

**BOARD OF OFFICERS
POLICY MANUAL**

The Associated Public-Safety Communications Officers, Inc.

August, 1986

FOREWORD

This Manual contains Policy and Administrative Orders governing the day-to-day operation of the Associated Public-Safety Communications Officers, Inc.

Policies are made by the Board of Officers subject to Executive Committee disapproval. Policies may be changed from time to time in like manner. Such policies shall not be in conflict with the Constitution and ByLaws.

Administrative Orders are made by the Board of Officers with prior Executive Committee consent. Administrative Orders may not be in conflict with Policy Orders.

This Manual shall be kept in current condition by the Executive Director and reviewed at each meeting of the Board of Officers and at each meeting of the Executive Committee.

The master copy of this Manual shall be kept in the Association's National Office. Dated copies or excerpts of those pages of minutes of the meetings of the Executive Committee and Board of Officers in which changes, deletions, and/or amendments to this Manual are made shall be entered in Section 3 of this Manual and remain therein for a period not to exceed two (2) calendar years from the date of each such change, deletion, and/or amendment.

Copies of this Manual shall be distributed to the Executive Committee, retained Counsel, and retained CPA. They may be made available to others whom the Board of Officers considers have a right/ need to know.

August, 1986

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August, 1986

Section 1:

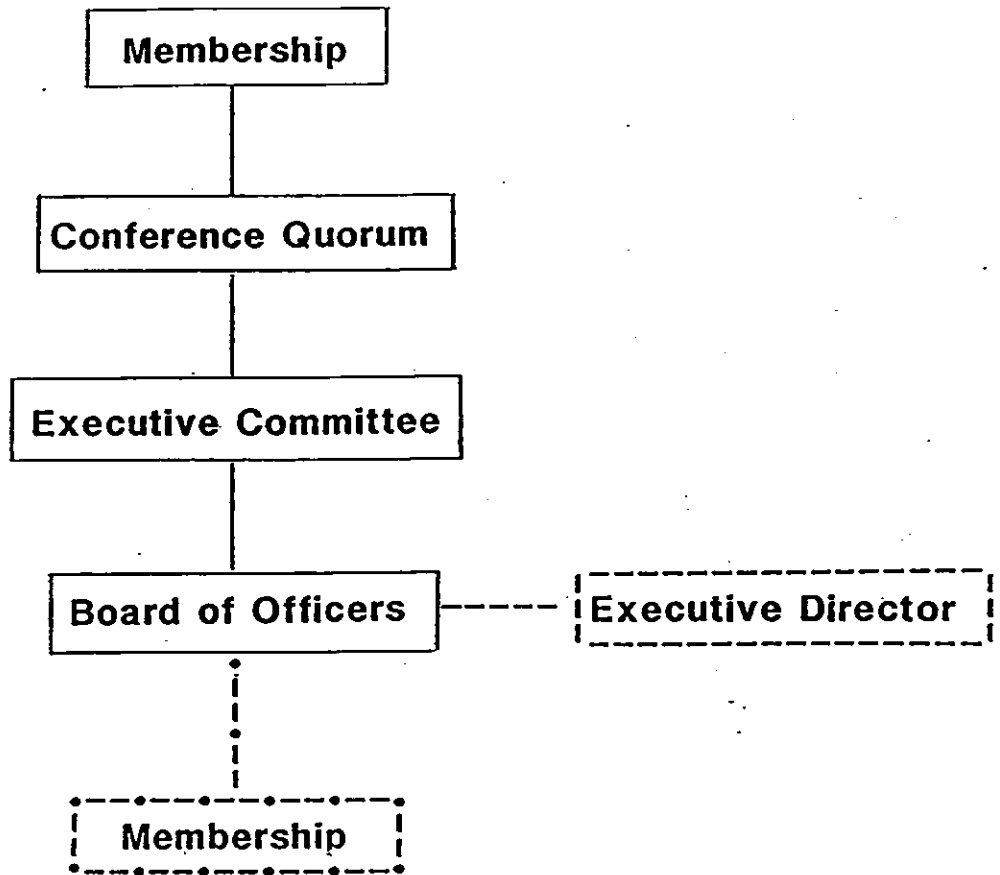
POLICY ORDERS

August, 1986

ORGANIZATIONAL CHART

(following page)

August, 1986
ORGANIZATIONAL CHART



- _____ Policy
- Staff
- Leadership

August, 1986

Corporate Statements
TO WHOM IT MAY CONCERN

Organizational Statement:

The Associated Public-Safety Communications Officers, Inc., is a volunteer membership organization incorporated in the State of Indiana as a not-for-profit corporation, and registered in the State of Florida with headquarters offices in New Smyrna Beach, Florida.

Organized since January, 1935, the objectives of the Association are to foster the development of the art of public safety communications by means of research, planning, training, and education; to promote cooperation between federal, state and local governments and related activities in the area of communications; to represent it's members before regulatory agencies and other policy-making bodies as may be appropriate, and through these efforts strive toward the end that the safety of human life, the protection of property, and the civil welfare, be benefited to the utmost degree.

The books and records of this Association are open for inspection upon proper notice and request from responsible persons who satisfactorily document a right, or reasonable need, to know.

August, 1986

Equal Opportunity Statement:

All applicants for employment and employees shall be given equal opportunities for employment and advancement regardless of age, race, color, religion, national origin, or sex.

The following procedures have been adopted in order to assure that the Association's basic policy is followed in day-to-day employment and promotion decisions. These decisions may, of course, be supplemented as appropriate in particular instances to assure the fullest practicable implementation of the Association's equal opportunity employment policy.

First, the Executive Director and any other staff members responsible for employment and promotion decisions shall be made fully aware of the Association's equal opportunity employment policy and directed to make every reasonable effort to assure the effective implementation of this policy.

Second, the Executive Director shall advise all other employees of this policy through memoranda and prominently displayed notices which shall also inform them of the agencies to notify if they believe they have been discriminated against (see text attached hereto as Appendix A).

Third, the Executive Director shall periodically review job descriptions, including qualification requirements and pay raises, to assure flexibility to employee work assignments so as to maximize each employee's opportunities for promotion consistent with his interests and qualifications.

Fourth, all employees shall be given equal opportunities for overtime work to the extent that it exists and they are qualified to perform the work.

Fifth, job applicants shall be advised of this equal opportunity employment policy, and the agencies to contact if they feel they have been discriminated against, through notices on employment application forms and posters displayed in the area where job applicants are received (see text attached hereto as Appendix A).

Sixth, in recruiting employees through schools and other local institutions and sources, the Executive Director shall take any steps necessary to assure that neither minority group members nor women are excluded from the total recruiting process as a result of the enrollment or membership policies of individual institutions and groups contacted.

Seventh, the Association makes only limited intermittent use of mass media advertising to recruit new employees. However, such advertisements shall note the Association's equal opportunity employment policy.

Eighth, the Executive Director shall periodically contact community leaders and others particularly well suited to refer qualified minority and female job applicants and encourage these persons to refer such job applicants to it.

Ninth, the Executive Director shall encourage present employees to refer minority and female job applicants.

Tenth, tests or other employee selection and evaluation techniques which discriminate against minority or female

applicants or employees shall not be utilized.

The Association does not normally recruit job applicants through employment agencies. Further, it's employees are not unionized and no seniority practices exist. However, should these circumstances change, the steps outlined below will be taken, as may be appropriate, to assure that any new personnel practices in these areas are fully consistent with this equal opportunity employment policy:

First, to the extent that employment agencies may be utilized in the future, they shall be advised of this equal opportunity employment policy and encouraged to refer qualified female and minority group job applicants.

Second, to the extent that seniority practices may be adopted in the future, steps shall be taken by the Executive Director to assure that such practices do not have discriminatory effect.

Third, to the extent that employees may be unionized in the future, the Executive Director shall work with union leadership to implement fully this equal opportunity employment policy.

August, 1986

Appendix A

Notice Of
Equal Opportunity Rights
In The
Associated Public-Safety Communications Officers, Inc.

EMPLOYMENT DISCRIMINATION BECAUSE OF AGE, RACE, COLOR, RELIGION,
NATIONAL ORIGIN, OR SEX IS PROHIBITED.

THE ASSOCIATION IS COMMITTED TO A POLICY OF NON-DISCRIMINATION IN
IT'S EMPLOYMENT AND PERSONNEL PRACTICES.

IF YOU BELIEVE YOUR EQUAL OPPORTUNITY RIGHTS HAVE BEEN VIOLATED,
YOU MAY NOTIFY OTHER APPROPRIATE FEDERAL, STATE, OR LOCAL AGENCY.

August, 1986

GOALS

This Association shall strive continuously to develop and pursue comprehensive public safety telecommunication goals. Such goals shall be made a part of this Manual in the immediate following pages.

August, 1986

NATIONAL PUBLIC SAFETY TELECOMMUNICATION GOALS

1. " Every citizen should have available the means of readily accessing public safety emergency resources from home, public place, and vehicle while in motion on public streets and highways."

2. " Every public safety employee engaged in high risk activities should have the capability to intercommunicate in his and in like telecommunication systems of his community, and on an emergency basis with such systems in contiguous communities."

3. " Every law enforcement officer should, in accordance with established security requirements and in the proper discharge of his duty have the capability to immediately access criminal justice and related data wherever stored in the United States."

August, 1986

ASSOCIATION GOALS AND OBJECTIVES

GOAL #1: Within 5 - 8 years APCO should be a 12,000 member organization adequately representing all public safety radio users.

OBJECTIVES: To:

1. Form working chapters that respond to all public safety telecommunication needs in every state in the union and its possessions.
2. Form and work with associated groups in other countries whose borders are contiguous to those of the United States.
3. Cooperate and work with organizations representing other land mobile radio users.
4. Provide a representative technical and management information exchange service.
5. Provide support to Chapter meetings and Regional Conferences.
6. Develop and make available job performance standards and provide a registration service for related positions.
7. Develop and provide a continuing educational program consis-

ting of regularly scheduled seminars and courses in the areas of system technology, operations, planning, procurement, and management.

8. Develop and manage a self-supporting national public safety frequency data base and provide a national public safety frequency coordination service on this basis.

9. Conduct Annual Conferences and Trade Shows

10. Provide the requisite National Office Staff for the above purposes.

GOAL 2: Build and maintain the necessary headquarters facilities to house the operations necessary to accommodate the objectives as reached.

August, 1986

PUBLIC AND REGULATORY MATTERS

1. Association stated positions in regulatory matters other than those contained in docket comments shall be made a part of this Manual in the immediate following pages.

2. Association public statements used in the conduct of other than regulatory affairs shall be made a part of this Manual in the immediate following pages.

3. The above-mentioned such statements shall remain a part of this Manual until removed by action of the Board of Officers in concurrence with the provisions stated in the Foreword of this Manual.

Public Statement

August, 1986

NATIONAL LAW ENFORCEMENT EMERGENCY CHANNEL

The National Law Enforcement Channel is the product of an APCO effort. An APCO public statement Guideline for use of the channel has been written and is available.

The APCO Board of Officers is studying the possibility of converting the Guideline to actual policy.

August, 1986

THE APCO PROJECT SERIES

A Program Category

The Project Series Foundation has been a landmark structure of the Associated Public-Safety Communications Officers (APCO), since the Foundation's introduction in the December, 1965 issue of the Association's official publication, the APCO Bulletin.

