



LAW ENFORCEMENT ASSISTANCE ADMINISTRATION (LEAA)
POLICE TECHNICAL ASSISTANCE REPORT

SUBJECT Communications System Assessment
REPORT NUMBER ~~77-010-100B~~ **77-1018**
FOR Sampson County, North Carolina
Population 48,000 (1975)
Police Strength (Sworn) 21
(Civilian) 7
Total 28
Square Mile Area 9,445

CONTRACTOR Public Administration Service
1776 Massachusetts Avenue, N.W.
Washington, D.C. 20036
CONSULTANT R. James Evans
CONTRACT NUMBER J-LEAA-002-76
DATE February, 1978

45754

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I. INTRODUCTION

This report was prepared in response to a request for technical assistance from Sampson County, North Carolina, in the form of an assessment of the Sheriff's Department communications system. The Sheriff's original request asked that the consultant propose management, procedural, and equipment changes to improve working conditions, effectiveness, and the efficiency of the Communications Division.

The consultant assigned was Mr. R. James Evans, and those involved in the processing of the request included:

Requesting Agency:	A.V. Fryar, Chief Dispatcher Sampson County Sheriff's Department Clinton, North Carolina.
State Planning Agency:	Catherine R. Rieger, Technical Assistance Coordinator, Division of Crime Control, Raleigh, North Carolina.
Approving Agency:	Mr. Robert O. Heck Police Specialist, LEAA Office of Regional Operations.

Background

Sampson County, North Carolina, is located in the east-central part of the state approximately 60 miles southeast of the capital city, Raleigh. The main industry is farming, with the major crops being tobacco and cotton. There are 5,565 farms within the county's 9,445 square miles. The population of the county is slowly increasing, as shown by the last two census reports. For example, 1970 indicated 45,000 population and the 1975 report showed 48,000 people, for a population density of 50.1 persons per square mile. The city of Clinton is the county seat of Sampson County, has a population of over 10,000, and lies approximately in the center of the rich farming area. The Sampson County Sheriff's Department has 21 sworn officers, 9 auxiliary officers, and 7 civilians.

The Sheriff's office and record center are located in the County Court House, while the jail facilities and the associated communications center are located a few blocks away.

Methodology

The assignment required three basic tasks: first, the problem was discussed with Mr. Graham R. Butler, Sheriff of Sampson County, and his Chief Deputy, Mr. Landis Lee. The Sheriff explained the communications problem as essentially resulting from an ever-increasing number of incoming telephone calls and radio dispatches to vehicles to the point that one dispatcher per

shift has difficulty in properly handling the work load.

A second task involved a complete review of the existing communications center and its operation. The Communications Division of the Sheriff's Department has the responsibility for countywide dispatch of all police, fire, and rescue service with the exception of those for the city of Clinton. The county agency is similiar to many in the country that have found the need for services to the public to have increased very rapidly over the past several years, so that the departmental staff, even though expanded, has difficulty in meeting the requests for service.

The third task was the evaluation of the existing communications, its management, procedures, and equipment capability. Following these tasks, the consultant was able to formulate several ideas for improvement.

The report will provide both immediate and long-range recommendations in the area of management, procedures, and equipment capability in an attempt to correct the present workload difficulties.

The local personnel interviewed during the on-site phase of the assignment on January 19-23, 1978, were as follows:

Mr. Graham R. Butler
Sheriff of Sampson County

Mr. Landis Lee
Deputy Sheriff
Sampson County

Mr. A.V. Fryar
Chief Dispatcher
Sampson County

Mr. R.L. Farmer
Dispatcher
Sampson County

Ms. Catherine R. Rieger
Technical Assistance
Division of Criminal Control
Raleigh, North Carolina
(via telephone)

Mr. Henry Avants
Criminal Justice Planner
Fayetteville, North Carolina
(via telephone)

II. ANALYSIS OF THE PROBLEM

The primary objectives of this assignment were to review and evaluate the activities of the Communications Division, concentrating on its management procedures, and equipment, in an effort to improve working conditions, effectiveness, and efficiency.

Communications personnel are responsible for answering 15 telephone lines between 8 a.m. and 5 p.m., Monday through Friday and 17 lines after 5 p.m. and on weekends. They dispatch for 18 Sheriff's Department units, 6 rescue squads, 5 police departments in the county, 13 units consisting of the dog warden, coroner, various fire departments, and the Forestry Service, and 5 units for the North Carolina Justice Academy Security.

Discussions of the problem with departmental personnel indicated a number of internal influences that would tend to inhibit immediate correction of major problems. One influence is budgetary, primarily the lack of funds for additional personnel or larger quarters for the communications operation. This budgetary problem is believed to be the direct result of the lack of major industries and the tax base they could provide in the county. Another influence on the problem is the general increase in workload that has resulted from the necessity to dispatch calls for the county fire and rescue service. The rescue calls take considerably more of the operators' time than do the police or fire dispatch functions.

Management of Communications

Analysis of the management of the Communications Division indicated that some improvements could possibly be made in the area of the dispatchers' work schedule. The present management structure for communications and records is shown in Figure 1. The Chief Deputy Sheriff works directly for the Sheriff and has a large number of departmental functions under his control. The Chief Dispatcher works directly for the Chief Deputy Sheriff and has full charge of the Communications Division. A monthly report is prepared by the Chief Dispatcher (see copy provided in Appendix A) that provides monthly totals of the activities, calls received, calls dispatched, man-hours worked, etc. The fire and rescue calls, which are listed separately on the report, show a higher percentage of rescue calls over fire calls. The calls for police assistance are recorded on a complaint report (see Figure 2), which is used to record the event and make the initial request or dispatch to the field officer, if his assistance is required. The field officer then completes the call or assignment and files a more detailed report (see Figure 3) with the Records Division, termed the complaint investigative report. The records clerk is then responsible for recording all information on the event or complaint and for assembling the monthly Uniform Crime Report (UCR) information.

A sample work schedule for the dispatchers is given in Appendix B. Several schedules were reviewed by the consultant, and each indicated shift hours varying from 6 to 12 hours per day. The 12-hour shifts are usually on the weekend and are scheduled by the Chief Dispatcher to provide time off for two dispatchers over Saturday and Sunday. The 6-hour shifts are usually during

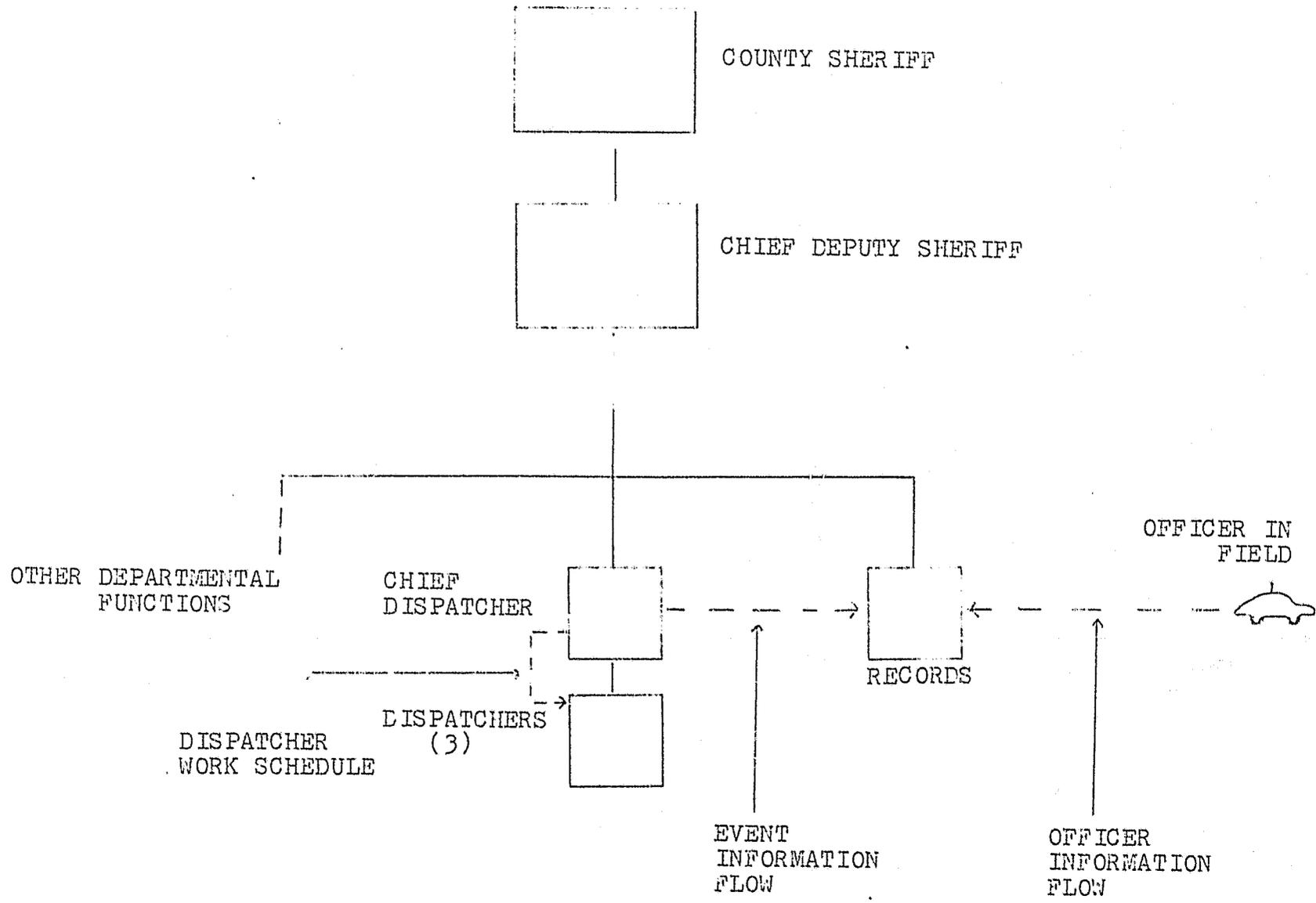


Figure 1 - Management Structure

PERSONS ARRESTED

32. NAME (LAST FIRST MIDDLE)			33. ALIAS OR NICKNAME	34. COMPLETE ADDRESS				
35. RACE	36. SEX	37. DATE OF BIRTH / /	38. PLACE OF BIRTH		39. HEIGHT	40. WEIGHT	41. EYES	42. HAIR
43. COMPLEXION		44. SOC. SECURITY NO. - -	45. OCCUPATION	46. OTHER DESCRIPTIVE INFORMATION (SCARS, MARKS, DRESS, ETC.)				
47. DATE & TIME		48. CHARGE(S)		49. DOCKET OR CIT. NO.		50. COURT DATE		51. DISPOSITION

32. NAME (LAST FIRST MIDDLE)			33. ALIAS OR NICKNAME	34. COMPLETE ADDRESS				
35. RACE	36. SEX	37. DATE OF BIRTH / /	38. PLACE OF BIRTH		39. HEIGHT	40. WEIGHT	41. EYES	42. HAIR
43. COMPLEXION		44. SOC. SECURITY NO. - -	45. OCCUPATION	46. OTHER DESCRIPTIVE INFORMATION (SCARS, MARKS, DRESS, ETC.)				
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32. NAME (LAST FIRST MIDDLE)			33. ALIAS OR NICKNAME	34. COMPLETE ADDRESS				
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43. COMPLEXION		44. SOC. SECURITY NO. - -	45. OCCUPATION	46. OTHER DESCRIPTIVE INFORMATION (SCARS, MARKS, DRESS, ETC.)				
47. DATE & TIME		48. CHARGE(S)		49. DOCKET OR CIT. NO.		50. COURT DATE		51. DISPOSITION

STOLEN PROPERTY

52. QUANTITY	53. PROPERTY (YEAR, MAKE, MODEL, STYLE, COLOR, SIZE, SERIAL NUMBER, ETC.)	54. ESTIMATED VALUE	RECOVERED PROPERTY	
			55. DATE	56. VALUE

57. RECOVERED BY	58. OWNER NOTIFIED BY	59. TIME & DATE NOTIFIED : AM / / : PM	50. TOTAL VALUE STOLEN \$	61. TOTAL VALUE RECOVERED \$
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I HEREBY ACKNOWLEDGE RECEIPT OF THE ABOVE RECOVERED PROPERTY.

