



APCO
International

Leaders in Public Safety Communications™

Chapter Leaders Reference Guide



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Chapter Leaders Reference Guide

Equipping APCO Members to Serve Their Chapters in Leadership Roles

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APCO International

Leaders in Public Safety Communications™

Introduction

This Chapter Leaders Guide should act as a resource and reference document for new and veteran Chapter Leaders alike. The topics that have been chosen for this reference guide will give the individual a deeper understanding of the Association's workings and how the chapters are a vital part of those operations.

Every effort has been made to keep this document current, but the information should be verified on the APCO website before taking decisive action.



APCO International

Leaders in Public Safety Communications™

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The Association of Public-Safety Communications Officials

APCO International is the world's oldest and largest organization of public safety communications professionals and supports the largest U.S. membership base of any public safety association. APCO International was founded in 1935 and is older than any other public safety communications association. APCO International serves the needs of public safety communications practitioners worldwide and the welfare of the general public as a whole – by providing expertise, professional development, technical assistance, advocacy and outreach. With over 85 years behind us, APCO has a rich and interesting history worth exploring and we encourage you to start that exploration at [APCO History](#).

Through outreach efforts, such as training events and conferences, APCO's reach extends far past its 40,000 members. APCO International speaks as the voice of over 100,000 public safety communications professionals.

APCO Vision

APCO International commits to strengthening our communities by empowering and educating public safety communications professionals.

APCO Mission

The Association of Public-Safety Communications Officials (APCO) is an international leader committed to providing complete public safety communications expertise, professional development, technical assistance, advocacy, and outreach to benefit our members and the public.

APCO Website, myapcointl.org and PSConnect

APCO International maintains a resource-filled association website at www.apcointl.org. This is a powerful and dynamic website. Every member of APCO has a member profile within the APCO database, regardless of membership status. Members can login to www.myapcointl.org using their email address and password, allowing them to make changes to contact information, make purchases, register for Institute training classes and APCO events, download research, and much more.

PSConnect is APCO International's own professional networking platform. It may be accessed through the APCO International website or directly at www.psconnect.org. PSConnect provides virtual communities to allow members to discuss and collaborate on public safety topics, chapter issues, committee work, and much more. Chapter Presidents are encouraged to use the Chapter President PSConnect Community to network and share information between Chapters. This is a great tool, and Chapter Presidents can benefit from its active use.

Membership

APCO membership is available to public safety professionals who staff, manage, design, construct, install, command or operate a communications center and/or supporting information systems. APCO members come from all types of public safety organizations, such as emergency call centers, law enforcement agencies, emergency medical services (EMS), fire departments, transportation agencies and facilities, emergency management centers, forestry services, colleges and universities, military units, manufacturers, consultants, technical and repair services, and engineers. Up to date membership can be found at [APCO Membership](#).

APCO membership consists of three categories: Individual (Full or Associate), Agency (Full or Online), and Commercial (Individual or Group).

Individual Public Safety Practitioner Membership

Full Member

For individuals who are employed by or retired from a government entity or a contractor of a government entity and are responsible for the management, design, construction, installation, command and operation of public safety communications systems and supporting information systems. Includes voting privileges. Full members vote annually for the election of candidates to the Board of Directors Executive Committee and are eligible to vote with the quorum of members at the Association's annual meeting.

Associate Member

Individuals who perform non-administrative and/or non-supervisory functions within their agency. Associate members do not have voting privileges.

Public Safety Practitioner Agency Membership

APCO's Agency Membership allows agencies to offer benefits to ALL of their communications employees, not just a select few.

There are four levels of agency membership based on the number of public safety communications professionals employed in your agency.

Membership Level	Benefits
Level 1 (up to 10 staff)	3 Full Memberships + Remaining Public Safety Professionals Receive Online Member Benefits
Level 2 (11 to 25 staff)	8 Full Memberships + Remaining Public Safety Professionals Receive Online Member Benefits
Level 3 (26 to 50 staff)	15 Full Memberships + Remaining Public Safety Professionals Receive Online Member Benefits
Level 4 (51 staff and above)	22 Full Memberships + Remaining Public Safety Professionals Receive Online Member Benefits

Agency Full Member

For individuals who are employed by or retired from a government entity or a contractor of a government entity and are responsible for the management, design, construction, installation, command, and operation of public safety communications systems and supporting information systems. Includes voting privileges. Full members vote annually for the election of candidates to the Board of Directors Executive Committee and are eligible to vote with the quorum of members at the Association's annual meeting.

Agency Online Member

Reserved for individuals who are part of a Group Membership and otherwise meet the eligibility requirements in the Association in the "Full or Associate Member" category. Online members can hold committee membership. Online

members do not have voting privileges for candidate selection or membership related items.

Commercial Membership

Commercial members are those who receive compensation for providing products and/or services to an emergency communications center. Vendors, consultants, suppliers, salespeople, manufacturers, and training entities may qualify as commercial members. Commercial members do not have general voting privileges but may otherwise enjoy all benefits and privileges of the association.

Commercial entities may join as individual or group members.

Individual

Individual commercial membership is available to those who receive compensation for providing products and/or services to a public safety communications center. Vendors, consultants, suppliers, salespeople, manufacturers and training entities may qualify as commercial members. Primary chapter membership is included.

Persons residing and/or permanently employed in the chartered area of a chapter are required to be members of such chartered chapter. Members belonging to one chapter may become a member of any number of other chapters for an additional fee.

Commercial Group Membership

Commercial group membership is available to organizations who wish to receive additional benefits beyond those offered to individuals. The group membership option is the most cost-effective way for you to provide APCO membership to your whole team.

Level 1	Up to 5 Staff
Level 2	6 to 10 Staff
Level 3	11 to 20 Staff
Level 4	21 to 40 Staff

Multi-year membership discounts are also available for qualified entities.

Governance

APCO International is governed by and for its members. Various governing bodies and committees make up the governance structure with the purpose of serving the membership at large.

Bylaws

The APCO Bylaws are one of the governing documents of APCO International. The APCO Bylaws are a corporate document that defines APCO International as an organization, its purpose, membership composition, and governance. The APCO Bylaws can only be amended by a quorum, with a two-thirds majority vote at the annual meeting of the Association. The annual meeting of the Association is held each year in conjunction with its annual conference.