The APCO Project Series Foundation from this date forward is to be known as the APCO Project Series. As such, the APCO Project Series provides a change in entitlement, reestablishment of purpose, and guidelines for a definitive on-going APCO program whose objective and methods are herein described.

The enablement of this entitlement has no effect upon past agreements and or understandings which are based upon the former Project Series Foundation. On-going such arrangements are subject to interpretation and amendment as may be required to carry out the purposes of this instrument.

The Associated Public-Safety Communications Officers, Inc., (APCO) is a not for profit association of national stature. It is incorporated in the State of Indiana and registered in the State of Florida. Its executive headquarters are domiciled at New Smyrna Beach, Florida. A description of the Association and its operations are maintained in a publication, a copy of which as

it may be amended from time to time is attached to and is part and parcel of this instrument.

APCO's purpose, as expressed in its Constitution and ByLaws, is that of fostering the development and progress of the art of public safety communications. Major efforts in that direction require definitive accountability and management. The Association's experience, as in most such organizations, is that the need explicit in its purpose usually exceeds its available resources. External resources sympathetic to this purpose exist. The APCO Project Series provides the vehicle with which to appropriately join these several capabilities which, though engaged in the same area of need, serve different purposes.

1. Goal:

The APCO Project Series provides a category for exceptional efforts and a means by which governmental agencies, foundations, profit and non-profit corporations, and other organizations and individuals with interests in the public safety telecommunications field, may sponsor and cooperate in such APCO enterprises in specific manners which are consistent with the Association's character.

2. Objective: The objective of the Project Series is that of providing a specific formal means of:

- (1) Identifying and analyzing needs
- (2) Proposing resolutions of needs on a Project basis
- (3) Registering and recording such Projects
- (4) Ranking future Projects according to need

- (5) Determining Project resource requirements
- (6) Researching methods and resources
- (7) Soliciting external compatible resources
- (8) Receiving and evaluating unsolicited proposals
- (9) Proposing and formalizing agreements
- (10) Initiating and managing Projects

3. Requirements:

(1) Any proposal of singular merit which concentrates on resolving a specific need and whose cost, type, and level of effort requires individual accountability and management may qualify as a Project under this program.

(2) Unless otherwise waived by the Board of Officers, Project proposals shall be presented to the Board and to others as may be desired in a formal format approved by the Board of Officers or as may otherwise be acceptably required by others.

(3) Such proposals which meet the two immediately above requirements of this program are qualified in the Project Series category.

(4) Projects may be wholly sponsored by (a) APCO, (b) wholly by others appropriately meeting these requirements, or (c) within these merits Projects may be co-sponsored by both APCO and such others. Support in these instances may consist of grants, gifts, other funds, and other applicable resources.

(5) Projects proposed to be sponsored in the first above instance (a) require the prior approval of the APCO Board of Officers and in the remaining above instances the prior approval of the Executive Committee is required.

(6) Projects shall be managed by APCO. Project progress reports will be made in the manner and at the intervals stated in the Project proposal. Sponsors other than APCO may take active part in their sponsored Projects as may be specifically agreed upon beforehand. .

(7) Projects shall not be used to advertise or promote the products or services of commercial sponsors.

(8). Activities meeting these requirements come within the jurisdiction of the APCO Project Series and shall be conducted in the manner thereof.

4. Methods:

(1) The Project Series program shall be a function of the National Office of APCO and a responsibility of the Executive Director.

(2) Project proposals originated by APCO, when available for sponsorship by others, will be made known in a manner which assures equal access to such Project information. Sponsorships will be awarded in a fair and equitable manner in accordance with normally acceptable contractual practice, based on APCO's sole judgement and evaluation of its needs.

(3) Project proposals, or Project ideas designed to be jointly developed with APCO into formal Project proposals, may be submitted by others desiring a sponsorship. During any such acceptance or developmental period, or thereafter during any such project implementation period, applications by others seeking sponsorships for same such purposes shall be denied unless otherwise agreed upon by all parties concerned.

(4) Simultaneous sponsorship applications for same purposes will be judged and awarded or rejected by APCO on the basis of their merits as, in APCO's opinion, they best meet the needs of the Association.

(5) APCO will recognize sponsors at every opportunity in general terms and specifically as may be agreed upon provided such recognition does not, in APCO's opinion, constitute advertising and promotional efforts.

This document constitutes the whole sum and substance of the APCO Project Series program regardless of any other statements or claims otherwise expressed or implied.

August, 1986

MEETINGS

The Board of Officers is required to meet:

1. The day prior to the required Executive Committee meetings. The required Executive Committee meetings are held the day prior the opening of the Annual Conference, and, on an annual rotating basis, the day prior to each of the four Regional Conferences, not including the Region in which an Annual Conference is being held.

2. When called by the President.

3. Upon a majority decision of the members of the Board.

4. Upon a majority decision of the members of the Executive Committee.

August, 1986

STANDING COMMITTEE MANAGEMENT*

managed by:

PRESIDENT

Operating Procedures Committee

managed by:

President-Elect

1. Nominating
2. Commercial Advisory
3. Emergency Medical
4. Preparedness
5. Highway Maintenance

managed by:

1st Vice-President

1. Law Enforcement Ser.
2. Fire Service
3. Frequency Advisory
4. Forestry/Conservation

managed by:

2nd Vice-President

1. Regulatory
2. 9-1-1
3. Governmental
4. Telecom Mgt

* Other than Standing Committees as may be assigned.

August, 1986

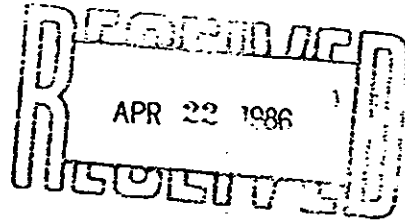
CONTRACTUAL AGREEMENTS

1. There shall be an Executive Director. There shall be a letter of personal services employment agreement between this Association and its Executive Director.
2. There shall be a Deputy Executive Director(s). There shall be a letter of personal services employment agreement between this Association and its Deputy Executive Director(s).
3. There shall be a retained regulatory legal Counsel. There shall be a letter of personal services agreement between this Association and its retained regulatory legal counselor. These services are normally available only to the President, Executive Director, and Chairman of the Regulatory Review Committee.
4. There shall be a retained CPA firm. There shall be a letter of personal services agreement between this Association and its retained CPA firm. These services are normally available only to the President and the Executive Director.
5. Agreements entered into between this Association and the persons or firms mentioned herein shall be entered immediately behind this page and become a part of this Manual during the time they are in effect.

BETTY W. KELLY
CERTIFIED PUBLIC ACCOUNTANT
843 NORTH BOULEVARD DELAND, FLORIDA 32726
TELEPHONE (904) 734-4360

April 16, 1986

Robert Tall, Executive Director
Associated Public-Safety Communications
Officers, Inc.
P.O. Box 669
New Smyrna Beach, 32069



Mr. Tall:

This will confirm my understanding of the arrangements for my examination of the financial statements of Associated Public-Safety Communications Officers, Inc. for the year ending March 31, 1986.

I will examine the Association's balance sheet as of March 31, 1986, and the related statements of support, revenue and expenses and changes in fund balance and, statement of changes in financial position for the year then ended, for the purpose of expressing an opinion on them. My examination will be made in accordance with generally accepted auditing standards, and accordingly, will include such tests of the accounting records and such other auditing procedures as I consider necessary in the circumstances.

My procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, tests of the physical existence of inventories, and direct confirmation of certain assets and liabilities by correspondence with selected customers, agencies, creditors, legal counsel and banks.

At the conclusion of my examination, I will request certain written representations from you about the financial statements and matters related thereto.

My engagement is subject to the inherent risk that material errors, irregularities, or illegal acts, including fraud or defalcations, if they exist, will not be detected. However, I will inform you of any such matters that come to my attention.

I will prepare the Annual Return of Organizations Exempt From Income Tax (Form 990) for the fiscal year ended March 31, 1986.

I will be available during the year to consult with you on proposed transactions and contemplated changes in business policies.

My fees for audit services and preparation of the federal tax return will be at my regular rates, plus out-of-pocket expenses. An invoice will be presented monthly and payment is due upon presentation. My fees for consultation and services deemed additional to the above will be at my regular rates and are payable when rendered.

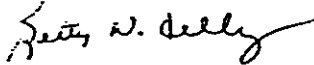
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Associated Public-Safety
Communications Officers Inc.
Engagement Letter
April 16, 1986

Schedule of hourly rates:

Betty W. Kelly, C.P.A.	\$60.00
William C. Kelly Jr., C.P.A.	50.00
Other personnel:	
Staff accountants	30.00
Clerical	20.00

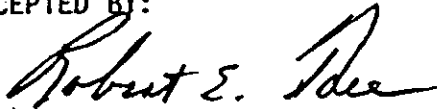
If this letter correctly expresses your understanding, please sign the enclosed copy where indicated and return it to us.

Sincerely,



Betty W. Kelly
Certified Public Accountant

ACCEPTED BY:



Robert Tall, Executive Director

Associated Public-Safety Communications Officers, Inc.

It's a privilege to belong to A P C O

PRESIDENT
SANFORD H. SMITH
DRAWER W-2
CITY OF GREENSBORO
GREENSBORO, NORTH CAROLINA 27402

PRESIDENT-ELECT
HENRY L. CRUTCHER
TELECOMMUNICATIONS SYSTEMS MANAGER
POST OFFICE BOX 2390
SACRAMENTO, CALIFORNIA 95811

FIRST VICE-PRESIDENT
RUSSELL V. ROBINSON
1300 BEAUBIEN STREET
DETROIT, MICHIGAN 48226

ERNEST J. LANDREVILLE
EXECUTIVE DIRECTOR

POST OFFICE BOX 669
105 1/2 CANAL STREET
NEW SMYRNA BEACH, FLORIDA 32069
904-427-3461
904-428-8700

June 17, 1980

SECOND VICE-PRESIDENT
JOSEPH W. GALLELLI
NEW YORK STATE POLICE
STATE CAMPUS BUILDING NO 22
ALBANY, NEW YORK 12226

1980 NATIONAL CONFERENCE CHAIRMAN
JOHN E. SIMMONS
P.O. BOX 3481
PHOENIX, ARIZONA 85030

1981 NATIONAL CONFERENCE CHAIRMAN
WILLIAM D. WILDER
3528 GENTIAN BOULEVARD, APT. B-3
COLUMBUS, GEORGIA 31907

TO: Board of Officers
FROM: *EM* Executive Director
SUBJECT: APCO Legal Services

On June 16, 1980 Mr. John Lane of the Washington Law firm of Hedricks and Lane visited the National Office to discuss the types of legal services his firm provides.

Mr. Lane emphasized that his is a general law practice, not limited to matters pending before the FCC. His firm represents clients in many proceedings involving federal agencies, including appearances before the Contract Review Board, Court of Claims, Internal Revenue and others. The firm has represented Motorola in several filings pertaining to the need for additional spectrum for land mobile, but is not retained by them on a continuing basis. It currently represents Westinghouse and several non-profit organizations including the National Academy of Sciences.