63. SIGNED _____ DATE _____
OFFICER AUTHORIZING RELEASE

62. SIGNED _____ DATE _____ 64. SIGNED _____ DATE _____
OWNER/AGENT OFFICER RELEASING PROPERTY

the middle of the week. The variation in working hours may be necessary due to the limited manpower in the Communications Division. It was noted that each dispatcher has accumulated overtime hours during the month. To provide necessary manpower for three shifts per day for seven days per week, it takes a staff of 5.2 persons, yet only 4 persons are assigned for this duty. There are four road officers with dispatching experience or training who could be assigned during peak periods or during sick or annual leave periods. The general management of the communications center was found to be satisfactory by the consultant, since the staff of 4 dispatchers get the job done very expertly, even though the job requires odd shift hours and over-time work.

Procedural and Operational

The procedures used by the dispatcher involve a number of functions requiring use of the telephone and radio. As stated previously, there are 5 telephone instruments in the dispatch office. These instruments can be switched to any one of 17 incoming trunk lines. Between 8 a.m. and 5 p.m. on weekdays, personnel in the Sheriff's office answer calls from the public on two of the lines and have the ability to dispatch the information to mobile units on one of two remote control consoles at that location. The Sheriff's personnel will then complete a complaint form on the call received. Several areas of the county have toll-free circuits into Clinton, thus providing citizens with easy access for emergency calls.

The radio dispatcher also answers all telephone calls for the jail area. A considerable number of these calls are transferred to the jailer for decisions.

Procedures for handling of a citizen's call requiring assistance of the police, fire, or rescue squads is as follows:

Rescue

1. Call is received from the citizen and the information recorded on a log sheet.
2. The dispatcher manually actuates the coded alarm that rings at the rescue squad office.
3. If no response from the rescue squad after 4 minutes, the alarm is repeated every 4 minutes until the squad answers.
4. When the rescue squad is ready and in their vehicle, the codes for assistance and street directions will be given via radio to the unit.
5. If the squad requires further directions or other assistance during the run, the dispatcher will assist.
6. After arriving at the scene, the squad will call by radio to the dispatcher to verify the call, whether an emergency or not and if the hospital should be notified.
7. If the squad is required to take the patient to the hospital, then the

dispatcher will notify the proper hospital personnel of the type of emergency and arrival time.

8. In some emergency cases it is necessary for the dispatcher to notify police units to assist in intersection blocks to allow the rescue unit to arrive safely at the hospital.

The entire call and dispatch operation may cover an elapsed time of 10 to 30 minutes per call.

Fire

Fire calls follow the same procedure as the rescue calls. Additional on-the-scene help is often required during fires, such as need of electrical department, rescue squad, and police assistance. The dispatcher must stay in contact with the fire units until the fire squad clears. All 12 fire departments in the county are dispatched by the Sheriff's Department, the only exception being the Clinton Fire Department. The fire call and dispatch operation consumes approximately the same amount of time as the rescue call.

Police

A police call for assistance from the citizen is recorded on a complaint form and the vehicle dispatched by the operator. Some follow-up may be required by the dispatcher. The final record involving the police event is typed on a form by the dispatcher and sent daily to the records section. In the case of the police dispatch service, there are five towns in the county that normally accept their own citizens' calls and dispatch the messages; however after 5 p.m. and on weekends, or when necessary for the officer to leave the office, he will switch the telephone line to the Sheriff's office and the call can be answered by the Sheriff's dispatcher. The dispatcher then handles the radio dispatch to the local town unit.

The operational procedures for the dispatching of radio-equipped vehicles use a number of "10" codes that reduce the verbal messages on-the-air, thus allowing a greater number of messages to be handled.

Police car status (unit in or out of service and location) is presently handled by voice to and from the police cars, and the information is recorded manually on a form by the dispatcher. This chore is not required of the fire and rescue units, since they are in the garage except when alerted by the dispatcher.

Additional operational duties of the dispatcher are: Answering calls and dispatching information for the dog wardens and the coroners; calls for mental health after 5 p.m. and on weekends; referral calls to Department of Forestry on large woodland fires; referral calls to State Highway Patrol and Department of Transportation; working with adjacent counties over the ALERT radio system during mutual aid operations; answering alarms and dispatching units (private alarms for businesses); use of the Police Information Network terminal (PIN) for license and criminal wanted checks and making copies of returned PIN information on the printer for officers' use.

Equipment

Existing radio equipment and associated accessories is discussed below. The propagation of radio signals to and from the mobile units appears to be adequate for the type of services required in the county. Some outlying county areas were reported to have poor reception spots for a distance of a few feet; however, this is probably due to the use of the UHF frequency that can be affected by buildings and wires in this area. Usually a movement of a few feet corrects the problem.

Most of the equipment (hardware) is up-to-date and performs satisfactorily. The equipment maintenance is performed on a on-call basis by a private contractor, Piedmont Communications in Fayetteville, N.C.

The communications center has the following accessories:

1. Main control console that controls the remote transmitters and receivers on the following channels:

Channel 1-----Transmit UHF 460.200 MHz
Receiver UHF 465.200 MHz
Use: Rescue squad and Sheriff's vehicles.
Type: Remote radio repeater located at
the county complex.
Power of transmitter--110 watts.
Tower height--320 ft.

Channel 2-----Transmit and receive UHF 460.200 MHz
Use: Mobile car to car, (talk-around repeater)
Power of mobile transmitter, 110 watts.

Channel 3-----Transmit and receive, VHF 155.190 MHz
Use: Intercity.
Power of transmitter--45 watts.
Tower Height--120 ft.

Channel 4-----Transmit and receive VHF 154.220 MHz
Use: Fire departments.
Power of transmitter--110 watts.
Tower height--120 ft.

Channel 5-----Transmit UHF 460.375 MHz
Receive UHF 465.375 MHz
Use: Mutual aid (ALERT system)

2. The control console features a tone encoder system used to alert rescue and fire squads after the dispatcher receives a call for their services.
3. A scanner receiver is provided for monitoring several frequencies in the area, such as the utilities.

4. A C.B. set is available to monitor channel 9 during any emergency.
5. The PIN computer terminal and printer are connected to the state and Federal criminal justice files and provide immediate responses to license and registration checks, criminal warrants, stolen property, etc.
6. An eight-channel recorder (dual head) is used to record the police and rescue telephone calls and all radio channels used on the console. Fire calls are not presently recorded.
7. The security private alarm systems are of two types, one self-dialing to the telephone instrument from the remote location and the other with an alarm terminal in the communications room. The self-dialing unit has approximately 50 subscribers and has required answering by the dispatcher about 24 times during the past year.
8. The communications center at the jail and the remote transmitting stations are provided with emergency power plants with automatic start during any failure of the commercial power.

The entire communications office is in a room that is approximately 8 x 8 feet. The equipment placement requires all but a space 3 x 5 feet. The space is too confined for a second person to assist during emergencies and also requires that the PIN terminal be placed back of the operator rather than at his side or in front of him. The front position would allow him to read messages to the mobile units directly from the cathode ray tube. Discussions with personnel indicate that at one time there were plans to move to larger quarters at the county center, but this plan did not materialize. There will be space available adjacent to the jail when the library moves to a new location. A long-range improvement would be the construction of a new jail and Sheriff's Office with a separate communications center.

III. FINDINGS AND CONCLUSIONS

The on-site review of the dispatch functions of the Sheriff's Department and consultations with personnel in the office have produced the following conclusions that would provide the basis for upgrading the management and operations of the communications center:

FINDING: The existing 5 telephones with 17 lines cannot adequately be handled by a lone operator during emergencies or busy traffic periods.

CONCLUSION: The present communications office had 5 telephone with 17 lines divided among them. These lines are for police, fire, and rescue calls throughout the county. One additional telephone is located in the operating room that connects into a public elevator in one of the larger buildings in the area; however, it has seldom been used and therefore does not add considerably to the workload of the operator. During busy periods, the many incoming lines tend to be busy with rescue or police calls that prevent the dispatcher from giving proper attention to his radio dispatching duties. This problem can be somewhat alleviated by the installation of a single telephone instrument containing all 17 incoming lines and proper line hold accessories. The operator can answer the ringing lines and place the non-emergencies in a hold condition until he completes the emergency call.

FINDING: Improvements in operation are required.

CONCLUSION: Several minor operational improvements can be made in the dispatcher's area. These include the use of a headset for the operator with key switching from telephone to radio, which reduces the number of manual operations and makes for a faster operation. Removing the incoming jail calls from the dispatcher's lines and having the jailer answer these calls would reduce some of the dispatcher's work load.

FINDING: The dispatcher's operating space is too small.

CONCLUSION: The existing operating space room, 8 x 8 feet, is too small to contain all of the equipment and the communications operation. A slight amount of desk space can be obtained by moving the logging recorder to another location and extending the operating desk by 3 feet. The actual room size should be approximately 15 x 20 feet to provide two dispatcher positions and have the equipment conveniently located.

FINDING: The dispatchers' work hours are erratic.

CONCLUSION: The variation in work-hour shifts from 6 to 12 may not be making the best use of manpower. The management should consider a standard schedule with 8-hour shifts if possible and occasionally use field personnel for pass day relief. The schedule should allow the Chief Dispatcher some extra time to assist in the center operation during the busy shifts.

FINDING: Train all new officers in communications room procedures.

CONCLUSION: Presently there are four field officers who are capable of operating in the dispatch office. It appears that each new officer should receive the dispatch experience as part of the basic training. This would improve his/her concept of the duties and responsibilities in the office and at the same time provide a good segment of trained dispatcher personnel to use during emergencies.

FINDING: Additional personnel will be required in the future unless some of the functions of the dispatcher are reduced.

CONCLUSION: The consultant is of the opinion that one additional dispatcher should be added in the future to be used during the busy hour periods. This addition will depend upon operating space and whether or not the county can afford additional personnel. If the functions of rescue and fire were removed from the present dispatch load, it would not be necessary to add anyone; however, to remove these functions would require the county to set up another 24-hour operation. The Sheriff advised that it was not possible to add personnel at this time.

FINDING: The county should have a communications manual.

CONCLUSION: The Sheriff's Department should prepare an updated communications manual covering the dispatch functions the operation, and the responsibilities of the office. This would provide the present operators with direction and would assist in training of new dispatchers.

FINDING: Communications and records need to be more closely associated.

CONCLUSION: It would be advisable to have a closer connection between communications and records if space permits in the future. The records clerk would be able to enter and receive information from the PIN terminal and

assist the dispatcher on telephone calls. The dispatcher could send his complaint forms directly to the record clerk without typing, thus reducing one operating function for each police request received.

FINDING: Rescue squad radio operations on the police frequency appear to be in violation of FCC rules.

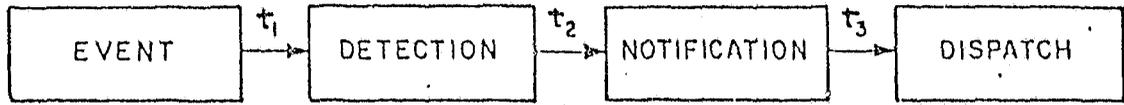
CONCLUSION: The rescue squad radio units are presently being dispatched on the police channel of 460.200 MHz, which is allocated by FCC for police use only. This may be in violation of Rule No. 89.303 which states "Stations in the Police Radio Service are authorized to transmit communications essential to official police activities of the licensee." It would be advisable to determine from the FCC if this is a legal operation.

FINDING: Automatic car status (data) units could be installed to reduce manual operations in the office and provide a more positive and accurate recordings.

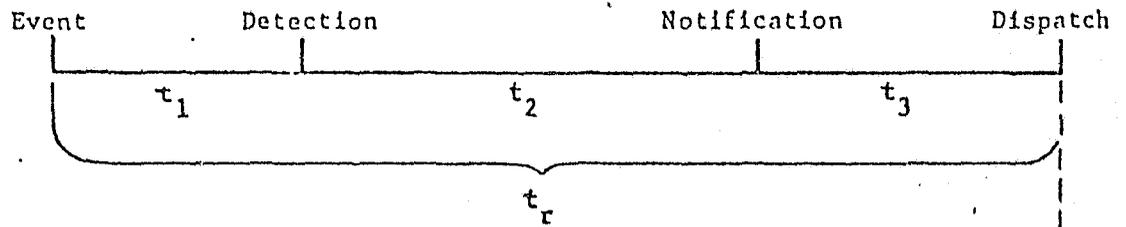
CONCLUSION: The implementation of status units in the police vehicles could relieve the dispatcher from considerable manual writing and voice messages to the vehicle. The status unit will allow the officer to push one of a series of buttons on his radio control head and send a pre-programmed message and his car number to the dispatch center. This positive information will show on an indicator and does not require the dispatcher's attention while on other emergency telephone messages. The present method requires the dispatcher to keep a status log. The log contains more information than would be available from the car data unit.

FINDING: A single telephone number in the county would improve the citizen response time.

