



VILLAGE OF WINNEBAGO

MEMORANDUM

To: Village President and Board of Trustees
From: Chief of Police Jeff White
Date: 10/07/2026
Subject: Police Department Staffing Review

VILLAGE OF WINNEBAGO POLICE DEPARTMENT

POLICE DEPARTMENT STAFFING REVIEW

Purpose

The purpose of this staffing review is to provide the Village Board of Trustees with an overview of the current police department staffing structure, the resulting coverage limitations, the process and associated costs of filling a vacant patrol position, and the anticipated timeline for a newly hired officer to become capable of performing independent patrol operations.

The current staffing model requires existing personnel to provide additional coverage to maintain police services. While overtime and supervisory personnel have helped address some of these coverage needs, the department remains vulnerable to uncovered shifts and increased overtime expenditures.

I. CURRENT POLICE DEPARTMENT STAFFING

The Village of Winnebago Police Department currently consists of:

- Chief of Police
- Lieutenant
- School Resource Officer (SRO)
- Two Patrol Officers

The two patrol officers are assigned to a rotating 12-hour schedule consisting of:

- **Day Shift:** 6:00 a.m. – 6:00 p.m.
- **Night Shift:** 6:00 p.m. – 6:00 a.m.

The patrol schedule operates on an A/B rotation as follows:

Shift	Week 1	Week 2
A Shift – Days/Nights	Monday, Tuesday, Friday, Saturday	Sunday, Wednesday, Thursday
B Shift – Days/Nights	Sunday, Wednesday, Thursday	Monday, Tuesday, Friday, Saturday

Under the current staffing vacancies, one patrol officer is assigned to the day-shift rotation and the Lieutenant supplements the second day-shift position.

Given the vacancies the department currently has, only one patrol officer is assigned to the night-shift rotation. As a result, the department does not have dedicated officers available to fill both night-shift positions within the established rotation.

***By filling 1 night shift patrol position, it does not address officer safety related issues, responding to potential violent calls puts single-shift officers at risk of injury.

*** See attached appendices for visual representation of scheduling based on number of positions filled.

Current Authorized Operational Structure

Position	Current Function
Chief of Police	Department administration, supervision, management, and operational responsibilities
Lieutenant	Supervisory responsibilities and supplementation of daytime patrol coverage
SRO	Dedicated school district responsibilities during the school year
Patrol Officer #1	Rotating day patrol assignment (Filled position) (B shift)
Patrol Officer #2	Rotating night patrol assignment (Filled position) (B shift)
Patrol Officer #3	Rotating cover/swing patrol assignment (Vacant position)
Patrol Officer #4	Rotating night patrol assignment (Vacant position)

*** The cover/swing shift patrol officer scheduled would consist of the following:

Shift	Week 1	Week 2
A Shift – Cover/Swing	Tuesday, Wednesday, Saturday	Sunday, Thursday, Friday

*** Hours of coverage: 1500-0300

This position allows for maneuverability to alter this position to fill in for vacations, sick leave, training and court requirements.

II. SCHOOL RESOURCE OFFICER

The School Resource Officer is assigned primarily to the Winnebago Community School District during the school year.

The SRO's responsibilities include regular school coverage as well as school-related activities and events, including:

- Extracurricular activities
- Varsity sporting events held locally
- Homecoming activities
- Prom
- Other school-sponsored or school-related activities

The SRO's assignment is specifically dedicated to the school district during the school year and therefore does not function as a regularly available patrol officer for general Village coverage during those assigned hours.

The current funding arrangement provides that the school district pays the Village an amount equal to **75% of the SRO's salary and benefits**, while the Village is responsible for the remaining **25%**.

III. CURRENT VACANCIES AND OPERATIONAL IMPACT

The current staffing level creates a structural gap in the department's ability to provide consistent coverage across the established 12-hour rotating schedule.

At the current staffing level, **at least one additional patrol officer is needed to provide regular staffing for the vacant night-shift position.**

The existing staffing model requires the department to utilize overtime to compensate for portions of the schedule that cannot otherwise be covered. This creates additional payroll expenditure and places increased reliance on a limited number of personnel.

