



LAW ENFORCEMENT ASSISTANCE ADMINISTRATION (LEAA)

POLICE TECHNICAL ASSISTANCE REPORT

SUBJECT Consolidation Feasibility Study
 REPORT NUMBER 77-042-149
 FOR Converse County, Wyoming, Sheriff's Department And Douglas, Wyoming, Police Department

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ACQUISITIONS

	County	Douglas
Population -	13,380	7,890
Police Strength (Sworn)	17	11
(Civilian)	2	6
Total	19	17

Square Mile Area - 4,300 2.2

CONTRACTOR Public Administration Service
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CONTRACT NUMBER J-LEAA-002-76

DATE September, 1977

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I. INTRODUCTION

This report was prepared in response to a request from the Converse County, Wyoming, Sheriff's Department and the Douglas, Wyoming, Police Department for technical assistance in the form of a study of the feasibility of consolidating certain services to the benefit of both agencies and for the greater efficiency of law enforcement service. The consultant assigned was Mr. Terry W. Koepsell, and others involved in processing the request were:

Requesting Agencies:	Sheriff Dean Parks Converse County
	Chief Walter Carroll Douglas Police Department
State Planning Agency:	Mr. William P. Penn Administrator, Governor's Planning Committee on Criminal Administration Cheyenne, Wyoming
Approving Agency:	Mr. James G. Vetter Police Specialist LEA Region VIII (Denver)
	Mr. Robert O. Heck Police Specialist LEAA Office of Regional Operations

In the original request for technical assistance, it was indicated that the newly completed county building housing the Sheriff's Department would not only provide more office space and a modern detention facility; it would also offer an opportunity for the Sheriff's Department and the Douglas Police Department, located in the same community, to achieve a degree of consolidation. The request specifically asked that the consultant 1) identify services which could reasonably be shared by both agencies and describe methods for accomplishing the change; 2) provide assistance in writing formal agreements and contracts for shared services; and 3) make a presentation on the proposed consolidation to the members of the county commission and town council.

During the on-site visit, August 8-12, 1977, a number of interviews and discussions were held, and the following persons were contacted:

Converse County

Richard Burks,
Chairman, Board of County Commissioners

Justin Werner,
County Commissioner

Hugh Duncan,
County Commissioner

Sheriff Dean Parks

John F. Zaborac, Jr.,
Associate Planner, Converse Area Planning Office

Town of Douglas

Bill Gallettly,
Town Administrator

Walter Carroll,
Chief of Police

Town of Glenrock

George Hughes,
Chief of Police

II. ANALYSIS OF THE PROBLEM

BACKGROUND

Converse County, located in the east-central portion of Wyoming, comprises approximately 4,300 square miles of land area, 14,000 persons, and 475 miles of county roads. The two primary municipalities within the county are the towns of Douglas and Glenrock (see Figure 1). Douglas, which is the county seat, is presently the home of approximately 8,000 persons.^{1/} Nearly 30 miles west of Douglas is the town of Glenrock, which has a current population of approximately 3,700. ^{2/}

Between 1970 and 1977, Converse County has experienced a population growth of 127%. This has been due primarily to the progressive exploration and development of coal, uranium, petroleum, natural gas, and related resources. By 1980, the countywide population is expected to increase by another 65 percent over 1977 estimates.^{3/} Table 1 provides a more detailed description of this increase, including a breakdown for the towns of Douglas and Glenrock.