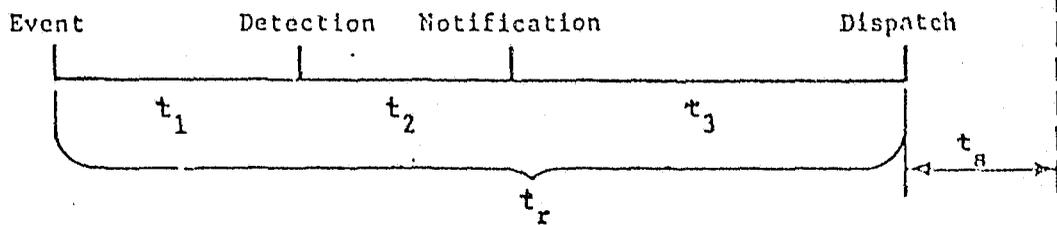
CONCLUSION: The common telephone number 911 would save considerable notification time for the citizens in the county, who now have to consult a telephone directory for the selection of one or more seven-digit numbers to summon help from police, fire, or emergency medical agencies. The coin-free telephone should also be considered for all pay phones. The matter of a 911 implementation was discussed with the Chief Dispatcher, who stated that the county was not considering it at this time. Figure 4 indicates the time saved during notification for the citizen after the installation of 911.



RESPONSE CYCLE DEFINITION



RESPONSE CYCLE TIMING WITHOUT 911



TIMING WITH CENTRAL DISPATCH AND 911

Note: From report of Franklin Institute Research Laboratories on Single Emergency Telephone Number, March 1970.

FINDING: Future plans should include a central dispatch center for all emergency communications in the county.

CONCLUSION: Presently there are three dispatch centers in the county operating on a 24-hour per day basis. If the 911 common telephone number is implemented in the future, it would be cost-effective to combine the three operations into one and thus save manpower. A combined operation frequently saves response time in the handling of messages. Some political problems may arise at the time a central combination is considered, since there are different entities involved.

IV. RECOMMENDATIONS

The following specific recommendations are divided into two sections, short and long range. The short-range recommendations should provide immediate assistance to the Sampson County dispatch effort. The long-range recommendations require changes in space, personnel, and technology that are not immediately available.

A. Short-range recommendations

1. Recommend replacing the fire telephone instruments with a single multi-line instrument.
2. Recommend rearranging shift schedules of the dispatchers for more even hours.
3. Recommend using headsets and radio-telephone switching to reduce manual functions.
4. Recommend that telephone calls pertaining to jail business be directly routed to a jail telephone in the jail reception area.
5. Recommend implementation of automatic car status units to reduce errors and manual log-keeping.
6. Recommend moving the logging recorder to the jail reception area to provide extra desk space in the dispatch room.
7. Recommend that a communications manual be published for use by dispatch personnel.
8. Recommend that training in the dispatch office be a part of all new officer training.
9. Recommend that the FCC be contacted to determine if the rescue operation on the police frequency is legal.

B. Long-range recommendations

1. Recommend moving the dispatch operation to larger quarters, possibly to the library building adjacent to the jail when that facility is vacated.
2. Recommend the addition of one additional dispatcher who would work during peak periods.
3. Recommend the combination of Communications and Records Divisions for a smoother report flow process. This recommendation should be considered when a new Sheriff's office and jail are constructed.

4. Recommend that county officials start a planning process for the implementation of the 911 common telephone number, to be installed countywide in the early 1980's.
5. Recommend that county officials consider a countywide central dispatch after or to coincide with the 911 implementation that would provide telephone and dispatch facilities for all agencies in the county.

APPENDIX A
SAMPSON COUNTY SHERIFF'S DEPARTMENT
COMMUNICATIONS DIVISION REPORT FOR
DECEMBER 1977.

FIRE CALLS

NO	DATE	CALLER	PHONE #	TYPE	UNIT	RTO
26	122477	Mr. Lee	594-1264	Woods	STA-5	TAS
27	122477	Lula Mercer	532-4196	Woods	STA-1	TAS
28	122577	Brenda Monk	525-5722	Stove	STA-4	TAS
29	122677	Unk	Unk	House	STA-11	HPA
30	122677	Jimmy Blackman	529-4001	House	STA-11	TAS
31	122777	R. Skelton	529-7711	House	STA-11	JFB
32	122777	Louise Hall	525-5454	House	STA-4	ELF
33	123177	Fachel Devone	532-4338	Gar	STA-1	ELF

COMMUNICATIONS DIVISION REPORT

RESCUE CALLS:

NO.	DATE	CALLER	PHONE #	CODE	UNIT	ETC
01	120177	Unk	592-4338	7	Squad 2	TAG
02	120177	Mary Gray	592-7981	7	S-4	JFB
03	120277	Mr. Edwards	Unk	20	S-42	RAG
04	120277	Ida Oliver	592-3617	20	S-4	RLF
05	120277	Eli Rose	594-0247	7	S-42	RLF
06	120277	Lender Tew	483-3305	1	S-32	RLF
07	120277	Marland Maynor	567-2197	1	S-32	DBH
08	120277	Mrs. Frank Shipp	592-4083	1	S-4	DBH
09	120277	Salemburg P D	Radio	10-50	S-32	AVF
10	120377	Alonzie Troublefield	594-1457	4	S-51	JFB
11	120377	Roseboro P D	Radio	11	S-32	JFB
12	120377	James Johnson	567-6991	20	S-4	JFB
13	120377	Joan Faircloth	592-7386	1	S-2	RLF
14	120377	Isabell Edwards	592-5840	9	S-2	RLF
15	120377	Maurice Holland	525-4412	10-50	S-32	RLF
16	120377	Butler Funeral Home	Unk	1	S-32	RLF
17	120377	Unk	Unk	1	S-12	RLF
18	120377	Jimmy Matthews	567-2383	1	S-32	RLF
19	120477	Floyd Wilkes	564-4333	2	S-42	JFB
20	120477	James Morrisy	533-3378	20	S-2	RLF
21	120477	Sheriff Dep. 125	Radio	11	S-2	RLF
22	120477	J.D. Corbett	533-3205	13	S-52	RLF
23	120477	Tammy Carr	592-8364	3	S-2	RLF
24	120477	Dispatcher 132	none	1	S-2	RLF
25	120577	David Merritt	532-4628	2	S-4	AVF
26	120577	Unk	531-3480	20	S-32	AVF
27	120577	Percy Swinson	592-7174	10-50	S-3&4	JFB
28	120577	Myrtle Faison	533-3809	11	S-52	JFB
29	120577	Evelyn Barksdale	533-3491	1	S-51	JFB
30	120577	Sam Williamson	592-4684	15	S-4	JFB

