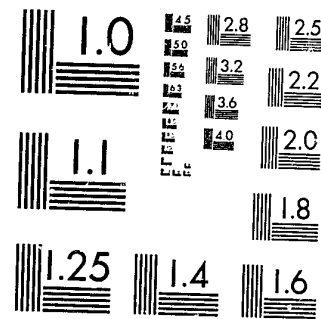


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Newburgh New York Police Department

Communications Operations

Introduction

The Newburgh New York Police Department is a member of a New York Mobile Radio District (MRD) as outlined by the New York Police Chiefs' Association. Certain police agencies have agreed to participate in this MRD. They are Newburgh City, and the Towns of Newburgh, Cornwall and New Windsor. The Police Commissioner for the City of Newburgh has been elected Chairman of the MRD, and as Chairman, has asked for technical assistance for the District.

The MRD has received communications equipment under a grant from the New York State Planning Agency for the Law Enforcement Assistance Administration that will provide them with excellent communications capabilities. One of the major problems is the development of an operating procedure plan that will insure maximum utilization of communications equipment with a minimum of interagency interference.

Further, the City of Newburgh Police Department is concerned with the continued efficiency of their agency in light of the current budget constraints facing all agencies; specifically, their capability to handle communications and record requests, walk-in complaints, as well as requests for information, with limited dispatching and duty officer-type personnel.

1. In light of the chairmanship of the MRD, there is an area of responsibility to the remaining three departments who also need the technical assistance outlined in this report.

2. All four police agencies are in close proximity serving a population in a given area as outlined below:

<u>Agency</u>	<u>Population</u>	<u>Square Miles Served</u>
City of Newburgh	26,219	4
Town of Newburgh	21,593	47
Town of Cornwall	9,672	32
Town of New Windsor	16,650	38.

3. Unfortunately, agencies such as those listed above do not have access to the expertise in communications, and sometimes are hampered in obtaining the most efficient service. The Associated Public-Safety Communications Officers, Inc. (APCO) Technical Assistance Program funded by the Law Enforcement Assistance Administration is directed to assist these agencies, and through APCO, current operating procedures and standards of operation will be furnished that have been developed and approved by various agencies throughout the country.

4. In reviewing the specific problems as outlined by Police Commissioner Thomas Wohlrab to APCO, I had the pleasure of working with Lt. Ted Tomita of the Newburgh City Police Department, who expanded on the Commissioner's request. The briefing by Lt. Tomita included present operational department personnel strengths, current operating procedures for radio, telephone, and walk-in complaints and requests.

A working interview was conducted with Officer Tom Wade, who apparently works numerous shifts as a communications dispatcher.

This Officer has an excellent overview of the current communications system. Officer William Engle was Shift Duty Officer during my visit and performed the functions of his assignment very well, which was impressive in light of the fact he only gets this assignment four to five times a year.

In evaluating the problem, I reviewed the detailed document outlining communications equipment and descriptive literature furnished the MRD. This document was very informative but did not include any operating instructions or Standard Operating Procedure information, which would have assisted greatly. Officer Wade furnished a job description and procedure paper for the desk officer, prepared as a joint effort of officers familiar with communications and duty officer responsibilities.

Various Problems

A. Standard Operating Procedures

The specific problem of developing a standard operating procedure for the MRD is one that requires copies of current APCO publications and the agreement that all agencies will concur with these procedures which include the following:

1. Common Ten Code (APCO Brevity)
2. Standard Phonetic Alphabet
3. 2400 Hour Time
4. Greenwich Time (ZULU)
5. Personal Description (John Doe)
6. Log Form

7. Message Forms
8. Information Form
9. Complaint and Administrative Forms.

Such a manual (Standard Operating Procedure) should include:

1. Citizen Access: How public reaches police department; i.e., telephone number; where it is printed, i.e., inside cover of telephone book; stickers; emergency numbers versus administrative numbers.
2. Command and Control: How each department maintains contact with personnel; i.e., on what radio channel and what requirements are necessary; i.e., portables will be used whenever leaving a vehicle; and what authority is required to request support from another agency; i.e., request for mobile command post, etc.
3. Interagency Communications: Such as general broadcast of local information, including current incidents and possible incidents, such as sit-ins, drag racing, auto theft, etc.; specific channel of radio that these communications should be conducted on.
4. Information Systems: Such as New York Motor Vehicle and Criminal Record Systems, National Crime Information Center (NCIC), National Law Enforcement Telecommunications System (NLETS); how to get specific information; department policy on stopping vehicles late at night, i.e., call in registration first.

