

Agenda Item: 6

Subject: FY 2000 Audit Report

Presenter: Eve Bowling, CPA

Content: A report will be provided by the auditors for the year-end financials statement of the Association.

Presentation: There will be a presentation about the report by Eve Bowling.

Type: **Action – To be voted on during the Sunday meeting**

Notes:

*unqualified
audit report
No problems found and no
qualifications were necessary.*

Action

FY 2000 Audit Report

PRESENTER:	Executive Director John Ramsey
ACTION:	A motion is needed to accept the FY 2000 Audit Report as presented.
INTENT:	To adopt the FY 2000 audit report as the official financial record of the Association's 2000 financial status.
PURPOSE:	
BACKGROUND:	The audit report has been prepared by the accounting firm of Bolerjack, Keyes and Associates. This report is an official review of the operating expenditures of the Association during Fiscal Year 2000.
RESOLUTION:	WHEREAS: The audit has been conducted by an independent auditing firm, and WHEREAS: This audit has been certified by the independent auditing firm as being the correct and true financial record of the Associations finances for Fiscal Year 2000; now, therefore, be it RESOLVED: The Executive Council approves the FY 2000 Audit Report.
RECOMMENDATION:	Executive Director John Ramsey recommends the Executive Council approve the FY 2000 Audit Report
MAKER:	<u>Jim Fraser</u>
SECONDED BY:	<u>Kent Kruger</u>
AMENDMENTS, COMMENTS, OR NOTES:	<u>Approved</u>

Agenda Item: 7

Subject: Regulatory Update

Presenter: Robert Gurss, Esq. – Law Firm of Shook, Hardy & Bacon, L.L.P

Content: Information on regulatory issues is published monthly in the APCO magazine. Additional information is also distributed via the APCO Executive Council list serve.

If there are any questions regarding current regulatory issues that council members would like to be addressed during this presentation, please forward them to APCO headquarters as soon as possible.

Presentation: Robert Gurss will give an update on the current federal regulatory activities and issues that are affecting APCO and Public Safety Communications.

Type: Discussion

Notes:

*Table -
Jack Keating - Motion
Garnett May n - mel
Approved*

*Remove from the table
Kent Krueger
Jack Keating
Approved*

*noted
mel*

*For Saturday
when Bob's
arrival
was delayed
GK*

Agenda Item: 8

Subject: APCO International Chapter and Affiliate Reports

Presenter: Australia & New Zealand Chapter – Jim Allen
Canadian Chapter – Jim Fraser
BAPCO Affiliate – ~~Ken Mott~~ *Susan Paul - Hutton*

Content: APCO's International Chapters and Affiliate will report on current their current activities.

Presentation:

Type: Information

Notes:

Agenda Item: 9

- Subject: APCO Projects
- Presenter: Please refer to each project item cover page for presenter information
- Content: The Committee Chairs and or members on the following APCO projects will present Reports:
1. Project 25 & 34 – Digital voice and data communications standards
 2. Project 36 – CAD Interface Standards
 3. Project 37 – Professional Certification for Public Safety Communications Center Personnel
 4. Project 38 – Wireless E9-1-1 Phase II: Deployment of Location Technology
- Background: The purpose of the APCO Project Series is to provide a structure and guidelines for a definitive on-going APCO program.
- The APCO Project Series provides a framework for exceptional efforts and a means by which governmental agencies, foundations, profit and non-profit corporations, and other organizations and individuals with interests in the public safety telecommunications field, may sponsor and cooperate in such APCO enterprises, which are consistent with the Association's character.
- Presentation: Please refer to individual project agenda cover sheet for information about the presentations.
- Type: Discussion

Notes:

Project 25 & 34 - Craig Torguson
36 - Sex Rutter
37 - Lynn Feller
38 - William Hinkle

PSPP - Public Safety Partnership Project
"Project MESA" create a set of specs
that US/European/etc can develop
the ability to transmit data at
high speed to and from the field.

Agenda Item: 9-A

Subject: Project 25 and Project 34

Presenter: Chair Craig Jorgensen

Content: A report will be presented to the Executive Council on the current status of Project 25 & 34.

Background: Project 25 brings together representatives from many local, state and federal government agencies who evaluate basic technologies in advanced land mobile radio. The objective is to find solutions that best serve the needs of the public safety marketplace. In addition, the committee has encouraged the participation of numerous international public safety organizations, making this a truly worldwide recommended standard-setting initiative.

Specifically, Project 25 is co-chaired by APCO International and the National Association of State Telecommunications Directors (NASTD). The steering committee, which makes the decisions, consists of APCO International and NASTD representatives, along with federal representatives from the National Telecommunications and Information Administration (NTIA), National Communications System (NCS), and the Department of Defense (DoD). The steering committee is supported by several subcommittees that research specialized areas.

Every aspect of Project 25 is designed to benefit public safety professionals who seek a new level of performance, efficiency, capabilities, and quality in two-way radio communications.

Project 25 makes it easier for users to make the most informed decision possible when planning to convert existing system to digital. Each vendor's system will begin on a level playing field determined by an agreed upon base line set of specifications. This allows users to more accurately compare the direct features and benefits of both entire systems and individual radio products.

Project 34 is the continuation of Project 25 for establishing digital data communication standards.¹

Presentation:

Type: Discussion

Notes:

¹ More information about Project 25 and 34 can be found on the APCO web page at www.apco911.org.

Agenda Item: 9-B

Subject: Project 36 – CAD Interface Standards

Presenter: Chair Lex Rutter – Oklahoma Chapter

Content: A report will be presented to the Executive Council on the current status of Project 36.

Although formal discussion on the following item will be held on March 17, 2001, the council may use the Executive Council List Serve (apcoexec.apco911.org) for clarification of items presented in this report.

Background: Project 36 was established to establish a standard interface structure for Computer Aided Dispatch systems.

Presentation:

Type: Discussion

Notes:

Agenda Item: 9-C

Subject: Project 37 – Professional Certification for Public Safety Communications Center Personnel

Presenter: Chair Lynn Feller, Ohio Chapter

Content: The following item or issues are included in the report:

- Project Members
- Project History Summary
- Statement of Purpose
- Statement of Benefits
- Certification Program Overview
- Code of Ethics
- Essential Job Tasks
- Skills Lists
- Pre-Test Criteria

Although formal discussion on the following items will be held on March 17, 2001, the council may use the Executive Council List Serve (apcoexec.apco911.org) for clarification of items presented in this report.

Background: Project 37 was established to create a professional certification program that will recognize those emergency communications personnel who meet a validated professional standard.

Presentation: There will be presentation on the following report by the Project 37 Chair Lynn Feller.

Type: Discussion

Notes:

web site link

PROJECT 37

CREATING A PROFESSIONAL
CERTIFICATION PROGRAM THAT WILL
RECOGNIZE THOSE PUBLIC SAFETY
COMMUNICATIONS PERSONNEL WHO
MEET A VALIDATED PROFESSIONAL
STANDARD.

TO: Executive Council, APCO Intl. Inc.

The following pages represent the work of the Project 37 Team as of January 15, 2001. The job task lists are currently being validated by various groups of communications personnel across the country, and we hope to conclude this process in March. The pre-test criteria have been discussed and modified by the P37 Team, and a plan is being formulated to have the criteria reviewed by a group of subject matter experts.

Our primary task in February and at our meeting in March is to draft the program rules and program administration concept, as a prelude to the writing of the "How To Obtain Certification" Handbook.

Following our mid-year meeting, the body of knowledge for each certification level will be finalized and we will begin to investigate test development and study guide development options.

As we continue to move forward with the project we would welcome any input you or your agency personnel wish to provide. For those of you who will be in Jacksonville on Friday March 16, please feel free to drop in on our meeting – join our discussion, ask a question, or provide comments from your Chapter or agency.

Thank you for your continued support of this project.

Sincerely,
Lynne Feller

2001 PROJECT 37 TEAM

Board Liaison:

APCO 2nd Vice President Vinnie Stile

APCO Staff Liaisons:

APCO Institute Director Dave Bubb & APCO Communications Center Operations

Director Woody Glover

Institute Advisory Committee Liason:

Danita Crombach

Project Chair:

Lynne Feller

Work Group Leaders:

Willis Carter, Cheryl Greathouse, Tony Harrison, Liz Phillips

Project Team:

Nancy Brady, Eriks Gabliks, Brian Geraghty, Danielle Howe, Bette Laughy, Randall Larson, Nate McClure, Joe Noce, Steve Souder, Karen Sturgeon

PROJECT HISTORY SUMMARY

- ❖ Research/Study existing certification programs
- ❖ Develop Project concept and work plan
- ❖ Define purpose and benefits
- ❖ Develop, distribute, analyze Needs Assessment Survey
- ❖ Further define program concept from assessment survey
- ❖ Develop body of knowledge for each certification level
 - ❖ Research, compile, analyze, validate, reanalyze, finalize Job Task Lists
 - ❖ Compile skills necessary for successful completion of tasks
- ❖ Develop Code of Ethics for certification candidates
- ❖ Draft, analyze, define, validate, Pre-Test Criteria

"IN PROGRESS" LIST

- ❖ Determine skills testable via knowledge based testing
- ❖ Investigate test development options
- ❖ Investigate test methods
- ❖ Continue to validate each phase of program development
- ❖ Continue to define program rules, application process
- ❖ Develop "How To Obtain Certification" handbook

"TO DO" LIST

- ❖ Investigate program administration methods, options, costs
- ❖ Determine appropriate marketing methods, costs

CERTIFICATION PROGRAM

STATEMENT OF PURPOSE

Emergency communications is a crucial part of public safety emergency services. Due to increased awareness, the public expects a high level of quality service from the individuals who operate 9-1-1 Public Safety Answering Points (PSAPs) and Public Safety Emergency Communications Centers (ECCs). To fulfill this expectation of service, the Association of Public Safety Communications Officials, International, Inc. (APCO) believes it is necessary to have a certification process to recognize those emergency communications personnel who meet a validated professional standard.

The purpose of the certification program is to foster the professional development of personnel in public safety communications by challenging them to meet high standards of experience, education and training, and knowledge in their field. Although participation in the certification program is optional, the program will require those individuals desiring certification to demonstrate a comprehensive array of job related knowledge, skills, and abilities.

Certifications shall be available to all levels of personnel with the emergency communications profession. The certification process can begin as soon as any person enters the profession and should continue to provide increasingly higher levels of certification throughout their career.

STATEMENT OF BENEFITS

The benefits to individuals obtaining certification are varied but include: the establishment of career credentials, formal acknowledgment of expertise, the promotion of continuing education and training, and promotion of professional self-esteem and recognition.

The benefits for agencies include creation of more credibility, encouragement of enhanced job performance, more knowledgeable employees, and increased protection from liability.

For the general public, Public Safety Communications Certifications will establish higher professional standards for personnel involved in emergency communications professions. Public awareness of the professional standards set within the certification program will contribute to a positive perception of the quality of service provided by emergency communications personnel.

CERTIFICATION PROGRAM OVERVIEW

Project 37 is creating a program that will encourage professional development by utilizing training and education pathways that will culminate in certification of those who meet a validated professional standard through testing. Personnel beginning a career in Public Safety Communications may begin to fulfill the pre-test requirements of the Telecommunicator certification as soon as they begin their training. As a person continues through their career, additional experience, training, and education will qualify a participant to test for an Advanced Telecommunicator certification. While the Telecommunicator requirements include a well-rounded variety of training and education, the Advanced Telecommunicator requirements allow for more specialization in the direction of training. The Certification Program encourages personnel to continue professional development by offering certification in Training Specialist, First line Supervision, and Communications Center Management.

Interested public safety communications personnel will initially receive a Certification Program Handbook that will define the available certification levels, the steps necessary to achieve certification, pre-test qualifications, program rules, costs, etc. Official program participation will begin with submission of an application for a specific certification level and a program participation fee. Participants will then receive a study guide for the appropriate certification test. At any point during the study period participants may submit a draft transcript to determine if they meet the education/training pre-test criteria. A final transcript will be required prior to testing. The tests will be created by a professional test development company based on the validated job task lists and resultant body of knowledge developed by the Project 37 Team.

Certification Program Code of Ethics

The Association of Public-Safety Communications Officials - International, Inc. - *APCO International* - is the world's oldest and largest not-for-profit professional organization dedicated to the enhancement of public safety communications. With more than 15,000 members around the world, APCO International exists to serve the people who manage, operate, maintain, and supply the communications systems used to safeguard the lives and property of citizens everywhere. To that end, APCO has developed certification criteria for the public safety communications professionals who operate and manage the nations public safety emergency 9-1-1 and public safety emergency communications centers across the nation.

As an APCO Certified (Communications Professional), I regard myself as a member of an important and honorable profession and, therefore, I commit myself to the following principals:

I will be mindful that I am a public safety employee, and that ultimately I am responsible to the public, which I serve.

I will perform my duties with courtesy, efficiency, and the highest level of professionalism at all times.

I will recognize, respect, and embrace the diversity and uniqueness of each citizen I serve.

I assume full responsibility for my actions during the performance of my duties.

I understand the importance of courtesy and will maintain it as my reference point in all my duties.

I will participate in efforts to implement and improve the standards of the public safety communications field.

I will regard my fellow telecommunicators and managers with the same standards as I maintain myself.

I will continue to strive to better myself by pursuing educational opportunities, which will enhance my job knowledge.

I will not, in the performance of my duty, work for personal advantage or profit.

I will not engage in conduct involving dishonesty, fraud, deceit, misrepresentation or discrimination.

I will strive to uphold those values which will reflect honor on my co-workers, my agency, and APCO International.

I will be loyal to my fellow emergency communications professionals, my superiors, and my agency.

ESSENTIAL JOB TASKS - TELECOMMUNICATOR

1. Answer calls received on all designated phone lines
2. Actively listen to information provided by callers.
3. Question callers to determine nature & location of problem & whether call is an actual emergency call or non-emergency.
4. Receive information from various audio sources while simultaneously performing various other functions.
5. Either transfer calls, via telephone, to appropriate agency for dispatch or obtain full complaint-dispatching information for calls.
6. Classify complaint/incident by type and severity.
7. Determine proper responding agency & dispatching priority.
8. Summarize incident for dispatching purposes.
9. Enter information into computer system or manual card system.
10. Continue to question callers to gather and update information and simultaneously enter information into system when applicable.
11. Defuse potential crisis situations over the phone such as suicide calls, etc.
12. Communicate with citizens from all economic and ethnic backgrounds and who may be very young, elderly or intoxicated.
13. Communicate with citizens whom cannot or will not give you appropriate or correct information.
14. Receive multiple phone calls for assistance.
15. Prioritize multiple phone complaints and request from citizens or field personnel.
16. Advise citizens of actions to take in emergency and non-emergency situations based on departmental policies and procedures.
17. Communicate with other agencies and/or departments on calls transferred or referred.
18. Transmit complaint information to radio dispatcher via computer or card system.
19. Provide additional information on call upon request by essential persons.
20. Triage and prioritize pending calls for service. Be cognizant for potential of duplicate calls.
21. Call back disconnects to determine nature & location of call; enter information as if applicable.
22. Enter information on "open Line" calls according to department policies & procedures.
23. Operate TDD or TTY to determine nature & location of problem from deaf/hearing or speech impaired callers; enter information as appropriate.
24. Access foreign language interpreter service to determine nature & location of problem for foreign speaking callers; enter information as appropriate
25. Refer or transfer callers to requested public service agencies or departments.
26. Receive & update information received from police field units & enter into system.
27. Receive incoming calls for service or repair & gather pertinent information from callers.
28. Obtain information/inquire via other computer systems for field units (vehicle registration, criminal record and warrants).
29. Handle various service requests for field units, such as calling tow/wrecker companies, confirming warrants, issuing case numbers, relaying information to allied agencies.
30. Communicate with other law enforcement groups via Teletype, computer or other communications device.
31. Receive internal alarm signals and dispatch proper field units.
32. Notify other agencies &/or asset units to respond to emergency calls & coordinate their response by providing information & directions via radio or phone.
33. Dispatch response units to non-emergency situations.
34. Dispatch appropriate units to emergency situations according to priority & availability of field units.
35. Transmit to field units accurate & complete information on calls dispatched.
36. Track status & location of responding units.
37. Record & monitor activities of field units that self-initiate actions.
38. Dispatch back-up units as requested and needed by field units.

39. Broadcast bulletins emergency or non-emergency in nature received by Teletype, computer or other device.
40. Maintain logs and paperwork of all responses.
41. Issue case or incident numbers according to department policy.
42. Brief on-coming personnel of shift activity.
43. Keep informed of agency policies & procedures by reading memos, directives, SOP &/or SOP updates & additions, etc.
44. Document equipment malfunctions
45. Potential for testifying in court.
46. Coordinate incident management by anticipating needs of field units and interacting with other dispatch personnel and representatives of allied agencies.
47. Maintain a professional demeanor throughout all radio and telephone transactions.

TELECOMMUNICATOR SKILL LIST

Communications

1. A telecommunicator must have the willingness and ability to understand and communicate in the language of the country or community in which the telecommunicator is serving.
2. Ability to orally communicate events and information professionally and precisely
3. Ability to communicate in writing events and information professionally and precisely.
4. Ability to read and understand written communications.
5. Ability to hear and understand sound sources coming through a headset or a radio or a telephone receiver.

Job Expertise

6. Ability to appropriately handle stressful situations.
7. Ability to act in a decisive manner, using good judgment.
8. Ability to effectively prioritize situations and information and make appropriate decisions based on information received.
9. Ability to actively listen and act at one time and remain focused under stress.
10. Ability to actively listen to others for an understanding of their needs and situations.
11. Ability to retain emotional control, honesty and productivity while under pressure from irate or abusive callers, shortage of time, personal problems, requirements of supervisors or other sources.
12. Ability to handle a variety of rapidly flowing information at one time.
13. Ability to report events and information in writing legibly and accurately.

Judgement

14. Willingness and ability to respect private, confidential information.
15. Ability to speak English with sufficient clarity to be understood by others on the telephone, radio or in person.
16. Ability to recognize when to make and implement own decision and when to seek guidance and or clearance from supervisors.
17. Ability to remember numerous details.
18. Ability to detach from caller's emotions yet project an image of empathy.
19. Ability to learn and apply new information.
20. Ability and willingness to accept responsibility for actions.

Relationships With Others

21. Ability to work cooperatively with supervisors and peers.
22. Ability and willingness to act in a mature, dependable fashion.
23. Ability and willingness to show initiative in completing work.

Initiative and Reliability

24. Ability to perform multiple functions while in reception of multiple audio sources.
25. Ability and willingness to accept criticism without reacting defensively, rationalizing mistakes or blaming others.
26. Ability to maintain a business-like attitude at all times.
27. Willingness and ability to carryout directives.
28. Ability and willingness to adapt to new or unique situations.
29. Ability to handle both task-oriented duties and people-oriented duties.
30. Ability to identify jurisdictional responding agency and priority of service.
31. Ability to enter data in an accurate manner into computer system or on a manual card system.
32. Effectively exchange information with children, the deaf, mentally incapacitated or non-native speaking callers.
33. Calm Callers and provide instructions in a manner which will promote compliance.
34. Assess previous calls in order to improve performance
35. Proactive personal stress management

Essential Job Tasks-Training Specialist

1. Complete required documentation on a daily basis.
2. Set clear and achievable goals and objectives.
3. Answer in-coming emergency and non-emergency calls.
4. Monitor information obtained, entered, and disseminated by trainee.
5. Effectively correct trainee.
6. Monitor trainee and continue to perform other duties simultaneously.
7. Effectively work with a diverse citizenship.
8. Document trainee behavior, performance, and attitude using established guidelines.
9. Perform minor troubleshooting on radio and computer equipment and communicate findings to technicians.
10. Research and develop topics for in-service training.
11. Deliver training in a classroom setting.
12. Plan and document training activities.
13. Communicate with superiors about training performance and activity.
14. Achieve all the essential job tasks of a 9-1-1 Call Taker and Dispatcher.
15. Explain policy & procedures.
16. Use effective coaching skills.
17. Fully explain intricate details while maintaining patience.
18. Provide repeat explanations in a positive, helpful manner.
19. Address & document trainee deficiencies in a positive but straight forward manner.
20. Notify supervisory staff at appropriate times concerning trainee progress or lack of progress.
21. Re-take control of a livecall from a trainee at appropriate times to prevent serious mistakes/mishandling of calls.
22. Take corrective action without unnecessarily embarrassing the trainee.
23. Effectively communicate and demonstrate the mission, goals and objectives of the agency.

Training Specialist – Knowledge, Skills, Abilities

Knowledge (Cognitive) – can be tested at all levels

Extensive knowledge of all of the duties which they will train to others.
Ability to read and comprehend a large amount of material including training and equipment manuals.
Knowledge of adult learning theory.
Knowledge of department rules, regulations, policies and procedures.
Knowledge of accepted communications standards as set by local, state, and federal authorities.
Ability to effectively correct trainee.
Ability to effectively work with a diverse citizenship.
Possess / utilize effective coaching skills.

Skills (Psycho-Motor) – require practical testing

1. Ability to operate a radio console to transmit calls for service.
2. Ability to operate a computer keyboard and mouse.
3. Ability to communicate verbally with clear enunciation.
4. Ability to effectively correct trainee.
5. Ability to effectively work with a diverse citizenship.
6. Possess / utilize effective coaching skills.

Abilities – higher level, scenario based testing

1. Patience and flexibility to adjust to a variety of callers and trainees.
2. Ability to see beyond personal impressions to work objectively and professionally with all co-workers and trainees.
3. Ability to adjust training techniques to the trainees learning style.
4. Ability to effectively correct trainee.
5. Ability to separate personal from professional relationships.
6. Ability to effectively work with a diverse citizenship.
7. Ability to accept communications training standards as set by the department, and apply those standards consistently.
8. A desire to teach and a true love of the job.
9. Exhibit loyalty towards the organization and its management team.
10. Be a team player / demonstrate a cooperative spirit.
11. Possess / utilize effective coaching skills.
12. Demonstrate leadership and decisiveness.
13. Ability to fully explain intricate details while maintaining patience.
14. Ability to provide repeat explanations in a positive, helpful manner.
15. Ability to address & document trainee deficiencies in a positive but straight forward manner.
16. Ability to discern when appropriate notifications should be made to supervisory staff concerning trainee progress or lack of progress.
17. Ability to discern when to re-take control of a live call from a trainee to prevent serious mistakes/mishandling of calls.
18. Ability to take corrective action without unnecessarily embarrassing the trainee.

