



VILLAGE OF GLENCOE MEMORANDUM

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DATE: July 10, 2026

TO: Philip A. Kiraly, Village Manager

FROM: Sean R Loughran, Director of Public Safety
Andrew Perley, Deputy Chief of Public Safety
Katy Darr, Human Resources Manager

SUBJECT: Fitch & Associates Public Safety Department Staffing Study Overview

Introduction and Major Recommendations

The Village of Glencoe engaged with Fitch and Associates in April of 2025 to perform a staffing study for Glencoe's Public Safety Department. As part of a long-term planning effort for the future of the Department, staff sought to re-evaluate operations to ensure that Glencoe can continue providing top-tier public safety services in a cost-effective manner amid evolving and future law enforcement, fire, medical, training, and regulatory demands. The study concludes that Glencoe's unified Public Safety Department remains viable, effective and closely aligned with the community's expectations.

The cross-trained model, in place since 1954, continues to provide a level of interoperability and customer-oriented service that is unusual among municipal agencies. This organizational model enhances interoperability and provides significant flexibility in deployment, ensuring that the community's needs are met efficiently and effectively. Though the Village Board authorized an increase in frontline staff from 24 to 26 in 2015, this was largely due to an increase in overtime. Generally, the Department has remained unchanged in its structure and staffing levels since adopting a combined public safety model.

The Village of Glencoe has a longstanding reputation for excellence in local government and delivering high-quality services to residents. Results from the 2023 Community Survey reflect strong public confidence in Village operations, supported by the community's outstanding schools, Park District, and numerous civic, religious, and service organizations.

While Glencoe remains a vibrant and highly desirable community, it faces several significant challenges, including rising costs that exceed revenue growth, unfunded mandates, aging infrastructure, workforce recruitment and retention pressures, and increasing safety and security concerns. The Village's Strategic Plan was developed to proactively address these challenges and position the organization for long-term success and resilience.

The Strategic Plan incorporates four overarching goals: Reliable Infrastructure, a Resilient Community, a Workplace of Excellence, and Economic Vitality. Though this staffing study incorporates all four goals in some aspect, it largely centers on ensuring the Public Safety Department remains a Resilient Community and Workplace of Excellence for years to come.

This study recommends investment in the Public Safety Department to preserve its strengths while reducing the risks associated with lean staffing, broad responsibilities, and increasing service demands. As staff and Village management considered the Department's strengths, weaknesses, opportunities and threats, it was realized that an overall analysis of staffing levels, structure, and operating principles had not been conducted for decades. Despite numerous changes in the modern landscape of both law enforcement and fire sciences, the Department had been operating on the same model for over 70 years. In such, it was recognized a comprehensive analysis was needed to verify if the public safety model was still right for Glencoe and plot a course forward.

The central finding is straightforward: the Public Safety model continues to provide exceptional service to the Glencoe community as a flexible and efficient structure. Put simply, the department meets the needs of the community and does so exceedingly well. However, changes in state law, national standards and medical training have evolved and are anticipated to continue to evolve in the future, requiring many more resources than in the past. As such, the department faces challenges in a modern environment which has placed a significant burden on its current staffing, supervision and administrative structure, which while possible in short, small increments, cannot be reliably absorbed over the long term. The Village benefits from low crime, compact geography, strong civic expectations, and robust mutual aid relationships and advantages which have allowed the Department to sustain a high service level with fewer personnel than comparable communities. However, those same advantages obscure risk.

This study demonstrates that Glencoe Public Safety's ability to meet and exceed community expectations is driven by the dedication, adaptability and professionalism of its members. The Department has consistently responded to evolving community needs while maintaining high levels of service across all operations. However, the study also shows that resources, including personnel, are finite. Through phased implementation of the study's recommendations, quality of service can be increased while simultaneously increasing the caliber of training, fostering opportunities for growth, and supporting a more resilient Department as a whole.

