



The Village of Glencoe Illinois

Public Safety Department Staffing Study



Executive Summary

The Village of Glencoe, Illinois Public Safety Department stands out as a distinctive first responder organization. Its innovative approach involves fully cross-training all public safety officers to operate seamlessly across police, EMS, and fire functions, depending on the specific requirements of each call. This strategy enhances interoperability and provides significant flexibility in deployment, ensuring that the community's needs are met efficiently and effectively.

The department's recruitment process is also notable; it attracts personnel who are enthusiastic about multidisciplinary roles and committed to maintaining proficiency across all first responder functions. Such versatility fosters a cohesive and adaptable team capable of responding to diverse emergencies; however, conversely can present challenges in identifying candidates willing to perform all three roles rather than specializing in a single discipline.

The integrated public safety model has proven successful within the community, largely due to the officers' strong customer service orientation, which has garnered widespread community support. Officers are well-equipped with modern tools and resources, and ongoing training opportunities are available.

Overall, the department's comprehensive and flexible approach exemplifies a modern, community-centered model of public safety that prioritizes versatility, professionalism, and community engagement. There appears to be a need for

Proposed Recommendations

1. Increase the baseline staffing on the Fire side from three to five inclusive of the Lieutenant (or OIC). Consider maintaining advanced life support capabilities on fire suppression vehicles.
2. Increase frontline staffing from 26 officers and 8 Lieutenants to 32 front line officers and 7 Lieutenants.
3. Establish a model to augment frontline supervision by having selected officers act in the capacity of frontline supervisor (officer in charge) in the absence of a second Lieutenant.
4. Create the new rank of Captain and create two positions (one Fire, one Police).
5. Expand the Administrative Coordinator responsibilities and re-title the position to management to more closely align with assumed duties.
6. Consider pre-hiring for impending frontline vacancies.
7. Negotiate language in the collective agreement regarding the requirement for all public safety officers to receive training/certification in all three disciplines within a set time-frame.
8. Establish/adhere to an annual training schedule.
9. Commit to regular company-level fire training.
10. Continue to build mutual aid relationships with neighboring



additional training on the medic/paramedic role to ensure skills and familiarity with equipment and procedures are consistent with those of mutual aid partners who provide EMS and ALS support. The organizational culture and morale of the department are highly positive. The primary threat to this culture is potential frustration arising from significant mandatory overtime requirements needed to meet baseline staffing levels.

The reactive call load is manageable with current staffing levels; however, there are opportunities for improvement in paramedic performance, staffing, and fire suppression best practices. Police-related workload represents the majority of calls for service and includes a significant volume of proactive activity. These efforts contribute substantially to the goodwill and high regard in which the department is held by the community.

Police baseline staffing is generally sufficient to manage both proactive and reactive workloads. However, achieving required staffing levels without overtime or deployment changes is challenging due to training commitments, parental leave, paramedic shortages, and other demands that reduce officer availability. On the fire side, baseline staffing should be increased to align with best practices for fire suppression and advanced life support.

The primary concern for police operations is inconsistent frontline supervision during night shifts. At times, the only Lieutenant on duty may be assigned to fire responsibilities and may be unavailable for police oversight, particularly during overnight hours. This can result in limited real-time supervision and delayed decision-making, presenting a potential liability for the Village. An Officer-in-Charge (OIC) model could effectively address this issue at minimal cost. Lieutenants are currently responsible for both administrative portfolios and frontline supervision. The workload associated with these responsibilities varies significantly and, in some cases, limits their ability to effectively supervise personnel and complete administrative duties.

The recommendations in this report are intended to support the Village of Glencoe in delivering modern, effective, and sustainable public safety services. The department's unified model, strong community support, and high level of service represent a rare and highly effective approach to public safety.



Contents

Executive Summary.....	2
The Village of Glencoe.....	8
The Public Safety Department	8
TABLE 1 ACTUAL AND AUTHORIZED STRENGTH	9
The History of the Engagement	10
Calls for Service Analysis	11
PROACTIVE AND REACTIVE	11
Methodology.....	12
THE FRONTLINE CALLS FOR SERVICE WORKLOAD	13
TABLE 2 CALLS BY PROGRAM AND YEAR	13
TABLE 3 BUSY HOURS BY PROGRAM AND YEAR	14
DEMAND AND CALL INTAKE TIME ANALYSIS OF CALLS	15
TABLE 4 RESPONSES BY PROGRAM	15
TABLE 5 CALLS BY MONTH	16
FIGURE 1: AVERAGE NUMBER OF POLICE, FIRE AND EMS CALLS PER DAY BY MONTH	17
FIGURE 2 AVERAGE NUMBER OF POLICE CALLS PER DAY BY MONTH	17
TABLE 6 POLICE CALLS PER MONTH	18
FIGURE 2: AVERAGE NUMBER OF FIRE CALLS PER DAY BY MONTH	19
FIGURE 3: AVERAGE NUMBER OF EMS CALLS PER DAY BY MONTH	19
DAY OF WEEK	20
TABLE 7: AVERAGE NUMBER OF POLICE, FIRE AND EMS CALLS BY WEEKDAY	20
FIGURE 4: AVERAGE NUMBER OF POLICE, FIRE AND EMS CALLS PER DAY BY WEEKDAY	21
FIGURE 5: AVERAGE NUMBER OF POLICE CALLS PER DAY BY WEEKDAY	22
FIGURE 6: AVERAGE NUMBER OF FIRE CALLS PER DAY BY WEEKDAY	22
FIGURE 7: AVERAGE NUMBER OF EMS CALLS PER DAY BY WEEKDAY	23
HOUR OF DAY	24
TABLE 8: NUMBER OF POLICE, FIRE AND EMS CALLS BY HOUR	25
FIGURE 8: NUMBER OF POLICE, FIRE AND EMS CALLS PER DAY BY HOUR	26
FIGURE 9: AVERAGE NUMBER OF POLICE CALLS PER DAY BY HOUR	27
FIGURE 10: AVERAGE NUMBER OF FIRE CALLS PER DAY BY HOUR	28
FIGURE 11: AVERAGE NUMBER OF EMS CALLS PER DAY BY HOUR	29
RESPONSE TIME PERFORMANCE	30
TABLE 9 AVERAGE DISPATCH, TURNOUT, TRAVEL AND RESPONSE TIME BY PROGRAM	30
TABLE 10 90TH PERCENTILE DISPATCH, TURNOUT, TRAVEL AND RESPONSE TIME BY PROGRAM	30
TABLE 11: 90TH PERCENTILE RESPONSE TIME BY PROGRAM AND HOUR OF DAY	31
FIGURE 12 90TH PERCENTILE RESPONSE TIME FOR EMS AND FIRE CALLS BY HOUR OF DAY	32
OVERLAPPED CALLS ANALYSIS	33



TABLE 12: OVERLAPPED CALLS	33
OFFICER INITIATED CALLS	33
TABLE 13: OVERLAPPED PERCENTAGE OF CALLS BY PROGRAM AND YEAR	34
TABLE 14 : TOP TWENTY FREQUENCY CALL TYPES	35
ADMINISTRATIVE TIME	36
Observations.....	37
CALL VOLUME AND WORKLOAD.....	37
RESPONSE TIMES POLICE.....	37
<i>Response Time Comparisons</i>	37
<i>Factors Influencing Police Response Times.....</i>	38
<i>Analysis of a Higher Priority Call Type</i>	38
<i>Implications for Resource Allocation and Operational Strategies</i>	38
FIRE AND EMS	39
Themes Arising from the Interviews.....	40
Public Safety Department (Organizational Culture)	41
UNIFIED PUBLIC SAFETY SYSTEM OVERVIEW	41
APPLICABILITY TO THE VILLAGE OF GLENCOE	41
OPERATIONAL AND TRAINING CONSIDERATIONS	42
ENVIRONMENTAL FACTORS SUPPORTING THE MODEL	42
CONCLUSION	42
Agency Organizational Design	43
POLICE OPERATIONS-SUPERVISION.....	43
CURRENT STRUCTURE.....	44
ORGANIZATIONAL STRUCTURE RECOMMENDATION	45
SCHEDULING CONSIDERATIONS	48
FIRE OPERATIONS SUPERVISION	49
Apparatus Equipment and Vehicles	50
Policies, Procedures, and Operational Guidelines	51
ALIGNMENT WITH BEST PRACTICES.....	51
<i>Police Operations</i>	51
<i>Fire Operations.....</i>	51
Mutual Aid.....	53
POLICE OPERATIONS:	53
FIRE OPERATIONS:	54
FIGURE 13 FIRE RESPONSES 2019 TO 2024.....	55
FIGURE 14 MUTUAL AID 2025	56
TABLE 13 2025 MUTUAL AID BY INCIDENT TYPE	56
FIGURE 15 NEIGHBORING VENUES RECEIVING MUTUAL AID 2025	57
TABLE 14 MUTUAL AID 2025 NEIGHBORING MUNICIPALITIES	57
FIGURE 16: MUTUAL AID 2025 NEIGHBORING MUNICIPALITIES.....	58



Training	58
POLICE	58
FIGURE 17: POLICE TRAINING BY YEAR	59
FIRE	60
TABLE 15 REQUIRED TRAINING FOR COMPETENCY VERSIK PPC	60
FIGURE 18 ALL OFSM COURSE HOURS.....	61
FIGURE 19 MOVING AVERAGE OF COURSE HOURS.....	62
FIGURE 20 VILLAGE OF GLENCOE DEPARTMENT OF PUBLIC SAFETY TOTAL TRAINING HOURS BY YEAR	63
TABLE 16 PER CAPITA TRAINING LOAD	64
FIGURE 21 PER CAPITA TRAINING BY YEAR	64
Limitations in Cross-Discipline Staffing.....	64
Reliance on Overtime	65
FIGURE 22 OVERTIME EXPENDITURE BY YEAR.....	66
FIGURE 23 SUMMARY OF PAYROLL HOURS BY YEAR	66
Carried Over Vacation	68
TABLE 17 CARRIED OVER VACATION	68
FIGURE 24: CARRIED OVER VACATION ALL SOURCES BY YEAR.....	69
Benchmarking	69
TABLE 18 POPULATION	70
FIGURE 25 TOTAL POPULATION.....	70
TABLE 19 POPULATION DENSITY	71
FIGURE 27 POPULATION DENSITY (POPULATION PER SQUARE MILE)	71
TABLE 20 PERCENT OF POPULATION OVER 65 YEARS	72
FIGURE 28 PERCENT OF POPULATION 65 AND OLDER	72
TABLE 21 AREA (SQUARE MILES).....	73
FIGURE 29 AREA (SQUARE MILES)	73
TABLE 22 MEDIAN HOUSEHOLD INCOME.....	74
FIGURE 30 MEDIAN HOUSEHOLD INCOME 2020-2024	74
TABLE 23 MEDIAN HOME VALUE (2020-2024)	75
FIGURE 31 MEDIAN HOME VALUE 2020-2024.....	75
FIGURE 32 TOTAL PROPERTIES	76
TABLE 25 BUILDING AGE (MEDIAN YEAR BUILT)	77
FIGURE 33: BUILDING AGE (MEDIAN YEAR BUILT).....	77
TABLE 26 PROPERTY CRIME RATE	78
FIGURE 34: PROPERTY CRIME RATE 2024 (PER 100,000).....	79
TABLE 27: VIOLENT CRIME RATE	79
FIGURE 35 VIOLENT CRIME RATE (PER 100,000).....	80
TABLE 28 VEHICLE THEFT CRIME RATE 2024	80
FIGURE 36 VEHICLE THEFT CRIME RATE 2024	81
TABLE 29 LARCENY CRIME RATE 2024	81
FIGURE 37 LARCENY CRIME RATE 2024.....	82



TABLE 30 AGGRAVATED ASSAULT CRIME RATE	82
FIGURE 38 AGGRAVATED ASSAULT CRIME RATE (PER 100,000)	83
TABLE 31 ROBBERY CRIME RATE 2024	83
FIGURE 39 ROBBERY CRIME RATE (PER 100,000)	84
TABLE 32 BURGLARY CRIME RATE	84
FIGURE 40 BURGLARY CRIME RATES	85
Conclusion	89
Recommendations	91
RECOMMENDATION 1: BASELINE STAFFING	91
RECOMMENDATION 2: FRONTLINE STAFFING	91
RECOMMENDATION 3: OFFICER-IN CHARGE	92
RECOMMENDATION 4: POLICE AND FIRE CAPTAIN POSITION	93
RECOMMENDATION 5: ADMINISTRATIVE MANAGER	94
RECOMMENDATION 6: RECRUITING AND HIRING	95
RECOMMENDATION 7: FORMALIZE CROSS-DISCIPLINE CERTIFICATION REQUIREMENTS	95
RECOMMENDATION 8: TRAINING SCHEDULE	96
RECOMMENDATION 9: COMPANY LEVEL TRAINING-FIRE	97
RECOMMENDATION 10: MUTUAL AID RELATIONSHIPS	97
Prioritization of Recommendations Proposed	99
Appendix A: Themes Arising from the Interviews	100
Appendix B: Calls Classification by Program and Police Calls as Officer-Initiated or Citizen-Initiated	104



The Village of Glencoe

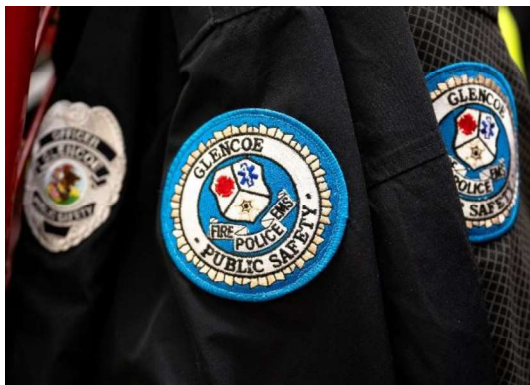
The Village of Glencoe is located on the shores of Lake Michigan in Cook County, Illinois, approximately 25 miles north of downtown Chicago. It is one of the state's affluent North Shore communities, known for its high quality of life, strong civic engagement, and well-maintained residential character. The Village is bordered by Lake Michigan to the east, Highland Park to the north, Northbrook to the west, and Winnetka to the south. Glencoe has a population of approximately 8,800 residents and is a home-rule, special charter municipality operating under a council-manager form of government.

Glencoe is a full-service community that provides a wide range of municipal services. These include a consolidated Public Safety Department (police, fire, and emergency medical services), a Public Works Department responsible for infrastructure, building, zoning, and planning functions, as well as Finance, Golf operations, and the Office of the Village Manager/Clerk.

The community is characterized by a relatively stable population and high property values. Its location along Lake Michigan, combined with access to regional transportation networks and proximity to Chicago, contributes to both its desirability and its service expectations. Residents place a strong emphasis on public safety, community service, and maintaining the Village's high standard of living.

Crime rates in Glencoe are comparatively low relative to both state and national averages, particularly in terms of violent crime. Property-related offenses do occur but remain at levels consistent with or below comparable North Shore communities. This overall low crime environment, combined with proactive policing and strong community engagement, contributes to a high perceived sense of safety among residents and contribute to the Village's overall livability and reinforce expectations for high-quality municipal service delivery

The Public Safety Department



The Public Safety Department was established in 1954 when the Village combined the Police and Fire Departments into a single, cross-trained department. This unified Public Safety Department model offers improved efficiency, a single chain of command when dealing with issues that require a multi-tiered emergency response, and much better interoperability of police, fire, and EMS services. Such an approach is particularly well-suited to smaller communities, where call volume and resource

demands can be effectively managed through a multidisciplinary workforce. This model enables the Village to deliver a high level of emergency service while maintaining cost



efficiency compared to municipalities that operate separate police and fire departments. The Public Safety Department is composed of three primary divisions: Police Services, Fire Services, and Emergency Medical Services (EMS).

Public Safety Officers are represented by the Fraternal Order of Police. The Department includes 26 authorized Public Safety Officer positions and eight Lieutenants who serve in rotating supervisory roles, along with one Deputy Chief and one Public Safety Director. These sworn personnel are supported by non-sworn staff in a variety of roles, including three Community Service Officers, an Administrative Assistant, an Administrative Services Coordinator, 2.5 Records Specialists, and four paid on-call firefighters.

The Village last approved an increase in staffing in 2015, when two additional officers were added. Since that time, the authorized strength has remained at 36 sworn officers. Due to a combination of internal and external factors, the Department has experienced challenges in maintaining full authorized staffing, although it has made measurable progress in recent years.

Table 1 Actual and Authorized Strength

Year	Sworn Officers	Authorized	Year to Year Change
2020	35	36	
2021	29	36	-6
2022	28	36	-1
2023	31	36	+3
2024	32	36	+1
2025	34	36	+2

Tenure and Experience

Like many first responder agencies, the Village of Glencoe Public Safety Department is becoming younger and less experienced as veteran personnel retire or depart and are replaced by newer officers.

The average years of experience among Public Safety Officers is approximately seven years. When supervisory staff (Lieutenants, Deputy Chief, and Director) are excluded, the average drops to 5.38 years. More than half of all personnel—including officers, supervisors, and civilian staff—have fewer than five years of service with the Village.



Notably:

- 39% of Public Safety Officers have less than three years of experience
- 50% have less than 3.6 years of experience
- 68% have less than ten years of experience

The large proportion of newer officers has important implications for training, supervision, and organizational development. As experienced personnel leave the organization, there is a risk of losing institutional knowledge and specialized expertise. As a result, there is a heightened need to prioritize structured training, skill development, and consistent frontline supervision to ensure operational effectiveness and maintain service standards.

The History of the Engagement



On February 20, 2025, the Village of Glencoe initiated a Request for Proposals (RFP) for a qualified firm to conduct a staffing study of its Public Safety Department. The purpose of the staffing study was to ensure the long-term viability of the Public Safety model and to maintain the highest level of service and safety for the community.

The selected firm would be responsible for performing an in-depth evaluation of current sworn staffing levels, with a focus on daily operational needs and resource allocation. In addition to analyzing existing staffing configurations, the study would consider the evolving landscape of modern public safety services, including police, fire, and emergency medical services (EMS). This would include an examination of future trends, technological advancements, and the training requirements necessary to adapt to changing demands across all first responder disciplines. The goal was to develop strategic recommendations to support the department's growth and adaptability in the coming years.

The deadline for submissions was March 14, 2025, and Fitch & Associates was one of several firms that submitted a bid and proposed methodology. Fitch & Associates was selected to deliver a follow-up presentation on April 4, 2025, and was subsequently chosen as the successful firm shortly thereafter.

A kickoff meeting was held with Glencoe Public Safety Department leadership and the Fitch project team on May 23, 2025. During this meeting, Fitch presented an Initial Data Request for specific information related to the Public Safety Department's CAD workload, policies, deployment practices, training records, budget, and union contract. The required information was provided in the weeks that followed.



From July 28 to July 31, 2025, the Fitch team conducted an on-site visit to the Village of Glencoe and interviewed more than 30 stakeholders, including frontline officers, supervisory personnel, the Village Manager and other municipal departments, members of the community, partner police and fire agencies, and religious leaders. Additional video interviews were conducted with stakeholders between August 12 and August 22, 2025.



The draft analytical report based on the information provided through the Initial Data Request was completed on September 13, 2025. Fitch & Associates met via conference call with Public Safety Department leadership on September 15, 2025, presenting a summary of the data report along with key themes identified from stakeholder interviews. Following this discussion, proposed solutions and service delivery models were reviewed collaboratively between the Fitch team and the Village of Glencoe Public Safety Department.

Calls for Service Analysis

Proactive and Reactive

The reactive workload is principally composed of calls for service. Collecting objective and detailed information from the CAD system is a key element of this part of the analysis, which will yield important insights into the number of calls, how they are dispersed geographically and temporally, the types of calls, and changes to the nature of the workload from year to year. Reactive policing in response to calls for service, however, is only one part of the total frontline workload.

In addition to the calls for service information, CAD and other data can also assist in depicting the proactive activities of officers. These can include traffic enforcement, citizen contacts, premise checks, foot patrol, or any other self-initiated policing activities that are captured in the CAD system or in other records. Most deployment models will have time built in at appropriate times of the day for proactive activities to take place. The International Association of Police identifies uncommitted time as one of the most important and accurate indicators of police workload. Department expectations of the role of the officer in the community and the core job functions greatly impact the proactive activity workload.

Departments that emphasize community outreach, engagement, and problem-solving as part of the core responsibilities of frontline law enforcement officers typically have an enhanced need for officers to be available during the times when those activities most logically need to occur. Usually, these are proactive activities that allow officers to focus on department and community priorities. The Glencoe Public Safety Department has



done a remarkable job of not only routinely including proactive/self-initiated activities in its workload, but also in chronicling these activities within the CAD system.

Methodology

Fitch & Associates analyzed six years of data for Police, Fire, and EMS from 2019 through 2024. The analysis included calls either responded to by Glencoe Public Safety Department units or those that occurred within the jurisdiction of Glencoe.

In this report, two distinct measures of call volume and workload were utilized. The first is the number of requests for service, defined as either “dispatches” or “calls.” Dispatches/calls represent the number of times a distinct incident was created. Conversely, “responses” represent the number of times an individual unit (or units) responded to a call. Responses are utilized in all unit- and station-level analyses, as they account for all elements of workload and performance.

Calls have been categorized as EMS, Fire, and Police. Call types are classified using the call description. For example, Breathing Problems, Traumatic Injury, and Abdominal Pain are classified as EMS calls; Fire Gas Leak Indoors, Fire Smoke Investigation Inside, and Fire Alarm are classified as fire calls; and Suspicious Vehicle, Premise Check, Missing Person, and Trespassing are classified as police calls. A complete listing of call type classifications by program is provided in Appendix B.

Police calls are further categorized as either officer-initiated or citizen-initiated based on the call description. For example, Traffic Stop, Vacation Watch, and School Zone Enforcement are classified as officer-initiated (i.e., proactive) calls, whereas call types such as Fraud, Theft, and Dispute are classified as citizen-initiated (reactive) calls. The complete classification of calls as officer-initiated or citizen-initiated is also provided in Appendix B.



Dispatch time in this report is calculated from the call time to the time a unit was dispatched. Turnout time is calculated from the time a unit was dispatched through the time a unit went en route. Travel time was calculated from unit's en route time through the unit arriving on scene time. Response time, as experienced by the citizen, includes dispatch, turnout, and travel times. On-scene

time covers the period from the unit's arrival on scene to when it is cleared. Busy time refers to the duration from when a unit was dispatched until it was cleared on scene. For busy time, unit activity was capped at 10 hours. In the response time analysis, only calls with complete records—dispatch time, en route time, and arrival on scene time—and a total response time of less than 10 hours were included.

Over the six-year period, a total of 208 calls were excluded from analysis because they were recorded as “test calls” within the CAD system. These calls are typically entered to



evaluate system performance or functionality and are neither citizen-initiated nor officer-initiated. Excluding these test calls ensures that the data reflects actual incidents, thereby improving the accuracy and relevance of the analysis.

The Frontline Calls for Service Workload

Table 2 Calls by Program and Year

Program	Number of Calls					
	2019	2020	2021	2022	2023	2024
Officer-Initiated Police Calls	8,648	6,923	7,790	8,022	10,228	11,135
Citizen-Initiated Police Calls	6,448	5,231	5,195	4,543	4,511	5,518
Police	15,096	12,154	12,985	12,565	14,739	16,653
Fire	952	874	870	1,050	1,019	1,198
EMS	406	414	416	388	435	449
Total	16,454	13,442	14,271	14,003	16,193	18,300
Calls per Day	45.1	36.7	39.1	38.4	44.4	50.0
Year over Year Growth	N/A	-18.5%	6.5%	-1.9%	15.6%	12.7%

The fluctuations in year-over-year growth are primarily driven by police call activity, which accounts for approximately 90% of all calls during the analyzed period, with fire calls at 6-7% and EMS calls approximately 3% of the total call volume. Citizen-initiated police calls experienced a slight decline from 2020 to 2023. Conversely, police-initiated (proactive) calls saw a decrease during the COVID-19 pandemic years of 2020 and 2021; since 2022, however, these proactive calls have steadily increased, largely due to heightened demand for checks on residential properties and religious institutions. This trend indicates evolving community safety concerns and increased police engagement in proactive patrols and security measures.

While changes in call volume can be indicative of changes in workload, it is also true that not all calls take the same amount of time to complete. It is helpful, therefore, to look at the total time spent on calls, known as busy hours, to help gauge the year-to-year changes in the workload.



Table 3 Busy Hours by Program and Year

Program	Number of Busy Hours (Glencoe Police and Glencoe Fire)					
	2019	2020	2021	2022	2023	2024
Officer-Initiated Police Calls	2,778	2,008	2,709	2,515	3,291	3,468
Citizen-Initiated Police Calls	4,923	4,571	4,293	4,354	4,521	5,273
Police	7,701	6,579	7,001	6,869	7,811	8,740
Fire	596	440	523	665	708	723
EMS	1,302	1,166	1,099	1,033	1,152	926
Total	9,599	8,184	8,623	8,566	9,671	10,390
Year over Year Growth	NA	-15.0%	5.6%	-0.7%	12.9%	7.1%

Highlights and Commentary

- Police calls make up most busy hours on calls for service with citizen-initiated police calls representing 60-70% of the police total time.
- There is significant proactive activity in police calls with 30-40% of busy hours being officer-initiated.
- In approximate terms, every year of the police calls represent 80% of the total busy hours, with EMS calls comprising 15% and Fire calls comprising about 5% of the total call time.



Demand and Call Intake Time Analysis of Calls

The following tables reflect summary statistics for Police, Fire, and EMS. Statistics for officer-initiated or citizen-initiated police calls are broken down.

Table 4 Responses by Program

Program	Number of Calls	Number of Responses	Annual Busy Hours	Avg. Number of Calls per Day	Avg. Number of Responses per Day	Avg. Number of Glencoe Police and Fire Units per Call	Busy Hours per Day	Avg Busy Minutes per Responses
Officer-Initiated Police Calls	11,135	12,042	3,468	30.4	32.9	1.1	9.5	17.3
Citizen-Initiated Police Calls	5,518	8,104	5,273	15.1	22.1	1.5	14.4	39.0
Police	16,653	20,146	8,740	45.5	55.0	1.2	23.9	26.0
Fire	1,198	2,429	723	3.3	6.6	2.0	2.0	17.9
EMS	449	1,609	926	1.2	4.4	3.6	2.5	34.5
Total	18,300	24,184	10,390	50.0	66.1	1.3	28.4	25.8

Note: Number of responses, deployed hours and busy minutes per responses only include units from the Glencoe Public Safety Department.



