



Chapter Leaders Training Guide

“Equipping APCO Members to Serve their Chapters in Leadership Roles”

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Introduction

The Chapter Leadership Course is the evolution of what started in the year 2000 as the work of the Chapter Enhancement Taskforce. Then President Lyle Gallagher saw a need for improved relations between the parent organization of the Association of Public-Safety Communications Officials – International, Inc. (APCO) and the local chapters across the nation. The Chapter Enhancement Taskforce developed into the Member & Chapter Services Committee (MCSC), a standing committee of APCO International, which maintains relationships with the chapter officers, keeping them informed of membership issues and association programs, and seeking input and feedback from those individuals that run the operations of the local chapters.

The MCSC created the Chapter Officers Training & Mentoring Course (COTM). The COTM served for almost a decade as the training tool of APCO chapter officers. With the goal of preparing and equipping APCO members to serve in leadership roles, the need for increased educational opportunities was identified. The Committee recognized that many members do not serve in a designated chapter governance role, but are regarded as leaders within their individual chapters. The COTM was no longer just for chapter officers. Three levels of membership training were identified: Member Orientation, Chapter Leadership, and Chapter Officers Training.

This Chapter Leadership course has been defined as a mid-level training course for individuals who are interested in becoming more active and more engaged at the chapter level, with the hope that the individual will eventually become an engaged participant at the international level of the association.

The topics that have been chosen for this course will give the individual a deeper understanding of the association's workings and how the chapters are a vital part of those operations.

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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 80 years behind us, APCO has a rich and interesting history worth exploring and we encourage you to start that exploration at www.apcohistory.org.

Through outreach efforts, such as training events and conferences, APCO's reach extends far past its 20,000 members. APCO International speaks as the voice of 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.

Successful Navigation of the APCO Web Site and PSConnect

APCO International maintains a resource filled association Web site at www.apcointl.org. This is a powerful and dynamic Web site. Every member of APCO has a member profile within the APCO database, regardless of membership status. Members can login using their email address and password, allowing them to make changes to contact information, make purchases, register for 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. Graphical up to date membership can be found at www.apcointl.org/apco-membership/join-now.html

APCO membership consists of three individual categories: Full, Associate and Commercial.

Full Member: Individuals who are employed by or retired from a government entity or a contractor of a government entity and are responsible for their management, design, construction, installation, command, and operation of public safety communications systems and supporting information systems. Full Members enjoy voting privileges.

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

Commercial: Those who receive compensation for providing products and/or services to a public safety communications center. Vendors, consultants, suppliers, sales people, manufacturers and training entities may qualify as commercial members. Voting privileges are not extended to commercial members, though they may otherwise enjoy all other benefits and privileges of the association.

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.

Each category of membership is a valued and vital component of APCO International. It is through this diverse makeup of individuals that APCO is made strong.

Group Membership:

Group Membership allows agencies to offer benefits to ALL of their Public Safety Professionals, not just a select few. Selecting group membership is optional. An agency can purchase a group membership based on the staffing size of their agency, which will allow a greater number of employees to utilize the benefits of APCO membership.

Group memberships involve 4 levels based on agency staff size**			
Membership Levels	Cost		Benefits
	Tier 1	Tier 2*	
Level 1 (up to 10 staff)	\$331	\$413*	3 Full Memberships + Remaining Public Safety Professionals Receive Online Member Benefits
Level 2 (11 to 25 staff)	\$856	\$1,080*	8 Full Memberships + Remaining Public Safety Professionals Receive Online Member Benefits
Level 3 (26 to 50 staff)	\$1,575	\$1,995*	15 Full Memberships + Remaining Public Safety Professionals Receive Online Member Benefits
Level 4 (51 staff and above)	\$2,304	\$2,920*	22 Full Memberships + Remaining Public Safety Professionals Receive Online Member Benefits

*Tier 2 chapters include Northern California, Southern California, Louisiana and Oregon.

** Group Membership prices are reviewed and set annually by the Association

Commercial Group Membership:

Commercial Group Membership allows commercial entities to offer benefits to more personnel. Commercial Group Membership became available in 2015. Member benefits for designated members include those available to individual commercial members, and include a group member's only benefits package.