JOB TASKS - FIRST LINE SUPERVISOR

Employee Supervision

1. Supervises operations of assigned shift, facilitates filling of staff shortages
2. Schedules proper staffing requirements for the Center
3. Complete evaluations on employees as needed
4. Maintain shift attendance and subordinate records as per policy
5. Review/approve payroll documents of subordinates
6. Oversees shift disciplinary action
7. Initiates appropriate intervention to solve problems in the center/on floor

Training:

1. Ensures subordinate training is accomplished
2. Review progress of trainees assigned to shift

Policy/Procedure:

1. Facilitates shift requests for changes of policy & procedure
2. Enforces established policies & procedures and documents violations in accordance with department procedure
3. Identify and recognize potential problems and submit appropriate recommendations
4. Point of contact for allied agencies concerning policies & procedures
5. Maintains understanding of practice, policy and job functions including union contracts and personnel legal issues
6. Emphasize departments customer service/quality assurance goals

Management

1. Provides necessary reports for management
2. Acts as liaison between staff and management
3. Coordinates regular staff/team meetings as needed
4. Disseminates information to shift personnel
5. Maintains technical and operational skills so can adequately perform duties of subordinates in the event of a crisis situation
6. Assign duties, tasks during unusual/emergency events (including re-assignments mid-shift as appropriate)

Job Tasks List – Communications Center Manager

Policy/Procedure

- Develop/supervise the development of operating policy and procedure
- Coordinates with other agencies regarding policy and procedure
- Develops Mission Statement
- Develops Values Statement
- Develops disaster recovery policy
- Develops mutual/automatic aid agreements
- Establishes security policy
- Conducts/supervises internal investigations
- Conduct disciplinary hearings
- Lead the strategic planning process

Budget

- Develop operating budget
- Develop capitol budget
- Monitor fiscal activity
- Produce Request for Proposals
- Produce Bid Documents
- Maintains payroll records
- Maintains accounts payable records
- Maintains accounts receivable records
- Perform contract negotiations
- Analyze Vendors
- Selects Vendors
- Evaluates economic factors affecting pay and benefits

Employee Issues

- Perform staffing studies
- Maintains employee performance records
- Maintains comprehensive personnel files
- Develop/supervise recruitment program
- Develop/supervise employee retention strategies
- Develop/supervise applicant screening
- Performs job analysis and develops job descriptions
- Monitors benefit programs
- Monitors absenteeism and tardiness
- Develop/supervise performance enhancement programs
- Develop/supervise career ladder programs

Community Issues

- Develop and maintain public education program
- Develop and maintain public relations program
- Ensures efficient dissemination of information
- Responds to citizen complaints

Technical

- Perform research on new technology
- Monitor and analyze technical system performance
- Coordinates equipment and system maintenance
- Develop/supervise development and maintenance of geographic data bases
- Assist in developing technical strategic plan

Legal/Legislative

- Act as liaison between staff and governing body
- Prepares legislative agenda packages
- Develop required legislation
- Act as liaison with Public Service Commission
- Act as liaison with local Office of Emergency Preparedness
- Act as liaison with FCC
- Ensures compliance with ADA requirements
- Ensures compliance with Occupational Safety and Health Act
- Ensures compliance with worker's compensation laws/regulations
- Ensures compliance with affirmative action plans
- Ensures compliance with sexual harassment regulations
- Ensures compliance with Fair Labor Standards Act
- Ensures compliance with Equal pay Act
- Ensures compliance with Social Security rules and regulations
- Analyzes/Interprets regulatory filings
- Monitors legislative activity for impact to 9-1-1 operations
- Testifies at legislative committee hearings
- Is primary resource for litigation involving public safety communications
- Provides court testimony

Operations

- Perform workload analysis
- Develop/supervise the development of shift schedules
- Develop/supervise the development of training curriculum
- Publish monthly, quarterly, and annual activity reports
- Establishes operational standards
- Act as liaison with wire line operating companies
- Act as liaison with wireless operating companies
- Implements performance improvement strategies
- Acts as the Project manager

PRE-TEST CRITERIA

Public Safety Communications Level 1 (BASIC OPERATIONS)

PERSONAL QUALIFICATIONS	Letter of Recommendation from Agency Head Signature on Code of Ethics
EXPERIENCE	2 Years Full-time or 4000 Hours Part-time in any Public Safety Communications operations: Call-taker, radio dispatcher, 9-1-1 operator, telecommunicator, Fire/Law Enforcement/EMS
PRE-REQ CERTIFICATION	None
EDUCATION/TRAINING CORE REQUIRED:	40 Hours Basic Public Safety Communications Training meeting P33 standards
ADDITIONAL:	WITHIN 8 years prior to application - 24 Hours of documented coursework (in any combination) in the following subject areas: 9-1-1 or Emergency call-taking skills Radio Dispatch operations Customer service applied to public safety Handling special incidents Computer Aided Dispatch ADA awareness/TDD training EMS Dispatching Fire Service Dispatching Law Enforcement Dispatching Interpersonal Relations Cultural Diversity Comm. Center Technologies First Aid/CPR Liability Issues Courses toward Certificate/A.S. in public safety
RECERTIFICATION	None (See Advanced/Level 2)

LEVEL: Public Safety Communications Level 2 (ADVANCED OPERATIONS)

PERSONAL QUALIFICATIONS (Same)

EXPERIENCE 4 Years Full-time experience in Public Safety Communications
PRE-REQ CERTIFICATION BASIC OR GRANTED CERTIFICATION

EDUCATION/TRAINING

CORE REQUIRED: EMD* or Fire or Law Enforcement or Call-taking or Radio Dispatching
24 hours in any (1) or any combination of:

ADDITIONAL: 12 Hours in any non-core* discipline and 28 hours in any combination:
NOTE: Courses used to meet criteria at previous level may not be counted again.

Law Enforcement Dispatching	Fire Service Dispatching	EMD *(DOT Standard)
Special L.E.Call Skills –	Special Fire Call Skills	Special EMS Call Skills
Domestic Violence,Pursuits	Hazardous Materials incidents	EMT/Medic training
L.E. Radio Skills	Incident Dispatch	EMD/EMT/Medic Refresher
Crisis Intervention	Fire Radio Skills	EMS Radio Skills
Tactical Dispatch		

Other

- Disaster Preparedness
- Stress Management
- ADA – DOJ minimum
- Interpersonal Relations
- Cultural Diversity
- Comm. Center Technologies
- Liability Issues
- Domestic Terrorism
- 9-1-1 Technologies
- College level courses in any related field

RECERTIFICATION: 24 Hrs Continuing Ed every 2 yrs

* A certification applicant choosing to utilize a 24 hour course that covers a specific "discipline" for their Core Requirement, must then have 12 hours of credits in a different "discipline": (ie: 24 hours of Fire Service education/training for Core, must also have a total of 12 hours from Police, EMS, or Other as part of their Additional pre-test criteria.)

LEVEL: TRAINING SPECIALIST

EXPERIENCE 2 years experience as Training Officer or agency Instructor

PRE-REQ CERTIFICATION ADVANCED OPS or GRANTED CERTIFICATION

EDUCATION/TRAINING CORE REQUIRED: 24 Hours of Instructor Techniques or Training Officer course

ADDITIONAL:
40 hours documented coursework in any combination:
EMD Instructor/CTO Instructor
Instructor Techniques
Oral Communications/Public Speaking
Adult Learning
Field Training Officer
Training the Trainer
Instructional Design
College courses toward teaching degree or related field
College courses toward degree in public safety communications

RECERTIFICATION: 24 Hrs Continuing Ed every 2 years

LEVEL: FIRST LINE COMM. CTR. SUPERVISION

EXPERIENCE 5 Years in Public Safety Communications with 2 years in supervision

PRE-REQ CERTIFICATION ADVANCED OR GRANTED CERTIFICATION

EDUCATION/TRAINING 24 Hours of Supervisory Training, Communications Center Supervision Course

CORE REQUIRED:

ADDITIONAL: 40 Hours in any:

- First line supervision
- Behavior management
- Quality Assurance
- Conflict Resolution
- Team building
- Crisis management
- Public Relations
- College courses toward degree in Public Safety Communications
- College Courses toward Office/ Business management, Public Administration

RECERTIFICATION: 24 Hours every 2 years

LEVEL: COMM CTR MANAGEMENT

EXPERIENCE

8 Years full time in public safety communications with 2 Years in management

OR

5 Yrs in public safety communications with 2 years supervisory position and (2yrs in management/any field or college degree in related field)

PRE-REQ CERTIFICATION

SUPERVISION OR GRANTED CERTIFICATION

EDUCATION/TRAINING

CORE REQUIRED:

Communications Center Management Course or ENP Certificate or College level Certificate in P/S Comm or College Degree in Public Admin, Business Mgmt, P/S Communications
40 Hours (in any combination) of subject matter listed below:

ADDITIONAL:

- Budgeting
- Personnel Management
- Public Relations
- Grant Writing
- Accounting
- Courses toward College degree in Public Admin, Business, P/S Communications or related field

RECERTIFICATION:

24 hours every 2 years

Agenda Item: 9-D

- Subject:** Project 38 – Wireless E9-1-1 Phase II Location Technology Deployment
- Presenter:** Chair William Hinkle, Ohio Chapter
- Content:** A report by the Project 38 Committee will be mailed out as addendum to this agenda.
- Although formal discussion on the following item will be held on March 17, 2001, the council may use the Executive Council List Serve (apcoexec.apco911.org) for clarification of items presented in this report.
- Background:** Project 38 was established to facilitate the deployment of Phase II Wireless E9-1-1 location technology.
- Presentation:** There will be presentation on Project 38 by the Chair William Hinkle.
- Type:** Discussion
- Notes:**

Agenda Item: 10

Subject: Committee Reports

Presenter: Please refer to each committee item cover page for presenter information

Content: APCO Committees are an important and integral part of the Association and its work. Along with APCO Project Teams and Task forces, they reflect the "volunteer" tradition of the Association and play significant roles in the enhancement of public safety communications.

The Chair of each committee will be responsible for reports describing the activities and accomplishments of the committee. At least quarterly, and more often if activity warrants, the Chair produces such reports and sends them to the President.

The President has requested the following committees and task forces to update the council on the current and ongoing issues that are being addressed by the committee and task force.

- A. CETF – Chapter Enhancement Task Force - *Gregg Reddell*
- B. Corporate Advisory Committee - *Joe Gallelli*
- C. Communications Center Staffing Task Force - *Jack Keating*
- D. International Committee - *Lex Rutter*
- E. Canadian Task Force - *Ron Haraseth*

Presentation: Please refer to each Committee/Task Force Agenda Item cover page for information on their presentations.

Type: Discussion

Agenda Item: 10-A

Subject: CETF – Chapter Enhancement Task Force

Presenter: Chair Gregory Riddle, Illinois Chapter

Content: The CETF will report on current issues and or activates that are being addressed by the task force.

Presentation: CETF Chair Gregory Riddle will present a report on the current activities of the CETF.

Type: Discussion

Notes:

Agenda Item: 10-B

Subject: Corporate Advisory Committee Report

Presenter: Joseph Galleli, Corporate Advisory Committee

Content: The CAC will report on current issues and or activities that are being addressed by the committee.

Although formal discussion on this item will be held on March 17, 2001, the council may use the Executive Council List Serve (apcoexec.apco911.org) for clarification of items presented in this report.

Presentation: The Corporate Advisory Committee will present a report the Executive Council on the current status of the committee.

Type: Discussion

Notes:

Agenda Item: 10-C

Subject: Communications Center Staffing Task Force

Presenter: Communications Center Staffing Task Force

JACK KEATING

Content: A report by the Communication Center Staffing Task Force will be mailed out as addendum to this agenda.

Although formal discussion on this item will be held on March 17, 2001, the council may use the Executive Council List Serve (apcoexec.apco911.org) for clarification of items presented in this report.

Presentation:

Type: Discussion

Notes:

APCO

9-1-1 Public Safety Communications Center Staffing Crisis Task Force

Report to the Board of Officers and Executive Council

Presented at the APCO Mid-Year Executive Council Meeting

**Jacksonville, FL
March 17, 2001**

Findings and Recommendations

Background

During the APCO 2000 Mid-Year Executive Council meeting on February 5-6, 2000, the Executive Council extensively discussed the problem most 9-1-1 Public Safety Communications Centers (PSCCs) were experiencing in recruiting, hiring and retaining qualified personnel to staff the critically important positions of 9-1-1 calltaker and Public Safety (Law Enforcement, Fire-Rescue and Emergency Medical Service) dispatchers.

The problem was readily acknowledged by Council members as affecting virtually every PSCC in the Nation. The discussion contained many first-hand experiences, examples and anecdotal information. Because of the difficulty in recruiting, hiring and retaining personnel, it was also recognized that most PSCCs were operating with fewer than the authorized number of personnel, even as workloads increased. This in turn put additional stress on existing staff, which exacerbated the problem.

As a result of this discussion, and recognizing the magnitude and seriousness of the problem, the Council expressed the belief that APCO, as the worlds oldest and largest organization devoted to the interests of public safety communications, with a membership of more than 14,000 professionals (the membership having since grown to more than 15,000) had a responsibility and obligation to address this issue.

In response to this concern, 1999-2000 APCO President Joe Hanna appointed an APCO Task Force (TF), comprised of APCO members to research and identify the reason(s) for the problem and offer suggestions/recommendations regarding what can/should be done to address the problem.

The TF was comprised of Mike Fischel, Fairfax County (VA) Public Safety Communications Center, Barry Furey, Knox County (TN) Emergency Communications District, APCO Past President (1998-99) Jack Keating, West Covina (CA) Communications Department, Randy Kerr, Alachua County (FL) Sheriffs Department Communications, Julie Righter, Lincoln (NE) Emergency Communications, Karen Sturgeon, State of Connecticut Department of Public Safety and Steve Souder, Arlington County (VA) Public Safety Emergency Communications Center (Task Force Leader). President Joe Hanna and President Lyle Gallagher were the Board of Officer Liaison to the TF during their respective terms. The TF was assisted throughout by APCO Staff including Yucel Ors, Cindy Lorow, Jennifer Hagstrom and Yvonne Klees.

Task Force Work Plan and Work Process with Time Line

The majority of the TF work was conducted via teleconference. A TF meeting was held during the Annual APCO Exposition and Conference in Boston in August 2000 and at the Mid-Year Executive Council Meeting in Jacksonville in March 2001.

The Task Force Work Plan included:

- Development of survey questions
- Determining who would be surveyed
- Determining how the survey would be administered
- How the results of the survey would be presented to the membership
- Develop suggestions/recommendations
- Determining how the suggestions/recommendations would be presented to the Board of Officers and Executive Council

The Work Process, including survey methodology and time line, to support the Work Plan included:

- Development of 12 survey questions in March 2000
- Inviting Public Safety Communications Calltakers, Dispatchers, Shift Supervisors and Administrators/Directors/Division or Department Heads to respond
(APCO membership would not be required)
- The survey was published in the May and June 2000 issues of the APCO Public Safety Communications Bulletin and posted on the APCO Web Site apco911.org, between May 1 and July 15, 2000
- Four-hundred seventy (470) persons responded to the survey. A copy of the survey is attached as Appendix 1
- The results of the survey were presented by TF members in a one-hour symposium held during the 2000 APCO Annual Conference in Boston (a copy of the survey results is attached as Appendix 2 and copy of the *Powerpoint*® presentation as Appendix 3). The meeting was attended by more than 350 conference attendees. Following a presentation of the survey results, TF members engaged in a Question and Answer period. Appendix 4 is a copy of a summary of the survey results published as part of an article appearing in the September 2000 issue of Dispatch Monthly Magazine
- Based on the survey results, the collective experience and knowledge of TF members and suggestions from public safety communications professionals, a set of suggestions/recommendations was developed for presentation and consideration by the Executive Council and Board of Officers
- The TF suggestions/recommendations would be presented to the Executive Council and Board of Officers at the 2001 APCO Mid-Year Executive Council Meeting in Jacksonville in March 2001. The suggestions/recommendations are attached as Appendix 5

Summary

The TF recognizes that the problem of recruiting, hiring and retaining qualified personnel is not new to the public safety communications industry. It has developed over time, first becoming occasional, then chronic and now epidemic.

There are few services provided by government that more people depend on, more often in personally dangerous, time critical, life and death situations than, 9-1-1. Each day more than 300,000 9-1-1 calls are made. The public's expectation is that these 9-1-1 calls will be answered quickly, handled professionally and dispatched efficiently. In order to meet the public's expectation, public safety communications centers must be staffed with sufficient qualified personnel who are properly trained and properly supervised.

In 2001, thirty-three years after the first 9-1-1 call was made, the adequate staffing of 9-1-1 public safety communication centers has become a crisis. This, APCO believes, is unacceptable. To address this crisis, a comprehensive set of initiatives which focuses on solutions to the reasons giving rise to this problem is required.

APCO cannot, of and by itself, correct this problem. It can only be corrected at the local level by those jurisdictions and agencies experiencing this crisis firsthand, and with the support of citizens in the community that depend on, expect and deserve to have 9-1-1 calls answered, processed and dispatched by an adequate number of calltakers and dispatchers.

APCO can and will however, assist those communities in any way possible to address and resolve this extremely critical issue.

Appendixes (5)

Appendix 1

- All responses will be confidential.
- If you wish to express any concerns or suggestions, please refer to the Public Safety Communications and suggested solutions at the end of the survey.
- Answers where requested by selecting the appropriate answer.
- Read each question carefully.

SECTION 1 (Information is required)

Name:	
Agency:	
Address:	
City/State:	
Zip:	

Telephone:	
Fax:	
Email:	

SECTION 2 (Please answer all questions)

1. What is your job in your agency?

Call Center Operator
 Call Supervisor
 Administrator/ Director/ Division or Department Head

2. I will rate entry-level annual base salary as it relates to:

Full-time entry-level agency base salary for your agency's full-time entry-level Communications Center operator position.
 Less than \$18,000
 \$18,001 - \$20,000
 \$20,001 - \$22,000
 \$22,001 - \$24,000
 \$24,001 - \$26,000
 \$26,001 - \$28,000
 More than \$28,000

3. I will rate entry-level agency base salary for SWORN Law Enforcement personnel as it relates to:

Less than \$18,000
 \$18,001 - \$20,000
 \$20,001 - \$22,000
 \$22,001 - \$24,000
 \$24,001 - \$26,000
 \$26,001 - \$28,000
 More than \$28,000

Membership

Public Safety Communications Center Staffing Crisis Survey Questionnaire

Instructions:

- Read each Question carefully.
- Answer where requested by selecting the appropriate answer.
- If you wish to expand on the information you are providing concerning the challenge facing Public Safety Communications and suggested solutions or proven successes, please feel free to make additional comments in the comments section at the end of the survey.
- **All responses will be confidential.**

SECTION I (information is optional).

<p>Name: <input style="width: 100%;" type="text"/></p> <p>Agency: <input style="width: 100%;" type="text"/></p> <p>Address: <input style="width: 100%;" type="text"/></p> <p>City/State: <input style="width: 80%;" type="text"/> <input style="width: 20%;" type="text"/></p> <p>Zip: <input style="width: 100%;" type="text"/></p>	<p>Telephone: <input style="width: 100%;" type="text"/></p> <p>Fax: <input style="width: 100%;" type="text"/></p> <p>Email: <input style="width: 100%;" type="text"/></p>
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SECTION II (Please answer all questions).

1. What is your job in your agency?

- Calltaker/Dispatcher
 Calltaker
 Dispatcher
 Shift Supervisor
 Administrator/Director/Division or Department Head

2. Full time entry-level annual base salary as it relates to:

a. Full time entry-level annual base salary for your agency's full time entry-level Communications Center operations personnel.

- Less than \$18,000
 \$22,001 - \$24,000
 \$28,001 - \$30,000
 \$18,001 - \$20,000
 \$24,001 - \$26,000
 More than \$30,001
 \$20,001 - \$22,000
 \$26,001 - \$28,000

b. Full time entry-level annual base salary for SWORN Law Enforcement personnel in your jurisdiction.

- Less than \$18,000
 \$22,001 - \$24,000
 \$28,001 - \$30,000
 \$18,001 - \$20,000
 \$24,001 - \$26,000
 More than \$30,001
 \$20,001 - \$22,000
 \$26,001 - \$28,000

c. Full time entry-level annual base salary for SWORN Fire-Rescue career personnel in your jurisdiction.

- Less than \$18,000
- \$18,001 - \$20,000
- \$20,001 - \$22,000
- \$22,001 - \$24,000
- \$24,001 - \$26,000
- \$26,001 - \$28,000
- \$28,001 - \$30,000
- More than \$30,001

3. Is the full time entry-level annual base salary for communications center operations personnel (i.e., calltakers, dispatchers, and shift supervisors) for your agency commensurate with the job requirements, as they exist today?

- Yes
- No

4. If No, what full time entry-level annual base salary is appropriate for your agency?

\$

5. What is the number of communications center operations personnel (i.e., calltakers, dispatchers, and shift supervisors) authorized/budgeted for your agency?

6. What is the number of vacancies you have for operations personnel (i.e., calltakers, dispatchers, and shift supervisors) at your agency?

7. What was the operations personnel (i.e., calltakers, dispatchers, and shift supervisors), including those personnel in training, turnover rate in % for:

% 1999

% To date 2000

8. What is the unemployment rate in your area?

%

9. Does the recruiting, testing and selection process utilized produce adequately qualified applicants for the entry-level position?

- Yes
- No

10. From your perspective, please rate the level of importance of the following reasons as to why personnel resign, quit, are terminated, etc.

Please Rate the Following	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Inadequate salary; in relation to scope of responsibility, technology, and multiplicity of systems used, knowledge required, workload, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working conditions; i.e., work schedule, shift work, working holidays, working weekends, and working overtime.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pressure and stress of job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inadequate positive recognition.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inadequate benefits, i.e., retirement, health insurance, life insurance, educational opportunity, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unable to handle multi-tasking requirements of job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
limited career advancement opportunity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To take a better paying job, with greater benefits and improved overall working conditions in another communications center.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To take a better paying job with greater benefits and improved overall working conditions in the private sector.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. From your perspective, please rate the level of importance of the following reasons as to why persons who may be interested in a career in public safety do not apply for entry-level communications center positions.

Please Rate the Following	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Inadequate salary; in relation to scope of responsibility, technology, and multiplicity of systems used, knowledge required, workload, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working conditions; i.e., work schedule, shift work, working holidays, working weekends, and working overtime.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pressure and stress of job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Impression of job gained from the news media, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inadequate benefits, i.e., retirement, health insurance, life insurance, educational opportunity, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Limited career advancement opportunity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The salary and benefits of jobs in the private sector requiring similar skills and improved overall working conditions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The salary and benefits of other public safety (i.e., Law enforcement and Fire-Rescue) jobs requiring similar skills and improved overall working conditions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

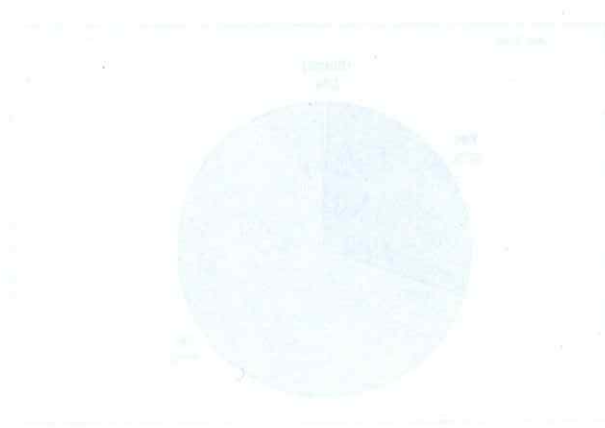
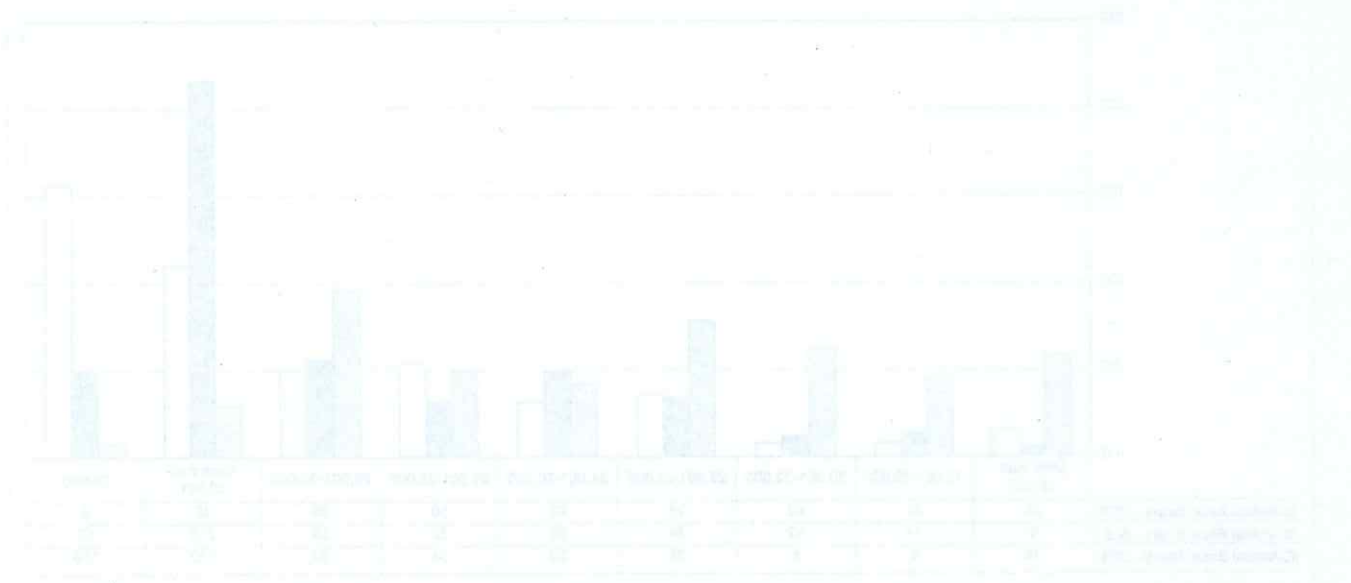
12. Please offer any comments, solutions, proven success, etc. that can be shared with APCO members.