5. Technical: Such as channel assignment, use of radio controls, battery chargers, antenna care, etc.

Information for the above is available from the APCO library as well as from the Law Enforcement Assistance Administration. A draft manual has been attached to serve as a guide in construction of an Operating Procedures Manual.

B. Dispatching Deficiency

1. Equipment

In order to expedite the handling of telephone traffic, the equipment must provide for fast, clear handling and routing of telephone calls. The current telephone call directors do not provide this type of service. Police dispatching by its very nature dictates that every call be treated as an emergency. Telephone equipment should be designed so as to place a call on hold in order to answer another telephone call by merely pressing a button or some other simple, fast function. The current telephone equipment requires too many functions and appears to be too easy to drop an incoming call.

2. Telephone Lines

The level of telephone service available to the general public generally depends on the number of emergency lines available. A general rule is one line per 10,000. This is a general rule and is greatly dependent on geographical areas. When a police agency combines emergency lines with

administrative lines, the problem is compounded, and dispatchers must consider each call as an emergency. The City of Newburgh Police Department performs many functions, such as prisoner lockup, area record check for criminal records (facsimile), and vehicle impound release, etc. Consulting services are available from the New York Telephone Company, independent telephone equipment suppliers, and various commercial consultants that will assist the police department in more effective methods of handling telephone calls. I have attached a draft to serve as a guide. The APCO agency has additional information available from their library.

3. Personnel

Police response time is greatly dependent on the individual receiving the information and methods available to disseminate the information to the responding officer. A well trained communications dispatcher can keep this time to a minimum, thereby reducing response time. The current method of assigning personnel to dispatching duty is such that it is impossible to insure that person is trained in performing the necessary functions. As a minimum, the APCO Operating Procedure Manual should be provided to each individual required to dispatch. Each shift supervisor should insure that a qualified individual is placed in this position. APCO information on dispatcher comparisons

(police versus civilian personnel) should be obtained by the police Department. A sample copy of a communications manual plus an APCO Operating Procedure Manual have been attached to serve as a guide in developing a manual for all agencies in the MRD.

4. Operational Facility

The location of the dispatch center within the police department and the operational policies in effect for the dispatcher and duty office are not conducive to efficient service. The relationship between the dispatching console and the reception area is such that when the Desk Officer is involved in other duties, the dispatcher must view the front entrance on a television monitor and operate the electric door release. The door viewing and opening for known personnel, such as department personnel and neighboring police personnel, should be given to other department personnel during the normal administrative day. This small change would eliminate much confusion when a dispatcher is alone, and insure that his attention is not diverted from other activities, such as emergency telephone and radio calls. The location of the Magnasonic multi-channel recorders may require relocation, thus clearing the view the dispatcher has of the door from the lockup to the booking area. The Data 40 Information Terminal is not located

at a desirable location as far as dispatching operations are concerned. The reason being that it must also be available to the duty officer and other departmental personnel, such as the Detective Bureau. Inquiries should be made into obtaining an additional teletype keyboard for the dispatcher if possible. Other department personnel in the communications center create a noisy environment and tend to interrupt the normal flow of communications. This is a national problem since the communications center is the heart of any police department. Agencies have eliminated congregating in the communications center by making more information available outside the communications center by the use of clip boards, activities folders, and bulletin boards. Some agencies install railings in the communications center restricting personnel from within the railing.

C. Problem Analysis

In order to develop a Standard Operating Procedure Manual outlining methods of handling the five categories listed - Citizen Access, Command and Control, Interagency Communications, Information Systems, and Technical; each current problem must be analyzed.

1. Citizen Access

Currently the City of Newburgh Police Department has eight incoming telephone lines, four of which are rotary. These four rotary lines are sufficient for all emergency traffic

that a police department of this size, serving their community, need. The remaining four telephone lines should be identified as administrative and publicized in directories as such. During the normal administrative day, answering of these administrative lines should be given to some other division, such as records or a general secretary. There is no reason for a dispatcher or duty officer to handle these administrative calls. This would free both to better handle emergency telephone calls. After the normal administrative day, the answering responsibility could be shifted to the dispatcher, such calls should be minimal for an agency of this size after 5:00 PM. Such a change would eliminate the call transferring responsibility presently handled by the dispatcher and duty officer, insuring attention to emergency calls. The rotary or trunk-hunt telephone system is a fine concept for police departments and will help minimize call handling. One of the major problems affecting citizen access in Newburgh is the equipment configuration. A thorough review of equipment capability should be made. If the present equipment can not be modified to improve the dispatching handling time, then replacement should be considered. In any event, the requirement of getting the telephone call to the dispatcher in the least amount of time should be the primary goal of

any telephone equipment.