Commercial Membership Level	Cost	Number of Commercial Members
Level 1	\$832.00	5 or less
Level 2	\$1,599.00	10 or less
Level 3	\$3,159.00	20 or less
Level 4	\$6,284.00	40 or less

Membership privileges by category

	Full Currently Active Category	Associate Currently Member Category	Commercial	Full	Online
Type	Individual	Individual	Individual	Group	Group
Voting Privileges	X			X	
Committee Member	X	X	X	X	X
Committee Chair	X			X	
Committee Voting Rights	X	X	if applicable	X	X
Hold National Office	X		CAC Rep only	X	
Print Magazine	X	X	X	X	
Online magazine	X	X	X	X	X
E-Bulletin	X	X	X	X	X
Web access	X	X	X	X	X
PSConnect	X	X	X	X	X
Affinity Programs	X	X	if applicable	X	
Conference Discounts	X	X	X	X	
Institute Discounts	X	X	X	X	
Special Research	X			X	
RETAINS Toolkit Discount	X	X		X	

RETAINS Toolkit Free Access				X	
Life Member Eligibility	X	X	X	X	yrs served
Senior Member Eligibility	X	X	X	X	yrs served
Scholarship Eligibility	X	X		X	Annual Conference Only

Comparison of Benefits for Public Safety Practitioner Membership Types

Type	Individual		Group	
	Full	Associate	Full	Online
Voting Privileges	X		X	
Committee Member	X	X	X	X
Committee Chair	X		X	
Committee Voting Rights	X	X	X	X
Hold National Office	X		X	
Print Magazine	X	X	X	
Online magazine	X	X	X	X
E-Bulletin	X	X	X	X
Web access	X	X	X	X
PSConnect	X	X	X	X
Affinity Programs	X	X	X	
Career Center	X	X	X	
Conference Discounts	X	X	X	
Institute Discounts	X	X	X	
Special Research	X		X	
RETAINS Toolkit Discount	X	X	X	
RETAINS Toolkit Free Access			X	
Life Member Eligibility	X	X	X	Years served
Senior Member Eligibility	X	X	X	Years served
Scholarship Eligibility	X	X	X	Annual conference only

Comparison of Benefits for Commercial Membership Types

Type	Individual	Group
Voting Privileges		
Committee Member	X	X
Committee Chair		
Committee Voting Rights	if applicable	if applicable
Hold National Office	CAC Rep only	CAC Rep only
Print Magazine	X	X
Online magazine	X	X
E-Bulletin	X	X
Web access	X	X
PSConnect	X	X
Affinity Programs	if applicable	if applicable
Career Center	X	X
Conference Discounts	X	X
Institute Discounts	X	X
Special Research		
RETAINS Toolkit Discount		
RETAINS Toolkit Free Access		
Life Member Eligibility	X	X
Senior Member Eligibility	X	X
Scholarship Eligibility		
Discount on Annual Conference Exhibit Booth Space		X
Focus Group Discounts		X
Webinars		X
Online Surveys		X
Advertising		X

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.

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

The **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. The APCO Bylaws define what APCO is and what it will do. The Policy Manual spells out how those things will be accomplished. The Policy Manual can be amended at any time throughout the year.

The **Membership Quorum** is the group of voting-eligible members that attend the business meetings of the Association's annual meeting each year in August. Held in conjunction with APCO's Annual Conference and Exposition, there are usually 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 along with others can be found in the "membership" section of the APCO website.

Each chapter is asked to upload a copy of their governing documents to the chapter's PSConnect eGroup and email a copy to APCO's Membership Department. This ensures that a reference copy will be maintained in storage, regardless of local leadership changes.

The 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. The EC considers any requests to create, modify or cancel the charters of chapters, (except the International Chapter); makes recommendations on any proposed bylaw amendments or certain policy changes that require ratification by the Membership Quorum; provides advice to the Board of Directors on matters of importance to the public safety communications industry; and offers 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. Throughout the year, lines of communication between the Executive Council are open to provide for two-way communication. Monthly, the APCO Communiqué, an electronic newsletter, is emailed to EC members. 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, 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, the United States Virgin Islands, 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 from Puerto Rico, and the US Virgin Islands.*

*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.*

APCO Chapters and Regions by State



The Board of Directors

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

(A) The Executive Committee:

- a. President
- b. First Vice-President
- c. Second Vice-President
- d. Immediate Past President
- e. Ex-Officio

(B) Regional Representatives:

- a. Two Representatives elected from each region.

(C) Commercial Advisory Council (CAC):

- a. One member of the Commercial Advisory Council.

(D) The Executive Director:

- a. APCO International Executive Director

The 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 these Bylaws and are not specifically reserved to be performed by others in these 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 Executive Director of APCO shall serve as Ex-Officio and non-voting member.
- The Immediate Past President who shall advance from the position of President of the preceding year.

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.