Mr. Lane praised the quality of the APCO FCC filings he had been provided. He also observed that beautifully worded briefs and petitions achieve very little unless the filing organization takes the Government to Court to back up its argument. He noted APCO's lack of participation in litigation and indicated that as long as Regulatory agencies are certain APCO will only file comments and never go to court that little is gained by our efforts.

Mr. Lane said he recognizes there would be a learning process for his firm if it were to begin representing APCO. His approach would be to cultivate political support for public safety, looking towards bringing Congressional pressure to bear upon the FCC to end efforts to include public safety in any schemes for spectrum auctions or spectrum value fees. Mr. Lane said he would anticipate per hour charges less than our present legal costs. He would want to jointly develop a strategy or some long range objectives which APCO wishes to pursue in the Regulatory area, and then use contacts (Congressional, Political and FCC) and legal resources to attain that goal.

Board of Officers

Page 2

June 17, 1980

Mr. Lane would like to represent APCO. He said that although we are not an affluent client, we do lend a high degree of credibility and prestige to any law firm representing us. Because of this, APCO is a highly desirable client.

Mr. Lane has a history as a legislative assistant on Capitol Hill prior to entering private practice. He owns and uses as a part-time office, his condominium here in New Smyrna Beach. He would find a pleasant cost effective working arrangement to meet here at the National Office on APCO matters if he represented us. He specifically stated that in representing non-profit organizations, he does not charge fees to attend and participate in meetings and conferences. He considers this to be his contribution to the cause.

The meeting with Mr. Lane was most congenial and helpful. In briefly discussing our current LEAA audit, Mr. Lane indicated he felt APCO has a strong case, and if we are unable to amicably and satisfactorily resolve audit questions, he would be pleased to represent the Association in this matter. If for no other reason, this point makes the establishment of contact with Mr. Lane most worthwhile in my view.

To verify his reputation in Washington, Mr. Lane suggested I contact Commissioner Robert Lee, Senator Hollins, or any of the FCC Commissioners including Chairman Ferris. He reaffirmed his desire to help APCO establish a dialog with the Commissioners as a means to attain our objectives, rather than taking the formal filing route we have followed in the past.

Mr. Lane struck a familiar note, one which Mr. McMillian has often stressed. He said APCO should become well known to Congressional and Commission leaders so that the need for protective FCC filings becomes less frequent.

This memorandum can be a matter for discussion at the October 1, 1980 Board meeting along with my June 5th memorandum pertaining to Mr. Morgan O'Brien.

August, 1986

CONFERENCES

There shall be a Conference Manual. It shall be applicable to both Annual and Regional Conferences. The Manual shall contain those rules and regulations necessary for the successful conduct of such meetings.

The following passages are excerpts from the Conference Manual. They faithfully follow the requirements of the Manual but are condensed and listed here as a matter of convenient reference by the Board and Executive Committee. As such, they constitute

CONFERENCE POLICY

1. The local Host Chapter of an Annual Conference shall be entitled to 10% of its Annual Conference revenue which exceeds \$10,000 of net proceeds. Net proceeds are those Conference funds remaining after all Conference expense has been satisfied and a final audit made.
2. Up to a total of 1000 copies of the appropriate Annual Conference issue of the BULLETIN shall be furnished to each Annual Conference Committee. These copies shall be displayed and made available at no cost to Conference attendees. The National Office shall bill the local Annual Conference Committee for these at the rate of \$2 per copy plus transportation costs.
3. Travel costs incurred by Board members, authorized employees, and others as may be indicated by the Executive

Director, shall constitute proper expense chargeable to the Conference. Such costs shall, among others, include those incurred during the planning, attendance, and post adjournment affairs of such a Conference.

4. Mailing, handling, and publicity costs incurred on behalf of an Annual Conference constitute expense for such Conference.

5. The Toastmaster for the Annual Conference shall be named by the Board of Officers.

6. There shall be no featured speaker at an Annual Conference Banquet unless otherwise specifically approved by the Board of Officers.

7. Preparation of the Annual Conference program shall be a duty of the Executive Director subject to approval of the Board of Officers.

8. Annual Conference registration and other such fees shall require approval of the Board of Officers.

9. Not more than twelve persons shall sit at the Opening Breakfast head table of an Annual Conference. Among them shall be members of the Board of Officers.

10. Unless otherwise authorized by the Board of Officers, only the members of the Board, the Executive Director, the Conference Chairman, the Toastmaster, and their wives or other as may be appropriate, shall sit at the head table of the Annual Conference Banquet.

11. A luncheon for Life Members shall be held during each Conference as a token of appreciation for past services to AFCD.

12. The July issue of the BULLETIN shall be the official Annual Conference issue and carry the Conference Program. The August issue shall carry exhibit area news. The September issue shall be the first official issue of the new Administration and carry the Conference Story. Resolutions proposing to amend the Constitution and/or ByLaws of the Association, when approved by the Board of Officers, shall be carried in the issue of the BULLETIN being prepared following the date of such approval.

13. Evening attire shall be worn by those at the head table. Black tuxedos, black bow tie, and white shirts shall be worn by Officers and Toastmaster as may be appropriate. The cost of such Officer/Toastmaster attire shall be an Annual Conference expense not to exceed \$150 per person.

14. The immediate Past-President's wife may entertain the new President's wife at a luncheon on the day after the Conference adjournment. Such luncheon shall be limited to the wives of the Board members, Conference Chairman, Executive Director, and Counsel.

15. The Board of Officers shall sit as the Annual Conference Awards Committee.

16. A plaque shall be presented to the Annual Conference Chairman along with a gift whose value shall not exceed \$300. This award

shall be made during the Annual Banquet.

17. A plaque shall be presented to the immediate Past-President along with a gift whose value shall not exceed \$600. This award shall be made during the Annual Banquet.

18. The Annual Conference Committee operating fund shall be handled as an impress petty cash fund:

1. Limits shall be set on size and type of purchases that can be incurred without prior approval of the Executive Director.
2. As above on expenditures.
3. All receipts shall be forwarded to the National Office at the time and in the manner designated by the Executive Director.

19. Regional Conferences are held by Regional Consortiums consisting of participating Chapters in a given Region. The Association cooperates in such functions but has no liability with regard to function or monetary support. Details will be found in the Regional Conference section of the Conference Manual.

August, 1986

CHAPTERS

1. The Board of Officers may charter Chapters.
2. The Executive Committee may cancel a Chapter Charter.
3. Individual Chapters are independent financially responsible affiliates of the Association.
4. The Executive Director acts in a staff capacity in serving the needs of the Chapters and Committees.
5. There shall be a Chapter Officer's Manual. It shall be kept up to date by the Executive Director subject to review at least once per fiscal year by the Board of Officers. This Manual shall contain Association requirements and their explanations to the extent necessary to provide appropriate assistance to Chapter Officers in the fulfillment of their duties. One such Manual shall be issued to each Chapter Secretary. Amendments, changes, additions and/or deletions made to this Manual shall be provided to such Officers within 45 days of their occurrence.

August, 1986

EXPENSE AND REIMBURSEMENT - OFFICERS.

Reasonable and proper expense associated with the operation of this Association shall be reimbursable as provided below.

1. Telephone credit cards shall be issued to members of the Board of Officers, and the Executive Director who may issue them to other employees. Credit cards are to be used only for official Association business.

2. American Express credit cards shall be issued as above. These cards are to be used to the extent possible for authorized APCO purposes only. The cards must be returned to the National Office at such time as the above-named persons no longer are qualified by reason of change in office or employment.

3. Authorized Transportation:

a. Travel by means of scheduled air carrier will be via less than first class accommodations unless: (1) otherwise previously authorized by the President or Executive Director as may be appropriate, (2) such accommodation is not available, (3) total one-way flight time amounts to three or more hours.

b. Travel by train will be made by coach except for overnight travel which will be made by roomette unless such accommodation is not available. Use of rail travel of more than eight hours requires prior approval by the President or Executive Director as may be appropriate.

c. Travel by private automobile including toll

costs will be reimbursed at the same rate as that provided by federal regulations.

d. Authorized persons may hold individual memberships in not more than two airline clubs in order to better accommodate prolonged waiting periods in crowded airports.

4. Subsistence: Subsistence expense will be reimbursed at actual cost.

5. Entertainment: Entertainment costs must be reasonably justifiable. Such costs will be reviewed from time to time by the Board and by the Executive Director as may be appropriate.

6. Spouses: The costs of the spouses or other as the case may appropriately be of the members of the Board and the Executive Director attending an Annual Conference shall be an expense of the Association (see Conference Manual).

7. APCO Travel Plan: Travel arrangements, to the extent possible, should be made by means of the APCO Travel Plan (see Contractual Services). Such travel arrangements will be made by the National Office upon request.

8. Travel Insurance: Common carrier travel insurance is automatically provided via American Express credit card.

9. Documentation: Originals of charge slips, credit card or otherwise, must be affixed to properly executed expense reports (sample copies of which are included herein). Such documentation should be sent to the National Office within 30 days of the date

of return to point of departure.

Any reimbursable expense for which no receipt is available shall be logged in the "detail" section of the expense form in the following manner, as an example:

<u>Date</u>	<u>Item No.</u>	<u>Amount</u>	<u>Item</u>	<u>Location</u>
3/11	10	\$1.00	Tip, Sky Cap	K.C Aprt
3/12	03	\$3.75	Lunch	St Louis
3/12	12	\$4.25	Parking	SLC

"Properly executed" is defined as (1) identification of purpose of trip; (2) all pertinent expense categories are filled in; (3) extensions are carried forward; (4) date; (5) claimant's signature; (6) claimant's address, etc.

Except where otherwise prearranged, payment for lodging shall be handled by the traveler, and the necessary receipts submitted with the travel reimbursement form.

10. Review: Requests for reimbursements other than his own shall be reviewed by the Executive Director subject to review by the President. The Executive Director's requests for reimbursement shall be reviewed by the President.

costs will be reimbursed at the same rate as that provided by federal regulations.

d. Authorized persons may hold individual memberships in not more than two airline clubs in order to better accommodate prolonged waiting periods in crowded airports.

4. Subsistence: Subsistence expense will be reimbursed at actual cost.

5. Entertainment: Entertainment costs must be reasonably justifiable. Such costs will be reviewed from time to time by the Board and by the Executive Director as may be appropriate.

6. Spouses: The costs of the spouses or other as the case may appropriately be of the members of the Board and the Executive Director attending an Annual Conference shall be an expense of the Association (see Conference Manual).

7. APCO Travel Plan: Travel arrangements, to the extent possible, should be made by means of the APCO Travel Plan (see Contractual Services). Such travel arrangements will be made by the National Office upon request.

8. Travel Insurance: Common carrier travel insurance is automatically provided via American Express credit card.

9. Documentation: Originals of charge slips, credit card or otherwise, must be affixed to properly executed expense reports (sample copies of which are included herein). Such documentation should be sent to the National Office within 30 days of the date

of return to point of departure.

Any reimbursable expense for which no receipt is available shall be logged in the "detail" section of the expense form in the following manner, as an example:

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August, 1986

CONSTITUTION AND BYLAWS

(behind this page)

Section 2:

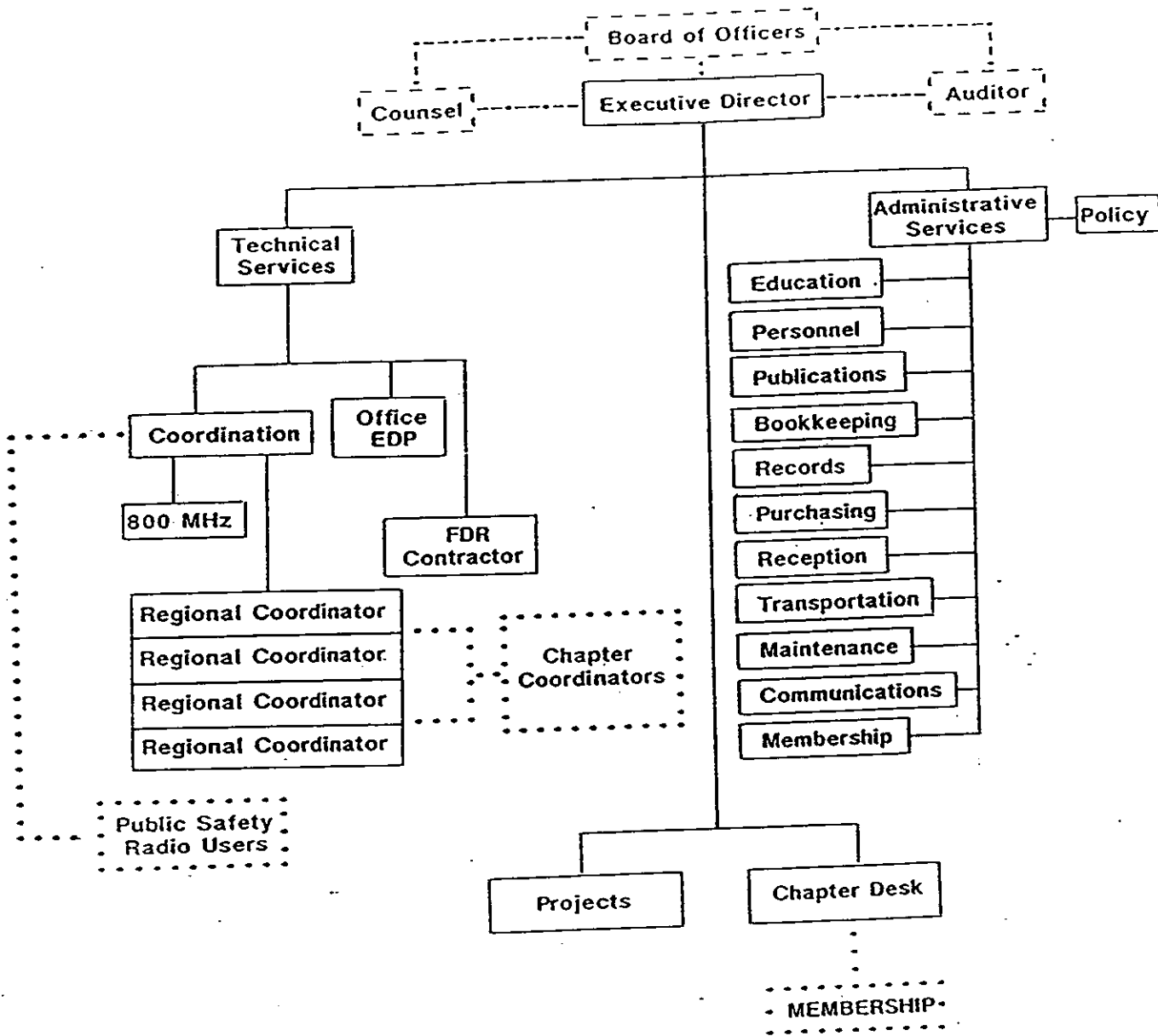
ADMINISTRATIVE ORDERS

August, 1986

ADMINISTRATION FUNCTIONAL ORGANIZATION CHART

(behind this page)

AUGUST, 1986
 ADMINISTRATION FUNCTIONAL ORGANIZATION CHART



_____ Administration
 Service
 - - - - - C & B
 - - - - - Policy

August, 1986

EXECUTIVE DIRECTOR

The Executive Director is the Chief (paid) Operating Officer of the Association. His responsibilities, authority, and duties are spelled out in detail in Section 1:5 of this Manual. In addition, however, there are times during the course of events when the Board of Officers feels it necessary to (1) more clearly define the Executive Director's authority to others and (2) endow him with additional authority when a specific occasion requires it.

This portion of the Policy Manual is established for this purpose. Such specific authorities and orders shall be placed immediately behind this page and they shall remain there and in effect until they are amended or rescinded by the Board of Officers.

POLICY ADOPTED BY BOARD JANUARY 28, 1986

RELATIONSHIPS WITH OTHER ORGANIZATIONS

There are in effect "memoranda of understanding" or similar agreements currently in effect between APCO and the American Radio Relay League, the Federal Emergency Management Agency, and the Forestry Conservation Communications Association. Copies of these agreements follow this Policy Statement.

It is the Policy of APCO that the Executive Director seek and pursue similar agreements with other organizations with interests of mutual concern. Specific organizations with which discussions have been initiated are the International Association of Chiefs of Police; the National Sheriff's Association; the International Bridge, Tunnel & Turnpike Association. This Policy is not limited to those organizations, however.

No such agreements reached under this Policy authorization may be signed by the Executive Director without specific approval of the Board of Officers and the Executive Committee.

11-10-50-1

A

MEMORANDUM OF UNDERSTANDING BETWEEN
THE ASSOCIATED PUBLIC SAFETY COMMUNICATIONS OFFICERS, INC.
AND THE AMERICAN RADIO RELAY LEAGUE, INC.

FOREWORD

The Associated Public Safety Communications Officers, Inc. (APCO) and the American Radio Relay League, Inc. (ARRL) share the common bond of communications in the public interest. APCO is made up of Law Enforcement, Fire and Public Safety Communications personnel whose primary responsibility is the management, design, maintenance and operation of communications facilities in the public domain.

The ARRL is a non-commercial association of radio amateurs bonded for the promotion of interest in Amateur Radio communication and experimentation, for the relaying of messages by radio, for the advancement of the radio art and of the public welfare, for the representation of the radio amateur in legislative matters and for the maintenance of fraternalism and a high standard of conduct.

While the members of APCO are charged with responsibility of communications in the public interest as professional members of the public safety community, a primary responsibility of the Amateur Radio Service, as established by Part 97 of the Federal Communications Commission's regulations, is the rendition of public service communication for the general public, particularly in times of emergency, when normal communications are not available.

APCO has, since its inception, taken the lead in establishing international standards for public safety communications. Through National Headquarters and State Chapters, APCO strives for professionalism and continuity of communications through education, standardization and the exchange of information.

Organizing and coordinating Amateur Radio operators in the amateur frequency bands, the ARRL has been serving the general public directly and government and relief agencies for more than 50 years. To that end, in 1935 the League organized the Amateur Radio Emergency Corps (now called the Amateur Radio Emergency Service -- ARES). In 1949 the League created the National Traffic System (NTS). Together, ARES and NTS comprise the League's public service Field Organization of volunteer radio amateurs. As leaders and representatives of radio amateurs, the ARRL has responsibilities in motivation, education, policy and leadership in promoting Amateur Radio functions in the public service, especially in times of emergency when the resources of radio amateurs may be the most survivable communications available.

I. Purpose

The purpose of this document is to state the terms of a mutual agreement between the ARRL and APCO that will serve as a broad framework within which volunteer personnel of the ARRL may coordinate their facilities and equipment with APCO members and their agencies for disaster communications.

II. Definition of Disaster

The definition of a disaster will be the responsibility of the Public Safety Agency to be served and the ARRL Emergency Coordinator rendering that service.

It will be understood and agreed that members of the Amateur Radio Emergency Service will neither seek nor accept any duties other than that of Amateur Radio communications.

III. Method of Cooperation

In order that the communications facilities of the ARRL Amateur Radio Emergency Service may be coordinated and utilized to the fullest advantage during disasters and emergencies, APCO and the ARRL agree to the following:

A. Through its national headquarters in Newington, Connecticut, the ARRL will maintain liaison with the APCO headquarters in New Smyrna Beach, Florida, so that there may be the closest possible cooperation in emergency communications planning and in the coordination of Amateur Radio communications facilities for disaster operation.

B. APCO welcomes the cooperation and assistance of the ARRL through its Field Organization, to extend emergency communications planning into the jurisdiction of State APCO chapters. State APCO chapters may further this cooperation by requesting an ARRL Emergency Coordinator to serve as a volunteer adviser, as appropriate, for emergency communications pre-disaster planning, and during disaster emergencies.

C. Whenever there is a disaster or an emergency requiring the use of Amateur Radio communication facilities, APCO, through a state chapter and with the understanding of the Public Safety Agency (Agencies) to be served, may recommend the assistance of the officials of the ARRL nearest the scene of disaster or emergency. This assistance may include, but is not limited to, the following:

- 1) The alerting and mobilization of volunteer emergency communications personnel in accordance with a pre-arranged plan.
- 2) The establishment and maintenance of fixed, mobile and portable station emergency communications facilities for local radio coverage and point-to-point contact of public safety officials and locations, as required.
- 3) Adequate provisions for maintaining continuity of communications for the duration of the emergency period or until normal communications are substantially restored.

D. Detailed operating plans for the full utilization of the communications facilities of the Amateur Radio Service should be developed with State APCO chapters in cooperation with public safety agencies and ARRL Emergency Coordinators.

E. APCO will recommend to its chapters that membership on disaster preparedness and relief committees include representation from the appropriate officials of the ARRL.

F. Each organization will distribute copies of this memorandum through its field structure, and make copies available to other organizations, both public and private, which may have an active interest in emergency and disaster relief.

This memorandum is in force as of the date indicated below and shall remain in effect unless terminated by written notification from either party to the other.

March 21, 1984
Date

Craig M. Jorgensen

Craig M. Jorgensen
President
The Associated Public Safety
Communications Officers, Inc.

Carl L. Smith

Carl L. Smith
President
The American Radio Relay
League, Inc.

Memorandum of Understanding Between FEMA and APCO

This is the full text of the official document signed by APCO and FEMA.

The Federal Emergency Management Agency (FEMA) is the agency of the Federal Government assigned responsibility for the planning, coordination and allocation of resources necessary to assure the safety and welfare of the general public in the event of major disaster or national emergency.

The Associated Public-Safety Communications Officers, Inc. (APCO) is the Nation's oldest and largest national association of public safety communication officials, engineers and technicians. Since its foundation in 1935 APCO has been dedicated to the enhancement of the public safety services through the contributions of telecommunications. It has long been the most effective voice speaking before Federal regulatory bodies on behalf of the spectrum needs of all public safety activities. As the national association of representatives of public safety communications agencies at all levels of government, it has been the unifying force behind the development of standards for operator training, the adoption of common procedures, the preparation of guidelines to aid in cooperative planning and the introduction of new technologies to enhance the coordinated command control of the many activities that contribute to the provision of public safety services.

The FEMA concept for support to State and local preparedness, entitled the "Integrated Emergency Management System" (IEMS) emphasizes capability building for emergency response to all hazards. IEMS is designed to assist States and localities and maintain organization, planning, and operational systems and goals that are achievable and predictable. It involves the capacity to perform emergency management functions throughout the full range of domestic and national security emergencies. The attainment of this capability is directly dependent upon the cooperative and integrated functioning of the communications systems that serve and interconnect these functions.

The more than one million members of the several thousands of public safety agencies at all levels of State and local governments and in corporate and volunteer organizations constitute a national resource of significant dimension. The ability to coordinate and concentrate necessary elements of this resource in times of major disasters or national emergency is directly dependent upon the efficiency and adequacy of communication to meet user requirement and the compatibility of telecommunication systems to interconnect local and State agencies with the national command and emergency management activities.

The rules of the Federal Communications Commission (FCC) under which these communications systems are licensed use of radio frequencies have long compartmentalized the many components of the public safety system into separate "services", each with its own channel assignments, frequency selection and coordination process.

Emergency management, as well as the ever expanding demand on telecommunication capability due to information technology require applications that are more efficient, survivable, reliable and integrated.

As communities establish consolidated Emergency Operating Centers which combine coordinated Public Safety Answering Centers, 9-1-1 systems and more sophisticated public safety communications systems, frequency assignments for public safety activities must be compatible with those of existing and planned activities, both within the same service and with related activities. To this end, APCO has established the first comprehensive, public safety radio frequency assignment data base. This data base is

currently being enhanced through APCO's processes on a national basis.

FEMA and APCO have a common dedication to and responsibility for the continuing development of adequate, cooperative and responsive public safety communication systems. It is entirely proper, therefore, that these organizations work together, to the extent individually deemed appropriate, for the attainment of these national beneficial goals.

1. FEMA and APCO recognize that an effective communications capability is fundamental to the provision of efficient and reliable public safety services in times of national emergency or major disaster. Both agencies agree that the use of recognized communications procedures; the implementation of coordinated communications systems; the allocation of adequate, contiguous spectrum; the development of cooperative emergency plans; and the application of mutually supportive, operationally effective technologies are necessary to the development of such communications capabilities.

2. APCO, as the principal entity in the coordination of public safety frequency license applications, will, to the extent permitted by its authority and resources, support FEMA initiatives with regard to national telecommunications plans and policies, and with regard to FEMA assistance and guidance to State and local governments to enhance emergency management capability.

3. Under the aegis of its Project Series Foundation, APCO has developed guidelines for statewide and local level telecommunications system planning. APCO's Project 16 has provided the conceptual basis for the introduction of systems that make possible improved interagency cooperation. APCO will continue to actively support the use of these guidelines and the introduction of such systems to contribute to the enhancement of interagency and inter-governmental level cooperation.

4. APCO will continue to support the establishment of public safety, local advisory, frequency coordinating committees to support the implementation of the communications aspect of emergency management. It will work with FEMA to disseminate to these committees appropriate communications related policies and information that may assist these committees in making recommendations that support the development of noninterfering, cooperative, public safety communications networks.

5. APCO will, to the extent its resources permit, continue to develop and maintain current a national, comprehensive, public safety frequency assignment data base. FEMA and APCO will continue to work toward the establishment of coordinated processes for emergency radio license application review to maximize interservice cooperation and continuity of public safety communications system implementation policy.

6. FEMA recognizes that APCO is the major voice representing public safety communications interests before Federal regulatory bodies. In those proceedings in which FEMA perceives an interest, APCO and FEMA will discuss their positions with each other to ensure that the maximum degree of mutual understanding and cooperation is achieved.

This document shall remain in effect until formally terminated by either party.

The document was signed by: Louis O. Giuffrida, Director of the Federal Emergency Management Agency, and Charles F. English, President, Associated Public-Safety Communications Officers, Inc. ■

August, 1986

FISCAL

1. There shall be fiscal funds representing the major effort centers of the Association. There are seven fund categories:

- a. General (Membership)
- b. Publications
- c. Conference
- d. Project
- e. Frequency Data Research
- f. Operating
- g. Residual

2. The General Fund shall consist of income and expense directly related to membership, general salaries, training, and associated functions. General receipts shall be deposited to this fund. The total accrued amount in this fund shall not at any one time exceed \$10,000.

3. The Publications Fund shall consist of income and expense and salaries directly related to the issuance of the BULLETIN, APCO Reports, and other publication functions. 50% of the annual membership dues rate shall annually be credited to a BULLETIN sub-fund. Checks for BULLETIN printing expenses drawn on this account may exceed \$5,000 without counter signature of the President.

4. The Conference Fund shall consist of income and expense and salaries directly related to the Annual Conference function. The details of handling this Fund will be found in the Conference Manual.

5. Project Funds are, at the time of grants and contracts, that income and expense and salaries directly related to project functions, in accordance with the requirements of the PROJECT SERIES.

6. The Frequency Data Research Fund consists of expense and income directly relating to the frequency data research service provided to APCO coordinators and others.

7. The Operating Fund consists of expense and income (a) not directly related to any of the above fund categories, (b) directly related to this fund which is drawn from and maintained from the General Fund for day-to-day operational purposes.

This Fund, not to exceed the amount of \$20,000 at any one time, may be drawn upon by the President, Executive Director, and his Deputies.

8. The Residual Fund consists of investments and withdrawals related to maximum interest-bearing accounts.

a. The accrued amount of such accounts shall not at any one time exceed an amount that is twice the average of the budgets of the preceding three fiscal years.

b. The Executive Director shall continuously search for investment funds with maximum interest and safety records.

9. Checks exceeding \$5,000 drawn on the above accounts, unless otherwise excepted above, require the signatures of both the President and the Executive Director or his Deputies. The President-Elect is authorized to sign such multiple-signature checks in the event of the unavailability of the President.

10. The Association's fiscal year shall commence April 1 and terminate the following March 31.

11. The Association's financial records shall be audited and a financial report made on a fiscal year quarterly basis by either an independent public accountant or an independent certified public accountant, except, the final fiscal year-ending report shall be audited by an independent certified public accountant. Copies of these reports, accompanied by the Executive Director's comments, shall within 30 days of receipt by the Executive Director be furnished to members of the Executive Committee.

12. The Executive Director shall promptly deliver all funds, books, and records to whomever the Executive Committee shall designate in writing through the office of the President.

13. The purpose of this fiscal policy is to meet the long range goals spoken to under POLICY and the short range goal of being able to continue to fund adequate staff and overhead when decreases in revenue, unexpected losses, and unanticipated expense, if any combination of these causes the financial condition of the Association to precipitously deteriorate.

August, 1986

FUBLICATIONS

1. No policy shall be adopted which discourages controversial and creative articles.
2. However, the Publications Manager has the prerogative to edit, revise and/or reject any material submitted for publication if he is of the opinion such is necessary in order to preserve the quality of APCO publications.
3. In the event such changes are made in a piece, the Publications Manager shall inform the author of such fact prior to publication.
4. Under normal circumstances, invoices for advertising are due and payable within 30 days of the invoice date.
5. A second invoice shall be sent to the appropriate party at the end of the first 30 day period. 15 days after the second billing a telephone call requesting payment shall be made.
6. After a total of 90 days, another invoice shall be sent attached to a letter advising that further advertising will not be accepted until the account is satisfied.
7. At the end of a total of 120 days, notice will be given that within an added 30 days the past due account will be turned over to a small claims court in the National Office area.

8. At the end of 180 days the account shall be prosecuted as forewarned and notice to that effect sent to the appropriate party(s).

9. Any agreement or contract entered into between this Association and others for the purpose of providing publications services, training programs, advertising, and publicity, etc., shall be entered in this Manual under the Section entitled CONTRACTUAL AND PERSONAL SERVICES.

10. See paragraph 12 under CONFERENCES (Section 1) for requirements regarding Conference issues of the BULLETIN.

August, 1986

EQUAL OPPORTUNITY STATEMENT

See CORPORATE STATEMENTS in Section 1.

August, 1986

JOB CLASSIFICATIONS

August, 1986

POSITION DESCRIPTION

Title: Executive Director Reports To: Board of Officers
Position: Chief Paid Executive
Department: National Office Supervises: All

BASIC FUNCTION:

Manages the Association, directs the National Office, directly responsible to and serves the Board of Officers and the membership.

DUTIES, RESPONSIBILITIES AND AUTHORITY:

Within the constraints of the Constitution and ByLaws and by it's direction , the Executive Director shall, and has the authority commensurate to, among others carry out the following duties:

1. Attend all meetings of the Executive Committee and the Board of Officers as an ex-officio member sans vote. Responsible for keeping minutes.
2. Expeditiously carry out orders thereby given to him.
3. Keep the Association informed.
4. Organize and manage the National Office.
5. Hire and terminate authorized personnel without recourse to higher authority.
6. Execute contracts and agreements in compliance with established policy.
7. Initiate and supervise projects and programs.
8. Serve the general membership. Attend Annual and Regional

Conferences. Attend Chapter meetings as may be possible.

9. Recommend and operate within an annual budget. Distribute quarterly fiscal reports to the Executive Committee within 30 days of receipt of audit report.

10. Manage the Annual Conferences in accordance with the provisions of the Conference Manual.

RELATIONSHIPS:

1. Works with other user organizations.
2. Works with FCC and other regulatory bodies.
3. Works with legislative bodies.
4. Serves as staff liasion with Membership, Chapters, Committees, Regional Conferences.
5. Works with Legal and CPA contractors.
6. Works with industry leaders.

MINIMUM QUALIFICATIONS:

Baccalaureate Degree in Business Management or Engineering with management credit and five continuous recent progressively responsible satisfactory years of experience, or the equivalency as a high school graduate with fifteen continuous years of such experience in the following fields listed in order of preference:

1. General management; planning,
 programing, budgeting, personnel (30)
2. Publication management; writing,
 editing, advertising (30)
3. Public relations, speaking (20)
4. Land mobile telecommunications (15)
5. Regulatory, legal functions (10)

August, 1986

POSITION DESCRIPTION:

TITLE: Deputy Director Administration REPORTS TO: Ex. Director
POSITION: Manager Administrative Functions ADMINISTERS: All
DEPARTMENT: Administration SUPERVISES: Department

BASIC FUNCTION:

1). Personnel Manager. 2). Responsible National Office operations. 3). Aide to Executive Director.

RESPONSIBILITIES, AUTHORITY:

This employee is responsible for and has the commensurate authority to among others carry out the duties set forth below:

DUTIES:

1. Assistant to Executive Director
2. Budgeting and planning
3. Policy maintenance and enforcement
4. Manages general office operating functions:
5. Among the above, supervises the specific functions of:
 - a. Personnel employment and relationships
 - b. Accounting, budgeting, planning
 - c. Purchasing
 - d. Secretarial
 - e. Files and records
 - f. Reception
 - g. Transportation and Mail

- h. Building maintenance
- i. Office Machines
- j. Office Supplies
- k. Office (telephone) communication systems
- l. Inventory

RELATIONSHIPS:

- 1. All in the National Office
- 2. Officers, Membership
- 3. Vendors and suppliers
- 4. Transportation and communication services
- 5. Employment services

MINIMUM QUALIFICATIONS AND SKILLS:

Baccalaureate in business management, accounting, psychology, or related disciplines; or the equivalency as a high school graduate with eight continuous years of recent progressively responsible satisfactory service in the field of office management, personnel employment and counseling, purchasing.