Table 5 Calls by Month

Month	Number of Calls				Calls per Day			
	Police	Fire	EMS	Total	Police	Fire	EMS	Total
Jan	1,341	119	31	1,491	43.3	3.8	1.0	48.1
Feb	1,388	79	24	1,491	47.9	2.7	0.8	51.4
Mar	1,582	75	31	1,688	51.0	2.4	1.0	54.5
Apr	1,328	66	39	1,433	44.3	2.2	1.3	47.8
May	1,352	84	40	1,476	43.6	2.7	1.3	47.6
Jun	1,165	127	41	1,333	38.8	4.2	1.4	44.4
Jul	1,223	126	55	1,404	39.5	4.1	1.8	45.3
Aug	1,256	147	40	1,443	40.5	4.7	1.3	46.5
Sep	1,295	88	33	1,416	43.2	2.9	1.1	47.2
Oct	1,514	116	36	1,666	48.8	3.7	1.2	53.7
Nov	1,458	86	31	1,575	48.6	2.9	1.0	52.5
Dec	1,751	85	48	1,884	56.5	2.7	1.5	60.8
Total	16,653	1,198	449	18,300	45.5	3.3	1.2	50.0



Figure 1: Average Number of Police, Fire and EMS Calls per Day by Month

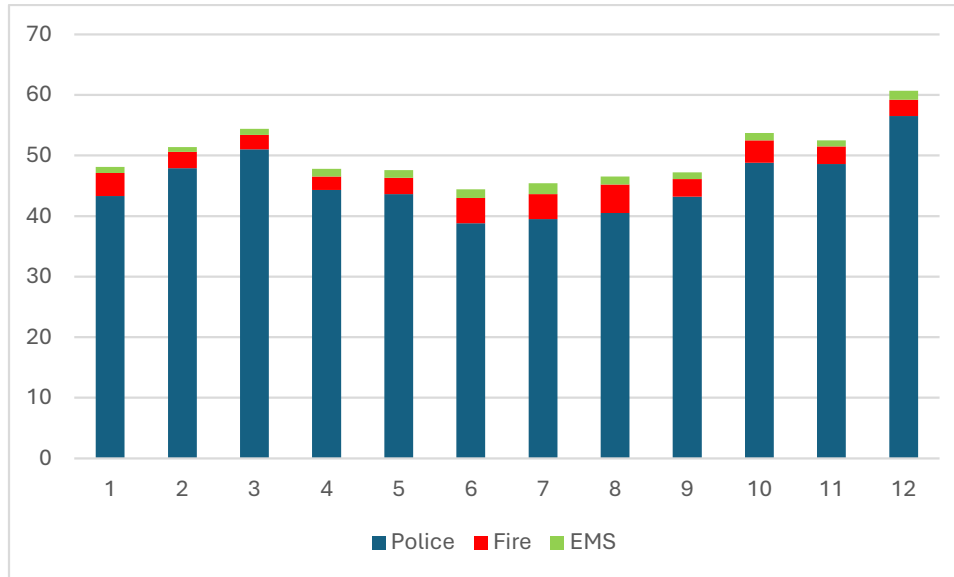


Figure 2 Average Number of Police Calls per Day by Month

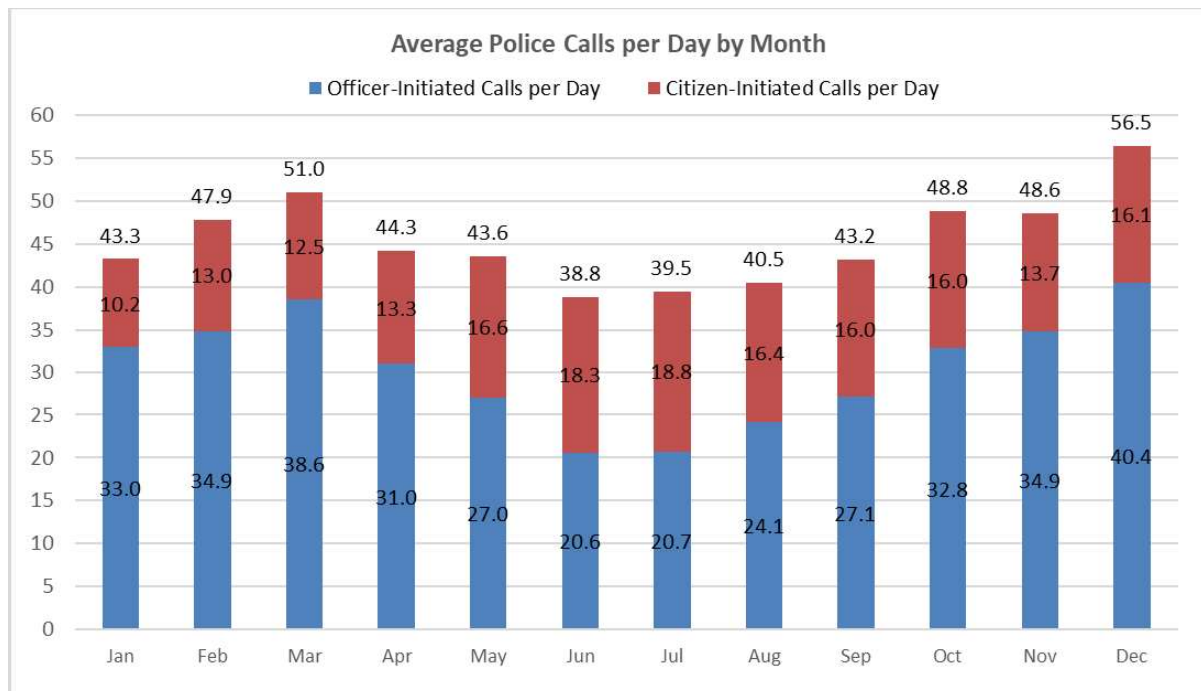




Table 6 Police Calls per Month

Month	Police					
	Officer-Initiated	Citizen-Initiated	Number of Police Calls	Officer-Initiated Calls per Day	Citizen-Initiated Calls per Day	Police Calls per Day
Jan	1,024	317	1,341	33.0	10.2	43.3
Feb	1,011	377	1,388	34.9	13.0	47.9
Mar	1,196	386	1,582	38.6	12.5	51.0
Apr	929	399	1,328	31.0	13.3	44.3
May	838	514	1,352	27.0	16.6	43.6
Jun	617	548	1,165	20.6	18.3	38.8
Jul	641	582	1,223	20.7	18.8	39.5
Aug	748	508	1,256	24.1	16.4	40.5
Sep	814	481	1,295	27.1	16.0	43.2
Oct	1,018	496	1,514	32.8	16.0	48.8
Nov	1,046	412	1,458	34.9	13.7	48.6
Dec	1,253	498	1,751	40.4	16.1	56.5
Total	11,135	5,518	16,653	30.4	15.1	45.5



Figure 2: Average Number of Fire Calls per Day by Month

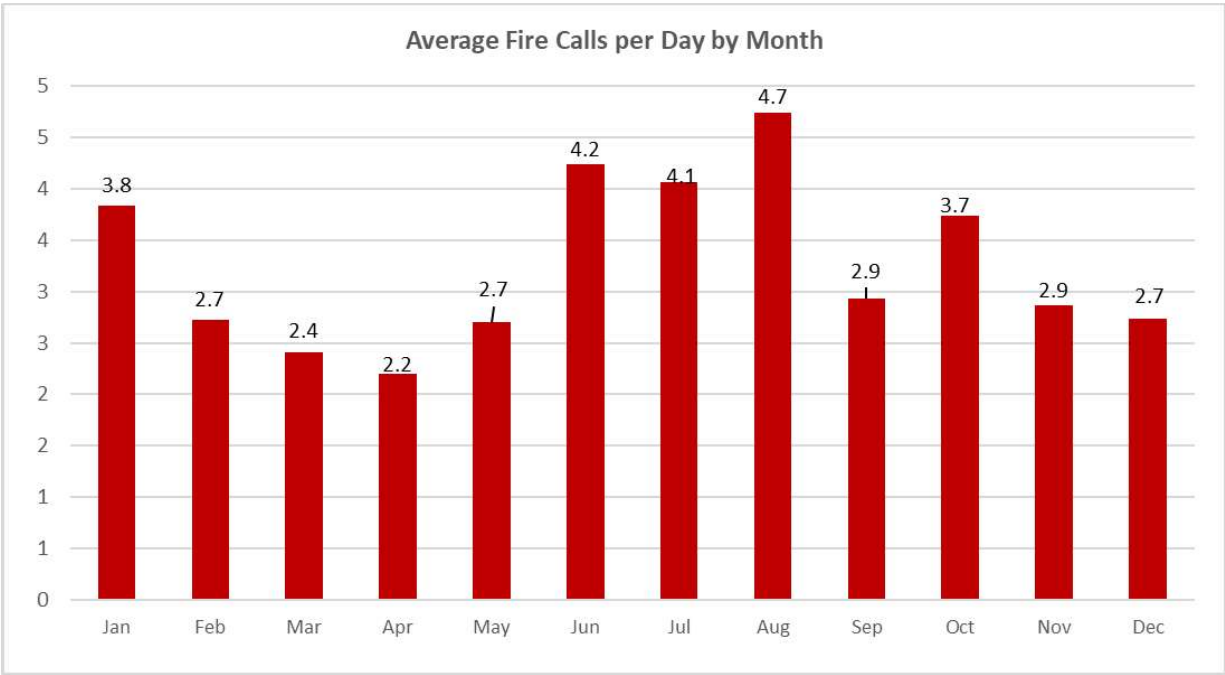
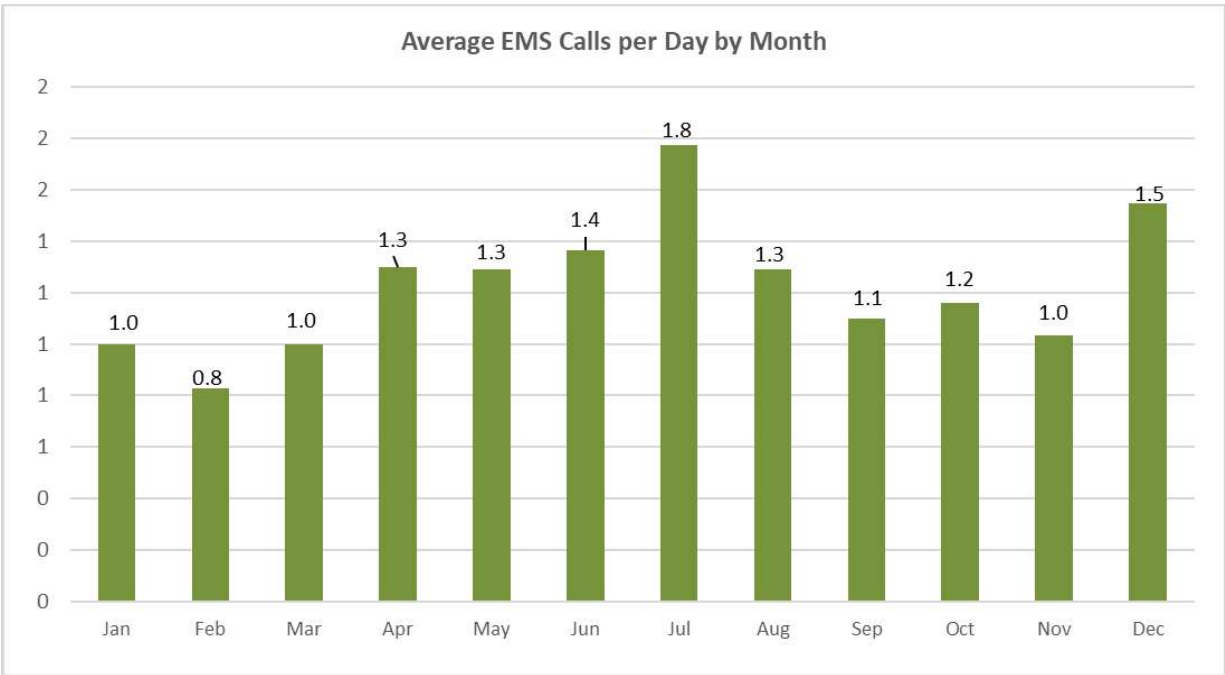


Figure 3: Average Number of EMS Calls per Day by Month





Highlights and Commentary

- The fire and EMS calls show a pattern often experienced in emergency services agencies with a moderate month-to-month fluctuation with calls peaking in the summer months.
- The police related calls conversely show less fluctuation but reach their highest volume in the first and last quarters of the calendar year. This is likely related to an increase in calls related to checking on vacant homes during the winter months when residents leave the Village for warmer-temperature vacation homes and destinations.



Day of Week

Table 7: Average Number of Police, Fire and EMS Calls by Weekday

Weekday	Number of Calls				Calls per Day			
	Police	Fire	EMS	Total	Police	Fire	EMS	Total
Sunday	1,535	146	58	1,739	29.5	2.8	1.1	33.4
Monday	2,531	171	46	2,748	47.8	3.2	0.9	51.8
Tuesday	2,759	212	58	3,029	52.1	4.0	1.1	57.2
Wednesday	2,624	207	61	2,892	50.5	4.0	1.2	55.6
Thursday	2,663	170	71	2,904	51.2	3.3	1.4	55.8
Friday	2,799	161	88	3,048	53.8	3.1	1.7	58.6
Saturday	1,742	131	67	1,940	33.5	2.5	1.3	37.3
Total	16,653	1,198	449	18,300	45.5	3.3	1.2	50.0



Figure 4: Average Number of Police, Fire and EMS Calls per Day by Weekday

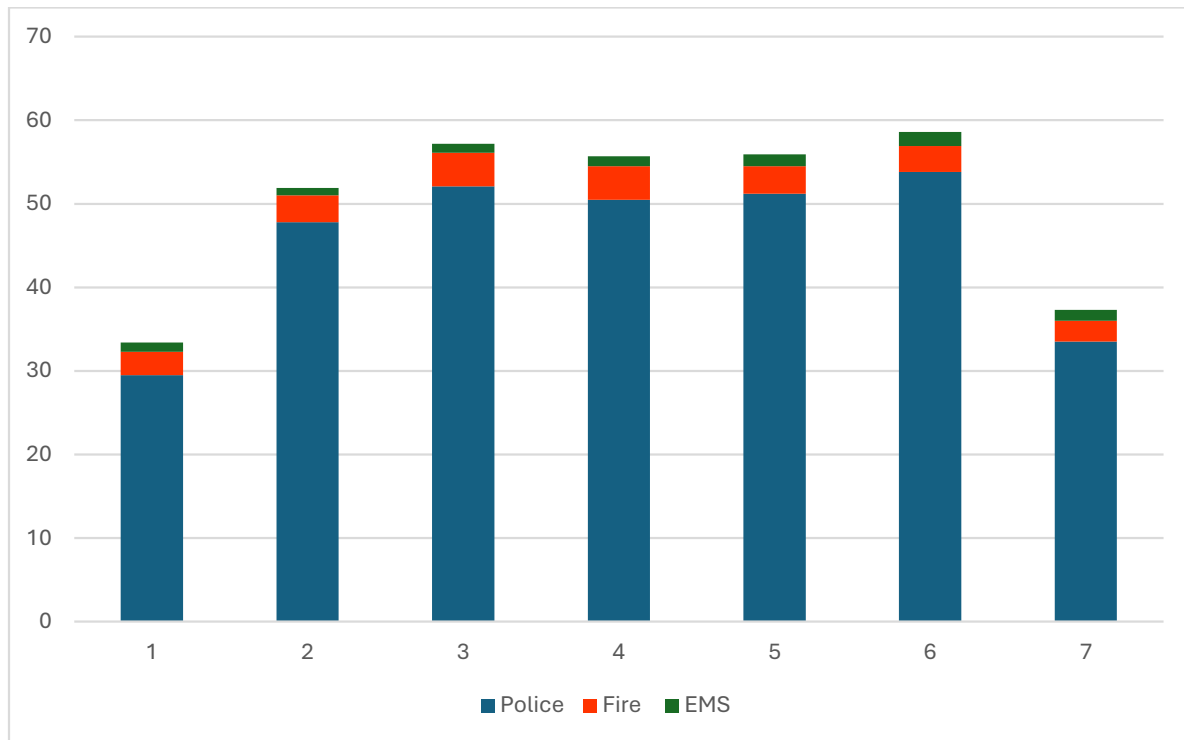




Figure 5: Average Number of Police Calls per Day by Weekday

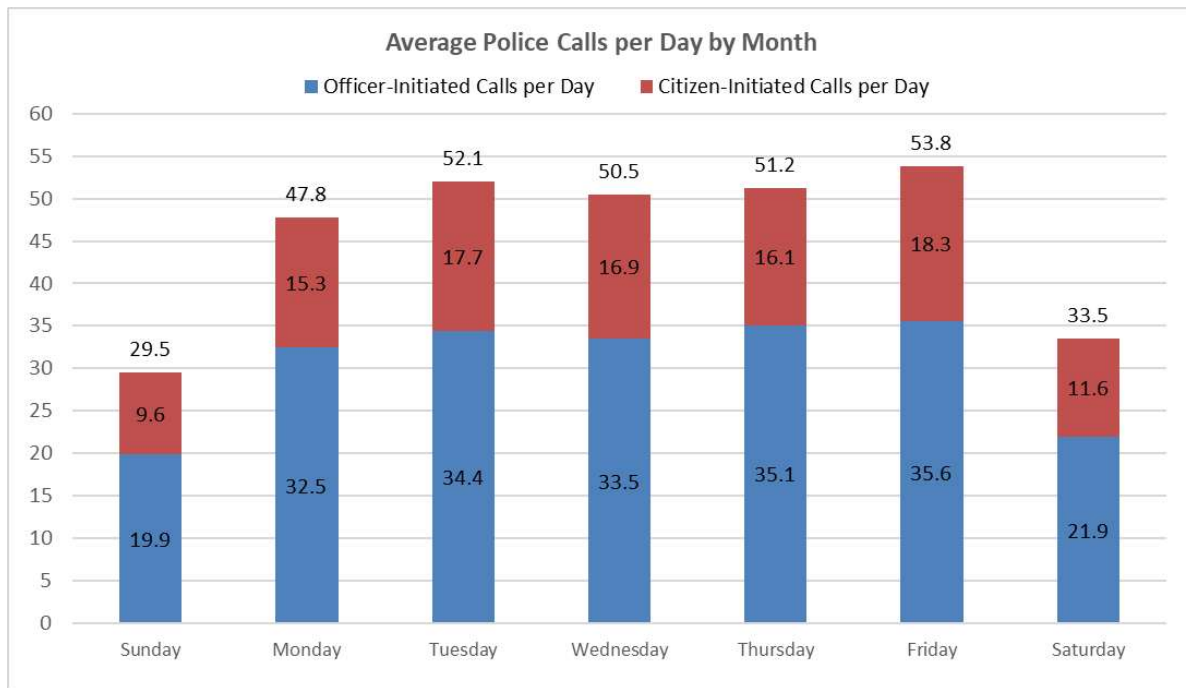


Figure 6: Average Number of Fire Calls per Day by Weekday

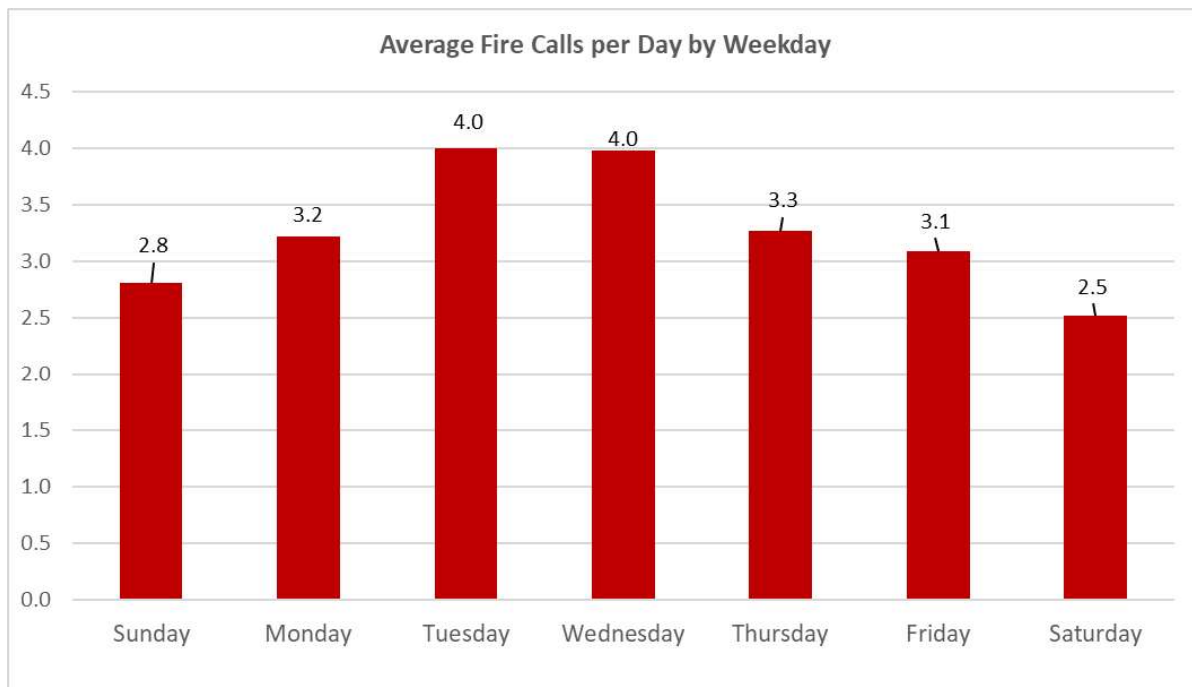
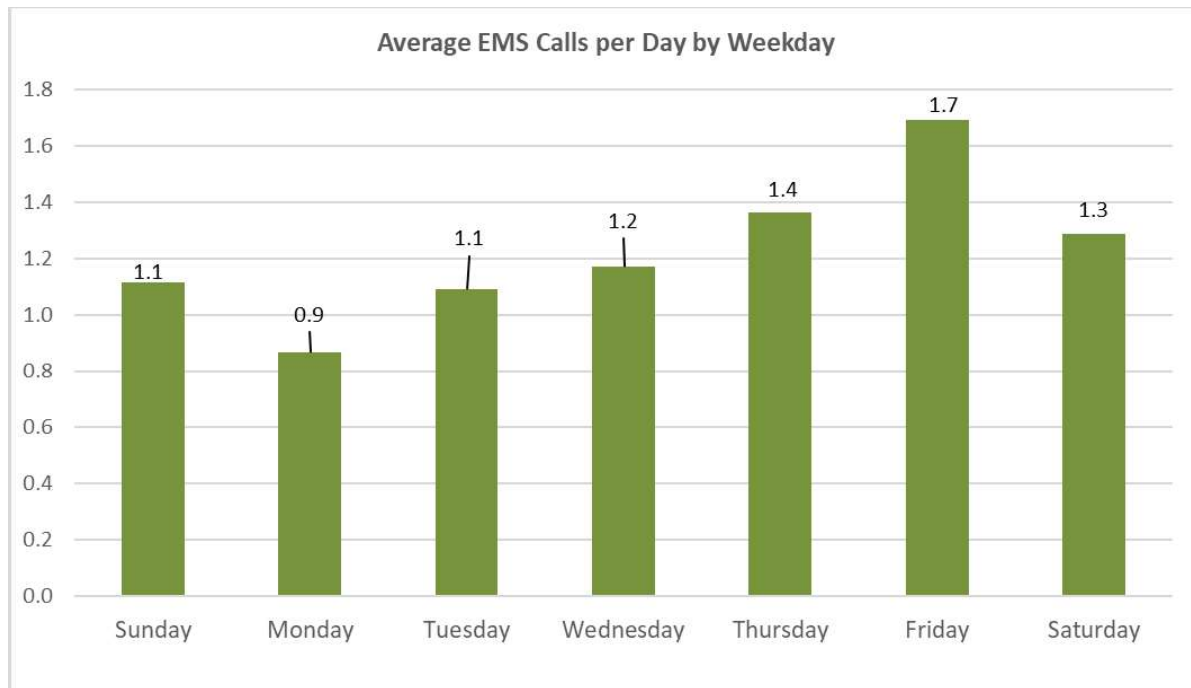




Figure 7: Average Number of EMS Calls per Day by Weekday



Highlights and Commentary

- The police calls show the typical emergency services fluctuation with stable call volume during the week and moderately less calls on the weekends. The patterns hold true for both police-initiated and citizen-initiated calls.
- The fire calls exhibit the same general pattern as the police calls, with even less of a fluctuation on the weekends.
- The EMS calls show a different pattern with the highest call volume clustered on Friday, Saturday and Sunday.



Hour of Day

Unlike month of year or day of the week, the temporal distribution by hour of the day reflects much greater variance. As can be noted below, calls for service for both police and fire differ greatly when comparing 4:00 AM versus 4:00 PM – a difference of approximately four to five-fold. Both a graphic representation and tabular data for an hour of the day are provided. A total of 11,135 officer-initiated police calls were excluded from the hourly analysis, as officers can initiate these calls during off-peak hours.



Table 8: Number of Police, Fire and EMS Calls by Hour

Hour	Number of Calls				Calls per Day			
	Citizen-Initiated Police Calls	Fire	EMS	Total	Citizen- Initiated Police Calls	Fire	EMS	Total
0	104	17	6	127	0.3	0.0	0.0	0.3
1	79	18	7	104	0.2	0.0	0.0	0.3
2	75	21	7	103	0.2	0.1	0.0	0.3
3	51	15	6	72	0.1	0.0	0.0	0.2
4	62	15	8	85	0.2	0.0	0.0	0.2
5	38	21	11	70	0.1	0.1	0.0	0.2
6	65	28	8	101	0.2	0.1	0.0	0.3
7	337	44	18	399	0.9	0.1	0.0	1.1
8	432	74	24	530	1.2	0.2	0.1	1.5
9	379	69	20	468	1.0	0.2	0.1	1.3
10	444	66	25	535	1.2	0.2	0.1	1.5
11	433	67	30	530	1.2	0.2	0.1	1.5
12	398	65	43	506	1.1	0.2	0.1	1.4
13	435	77	25	537	1.2	0.2	0.1	1.5
14	368	69	22	459	1.0	0.2	0.1	1.3
15	321	61	29	411	0.9	0.2	0.1	1.1
16	291	72	28	391	0.8	0.2	0.1	1.1
17	241	85	31	357	0.7	0.2	0.1	1.0
18	199	88	21	308	0.5	0.2	0.1	0.8
19	173	69	16	258	0.5	0.2	0.0	0.7
20	181	52	21	254	0.5	0.1	0.1	0.7
21	149	53	15	217	0.4	0.1	0.0	0.6
22	132	34	18	184	0.4	0.1	0.0	0.5
23	131	18	10	159	0.4	0.0	0.0	0.4
Total	5,518	1,198	449	7,165	15.1	3.3	1.2	19.6

Note: Officer-initiated police calls are excluded.