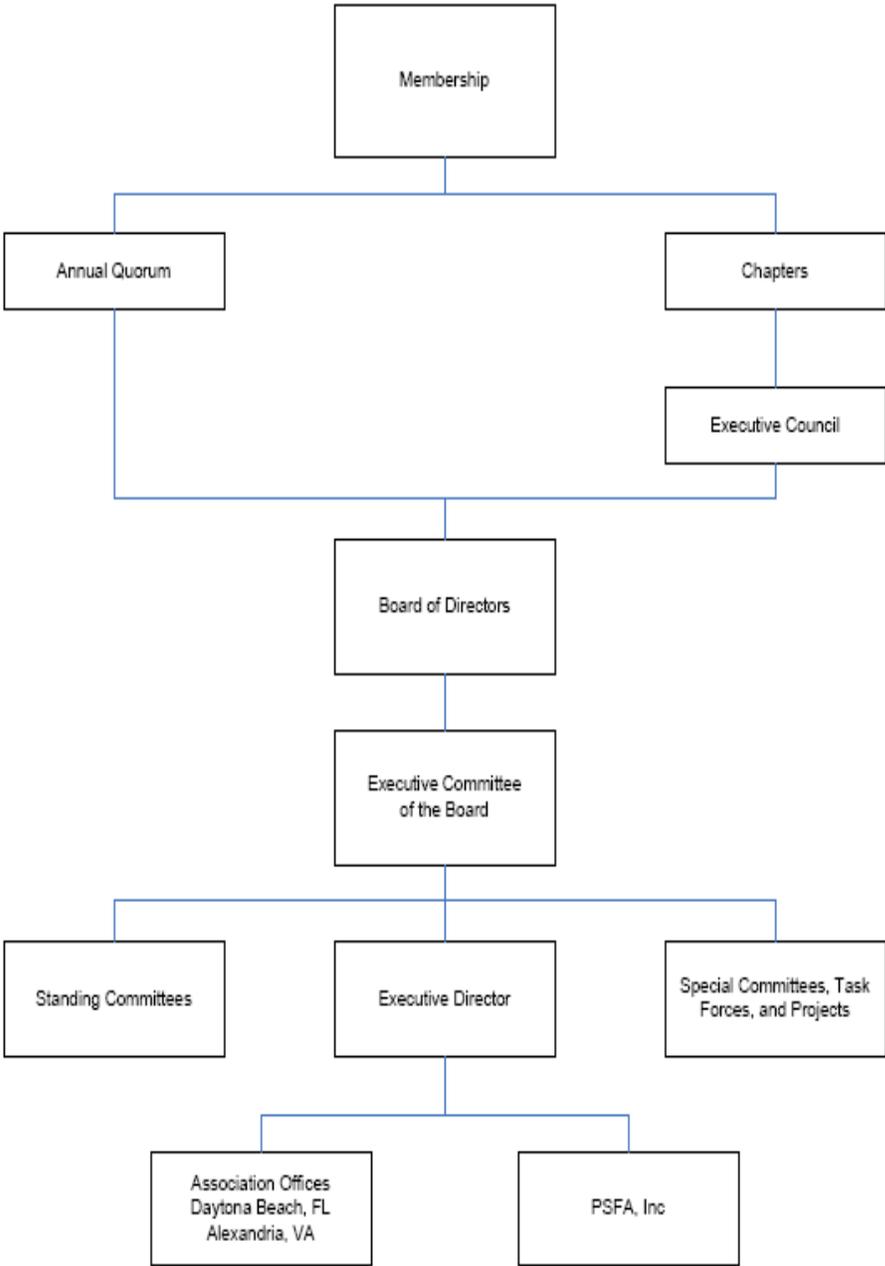
Procedures for declaring officer candidacy are detailed in the Policy Manual. To summarize the information, individuals interested in running for the position of Second Vice-President must announce their intent to the Executive Director by **January 15** in the year they desire to seek candidacy. The candidate must meet or exceed the minimum qualifications: be a voting-eligible member in good standing serving in a noncommercial 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.

For a listing of currently serving APCO Board of Directors and their contact information refer to <http://www.apcointl.org/about-apco.html>

APCO ORGANIZATIONAL CHART



Chapter Organizational Structure and Function

The APCO Policy Manual requires each chapter to have a President, Secretary, and Executive Council Representative. These Chapter positions must be filled by persons 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, Pro-CHRT, etc.

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 recommended chapter leadership positions. They are sampling from different chapters around the United States. Not every chapter has the same amount of officers, such as a 2nd Vice President. Some chapters have combined offices such as Secretary/Treasurer. However, all chapters are encouraged to become familiar with the Bylaws and APCO Policy Manual when constructing the bylaws and policies that will govern their local chapter.

