement. In some cases, issues may be complex and recommendations for improvement may require a level of effort beyond the scope of this report, in which case DelCor will indicate that further analysis is required.

It is important to note that the purpose of this task is not to provide business process re engineering nor a detailed technical analysis, but, rather, a mechanism to identify and document DelCor's preliminary finding of issues that may potentially impact the success of a new AMS implementation.

Send out RFP/Specifications Document to vendors

completed

This document will be used to assess each vendor's products and services; it will allow us to determine functionality and associated costs. The RFP will be compiled and organized based on all data collected during the staff interviews. Some of this information is likely to be duplicative of previous RFP's and RFI's that have already been received. If the information has not been supplied within the last twelve months, a new response will be requested. The final document will include:

- An introduction to APCO, its project goals, business operations, and current computing environment
- An outline of functional area operations and related issues; this includes an outline of APCO's processes used
 - i.e. how does a membership get processed from in-the-door to mailing of membership card and renewal
- A functional requirements "checklist", including mandatory, preferred and optional items in a table format
 - This will flush out baseline modules versus customizations and to what extent
- A list of criteria for proposal submission

At this time, the RFP has been sent to two vendors: ASI and Avectora; one or two others are being looked into; and TMA and others were eliminated as too costly or not meeting APCO's minimum requirements.

Review and analyze returned Proposals

The RFP and resulting vendor proposals will serve to:

- Ensure due diligence and, accordingly, minimize risk
- Document APCO's requirements and provide a mechanism by which vendors can relay their ability to fulfill them
- Impart an understanding of APCO's functional area operations and requirements so vendors may provide a substantive proposal
- Formally document the vendors' ability to address APCO's requirements
- Provide a uniform mechanism to assess and compare each vendor's ability to meet APCO's requirements and to analyze and compare vendor costs
 - Each vendor should be able to give a more accurate price estimate based on this information.
- Establish a formal mechanism to hold vendors accountable for their responses throughout the design and implementation phases. The vendor's proposal will be incorporated into the legal contract.

Demos of products

It has been over one year since Avectora and ASI have demonstrated products. Technology has developed in such a manner that AMS provider's products have drastically changed. A new demonstration from each vendor will be required to eliminate surprises for both parties.

Preliminary selection of AMS provider

At this point we should be comfortable with selecting a vendor and understanding exactly what will be received as well as a 'good faith estimate' on the time and money involved. Completion of the Design Study will solidify this decision.

Conduct Design Study

The design study is when the selected vendor evaluates the gaps between what APCO's requirements are and what the vendor can supply off-the-shelf or what will require modification. Additionally, the document will include information on how APCO's workflow will be handled within the baseline product. The design study defines how the existing system will work with APCO's business processes, in addition to identifying possible modifications to the system and/or modifications to APCO's business processes. The final document will include specifications of any possible customizations to the system, necessary modifications to baseline reports, customized reports, estimated hours for data conversion and project management services.

Negotiate Contract

Using the already completed documentation, including the systems requirement responses and design study, negotiating a contract that is satisfactory to both APCO and the vendor should be a relatively straightforward process. The contract will include the system requirements documentation, the Design Study, deliverables and payment schedule, warranty information, etc.

Make recommendation to Board

APCO staff plans to present to the Board a vendor recommendation at the June Board meeting and a request to proceed with a contract execution.

Implementation

Data Conversion

The data conversion process is the most difficult and time-consuming aspect of the entire process. Prior to a thorough systems requirements analysis and system design, it is difficult to define an accurate time line, however estimates are three to eight months for completion. None of the vendors have seen APCO's data; they are therefore unable to commit to an accurate time estimate. The following directly affect the timeliness of the data conversion:

- quantity of data to be converted
- quality of data
- structure/format of the data
- number of fields
- number of tables and records to be converted
- conversion platform
- consistently mapping data for each conversion attempt

After the vendor has analyzed the data formats, the number of tables to convert and the actual data itself for integrity and cleanliness a more accurate timeline can be established.

Software Installation

Includes setting up user groups and rights, setting up the system environment (installing all required software and databases on work stations and servers, as required, any necessary network adjustments), install all modules, set up integration with Solomon, installing third-party software as required, etc.

Training

The chosen vendor will conduct training on-site. On-going training will be conducted via a train-the-trainer program developed internally at APCO.

Conclusion

The staff is moving forward with AMS project as described within this summary.

5. Regulatory, Legislative and External Affairs Report

Presenter: Director of Legal and Government Affairs Robert Gurss, Esq.

Content: APCO's Director of Legal and Government Affairs will present a report to the Executive Council on the current activities of APCO's Washington, D.C. operations.

Action Item: This is a discussion item only.

Notes: