



Village of Glencoe

Committee of the Whole

Meeting Agenda

675 Village Court,
Glencoe IL

Thursday, July 16, 2026

5:00 PM

Morris Conference Room

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I. CALL TO ORDER

Honorable Howard Roin, Village President
Joe Halwax, Trustee
Georgia Mihalopoulos, Trustee
Dudley Onderdonk, Trustee
Michael Rosenblat, Trustee
Gary Ruben, Trustee
Hilary Scott, Trustee

II. DISCUSSION

- II.a.** Initial Review and Discussion of the 2025 Staffing Study for the Public Safety Department
- II.b.** Discussion of the Village's Solid Waste, Recycling & Organics Franchise Agreement with Lakeshore Recycling Systems (LRS)
- II.c.** Staff Report and Update on the 2026 Water Supply Analysis

III. OTHER BUSINESS

IV. ADJOURN

The Village of Glencoe is subject to the requirements of the Americans with Disabilities Act of 1990. Individuals with disabilities who plan to attend this meeting and who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of the meeting or the facilities, are requested to contact the Village of Glencoe at least 72 hours in advance of the meeting at (847) 835-4114, or the Illinois Relay Center at (800) 526-0844, to allow the Village of Glencoe to make reasonable accommodations for those persons.



Village of Glencoe

Staff Report

675 Village Court,
Glencoe IL

Agenda Date: 7/16/2026

Agenda #: II.a.

Agenda Item:

Initial Review and Discussion of the 2025 Staffing Study for the Public Safety Department

Staff Contact: Katy Darr, Human Resources Manager, Sean Loughran, Public Safety Director

Purpose and Actions Requested: No action is required at this time. Staff and our consultant will provide an comprehensive overview of the analysis.

Budget Impact: Not Applicable

Strategic Priority Addressed: Workplace of Excellence, Community Resilience

BACKGROUND AND ANALYSIS

As part of the Village's Strategic Plan, a staffing analysis was planned for the Public Safety Department. As a similar study had not been conducted in many decades, and owing to the changing environment and dynamic around the services required of the fully cross-trained department, it was determined that this study would help guide planning for the department for the future. As such, the Village engaged with Fitch & Associates in April 2025 to perform a staffing study for the Department.

The study, composed of an analysis of numerous data sets including calls for service, training, staff interviews, interviews of key stakeholders and a comparison of nearby agencies and municipalities resulted in a comprehensive report. As a component of this report, ten proposed recommendations are outlined for the Village to consider moving forward. A copy of the study and staff's summary of it are attached. These have likewise been shared with the entire Public Safety Department.

Fitch & Associates Partner Guillermo Fuentes, MBA and Senior Consultant Melanie Bevan will be present to outline the report. Mr. Fuentes is a public safety communications and technology expert with extensive experience in emergency services operations, communications center design, technology implementation, and regional dispatch planning. He previously served in executive leadership roles with the Niagara Regional Police Agency and Montreal EMS and has led major public safety consulting projects throughout North America and internationally. He holds an MBA from Aspen University and is an active member of APCO. Melanie Bevan, Ed.D., became the Chief of the Bradenton Police Department in February 2016. She served the St. Petersburg Police Department for 29 years, retiring at the rank of Assistant Chief. She holds a Doctor of Education degree in Leadership Education and has completed numerous professional specialty certifications including the Federal Bureau of Investigation National Academy and the Naval Postgraduate Center for Homeland Security and Defense, Homeland Security Executive Leaders Program.

Staff will present a preliminary financial analysis at the Committee of the Whole as well.

Immediately following the consultants' presentation, staff will provide additional analysis (including financial analysis) and be available for questions from the Village Board.

RECOMMENDATION

No action is required at this time, however, Board input and discussion is requested.

ATTACHMENTS

1. Staffing Study Memorandum
2. Glencoe Department of Public Safety- Final Report



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

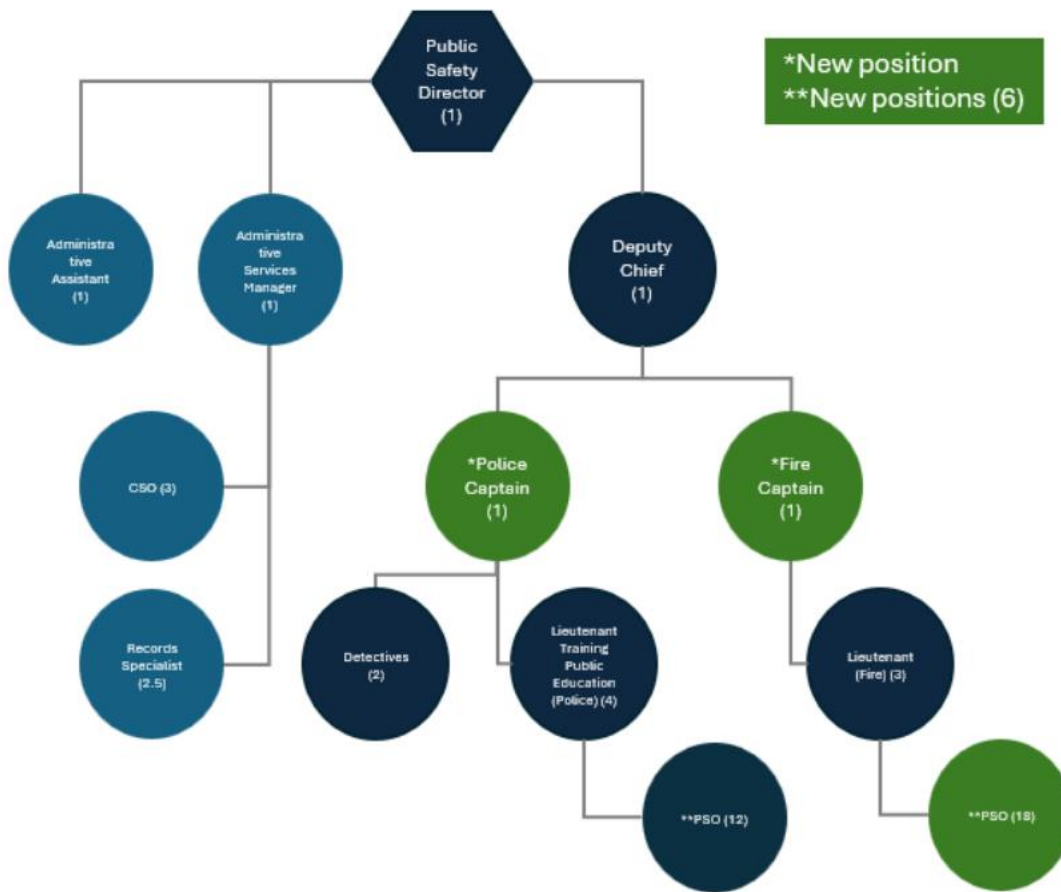
The study identifies supervision as a critical operational and risk-management opportunity. Frontline supervisors shape member behavior, manage incidents, coach personnel, and translate policy into real-time practice. This is especially important in a department where the average experience among Public 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.



The Village of Glencoe Illinois

Public Safety Department Staffing Study

Fitch and Associates

June 2026



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.



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The Village of Glencoe

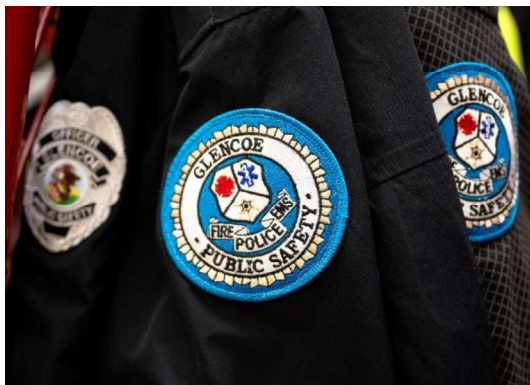
The Village of Glencoe is located on the shores of Lake Michigan in Cook County, Illinois, approximately 25 miles north of downtown Chicago. It is one of the state's affluent North Shore communities, known for its high quality of life, strong civic engagement, and well-maintained residential character. 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

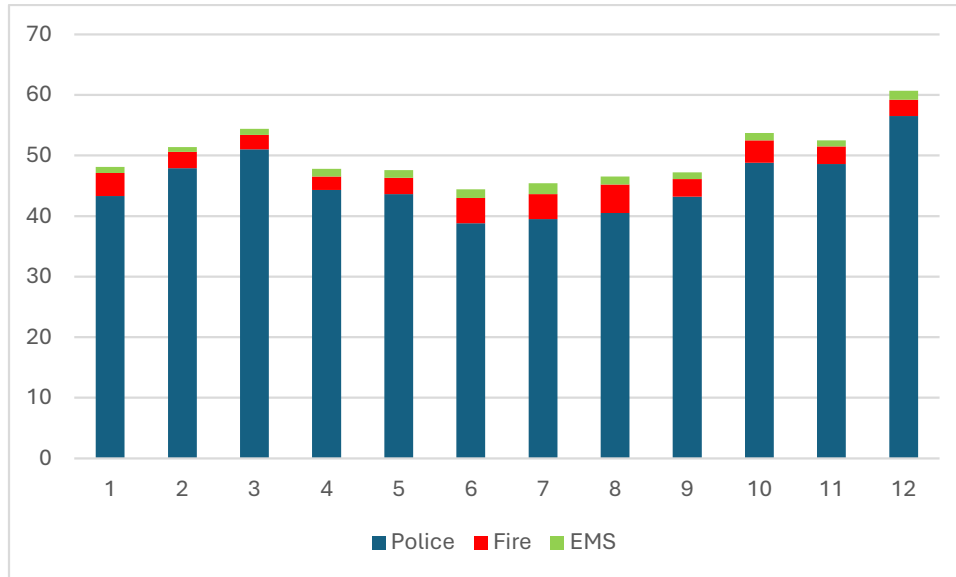


Figure 2 Average Number of Police Calls per Day by Month

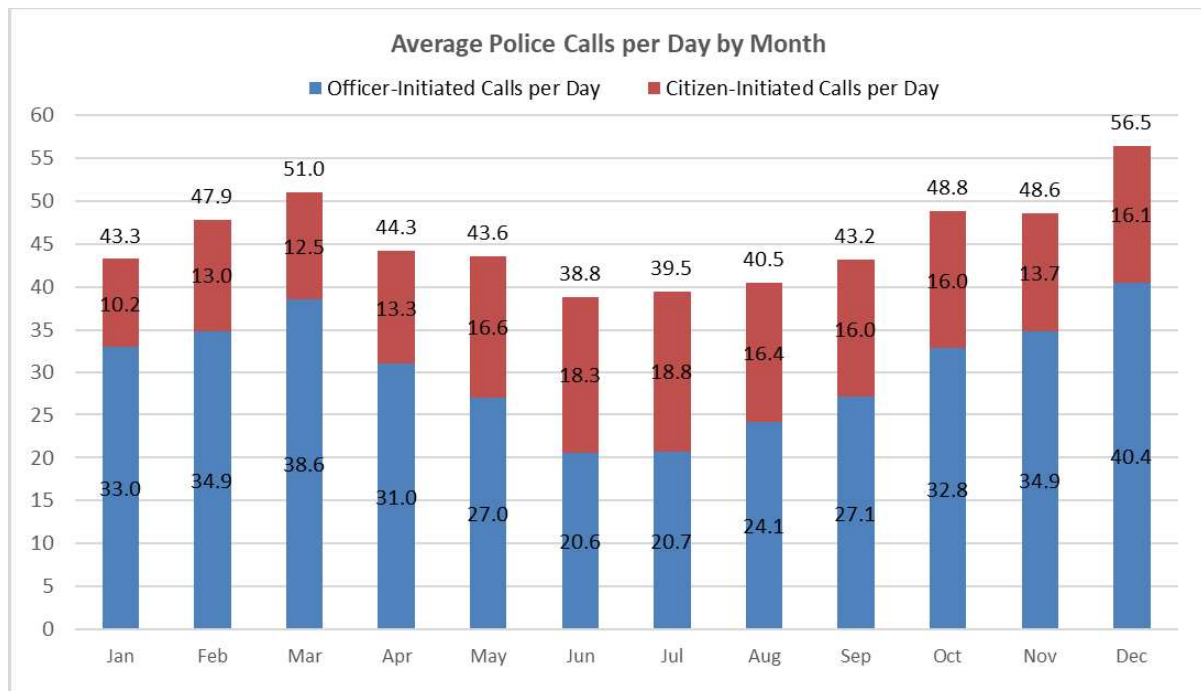




Table 6 Police Calls per Month

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

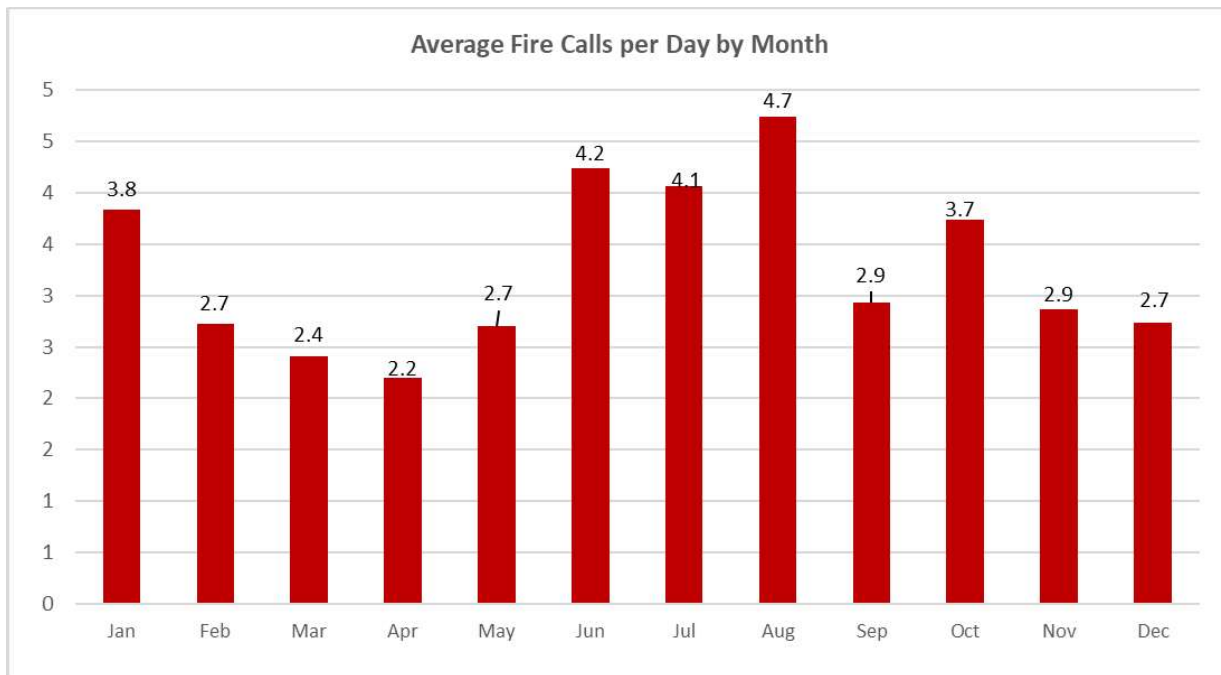
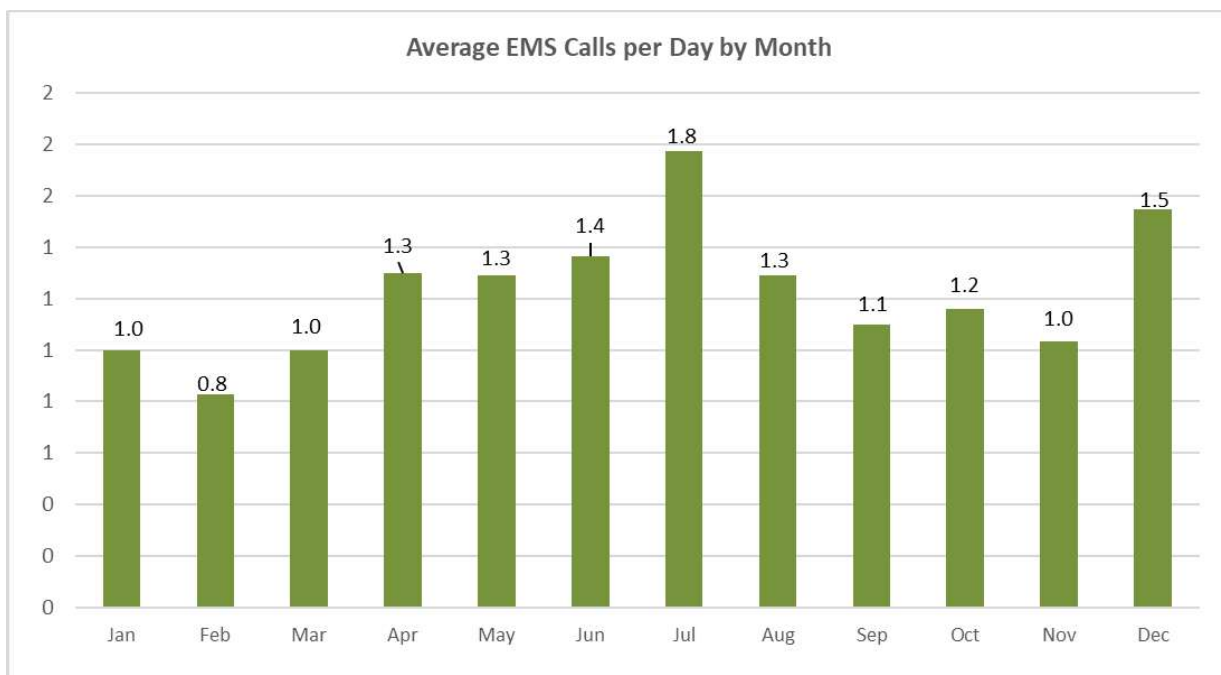


Figure 3: Average Number of EMS Calls per Day by Month





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

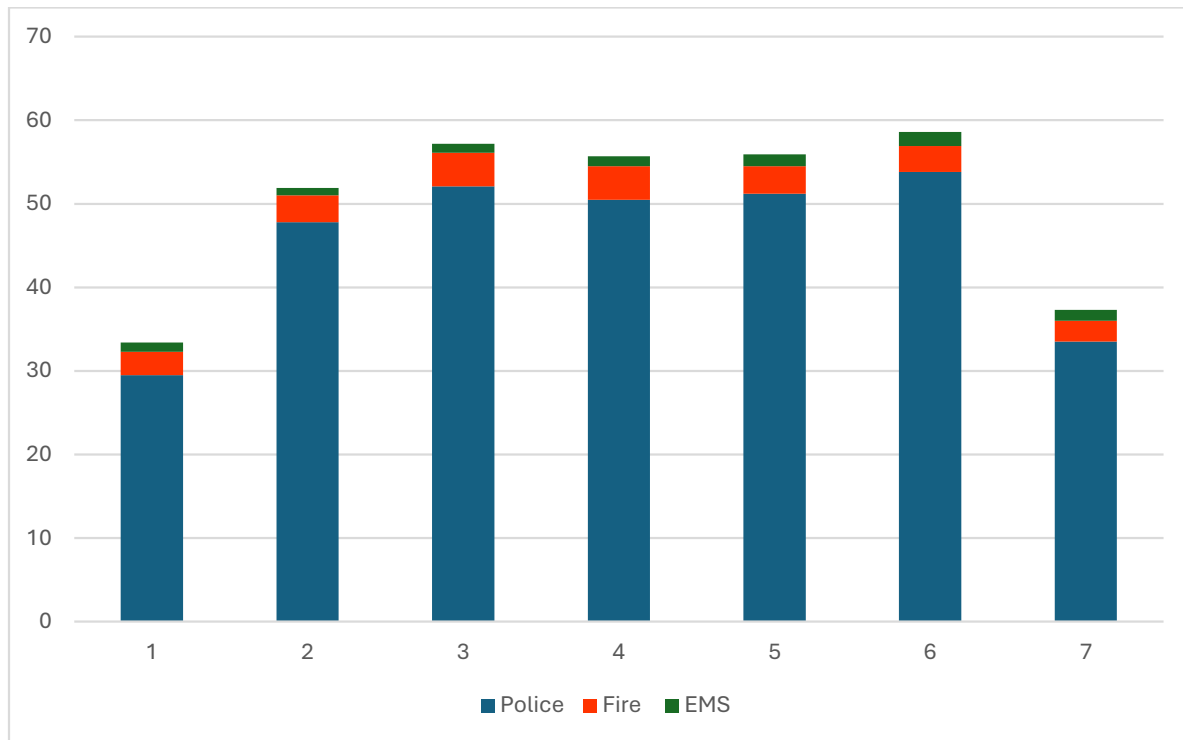




Figure 5: Average Number of Police Calls per Day by Weekday

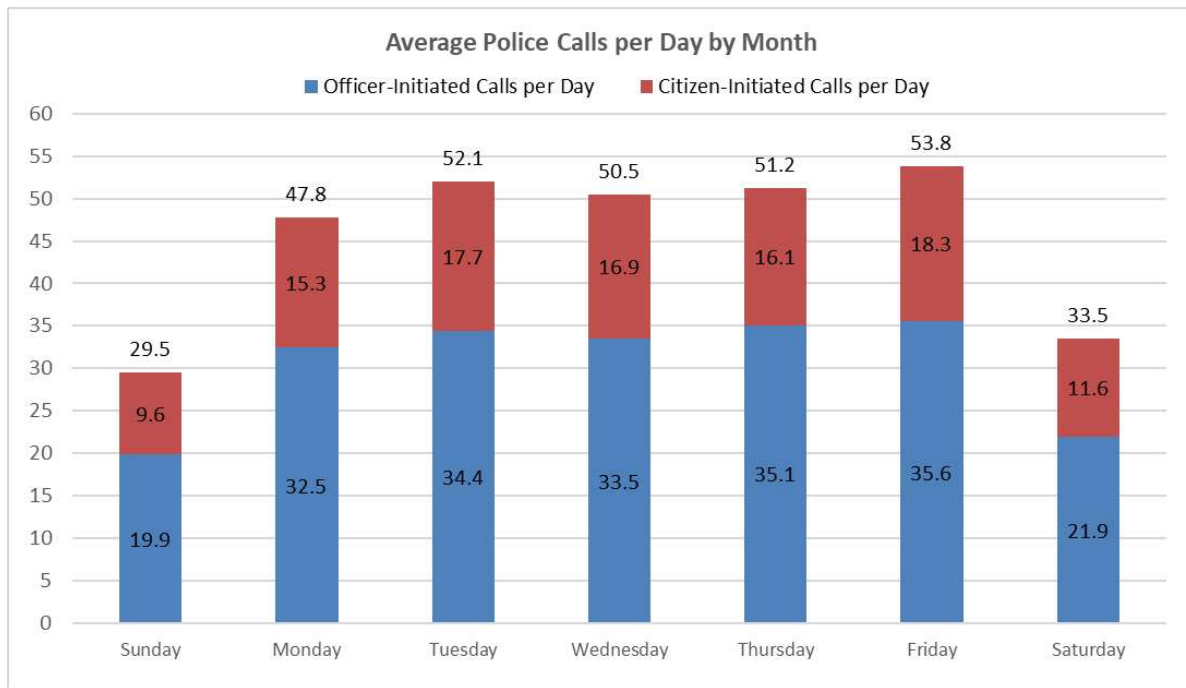


Figure 6: Average Number of Fire Calls per Day by Weekday

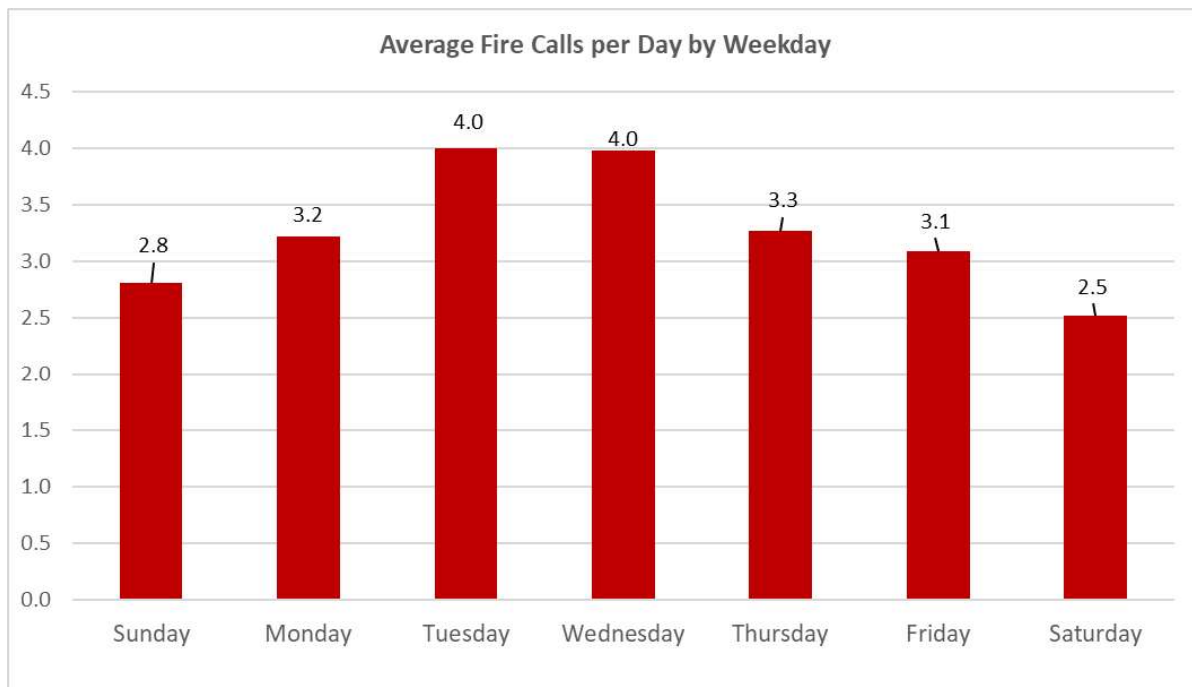
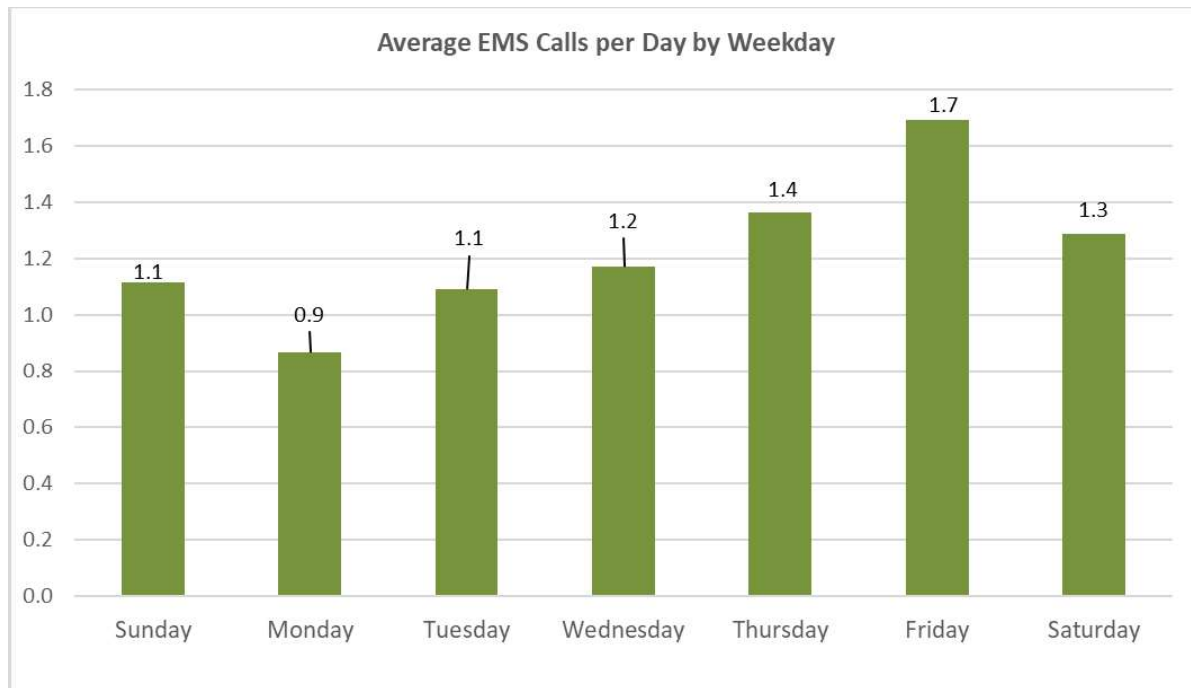