There are several recommendations in the report, some of which include:

- An increase in overall frontline staffing by six full-time Public Safety Officers. The study proposes moving from the current authorized number of 26 Public Safety Officer positions to 32. Additionally, the study recommends reducing the number of Lieutenants by one but creating two Captain positions. This would result in an overall increase of authorized sworn personnel from 36 to 43 over a phased period.
- An increase in baseline staffing of the fire shift from three to five personnel per shift, inclusive of the supervisor. Glencoe Public Safety employs one Advanced Life Support (ALS) ambulance, one ALS rescue squad, and one fire suppression engine. The current organizational structure often requires the Department to draw personnel from police operations to complete an EMS transport or fire response with paramedics. While flexibility is one of the benefits of a cross-trained department, using cross-deployment as a routine staffing solution creates trade-offs: pressure on the department's responsiveness, medical services limitations, reliance on mutual aid, and increased pressure on personnel.
- The reduction of one Lieutenant position and the addition of two new Captain positions, as well as the introduction of an Officer-in-Charge model. The analysis has shown gaps in supervision and shortcomings of the existing command structure. To address these gaps, it is recommended to introduce the Officer-in-Charge model and add two Captain positions. The Officer-in-Charge model, common in other agencies, provides temporary supervisory support for the Lieutenant rank when necessary. The Captain position between the Lieutenant and Deputy Chief rank, blends strategic planning, operational oversight and direct leadership to maintain public safety in both a law enforcement and fireground environment. These positions support internal leadership development,

outlines a better succession plan, provide promotional potential, and go towards aid in employee retention.

Below is an example of current shift and total sworn staffing compared to the recommendations in this study:

	Current	*Proposed
Fire Shift Black	4	6
Fire Shift Red	4	6
Fire Shift Gold	4	6
Police Shift A Day	3	3
Police Shift B Day	3	3
Police Shift A Night	3	3
Police Shift B Night	3	3
Detectives	2	2
Total Officers	26	32
Lieutenants	8	7
Frontline Sworn	34	39
Captains	0	2
Deputy Chief	1	1
Public Safety Director	1	1
Total Sworn	36	43

**Proposed staffing levels are designed to be phased in over a four-year span.*

Why the Public Safety Model Still Matters

The study emphasizes that the unified model is more than an efficiency device, it is part of Glencoe's civic identity. Stakeholders inside and outside the Village described broad support for the model. Department members overwhelmingly valued the variety and professional breadth of the work. Community stakeholders value familiarity, responsiveness, and the perception that public safety personnel are not siloed. The Village Manager's quoted observation, that the model is "too sacred to untangle" captures the report's qualitative conclusion: Glencoe's public safety system has accumulated legitimacy over decades.

The Department's recruitment process is also notable; it attracts personnel who are enthusiastic about multidisciplinary roles and are committed to maintaining proficiency across all first responder functions. Such versatility fosters a cohesive and adaptable team capable of responding to diverse emergencies. However, it can also 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 department's unparalleled customer service and responsiveness, which has garnered widespread community support and trust. Workload demands and local conditions allow cross-trained personnel to effectively cover multiple service areas, while benefiting from modern equipment, resources and ongoing training opportunities. However, modern police, fire, and medical work are becoming more specialized, regulated, data-driven, and training intensive. At the same time, public expectations for transparency, tactical proficiency, medical readiness, and rapid response continue to rise.

The study frames unified public safety agencies around three design principles. First, call volume must be manageable by a single agency without simultaneous events routinely overwhelming operations. Second, staffing must reflect where and when call activity occurs. Third, training must maintain proficiency across disciplines in a cost-effective way. A cross-trained department must meet all expectations in three disciplines at once.