President

1. Shall serve the number of years prescribed by Chapter Constitution, Bylaws, and/or Policy Manual.
2. Shall be a member in the APCO Full category of membership.
3. 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.
4. Shall be the Chairman of the Board of Officers.
5. Shall be ex-officio member of all committees of the Chapter and shall preside at all Chapter meetings.
6. Shall determine dates and times for meetings and conference calls always in accordance with Roberts Rules of Order.
7. Shall announce his/her appointments to Standing and Special Committees.
8. Shall outline chapter objectives for his/her term.
9. Shall make appointments to fill vacancies on the Board of Officers.
10. Shall use Chapter President's PSConnect Community to share information between chapters.

Immediate Past President

1. Shall serve the number of years prescribed by Chapter Constitution, Bylaws, and/or Policy Manual.
2. Shall serve as an advisor to the new sitting President.
3. Shall serve on the Nominations Committee to the Board.

First Vice President/President Elect

1. Shall serve the number of years prescribed by Chapter Governance Documents.
2. Shall 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.
3. Shall preside over the portion of the Board of Officers meeting as which the proposed budget for the ensuring year is being considered.
4. Shall serve as liaison to committee(s) as appointed by the President.
5. Shall during the term of office, contact the prospective Committee Chairpersons for the following year, and have the appointments ready for presentation when the office of President is assumed.
6. Shall participate in Board of Officers responsibilities.

Second Vice President

1. Shall serve the number of years prescribed by Chapter Governance Documents.
2. Shall perform all the duties of the First Vice-President/President Elect in the absence of the First Vice-President/President Elect.
3. Shall act as chair of the Finance Committee to prepare an annual budget and present the annual audit of the books.
4. Shall serve as the Vice Chairman of the Activities and Membership Committee.
5. Shall participate in Board of Officer responsibilities.

Secretary

1. Shall serve the number of years prescribed by Chapter Governance Documents.
2. Shall be a member in the APCO Full category of membership.
3. Serve as Secretary to the Board of Officers, the Executive Committee, at Chapter meetings, and the Chapter Conference business sessions.
4. Shall take and disperse minutes as requested by the President.
5. Shall keep a complete membership roll of the Chapter and file required reports regularly with the Association Membership Department of APCO International. Such membership rolls shall be made available to the Chapter's Executive Committee.
6. Shall keep a register of contact information of each member of the Board of Officers.

Treasurer

1. Shall serve the number of years prescribed by Chapter Governance Documents.
2. Shall 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.
3. One officer in addition to the Treasurer will be authorized on all Chapter checking accounts.
4. Shall prepare a financial report and present it at the Chapter Annual Conference/Meeting.
5. Shall make the financial records available to the Board of Officers for auditing purposes.
6. Shall promptly deliver all monies and records to the successor in office or to whomever the Board of Officers may designate to receive them.

Executive Council Representative (EC)

1. Shall be elected to serve the number of years prescribed by Chapter Governance Documents
2. Shall be a member in the APCO Full category of membership.
3. Shall serve on the Chapter's Board of Officers and be the delegate to the National Executive Council.
4. Shall strive for a harmonious relationship between the Chapter and APCO International, Inc.
5. Shall make recommendations to insure that Chapter purposes are in accord with those set forth by APCO International, Inc.

Member at Large to the Board of Officers

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

Historian

Within every APCO chapter, one Chapter member should be selected and given the title of Chapter Historian. The Chapter Historian shall be the Chapter's liaison to the Association's Historical Committee. Duties shall include:

1. Locating and recommending an appropriate permanent location for the Chapter's historic items.
2. Negotiating for the Chapter's approval, a 'custody agreement' with agreed upon location.
3. Receiving and delivering boxes of historic APCO items to the custodial facility.
4. Provide guidance and assistance in the storage, cataloging and display of historic materials.
5. Continuing as the Chapter's liaison with the custodial facility to monitor observance of the terms of the custody agreement.
6. 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)

1. Should play an active role in the Chapter and follow the guidelines in the APCO Policy Manual.
2. Perform in a manner which promotes and improves the wellbeing of the Chapter and APCO International.
3. Represent the interests of the commercial members.
4. Never abuse the position in a manner which would or could be viewed as creating a conflict of interest.
5. Never use the position as a means to promote their individual business or personal interests in a manner not provided to other Chapter Commercial members.
6. Encourage commercial involvement in the Chapter.
7. Promote commercial Chapter membership.
8. Promote good will between the commercial and general membership.
9. Be willing and giving of time and efforts relating to Chapter activity.
10. Become knowledgeable regarding APCO International and Chapter policy.

Chapter Executive Committee

The Chapter Executive Committee shall be authorized to 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 and Executive Council Member.

Additional members shall come from amongst the Chapter's Full members and other members of the Chapter the Chapter Quorum has deemed appropriate.

It is recommended the Chapter Executive Committee include the CCAM as a member. The Chapter's Governance Documents shall define the voting rights of the CCAM.