Figure 7: Average Number of EMS Calls per Day by Weekday



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

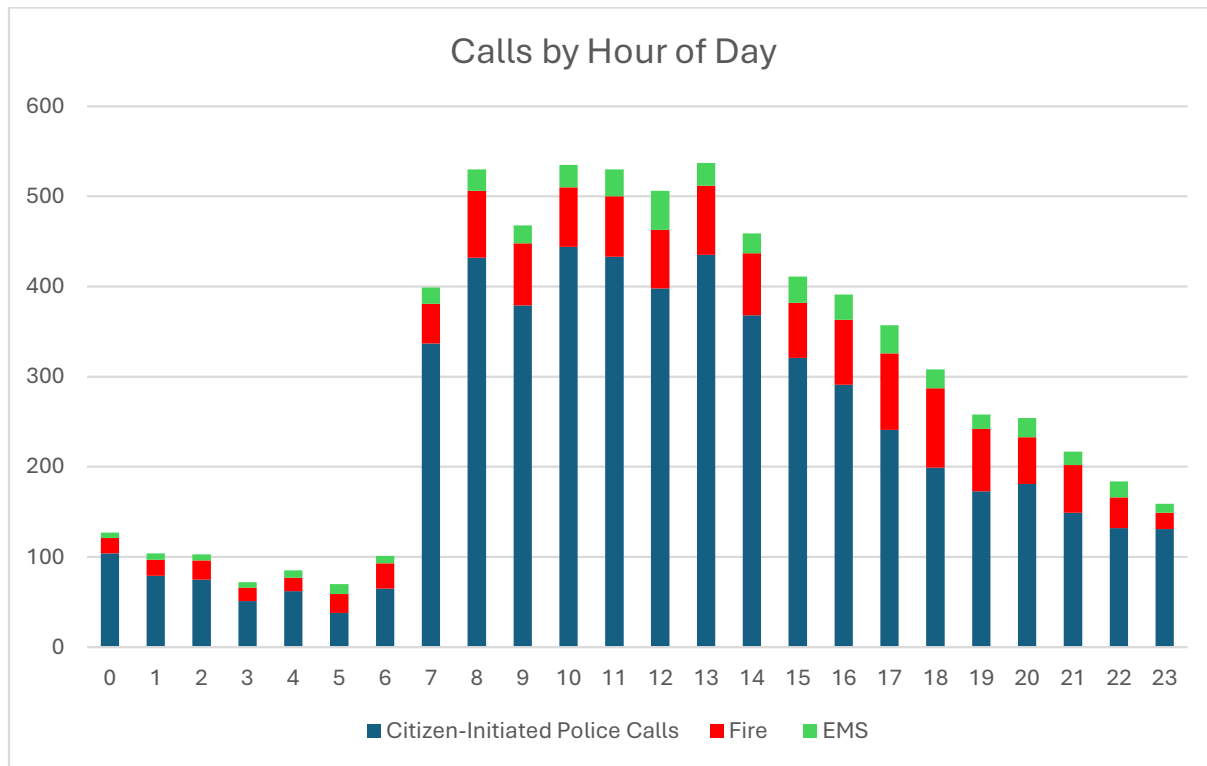
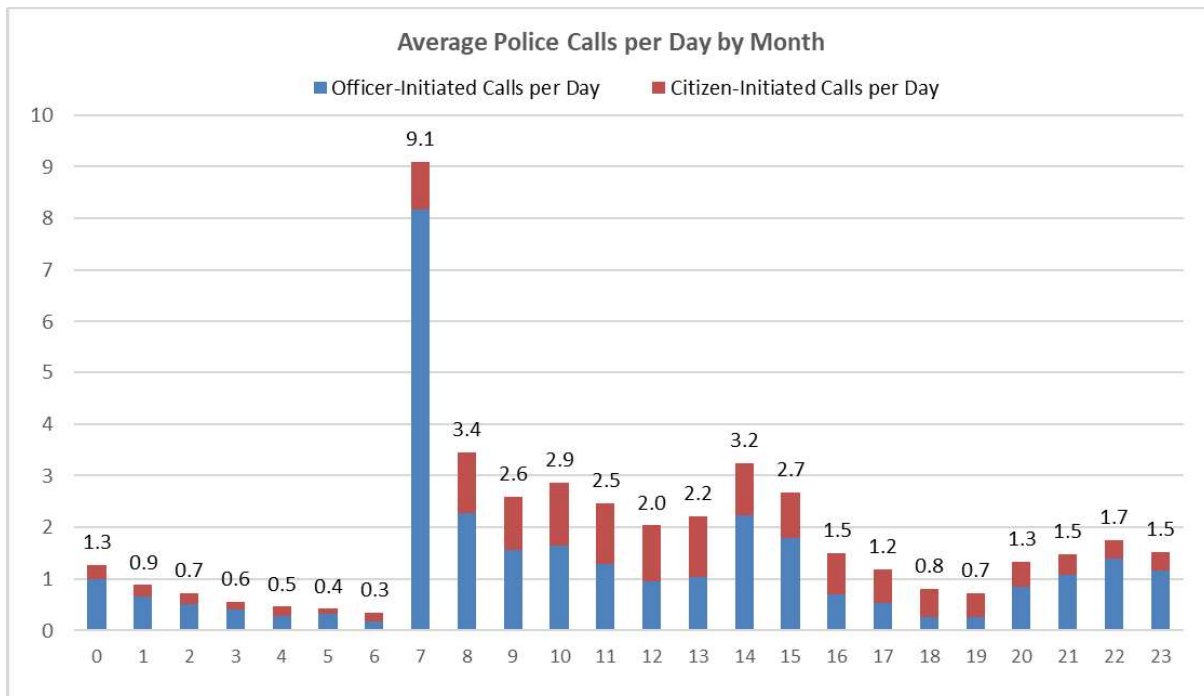




Figure 9: Average Number of Police Calls per Day by Hour

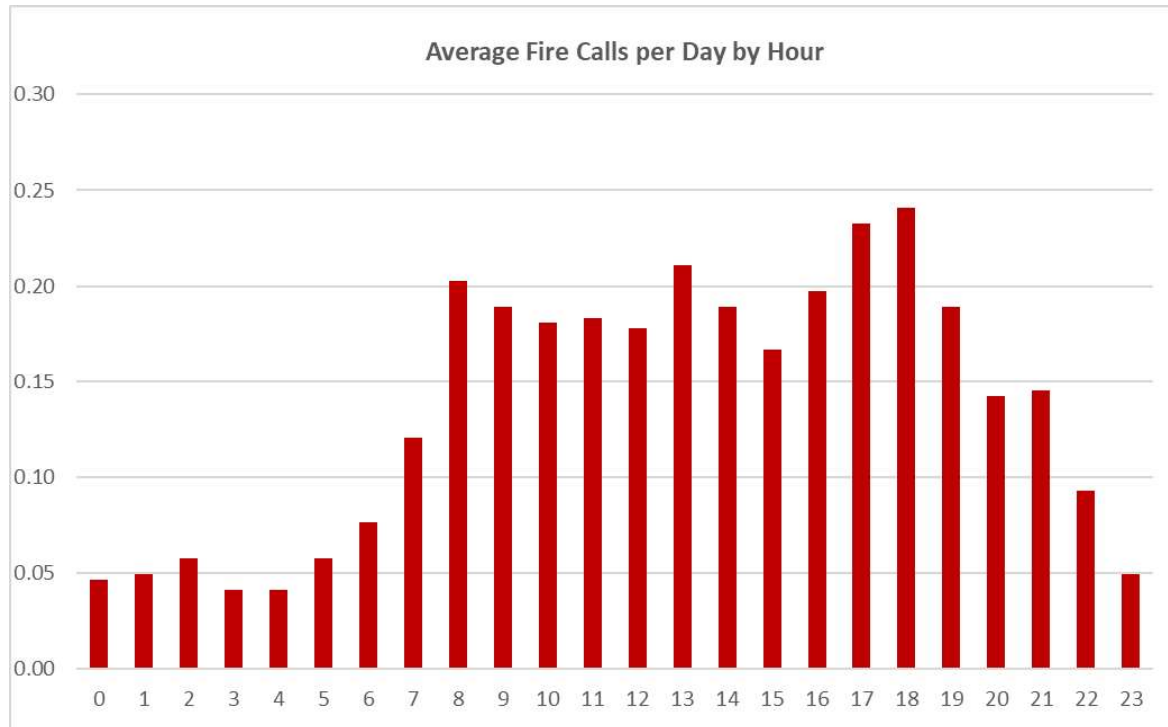


The unusual surge in calls at 7:00 a.m. is primarily due to a high volume of officer-initiated activities, including checks of residences, religious institutions, and other proactive measures. These activities are routinely performed throughout the day when officers have available time. They constitute 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

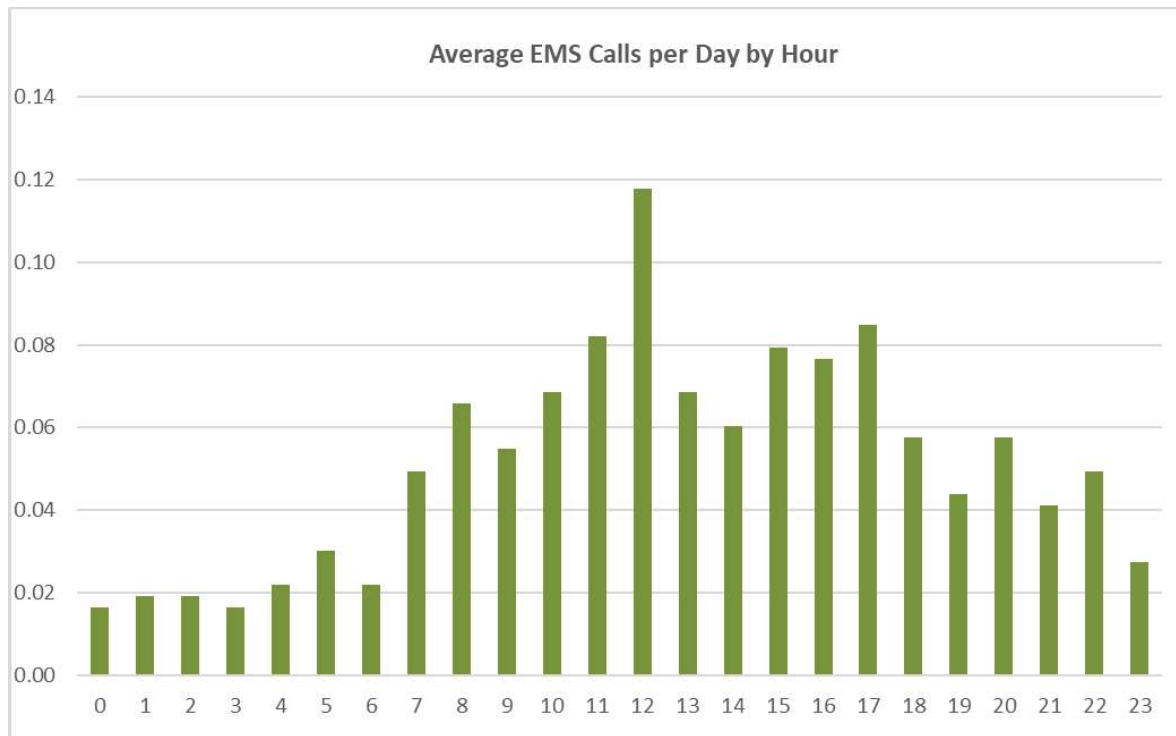


Highlights and Commentary

- 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.



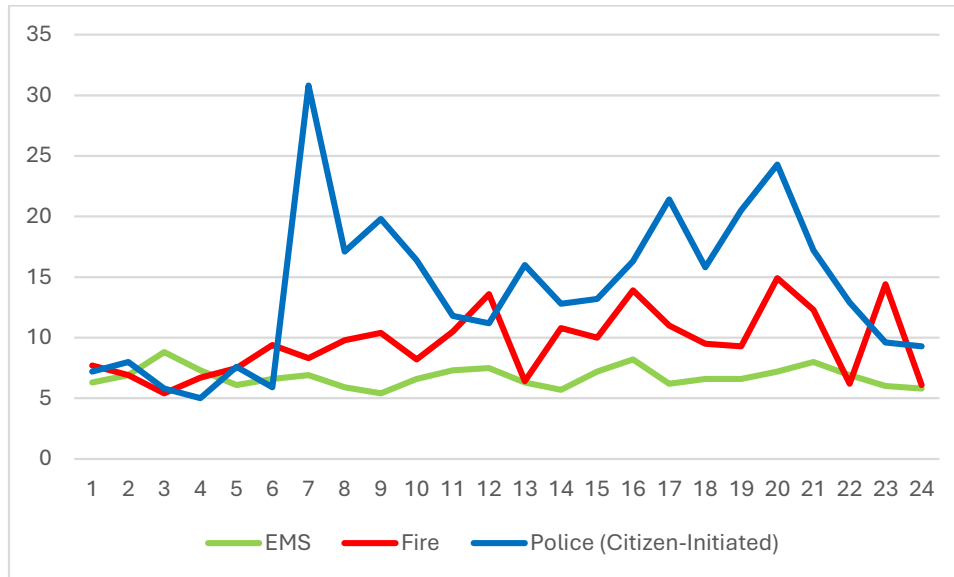
Table 11: 90th Percentile Response Time by Program and Hour of Day

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.

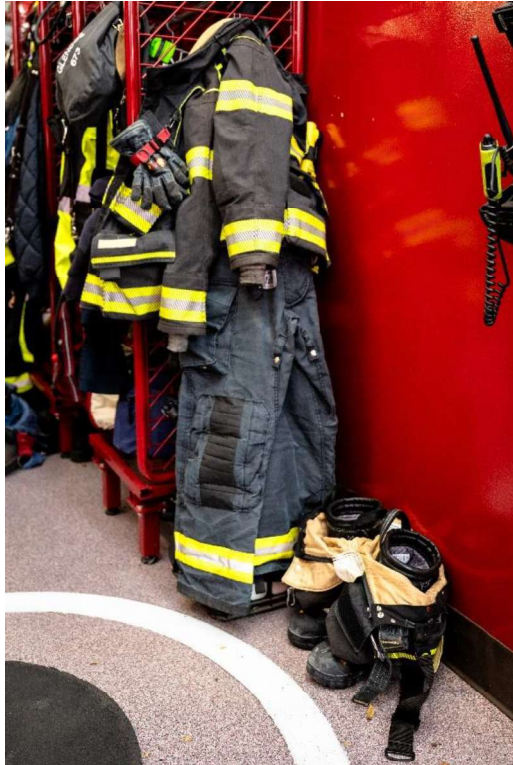
Implications for Resource Allocation and Operational Strategies

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



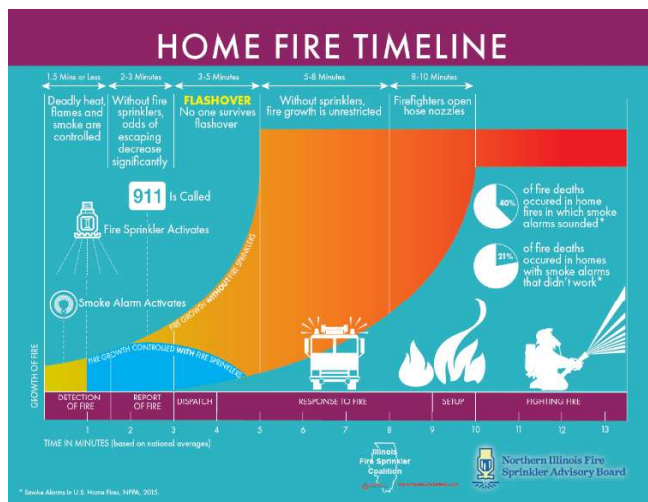
more pronounced. Overall, while response times are a vital performance indicator, their relative importance varies based on the type of emergency and the context of each incident.

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.

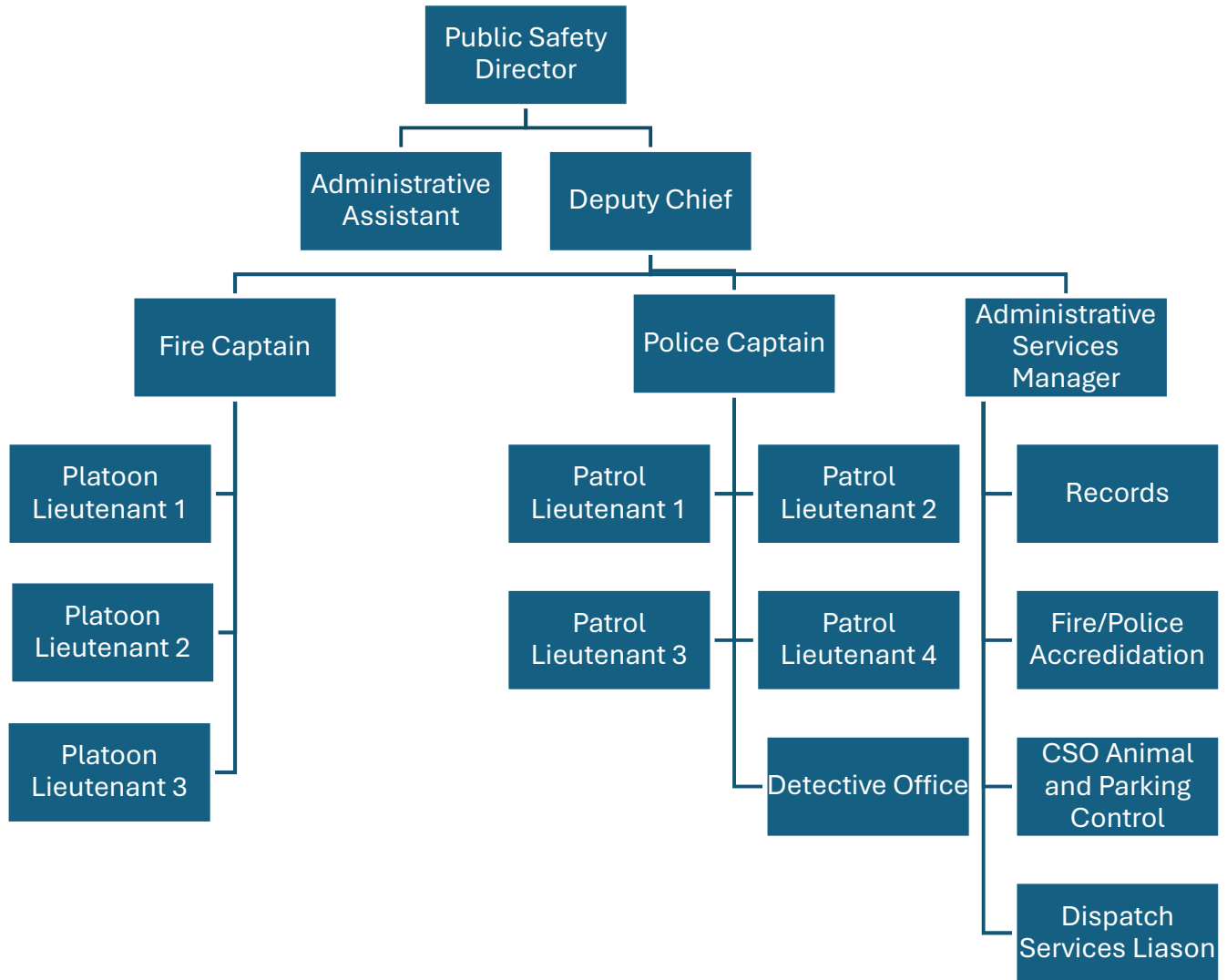
As an aside, there is widespread acknowledgement that the workload of these administrative duties is uneven. In particular, the Fire Training and Police Training responsibilities were identified as especially demanding, and the incumbent Lieutenants face the difficult choice of trying to perform well 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

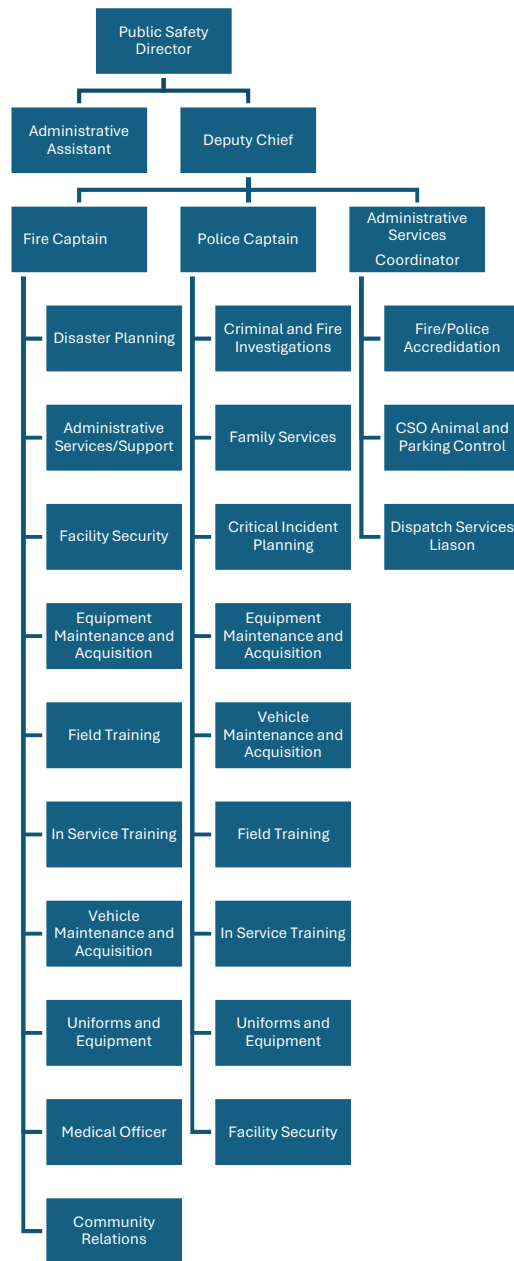
Given the complexity associated with Glencoe's public safety model, compounded by the shortage of real-time frontline supervision and the heavy administrative workload assigned to supervisors, a pyramid (hierarchical) organizational structure with the addition of a Captain rank would be optimal.

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	0700-1900	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:

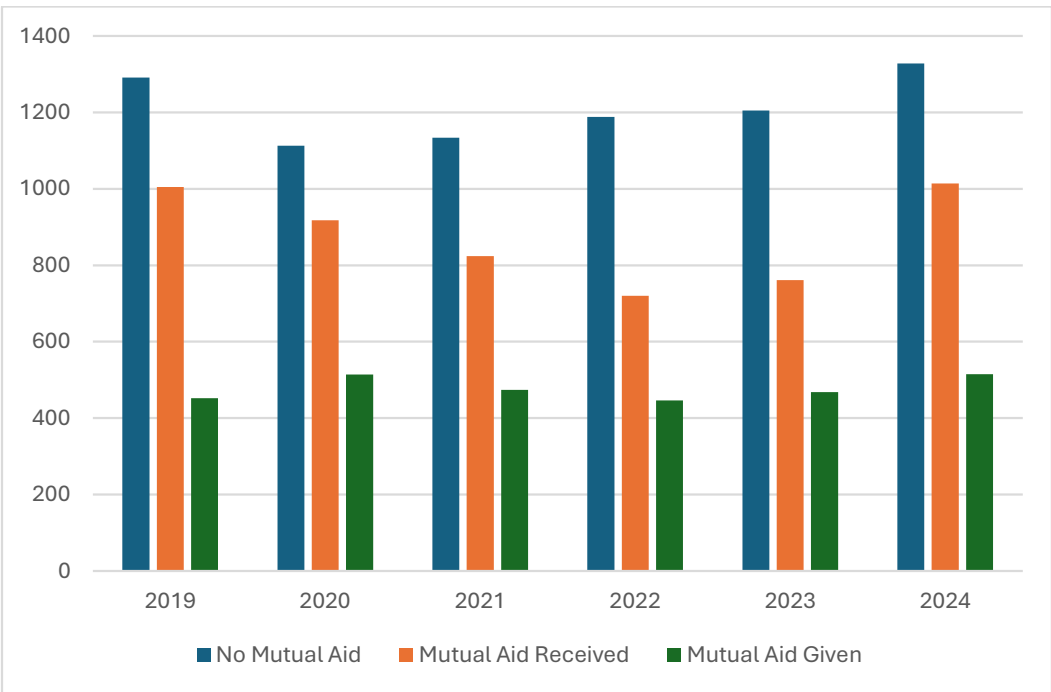
- Delayed assembly of the Effective Response Force (ERF) due to travel distance, as well as call volume in mutual aid communities
- Inability to guarantee the availability of outside resources, especially during regional incidents or extreme weather events
- Potential erosion of regional partnerships 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

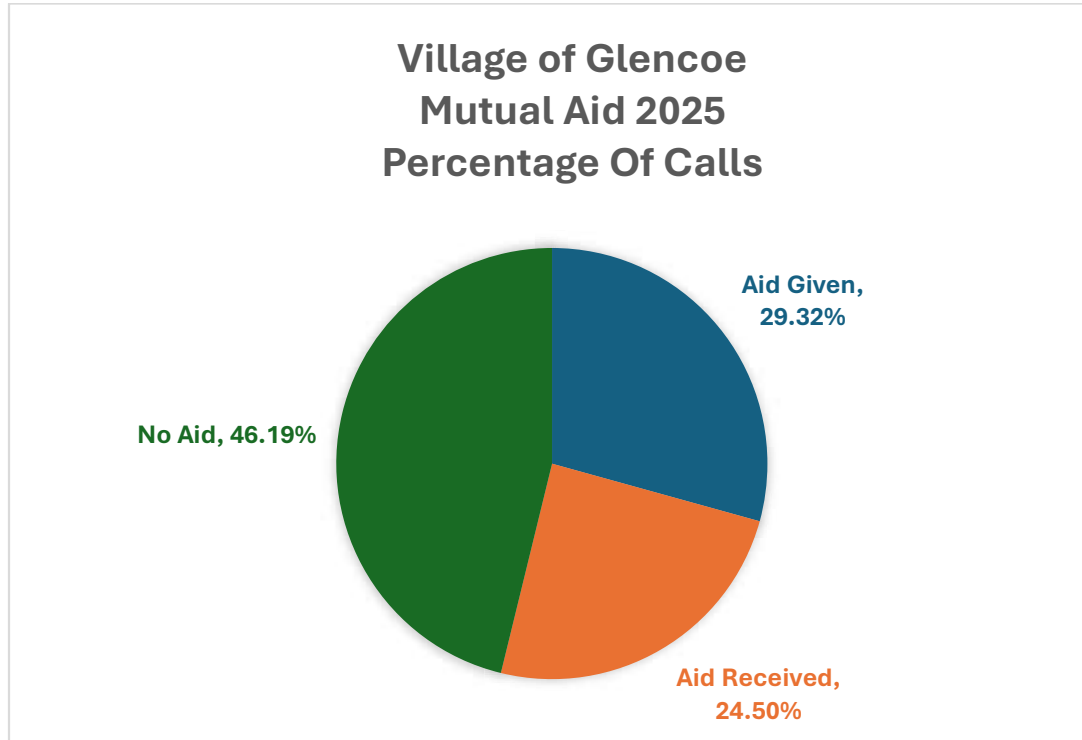


Table 13 2025 Mutual Aid by Incident Type

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

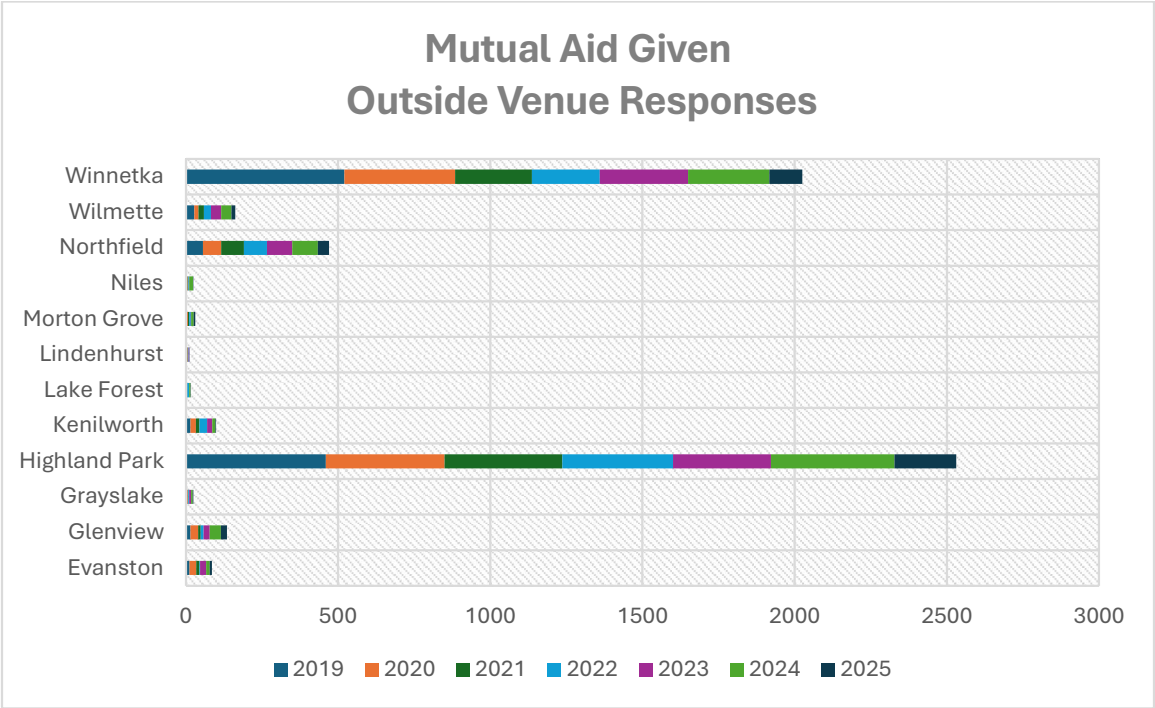
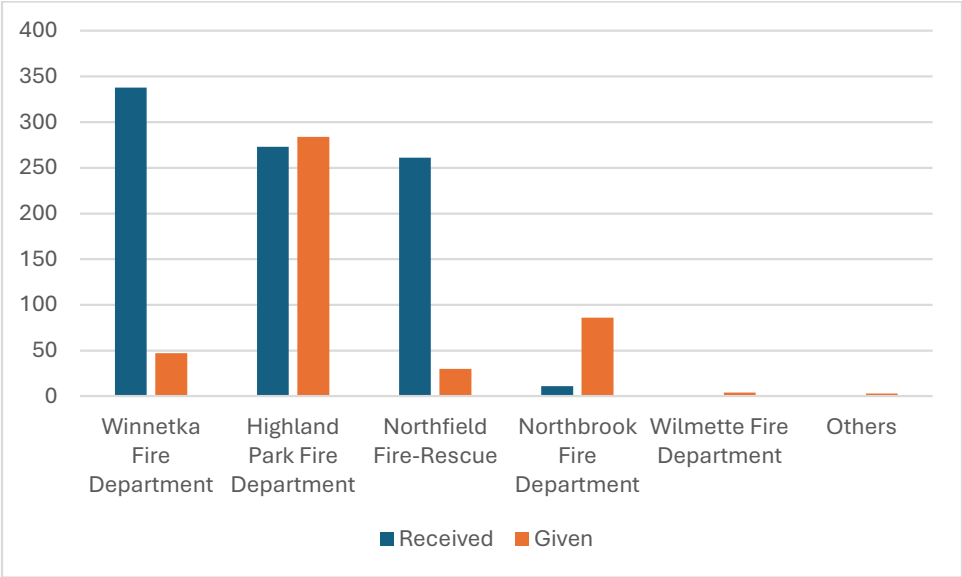


Table 14 Mutual Aid 2025 Neighboring Municipalities

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

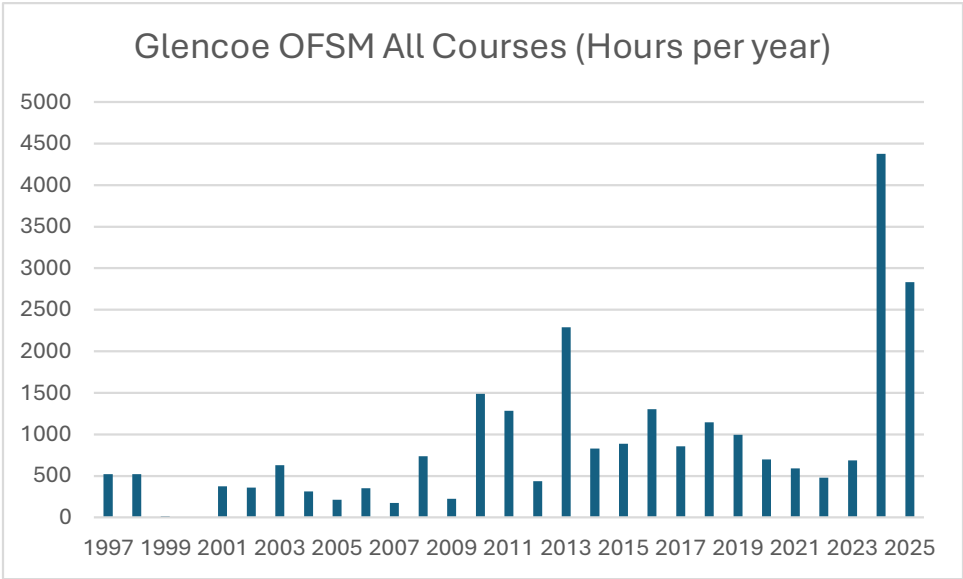
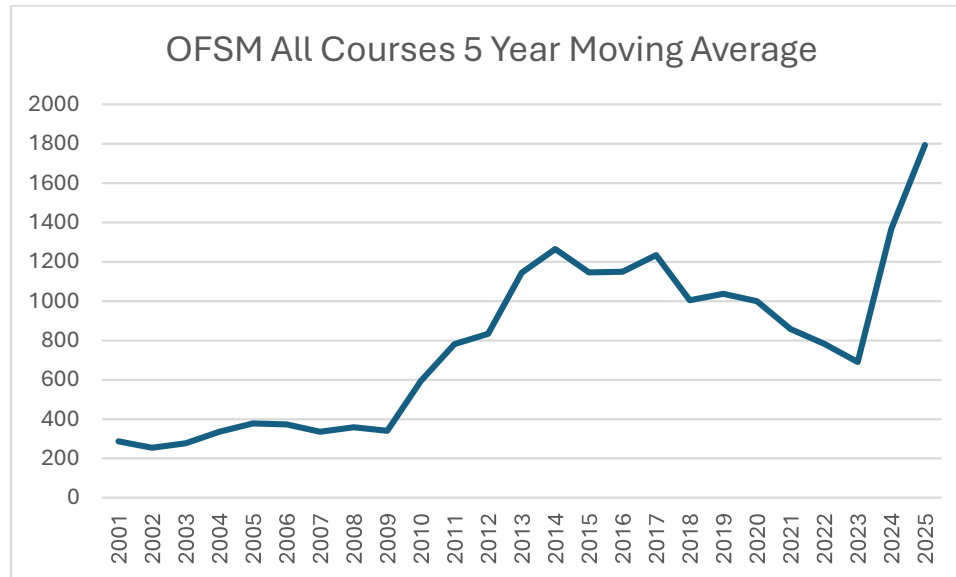




Figure 19 Moving Average of Course Hours



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

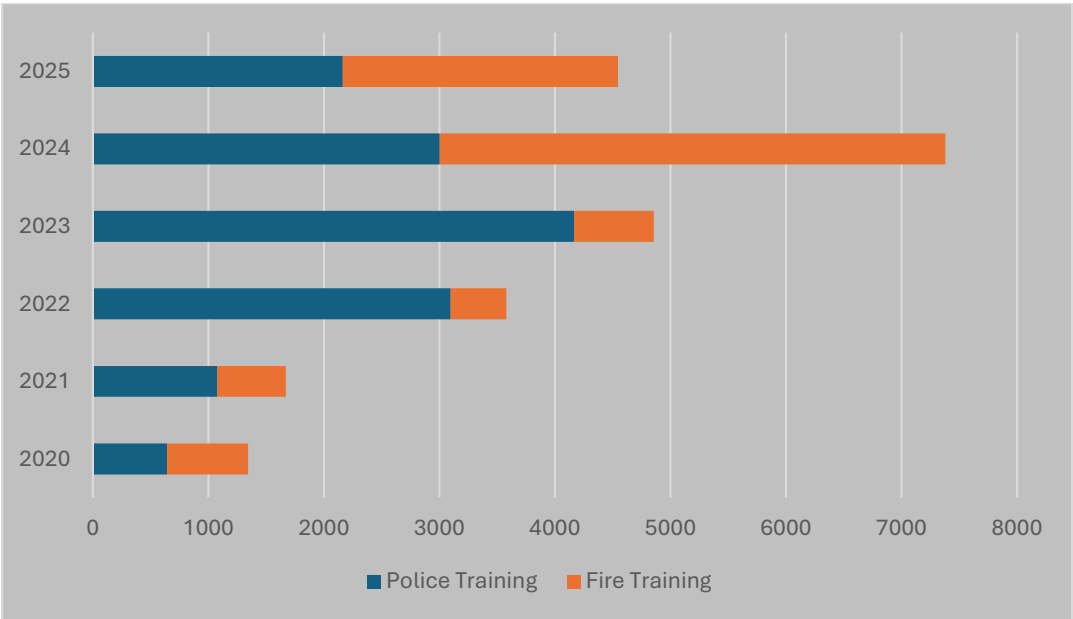
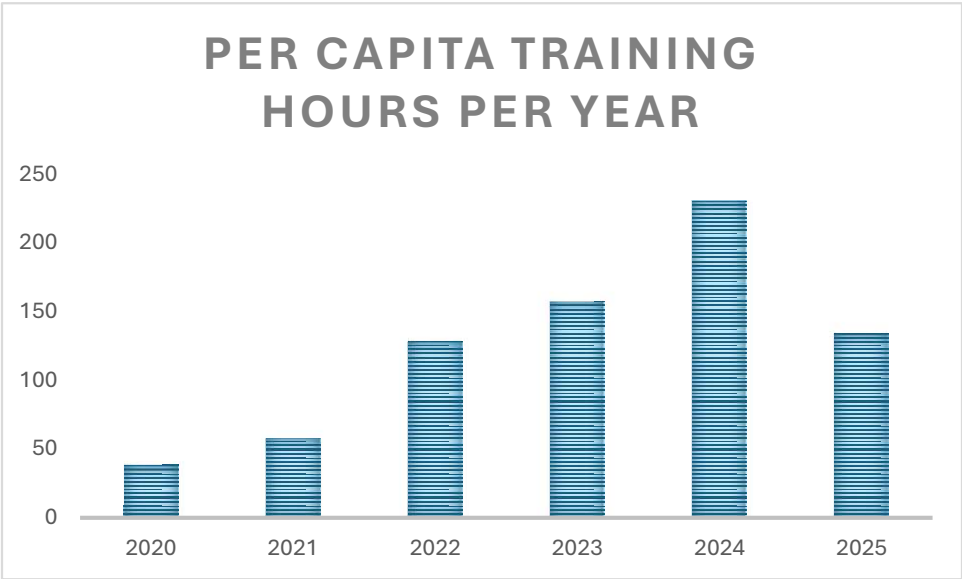




Table 16 Per Capita Training Load

	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

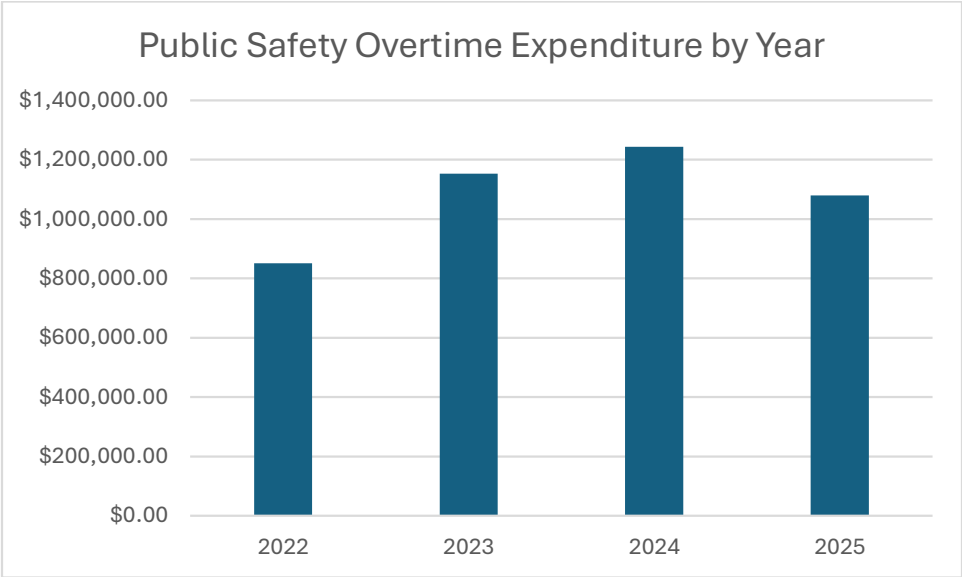
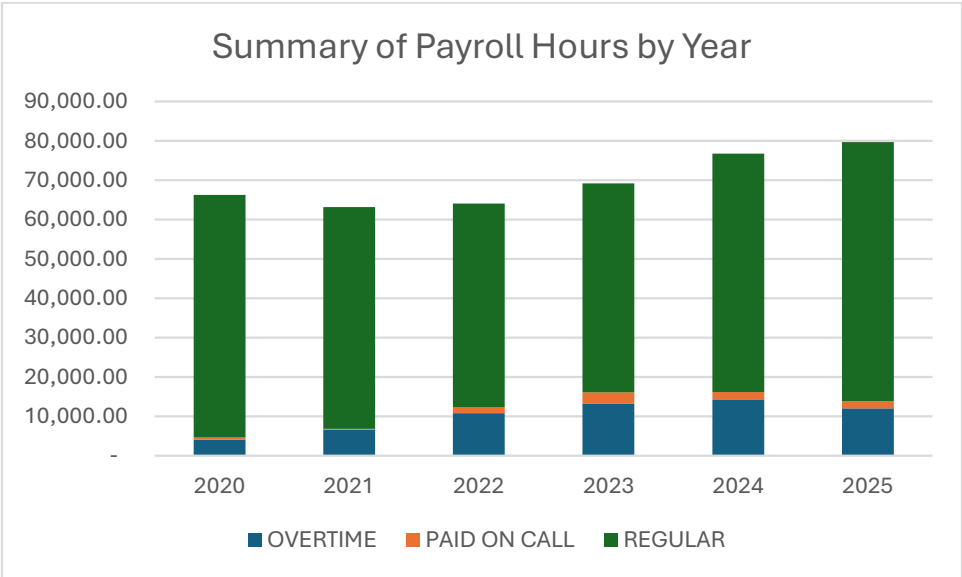


Figure 23 Summary of Payroll Hours by Year



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 Glencoe, 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.

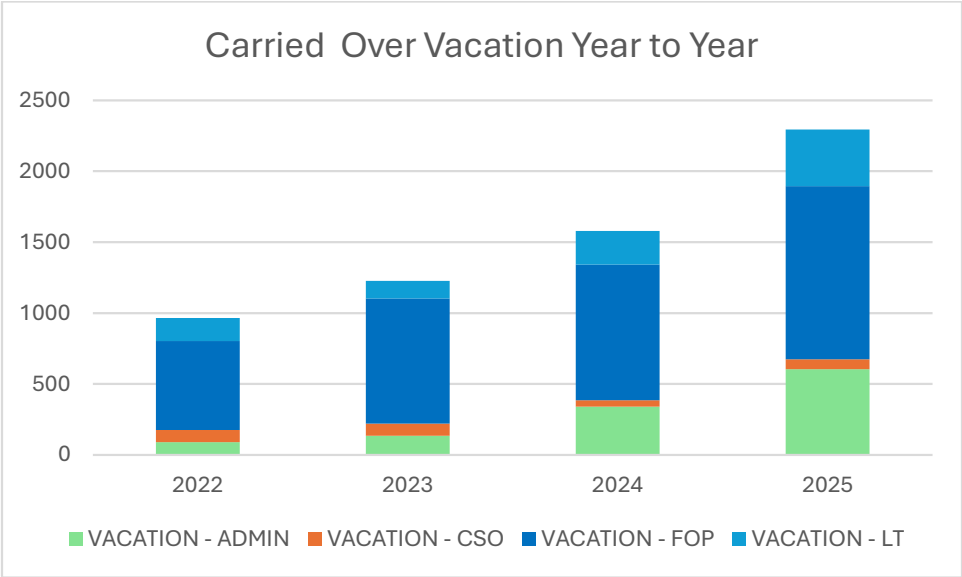
In the case of the Village of Glencoe Public Safety Department, there is a consistent increase in unused vacation hours being carried forward and added each year, illustrating another impact of staffing shortages. More than half of the accumulated total is attributable to frontline public safety officers.

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

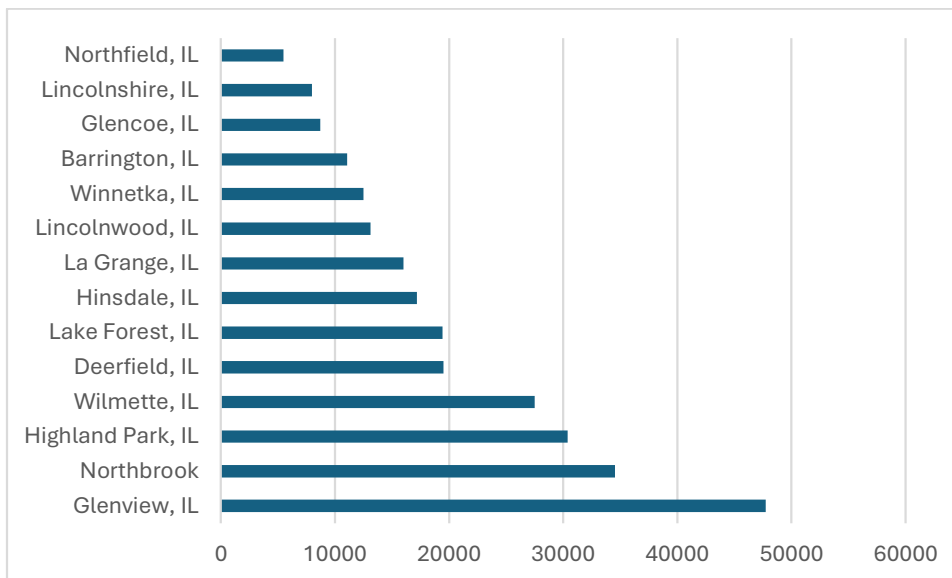




Table 19 Population Density

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)

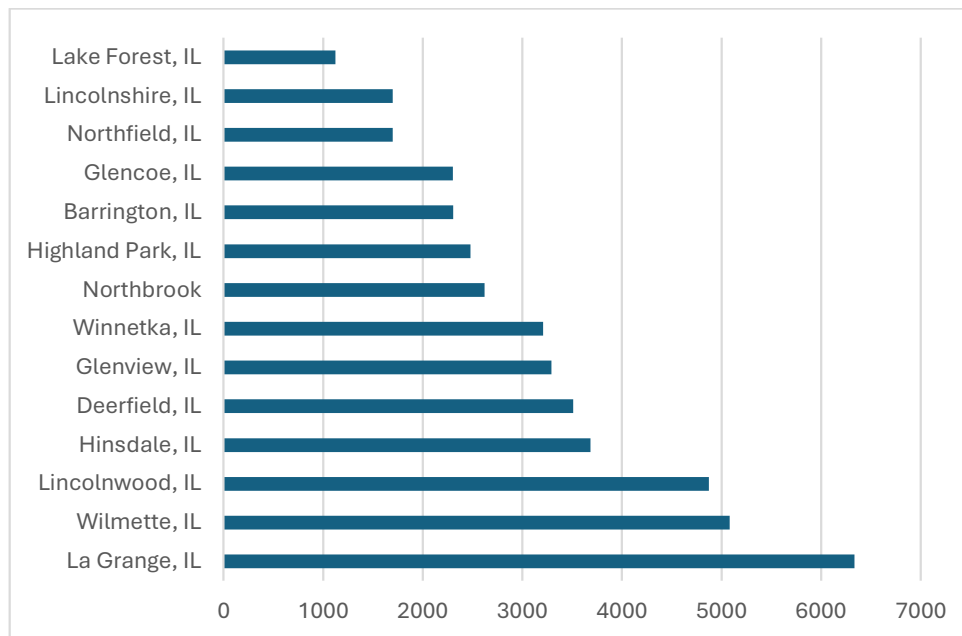




Table 20 Percent of Population over 65 Years

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

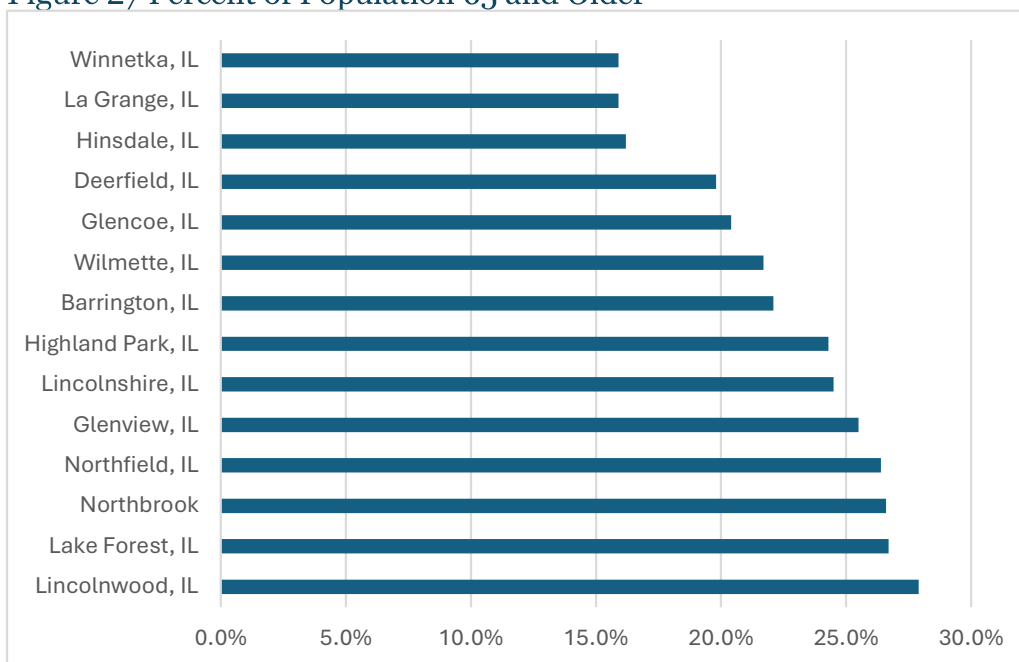




Table 21 Area (Square Miles)

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)

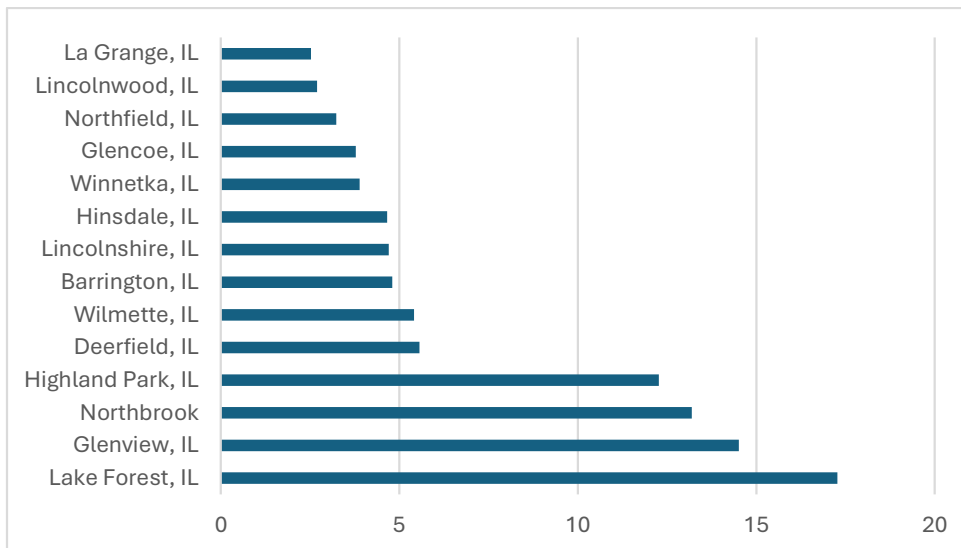




Table 22 Median Household Income

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

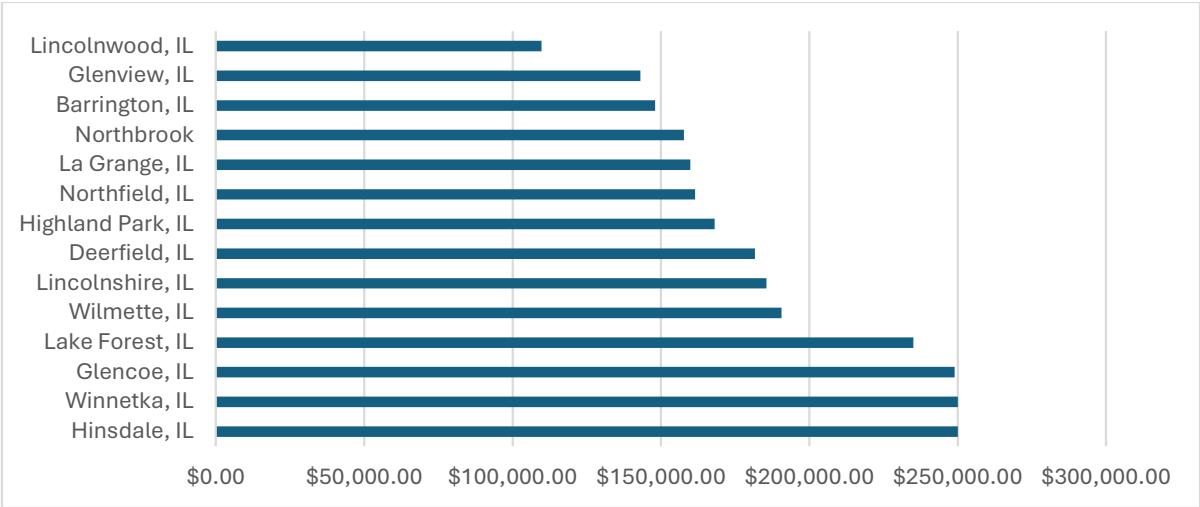




Table 23 Median Home Value (2020-2024)