(IF NECESSARY, CONTINUE ON SEPARATE NUMBERED SHEETS)

RESCUE CALLS

NO.	DATE	CALLER	PHONE #	CODE	UNIT	RTO
1	120677	Janice Thornton	533-3140	1	S-2	RLF
2	120677	Roseboro P D	Radio	18	S-4	AVF
33	120677	Bonnie Simmons	525-4491	20	S-32	AVF
4	120677	Mrs. Brock	567-2158	10-50	S-42	AVF
5	120677	Ella M. Newkirk	525-5103	1	S-32	AVF
36	120677	Unk	Unk	1	S-4	AVF
37	120677	Sam West	Radio	20	S-42	AVF
8	120777	Eva Godwin	525-5493	16	S-32	RLF
39	120777	Betty Justice	592-3814	10-50	S-4	RLF
40	120777	E.C. Williamson	564-4326	2	S-1	RLF
1	120877	Unk	592-7862	1	S-4	AVF
2	120877	Ideal Cleaners	592-3156	7	S-4	AVF
43	120877	Maggie Johnson	532-4311	12	S-12	JFB
4	120877	Thomas McNeil	564-4932	1	S-4	JFB
5	120877	Sandra Duke	592-9201	3	S-12	JFB
46	120877	Dr. Carr	Unk	1	S-32	HPA
47	120977	Mr. Troublefield	594-1457	1	S-52	RLF
8	120977	Edith Cook	592-7556	2	S-2	RLF
49	120977	Joan Jones	592-7131	20	S-12	AVF
50	120977	Robert Cain	Unk	2	S-32	AVF
1	120977	Faye Gaddy	592-4547	15	S-4	AVF
2	120977	Alabama	525-4205	1	S-32	JFB
53	120977	Vernon Spell	531-3506	10-50	S-32	JFB
4	121077	Roseboro P D	Radio	24	S-32	JFB
5	121077	Clinton P D	Radio	23	S-2	TAS
56	121077	Grace Motel	592-2486	9	S-2	TAS
57	121077	Hazel Anders	564-6588	20	S-32	AVF
8	121077	Mr. Laurent	594-0173	7	S-42	AVF
59	121077	Mr. Thornton	533-3193	24	S-4	AVF
60	121177	Roseboro P D	Radio	24	S-32	TAS
1	121177	Eugene Raynor	592-3619	1	S-2	TAS
2	121177	UNK	532-4477	24	S-12	TAS
63	121177	Carl McNeil	532-4659	20	S-12	TAS
4	121177	Robert Johnson	531-3336	4	S-32	TAS
5	121177	Barbra Briggs	592-7228	10-50	S-2	AVF
66	121177	Walter Bryant	532-4659	20	S-12	AVF
67	121277	Mildred Boykin	592-4825	23	S-2	RLF
8	121277	Virginia Ammons	525-4817	16	S-1	AVF
9	121277	Unk	532-4931	20	S-22	AVF
70	121277	Beth Davis	592-5419	4	S-2	RLF
1	121377	Cloris Hines	525-5202	2	S-32	RLF
2	121377	Ammie Prädgen	592-3357	1	S-4	JFB
73	121377	Keith Sessoms	525-4565	24	S-32	JFB
4	121377	James Butler	564-4572	1	S-2	JFB
5	121377	Fulton Williamson	Unk	23	S-2	JFB
76	121377	Norwood Sinclair	533-3167	1	S-51	JFB
77	121377	Clinton P D	Radio	10-50	S-4	TAS
8	121377	Eddie Jones	Unk	20	S-12	TAS
9	121477	Willie Guy	592-4141	16	S-4	JFB
1	121477	Thornton Chevrolet	Unk	10-50	S-2	TAS
2	121477	Jimmy Paschy	592-2327	10-50	S-1	TAS
3	121477	J C Carter	Radio	24	S-2	RLF
4	121477	George Thompson	567-8655	21	S-12	RLF
5	121577	Autryville P D	Radio	10-50	S-32	JFB
6	121577	Doug Blackman	567-2832	7	S-51	JFB
7	121577	Robert Cain	Unk	24	S-32	TAS
8	121577	Doris Jernigan	567-2194	1	S-42	RLF
9	121577	Paul Bullard	531-3561	24	S-32	TAS
1	121577	Deborah Simmons	592-8911	20	S-2	TAS
2	121577	Garland P D	Radio	16	S-21	TAS