Skills are weighted as follows:

- 1. Management (20)
- 2. Personnel employment, counseling (20)
- 3. Accounting/records (20)
- 4. Analyzing operations, reporting (20)
- 5. Need sensitivity (20)

August, 1986

TITLE: Deputy Director REPORTS TO: Ex. Director
Tech Svces

POSITION: Manager of EDP
Functions

DEPARTMENT: Technical Services SUPERVISES: Department

BASIC FUNCTION:

Manage functions of frequency coordination and National Office data processing.

RESPONSIBILITIES, AUTHORITY:

This employee has the responsibility for and the commensurate authority to accomplish the duties set forth below:

DUTIES:

1. Manage in-house EDP function.
2. Manage FDR function
3. Manage Regional Frequency Coordination
4. Analyze needs
5. Write EDP system and hardware specifications
6. Devise forms and chart flow paths
7. Install and maintain systems; maintain, update, and purify data
8. Devise projects
9. Write reports
10. Maintain acceptable FDR and coordination service revenue/- cost factor

RELATIONSHIPS:

1. Deputy Director of Administration
2. Regulatory bodies
3. Similar other data operations
4. Related commercial data banks and services
5. Membership
6. Coordinators

MINIMUM QUALIFICATIONS AND SKILLS:

Baccalaureate degree in business management, engineering, computer sciences, data processing, or Associate degree in computer sciences, frequency coordination, or engineering with 10 year adequate record of progressive advancement in the fields.

August, 1986

TITLE: Publications Manager REPORTS TO: Dep. Director
Administration
POSITION: Communications and
Public Relations
DEPARTMENT: Publications SUPERVISES: Department

BASIC FUNCTION:

Manage the production and distribution of periodicals, special reports, publications, duplications, training and public relations programs.

RESPONSIBILITIES, AUTHORITY

This employee is responsible for and has the commensurate authority to accomplish among others the duties set forth below:

DUTIES:

1. Edit, produce and distribute AFCCO periodicals
2. Devise, produce and distribute current publication rate cards
3. Write and distribute printing bid specifications
4. Analyze bids and recommend appropriate action
5. Solicit advertising. Devise and provide media packages
6. Review printing, mailing and handling methods and costs
7. Maintain satisfactory accounts, and price/cost ratios
8. Write and solicit articles and material
9. Assist in Conference planning and supervise exhibit function
- 10 Provide and aid duplication services may be directed

RELATIONSHIPS:

1. Printers, advertisers, exhibitors, agencies, suppliers
2. Chapters, committees, membership
3. Convention associations, activities

MINIMUM QUALIFICATIONS AND SKILLS:

Baccalaureate Degree in Journalism or English and three years of recent progressively responsible media experience, or the equivalency as a high school graduate with six continuous years of such work in magazine, publication, and advertising, with the following skills:

1. House journal publication and convention management
2. Account executive in advertising
3. Newspaper editing, writing, rewriting, reporting
4. Magazine layout, headlines, cutlines, proofreading
5. Public relations, speaking

August, 1986

POSITION DESCRIPTION:

TITLE: Coordinator REPORTS TO: Dep Dir Tech Svs
POSITION: Coordination Mgr ADMINISTERED BY: Dep Dir Adm
DEPARTMENT: Technical Services SUPERVISES: Coordinators

BASIC FUNCTION:

Manager of in-house coordinating functions

RESPONSIBILITIES, AUTHORITY:

This employee has the responsibility and commensurate authority to among others carry out the duties set forth below:

DUTIES:

1. Follow coordination standards, methods and procedure
2. Teach and train in-house Regional and 800 MHZ Coordinators
3. Supervise in-house Regional and 800 MHZ Coordinators
4. Manage in-house coordination functions
5. Work directly with Chapter Coordinators and Applicants as required
6. Work with other user group coordination points

MINIMUM QUALIFICATIONS AND SKILLS:

1. : Baccalaureate or Associate degree in Business Management or computer or technical communications or equal, or satisfactory experience as a Chapter or commercial frequency coordinator with appropriate skills of a Secretary III

2. Satisfactory experience as an in-house Regional or 800 MHz
Coordinator

MINIMUM QUALIFICATIONS AND SKILLS:

Baccalaureate or Associate degree in accounting or business management; or the equivalency as a high school graduate with eight continuous years of recent progressively responsible satisfactory service in the field with the following skills:

1. Devising and maintaining journals and account ledgers
2. Maintaining controls and balancing operations
3. Analyzing fiscal reports and statements
4. Prepares payroll
5. Aiding in preparation of budget, pre-auditing functions.
6. Operating data processing terminal, steno and fiscal
7. Ability to produce correspondence, forms, etc.
8. Making requisitions
9. Obtaining and maintaining office supplies
10. Using office machines

August, 1986

POSITION DESCRIPTION:

TITLE: Coordinator of Chapter Affairs REPORT TO: Ex. Dir
POSITION: Chapter Desk ADMINISTERED BY: Dep Dir Adm
DEPARTMENT: Office of Executive Director SUPERVISES: As Directed

BASIC FUNCTION:

Assist in planning and execution of Chapter and Regional Conference affairs and related activities.

RESPONSIBILITIES AND AUTHORITY:

This employee has the responsibility and commensurate authority to among others carry out the duties set forth below:

DUTIES:

1. Act as the conduit to inform the membership by assisting in the planning and execution of Chapter and Regional meetings:
 - a. Attend Chapter meetings as directed
 - b. Keep the membership abreast of Association efforts
 - c. Suggest topics, find speakers
 - d. Assist with agendas
 - e. Maintain contact with commercial/vendor community
 - f. Explain issues, functions and operations
2. Act as conduit to keep Association abreast of Chapter interest, needs, complaints, recommendations

3. Assist the Ex.Dir. in related areas
4. Keep current with reading file

RELATIONSHIPS:

1. Deputy Director of Administration
2. Office personnel
3. Membership

MINIMUM QUALIFICATIONS AND SKILLS:

1. Baaculaureate Degree in business management with past experience as a Chapter Officer or
2. A Past-President of the Association or
3. 10 consecutive years as a Chapter member including 1 year as a Chapter President.

August, 1986

POSITION DESCRIPTION:

TITLE: Project Manager REPORTS TO: Ex. Director
POSITION: Project Manager ADMINISTERED BY: Dep Dir Adm
DEPARTMENT: Ex. Director SUPERVISES: As directed

BASIC FUNCTION:

Develop and manage technical, operational and regulatory projects and provide guidance in these areas.

RESPONSIBILITIES, AUTHORITY:

This employee is responsible for and has the commensurate authority to among others carry out the duties set forth below:

DUTIES:

1. Manage projects developed or accepted by the Association.
2. Devise and prepare applications for projects in accordance with the provisions of the Project Series Program
3. Keep records, make reports, make and manage costs account
4. Write related articles for publication

RELATIONSHIPS:

1. Deputy Director of Administration
2. Deputy Director of Technical Services
3. Related other associations, government agencies
4. Committee Chairmen and Membership

MINIMUM QUALIFICATIONS AND SKILLS:

Baccalaureate Degree in technical field with two years experience in public safety communications, or ten years experience in technical communications.

1. Experience in communications system procurement, planning, design, or maintenance
2. Experience as a public safety frequency coordinator
3. Experience in grant application management and cost control procedures
4. Ability to prepare technical reports and make public presentations
5. Ability to work with volunteer working groups

August, 1986

POSITION DESCRIPTION:

TITLE: Regional Freq Coordinator REPORTS TO: Coordinator
POSITION: Tech. Assistant ADMINISTERED BY: Dep Dir Adm
DEPARTMENT: Tech Services SUPERVISES: None

BASIC FUNCTION:

Coordinates below 800 Mhz frequency coordination functions of the Chapter Coordinators in an assigned Region.

RESPONSIBILITIES, AUTHORITY:

This employee is responsible for and has the commensurate authority to among others perform the duties set forth below:

DUTIES:

1. Handle incoming requests for coordination:
 - a. Review for correct fully executed forms
 - b. Check if payment required in correct amount
 - c. Attach copy of request; check, etc., to proper office form(s)
 - d. Route form(s) according to office flow chart(s)
2. Access FDR base and process application:
 - a. According to data on application form
 - b. Contact Applicant, appropriate Chapter Coordinator(s) and User(s) as may be necessary
 - c. Contact FCC as may be necessary
 - d. Contact Central Points of other coordinating organizat-

ions as may be necessary

3. Update FDR to PENDING status point.
4. Execute coordination permit
5. Forward coordination permit in proper channels
6. Update FDR to permanent status upon receipt of FCC authorization
7. Purify FDR
8. Recommend improved means, methods
9. Develop Chapter Frequency Coordinator relationships
10. Provide input to regulatory matters as directed

RELATIONSHIPS:

1. Deputy Director Administration
2. Chapter Frequency Coordinators
3. Other coordinating organizations
4. FCC
5. Data services contractors

MINIMUM SKILLS AND QUALIFICATIONS:

High school diploma and experience in operating, maintaining, servicing in the public safety radio field, or in computer operations, or any related fields which would advocate a fast learning ability in the tasks.

August. 1986

POSITION DESCRIPTION:

TITLE : | Publication Ass't REPORTS TO: Pub Mgr
POSITION: | Publication Aide ADMINISTERED BY: Dep Dir Adm
DEPARTMENT: | Administration SUPERVISES: As Directed

BASIC FUNCTION:

Assist Publications Manager.

RESPONSIBILITIES, AUTHORITY:

This employee is responsible for and has the commensurate authority to among others carry out the duties set forth below:

DUTIES:

1. As for Secretary II
2. Work with advertisers, printers, mailers
3. Make layouts, dummies, headlines, related tasks
4. Proof reading

RELATIONSHIPS:

1. Deputy Director of Administration
2. Printers, advertisers, mailers, suppliers
3. Writers, authors

MINIMUM QUALIFICATIONS AND SKILLS:

1. As for Secretary II
2. Experience in newspaper or publications fields

August, 1986

POSITION DESCRIPTION

TITLE: Membership Desk REPORTS TO: Dep Dir Adm
POSITION: Membership Coord.
DEPARTMENT: Administration SUPERVISES: As Directed

BASIC FUNCTION:

Maintain membership records

RESPONSIBILITIES, AUTHORITY:

This employee is responsible for and has the commensurate authority to among others carry out the duties set forth below:

DUTIES:

1. Keep record of membership status, related matters
2. Recommend improvements in record system
3. Work closely with Chapter Secretaries
4. Respond to inquiries regarding membership matters

RELATIONSHIPS:

1. Chapter Coordinator
2. Technical Services

MINIMUM QUALIFICATIONS AND SKILLS:

1. As of Secretary II
2. Advanced ability to operate EDP terminal
3. Working knowledge of membership structure

August, 1986

POSITION DESCRIPTION:

TITLE: Coordinator REPORTS TO: Coordinator
800 Mhz

POSITION: Freq. Coordinator ADMINISTERED BY: Dep Dir Adm

DEPARTMENT: Technical Services SUPERVISES: As Directed

BASIC FUNCTION:

Coordinates coordination requests for 800 Mhz and above.