Figure 8: Number of Police, Fire and EMS Calls per Day by Hour

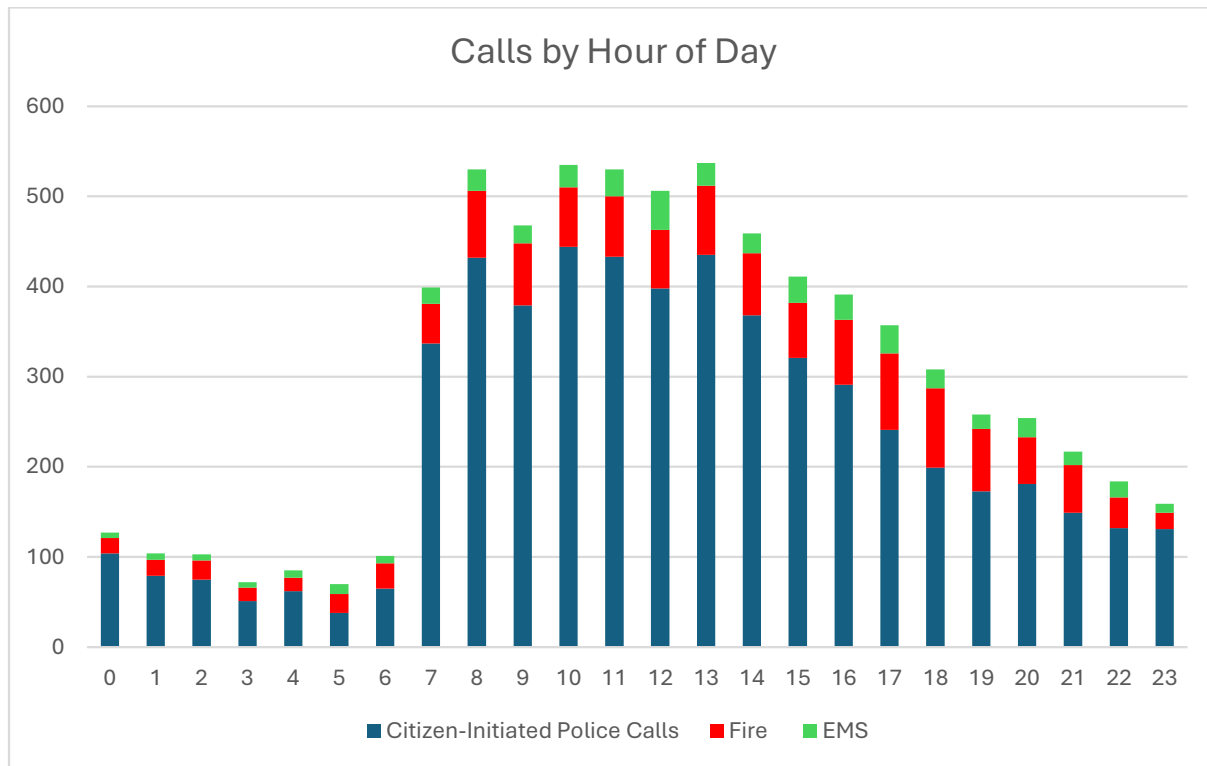
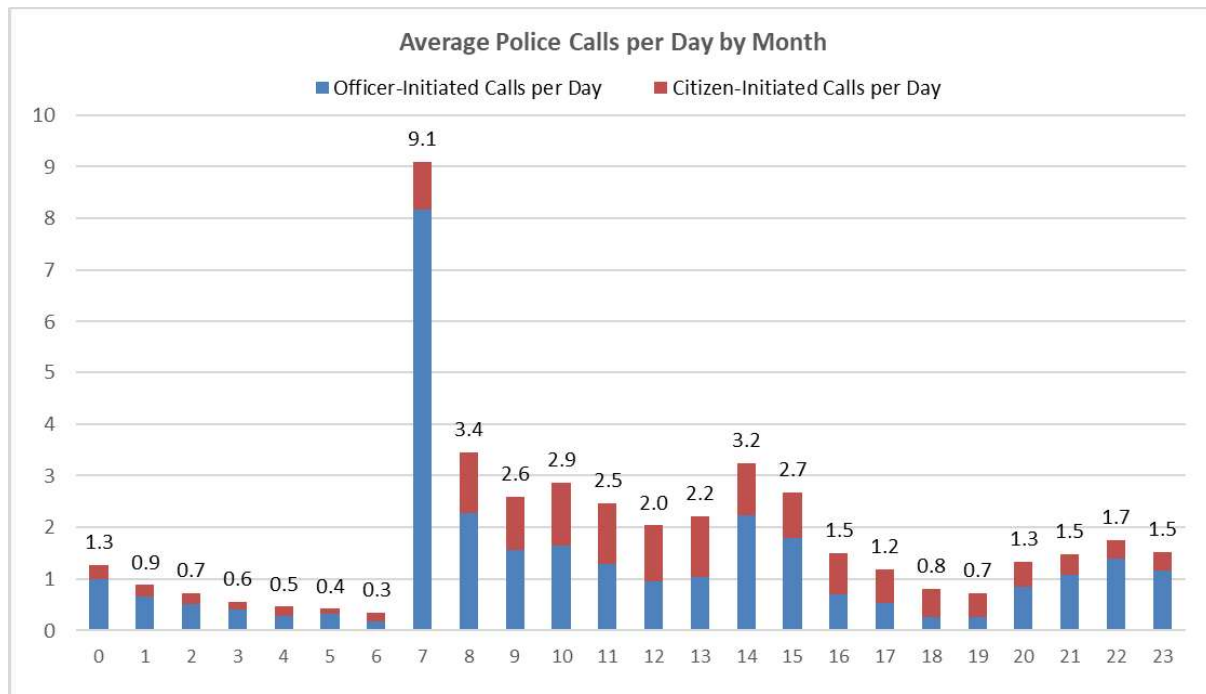




Figure 9: Average Number of Police Calls per Day by Hour

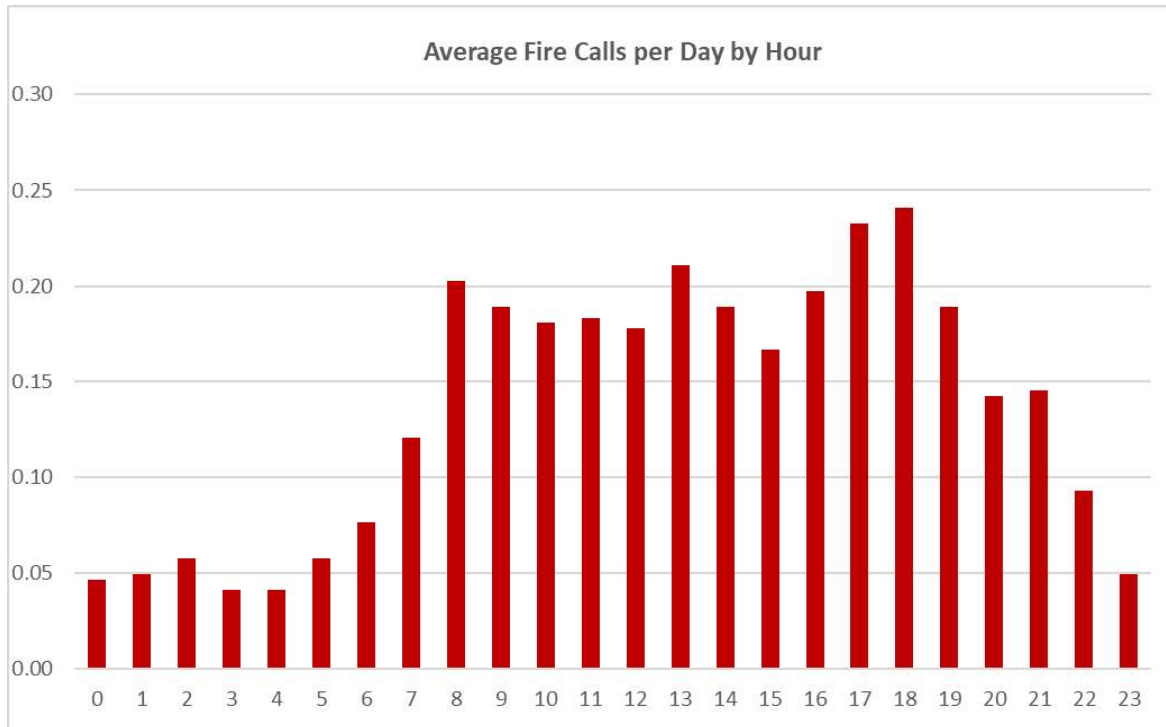


The unusual surge in calls at 7:00 a.m. is primarily due to a high volume of officer-initiated activities, including checks of residences, religious institutions, and other proactive measures. These activities are routinely performed throughout the day when officers have available time. They constitute a significant and distinctive portion of the overall workload. Recording these proactive checks as calls for service within the Computer-Aided Dispatch (CAD) system ensures accurate documentation of workload and operational activities. Since these checks are not time-sensitive, entering them into the system serves as a useful "to-do" list for officers to address when they have free time.

The current approach of logging all these activities at 7:00 a.m. (coinciding with the beginning of the 12-hour day shift) provides greater benefits than potential drawbacks, such as queue delays or misinterpretation of the hourly call volume increase. Overall, this methodology enhances workload tracking and operational efficiency, ensuring that proactive activities are properly documented and accessible for future reference.



Figure 10: Average Number of Fire Calls per Day by Hour

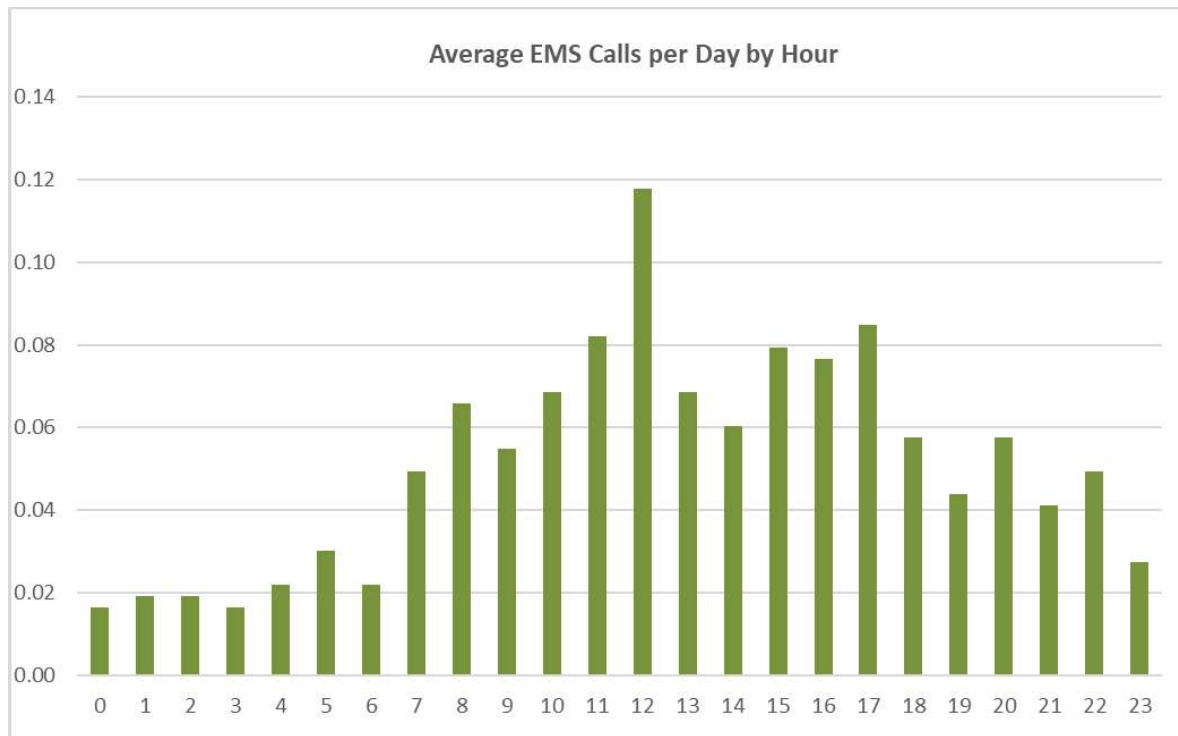


Highlights and Commentary

- The calls mirror a pattern often seen in first responder reactive calls analyses with calls building from 7:00 am, reaching a peak around noon and then gradually declining until midnight.
- The fire calls are somewhat different than pattern for police and Ems calls, with call volume holding fairly consistent at a peak from 8:00 am until about 8:00 pm.
- The total call volume for all three disciplines is generally between 1-2 calls per hour.



Figure 11: Average Number of EMS Calls per Day by Hour





Response Time Performance

This analysis focused on the first arriving Glencoe units of all distinct incidents. Both average and 90th percentile statistics were analyzed. The 90th percentile measure is more robust, or less influenced by outliers, than measures of central tendency such as the mean. Best practice is to measure at the 90th percentile. In other words, 90% of all performance is captured, expecting that 10% of the time the department may experience abnormal conditions that would typically be considered an outlier.

For example, if the department were to report an average response time of six minutes, then in a normally distributed set of data, half of the responses would be longer than six minutes, and half of the responses would be less than six minutes. The 90th percentile communicates that 9 out of 10 times, the department performance is predictable and thus more clearly articulated to policy makers and the community. In the response time analysis, officer-initiated police calls were excluded.

Table 9 Average Dispatch, Turnout, Travel and Response Time by Program

Program	Dispatch Time	Turnout Time	Travel Time	Response Time	Sample Size
Police	3.3	1.6	1.7	6.7	4,761
Fire	3.0	1.6	2.3	6.9	707
EMS	1.5	1.3	1.8	4.6	418

Note: Officer-initiated police calls and those outside Glencoe's jurisdiction are excluded.

Table 10 90th Percentile Dispatch, Turnout, Travel and Response Time by Program

Program	Dispatch Time	Turnout Time	Travel Time	Response Time	Sample Size
Police	5.5	4.4	5.2	14.8	4,761
Fire	4.2	3.5	4.8	11.6	707
EMS	3.4	3.0	3.8	6.6	418

Note: Officer-initiated police calls and those outside Glencoe's jurisdiction are excluded.



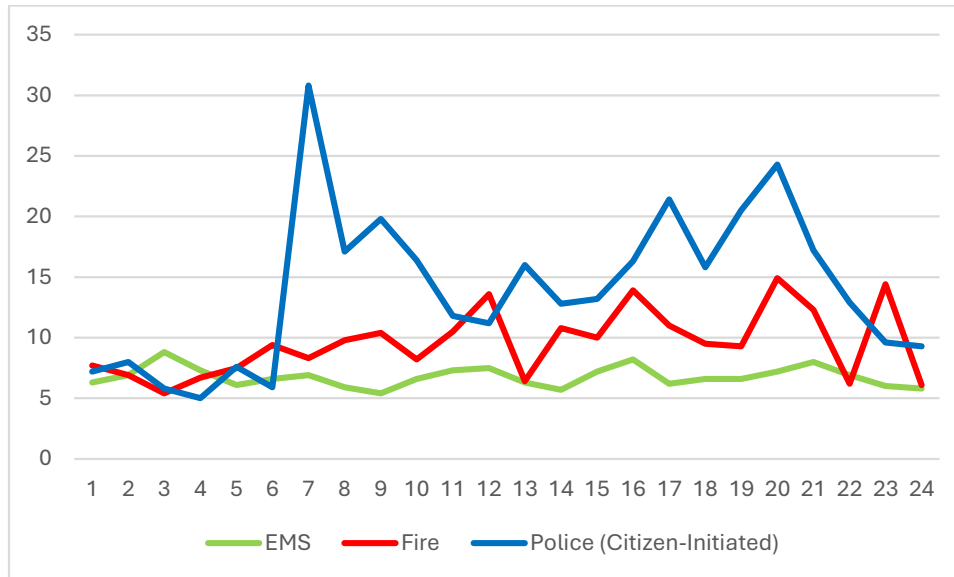
Table 11: 90th Percentile Response Time by Program and Hour of Day

Hour	EMS	Fire	Police (Citizen-Initiated)
0	6.3	7.7	7.2
1	6.9	6.9	8.0
2	8.8	5.4	5.8
3	7.3	6.7	5.0
4	6.1	7.5	7.6
5	6.6	9.4	5.9
6	6.9	8.3	30.8
7	5.9	9.8	17.1
8	5.4	10.4	19.8
9	6.6	8.2	16.4
10	7.3	10.5	11.8
11	7.5	13.6	11.2
12	6.3	6.4	16.0
13	5.7	10.8	12.8
14	7.2	10.0	13.2
15	8.2	13.9	16.3
16	6.2	11.0	21.4
17	6.6	9.5	15.8
18	6.6	9.3	20.5
19	7.2	14.9	24.3
20	8.0	12.3	17.2
21	6.9	6.2	12.9
22	6.0	14.4	9.6
23	5.8	6.1	9.3

Note: Officer-initiated police calls and those outside Glencoe's jurisdiction are excluded. Calls from August 27, 2024 were also omitted due to their effect on hourly 90th percentile response time given the small sample size.



Figure 12 90th Percentile Response Time for EMS and Fire Calls by Hour of Day



Highlights and Commentary

- The EMS response time, as would be expected is the lowest of the three.
- The anomalous spike at 6:00 am for police may be accounted for by lower priority calls occurring near shift change being held until after shift change.



Overlapped Calls Analysis

Overlapped or simultaneous calls are defined as another call being received in a demand zone (or jurisdiction) while one or more calls are already ongoing for the same demand zone (or jurisdiction). For example, if there is an ongoing call in the Glencoe jurisdiction wherein all units have not yet been cleared and one or more requests for service subsequently occur in the Glencoe jurisdiction, the subsequent call or calls would be captured as overlapping.

Understanding the percentage of overlapped calls may help determine the number of units to staff and is important to note. In general, the larger the call volume for a demand zone, the greater the likelihood of overlapped calls occurring. The distribution of demand throughout the day will also impact the likelihood of overlapping calls. Additionally, the duration of a call plays a significant role; the longer it takes to clear a request, the greater the likelihood of another call overlapping.

This analysis focuses on calls within the jurisdiction of Glencoe. Calls lasting more than three hours were excluded, as well as officer-initiated police calls. In 2024, 21% of EMS or Fire calls overlapped with other EMS or Fire incidents, while 37% of citizen-initiated police calls overlapped with other citizen-initiated police calls.

Table 12: Overlapped Calls

Program	Overlapped Calls	Total Calls	Percentage of Overlapped Calls
EMS/Fire	247	1,193	21%
Police	1,902	5,151	37%

Officer Initiated Calls

One of the advantages in the Village of Glencoe is the ability of officers to engage in a wide variety of proactive activities. Police calls of all types routinely comprise 90% of the total call volume year to year, with 50-60% of the overall calls being officer-initiated call types.



Table 13: Overlapped Percentage of Calls by Program and Year

Program	Number of Calls					
	2019	2020	2021	2022	2023	2024
Officer-Initiated Police Calls	8,648	6,923	7,790	8,022	10,228	11,135
Citizen-Initiated Police Calls	6,448	5,231	5,195	4,543	4,511	5,518
Police	15,096	12,154	12,985	12,565	14,739	16,653
Fire	952	874	870	1,050	1,019	1,198
EMS	406	414	416	388	435	449
Total	16,454	13,442	14,271	14,003	16,193	18,300
Calls per Day	45.1	36.7	39.1	38.4	44.4	50
Program	Percentage of Total calls by Year					
	2019	2020	2021	2022	2023	2024
Officer-Initiated Police Calls	52.56%	51.50%	54.59%	57.29%	63.16%	60.85%
Citizen-Initiated Police Calls	39.19%	38.92%	36.40%	32.44%	27.86%	30.15%
Police	91.75%	90.42%	90.99%	89.73%	91.02%	91.00%
Fire	5.79%	6.50%	6.10%	7.50%	6.29%	6.55%
EMS	2.47%	3.08%	2.92%	2.77%	2.69%	2.45%

Examining the incidence of each call type between 2019 and 2024 identifies which of the 270 different call types are most frequent. Note that, in this sample, some similar or redundant call types were collapsed into a single category.

- Parking Enforcement and Parking Complaint were combined as Parking Enforcement.
- PC Closed Business and PC Open Business were combined into the call type PC Business.
- Directed Patrol, Radar, and Traffic Detail were all combined into Directed Patrol.
- Fire Alarm and Code 3AFA were combined into Fire Alarm.
- Premise Check and Extra Watch were combined into Premise Check.
- Suspicious Vehicle calls were combined with Suspicious Incident calls to form the Suspicious Incident call type



Table14 : Top Twenty Frequency Call Types

RANK	CALL_TYPE	Records	CALLS	Program	Origin
1	Vacation Watch	15549	15108	Police	Officer-initiated
2	Traffic Stop	14024	9095	Police	Officer-initiated
3	Parking Enforcement	6573	6070	Police	Officer-initiated
4	PC: Business	5030	4757	Police	Officer-initiated
5	Admin Duties	4537	4161	Police	N/A
6	Alarm Residential	8122	3833	Police	Citizen-initiated
7	PC: Park	3962	3789	Police	Officer-initiated
8	School Zone Enforcement	3532	3303	Police	Officer-initiated
9	Directed Patrol	3788	2996	Police	Officer-initiated
10	Fire Alarm	11264	2881	Fire	N/A
11	PC: School	2794	2719	Police	Officer-initiated
12	PC: Village Property	2769	2673	Police	Officer-initiated
13	Premise Check	3143	2649	Police	Officer-initiated
14	Suspicious Incident	4700	2580	Police	Citizen-initiated
15	School Crossing	2291	2135	Police	Officer-initiated
16	Citizen Assist	2855	2036	Police	Citizen-initiated
17	Animal Complaint	2668	1993	Police	Citizen-initiated
18	PC: House of Worship	1661	1611	Police	Officer-initiated
19	Ordinance Violation	1666	1481	Police	Officer-initiated
20	Ambulance Call	4564	1163	EMS	N/A

Eighteen of the top twenty most frequent calls are police-related, with thirteen categorized as officer-initiated. This data highlights the significant role of proactive policing activities over the five-year period. These efforts contribute to a strong perceived sense of safety within the community and reflect the customer service-oriented approach of Glencoe’s public safety officers. This proactive engagement is a key factor in the department’s broad community support and would be difficult to sustain in larger jurisdictions or those with higher reactive call volumes.

The Village of Glencoe’s Public Safety Department is appropriately staffed to manage both proactive and reactive workloads with the current baseline of three officers. Reducing this baseline would likely require a reassessment and reprioritization of operational demands.

Parking enforcement, the third most frequent call type, is primarily—though not exclusively—handled by Community Safety Officers. The volume of these calls underscores their important role in supporting proactive operations despite limited staffing. Their work helps maintain safety and emergency access, supports local



businesses through effective parking management, and promotes accessibility for all members of the community.

Administrative Time

There are several factors that reduce the availability of police officers to respond to calls, patrol the community, and perform proactive activities. These include lunches and breaks, vacation, training, sick time, family leave, military leave, parental leave, on-duty injuries, and other similar factors. A comprehensive picture of workload must include the impact of these administrative demands on deployed staffing to accurately gauge the efficiency of the work shift and deployment pattern.

An optimized staffing analysis was conducted utilizing mathematical formulae to determine the most efficient allocation of personnel required to maintain desired staffing levels. Variables included in the calculation included the average use of personal time, training, Family and Medical Leave Act (FMLA) leave, military leave, and light-duty hours. The calculation also incorporated projected increases in certain areas of training for EMT and paramedic staff. The averages of these administrative time factors led to the calculation of an optimized staffing quotient.

In the case of the Glencoe Public Safety Department, it was determined that one full-time position on a police or fire shift requires 1.46 personnel. To achieve the police shift baseline of three (including supervisory staff), for example, would require 4.38 personnel assigned to that shift.

Currently, fire operations run with three shifts working 24-hour shifts in rotation, with a baseline of three officers, including the Lieutenant position. The EMS transport unit is staffed with two paramedics, with an engineer assigned to the fire apparatus.

The recommendation from this report is that baseline staffing be increased to five officers per fire shift. This means 15 officers need to be deployed. This is based on the administrative time calculation that, for each deployable position, 1.46 officers are required, for a total of 21.9 officers assigned to yield 15 deployable positions at any given time.

The police-side baseline deployment is three officers, including the Lieutenant, if applicable. The police shift is a 12-hour day or night shift, and there are four shifts to provide 24/7 coverage. To operate the shift system, the department requires 4×3 (12 total) officers available for deployment. The administrative time quotient of 1.46 indicates the department needs 17.52 officers assigned to meet the baseline deployment.



Observations

Call Volume and Workload

Public safety officers assigned to the police side work a 12-hour day shift (7:00 a.m. to 7:00 p.m.) and a 12-hour night shift (7:00 p.m. to 7:00 a.m.) with a baseline of three officers, including a supervisor. The fire side works a 24-hour shift with baseline staffing of three public safety officers, including a supervisor. For call response, fire operations require two officers on the fire vehicle and two paramedics for EMS transport. If operating at a baseline of three, a paramedic call requiring transport necessitates drawing assistance from the police operations side, as required.

None of the temporal fluctuations in workload (day of the week or month of the year) were particularly concerning or so striking as to suggest adding extra peak-demand staffing. There was a significant difference in citizen-initiated police calls on the day shift (78%) versus the night shift (22%); the difference is likely exacerbated when police-initiated calls are included, which also appear to be more concentrated during the day shift.

Historically, in police agencies, the night shift is associated with more in-progress calls and calls requiring a backup officer, while the day shift is typically associated with more belated, single-officer response call types, leading to more balanced staffing ratios between day and night. Current call volumes on both the day and night shifts appear to be manageable with the current baseline staffing.

The Village of Glencoe could, however, consider assigning any available human resources above baseline staffing to the day shift, when possible, to assist with the call disparity. Another option would be to have a small shift of two to three officers who exclusively work a modified day shift (in addition to the current four-shift system) to assist with increased dayshift calls and provide additional coverage.

Response Times Police

Analyzing response times at the 90th percentile reveals that police, fire, and emergency medical services (EMS) calls exhibit varying performance levels, which are influenced by the nature of incidents and operational factors.

Response Time Comparisons

The police response times, measured at the 90th percentile, average 14.8 minutes for all citizen-initiated calls, which is higher than the response times for fire and EMS services. Specifically, fire services have a 90th percentile response time of 13.6 minutes, while EMS services respond within 6.9 minutes at the same percentile. While response time is a critical metric for all emergency services, its significance varies depending on the nature of the incident. For fire and EMS calls, rapid response is often directly linked to



public safety outcomes, especially in medical emergencies where delays can significantly impact patient outcomes.

In contrast, police calls which are far more voluminous, can frequently include property-related issues or reports of non-urgent matters, where the immediacy of response may be less critical. Consequently, the emphasis on response times for police services might differ from that of fire and EMS.

Factors Influencing Police Response Times

The data indicates that the longer response times for police at the 90th percentile are primarily due to extended dispatch times, which contribute to the overall delay. Dispatch times to police calls tend to peak during specific hours, notably at 06:00 am, 04:00 pm, 06:00 pm, and 07:00 pm. These periods may correspond to increased call volumes for police, or dispatch awaiting the availability of a backup unit before initiating the call response, leading to queued calls. While the reason for the increased dispatch times cannot be definitively determined without a knowledge of unit statuses at the time of dispatch, the pattern here suggests that some staggering of shift start times might improve the response times to even lower priority calls.

Analysis of a Higher Priority Call Type

To better understand how quickly emergency responses occur, especially for urgent calls, a detailed study was conducted on specific types of calls that occur frequently and require rapid response. The focus was on residential burglary alarm calls, which occurred more than 500 times during the study period and were distributed across different days and times. These calls are considered urgent and benefit from fast response times.

The study found that the average response time for residential burglary alarm calls was approximately 7.9 minutes, which is significantly faster than the overall average response time of 14.8 minutes for all police calls. The time required to travel to the scene was similar for both residential burglary alarm calls and other call types. The key difference driving the reduced overall response time was dispatch time, with the 90th percentile dispatch time for residential burglary alarm calls decreasing from 5.8 minutes to 2.6 minutes, indicating that dispatching was expedited for higher-priority calls.

Overall, the study demonstrates that emergency services are meeting acceptable response times for urgent calls and are appropriately prioritizing these incidents to ensure timely response.

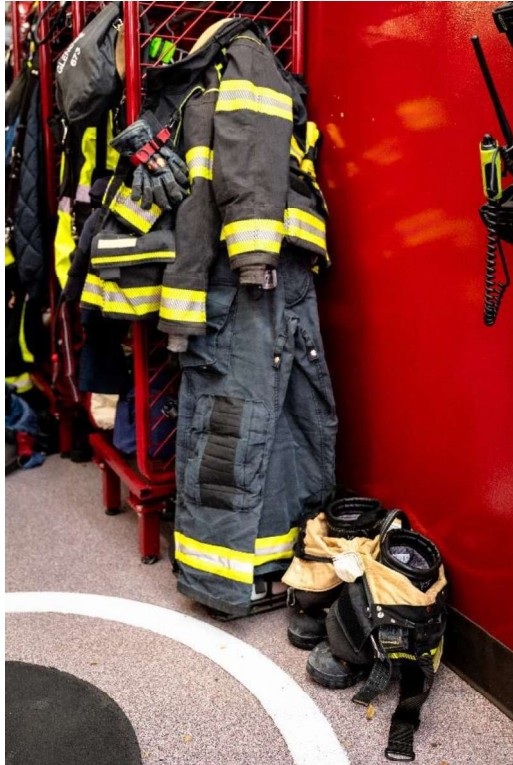
Implications for Resource Allocation and Operational Strategies

Understanding these disparities is essential for resource allocation and operational improvements. Strategies to reduce dispatch times and optimize staffing during peak hours could enhance response efficiency, particularly for police services where delays are



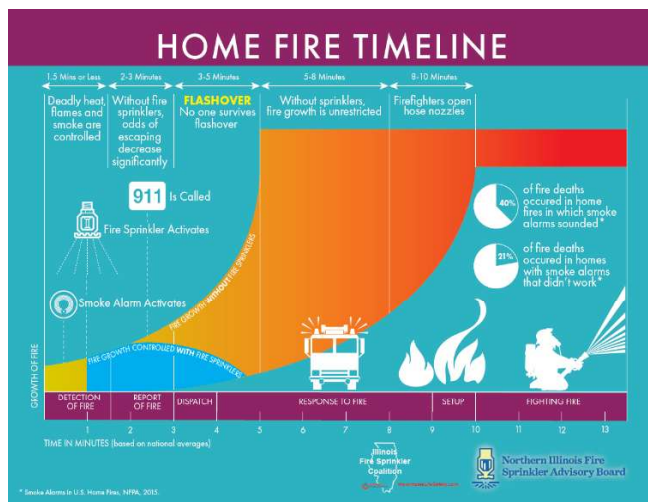
more pronounced. Overall, while response times are a vital performance indicator, their relative importance varies based on the type of emergency and the context of each incident.