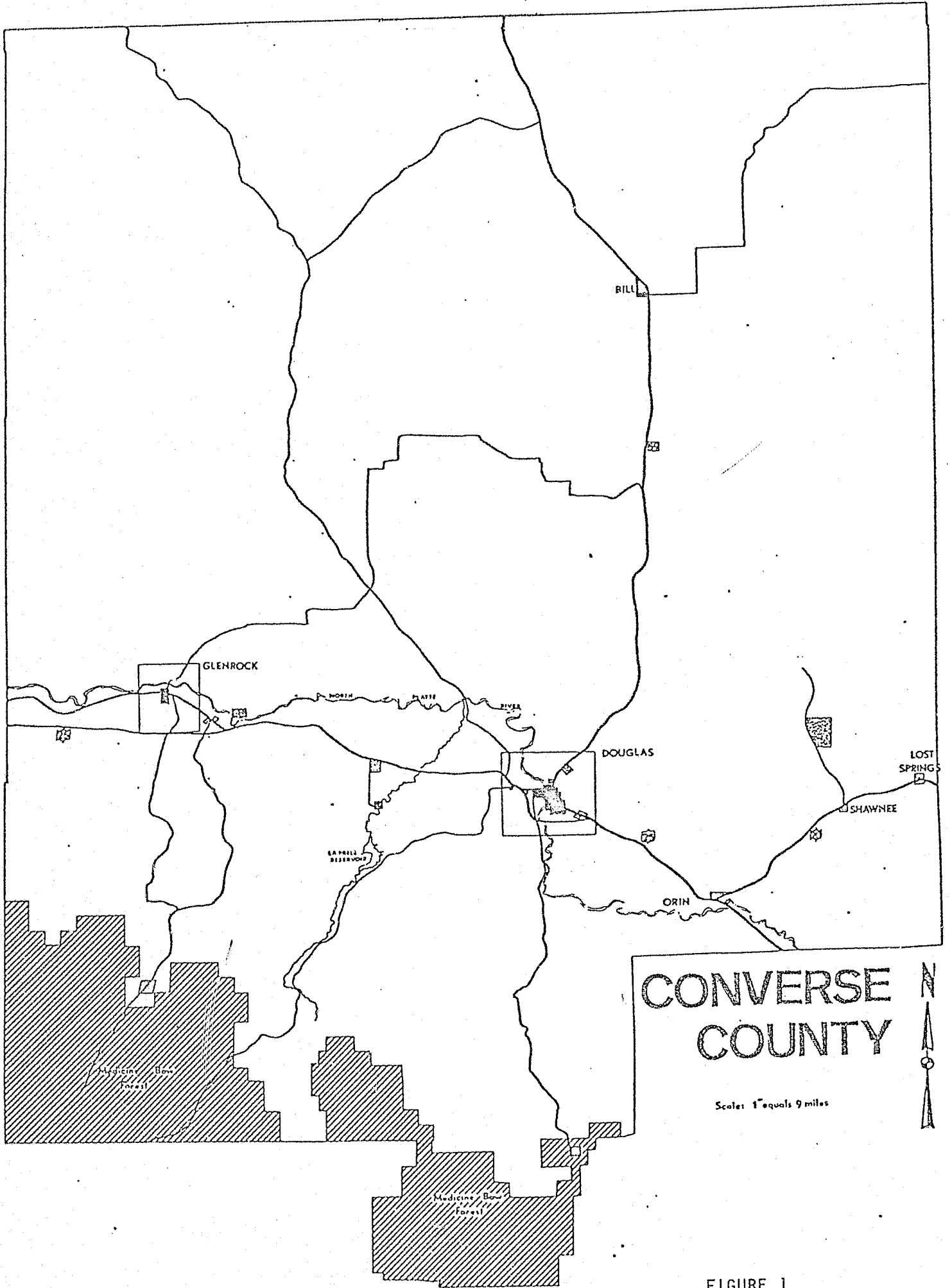
LAW ENFORCEMENT RESOURCES

Converse County Sheriff's Department is presently composed of 19 employees. Eight of these persons (the Sheriff,

^{1/} Converse Area Planning Office, March, 1977 estimate.

^{2/} Ibid.

^{3/} Ibid.