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

Chapter Roster of Members and Member Directory

The Chapter's President and Secretary are designated through the APCO database, to obtain the Chapter's roster of members electronically. By logging in to their member profile at www.myapcointl.org and clicking on "My Chapter," 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 have the ability to 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 the Chapter Secretary or President for membership information.

APCO International Committees

The Policy Manual establishes several committees known as "Standing Committees." Standing Committees usually 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.

In the spring of each year, members self-nominate themselves for committees that they are interested in. From the pool of candidates, the Association President appoints a Committee Chair to oversee the activities of the committee and also appoints committee members. The Chair has the authority to divide the group into sub-committees and task groups in order to accomplish committee goals. Committee listings can be found on the APCO Web site, 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.

There are many different types of Committees, and Task Forces that can be created to advise the Board of Directors with regard to issues of operation of the Association and/or with regard to significant issues affecting the Public Safety community. Throughout APCO's history there have been numerous examples of Special Committees and Task Forces that were appointed to accomplish certain objectives and then were disbanded. One example is the Strategic Governance Initiative (SGI) Task Force that was appointed in 2007 and then disbanded in 2009 after the governance changes were passed by the quorum at the Annual Conference.

Commercial Advisory Council (CAC)

The Commercial Advisory Council (CAC) consists of 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.

The CAC provides guidance and support to staff, supports the Corporate Partner Program, solicits and secures new corporate sponsors, provides support for international expansion, supports Chapters enhancement initiative, promotes commercial membership among peers and non-member exhibitors at the Annual Conference and Chapter/Regional conferences.

Recognition and Awards

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

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 currently 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

Nominations for these awards are open from January 1 through April 1 of each calendar year.

Nominations may be made by individuals who are aware of the nominee's accomplishments, by the nominee's employer, or by a Chapter of the Association. Chapters are encouraged to create their own awards program in consideration of nominating individuals for the national awards program.

Winners receive an all-expense paid trip to the Annual Conference to receive the award, and be recognized by their peers during the opening session. Award recipients are also featured in APCO's *Public Safety Communications* magazine and on the APCO International Web site.

Chapter Membership Awards

Chapter membership awards exist with the purpose of encouraging and rewarding those chapters that have performed outstanding service in regards to 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.

For example, calculations are done as follows:

Number of chapter members on July 1 – 100 members

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

The Growth number is 10 new members

Chapter Growth Number Worksheet	
A. Number of members on June 30	_____ (current year)
B. 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.

For 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

The difference between the two numbers – 10 members

Then, 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)

The **Membership Density Award** is presented to the Chapter having the greatest number 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 that area.

For example, divide the number of chapter members based on the number of individuals in that area.

Number of chapter members on June 30 – 110

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

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

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

Chapter Membership Density Worksheet

A. Number of members on June 30 _____ (current year)

B. Census number for total population _____

C. Calculate A divided by B= population density _____

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. There is a high standard of criteria for each of the designations and a thorough vetting process. The criteria for each of the following designations, and nomination forms, as well as the steps involved, are found in the APCO Policy Manual.

Life Membership is the highest Member Designation and is awarded to members in good standing, who have made five significant contributions to the organization. Life Membership is voted on and approved by the quorum each year during the business meetings of the annual conference. To fulfill the vetting process, the nomination process must be completed on behalf of the chapter by **February 1** of the calendar year. When the selection process is complete, 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 invited to an annual luncheon held in conjunction with the Annual Conference.

Senior Membership is bestowed upon an individual who has made four significant contributions to the organization, including one at the Association level. The criteria for this designation are specified in the Policy Manual and the nomination form can be submitted to APCO International offices 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 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 required to meet either the Senior, or Life Member designations are considerable and are recognition of an individual’s long-standing dedication and passion for APCO International. Both designations require major contributions at the Association level of APCO International. 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.

Chapter Life Member The nomination form and criteria can be found in 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. For example, one of the earliest Projects was "Project-4" the widely successful establishment of the familiar "10 Codes" in 1937.

APCO's first, named project 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.

The following is a listing of the APCO Project Series:

No.	Title	Period*
1.	Film - The Little We Have	1966
2.	P/S Standard Operating Procedure Manual	1967
3.	Chicago P/S Spectrum Requirements Study:	1970
	a. Police Telecommunication Manual	
	b. Illinois Police Communications Study	
	c. Public Adm. Requirements for Lake Michigan Area	
4.	National 10 Signal Study Cards (1 st Review).....	1973
5.	P/S Standard Frequency Coordination Manual	1971
6.	Experimental Conference Video Taping	1971
7.	LIFELINE: A/V Dispatcher Training Course (1)	1977
8.	Conference Rules Manual	1971
	a. Chapter Secretaries Manual	
9.	Introduction to the Theory of Waiting Times for P/S.....	1974
10.	AN: The APCO Story (2).....	1978
11.	AN: Communication Leadership Skills	1975
12.	Municipal Spectrum Requirements	1973
13.	Comm. Review and Assessments in state SPAs:	1974
	a. Planning Guidelines, P/S Telecom Systems	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.....	1977-1985