Year	Value	Category
2007	100	Category A
2008	120	Category B
2009	150	Category C
2010	180	Category D
2011	200	Category E
2012	220	Category F

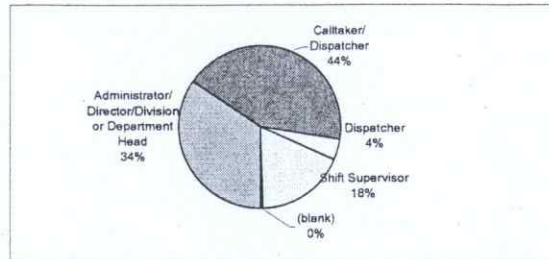
APPENDIX 2

Year	Value	Category
2007	100	Category A
2008	120	Category B
2009	150	Category C
2010	180	Category D
2011	200	Category E
2012	220	Category F

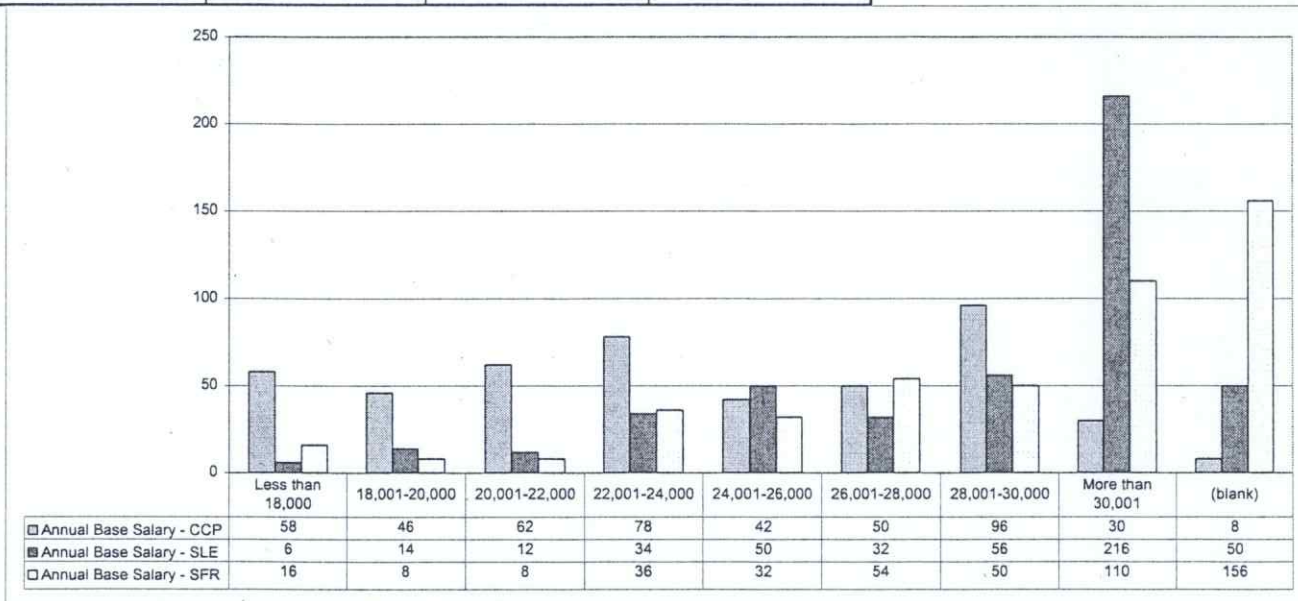


Year	Value	Category
2007	100	Category A
2008	120	Category B
2009	150	Category C
2010	180	Category D
2011	200	Category E
2012	220	Category F

1. What is your job in your agency?		
Job	Number	Percent
Administrator/ Director/Division or Department Head	162	34%
Calltaker/ Dispatcher	202	43%
Dispatcher	20	4%
Shift Supervisor	84	18%
(blank)	2	0%
Grand Total	470	100%

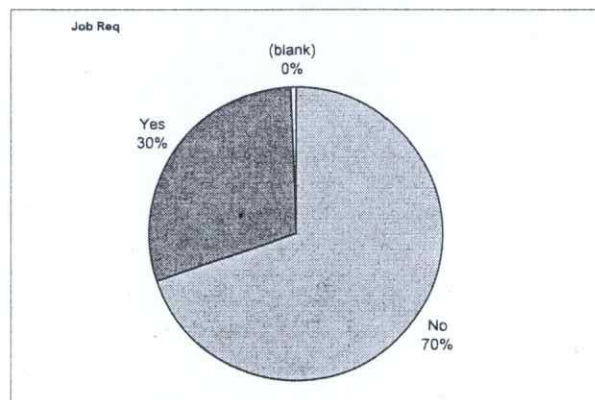


2. Full time entry-level annual base salary as it relates to:			
	Annual Base Salary CCP	Annual Base Salary SLE	Annual Base Salary SFR
Less than 18,000	58	6	16
18,001-20,000	46	14	8
20,001-22,000	62	12	8
22,001-24,000	78	34	36
24,001-26,000	42	50	32
26,001-28,000	50	32	54
28,001-30,000	96	56	50
More than 30,001	30	216	110
(blank)	8	50	156
Grand Total	470	470	470



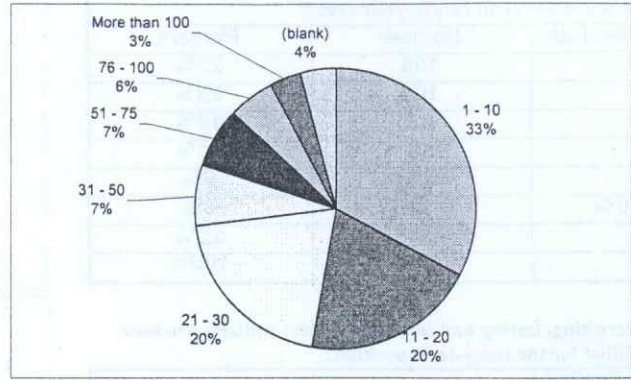
3. Is the full time entry-level annual base salary for communications center operations personnel (i.e., calltakers, dispatchers, and shift supervisors) for your agency commensurate with the job requirements, as they exist today?

Salary - Job Req	Number	Percent
No	328	70%
Yes	140	30%
(blank)	2	0%
Grand Total	470	100%



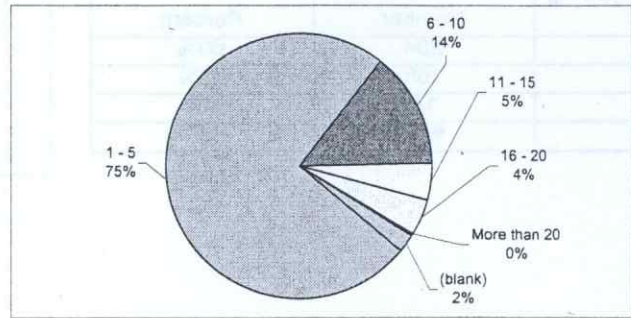
5. What is the number of communications center operations personnel (i.e., calltakers, dispatchers, and shift supervisors) authorized/budgeted for your agency?

Comm Cent Personnel	Number	Percent
1 - 10	154	33%
11 - 20	94	20%
21 - 30	96	20%
31 - 50	32	7%
51 - 75	32	7%
76 - 100	26	6%
More than 100	16	3%
(blank)	20	4%
Grand Total	470	100%



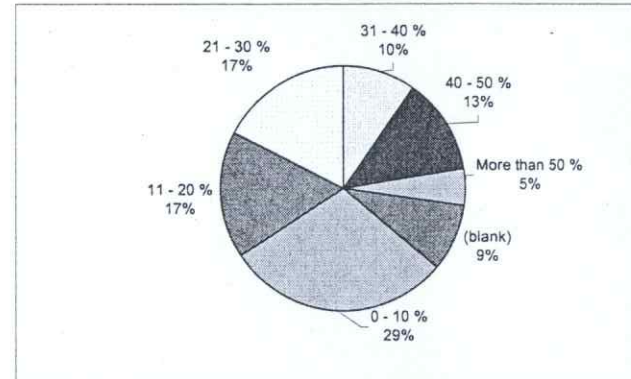
6. What is the number of vacancies you have for operations personnel at your agency?

Vacancies2	Number	Percent
1 - 5	350	74%
6 - 10	66	14%
11 - 15	22	5%
16 - 20	20	4%
More than 20	2	0%
(blank)	10	2%
Grand Total	470	100%



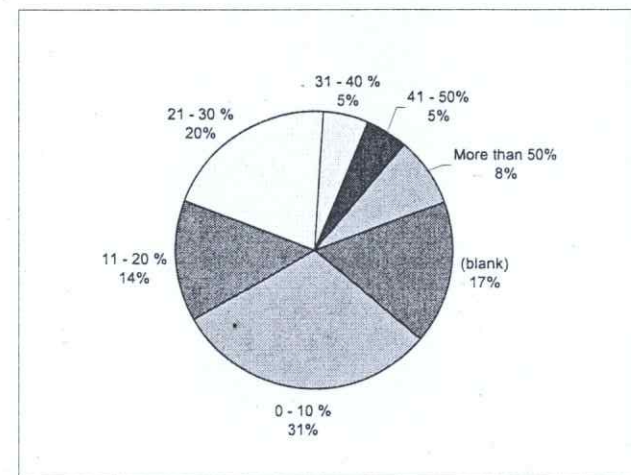
7.a. What was the operations personnel turnover rate in % for 1999:

1999 Turnover Rate	Number	Percent
0 - 10 %	140	30%
11 - 20 %	78	17%
21 - 30 %	82	17%
31 - 40 %	46	10%
40 - 50 %	60	13%
More than 50 %	22	5%
(blank)	42	9%
Grand Total	470	100%

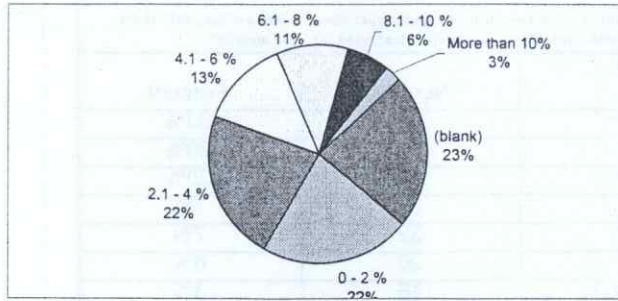


7.b. What was the operations personnel turnover rate in % for 2000:

To Date Turnover Rate2	Number	Percent
0 - 10 %	144	31%
11 - 20 %	66	14%
21 - 30 %	96	20%
31 - 40 %	24	5%
41 - 50 %	24	5%
More than 50 %	38	8%
(blank)	78	17%
Grand Total	470	100%

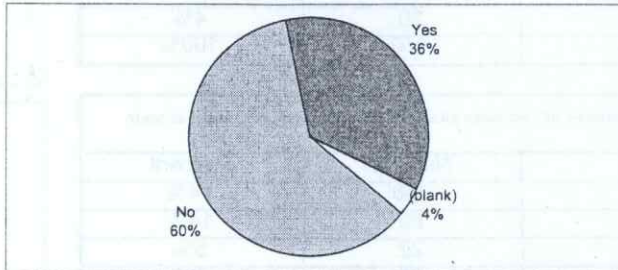


8. What is the unemployment rate in your area?		
Unemployment Rate	Number	Percent
0 - 2 %	106	23%
2.1 - 4 %	106	23%
4.1 - 6 %	62	13%
6.1 - 8 %	50	11%
8.1 - 10 %	30	6%
More than 10%	12	3%
(blank)	110	23%
Grand Total	470	100%

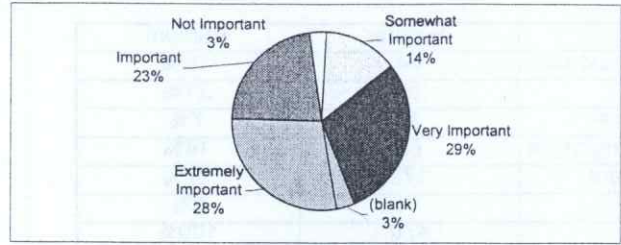


9. Does the recruiting, testing and selection process utilized produce adequate qualified for the entry-level position?

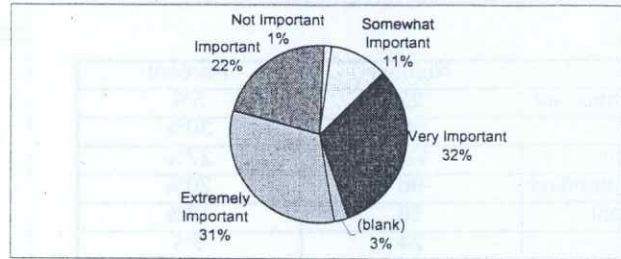
Recruiting & Testing Procedures	Number	Percent
No	284	60%
Yes	168	36%
(blank)	18	4%
Grand Total	470	100%



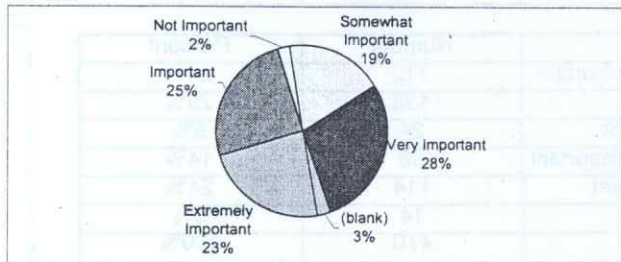
10a	Number	Percent
Extremely Important	132	28%
Important	106	23%
Not Important	14	3%
Somewhat Important	64	14%
Very Important	138	29%
(blank)	16	3%
Grand Total	470	100%



10b	Number	Percent
Extremely Important	150	32%
Important	102	22%
Not Important	6	1%
Somewhat Important	50	11%
Very Important	150	32%
(blank)	12	3%
Grand Total	470	100%



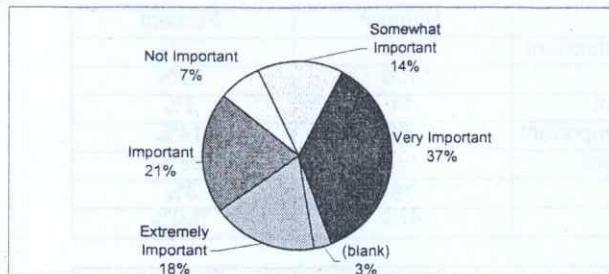
10c	Number	Percent
Extremely Important	108	23%
Important	118	25%
Not Important	10	2%
Somewhat Important	88	19%
Very Important	134	29%
(blank)	12	3%
Grand Total	470	100%



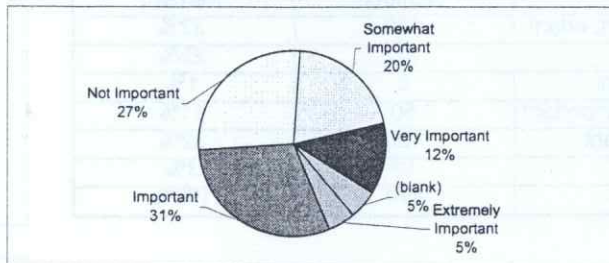
Category	Number	Percent
Very Important	50	11%
Extremely Important	38	8%
Important	27	6%
Somewhat Important	87	19%
(blank)	40	9%
Not Important	16	3%
Grand Total	258	100%

Category	Number	Percent
Very Important	42	9%
Extremely Important	36	8%
Important	107	23%
Somewhat Important	34	7%
(blank)	31	7%
Not Important	12	3%
Grand Total	262	100%

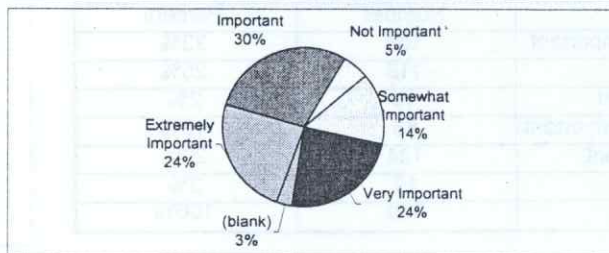
10d	Number	Percent
Extremely Important	84	18%
Important	98	21%
Not Important	34	7%
Somewhat Important	68	14%
Very Important	172	37%
(blank)	14	3%
Grand Total	470	100%



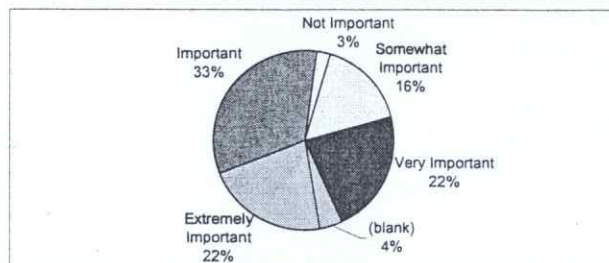
10e	Number	Percent
Extremely Important	22	5%
Important	142	30%
Not Important	128	27%
Somewhat Important	96	20%
Very Important	58	12%
(blank)	24	5%
Grand Total	470	100%



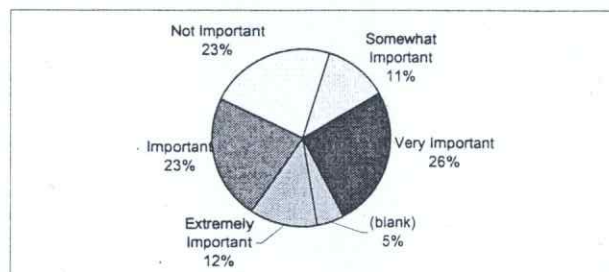
10f	Number	Percent
Extremely Important	112	24%
Important	138	29%
Not Important	24	5%
Somewhat Important	68	14%
Very Important	114	24%
(blank)	14	3%
Grand Total	470	100%



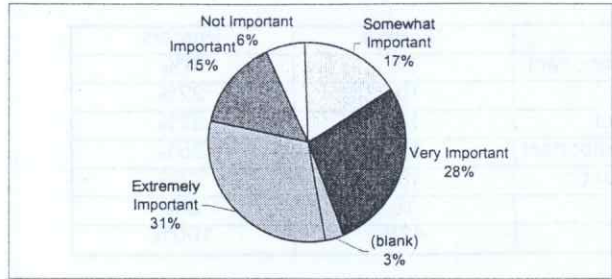
10g	Number	Percent
Extremely Important	102	22%
Important	156	33%
Not Important	12	3%
Somewhat Important	76	16%
Very Important	104	22%
(blank)	20	4%
Grand Total	470	100%



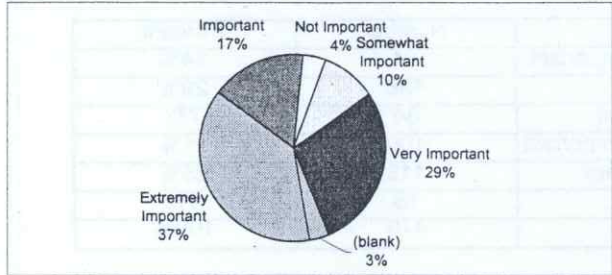
10h	Number	Percent
Extremely Important	58	12%
Important	106	23%
Not Important	108	23%
Somewhat Important	54	11%
Very Important	120	26%
(blank)	24	5%
Grand Total	470	100%



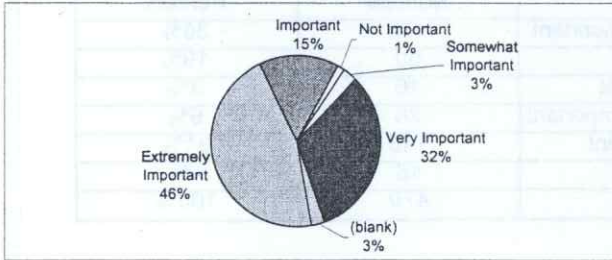
10i	Number	Percent
Extremely Important	146	31%
Important	70	15%
Not Important	30	6%
Somewhat Important	78	17%
Very Important	132	28%
(blank)	14	3%
Grand Total	470	100%



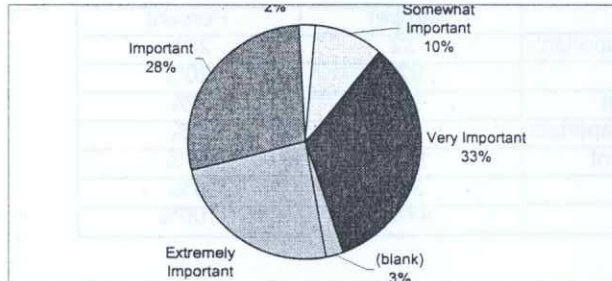
11a	Number	Percent
Extremely Important	178	38%
Important	78	17%
Not Important	18	4%
Somewhat Important	46	10%
Very Important	134	29%
(blank)	16	3%
Grand Total	470	100%



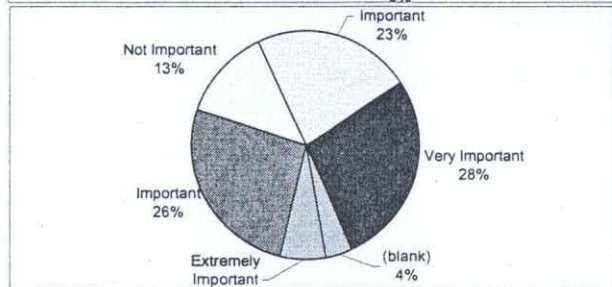
11b	Number	Percent
Extremely Important	214	46%
Important	72	15%
Not Important	6	1%
Somewhat Important	14	3%
Very Important	152	32%
(blank)	12	3%
Grand Total	470	100%



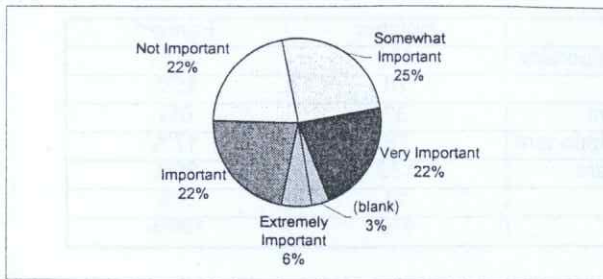
11c	Number	Percent
Extremely Important	112	24%
Important	132	28%
Not Important	10	2%
Somewhat Important	46	10%
Very Important	158	34%
(blank)	12	3%
Grand Total	470	100%