Policy Manual

The APCO Policy Manual is another governing document that is defined by and builds upon the foundation of the APCO Bylaws. The Policy Manual captures all the policies, and many of the practices and procedures that are essential to running the Association.

Chapters should upload a copy of their governing documents to the chapter's PSConnect Group. This ensures that a reference copy will be maintained in storage, regardless of local leadership changes.

Chapters can submit their bylaws for review by the APCO Bylaws Committee, who can provide direction and editorial assistance.

- The APCO Bylaws define what APCO is and what it will do.
- The Policy Manual spells out how those things will be accomplished.

Membership Quorum

The Membership Quorum is the group of voting-eligible members that attend the business meetings of the Association's annual meeting typically held in August. Held in conjunction with APCO's Annual Conference and Exposition, there are two business meetings of the quorum. All members, regardless of membership category of APCO are encouraged to participate in these meetings, however, only the voting-eligible members comprise the quorum and are eligible to vote on Association business.

These governing documents can be found in the "About" section of the APCO website or at [APCO Governance](#).

Executive Council

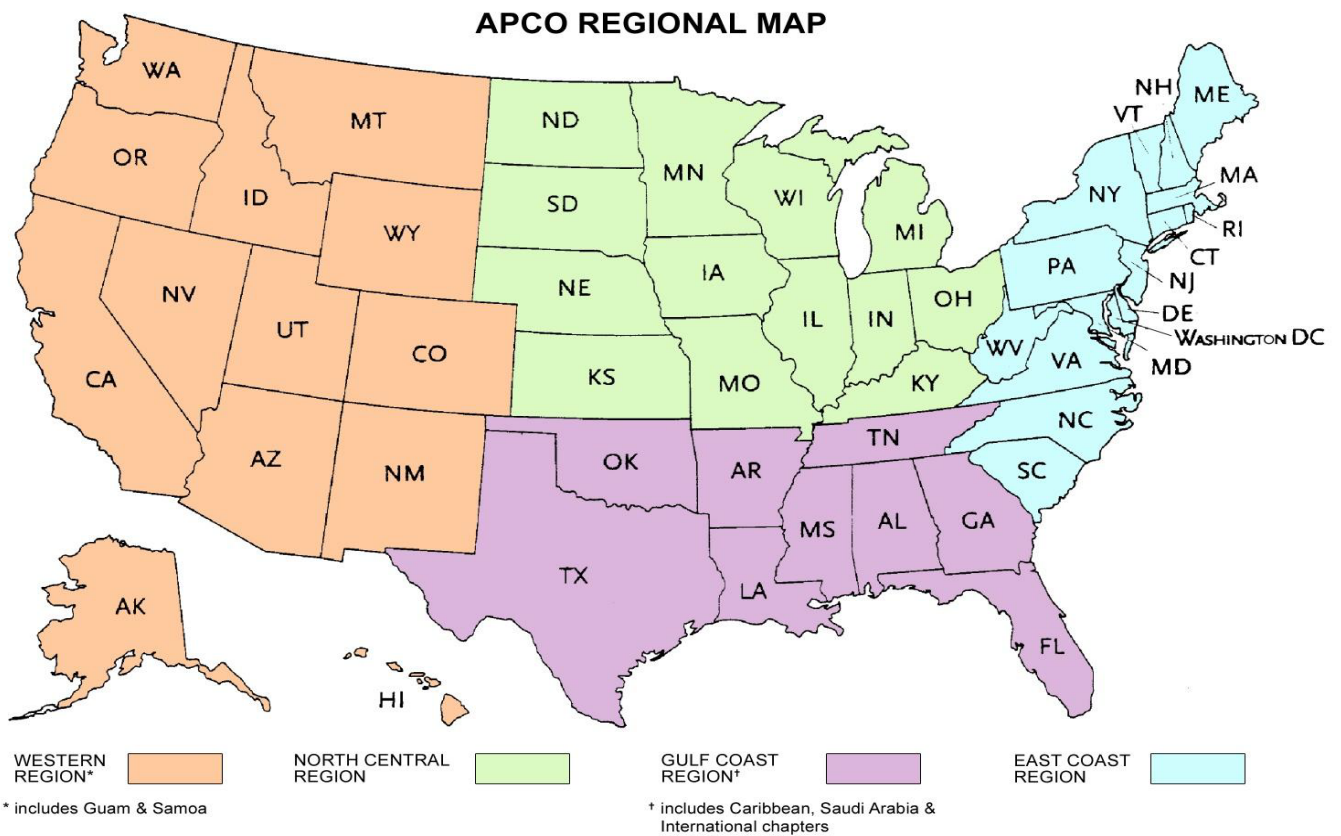
The Executive Council is the body of members that represents the Chapters of APCO International. Each chapter puts forth one individual to be that chapter's Executive Council (EC) Representative, either by appointment or election, depending upon the governing documents of the individual chapter. These individuals serve the chapter as a direct conduit for the exchange of information to and from the Regional Representative on the Board of Directors, the chapters, and their members. Duties of the EC include:

- Receiving requests to create, modify or cancel the charters of chapters, (except the International Chapter)
- Making recommendations on any proposed bylaw amendments or certain policy changes that require ratification by the Membership Quorum
- Providing advice to the Board of Directors on matters of importance to the public safety communications industry
- Offering guidance to the Board of Directors on strategic planning

The Executive Council meets face-to-face annually in conjunction with the Annual Conference and Exposition, as well as on quarterly calls with the Board of Directors. Throughout the year, lines of communication between the Executive Council are open to provide for two-way communication. The APCO Communiqué newsletter is emailed to EC members every month. The Communiqué is intended to keep the chapter's EC representative up to date with initiatives and programs at APCO International headquarters. Additionally, there is an Executive Council section within the PSConnect community that provides electronic communication between Executive Council members and the Board of Directors.

Regions

The Chapters of the Association are divided into four regions based upon the geo-political boundaries of the following states, territories, and other designations: Western States, North Central, East Coast, and Gulf Coast regions.



Region assignment by state is divided as follows:

Western States: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming, Guam and Samoa.

North Central: Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin.

East Coast: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, North Carolina, Pennsylvania, Rhode Island, South Carolina, Vermont, Virginia, West Virginia, and Washington, D.C.

Gulf Coast: Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, Oklahoma, Tennessee, Texas, Puerto Rico, Caribbean, Saudi Arabia, and the International Chapter.