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.....	1978
17. Law Enforcement Communications Problems and Recommended Solutions – A Technical Assistance Program.....	1978
18. Analysis: Management of Emergency Channel 155.475 MHz.....	1982
19. Operation SECURE: To Establish a Nationwide Civil Disaster Radio Response Program in the 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	1985
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)	
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.....	1993
35. Review on creation of a nationwide public safety non-emergency alternative to 9-1-1	1996
36. Establish standards for CAD interoperability	1998
37. Establish professional certification designation for public-safety communications professionals.	1998
38. Project LOCATE: Promote wide-spread capability of receiving ANI/ALI from wireless telephones.	1999
39. Provide multiple, reality based, and where possible, tested short-term (less than 12 months), mid-term (less than 24 months), and long-term solutions for 800 MHz	

interference issues involving wireless/cellular providers and Public Safety that can be applied to eliminate life-safety communications interference within the United States.2000

40. Project RETAINS: To develop staffing guidelines and standards for Communications Centers.....2001

41. VoIP and Emerging Technology Location Delivery Challenges.....2006

42. System Interoperability Standards.....2009

43. Broadband Implications for the PSAP.....2016

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 Advisory Council (CAC) Fund** each provide training and education funding through the APCO Scholarship Program. The Silent Key Fund was initiated as a way to honor individuals who, in their lifetime contributed to the industry and the association. 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. The Commercial Advisory Council (CAC) Fund was initiated by the Commercial/Corporate Advisory Council as a way for its members to give back to the public safety community. Scholarship funds are received through the CAC and administered by the APCO Institute. Fund donations are accepted throughout the year and disbursed for public safety job-related training. The scholarship programs are administered by the APCO Institute and are awarded each year in the spring. Funds may be used for APCO Institute training courses, to attend the APCO Virtual College, and towards attendance of the APCO International Conference and Exposition. Donations to both funds are tax-deductible and are accepted at any time throughout the year. Typically, donations to the Silent Key Fund are made when a public safety communications colleague passes away, but they can be accepted at any time. The CAC Fund is a way commercial members and entities can give back to the public safety communications industry.

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.

The scholarship application period generally runs January 1 through March 31 of the calendar year and the application may be accessed from the APCO Web site.

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 PSAP operations. The 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.

Through a series of online courses offered by APCO Institute, in cooperation with Flexstudy.com, the American Management Association's e-learning provider, the RPL candidate will learn how to:

- *Communicate With Authority* – Write and speak in a way that motivates and inspires others.
- *Build and Manage High-Performance Teams* - Get people to work together for the common good.
- *Break down the Barriers to Solid Interpersonal Negotiations* - Employ a negotiation framework that encourages a positive outcome for both parties.
- *Enhance Team Performance* - Provide team members with a realistic assessment of their performance. They know that a realistic assessment of performance is critical to motivation and morale.
- *Lead with Confidence and Integrity* - Provide direction, lead by example, enable others, share power and seek a better way.
- *Make a Difference within Our Association and Our Industry*–Develop a broad knowledge of their industry, and our association to better face future challenges.
- *Apply the Skill Sets Learned for the Betterment of Our Association and Our Industry* – Complete industry-specific course assignments that culminate in a state, regional or national service project.

Eligible candidates must be an APCO International member in good standing, a Full, Associate, or Commercial Member 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.

The APCO Institute Leadership Certificate Program is offered quarterly. Tuition assistance may be available through John D. Lane Scholarships. See the APCO Institute web site for more information.

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 or higher OR
- Be a graduate of APCO's Registered Public-Safety Leader (RPL) Program OR
- Have a high-school diploma AND a minimum of 10 years' experience in public safety communications at the supervisor, manager or director level.

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 nine day capstone project at APCO headquarters in Daytona, Florida.

An updated list of Registered Public-Safety Leaders, and Certified Public Safety Executives may be found at the Training and Certification pages of the APCO website and are also displayed each year at the Annual Conference.

Sunshine Fund

APCO International has established a benevolent fund known as the Sunshine Fund as an outlet for members to help their colleagues. The fund provides a measure of financial assistance for those public safety communications professionals who experience a life altering event of a nature that places a significant financial burden upon them, or their immediate family. Based on the nature of the event and the availability of monies in the fund, these individuals may qualify for a financial grant to assist them in their time of distress. Any APCO member may nominate a colleague as a recipient for assistance. The nomination is made by completing the Sunshine Fund request form. The form must be completed and returned to the Chief Administrative Officer and screened by a review panel. A decision will be made and the nominator notified of the results. If the particular circumstances of the nominee fail to meet the criteria the reasons will be communicated!