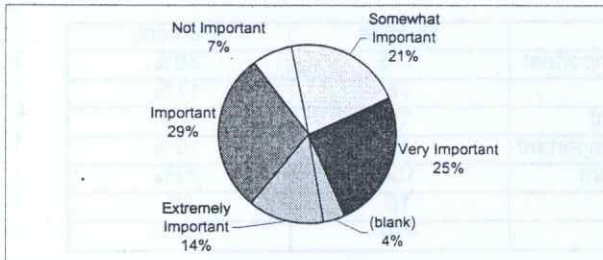
11d	Number	Percent
Extremely Important	30	6%
Important	124	26%
Not Important	62	13%
Somewhat Important	106	23%
Very Important	130	28%
(blank)	18	4%
Grand Total	470	100%



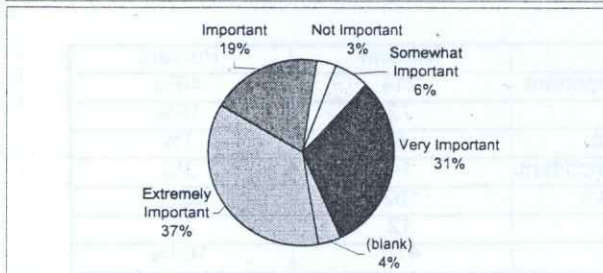
11e	Number	Percent
Extremely Important	28	6%
Important	104	22%
Not Important	102	22%
Somewhat Important	118	25%
Very Important	102	22%
(blank)	16	3%
Grand Total	470	100%



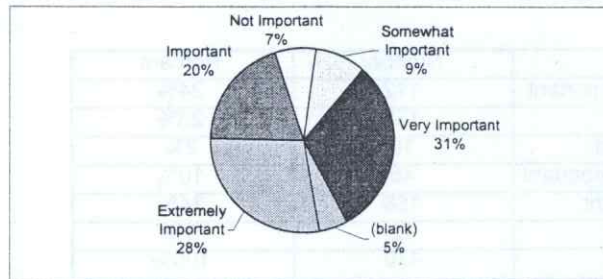
11f	Number	Percent
Extremely Important	64	14%
Important	136	29%
Not Important	34	7%
Somewhat Important	100	21%
Very Important	118	25%
(blank)	18	4%
Grand Total	470	100%



11g	Number	Percent
Extremely Important	170	36%
Important	90	19%
Not Important	16	3%
Somewhat Important	28	6%
Very Important	148	31%
(blank)	18	4%
Grand Total	470	100%



11h	Number	Percent
Extremely Important	132	28%
Important	92	20%
Not Important	34	7%
Somewhat Important	42	9%
Very Important	146	31%
(blank)	24	5%
Grand Total	470	100%



Category	Number	Percent
Extremely Important	132	28%
Important	92	20%
Not Important	34	7%
Somewhat Important	42	9%
Very Important	146	31%
(blank)	24	5%
Grand Total	470	100%

10. From your perspective, please rate the level of importance of the following reasons as to why personnel resign, quit, are terminated, etc.	Not Important	Somewhat Important	Important	Very Important	Extremely Important	(blank)
Inadequate salary; in relation to scope of responsibility, technology, and multiplicity of systems used, knowledge required, workload, etc.	3%	14%	23%	29%	28%	3%
Working conditions; i.e., work schedule, shift work, working holidays, working weekends, and working overtime.	1%	11%	22%	32%	32%	3%
Pressure and stress of job.	2%	19%	25%	29%	23%	3%
Inadequate positive recognition.	7%	14%	21%	37%	18%	3%
Inadequate benefits, i.e., retirement health insurance, life insurance, educational opportunity, etc.	27%	20%	30%	12%	5%	5%
Unable to handle multi-tasking requirements of job.	5%	14%	29%	24%	24%	3%
Limited career advancement opportunity.	3%	16%	33%	22%	22%	4%
To take a better paying job, with greater benefits and improved overall working conditions in another communications center.	23%	11%	23%	26%	12%	5%
To take a better paying job with greater benefits and improved overall working conditions in the private sector.	6%	17%	15%	28%	31%	3%

11. From your perspective, please rate the level of importance of the following reasons as to why persons who may be interested in a career in public safety do not apply for entry level communications center positions.	Not Important	Somewhat Important	Important	Very Important	Extremely Important	(blank)
Inadequate salary; in relation to scope of responsibility, technology, and multiplicity of systems used, knowledge required, workload, etc.	4%	10%	17%	29%	38%	3%
Working conditions; i.e., work schedule, shift work, working holidays, working weekends, and working overtime.	1%	3%	15%	32%	46%	3%
Pressure and stress of job.	2%	10%	28%	34%	24%	3%
Impression of job gained from the news media, etc.	13%	23%	26%	28%	6%	4%
Inadequate benefits, i.e., retirement health insurance, life insurance, educational opportunity, etc.	22%	25%	22%	22%	6%	3%
Limited career advancement opportunity.	7%	21%	29%	25%	14%	4%
The salary and benefits of jobs in the private sector requiring similar skills and improved overall working conditions.	3%	6%	19%	31%	36%	4%
The salary and benefits of other public safety (i.e., Law Enforcement and Fire-Rescue) jobs requiring similar skills and improved overall working conditions.	7%	9%	20%	31%	28%	5%

APPENDIX 3

Age (yr)	Weight (kg)	Height (cm)	Body Mass Index (BMI)	Waist Circumference (cm)	Waist-to-Hip Ratio	Diastolic Blood Pressure (mmHg)	Systolic Blood Pressure (mmHg)
20	55	165	20.1	75	0.85	75	115
25	65	170	22.6	80	0.88	80	120
30	75	175	24.5	85	0.90	85	125
35	85	180	26.2	90	0.92	90	130
40	95	185	27.8	95	0.94	95	135
45	105	190	29.3	100	0.96	100	140
50	115	195	30.4	105	0.98	105	145
55	125	200	31.3	110	1.00	110	150
60	135	205	32.1	115	1.02	115	155
65	145	210	32.8	120	1.04	120	160
70	155	215	33.4	125	1.06	125	165
75	165	220	34.1	130	1.08	130	170
80	175	225	34.7	135	1.10	135	175
85	185	230	35.3	140	1.12	140	180
90	195	235	35.8	145	1.14	145	185

Age (yr)	Weight (kg)	Height (cm)	Body Mass Index (BMI)	Waist Circumference (cm)	Waist-to-Hip Ratio	Diastolic Blood Pressure (mmHg)	Systolic Blood Pressure (mmHg)
20	55	165	20.1	75	0.85	75	115
25	65	170	22.6	80	0.88	80	120
30	75	175	24.5	85	0.90	85	125
35	85	180	26.2	90	0.92	90	130
40	95	185	27.8	95	0.94	95	135
45	105	190	29.3	100	0.96	100	140
50	115	195	30.4	105	0.98	105	145
55	125	200	31.3	110	1.00	110	150
60	135	205	32.1	115	1.02	115	155
65	145	210	32.8	120	1.04	120	160
70	155	215	33.4	125	1.06	125	165
75	165	220	34.1	130	1.08	130	170
80	175	225	34.7	135	1.10	135	175
85	185	230	35.3	140	1.12	140	180
90	195	235	35.8	145	1.14	145	185

9-1-1 Center Staffing: A Crisis in Public Safety



A report to the membership

Task for purpose

- Why did APCO form this task force?
 - APCO recognized that a true crisis existed in the ability of public safety communications centers to recruit, hire, and retain sufficient numbers of quality personnel.
 - APCO recognized the need to develop valid statistical data rather than rely upon anecdotal evidence.

Task force purpose

- Why did APCO form this task force?
 - APCO recognized the need to provide our membership with information and strategies that can be utilized to address the problem at a local level.

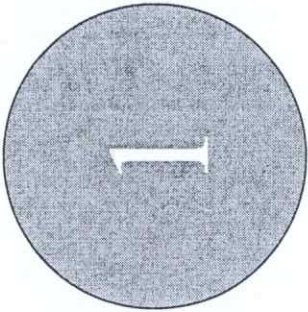
Task force members

- To address this issue, APCO appointed the following members to the task force:
 - Steve Souder, Chair
 - Barry Furey
 - Jack Keating
 - Julie Righter
 - Karen Sturgeon

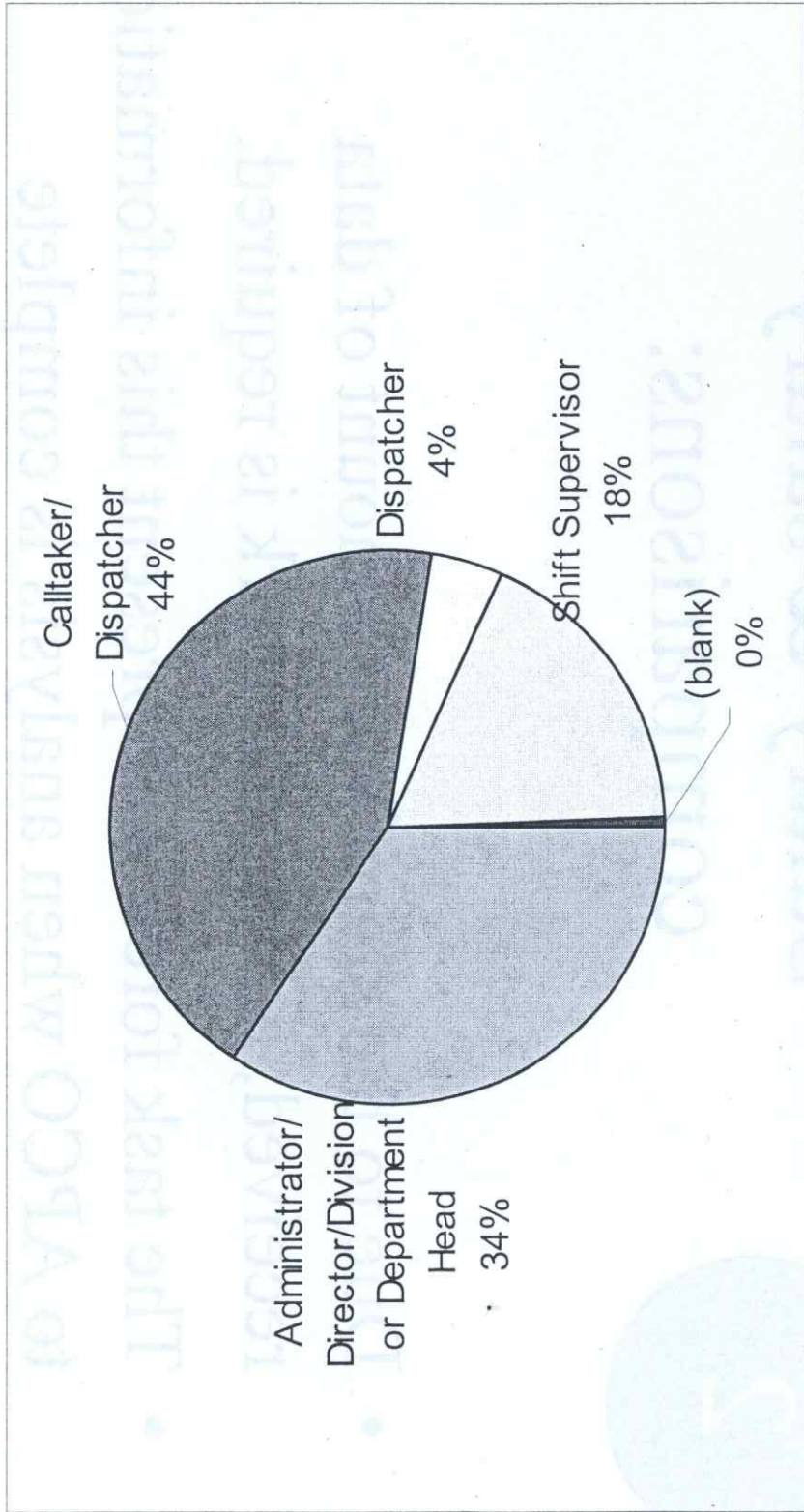
Task force actions

- Once empowered, the task force:
 - Created a survey
 - Distributed it widely
 - Solicited industry-wide input
 - Compiled *initial* data

- The task force today:
 - Presents this data to our organization
 - Encourages an open dialogue on this issue
 - Will gather your input and comments to assist in planning the next steps to take



Breakdown of 470 survey respondents



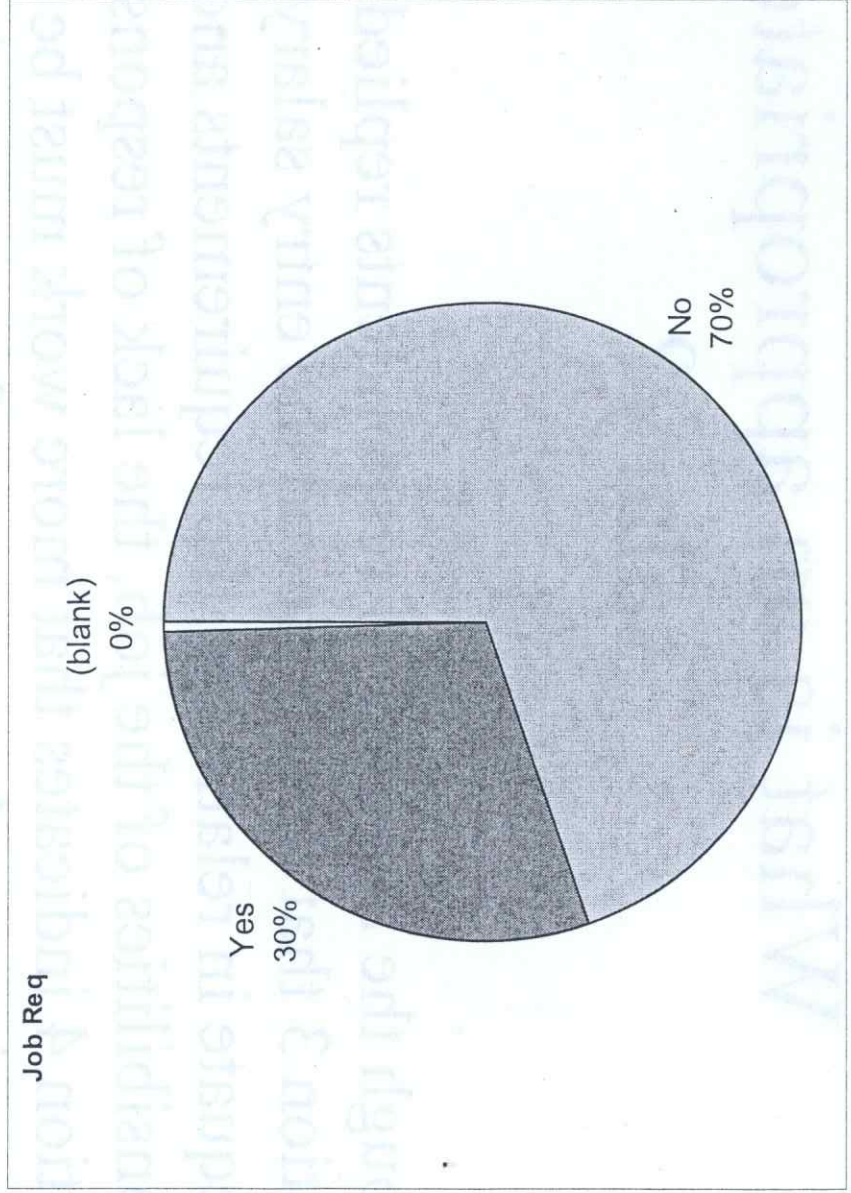
2

Salary & salary comparisons:

- Due to the significant amount of data received, additional work is required.
- The task force will present this information to APCO when analysis is complete

3

Is the entry level salary for communications center personnel adequate?

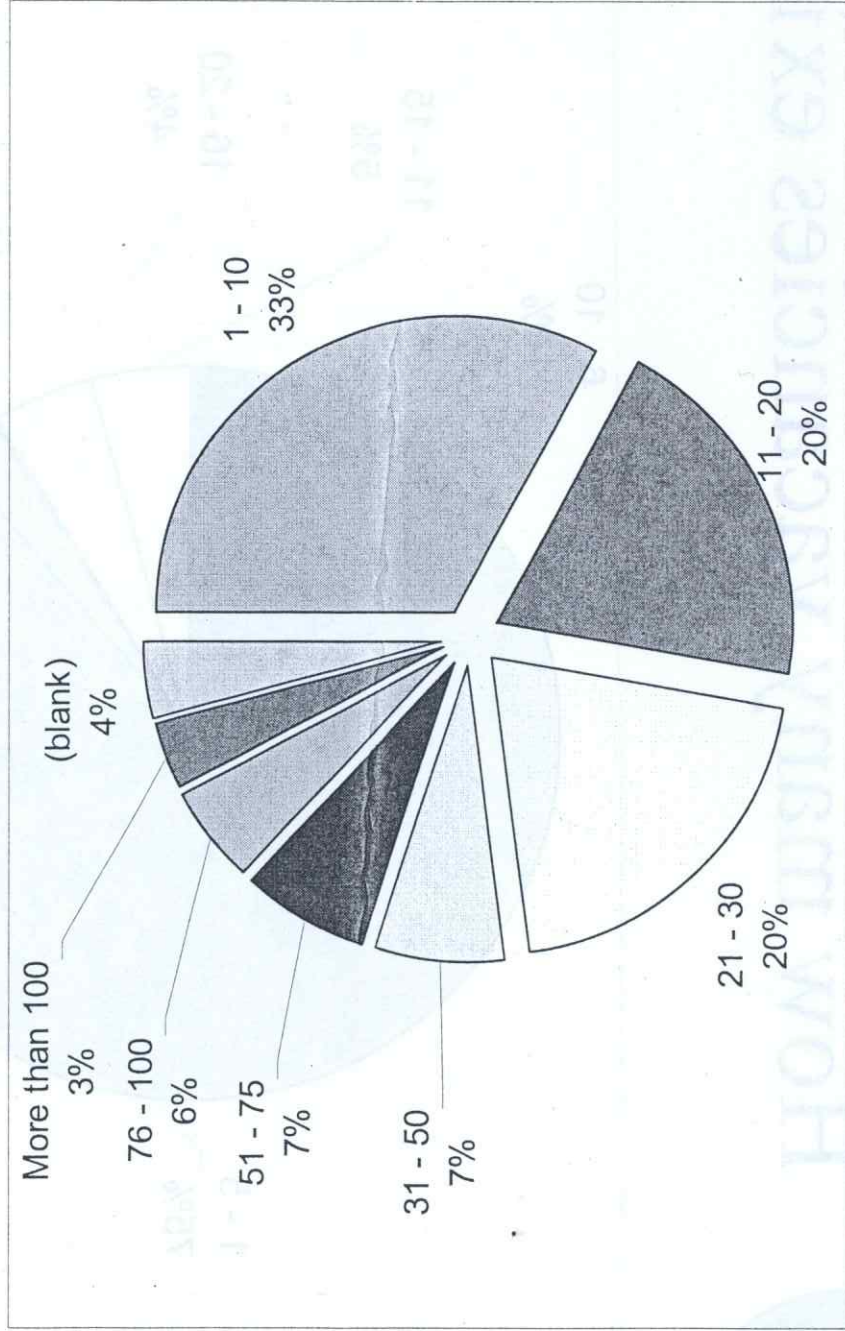


What is an appropriate salary?

- Although the majority of respondents replied in Question 3 that they believed the entry salary to be inadequate in relation to the requirements and responsibilities of the job, the lack of response to Question 4 indicates that more work must be done to determine an adequate rate of compensation

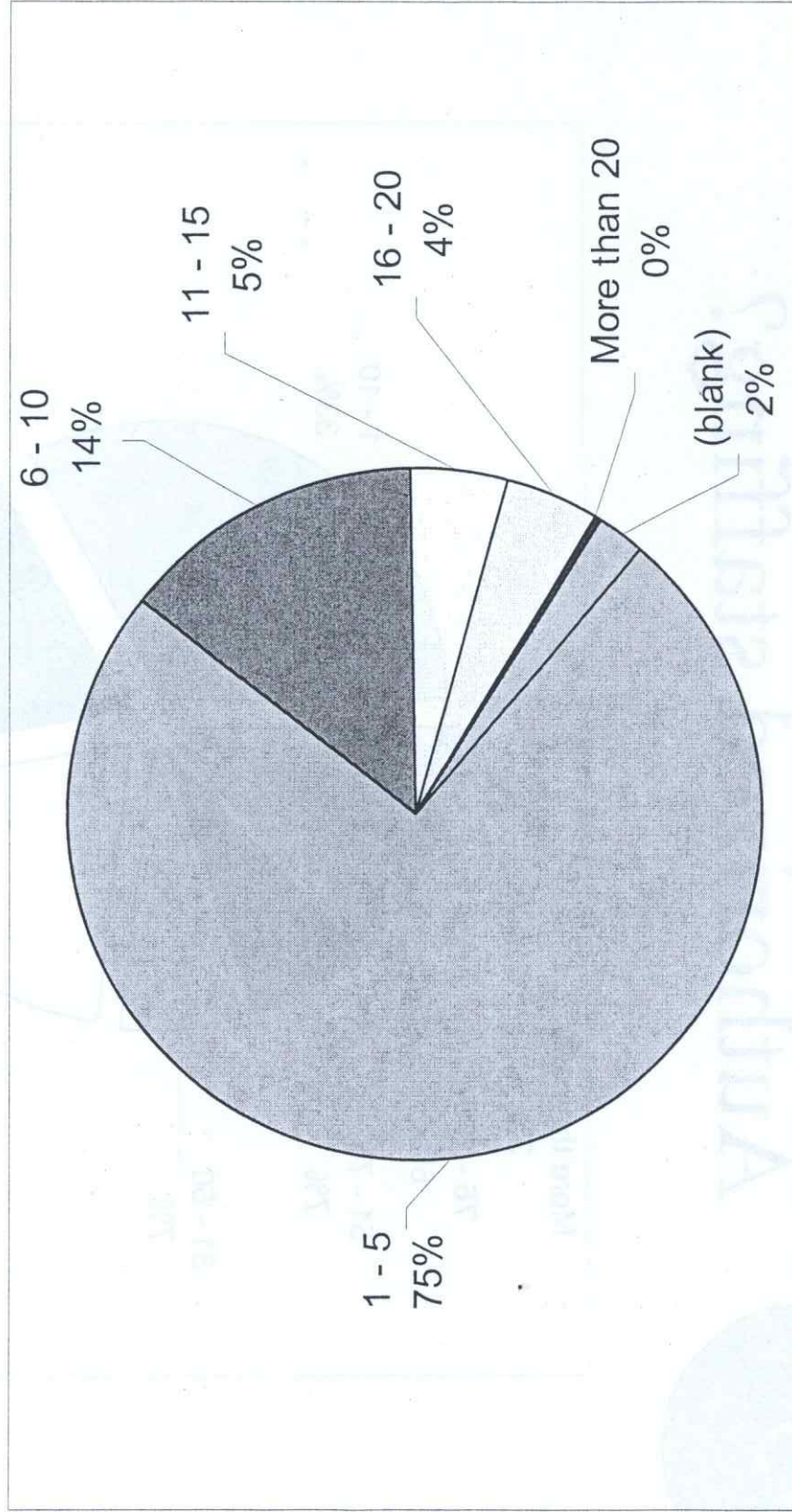
5

Authorized staffing?