- The International Chapter consists of all individual members of the Association, who do not reside and/or work within the geographic boundaries of the United States or its territories or within the geographic boundaries of any other Chapter of the Association.

The **Atlantic Chapter** is comprised of Maine, New Hampshire, Vermont, Massachusetts, Connecticut, Rhode Island, New York, and New Jersey.

California has two chapters, CPRA, and Northern California.

The **Caribbean Chapter** is composed of members in the Caribbean and North Atlantic Region.

The **Mid-Eastern Chapter** is composed of members from Washington DC, Maryland, and Delaware.

The **Pacific Chapter** is composed of members from Hawaii, Guam, and Samoa.

The Board of Directors

The next level of governance structure is the APCO Board of Directors and includes:

- The Executive Committee:
 - President
 - First Vice-President
 - Second Vice-President
 - Immediate Past President
 - Ex-Officio – Executive Director
- Regional Representatives:
 - Two Representatives elected from each region
- Commercial Advisory Council (CAC):
 - One member of the Commercial Advisory Council
- The Executive Director:
 - APCO International Executive Director

Executive Committee

The business and affairs of the Association are managed by the Executive Committee of the Board of Directors, which may exercise all such powers of the Association and do all such lawful acts on its behalf as are not forbidden by statute, the Certificate of Incorporation or the Bylaws and are not specifically reserved to be performed by others in the Bylaws.

The Executive Committee consists of five positions:

- A President who shall advance from the position of First Vice President
- A First Vice President who shall advance from the position of Second Vice-President, if elected by the voting eligible membership
- Second Vice President who shall be elected by the voting-eligible membership of the Association.
- The Immediate Past President who shall advance from the position of President of the preceding year.
- The Executive Director of APCO shall serve as Ex-Officio and non-voting member.

The duties of the Executive Committee include preparing and maintaining an annual budget for the Association, providing oversight and direction to the Executive Director, maintaining the Association Strategic Plan, and setting goals and objectives in accordance with such plan.

Procedures for declaring officer candidacy are detailed in the Policy Manual. To summarize the information, individuals interested in running for the position of Second Vice President must announce their intent to the Executive Director by **January 15th** in

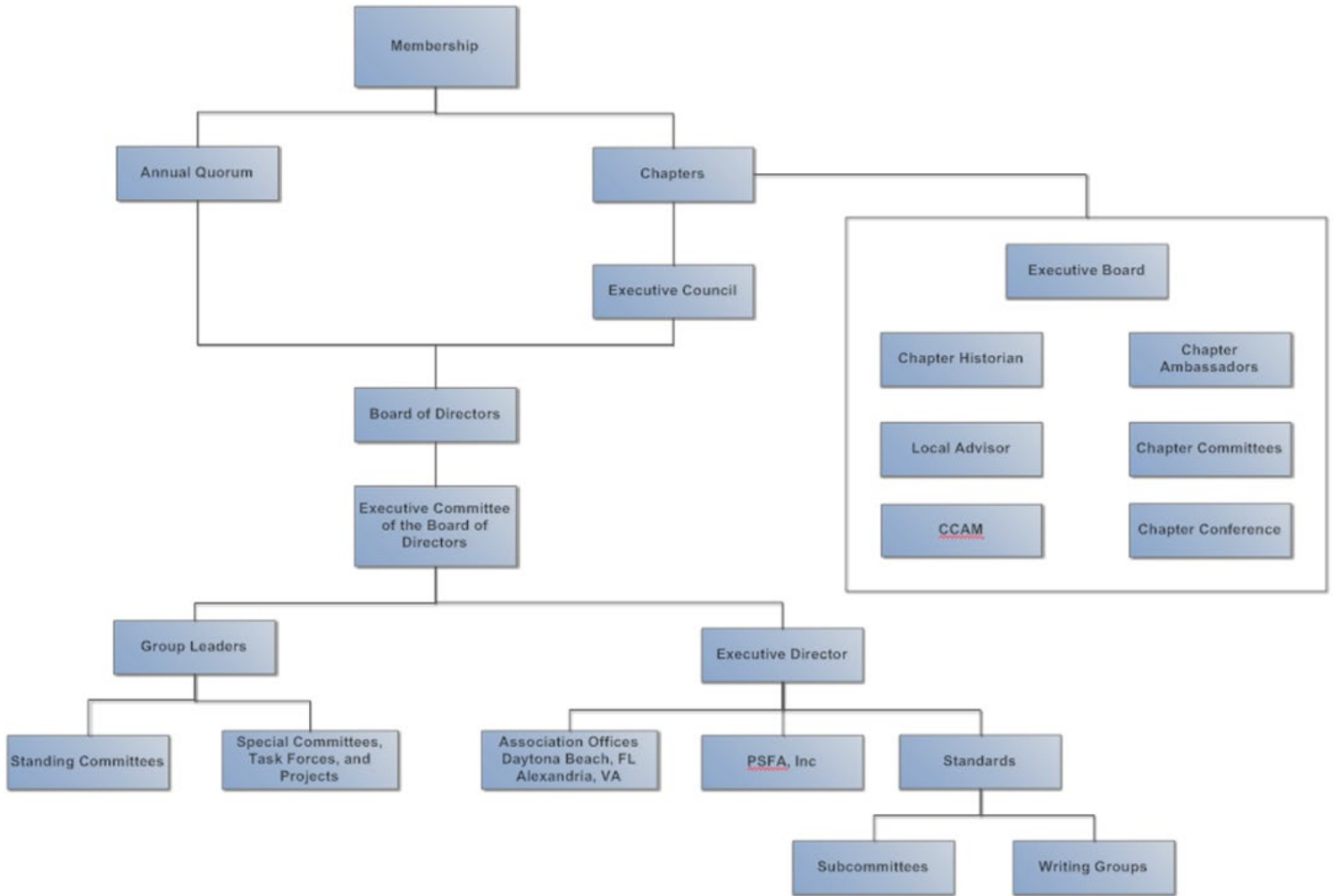
the year they desire to seek candidacy. The candidate must meet or exceed the minimum qualifications of the knowledge, skills and abilities defined in the APCO Policy Manual 6.4 ([Policy Manual](#)), be a voting-eligible member in good standing serving in a non-commercial capacity as set forth in the Membership section of the Policy Manual. The candidate shall also be a citizen of the United States; and have served at least two years in an elected office of a Chapter.