Fire and EMS



NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, establishes response-time benchmarks to ensure fire departments can arrive quickly and have sufficient staffing for effective action. These benchmarks are based on extensive research indicating that every second counts during a fire. A small flame can escalate to a fully engulfed room within minutes. Delayed arrival can make conditions inside a structure unsurvivable for occupants and far more hazardous for firefighters. Faster response times, combined with the proper number of personnel, increase the chances of saving lives, preventing injuries, and minimizing property damage.

NFPA 1700, *Guide for Structural Firefighting*, provides the scientific foundation for understanding the significance of these benchmarks. It explains how contemporary building materials and furnishings ignite more rapidly, generating toxic gases and extreme heat at a faster rate. The guide further describes fire progression, the movement of smoke and heat within structures, and the conditions firefighters encounter upon arrival. Understanding this science underscores that even minimal delays in response or insufficient personnel can determine whether a room remains safely accessible or becomes irretrievably beyond rescue or control.



Benchmarks	Response Objectives
Alarm answer	15 sec 95% of the time or 40 sec 99% of the time
Alarm processing	64 sec 95% of the time or 106 sec 99% of the time
Turnout - Fire	80 sec
Turnout - EMS	60 sec
First-due engine	240 sec (4 min) 90% of the time
Second-due engine	360 sec (6 min) 90% of the time
Initial full alarm - Low/ medium hazard	480 sec (8 min) 90% of the time
Initial full alarm - High hazard	610 sec (10 min 10 sec) 90% of the time

Together, NFPA 1710 and NFPA 1700 exemplify a vital correlation between response time and safety protocols. A prompt and meticulously coordinated response transcends mere performance objectives; it is an essential measure that can save lives. Compliance with these standards reduces risks to civilians and firefighters by providing opportunities to intervene before the structure reaches irreversible conditions.

Themes Arising from the Interviews

Comprehensive interviews with a diverse range of internal and external stakeholders were conducted as part of this study. These interviews yielded valuable insights into key areas, including staffing challenges, operational hurdles, and interdepartmental relationships. Additionally, discussions highlighted public safety priorities, staff morale, organizational commitment, dependencies between municipalities, future opportunities, and the department's current strengths.

This information is vital in guiding strategic planning and enhancing the overall effectiveness of the Public Safety Department. To encourage candor and protect the anonymity of individual respondents, the insights gained from the interviews were consolidated into common themes covering the following topics:

- Organizational Culture
- Public Safety System concept and operations
- Organizational design
- Department leadership
- Frontline Supervision and responsibilities
- Deployment



- Baseline staffing
- Overtime opportunities
- Proactive activities
- Investigative support
- Training
- Recruiting and retention of employees
- Baseline staffing levels
- Mutual aid
- Support unit issues

An inclusive list of the themes derived from the interviews is attached as Appendix A

Public Safety Department (Organizational Culture)

Unified Public Safety System Overview

Unified Public Safety Systems (UPSS) have several core design principles. They are distinct from separate police, fire, and EMS services, even though they perform all three functions with the same equipment, training, and personnel. The distinction lies in the “why” the functions are unified. Ideologically, unified public safety systems are based on the recognition that, in certain environments (cities, towns, and villages), the workload for all three services does not justify distinct operations or separate agencies. Rather, efficiencies and effectiveness can be achieved by having a single multidisciplinary agency in which personnel can respond to all emergencies.

The three principles of system design for a unified public safety system are as follows:

1. Call volume can be managed by a single agency without simultaneous events significantly affecting operations.
2. Staffing is determined in recognition of where call activity occurs.
3. Training in the three disciplines is accomplished with the objective of achieving proficiency in all three, in the most cost-effective manner possible.

Applicability to the Village of Glencoe

The Village of Glencoe has had its Public Safety Department in place since 1954. The longevity and track record of success and efficiency of the program leave no doubt as to the applicability of the model in this situation. The Glencoe Public Safety Department is a unique agency in the first responder community. Its degree of interoperability and



cross-training distinguishes it and underscores the complete and unreserved level of “buy-in” from both the community and the public safety officers themselves.

Every internal and external stakeholder interviewed expressed belief in the system and its applicability to the Glencoe community. Every public safety officer interviewed identified the system as a primary reason for the department’s widespread community support, and each expressed a commitment to performing all three functions at a high level of proficiency.

Operational and Training Considerations

Police, fire, and EMS roles often have competing approaches and priorities in different emergency situations and frequently require different skill sets. The complexity and time commitment required to be cross-trained in all three disciplines, while maintaining effectiveness, is a significant challenge for both the individual and the department.

As first responder science advances, with evolving best practices and capabilities, maintaining pace through ongoing, meaningful training and opportunities for skill refinement is critical to the continued success of this unique program. Providing accessible and effective training, along with ensuring sufficient staffing to manage both training demands and administrative responsibilities, is vital to sustaining and building upon this success.

Environmental Factors Supporting the Model

The combined approach to public safety in Glencoe appears to be a resounding accomplishment, even to the most skeptical observer. This success stems from the professionalism, ingenuity, and dedication of staff, combined with strong community support and the unique environmental factors of the area.

Glencoe’s neighboring communities collaborate through mutual aid agreements and joint investigative and operational teams, enabling each department to access capabilities beyond its individual capacity. This cooperation is essential, as many communities would struggle to manage overlapping incidents without such support.

The low volume of calls for service, minimal structure fires, and low crime rates in Glencoe create an environment uniquely conducive to a proactive, cross-trained, and customer-focused public safety department. This setting allows the department to thrive, emphasizing the importance of community collaboration, continuous training, and resource sharing in maintaining high standards of safety and service.

Conclusion

The model that has been carefully constructed over many years is special and inextricably connected to the community. In his interview, the Village Manager likely expressed this best when he stated:



“While the prospect of a cross-trained department may look impractical from the outside, once you get to know it, you realize its value and that it is tremendously impactful in how the community perceives and feels about the Public Safety Department. It is too sacred to untangle.”

Agency Organizational Design

The Chief and Deputy enjoy a high level of support and trust within the organization and among external stakeholders. The Chief is viewed as an experienced leader who is committed to improving the organization. The Deputy has exceptional credibility and trust with members of the organization, and there is a well-founded concern that if the Deputy Chief were to leave the organization for any reason, his combination of technical and analytical skills, along with his capacity for work, would be difficult to replace with a single individual.

There are opportunities to implement a more structured, best-practice, pyramid-focused, and leadership-forward design, as detailed below.

Police Operations-Supervision

Frontline supervision is one of the most critical layers in any organization; however, it is particularly important within law enforcement. It directly impacts personnel behavior, organizational culture, public trust, and operational effectiveness, and is therefore imperative to any successful police deployment, regardless of temporal constraints. Frontline supervision was also a recurring theme in interviews with public safety officers.

Organizational best practices identify **real-time, frontline supervision** as the single most important layer of leadership in policing and explain why this role is key, as follows:

- Frontline supervisors have direct influence on officer behavior and decision-making by shaping how officers interpret policy, respond to calls, and utilize force and discretion.
- They serve as an **accountability and risk management** function by monitoring, and more importantly, moderating officer behavior in real time. This prevents small mistakes from evolving into larger ones.
- They provide command and control during critical incidents.
- Without real-time supervision, the unpredictability and fast-paced nature of patrol can create chaotic, unsafe, or unconstitutional situations.



Current Structure

In the Village of Glencoe, Lieutenants currently fulfill the role of frontline supervisors. Rank in this regard is not as important as assigned responsibility. Whether through a Lieutenant or the adoption of an Officer-in-Charge (OIC) model, consistent supervision is necessary for the reasons outlined above.



While the Public Safety Department strives to have two Lieutenants on duty at any given time, in many cases there is only a minimum of one Lieutenant on duty 24/7. Oftentimes, this Lieutenant is assigned to the fire side due to the high number of Lieutenants trained and serving dually as paramedics.

This results in the only supervisor on night shifts being in the firehouse and unaware of police activity, as they are not monitoring calls or police personnel. Even during the day shift, a Lieutenant may be performing administrative duties that keep them away from their radio and therefore unable to

monitor public safety personnel activities. This creates a gap in real-time supervision of police operations. An OIC model, utilized on an as-needed basis, as discussed in the recommendations below, could alleviate many of these concerns.

In regard to administrative workload, there are Lieutenants, each with a separate administrative portfolio in addition to their frontline supervisory responsibilities. The eight administrative portfolios are:

- Public Education
- Investigations/Scheduling
- Facility Maintenance
- Police Training
- Emergency Services
- Fire Training



- Support Services and Parking Appeal
- Auxiliary Services

As mentioned above, this administrative workload while necessary, may be interfering with necessary front-line supervision.

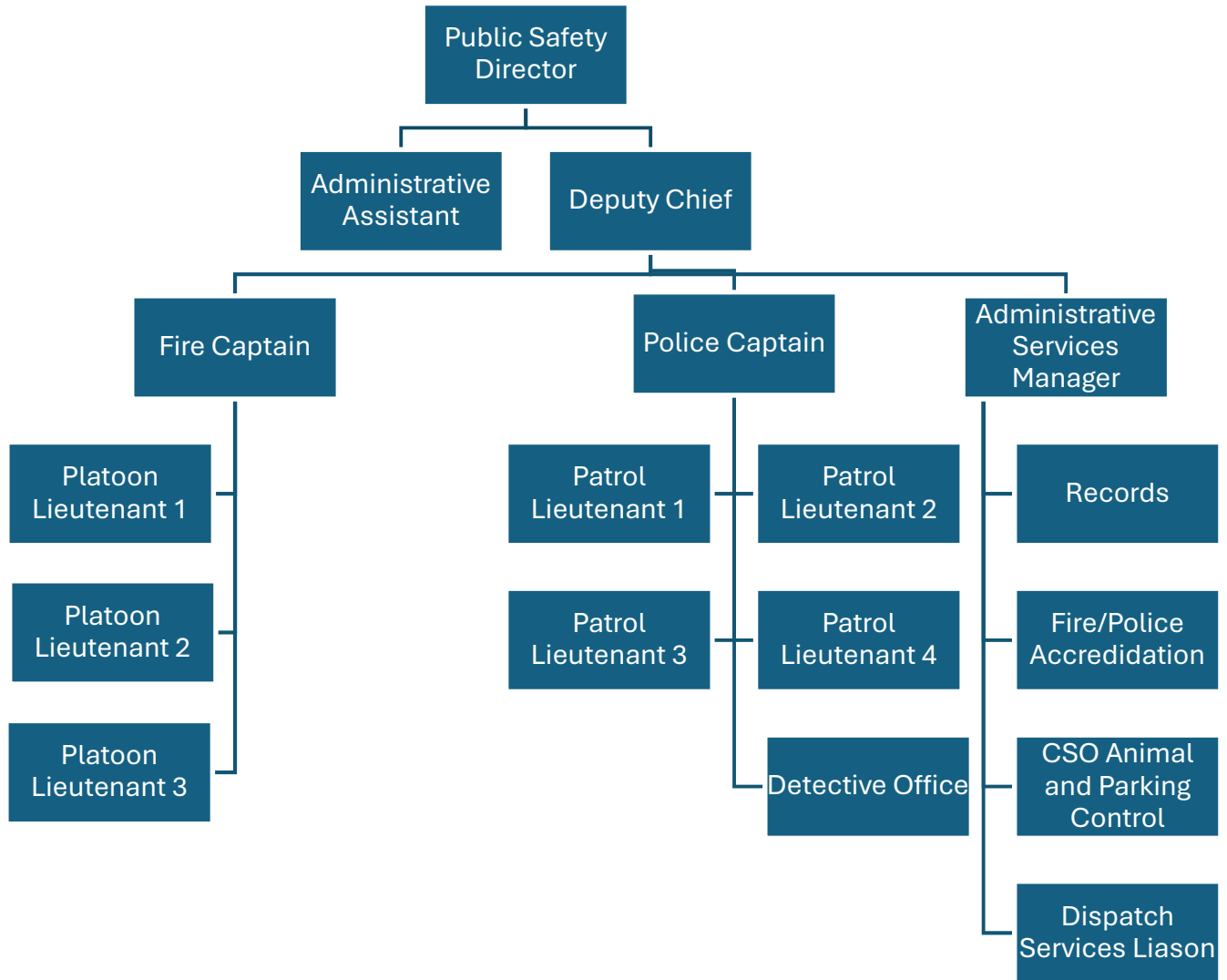
As an aside, there is widespread acknowledgement that the workload of these administrative duties is uneven. In particular, the Fire Training and Police Training responsibilities were identified as especially demanding, and the incumbent Lieutenants face the difficult choice of trying to perform well in one area at the expense of the other. The result is that either mandatory training notifications and tracking are put at risk, or critical support to the frontline is not provided in a timely manner.

Organizational Structure Recommendation

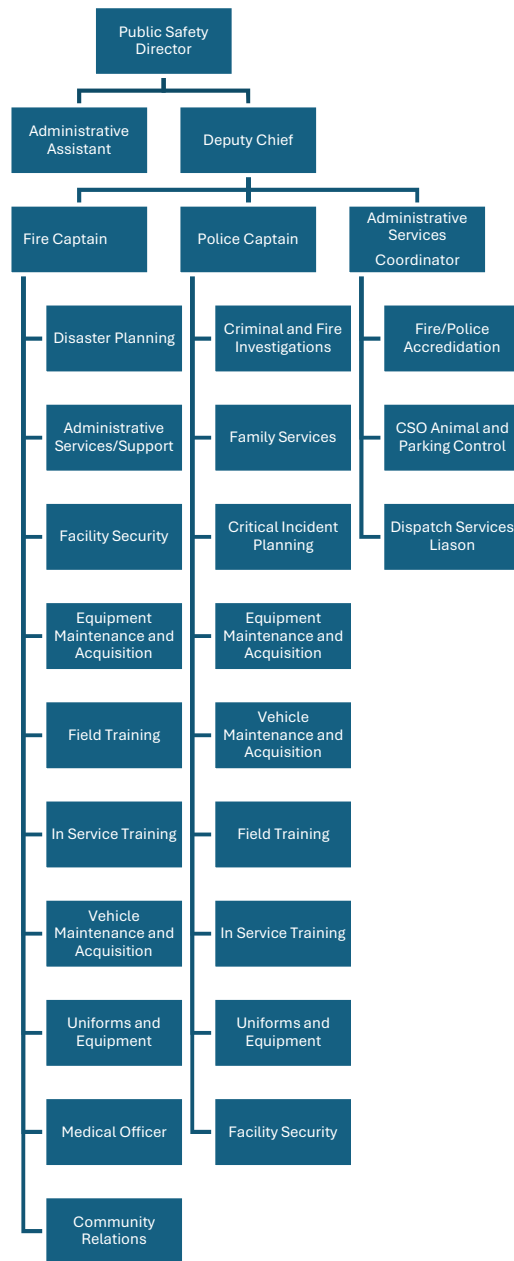
Given the complexity associated with Glencoe's public safety model, compounded by the shortage of real-time frontline supervision and the heavy administrative workload assigned to supervisors, a pyramid (hierarchical) organizational structure with the addition of a Captain rank would be optimal.

From a leadership and succession planning perspective, this would allow the organization to develop command-level talent for the future. Building bench strength is critical in this profession, as it preserves institutional knowledge and supports smoother leadership transitions.

Assuming that the two Captain promotions come from within the department and that the Detective Lieutenant position is eliminated, the addition of the Captain rank will require one additional public safety officer to be hired to backfill the vacancy, bringing the total number of public safety officers to seven.



This chart shows the reporting structure with the Captains reporting to the Deputy Chief and the realignment of units under the Administrative Services Coordinator. Each of the Lieutenants currently have administrative responsibilities. Under the proposed structure those responsibilities are offloaded to the Captains so that the Lieutenant's primary focus can be on managing, mentoring and supervising their shifts. The proposed realignment of administrative responsibilities is illustrated in the following chart.





Scheduling Considerations

It is recommended that these positions work a schedule as determined by the Public Safety director and modified as necessary to effectively carry out their duties.

Lieutenants would work a compressed workweek schedule aligned with the public safety shifts (police/fire) to which they are assigned, serving as frontline supervisors. In the absence of a Lieutenant, frontline supervision would be readily available through the proposed OIC model.

Sample Week Schedule

			Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Captains			off	0900-1700	0900-1700	0900-1700	0900-1700	0900-1700	off
Fire	LT1	Red Shift	0700-0700	off	off	0700-0700	off	off	0700-0700
	LT2	Black Shift	off	0700-0700	off	off	0700-0700	off	off
	LT3	Gold Shift	off	off	0700-1700	off	off	0700-1700	off
	LT4	A Shift Days	0700-1900	0700-1900	1900-0700	1900-0700	off	off	off
	LT5	A Shift Nights	1900-0700	1900-0700	off	off	off	off	0700-1900
	LT6	B Shift Days	off	off	0700-1900	0700-1900	1900-0700	1900-0700	off
	LT7	B Shift Nights	off	off	off	off	0700-1900	0700-1900	1900-0700
Police									



Sample Month Schedule

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Fire Captain Off Police Captain Off Fire Police Day Police Night	0900-1700 Fire Police Day Police Night	0900-1700 Fire Police Day Police Night	0900-1700 Fire Police Day Police Night	1 0900-1700 Fire Police Day Police Night	2 0900-1700 Fire Police Day Police Night	3 Off Fire Police Day Police Night
4 Fire Captain Off Police Captain Off Fire Police Day Police Night	5 0900-1700 Fire Police Day Police Night	6 0900-1700 Fire Police Day Police Night	7 0900-1700 Fire Police Day Police Night	8 0900-1700 Fire Police Day Police Night	9 0900-1700 Fire Police Day Police Night	10 Off Fire Police Day Police Night
11 Fire Captain Off Police Captain Off Fire Police Day Police Night	12 0900-1700 Fire Police Day Police Night	13 0900-1700 Fire Police Day Police Night	14 0900-1700 Fire Police Day Police Night	15 0900-1700 Fire Police Day Police Night	16 0900-1700 Fire Police Day Police Night	18 Off Fire Police Day Police Night
18 Fire Captain Off Police Captain Off Fire Police Day Police Night	19 0900-1700 Fire Police Day Police Night	20 0900-1700 Fire Police Day Police Night	21 0900-1700 Fire Police Day Police Night	22 0900-1700 Fire Police Day Police Night	23 0900-1700 Fire Police Day Police Night	24 Off Fire Police Day Police Night
25 Fire Captain Off Police Captain Off Fire Police Day Police Night	26 0900-1700 Fire Police Day Police Night	27 0900-1700 Fire Police Day Police Night	28 0900-1700 Fire Police Day Police Night	29 0900-1700 Fire Police Day Police Night	30 0900-1700 Fire Police Day Police Night	31 Off Fire Police Day Police Night

Fire Operations Supervision

Best practices in the fire service include having a dedicated supervisory officer, such as a Watch Commander or Battalion Chief. This position provides consistent fireground leadership, oversees company-level training, and ensures compliance with national standards. The presence of a supervisory officer directly supports the establishment of an incident command system, as required by NFPA 1710 and the National Incident Management System (NIMS). Without a dedicated supervisor, fireground operations rely on ad hoc leadership, increasing the risk of communication failures, tactical errors, and safety hazards.



Adding a supervisory-level officer improves accountability, provides administrative oversight, and aligns Glencoe with regional and national expectations for professional fire service operations.

Apparatus Equipment and Vehicles



The fire apparatus, equipment, and facilities at Glencoe Public Safety appear to be current, well-maintained, and in compliance with applicable NFPA standards and manufacturer recommendations. Likewise, the police facilities and equipment appeared to be well-maintained, with proper inventory control and maintenance. Many of the officers interviewed emphasized the Department's emphasis on providing high-quality equipment.

This level of care demonstrates a strong commitment to operational readiness and firefighter safety. It is essential to continue this proactive maintenance and replacement process to protect the community's investment, ensure reliability of response, and sustain a constant state of readiness to meet the needs of residents and visitors during any emergency.

This report recommends hiring more staff. To do this, the agency needs to consider how it will affect the facility and supply resources. Hiring additional public safety officers will cost more than just their salaries, including expenses for equipment. The Public Safety Department infrastructure includes:

Patrol Vehicles: Seven vehicles equipped for patrol

Lockers: 44 lockers to support public safety officers (officers and supervisors), and 7 smaller lockers for other personnel

Equipment: Additional radios and equipment would be required for any added positions

Dorm Rooms: Seven

The current infrastructure can support additional staff without requiring extra vehicles, sleeping areas, building space, or lockers. However, additional equipment will be required to outfit new officers. It is important to include this equipment and related



costs in the budget request for staffing. Proper planning will help ensure the agency can support increased personnel while maintaining efficient and safe operations.

Policies, Procedures, and Operational Guidelines

The Glencoe Public Safety Department maintains policies, procedures, and guidelines that meet or exceed all legal requirements and align with industry best practices. These documents provide clear guidance to ensure consistent, safe, and effective operations across all aspects of the department's mission. To support understanding, accountability, and operational competence, all personnel are required to regularly review and remain familiar with these policies and procedures, thereby reinforcing the department's commitment to professionalism and continuous improvement.

Alignment with Best Practices

Police Operations

The Public Safety Department follows state-of-the-art practices that are appropriately reflected in policy, and training meets the standards and guidelines approved by the Illinois Law Enforcement Training and Standards Board. Training and procedures follow applicable State of Illinois statutes and Administrative Code.

While the generalist nature of the Public Safety Officer is unique within the law enforcement community, officers performing law enforcement functions appear to receive up-to-date training and equipment and carry out those duties in alignment with contemporary practices across the state.

Fire Operations

The National Fire Protection Association (NFPA) 1710 Standard is the nationally recognized benchmark for the organization and deployment of fire suppression operations. NFPA 1710 establishes guidelines for baseline staffing, response times, and the assembly of an effective response force (ERF) to ensure communities receive safe and effective fire protection. While Glencoe is not legally bound to comply, NFPA 1710 is considered industry best practice for municipal fire department operations. It is referenced in the Illinois Administrative Code regarding Fire Department Operations. In addition, NFPA Standards are routinely referenced in Fire service education/certification, agency accreditation throughout the Center of Public Safety Excellence (CPSE), Verisk Public Protection Classification (AKA ISO) evaluations, and by peer-reviewed research on firefighter safety and effectiveness.

The National Fire Protection Association (NFPA) 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* establishes minimum requirements for how quickly and effectively career fire departments should respond to



emergencies, ensuring that enough trained personnel arrive in a timely and coordinated manner to protect lives and property.

Among the standards, NFPA 1710 requires that an engine company be staffed with at least four personnel to ensure safe and effective operations. The rationale for this staffing level supports two-person search teams, safe hose-line advancement, and compliance with the initial rapid intervention crew (IRIC). The standard provides guidance on the number of personnel required to deliver effective mitigation, based on occupancy type.

Effective Response Force (ERF)

NFPA 1710 defines the Effective Response Force (ERF) as the minimum number of personnel required on scene to safely and effectively manage an incident. The ERF varies depending on hazard type and incident complexity. For example:

- **Single-family dwelling fire:** 15–17 firefighters, including engine, truck, command, and support units
- **Commercial occupancy (low hazard):** 28 or more firefighters
- **High-hazard facilities** (e.g., schools, community-based residential facilities [CBRF], hospitals, or high-rises): 40+ firefighters



Occupancy Type: Single-Family Dwelling
Deployment: Minimum of 16 members or 17 if aerial device is used

The initial full alarm assignment to a structure fire in a typical 2000 ft² (186 m²), two-story, single-family dwelling without a basement and with no exposures must provide for a minimum of 16 members (17 if an aerial device is used).



Occupancy Type: Garden-Style Apartment
Deployment: Minimum of 27 members or 28 if aerial device is used

The initial full alarm assignment to a structure fire in a typical 1200 ft² (111 m²) apartment within a three-story, garden-style apartment building must provide for a minimum of 27 members (28 if an aerial device is used).



Occupancy Type: Open-Air Strip Mall
Deployment: Minimum of 27 members or 28 if aerial device is used

The initial full alarm assignment to a structure fire in a typical open-air strip shopping center ranging from 13,000 ft² to 196,000 ft² (1203 m² to 18,209 m²) in size must provide for a minimum of 27 members (28 if an aerial device is used).



Occupancy Type: High-Rise
Deployment: Minimum of 42 members or 43 if building is equipped with fire pump

The initial full alarm assignment to a fire in a building with the highest floor greater than 75 ft (23 m) above the lowest level of fire department vehicle access must provide for a minimum of 42 members (43 if the building is equipped with a fire pump).

Currently, Glencoe cannot assemble an ERF independently and must rely heavily on outside agencies. Increasing engine staffing to three personnel and appointing a supervisory officer (for a total crew of four) will improve Glencoe's ability to contribute more effectively to the ERF, both within the Village and when assisting regional partners.

Generally, smaller agencies and those without full-time staffing depend on mutual or automatic aid to reach recommended staffing levels for safe operations. Glencoe relies on the Mutual Aid Box Alarm System (MABAS) to support larger, more complex



incidents and meet staffing requirements. Glencoe currently maintains a baseline staffing level of two personnel to operate its suppression engine, which falls significantly short of national standards. Increasing staffing to three personnel per engine company is a critical step toward compliance. While this still does not meet the recommended four-person crew, it significantly improves operational efficiency, enhances firefighter safety, and moves Glencoe closer to industry best practices.

Most importantly, the Illinois EMS Systems Act (210 ILCS 50/) clearly grants EMS Medical Directors and regional systems the authority to establish operational standards that exceed the state's minimum requirements. IDPH Region 10 and the Highland Park EMS Systems, through their approved Emergency Medical Services System Plan, have established the minimum staffing standard at two (2) paramedics per Advanced Life Support Ambulance as the standard of care for the Village of Glencoe and the departments within the EMS system. Staffing below this level violates the System plan, as outlined in the Illinois EMS Systems Act.

Mutual Aid

Police Operations:

The Village of Glencoe participates in the Northern Illinois Police Alarm System (NIPAS) along with 14 other Northern Illinois communities. Collectively, the NIPAS system enables participating agencies to develop and access trained resources for tactical operations through the NIPAS Emergency Services Team, as well as crowd



control and civil disorder resources and training through the NIPAS Mobile Field Force. Additionally, member agencies can access supplemental personnel for large-scale events or emergencies through NIPAS.

If specialized investigative resources are required, Glencoe can access them through its participation in the Illinois Law Enforcement Alarm System (ILEAS). At their core, both NIPAS and ILEAS provide member agencies with access to expertise and resources that would not be feasible to develop independently.

Several mutual aid partners from neighboring law enforcement agencies were interviewed, and all described the Village of Glencoe as a reliable partner that can be counted upon to provide competent assistance. This support is provided both formally through participation in organizations such as NIPAS and ILEAS, and informally



through frontline operations, including responding to calls for service, providing backup, assisting with perimeter containment, and supporting other incidents requiring multiple officers.

Glencoe is viewed as maintaining an equitable balance between requesting assistance and providing it to partner agencies. No concerns were identified by partner agencies regarding either the quantity or quality of mutual aid provided by the Public Safety Department. These formal and informal partnerships are essential to the ability of all participating agencies to respond effectively to large-scale planned and unplanned events. Recent history provides clear examples of the importance of this interagency cooperation.

One such example is the multi-agency response involving more than 100 officers and the subsequent manhunt following the shooting at the Independence Day Parade in Highland Park on July 4, 2022. Another example is the visit of Vice President Kamala Harris to Glencoe on May 16, 2024, which required coordination with partners including the United States Secret Service, as well as the deployment of officers from multiple agencies to establish layered security, implement road closures, redirect traffic patterns, and ensure uninterrupted public safety services for the community.