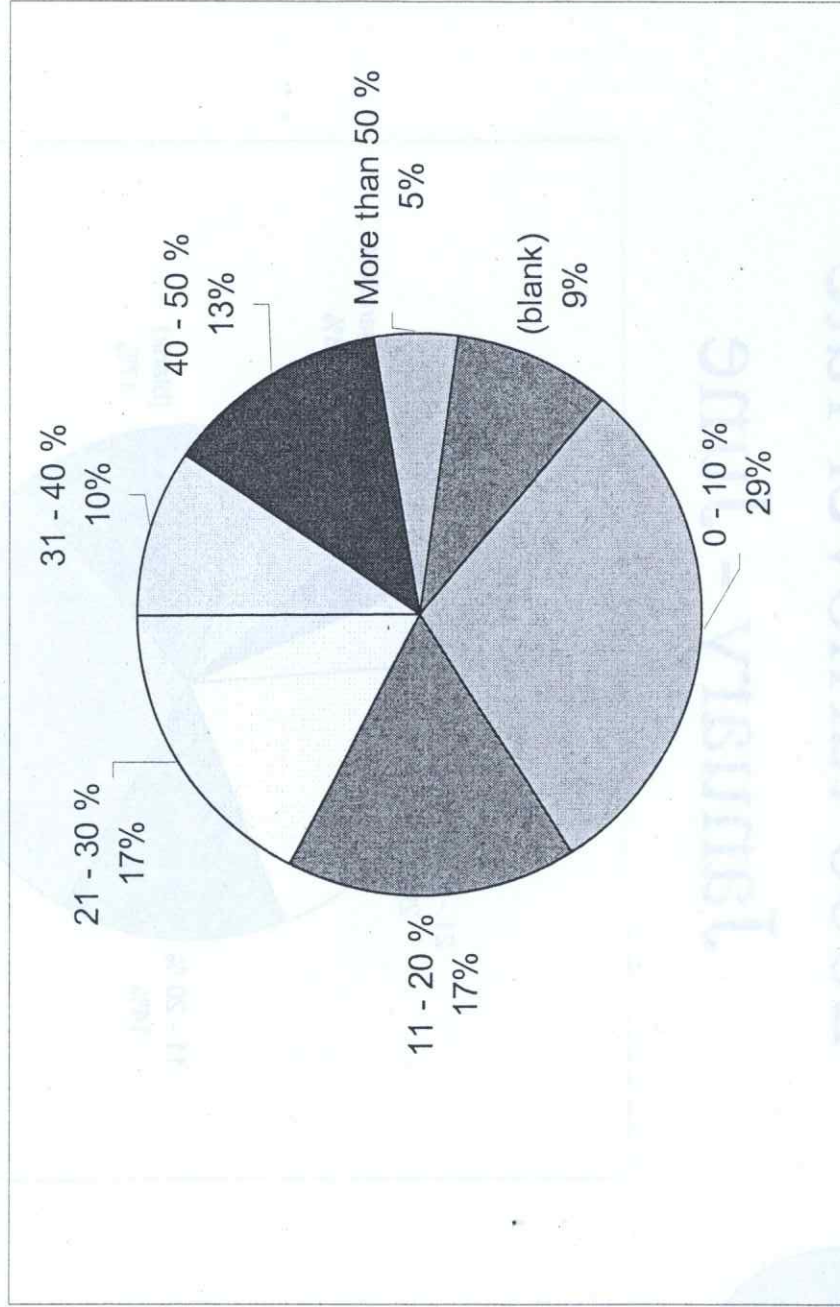
6

How many vacancies exist?



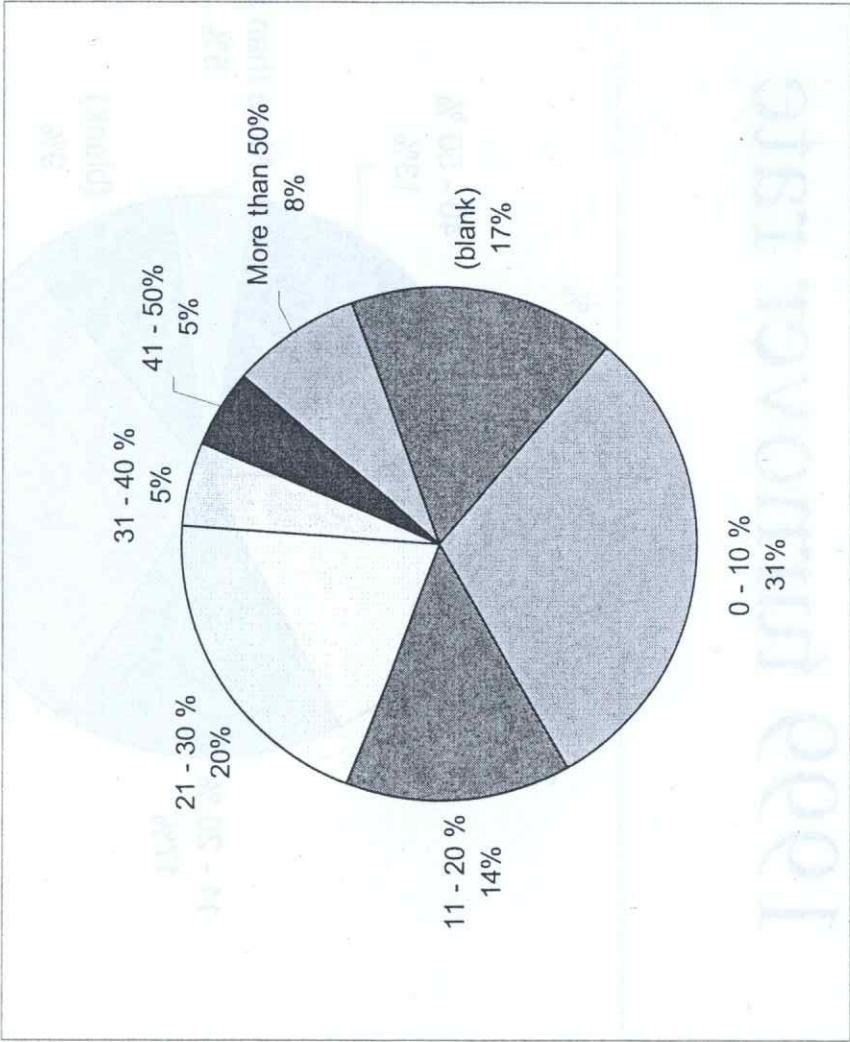
7a

1999 turnover rate



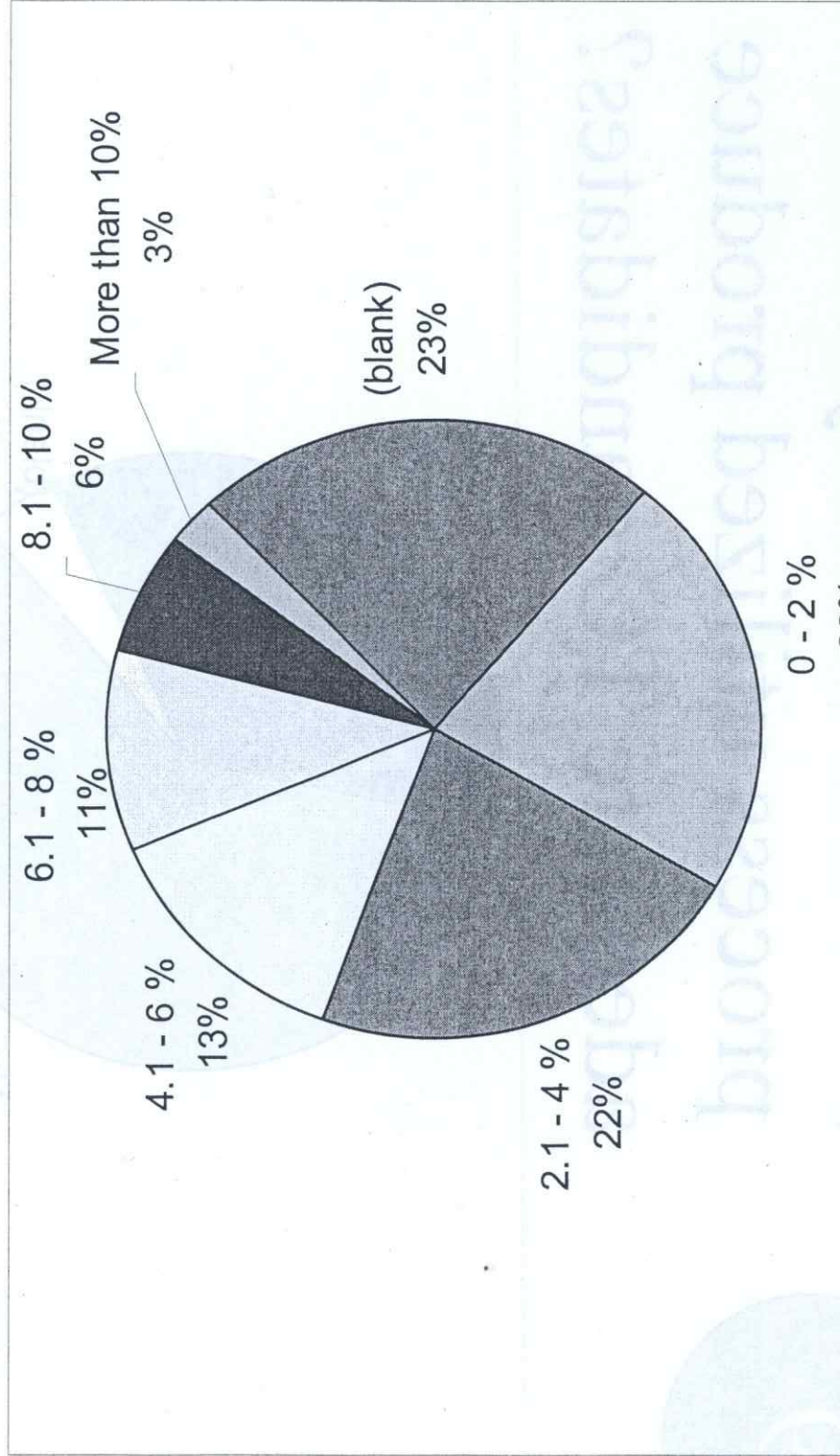
7b

2000 turnover rate January - June



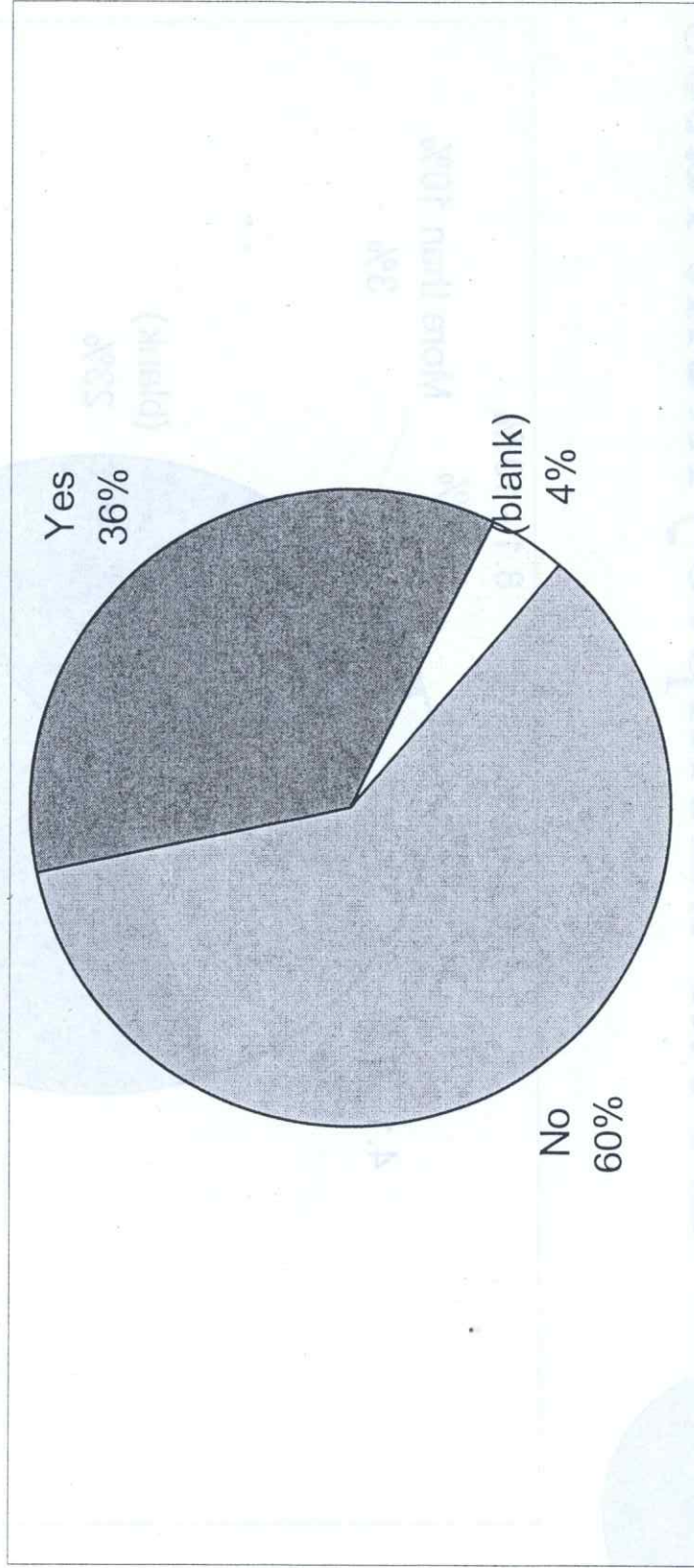
8

Local unemployment rates



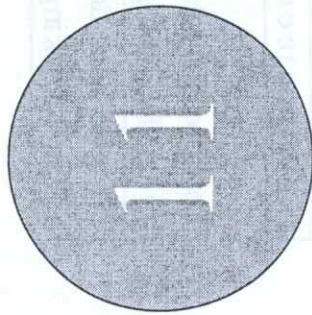
9

Does the entry level process utilized produce adequate TC candidates?



Why do personnel leave public safety communications?

	Not Important	Somewhat Important	Important	Very Important	Extremely Important	(blank)
10. From your perspective, please rate the level of importance of the following reasons as to why personnel resign, quit, are terminated, etc.	3%	14%	23%	29%	28%	3%
Inadequate salary; in relation to scope of responsibility, technology, and multiplicity of systems used, knowledge required, workload, etc.	1%	11%	22%	32%	32%	3%
Working conditions; i.e., work schedule, shift work, working holidays, working weekends, and working overtime.	2%	19%	25%	29%	23%	3%
Pressure and stress of job.	7%	14%	21%	37%	18%	3%
Inadequate positive recognition.						
Inadequate benefits, i.e., retirement health insurance, life insurance, educational opportunity, etc.	27%	20%	30%	12%	5%	5%
Unable to handle multi-tasking requirements of job.	5%	14%	29%	24%	24%	3%
Limited career advancement opportunity.	3%	16%	33%	22%	22%	4%
To take a better paying job, with greater benefits and improved overall working conditions in another communications center.	23%	11%	23%	26%	12%	5%
To take a better paying job with greater benefits and improved overall working conditions in the private sector.	6%	17%	15%	28%	31%	3%



Why are personnel not attracted to public safety communications?

	Not Important	Somewhat Important	Important	Very Important	Extremely Important	(blank)
11. From your perspective, please rate the level of importance of the following reasons as to why persons who may be interested in a career in public safety do not apply for entry level communications center positions.	4%	10%	17%	29%	38%	3%
Inadequate salary; in relation to scope of responsibility, technology, and multiplicity of systems used, knowledge required, workload, etc.	1%	3%	15%	32%	46%	3%
Working conditions; i.e., work schedule, shift work, working holidays, working weekends, and working overtime.	2%	10%	28%	34%	24%	3%
Pressure and stress of job.	13%	23%	26%	28%	6%	4%
Impression of job gained from the news media, etc.						
Inadequate benefits, i.e., retirement health insurance, life insurance, educational opportunity, etc.	22%	25%	22%	22%	6%	3%
Limited career advancement opportunity.	7%	21%	29%	25%	14%	4%
The salary and benefits of jobs in the private sector requiring similar skills and improved overall working conditions.	3%	6%	19%	31%	36%	4%
The salary and benefits of other public safety (i.e., Law Enforcement and Fire-Rescue) jobs requiring similar skills and improved overall working conditions.	7%	9%	20%	31%	28%	5%

What next?

- Further analysis of salary data
- Request APCO Project status for task force
- Develop statistically valid information that can be used at a local level
- Provide resources and strategies to APCO membership to assist in recruitment, selection, and retention

APPENDIX 4

selection, and retention

membership to assist in recruitment

- Provide resources and strategies to APO

can be used at a local level

- Develop statistically valid information

- Request APO Project status for work

- Further analysis of salary data

Appendix IV

Why Do Dispatchers Leave Public Safety Communications?	Rank	Not Imp	Some Imp	Imp	V Imp	Ext Imp	Blank
Inadequate salary in relation to scope of responsibility	3	3%	14%	23%	29%	28%	3%
Inadequate benefits—retirement, health, life	8	27%	20%	30%	12%	5%	3%
To take better paying job in another comm center	7	23%	11%	23%	26%	12%	3%
Limited career advancement	6	3%	16%	33%	22%	22%	3%
Working conditions—shifts, hours, holidays, weekends	1	1%	11%	22%	32%	32%	5%
Pressure and stress	4	2%	19%	25%	29%	23%	3%
Inadequate positive recognition	4	7%	14%	21%	37%	18%	4%
Unable to handle multi-tasking	5	5%	14%	29%	24%	24%	5%
To take better paying job in private sector	2	6%	17%	15%	28%	31%	3%

DISPATCH Monthly chart

APCO

9-1-1 Public Safety Communications Center Staffing Crisis Task Force

RECOMMENDATIONS

After careful review of the results of the survey and input, ideas and comments provided by 9-1-1 calltakers, dispatchers, supervisors and managers from throughout APCOs 16,000 membership, regarding what can/should be done to address the crisis in recruiting and retaining qualified and committed 9-1-1 Public Safety communications personnel, APCO offers the following five major recommendations for jurisdictions and agencies to consider in developing a comprehensive strategy to deal with the crises:

Issue

The position of 9-1-1 Public Safety Calltaker/Dispatcher has changed dramatically during the past 10 years. Today, a calltaker/dispatcher must be computer literate and work with as many as five computers simultaneously including: the 9-1-1 system, Computer Aided Dispatch (CAD) system, multi-channel radio system, mapping system and/or criminal justice teletype systems. This requires that 9-1-1 calltakers/dispatchers to be multi-task proficient. In addition calltakers/dispatchers frequently:

- provide lifesaving medical and personal safety advice
- deal with callers that may be emotional, distraught, demanding, evasive, irrational, non-English speaking, deaf or hearing impaired, suicidal, etc.
- make multiple notifications relating to incidents
- make split second decisions involving life and death situations
- are responsible for the dispatch, deployment and control of numerous Law Enforcement and/or Fire-Rescue-Emergency Medical Service resources
- routinely deal with the news media
- utilize skill and provide assistance in resolving a wide variety of citizen and community problems
- make informed referrals to a myriad of governmental and community resources

This must be achieved in a fast paced, time critical, mission critical and stressful environment, requiring:

- a high level of accuracy
- keen sensitivity to issues affecting the personal safety of Law Enforcement Officers, Firefighters and Emergency Medical Technicians and Paramedics
- possess interpersonal skill
- have a community/citizen service orientation
- be of implacable character and integrity

All of this is done under great pressure, while answering an ever increasing number of 9-1-1 calls, particularly from cellular/wireless telephones. Cellular/wireless 9-1-1 calls, unlike wireline 9-1-1 calls, do not provide the calltaker/dispatcher with the location of the caller and are often made by callers who are not familiar with the location they are calling from. This requires the 9-1-1 calltaker/dispatcher to possess an extraordinary knowledge of the geography of the community.

A 9-1-1 calltaker/dispatcher is often a citizen's first encounter with government. The speed and manner in which a citizens call is answered, processed and dispatched, is a reflection of government service that will leave a lasting impression.

In spite of the important role 9-1-1 calltaker/dispatcher have in the delivery of public safety services, retention of employees is often negatively affected because of the lack of adequate compensation for those that want to stay in the job but can't satisfy their financial needs. Additionally, most non-sworn Public Safety 9-1-1 calltakers a/dispatchers face unrealistically long retirement age and service requirements, given the inherent nature of the job, resulting in little incentive to remain as a 9-1-1 calltaker/dispatcher. This results in high attrition rates with many calltakers/dispatchers leaving the profession to pursue careers with adequate compensation and improved benefits.

Recommendation # 1

Reevaluate the 9-1-1 calltaker/dispatcher position to ensure that they are appropriately classified and compensated and that retirement benefits befit the job, in consideration of the skills, abilities, mission critical nature of the work, responsibilities, work conditions, speed and accuracy of decisions required, stress, shift work, training and certifications required.

Issue

Providing Public Safety 9-1-1 communications is a 24 hour a day, 365 day a year service. This will never change. Consequently, any job, even one as important and personally rewarding as 9-1-1, that requires an employee to work during the evening/night, on weekends and holidays, birthdays and anniversaries (theirs and their families) is less attractive to potential and current employees. This, coupled with issues including; childcare, working spouses, pursuit of education, commutes, working with few if any breaks, working under staffed, having to eat at their workstation etc., requires that agencies be as resourceful as possible in creating work schedules and work conditions that mitigate the inherent negative aspects of these positions, while maximizing the opportunity and ability to accommodate employee need and allowing the agency to fulfill its mission.

Only by addressing these issues will Public Safety 9-1-1 communications centers be able to effectively recruit, hire, train and retain quality employees with 9-1-1 career orientation.

Recommendation # 2

Review agency work schedules and work conditions in comparison with private and public sector employers who typically compete for employees similar to those sought by Public Safety 9-1-1 communications centers. Determine those employment factors, including work schedules, staffing levels, retention and promotional incentives, financial considerations, etc. best suited for implementation in terms of supporting employee and organizational need.

Issue

The employment opportunities that exist today in the private sector are unparalleled. Private sector employers aggressively recruit, offer significant salaries and benefits, recognize employees with incentives, bonuses, stock options, provide "normal" work hours, on premise childcare, advanced educational opportunities, company picnics and "retreats", etc.

The private sector seeks to recruit personnel that possess the same skills and abilities that public safety is seeking as 9-1-1 calltakers/dispatchers or that are currently employed as calltakers/dispatchers.

In short, the private sector is seeking people with the same skills and abilities that public safety communications is seeking or currently employs.

Recommendation # 3

Conduct a comprehensive evaluation of the effectiveness of current recruiting, testing, processing, hiring, training, evaluation and retention practices utilized.

Considering that this recruitment is for a very special job, to be filled by a very special person, working under very special conditions, capitalize on the "special" and pride and satisfaction that is associated with 9-1-1 Public Safety communications and utilize fresh and innovative approaches.

Issue

Currently, most 9-1-1 Public Safety calltakers/dispatchers are provided limited career development and career advancement opportunities. This unfortunately causes many to consider the position of 9-1-1 calltakers/dispatchers as just a job and not a career. Other public safety careers, such as Law Enforcement Officer and Firefighter, have by comparison, ample career development and career advancement opportunities.

Recommendation # 4

Recognize that 9-1-1 calltakers/dispatchers have the same career and retirement ambitions as other public safety personnel. Develop a career ladder structure that provides for recognition and advancement of personnel based on knowledge, skill, training and certification. Review retirement programs in relation to the unique nature and long term stresses associated with of 9-1-1 calltaker/dispatcher work and the retention of 9-1-1 calltaker/dispatcher personnel.

Issue

The nature of the Public Safety 9-1-1 calltaker/dispatcher position requires that they deal with citizens at their time of greatest need and frequently under less than ideal circumstances and to make split second decisions effecting life and death situations. Work in a 9-1-1 Public Safety communications center is likened working in NASAs Mission Control Center.

Decisions made under these demanding and stressful circumstances are frequently questioned and if an error is alleged, and is often reported by the media.

Unfortunately, what is not given equal attention is the many hundreds of thousands of 9-1-1 calls that are received daily, handled efficiently and professionally, resulting in countless lives saved.