RESCUE CALLS

NO.	DATE	CALLER	PHONE #	CODE	UNIT	RTO
91	121677	Mr. Bass	567-6515	24	S-42	TAS
92	121677	David Holland	564-6542	10-50	S-33	TAS
93	121777	Bernice Hall	531-3545	10-50	S-32	RLF
94	121777	Arletta Steiner	567-6770	1	S-32	RLF
95	121777	Karrie Boone	592-2619	24	S-2	RLF
96	121777	Edward Bissett	592-3116	15	S-4	JFB
97	121777	Donald Carter	592-2832	24	S-4	JFB
98	121877	Clara Williams	525-4593	1	S-32	RLF
99	121877	Alice Williams	564-6209	15	S-32	JFB
100	121877	Betty Faison	533-3413	24	S-2	MS
101	121877	Sarah Rose	564-6922	2	S-42	JFB
102	121877	Frank Hope	Unk	1	S-4	JFB
103	121877	James Tolar	529-4711	20	S-22	JFB
104	121977	Clinton P D	Radio	1	S-4	TAS
105	121977	Elain Williams	592-7874	2	S-4	JFB
106	122077	Vernon Clifton	Radio	1	S-4	AVF
107	122077	Peggy Davis	588-4615	20	S-22	TAS
108	122077	Lisa Edwards	592-7272	24	S-4	TAS
109	122077	Mr. Currie	525-5706	12	S-32	TAS
110	122077	Minnie Gore	525-4818	24	S-32	TAS
111	122077	Unk	592-6181	1	S-4	AVF
112	122077	Ivey Murphy	532-4563	24	S-12	AVF
113	122177	Joyce Bell	592-7251	3	S-4	JFB
114	122177	John Howard	529-4627	1	S-22	TAS
115	122177	Robert Tyndall	592-3430	22	S-2	TAS
116	122177	Linda Warren	594-1109	1	S-42	AVF
117	122277	Elouise Carter	532-4289	24	S-22	TAS
118	122377	Clinton P D	Radio	22	S-4	AVF
119	122377	Donald Lewis	Unk	10-50	S-2	TAS
120	122377	Retha Culbreth	525-4756	24	S-32	TAS
121	122477	J H Sessoms	592-2468	10-50	S-4	AVF
122	122477	Poseboro P D	Unk	11	S-32	AVF
123	122477	Ivey Murphy	532-4563	1	S-12	AVF
124	122477	Linda Pollock	532-4473	24	S-12	AVF
125	122577	Clinton P D	Radio	10-50	S-2,3,4	TAS
126	122577	Brenda Cox	Unk	24	S-4	AVF
127	122577	Eve Godwin	525-5493	24	S-32	TAS
128	122577	Goldie Matthis	592-3431	5	S-2	TAS
129	122577	George Martin	594-1375	24	S-51	TAS
130	122577	Unk	Unk	24	S-32	TAS
131	122577	A E Kennedy	592-2456	20	S-2	TAS
132	122677	Howard Ammons	592-8157	4	S-4	JFB
133	122677	Deborah Garner	592-7005	2	S-4	JFB
134	122677	Glenn Best	592-3741	15	S-2	RLF
135	122677	Pearl Williams	594-1484	24	S-42	RLF
136	122677	Earl Gautier	525-4760	17	S-32	TAS
137	122677	John Britt	592-8458	10-50	S-3	TAS
138	122677	Julie Gainey	592-7521	9	S-2	TAS
139	122777	Jimmy Smith	594-1843	24	S-42	JFB
140	122777	Poseboro Rescue	Radio	24	S-32	RLF
141	122777	Fuby Cannady	592-6789	24	S-2	RLF
142	122777	Carter Funeral Home	Unk	24	S-22	RLF
143	122777	Larry Newman	564-4471	1	S-2	RLF
144	122777	Dr Peak	Unk	20	S-2	RLF
145	122777	Ella Mae Brewington	564-4068	1	S-32	RLF
146	122777	Alice Watkins	594-1442	10-50	S-42	RLF
147	122777	Unk	Unk	24	S-4	AVF
148	122877	Thomas Williams	567-6559	2	S-32	TAS
149	122877	Cathy Richardson	592-2249	20	S-4	TAS
150	122877	Flora Lockamy	564-4602	20	S-2	RLF

COMMUNICATIONS DIVISION REPORT

RESCUE CALLS:

NO.	DATE	CALLER	PHONE	CODE	UNIT	ETC
151	122877	Mrs. Pope	592-7981	3	S-4	AVF
152	122877	Donald Locklear	592-4809	1	S-4	JFB
153	122977	Geneva Murphy	592-6634	24	S-4	VEP
154	122977	Ruby Farley	592-2658	7	S-2	JHH
155	122977	Wilma Peterson	592-4269	3	S-4	VEP
156	122977	Jane Pope	592-6301	24	S-4	JFB
157	122977	Mozzell Murphy	532-4364	5	S-12	JFB
158	122977	Unk	564-4368	19	S-32	JFB
159	122977	Robert Hill	592-8115	9	S-2	RLF
160	123077	Jane Matthis	592-4640	20	S-1	RLF
161	123077	Ella Mintz	531-3600	4	S-32	VEP
162	123077	D W Owens	525-4279	1	S-32	VEP
163	123077	Unk	Unk	10-50	S-2	WCR
164	123077	Wilma Gautier	525-4760	16	S-32	AVF
165	123077	Unk	525-4836	11	S-32	AVF
166	123177	Nancy Goodwin	529-5159	24	S-22	RLF
167	123177	Billy Jones	592-4572	10-50	S-2	RLF

(IF NECESSARY, CONTINUE ON SEPARATE NUMBERED SHEETS)