CONVERSE
COUNTY

Scale: 1" equals 9 miles

FIGURE 1
MAP OF CONVERSE COUNTY

Table 1
 Current and Projected Population In
 Converse County, Wyoming:
 1977-1982 a/

<u>Year</u>	<u>Town of Douglas</u>	<u>Town of Glenrock</u>	<u>Remainder of County</u>	<u>Total Population</u>
1977	7,890	3,680	1,810	13,380
1978	8,850	4,360	2,190	15,400
1979	10,180	4,760	2,310	17,250
1980	14,080	5,390	2,490	22,900
1981	13,740	5,130	3,690	22,560
1982	12,870	4,760	3,680	21,310

a/ Source: Converse Area Planning Office and the Converse Area Industrial Association.

Undersheriff and six deputies) perform law enforcement and related functions. Persons who are non-law enforcement oriented include a matron, a chief dispatcher, four dispatchers, and five deputy jailers. All persons in the Sheriff's Department are, or will be, sworn with the possible exception of two dispatchers. Deputization of non-law enforcement personnel is provided to permit the handling of male and female prisoners when the occasion arises.

In terms of law enforcement personnel, two of the six deputies are "out-stationed" in Glenrock and patrol the western portion of Converse County. The remaining four deputies and the Undersheriff operate out of headquarters, which is in the town of Douglas. An equivalent of one 24-hour patrol unit is provided by headquarters personnel, with backup and/or additional support provided by the Sheriff and Undersheriff on an as-needed basis.

In mid-1977, the Sheriff's Department, including its detention facility, was relocated from the old county courthouse to the new county office building. The layout of the new office space appears sufficient to accommodate the current sworn and non-sworn staff. Should the department grow significantly, however, the current office space will soon become inadequate.

The new lockup facility has a capacity of approximately 40, which appears adequate for quite some time to come. It includes separate segments for maximum- and minimum-security prisoners, including separate facilities for male and female prisoners.

Douglas Police Department

The Douglas Police Department presently consists of 11 sworn officers and six civilians. Sworn personnel include the Chief, three sergeants (one sergeant heads the communications section), two investigators, and five patrolmen. Civilian personnel include five non-sworn dispatchers and a secretary, who has had nearly 10 years sworn experience in California, including service as a juvenile investigator.

The Douglas Police Department fields one 24-hour patrol unit to cover the 2.2 square mile township. The two investigators also provide backup and supplemental support, on an as-needed basis.

The physical facilities utilized by the department are those of the town offices. In 1975, the department's sworn complement totaled four, plus dispatch service, which was housed adequately in the existing space. Renovations and the more intensive use of existing space (which was made possible, at least in part, by

the discontinued use and remodeling of the detention facility ^{4/}), have made it adequate for the current personnel complement. Should demand for more sworn and civilian personnel be generated, however, it appears that more space than is now available in the town office building will be needed.

Glenrock Police Department

The town of Glenrock is somewhat smaller in area than Douglas. Its police department consists of a Chief, six patrolmen, and four dispatchers. One 24-hour patrol unit is provided.

Department headquarters consists of a portion of the police/fire structure. Police operations are housed in two rooms: a reception area/dispatch center, and an office for the Chief. In addition, a small, antiquated two-cell lock up is used for the holding of prisoners awaiting arraignment/trial and for persons sentenced in local courts to less than 30 days. In all other cases, the county detention facility is used.

^{4/} The town now uses the new county detention facility.

Criminal Activity

At the time of the technical assistance site visit, only the Glenrock and Douglas Police Departments maintained data relative to Part I and Part II offenses. Table 2 presents a breakdown of Part I offenses in Douglas and Glenrock from 1975 through April, 1977. As the table illustrates, criminal activity in both towns is moderate. In fact, the crime rate in both jurisdictions (i.e., Part I offenses per 100,000 population) has been below both the state and national average for such offenses in rural areas. 5/

Part II offenses were also relatively moderate in the two townships. For example, in Douglas, Part II arrests averaged approximately 330 per year during 1975 and 1976. In Glenrock, the average for the same period was only 30 Part II arrests. Approximately 75% of the Part II arrests in Douglas were alcohol-related (offenses for public drunkenness, driving while intoxicated, liquor law violations, and disorderly conduct). Approximately two-thirds of the Part II arrests in Glenrock were alcohol-related.