Recommendation # 5

Develop mechanisms that encourage frequent positive recognition of 9-1-1 calltakers/dispatchers within agencies and the communities they serve. This type of recognition has an additional benefit in that it also creates the opportunity to bring positive recognition to the 9-1-1 profession and thus serve as a subtle recruitment tool.

The crisis in recruiting and retaining 9-1-1 Public Safety calltaker/dispatchers has reached the point where.....

9-1-1 needs 9-1-1.

It is APCOs belief that the above recommendations, if utilized as part of a comprehensive strategy, will provide jurisdictions/agencies the resources to more effectively recruit and retain qualified career oriented 9-1-1 Public Safety communications personnel.

Agenda Item: 10-D

Subject: International Committee

Presenter: Chair Lex Rutter, Oklahoma Chapters

Content: A report by the International Committee will be presented on current issues being addressed by the committee.

Although formal discussion on this item will be held on March 17, 2001, the council may use the Executive Council List Serve (apcoexec.apco911.org) for clarification of items presented in this report.

Presentation:

Type: **Action – To be voted on during the Sunday meeting**

Action

Endorsement of the International Committee Plan

PRESENTER:

International Committee – Chair Lex Rutter

ACTION:

Motion to endorse the plan presented by the International Committee.

INTENT:

To endorse the concept of the plan presented by the International Committee.

BACKGROUND:

The Long Range Strategic Plan, Goal 10 specifies that the Association will explore the feasibility of international development.

RESOLUTION:

WHEREAS: The Long Range Strategic Plan, Goal 10 was developed to foster an embryonic model for the Association; and

WHEREAS: The International Committee has established the following proposed timeline:

August 2001 - The International Committee will present an ~~operational~~ development plan with a draft of proposed Constitution and Bylaws changes.

Mid Year 2002 – The resolution to change the Constitution and Bylaws will be prepared and presented to the Executive Council for final revisions.

August 2002 - The final resolution will be presented to the Quorum which will implement Phase I of the International Development Plan; now, therefore, be it

RESOLVED: That the Executive Council by this action endorses, in principle, the plan presented by the International Committee.

RECOMMENDATION:

The Board of Officers recommend endorsement of the plan presented by the International Committee.

MAKER:

SECONDED BY:

**AMENDMENTS,
COMMENTS, OR
NOTES:**

Gregg Riddle

From: Mary Messamore [mkmessamore@nwkansas.com]
Sent: Tuesday, February 27, 2001 5:45 PM
To: APCO Executive Council
Subject: [apcoexec] Discussion on International Committee Report

First, a kudo to all of you who worked so hard on the report. Looks like a lot of thought and effort has gone into the report that is being presented.

But you know me, I do have questions that came to mind while reading the report.

1. I know of no other committee who is a policy making unit- please correct me if I am wrong. Are we opening ourselves up to wide in saying this International Policy Committee will be one? I realize that the report says that the authority is only extended to issues related to international development, liaison and matters of international import, but I still question the term of policy making with no over authority.
2. International Vice President- What kind of cost could this be to the association? Board travel continues to increase sometimes alarmingly each year. The cost for a Vice President from another country attending all of the meetings that the Board of Officers attends could be astronomical. You state that this VP would be the representative on the Executive Council, then in a later paragraph you state .."That is, no right to vote in the Quorum, but representation on the Executive Council. Also those future International Chapters council member will be restricted to casting a vote only on those issues that the President declares to be international in nature".
3. Speaking of cost, we must consider the staff member, and teleconference calls??
4. How many will sit on the Executive Council- just the International VP, or a member on the council from each International Charter?
5. Please explain #3 of the three significant actions in the C&B needed to activate Phase One. "The restriction of other Board positions to citizens of the United States". What does this mean?

Again, I think a lot of work has gone into this presentation and I salute you for that, just being such a close neighbor to Missouri the show me state, makes me ask a lot of questions that may be perfectly clear to others, so please don't take offense at any of them.

Mary

Mary K. Messamore, KCEM
204 W. 11th
Goodland, KS 67735
mkmessamore@nwkansas.com or mkmessamore@hotmail.com

02/28/2001

Gregg Riddle

From: Taylor Mieuse [tgmpsc@wwa.com]
Sent: Thursday, March 01, 2001 11:51 AM
To: alm@police.gurnee.il.us; nowakowski@cityofchicago.org; griddle@ci.river-forest.il.us; quadcom911@hotmail.com; rbauer@ducomm.org; dedmonds@nwcds.org; jbleck@geneva.il.us; lennotz@aol.com; sornberg@desplaines.org; rhtuma@aol.com; bcfire911@worldnet.att.net; wardt@worldnet.att.net; tgmpsc@wwa.com
Subject: APCO International Proposed Changes

In reviewing the material sent out by John Ramsey and a separate e-mail from Lex Rutter on the changes for International level, I believe that this is a process that cannot be dealt with all at once at the upcoming Executive Council meeting. While I have no problem with change, I can see a monumental problem with this. It comes down to one word "MONEY." I have to agree with Mary Messamore's e-mail. I believe that every point she makes are the same points that I would make.

The memo notes the IACP and their hierarchy. As a historian, IACP was well established even before APCO was a twinkle in our founding fathers' eyes.

I have no idea how the rest of you feel about this, but this is a VERY BIG change for the Association that could be very costly, especially with the economy at a point of uncertainty. I would like to see a cost analysis of implementing this whole process, before a decision(s) is made. Please send your feelings to Gregg and the rest of us so that our concern can be noted by Gregg at the upcoming Council meeting.

Action

Endorsement of the International Committee Plan

PRESENTER:	International Committee – Chair Lex Rutter
ACTION:	Motion to endorse the plan presented by the International Committee.
INTENT:	To endorse the concept of the plan presented by the International Committee.
BACKGROUND:	The Long Range Strategic Plan, Goal 10 specifies that the Association will explore the feasibility of international development.
RESOLUTION:	<p>WHEREAS: The Long Range Strategic Plan, Goal 10 was developed to foster an embryonic model for the Association; and</p> <p>WHEREAS: The International Committee has established the following proposed timeline:</p> <p>August 2001 - The International Committee will present an implementation development plan with a draft of proposed Constitution and Bylaws changes.</p> <p>Mid Year 2002 – The resolution to change the Constitution and Bylaws will be prepared and presented to the Executive Council for final revisions.</p> <p>August 2002 - The final resolution will be presented to the Quorum which will implement Phase I of the International Development Plan; now, therefore, be it</p> <p>RESOLVED: That the Executive Council by this action endorses, in principle, the plan presented by the International Committee.</p>
RECOMMENDATION:	The Board of Officers recommend endorsement of the plan presented by the International Committee.
MAKER:	<u>Gregg Reddle</u>
SECONDED BY:	<u>Joe Gallelli</u>
AMENDMENTS, COMMENTS, OR NOTES:	<div style="border: 1px solid black; padding: 10px; min-height: 150px;">Approved</div>

here

**International Committee
Report to the Executive Council
March, 2001**

The International Committee has reached a major milestone in that we are about to present a recommendation that will take APCO on the road to fulfilling the vision presented in 1996.

During that year, the Board and Executive Council, in response to suggestions offered by several different parts of our organization constituted an International Task force and charged it with sifting through the proposals. They were asked to come back with a plan to make the APCO organization responsive to the needs and desires of Public Safety communications officials around the world.

After extensive meetings and reviewing a number of alternate strategies, Joe Blair presented a series of documents outlining a method and plan to meet that goal. For those on the council at that time, you will remember that the Task Force was charged with returning to the quest, refining the process and bringing it back for further review.

During this time, our Executive Director resigned and the Board and Council deemed it inadvisable to proceed with such an ambitious project until a new Director was appointed. Again, as many of you will recall, things did not go quite as planned and it was several years before we were able to stabilize the APCO management with the professional staff we have today.

Early in his term, Joe Hanna created the International Standing Committee in the hope of reviving that spirit of commitment to long term international goals. Our current president has allowed us to continue our work and we stand before you today, ready to take APCO into the future as a world leader in Public Safety communications.

Before we get to the meat of the plan it is important that you realize just what processes have been undertaken to get there. Over the last year and a half this committee has met for several hours at each Executive Council gathering. We have held interim conference calls, spanning the globe. It's fun to arrange a time where several US and Canadian time zones, London, and New Zealand all have people reasonably awake, simultaneously.

As a part of our group tasks members have researched the practices of a number of other organizations. We went "outside the box" to include not only professional but civic, philanthropic and casual groups with histories of international representation. Rotary International, the Shriners, JC's, and the International Radio Union were all investigated. We looked very closely at the IACP, who began in the mid-90's what appears to be a successful move to actively include those from abroad in their organization.

The IACP is similar to APCO in many respects. Both serve public safety, they have approximately 18,000 members as opposed to APCO's 15,000. This year IACP will hold three international conferences, in addition to their North American conference.

Finally, early last month, we assembled at APCO Headquarters to meet, review, debate and develop plans. One of the most striking revelations was that every organization, whether in the international arena a few years or several decades, had approached this task as an evolutionary one, bringing on new duties and responsibilities only as they became both attractive to the membership and economically responsible. Obviously, this has become the basis of our recommendations.

So what are we proposing? Today your International Standing Committee is asking that the Executive Council and Board of Officers approve the adoption of a long term, two phase approach to

help APCO develop into a truly international body. Phase one is very rapid and much of it can and should be approved during this Executive Council session. Naturally there will also be a series of changes to the Constitution, Bylaws and Policy Manual. These will need your support, consideration and the approval of the Quorum in August. With that accomplished, Phase Two will commence. It is the true evolution and may well take many years.

The vision is to provide an International APCO Policy Committee that, in its final form, will serve as the International coordination, policy making unit as well as an intra-association liaison body of this organization. When that is finally accomplished, the APCO, International we know today will...essentially remain unchanged! We will have our Board of Officers, international relationships with both chapters and affiliates, advise our state and national government on those issues near and dear to us all, and generally continue as the world renowned organization it is today.

It will be different in that the Board, this council, and our staff will not be burdened with those divisive issues that rob us of time, money and concentration. Issues of affiliation and international coordination and cooperation will be separate, under the International APCO Policy Committee. This committee's authority only extends to issues related to international development, liaison, and matters of international import. It will help the world wide Public Safety Communications community speaking in unison. And will achieve a stronger and more coordinated voice in communications matters around the world.

To get started you will need to approve the concept of an expanded APCO International Board of Officers and establish the International Policy committee to allow for fair and significant representation by the entire APCO community.

First, the International Policy Committee must be created under APCO International. This committee will be responsible for networking and mentoring all APCO participants outside the US. Its members should come equally from the United States (after all, we are indeed part of the truly international community); BAPCO; Canada; Australia/New Zealand; and an at-large representative from the international membership who are not members of an established international chapter or affiliate.

This committee will be somewhat different than our standing committees and task forces. To be properly international, each chartered international chapter and each international affiliate may appoint a representative for the committee. We will not dictate how that choice is made, only that each APCO group mentioned will have fair and equal representation.

Next, part of a staff person's time must be devoted to the work of the committee. Today there are tasks such as categorizing the condition of various international members. Not only do we need to know the census of membership, we need to research its nature also. Next we need to investigate the possible approaches that may be taken to develop new international relationships. For instance, how do we help Mexican members become better organized? What are the issues in reactivating the Caribbean chapter? Finally, we will need to identify just what staff time and effort will be required to actually develop these programs.

As this committee is formed, they in turn will appoint a person to serve as an International Vice President. This board level officer will indeed be a full member of the board, eligible to vote on issues other than those pertaining to US regulatory matters. The major difference in this person is they will not move through the various board positions. Also the International Vice President will be a member of and work directly with the International Policy Committee and be the representative of the international Policy Committee on the Executive Council.

*Presidential
appt. or
independent*

ing this session of the Executive Council you have the opportunity to discuss and approve this
se One plan – simply put, the future of international APCO is up to you.

se you decide that APCO International indeed should be a world wide force in Public Safety
communications and information systems, we are ready to offer a series of Constitution and Bylaw
ndments that will allow this to happen. We focused on the areas of the C&B that were required to
te the proposals we are putting before you, to remove the inconsistencies that existed in the
ition of Chartered groups, Chapters, International Chapters and International affiliates. And
cularly the right to hold office and vote by international members created by these lack of
itions.

three significant actions in the C&B needed to activate Phase One are:

1. The creation of an International Policy Committee, constituted as presented earlier.
2. The creation of the position of International Vice President.
3. The restriction of other Board positions to citizens of the United States.

the process of reviewing the C&B, we also found many other serious flaws, duplications,
nsistencies and other aberrations that exceed the scope of work of the International Committee
need your urgent attention. They are all beyond any international consideration and thus not
ropriate for us to detail. Nonetheless, they will need your immediate attention.

are proposing that any future International Chapter be entered into the organization with member
s. That is, no right to vote in the Quorum but representation on the Executive Council. Also,
e future International Chapters council member will be restricted to casting a vote only on those
es that the President declares to be international in nature.

ing this, we also wish to recognize the special cases of Canada and New Zealand/Australia.
se two international chapters joined our organization with rights and privileges equal to our US
ibers. They will retain their current voting rights until such a time as they decide to change status
h as becoming an Affiliate rather than a chapter).

is the essential material needed to begin the task this council laid out for us. It will start APCO on
volutionary journey and keep us in the lead as a world wide communications organization.

said earlier, the implementation of Phase One can be accomplished in under a year. You can
mplish it in under a year. The long term vision on the other hand is evolutionary. Taking a look
e details, the International APCO Policy Committee will administer relationships between six
ons of the world. Roughly identified we have North and Central America, which includes the US,
ada, Mexico and the Caribbean. Next is the South Pacific composed of Australia, New Zealand
the various island nations of the area. Third is Europe, comprised of Great Britain, Spain,
many, Switzerland, and other European countries. These three regions essentially exist today.
emand arises, an Asian region will appear with China, Singapore, Japan and other Asian nations.
h America, with all the nations on that continent will become an APCO region and finally Africa
members from throughout that area.

se regions are not set out on a timetable or Gantt chart for development. Rather in the
utionary approach suggested our International Vice President and Policy Committee will mentor
assist members in the regions. When a critical mass is eventually achieved and the area can be
ed without draining funds from the organization, chapter, affiliate and other relationships will be
lified.

Organizationally under the regional headings, associations will be developed. BAPCO is perhaps the best example of this today. Here we have a thriving organization, helping to expand the image of the APCO family around the world yet costing this organization nothing.

In the long term, this vision produces a robust APCO organization, fully functional on a world wide basis. This is accomplished in a methodical, step by step process and each new step is only taken when a desire is expressed. It is also undertaken in a way to preserve and protect the organization, members and officers of our established APCO. And finally, it is done in a fashion that makes new regions and associations self supporting.

To recap what you are being asked to do, let's run through the important points.

- 1 This council needs to take action to approve this Vision and its two phase approach.
- 2 The constitution, bylaws and policy manual must be amended both to correct current deficiencies and to allow Phase One to proceed.
- 3 Staff must be allocated to assist the new International Policy Committee.
- 4 User demand, critical mass and cost-recovery will be the defining factors in fulfilling this Vision, long term.

Agenda Item: 10-E

Subject: Canadian Task Force

Presenter: APCO AFC Director Ron Haraseth,

Content: Report on the current activities and issues that are being addressed by the Canadian Task Force.

Although formal discussion on this item will be held on March 17, 2001, the council may use the Executive Council List Serve (apcoexec.apco911.org) for clarification of items presented in this report.

Background: The Canada Task Force was formed to "enhance the process of obtaining frequency authorization for public safety agencies that border Canada."

Presentation:

Type: Discussion

Notes:

Canada Task Force

Ron Haraseth, Director APCO-AFC
February 7, 2001

Last fall, President Lyle Gallagher kicked off one of his key projects to enhance the process of obtaining frequency authorization for public safety agencies that border Canada. Land mobile radio system operators often experience severe delays in the processing of FCC applications for systems that are above "Line A". Line A is defined by the FCC as a line approximately 75 miles from the American/Canadian border. All applications for sites above line A must clear Canadian review before the FCC will grant the final license.

Normally, the coordinators that clear the frequencies used by public safety, use a database of frequencies listed in the FCC database along with internal applications pending to determine whether or not a particular frequency located at a specific site will cause or experience interference from other stations on or near that same frequency. In the case of Canadian clearance requirements, the entire coordination process must be completed and the application filed with the FCC before the FCC forwards the application to the Canadian authorities for review. This process often takes months, especially if a frequency or parameter is suspect by Industry Canada. There is no direct contact between the applicant or the coordinators outside of the path through the FCC and all too often applications get bumped back and forth several times until there is a concurrence.

The Canada Task Force was formed to review the problem and devise any methods that could speed and enhance the ability of coordinators to provide a better chance at obtaining Canadian concurrence prior to submitting the application to the FCC. The Task Force is comprised of all of the APCO Local Advisors that border Canada along with other individual APCO members that have a vested interest in the project and also includes members of Industry Canada and the FCC.

To date, the Task Force has held two conference calls. The first call pretty much set the guidelines and boundaries that limit and control exactly what can be accomplished, identified who the key role-players would be, and who where the prime contacts. As a result of the first conference call, a series of goals and objectives were formulated and used for further discussion during the second call. So far there has been a great deal of cooperation and brainstorming resulting in a sequence of objectives.

Industry Canada has an online Internet based database. It has certain limitations, but APCO will be downloading it into its internal frequency coordination database. There are approximately 6 to 7 % of the frequencies that are protected by Canada and that do not appear in the database. Originally, Industry Canada updated the database every three months. As a direct result of the Task Force, Industry Canada has agreed to now update the database monthly greatly increasing its accuracy.

Beyond the stage of adding Canadian records to the APCO database, in the future, APCO would like to assist a yet-to-be-determined pre-coordination entity north of the border that could provide a more direct pre-coordination and review during the coordination process rather than afterwards. This would be reciprocal with APCO providing a similar review if requested by Canadian authorities.

One item discovered through discussion indicates that Canada has no independent public safety spectrum advocacy program similar to APCO's in this country that could represent their interests regarding industry or regulatory issues. One thought was to assist APCO Canada in establishing such a program that could ultimately also provide cross-border pre-coordination frequency review. Industry Canada has not ruled out providing such a group with full access to their database, including the protected frequencies.

Work is ongoing with more meetings and the formal establishment of adding the Canada database to APCO's.

Agenda Item: 11

Subject: Discussion Items

Presenter: Introductory remarks

Content: The following items will be presented to the council for discussion. The Council will vote on the "Action Items" on Sunday, March 18, 2001. All discussion on the action items should be completed during the Saturday, March 17, 2001 meeting. If there are any questions that the council would like to have addressed during the meeting on any of the items below, please forward them to APCO headquarters as soon as possible.

Although formal discussion on the following items will be held on March 17, 2001, the council may use the Executive Council List Serve (apcoexec.apco911.org) for clarification of items presented in this agenda.

If there are any additional items that need to be presented to the council for discussion and/or action please forward them to APCO headquarters with supporting material as soon as possible. Items that have not been submitted to APCO staff prior to the meeting will need to be addressed during Other Business.

- A. Policy Manual Updates/Changes (Action Items)
- B. LRSP – Addition of Project 38 Wireless E9-1-1 Location Technology to Goal 4 of the LRSP (Action Items)
- C. Regional Conference Manual Report (Action Items)
- D. Annual Conference Chapter Rebate (Action Item)
- E. Voting Procedures (Discussion Only)

Presentation: Please refer to each discussion item cover page for information on their presentations.

Type: Discussion and/or Action

Notes:

Agenda Item: 11-A

Subject: Policy Manual Update/Changes

Presenter: APCO Board of Officers *Glen Nash*

Content: The Board of Officer will present revised excerpts from the APCO Policy Manual for review and discussion by the Executive Council during the Saturday meeting.

Although formal discussion on the following items will be held on March 17, 2001, the council may use the Executive Council List Serve (apcoexec.apco911.org) for clarification of items presented in this report.

Presentation: The Board of Officers will recommend amending the APCO Policy Manual as presented.

Type: **Action – To be voted on during the Sunday meeting**

Notes:

ok
GTR

PLANS

I. PURPOSE

The purpose of the following policy is to establish the plans for the association.

II. RESPONSIBILITY

Establishment of the ~~one-year plan and Long Range Strategic Plan~~ one and five year plans of the association is the responsibility of the Executive Director as guided by the Board of Officers and Executive Council. |

III. DEFINITION

The Association will have a one-year and a Long Range Strategic Plan ~~five-year plans~~, which will be reviewed annually by the Executive Council. |

IV. POLICY

The one-year plan is adopted with each year's budget, ~~and five-year plan of the association is attached.~~ |

By: Board of Officers

oh
Cap

RESPONSE TO REGULATORY MATTERS

I. PURPOSE

The purpose of the following policy establishes the method of response to regulatory matters.

II. RESPONSIBILITY

The Executive Director maintains responsibility for appropriate response to regulatory matters. Key resources for response are APCO's Board of Officers, legal counsel and the Regulatory Review Committee.

III. DEFINITION

Regulatory matters are defined as those issues which are originated by or come before Federal regulatory agencies, such as the FCC (Federal Communications Commission), NTIA (National Telecommunications Information Agency) or issues originated by others, including APCO, which have an impact on public safety telecommunications.

IV. POLICY

A. Impact on Public Safety Telecommunications.

1. Whether an issue has enough impact on public safety telecommunications to warrant response by APCO will be determined by the Board of Officers, Executive Director. A decision will be based on information provide by APCO's legal counsel, appropriate Committee Chair, Regulatory Review Committee Chairman or as directed by the Board of Officers.
2. The Executive Director may initiate action upon known facts or, if requested, by APCO's legal counsel or the appropriate Regulatory Review Committee. The Board of Officers may direct initiation of action on any matter they consider proper.

B. Development and Type of Response

The type of response required for a regulatory issue is determined by the Executive Director. The decision will be based on such variables as time constraints, effect of the issue on public safety, magnitude of response information necessary or other requirements. Appropriate responses include but are not limited to the following options:

1. Response by legal counsel.
2. Response by APCO Executive Director and staff.
3. Position directive of the Board of Officers.
4. Referral to appropriate Regulatory Review Committee.

V. PROCEDURE

Response to regulatory issues may be handled in the following manner.

A. Response by legal counsel

The Executive Director may, after discussion with legal counsel, authorize them to develop an appropriate response on an issue.

B. Response by APCO Executive Director and staff.

If necessary information for the issue is available within APCO Headquarters or by staff and/or a rapid response is desirable the Executive Director may develop a response or information to be forwarded to legal counsel.

C. Position directive of the Board of Officers

If time is available and the emphasis of a Board of Officers position is desirable, the Board of Officers may establish an APCO position on certain matters. Further development of the response may be delegated to the Executive Director, legal counsel or appropriate Committee, Regulatory Review Committee, but the response must include the directive of the Board of Officers.

D. APCO Committees Regulatory Review Committee

Much of the development of response to significant regulatory issues will reside with the appropriate Regulatory Review Committee handling that subject matter. Legal Counsel will forward all pertinent issues to the Executive Director and the Chair of the Committee if time permits. These individuals will jointly determine if the material appears to require action and if affirmative the following procedure will be followed. Exceptions will be made due to unusual circumstances.