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

Chapter Level Response to Line of Duty Death and Traumatic Events

Members of the 2015-16 APCO International Member and Chapter Services Committee (MCSC) reviewed information from the Florida and North Carolina Chapters of APCO on their response to agencies that experienced traumatic incidents within their respective states. The Member and Chapter Services Committee submitted the following recommendations for Chapter level response to Line of Duty Deaths (LODD) and Traumatic Incidents.

Note: 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 contained in this document.

Recommendations

1. The MCSC recommends creation of a Chapter committee or subcommittee charged with reaching out to agencies that experience emotional loss from a Line of Duty Death or traumatic event. Within this committee, the MCSC recommends at least two (2) Points-of-Contact for the program that will be responsible for making contact with an agency after such an event.
2. The MCSC recommends the Chapter Board of Officers review and approve criteria for incidents that require activation of the program. At a minimum, the MCSC recommends response to:
 - a. Line of Duty Deaths
 - b. Mass Casualties (shootings, terrorist attacks, etc.)
 - c. Natural Disasters (hurricane, flood, etc.)
 - d. Death of a current PSAP / Comm. Center employee

Examples of scenarios for additional response criteria:

- a. PSAP / Comm. Center employee with a life-threatening injury or illness
 - b. Personal crisis of a PSAP / Comm. Center employee
3. The MCSC recommends a Chapter designated fund or budget of \$500/yr. (minimum) for this outreach committee or program.
 4. The MCSC offers the following ideas for outreach efforts for such programs:
 - a. A card mailed to the PSAP or agency experiencing the traumatic event
 - b. Sending flowers on behalf of the Chapter Board of Officers following a death
 - c. Sending care packages containing food (sandwiches, cookies, etc.) or gifts to the PSAP
 - d. When possible, a PSAP site visit or phone call from the Chapter President or Board Officer

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. Goal #4 of the Long Range Strategic Plan is to Increase the value of membership and broaden the opportunities for member participation. Increasing the value of membership includes the following strategies:

- A. Ensure Access to committee service for all interested members
- B. Promote leadership opportunities at all levels of association governance

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

A common theme amongst public safety officials has been to have a few people doing the bulk of the work, often times working on multiple committees or in multiple positions. Unfortunately, this creates a void when that person vacates a position and no one is prepared and/or trained to replace them.

A retirement of a highly involved member can greatly impact the chapter, the association, and ultimately, the public safety service.

Using Mentoring as an opportunity for success

The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires. - William Arthur Ward

If you had someone that helped you when you began your journey to leadership, it's an opportunity and obligation for you to "pay it forward".

Introduce yourself to new members or attendees at your state/chapter conference. Make them feel welcome, explain the ropes to them, and encourage attendance at the Chapter Meeting.

Talk to members of your chapter about their interest. Talk with them individually and share with them the potential you see in them. Find out what their areas of expertise are, and suggest committees/projects that would be a good fit.

Start small – for example, a new supervisor attending their first conference may be interested in participating on the awards committee, but not ready to run for office. Take into consideration their expertise, and experience level.

Ask them – often time's people do not want to raise their hand because they feel unqualified, or oftentimes feel like it would look arrogant for them to self-nominate.

Follow up – if they say they are not ready now, but are interested in something in the future, check back with them a few months later.

Talk about it at all chapter meetings – make clear what the position is, and the benefits of participating. Make sure they know it is achievable.... Do not make it sound self-important or unmanageable/confusing. Share what the workload is, and what the benefits are.

Encourage them to think of others they see as leaders, and talk with them about mentoring their subordinates.

Share the various opportunities to get involved at state levels (committees, executive offices, etc.) and national (RPL program, Committees, Task Forces, Executive Council, etc.) levels.

Introduce them to other people that are involved and have them talk about the benefits of being involved. Broaden their network of contacts.

Share resource information – APCO international/PSCConnect groups? Ways to get them to network with others in their same position and learn from each other.

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 make 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. The *Chapter Contact Info Update Form*, found on APCO's Web site, within the membership tab, is a downloadable form that can be completed and faxed to 386-322-2501 or emailed to membership@apcointl.org. This updated information assures the correct contacts will be 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 Web site, and is a downloadable form that can be completed and faxed to 386-322-2501 or 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 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. Currently, the geographical areas 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 each chapter. APCO’s Accounting department will use this report to generate a check each month to the Chapter Secretary or Treasurer.

The last dues increase was for the 2009 calendar year.