Focus Of This Study

Following an initial series of discussions with the Converse County Sheriff and the Douglas Chief of Police, it was determined that the technical assistance assignment was, in actuality, somewhat different than that originally envisioned. It was decided that the assignment would focus on:

- The feasibility of and requirements for establishing a consolidated communications center; and,
- The definition of other police services that may be susceptible to a merged delivery system.

The original request for assistance in writing formal agreements and contracts for shared services did not appear to be a critical concern. Joint service agreements had already been in operation within the county (for joint detention services, for the operation of a town/county land fill, animal control service, etc.). These services, at least in part, are provided under the auspices of the Converse County Joint Powers Board.

Finally, in response to the request for a presentation of the proposed consolidation effort to the involved county commissioners and town council members, meetings were held with the Douglas Town Administrator and the three Converse County Commissioners for the purpose of obtaining information and opinions regarding the merger of selected law enforcement services. Although an attempt was made by the Town Administrator and the Sheriff to arrange a

Table 2

Part I Offenses in Douglas and Glenrock, Wyoming:
1975 to Present a/

<u>Offense</u>	<u>1975</u>		<u>1976</u>		<u>1977 thru April</u>	
	<u>Douglas</u>	<u>Glenrock</u>	<u>Douglas</u>	<u>Glenrock</u>	<u>Douglas</u>	<u>Glenrock</u>
Homicide	0	0	0	0	0	0
Rape	0	0	2	2	2	1
Robbery	5	0	0	0	2	0
Aggravated Assault	12	11	6	0	5	2
Burglary	13	11	38	2	25	6
Larceny/Theft <u>b/</u>	41	14	58	10	18	12
Motor Vehicle Theft	<u>7</u>	<u>5</u>	<u>10</u>	<u>5</u>	<u>9</u>	<u>3</u>
Total	78	41	114	19	61	24

a/ Data developed by the respective agencies.

b/ Excludes petit larceny.

final briefing for representatives of the involved jurisdictions prior to the departure of the technical assistance consultant, a quorum could not be guaranteed for the meeting. This, however, was not deemed critical since these persons had already been contacted and briefed on the substance and methods of merged operations during the on-site visit. Moreover, it was felt by the Sheriff and the Chief that the final technical assistance report would adequately meet the needs of the referenced elected officials.

Objective Of The Study

Based on the foregoing, the objective of the technical assistance assignment was to determine the feasibility and methodology of merging communications services and to determine the types of other law enforcement services that were susceptible to consolidated delivery.

Services That Are Potentially Susceptible To Consolidation

Communications

Until recently, law enforcement and emergency communications within Converse County were provided jointly by the Douglas Police Department and the Converse County Sheriff's Department. Douglas provided the bulk of the communications service. That is, it provided dispatch service for its own department, the Glenrock Police Department, and the Sheriff's Department (with the exception of service between 8:00 a.m. and 5:00 p.m., which was provided by the Sheriff). In addition, Douglas dispatched for the State Highway Patrol, Attorneys General, and Fish and Game Department; town and

5/ Assessment drawn from Uniform Crime Reports for the United States: 1975 (Washington, D. C.: U.S. Government Printing Office), August 26, 1976, pp. 11 and 65.

country fire and public works agencies; Converse County medical services, animal control officer, and road and bridge crews; and, the emergency ranch radio system. Douglas also provides teletype services for itself, the town of Glenrock, and the Converse County Sheriff's Department.

In terms of the chronology of significant events relative to communications, the following is provided:

In July, 1975, the Douglas Police Department converted from low-band radio frequencies. All county and local communications services provided by the department began using high-band at this time. State agencies (i.e., the State Highway Patrol, Game and Fish Department, and Attorneys General), however, continued to use the state low-band system. For this purpose, the department maintained a low-band base station in its communication center.

In the spring of 1976, Douglas requested that the State Highway Patrol begin paying a proportionate share of the cost of dispatch service. The State indicated, however, that funds for this use were not in the budget at that time. Although the requested state assistance was not provided, the service continued.