2. Command and Control

The new generation of communications equipment being installed offers the agencies involved the highest level of command and control possible. It is now up to management to establish policies and procedures for the operation and maintenance of this equipment. One of the first steps is to contact the equipment suppliers and obtain written information on the operation of their equipment. The use of specific radio channels is defined in the MRD equipment book and should be included in the procedures manual. A sample of these channel listing has been included in the draft manual attached but must be verified as to accuracy. I am sure that Mr. Frank Beslity of the State Planning Agency would proofread any developed product for equipment accuracy.

3. Interagency Communications

The procedure for interagency communications by radio is simply by showing when to utilize the common shared repeater and when to utilize the statewide channel. Again, the MRD equipment book has this listed and the draft gives a sample of interagency use.

4. Information Systems

By simply inserting current information from the in-state information systems and NCIC in a procedure manual, it

becomes available to many department members.

Consideration should be given to inserting the instructions for utilizing the video display and keyboard unit in this portion of the manual. This information is available from the console manufacturer and General Electric Company. No sample is supplied in the draft manual, as information was not available.

5. Technical

This section refers to the various controls and when to press or reset certain buttons, etc. This information is unique to each piece of equipment and must be obtained from equipment suppliers.

Once the manual is completed, each agency must agree to utilize the manual in its operations and training.

Sufficient copies should be made so that each department member involved in the use of the system gets a personal copy.

D. Dispatching Analysis

1. Equipment

The present telephone system should be given a thorough evaluation by competent individuals with experience in meeting the requirements of an agency involved in the delivery of emergency services, such as police. There seem to be sufficient trunks entering the police department - eight lines; thus, assuring that the residents of Newburgh can reach the department by telephone at all

times. These emergency lines should be answered by the duty officer or dispatcher whenever possible. Backup answering, or assistance in handling telephone calls should come from clerical personnel only on an emergency basis. Administrative telephone lines can be answered by other personnel during the working day by simply adding a five-button keyset at any location within the building and adding a bell transfer key in order to give the dispatching center the answering capability after the normal administrative day.

2. Personnel

The most efficient system of operation would be to assign personnel to communications as a permanent assignment. At the minimum, personnel should be assigned on a somewhat regular schedule with a minimum length of assignment, such as 30 days at a time. There should be one individual familiar with the day-to-day operation designated as senior dispatcher or chief dispatcher, who is responsible for the updating of information and procedures as they relate to communications. Authority should be given to utilize civilian personnel within the department on an emergency basis as aids in the communications center. Thought should be given to utilizing auxiliary police in this situation.

3. Operational Facility

The communications center is pleasant, well lighted, and in general, has good working conditions. The placement of video monitors, especially for the front entrance, should be relocated slightly. This would eliminate present neck bending required to make identification possible. It is suggested that the clerks in records be given the capability to open the door for known police personnel or other city officials. If this is not possible, all department personnel should be made to use another entrance, not requiring control by the dispatcher or duty officer.

Conclusion

The Police Commissioner for the City of Newburgh Police Department, in assuming the role of Chairman of the Mobile Radio District, recognized the need for a Standard Operating Procedure if the District is going to be effective. This report includes certain recommendations, draft manuals and procedures that if followed will provide a clear and definitive procedure for all police personnel in the four communities involved. Such a manual when completed should also serve as a guide to other Mobile Radio Districts in the State of New York.

Recommendations

1. Develop a communications manual for the MRD.
2. Utilize the APCO Operating Procedures Manual as a training guide.
3. Obtain agreement on use of ten signals by all agencies.