1. APCO's attorney will have noted a due date by which they must receive all input if time permits. APCO may add its own suspense date to assure a timely reply. Failure by a Committee member to meet suspense dates may result in failure to include their input in responses to the regulatory issue at hand.
2. APCO will distribute copies of material determined to require a response at the earliest opportunity to all Committee members
3. All responses should be submitted jointly to the Chair and to the Office of the Executive Director of APCO if time permits.
4. The Chair and APCO staff will initiate a rough draft and forward this to APCO's attorneys. If deemed advisable, this draft may also be forwarded to the Committee members and/or the Board of Officers.
5. APCO's attorneys will compile the final version of the filing.
6. This final version of major issues will be forwarded to APCO who will then distribute to the Board of Officers and the Chair and members of the appropriate Regulatory Review Committee for final review. A decision on whether an issue is "major" will be determined by APCO's attorneys, Executive Director and/or Chair of the Regulatory Review Committee.
7. APCO's attorneys may contact the Chair or any committee member, or other party, on items they determine such individual may have useful information.

8. If a Committee member has concerns regarding any issue, those concerns should be passed through the Chair if possible. Only the President, Executive Director or Chair of the ~~appropriate Regulatory Review~~ Committee may initiate contact with APCO's attorneys or authorize another party to do so on a specific issue. If a Committee member believes it is necessary for them to personally discuss an issue with APCO's attorneys, they must request and receive permission on a per call basis from the Chair or from the Executive Director. This procedure is necessary as every time APCO's attorneys receive a call, it may result in a charge to APCO, and authorization to cause such charges must obviously be limited
9. The Board of Officers retains the prerogative to establish or change APCO policy on any given regulatory matter by a majority vote of the Board.
10. On matters or issues deemed to be "not major", but requiring action, the above listed procedure may be streamlined if the time element is such as to prevent a timely response by following all of the listed steps.
11. The Executive Director will keep the Chair currently advised of the appropriate contact at APCO Headquarters to ensure coordinated action and timely distribution of material. FAX and/or overnight mail shall be used when the time element is critical.

ok
GTF

POSITION DESCRIPTION

TITLE: EXECUTIVE DIRECTOR
REPORTS TO: President
SUPERVISES: Subsidiary/Department Director, Controller/CFO for Administrative responsibilities,
~~Deputy Executive Director~~ Indirect supervision of all other employees.
FLSA STATUS: Exempt
OBJECTIVE: Serves as Chief Administrative Officer of APCO International, Inc. and its subsidiaries.
Responsible for proper management of all aspects of the Association.

Duties and Responsibilities:

1. Manage the affairs of APCO-International, Inc. and its two wholly owned subsidiaries, APCO AFC, Inc., and the APCO Institute, Inc. in a professional manner. Prepares the Annual Report for the Association.
2. Implement the directives of the President, the policies of the Board of Officers, and directive resolutions of the Executive Council. Such directives, policies and resolutions must not be in conflict with the APCO International, Inc. Constitution and Bylaws.
3. Responsible for employment, performance of duties and termination of all employees of APCO-International, Inc., its subsidiaries and contractors through personnel policies and procedures, proper supervision and contract administration.
4. Responsible for the development of the Annual Budget by the Chief Financial Officer/Controller and President Elect. Provide advice and assistance as needed. Properly administer the approved budget.
5. Develop policies for Board of Officers review and approval as necessary or upon request by members of the Board of Officers.
6. Actively seek opportunities for APCO growth and financial improvement in all areas.
7. Ex-officio member of the Board of Officers, Executive Council and subsidiary Boards of Directors. Responsible for accurate minutes and significant actions reports of Board of Officers and Executive Council meetings.
8. Responsible for development, negotiation, review, supervision and administration of all contracts including legal counsel and legislative liaison. Significant contracts require review by legal counsel and approval by the Board of Officers.
9. ~~Serve as APCO's primary legislative and regulatory contact.~~ Develop and maintain relations with members of federal legislative and regulatory bodies who may serve in promoting the positions of APCO and the general public safety community. Serve as liaison with other associations and appropriate organizations.
10. Keep the President, Board of Officers, Executive Council and membership informed on activities, performance and initiatives at an appropriate level for their positions.
11. Other duties as assigned.

Minimum Qualifications:

Baccalaureate degree in appropriate field and five (5) years administrative management experience or equivalent in education, training, and experience. Additional attributes to be established by recruitment and hiring process.

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GTH

PURCHASING PROCEDURE

I. PURPOSE

The purpose of this policy is to establish the process by which APCO staff initiates efficient and effective purchasing of products and services. Through the use of these processes, APCO staff can obtain the highest quality goods and services at the lowest price.

II. RESPONSIBILITY

Establishment of the procedures for APCO purchases is the responsibility of the Executive Director and Controller with approval of such policy by the Board of Officers

III. AUTHORIZATION

Persons authorized to make purchases on behalf of APCO International and its subsidiaries are the President, the Executive Director, and designated Staff. ~~Deputy Executive Director, Subsidiary Directors, and Department Directors.~~

IV. PURCHASING LEVELS & AUTHORITY: BUDGETED PURCHASES

Petty Cash - Purchase of a budgeted item of less than \$50.00.

All persons identified in "Authorization" may purchase necessary items of less than \$50.00 from the Petty Cash fund.

All persons authorized above may, at their discretion, grant authorization to personnel under their supervision to make Petty Cash purchases.

An approved receipt must be provided for reimbursement from this fund.

Minor Purchase - Purchase of a budgeted item of less than \$500.00.

All persons identified in "Authorization" and those identified in writing by the Department Manager of each cost center, are authorized to make necessary purchases or budgeted items of less than \$500.00. A list of persons designated to make such purchases shall be forwarded to the Controller and the ~~Deputy~~ Executive Director, with the list maintained by the Controller.

Routine Purchase - Purchase of a budgeted item of less than \$5,000.00.

All persons identified in "Authorization" may make budgeted purchases of less than \$5,000.00.

Substantial Purchase - Purchase of a budgeted item of \$5,000 or more.

Purchase of budgeted items of \$5,000.00 - \$50,000.00 require written approval of the Executive Director, ~~Deputy Executive Director.~~

Major Purchase - Purchase of a budgeted item of \$50,000.00 or more.

Purchase of budgeted items of ~~\$100,000.00~~ ~~\$50,000.00~~ or more requires written approval of the Executive Director and resolution of the Board of Officers.

V. PURCHASING LEVELS AND AUTHORITY: UNBUDGETED PURCHASES

Unbudgeted purchases of \$500.00 - \$25,000.00 require written approval of the Executive Director. Such purchases may be accomplished by interbudget transfer by the Executive Director.

Unbudgeted purchases of \$25,000 or more require resolution of the Board of Officers.

VI. QUOTES

No quote required.

No price quote is required for purchases of less than \$500.00.

Telephone Quotes.

Purchases of \$500.00 - \$5,000.00 require three telephone price quotes (if possible) unless purchased from a "sole source vendor" or preferred provider. A "sole source vendor" is one who is the only acceptable source regardless of the marketplace. In the event a "sole source vendor" is needed for a purchase, a short explanation of why it is a "sole source" purchase must be included on the purchase authorization. A "preferred provider" is one who is chosen for some reason (such as exceptional service) but may not be the low bidder.

APCO expects staff to accept the lowest cost quote when all requirements are met equally by each vendor. If the lowest quote is not selected, a written explanation on a separate attachment explaining the reason is required. This explanation must be approved by the Executive Director.

Written Quotes

Purchases of \$5,000 - ~~\$100,000.00~~ ~~\$50,000.00~~ requires three written quotes.

If the lowest quote is not selected, a written explanation on a separate attachment explaining the reason is required. This explanation must be approved by the Executive Director.

Request for Proposals (RFP's)

Requests for Proposals (RFP) are required for the purchase of all professional services, such as consulting, auditing and other professional fee based projects, and purchases exceeding \$50,000. The RFP must be written so that specific objective requirements are outlined and so that the results expected are clearly defined.

All RFP's and responses must be evaluated by the Executive Director. The individual who issued the RFP must make a recommendation of the preferred vendor, including a detailed explanation why the particular vendor was selected.

Documentation of the budget authorization and a resolution of the Board of Officers is required for approval. Emergency approval may be given by the President with subsequent action by the Board of Officers.

VII. CONTRACT APPROVAL AND AUTHORIZATION

Legal review by appropriate counsel is required on all agreements or contracts that commit the Association or its subsidiaries to an expenditure exceeding \$25,000.00 per year.

All contracts that include insurance requirements must be reviewed by the Controller before finalization.

VIII. PURCHASE AUTHORIZATION

APCO staff are required to document the proper authorization for purchase as required on in this policy, using forms or methods prescribed by the Executive Director. Purchases that qualify as "petty cash" purchases will be reimbursed upon presentation of the proper receipt.

Authorized records for recurring purchases or services will be retained in the Accounting Offices. Any subsequent invoices that have been approved as a recurring purchase will not require additional authorization. In these cases, invoices and receipts will be forwarded to the Controller's office as soon as possible.

Exceptions where a purchase authorization request would not be required are; travel expenses, non-staff expenses (i.e. Institute instructors), on-site conference expenses, utilities, interest expense, insurance, taxes, refunds, in-house expenses for postage and photocopying, and exceptions granted by the Executive Director.

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APCO PROJECT SERIES

I. PURPOSE

The purpose of the APCO Project Series is to provide a structure and guidelines for a definitive on-going APCO program whose objective and methods are described here.

II. RESPONSIBILITY

Establishment of APCO Projects is the responsibility of the Executive Director as guided by the Board of Officers and Executive Council.

III. DEFINITION

The APCO Project Series provides a framework for exceptional efforts and a means by which governmental agencies, foundations, profit and non-profit corporations, and other organizations and individuals with interests in the public safety telecommunications field may sponsor and cooperate in such APCO enterprises in specific manners which are consistent with the Association's character.

IV. POLICY

The framework for the APCO Project Series and a listing of such is attached.

By: Board of Officers

THE APCO PROJECT SERIES

A Program Category

The Project Series Foundation has been a part of the Association of Public-Safety Communications Officials-International (APCO) since the Foundation's introduction in the December, 1965 issue of the Association's official publication, the APCO BULLETIN.

Since that initial presentation, it has been known as the APCO Project Series. As such, the APCO Project Series provides a structure and guidelines for a definitive on-going APCO program whose objective and methods are described here.

1. Goal: The APCO Project Series provides a framework for exceptional efforts and a means by which governmental agencies, foundations, profit and non-profit corporations, and other organizations and individuals with interests in the public safety telecommunications field, may sponsor and cooperate in such APCO enterprises which are consistent with the Association's character.
2. Objective: The objective of the Project Series is that of providing a specific formal means of:
 - 1) Identifying and analyzing needs
 - 2) Proposing resolutions of needs on a Project basis
 - 3) Registering and recording such Projects
 - 4) Ranking future Projects according to need
 - 5) Determining Project resource requirements
 - 6) Researching methods and resources
 - 7) Soliciting external compatible resources
 - 8) Receiving and evaluating unsolicited proposals
 - 9) Proposing and formalizing agreements
 - 10) Initiating and managing Projects
3. Requirements:
 - 1) Any proposal of singular merit which concentrates on resolving a specific need and whose cost, type, and level of effort requires individual accountability and management may qualify as a Project under this program.
 - 2) Project proposals shall be presented to the Board of Officers and to others as may be desired in a formal format.
 - 3) Such proposals which meet the two above requirements of this program are qualified in the Project Series category and, with Board approval, may be assigned a project number.
 - 4) Project may (a) be wholly sponsored by APCO, (b) wholly by others appropriately meeting these requirements, or (c) within these requirements Projects may be co-sponsored by both APCO and such others. Support in these instances may consist of grants, gifts, other funds, and other applicable resources.
 - 5) Projects proposed to be sponsored by APCO: (a) require the approval of the APCO Board of Officers, and (b) in the remaining above instances approval of the Executive Council is required.
 - 6) Projects shall be managed by APCO. Project progress reports will be made in the manner and at the intervals stated in the Project proposal. Sponsors other than APCO may take active part in their sponsored Projects as may be specifically agreed upon beforehand.
 - 7) Projects shall not be used to advertise or promote the products or services of commercial sponsors.
4. Methods:
 - 1) The Project Series program shall be the responsibility of the Executive Director.
 - 2) Project proposals originated by APCO, when available for sponsorship by others, will be made known in a manner which assures equal access to such Project information. Sponsorships will be awarded in a fair and equitable manner in accordance with normally acceptable contractual practice, based on APCO's sole judgement and evaluation of its needs.

- 3) Project proposals, or Project ideas designed to be jointly developed with APCO into formal Project proposals, may be submitted by others desiring a sponsorship. Additional applications by others seeking sponsorships for the same purposes shall be denied unless otherwise agreed upon by all parties concerned.
- 4) Simultaneous sponsorship applications for same purposes will be judged and awarded or rejected by APCO on the basis of their merits as, in APCO's opinion, they best meet the needs of the Association.
- 5) APCO will recognize sponsors at every opportunity in general terms and specifically as may be agreed upon provided such recognition does not, in APCO's opinion, constitute advertising and promotional efforts.

APCO Project Series

APCO International has a well-deserved reputation in the communications community as the leader in establishing protocols and standards for public safety communications. As needs to address technological advances and procedural changes are identified, APCO International establishes "Projects" to investigate the wants and needs of members. Projects are assigned a number and, working with other entities in the field as appropriate, protocols or standards are developed. For example, one of the earliest Projects was the establishment of the familiar "10 Codes" in 1937.

Project Series List

o.	Title	Period*
	Film - The Little We Have	1966
	P/S Standard Operating Procedure Manual	1967
	Chicago P/S Spectrum Requirements Study: A: Police Telecommunication Manual	1970
	B: Illinois Police Communications Study	
	C: Public Adm. Requirements for Lake Michigan Area	
	National 10 Signal Study Cards (1st Review)	1973
	P/S Standard Frequency Coordination Manual	1971
	Experimental Conference Video Taping	1971
	LIFELINE: A/V Dispatcher Training Course (1)	1977
	Conference Rules Manual	1971
	A: Chapter Secretaries Manual	
	Introduction to the Theory of Waiting Times for P/S	1974
o	AN: The APCO Story (2)	1978
o	AN: Communication Leadership Skills	1975
o	Municipal Spectrum Requirements	1973

13	Comm Review and Assessments in state SPAs: A: Planning Guidelines, P/S Telecom Systems	1974 1977
14	Study of Aural Brevity Codes	1973
15	IACP Survey of Public Safety Communications	1973
16	Application of the 900 MHz Band to Law Enforcement Communications - An Analysis of Technical and Regulatory Factors A: The Identifications of the Specific Operational Capabilities That Should Be Incorporated in a Demonstration Trunked Communication System for Law Enforcement B: Planning Guidelines for 900 MHz Trunked Communication Systems - Functional Requirements C: System Implementation Plan for Digitally Addressed Trunked Communication Systems (DATCO) (Also, a proposed Audio Visual Program to acquaint users with the benefits of enhanced trunked systems) D: National Public Safety Communications Plan	1977-1985 1978
17	Law Enforcement Communications Problems and Recommended Solutions - A Technical Assistance Program	
18	Analysis: Management of Emergency Channel 155.475 MHz	1982
19.	Operation SECURE: To Establish a Nationwide Civil Disaster Radio Response Program in thee 2-10 GHz Bands	1982
20	Development of PSAP Guidelines	1982
21	Frequency Coordination Data Base and Operations	1984
22	P/S Telecommunicator Training Courses A: 80-Hour Course B: 40-Hour Course C: "Super Series" Training Course D: 40-Hour P/S Telecommunicator Course E: Advanced Course for Police (proposed) F: Advanced Course for Fire (proposed) G: Advanced Course for EMS (proposed)	1985
23	Report on P/S Systems Interoperability	1987
24	P/S Technician Testing & Certification Program	1985

25	Established the technical standards for digital communication systems for public safety applications.	1989
26	Metropolitan Area Spectrum Acquisition	1989
27	Publication Services	1989
	A: How to Write an SOP Manual	
	B: The Primer of P/S Telecommunications System	
28	Defense of 2 GHz State and Local Microwave Systems	1990
29	Communications Act Amendments	1990
30	APCO Building Fund	1990
31	Is in progress, is addressing the problems associated with the emergence of wireless communications systems and their impact on the abilities of Enhanced 9-1-1 services.	1991
32	Strategic Plan	1993
33	National Public Safety Telecommunicator Training Standard.	1995
34	Phase Two of Project 25	
35	Review on creation of a nationwide public safety non-emergency alternative to 9-1-1.	1996
36	<u>Establish standards for CAD interoperability</u>	<u>1998</u>
37	<u>Establish professional certification designation</u>	<u>1998</u>
38	<u>Promote wide-spread capability of receiving ANI/ALI from wireless telephones</u>	<u>1999</u>

Notes: * Periods indicated may mark the beginning of the idea, its implementation, its completion, or all three. (1) The initial idea of this Project was titled "Public Safety Equipment Standards." This ambitious exercise failed. The LIFELINE project was one of the best, but was never given a project number, so it was inserted here. (2) Initially "Technical Home Study Course." Never completed. The APCO STORY, again a major success, never assigned a project number, has been inserted here in its place.

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MEETINGS

I. PURPOSE

The purpose of the following policy is to establish the required meetings for the Board of Officers and Executive Council of the Association.

II. RESPONSIBILITY

Establishment of the meetings of the Board of Officers and Executive Council is the responsibility of the Executive Director as instructed by the Board of Officers and Executive Council.

III. DEFINITION

A formal meeting held under Roberts Rules of Order and recorded with formal minutes.

IV. POLICY

The Board of Officers and Executive Council are required to meet periodically.

A. Board of Officers

Meets in association with the APCO, Inc. Conference and during ~~other times January or February at APCO, Inc. Headquarters~~ as called by the President or a majority of the Board. The President shall call a meeting upon notification of the Executive Director that there is business to be addressed by the Board.

B. Executive Council

Meets in association with the Annual Conference, at a mid-year meeting, and otherwise as provided in the C&B.

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OFFICER CANDIDATES

I. PURPOSE

The purpose of the following policy is to establish the criteria for candidates for the association Board of Officers.

II. RESPONSIBILITY

Establishment of the criteria for candidates is the responsibility of the Board of Officers as guided by the Constitution and Bylaws.

III. DEFINITION

Officer candidates are individuals who wish to run for election to the Association Board of Officers. Section 1 of Article IV of the APCO Bylaws states that candidates for office shall be Active members who shall have served at least two terms in Chapter elected office and attended at least two out of the last four Annual Conferences. This policy defines the procedures to be followed in declaring one's candidacy and the campaign rules and regulations that will apply.

IV. POLICY

Candidates for the Board of Officers are required to provide a letter of support from their agencies and/or department heads.

The following officer candidate campaign rules were adopted by the Board of Officers:

There will be no restrictions on campaign literature at the Annual Conference, however, hotel and convention center policies must be followed.

Registration packet "stuffers" are limited to one item. It is the responsibility of the candidates to get the item in the packets.

Personal funds and Chapter funds can be used for hospitality rooms. No commercial-linked funds can be used. Alcohol is permissible. Hospitality rooms must be cleared through the Conference Director.

APCO will provide labels for one mailing per candidate.

By: Board of Officers

DECLARATION OF CANDIDACY

Part I

Commitment to Serve:

I have read Part II of this declaration and understand the experience, skill and abilities necessary to effectively serve in a position on the APCO International Board of Officers.

Furthermore, I believe that I possess these qualities.

Additionally, I have discussed my candidacy and the responsibilities as outlined in Part II of this Declaration of Candidacy with my employer and he/she has acknowledged the commitment and support necessary in performing the duties and responsibilities as outlined and attested to by his/her signature below.

Therefore, I, as an active member in good standing, by my signature affixed below, do submit my name as a candidate for the office identified for the election in the year listed.

Name: _____
Print or Type

Name: _____
Signature

Date of Application: _____

Chapter: _____

Membership Number: _____

Office for which I am a candidate: _____

For the election occurring in the year: _____

Date Declaration is submitted: _____

Name of Agency: _____

Authorizing Employer's Name: _____
Print or Type

Authorizing Employer's Initial Signature: _____

Date of Signature: _____

This declaration must be filed and received at the office of APCO International by the 15th day of January of the year of the election.

Please have declaration of Candidacy notarized prior to submission.

DECLARATION OF CANDIDACY

Part II

Purpose:

The greatest strength of APCO is the knowledge, talent and dedication of its members. There is no greater reflection of this than exhibited by those who seek election to the APCO Board of Officers.

It is important that the organization provide insight for those who seek election regarding the scope of the commitment they must be willing to make and the effect of that commitment on his/her employer, family and/or loved ones.

Experience:

Members of the Board of Officers are responsible for the operation of the world's leading public safety communications organization with assets of \$

To effectively serve the organization, a candidate must possess a wide variety of experience, skill and ability including the following:

Accounting

Budget development
Budget administration

Effective writing skills

Knowledge of contracts

Contract development
Contract negotiations
Contract administration
Contract enforcement

Inter-personnel and inter-personal skills

Ability to achieve consensus

Visionary

Public speaking skill

Experience in holding and managing a Chapter as a Chapter Officer

Attendance at two of the last four Annual APCO Conferences

Authorizing Employer's Initial: _____

A candidate's employer must have a keen awareness of the value in the APCO mission, the honor of APCO service and the strong support the candidate must have from his/her employer to effectively serve as an APCO officer.

This support is manifested in many ways, which include the following:

- The need for the employee to be able to be away from his/her employment for frequent travel on APCO-related business. This can be as much as ten weeks or equivalent per year.
- The need for the employee to have available secretarial support for APCO-related business.
- The need for the employee to have fixed telephone and computer services for APCO related business in his/her office.
- Serving as a member of the APCO Board of Officers is an honor that carries with it awesome responsibilities. Before a member commits to being a candidate, that responsibility must be clearly understood and appreciated by the candidate, the candidate's family, employer and Chapter.

Authorizing Employer's Signature: _____

Date of Signature: _____

Agenda Item: 11-B

Subject: Addition of Project 38 – Wireless E9-1-1 Phase II Implementation of Location Technology to Goal 4 of the LRSP

Presenter: Executive Director John Ramsey

Content: A recommendation will be made by the Board of Officer to amend Goal 4 of the Long Range Strategic Plan to include Project 38 – Wireless E9-1-1 Phase II Implementation of Location Technology

Although formal discussion on the following items will be held on March 17, 2001, the council may use the Executive Council List Serve (apcoexec.apco911.org) for clarification of items presented in this report.

Presentation: Executive Director John Ramsey will report on the recommendation to amend the Long Range Strategic Plan.

Type: **Action – To be voted on during the Sunday meeting**

Notes:

Action

Amendment to Goal 4 of the Long Range Strategic Plan

PRESENTER:	Board of Officers
ACTION:	A motion is needed to accept a resolution to amend Goal 4 of the Long Range Strategic Plan.
INTENT:	To address concerns within Public Safety Communications regarding the deployment Phase II wireless E9-1-1 location technology.
PURPOSE:	To add Project 38 – Phase II Wireless E9-1-1 Location Technology Implementation to Goal 4 of the Long Ran Strategic Plan
BACKGROUND:	<p>Project 38 was established to address the concerns of the Public Safety Answering Point (PSAP) in deploying Phase II wireless E9-1-1 location technology.</p> <p>The project committee plans to help PSAPs ready themselves to receive wireless E9-1-1 technology so they may identify the exact location of emergency calls made from wireless phones (in accordance with FCC docket 94-102 Phase II). PSAPs must obtain the appropriate equipment and make requests to wireless carriers for Phase II services. However, implementation has been slow, partly due to carrier reluctance, lack of funding and lack of individual state wireless E9-1-1 legislation.</p> <p>The committee will work with PSAPs, carriers, local and state governments as well as the FCC in achieving this goal. Committee members, along with APCO staff, will compile information on each state's wireless E9-1-1 status, e.g., absence or presence of legislation, funding or a statewide 9-1-1 authority. It will identify carriers' status of wireless Phase II technology, and it will identify the needs of individual PSAPs.</p>
RESOLUTION:	<p>WHEREAS: The APCO Project series are established to address technological advances and procedural changes in public safety communications, and</p> <p>WHEREAS: Projects 38 will require considerable time and resources to accomplish its goals; and</p> <p>WHEREAS: The Association plans for the use of the these resources in the Long Range Strategic Plan; and</p> <p>WHEREAS: The Long Range Strategic Plan becomes the operational foundation for the Association, and</p> <p>WHEREAS: Goal 4 of the Long Range Strategic Plan is to promote, preserve, and enhance implementation, operations and management of 9-1-1 systems and 9-1-1 centers, and</p> <p>WHEREAS: The objectives of Project 38 are in line with Goal 4 of the Long Range Strategic Plan; and</p> <p>WHEREAS: The Long Range Strategic Plan is a fluid document that can be amended by the Executive Council, therefore, be it</p> <p>RESOLVED: Goal 4 of the Long Range Strategic Plan be amended to add the mission of Project 38as follows:</p> <p>9. To position public safety to implement 9-1-1 wireless technology.</p> <ul style="list-style-type: none">• Assist Public Safety Answering Points in requesting and obtaining wireless location technology.• Promote and protect the interest of Public Safety Answering Points in wireless 9-1-1 legislation and regulations.
RECOMMENDATION:	The Board of Officers recommends the Executive Council accept the resolution as presented/amended.