In the spring of 1977, Douglas again requested that the State provide a proportionate share of the cost of the communications system. The State again indicated that this was not possible. Rather than continue under the then-current system, the State Highway Patrol established a direct line from its Casper headquarters to Douglas. This system became operational in late May.

Under the present arrangement, in order for Douglas or the Sheriff's Department to request the services of a State Highway Patrolman (two highway patrolmen are located in Douglas) it is necessary to contact Casper, which in turn contacts the appropriate highway patrolman. Moreover, direct base-to-base, base-to-vehicle, and vehicle-to-vehicle contact between the State Highway Patrol and the county and local law enforcement agencies in Converse County is not possible. Since the county ambulance service also operates on the low-band frequency, it is

also necessary that Casper be contacted for this service.

In July, 1977, following completion of the new county office building, the Sheriff's Department began operating its own 24-hour dispatch service. At the same time, the Glenrock Police Department also initiated its own dispatch service. Specifically, Glenrock decided against paying a proportionate share of the communications service budget (Glenrock was requested to pay 1/6 of the total budget of approximately \$68,000, or approximately \$12,000). Rather, it was able to begin a 24-hour dispatch service of its own for approximately \$14,000. Under the present arrangement, the Glenrock Police Department provides \$14,000 of the total communications budget, while the Glenrock Fire Department and monies made available through a CETA grant provide the remainder.

The primary difficulties resulting from the current law enforcement/emergency communications system are twofold. First, there is presently no effective tie-in with the state low band system. Second, it is clearly not economical to maintain separate communications systems (i.e., the cost of maintaining several separate 24-hour dispatch staffs, plus the cost of equipment and related expense).

Assessment

Representatives of the Sheriff's Department and the two local police departments were contacted for purposes of assessing their desire to participate in a centralized communications system. The Sheriff's Department's strong desire to be part of this appeared to be based not only on the desire to improve existing communications interfaces but also to more efficiently utilize space in the new county office building. In particular, the space designated for reception/communications activities must be manned 24 hours a day. Even though walk-in requests for assistance are rare during certain hours of the day, this station must be manned at all times not only to answer the telephone but to operate an integrated series of electric door locks necessary for the proper functioning of the detention center. Operation of the locks permits jailers to maintain security while entering the detention area, specific segments of that area, and individual cells (all locks are operated from outside the detention area either in the reception/communications area, or in the separate jail entrance).

Although a backup series of electric locks is located in the jail entry area, the presence of only one jailer makes the functioning of this backup unit difficult, if not impossible, when a lone jailer is involved in securing or checking on prisoners.

This need for personnel to be at the Sheriff's main reception/communications area at all times supports the feasibility of maintaining 24-hour dispatching at this same location. Further, if the communication center is to be manned on a full-time basis, it is quite reasonable to assume that economies of scale could be realized if dispatching service is provided for more than just the Sheriff's Department.

Both the Chief of the Douglas Police Department and the Town Administrator are also in favor of a centralized communications center. Locating the center in the Sheriff's Department, however, might result in certain disadvantages for the town. For example, it would be necessary for department personnel to make a four-block round trip to retrieve teletype messages. Further, it would still be necessary for the front desk at the department to be manned 24 hours a day to serve walk-in requests for assistance.

Even with these disadvantages, however, the Chief and Town Administrator felt that a centralized system located in the Sheriff's Department could be desirable if the following specific requirements were met:

- At a minimum, the same level and quality of service which is now available through the departmental dispatching system must be guaranteed.
- The police department must retain some control in terms of the personnel who would be dispatching from the centralized system.
- The town must not feel that it is receiving "second rate" service; all requests for service, regardless of the source, should be prioritized and dispatched on basis of urgency.
- The system should cost the town no more than its current arrangement, and within the foreseeable future, there must be some potential for the realization of certain savings.