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

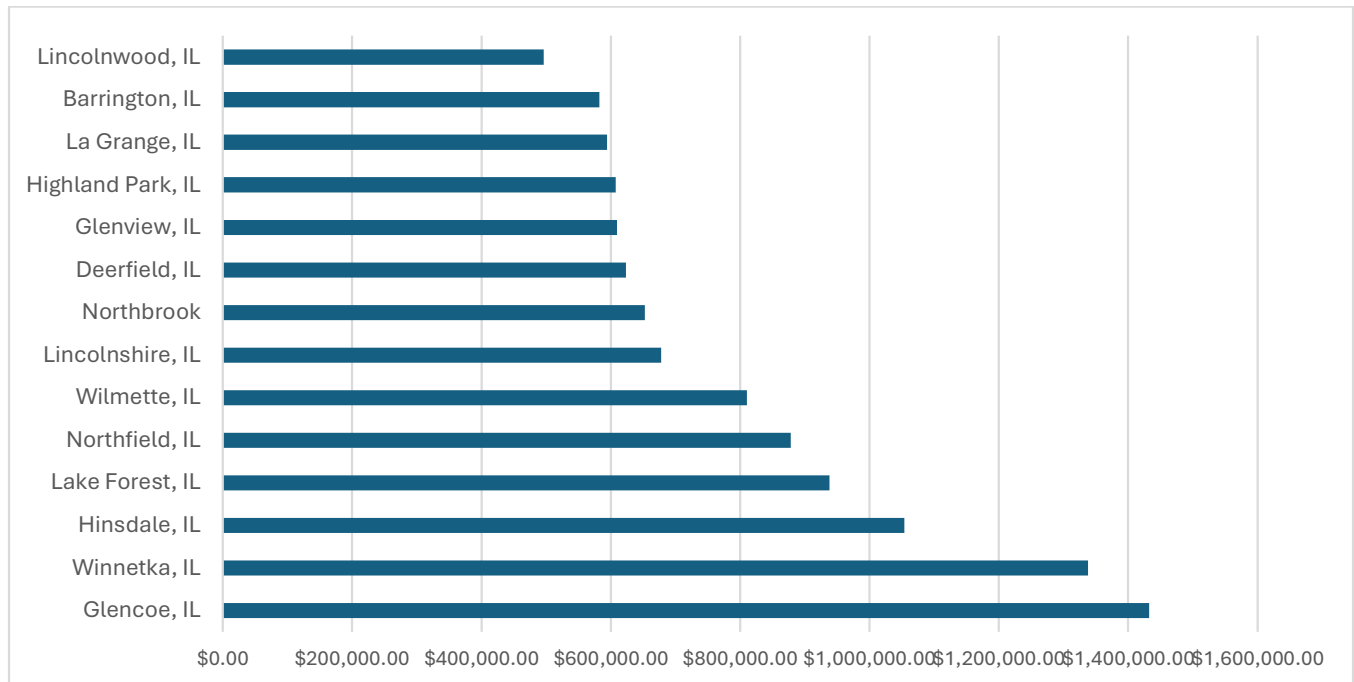




Table 24 Total Properties

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

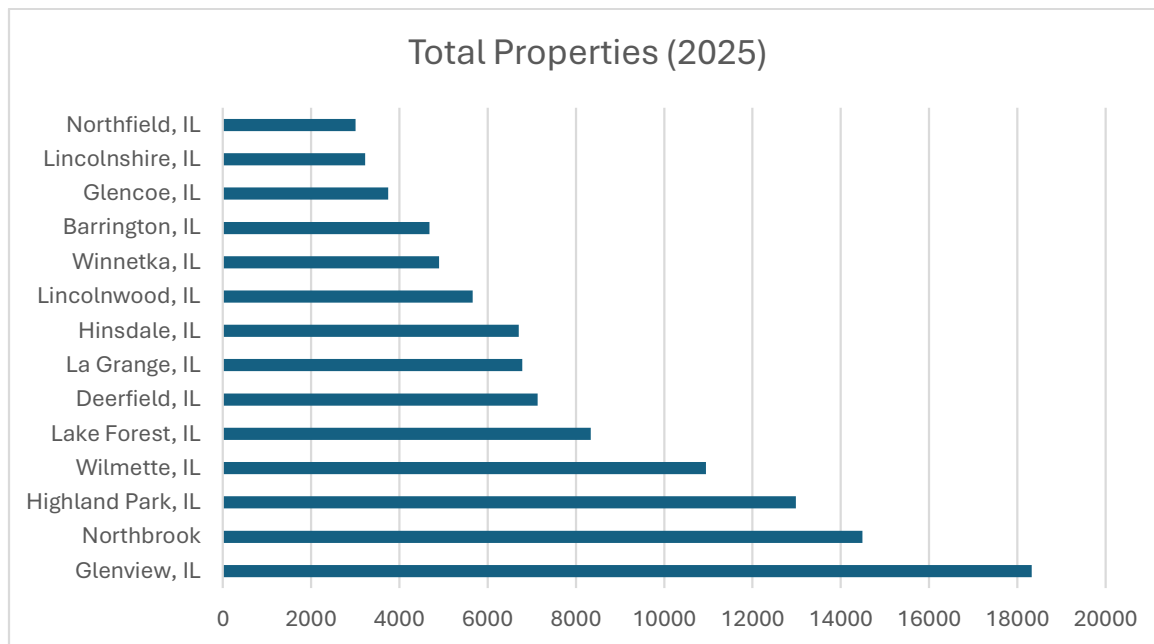




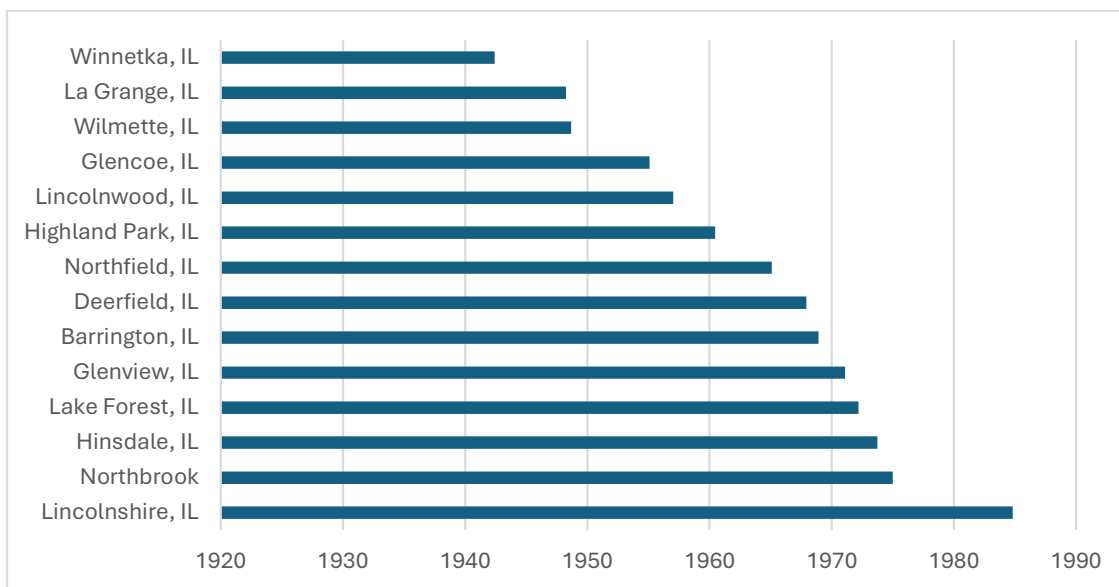
Table 25 Building Age (Median Year Built)

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)

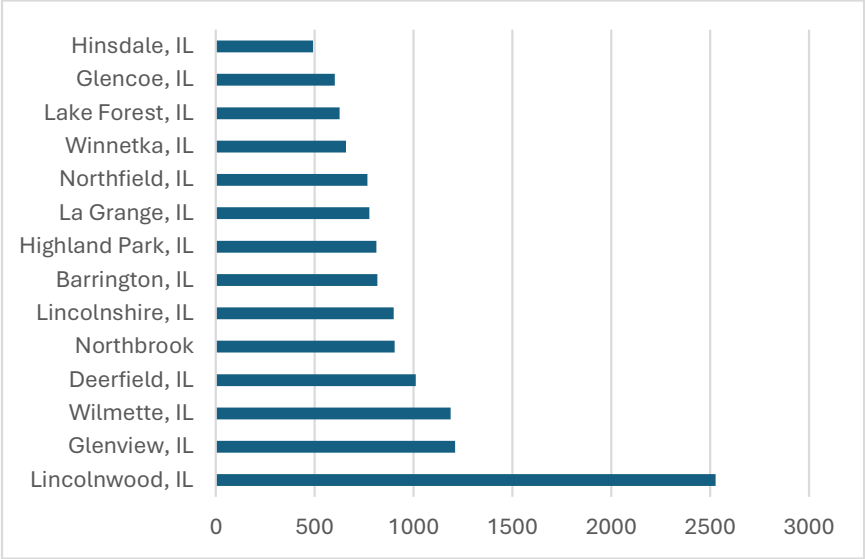


Table 27: Violent Crime Rate

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)

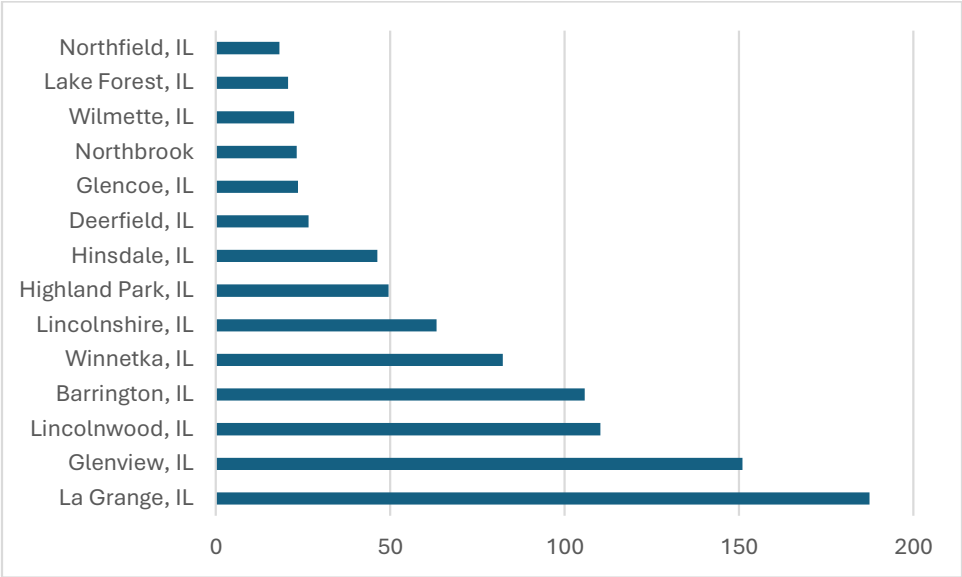


Table 28 Vehicle Theft Crime Rate 2024

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

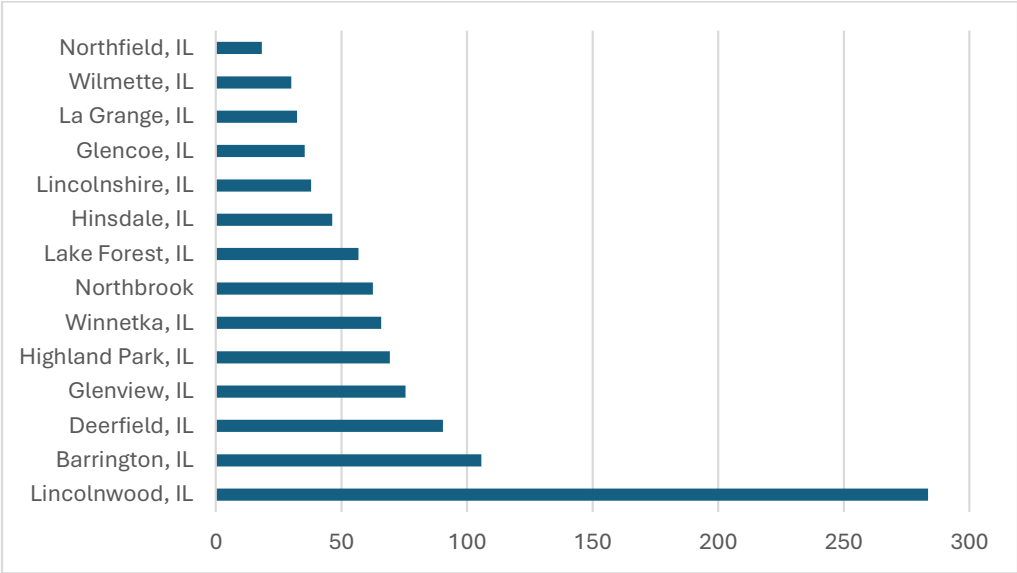


Table 29 Larceny Crime Rate 2024

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

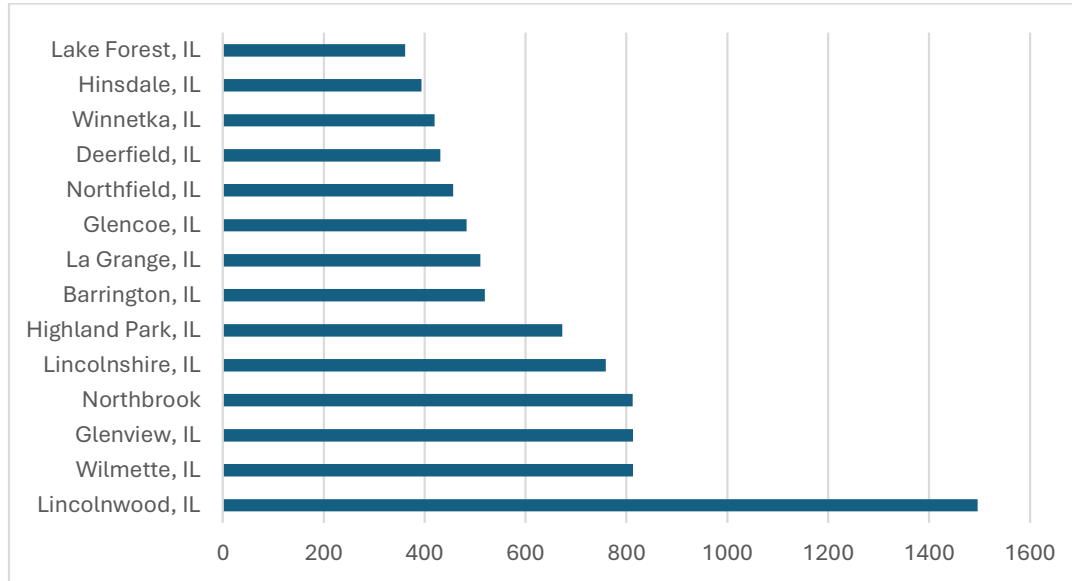


Table 30 Aggravated Assault Crime Rate

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)

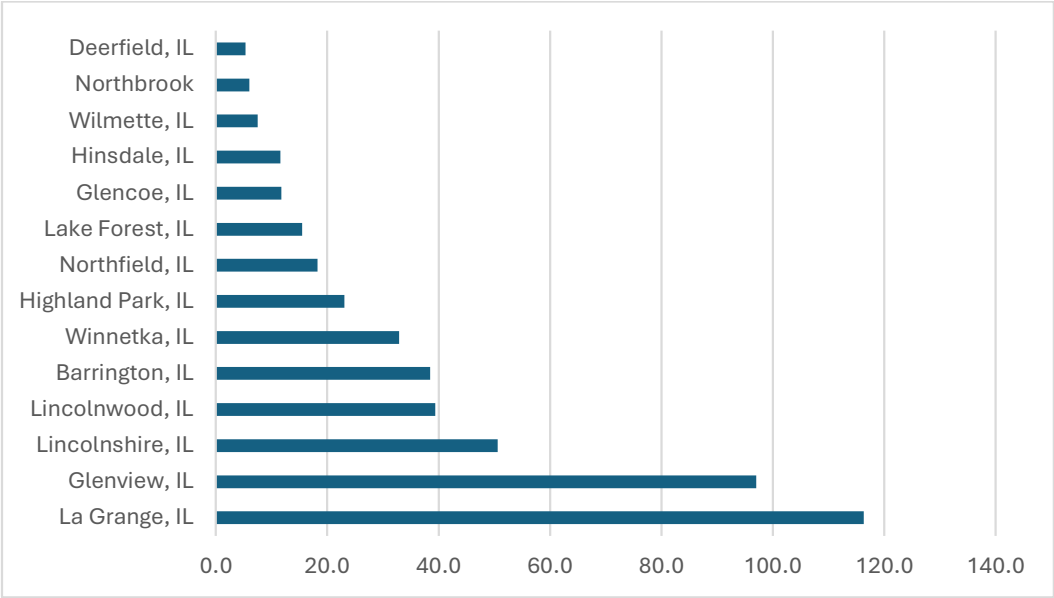


Table 31 Robbery Crime Rate 2024

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)

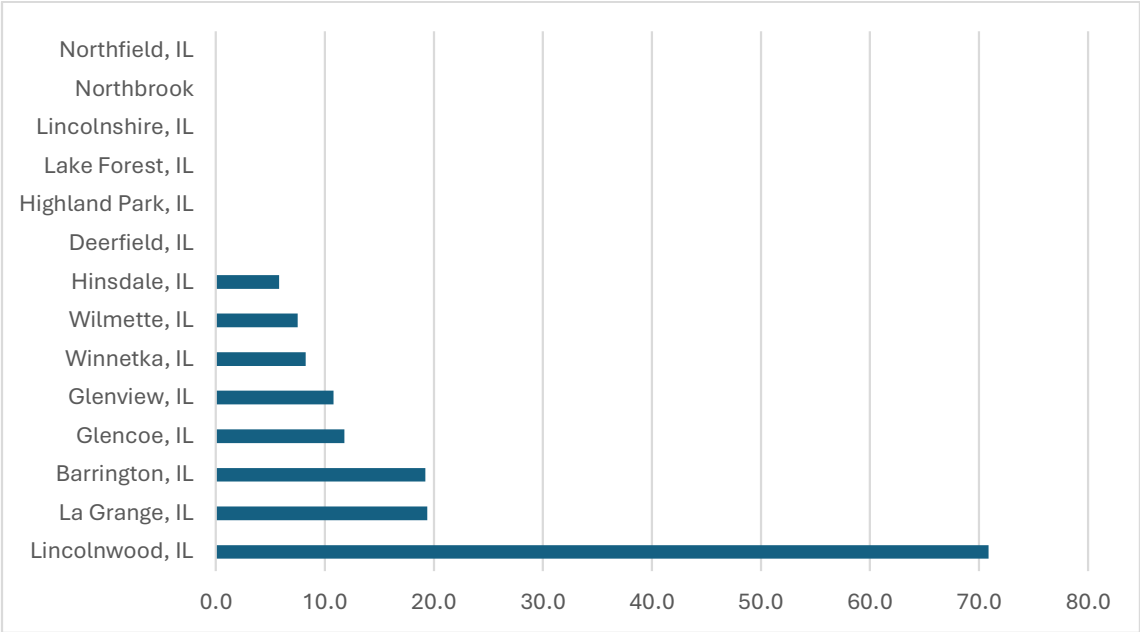
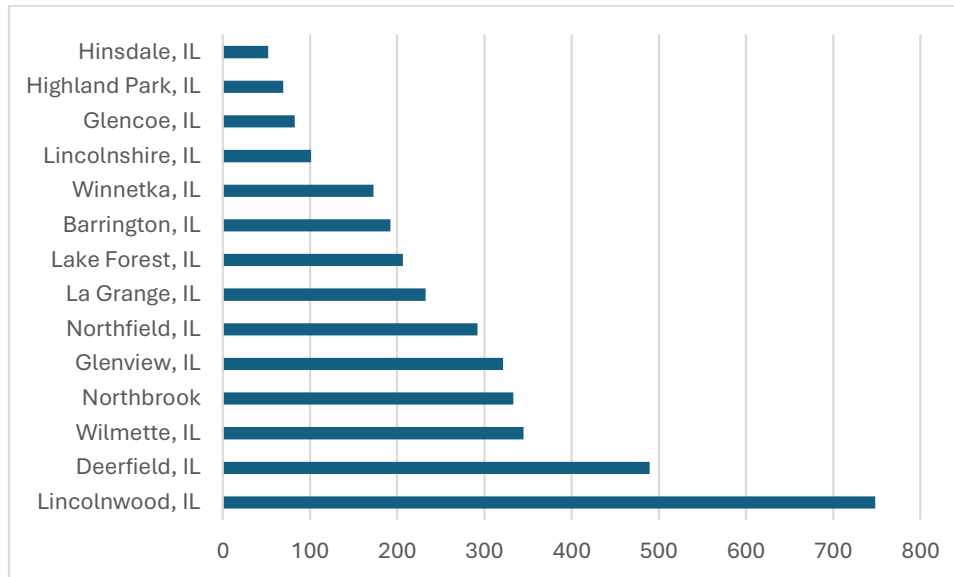


Table 32 Burglary Crime Rate

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



Village of Glencoe

Staff Report

675 Village Court,
Glencoe IL

Agenda Date: 7/16/2026

Agenda #: II.b.

Agenda Item:

Discussion of the Village's Solid Waste, Recycling & Organics Franchise Agreement with Lakeshore Recycling Systems (LRS)

Staff Contact: Monica Sarna, Public Works Director, Jen Maddux, Management Analyst

Purpose and Actions Requested: Staff requests Village Board discussion of the Village's Solid Waste, Recycling and Organics Franchise Agreement with Lakeshore Recycling Systems (LRS).

Budget Impact: Not Applicable

Strategic Priority Addressed: Economic Vitality, Community Resilience

BACKGROUND AND ANALYSIS

Lakeshore Recycling Systems (LRS) has served as the Village's solid waste hauler since 2017, under two successive franchise agreements, providing garbage, recycling, and yard waste collection services along with some special programs, including the annual spring clean-up day. The current agreement was executed in November 2022 and expires December 31, 2026. The Village now has a defined window to negotiate a renewal or pursue a competitive bid process.

Staff analyzed comparable LRS franchise agreements in peer communities to understand the terms LRS has already agreed to elsewhere; met with staff in those communities to learn from their real-world experience administering those contracts, including what has and has not worked; and consulted the Solid Waste Agency of Northern Cook County (SWANCC) for a broader view of regional trends, pricing, and best practices. Currently, staff is evaluating whether to pursue a renewal or competitive bid process, but has continued to work closely with LRS.

Staff have met with LRS on multiple occasions to convey a clear set of preliminary priorities and asked LRS to respond with the specific commitments it was prepared to put into contract language for any potential renewal. LRS reaffirmed the value it places on its partnership with the Village and indicated they are eager to continue serving the Village into the future. As such, they delivered a written framework in response, summarized below. The one significant piece still outstanding is pricing, which LRS has deferred pending its own cost analysis.

LRS Proposal

Contract Provision	LRS Proposal
Bulk items	One bulk item per week, defined by existing contract language. Two bulk items per week, if the annual Spring Clean-Up Day is eliminated.
GCSF (General Collection Services Fee)	Tighter standards for fee remittance, with a penalty for fees submitted beyond the due date. Additional pricing incentives if the Village takes over responsibility for collecting the fee.

Customer Service Standards	Updated service and customer-service standards with identifiable metrics and KPIs, backed by per-occurrence fines (for example, missed pickups not cured by the next business day, and slow response to calls or emails).
Low-Volume Rates	Will provide ideas for a low-volume rate.
Business District 7-Day Service	Will include as part of its obligations on a seasonal basis, per the Village's request.
Pricing Structure	To be provided for the Village's review, citing considerable fuel and inflation headwinds.

During the July 16, 2026 Committee of the Whole, staff will guide a conversation with the Village Board on the topics outlined below to help guide future discussions with LRS. Staff has framed the following as directions to pursue rather than final terms because several items depend on pricing the Village has not yet received.

Preserve what is working

Much of the current agreement works well and if renegotiated, should be carried forward into any renewal. Staff recommend preserving the elements residents rely on and value, including:

- *The General Collection Services Fee (GCSF)* structure, which lets LRS collect and remit a monthly fee that funds community-wide services such as disposal costs, the annual spring clean-up day, and fall leaf collection, while tightening the remittance mechanics.
- *The Hardship Program* which provides residents who are physically unable to bring materials to the curb with top-of-drive service at the standard curbside rate, an equity provision staff would preserve and potentially enhance.
- *Seasonal suspension of service* allowing residents to pause service during extended winter absences.
- *No-cost cart change-outs* so residents can right-size or replace their carts without penalty.
- *No-cost collection at municipal and public locations* including Village facilities, the golf course, and downtown and right-of-way receptacles.

Bulk-item service and the annual spring clean-up day

LRS has offered a weekly bulk-item allowance, and a more generous two-item weekly allowance if the Village discontinues its annual spring clean-up day. A year-round weekly allowance could be simpler and more convenient for residents than a single collection day, and LRS has noted the clean-up day is difficult to staff safely and draws material from outside the community. However, residents like the clean-up day. In the 2023 survey it was among the highest-rated services in the entire program, with 90% satisfied.

Staff see room to be creative rather than treating this as an all-or-nothing trade, including phasing in a weekly allowance alongside the clean-up day to gauge resident response, or shifting to a fall clean-up day paired with a weekly allowance. Staff would model the cost of the current clean-up day before recommending any path.

Lower-cost and right-sized service

Staff have received notice of interest from some residents in service options for those who produce less waste. Some

communities offer different rates for different cart sizes, and a few add discounts for seniors or lower-income residents. LRS has offered to develop low-volume rate concepts as part of the renewal. Options the Board may wish staff to consider include strengthening the existing Hardship Program, a less-frequent pickup option for low-waste households, and a small-cart or low-volume rate that charges residents more in proportion to what they set out. Beyond affordability, a low-volume rate also advances the Village's sustainability goals by giving residents a financial reason to reduce waste.