While the Department effectively manages routine operations, concurrent incidents occur frequently. In 2024, 21% of EMS/fire calls and 37% of citizen-initiated police calls overlapped with another incident, requiring resources to be shared across multiple emergencies. Although the cross-trained staffing model provides flexibility, these situations can strain available personnel, increase reliance on mutual aid, and reduce capacity to respond to additional calls (pages 33-35). Mutual aid is appropriate and expected: no community in the region can maintain operations without it. Glencoe places a high priority on regional mutual aid, recognizing that neighboring agencies rely on one another to meet shared emergency response needs. It is not, however, a substitute for adequate internal capacity. The study recommends Glencoe continue to invest in regional partnerships, but it should not rely on neighboring agencies as the primary answer to routine constraints (pages 53-58). Strong mutual aid works best when each participant brings credible capacity to the regional system. An additional component of mutual aid is the participation of department members on special teams both on police and fire shifts. Department members serve on regional *Fire Investigation, Technical Rescue, Hazardous Materials, Underwater Rescue & Recovery, Emergency Services (SWAT), Mobile Field Force, Violent Crimes, Burglary, Major Crash Assistance, and Incident Management Teams*. Due to Glencoe's unified Public Safety model, when a Public Safety Officer is assigned to a mutual aid call in another jurisdiction, the Village loses more than just a police officer, firefighter, or paramedic. It temporarily loses the full deployment flexibility which that cross-trained member provides across all three disciplines. As a result, the operational impact of mutual-aid assignments may be greater in Glencoe than in agencies where personnel serve in only a single public safety function.

Workload and Demand

The workload analysis for this study reviewed public safety data from 2019 through 2025. The police workload studied is distinctive because a large portion of activities are officer-initiated and customer service focused. Proactive efforts by the department bolster how safe the community feels, supports the department's credibility, and underscores the service culture mentality of the department.

The study recognized total calls declined during the pandemic period and then grew materially. Police activity represented about 80% of total busy hours, with EMS at approximately 15% and fire at approximately 5%. Citizen-initiated police calls accounted for most police busy hours, even though officer-initiated calls were more numerous. This is expected: reactive calls usually take longer and may require more units (page 13).

The top call types reinforce the service profile the Public Safety Department provides (pages 33-36). Thirteen of the top twenty call categories are officer-initiated police activities, ranging from vacation watches and building premise checks, to school crossings and ordinance violations. This confirms that the Department is not merely responding to emergencies; it produces visible, preventive, and highly localized public safety service.

The overall analysis shows that calls for service are manageable and consistent. Calls fluctuate by month and day but not enough to support a simple peak-staffing solution. Police calls are higher during the first and fourth quarters, reflecting a residential vacation watch program provided by the Department. Weekday demand is higher than weekend demand. Citizen-initiated police calls are heavily concentrated on the day shift, with 78% occurring during the day and 22% at night. Fire calls are relatively steady throughout the daytime and evening hours. EMS call analysis shows a somewhat different pattern with higher volume clustered around Friday through Sunday. This overall analysis shows that shift assignment of existing staff is appropriate: adjustment would not necessarily increase efficiency.

The more important workload issue is simultaneous demand. In a small department, the marginal impact of an overlapping call can be large. A single ambulance transport absorbs at least two paramedics. A fire response requires mutual aid. A police call may need backup or supervisory involvement. As those events can often overlap, the Department's cross-trained flexibility becomes valuable, but it also means capacity is being borrowed from somewhere else at a potentially greater rate. The study's recommendations are aimed at reducing the need for that borrowing during routine operations yet still allow for multi-tiered response.

Response Performance

The report evaluates response performance using both average and 90th percentile measures. The 90th percentile is a more meaningful governance metric because it describes performance for nine out of ten calls and is less distorted by unusually short or long incidents. It also better reflects the reliability residents experience across routine variation.

The study notes that travel time is short, consistent with Glencoe's compact geography. Dispatch time appears to lengthen at certain hours, including shift change and other operational pressure points. This suggests that some calls may be queued until a unit is available, or that dispatch priorities are appropriately distinguishing lower-priority calls from urgent ones. Police call data within the report shows that the system appears to be triaging urgency rather than treating all calls identically, which aligns to best practices (page 38).

While police response performance is largely a function of call prioritization and unit availability, fire and EMS performance must also be evaluated in terms of staffing sufficiency upon arrival. A fast-arriving understrength unit may still be constrained in what it can safely do. The study discusses National Fire Protection Association (NFPA) guidance and Verisk Public Protection Classification (PPC) ratings because the key issue in fire operations is not merely how quickly the first unit arrives, but how quickly enough trained personnel ("Effective Response Force") assemble to perform coordinated tasks such as command, search, rescue, and rapid intervention (pages 51-53).