Regional Representatives

The Regional Representatives are a component of the Board of Directors and are elected by the Executive Council members of each region. When an individual is elected to the position of Regional Representative, they must vacate their Chapter Executive Council position and that chapter must put forth a new Executive Council representative to the council. The Regional Representatives serve a two-year term, with none serving more than four consecutive years. In each region, one of the positions is filled in the odd year; the other position is filled in the even year. Reference the APCO Policy Manual for further Regional Representative qualifications.

For a listing of currently serving APCO Board of Directors and their contact information, refer to [APCO Leadership](#).

APCO Organizational Chart



Chapter Organizational Structure and Function

The APCO Policy Manual requires each chapter to have a:

- President
- Secretary
- Treasurer
- Executive Council Representative.

These chapter positions *must be filled by people in the Full member category* of membership.

The same individual may hold more than one position. For example, the individual elected to serve as President, may also fulfill the roles and responsibilities of the Executive Council Representative. Each chapter has the latitude to determine the governing makeup of their own chapter. It is strongly recommended, but not required, that each chapter select a commercial member to serve as that chapter's Commercial Advisory Member (CCAM). It is suggested that the CCAM serve as a member of the chapter's board of officers.

Chapters are encouraged to have such committees as may be required to effectively conduct the chapter's business and to represent the membership. These committees may include any of the following:

- 9-1-1 Committee
- Awards Committee
- Chapter Conference Committee
- Chapter Commercial Advisory Committee
- Governance Committee
- Historical Committee
- Legislative Committee
- Operations Committee
- Nominations Committee
- Spectrum Management Committee
- Training Committee

Chapter Officer Descriptions

It is recommended that the appropriate officers of the chapter, notably Secretaries, Treasurers and others handling chapter funds, be covered by a surety fidelity bond.

Below are *sample job descriptions* of the required and recommended chapter leadership positions. They are a sampling from different chapters around the United States. Not every chapter has the same number of officers, such as a 2nd Vice President, and not every Chapter may have the same responsibilities for each position. Some chapters have combined offices such as Secretary/Treasurer. However, all chapters are encouraged to become familiar with the APCO Bylaws and Policy Manual when constructing the bylaws and policies that will govern their local chapter.

President

- Serve the number of years prescribed by Chapter Governance Documents.
- Be a member in the APCO Full category of membership.
- The President's duty to see that the conduct of all meetings is in keeping with the purposes of the chapter as outlined in Chapter Governance Documents.
- Be the Chairman of the Chapter Board of Officers.
- Be ex-officio member of all committees of the chapter and preside at all chapter meetings.
- Determine dates and times for meetings and conference calls in accordance with Robert's Rules of Order.
- Announce his/her appointments to standing and special committees.
- Outline chapter objectives for his/her term.
- Make appointments to fill vacancies on the Chapter Board of Officers.
- Use Chapter President's PSConnect Community to share information between chapters.

Immediate Past President

- Serve the number of years prescribed by Chapter Governance Documents.
- Serve as an advisor to the new sitting President.
- Serve on the Nominations Committee to the Chapter Board of Officers.

First Vice President/President Elect

- Serve the number of years prescribed by Chapter Governance Documents.
- Serve in the absence of the President and perform all duties of the President in their absence or inability to act. When so acting, the Vice President/President Elect shall have the powers of and be subject to all restrictions placed upon the President.
- Preside over the portion of the Chapter Board of Officers meeting where the proposed budget for the ensuing year is being considered.
- Serve as liaison to committee(s) as appointed by the Chapter President.
- During the term of office, contact the prospective Chapter Committee Chairpersons for the following year, and have the appointments ready for presentation when the office of Chapter President is assumed.
- Participate in Chapter Board of Officers responsibilities.

Second Vice President

- Serve the number of years prescribed by Chapter Governance Documents.
- Perform all the duties of the First Vice-President/President Elect in the absence of the First Vice-President/President Elect.
- Act as chair of the Chapter Finance Committee to prepare an annual budget and present the annual audit of the books.

- Serve as the Vice Chairman of the Chapter Activities and Membership Committee.
- Participate in Chapter Board of Officer responsibilities.

Secretary

- Serve the number of years prescribed by Chapter Governance Documents.
- Be a member in the APCO Full category of membership.
- Secretary to the Chapter Board of Officers, the Chapter Executive Committee, at Chapter meetings, and the Chapter Conference business sessions.
- Take and disperse minutes as requested by the Chapter President.
- Keep a register of contact information of each member of the Chapter Board of Officers.

Treasurer

- Serve the number of years prescribed by Chapter Governance Documents.
- Be a member in the APCO Full category of membership.
- Receive all general funds belonging to the Chapter and shall maintain a bank account for the orderly processing of all funds. He/she shall pay from this account all Chapter obligations as prescribed by the Board of Officers.
- Officer in addition to the Treasurer will be authorized on all Chapter checking accounts.
- Prepare a financial report and present it at each Chapter Executive Committee Meeting and at the Chapter Annual Conference/Meeting.
- Make the financial records available to the Chapter Board of Officers for auditing purposes.
- Promptly deliver all monies and records to the successor in office or to whomever the Chapter Board of Officers may designate to receive them.

Executive Council Representative (EC)

- Be elected to serve the number of years prescribed by Chapter Governance Documents.
- Be a member in the APCO Full category of membership.
- Serve on the Chapter's Board of Officers and be the delegate to the National Executive Council.
- Make recommendations to ensure that Chapter purposes are in accordance with those set forth by APCO International, Inc.
- Represent the Chapter at the annual Executive Council meeting and quarterly Regional Board conference calls.
- Communicate back to the chapter the business of APCO Member at Large to the Board of Officers.

- Be elected/appointed from the general Chapter membership and shall serve the number of years prescribed by Chapter Governance Documents.
- Perform in a manner which promotes and improves the wellbeing of the Chapter and APCO International.
- Promote goodwill between the membership and the Chapter Board of Directors for the Chapter.
- Be willing and giving of time and efforts relating to Chapter activity.
- Become knowledgeable regarding APCO International and Chapter policy.