RESPONSIBILITIES, AUTHORITY:

This employee has the responsibility and commensurate authority to among others carry out the duties set forth below:

DUTIES:

In the prescribed frequency spectrum and on a national scale reasonably as those of a Regional Coordinator.

MINIMUM QUALIFICATIONS AND SKILLS:

As for a Regional coordinator with desired proven ability and experience as a frequency coordinator or related activity in the field.

August, 1986

POSITION DESCRIPTION

TITLE:	Secretary III	REPORTS TO: Department Head
POSITION:	As Assigned	ADMINISTERED BY: Dep Dir Adm
DEPARTMENT:	As Assigned	SUPERVISES: As Directed

BASIC FUNCTION:

Provide secretarial duties as required by Department Head.

RESPONSIBILITIES, AUTHORITY:

This employee is responsible for and has the commensurate authority to among others perform the duties set forth below:

DUTIES:

1. Typing at 75 wpm with one word error rate
2. Filing and cross-referencing
3. Proof-reading
4. Using office machines
5. Duplicating materials
6. Answering phone
7. Taking/transposing notes with reasonable speed and accuracy
8. Filling and shipping orders
9. Department Girl Friday

RELATIONSHIPS:

1. Deputy Director Administration
2. Other staff personnel

MINIMUM QUALIFICATIONS AND SKILLS:

High school education. Junior or better college degree preferred.
One or more years of recent previous satisfactory office experience.

August, 1986

POSITION DESCRIPTION

TITLE:	Secretary II	REPORTS TO: Department Head
POSITION:	As Assigned	ADMINISTERED BY: Dep Dir Adm
DEPARTMENT:	As Assigned	SUPERVISES: As Directed

BASIC FUNCTION:

Provide advanced secretarial duties as assigned by department head.

RESPONSIBILITIES, AUTHORITY:

This employee has the responsibility and commensurate authority to among others perform the following duties:

DUTIES:

1. As for Secretary III, with expanded assignments
2. Sort and distribute mail and memos for department
3. Maintain reading file

MINIMUM QUALIFICATIONS AND SKILLS:

1. As for Secretary III
3. Use computer terminal word processing and spread sheet programs
4. Work without constant supervision

August, 1986

POSITION DESCRIPTION:

TITLE: Secretary I REPORTS TO: Dept. Head
POSITION: Adm Assistant ADMINISTERED BY: Dep Dir Adm
DEPARTMENT: As Assigned SUPERVISES: As Directed

BASIC FUNCTION:

Provide the most advanced secretarial and general assistance to the department head.

RESPONSIBILITIES, AUTHORITY:

This employee has the responsibility and the commensurate authority to among others perform the following duties:

DUTIES:

1. As for Secretary II with expanded assignments
2. Assists the Department Head in his duties

RELATIONSHIPS:

1. Deputy Director of Administration
2. Office personnel
4. Others as directed

MINIMUM QUALIFICATIONS AND SKILLS:

1. Experience as Secretary II
2. Associate or better degree in business administration
3. Five or more recent continuous years as office manager or administrative assistant

4. High need anticipation

5. Work with minimum supervision

August, 1986

POSITION DESCRIPTION:

TITLE: EDP Operator REPORTS TO: Dep Dir Tech Svs
POSITION: EDP Operator ADMINISTERED BY: Dep Dir Adm
DEPARTMENT: Technical Services SUPERVISES: None

BASIC FUNCTION:

Operates data system(s) dedicated to in-house records and print-outs.

RESPONSIBILITIES AND AUTHORITY:

This employee is responsible for and has the commensurate authority to among others carry out the duties set forth below:

DUTIES:

1. Run programs as necessary and directed
2. Make print-outs as necessary and directed
3. Enter data, make updates
4. Maintain supplies
5. Make recommendations for improvement

RELATIONSHIPS:

1. Deputy Director of Administration
2. Members of Department, office personnel

MINIMUM QUALIFICATIONS AND SKILLS:

1. As for Secretary III
2. 1 year as EDP operator

August, 1986

POSITION DESCRIPTION

TITLE: Clerk/Typist REPORTS TO: Dep Dir Adm
POSITION: As Assigned
DEPARTMENT: Administration SUPERVISES: None

BASIC FUNCTION:

All purpose office assistant with potential for advancement.

RESPONSIBILITIES, AUTHORITY:

This employee is responsible for and has the commensurate authority to among others perform the duties set forth below as they may be assigned:

DUTIES:

1. Receptionist
2. Telephone switchboard operator
3. Typist
4. General clerical and record-keeping
5. Proof-reading
6. Filing
7. Mail clerk
8. Fill and ship orders

RELATIONSHIPS:

1. Deputy Director of Administration
2. Office staff

MINIMUM QUALIFICATIONS AND SKILLS

1. High school education
2. Typing speed 60 w.p.m with one word error rate
3. Above normal English and grammar ability
4. Good telephone voice

August, 1986

SALARY LEVELS. AUTHORIZED/PROPOSED POSITIONS:

(behind this page)

August, 1986

SALARY LEVELS, REQUIRED/AUTHORIZED POSITIONS

Position	Salary Bracket	Present Salary	Positions Requested	Positions Authorized	Filled (F) or Unfilled (U)	Incumbent
Executive Director	\$5,000 - 65,000	55,000	1	1	F	Tall
Dep. Dir. - Administration	45,000 - 55,000		1		U	
Dep. Dir. - Tech. Services	45,000 - 55,000	45,000	1	1	F	Spencer
Publications Manager	25,000 - 45,000	25,000	1	1	F	Buttgen
Publications Assistant	12,000 - 20,000	13,520	1	1	F	Walker
Accountant/Bookkeeper	10,000 - 15,000	11,440	1	1	F	Krecek
Coordination Manager	20,000 - 30,000	22,500	1	1	F	Cooper
Regional Coordinator	10,400 - 13,000	10,400	4		F(1), U(3)	Harrer
EDP Operator	10,400 - 14,000	10,400	1	1	F	Buczowska
Clerk/Typist	8,320 - 12,000		1		U	
Secretary III	10,400 - 14,000	13,520	1	1	F	Lo Fasso
Secretary II	11,500 - 15,000	13,520	1	1	F	Lawrence
Secretary I	12,480 - 16,000		1	1	U	
Membership Desk	10,400 - 16,000	15,000	1	1	F	Carter
Chapter Desk	25,000 - 45,000	25,000	1	1	U	
Project Manager	25,000 - 45,000	30,000	1	1	F	Haas
Temporary Help	\$3.50/Hour		1	1	F	Parker

August, 1986

JOB PERFORMANCE RELATIONSHIPS AND RATINGS

The five basic elements of job performance are: skills, training, responsibility, accountability, and supervision.

SKILLS: the proficiency, ability, and expertness with which a task is accomplished. The result of training. On the job experience.

TRAINING: the act of training others. The result of being trained. Professional discipline. Degree of education.

RESPONSIBILITY: an assumed or designated duty. Those things for which a person is answerable.

ACCOUNTABILITY: being responsible for a reckoning. The source of an explanation or a cause. The liability of responsibility.

SUPERVISION: to direct and inspect. To be directed and inspected for work performed or required to be performed.

2. The above measures will be used in evaluating the job performance of personnel. The weighted value of each of the five above measures is 1 - 20. A grade of less than 14 in each measure is cause for consideration for dismissal. A grade of 16 or better is required for consideration for salary increase or

advancement.

3. The Deputy Director of Administration shall hold staff meetings with all employees in groups of appropriate number at least once during each fiscal quarter. These meetings shall be held for the purpose of discussing personnel problems, departmental relationships, explaining procedures, pointing out operational weaknesses, making and receiving recommendations, etc.

4. The Deputy Director of Administration shall be responsible for holding job performance meetings with all personnel at least once each six months.

5. The Executive Director may grant a productivity salary increase on an employee's anniversary date of employment. Such increase shall not be granted more than once in each fiscal year and shall be within the appropriate salary bracket.

6. The Executive Director may promote an employee at any time to any position within the limits of job positions currently authorized.

7. The Executive Director may, in accordance with the prevailing cost-of-living index, make COLA salary adjustments annually within approved salary brackets.

August, 1986

EMPLOYEE BENEFITS. LEAVE AND OVERTIME POLICY:

1. Social Security contribution
2. Workman's compensation
3. Annual leave earning:
 - 1 year - 0
 - 1 - 2 years - 12 days per year
 - 3 - 5 years - 15 days per year *9 1/4 hrs mo*
 - 6 - or more years - 18 days per year
4. Sick leave earning:
 - 1 year - 0
 - 1 - 2 years - 6 days per year *2 1/2/mo*
 - 3 - 5 years - 9 days per year *4.75 hrs/mo*
 - 6 - or more years - 12 days per year
5. Holidays and Overtime:
 - a. Paid holidays are those recognized by the Federal Government.
 - b. Holiday time off is compulsory provided the employee agrees to work during such period if so requested. In such event compensatory time off for such added work will be taken at a mutually agreeable date within 30 days of the holiday worked or before the end of the fiscal year, whichever comes first.
 - c. Overtime may be worked only by prior agreement with

the appropriate department head. Compensatory time off shall be handled as in (b) above.

d. Holiday time and overtime are not accruable or subject to other than other time off compensation.

6. Annual leave time may accumulate up to a maximum of 36 working days. Annual leave periods in excess of 10 working days will not normally be permitted, but may be granted by permission of the Executive Director.

7. Sick leave time may accumulate but will not be compensated for at the time of separation of employment. In the event of protracted illness, annual leave time may be combined with sick leave time upon consent of the Executive Director.

8. APCO employees participate in a health and hospital plan, the details of which may be obtained from the Deputy Director of Administration.

August, 1986

EXPENSE AND REIMBURSEMENT. TRAVEL - OTHERS:

As in Section 1:12 except as pertains to the Board of Officers.

August, 1986

MOVING EXPENSE REIMBURSEMENT:

1. Moving Expense For New Employees:

APCO will make reimbursement for moving costs for a new employee including members of his immediate family residing in his home at the time of employment in the amounts of:

a. One-way air fare between his residence at time of employment and the APCO National Office; or

b. Vehicle allowance for highway distance between the same points based upon the Rand-McNally mileage chart plus \$75 for each day of actual transit time. Transit time will be calculated on the basis of 450 miles per day or any portion thereof.

c. Actual costs of shipment of household effects of not more than \$2000 shall be reimbursable.

d. Should employment be terminated in less than 180 days from the date of initial employment at the request of the new employee payments made under this policy may be reimbursable to APCO at the discretion of the Executive Director. Such reimbursement may be withheld from any final payment due the employee.

e. Reimbursement to the employee will be made after arrival at the National Office. Payment will be made upon receipt of required documentation of expense.

August, 1986

CONTRACTUAL AND PERSONAL SERVICES:

Contract and agreements for personal services entered into between the Association and others, except those set forth under Section 1:9, shall be filed immediately behind this page and remain there until such services are terminated.

Management Factors, Incorporated

108 VIA DUOMO • NEW SMYRNA BEACH, FLORIDA 32069 • TELEPHONE 904/427-0289

Sept. 27, 1985

Mr. Robert Tall, Executive Director
Associated Public Safety Officers, Inc.
P. O. Box 669
New Smyrna Beach, Florida 32070

Dear Bob,

Per our discussion this morning, Management Factors, Incorporated, is pleased to offer to renew its agreement of August 1, 1984 with the Associated Public Safety Officers, Inc. for a period of twelve months, commencing October 1, 1985.