Fire Operations:

The Glencoe Public Safety Department currently relies heavily on automatic aid to assemble the minimum number of personnel required for safe and effective operations. While mutual aid is a critical tool for regional fire service delivery, relying on neighboring agencies as the primary staffing solution creates several challenges:

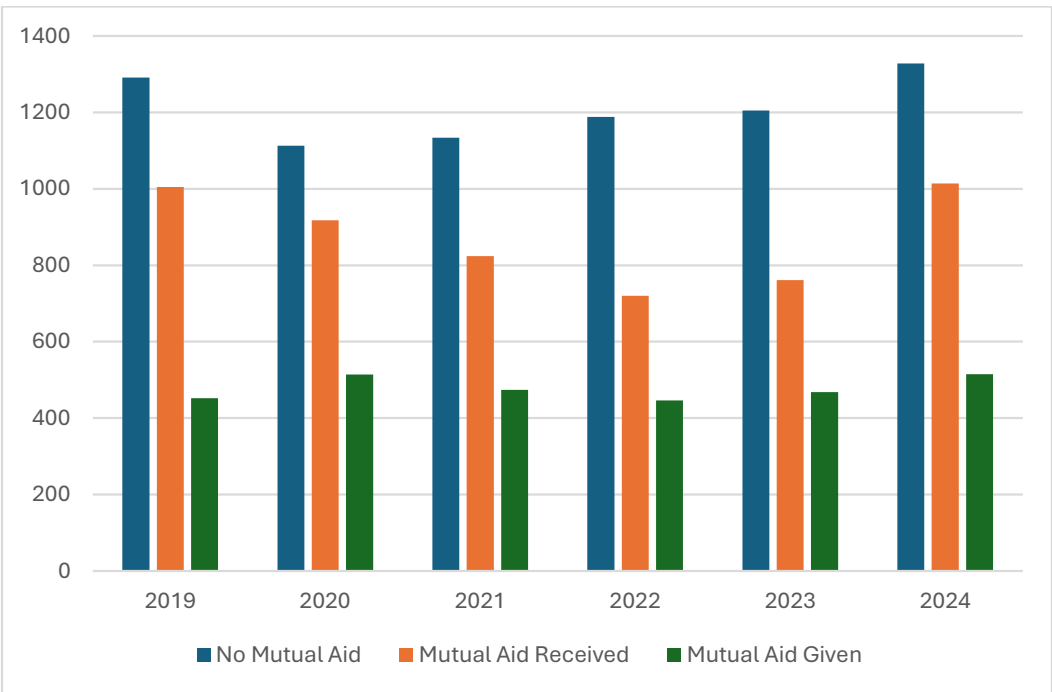
- Delayed assembly of the Effective Response Force (ERF) due to travel distance, as well as call volume in mutual aid communities
- Inability to guarantee the availability of outside resources, especially during regional incidents or extreme weather events
- Potential erosion of regional partnerships if Glencoe cannot reciprocate with equivalent resources when called upon, creating an imbalance in regional response expectations over time

Of note, these limitations can have direct implications for response times, firefighter safety, and the department's ability to effectively control incidents during the critical early stages.



This reliance on automatic aid also limits Glencoe’s ability to consistently meet NFPA 1710 guidelines for effective response force assembly within recommended timeframes. Improving Glencoe’s internal staffing capacity reduces these risks and ensures a stronger partner in regional emergency response networks. Strengthening internal staffing capacity will reduce dependency on external resources, improve response reliability, and position Glencoe as a more capable and reciprocal partner within the regional system.

Figure 13 Fire Responses 2019 to 2024



Individual fire incidents can draw additional resources from automatic and mutual aid agreements. Those resources are best quantified by looking at the number of responses among the partner communities to get the most accurate depiction of the give and take of vehicles and personnel that all the partners depend on to be effective and efficient.

The mutual aid responses for 2025 demonstrate a continuation of the ongoing pattern of cooperation with neighboring agencies to the benefit of all.



Figure 14 Mutual Aid 2025

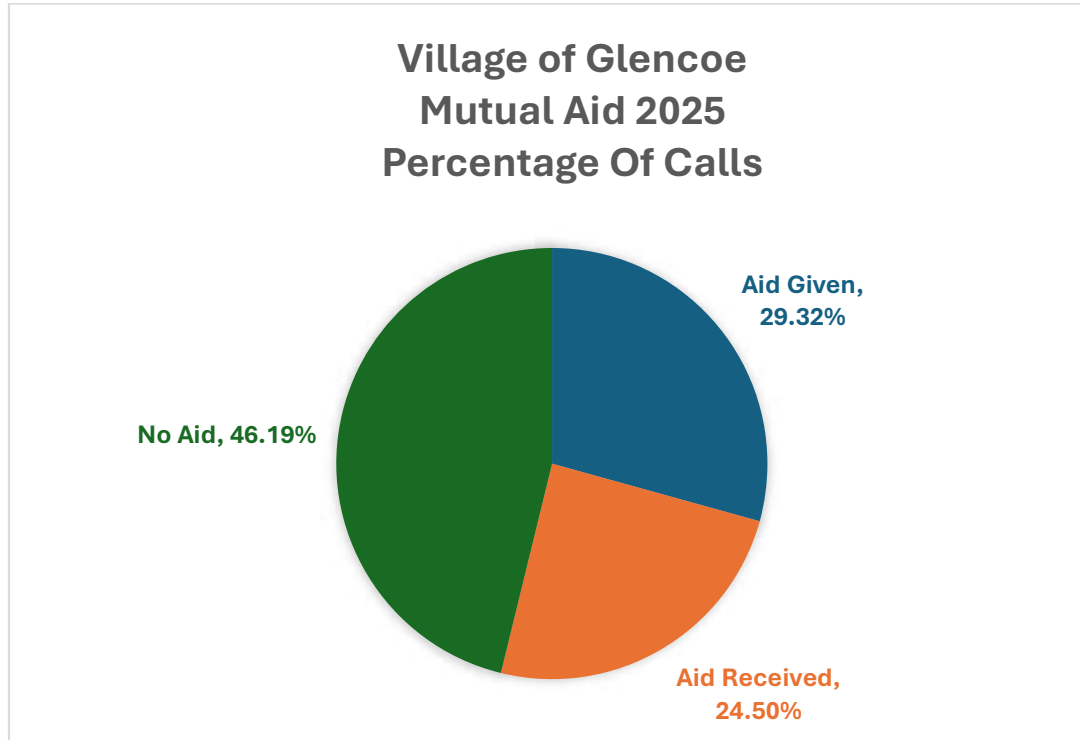


Table 13 2025 Mutual Aid by Incident Type

Incident Type	Aid Given	Aid Received	No Aid	Total Incidents
Alarm activations & malfunctions	29	172	18	219
Dispatched & canceled en route	322	74	16	412
EMS call (non-MVA)	19	24	427	470
Gas leak (natural gas / LPG)	15	10	17	42
Smoke scare / odor of smoke	12	9	11	32
Motor vehicle accident w/ injuries	8	5	25	38
All other individual call types	45	82	195	322
Total Incidents	450	376	709	1,535
Percentage of Calls	29.32%	24.50%	46.19%	



Figure 15 Neighboring Venues Receiving Mutual Aid 2025

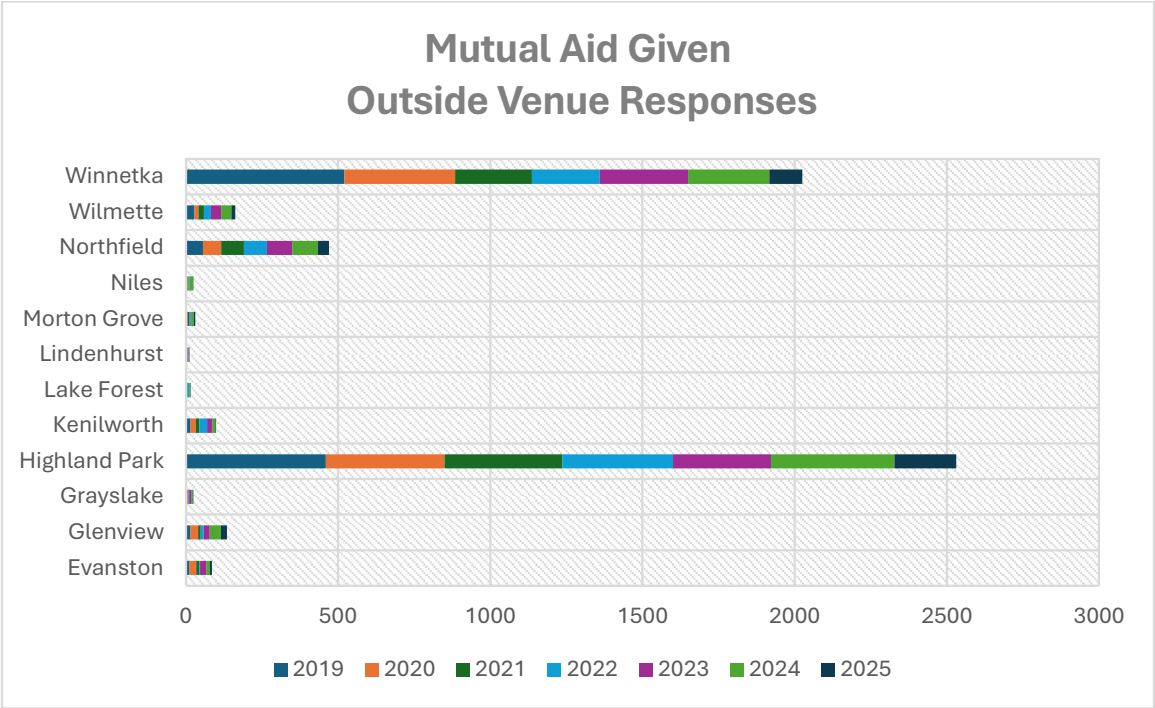
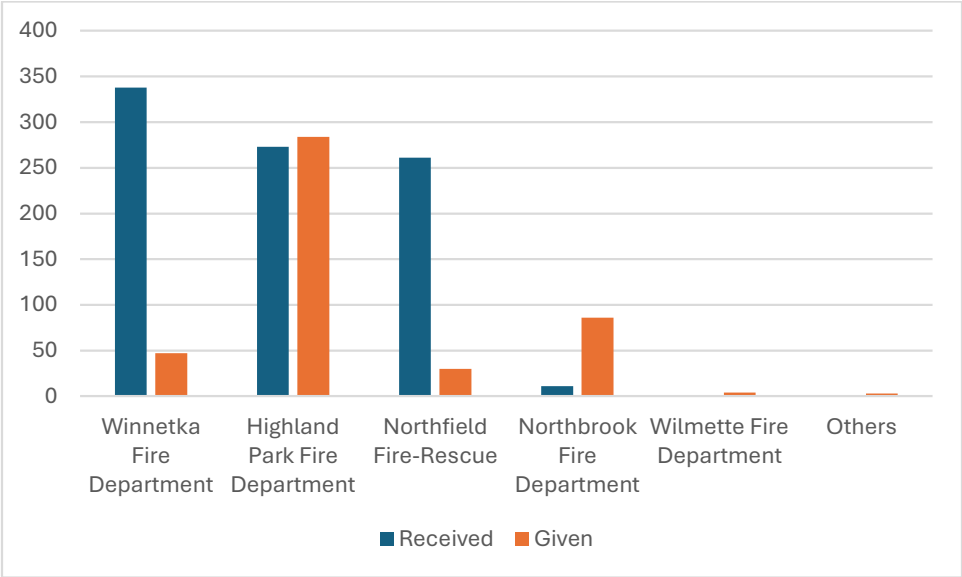


Table 14 Mutual Aid 2025 Neighboring Municipalities

Agency	Received	Given	Received %	Given %
Winnetka Fire Department	338	47	87.79%	12.21%
Highland Park Fire Department	273	284	49.01%	50.99%
Northfield Fire-Rescue	261	30	89.69%	10.31%
Northbrook Fire Department	11	86	11.34%	88.66%
Wilmette Fire Department	1	4	20.00%	80.00%
Others	0	3	0.00%	100.00%

Figure 16: Mutual Aid 2025 Neighboring Municipalities



Training

Police

The frequency and quality of police training appears to be adequate, and despite cross-training in other disciplines, all public safety officers interviewed indicated they were confident in their ability to follow proper procedures in a given situation. They also expressed comfort with their use-of-force options and knowledge of their legislative authorities.



The relatively low call volume and variety of calls do not result in frequent repetition of certain crime types; however, members indicated they have a resource in the detective office that is readily available to provide assistance or guidance in unusual or unfamiliar situations. Public safety officers also noted that the lower call volume provides opportunities to follow up on their own investigations when desired.

No deficiencies were identified in training or training logs. Some members also participate in



mutual aid teams through NIPAS and have access to specialized training opportunities, which further supports their proficiency and professional development.

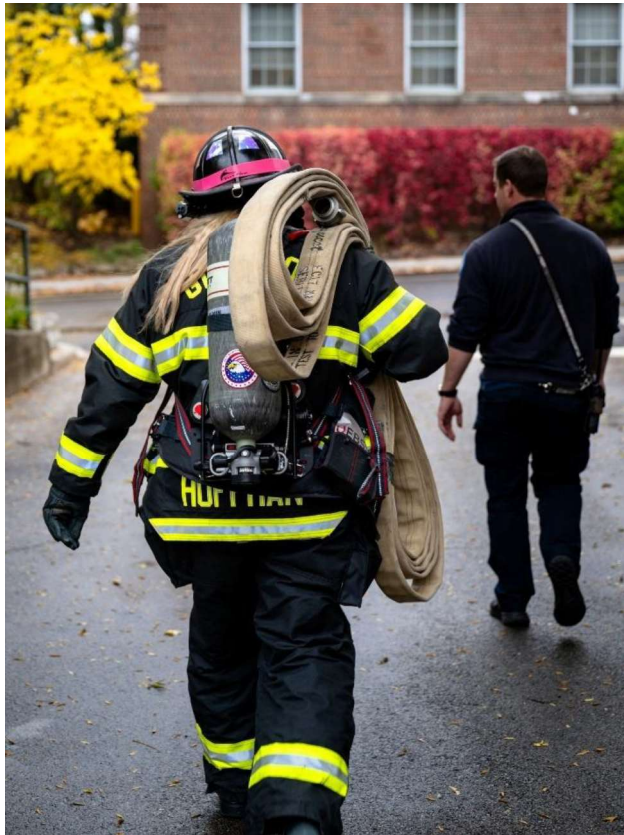
Public safety officers also identified that their role in Glencoe includes a strong “customer service” component, responding to calls and incidents that may not typically be handled by police officers in larger or busier communities. They indicated that the hybrid model—where all officers are trained to perform across emergency service functions—is a notable asset in how they are perceived by the community.

Figure 17: Police Training by Year





Fire



under emergency conditions

- **Company officer leadership:** Training prepares officers to manage fireground operations, supervise personnel, and ensure accountability

The following outlines the annual training required to maintain competency based on the Verisk PPC Program for maximum credit.

Table 15 Required Training for Competency Versik PPC

Topic	Annual Hours	Hours Per Month
Company Level Training (Firefighting, Non-EMS)	192	16
Driver Training (Fire Apparatus)	12	1
Officer Training (Supervisors or those in acting supervisory role)	12	1
Total	216	18

In addition, Verisk requires a maximum of 18 hours annually per firefighter for training to take place at a training facility equipped with a training tower capable of live fire

The National Fire Protection Association's *Standard on Professional Qualifications for Firefighters* (NFPA 1010) outlines best practices that emphasize the need for continuous training to maintain firefighter proficiency. In addition, Verisk Public Protection Classification (PPC), formerly known as the Insurance Services Office (ISO), evaluates communities and explicitly considers the number of company-level training hours completed annually in its ratings.

These ratings assign a numeric classification that can impact insurance premiums within a community.

Training priorities include:

- **Firefighter technical skills:** Regular training ensures personnel can safely perform high-risk, low-frequency tasks
- **Fire Apparatus Driver/Operator skills:** Routine driver training reduces collisions and improves apparatus handling



training. These requirements do not include EMS Continuing Education at the paramedic level. Currently, the Illinois Department of Public Health (IDPH) and Glencoe’s EMS System (Highland Park Hospital) require 120 hours of continuing education for a four-year license. This amounts to a minimum of 20.5 hours per month per firefighter to meet the recommended hours. This does not include any specialty team training (Dive Rescue, Technical Rescue, Fire Investigation, Hazardous Materials), for which hours may vary by discipline. Training firefighters to competency focuses on ensuring they can perform their duties safely, effectively, and confidently in real situations—rather than simply logging hours to meet a requirement. Competency-based training builds actual skill, judgment, and readiness, ultimately saving lives and better serving the community.

Figure 18 All OFSM Course Hours

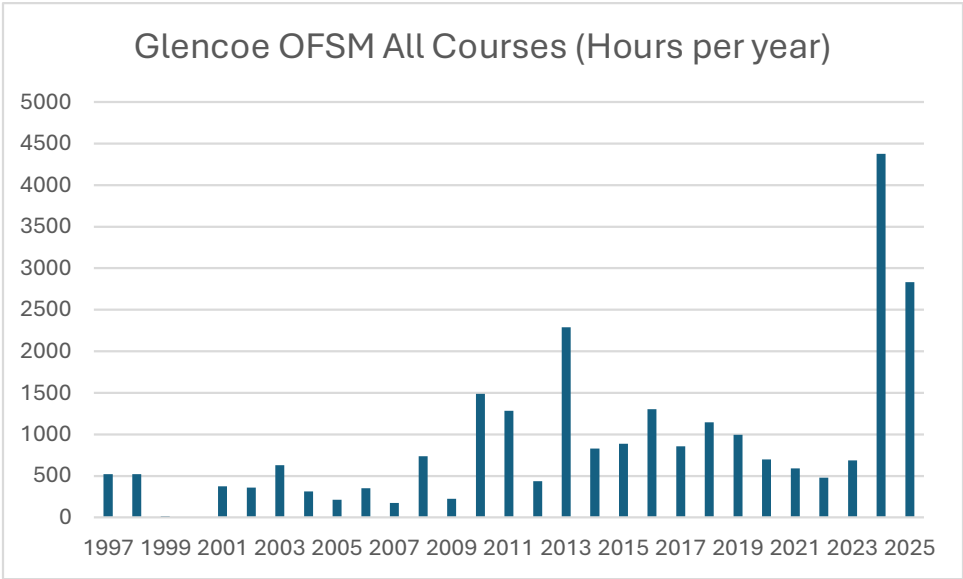
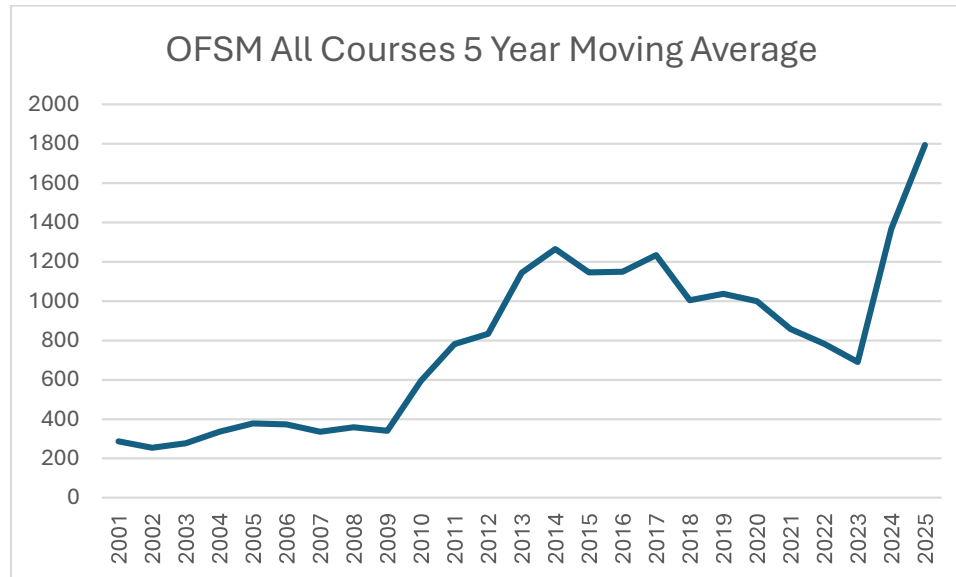




Figure 19 Moving Average of Course Hours



Illinois Administrative Code 141.390 mandates that Illinois Fire Service Personnel must continually demonstrate knowledge and proficiency required for certifications every four years. This recertification process is conducted via a task book, which must be submitted to the Department of Personnel Standards and Education (DPSE) and is based on Job Performance Requirements (JPRs) specific to each certification level.

Maintaining a consistent baseline staffing of three personnel on fire apparatus and two personnel on each ambulance enables the agency to conduct meaningful in-service training without compromising operational readiness. Ensures firefighter safety and supports the professional development of all ranks.

In recent years, police and fire training mandates have seen significant updates and additions through legislation and certification requirements from professional bodies such as the Office of the Illinois State Fire Marshal, and the Illinois Law Enforcement Training and Standards Board. Examples of additional training and reporting requirements imposed upon first responder agencies in recent years include:

- Changes to trauma-informed training at fire academies and for police officers
- Updates to NFPA standards for fire protection personnel in late 2025
- Bias-motivated crime training
- Requirements for police to increase scenario-based training
- Requirements for at least six hours of de-escalation training every 6 years
- Autism-informed training requirements for identifying and interacting with people with autism spectrum disorders

Many of these training requirements originate from reviews of incidents where performance gaps were identified, with training serving as a key mechanism for



improving standards and outcomes. New legislation often mandates training and specifies minimum instructional hours to address identified areas for improvement. Additional training requirements also emerge from advancements in equipment, technology, techniques, and evolving medical science.

Keeping pace with evolving mandatory training requirements, as well as tracking completed training, is a significant administrative and operational challenge for any first responder agency. In a unified public safety system, these demands are even greater than in single-discipline agencies (fire, EMS, or police only).

One of the defining features of the Village of Glencoe Public Safety Department—and a key factor in the efficiency of its model—is that all personnel are cross-trained across disciplines. Maintaining proficiency in response to advancements in fire and medical science, legislative requirements, and accreditation standards is a substantial and ongoing commitment. The cumulative training hours required each year, further increased by onboarding and training new personnel, are clearly reflected in the data. These training demands are expected to remain at or above current levels for the foreseeable future.

There is a clear fluctuation in training hours from year to year, with the overall trend showing a steady increase in training requirements. It is also important to note that the number of officers has fluctuated over the same period. By examining per-officer (per capita) training hours per year,

Figure 20 Village of Glencoe Department of Public Safety Total Training Hours by Year

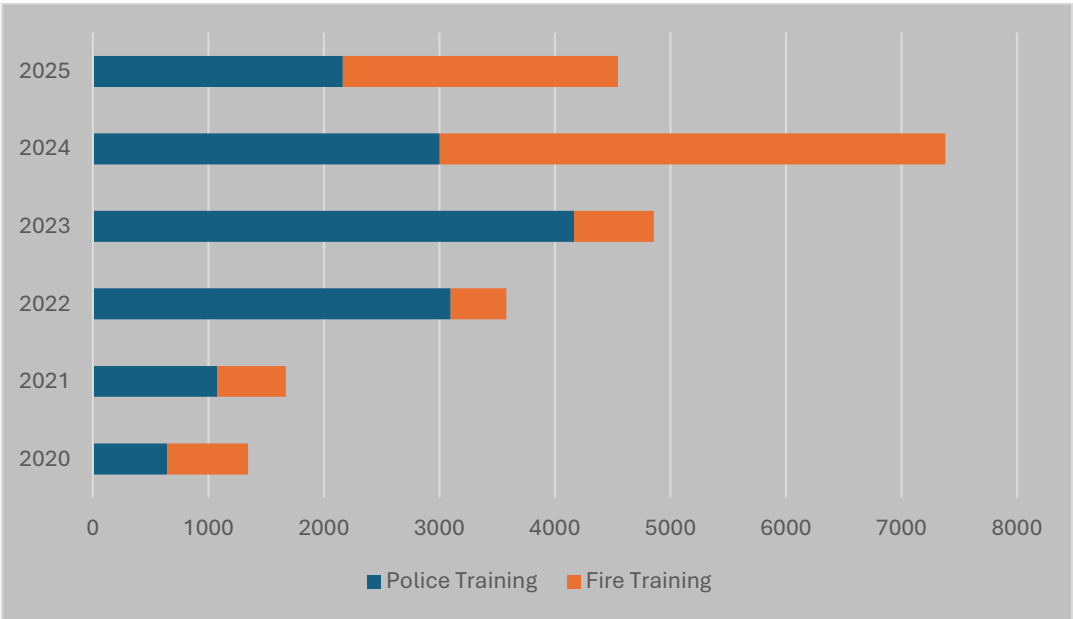
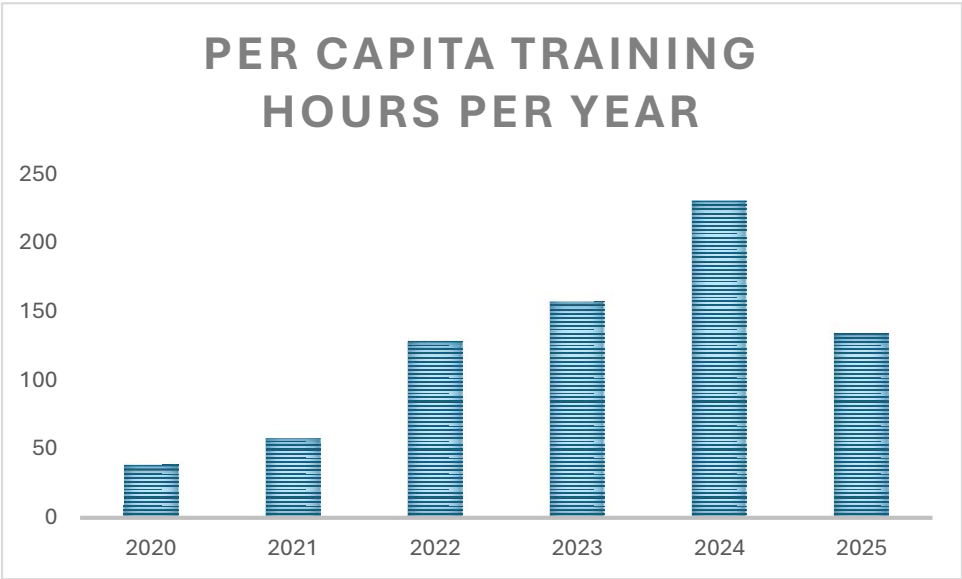




Table 16 Per Capita Training Load

	Police Training	Fire Training	Total	Officers	Per Capita
2020	644	700	1344	35	38
2021	1078.5	592	1670.5	29	58
2022	3098.5	480	3578.5	28	128
2023	4168	688	4856	31	157
2024	3004	4376	7380	32	231
2025	2162.8	2384	4546.8	34	134

Figure 21 Per Capita Training by Year



Limitations in Cross-Discipline Staffing

To close staffing gaps, the department has historically reassigned personnel from paramedic ambulances or law enforcement duties to supplement fire suppression staffing. While this approach may temporarily bolster fireground personnel, it introduces several critical issues:

- **Reduced EMS coverage**, placing patient outcomes at risk when ambulances are short-staffed
- **Compromised law enforcement readiness** when officers are removed from police duties
- **Skill dilution**, as personnel shift between disciplines



Skill dilution occurs when newly acquired skills are not consistently practiced in the field or reinforced through in-house refresher training, leading to atrophy over time. The importance of ongoing, targeted in-house training—allowing public safety officers the opportunity to reinforce and maintain proficiency—is essential to the continued success of the Village of Glencoe Public Safety Department.

Reliance on Overtime

The Glencoe Public Safety Department is currently two officers below its authorized staffing level due to challenges in expeditiously identifying and processing suitable applicants. This is not a negative reflection on Glencoe; rather, interviews indicated that the opportunity to serve in all three disciplines, along with competitive compensation and supportive leadership, is a strong attractor for prospective employees.

The difficulty in recruiting qualified candidates is more closely tied to a shrinking candidate pool, labor market competition, evolving public perceptions of the profession, and hiring constraints associated with a rigorous selection process. These challenges are not unique to Glencoe and are being experienced by public safety agencies nationwide. Notably, Glencoe appears to perform better than many comparable agencies in filling vacancies.