Glencoe's fire call volume is modest, and gratefully, structure fires are infrequent. That can create a false sense of security. Fire risk is not measured only by frequency, but by consequence, time sensitivity, building characteristics, occupant vulnerability, and the number of trained personnel required to intervene safely (pages 51-53).

Currently, Glencoe cannot independently assemble a full "Effective Response Force" and must rely on mutual aid for larger incidents. This is normal for surrounding and smaller communities, but the Department's current fire shift staffing is materially below staffing levels contemplated by NFPA best-practice guidance for assembling an Effective Response Force. In addition, the Department currently "cross-staffs" its ambulance and fire suppression apparatus, meaning the same personnel are responsible for both resources and must be reassigned depending on the nature of the incident. While this approach provides flexibility and maximizes available staffing, it can reduce apparatus availability and operational efficiency during simultaneous or rapidly escalating incidents. Increased staffing would reduce reliance on cross-staffing, improve resource availability, and strengthen the Department's ability to provide an effective response.

EMS performance appears strong, with the lowest 90th percentile response time among the three service categories. However, EMS staffing represents one of the most significant constraints in the current operating model. Meeting EMS system regulations frequently requires borrowing personnel from police operations or reducing fire apparatus staffing to facilitate ambulance transport. Although the ability to cross-staff personnel is a recognized strength of the public safety model and provides valuable operational flexibility, the study finds that this flexibility has increasingly become a routine staffing necessity rather than supplemental capability.

Relying on cross-deployment to maintain minimum staffing levels creates operational tradeoffs. When personnel are reassigned from police duties to support ambulance transport or fire response, police patrol capacity is reduced and the Department's ability to manage concurrent incidents becomes more limited. Likewise, reducing fire apparatus staffing to support ambulance operations diminishes available fire suppression and rescue resources until personnel return to service. This dynamic narrows deployment options during periods of high call volume, major incidents, or multiple simultaneous emergencies and increases reliance on mutual aid resources to maintain service levels.

A staffing model of five personnel per fire shift, with an appropriate number of paramedic-certified members, would allow the Department to consistently staff the ambulance and fire apparatus without routinely drawing from police operations. This model would also help prevent taking the ambulance out of service. This change preserves the benefits of a cross-trained public safety model while reducing dependence on cross-staffing as a baseline staffing solution. Additional personnel would improve resiliency, enhance response capability during overlapping incidents, and reduce operational strain on existing staff. Furthermore, by increasing the number of paramedic-certified personnel assigned to the fire shift, the Department would gain greater flexibility to place a reserve ambulance into service during periods of

high demand or simultaneous EMS calls. In these circumstances, personnel could be temporarily reassigned from police operations or fire apparatus staffing to support the reserve ambulance without creating the same operational impact experienced under current staffing levels. As a result, the Department would be better positioned to maintain police, fire, and EMS service levels simultaneously while preserving the flexibility that is intended to be one of the core advantages of the public safety model.

The data in the study generally shows the department's performance is effective, especially for high-priority events. The risk is maintaining its resilience in sustaining this high-level of performance when simultaneous incidents, training obligations, leave, vacancies, or specialized certifications reduce available capacity.

Staffing: The Core Sustainability Issue

The study's staffing analysis separates baseline deployment from authorized headcount. A schedule may require three people on a shift, but the Department needs more than three employees assigned to reliably fill those three seats over time. Leave time, training, injuries, and other administrative factors reduce deployable availability. The report calculates an administrative staffing quotient of 1.46, which is used to determine reliable coverage while taking reduced availability factors into account (page 36).

The current police baseline of three officers per shift is appropriate and should be maintained. Current call volume, including proactive and reactive work, appears manageable if staffing is consistently available. However, the study recommends allocating above-baseline capacity to the day shift where possible because citizen-initiated police calls are far more concentrated during daytime hours.

