



# APCO International

*Association Of Public-Safety Communications Officials-International, Inc.*

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## A Membership Update on the Strategic Governance Initiative

July 8, 2008

Dear APCO Members:

We opened this dialogue about the Strategic Governance Initiative (SGI) with you in a similar letter from your Board of Officers on February 5 of this year.

The SGI Task Force has met many times with the four regional advisors selected by the Executive Council (EC) and convened 13 web conferences involving EC representatives and officers from 37 U.S. Chapters, 10 past presidents, members of the Commercial Advisory Council (CAC), the International Chapter, the Constitution & Bylaws (C&B) Committee, the two candidates for Second Vice President and other APCO stakeholders. This effort has provoked a lot of discussion and debate and we feel we have done our best to be responsive to the input while honoring our charge to recommend improvements to our governance structure for the continued strategic well being and growth of our Association.

Immediately prior to the July 4th holiday, we posted the fourth and final version of proposed new bylaws. This included important rewrites from the version that initiated the review process on April 1 based on the many comments and suggestions provided by members like you. Our collective best work is posted online ([www.apcointl.org/governance](http://www.apcointl.org/governance)) and it's in your hands now.

We hope that you will give these reforms very serious consideration and continue to use the upcoming web conferences as well as in-person briefings and Quorum meetings in Kansas City to full advantage to learn about these reforms and register your viewpoints.

The concern we hear most often is "why the rush?" We understand that this can appear fast-paced especially when compared to similar initiatives in our history, but we also have to ask "why delay?"

We are presenting you proposals that have been developed in accordance with amendment procedures and have been well-vetted with key stakeholders already during the past three months. The SGI reform effort, as presented, doesn't end in August, it just begins. The same people you entrust today to represent you on governance matters, such as your chapter's EC representative and the C&B Committee, will be helping realign roles, policies and procedures by next August 2009. Moreover, full implementation of all reforms will not be achieved until 2011. Can we afford to wait any longer?

For APCO to continue to command its leadership role in all aspects of public safety communications, per our mission, we must move forward with this initiative with due haste. There is increasing awareness and, frankly, competition in many of our key technology and operational areas. We must be organized and keenly focused on the future and we must prepare for what's ahead before it arrives and not after it affects us. Your current Officers feel that to not correctly and adequately position APCO for the future now would be irresponsible and they would be failing in their oath to each of you to serve APCO and its members in the way needed and deserving.

Every organization in every field of endeavor in this 21<sup>st</sup> century is facing *exponential* change. The world in which we live, work and do business has changed dramatically in the past few years and continues to do so at an ever more rapid pace. For businesses to serve customers, for governments to serve their citizens, and associations to serve their members, they must be agile and structured to quickly act to serve emerging needs, challenges and opportunities.

At the core, our goal is to enhance the span of involvement and control on decision-making through a body (of 13 votes) meeting and discussing more frequently, which will yield a more results-accountable, engaged, and representative form of leadership supporting the work of this Association. This new Board of Directors, to include eight regional representatives (two from each of the four regions), will meet regularly and be guided by chapter input from existing EC representatives. Regional Board service will require direct and frequent interaction with the Chapters and members in their region and the Board will still answer ultimately to the Membership Quorum. The channels of communication will be wider with EC representatives talking regularly within their regions and to their regional representatives on the Board so that when gathering annually, the focus can shift to setting the program priorities of this Association.

Each of us comes at this from a different perspective and we have had spirited discussions all along the way, which is appropriate and has been very beneficial, but we have arrived at this point with unanimity. What is being proposed is in keeping with our proud past, preserves the best of today, and prepares us well for the future. It is a path to reform that must begin in earnest next month with adoption of the resolutions submitted for your consideration. We look forward to our dialogue in Kansas City in early August and thank you for your interest and support.

Sincerely,

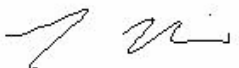
#### BOARD OF OFFICERS



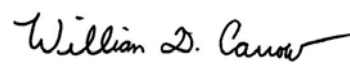
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