4. Obtain APCO publications, such as:
 - a. APCO Public-Safety Communications Standard Operating Procedure Manual.
 - b. APCO Ten Signal Code Cards.
 - c. APCO Police Telecommunications Systems.
 - c. Review the APCO Lifeline Program (available from Chapter).
5. Obtain from APCO Information Service:
 - a. A .03b Civilianization in Public Safety Systems.
 - b. A .03d Dispatcher Administrative Matters (duties of Chief Dispatcher).
 - c. Also Texas Operating Manual outlining dispatchers' duties and responsibilities.
6. Resolve current telephone equipment to ease dispatcher handling of telephone traffic.
7. Review relationship between records personnel and communications personnel regarding coordination of efforts and responsibilities.
8. Consider APCO membership and methods of obtaining additional APCO information.
9. After manual is completed, training should be conducted for all police personnel utilizing the system. Suggest APCO be contacted and technical assistance be requested in the name of the Mobile Radio District.

Telephone Consulting Service

The New York Telephone Company will provide customer service that will help the City of Newburgh meet their telephone requirements. They will also provide training personnel to instruct on proper telephone procedure and how to get the most out of your telephone system. If you desire assistance in this area contact:

Rose Edlin, Industry Manager
10 County Center Road, 3rd Floor
White Plains, New York 10607
or call collect 914-390-7315

These services are also available from other telephone equipment suppliers, such as:

United Tele Corporation
Mr. Allan Blaszcak
Phone 315-437-1041

There are many reputable suppliers available, and my mentioning the above does not indicate indorsement of either, but merely is an attempt to direct the City Police Department to responsible suppliers.

APCO PUBLICATIONS

The APCO National Office currently stocks the following APCO publications, available to the general two-way land mobile communications community.

1. The world renowned *APCO Public Safety Communications Standard Operating Procedure Manual* at \$5.75 per copy. All you need to know about dispatching and operating a communications system. Completely revised.
2. From the originator of Ten Signals, the famous *APCO Ten Signal Code Cards* at \$3.75 per pack of thirty cards. Fashioned to fit on vehicular sun visors for quick reference, these cards feature 39 codes, a definition of 2400 Hour Time and the International Phonetic Alphabet.
3. The effective *APCO Public Safety Standard Frequency Coordination Manual* at \$4.00 per copy. Everything you need to know about why and how to apply for frequency coordination. A must for users, coordinators and suppliers.
4. The *APCO Police Telecommunications Systems* text at \$4.50 per copy. A reference for the non-technical department administrator and for his personnel who need criteria for measuring the present effectiveness of his department's communications capability, and for use as a means for looking toward such future needs.
5. The informative *Introduction to the Theory of Waiting Times* at \$5.00 per copy. This is a useful bridge from mathematical-theory to applied system use in the land mobile radio services.
6. *Planning Guidelines for Law Enforcement Telecommunications*, providing aids in planning state and local telecommunications systems, at \$19.00 per copy.
7. **LIFELINE** is APCO's first multimedia telecommunicator training program, consisting of a 17-minute, 16mm color/sound motion picture showing a typical, medium sized department's dispatcher responding to a concentrated series of realistic calls. Other components include four audio cassettes with a 76-page Training Manual, 12-page workbook and *The APCO Public Safety Communications Standard Operating Procedure Manual*.
- APCO member price 3.75 ~~\$5.75~~
Film alone 3.60 ~~\$5.60~~
(Membership card number required)
Non-member price 4.40 ~~\$5.40~~
Film alone 4.20 ~~\$5.20~~
Multimedia kit (four tapes, student manual, instructor's guide, APCO manuals and binder) (to all) 7.00 ~~\$8.00~~
Additional Student Workbooks (to all) \$1*
*plus handling and shipping charges

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- B1 Police Department, City of Colorado, CA (\$1.00)
- B2 Police Department, City of Gainesville, FL (\$1.00)
- B3 "The Use of Civilians in Police Work" by James J. Hennessy (article from The Police Chief, April 1976) (\$1.00)

C. CONSULTANT SERVICES TO PUBLIC SAFETY:

- C1 List of companies and addresses (\$1.00)

D. DISPATCHER ADMINISTRATIVE MATTERS:

- D1 Alliance, NB, Department of Police: dispatch test (\$3.00)
- D2 City of Greensboro, NC: standard salary schedule (\$1.00)
- D3 City of Greensboro: communications operations organizational chart (\$1.00)
- D4 City of Greensboro: telecommunicator trainee applicant interview evaluation form (\$1.00)
- D5 City of Greensboro: outline of employment criteria and training program (\$1.00)
- D6 City of Greensboro: justification for increased Communications Center manpower (\$1.00)
- D7 Town of Hamburg, NY: examination for fire dispatcher by Frederick Wood, PE (\$4.00)
- D8 City of Pensacola, FL: Civil Service, fringe benefits and salary of police and fire dispatchers (\$1.00)
- D9 Pima County, AZ, Communications: testing for communications operator clerk, includes verbal, mathematics, locations and maps, voice and hearing (\$8.00)
- D10 Police Department, City of Monmouth, IL: duties of Chief Dispatcher (\$1.00)