Although the Glenrock Police Department indicated that a centralized communications system would be "desirable" it is doubtful that the department would be prepared to participate within the next two years. Under its newly established arrangement, the department is essentially paying little more than

would have been required if the Douglas-based system were retained. Further, the current Glenrock arrangement provides for 24-hour personal complaint handling at police headquarters; offers a "better quality" of dispatching because local personnel are used who are more familiar with the town; and provides a substantially better quality of transmission than was available under the old system. 6/

Moreover, it is believed that only at the conclusion of CETA funding, which would require the township to pay a substantially larger share of the budget for its communications system, would it appear feasible for Glenrock to participate in a centralized communications system. That CETA funding is expected to end in two years.

6/ The repeater tower for the Douglas-based system is located 14 miles east of Douglas. This resulted in many dead spots within Glenrock, particularly when it came to transmissions from the Douglas base station. In addition, it was indicated that little or no direct communication was possible if field personnel attempted to use handy-talkie transceivers from Glenrock.

The Consolidation of Other Support Services

It does not appear that a single countywide law enforcement agency will be politically or practically feasible in the foreseeable future. However, the merger of a variety of support services was viewed favorably, particularly by the Douglas Police Department and the Sheriff's Department. These support services included:

The maintenance of a single, permanently manned front desk to receive telephone and personal complaints and requests for services;

The establishment and maintenance of a single records system;

The establishment and maintenance of a single investigative team, to cover Part I and other serious crimes; and,

The establishment and maintenance of a single in-service training capability to meet the needs of all participating jurisdictions.

Assessment

Although the merger of these services was viewed favorably by Douglas and Converse County officials, it is felt that one prerequisite must be met in order to make such a merger feasible. Specifically, it would be necessary for the participating law enforcement agencies to function from the same physical facility. At present, this is not the case.

III. FINDINGS AND CONCLUSIONS

Centralized Communications System

Based on the foregoing observations, additional inquiries were made to determine 1) what physical arrangements for the centralized communication system existed (in addition to the new county building); and 2) if the requirements set forth by the town of Douglas could be met.

With regard to the first point, the new Sheriff's facilities appear to represent the most advantageous location for a centralized communication system. The county building is new, and ample space is available even when more than one dispatcher per shift becomes necessary. The Douglas communications center is small and is likely to become dysfunctional when additional dispatchers and sworn personnel join the force.

Regarding the second point, inquiries were made of the Converse County Board of Commissioners, who suggested an arrangement which could potentially meet each of Douglas' requirements for participation. In particular, it involves the provision of centralized communications under the auspices of the Converse County Joint Powers Board.

By way of background, the Joint Powers Board was established approximately one year ago for the purpose of providing selected public services on a cooperative and cost-sharing basis. The board is composed of the three County Commissioners plus one elected representative each from Douglas and Glenrock. The Board not only provides a formal vehicle through which mutually beneficial services are provided, but it also offers a means through which the towns can receive services at far less direct expense than is possible through normal channels. As noted earlier, extensive exploration and development of mineral fields is occurring in Converse County. This, in combination with vast ranch holdings in areas outside the two townships has resulted in a very weighted assessed valuation in favor of the county (e.g., the assessed valuation in Douglas, for example, is \$6,000,000; the assessed valuation in the remainder of Converse County is \$185,000,000). As a means of sharing tax revenues among all county residents, the Joint Powers Board now provides such services as the operation of a county landfill, an animal control office, and the maintenance of roads and parks. These services are financed primarily with county revenues.

If centralized communications were to function through the Joint Powers Board, several advantages could accrue to Douglas, including the following:

- As indicated by the County Commissioners, the board would assume the predominant share of the cost of operating the system. This could result in Douglas paying less for communications than under the Douglas-based arrangement. At a minimum, however, Douglas should be required to pay no more for the centralized system than under the old system. Further, if the need for law enforcement services parallels projected population increases, it is estimated that within the next two years, two persons per shift may be necessary during at least some portions of the day. If this occurs, Douglas could potentially save even more.
- Although conflicts over communications service are not likely under the current town and county administrations, the potential does exist for future personality conflicts to arise (periods of dissension have historically marred relationships between Douglas and Converse County). If Douglas were to deal only with the Sheriff's Department with regard to centralized communications, the potential for such disruptive situations could arise. Under the Joint Powers Board, however, the board itself would act on all major policy, operating, and personnel matters. Thus, if a disagreement could not easily be resolved by the incumbent Chief and Sheriff, the option would exist to go directly before Joint Powers Board for an impartial review and decision.