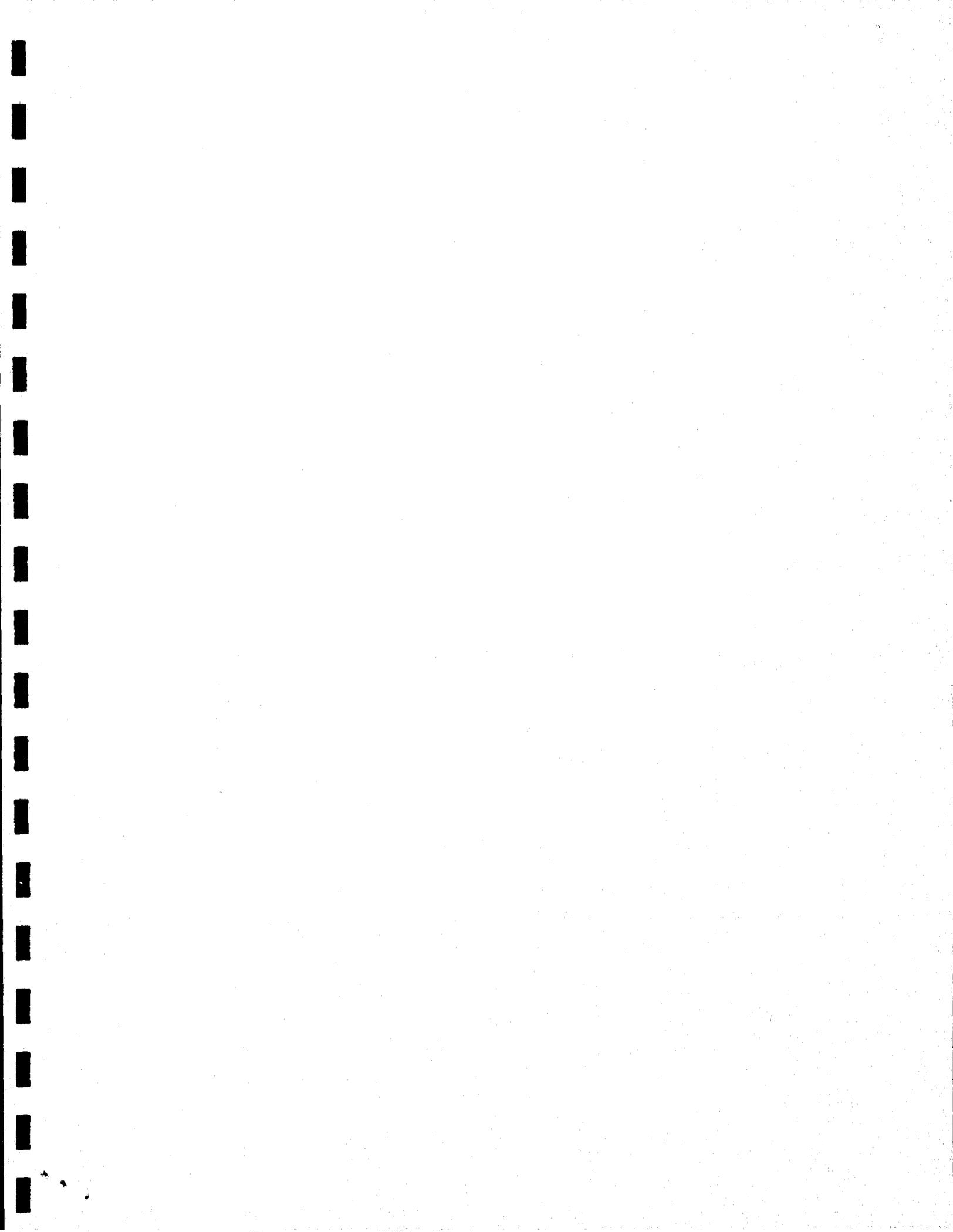


Aaron Victor Fyfar

CHIEF DISPATCHER

APPENDIX B

SAMPLE OF DISPATCHERS' SCHEDULE



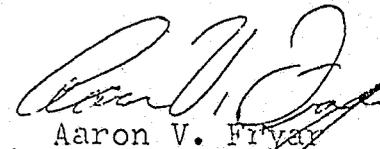
DISPATCHER TIME SHEET

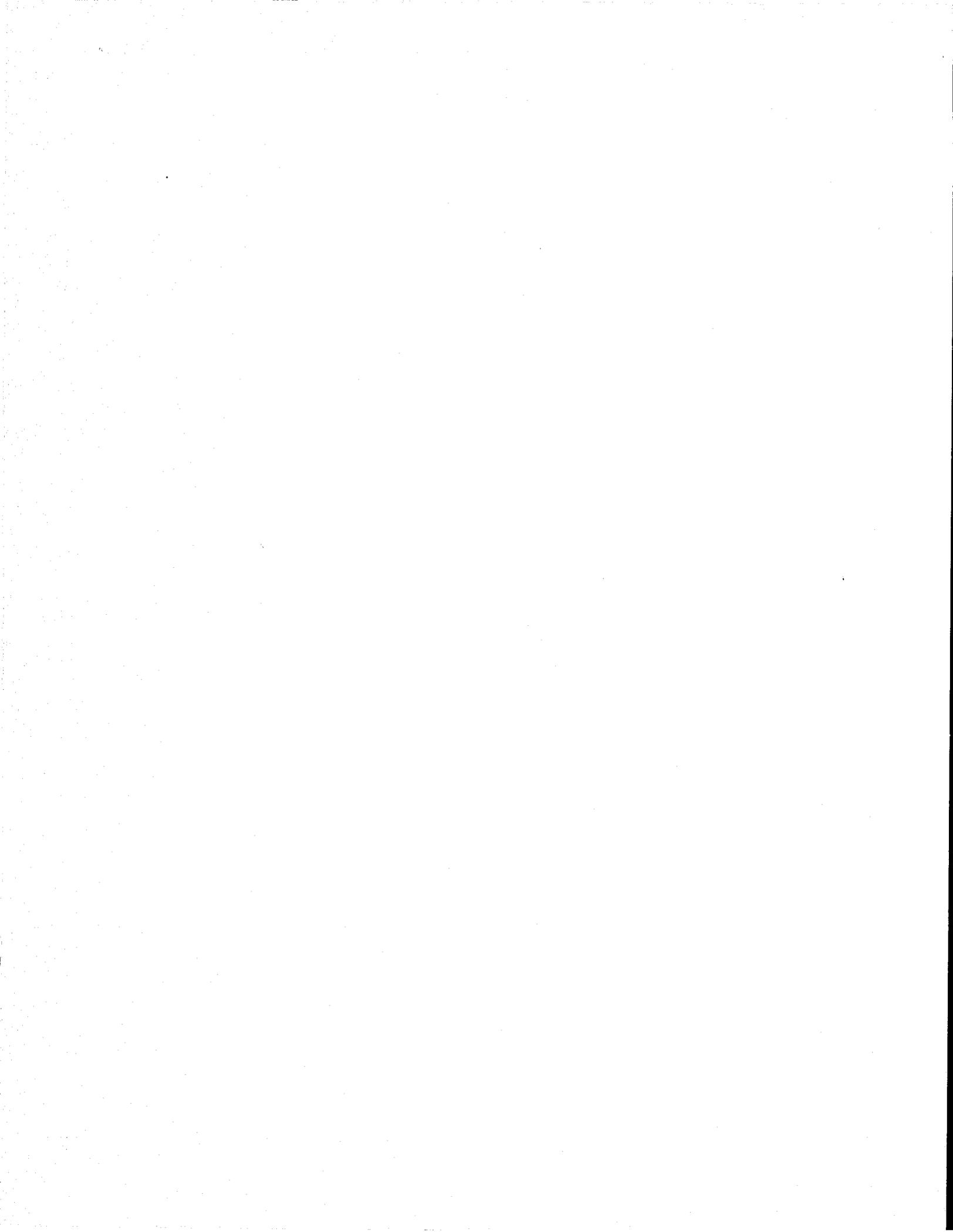
MONTH December, 1977

DATE	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19
RTO-1	6	8	0	0	12	12	0	12	8	12	12	8	8	6	6	8	0	0	8
RTO-2	6	8	12	12	0	12	12	0	8	0	0	8	0	6	6	0	12	12	0
RTO-3	6	8	0	0	0	0	0	0	0	12	12	8	8	6	6	8	0	0	8
RTO-4	6	0	12	12	12	0	12	12	8	0	0	0	8	6	6	8	12	12	8

DATE	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL	O. T.
RTO-1	16	8	6	0	12	12	0	8	6	6	8	0	208	48
RTO-2	0	0	6	8	0	0	8	8	6	6	8	12	176	16
RTO-3	8	8	6	8	12	12	8	0	6	6	8	0	164	4
RTO-4	0	8	6	8	0	0	8	8	6	6	0	12	196	36

TOTAL 754 HOURS


 Aaron V. Fryar
 CHIEF DISPATCHER



END