As a result of these staffing shortages, overtime (OT) is frequently utilized to supplement and, at times, maintain regular field operations across both divisions. Personnel interviews conducted on-site reflected mixed perspectives, with staff expressing concern about the demands of forced overtime while also acknowledging the financial benefits of additional income.

While overtime is necessary under current conditions to sustain essential services, it is not an ideal long-term solution given the demands of public safety work. Overtime utilization is often viewed negatively by agency and municipal leadership, with ongoing pressure to reduce expenditures due to budgetary constraints, although this did not appear to be a critical concern at present.

Additionally, personnel working excessive hours are more susceptible to fatigue, which can negatively impact safety and performance, particularly in patrol functions. Over-reliance on overtime may also be linked to officer burnout and mental health challenges.



Figure 22 Overtime Expenditure by Year

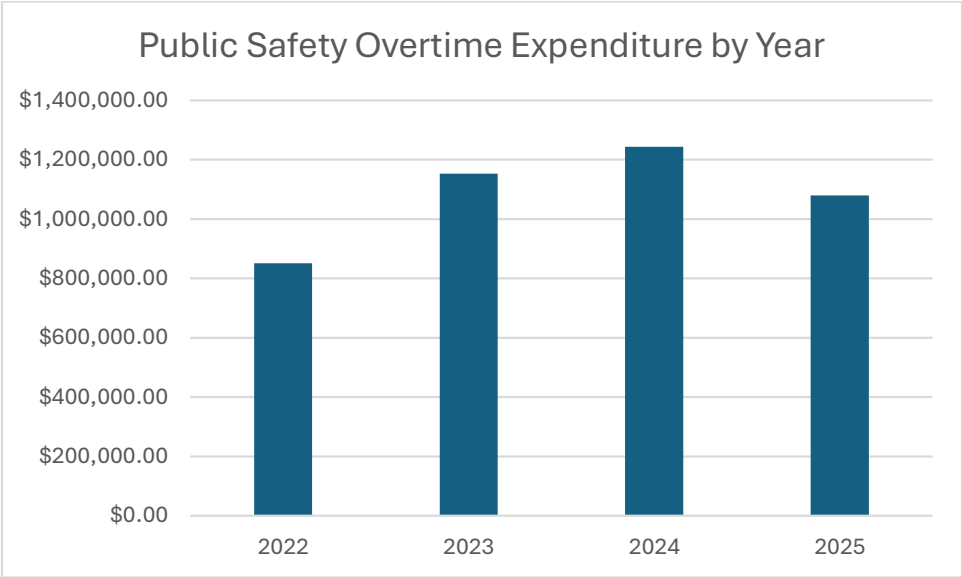
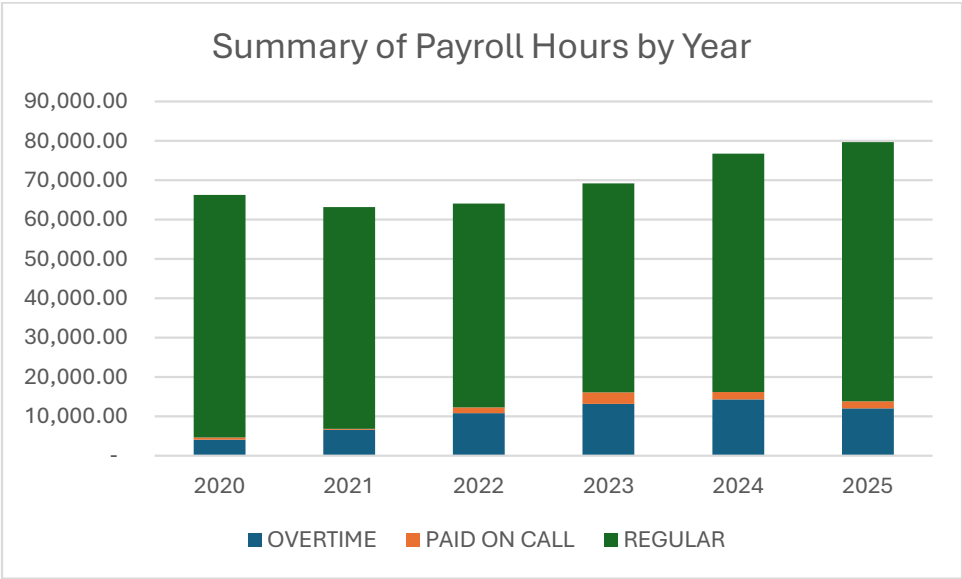


Figure 23 Summary of Payroll Hours by Year



Recognizing the aforementioned challenges in hiring, overtime (OT) can also be viewed, at this juncture, as a judicious use of allocated funding within Glencoe. It temporarily augments required staffing levels and is more economical than hiring additional full-time officers with associated benefits. There are no long-term obligations associated



with its use, and it can be adjusted up or down based on operational need and budget constraints.

Overtime can be relatively easy to justify in budget discussions, which appears to be the case in Glenview, particularly when correlated with baseline staffing needs and community expectations (e.g., home checks, synagogue patrols). OT is not, however, a recognized long-term staffing solution within a best-practices framework.

Regular reliance on overtime, especially to meet mandatory staffing levels, is indicative of the need to review operational policies and carefully assess baseline staffing levels and requirements, particularly within the mutual aid framework. The mutual aid system appears to be reciprocal in nature, with participating agencies sharing resources; however, there may be opportunities to further leverage regional collaboration to address shared staffing challenges.

Managing routine workload patterns through a more needs-based and strategic approach may also allow the Public Safety Department to exert greater control over overtime usage during periods of heightened demand or dynamic operational conditions.

Additional underlying factors contributing to challenges in meeting baseline staffing with current resources include:

- Training requirements, especially for newer officers and those entering the paramedic program
- Imbalance in paramedic staffing, with a large number of Lieutenants trained as paramedics, resulting in their concentration on the fire side to meet baseline staffing
- Delays in hiring new personnel and the time required to prepare them for independent patrol
- Impacts of illness and parental leave

Achieving full staffing complement would improve the current overtime situation; however, as the administrative analysis indicates, there remains a need for additional officers beyond the current authorized strength to ensure sufficient staffing levels when accounting for training, illness, family leave, and other factors.

These underlying factors were carefully considered when determining the optimal staffing ratio. Using this ratio, recommended staffing levels for each shift were developed to account for the impacts that reduce frontline availability. Achieving these recommended staffing levels will, in turn, reduce the reliance on overtime.



Carried Over Vacation

The direct cost of understaffing is appropriately quantified through excessive overtime, particularly mandatory or “forced” overtime. However, there are also more subtle ways in which the costs of chronic understaffing are reflected in human resource metrics.

One such indicator is the accumulation of unused vacation time. Most departments have policies governing how unused vacation is managed. In emergency response environments, agencies typically maintain a core staffing level to ensure public safety and response capacity. As a result, requests for time off may be denied if approval would reduce staffing below this minimum level.

Even with advance planning, there are finite opportunities for personnel to take vacation, depending on shift size, required baseline staffing, and the total amount of accrued leave. If allowed to accumulate unchecked, unused vacation time can become a significant source of unfunded liability for the department.

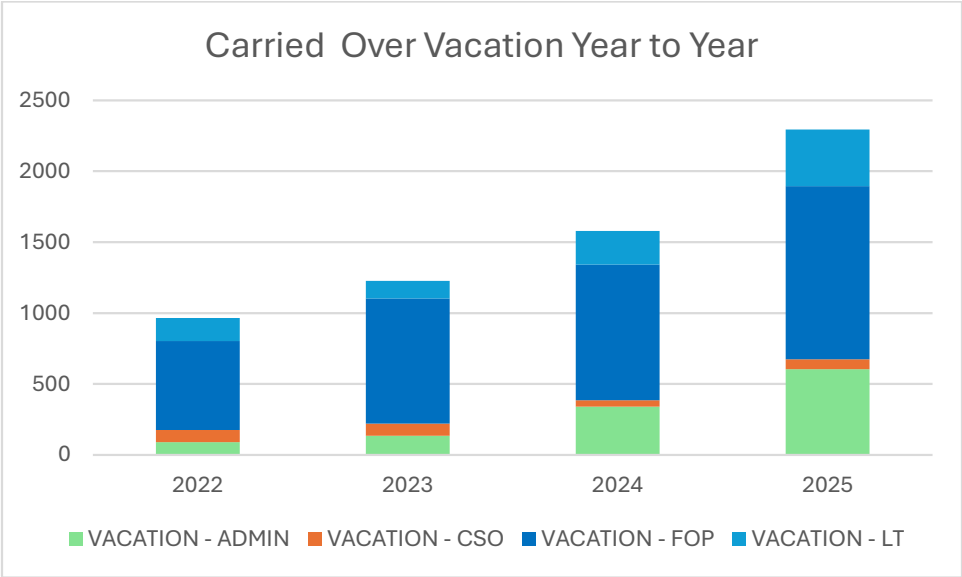
In the case of the Village of Glencoe Public Safety Department, there is a consistent increase in unused vacation hours being carried forward and added each year, illustrating another impact of staffing shortages. More than half of the accumulated total is attributable to frontline public safety officers.

Table 17 Carried Over Vacation

	2022	2023	2024	2025
VACATION - ADMIN	88.89	135.49	340.8	603.65
VACATION - CSO	85.26	85.77	44.93	71.18
VACATION - FOP	628.4	881.52	956.77	1219.7
VACATION - LT	161.87	123.87	237.12	399.36
Total	964.42	1226.65	1579.62	2293.89



Figure 24: Carried Over Vacation All Sources by Year



Benchmarking

While the unified public safety model in the Village of Glencoe makes it unique, it was determined that some community safety benchmarking data might prove instructive for those reviewing the report. With input from the Village of Glencoe, several nearby comparator communities were selected.

The review of the data highlights both the demographic similarities that make these communities appropriate comparators, as well as differences in certain variables that are resonant as part of the community safety assessment.



Table 18 Population

Location	Total Population (2020-2024)
Glenview, IL	47752
Northbrook	34546
Highland Park, IL	30398
Wilmette, IL	27503
Deerfield, IL	19518
Lake Forest, IL	19416
Hinsdale, IL	17175
La Grange, IL	15998
Lincolnwood, IL	13112
Winnetka, IL	12484
Barrington, IL	11077
Glencoe, IL	8701
Lincolnshire, IL	7980
Northfield, IL	5487

Figure 25 Total Population

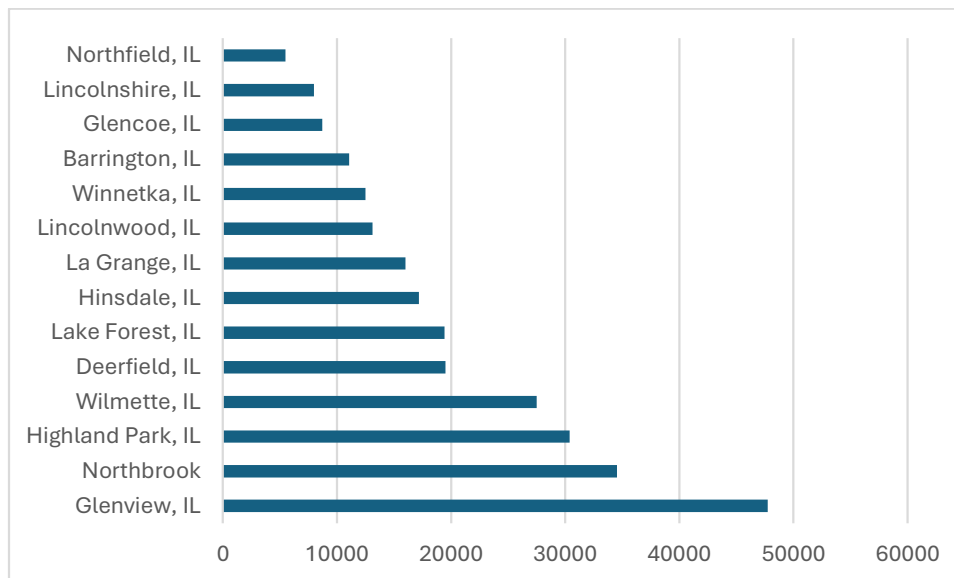




Table 19 Population Density

Location	Population Density
La Grange, IL	6336
Wilmette, IL	5082
Lincolnwood, IL	4871
Hinsdale, IL	3684
Deerfield, IL	3510
Glenview, IL	3291
Winnetka, IL	3208
Northbrook	2619
Highland Park, IL	2478
Barrington, IL	2307
Glencoe, IL	2303
Northfield, IL	1699
Lincolnshire, IL	1697
Lake Forest, IL	1124

Figure 26 Population Density (Population per Square Mile)

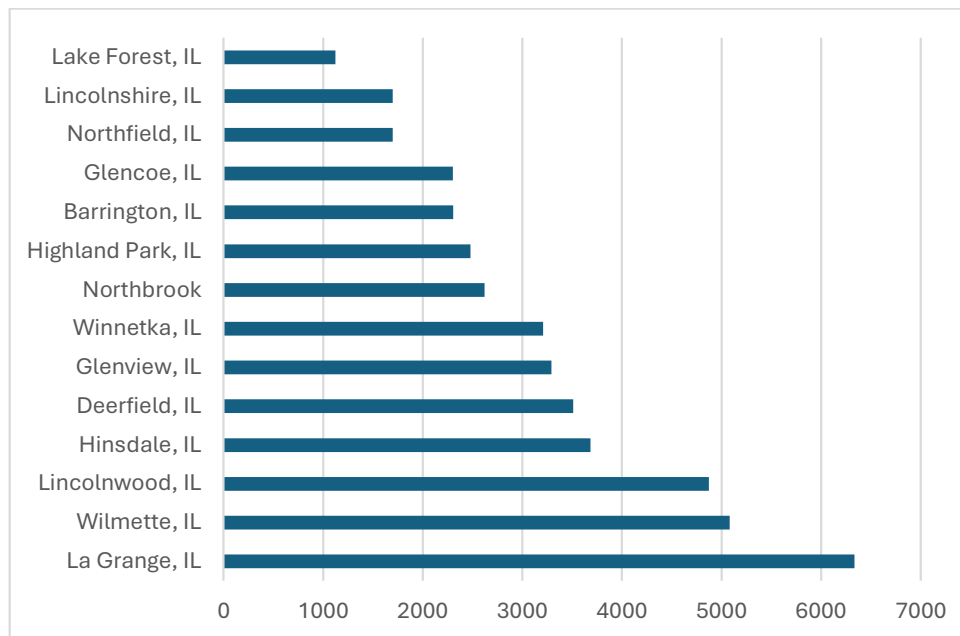




Table 20 Percent of Population over 65 Years

Location	Persons 65 and over (% of population)
Lincolnwood, IL	27.9%
Lake Forest, IL	26.7%
Northbrook	26.6%
Northfield, IL	26.4%
Glenview, IL	25.5%
Lincolnshire, IL	24.5%
Highland Park, IL	24.3%
Barrington, IL	22.1%
Wilmette, IL	21.7%
Glencoe, IL	20.4%
Deerfield, IL	19.8%
Hinsdale, IL	16.2%
La Grange, IL	15.9%
Winnetka, IL	15.9%

Community risk assessments regularly identify the population over 65 as an important factor due to increased health concerns, potential mobility issues that would affect their ability to escape a structure fire, etc. The Village of Glencoe is about average for its comparators (average for group is 20.97%).

Figure 27 Percent of Population 65 and Older

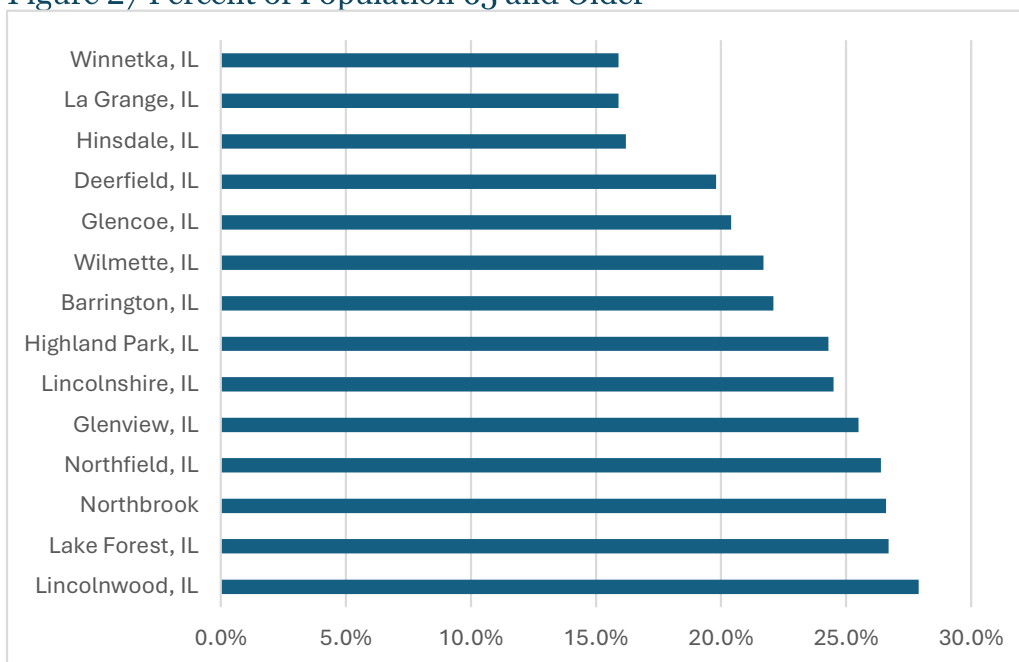




Table 21 Area (Square Miles)

Location	Area (square miles) (2023)
Lake Forest, IL	17.26661
Glenview, IL	14.51135
Northbrook	13.19
Highland Park, IL	12.26625
Deerfield, IL	5.56065
Wilmette, IL	5.41228
Barrington, IL	4.80221
Lincolnshire, IL	4.70109
Hinsdale, IL	4.66147
Winnetka, IL	3.89156
Glencoe, IL	3.77878
Northfield, IL	3.23017
Lincolnwood, IL	2.69165
La Grange, IL	2.52482

The size of a municipality or response district obviously can affect response times. The Village of Glencoe is comparatively compact ranking 5th out of the comparators.

Figure 28 Area (Square Miles)

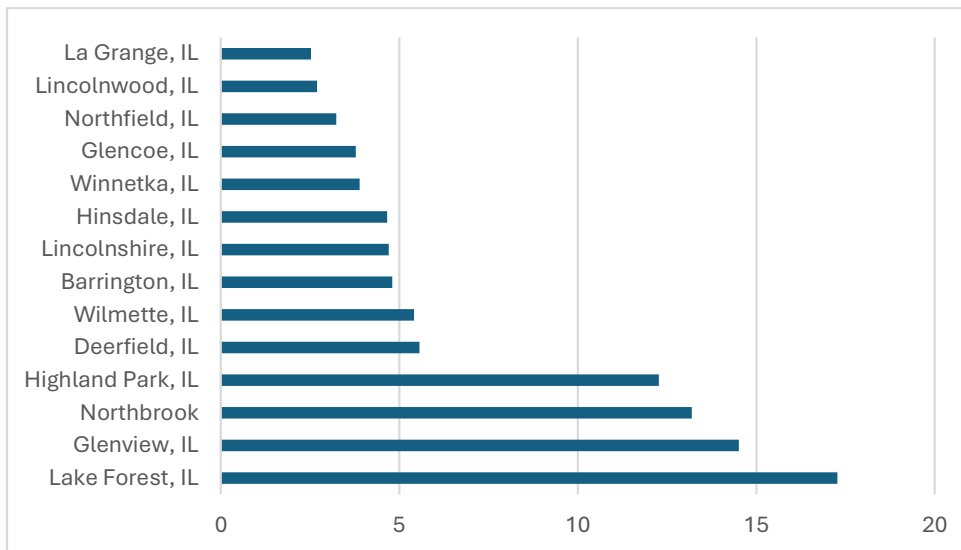




Table 22 Median Household Income

Location	Median Household Income (2020-2024)
Hinsdale, IL	\$250,000.00
Winnetka, IL	\$250,000.00
Glencoe, IL	\$248,933.00
Lake Forest, IL	\$235,081.00
Wilmette, IL	\$190,662.00
Lincolnshire, IL	\$185,580.00
Deerfield, IL	\$181,660.00
Highland Park, IL	\$168,094.00
Northfield, IL	\$161,500.00
La Grange, IL	\$159,929.00
Northbrook	\$157,782.00
Barrington, IL	\$147,989.00
Glenview, IL	\$143,056.00
Lincolnwood, IL	\$109,731.00

Figure 29 Median Household Income 2020-2024

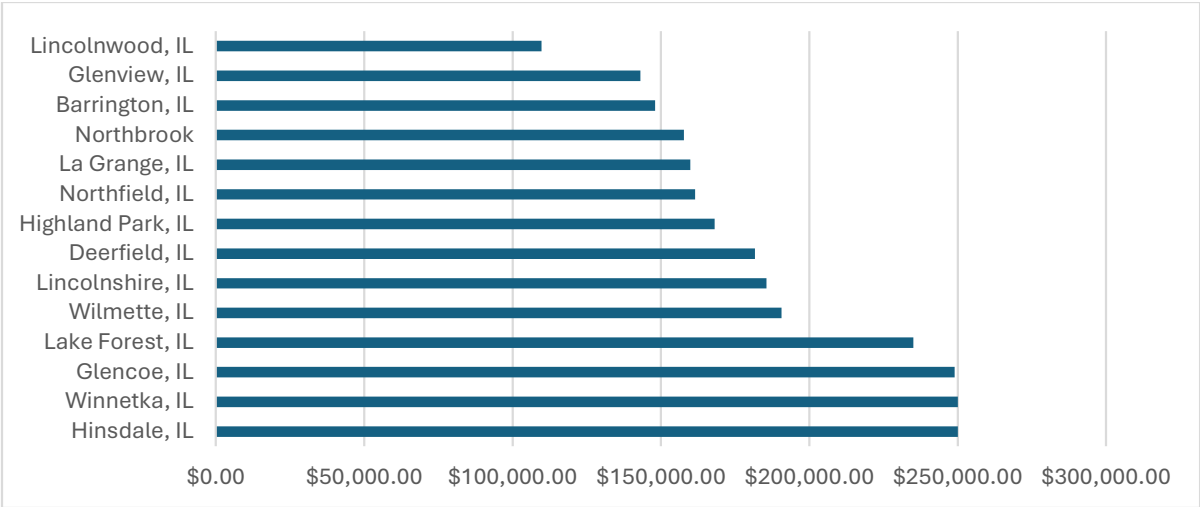




Table 23 Median Home Value (2020-2024)

Location	Median Home Value (2020-2024)
Glencoe, IL	\$1,432,500.00
Winnetka, IL	\$1,337,800.00
Hinsdale, IL	\$1,053,700.00
Lake Forest, IL	\$938,300.00
Northfield, IL	\$878,300.00
Wilmette, IL	\$810,600.00
Lincolnshire, IL	\$677,700.00
Northbrook	\$652,300.00
Deerfield, IL	\$623,400.00
Glenview, IL	\$609,600.00
Highland Park, IL	\$607,300.00
La Grange, IL	\$594,300.00
Barrington, IL	\$582,500.00
Lincolnwood, IL	\$496,400.00

Figure 30 Median Home Value 2020-2024

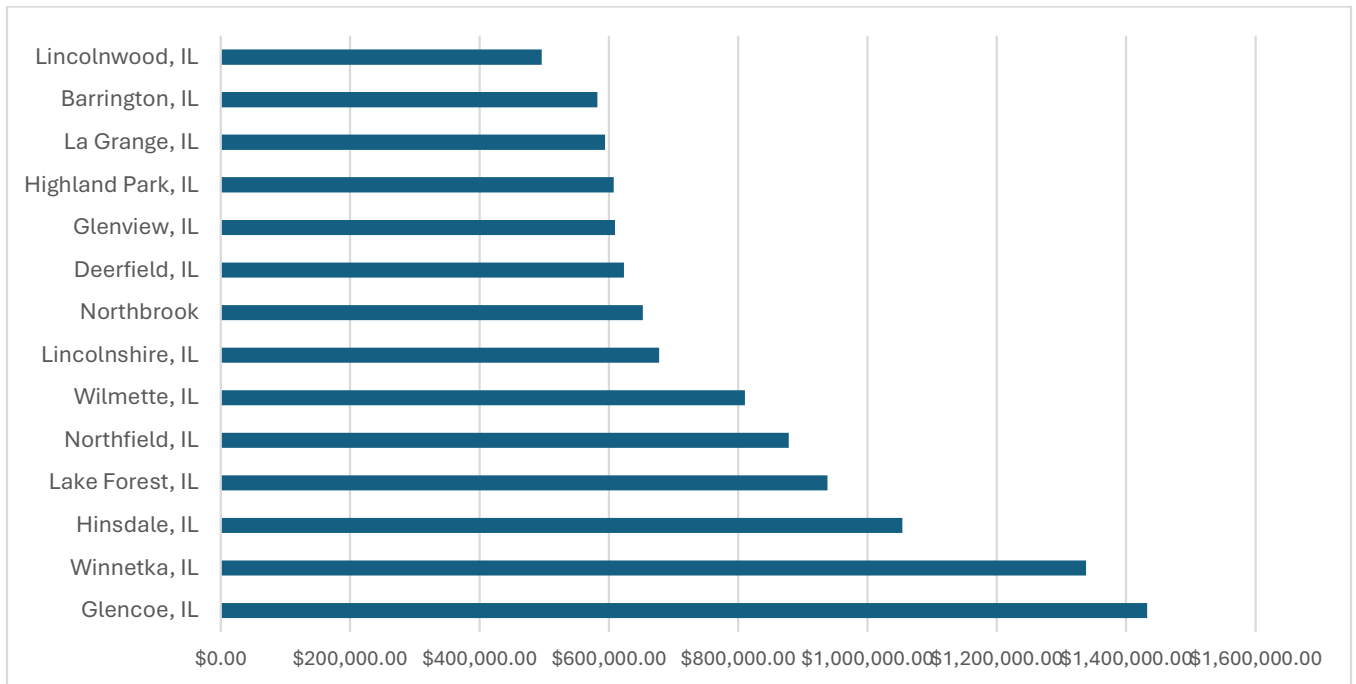




Table 24 Total Properties

Location	Total Properties (2025)
Glenview, IL	18326
Northbrook	14490
Highland Park, IL	12981
Wilmette, IL	10946
Lake Forest, IL	8335
Deerfield, IL	7129
La Grange, IL	6786
Hinsdale, IL	6704
Lincolnwood, IL	5658
Winnetka, IL	4899
Barrington, IL	4679
Glencoe, IL	3743
Lincolnshire, IL	3223
Northfield, IL	3007

Figure 31 Total Properties

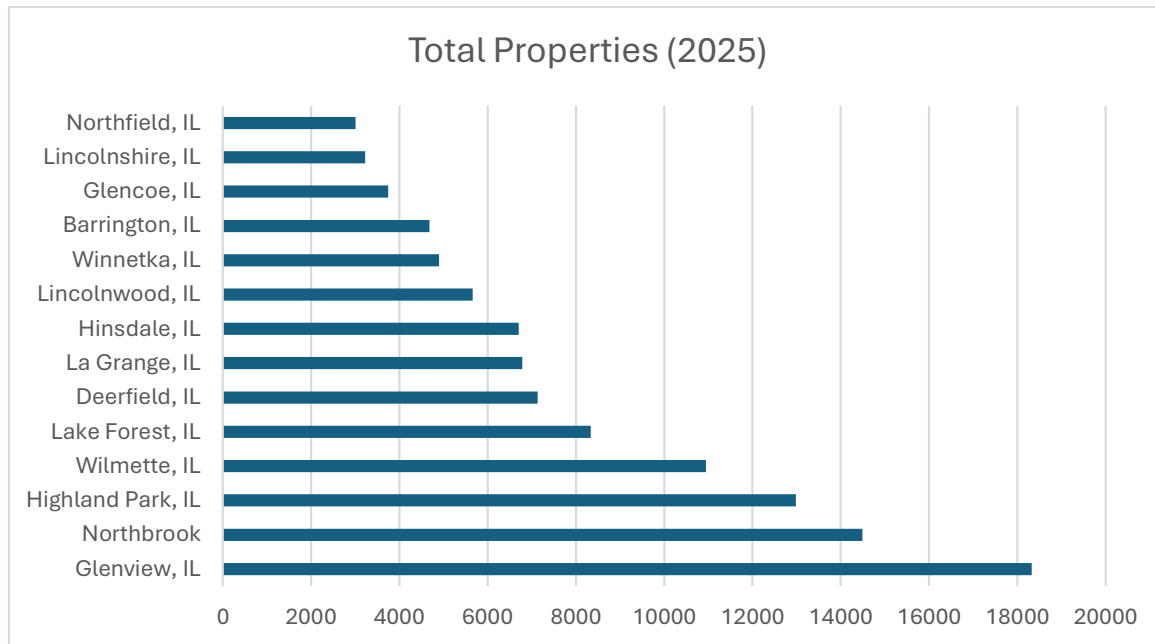




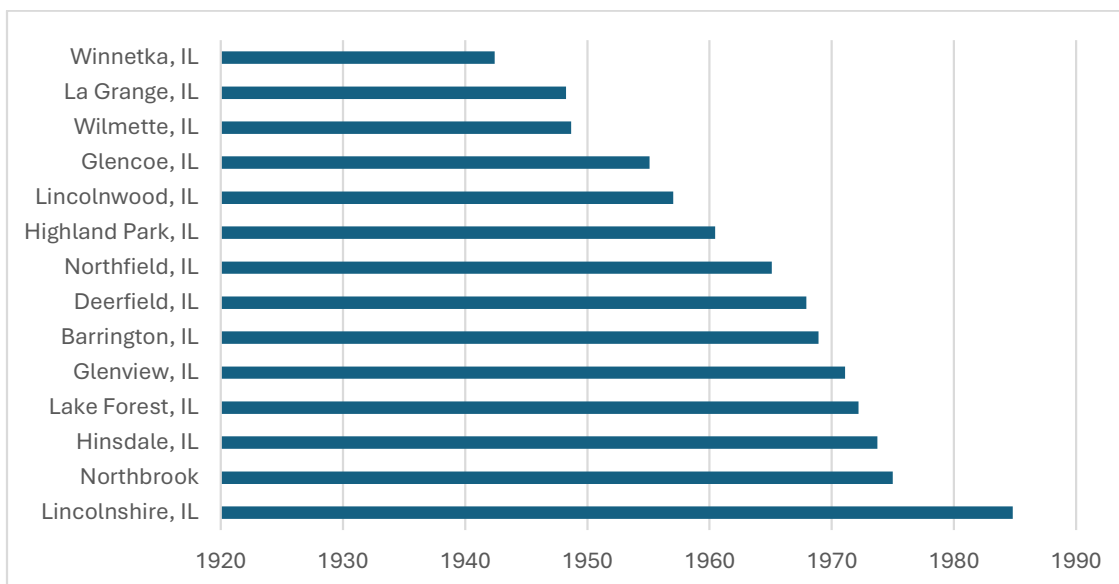
Table 25 Building Age (Median Year Built)

Location	Building Median Year Built (2025)
Lincolnshire, IL	1985
Northbrook	1975
Hinsdale, IL	1974
Lake Forest, IL	1972
Glenview, IL	1971
Barrington, IL	1969
Deerfield, IL	1968
Northfield, IL	1965
Highland Park, IL	1960
Lincolnwood, IL	1957
Glencoe, IL	1955
Wilmette, IL	1949
La Grange, IL	1948
Winnetka, IL	1942

This measure is particularly important for fire suppression services, as the median year of construction helps identify correlated fire risks, building materials, and the presence (or absence) of fire safety features based on applicable building codes.