Rate structure and predictability

LRS has signaled its pricing will reflect fuel and inflation pressures, so the Village should expect rates to rise. Historically, Glencoe has tied annual increases to the Chicago-area Consumer Price Index (CPI), and the current agreement caps increases at 5% with no floor. Several peer communities have recently negotiated more favorable and more predictable structures. Levers the Board may wish staff to pursue include a lower maximum annual increase than the current 5% cap, a defined multi-year schedule of increases rather than year-to-year CPI, and a request that LRS commit to an electric refuse collection vehicle, which could reduce exposure to fuel-price volatility over time and advance the Village's sustainability goals. These could be pursued individually or negotiated together.

Sustainability and waste diversion

Several of the choices above are also sustainability choices, and residents have consistently identified waste diversion as a priority. It is also a central focus of the Sustainability Action Plan now under development, which is expected to set measurable goals for increasing organics diversion and reducing total waste. The upcoming waste hauler contract is a rare opportunity to align the Village's actions with those goals before they are formally adopted. The clearest opportunity here is organics. Today, participation is low, and a per-use yard-waste sticker program adds cost and friction that likely suppresses it further. Building unlimited organics collection into the base service rate, as some peer communities have done, would remove that barrier, simplify the resident experience, and directly serve the diversion goals residents have prioritized. This approach would require adding another collection bin at each participating household and could be structured with an opt-out option for residents who do not wish to participate, and it remains subject to the pricing implications of the renewal.

Contact renewal or competitive procurement

A negotiated renewal with LRS preserves continuity and avoids the disruption and cost of a transition, provided the terms and pricing are right. A competitive Request for Proposals (RFP) could test the wider market but carries a longer timeline and transition risk. Peer communities that recently negotiated strong terms with LRS did so, in part, by being genuinely willing to go to bid. Staff are seeking the Board's guidance on pursuing a competitive process if upcoming negotiations do not produce acceptable terms.

Accountability and customer service

At staff's urging, LRS has proposed enforceable customer-service standards with metrics and per-occurrence penalties. Generally, attaching financial consequences to service failures is appealing. Staff's central concern is enforcement, which has not been defined. It is not yet clear who would verify each missed pickup, how disputes would be resolved, or how the Village would track occurrences without taking on significant new administrative work. A penalty the Village cannot practically enforce offers residents little real protection. For staff, the more valuable commitment is robust, consistent monthly reporting from LRS, so that accountability rests on transparency the Village can act on rather than on a penalty process that is difficult to administer. Customer service concerns are outlined below.

Customer Service Considerations

In the Village's 2023 Community Survey, 92% of residents with an opinion rated garbage collection “very satisfied” or “satisfied,” and 91% said the same of recycling collection. Those marks placed Glencoe far above regional and national benchmarks, where satisfaction with the same services sat closer to 60-70%. Reliable, high-quality waste collection is something residents notice, value, and expect. Over the past two years, however, the resident experience has deteriorated, and the level of staff resources dedicated to coordinating resolution is no longer acceptable.

Even at the height of resident satisfaction, the customer service experience with LRS itself lagged. In the 2023 survey, LRS customer service was the lowest-rated core service in the entire waste program, at 73% satisfied, well below collection service satisfaction. In other words, residents have long been happy with the trucks showing up but are less confident in what happens when they need to reach someone. That was a soft spot in an otherwise strong program then and the area that has since become worse, which may be due in part to LRS customer service operations not keeping up with its service expansion across the region.

Staff have absorbed the impact directly, fielding a steadily growing volume of calls, emails, and in-person visits from residents reporting missed pickups and long hold times when they try to reach LRS. What began as occasional friction has become a recurring source of frustration for residents and a persistent draw on staff time. A review of LRS-provided customer-service contacts dating back to the beginning of 2024 found that missed pickups have become the single largest category of resident contact, a meaningful share of the community (about 17.5%) logged at least one missed pickup, and a smaller group of households has experienced repeated misses.

Beyond handling the day-to-day resident contacts, staff has treated the expiring contract not as a routine renewal but as an opportunity to address the underlying problems. The guiding instinct throughout has been that the most durable fix for missed pickups is not simply a larger penalty after the fact, but a service design that produces fewer failures and gives residents clearer, more reliable ways to get help when something does go wrong.

RECOMMENDATION

Staff is eager for the Board’s input on the items above. Once staff receives a pricing proposal from LRS, we will complete a financial analysis. Staff intend to bring a recommended course of action back to the Board this fall, in time to either finalize a renewal or, if necessary, initiate a competitive procurement. Should negotiations require more time, a short-term extension of the current agreement by mutual consent, an approach the Village used successfully when the prior agreement expired in 2022, remains available as a bridge and would avoid any interruption in service.

ATTACHMENTS

1. 2026 Village of Glencoe LRS Garbage, Recycling, and Organics Collection Services
2. Letter from LRS Re: LRS / VOG Residential Waste, Recycling and Organics Renewal
3. Current franchise agreement between the Village of Glencoe and LRS

2026 LRS Garbage, Recycling, and Organics Collection Services

LRS bills residents directly on a quarterly basis. Residents have the option of selecting between curbside or top-of-drive garbage service, collected either once weekly or twice weekly. All recycling and organics are collected curbside. Quarterly fees are inclusive of garbage and recycling collection, fall leaf collection and an annual clean-up day. The current program rates and participation are as follows:

Service	Frequency (per week)	Bin Size Option (gallons)	Monthly Cost (billed quarterly)	Current Customer Count (approx.)
Curbside garbage and recycling	Once	65 or 95 (LRS provided, max 2)	\$31.35	2,375
	Twice	65 or 95 (LRS provided, max 2)	\$52.41	170
Top-of-drive garbage and curbside recycling	Once	65 (LRS provided) or max size 44 (resident provided, max 3)	\$52.17	225
	Twice	65 (LRS provided) or max size 44 (resident provided, max 3)	\$86.58	65
Curbside organics combined yard waste + food scraps	Once	35	\$3.03/sticker or \$159.68/subscription per year	120



June 17, 2026

Mr. Phil Kiraly – Village Manager
Village of Glencoe
675 Village Court
Glencoe, IL 60022

Re: LRS / VOG Residential Waste, Recycling and Organics Renewal

Dear Phil,

On behalf of LRS, and before all else, I'd like to start by thanking you and Village staff for the honor of being Glencoe's contracted residential waste, recycling and organics hauler. Partnering with the Village is a privilege for us; we are eager to continue this relationship.

As laid out in the email that Jen Maddux sent on June 5, 2026, we understand that the Village would like to see some enhancements in its renewal with LRS, as well as some tighter service and customer-service standards that would be enforceable by way of contract language. To this extent, LRS will provide a blueprint to work off of that we believe would be fair to the Village but also not be unfairly punitive for issues that may not have been attributable to LRS.

- 1) Weekly Bulk Item Allowance: LRS would allow all Village of Glencoe residents the ability to put out one "bulk" item per week. The bulk item would be defined by existing contract language. We believe this would be a natural benefit to VOG residents but also dissipate that amount of material on Village parkways during its annual Clean-up Day.
 - a. *Should the Village consider discontinuing its annual Clean-up Day, LRS would provide residents the ability to put out two bulk items per week. This will reduce costs to the Village each year, eliminate abuse by non-Glencoe residents and allow residents to accomplish the goal of clutter reduction without the disruption of the annual Clean-up Day.*
- 2) The Village has requested a more stringent standard on LRS' remittance of GCFS fees. Although we hope the Village feels *that this has been resolved* over the course of this year, we understand that getting this remittance in a timely manner was not always the case. LRS would provide contract language that provides tighter standards for the GCFS fees and penalties (which we would not anticipate) for fees that are submitted to the Village beyond the firm due date.
 - a. *LRS would also consider additional pricing incentives should the Village be willing to take over responsibility for collecting this fee.*
- 3) The Village has expressed concerns over service and customer-service standards. Above all, safety and exceptional service is what LRS holds most important, so we are grateful for your team bringing this to the forefront of a possible renewal. As part of a new agreement, LRS would include updated service and customer standards which would include identifiable metrics and KPIs. Although we would not anticipate substandard performance in these areas, LRS would



agree to language that held it responsible by way of fines for not achieving these reasonable standards. Those would include:

- a. Failure to collect garbage, recycling or yard waste (organics) within 24-hours or next business day after notification from resident or Village for misses not due to late-outs or accessibility (\$50 per occurrence)
 - b. Failure to respond to calls or emails within 24 hours or next business day placed by residents or the Village (\$25 per occurrence)
 - c. Failure to answer any calls to our standard CX phone line within a reasonable amount of time (\$25 per occurrence)
 - d. Failure to submit GCSF remittances by an agreed-to date each month (\$50 per occurrence)
- 4) LRS will provide some ideas for a senior rate or low volume rate for residents that would benefit by having a lower volume of waste and recycling.
- 5) The Village has asked for a return to 7-day service for public cans stationed in the Village's Central Business District. LRS would include this as part of its obligations on a seasonal basis (per the Village's request).

These items serve to be the framework and general starting point for LRS. We are also crafting updated pricing which we will have for your review over the next few weeks. We are being as deliberate as possible with this process due, in part, to the considerable fuel and inflation headwinds we are facing, and our intention to provide the most competitive pricing possible.

If you have any questions, please feel free to reach out to me. Again, our partnership with the Village of Glencoe is very important to us. We want to do everything we possibly can to make sure you, Village staff and Council, and most importantly, Glencoe residents are as pleased and comfortable as possible with a renewed contract and services.

All the best,

A handwritten signature in black ink, appearing to read "Bill Kenney", is written over a circular blue stamp that contains the text "LRS" and "Recycling Services".

Bill Kenney
bkenney@lrsrecycles.com

Cc: Joshua Connell
George Strom

**FRANCHISE AGREEMENT BETWEEN THE VILLAGE OF GLENCOE AND
LAKESHORE RECYCLING SYSTEMS LLC FOR THE
COLLECTION, PROCESSING, AND DISPOSAL OF
SOLID WASTE, RECYCLABLE MATERIALS, AND LANDSCAPE WASTE**

In consideration of the mutual promises set forth below, the Village of Glencoe, Illinois, an Illinois municipal corporation ("**Village**"), and **LAKESHORE RECYCLING SYSTEMS, LLC**, a Delaware limited liability company ("**Franchisee**"), make this Agreement as of November 17, 2022, and hereby agree as follows:

**ARTICLE 1
GRANT AND ACCEPTANCE OF FRANCHISE**

1.1 Grant of Franchise

Pursuant to the Glencoe Code of Ordinances ("**Village Code**"), as it has been and may from time to be amended, and the authority granted to the Village by the Illinois Municipal Code and the Village of Glencoe Charter, Village grants to Franchisee an exclusive, revocable franchise to collect, process, and dispose of Solid Waste, Recyclable Materials and Landscape Waste from all Residential Dwellings and Municipal Sites (collectively, "**Franchise**").

1.2 Acceptance of Franchise

Franchisee accepts the Franchise hereby granted to it pursuant to and in strict accordance the Glencoe Municipal Code as it has been and may from time to time be amended and does hereby agree to strictly comply with each and every term of this Agreement and of the Village Code, as it has been and may from time to time be amended.

1.3 Legal Effect of Agreement

The Parties do acknowledge and agree that this Agreement shall, as of the Commencement Date, supersede and replace that certain "Franchise Agreement between the Village of Glencoe and Lakeshore Recycling Systems LLC for the Collection, Processing, and Disposal of Solid Waste, Recyclable Materials, and Landscape Waste," dated as of October 1, 2017 and the Parties agree that the terms of this Agreement shall supersede and replace that agreement in its entirety.

1.4 Term

The Franchise hereby granted and accepted shall be effective for a three-year term. Franchisee shall commence the Work on January 1, 2023 ("**Commencement Date**") and shall diligently and continuously prosecute the Work at all times thereafter through December 31, 2026. Village will have the right to renew and extend this Agreement for an additional two [**one**] year terms by written notice to Franchisee provided no later than 60 days before the initial term or any extension of this Agreement. If necessary to avoid cessation of service at the expiration of this Agreement, the Agreement may be extended for a period of up to sixty (60) days past the expiration date at a rate equal to one hundred ten percent (110%) of the rates being charged at the expiration of the Agreement, upon mutual consent of Village and Franchisee.

ARTICLE 2 THE WORK

2.1 Definition of Terms

"Curbside" means collection adjacent to the street pavement, alley pavement and gutter and within five (5) feet thereof.

"Customers" means owners, residents, and occupants of residential dwellings in the Village of Glencoe that are directly billed by Franchisee for collection of Solid Waste and Recyclable Materials.

"Electronic Waste" means a Covered Electronic Device (CED) or Eligible Electronic Device (EED) as defined in the Electronic Products Recycling and Reuse Act (415 ILCS 150/1 et seq.)

"Landscape Waste" means all accumulations of grass or shrubbery cuttings, leaves, tree limbs, and other materials accumulated as the result of the care of lawns, shrubbery, vines, and trees.

"Multiple Family Dwelling" means any attached dwelling containing two (2) or more dwelling units, with either individual or combined collection of Solid Waste and Recyclable Materials.

"Municipal Sites" means those Village-owned locations and containers designated in Section 3.7 of this Agreement.

"Requirements of Law" means all applicable federal, state, and Village laws, statutes, codes, ordinances, resolutions, rules and regulations.

"Residential Dwelling" means (a) any Single-Family Dwelling or (b) any Multi-Family Dwelling in the Village of Glencoe.

"Single Family Dwelling" means any detached dwelling in the Village of Glencoe containing only one (1) dwelling unit, with individual collection of Solid Waste and Recyclable Materials.

"Solid Waste" means all garbage and refuse but not Recyclable Materials or Landscape Waste.

"Top-of-Drive" means collection of Solid Waste and Landscape Waste from locations adjacent to residential dwelling, including just outside of garage door or front entrance to dwelling.

2.2 General Definition of the Work

The Work is defined as (i) the collection and disposal of unlimited residential and municipal Solid Waste from all Residential Dwellings and Municipal Sites in the Village of Glencoe in the manner prescribed in Article 3 of this Agreement; (ii) the collection and processing of Recyclable Materials from Residential Dwellings, and the Municipal Sites in the manner prescribed in Article 4 of this Agreement; and (iii) the collection and disposal of Landscape Waste, including Food

Scraps, from the Customers and Municipal Sites in the manner prescribed in Article 5 of this Agreement.

2.3 Franchisee's Duty to Perform the Work

Franchisee shall, at its sole cost and expense:

A. Labor, Materials, and Supplies. Provide and perform, in the manner described and specified in this Agreement, all necessary labor, services, equipment, materials, supplies, and other means and items necessary to accomplish the Work.

B. Permits, Bonds, and Insurance. Obtain and furnish all governmental permits, licenses, and approvals and all bonds and insurance necessary in connection with the Work. It shall be Franchisee's sole responsibility to determine the licenses, approvals, and permits required to perform the Work and to obtain all such licenses, approvals, and permits. No compensation shall be paid by Village for Franchisee's costs to obtain such licenses, approvals, and permits. Specifically, Franchisee will be required to obtain a Village of Glencoe Waste Hauler's Business License as required by the Village Code of Ordinances. As of the effective date of this Agreement, the cost for a Waste Hauler's Business License is \$200, and \$5 for each vehicle operated in the Village of Glencoe by Franchisee. The cost of the Waste Hauler's Business License may increase from time to time in amounts determined by the Village's Board of Trustees and set forth in the Village's Comprehensive Fee and Fine Schedule.

C. Taxes. Pay all applicable federal, state, and local taxes.

D. Miscellaneous. Do all other things required of Franchisee by this Agreement.

2.4 Billing; Payment for the Work

A. Billing; Penalties; Discontinuation of Services.

- i. Franchisee shall be solely responsible for all billing and collection of all rates and charges for the Work, including the General Collection Services Fee described below. Franchisee shall bill and collect from all Customers directly on a quarterly basis in advance of providing the collection, processing, and disposal services described below. Village shall have no responsibility for the billing of any account. Franchisee shall bill Customers quarterly in advance of service.
- ii. Franchisee shall be entitled to impose financial penalties against Customers for late payment or non-payment in the amounts set forth in the Comprehensive Fee and Fine Schedule.
- iii. Franchisee may terminate collection services to a Customer, but only after providing Customer with (a) a late payment notice later than 30 days after the first payment due date, (b) a ten day cure period in which the Customer may pay all outstanding fees and charges, including late payment penalties; and (c) a notice of imminent discontinuation of service provided no less than seven days prior to the discontinuation of service.

B. Rates and Charges. The rates and charges billed by Franchisee for the Work shall be as set forth in **Attachment A** to this Agreement, which is hereby incorporated into this Agreement. Franchisee agrees that the rates and charges established in **Attachment A**, constitute full and adequate compensation to Franchisee for the Work ("**Agreement Price**").

C. Adjustment of Rates and Charges.

- i. Annual Adjustment in Collection Rates and Charges. Franchisee will be permitted to increase the rates and charges that comprise the Agreement Price each year on January 1, with the exception of January 1, 2023, by a percentage not to exceed the average monthly percentage increase in the Consumer Price Index for All Urban Consumers (CPI-U) for the Chicago-Gary-Kenosha, IL, IN, WI Area issued by the United States Department of Labor between November 1st of the preceding calendar year and October 31st of the current calendar year; provided, however, that no increase in the Agreement Price may exceed 5% over the previous year. Further, if the CPI-U decreases during an annual period, Franchisee shall not be required to reduce its rates and charges. Franchisee shall provide the Village with written notice of proposed increase in the Agreement Price no later than 60 days prior to the anniversary of the Commencement Date in the form of the Agreement Price Adjustment Notice attached as **Attachment B** to this Agreement. Franchisee will provide each Customer with notice of the proposed increase in the rates and charges paid by the Customer no later than 30 days prior to the anniversary of Commencement Date.
- ii. Disposal Facilities. All Solid Waste materials collected pursuant to the requirements of this Agreement are to be disposed at the Solid Waste Agency of Northern Cook County ("**SWANCC**") Glenview Transfer Station ("**GTS**") located at 1151 N. River Road, Des Plaines, Illinois or at a location designated by SWANCC for further processing and disposal. In the event that SWANCC designates a different transfer station to receive Solid Waste collected in the Village, Franchisee will dispose of Village Solid Waste at that location unless the Village directs otherwise.
- iii. Processing of Other Materials. All Recyclable Materials, Landscape Waste, and White Goods collected pursuant to the requirements of this Agreement are to be processed by Franchisee. Franchisee will have sole responsibility for the proper disposition of these materials.
- iv. Disposal Facility Fees. Except with regard to SWANCC tipping fees which will be paid by Village out of the General Collection Services Fee established pursuant to Section 2.4.D below, Franchisee shall be solely responsible for all fees charged by all operators of any disposal facility used by Franchisee for the processing of other materials. No adjustment shall be allowed for any increase in disposal facility fees or tipping fees.
- v. Governmental Taxes or Fees. The rates and charges may be adjusted only in an amount sufficient to offset any fee, surcharge, duty, tax, or other charge imposed by the federal government, the state of Illinois, or any local government agency, which fee is payable solely by reason of the

nature of the operations conducted by Franchisee under this Agreement; provided, however, that prior to the implementation of such adjustment, Franchisee shall deliver to the Village any and all documentation justifying the adjustment as may be requested by the Village Manager. Franchisee shall notify Customers in writing of any rate or charge adjustment at least 30 days prior to the effective date of the adjustment.

- vi. Fuel Surcharge or Other Fees. Nothing in this Agreement shall be construed to prohibit Franchisee from submitting a request, under extraordinary circumstances, for additional fees; provided, however, that the denial or approval of such additional fees shall be in the sole discretion of the Village.

D. General Collection Services Fee. Village and Franchisee acknowledge and agree that the individual charges for collection, processing, and disposal of Solid Waste, Recyclable Materials, and Landscape Waste directly attributable to the Customers and set forth in **Attachment A** do not cover the full cost of the Work, including negotiated tipping fees for Solid Waste loads delivered to the SWANCC GTS.

To ensure that Village has sufficient funds on hand to pay for those communally benefitting collection services included in the Work (e.g. Community Wide Collections, Annual Clean-Up Day) as well as all disposal charges imposed by SWANCC, Village will assess a "**General Collection Services Fee**" in an amount set forth in Village's Comprehensive Fee and Fine Schedule, as the same may be adjusted from time to time. The General Collection Services Fee shall be incorporated into the fees charged to Customers for Solid Waste Collection and not listed as a separate line item. Franchisee will collect the General Collection Services Fee along with its own fees and charges, but shall maintain and remit the General Collection Services Fee to Village in accordance with Section 2.4.E below. The Village reserves the right to adjust the General Collection Services Fee at any time during the term of the Agreement on the condition that it provides Franchisee with 45 days advance notice of any such adjustment.

E. Remittance of General Collection Services Fee. Franchisee will deposit the General Collection Services Fee received from each Customer into a special and separate General Collection Services Fee account upon collection. Franchisee will account for all General Collection Services Fees received from each Customer and deposited in the General Collection Services Fee account by Customer's account number, name and address. This information is to be provided to Village at the close of each month. All General Collection Services Fees deposited in the account shall be paid to the Village no less frequently than 30 days after collection from Customers. Failure to remit payment of the General Collection Service Fee to the Village in accordance with this schedule will result in a 10% penalty.

Franchisee will only be required to remit General Collection Services Fees actually received from Customers. However, Franchisee will consider General Collection Services Fees "first in line" in payments received from Customers, so any partial payments of monthly billing received from Customers shall first be applied to the General Collection Services Fee and deposited in the General Collection Services Fee Account prior to application of such collections to Franchisee's costs.

F. Notice of Increases in Rates and Charges. Franchisee shall notify all Customers of any increases in rates or charges, including increases in the General Collection Services Fee, in writing to each Customer at least 30 days prior to the new rates going into effect.

G. Invoicing and Payment.

- i. Invoicing. Franchisee will provide the Village with an invoice for the costs of any services rendered that are not attributable to individual Customers.
- ii. Payment to Franchisee. Village will make all payments due to Franchisee for properly invoiced charges in accordance with the requirements of the Illinois Local Government Prompt Payment Act (50 ILCS 505/1 *et seq.*). Upon receiving an invoice from Franchisee, Village will review and determine whether there are deficiencies or errors in the invoice. If Village determines that there are no deficiencies or errors, it will place the invoice on the Village Board of Trustees' warrant list for approval. If Village determines that the invoice contains deficiencies or errors, Village shall either (a) return the invoice to Franchisee for correction within three business days after discovering the deficiency or error; or (b) deduct the appropriate amount from the invoice to address the deficiency or error and place the reduced invoice on the Village Board of Trustees' warrant list for approval. Village will provide Franchisee with prompt notice of any deductions made. Village will be required to pay each invoice, barring errors or deficiencies and minus appropriate deductions, no later than 45 days after initial delivery of the invoice.

2.5 Community Collections

A. Emergency Collections.

- i. Localized Emergency Collections. Franchisee will, upon request from Village, perform a special collection from any Customer or Customers of Waste of any and all kinds in emergency circumstances where prompt removal of the Waste is necessary for the preservation of the public health, safety and welfare. The cost of any such collection will be paid by Village on a cubic yard basis at the rate set forth in **Attachment A**.
- ii. Community-Wide Emergency Collection. In the event of a major weather event, disaster, civil unrest or other unforeseen event, Village may require Franchisee to conduct a community-wide collection of Waste of any and all kinds from all Customers and Municipal Sites ("**Community-Wide Emergency Collection**"). Village may require Franchisee to place roll-off containers at locations throughout the Village during a Community Wide Collection. Village will provide Franchisee with no less than 24 hours' notice in writing of the need for a Community-Wide Emergency Collection. Customers will be able to place as much damaged property or Solid Waste as they have in their households out

for collection during a Community Wide Emergency Collection. Village shall pay for all costs associated with a Community Wide Collection on a cubic yard basis at the rate set forth in **Attachment A** with the exception of the costs associated with procuring sufficient roll-off containers needed to complete the Community-Wide Emergency Collection, which costs will be paid by Franchisee.

B. Additional Collections. Franchisee and the Village may, throughout the term of this Agreement, arrange for additional collections at rates to be mutually agreed upon by the Parties.

ARTICLE 3 SOLID WASTE COLLECTION

3.1 Solid Waste Collection Service

A. Base Weekly Service. Franchisee shall collect from all Customers, once each week, all Solid Waste properly placed for curbside collection in the two wheeled cart provided by Franchisee and any additional two wheeled carts purchased by the Customer. This collection shall be unlimited for all Customers who elect and pay for the Base Weekly Service at the rate set forth in **Attachment A**.

B. Optional Twice Weekly Service. Franchisee shall collect Solid Waste properly placed for curbside collection on a twice weekly basis from Customers who elect and pay for the Twice Weekly Service at the rate set forth in **Attachment A**.

C. Optional Top-of-Drive Service. Franchisee shall collect Solid Waste from Top-of-Drive for Customers who elect and pay for Top-of-Drive Service at the rate set forth in **Attachment A**.

D. Optional Twice Weekly Top-of-Drive Service. Franchisee shall, on a twice weekly basis, collect Solid Waste from Top-of-Drive for Customers who elect and pay for Twice Weekly Top-of-Drive Service at the rate set forth in **Attachment A**.

E. Hardship Service. Franchisee will offer Customers determined by the Village Manager to possess a personal hardship that prevents them from being physically able to present their Solid Waste Cart for curbside collection ("**Hardship**") the option of Top-of-Drive Service at no additional cost to the Customers or Village beyond the cost of Base Weekly Service. Franchisee will return the Solid Waste Carts to the top of the Customer's driveway. The Village Manager or his designee shall make a written determination that a Customer possesses a Hardship after receiving sufficient proof that (1) the Customer is physically unable to bring his or her Solid Waste Cart to the curb, and (2) no other person living in the dwelling unit is physically able to bring the Solid Waste Cart to the curb.

F. On-Demand Supplemental Garbage Collection. Franchisee will be required to provide additional Solid Waste collections at the request of the Customer with 24 hours' notice; provided, however that the response time to such requests will be extended for (Weekends and Holidays). Franchisee will be expected to provide collection service for the same number of carts/cans as are typically picked up from Customer's resident at the rate set forth in **Attachment A**.

3.2 Holiday Trees

Franchisee shall collect, at no additional cost to the Customer or the Village, one Holiday Tree placed at curbside for collection per Customer during the month of January. Holiday Trees shall be collected on no less than a weekly basis during this collection period and disposed of by Franchisee in the same manner as Landscape Waste.

3.3 Bulk Item Collection

A. Customer's Request. Franchisee shall collect bulk items which are too large to fit into a Solid Waste Cart or other permitted container, excluding White Goods (each a "**Bulk Item**"), from a Customer upon the Customer contacting Franchisee to schedule a pickup of any Bulk Items. Franchisee may charge Customers for the collection of any Bulk Items on a cubic yard basis at the rate set forth in **Attachment A**. Except as provided in Section 3.1 above, Franchisee shall not be responsible for collecting certain items including construction debris, Landscape Waste, concrete, stone, dirt, large automobile parts, liquid waste, and tree stumps as part of the collection of bulk items. Franchisee will only be required to collect Bulk Items placed Curbside.

B. Annual "Clean-Up Day" Collection. Franchisee shall collect Bulk Items which are too large to fit into a Solid Waste Cart or other permitted container, including White Goods and any other accumulated Solid Waste, Village-wide at a prearranged time once a year determined in cooperation with the Village and Franchisee for the unit price set forth in **Attachment A**. Franchisee will not impose a volume limit on Bulk Items, White Goods, or Solid Waste that may be put out for collection on the designated Annual Clean-Up Days. The cost of collection for this Annual "Clean-Up Day" will be paid by the Village with funds accumulated from the General Collection Services Fee.