Historian

- Be the chapter's liaison to the Association's Historical Committee.
- Locating and recommending an appropriate permanent location for the chapter's historic items.
- Negotiating for the chapter's approval, a "custody agreement" with agreed upon location.
- Receiving and delivering boxes of historic APCO items to the custodial facility.
- Provide guidance and assistance in the storage, cataloging and display of historic materials.
- Continuing as the chapter's liaison with the custodial facility to monitor observance of the terms of the custody agreement.
- Promoting the purposes of the chapter's historical collection by encouraging other members and non-members alike to use the collection materials and to contribute toward the collection's utility.

Chapter Commercial Advisory Member (CCAM)

- Play an active role in the chapter and follow the guidelines in the APCO Policy Manual.
- Perform in a manner that promotes and improves the wellbeing of the chapter and APCO International.
- Represent the interests of the commercial members.
- Never abuse the position in a manner that would, or could be, viewed as creating a conflict of interest.
- Never use the position to promote their individual business or personal interests in a manner not provided to other Chapter Commercial members.
- Encourage commercial involvement in the chapter.
- Promote commercial chapter membership.
- Promote goodwill between the commercial and general membership.
- Be willing and giving of time and efforts relating to chapter activity.
- Become knowledgeable regarding APCO International and chapter policy.

Chapter Executive Committee

The Chapter Executive Committee will conduct the business of the chapter between meetings of the chapter quorum. This body shall consist of at least three members and shall include the:

- Chapter President
- Chapter Executive Council Member
- CCAM (recommended, with restricted voting privileges)
- Additional members:
 - Chapter Officers
 - Chapter Full members
 - Other members of the chapter that the chapter quorum has deemed appropriate.

The term of office shall be determined by the Chapters Governance Documents.

Chapter Roster of Members and Member Directory

Two chapter officers are selected by the chapter to obtain the chapter's roster of members electronically. To designate or update the officers that have access, you can download the Chapter Officers Update Form and submit to membership@apcointl.org.

By logging in to their member profile at www.myapcointl.org and clicking on "Chapter Leaders," these officers can obtain a complete listing of their chapter's members. Due to privacy concerns and the protection of our members' private information, APCO restricts the dissemination of this information to chapter leadership.

This information contained in the member roster should only be shared with chapter leaders, and it must be used exclusively for group event planning purposes and/or to grow membership. This information must never be given to or shared with outside person(s) or organizations. The membership data lists **may not** be used for personal, professional, or political purposes.

A digital member directory can be accessed at www.psconnect.org. Members can conduct advanced searches in the member directory to connect with peers and colleagues. PSConnect protects the members' information based upon each member's user security settings. PSConnect allows members to send emails using PSConnect as their mail server.

The digital member directory is designed so that individuals may not download the directory in its entirety. The software platform does allow for advanced searches, allowing members to apply filters when seeking member information. Chapter leaders requiring contact information for their members should contact one of the two designated List Recipients for their chapter.

APCO International Committees and Taskforces

The Policy Manual establishes several committees known as “Standing Committees.” Standing Committees exist from year-to-year, with ongoing goals and objectives that are set by the Executive Committee of the Board of Directors. It is within these committees that much of the work of the Association is carried out. Group Leaders designated by the Executive Committee of the Board of Directors oversee groups of Standing, Task Forces and other Committees. Each Group Leader shall be assigned a group of no more than five (5) Standing Committees, Special Committees, Task Forces, or projects, to monitor their performance and ensure goals are achieved and that such work follows the Association’s Long Range Strategic Plan (LRSP). The LRSP can be found under [Governance Documents](#).

In the spring of each year, members volunteer for committees in which they are interested in participating. The Association incoming President appoints a Committee Chair to oversee the activities of the committee. Throughout the year, special committees and/or task forces seek volunteers. The chair selects the committee members, and the Group Leaders approve. The Chair has the authority to divide the group into work groups and task groups to accomplish committee goals. Committee listings are found on the APCO website, along with contact information for each committee’s Chair, Vice-Chair, and members. APCO members should feel there is an open-door policy concerning contacting committee members to provide input to the committee and to seek guidance concerning the goals and objectives of that committee.

APCO Public Safety Communications Standards

As a leading public safety communications standards development organization, APCO establishes standards crafted by subject matter experts like you. The standards development process that APCO adheres to is a consensus-based, open and equitable balanced process. It is an excellent networking experience and a unique opportunity to enhance your professional development.

Standards:

- **Ensure** interoperability, cost-effectiveness and innovation
- **Leverage** connectivity and data sharing
- **Create** a common language
- **Establish** performance benchmarks and core competencies
- **Identify** best practices

These standards are available to download. These can be of use to the Chapter when members may have questions or need best practices.

[Standards to Download](#)

Commercial Advisory Council (CAC)

The Commercial Advisory Council (CAC) consists of no less than twelve and no more than twenty-four commercial members elected at the CAC meeting held in conjunction with the Annual Conference. The CAC members' terms are staggered, four-year terms, with a total of an eight-year term limit. CAC members must be an APCO Commercial member.

The CAC provides guidance and support to enhance the Association's relationships with the commercial community, supports the Corporate Partner Program, assists staff in soliciting new corporate sponsors, provides support for international expansion, supports the chapter's enhancement initiative, promotes commercial membership among peers and non-member exhibitors at the Annual Conference and Chapter/Regional conferences.

Awards and Recognition

APCO International provides many opportunities for professional recognition, both within the association and in the public safety communications industry at-large.

Public Safety Communications Award Program

The APCO International Public Safety Communications Award Program recognizes public safety communications personnel who have demonstrated the highest levels of personal and professional conduct, and performance in the line of duty. This award program is a wonderful way to acknowledge colleagues who have made a positive impact upon the communities they serve as a public safety communications professional.

Award categories include:

- Telecommunicator of the Year
- Communications Center Director of the Year
- Line Supervisor of the Year
- Radio Frequency (RF) Technologist of the Year
- Information Technologist of the Year
- Trainer of the Year
- Team of the Year
- Technology Leadership Awards

Nominations for these awards are open from January 1 through April 1 of each calendar year. Individuals, employers or Chapters can make nominations. Chapters are encouraged to create their own awards program and then submit those nominations, as well as encouraging submissions for the national awards program.

Winners receive an all-expense paid trip to the Annual Conference to receive the award and recognition by their peers during the opening session. APCO's *Public Safety Communications* magazine and the APCO International website feature Award recipients.