The more significant gap identified in the study is fire shift baseline staffing. Fire operations are currently run with three shifts on 24-hour tours, with a baseline staffing of three public safety officers, including the Lieutenant. On Page 53, the study highlights the Illinois Emergency Medical Services (EMS) Systems Act and the Highland Park Hospital EMS Systems Plan requiring two paramedics on an Advanced Life Support (ALS) Ambulance. Additionally, the plan requires one paramedic on ALS non-transport vehicles, such as the rescue squad. At the current baseline of three members inclusive of the shift Lieutenant, an EMS transport can require reshuffling personnel on a frequent basis thereby quickly diminishing the effectiveness of both fire and police operations. To mitigate this impact, the report recommends increasing fire baseline staffing to five personnel per shift. This would allow a better separation of fire and ambulance requirements and improve the Department's ability to maintain readiness across all functions. It would also allow the Department to better align its staffing model with state and regional EMS system expectations.

Furthermore, increased fire-shift staffing would expand the number of available paramedics and directly result in the public's access to advanced medical care. With additional available paramedics, the Department could appropriately staff the ALS rescue squad and provide the additional capacity necessary to place the reserve ambulance into service during overlapping emergency medical calls. This would improve the Department's resilience during periods of simultaneous demand. Under the current staffing model and paramedic certification distribution, the reserve ambulance generally cannot be placed into service. When personnel respond to fire alarms or mutual aid incidents with suppression apparatus, the frontline ambulance may be removed from service due to insufficient paramedic availability.

Overtime is one of the visible symptoms of understaffing. Overtime can make sense in the short term because it avoids the fixed costs of additional full-time positions. It also allows the Village to maintain service levels while hiring catches up. However, as the data shows (pages 65-67), reliance on overtime has been steadily high since 2020. While overtime is an important flexibility in times of need, reliance on overtime increases fatigue, contributes to burnout, increases fatigue-related risk, and may reduce proactive policing and community engagement activities.

Carried-over vacation is a second, less obvious symptom. Unused vacation hours increased significantly during the study period for the sworn staff and Lieutenants (page 68-69). That trend supplements the report's findings that personnel are not always able to take earned leave due to low staffing. The inability to use leave time creates future liability for vacation payouts and contributes to burnout.

It should be noted that similar studies of police departments have been recently conducted in surrounding communities with comparable needs to include Deerfield, Winnetka, and Northbrook: as with Glencoe, community expectations, service demands, and training mandates have increased. In each of these studies, an increase in staffing was recommended.

Supervision and Organizational Design

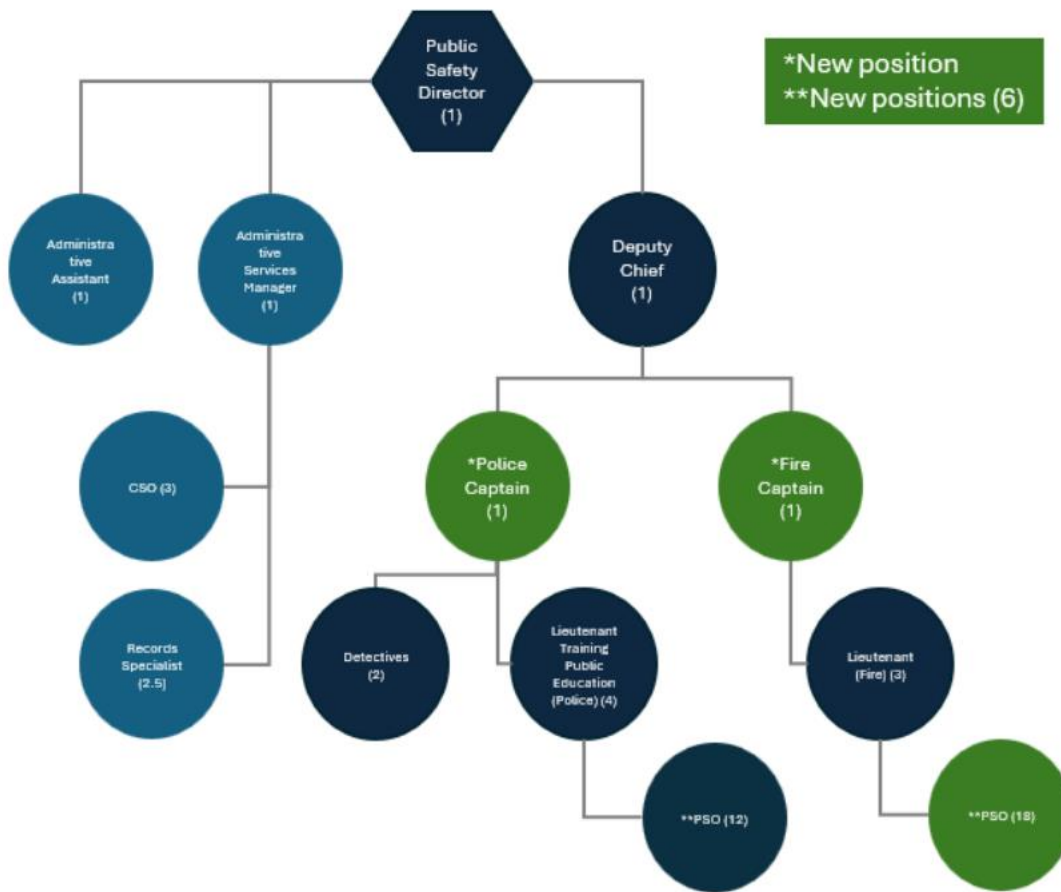
The study identifies supervision as a critical operational and risk-management opportunity. Frontline supervisors shape member behavior, manage incidents, coach personnel, and translate policy into real-time practice. This is especially important in a department where the average experience among Public Safety Officers is approximately seven years. When command and supervisory staff are excluded, the average falls to five years.