3.4 White Goods Collection

Franchisee shall collect white goods, as defined in Section 22.28 of the Illinois Environmental Protection Act (415 ILCS 5/22.28) ("**White Goods**") from a Customer upon a Customer contacting Franchisee to schedule a pick-up of White Goods. Franchisee may charge Customers for the collection of any White Goods on a cubic yard basis at the rate set forth in **Attachment A**. Franchisee will only be required to collect White Goods placed Curbside.

3.5 Containers

A. New Carts. Franchisee will provide each new Customer that requests a cart with one two wheeled cart ("**Cart**") for the collection of Solid Waste. Franchisee will allow each new Customer to choose either a 65 gallon Cart or a 95 gallon Cart (Cascade or approved equal) with the 95 gallon Cart being the default in absence of Customer election. Franchisee will retain ownership of these Carts and will be responsible for replacing Carts that are damaged in the normal course of collection. Franchisee will offer Customers the option of purchasing additional Carts at the price set forth in **Attachment A**, which extra Carts will become the property of the Customers. Franchisee shall provide dumpsters to Village, at no charge, for use by Village as Solid Waste containers at each of the Municipal Sites identified in Subsection 3.7 below.

B. Village Supplied Carts. Any existing Customer that still uses a Village Supplied Cart, may have their Cart replaced by Franchisee. Upon replacement, the Customer may retain their Village Supplied Cart or request that Franchisee collect and dispose of the Village Supplied Cart at no additional cost to the Customer.

C. Use of Carts Required. Village will require that Customers place all Solid Waste either in Carts previously provided by Village or by Franchisee and shall prohibit the use of Customer supplied carts or containers, except for those Customers electing to receive Top-of-Drive Service as described in Section 3.5.E below. Village will issue citations to Customers that fail to comply with this requirement.

D. Cart Change Out. During the first 12 months of the contract, each Customer shall be allowed to exchange their current 65- or 95-gallon Solid Waste Cart for a replacement or different size Cart at no additional charge to the Customer. Franchisee may charge Customers a Cart Change-out/Replacement Fee in the amount set forth in **Attachment A** for any additional exchange requests.

E. Carts for Top-of-Drive Service. Customers requesting Top-of-Drive Service will be provided the option of using a Cart or placing out for collection up to three Customer-owned 32 gallon cans each collection day. If Franchisee takes Customer Carts from Top-of-Drive to Curbside for collection, Franchisee must return Customer Carts to Top-of-Drive location immediately after completing collection.

F. Collection of Carts at Termination. Upon termination of this Agreement, Franchisee shall have the right to collect all Carts that it owns but shall not exercise this right until the Village has secured a new collection Vendor and has commenced collection of Solid Waste with the new Vendor.

3.6 Collection Days and Times

A. Franchisee shall operate vehicles for the collection of Solid Waste in the Village on Monday through Friday, inclusive, and as otherwise provided in this Agreement. Franchisee will be allowed to provide collection on Saturday, with prior Village approval, when the normal Friday collection is affected by a holiday or extreme weather conditions.

The Village is divided into collection zones depicted in **Attachment C**. Each zone shall receive service on a separate collection day as set forth in the Franchisee's Operational Plan. Franchisee may request the Village to rearrange collection sectors in order to distribute the number of households served on a given day more evenly. Rearrangement of collection sector(s) must be agreed to in writing by the Franchisee and the Village. It shall be the Franchisee's responsibility to design, print and distribute a written letter to each Customer affected by any rearrangement of collection explaining the reason for the change and the date in which the change in service will take place. The Franchisee shall distribute the letter at least two (2) weeks prior to the date of service change. The letter and its distribution method are subject to the Village's approval. The Franchisee shall notify the Village in writing at least 60 days prior to the anticipated date of any subsequent collection schedule changes and shall include a detailed explanation of why the rearrangement is necessary and in what specific areas rearrangement of collection days is desired. If rearrangement of the existing service sector takes place, the Franchisee's responsibilities as to notification to affected households

remain the same as described above. The said letter and its distribution method are to remain subject to the Villages approval.

B. Permitted Collection Times. Franchisee may not begin collection on any day before 7:00 a.m. or continue collection on any day after 4:00 p.m. without authorization from the Village. All Solid Waste from the appropriate collection zone must be removed from the Village no later than 5:00 p.m. each day

3.7 Municipal Solid Waste Collection

Franchisee shall collect all Solid Waste in the manner prescribed in this Article III at Municipal Sites listed in **Appendix E**, including, without limitation, the following locations:

- A. Village Hall
 - B. Public Works Service Building
 - C. Water Plant
 - D. Glencoe Golf Club
- Central Business Area Streetside and Right-of-Way Containers
(collectively, the "**Municipal Sites**")

3.8 Special Event Collection

Village Special Events. Franchisee shall collect and process all Solid Waste Materials that may be generated during the annual Donate and Recycle Drop-Off and Pumpkin Drop-Off events, and up to four Village-sponsored special events throughout the calendar year (collectively, the "**Village Events**"). Franchisee will provide the Village with all necessary containers for each Village Event and collect the containers at the conclusion of the Village Event. The containers and collection of all Solid Waste Materials generated at the Village Events will be provided at no additional cost to Village.

3.9 Monthly Reports

Franchisee shall prepare and submit to the Village, before the 15th day of each month, a report detailing all Solid Waste collection and disposal activities for the previous month. Such report shall include, without limitation, the amount of Solid Waste collected and disposed of, copies of load tickets from disposal sites, location of disposal, and the like. Such report shall be on a form provided by Village.

3.10 Hazardous Waste

Franchisee shall not be required to collect and dispose of Hazardous Waste as defined in Section 3.220 of the Illinois Environmental Protection Act (415 ILCS 5/3.220). When Franchisee, during collection, encounters hazardous waste materials, then Franchisee shall not be required to collect such materials. Franchisee shall promptly notify the Village of each such instance on a form approved by the Village. See Section 8.17 of this Agreement for provisions related to notice to Customers regarding improperly prepared or improper materials.

ARTICLE 4 RECYCLABLE MATERIALS COLLECTION

4.1 Recyclables Materials Collection Service

Franchisee shall collect from all Customers, once a week, an unlimited amount of those Recyclable Materials set forth in **Attachment D** to this Agreement. The list of Recyclable Materials required to be collected by Franchisee pursuant to this Section may be expanded to include additional Recyclable Materials upon the mutual written agreement of the parties to the Agreement.

Franchisee will be required to collect all Recyclable Materials generated by Residential Dwellings from the Curbside, unless otherwise designated by the Village. Residents will be responsible for placing Carts or containers Curbside (or in those areas without curbs, placing them in an equivalent position), so that they are easily accessible to the Franchisee. The Village agrees to enact and reasonably enforce such ordinances as are necessary to achieve compliance by its residents with such requirements.

4.2 Municipal Recyclable Materials Collection

Franchisee will collect unlimited Recyclable Materials from the Municipal Sites listed, including Municipal Streetside Containers in accordance with the schedules set forth in Attachment.

4.3 Containers

A. Residential Customers: Franchisee will provide each Single-Family Dwelling with one two-wheeled Cart for the Curbside collection of Recyclable Materials. Franchisee will provide Customers with a 95-gallon Cart (Cascade or approved equal). Franchisee will offer Customers a second Cart for Recyclable Materials upon request at no additional charge. Additional Carts will be provided to Customers at the rate set forth in **Attachment A**. Franchisee will provide Multiple Family Dwelling Customers with either (i) individual Carts for each dwelling unit or (ii) a combined-use two cubic yard container at the direction of the Village. Franchisee will retain ownership of these Carts and containers and will be responsible for replacing any Carts or containers that are damaged in the normal course of collection.

B. Municipal Sites. Franchisee will provide the Carts or containers listed in **Attachment C**, at no additional charge, for use by the Village as Recyclable Materials containers at each of the Municipal Sites.

C. Cart Change Out. During the first 12 months of the contract each Customer shall be allowed to exchange their current 65- or 95-gallon Recyclable Materials Cart for a replacement or different size Cart at no additional charge to the Customer. Franchisee may charge Customers a Cart Change-out/Replacement Fee in the amount set forth in **Attachment A** for any additional exchange requests.

D. Collection of Carts at Termination. Upon termination of this Agreement, Franchisee shall have the right to collect all Carts that it owns but shall not exercise this right until the Village has secured a new collection Vendor and has commenced collection of Recyclables with the new Vendor.

4.4 Collection Days and Times

Franchisee shall operate vehicles for the collection of Recyclable Materials in the Village on Monday through Friday, inclusive, and as otherwise provided in this Agreement.

A. Residential Dwellings. Franchisee shall collect Recyclable Materials from all Residential Dwellings once each week, unless otherwise designated in **Attachment C**.

B. Municipal Sites and Municipal Streetside Containers. Franchisee shall collect Recyclable Materials from the Municipal Sites on days mutually acceptable to the Village and Franchisee.

4.5 Improper Materials

In the event Franchisee, during collection, encounters materials not included in the list of Recyclable Materials contained in **Attachment D**, then Franchisee shall not be required to collect such materials but shall collect all Recyclable Materials. Franchisee shall notify Customer as prescribed in Section 4.5 of this Agreement regarding improperly prepared materials. Franchisee shall notify Village of any Customer who violates this section more than once in a six-month period and those who dispute the non-collection of the improper material.

4.6 Processing of Recyclables

A. Processing. The Franchisee shall deliver all Recyclable Materials to the Groot Elk Grove Material Recovery Facility ("**MRF**") located at 1759 Elmhurst Road, Elk Grove Village, Illinois.

B. Processing Costs. The Franchisee shall not be liable for any tipping fee or cost of processing Recyclable Materials collected under this agreement so long as Franchisee is delivering Recyclable Materials to the MRF. If the Franchisee is directed to deliver Recyclable Materials to any site other than the MRF, then the Franchisee shall be responsible for payment of all necessary processing costs, if any, for Recyclable Materials. Processing costs are defined to include, but are not limited to any sorting, removal of contaminants and recycling residues, intermediate storage or consolidation, transfer, crushing and/or baling costs, as well as necessary supplies therefore as may apply prior to the passing of title to the Recyclable Materials to another party for recycling.

C. Prohibited Disposal. No materials collected as Recyclable Materials may be deposited in a landfill or waste incinerator, except to the extent that such materials collected as Recyclable Materials are "contaminated," as that term is generally used in the recycling industry, and thus unacceptable to the end-use markets or Recyclable Materials brokers. Upon request of Village, Franchisee shall provide evidence deemed appropriate, of sale or transfer of title of the recyclable materials.

4.7 Monthly Reports

Franchisee shall prepare and submit to the Village, before the 15th day of each month, a report detailing all Recyclable Materials collection and processing activities for the previous month. Upon request from Village, Franchisee will report, without limitation, the amount of each type of Recyclable Material collected (total weight and volume broken out by Residential Customers), the revenues received from the sale of each class of Recyclable Material, the after-market vendor of each class of Recyclable Material, tipping fees savings, the rate of Customer participation in the recycling program, the daily complaint log required by Section 7.15.D, and the like. Such report will be on a form acceptable to the Village.

The data shall be used for purposes including, but not limited to, publicizing recycling participation rates and quantities and other statistics to residents; and documentation of amounts of recycling or other reporting requirements as may be required by the State of Illinois or other agencies during the term of the contract. All reports, data, and information, once supplied to the Village, will become property of the Village.

4.8 Recycling Incentive Program (RIP)

The Village shall be entitled to revenue from the SWANCC Recycling Incentive Program (RIP). Terms of the RIP are contained in the Glenview Transfer Station Operating and Maintenance Agreement executed by SWANCC and Groot, dated July 8, 2015. Franchisee shall not be entitled to any revenue from the RIP.

4.9 Promotional/Educational Programs

Franchisee shall, at its sole cost and expense, actively promote community-wide recycling in Village, including, without limitation, distribution of educational and promotional literature to Customers and participation in educational programs as directed by Village.

4.10 Special Collections

A. Village Special Events. Franchisee shall collect and process all Recyclable Materials that may be generated during up to four Village-sponsored special events throughout the calendar year (collectively, the "**Village Events**"). Franchisee will provide the Village with all necessary containers for each Village Event and collect the containers at the conclusion of the Village Event. The containers and collection of all Recyclable Materials generated at the Village Events will be provided at no additional cost to Village.

B. Electronic Waste Collection. Franchisee will provide up to a maximum 25 cubic yard waste container for the disposal of Electronic Waste at a location to be designated by Village. Franchisee will collect and process all Electronic Waste deposited in this container no less than once every 30 days.

C. Grocery Bag Collection. Franchisee will collaborate and cooperate with the Village to implement a centralized drop-off collection and disposal program for plastic bags/grocery bags that cannot be included in Recyclable Materials collection.

ARTICLE 5 LANDSCAPE WASTE, FOOD SCRAP, AND LEAF COLLECTION

5.1 Landscape Waste Collection Service

Franchisee shall collect from all Customers all Landscape Waste including Food Scraps. Landscape Waste shall not include branches greater than four (4) inches in diameter or four (4) feet in length.

5.2 Food Scraps

A. Intermixed Organic Waste. Customers may include intermixed Food Scraps into their Landscape Waste. Permitted Food Scraps include those materials listed in **Attachment E**. If Franchisee determined that a Customer has included non-permitted Food Scraps with their Landscape Waste, Franchisee shall follow the procedures for rejection of Improper Materials set forth in Section 7.16.

B. Community Collection. Franchisee will provide appropriate containers for a community food scrap drop-off facility located on the Temple Court side of the Village's Public Works Garage ("**Community Collection Bin**"). The aggregate capacity of the Community Collection Bin will be no less than 950 gallons. The Community Collection Bin will be accessible to residents year-round and Franchisee will collect food scrap material from the Community Collection Bin no less than once a week. The Village may also request additional collections in the event that the Community Collection Bin reaches capacity or begins to develop odors or attract vermin. Franchisee and Village may collaborate and cooperate to implement a year round Village-wide curbside food scraps collection program, which may be memorialized by an amendment or addendum to this Agreement.

5.3 Location of Service

Franchisee shall provide Curbside service for collection of Landscape Waste. Franchisee shall not be required to collect any Landscape Waste from Top-of-Drive.

5.4 Disposal

Franchisee will dispose of all Landscape Waste collected from Customers at either SWANCC's designated disposal facility for such waste or any other licensed disposal facility that will accept Landscape Waste intermixed with Food Scraps. Franchisee will be responsible for paying either (a) the per ton disposal charges negotiated between SWANCC and Village; or (b) the disposal charges required by the Franchisee's preferred disposal facility.

5.5 Containers

Village shall provide by ordinance that all Landscape Waste placed by Customers for collection shall be contained in metal or plastic cans, not exceeding 32 gallons in Village, or biodegradable paper "kraft"-type bags not exceeding 32 gallons in Village, 50 pounds in weight, or shall be tightly tied with biodegradable string or twine, in bundles not exceeding four feet in length and two feet in diameter. No single branch shall exceed four inches in diameter. No bundle shall exceed 50 pounds in weight. All cans for Landscape Waste shall be clearly marked on the outside thereof by the Customer. All bags, bundles, or containers with Landscape Waste must be appropriately stickered for collection.

5.6 Landscape Stickers and Subscription Service

A. General. Franchisee shall be paid for all collection of Landscape Waste either through the purchase of individual collection stickers or an annual purchase of a subscription for the collection of an unlimited amount of Landscape Waste ("**Subscription Service**") at the rates set forth in **Attachment A**.

B. Sale of Collection Stickers. Franchisee shall produce/procure Landscape Waste Stickers, sell, and deliver them to local merchants that opt to sell them, as well as to Village. Franchisee is also to sell the Stickers to Customers through the mail, if requested by a Customer.

C. Sale of Subscription Service. Franchisee shall arrange for, supervise, and handle the sale of the Landscape Waste Subscription Service. Customers interested in purchasing this Service will be required to contact Franchisee. The Subscription Service will be for the entire period required by Section 4.5 or any shorter period based on the date of Customer's purchase of the Service. The Subscription Service shall be a one-time, flat-fee payment, annually billed, and neither pro-ratable nor refundable, and will be charged at the beginning of each season in the amount set forth in **Attachment A**. In the event that the Customer moves to another location within the Village, this Subscription Service will be transferable to the new address. The Subscription Service shall not be transferable to another Customer at the same address; in such instances, the Subscription Service will be terminated without a refund.

5.7 Collection Day and Period

Franchisee shall collect Landscape Waste from all Customers once each week on Wednesdays, from the first full week in April through the week including November 30 each year. The period for such services may be expanded to include additional weeks upon the mutual written agreement of the Parties.

5.8 Monthly Reports

Franchisee shall prepare and submit to Village, before the 15th day of each month, a report detailing all Landscape Waste collection and disposal activities for the previous month. Such report shall include, without limitation, the amount of Landscape Waste collected, fees paid to dispose of such Landscape Waste, location of disposal, and the like. Such report shall be on a form agreed to by Village and Franchisee.

5.9 Parkway Leaf Collection

A. Franchisee will collect loose leaves placed in the public parkway using vacuum collection during an approximate seven-week program, typically extending from the middle of October through the end of November. Franchisee will complete no less than ten (10) passes through the Village. Collected leaves will be disposed of at the Chicago Botanic Garden ("**CBG**") pursuant to an ongoing agreement with the CBG. In the event that the CBG site is no longer available, Franchisee will arrange for an appropriate disposal site that will accept the collected leaves. Any alternate disposal site must comply with the Requirements of Law regarding

disposal of Landscape Waste. Franchisee will charge the Village for the cost of the Parkway Leaf Collection at the rates set forth in Attachment A.

B. Franchisee has elected, and Village has consented, to use Village's leaf vacuuming trailers to conduct the Parkway Leaf Collection program ("**Trailers**"). Village will retain ownership of the Trailers and will be responsible for their maintenance and replacement; provided, however, that Franchisee will be responsible for the repair to, or replacement of, any Trailer than suffers damage outside of regular wear and tear during the conduct of the Parkway Leaf Collection program

C. Franchisee will provide the Parkway Leaf Collection service on an as-needed basis, as determined by the Village. Franchisee will receive 60-day advanced notice of this need before the leaf collection season begins (mid-October). The Village is not precluded from using a separate vendor or its own forces to collect leaves.

ARTICLE 6 FINANCIAL ASSURANCES

6.1 Bond

Franchisee shall provide either (a) a performance bond in the form attached hereto as **Attachment F** from a surety company licensed to do business in the State of Illinois with a general rating of A- and a financial size category of Class X or better in Best's Insurance Guide, in the penal sum of 100% of the Bidder's price proposal for the first annual period ("**Bond**"), or (b) a straight irrevocable letter of credit in the amount of 100% of the Bidder's price proposal for the first annual term from a bank acceptable to the Village and in the form attached hereto as **Attachment G**.

6.2 Insurance

Franchisee shall provide certificates and policies of insurance evidencing the following minimum insurance coverages:

<u>Worker's Compensation:</u>	Statutory Limits
<u>Employer's Liability:</u>	\$1,000,000 each occurrence.
<u>Vehicle Liability:</u>	\$3,000,000 property damage and bodily injury or death per person, combined single limit \$3,000,000 each occurrence.
<u>Comprehensive General Liability:</u>	\$5,000,000 each person, \$10,000,000 each occurrence \$2,500,000 each occurrence; property damage
<u>Environmental Impairment/Pollution Liability:</u>	\$5,000,000 combined single limit per occurrence for bodily injury damage and remediation costs

The required coverages may be in any combination of primary, excess, and umbrella policies. Any excess or umbrella policy must provide excess coverage over underlying insurance on a following-form basis such that when any loss covered by the primary policy exceeds the limits under the primary policy, the excess or umbrella policy becomes effective to cover such loss.

Franchisee shall include all subcontractors as insureds under its provision or shall furnish separate certificates and endorsements for each subcontractor. All coverages for subcontractors shall be subject to all of the requirements stated herein.

Such policies shall be in a form, and from companies, acceptable to Village and shall name the Village as an additional insured and cancellation notice recipient. Such insurance shall provide that no cancellation or non-renewal of any insurance shall become effective until the expiration of 30 days after written notice thereof shall have been given by the insurance company to Village. In the event of any such cancellation or non-renewal, Franchisee shall provide, with the notice thereof, evidence of replacement insurance. In the event of any change of or modification of coverage, Franchisee shall notify Village within thirty (30) days after Franchisee receives such notice from Village.

6.3 Indemnification

Franchisee shall, and hereby agrees to, defend, indemnify, save, and hold harmless Village, its elected and appointed officials, employees, and attorneys against any and all injuries, deaths, lawsuits, claims, demands, liabilities, losses, and expenses, including attorneys' fees and administrative expenses, that may arise, or be alleged to have arisen, out of or in connection with Franchisee's negligence or willful misconduct, or failure to perform, including, without limitation, negligence and willful misconduct, the Work or any part thereof, whether or not due or claimed to be due in whole or in part to the active, passive, or concurrent negligence or fault of Franchisee or Franchisee's employees, Franchisee's agents, Franchisee's officers, Franchisee's subcontractors, and Franchisee's independent contractors, except to the extent caused by the sole negligence of Village.

Franchisee expressly understands and agrees that any performance bond or insurance policies required by this contract, or otherwise provided by Franchisee, shall in no way limit the responsibility to indemnify, keep and safe harmless and defend Village, its officials, employees and agents herein provided.

6.4 Penalties

Franchisee shall be solely liable for any fines or civil penalties that are imposed by any governmental or quasi-governmental agency or body arising out of, resulting from, or relating to, Franchisee's negligent performance, or its failure to perform, its duties and obligations under this Agreement, including without limitation acts and omissions of Franchisee's employees, Franchisee's agents, Franchisee's officers, Franchisee's subcontractors, and Franchisee's independent contractors. Franchisee may contest any such fines or penalties in administrative or court proceedings; provided, however, that Franchisee shall pay such fines or civil penalties prior to such protest if payment is required prior to making such protest. Franchisee shall be solely responsible for all costs, including attorneys' and accountants' fees, of protesting any such fines or civil penalties.

ARTICLE 7 STANDARDS FOR PERFORMANCE

7.1 General Quality of Performance; Performance Review

A. General Standard. Franchisee shall provide, perform, and complete all of the Work in full compliance with the terms of this Agreement and in a good and workmanlike manner. Franchisee at all times shall perform the Work with as little disturbance to the Customers as possible, and shall make every effort to minimize noise and disruption incident to the Work.

B. Annual Review. Franchisee and the Village agree that the performance of the Work under this Agreement, and the provisions of this Agreement, shall be subject to review once during each year of the term of this Agreement. Such review shall be at a meeting designated by the Village Manager, with not less than 21 days advance written notice to Franchisee of the date, time and location of the meeting. The Village may designate any appropriate officials and employees of the Village to attend. Franchisee shall attend through its officials and employees of Franchisee with authority to resolve performance and Agreement issues under the Agreement.

7.2 Collection Times

Franchisee shall not begin collection on any day Monday through Friday, or on any Saturday where authorized by the Village pursuant to Section 3.6, before 7:00 a.m. or continue collection on any day after 4:00 p.m. Franchisee shall not perform collection on Sundays. All Solid Waste, Recyclable Materials, or Landscape Waste from the appropriate collection zone must be removed from the Village no later than 5:00 p.m. each day.

7.3 Holiday Collection

Franchisee shall not be required to perform Work on the following holidays: New Year's Day, Memorial Day, Independence Day (July 4), Labor Day, Thanksgiving Day, and Christmas Day. When any such holiday falls on a weekday, then collections for the week within which such holiday falls shall be delayed by not more than one day for the remainder of the week after the holiday; provided, however, that no such delayed collections shall occur on Sundays or holidays. Franchisee shall provide the Village with a written schedule of holidays on which it will not perform collections.

Franchisee shall notify Customers of the rescheduling of collections due to a holiday. This notice shall be posted on Village media outlets and the Franchisees website at least one (1) week prior to the holiday in the form of a public service announcement and shall include; the date and time the rescheduled collection(s) will occur, and the date and time the normal collection will resume. Franchisee will forward notification to the Village Managers Office for posting.

7.4 Quality of Employees

Franchisee shall provide personnel to perform the Work who are competent, capable, courteous, and qualified. If any such employee fails to perform the Work in a manner satisfactory to Village, then Franchisee shall immediately upon notice from Village replace such employee with another employee satisfactory to Village.

7.5 Subcontractors

A. Approval and Use of Subcontractors. Franchisee shall perform the Work with its own personnel and under the management and supervision and control of its own organization unless otherwise approved by the Village in writing. All subcontractors used by Franchisee shall be acceptable to, and approved in advance by, Village. Village's approval of any subcontractor shall not relieve Franchisee of full responsibility and liability for the performance of the Work. All Work performed under any subcontract shall be subject to all of the provisions of this Agreement, and every reference in this Agreement to "Franchisee" shall be deemed also to refer to all subcontractors of Franchisee.

B. Removal of Subcontractors. If any subcontractor fails to perform the part of the Work undertaken by it in a manner satisfactory to Village, then Franchisee shall immediately upon notice from Village terminate such subcontract. Franchisee shall have no claim for damages, or for compensation in excess of the Agreement Price, as a result of any such termination.

7.6 Risk of Loss

The Work and everything pertaining thereto shall be performed and maintained at the sole risk and cost of Franchisee. Franchisee shall have no claim against the Village because of any damage or loss to the Work or Franchisee's equipment, materials, or supplies.

7.7 Safety

Franchisee shall be solely and completely responsible for the safety of all persons and property during performance of the Work. This requirement shall apply continuously and shall not be limited to normal working hours. Franchisee shall take all safety precautions as shall be necessary to prevent injury to persons and damage to property.

7.8 Cleanliness

A. Generally. Franchisee shall perform the work in a clean and orderly fashion and shall not cause to be deposited, or allow to remain, any Solid Waste, Landscape Waste, or Recyclable Materials at any pick-up area during performance of the Work. Franchisee shall replace all container covers and shall replace all containers to their proper locations.

B. Cleanup of Spills. Franchisee will handle all Carts and containers with reasonable care to avoid damage and spillage. Any contents spilled or items broken by collection crews onto parkways, premises, curb-and-gutters or streets shall be immediately cleaned up in a good workmanlike manner. In order to clean up, a broom and shovel shall be required on each vehicle. Franchisee shall immediately clean up any Solid Waste or Landscape Waste that it may have caused to spill onto private premises, parkways, streets, alleys or other public places, in a neat and workmanlike manner.

7.9 Equipment

General. Franchisee shall furnish, and maintain in a neat, clean, and sanitary condition, enclosed modern collection equipment approved by the Village for use in performing the Work.

Franchisee may use replacement, open trucks on a temporary basis in case of emergency, but only with the prior express written approval of the Village. No vehicle used in the performance of this contract shall have a gross vehicle weight rating (GVWR) of greater than 55,000 pounds. All vehicles shall be maintained in good working order and appearance, free of rust, and shall be clean at the start of each collection day. In the event that any vehicle is not properly operable, a substitute vehicle shall immediately be provided that complies with the terms herein. All vehicles shall display the name of Franchisee, a local phone number, and a vehicle identification number that is clearly visible on both sides. No vehicle shall be operated on Village streets that leaks any fluids from the engine or compaction mechanism. All vehicles shall be fully enclosed and operated in such a way that no Solid Waste leak, spill or blow off the vehicles. Should any Solid Waste leak, spill or blow off a vehicle due to the vehicle operator's failure to properly monitor the load or to close the opening, or due to failure of any mechanism, Franchisee shall be responsible for collecting or cleaning up such litter or fluids. If such litter or fluids are not cleaned up after notice (verbal or written) from Village, Village may clean up same, and Village may bill the cost to Franchisee for services rendered. Drain plugs, if available, shall be kept closed except during collections in rainy weather. All vehicles shall be made available for inspection during regular business hours at the request. Franchisee may use replacement, open trucks on a temporary basis in case of emergency, but only with the prior express written approval of the Village.

