

APCO International: Leaders in Public Safety Communications  
**Long Range Strategic Plan (2015-20)**

**Mission:** 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.

**Vision:** APCO commits to strengthen our communities by empowering and educating public safety communications professionals.

**Goals + Strategies:**

1. **Refresh, strengthen, research and expand training and resources to meet the needs of public safety communications.**
  - A. Anticipate, identify, evaluate and develop current and future training to address the needs of public safety communications professionals and those in supportive roles.
  - B. Evaluate and expand leadership development offerings.
  - C. Refresh and upgrade Project RETAINS.
  - D. Broaden outreach to encourage interest in public safety communications as a career.
  - E. Ensure that existing course offerings are updated and applicable.
  - F. Explore alternative training methodologies.
  
2. **Ensure APCO's financial stability.**
  - A. Investigate options for increased revenue.
  - B. Mitigate financial risk.
  - C. Enhance corporate partner opportunities.
  - D. Explore strategic alliances for growth.
  - E. Examine international development opportunities in a prudent manner.
  
3. **Expand the prominence of APCO International by increasing advocacy efforts on a national level.**
  - A. Pursue reclassification of frontline public safety communications personnel to telecommunicators within the protective service occupations in recognition of their mission-critical function.
  - B. Promote APCO as a resource to legislative, administrative and regulatory entities.
  - C. Position APCO as the premier public safety communications association.
  - D. Promote APCO as the public safety communications authority related to technology and operations.
  - E. Identify and promote policy changes to address public safety communications needs.
  
4. **Increase the value of membership and broaden the opportunities for member participation.**
  - A. Ensure access to committee service for all interested members.
  - B. Promote leadership opportunities at all levels of association governance.
  - C. Retain membership levels.
  - D. Effectively market the benefits of membership.
  - E. Develop new products and services to add member value.
  
5. **Lead public safety communications in enhancing the understanding and usage of emerging technologies.**
  - A. Leverage spectrum management tools and emerging technologies to promote the efficient utilization of available public safety spectrum.
  - B. Continue to lead in the development of the FirstNet broadband network.
  - C. Collaborate on the development and implementation of NextGen 9-1-1 technologies.
  - D. Promote and monitor implementation of the national plan to improve 9-1-1 location accuracy.
  - E. Explore Markets for APCO services related to emerging technologies.

6. **Advance APCO's position as the premier public safety communications standards setting body.**
  - A. Increase awareness of APCO as an American National Standards Institute (ANSI) accredited Standards Development Organization.
  - B. Educate key APCO audiences on the Standard Development Process.
  - C. Ensure APCO committees, task forces and work groups tap into trends in the public safety communications sector to anticipate and identify new standards development needs.
  - D. Utilize a variety of research methods to determine appropriate standards content.
  - E. Promote APCO standards to appropriate technical, legislative, and governmental bodies.