Another issue concerns the fact that a 24-hour reception service still would be needed by the Douglas Police Department. As noted by the Chief and Town Administrator, the need for such a service has been clearly demonstrated over recent years. If four to five personnel were to be retained to provide this service, they could also perform various clerical and filing duties and could monitor a base station (that would be retained by the town according to the Chief and Town Administrator) so that in cases of emergency, direct contact between the department and its field personnel could be maintained. Moreover, even though the town would continue to expend monies for front-desk personnel, economics of scale should be realized when more than one person per shift becomes necessary to meet communications needs.

It should also be noted that the County Commissioners indicated that the central communications system would assume responsibility for all communications service now provided by Douglas (including road and bridge crews, the CB Ranch Band, etc.). Thus, no permanent dispatch functions would have to be maintained by Douglas.

One final point with regard to the feasibility of the centralized system warrants comment. By late 1977 or early 1978, the State Highway Patrol and other state communications will begin operating on a high band system. It will utilize one of the channels which is presently part of the town/county four-channel system (i.e., channel four). Thus, with the establishment of the high band system for state operations, station-to-station, station-to-vehicle, and vehicle-to-vehicle communications between state, county and local law enforcement and other related agencies will again be possible. Although the county may not provide dispatch service for the State Highway Patrol, it will be possible to monitor radio traffic and to provide assistance and backup where necessary.

Other Support Services

As referenced in the previous section, the consolidation of selective support services appear viable, but only if the Douglas Police Department and the Converse County Sheriff's Department function from a single facility. Neither the existing police department nor the Sheriff's Department, as they are currently arranged, appear to offer sufficient room for this purpose. As noted, the present space allocation for the County Sheriff appears adequate for the near term. If the Sheriff's staff increases to any appreciable degree, however, this space will become inadequate. This also holds true for the Douglas Police Department.

More specifically, assuming that the demand for law enforcement services will parallel population projections, it appears that the current space utilized by the county and the town will become inadequate within the next two years. As a means of illustration, Table 3 projects numbers of law enforcement employees for the town and the county through 1982.

It should be noted that sworn personnel involved in law enforcement activities for the two agencies are projected on the basis of their current ratio per 1,000 population. For example, the Douglas Police Department presently has 1.4 law enforcement/sworn personnel per 1,000 population, while the Sheriff's Department maintains 4.4 law enforcement/sworn personnel per 1,000 population (exclusive of the population in Douglas and Glenrock). These ratios are used in conjunction with the population projections presented earlier in Table 1.

Projections for non-law enforcement personnel are projected less systematically. In terms of the Douglas Police Department, the need for additional personnel is seen necessary in conjunction with added clerical and reception duties (it is assumed that

Table 3

Projected Law Enforcement Employees:
1977 - 1982

<u>Year</u>	Douglas Police Department <u>a/</u>		Converse County Sheriff's Department <u>b/</u>	
	Law Enforcement <u>c/</u>	Non-Law Enforcement <u>d/</u>	Law Enforcement <u>e/</u>	Non-Law Enforcement <u>f/</u>
1977 (current)	11	6	8	11
1978	12	6	9	11
1979	14	7	10	12
1980	20	8	11	13
1981	19	8	16	14
1982	19	8	16	14

a/ Projections are based on 1.4 sworn officers per 1,000 population (the current ratio in Douglas) times the projected population for the years noted.

b/ Projections are based on 4.4 sworn officers (Sheriff, Undersheriff, and patrol deputies -- the current ratio in Converse County) times the projected population for the years noted (i.e., county population exclusive of Douglas and Glenrock).

c/ Includes sworn personnel.

d/ Includes the Sheriff, Undersheriff, and patrol deputies.

e/ Includes matron, jailers, chief dispatcher, and dispatchers.

the department will no longer provide central dispatching services). Projections of non-law enforcement personnel in the Sheriff's Department are based on the anticipated need for more than one dispatcher per shift, in addition to the potential demand for more than one jailer on some shifts.