7.10 Storage

Franchisee shall not store, or allow to be stored, any equipment or materials on any private property in the Village or on Village-owned property except in strict compliance with Village laws, statutes, codes, ordinances, resolutions, rules, and regulations. Under no circumstances shall Franchisee store any equipment or materials on or in any public property or facility within the Village without the prior express written approval of Village. Nothing in this Section shall be construed to affect the use of waste collection Carts and other containers provided by Franchisee in accordance with the terms of this Agreement.

7.11 Damage to Property

A. Restoration. Franchisee shall promptly, and without charge to the Village, repair or restore, at its own expense and to a condition equal to that existing before the occurrence and satisfactory to the Village, any damage done by Franchisee to any property, public or private, as a result of the Work. If Franchisee fails to promptly repair or restore any such damage, then the Village may, after 48 hours written notice to Franchisee, itself cause such repair or restoration to be made, with its own forces or with forces hired for that purpose, and charge all costs related thereto to Franchisee. If the Village determines, in its sole discretion, that such damage has created a dangerous situation requiring immediate response, then the Village may cause such repair or restoration to be made without notice to Franchisee and charge all costs related thereto to Franchisee. Franchisee shall pay all costs to Village within five days after receiving notice thereof from the Village.

B. Customer Carts. Franchisee shall use reasonable care in the handling of all Customer Carts to avoid any excessive damage thereto. Franchisee shall replace at its expense Carts that may be seriously damaged by carelessness of its employees.

C. No Waiver. Notwithstanding any other provision of this Agreement, Franchisee's obligations under this Section shall exist without regard to, and shall not be construed to be waived by, the availability or unavailability of any insurance, either of the Village or Franchisee,

to indemnify, hold harmless, or reimburse Franchisee for the cost of any repair or replacement work required by this Section.

7.12 Telephone; Website

A. Telephone. Franchisee shall maintain a telephone number (local exchange) with an attendant from Monday through Friday during the hours of 7:00 a.m. to 5:00 p.m. to service inquiries, requests, and complaints in connection with the Work.

B. Website. Franchisee will maintain a publicly accessible website with the following components:

- i. Information on service levels offered by Franchisee and corresponding rates;
- ii. Franchisee regulations and requirements for collection of Solid Waste, Recyclable Materials, and Landscape Waste;
- iii. On-line bill payment for all services offered by Franchisee to Customers;
- iv. Submission of Cart size selection and Cart Change-Out/Replacement requests; and
- v. Scheduling of special collections and other service requests by Customers.

7.13 Route Supervisor Liaison

Franchisee will assign a route supervisor to act as a liaison between Franchisee, Village, and the Customers. The route supervisor will contract the Public Works Service Building each afternoon that service is provided, prior to collection vehicles and operators completing their routes. The purpose of such contact is to receive any message from Village officials or from residents for service questions or complaints, and to act as a liaison between the selected proposer and the Village. Franchisee will equip the route supervisor with a cellular telephone so that Village officials can contact him or her regarding service requests and complaints.

7.14 Identification

All of Franchisee's own personnel and all of Franchisee's subcontractors' personnel shall visibly carry distinctive personal identification at all times while performing Work within the Village.

7.15 Complaints; Processing

A. Generally. Franchisee shall cooperate with the Village in minimizing complaints from the Customers and other Village residents. Unreasonable complaint levels shall be due cause for the Village to terminate this Agreement.

B. Initial Response. Franchisee shall give all complaints received by it prompt and courteous attention. Franchisee shall respond personally to every Customer from whom a complaint is received within 24 hours after receipt of such complaint; except that, if Franchisee receives a complaint about a missed scheduled collection, then Franchisee shall immediately investigate such complaint and, if such scheduled collection was not made in accordance with the terms of this Agreement, then Franchisee shall cause such collection to be made within 24 hours after receipt of such complaint.

C. Referral to Village. If Franchisee is unable to resolve a complaint in a manner satisfactory to both Franchisee and the Customer, then Franchisee, within 48 hours after receipt of such complaint, shall deliver notice of such complaint to the Village Manager or his designee, which notice shall include the name and address of the Customer, the date and hour the complaint was received, the nature of the complaint, and Franchisee's response to the complaint. The Village Manager or his designee shall arbitrate each such complaint, and the Village Manager's or his designee's decision concerning each such complaint shall be final and binding on Franchisee.

D. Monthly Report. Franchisee shall prepare and submit to Village, before the 15th day of each month, a report detailing each complaint received from any Customer, including without limitation the name of the Customer, the date and hour the complaint was received, the nature of the complaint, the investigation undertaken in response to the complaint, and the nature, date, and hour of the disposition of the complaint.

7.16 Improperly Prepared or Improper Materials

When Franchisee encounters any of the following during its regular collections:

- A. Solid Waste prepared improperly by any Customer for collection, or materials not proper for collection from residential dwellings such as Hazardous Waste or medical waste;
- B. Materials not included in the list of Recyclable Materials contained in Attachment D but placed in a Recyclable Materials Cart; or
- C. Food waste not included in the list of Food Scraps contained in Attachment E but intermixed in a Landscape Waste collection bag;

then Franchisee may leave such improperly prepared or improper material and Franchisee shall post a notice with such Customer, on a form approved by the Village, noting the problem. Franchisee shall collect all material properly prepared for collection.

7.17 Changes in Service

Each Customer shall be permitted to change the frequency, location and/or quantity of desired Solid Waste collection and disposal services no less frequently than once each year upon not more than 30 days' written notice to Franchisee prior to each successive anniversary of the Commencement Date. Franchisee shall notify each Customer of his right to make such changes in service and shall provide forms acceptable to the Village to each Customer to enable any such Customer to timely notify Franchisee of such Customer's desire to make service changes. Customers may not change the location or frequency of Recyclable Materials or Landscape Waste collection.

7.18 Discontinuation of Service

Franchisee shall notify the Village in writing of any discontinuation of service at any property within the Village in excess of thirty (30) days.

7.19 Seasonal Suspension of Service

Customers will have the right to suspend service temporarily for periods of no less than three (3) months but not exceeding six (6) months so long as the Customer provides Franchisee with no less than 30 days advanced written notice of the intent to suspend collection services. Franchisee may not charge Customer for Collection Services during any seasonal suspension, on the condition that no Solid Waste is generated by the Customer's property during the seasonal suspension.

7.20 Audit

Franchisee shall annually prepare or have prepared, and deliver to the Village an audit of the books and records of Franchisee. An audit of the books and records of Franchisee's regional activities will satisfy the requirements of this Section.

7.21 Undocumented Employees

Franchisee shall not employ any undocumented person who does not have the legal right to work in the United States to perform the Work in violation of the Immigration and Nationality Act, 8 U.S.C. §1101 *et seq.*

ARTICLE 8 DISPUTES AND REMEDIES

8.1 Dispute Resolution Procedure

A. Notice of Disputes and Objections. If Franchisee disputes or objects to any direction, instruction, determination, or decision of Village, then Franchisee may notify Village in writing of its dispute or objection; provided, however, that Franchisee shall, nevertheless, proceed without delay to perform the Work as directed, instructed, determined, or decided by Village, without regard to such dispute or objection. Unless Franchisee so notifies Village within two business days after receipt of such direction, instruction, determination, or decision, Franchisee shall be deemed to have waived all such disputes or objections and all claims based thereon.

B. Resolution of Disputes and Objections. To avoid and settle without litigation any such dispute or objection, the parties agree to engage in good faith negotiations. Within three business days after Village's receipt of Franchisee's written notice of dispute or objection, a conference between the Village and Franchisee shall be held to resolve the dispute. Within three business days after the final conference, Village shall render its final decision, in writing, to Franchisee. If Franchisee objects to the final decision of Village, then it shall give Village notice thereof and, in such notice, shall state its final demand for settlement of the dispute.

8.2 Franchisee's Remedies

If the Village fails or refuses to satisfy a final demand made by Franchisee pursuant to Section 8.1 above or to otherwise resolve the dispute which is the subject of such demand to the satisfaction of Franchisee, within 10 business days following receipt of such demand, then Franchisee shall be entitled to pursue such remedies, not inconsistent with the provisions of this Agreement, as it may have in law or equity.

8.3 Village's Remedies

If it should appear at any time that Franchisee has failed, refused, or delayed performing or satisfying any requirement of this Agreement and has failed to cure such failure within two business days after written notice thereof from Village, then Village shall have the right, at its election and without prejudice to any other remedies provided by law or equity, to pursue any one or more of the following remedies:

A. Village may require Franchisee to take any action necessary to bring Franchisee into strict compliance with this Agreement.

B. Village may perform or have performed all Work necessary for the accomplishment of the results stated in Subsection 8.3.A above and withhold or recover from Franchisee all the cost and expense, including attorneys' fees and administrative costs, incurred by Village in connection therewith. Such costs may include costs incurred in procuring replacement Solid Waste, Recyclable Materials and Landscape Waste collection and disposal services from another vendor, including, without limitation, any difference in cost between Franchisee's unit prices and those of the replacement vendor for the remaining term of the Agreement, not including any extension periods.

C. Village may terminate this Agreement.

D. Village may recover any damages suffered by the Village.

E. Village may inform Franchisee that it has failed, refused, or delayed performing or satisfying a requirement of this Agreement and demand strict compliance in no less than 10 business days by written notice made in full compliance with Section 9.15. In the event that Franchisee fails to cure the non-performance alleged by Village within 10 business days of receiving the notice, Village will have the right to declare Franchisee in "Non-Material Breach" of the Agreement. Upon a finding of Non-Material Breach, Village may, in its sole and absolute discretion, deny, in whole or in part, Franchisee's next request for an Annual Adjustment in Collection Rates and Charges made pursuant to Section 2.4.C. In the event Village denies Franchisee's request to adjust its collection rates and charges, the rates charged by Franchisee during the current annual period will remain in effect, or if partially approved by Village, increase on by the amount permitted by the Village during the next annual period until the next anniversary of the Commencement Date.

8.4 Village's Right to Terminate or Suspend Work for Convenience

A. Termination for Convenience. The Village shall have the right, for its convenience, to terminate or suspend the Work in whole or in part at any time by 30 days' advance written notice to Franchisee. Every such notice shall state the extent and effective date of such termination or suspension. On such effective date, Franchisee shall, as and to the

extent directed, stop Work under this Agreement, terminate Work under existing subcontracts, and cancel any outstanding subcontracts that may be cancelled. Provided, however, that Village may not exercise the right to terminate for convenience until 36 months after the Commencement Date.

B. Terminations Deemed for Convenience. Any termination of Franchisee's rights under this Agreement for an alleged default that is ultimately held unjustified shall automatically be deemed to be a termination for the convenience of the Village under this Section.

C. Payment for Completed Work. In the event of any termination or suspension pursuant to Subsections 8.4A or 8.4B above, Franchisee shall have the right to be paid for all Work done prior to the effective date of such termination or suspension and to be paid for all Work done in accordance with the requirements of this Agreement and for all costs pertaining to the Work, exclusive of overhead and profit, as Franchisee may have reasonably and necessarily incurred as the result of such termination or suspension.

8.5 Non-Enforcement by the Village

Franchisee shall not be excused from complying with any of the terms and conditions of this Agreement by any failure of the Village, upon any one or more occasions, to insist upon Franchisee's performance of, or to seek Franchisee's compliance with, any one or more of said terms or conditions.

ARTICLE 9 LEGAL RELATIONSHIPS AND REQUIREMENTS

9.1 Relationship of the Parties

Franchisee shall act as an independent contractor in providing and performing the Work. Nothing in, or done pursuant to, this Agreement shall be construed to create the relationship of employer and employee, principal and agent, partners, or joint venturers between Village and Franchisee.

9.2 Third Party Beneficiaries

No claim as a third party beneficiary under this Agreement by any person, firm, or corporation other than Franchisee shall be made or be valid against Village.

9.3 Title to Waste; Disposal Responsibilities

Title to all Solid Waste, Landscape Waste, and Recyclable Materials shall vest in Franchisee at the time it is placed in Franchisee's vehicles or equipment. Village shall have no responsibility for the disposal of any Solid Waste, Landscape Waste, or Recyclable Materials and all such disposal shall be accomplished by Franchisee at its sole risk and expense. Nothing in, or done pursuant to, this Agreement shall be construed to create any responsibility on the part of Village for disposal of any Solid Waste, Landscape Waste, or Recyclable Materials once title thereto has vested in Franchisee pursuant to this Section. Franchisee shall dispose of all Solid Waste, Landscape Waste, and Recyclable Materials collected pursuant to this Agreement in accordance with all applicable federal and state laws and regulations.

9.4 Compliance with Laws and Grants

Franchisee shall obtain all required governmental licenses, approvals, and permits that may be required in connection with performing the Work, and shall give all notices, pay all fees, and take all other actions that may be necessary to ensure that the Work is performed in accordance with all applicable statutes, ordinances, rules, and regulations, including without limitation the Fair Labor Standards Act; any statutes regarding qualification to do business; any statutes requiring preference to laborers of specified classes; any statutes prohibiting discrimination because of, or requiring affirmative action based on, race, creed, color, national origin, age, sex, disability, or other prohibited classification, including without limitation the Illinois Human Rights Act, 775 ILCS 5/1-101 *et seq.* [formerly Ill. Rev. Stat. ch. 68, §§ 1-101 *et seq.*], the Discrimination in Public Agreements Act, 775 ILCS 10/1 *et seq.* [formerly Ill. Rev. Stat. ch. 29, §§ 17 *et seq.*], the Illinois Fair Employment Practices Act, and the Americans With Disabilities Act of 1990, 42 U.S.C. §12101 *et seq.*; and any statutes regarding safety or the performance of the Work including the Occupational Safety and Health Act; and any statutes relating to the handling and disposal of Solid Waste, Landscape Waste and Recyclable Materials, including Subtitle D.

Every provision of law required by law to be inserted into this Agreement shall be deemed to be inserted herein.

9.5 Patriot Act Compliance

Franchisee represents and warrants to the Village that neither it nor any of its principals, shareholders, members, partners, or affiliates, as applicable, is a person or entity named as a Specially Designated National and Blocked Person (as defined in Presidential Executive Order 13224) and that it is not acting, directly or indirectly, for or on behalf of a Specially Designated National and Blocked Person. Franchisee further represents and warrants to the Village that Franchisee and its principals, shareholders, members, partners, or affiliates, as applicable, are not, directly or indirectly, engaged in, and are not facilitating, the transactions contemplated by this Agreement on behalf of any person or entity named as a Specially Designated National and Blocked Person. Franchisee hereby agrees to defend, indemnify and hold harmless the Village, its corporate authorities, and all Village elected or appointed officials, officers, employees, agents, representatives, engineers, and attorneys, from and against any and all claims, damages, losses, risks, liabilities, and expenses (including reasonable attorneys' fees and costs) arising from or related to any breach of the representations and warranties in this subsection.

9.6 Changes in Laws

Except as otherwise explicitly provided in this Agreement, any reference to laws shall include such laws as they may be amended or modified from time to time.

9.7 Governing Laws

This Agreement and the rights of the parties hereunder shall be interpreted according to the internal laws, but not the conflict of laws rules, of the State of Illinois. Proper venue for any dispute arising from this Agreement or the conduct of the Work shall be in the Circuit Court of Cook County, Illinois.

9.8 Taxes

Village is exempt from state and local sales, use, and excise taxes. A letter of exemption will be provided to Franchisee, if necessary. Village will not reimburse or assist Franchisee in obtaining reimbursement for any state or local sales, use, or excise taxes paid by Franchisee. Franchisee shall be required to reimburse the Village for any such taxes paid. Failure of Franchisee to comply with the provisions of this Section shall entitle Village to withhold or recover from Franchisee the costs thereof.

9.9 Employee Taxes and Benefits

Franchisee shall be fully and exclusively liable for the payment of any and all contributions or taxes for unemployment insurance, old age, or retirement benefits, pensions, annuities, or other similar benefits for employees of Franchisee; shall accept full and exclusive liability for payment by all of its subcontractors and suppliers of any and all such contributions or taxes; shall comply with all applicable laws and regulations respecting the assumption of liability for such taxes or contributions; and shall reimburse the Village for any such taxes or contributions that Village may be required to pay.

9.10 Force Majeure

Whenever a period of time is provided for in this Agreement for either Village or Franchisee to do or perform any act or obligation, neither party shall be liable for any delays or inability to perform due to causes beyond the control of said party such as war, riot, insurrection, rebellion, strike, lockout, fire, flood, storm, earthquake, tornado, or any act of God; provided, however, that said time period shall be extended for only the actual amount of time said party is so delayed. An act or omission shall not be deemed to be "beyond Franchisee's control" if committed, omitted, or caused by Franchisee, Franchisee's employees, officers or agents or a subsidiary, affiliate or parent of Franchisee or by any corporation or other business entity that holds a controlling interest in Franchisee, whether held directly or indirectly (for example, but not by way of limitation, a strike by or lockout of Franchisee's employees would not be an act "beyond Franchisee's control"). Franchisee shall promptly notify Village when Franchisee reasonably believes that an event constituting a "force majeure" under this Section has occurred.

9.11 Continuation of Work During Labor Dispute

For the purposes of this Agreement, a "**Labor Dispute**" shall be defined as any slow-down or cessation of work by Franchisee's employees. In the event of a Labor Dispute which results in a slow-down or cessation of the Work, Franchisee shall not be relieved of its obligations to provide labor or for timely progress and completion of the Work. In such event, Franchisee shall be automatically deemed to be in default and to have committed a breach of this Agreement unless said work stoppage or slow down is remedied to Village's satisfaction in accordance with this Section 8.11. In the event of a work stoppage due to a Labor Dispute, Franchisee shall provide replacement labor within 24 hours of the commencement of the work stoppage. In the event of a slow-down of work due to a Labor Dispute, Franchisee shall provide as much supplemental labor as may be necessary to resume normal and customary progress and deadlines on the project in accordance with the time schedules established for the Work. In the alternative, Village shall have the option to replace or supplement labor and shall be entitled to reduce the contract sum by an amount equal to Village's cost of replacing or supplementing labor. Village may also pursue any other remedies it may have, including, but

not limited to, remedies under the performance bond. If any labor dispute necessitates legal action or legal intervention by Village, or in the event that Village otherwise takes legal action to enforce the terms of this section, Franchisee shall be responsible for Village's attorney's fees and court costs, without prejudice to any other remedies that Village may have.

9.12 No Collusion

Franchisee hereby represents that the only persons, firms, or corporations interested in this Agreement as principals are those disclosed to the Village prior to the execution of this Agreement, and that this Agreement is made without collusion with any other person, firm, or corporation. If at any time it shall be found that Franchisee has, in procuring this Agreement, colluded with any other party, then Franchisee shall be liable to the Village for all loss or damage that the Village may suffer thereby, and this Agreement shall, at the Village's option, be null and void.

9.13 Confidential Information

All information supplied by Village to Franchisee for or in connection with this Agreement or the Work shall be held confidential by Franchisee and shall not, without the prior express written consent of the Village, be used for any purpose other than performance of the Work.

9.14 Assignment

Franchisee shall not assign this Agreement or sublet it as whole, or assign any of Franchisee's rights under this Agreement, without the prior express written approval of Village, which approval may be exercised in the sole and unfettered discretion of Village. Village may assign any or all of its rights or obligations under this Agreement without the prior consent of Franchisee.

9.15 Notices

Except as otherwise explicitly provided in this Agreement, all notices required or permitted to be given under this Agreement shall be in writing and shall be deemed delivered to the addressee thereof (1) when delivered in person on a business day at the address set forth below or (2) on the third business day after being deposited in any main or branch United States post office for delivery at the address set forth below by properly addressed, postage prepaid, certified or registered mail, return receipt requested.

Notices and communications to Village shall be addressed to, and delivered at, the following address:

Village of Glencoe
675 Village Court
Glencoe, Illinois 60022
Attention: Village Manager

Notices and communications to Franchisee shall be addressed to, and delivered at, the following address:

Lakeshore Recycling Systems
5500 Pearl Street
Rosemont, IL 60018
Attn: Joshua Connell

By notice complying with the requirements of this Section, each party shall have the right to change the address or addressee or both for all future notices to such party, but no notice of a change of address shall be effective until actually received.

9.16 Binding Effect

This Agreement shall be binding upon Village and Franchisee and upon their respective heirs, executors, administrators, personal representatives, and permitted successors and assigns. Every reference in this Agreement to a party shall also be deemed to be a reference to the authorized officers, officials, employees, agents, and representatives of such party.

9.17 Franchisee Acknowledgment

Franchisee acknowledges that: (A) it has carefully read the terms, conditions and provisions of this Agreement and the Glencoe Municipal Code; (B) it accepts, without reservation, the obligations imposed by said terms, conditions and provisions; (C) it agrees to accept the validity of said terms, conditions and provisions; (D) it agrees to abide by said terms, conditions and provisions; (E) it agrees not to proceed, at any time, against Village in any claim for damages challenging any term, condition or provision of this Agreement or of the Glencoe Municipal Code on the basis that Village did not have the authority to impose the same or that the same may be unreasonable, arbitrary or void.

9.18 Authority to Execute

Franchisee hereby warrants and represents to Village (A) that it has the right, power, and authority to enter into this Agreement and to agree to the terms, provisions, and conditions set forth herein, (B) that all legal actions needed to authorize the execution, delivery and performance of this Agreement have been taken, and (C) that neither the execution of this Agreement nor the performance of the obligations assumed by Franchisee hereunder will (i) result in a breach or default under any agreement to which Franchisee is a party or (ii) violate any statute, law, restriction, court order, or agreement to which Franchisee is subject.

9.19 Severability

The provisions of this Agreement shall be interpreted when possible to sustain their legality and enforceability. In the event any provision of this Agreement shall be held invalid, illegal, or unenforceable by a court of competent jurisdiction, in whole or in part, neither the validity of the remaining part of such provision, nor the validity of any other provisions of this Agreement, shall be in any way affected thereby.

9.20 Amendments

No modification, addition, deletion, revision, alteration, or other change to this Agreement shall be effective unless and until such change is reduced to writing and executed and delivered by the authorized representatives of the Village and Franchisee.

9.21 Entire Agreement

This Agreement sets forth the entire agreement of the parties with respect to the accomplishment of the Work and the rates and charges therefore and there are no other understandings or agreements, oral or written, between the parties with respect to the Work and the rates and charges therefore.

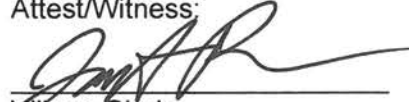
[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed in five original counterparts as of the day and year first written above.

(SEAL)

VILLAGE OF GLENCOE

Attest/Witness:


Village Clerk

By:


Village Manager

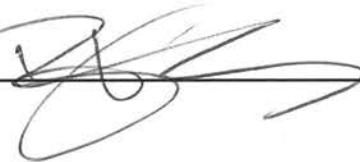
(SEAL)

LAKESHORE RECYCLING SERVICES, LLC, a Delaware limited liability company

Attest/Witness:


By:

By:


By:

Its:

VP of Municipal Services

Its:

MUNICIPAL MGR

STATE OF ILLINOIS)
) SS
COUNTY OF COOK)

FRANCHISEE'S CERTIFICATION

NICOLE HESS, being first duly sworn on oath, deposes and states that all statements herein made are made on behalf of Franchisee, that this deponent is authorized to make them, and that the statements contained herein are true and correct.

Franchisee deposes, states, and certifies that Franchisee is not barred from contracting with a unit of state or local government as a result of (i) a delinquency in the payment of any tax administered by the Illinois Department of Revenue unless Franchisee is contesting, in accordance with the procedures established by the appropriate Revenue Act, its liability for the tax or the amount of tax, as set forth in 65 ILCS 5/11-42.1-1 *et seq.* [formerly Ill. Rev. Stat. ch. 24, § 11-42.1-1]; or (ii) a violation of either Section 33E-3 or Section 33E-4 of Article 33E of the Criminal Code of 1961, 720 ILCS 5/33E-1 *et seq.* [formerly Ill. Rev. Stat. ch. 38, §§ 33E-1 *et seq.*].

DATED this 23 day of Dec., 2022.

Attest/Witness:

By: [Signature]
Title: MUNICIPAL MGR

By: [Signature]
Title: Admin. Assistant

Subscribed and Sworn to
before me this 3rd day
of January, 2022.