- D11 City of Portland, OR: Civilian Police Dispatcher, Complaint Operator and Report Taker Functions (\$1.00)
- D12 City of Portland, OR: Questionnaire used to develop civil service test for dispatcher and report taker positions (\$5.00)
- D13 City of Portland, OR: Police Comm. Operator and Operator Trainee position descriptions and examinations information (\$2.00)

E. DISPATCHER TRAINING:

- E1 Georgia Peace Officer Standards and Training Council: communications/dispatcher training (\$2.00)
- E2 North Carolina Highway Patrol: telecommunications training course (\$28.00)
- E3 Overland Park, KA, Department of Police: training and recruiting for police radio dispatchers by James C. Lee (\$1.00)
- E4 Wisconsin Department of Justice, Standards Bureau: proposed outline for dispatcher/complaint desk operator course (\$1.00)
- E5 City of Durham, NC: Vocal effectiveness training (\$1.00)
- E6 Brooklyn Center, MN, Police Department: explain, demonstrate, perform training format (\$2.00)
- E8 State of WI, Madison, WI: materials related to the WI Training & Standards Bureau "Public Safety Dispatcher" course (\$10.00)
- E9 NY State Police: Basic Course for Communicators (\$6.00)

F. DISPATCHER SCHEDULES:

- F1 Butler County, PA, Communications Center (\$1.00)
- F2 Cleveland, OH, EMS Dispatch Center (\$1.00)
- F3 County of Fairfax, VA (\$1.00)
- F4 City of Flint, MI, Communications Bureau (\$1.00)
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- F8 Newton, NC, Police Department (\$1.00)
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- F11 Sacramento, CA, Office of Emergency Services (\$1.00)
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- F13 Texas DPS, Bryan (\$1.00)
- F14 U.S. Department of Labor (\$1.00)
- F16 City of Lumberton, NC Communications Dept., schedule for seven full-time operators (\$1.00)

G. EMERGENCY MEDICAL SYSTEMS:

- G1 State of New Jersey Department of Health: guidelines for EMS and fire central dispatch centers (\$3.00)
- G2 U.S. DOT NHTSA Training Program for Emergency Medical Technical Dispatcher Course Guide, Oct. 1975 (\$1.00)

H. EQUIPMENT MANUFACTURERS AND SUPPLIERS:

- H1 List of companies and addresses (\$1.00)

I. EQUIPMENT SPECIFICATIONS:

- I1 NJ State Law Enforcement Agency, Trenton, NJ: specifications for two way FM radio telecommunications system (\$16.00)
- I2 NJ State Law Enforcement Agency, Trenton, NJ: specifications for portable handheld radio equipment (\$4.00)
- I3 NJ State Law Enforcement Agency, Trenton, NJ: specifications for signal selection systems (\$5.00)
- I4 NJ State Law Enforcement Agency, Trenton, NJ: specifications for vehicular mobile two way FM radios (\$5.00)
- I5 NJ State Law Enforcement Agency, Trenton, NJ: specifications for mobile/relay and base station FM radio telephone equipment (\$4.00)
- I6 NJ State Law Enforcement Agency, Trenton, NJ: specifications for dispatch control console equipment (\$8.00)

J. LEGISLATION AFFECTING PUBLIC SAFETY:

- J3 Indianapolis, IN Police Department: Legal BULLETIN #3, possession of a police portable radio (\$1.00)

K. POSITION DESCRIPTIONS IN PUBLIC SAFETY — TELECOMMUNICATOR:

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- M5 City of Portland, OR: Alarm ordinance, permit and permit renewal application (\$6.00)

- M6 Township of Edgewater Park, NJ: revised alarm ordinance including penalties for false alarms (\$2.00)

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- N2 Volusia County, FL (\$12.00)

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- P2 Colorado Nationwide Police Radio Network Plan (\$2.00)

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S. SYSTEM CONSIDERATIONS:

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