Chapter Membership Awards

Chapter membership awards exist with the purpose of encouraging and rewarding those chapters that have performed outstanding service regarding recruiting and retaining membership. Each year, at the business meeting held in conjunction with the Annual Conference and Exposition, the Chapter Membership Awards are awarded to the Chapter President or to a designated representative in each of the three following categories:

The **Chapter Growth-Number Award** is presented to the chapter exhibiting the greatest growth during the past year based upon the number of new members. For purposes of this award, the year to be considered shall be from July 1 of the prior calendar year to June 30 of the current calendar year.

Example:

Number of chapter members on July 1 = 100 members

Number of chapter members on June 30 close of the year = 110 members

The growth number is 10 new members.

Chapter Growth Number Worksheet

Number of members on June 30 _____ (current year)

Number of members on July 1 _____ (previous year)

Calculate A minus B= Growth number _____

The **Chapter Growth-Percentage Award** is presented to the Chapter exhibiting the greatest growth during the past year based upon the percentage of new members versus the total number of members at the start of the year. For purposes of this award, the year to be considered shall be from July 1 of the prior calendar year to June 30 of the current calendar year.

Example: Take the chapter's number of members on June 30 and subtract the number of members on July 1, the previous year.

June 30 number of members = 110 members

July 1 number of members at start of fiscal year = 100 members

The difference between the two numbers = 10 members

Divide the difference by the starting number of members $10/100 = .10$

The percentage of growth is ten percent.

Chapter Growth-Percentage Worksheet

Number of members on June 30 _____ (current year)

Number of members on July 1 _____ (previous year)

Difference between two numbers _____ (chapter has grown by this number)

Calculate $C/B = \text{Growth Percentage}$ _____ (growth number divided by year end number)

The **Membership Density Award** is presented to the chapter having the greatest density of members relative to the total population. In making this calculation, the chapter membership as of June 30 of the current calendar year shall be compared against the most recent population data available for the political jurisdiction(s) that describe the Charter Area of the Chapter being considered. In the case of Chapters wherein the Charter Area encompasses an area larger than a single state, the calculation may be based upon those members residing in a single state versus the population of that state.

Example: Divide the number of chapter members based on the number of individuals in that area.

Number of chapter members on June 30 = 110 members

Number of individuals in that area according to census data = 4,939,456 people

Number of members divided by the number of individuals report in census $110/4,939,456 = 2.226$

Chapter Membership Density Worksheet

Number of members on June 30 _____ (current year)

Census number for total population _____

Calculate A divided by B= population density _____

The chapter with the highest percentage of members receives the Membership Density Award at the annual conference.

Recognition Awards

The APCO Policy Manual allows for several awards of recognition for exceptional service to the organization by a member. The following awards have been named after individuals that embodied the essence of the award:

- **J. Rhett McMillian Award of Distinction** – Recognition of exceptional accomplishments in the field of Public Safety Communications
- **Art McDole Award of Distinction** – Recognition of exceptional accomplishments of a technical nature in the field of Public Safety Communications
- **Weldon Joe Blair Award of Distinction**– Recognition of exceptional accomplishments as a leader in the field of Public Safety Communications
- **Jack Daniel Award of Distinction** – Recognition of exceptional accomplishments as a commercial member in the field of Public Safety Communications

Member Designations

APCO International has several different ways to recognize a member that has made a significant contribution to their Chapter or the Association. Member designations are an “add on” to an individual’s membership, and each is a separate designation that is an honor to receive.

The criteria required to meet either the Senior or Life Member designations are considerable and are a recognition of an individual’s long-standing dedication and passion for APCO International.

Life Membership

Life Membership is the highest member designation and awarded to members in good standing, who have been a member for fifteen total years and made five significant contributions to the organization. The nomination process completed on behalf of the chapter by February 1 of the calendar year in order to start the vetting process. When the selection process is complete and approved by the quorum during the business meeting, the Life Membership designation is awarded during the annual conference. The individual receives a plaque at the annual conference and a “Life Member” lapel pin. The Life Member is exempt from paying dues for the rest of their life and is able to attend an annual luncheon held in conjunction with the Annual Conference and Exhibition.

Senior Membership

Individuals who qualify for Senior Membership have been a member for ten (10) or more years, have made five (5) significant contributions to APCO, including one at the Association level, and are members in good standing at the time of the award. The criteria for this designation is in the Policy Manual and APCO

International accepts nominations at any time during the year. Often a chapter will nominate a member for this designation in time to have the Senior Membership awarded at a chapter conference or recognition event. The Executive Committee approves Senior Membership following a nomination and recommendation process. The Senior Member receives a "Senior Member" lapel pin and a certificate from the President of APCO International. Senior Members proudly wear their pins to chapter, regional, and international membership events.

The criteria for each of the above designations, and nomination forms, as well as the steps involved, are found in the APCO Policy Manual.

Chapter Life Member

Leadership has recognized that not all APCO members are able to make such contributions at the Association level and recognize that a tremendous amount of the work of APCO occurs at the chapter level. By creating the Chapter Life Member designation, the chapter is able to recognize those individuals based on a nomination and acceptance process as determined by the chapter.

Establishment of a Chapter Life Membership shall be the responsibility and prerogative of the individual member's local APCO Chapter in accordance with the APCO Policy Manual. Upon receiving "Chapter Life Member" designation, the chapter then assumes responsibility of paying that individual's membership dues.

The APCO Project Series

APCO International has a well-deserved reputation in the public safety 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."

Projects are assigned a number and, working with other entities in the field as appropriate, protocols or standards are developed.

APCO's first named project, "Project 1," was the production and distribution of a color film titled "The Little We Have." The film was accompanied by handouts, use-reporting cards and instructions and was distributed to individual chapters to spread the word that public safety frequencies for land mobile radio use were severely limited. The project was an education campaign aimed at the public and the media, designed to put pressure on the Federal Communications Commission to address frequency reallocation as a solution to the frequency shortage problem that resulted from the rapid growth of mobile communications.

APCO's Project Series can be found at: [APCO Projects](#).

APCO Scholarship Programs

In an effort to give back to the organization’s members and to the industry, APCO International has created several scholarship programs that fund the further education of APCO members. The Silent Key Fund and the Commercial Partner Scholarship Program each provide Institute training and education funding through the APCO Scholarship Program.