My Commission Expires: 08/17/2026

[Signature]
Notary
Public

[SEAL]



ATTACHMENT A

SCHEDULE OF RATES AND CHARGES

Service			
	Item	Billing Unit	Unit Cost
Solid Waste and Recycling Collection Service			
Single-Family Residential			
DOES NOT INCLUDE DISPOSAL COST			
1	Base Service: Single-Family Residential Once Weekly Curbside Collection (Recycling and Garbage)	Per Household/ Per Month	\$15.10
2	Service Alternate #1: Single-Family Residential Once Weekly Top-of-Drive Collection Recycling Collection Curbside	Per Household/ Per Month	\$31.20
Multi-Family Residential			
DOES NOT INCLUDE DISPOSAL COST			
3	Base Service: Multi-Family Once Weekly Curbside Collection (Recycling and Garbage)	Per Household/ Per Month	\$15.10
4	Service Alternate #1: Multi-Family Once Weekly Top-of-Drive Garbage Collection Recycling Collection Curbside	Per Household/ Per Month	\$31.20
Garbage and Recycling Carts			
5	Additional Cart Rental Fee (More than 1 per Dwelling Unit)	Per Cart/ Per Month	\$3.00
6	Cart Size Change/Replacement	Per Cart	\$25.00
Supplemental Solid Materials Collection			
7	On-Demand Supplemental Garbage Collection	Per Cu. Yd.	\$20.00/Yd. (2 Yd. Min)
8	Special Bulk Item Pick-Up	Per Cu. Yd.	\$20.00/Yd. (2 Yd. Min)
9	White Goods Pick-Up	Per Item	\$30.00
10	Annual Bulk Item Collection (Clean Up Day)	Per Hr./Per Truck	\$155.00
11	Community Wide Emergency Collection	Per Hr./Per Truck	\$155.00

Attachment A

1

Yard Waste Collection Service			
12	Combined Food Scrap and Landscape Waste Collection Sticker	Per Sticker	\$2.75
13	Combined Food Scrap and Yard Waste Subscription Service	Lump Sum/ Year	\$145.00
Fall Parkway Leaf Collection			
14	Fall Parkway Leaf Collection – Village Disposal Site (CBG) Utilized	Per Hr./Per Truck	\$145.00
15	Fall Parkway Leaf Collection – Franchisee Disposal Site Utilized	Per Ton	\$55.00
Twice Weekly Collection Option			
Single-Family Residential and Multi-Family Residential			
16	Service Alternate #2: Single-Family Residential 2nd Weekly Curbside Collection	Per HH/ Per Month	\$29.02
17	Service Alternate #3: Single-Family Residential 2nd Weekly Top-of-Drive Collection	Per HH/ Per Month	\$57.02
18	Service Alternate #2: Multi-Family 2nd Weekly Curbside Collection	Per HH/ Per Month	\$29.02
19	Service Alternate #3: Multi-Family 2nd Weekly Top-of-Drive Collection	Per HH/ Per Month	\$57.02

ATTACHMENT B

AGREEMENT PRICE ADJUSTMENT NOTICE

Date: **[INSERT]**

TO: Village of Glencoe ("**Village**")
675 Village Ct.
Glencoe, Illinois 60022
Attention: Village Manager

**SOLID WASTE, RECYCLABLE MATERIALS, AND LANDSCAPE WASTE COLLECTION
FRANCHISE AGREEMENT PRICE ADJUSTMENT NOTICE**

Pursuant to and in accordance with Section 2.4.C.i of that certain Franchise Agreement between the Village of Glencoe and **LAKESHORE RECYCLING SYSTEMS, LLC** for the Collection and Disposal of Solid Waste, Landscape Waste, and Recyclable Materials ("**Franchise Agreement**"), **LAKESHORE RECYCLING SYSTEMS, LLC** is providing the Village with the required notice of its intent to increase the rates and charges that constitute the Agreement Price, as defined in the Franchise Agreement, by the following percentages and amounts, effective **[INSERT DATE]**:

None of the percentage increases proposed in this Notice exceed the percentage increase in the Consumer Price Index for All Urban Consumers (CPI-U) for the Chicago-Gary-Kenosha, L, IN, WI Area issued by the United States Department of Labor between January 15, **[INSERT YEAR]** and January 15, **[INSERT YEAR]** which was equal to: **[INSERT]**

LAKESHORE RECYCLING SYSTEMS, LLC

By: 

Its: MONICA MUE

ATTACHMENT C

CUSTOMER AND MUNICIPAL SITE DETAIL

- Map of Village of Glencoe Collection Zones
- Map of Village of Glencoe Municipal Collection Locations
- Map of Village of Glencoe Right of Way Containers
- Map of Village of Glencoe Downtown Solid Waste and Recycling Containers

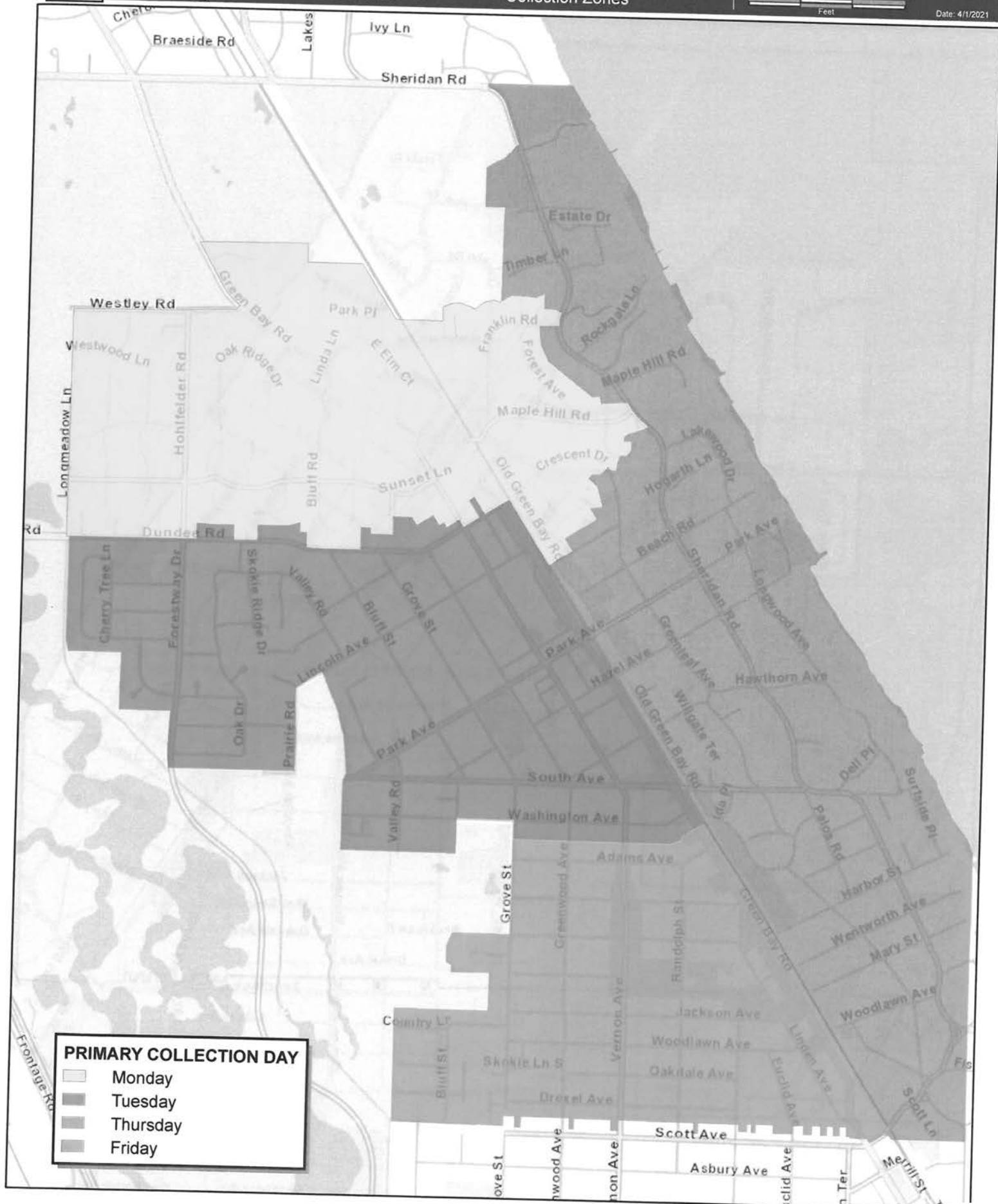


Village of Glencoe

Refuse & Recycling
Collection Zones



GIS
Date: 4/1/2021





Village of Glencoe

Garbage Collection
Village Facilities

1:18,000 0 600 1,200 1,800 Feet
Date: 4/26/2017





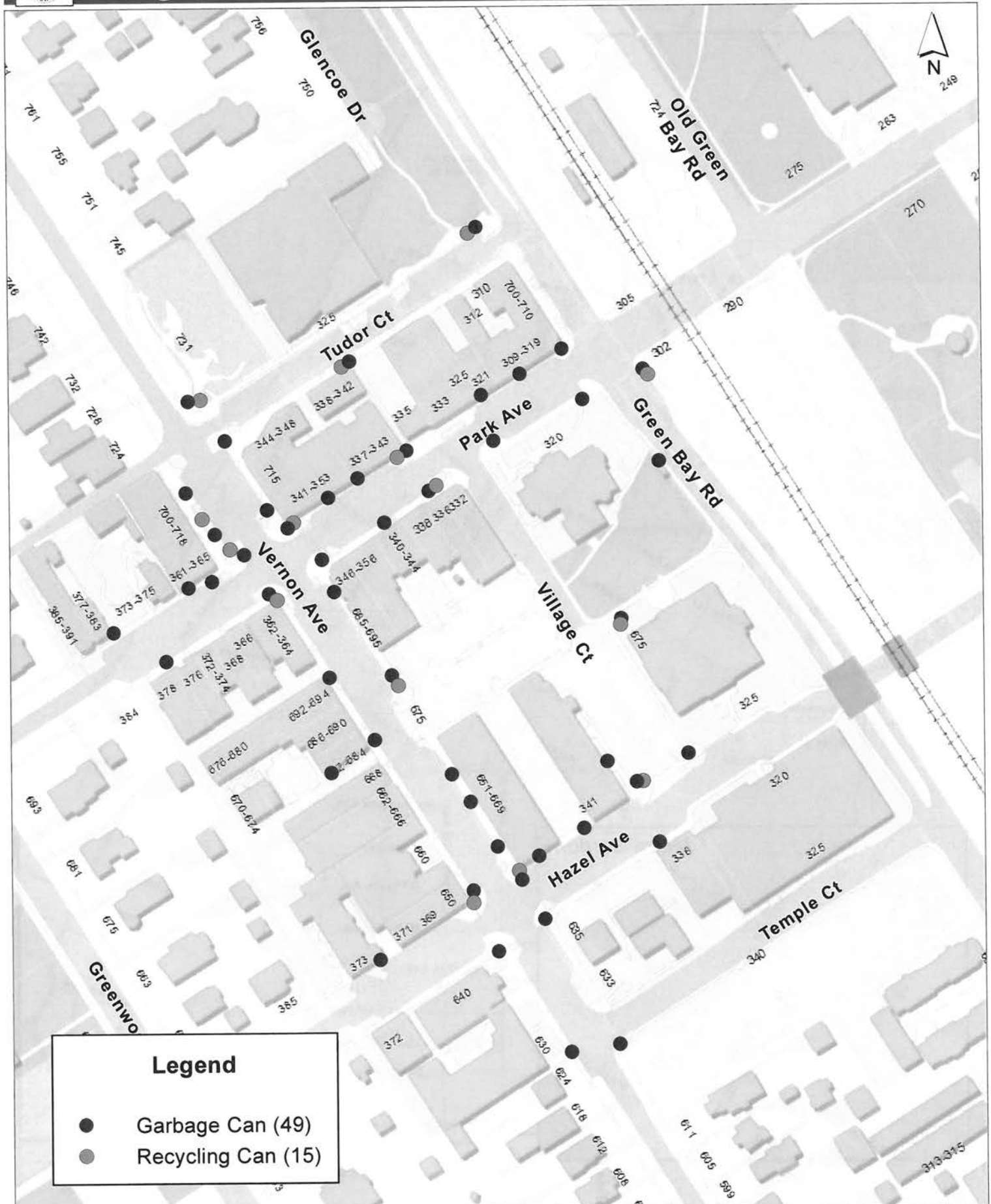
Village of Glencoe

Garbage Collection - Village ROW Cans



Garbage Can (26)





ATTACHMENT D

RECYCLABLE MATERIALS ACCEPTED

PAPER

- Newspaper (with inserts)
- Magazines/Catalogs
 - Glossy & Non-glossy
- Telephone Directories
- Office/School Paper
- Advertising/Junk Mail
- Kraft Brown Paper Bags
- Empty paper towel & toilet paper rolls
- Corrugated Cardboard
- Paperboard/Chipboard
 - Cereal Boxes
 - Pasta Boxes
 - Clothing Boxes
 - Tissue Boxes
- Paper Cups
- Aseptic packaging
 - Juice Boxes (no straws)
 - Milk Cartons
 - Soup/Broth Cartons
 - Wine Boxes

PLASTIC food and beverage

Bottles, jugs, jars, and tubs only (Place caps back on bottles. Do not crush)

METAL

- Aluminum Cans
- Steel or Tin Cans
- Aluminum foil (clean no residue)
- Aerosol cans (Empty and depressurized)

GLASS

- Food and beverage bottles and jars only. (labels may remain)
- Colored and Clear Glass

Additional materials may be added upon the mutual agreement of the Village and Groot.

ATTACHMENT E

FOOD SCRAPS ACCEPTED

Vegetable scraps, fruit scraps, plant clippings, eggshells and nutshells, paper tea bags, coffee grounds, meat, fish and dairy, breads, pastas and rice, and bones.

ATTACHMENT F

PERFORMANCE BOND

KNOW ALL MEN BY THESE PRESENTS: that **LAKESHORE RECYCLING SYSTEMS, LLC**, as Principal, hereinafter called Franchisee, and _____

(Here insert full name and address of Surety)

as Surety, a corporation organized and existing under the laws of the State of _____, hereinafter called Surety, are held and firmly bound unto the Village of Glencoe, 675 Village Ct. Glencoe, Illinois, 60022, as Obligee, hereinafter called the Village, in the full and just sum of **[Figures] (\$)**, for the payment of which sum of money well and truly to be made, Franchisee and Surety bind themselves, and their heirs, executors, administrators, successors, and assigns, jointly and severally, firmly by these presents, said amount to include payment of actual costs and damages and for attorneys' fees, engineering fees, accounting fees, consulting fees, court costs, interest, and any other fees and expenses resulting from or incurred by reason of Franchisee's failure to promptly and faithfully perform its contract with the Village, said contract being more fully described below, and to include attorneys' fees, court costs, and other expenses necessarily paid or incurred in successfully enforcing performance of the obligation of Surety under this bond.

WHEREAS, Franchisee has entered into a written agreement dated **[INSERT DATE]**, with the Village entitled **FRANCHISE AGREEMENT FOR COLLECTION, PROCESSING, AND DISPOSAL SERVICES FOR SOLID WASTE, RECYCLABLE MATERIALS, AND LANDSCAPE WASTE MATERIALS** (the "**Agreement**"), the terms and conditions of which are by this reference incorporated herein as though fully set forth herein.

NOW, THEREFORE, THE CONDITION OF THIS OBLIGATION IS SUCH THAT if Franchisee shall well, truly, and promptly perform all the undertakings, covenants, terms, conditions, and agreements of said Franchisee under the Agreement, including, but not limited to, Franchisee's obligations under the Agreement: (1) to provide and perform, in the manner specified in the Agreement, all necessary work, labor, services, transportation, materials, equipment, apparatus, machinery, tools, fuels, information, data, and other means and items necessary for the collection, processing, and disposal of all Solid Waste, Recyclable Materials, and Landscape Waste, from all Customers and Municipal Sites, as those terms are defined in the Agreement; (2) to procure and furnish all permits, licenses, and other governmental authorizations necessary in connection therewith; (3) to procure and furnish the Bond and all certificates and policies of insurance specified in the Agreement; (4) to pay all applicable federal, state, and local taxes; (5) to do all other things required of Franchisee by the Agreement; and (6) to provide, perform, and complete all of the foregoing in a proper and workmanlike manner and in full accordance and compliance with, and as required by, the Agreement, then this obligation shall be null and void; otherwise it shall remain in full force and effect.

Surety, for value received, hereby stipulates and agrees that no changes, modifications, alterations, omissions, deletions, additions, extensions of time, or forbearances on the part of either the Village or Franchisee to the other in or to the terms of said Agreement shall in any way release Franchisee and Surety or either or any of them, or any of their heirs, executors, administrators, successors, or assigns, or affect the obligations of Surety on this bond, all notice of any and all of the foregoing changes, modifications, alterations, omissions, deletions, additions, extensions of time, or forbearances, and notice of any and all defaults by Franchisee or of the Village's termination of Franchisee, being hereby waived by Surety.

Notwithstanding anything to the contrary in the foregoing paragraph, in no event shall the obligations of Surety under this bond in the event of Franchisee's default be greater than the obligations of Franchisee under the Agreement in the absence of such Franchisee default.

The Village shall have no obligation to actually incur any expense or correct any deficient performance of Franchisee in order to be entitled to receive the proceeds of this bond.

No right of action shall accrue on this bond to or for the use of any person or corporation other than the Village or the heirs, executors, administrators, or successors of the Village.

Signed and sealed this 23 day of Dec., 2022.

LAKESHORE RECYCLING SYSTEMS, LLC

Attest/Witness:

[Signature]

By: [Signature]

Title: Admin. Assistant

Title: MUNICIPAL MGR

SURETY

Attest/Witness:

By: _____

Title: _____

Title: _____

ATTACHMENT G

**FORM OF IRREVOCABLE LETTER
OF CREDIT**

IRREVOCABLE LETTER OF CREDIT NO. _____ AMOUNT: [\\$]
EXPIRATION DATE: _____ DATE OF ISSUE: _____

[Name of Bank]

[Address]

TO: Village of Glencoe
675 Village Ct.
Glencoe, IL 60022
Attention: Village Manager

WE HEREBY AUTHORIZE YOU TO DRAW AT SIGHT on the _____ UP TO AN AGGREGATE
AMOUNT OF [FIGURES] United States Dollars (\$) for account of **LAKESHORE RECYCLING
SYSTEMS, LLC. ("Customer")**.

Drafts under this Letter of Credit shall bear upon their face the words:

"Drawn under _____ Credit
No. _____ Dated: _____
_____ "

Drafts may be for all or any portion of the amount of this Letter of Credit, and shall be in the form attached hereto as Exhibit "A" and shall be accompanied by one of the following documents executed by the Village Manager or an individual designated as acting Village Manager:

(a) A written statement on the form attached hereto as Exhibit "B" stating that, conditioned upon proper notice to the Village Manager, Letter of Credit No. _____ will expire within 35 days or less and that the Customer has failed to deliver to the Village Manager evidence of a renewal of Letter of Credit No. _____; or

(b) A written statement on the form attached hereto as Exhibit "C" stating that all or any part of the undertakings, covenants, terms, conditions and agreements of the "Franchise Agreement Between The Village of Glencoe and **LAKESHORE RECYCLING SYSTEMS, LLC** for the Collection, Processing, and Disposal of Solid Waste, Recyclable Materials and Landscape Waste," dated _____, 2022 ("**Franchise Agreement**"), have not been performed in accordance with the Franchise Agreement, including, without limitation, the following: (1) to provide and perform, in the manner specified in the Franchise Agreement, all necessary work, labor, services, transportation, materials, equipment, apparatus, machinery, tools, fuels, information, data, and other means and items necessary for the collection of all Solid Waste, Landscape Waste, and Recyclable Materials from all Customers, as those terms are defined in the Franchise Agreement; (2) to procure and furnish all permits, licenses, and other governmental authorizations necessary in connection therewith; (3) to procure and furnish the Bond and all certificates and policies of insurance specified in the Franchise Agreement; (4) to pay all applicable federal, state, and

local taxes; (5) to do all other things required of Franchisee by the Franchise Agreement; and (6) to provide, perform, and complete all of the foregoing in a proper and workmanlike manner and in full accordance and compliance with, and as required by, the Franchise Agreement; or

(c) A written statement on the form attached hereto as Exhibit "D" stating that all or any part of the actual costs and damages and for attorneys' fees, engineering fees, accounting fees, consulting fees, court costs, interest, and any other fees and expenses resulting from or incurred by reason of Franchisee's failure to promptly and faithfully perform its obligations under the Franchise Agreement have not been paid in accordance with the Franchise Agreement.

WE HEREBY AGREE with the beneficiary that:

1. Drafts drawn under and in compliance with this Letter of Credit shall be duly honored immediately upon presentation to us if presented on or before the above-stated Expiration Date or presented at our office together with the original of this Letter of Credit on or before that date. Further, one or more drafts may be presented at our office on or before the Expiration Date.

2. If, within three banking days after any draft drawn under this Letter of Credit is presented to us in conformance with the terms of this Letter of Credit, we fail to honor same, we agree to pay all attorneys' fees, court costs and other expenses incurred by the Village in enforcing the terms hereof.

3. This Letter of Credit shall expire on _____, 20____, as stated hereinabove; provided, however, that we shall send notice to the Village Manager by certified mail, return receipt requested, or hand-delivered courier at least 35 days prior to said Expiration Date, that this Letter of Credit is about to expire.

4. In no event shall this Letter of Credit or the obligations contained herein expire except upon the prior written notice required herein, it being expressly agreed that the above expiration date shall be extended as shall be required to comply with the prior written notice required herein.

5. No consent, acknowledgment, or approval of any kind from the Customer shall be necessary or required prior to honoring any draft presented in conformance with the terms of this Letter of Credit.

6. The aggregate amount of this Letter of Credit may be reduced only upon receipt by us of a document executed by the Village Manager stating that such aggregate amount shall be reduced in an amount permitted by the Village's subdivision regulations because of the satisfactory completion of all or part of the improvements required to be constructed pursuant to the Agreement dated _____, 20_____ by and between the Village of Glencoe and _____.

7. This Letter of Credit is irrevocable.

This Letter of Credit shall be governed by and construed in accordance with the Uniform Customs and Practices for ISP 98 of the International Chamber of Commerce (the "Uniform Customs"). In the event of a conflict between this Letter of Credit and the Uniform Customs, this Letter of Credit shall control. This Letter of Credit shall be deemed to be a contract made under the laws of the State of Illinois, including, without limitation, Article 5 of the Uniform Commercial Code as in effect in the State of Illinois, and shall, as to matters not governed by the Uniform Customs, be governed by and construed in accordance with the laws of the State of Illinois, without regard to principles of conflicts of law.

AS USED HEREIN, THE TERM "BANKING DAY" MEANS ANY DAY OTHER THAN A SATURDAY, SUNDAY, OR A DAY ON WHICH BANKS IN THE STATE OF ILLINOIS ARE AUTHORIZED OR REQUIRED TO BE CLOSED, AND A DAY ON WHICH PAYMENTS CAN BE EFFECTED ON THE FEDWIRE SYSTEM.

[Signature of Bank Officer]

[Signature of Bank Officer]

[Officer's Title]

[Officer's Title]

EXHIBIT "A" TO FORM OF IRREVOCABLE LETTER OF CREDIT

FORM OF DRAFT

[To Be Supplied By Issuing Bank]

EXHIBIT "B" TO FORM OF IRREVOCABLE LETTER OF CREDIT

To:
Attn:

Re: Letter of Credit No. _____

Ladies and Gentlemen:

This is to advise you that Letter of Credit No. _____ dated _____, 20____ in
the amount of \$_____ will expire within 35 days or less and that _____ has
failed to deliver to the Village Manager evidence of a renewal of Letter of Credit No. _____.

Very truly yours,

Village Manager

EXHIBIT "C" TO FORM OF IRREVOCABLE LETTER OF CREDIT

To:
Attn:

Re: Letter of Credit No. _____

Ladies and Gentlemen:

This is to advise you that all or any part all or any part of the undertakings, covenants, terms, conditions and agreements of the "Franchise Agreement Between The Village of Glencoe and **LAKESHORE RECYCLING SYSTEMS, LLC** for the Collection, Processing, and Disposal of Solid Waste, Recyclable Materials, and Landscape Waste," dated _____, 2022 ("**Franchise Agreement**"), have not been performed in accordance with the Franchise Agreement, including, without limitation, the following: (1) to provide and perform, in the manner specified in the Franchise Agreement, all necessary work, labor, services, transportation, materials, equipment, apparatus, machinery, tools, fuels, information, data, and other means and items necessary for the collection of all Solid Waste and Landscape Waste from all Customers, as those terms are defined in the Franchise Agreement; (2) to procure and furnish all permits, licenses, and other governmental authorizations necessary in connection therewith; (3) to procure and furnish the Bond and all certificates and policies of insurance specified in the Franchise Agreement; (4) to pay all applicable federal, state, and local taxes; (5) to do all other things required of Franchisee by the Franchise Agreement; and (6) to provide, perform, and complete all of the foregoing in a proper and workmanlike manner and in full accordance and compliance with, and as required by, the Franchise Agreement.

Very truly yours,

Glencoe Village Manager

EXHIBIT "D" TO FORM OF IRREVOCABLE LETTER OF CREDIT

To: Attn:

Re: Letter of Credit No. _____

Ladies and Gentlemen:

This is to advise you that all or any part of the actual costs and damages and for attorneys' fees, engineering fees, accounting fees, consulting fees, court costs, interest, and any other fees and expenses resulting from or incurred by reason of Franchisee's failure to promptly and faithfully perform its obligations under the Franchise Agreement have not been paid in accordance with the Franchise Agreement.

Very truly yours,



Village of Glencoe

675 Village Court,
Glencoe IL

Staff Report

Agenda Date: 7/16/2026

Agenda #: II.c.

Agenda Item:

Staff Report and Update on the 2026 Water Supply Analysis

Staff Contact: Monica Sarna, Public Works Director, Alex Urbanczyk, Water Plant Superintendent

Purpose and Actions Requested: To provide the Village Board with an update to the draft report for the 2026 Water Supply Analysis.

Budget Impact: Not Applicable

Strategic Priority Addressed: Community Resilience, Reliable Infrastructure, Economic Vitality

BACKGROUND AND ANALYSIS

In 2024, staff hosted a Water Workshop with the Village Board and the public to re-engage discussions regarding the future of Glencoe's water supply. The workshop presented three long-term options: continue investing in the existing water treatment plant, construct a replacement water plant at a new location or secure an alternative water source through a partnership with another community. While all three options remain viable, the Village Board directed staff to further explore regional water partnership opportunities. Previous studies evaluated purchasing water from neighboring communities to the north and south; however, a potential western water source had not yet been fully analyzed.

In September 2025, the Village Board approved a contract with Burns & McDonnell to complete a comprehensive Water Supply Analysis. The study evaluates the feasibility of a western water supply connection, reviews and updates the Village's 10-year Community Investment Program (CIP) for the water treatment plant and assesses the resiliency of the Village's emergency water interconnections. Staff has worked closely with Burns & McDonnell throughout the project and a draft report has now been submitted for review. Staff will present the preliminary findings to the Village Board at the July 16 Committee of the Whole meeting.

The analysis evaluated three potential water supply scenarios, storage requirements associated with a new water source, the capacity and resiliency of the Village's emergency interconnections and the current 10-year community investment schedule and cost estimates for the water treatment plant. Opinions of probable construction costs were also developed for each alternative to assist the Village in comparing the long-term financial impacts of each option. These costs were prepared in today's dollars and have not been adjusted with escalations based on project timelines.

The preliminary analysis evaluated several alternatives:

- A western connection to the Village's water distribution system utilizing a new 20-inch and 16-inch transmission main, supported by a new 2-million-gallon storage reservoir and a pumping station at the point of sale. This scenario has an estimated construction cost of approximately \$28 million
- A second alternative consisting of a direct 16-inch transmission main connection to the Village's 2 MGD reservoir adjacent to the water plant was estimated at approximately \$34 million.

- A third modeling scenario, which evaluated a redundant water supply connection utilizing the existing ComEd easement to the Village water tower, was determined to be infeasible. However, the study recommended a redundant transmission main along Dundee Road as a potential resiliency improvement with an estimated cost of \$8.4 million.

In addition to evaluating alternative water supplies, the study reviewed the Village's planned Community Investment Program at the existing water treatment plant. The analysis confirmed approximately \$8.3 million in scheduled improvements over the next ten years while also identifying several additional infrastructure needs, including replacement of Filters 1 through 4, a comprehensive chemical feed system assessment and prioritization of critical valve replacements. The report also identified the Village's raw water intake as a significant long-term capital investment, with an estimated replacement cost of approximately \$55 million.

The study further evaluated the Village's emergency water interconnections by analyzing average daily water demand and identifying recommendations for additional field testing, hydraulic modeling, valve and control infrastructure improvements and updates to intergovernmental agreements governing emergency water supply activation. These improvements are estimated at approximately \$1.9 million.

The hydraulic modeling completed for this study utilized steady-state simulations to evaluate system performance under specific operating conditions. Should the Village pursue an alternative water source, additional engineering and stakeholder coordination would be required, including confirmation of transmission main routing, coordination with Union Pacific Railroad, IDOT and applicable environmental and waterway agencies. Future steps would also include completing extended-period hydraulic modeling, hydrant flow testing, a system flushing program and water age analysis before advancing any alternative water supply project.

This study provides the Village with a high level technical and financial assessment of both maintaining the existing water treatment plant and pursuing a regional water partnership. The report will serve as a planning tool to guide future capital investment decisions and continued evaluation of long-term water supply alternatives.

RECOMMENDATION

Staff will present this information at the July 16, 2026 Committee of the Whole meeting as information only at this point. We plan to continue to finalize this draft report and use this analysis to guide future capital investment planning and decisions.