Action

Amendment to Goal 4 of the Long Range Strategic Plan

MAKER:

Bill Cade

SECONDED BY:

Rich Hesseger

AMENDMENTS,
COMMENTS, OR
NOTES:

Approved

Excerpt from the Long Range Strategic Plan

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Goal 4

Promote, preserve, and enhance implementation, operations and management of 9-1-1 systems and 9-1-1 centers

Objectives

1. Develop an organization 9-1-1 position statement.
 - This should be a 9-1-1 Committee-driven task. Staff will coordinate and assist the committee to produce and promote the 9-1-1 position statement.
2. Develop a job description for a staff position to support the objectives addressed there.
 - Based on the input from the above-mentioned committee, the Executive Director will develop a job description for a 9-1-1 staff specialist.
3. Establish methods for coordinating the advancement of regulatory issues with other interested focus groups.
 - Staff, under the guidance of APCO's leadership, will develop, publish, and distribute annual position statement books on issues that affect public safety communications.
4. Strengthen ties with the 9-1-1 industry technical providers.
 - Through an established system of research and surveys, staff will identify the 9-1-1 technical providers.
 - Staff will identify the services of competitor associations and develop a program that will meet the needs and exceed the expectations of the 9-1-1 section of APCO's membership.
5. Broaden the base of 9-1-1 involvement to more fully include 9-1-1 professionals in mapping services, Emergency Medical Services, Fire Services and Emergency Preparedness.
 - Develop a chart to visually display the role of each area that comprises the 9-1-1 sector of APCO's membership.
 - Develop a directed marketing plan towards each of the aforementioned sectors.
 - Research the need for a 9-1-1 AdComm and create if deemed necessary.
6. Establish a 9-1-1 presence whenever/wherever possible.
 - Attend and/or exhibit at various industry conferences and meetings, including but not limited to: CFSI, IACP, IAFC, NENA, NLC, and WEIAD.
 - Publish information through APCO publications and distribute news releases on issues impacting public safety communications and 9-1-1.
 - Develop single-topic symposiums to promote special interest topics in public safety communications.

7. Develop a 9-1-1 specific professional growth and education program through a Focus Group process.
 - Staff will work with a designated committee to develop a plan for the establishment of a 9-1-1 focus group within the membership of APCO.
8. Develop an APCO identifiable adult education and public awareness program.
 - Staff will research the use of corporate sponsorship for localized 9-1-1 public education programs.
 - APCO will correlate and publish articles from APCO publications relating to 9-1-1 public education programs.
9. To position public safety to implement 9-1-1 wireless technology.
 - Assist Public Safety Answering Points in requesting and obtaining wireless location technology.
 - Promote and protect the interest of Public Safety Answering Points in wireless 9-1-1 legislation and regulations.

Agenda Item: 11-C

Subject: Regional Conference Manual Report

Presenter: CETF Chair Greg Riddle, Illinois Chapters

Content: CETF will present a revised Regional Conference Review report for review and discussion by the Executive Council during the Saturday meeting.

Although formal discussion on the following items will be held on March 17, 2001, the council may use the Executive Council List Serve (apcoexec.apco911.org) for clarification of items presented in this report.

Background: The Chapter Enhancement Task Force (CETF) was charged with reviewing the report on regional conferences that was originally submitted by the Regional Conference Review Committee to the Executive Council.

Presentation: The CETF will report on their recommendation to amend the Regional Conference Manual.

Type: **Action – To be voted on during the Sunday meeting**

Notes:

Action

Regional Conference Manual

PRESENTER:

Chapter Enhancement Task Force

ACTION:

A motion is needed to accept the Regional Conference Review Report as revised by the Chapter Enhancement Committee.

INTENT:

To recommend changes to the Regional Conference Manual.

PURPOSE:

BACKGROUND:

RESOLUTION:

WHEREAS: The Regional Conference Manual Review Report has been revised by the Chapter Enhancement Task Force, and

WHEREAS: The revision have been presented to the Executive Council for review an comment; now, therefore, be it

RESOLVED: The Executive Council approves the proposed revision to the Response to Regulatory Matters policy.

RECOMMENDATION:

MAKER:

Gregg Reddle

SECONDED BY:

Mary Messamore

**AMENDMENTS,
COMMENTS, OR
NOTES:**

revised requested by Bob
Mary
Main Approved

Amendment
Approved
Amendment - motion Gregg Reddle
not Mary Messamore

APCO International

Chapter Enhancement Task Force

Report to President Gallagher

Under your direction the Chapter Enhancement Task Force (CETF) was charged with reviewing the report on regional conferences that was originally submitted by the Regional Conference Review Committee to the Executive Council. The CETF has modified some of the recommendations in the original report based on the input from the Executive Council and members of the CETF during our review. Our report is submitted in a format similar to the original so any cross-reference will be made easier. We are submitting this report for your consideration with the hope that it will be offered to the Executive Council for their further review and approval at the March 2001 mid-year meeting.

ISSUE #1:

APCO International is being held responsible for the perceived problems with regional conferences, even though the Constitution and Bylaws specify their independence. If one reviews the explosive growth in the annual conference and exposition during the past 20 years and compares that to the lack of growth in the regional conferences, the value of professional conference management becomes obvious. If the regional conferences are to survive, they must change to meet the needs and demands of both the public safety communications users and the public safety communications vendors. The best way to bring about this change is to install professional conference management. It is therefore the recommendation of the CETF that the Board of Officers and the Executive Council initiate the appropriate actions to make the conduct of the regional conferences a function of the host chapter in concert with APCO International according to the guidelines as agreed to in the APCO Regional Conference Manual.

ISSUE #2:

The Constitution and Bylaws provides for a consortium of the chapters in the region. APCO International's Bylaws (Article X, Section 2.1) state that:
"A regional consortium is a group consisting of not less than a majority of the chapters that are chartered in a geographical region, each of whom, by written consent previously made known to the Executive Director agrees to share and participate, to an extent individually agreed upon, in the tasks and financial arrangements of a Regional Conference."

In reality, the regional consortiums meet once each year and do little except choose the site for whatever conference year is up for bid. The regional consortium provides little on-going oversight of conference planning for the conferences.

As part of the site selection process, the regional consortiums should adopt the philosophy of not approving a regional conference unless the host chapter can make a compelling enough reason for having one. Too often it appears, regional conferences are being held only because it's that chapter's turn.

It is the recommendation of the CETF that a standardized proposal be developed for bidding on a conference. This should include the location (city), meeting dates, name of the hotel, room rate guaranteed for the meeting dates and a proposed budget.

ISSUE #3:

The regional consortiums need to be aware of the necessity for sound decision making in the site selection process. As an example, having a regional conference on Mackinaw Island in the state of Michigan may sound like a good idea until one considers the logistics for both vendors and attendees who are beyond normal driving distances.

It is the recommendation of the CETF that holding a regional conference is at the option/discretion of the regional consortium and should not be considered a mandatory annual obligation of the regional consortium.

ISSUE #4:

As part of its work, the Regional Conference Review Committee surveyed APCO's chapters. They found that many chapters now have chapter conferences. These conferences vary widely in format and content. In a number of chapters, the conference is held jointly with the local NENA chapter. In a number of states, the chapter conference dates are in close proximity to the APCO Regional Conference. As a result, many potential regional conference attendees choose to attend their chapter conference instead of the regional conference.

Provide Professional Conference Mgmt. per Manual

Standardize bidding proposal

Conference is optional

Recommended to

avoid holding chapter mtgs within 30 days of the Regional or combine them

It is the recommendation of the CETF that a concerted effort be made by the chapters within a region, that adjoint the chapter hosting the conference, avoid scheduling multi-day chapter meetings within 30 days of the regional conference. If a meeting in one of these chapters must be scheduled within 30 days of a regional conference, the chapter scheduling the meeting may petition the host chapter of the regional conference to combine the meetings.

ISSUE #5:

APCO International currently publishes a Regional Conference Manual. As stated in the forward of that document, the manual "sets forth a guide to be used ... in the planning, presentation, and administration of a regional conference." Further, on page 8 of the manual, it is stated, "The Requirements expressed herein are considered to be mandatory standards for a Regional Conference." The actual requirements section is relatively small.

A chapter bidding to host a regional conference would have to agree to comply with all of the requirements published in the Regional Conference Manual. Benchmarks should be established in the Regional Conference Manual to assist host chapters in planning and implementing a successful regional conference.

The CETF recommends that these requirements be rewritten and made performance based. The CETF further recommends at the conclusion of the regional conference, the regional conference committee should be responsible for drafting a report to compare the conference with the established benchmarks.

ISSUE #6:

The Regional Conference Review Committee's Report identified exhibit hours as another area where problems have been encountered. The current edition of the manual suggests that the exhibits are open for no more than four hours in one continuous period and there should be at least three hours of exclusive time when there is no competing event scheduled. They further report that regional conference after regional conference seems to ignore these guidelines. As a result, a significant portion of the regional conference attendees is less than satisfied.

It is the recommendation of the CETF that the hosting chapter adhere to the guidelines for exhibit hours established within the Regional Conference Manual. The CETF recognizes the benefit of the exclusive exhibit hours for both the commercial and regular conference attendee.

ISSUE #7:

Another requirement of the current Regional Conference Manual is the necessity to provide reports to APCO Headquarters. These reports are vital to the successful planning of future conferences.

It is the recommendation of the CETF that conference reporting, as outlined in the Regional Conference Manual be a mandatory requirement. Furthermore, we recommend the Executive Council consider establishing procedures and sanctions to be followed in the event of non-compliance and these be incorporated in the Manual.

ISSUE #8:

The Regional Conference Review Committee stated it is neither their intention nor desire to suggest that the regional conferences become identical "mini-annual" conferences. Some chapters, especially in the Western Region, have the ability and the desire to stage a large, successful conference.

Other chapters may not have the same abilities or desires. As mentioned earlier, Article X Section 2 of the Bylaws state "A Regional Conference is a function acting independently of the Association." However, because regional conferences do incorporate the APCO name and brand image certain guidelines need to be established to promote and preserve the Association. The purpose of the Regional Conference Manual is not only to assist the regional conference committees in conducting a successful conference but also to establish certain guidelines that protect APCO's image.

In order to encourage compliance with these guidelines, it is the recommendation of the CETF to establish a formal agreement process between the bidding chapter and the Association. This agreement should be drafted by the APCO staff and presented to the Executive Council for review and approval. Upon approval, this agreement should become a part of the Regional Conference Manual to be signed by the chair of the regional conference committee and the APCO Executive Director.

ISSUE #9:

Although APCO Staff normally does not get involved with planning and conducting a regional conference, the host chapter may request to utilize their services at a predetermined cost. If a chapter wishes to utilize any of the services offered by the APCO staff a formal agreement must be entered into between the host chapter and APCO. All travel costs that are incurred by the staff as a result of planning and conducting a regional conference should be charged to the host chapter.

Establish Benchmarks that are performance based

Exhibit hour guidelines

Reporting

Agreement should be established between APCO and the chapter hosting the conf.

Price list for APCO services

It is the recommendation of the CETF that APCO staff establish a pricing guideline of the services that they are able to extend to chapters to assist them in planning and conducting a regional conference.

The CETF hopes that these recommendations appropriately incorporate the concerns that were originally identified by the Regional Conference Review Committee and the suggested changes offered by the Executive Council. For the past thirty years, regional conferences have been held. They are an important part of the APCO tradition. The basic considerations for holding a regional conference are still the same today as they were when they were originally proposed. However, they should not be a liability. Regional conferences must be a benefit to the attendees, the chapter, the region and the Association. Therefore, they should only be held when a strong enough case can be made for having them.

Agenda Item: 11-D

Subject: Annual Conference: Chapter Commission

Presenter: Executive Director John Ramsey

Content: The following document is an excerpt from the Annual Conference Manual regarding the Chapter Commissions.

The Board of Officers and the Executive Director would like to amend Part A, Section III-C: General Conference Finances of the Annual Conference Manual referencing chapter commissions. It is the recommendation of the Board of Officers and the Executive Director that the chapter commission and bonus rate be set by the Board of Officers upon recommendation by the Executive Director and adjusted periodically.

Although formal discussion on the following items will be held on March 17, 2001, the council may use the Executive Council List Serve (apcoexec.apco911.org) for clarification of items presented in this report.

Presentation: The Board of Officers will report on their recommendation to amend the Annual Conference Manual.

Type: **Action – To be voted on during the Sunday meeting**

Notes:

*Notes: Kent Kuegel
and Richard Foley
Amendment - Approved*

Revision A

Excerpt from Part A of the Annual Conference Manual

III. Association Conference Responsibilities

...

C. General Conference Finances

Revenue is derived from three basic sources: attendee and exhibitor registrations, exhibit floor space sales, and other sales such as banners on the APCO Web page, advertising in the conference pocket guide, sales of conference materials to Chapters for meetings/regional conferences (badge holders, badge stock, badge ribbons, etc.).

Chapter Commission:

After all Conference expenses are satisfied, a local Conference Chapter shall be entitled to a flat fee in the amount of \$25,000 determined by the Board of Officers in an amount not less than \$30,000. The flat fee may be reduced at the discretion of the Board of Officers (upon advice of the ~~Conference department staff~~ Executive Director) if Chapter participation is deemed inadequate. In addition, the Chapter will receive a per person bonus of \$10 per ~~person~~ for each paid full registrations (full registrations include attendee, exhibitor or spouse; day passes are not considered full registrations) over and above the average paid full registrations of the last three conferences. This amount will also be set and periodically adjusted by the Board of Officer upon recommendation from the Executive Director. For example, if attendance for the last three years was 1400, 1475 and 1575 respectively, and the attendance for the conference for which a commission is to be paid is 1625, then the bonus to the Chapter is \$1420.

$1400 + 1475 + 1575 / 3 = 1483$ average attendance
Conference attendance for calculated year = 1625 less 1483
average attendance = 142 attendees over average
 $\$142 \times \10 each attendee over average = \$1420 bonus
 $\$25,000$ flat fee + \$1420 bonus = \$26,420 to Chapter

needs
to be
edited

Excerpt from Part A of the Annual Conference Manual

III. Association Conference Responsibilities

C. General Conference Finances

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Conference attendance for calculated year = 1625 less 1483 average
attendance = 142 attendees over average
\$142 x \$10 each attendee over average = \$1420 bonus
\$25,000 flat fee + \$1420 bonus = \$26,420 to Chapter*

1. Awarding the flat fee and additional attendance revenue is contingent upon the following requirements:
 - a) Chapter committee shall follow the Conference management guidelines. Should a committee depart from any guideline in the manual, a letter will be sent from the Conference Department advising what issues must be re-addressed. Non-compliance will be dealt with by the Board of Officers who may impose a reduction of up to 1.5% of the Chapter's flat fee per infraction.
 - b) Chapter submits a written report of its committee work during the Conference within 90 days of the event.
 - c) Any non-budget expenses incurred by Chapter committee for items or actions desired by the committee will be deducted from the flat fee.
2. A budget will be set in place by the Executive Director and the President Elect and submitted to the Board of Officers in the year preceding a future Conference

The budget can be adjusted if pre-planning indicates revenue and/or expenses will change. Any adjustments must have approval of the Executive Director and the Board of Officers.

3. It is the responsibility of the staff to market/promote all future Conferences. If Chapters hosting future Conferences desire to promote that Conference during another on-going

Conference, they must do so in coordination with the staff and their city's local convention and visitors bureau. A Chapter may spend its own money on promotion.

Chapters may arrange with staff to have such promotional costs come out of its bottom-line Conference flat fee, within reason. Such arrangement must be in writing to the staff.

The staff will approve all requests for payment and expenses incurred for managing the Conference, such as printing, postage, services, Chapter-approved authorized projects, committee authorized projects, Conference apparel invoices, entertainment contractor services, local Chapter chair and representative local travel (travel should be carefully planned in coordination with staff), meals, etc. (for both staff and local Chapter Conference representatives).

4. APCO staff handles all financial matters.

Agenda Item: 11-E

Agenda Item 11-E - Discussion Item Only

Management Committee – President Elect Glen Nash

The Management Committee will report and/or recommend that the APCO Board of Directors election procedures need to be reviewed and be changed to a mail in voting system.

In the last many years membership participation in electing officers has been low. The management Committee has been concerned about this lack of participation and believes one factor may be the difficulty or complexity of our current procedures.

Therefore, the committee suggests the council discuss possible changes to the procedures such as a mail ballot only process. The following procedure is one that should be discussed.

Depending upon the council recommendation, changes to the C & B and or the By-Laws Manual will be prepared for council action at the August meeting.

The Management Committee will report on their recommendation to change the Board of Election Procedures. This is a discussion item only.

Discussion

mail only process -

mail ~~all~~ ballots to all active

class members

returned ballots are held by staff

and brought to Conference for

VOTING PROCEDURES BALLOT

Select only one of the following:

1. Maintain current procedure which includes both on site voting and mailed absentee ballot by request
2. Mail only voting procedure in which ballots must be requested by the member
3. Mail only voting procedure in which ballots will be sent to all members

Motion — Glen Nash
and Giff Redden

approved

#1 approved

Agenda Item: 12

Subject: Other Business

Presenter: Executive Council Members

Content: Possible discussion or action item on combining the Saturday and Sunday agendas in order to have a formal two day Executive Council Meeting. David Saffel, West Virginia Chapter

Presentation:

Notes:

— SATURDAY —
APCO Region Report —
North Dakota Regional conference — Rich
2002 mid year mtg — Joe Noce
Chris Fisher — Jimmy Holcomb. —
Cell Phones —

Execution

Decision -

Joe Hama

Mary Mcnamore

Approved

Out

Katona Nash

Joe Hama

Approved

Eye session

Action

Communications Center Staffing Task Force Recommendations

PRESENTER:	Communications Center Staffing Task Force
ACTION:	Motion to accept the recommendations presented by the Communications Center Staffing Crisis Task Force.
INTENT:	To endorse the report and recommendations of the Task Force.
PURPOSE:	To acknowledge the stated issues and concerns related to communications center staffing.
BACKGROUND:	
RESOLUTION:	<p>WHEREAS: The staffing deficiencies of Public Safety Communications Centers has reached a critical level; and</p> <p>WHEREAS: APCO commissioned a task force to provide research and recommendations in order to mitigate staffing shortfalls; and</p> <p>WHEREAS: It is the recommendation of the task force that the contents of the report thus presented be used to develop a comprehensive strategy to deal with this critical situation; now, therefore, be it</p> <p>RESOLVED: That the APCO Executive Council endorses the report and recommendations presented by the task force.</p>
RECOMMENDATION:	
MAKER:	<hr/> <i>Jack Keating</i> <hr/>
SECONDED BY:	<hr/> <i>Garret Mayer</i> <hr/>
AMENDMENTS, COMMENTS, OR NOTES:	<div style="border: 1px solid black; padding: 20px;"><i>Approved</i></div>

Action

Life Member Nomination for Jimmie Hocutt

PRESENTER: Board of Officers

ACTION: Motion to nominate Jimmie Hocutt for the title APCO Life Member.

INTENT: To confer the title of APCO Life Member upon Jimmie Hocutt of the Washington Chapter.

PURPOSE: To honor members who have, at the Association level, made significant contributions toward the fulfillment of the purpose of the Association.

BACKGROUND:

RESOLUTION:

WHEREAS: The nominee currently maintains a category of membership within the Association and has met the eligibility criteria for APCO Life Member as established in the APCO Constitution and Bylaws, Article I, Section 4.2; and

WHEREAS: The nominee's Chapter has made the nomination based on the recommendation of their Chapter Executive Committee and in accordance with the eligibility criteria established in the APCO Constitution and Bylaws and has submitted the nomination to the APCO Headquarters with documentation of eligibility; and

WHEREAS: The nomination has been reviewed and recommended by the APCO Board of Officers; now, therefore, be it

RESOLVED: That the APCO Executive Council confers the title of APCO Life Member upon Jimmie Hocutt of the Washington Chapter.

RECOMMENDATION:

MAKER: Chris Fisher

SECONDED BY: Bob May

AMENDMENTS, COMMENTS, OR NOTES:

Reviewed by credential
Approved

Action

Executive Council Two Day Meeting Format

PRESENTER:

David Saffel, West Virginia Chapter

ACTION:

Motion to standardize the executive council meeting format.

INTENT:

To standardize the two day Executive Council meeting format.

RESOLUTION:

WHEREAS: The Executive Council desires to have a two day meeting format for all future Executive Council Meetings; now, therefore, be it

RESOLVED: That the Executive Council shall have all future meetings in a two day format unless decided the Executive Council decides otherwise.

RECOMMENDATION:

MAKER:

Aancy David Saffel

Jim Franer

SECONDED BY:

**AMENDMENTS,
COMMENTS, OR
NOTES:**

Motion failed

did Motion to Amend

Agenda Item: 13

Subject: Closing Remarks

Presenter:

Content: Housekeeping Information

There will be a Executive Council Reception in the Breezers Pool Deck from 6:00 to 7:00 PM.

8:00

The Sunday meeting will begin at 8:30 AM. A continental breakfast will be provided.

Buses for the ribbon cutting ceremony at the new headquarters building will be departing at 12:00 PM. Anyone interested in going to the ribbon cutting must be at the front of the hotel no later than 11:30.

Presentation:

Type:

Procedural

Note:

Reception moved to 2nd Floor
Osceola/ DuPont/ DeSoto
Rooms

Thank STAFF President $\frac{1}{2}$

Thank Council for the honor to
Moderate Sat session.

Meeting time for tomorrow

Type of dress (code) for Sunday

*Move to
adjourn*

*potemkin
Mayer*

125

*Meeting
9:30 AM*

APCO International Headquarters Ribbon Cutting and Dedication

*The APCO International Board of Officers cordially invites
you to attend the APCO International Headquarters
Ribbon Cutting and Dedication Ceremony*

*Sunday, March 18, 2001
2:30 p.m. to 4:30 p.m.
351 North Williamson Boulevard
Daytona Beach, Florida*

*Please join APCO International's Board, Chapter Officers,
Executive Council, members, employees, dignitaries
and members of the press as we celebrate this historic event for
APCO and the Greater Daytona Beach area.*

*Please RSVP John K. Ramsey, Executive Director
by March 1, 2001
(888) APCO 9-1-1 x 2449*

*The Association of Public-Safety Communications Officials- International is the
world's oldest and largest not-for-profit professional organization dedicated to the
enhancement of public safety communications. Its members represent every type of
public safety organization. APCO International exists to serve the people who
manage, operate, maintain, and supply the communications systems used to
safeguard the lives and property of citizens everywhere.*