Silent Key

APCO’s Silent Key Scholarship Program honors individuals who contributed to the industry and association in their lifetime. The scholarships afford these individuals an eternal means of helping to develop those who will follow in their footsteps as leaders, mentors, and public safety communications professionals.

Where does the Silent Key Scholarship Program get its name? Having nothing to do with a lock and key, the silent key symbolizes the silence behind a radio transmission when that public safety communications professional is no longer there to *key* the microphone.

Commercial Partner Scholarship Program

The Commercial Partner Scholarship Program was initiated by the Commercial Advisory Council as a way for its members to give back to the public safety community.

The scholarship programs are administered by the APCO Institute and are awarded each year in the spring. Scholarship funds may be used for all APCO Institute courses, as well as the Registered Public Safety Leader (RPL) and Certified Public Safety Executive (CPE) programs. Scholarship funds for APCO Institute courses and programs – including RPL and CPE programs – will be available at the time of registration.

The scholarship application period generally runs January 1 through April 1 of the calendar year, and the dates are posted on the website each year.

Application	Deadline
Certified Public-Safety Executive (CPE) Program	11:59:PM (Eastern Time) February 15
Registered Public-Safety Leaders (RPL) Program	11:59:PM (Eastern Time) March 1
General Scholarships	11:59:PM (Eastern Time) April 1

More information about the Silent Key and Commercial Partner Scholarship Programs can be found here: [Scholarships](#).

John D. Lane Scholarship Fund

When funds are available, they may be used towards scholarships for the Registered Public-Safety Leader program.

Sunshine Fund

The Sunshine Fund provides financial assistance to public safety communications professionals who experience a life-altering event that places a significant financial burden upon them or their immediate family. Financial grants are based on the nature of the event and the availability funds. Any APCO member may nominate a colleague as a recipient using the Sunshine Fund Request Form. A review panel will review the completed form and notify the nominator of the results.

Donations to the Sunshine Fund can be sent to the APCO staff office Accounting Department and made payable to the “PSFA Sunshine Fund”.

For more information on nominating or donating to any of the scholarship programs or funds, visit: [Donate](#).

Public Safety Foundation of America (PSFA)

PSFA, a 501(c)(3) charitable organization and was established by APCO International in January 2002.

PSFA has donated more than \$13 million to more than 250 public safety agencies across the country to assist in the deployment of Enhanced 9-1-1 and to more than 200 public safety telecommunicators for disaster relief and other emergencies affecting person or property.

For more information and to donate to PSFA, visit: [PSFA](#).

Compassionate Care

The Compassionate Care Workgroup collaborated with APCO Chapters across the country to provide a Compassionate Care Best Practices Webinar, which aided in the creation of the Compassionate Care Best Practices Guide. A Compassionate Care Program focuses on showing support to Emergency Communications Centers (ECCs) following times of crisis. ECCs handle critical and traumatic events every day but are often “forgotten” and left to grieve and heal on their own. This program provides a positive and work-appropriate distraction, “a little ray of sunshine,” used to move past the negative feelings of helplessness that often follow traumatic events. It is important to note that a Compassionate Care Program is not a substitute for mental health professionals, peer support, CISM, or CIT. These best practice guidelines can be found in the Best Practices section of the Chapter Officer Toolkit found here: [APCO Toolkit](#). These recommendations are advisory in nature and only intended to be ‘best practice’ guidelines. There is no requirement for any Chapter to follow the suggestions.

Registered Public Safety Leader

APCO International's Registered Public-Safety Leader (RPL) Program is designed for individuals interested in developing a solid foundation of management and supervisory skills necessary for successful Emergency Communications Center (ECC) operations. This APCO Institute leadership certificate program is an intense, comprehensive 12-month online program leading to the professional designation of **Registered Public-Safety Leader (RPL)**. RPL recipients receive a certificate of acceptance into the APCO Institute's Registry of Public Safety Leaders, a formal and prestigious acknowledgment of excellence within our industry.

The first five of the six online RPL courses focus on aspects of managing and supervising that are vital to leading successful teams. The sixth course provides the opportunity for RPL candidates to put their knowledge and skills to use in a service project that benefits our industry. During the course, you will learn how to:

- Manage organizations and change
- Communicate with confidence and clarity
- Develop your talent pool
- Build connections and consensus
- Enhance team performance

Eligible candidates must be an APCO International member in good standing with a demonstrated record of service to our association and our industry. Candidates must be willing and able to commit to completing and critiquing the program requirements and be dedicated to accepting the challenge of ongoing leadership and service for the betterment of public safety communications.

For more information on pursuing your RPL, visit [APCO RPL](#).

Certified Public-Safety Executive (CPE) Program

APCO International's Certified Public-Safety Executive (CPE) Program is designed to elevate professionalism, enhance individual performance and recognize excellence in the public safety communications industry. Participants may be managers, supervisors, agency executives or others whose work and life experiences have motivated them to learn the necessary skills to successfully lead organizations within the complex and ever-changing environment in which public safety agencies operate. An applicant must:

- Possess an Associate's degree plus six (6) years of full-time experience in public safety communications with at least three (3) years full-time as a supervisor, manager or director (must be current position); OR

- Possess a Bachelor's, Master's or higher degree plus four (4) years of full-time experience in public safety communications, with at least two (2) years full-time as a supervisor, manager, or director (must be current position); OR
- Current certification as an APCO Registered Public-Safety Leader (RPL) plus eight (8) years of full-time experience in public safety communications at the supervisor, manager or director (must be current position)

Drawing on resources from renowned leadership professionals and distinguished academic sources, the program allows participants to explore topics that include management versus leadership, models/theories of leadership, leadership styles, public safety leadership issues, and executing and managing change. Program instructors include masters and doctoral level professionals in the field of organizational development and leadership who bring a wealth of academic and practical experience to the program.

The APCO CPE program consists of two twelve-week online courses, as well as a ten-day capstone project at APCO headquarters in Daytona Beach, Florida.

For more information on pursuing your CPE, visit [APCO CPE](#).

An updated list of Registered Public-Safety Leaders and Certified Public-Safety Executives may be found within the links above for each program and are displayed each year at the Annual Conference.

Chapter Officer Resources

Several resources have been developed and uploaded to the Chapter Officer Toolkit webpage. This is a resource for Chapter Officers to help with governing meetings, running, and growing the chapter, welcoming new members and transitioning new officers. Some resources include:

- Financial Best Practices
- New member video
- PSConnect Guide and Webinar
- Roberts Rules of Order
- Chapter Event Assistance Form
- Chapter Event request for Executive Committee and Board Participation
- Senior and Life Membership forms

The Toolkit page can be found here: [APCO Toolkit](#).