For your convenience, a copy of the 1984 Agreement is attached.

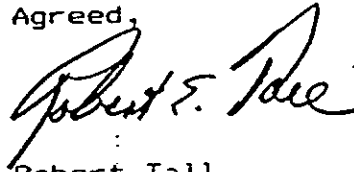
Your concurrence can be indicated below.

Regards,



Donal D. Kavanagh
President

Agreed,



Robert Tall
Executive Director

Management Factors, Incorporated

108 VIA DUOMO • NEW SMYRNA BEACH, FLORIDA 32069 • TELEPHONE 904/427-0289
August 1, 1984

Mr. Robert Tall
Executive Director
Associated Public Safty Officers, Inc.
669 Canal Street
New Smyrna Beach, Florida 32069

Dear Bob,

Management Factors, Incorporated (MFI) is pleased to offer this agreement under which MFI will provide technical and management support to the APCO National Office; (NO).

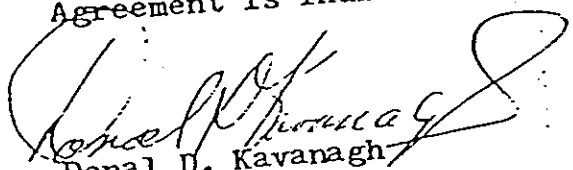
MFI will assist the APCO National Office to the extent mutually agreed to on a task by task basis. Principal Engineer (PE) charges will be based upon the estimated number of man hours to be committed to each task. Costs for each task will be submitted to APCO on a firm, fixed price basis. Travel costs will be billed based upon actual travel required.

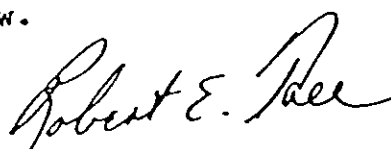
Clerical support will be provided by the APCO NO to the extent of its capabilities. Should additional support be required it will be obtained in a manner and to the extent agreed to by MFI and APCO.

For the duration of this agreement MFI PE charges will be based upon a rate of \$100.00 per hour. Travel costs will be billed on the basis of Documented expenses (Air Fare, Hotel Bills, Rental Car) plus \$50.00 per day. Clerical support will be based on a rate of \$15.00 per hour.

MFI will bill monthly for services rendered. In any month in which no specific task has been assigned, a minimum charge for five hours of PE time will be billed to cover general consulting and coordination services.

This agreement will remain in effect for twelve months from the above date. It may be terminated at any time by either party providing the other with two weeks prior written notice. Agreement is indicated by signatures below.


Donal D. Kavanagh
President
August 1, 1984


Robert Tall
Executive Director

March 1, 1985

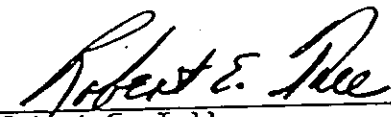
Mr. Robert Tall
Executive Director, APCO
P. O. Box 669
New Smyrna Beach, FL 32070

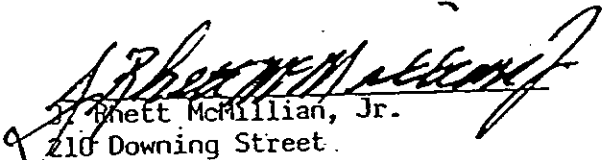
Dear Bob:

I agree to act as an advisor to your office in your selected matters on a part time basis in accordance with the following understandings:

1. The agreement may be amended or terminated in writing by mutual consent.
2. I will perform the work essentially out of your office.
3. During the time of the agreement APCO will:
 - (a) provide necessary work materials, and maintenance of my computer facility.
 - (b) reimburse expense of authorized travel.
 - (c) pay me a billed retainer of \$100.00 per month.
 - (d) pay me additionally at the rate of \$10.00 per hour for work done above the amount of the retainer which is based on ten hours per month.

Accepted:


Robert E. Tall
Executive Director
APCO


Bennett McMillian, Jr.
210 Downing Street
New Smyrna Beach, Florida

August, 1986

OFFICE TELEPHONE PROCEDURES:*

When answering the phone:

1. "This is APCO. May we help you?"
2. "No, Im sorry, Mr(s) _____ is not in. Would you care to speak to anyone else or leave a message?"
(Do not volunteer additional information, e.g. "He is on vacation". " He is in Washington. "He is ill.")
3. "May I say who is calling?"
(only if identity has not been previously furnished).
4. "Are you interested in:"
 "Advertising in the BULLETIN?"
 - a. "I'll connect you to _____"
 - b. "I'll have _____ return your call".
 - c. "We'll send the (information, etc) requested".
 - d. "May I have your phone number and address?"
5. "Are you interested in Membership?".
(same as in 4a, b,c,d).
6. There is usually time to respond to inquiries by:
 - a. Obtaining the reason for the call.
 - b. Answering the inquiry if sure of the facts.
 - c. Deferring the answer until facts can be obtained and the party recontacted either by phone or letter.
7. If the answer is not known:

- a. Don't keep the party waiting for a significant time while canvassing others for the information. Ask if the party is on long distance.
- b. Don't interrupt meetings or other telephone calls unless there is an evident need to do so. Most callers can be recontacted.
- c. Don't let phone calls take absolute immediate precedence over on-going activities. But, answer by at least the third ring. E.g, don't JUMP!
- d. If you don't know the answer to an inquiry, don't attempt to interpret what the caller is saying. Transfer him to the proper office person, "raw".

* may be revised by Executive Director or Deputy Director of Administration

August, 1986

MISCELLANEOUS

File miscellaneous documents in date sequence immediately behind this page. Such documents may be revised or deleted upon annual review.

APCO AWARDS

APCO awards may be issued in each of the following categories. The issuance of an award is not mandatory and is predicated on the advice and counsel of the Awards Committee on a yearly basis. Any given category may receive up to two awards in a given year, assuming that an individual within that category qualifies for the special award, as well as the award from another individual qualifying the general award from that category.

1. Commercial
2. Operator
3. Technician
4. Administrative
5. Special

The awards listed are not limited to APCO membership, but in fact the public safety community as a whole. The National Officers hope that most of the awards, if not all, come out of the organizational structure. However, that should not preclude a special award to members outside the APCO family.

POLICY ADOPTED BY BOARD MARCH 1934

CONFERENCE SITE SELECTION CRITERIA

With respect to Annual National Conference sites selected in future years, any Chapter seeking to host a National Conference must show that it has hosted at least one successful Regional Conference. Any site selection in future years must have the capability to handle at least 200 exhibit booths.

PUBLICIZING REGIONAL CONFERENCES

APCO Regional Consortiums may publicize their Regional Conferences for the following calendar year, including the pre-sale of exhibit booths for these Regional Conferences which follow the practices and procedures of National APCO in the pre-sale of exhibit booths, when there is no Regional Conference held during that calendar year in accordance with APCO Regional Conference Guidelines to preclude competition between the Regional and National Conferences.

POLICY ADOPTED BY BOARD APRIL 1984

APCO REPORTS

The National Office is authorized to publish and distribute a monthly newsletter which includes more timely regulatory news, more timely information about late-scheduled Chapter meetings, and other information which it is not possible to publish in the BULLETIN because of the long lead time required for the BULLETIN. The newsletter, to be called APCO REPORTS, is to be sold to members for \$12 a year and to non-members at \$30 a year. The only complimentary copies of the newsletter to be distributed are those to non-members who may be politically helpful to APCO.

POLICY ADOPTED BY BOARD APRIL 1984

APCO PARTICIPATION IN CONFERENCES, TRADE SHOWS

In response to a request by the Executive Director for policy direction about APCO's participation in other types of conferences and "shows" to which it has been invited, the Board directed the Executive Director to use his discretion, after weighing costs of such participation against possible benefits to APCO.

POLICY ADOPTED BY BOARD JANUARY 28, 1986

PUBLICATION OF APCO DIRECTORY

In addition to other publications of APCO, the National Office is authorized to plan and begin publication of an annual "APCO DIRECTORY", under the direction of the Executive Director.

The "APCO DIRECTORY" shall be at least self-sustaining from a financial stand point.

POLICY ADOPTED BY BOARD AUGUST 1984

APCO BRANCH OFFICE

The Executive Director is empowered, but not directed, to explore the feasibility of opening a branch office of APCO in the Washington, D.C., area.

POLICY ADOPTED BY BOARD JANUARY 28, 1986

USE OF APCO LOGO

The APCO Board of Officers has received and considered many comments with respect to the use of the APCO Logo.

In the past few years, in addition to the instances where specific approval for use of the Logo has been issued by the Board of Officers in accordance with Article V of the Constitution and Bylaws, organizations have taken it upon themselves to use the Logo and to alter it in the process.

The C & B is clear in that the APCO Logo is a registered trade-mark, and its use, except as specially provided for in the C & B, "shall be strictly controlled by the Board of Officers." APCO Chapters are "specifically authorized to use the Logo for stationery purposes in the pursuit of their normal business activities." Any other use of the Logo "shall require the express written authority of the Board of Officers in each particular instance."

The policy is expanded by this action to delegate authority to the Executive Director to act on requests for use of the Logo. Expressly, he may approve the use of the Logo on business cards of APCO members. In no event will any alteration of the APCO Logo be authorized.

The Board recognizes the public relations value of the possible wider use of the Logo, but has made the decision, after full deliberation, that until the C & B is amended through established procedures, the terms of the present C & B will be strictly adhered to, except as may otherwise be specified in this policy statement.

POLICY ADOPTED BY BOARD MARCH 1984

MISCELLANEOUS INVENTORY

The Executive Director is authorized to dispose of the Association's inventory of ties, key chains, tee shirts, tie tacks, stick pins and other such items in any way he deems beneficial to the association.

FEDERAL COMMUNICATIONS COMMISSION

WASHINGTON, D.C. 20554

May 5, 1986

IN REPLY REFER TO:

7310-05

Mr. Robert E. Tall
Associated Public Safety
Communications Officers, Inc.
P.O. Box 669
New Smyrna Beach, Florida 32070

Bob
Dear Mr. Tall:

I am pleased to inform you that the Federal Communications Commission has named the Associated Public Safety Communications Officers, Inc. (APCO) as the frequency coordinator for the Local Government Radio Service; the Police Radio Service; the 800 MHz Public Safety pool; and the original 800 MHz conventional frequencies used by public safety eligibles. These selections are effective October 22, 1986.

As you know, on April 3, 1986 the Commission adopted a Report and Order revising rules and procedures governing frequency coordination. The Report and Order sets forth a comprehensive framework under which frequency coordinators will assist the public in obtaining land mobile frequencies. Under this framework, the role and the responsibility of coordinators have been enlarged considerably. We believe these changes will improve both the speed and the quality of radio licensing service for all private land mobile users.

My staff and I are looking forward to working with APCO to make the most of this promising new initiative. Enclosed for your information is a copy of the Report and Order in Docket 83-737.

Sincerely,



Robert S. Foosaner
Chief, Private Radio Bureau

Enclosure

August, 1986

Section 3:

CHANGES, ADDITIONS, DELETIONS:

(behind this page)