In this comparison, the Village of Glencoe—despite having fire suppression measures in place, such as a sprinkler ordinance—has a higher proportion of older and more valuable homes than its comparators. Many of these structures predate modern fire suppression requirements, including the Village’s sprinkler ordinance.

Figure 32: Building Age (Median Year Built)





The descriptive data related to the community and its demographics reflects factors that contribute to the overall risk assessment. These factors influence the type and frequency of medical interventions, the risk of damage and loss associated with structure fires, and conditions such as isolation, which are generally associated with increased victimization rates.

The next set of analyses examines various aspects of crime and provides an indication of how safe the community appears in comparison to others. Note that all crime rates are expressed as incidents per 100,000 population.

Table 26 Property Crime Rate

Location	Property Crime Rate (2024)
Lincolnwood, IL	2528
Glenview, IL	1210
Wilmette, IL	1188
Deerfield, IL	1011
Northbrook	905
Lincolnshire, IL	899
Barrington, IL	817
Highland Park, IL	812
La Grange, IL	776
Northfield, IL	767
Winnetka, IL	658
Lake Forest, IL	625
Glencoe, IL	601
Hinsdale, IL	492



Figure 33: Property Crime Rate 2024 (per 100,000)

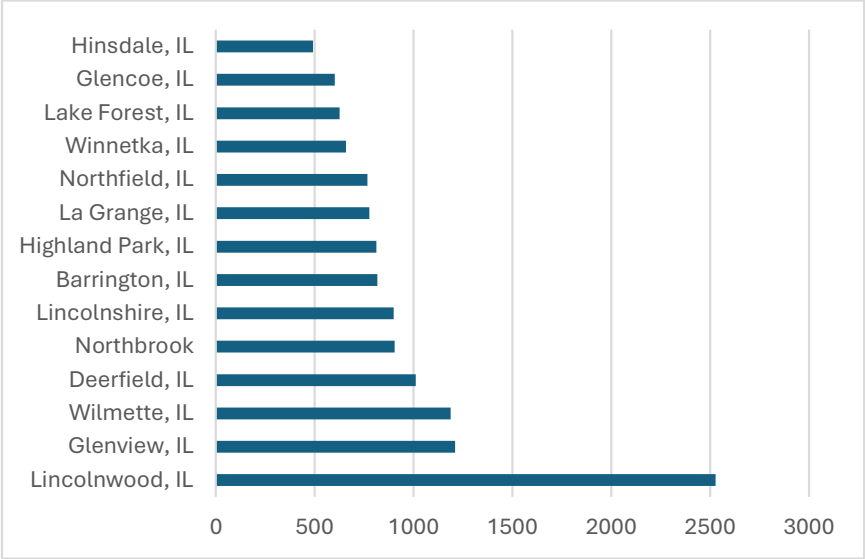


Table 27: Violent Crime Rate

Location	Violent Crime Rate (2024)
La Grange, IL	187
Glenview, IL	151
Lincolnwood, IL	110
Barrington, IL	106
Winnetka, IL	82
Lincolnshire, IL	63
Highland Park, IL	49
Hinsdale, IL	46
Deerfield, IL	27
Glencoe, IL	24
Northbrook	23
Wilmette, IL	22
Lake Forest, IL	21
Northfield, IL	18



Figure 34 Violent Crime Rate (per 100,000)

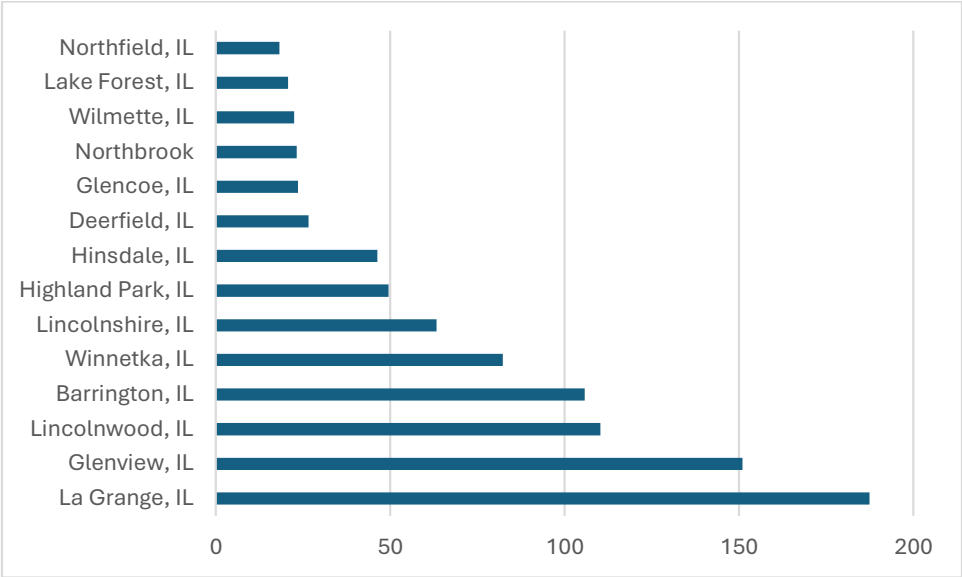


Table 28 Vehicle Theft Crime Rate 2024

Location	Vehicle Theft Crime Rate (2024)
Lincolnwood, IL	284
Barrington, IL	106
Deerfield, IL	90
Glenview, IL	75
Highland Park, IL	69
Winnetka, IL	66
Northbrook	63
Lake Forest, IL	57
Hinsdale, IL	46
Lincolnshire, IL	38
Glencoe, IL	35
La Grange, IL	32
Wilmette, IL	30
Northfield, IL	18



Figure 35 Vehicle Theft Crime Rate 2024

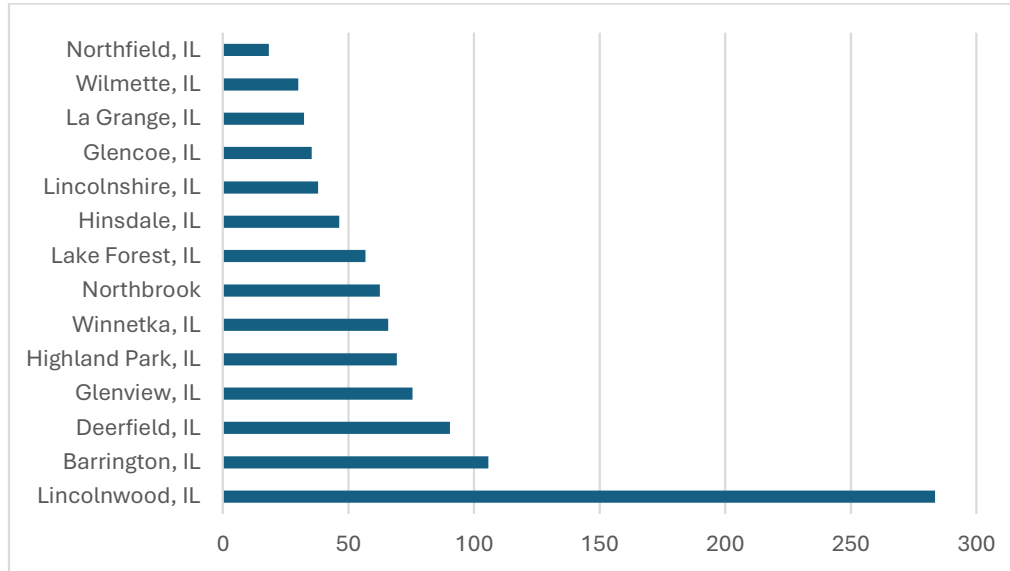


Table 29 Larceny Crime Rate 2024

Location	Larceny Crime Rate (2024)
Lincolnwood, IL	1496
Wilmette, IL	813
Glenview, IL	813
Northbrook	812
Lincolnshire, IL	759
Highland Park, IL	673
Barrington, IL	519
La Grange, IL	511
Glencoe, IL	483
Northfield, IL	456
Deerfield, IL	431
Winnetka, IL	419
Hinsdale, IL	394
Lake Forest, IL	362



Figure 36 Larceny Crime Rate 2024

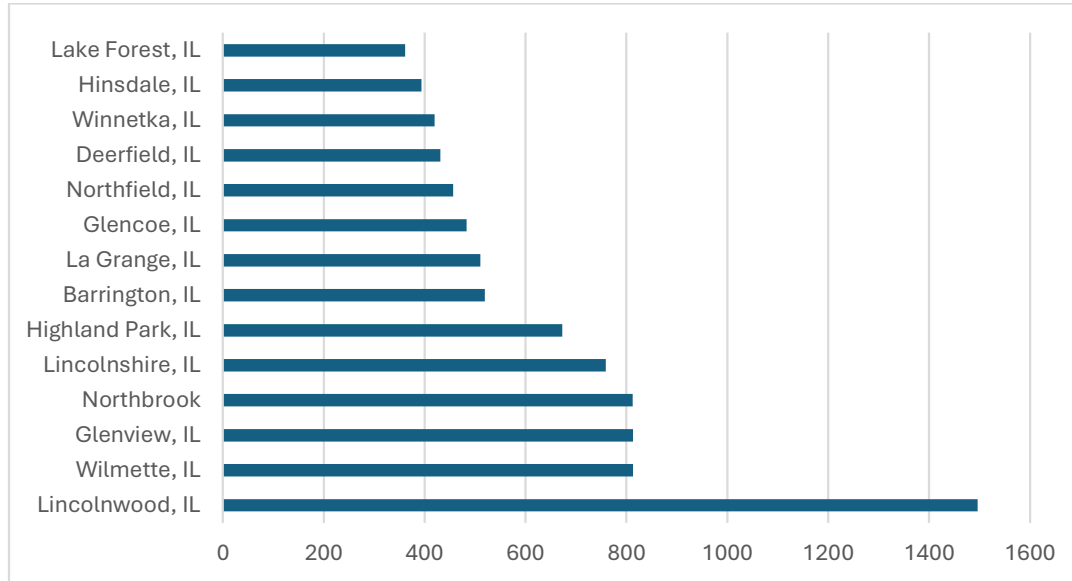


Table 30 Aggravated Assault Crime Rate

Location	Aggravated Assault Crime Rate (2024)
La Grange, IL	116.3
Glenview, IL	97.0
Lincolnshire, IL	50.6
Lincolnwood, IL	39.4
Barrington, IL	38.5
Winnetka, IL	32.9
Highland Park, IL	23.1
Northfield, IL	18.3
Lake Forest, IL	15.5
Glencoe, IL	11.8
Hinsdale, IL	11.6
Wilmette, IL	7.5
Northbrook	6.0
Deerfield, IL	5.3



Figure 37 Aggravated Assault Crime Rate (per 100,000)

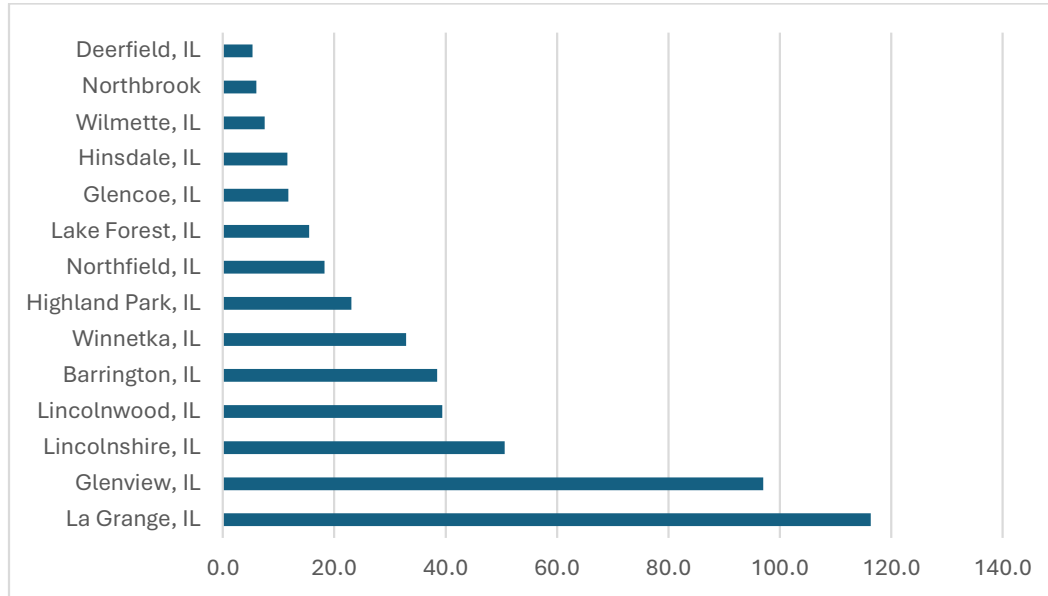


Table 31 Robbery Crime Rate 2024

Location	Robbery Crime Rate (2024)
Lincolnwood, IL	70.9
La Grange, IL	19.4
Barrington, IL	19.2
Glencoe, IL	11.8
Glenview, IL	10.8
Winnetka, IL	8.2
Wilmette, IL	7.5
Hinsdale, IL	5.8
Deerfield, IL	0.0
Highland Park, IL	0.0
Lake Forest, IL	0.0
Lincolnshire, IL	0.0
Northbrook	0.0
Northfield, IL	0.0



Figure 38 Robbery Crime Rate (per 100,000)

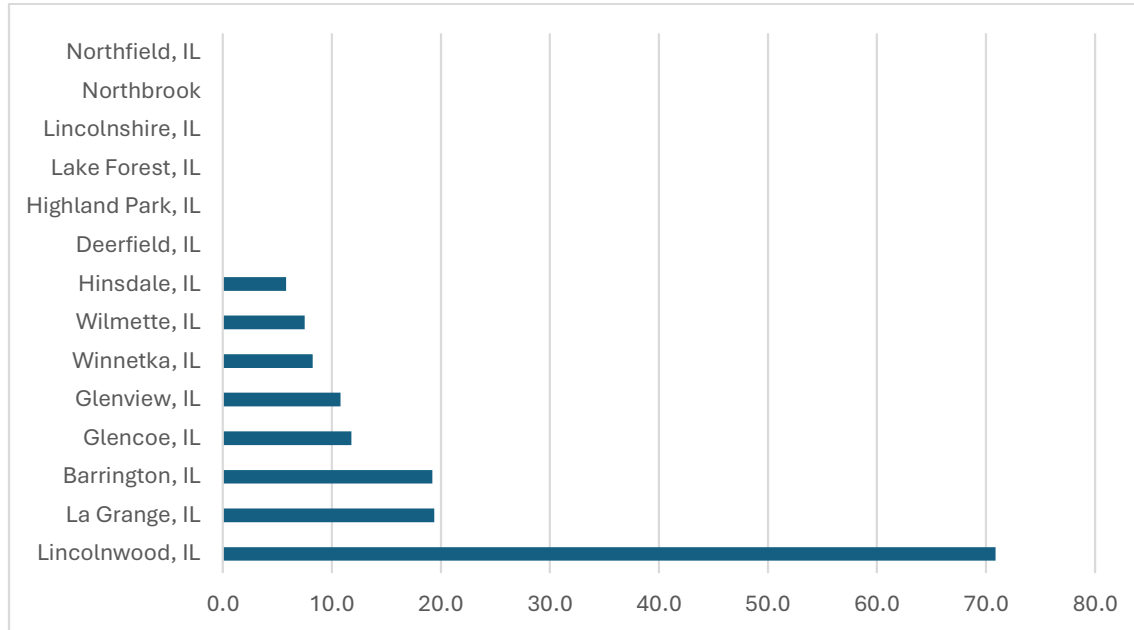
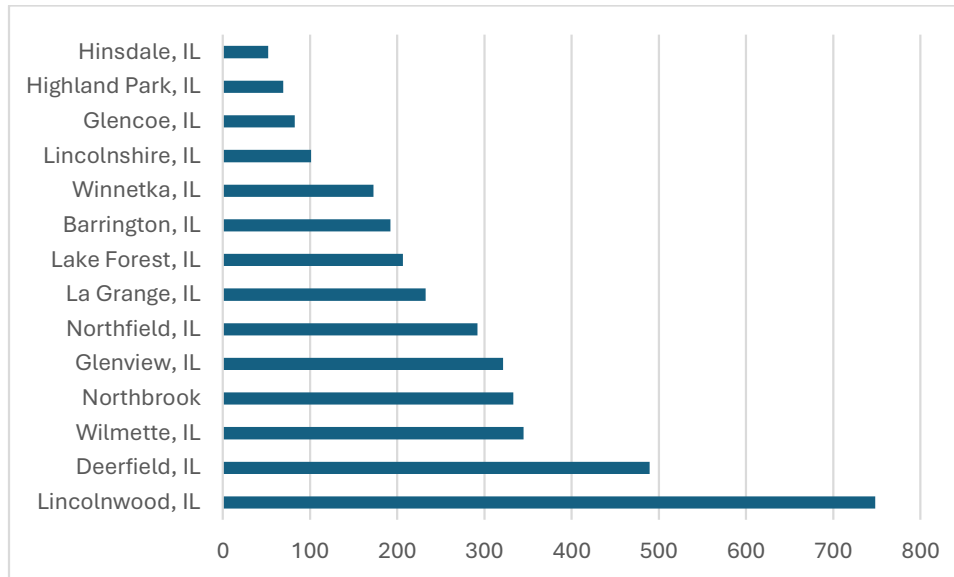


Table 32 Burglary Crime Rate

Location	Burglary Crime Rate (2024)
Lincolnwood, IL	748
Deerfield, IL	489
Wilmette, IL	345
Northbrook	333
Glenview, IL	321
Northfield, IL	292
La Grange, IL	233
Lake Forest, IL	207
Barrington, IL	192
Winnetka, IL	173
Lincolnshire, IL	101
Glencoe, IL	82
Highland Park, IL	69
Hinsdale, IL	52



Figure 39 Burglary Crime Rates



Highlights and Commentary

- The Village of Glencoe has the second lowest property crime rate and the fifth lowest violent crime rate among the comparator communities.
- The data suggests that the unified Public Safety Department approach, combined with a high level of proactive activity, is equally, if not more effective, than most comparators in preventing crime and disorder. There is significant variability between the highest and lowest property and violent crime rates among the comparator communities.
- In some cases (e.g. robbery, where the Village of Glencoe ranks eleventh out of fourteen municipalities), the very low incidence of the crime results in more exaggerated rate differences.
- Other crime types, such as homicide, were non-existent in most of the communities.



Benchmarking Comparator First Responders

Table 33: Comparator Police Departments

Dept	Police Officers	Police Supervisors	Chief	DC	Commander	Captain	Lieutenant	Sergeant
Wilmette	36	11	1	2	2			6
Winnetka	24	11	1	1	3			6
Highland Park	46	15	1		4			10
Barrington	18	7	1	1				5
Deerfield	28	11	1	2	4			4
Hinsdale	18	7	1	1				5
La Grange	28	8	1	1				6
Lincolnshire	18	7	1	1	1			4
Lincolnwood	24	9	1	1			4	3
Northbrook	44	19	1	2	5			11

Table 34: Civilian Support

Department	Civilian	CSO	Comms/Dispatch
Wilmette	6	4	0
Winnetka	5	3	0
Highland Park	9	4	0
Barrington	5	2	0
Deerfield	3	1	10
Hinsdale	7	3	0
La Grange	5	2	0
Lincolnshire	3	1	0
Lincolnwood	2	2	0
Northbrook	12	2	13
Glencoe	4	3	0

Table 35: Fire Departments

Department	Firefighters	Fire Supervisors	Chief	DC	Battalion Chief	Captain	Lieutenant
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Wilmette	33	11	1	1	3		6
Winnetka	15	9	1	1		3	4
Highland Park	39	15	1	1	4		9
Barrington	16	7	1		3		3
Deerfield	30	12	1	1	4		6
Hinsdale	15	8	1	1		3	3
La Grange	11	7	1			3	3
Lincolnshire	45	17	1	2	4		10
Lincolnwood	18	11	1	1	3	1	5
Northbrook	54	22	1	3	3	3	12

Because the Village of Glencoe operates a unified public safety system rather than separate police and fire departments, this analysis compares the combined police and fire staffing levels of the peer communities with Glencoe's total public safety staffing.

Table 36: Public Safety Staffing Comparison

Department	Total Police/Fire Supervisors	Police Officers + Firefighters
Wilmette	22	69
Winnetka	20	39
Highland Park	30	85
Barrington	14	34
Deerfield	23	58
Hinsdale	15	33
La Grange	15	39
Lincolnshire	24	63
Lincolnwood	20	42
Northbrook	41	98
AVERAGE	22.4	56
Glencoe	10	26
Glencoe Proposed	11	32

The Village of Glencoe Public Safety Department has fewer supervisors and frontline personnel than its comparator communities. Even with the recommended increases to supervisory and frontline staffing outlined in this report, Glencoe's total staffing would remain the lowest among the comparator group.



Variability in staffing must be placed into context by considering the variability in workload. Next, total calls for service workload for all of the comparators are examined.

Table 37: Calls for Service Comparison

Department	Police calls	Fire calls	EMS calls	Total calls
Wilmette	19641	1688	1664	22993
Winnetka	19031	1854	823	21708
Highland Park	22500	5924	3889	32313
Barrington	9980	843	1747	12570
Deerfield	17985			17985
Hinsdale	16736	1106	1679	19521
La Grange	16894	948	1072	18914
Lincolnshire	22224	1343	2727	26294
Lincolnwood	16588	1281	2061	19930
Northbrook	21787	2754	5052	29593
Glencoe				23384

The comparator group has an average annual call for Service workload of 22,182 calls for service. If you include Glencoe's 23384 calls in the analysis, the average increases to 22,291. The Village of Glencoe is the 4th highest total of the group. To reduce the workload to a common denominator we can divide total calls per year by the total number of frontline staffing to calculate the per capita calls per year.

Table 38: Per Capita Calls for Service

Department	Police Officers + Firefighters	Total calls	Calls per capita
Wilmette	69	22993	333
Winnetka	39	21708	557
Highland Park	85	32313	380
Barrington	34	12570	370
Deerfield	58	17985	310
Hinsdale	33	19521	592
La Grange	39	18914	485
Lincolnshire	63	26294	417
Lincolnwood	42	19930	475
Northbrook	98	29593	302
AVERAGE	56	22182.1	422
Glencoe	26	23384	899
Glencoe Proposed	32	23384	731



At current staffing levels the Village of Glencoe per capita call load is more than twice the average of the comparator group. Even with the proposed increases the Village of Glencoe will still have a per capita workload of 731 calls, the busiest in the group with the other comparators ranging from 302-592.

Conclusion

The Village of Glencoe's Public Safety Department remains a distinctive and highly effective organization. Since 1954, its unified, cross-trained model has allowed the Village to deliver police, fire, and EMS services through a single department that is deeply connected to the community and broadly supported by both residents and staff. The department's culture, professionalism, customer-service orientation, and operational flexibility are clear strengths and have contributed to a level of service that is both unusual and highly valued.

This study confirms that the model continues to work well in many respects. Police operations are effectively managing both reactive and proactive workloads, and the department's emphasis on visibility, engagement, and problem-solving contributes to low crime rates and strong public confidence. The department also benefits from solid mutual aid relationships and a reputation as a dependable regional partner. Its equipment, facilities, and general operating environment further support continued success.

At the same time, the report identifies several pressures that must be addressed to sustain the model over the long term. The greatest challenges are not rooted in the concept of unified public safety itself, but in the growing strain placed on staffing, supervision, training, and organizational capacity. Recruiting remains difficult in a competitive labor market, particularly given the rare requirement that personnel be willing and able to serve across police, fire, and EMS functions. Training demands continue to increase across all disciplines, and staffing shortages, leave usage, and certification requirements have reduced frontline availability and contributed to an ongoing reliance on overtime. The accumulation of unused vacation time further reflects that strain.

On the police side, current staffing appears sufficient to manage both proactive and reactive calls for service but maintaining that staffing consistently has become increasingly difficult. On the fire and EMS side, current baseline deployment does not align with recognized best practices for fire suppression and advanced life support. The current model can require personnel to be shifted between disciplines to meet immediate needs, reducing flexibility and increasing dependence on mutual aid. For that reason, baseline staffing on the fire side should be increased from three to five personnel, inclusive of the Lieutenant or Officer in Charge, and the department should



continue to evaluate the value of maintaining advanced life support capability on suppression apparatus.

The report also concludes that overall frontline staffing should be increased. In addition to reaching current authorized strength, Glencoe should move toward a staffing model that better reflects administrative time, training demands, leave, and long-term sustainability. Expanding frontline staffing will help reduce overtime, support deployment stability, and give the department the capacity needed to preserve both service quality and proactive community policing.