The Department's current supervisory model depends heavily on the Lieutenants. Currently, there are eight Lieutenants, each with an administrative portfolio in addition to frontline responsibilities. The administrative workload includes public education, investigations, scheduling, facility maintenance, training, emergency services, support services, parking appeals, and auxiliary services. While these functions are necessary, they compete directly with the time available for frontline supervision, coaching, performance management, and operational oversight.

One of the most significant supervisory concerns identified in the study is overnight coverage. Although the department seeks to have two Lieutenants on duty, oftentimes only one is available due to training or time off. Six of the Lieutenants are paramedics and are often relied upon for patient care and transport. This creates the possibility that police operations may sometimes lack active supervisory attention during portions of the overnight shift. Even during the day, administrative duties can pull Lieutenants away from radio monitoring, field coaching, and operational oversight. In a low-call-volume environment, this may not cause visible problems every day, but risk arises during complex calls, use-of-force situations, and multi-officer incidents.

The study recommends two structural responses in support of the supervisory gap. One is to establish an Officer-in-Charge model. Under this approach, selected officers would temporarily assume supervisory responsibility during a shift or incident when a Lieutenant is unavailable or assigned elsewhere. The report recommends a defined role, including selection criteria, training, expectations, and a pay differential. The report cautions against using seniority alone. Leadership aptitude, judgment, performance, and interest in advancement should be considered.

Second, the study recommends creating two Captain positions, one each for police and fire. This is a more significant organizational change. This recommendation allows the Village to continue supporting the development of future leaders while addressing an organizational vulnerability. Although adding a command rank increases supervisory overhead, the study concludes that the benefits associated with succession planning, command capacity, and supervisory coverage outweigh those costs. A comparison with similarly situated public safety agencies in the region indicates a potential gap in the Department's chain of command. Currently, there is no organizational layer separating front-line supervisors from command staff. Best practices in public safety organizations typically include a mid-level leadership position that serves as a bridge between operational supervision and executive leadership, enhancing communication, decision-making, accountability, and leadership development. The study notes strong confidence in the current Director and Deputy Chief but also identifies succession-planning concerns arising from the concentration of technical, analytical, operational, and administrative knowledge within a small number of individuals. Establishing a Captain rank creates command-level bench strength, improves succession planning, and builds a more resilient leadership structure capable of sustaining operations during vacancies, retirements, or major incidents. Further, the addition of these positions would create a more triangular-structured agency, aligning the Department to best practices. The current model is a flatter structure, compressing operational decision making and administrative functions in a narrow band. Expanding the structure allows for more capacity regarding both supervision and decision making of supervisors. Lieutenants would then be able to focus more consistently on squad supervision, mentoring, and immediate management of critical incidents, along with minor administrative workloads.