Teammates in Action

The Professional Communications Human Resources Toolbox (ProCHRT) Committee was responsible for creating an online resource for everyone from frontline telecommunicators to upper-level managers who wanted to recognize dedicated professionals going above and beyond the call of duty. From this, Teammates in Action (TIA) was born, which allows anyone to nominate a teammate and tell us how they went into action.

For more information and to nominate a Teammate in Action, visit: [Teammates in Action](#).

APCO Mentoring

APCO International is, and always has been, a membership driven organization. We exist for our members, and Association activity is largely managed by our members, both at the International, and at the chapter level.

The activities of APCO International are important to the organization and the public safety industry. There will always be a need for current and future leadership development within the organization and the industry. As leaders, it is our responsibility to ensure there are qualified people to serve in these roles to make sure we continue to have a strong public safety system and continued organizational success.

Mentoring: Where to Start

- Introduce yourself to new members or attendees at your state/chapter conference. Make them feel welcome, explain procedures, help answer questions, and encourage attendance at chapter meetings.
- Introduce members to other active members in leadership roles and have them talk about the benefits of being involved. Assist them in learning the advantages of building a broad network of contacts.
- Engage with active members of your chapter about their professional interests or career goals whenever possible. When appropriate, suggest committees/projects that would be a good fit based on their areas of expertise and experience. Example: A new supervisor attending their first conference may be interested in participating on the Awards Committee, but not ready to run for office.
- Encourage the members to follow up with chapter leadership when they are in a position to engage in a committee/project.
- Talk about open opportunities at chapter meetings when appropriate. Make the expectations of the position clear and highlight the benefits of participating. Example: Share numerous opportunities at the state level

(committees, executive offices, etc.) and national level (RPL program, CPE program, Committees, Task Forces, Executive Council, etc.).

- Share resources for membership information, like the PSConnect Open Forum and community groups.

Engage with and encourage your Commercial members to become active in your chapter. Commercial members share a wealth of knowledge, and many are former public safety practitioners. Urge your Commercial members to recruit non-members to become active in your chapter and support the needs of your membership.

Appendix A: Oath of Office

The Oath of Office is administered by the outgoing President at the installation of new officers. The following is the suggested format:

President: "We will now have the installation of Officers." (Takes his/her seat, if not the installing officer)

Installing Officer: "Will the Officers-Elect please raise their right hand"

"You have been duly elected to the office in which you are about to enter by vote of the _____ Chapter Quorum here assembled. By this vote the Quorum would invest in you the power of the _____ Chapter of APCO. It bestows upon you its confidence, trust, and places in your hands the duties of your office as written in the Constitution of this Chapter.

Do you, under God, under country, and before these witnesses here assembled, each and every one of you, hereby accept this power, this responsibility, this confidence, this trust, this establishment of duties, and solemnly swear to uphold, protect, and execute to the best of your abilities the aims and objectives of the Association of Public-Safety Communications Officials - International, Inc.?" (Installing Officer calls each officer by name, from president on down, who respond with "I do").

"So be it. I now pronounce each and every one of you duly established in your new office." (All new officers except the new president take their seats).

Retiring President: (calls new president to the lectern)

"Mr. /Madam President, on behalf of the Quorum of this Chapter, I hereby present to you and your officers, your seal of office." (Surrenders the gavel, gives congratulations, and remains standing to accept awards of recognition of service)

New President: Makes awards to the Immediate Past President (who then takes seat).

New President: Makes acceptance speech, then makes any announcements and adjourns the meeting.

Appendix B: Chapter Contact Info Update Form

When chapter leadership changes, it is imperative that APCO's Membership Department be notified with this information as soon as possible.

The *Chapter Representation and Officer Contact Update Form* can be found on APCO's website here: [Chapter Officer Toolkit](#). This is a fillable pdf form that can be downloaded, completed and emailed to membership@apcointl.org. This updated information assures the correct contacts are listed online and in the magazine.

Appendix C: Chapter Event Assistance Form

APCO International desires to support chapter activities by providing assistance on several fronts. The *Chapter Event Assistance Form* can be found on APCO's website here: [Chapter Officer Toolkit](#). This is a fillable pdf form that can be downloaded, completed and emailed to membership@apcointl.org. This allows membership staff to post the event to the APCO Calendar of Events, send an email blast to contacts in your chapter's geographic area, and to send a package of APCO collateral (aka "swag" or "Chapter Goodie Box") to use in recruiting new members at your event. Additionally, we ask that chapters submit their attendee list to APCO's Membership Department. This allows us to enter your non-member attendees into APCO's database of contacts for future recruiting and marketing purposes.

Appendix D: Dues

Membership is on a calendar year basis, running from January 1 through December 31. All memberships expire on December 31 of the calendar year. Members that join midyear (April – September) will receive a pro-rated dues invoice for the year after they join. This pro-rated invoice will show a credited amount for the months that the member “missed” during their first year of membership.

Some Chapters have selected the tier two pricing structure for member dues. The chapters electing to use this structure include: California, Louisiana, and Oregon. The decision to charge tier two dues is determined locally by a vote of the chapter’s quorum.

Any annual adjustments shall be tied to the cumulative changes in the Consumer Price Index (CPI) rounded to the nearest U.S. dollar for the preceding calendar year.

Each month a report is run from the Association database detailing the amount of dues owed to each chapter. APCO’s Accounting Department will use this report to generate a transfer of money to the chapter’s account. This report is posted in the Chapter Officer PSCConnect Community.

Membership Dues are split between National and Chapters. Below is a general formula for each category:

- Associate = 80% to National and 20% to Chapter
- Tier 1 = 80% to National and 20% to Chapter
- Tier 2 = 80% of the Tier 1 dues to National and the remainder to the Chapter
- Commercial = 70% to National and 30% to Chapter
- Group Tier 1 = 80% to National and 20% to Chapter
- Group Tier 2 = 80% of the Group Tier 1 dues to National and the remainder to the Chapter

Member categories and rates are determined each year. Refer to the following links for current membership rates:

- [Public Safety Practitioner Membership](#)
- [Commercial Membership](#)