Supervision is another critical area for improvement. Frontline supervision, particularly during overnight operations, is not always consistently available in the way that modern best practices require. Establishing an Officer-in-Charge model would provide a practical and relatively low-cost way to improve real-time supervision, strengthen accountability, and create a developmental pathway for future leaders. In addition, the creation of Police and Fire Captain positions would help relieve Lieutenants of excessive administrative burdens, improve command capacity, strengthen succession planning, and allow supervisors to focus more directly on personnel management, mentoring, and operational oversight.

Organizational capacity should also be strengthened on the civilian administrative side. Reclassifying and expanding the current Administrative Coordinator function into a management-level role would better align authority with responsibility, improve oversight of non-sworn functions, and increase the department's overall administrative effectiveness.

The report further recognizes that staffing improvements alone will not be sufficient without changes to hiring strategy and training expectations. Given the time required to recruit, academy-train, and fully develop cross-trained public safety officers, the Village should consider pre-hiring when strong candidates become available in anticipation of expected vacancies, retirements, and promotions. At the same time, the Village should pursue collective agreement language requiring all public safety officers to obtain and maintain certification across police, fire, and EMS within a defined period, supported by a clear remediation process if standards are not met.

Training must remain a central priority. The success of Glencoe's model depends on personnel being able to perform effectively across all three disciplines, and that cannot be sustained without an annual training plan, adherence to scheduled training requirements, and a renewed commitment to regular company-level fire training. This is especially important in fire suppression, driver operations, officer development, paramedic readiness, and other high-risk, low-frequency skill areas where proficiency can quickly decline without repetition and structured practice.

Finally, the Village should continue to strengthen and invest in its mutual aid relationships. Those partnerships are essential to operational resilience, particularly for



specialized or large-scale incidents, and they will remain a critical part of Glencoe's ability to provide effective service while preserving its unique public safety model.

In summary, this report finds that Glencoe's unified public safety system remains viable, valuable, and worthy of continued support. However, preserving that success will require deliberate action. Increasing fire-side baseline staffing, expanding overall frontline staffing, strengthening supervision, adding Captain positions, enhancing administrative management, improving hiring practices, formalizing cross-discipline certification expectations, and building a more disciplined training framework are all necessary steps toward long-term sustainability. Implemented in a phased and practical way, these recommendations will help the Village maintain a high level of integrated public safety service, reduce organizational strain, and ensure that this unique and highly respected model continues to serve the community effectively well into the future.

Recommendations

Recommendation 1: Baseline Staffing

The current police baseline staffing level of three officers per shift (inclusive of 1 Lieutenant per each of the 4 shifts) is appropriate and should be maintained. However, to align with Illinois best practices, the fire baseline staffing level should be increased from three to five personnel per shift (inclusive of 1 Lieutenant per each of the 3 shifts).

Additionally, the department should consider maintaining advanced life support (ALS) capabilities on fire suppression vehicles to ensure continued high-quality emergency medical response.

Recommendation 2: Frontline Staffing

At present, the department consists of 26 officers and 8 lieutenants, with one lieutenant and two officers assigned to investigations, leaving 31 (24 officers and 7 lieutenants) personnel available for frontline operations.

Based on administrative workload analysis, an increase of a total frontline staffing level of 37 persons is recommended:

- Increase fire frontline staffing to 21 officers (6 officers and 1 lieutenant on each of the three shifts).
- Increase police frontline staffing to 4 per shift (inclusive of lieutenants), ie. 3 officers and 1 lieutenant per shift.

Assuming the number of frontline lieutenants (excluding the 1 lieutenant assigned to the detective office) remains unchanged at 7 (1 for each of the 3 fire and 4 police shifts), achieving a total frontline staffing level of 37 (21 fire personnel + 16 police personnel) will require approximately 30 public safety officer positions—representing a net increase



of six public safety officers over the current 24. These additional positions are phased in over four years to account for higher costs, onboarding, training needs, and recruitment challenges in a competitive labor market. Phased implementation allows for manageable hiring, training, and budget impacts while gradually improving service levels to an adequate level. Adding two more officers to reach 32 positions within six to seven years would be optimal, however that recommendation lies beyond the current project timeline and therefore is not included in this plan.

This increase will improve operational resilience, reduce reliance on overtime, and better account for training, leave, and other factors that reduce frontline availability.

Recommendation 3: Officer-in Charge

An Officer-in-Charge (OIC) model should be implemented to strengthen supervisory coverage and operational effectiveness. Under this model, a designated officer would assume a temporary supervisory role during a shift or incident, particularly when the assigned lieutenant is focused on the opposite discipline (police or fire).

This role should:

- Be assigned on a rotating or as-needed basis
- Include a modest pay differential (typically ~5%)
- Be based on clearly defined selection criteria, including aptitude, leadership potential, and interest in advancement

Key benefits of this model include:

- Continuous supervisory presence (24/7)
- Improved incident management and decision-making
- Reduced workload burden on lieutenants, allowing more administrative capacity
- A structured development pathway for future supervisors

Selection should not be based solely on seniority but should incorporate performance, recommendations from supervisory staff, and demonstrated leadership ability.



Recommendation 4: Police and Fire Captain Position

The Village should establish two Captain positions—one assigned to Police and one to Fire—to strengthen organizational structure, improve supervisory capacity, and address the increasing administrative and operational demands placed on the current leadership model.

At present, Lieutenants are responsible for both frontline supervision and a broad

range of administrative portfolios. These responsibilities include training coordination, scheduling, policy development, and other organizational functions that require sustained time and attention. This dual role creates competing priorities and limits the ability of Lieutenants to consistently provide real-time oversight, mentorship, and operational leadership.

This challenge is particularly evident during periods of reduced staffing or high call volume, where supervisory attention may be divided between administrative requirements and immediate operational demands. In some cases, this results in reduced frontline supervision, delayed decision-making, and fewer opportunities for coaching and development of less experienced personnel.

The creation of Captain positions would address these issues by redistributing responsibilities and strengthening the overall command structure. Specifically, Captains would:

- Assume primary responsibility for administrative portfolios, including training programs, scheduling systems, policy development, and compliance oversight
- Provide consistent organizational leadership and continuity across both Police and Fire operations
- Serve as a critical link between executive leadership and frontline supervisors
- Support performance management, quality assurance, and disciplinary processes
- Lead long-term planning efforts related to staffing, training, and resource allocation

By shifting administrative and strategic responsibilities to Captains, Lieutenants will be better positioned to focus on frontline supervision, incident command, and personnel development. This will improve real-time decision-making, enhance accountability, and strengthen day-to-day operational effectiveness.



In addition, the establishment of Captain positions will support succession planning by creating a clear leadership pathway within the organization. This is particularly important in a department with a relatively young workforce and increasing training demands, where structured leadership development is critical to long-term sustainability.

These positions should report directly to the Deputy Chief and be integrated into the existing command structure in a manner consistent with best practices in similarly sized public safety organizations.

Overall, the addition of Police and Fire Captain positions will enhance supervisory capacity, improve organizational efficiency, and ensure that both operational and administrative functions are managed effectively in support of the department's unified public safety model.

Recommendation 5: Administrative Manager

The Village should reclassify and expand the current Administrative Coordinator role into an Administrative Manager position to better reflect the scope, complexity, and operational importance of the department's administrative functions.

At present, administrative responsibilities are distributed across multiple roles and frequently require direct involvement from sworn personnel, including Lieutenants and command staff. This includes routine decision-making, coordination of records and reporting functions, and oversight of non-sworn personnel. As a result, sworn leadership is regularly drawn into administrative matters that do not require their level of authority or expertise, reducing their availability for frontline supervision, training oversight, and operational leadership.

This issue is compounded by the increasing administrative demands placed on the department. Expanded training requirements, staffing coordination, compliance obligations, accreditation-related activities, and internal reporting expectations have all increased the volume and complexity of administrative work. Without a centralized point of accountability, these responsibilities can become fragmented, inconsistently managed, and inefficient.

Reclassifying the position to an Administrative Manager would establish a clear leader for all civilian administrative functions and provide the authority necessary to manage them effectively. This role would assume responsibility for supervising non-sworn personnel, including records staff and Community Service Officers, and would oversee day-to-day administrative operations such as documentation, workflow coordination, scheduling support, and internal communication.

In addition, the Administrative Manager would serve as the primary point of contact for administrative decision-making, reducing the need for routine issues to be escalated to command staff. This would improve response time for administrative matters, enhance



accountability, and ensure greater consistency in how administrative processes are applied across the organization.

Importantly, this change would allow Lieutenants and command staff to remain focused on their core responsibilities, including operational supervision, personnel development, and strategic planning. By removing administrative burden from sworn leadership, the department will be better positioned to address existing challenges related to supervision, training, and staffing.

Overall, the establishment of an Administrative Manager position represents a necessary step in modernizing the department's organizational structure, improving efficiency, and ensuring that both administrative and operational functions are effectively supported.

Recommendation 6: Recruiting and Hiring

The Village should adopt a forward-looking and strategic approach to recruiting and hiring, including the practice of pre-hiring candidates in anticipation of projected vacancies, retirements, and internal promotions. The time required to recruit, academy-train, and fully develop cross-trained public safety officers is significant. When combined with the competitive labor market and the unique expectations associated with Glencoe's cross-trained model, this creates a natural delay between identifying staffing needs and achieving full operational readiness.

As identified throughout this report, these timing challenges contribute to staffing variability, increased reliance on overtime, and reduced flexibility in deployment—particularly during periods of high training demand, leave usage, or paramedic shortages.

A more proactive hiring strategy would help the department anticipate workforce changes and better align staffing levels with operational needs. By identifying and onboarding qualified candidates in advance of known or expected vacancies, the Village can improve continuity in staffing, support deployment stability, and reduce operational strain on existing personnel.

This approach is particularly important given the complexity of developing cross-trained personnel and should be aligned with long-term workforce planning, including projected retirements, promotional movement, and evolving service demands.

Recommendation 7: Formalize Cross-Discipline Certification Requirements

The Village should pursue collective agreement language requiring all public safety officers to obtain and maintain certification across police, fire, and EMS disciplines within a clearly defined and enforceable timeframe.



The effectiveness of Glencoe’s public safety model is fundamentally dependent on the ability of personnel to operate across all three disciplines. However, as identified in this study, variability in certification levels—particularly in EMS and paramedic qualifications—has created operational imbalances. These imbalances can result in a disproportionate reliance on certain personnel, reduced deployment flexibility, and increased difficulty in maintaining consistent staffing across all functions.

In particular, gaps in paramedic certification have contributed to staffing challenges on the EMS side, requiring adjustments in deployment and increasing reliance on mutual aid or reassignment of personnel from other functions. This undermines the intended flexibility of the cross-trained model and places additional strain on the system.

Formalizing certification requirements would establish clear expectations for all personnel and ensure that the department maintains a balanced and fully deployable workforce. This should include defined timelines for achieving full certification, ongoing maintenance requirements, and a structured remediation process for members who do not meet established standards. By creating consistency in certification levels, the Village will improve operational efficiency, enhance deployment flexibility, and reinforce the long-term sustainability of its unified public safety model.

Recommendation 8: Training Schedule

The department should develop and implement a formal annual training plan that clearly defines training expectations, schedules, and priorities across police, fire, and EMS disciplines.

Training demands within the department are significant and continue to grow, particularly within a cross-trained model where personnel must maintain proficiency across multiple operational areas. As identified in this report, training requirements, combined with staffing limitations and leave usage, have created ongoing challenges in balancing operational coverage with the need for skill development.

Without a structured and coordinated training framework, training delivery can become inconsistent, difficult to schedule, and subordinate to immediate operational needs. This increases the risk of skill degradation, particularly in critical areas such as paramedic performance, fireground operations, and supervisory decision-making.

A formal annual training plan would provide a structured approach to managing these demands by establishing clear expectations for required training hours, identifying priority skill areas, and creating a predictable schedule that can be integrated into staffing and deployment planning.

This will improve accountability, ensure compliance with regulatory and certification requirements, and support consistent skill development across all disciplines. Most importantly, it will reinforce training as a core operational function rather than an ancillary activity.



Recommendation 9: Company Level Training-Fire

The Village should implement a more structured and consistent company-level fire training program to ensure that personnel maintain proficiency in critical fire suppression and operational skills.

Due to relatively low fire call volume and the cross-trained nature of the workforce, opportunities to regularly apply fireground skills in real-world situations are limited. As a result, there is an increased risk of skill degradation in high-risk, low-frequency events such as structure fires, complex rescues, and incident command scenarios. This risk is further compounded by the competing training demands across police and EMS disciplines, which can limit the time available for focused fire training. Without consistent reinforcement, critical fireground competencies—including apparatus operation, coordinated tactics, and command-level decision-making—may decline over time.

To address this, the department should prioritize regular, structured, company-level training that emphasizes practical, scenario-based exercises. This training should focus on core operational competencies, including fireground operations, apparatus driving, and officer-level leadership and command. Strengthening company-level fire training will improve operational readiness, enhance safety, and ensure that personnel are prepared to effectively manage complex and high-risk incidents when they occur.

Recommendation 10: Mutual Aid Relationships

The Village should continue to strengthen and strategically develop its mutual aid and automatic aid relationships with neighboring agencies as part of a balanced approach to service delivery and operational resilience.

Mutual aid is a critical component of Glencoe's current operating model and provides access to additional resources, specialized capabilities, and regional support during large-scale or complex incidents. However, as identified in this report, increased reliance on mutual aid—particularly to offset internal staffing limitations—can introduce operational risks, including delayed response times, reduced availability during regional demand, and limitations in reciprocal support.

To maintain the effectiveness of this system, mutual aid must be supported by sufficient internal capacity. Strengthening baseline and frontline staffing, as recommended in this report, will allow the department to rely on mutual aid as a supplement rather than a necessity for routine operations.

At the same time, the Village should continue to invest in regional relationships by maintaining strong agreements, participating in coordinated planning efforts, and ensuring interoperability with partner agencies.

This balanced approach will enhance operational effectiveness, reduce system vulnerability, and reinforce Glencoe's role as a reliable and capable regional partner.





Prioritization of Recommendations Proposed

Category	Priority	Recommendation	Urgency/Timeline
Staffing	High	Recommendation 1: Increase the baseline staffing on the Fire side from three to five inclusive of the Lieutenant (or OIC). Consider maintaining advanced life support capabilities on fire suppression vehicles.	Within 2 years
Staffing	High	Recommendations 2: Increase frontline staffing from 26 frontline Officers to 32. The current approved strength of the department if fully staffed is 36.	Phased in over 4 years as follows Within 1 year +1 to reach current authorized strength of 26 Within 2 Years +2 Within 3 Years +2 (total +4) Within 3 Years +2 (total +6)
Operational	Medium	Recommendation 3: Establish a model to augment frontline supervision by having selected officers act in the capacity of frontline supervisor (Officer in Charge) in the absence of a second Lieutenant.	2 Years
Staffing	High	Recommendation 4: Create the new rank of Captain and create two positions (one Fire, one Police).	2 Years
Organizational Structure	Medium	Recommendation 5: Expand the Administrative Coordinator responsibilities and re-title the position to management to more closely align with assumed duties.	1-2 Years
Policy	Low	Recommendation 6: Consider pre-hiring for impending frontline vacancies	3 years
Policy	Medium	Recommendation 7: Negotiate language in the collective agreement regarding the requirement for all public safety officers to receive training/certification in all three disciplines within a set time-frame.	3 years (at next CBA bargaining opportunity)
Operational	High	Recommendation 8: Establish/adhere to an annual training schedule.	2 Years
Operational	Medium	Recommendation 9: Consider maintaining advanced life support capabilities on fire suppression vehicles.	2-3 Years
Operational	Medium	Recommendation 10: Continue to build mutual aid relationships with neighboring agencies	Ongoing



Appendix A: Themes Arising from the Interviews

Organizational Culture

- Strong organizational culture characterized by camaraderie and a commitment to supporting personnel.

The Public Safety System

- Both the community and department personnel are strongly committed to the current model and would likely resist any significant changes.
- Personnel consistently value the variety and uniqueness of the cross-trained system and believe there is significant benefit in having all responding members capable of performing across disciplines.

Organizational Design

The Director and Deputy

- The Director and Deputy are viewed as approachable and receptive to input from Lieutenants.
- The Director demonstrates a genuine commitment to the role and to advancing the department, rather than maintaining the status quo.
- Leadership is perceived as thoughtful and strategic in pursuing change.
- The Deputy Chief has strong credibility and widespread support across all ranks.
- There is concern regarding succession planning, as replacing the Deputy's combination of administrative expertise and work capacity would be challenging.
- Both leadership positions are perceived as police-centric; stakeholders indicated that any additional executive or intermediary role should ideally have a Fire/EMS background to balance leadership perspectives.

The Lieutenant Rank

- Administrative responsibilities should be reduced to allow Lieutenants to focus on frontline supervision.
- Administrative workload distribution is uneven across the rank.
- When only one supervisor is on duty overnight, that individual should be positioned on the police side to ensure accessibility.
- Fire and police training responsibilities represent significant workloads and may warrant dedicated, full-time positions.
- Consideration should be given to adding a Deputy or similar role to reduce administrative burden and strengthen supervisory oversight and accountability.

Deployment



Over-Reliance on Overtime

- Heavy reliance on overtime due to staffing shortages is contributing to fatigue and burnout.
- Forced overtime and last-minute schedule changes are negatively impacting otherwise strong morale and organizational commitment.
- Fatigue may also reduce engagement in proactive policing activities.

Staffing

- Fire-side baseline staffing should be increased to four personnel (two for fire apparatus and two for EMS).
- Current staffing levels limit the ability to take leave and participate in training without creating operational strain.
- Multiple simultaneous calls significantly increase reliance on mutual aid, reducing operational flexibility.
- The goal should be to maintain sufficient staffing so that a single call does not fully deplete available resources.
- While the intent is to have two Lieutenants on duty, this is rarely achieved.
- Ideal staffing for both police and fire functions is identified as five personnel.

Proactive Activities

- Personnel report having significant time available for proactive policing.
- Officers are able to conduct follow-up investigations on their own calls, with strong support from the detective function when needed.

Investigations

- Increasing technological complexity is adding to investigative workload.
- There is a need for enhanced crime analysis capability.
- Detectives are heavily utilized through joint task forces, with some perception that their workload is influenced by comparatively lower local case volume.

Training and Recruiting

Training

- Ongoing training is critical, particularly for paramedics, to prevent skill degradation in high-risk, low-frequency calls.
- The cross-disciplinary model places strain on maintaining proficiency, particularly when personnel may spend extended periods away from specific functions.



- There is some consideration of maintaining EMT-level capability while outsourcing paramedic services.
- Lengthy academy training, combined with low call volume or time away from specific roles, limits opportunities to reinforce newly acquired skills.
- Concerns were raised regarding the quality and structure of the paramedic training program.
- The paramedic shortage is more acute than the overall staffing shortage.
- Changes in national testing standards and curriculum have introduced additional challenges.
- It may take three to five years for personnel to achieve full proficiency across all disciplines.

Recruiting and Retention

- Expanding hiring to include lateral candidates has been a positive development.
- Opportunities exist to streamline hiring processes, including testing frequency and procedural steps.
- There are concerns about retaining high-performing personnel due to limited promotional opportunities, although this concern is more frequently expressed by external stakeholders than by department members.

Mutual Aid and Interagency Relationships

- Relationships with partner agencies are strong and collaborative.
- Assistance is often provided proactively, sometimes before formal requests are made.
- Glencoe's call volume is relatively high given its size, largely due to proactive policing activities.
- Regional philosophy emphasizes collaboration and community partnership over enforcement-first approaches.
- Mutual aid relationships are viewed as balanced and reciprocal.

Support and Administrative Issues

Records

- Staffing challenges exist due to workload diversity and time-off constraints.
- Consideration should be given to converting part-time roles to full-time positions.
- Additional workload has been created by body camera footage redaction requirements.



- Greater access to supervisory personnel during daytime hours would improve operational efficiency.
- Staff report being diverted from primary responsibilities to cover other functions due to staffing limitations.
- The records function frequently serves as a central point for a wide range of public inquiries.

IT Issues

- Concerns were raised regarding data management, including past data loss incidents.
- Legacy systems and limited system access (e.g., single-terminal applications) reduce efficiency.
- Paper-based processes (e.g., parking tickets, vacation watch requests) remain in use and are inefficient.
- Public safety technology needs are not always prioritized and may be treated similarly to other municipal departments, despite operational urgency.



Appendix B: Calls Classification by Program and Police Calls as Officer-Initiated or Citizen-Initiated

Program	Officer-Initiated Call Type	Call Type
Police	Yes	46
EMS	No	01 Abdominal Pain
EMS	No	02 Allergies/Reactions
EMS	No	03 Animal Bites/Attacks
EMS	No	04 Assault/Battery/Stun Gun
EMS	No	05 Back Pain
EMS	No	06 Breathing Problems
EMS	No	07 Burns/Scalds/Explosion
EMS	No	09 Cardiac or Respiratory Arrest
EMS	No	10 Chest Pain/Chest Discomfort
EMS	No	11 Choking
EMS	No	12 Convulsions/Seizure
EMS	No	13 Diabetic Problem
EMS	No	14 Drowning/Near Drowning
EMS	No	17 Fall
EMS	No	18 Headache
EMS	No	19 Heart Problem/AICD
EMS	No	21 Hemorrhage/Laceration
EMS	No	23 Overdose/Poisoning
EMS	No	25 Psych/Suicide/Abnormal
EMS	No	26 Sick Person
EMS	No	28 Stroke CVA TIA
EMS	No	30 Traumatic Injury
EMS	No	31 Unconscious/Fainting
EMS	No	32 Unknown Problem/Person Down
Police	No	911 Verify
Police	No	Abandon Veh
Police	No	Accident



Police	No	Accident Hit Run
Police	No	Accident PI
Police	No	Accident PP
Police	No	Accidental Damage
Police	Yes	Admin Duties
Police	No	Alarm Bank
Police	No	Alarm Burglar
Police	No	Alarm Business
Police	No	Alarm Lock Down
Police	No	Alarm Residential
Police	No	Ambulance Assist
Police	No	Animal - Carcass
EMS	No	Animal Bite
Police	No	Animal Complaint
Police	No	Animal Found
Police	No	Animal Lost
Police	No	Armed Robbery
Police	No	Assault
Fire	No	Assist FD
Police	No	Assist Other Agency
Police	No	Assist PW
Police	No	Assist Village
Police	No	Barking Dog
Police	No	Battery
Police	No	Bond Hearing
Police	No	Burglary
Police	No	Burglary Attempt
Police	No	Burglary Business
Police	No	Burglary Residential
Police	No	Burglary to Vehicle
Police	Yes	Bus Stop Patrol
Police	No	Business Check
Police	Yes	Business Engagement
Police	No	Cell 911 Verify
Police	No	Check Well Being



Police	No	Child Custody Exchange
Police	No	Child Seat
Police	No	Choose Call Type ----->
Police	No	Citizen Assist
Police	No	Civil Matter
Police	Yes	Community Relations Activity
Police	No	Commuter Parking
Police	No	Condition Notification
Police	No	Court
Police	Yes	CPN Open Disp of Property
Police	Yes	CPN Open Door Business
Police	Yes	CPN Open Door Vehicle
Police	Yes	CPN Open Garage Door
Police	No	Crime Risk Alert
Police	No	Criminal Damage
Police	No	Criminal Defacement
Police	No	Criminal Trespass
Police	No	Damage Village Prop
Police	No	Death Investigation
Police	No	Deceptive Practice
Police	No	Detail
Police	No	Directed Patrol
Police	No	Disorderly Conduct
Police	No	Dispute
Police	No	Disturbance
Police	No	Domestic
Police	No	Domestic Battery
Police	No	Driving Complaint
Police	No	DUI
Police	Yes	Employee Leave Request
Police	No	Enforcement Initiative
Police	No	Extra Watch
Police	No	Fingerprinting
Fire	No	Fire Accident Entrapment
Fire	No	Fire Accident Injuries



Fire	No	Fire Accident Train
Fire	No	Fire Alarm
Fire	No	Fire Alarm - Supervisory
Fire	No	Fire Alarm - Trouble
Fire	No	Fire Alarm Medical
Fire	No	Fire Appliance
Fire	No	Fire Assist Police
Fire	No	Fire Brush
Fire	No	Fire Check the Hazard
Fire	No	Fire Chimney
Fire	No	Fire CO Alarm No Symptoms
Fire	No	Fire CO Alarm Symptoms
Fire	No	Fire Confirmed
Fire	No	Fire Dumpster
Fire	No	Fire Elevator Alarm
Fire	No	Fire Elevator Rescue
Fire	No	Fire Gas Leak - Indoors
Fire	No	Fire Gas Leak - Outdoor
Fire	No	Fire Grill
Fire	No	Fire HAZMAT
Fire	No	Fire Lift Assist
Fire	No	Fire Lock Out Emergency
Fire	No	Fire Lock Out Non-Emergency
Fire	No	Fire Mutual Aid COQ
Fire	No	Fire Mutual Aid EMS
Fire	No	Fire Mutual Aid Fire
Fire	No	Fire Odor Investigation/Inside
Fire	No	Fire Odor Investigation/Outside
Fire	No	Fire Open Burning
Fire	No	Fire Reported
Fire	No	Fire Service Call
Fire	No	Fire Smoke Investigation Inside
Fire	No	Fire Smoke Investigation Outside
Fire	No	Fire Transformer Fire
Fire	No	Fire Vehicle



Fire	No	Fire Water Leak / Damage
Fire	No	Fire Wire Down
Police	No	Fireworks Complaint
Police	No	FOID Suspended or Revoked
Police	Yes	Foot Patrol
Police	No	Found Property
Police	No	Fraud
Police	No	Harassment
Fire	No	Hazards
Police	Yes	House Watch
Police	No	Identity Theft
Police	No	ILEAS
Police	No	Info For Police
Police	No	Intoxicated Person
Police	No	Investigation
Police	No	Juvenile Complaint
Police	No	Juvenile Matter
Police	No	Lock Out
Police	No	Lost/Mislaid Property
Police	No	LPR
Police	No	M.C.A.T.
Police	No	M.C.T.F. Investigations
Police	No	Man With a Gun
Police	No	Missing Person
Police	No	Missing Property
Police	No	Missing Runaway Juv
Police	No	Motorist Dispute
Police	No	NIPAS Callout
Police	No	Noise Complaint
Police	No	On Duty Injury
Police	Yes	Ordinance Violation
Police	No	Packet Delivery
Police	No	Parking Complaint
Police	No	Parking Enforcement
Police	No	Parking Permission



Police	Yes	PC: Bank
Police	Yes	PC: Closed Business
Police	Yes	PC: Extra Watch
Police	Yes	PC: House of Worship
Police	Yes	PC: Open Business
Police	Yes	PC: Park
Police	No	PC: Residential
Police	Yes	PC: School
Police	Yes	PC: Special Watch
Police	Yes	PC: Strip Mall
Police	Yes	PC: Village Property
Police	No	Possible Shots Fire
Police	Yes	Premise Check
Police	No	Property Turn In
Police	Yes	Radar
Police	Yes	Range Practice
Police	Yes	Residential Patrol
Police	No	Robbery
Police	Yes	School Crossing
Police	Yes	School Zone Enforcement
Police	No	Seatbelt Detail
Police	No	Selective Enforcement
Police	No	Sex Crimes
Police	No	Sexual Assault
Police	No	Solicitor Complaint
Police	No	Stolen Vehicle
Police	No	Suicidal Person
Police	No	Suspicious Incident
Police	No	Suspicious Person
Police	No	Suspicious Phone Calls
Police	No	Suspicious Vehicle
Police	No	Theft
Police	No	Threat
Police	No	Traffic Complaint
Police	Yes	Traffic Control



Police	Yes	Traffic Detail
Police	Yes	Traffic Stop
Police	Yes	Traffic Survey
Police	No	Trespassing
Police	Yes	UAV Deployment
Police	No	Unknown
Police	No	Unwanted Subject
Police	No	UUW
Police	Yes	Vacation Watch
Police	Yes	Walk Talk
Police	No	Warrants
Police	No	Water Main Break