The study concludes that many of the responsibilities envisioned for these positions cannot readily be assigned to a non-sworn administrative role. While certain administrative functions can be delegated, the Captain's responsibilities require legal authority, operational experience, and credibility that accompany a sworn command officer. Under the proposed structure, Captains would be expected to develop and implement plans for major events, conduct roll calls, supervise field personnel, conduct disciplinary investigations, review critical incidents, and serve as on-scene incident commanders during events. These responsibilities involve independent command decision-making, direct supervision of sworn personnel, and accountability for police and fire operational incidents. A non-sworn administrative position would not possess the training, authority, certifications, or practical field experience necessary to perform these functions, nor would it provide the leadership development pathway needed to prepare future command staff. The Captain position therefore serves both operational and organizational purposes by strengthening incident command capacity, enhancing supervisory oversight, reducing reliance on a small number of senior leaders, and ensuring continuity of leadership across the Department.

Training, Certification, and the Cost of Cross-Training

Training is the central operating need of a unified public safety model. A conventional agency must maintain proficiency in one primary discipline, while Glencoe must maintain police, fire, and EMS readiness in the same workforce. That arrangement creates efficiency and flexibility, but it also multiplies training obligations.

The study finds police training to be adequate and aligned with Illinois standards. Under Illinois's SAFE-T act, Officers are required to have a minimum of 30 hours of in-service training per three-year cycle (not including annual in-service update requirements). Officers expressed confidence in their police authorities, procedures, and use-of-force options. The Department's lower call volume gives officers opportunities for follow-up and community-oriented service, but it

also means some specialized police events are encountered infrequently. Access to detective support and mutual aid also helps mitigate that risk.

Fire and EMS training present a greater challenge. Fire suppression is a high-risk, low-frequency function in Glencoe. This means that the events that require the most skill occur too rarely to maintain readiness through experience alone. The study therefore emphasizes structured company-level training, driver/operator training, officer leadership training, and live-fire or facility-based training consistent with recognized standards and rating considerations. The report references several training expectations, including company-level firefighting training, driver training, officer training, and EMS training (see Training: Fire, pages 60-64). These combined hours do not factor in other specialized training requirements associated with regional teams or investigators.

The training trend is substantial. Total per-capita training load has increased, reflecting growing training demands, onboarding, certification requirements, and cross-disciplinary obligations. This study looks towards the future by preparing the Village to ensure Public Safety is a model agency and prepared for future training requirements. The study recognizes the professional competencies of the modern day unified public safety agency are drastically different than they were when Glencoe's model was implemented.

The study recommends a more formalized training plan covering police, fire, and medical services. That plan should define required hours, priority competencies, scheduling expectations, and accountability mechanisms. The report also recommends a stronger company-level fire training program emphasizing practical, scenario-based exercises. The Department made progress towards this recently by partnering with neighboring agencies and the Northeastern Illinois Public Safety Training Academy (NIPSTA) to form a regional training coordinator; however, the Department still needs to internally implement and plan at the local level.

Certification expectations also need formalization. The study recommends formalizing when Public Safety Officers must obtain and maintain certification across police, fire, and EMS within a defined timeframe, including a structured remediation process. A consideration is given to making paramedic certification a requirement of the future workforce. When personnel cannot perform across disciplines, the operational premise of the public safety model weakens. Certification gaps, especially paramedic gaps, create deployment imbalance and over-reliance on the subset of personnel who hold the needed credentials. This negatively impacts overtime, the inability to utilize elective time, and officer burnout of those credentialed members.

The Department's relatively young workforce increases the importance of deliberate training architecture. It may take three to five years for personnel to become fully proficient across all disciplines. Staffing increases and training improvements are therefore linked: without enough personnel, training is hard to schedule; without training, additional personnel do not produce full-service capabilities.

Benchmarking and Community Risk

The benchmarking analysis helps place Glencoe's staffing and workload in context. Current staffing levels have enabled the Department to maintain service levels, but doing so increasingly depends upon overtime, cross-deployment and operational flexibility. Direct comparison to separate police and fire departments is imperfect. The study compares combined police and fire staffing among peer communities with Glencoe's total public safety staffing.