Moreover, it appears that by 1980 or before, the existing facilities of both the Douglas Police Department and the Sheriff's Department will be substantially deficient. The police department will require added space either in its existing structure or in a separate building. Although the Sheriff's Department will also need additional space, the presence of a more-than-adequate detention facility in the existing structure may limit relocation options.

Three alternative arrangements were considered to meet this need. The first involved the construction of a separate town/county law enforcement building. Although this might have certain advantages (e.g., a facility specifically designed for the purpose; adequate parking for agency, employee, and citizen vehicles; etc.), it has no major disadvantage. Unless it is located adjacent to the new county building, use of the detention complex in the new facility would be obviated. This, in itself, would appear to preclude this option.

The second alternative involved the refurbishing and use of the old county building as a town/county law enforcement center. This approach has several positive aspects. For example, the old structure appears to have adequate space to meet projected law enforcement needs; it is located sufficiently close to the new county building to permit utilization of the detention complex (the old building is located directly across the street from the new structure); the cost of refurbishing would be substantially less expensive than new construction; and, additional space would be available in the old building to handle overflow should space in the new building become inadequate. On the negative side, it appears that the County Commissioners have already made some arrangements to raze the old structure and to use the area for parking.

The third alternative involved the construction of an annex along the northern side of the new county building. The advantages of this alternative include the availability of space in this location which presently consists of a parking area; its immediate proximity to the detention complex (which also borders the north side of the building); and, the fact that a totally self-supporting structure would not be needed (many of the mechanical and other capabilities of the new building could probably be used to support the annex).

The only significant problem that can be foreseen at present involves the availability of parking area. Although parking is available in the rear of the new building, it will probably be insufficient to handle the demand for the two law enforcement agencies in addition to the remainder of county offices. This problem may be alleviated if the space now occupied by the old county office building is converted to parking. If parking continues to be inadequate, it may become necessary for the county to purchase one or more residences adjacent to the new building (the residence directly north of the new building might be considered for razing and subsequent use as a parking area).

Any of the three alternatives could and should be designed to provide space for a central reception area, as well as centralized communications, detention, records, training (although the use of State Fairground facilities would be continued), investigations and such other support services, as appropriate. Although separate squad rooms would probably be desired, joint use of space for lockers and showers, exercise rooms, training, etc., should be considered.

Although distance will likely be a factor in Glenrock's desire to participate in joint support services, if a single facility is utilized it may be feasible for Glenrock to become involved in centralized investigations and in-service training.

IV. RECOMMENDATIONS

Recommendations in two specific areas are offered, as follows:

Centralized Communication. Consideration should be given to the establishment of a single centralized communications system. It should be physically located in the new county office building and should function under the general direction of the Sheriff. Organizationally, the service should be governed and financed by the Converse County Joint Powers Board. All communications now provided separately by the Douglas Police Department and the Sheriff's Department should be provided centrally, including teletype. Glenrock should be encouraged to participate in the system, but should not realistically be expected to join the system until its current CETA-supported dispatch staff must be financed wholly with local revenues.

The Merger of Other Support Services. As a means of meeting future space needs, and realizing the potential economies of consolidated support services, consideration should be given to the use of a single facility by the Douglas Police Department and the Converse County Sheriff's Department. The facility should be located either in the old county building (if refurbished) or a newly built annex on the north side of the new county building. Should such a facility be utilized, in addition to communication and detention, such services as reception, records, investigations, and training should be provided on a merged basis. At a minimum, Glenrock should be encouraged to participate in joint training and investigative services.



END