Below are current Membership rates as an example of the Association cost share with each Chapter. (As of the 2015 Membership rates)

Full Tier One - \$92.00	Chapter portion (20%) \$18.40
Full Tier Two -\$120.00	Chapter portion plus \$28.00for a total of \$46.40
Associate- \$69.00	Chapter portion (20%) \$13.80
Commercial - \$154.00	Chapter portion (30%) \$46.20

Group Membership

Level 1 Tier 1 - \$331.00	Chapter Portion (20%) \$66.20
Level1 Tier 2 - \$413.00	Chapter Portion plus \$82.00 for a total of \$148.20
Level 2 Tier 1- \$856.00	Chapter Portion (20%) \$171.20
Level 2 Tier 2- \$1,080.00	Chapter Portion \$224.00 for a total of \$395.20
Level 3 Tier 1- \$1,575.00	Chapter Portion (20%) \$315.00
Level 3 Tier 2- \$1,995.00	Chapter Portion plus \$420.00 for a total of \$735.00
Level 4 Tier 1- \$2,304.00	Chapter Portion (20%) \$460.80
Level 4 Tier 2- \$2,920.00	Chapter Portion plus \$616.00 for a total of \$1,076.80

Commercial Group Membership

Level 1 (up to 5 staff)	\$832
Level 2 (6 to 10 staff)	\$1,599
Level 3(11 to 20 staff)	\$3,159
Level 4 (20 to 40 staff)	\$6,284

Individual member categories and rates are determined each year. Refer to the www.apointl.org for current membership rates.

Appendix E: Parliamentary Motions Guide

Parliamentary Motions Guide

Based on *Robert's Rules of Order Newly Revised (10th Edition)*

The motions below are listed in order of precedence. Any motion can be introduced if it is higher on the chart than the pending motion.

YOU WANT TO:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§21 Close meeting	I move to adjourn	No	Yes	No	No	Majority
§20 Take break	I move to recess for	No	Yes	No	Yes	Majority
§19 Register complaint	I rise to a question of privilege	Yes	No	No	No	None
§18 Make follow agenda	I call for the orders of the day	Yes	No	No	No	None
§17 Lay aside temporarily	I move to lay the question on the table	No	Yes	No	No	Majority
§16 Close debate	I move the previous question	No	Yes	No	No	2/3
§15 Limit or extend debate	I move that debate be limited to ...	No	Yes	No	Yes	2/3
§14 Postpone to a certain time	I move to postpone the motion to ...	No	Yes	Yes	Yes	Majority
§13 Refer to committee	I move to refer the motion to ...	No	Yes	Yes	Yes	Majority
§12 Modify wording of motion	I move to amend the motion by ...	No	Yes	Yes	Yes	Majority
§11 Kill main motion	I move that the motion be postponed indefinitely	No	Yes	Yes	No	Majority
§10 Bring business before assembly (a main motion)	I move that [or "to"] ...	No	Yes	Yes	Yes	Majority

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Parliamentary Motions Guide

Based on *Robert's Rules of Order Newly Revised (10th Edition)*

Incidental Motions - no order of precedence. Arise incidentally and decided immediately.

YOU WANT TO:	YOU SAY:	INTERRUPT	2ND?	DEBATE?	AMEND?	VOTE?
§23 Enforce rules	Point of order	Yes	No	No	No	None
§24 Submit matter to assembly	I appeal from the decision of the chair	Yes	Yes	Varies	No	Majority
§25 Suspend rules	I move to suspend the rules which ...	No	Yes	No	No	2/3
§26 Avoid main motion altogether	I object to the consideration of the question	Yes	No	No	No	2/3
§27 Divide motion	I move to divide the question	No	Yes	No	Yes	Majority
§29 Demand rising vote	I call for a division	Yes	No	No	No	None
§33 Parliamentary law question	Parliamentary inquiry	Yes	No	No	No	None
§33 Request for information	Point of information	Yes	No	No	No	None

Motions That Bring a Question Again Before the Assembly - no order of precedence. Introduce only when nothing else pending.

§34 Take matter from table	I move to take from the table ...	No	Yes	No	No	Majority
§35 Cancel previous action	I move to rescind ...	No	Yes	Yes	Yes	2/3 maj. w/ notice
§37 Reconsider motion	I move to reconsider the vote ...	No	Yes	Varies	No	Majority

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web site: www.jimslaughter.com Side 2

Appendix F: Chapter Event Request for Executive Committee Member Participation

APCO International desires to support chapter activities by providing assistance on several fronts. The Chapter Event Request for Executive Committee Member Participation Form can be found on APCO's Web site at www.apcointl.org. It is a downloadable form that can be completed and emailed as directed at the bottom of the form