Comparable communities average 56 police officers plus firefighters and 22.4 supervisors, while Glencoe currently has 26 officers and 10 supervisors in the comparable combined view. The comparator group averages 22,182 calls for service annually. Glencoe is shown with 23,384 calls in the benchmarking comparison, placing it fourth highest in total call volume among the group. When call volume is divided by frontline personnel, Glencoe's current calls-per-capita figure is 899, more than twice the comparator average of 422. Even after the proposed recommendations, Glencoe would remain at 731 calls per capita, still the busiest in the group (pages 69-89).

This metric should not be overread. Glencoe’s proactive police activity efforts do inflate the call volume above compared with jurisdictions that may record or classify proactive work differently. However, that caveat cuts both ways. If Glencoe’s high call count reflects unusually strong proactive documentation and customer service, then reducing staffing could directly reduce these proactive services residents value. The per-capita comparison is therefore not a perfect measure of emergency burden, but it is a valid indicator of workload intensity and documentation culture.

Crime benchmarking supports the Department’s effectiveness. Glencoe has the second-lowest property crime rate and fifth-lowest violent crime rate among comparator communities (see Benchmarking page 85). The broader conclusion is that Glencoe is safe by regional standards and that the unified, proactive model appears compatible with strong public safety outcomes.

Glencoe has several risk factors that matter for fire planning. Despite more recent suppression requirement ordinances, the Village has high home values, older housing stock, and many structures that predate modern fire suppression expectations. The median home value is the highest among the comparator communities, while the median building year is 1955, reflecting older construction methods and lack of modern built-in fire protection, despite later ordinances and improvements. The population over age 65 is approximately 20%, reflecting growing EMS demand.

Demographic and property benchmarks complicate risk. Glencoe is affluent, compact, and has high-value homes. Median household income is among the highest in the group, and median home value is the highest. High property values increase potential loss severity from fire and property crime. Older housing stock impacts fire planning. Glencoe’s compact geography helps response time, but it does not solve personnel sufficiency at incident scenes.

It should be noted that even with implementation of this study’s recommendations, Glencoe would remain lean by regional standards while carrying a heavy documented workload.

Recommendations

The report presents ten recommendations. They are interdependent and should be treated as a phased capacity-building program rather than as isolated items. The recommendations in this report are intended to provide a roadmap for the Village of Glencoe in delivering modern, effective, and sustainable public safety services, ensuring it remains a Workplace of Excellence for years to come. The department’s unified model, strong community support, and high level of service represent a rare and highly effective approach to public safety (see Recommendations and Prioritization of Recommendations: pages 91-99).

Authorized Full-Time Positions	CY 2024	CY 2025	CY 2026	Recommendation
Public Safety Director	1	1	1	1
Deputy Chief	2	1	1	1
Captain	0	0	0	2
Lieutenant	7	8	8	7
Officer	26	26	26	32
Community Service Officer	3	3	3	3
Administrative Assistant	1	1	1	1
Records Specialist	2	2	2	2
Administrative Services Manager	1	1	1	1
Total Full-Time	43	43	43	50

Concluding Assessment

The study confirms what the Department's own operating data has been signaling: Glencoe's Public Safety Department is both a community asset and an organization under increasing structural pressure. The Department continues to accomplish its mission at a high level, and the unified model remains well suited to the Village; its success rooted in the versatility and commitment of its members and in the Department's demonstrated ability to meet the community's expectations for safety and responsiveness. The pressures identified in this study, however, are structural rather than temporary. Evolving state mandates, rising training obligations, more frequent simultaneous incidents, and a workforce with an average tenure of roughly seven years have gradually shifted the model from operating on flexibility to depending on it.

Preserving the model therefore warrants the consideration of thoughtful investment over time: six additional Public Safety Officer positions, the addition of two Captains and reduction of one Lieutenant, formalized training and certification expectations, and the related organizational changes detailed in the report's ten recommendations, undertaken on a phased approach. Without that investment, the Department's current performance can likely be sustained in the near term, but at a cost the data already shows - sustained overtime reliance, growing carried-over leave balances, cross-deployment used as a routine staffing solution rather than a supplemental capability, and continued dependence on mutual aid.

The full results of the study follow this executive memo.