The issue is not limited to the number of regularly scheduled positions. Even if two additional officers were hired, some shifts could still require overtime or alternative coverage because officers will periodically be unavailable due to:

- Vacation
- Sick leave
- Accumulated compensatory time
- Training
- Other approved leave or operational requirements

Accordingly, the filling of existing vacancies would improve baseline staffing and reduce the department's reliance on overtime, but it would not eliminate the possibility of uncovered shifts or overtime requirements.

Cover/Swing shift positions, which were once a part of the department's authorized staffing (2024), would permit multiple officers during much of the nighttime hours and provide the ability to maintain police coverage during vacation, sick and allowed compensatory time off. Simple adjustments in scheduling would allow for the coverage needed. The cover positions would be scheduled for the same rotation at the A and B Shift but working hours would be from 3:00 pm to 3:00 am.

IV. RECRUITMENT CONSIDERATIONS

The department has previously explored the possibility of filling the vacant patrol position(s) through a qualified lateral transfer.

However, the department has not received a sufficient number of qualified lateral applicants who meet the requirements necessary for employment.

As a result, the most viable option is to recruit and hire a new, non-lateral candidate.

Hiring a non-lateral candidate requires significantly longer preparation and training processes than hiring an experienced, certified lateral officer. The Village must account for the time and expense associated with candidate testing, background investigation, academy training, field training, equipment, and compensation during the training period.

Candidate Selection Process

A pool of applicants would need to be evaluated through a structured selection process that includes:

1. Application and initial qualification review
2. Written examination
3. Physical agility testing
4. Background investigation

5. Oral interview

6. Final candidate selection

The costs associated with the testing process are expected to be relatively limited and would primarily consist of staff payroll required to administer the testing process and costs associated with written testing materials.

Once the testing process is completed, a list of qualified candidates will be established. Test scores, background information, and oral interview results would then be considered in identifying the candidate most suitable for appointment to the vacant position.

V. BASIC POLICE OFFICER ACADEMY

Following selection, a non-certified candidate would be required to attend a Basic Police Officer Academy.

The next available Basic Police Academy class identified for purposes of this staffing review is scheduled to begin at **Sauk Valley College on January 3, 2027.**

The academy is **16 weeks** in duration and provides foundational training required for a newly appointed police officer.

Instruction includes, among other subjects:

- Firearms proficiency and qualification
- Use of force
- Juvenile law
- Search and seizure
- Criminal law
- Ethics in law enforcement
- Other foundational law enforcement subjects

The academy is designed to establish the basic knowledge, skills, and abilities necessary for an individual to begin performing the duties of a police officer.

Upon completion of the academy, the candidate must successfully satisfy the applicable state qualification requirements.

Academy Cost

The estimated cost of the 16-week academy, including housing and meals, is approximately:

\$7,500 per candidate + Ammunition \$450.00

Up to **50% of the academy cost may be eligible for reimbursement to the sponsoring agency; however, reimbursement is not guaranteed.**

In addition to the academy cost, the Village must continue to compensate the employees during the 16-week academy period.

VI. FIELD TRAINING OFFICER PROGRAM

Successful completion of the Basic Police Officer Academy does not immediately qualify a newly hired officer to operate independently.

Following academy graduation, the officer would enter a department Field Training Officer (FTO) program. The anticipated minimum duration of the FTO program is approximately **16 weeks**.

The purpose of the FTO program is to transition the officer from basic academy instruction to practical application of law enforcement responsibilities within the Village of Winnebago.

Training would include, but would not be limited to:

- Village and department policies and procedures
- Village ordinances
- Department computer systems
- Records management and report-writing systems
- Electronic citation systems
- Local arrest procedures
- Criminal complaint procedures
- Warrant submission procedures
- Local geography
- Surrounding-area geography
- Department-specific operational procedures
- Practical application of use-of-force and other legal requirements
- Community and agency-specific expectations

The FTO period is necessary to ensure that a newly hired officer develops the knowledge and practical experience necessary to perform patrol duties safely, effectively, and independently.

VII. EQUIPMENT AND INITIAL EMPLOYMENT COSTS

In addition to salary, academy expenses, and training costs, the Village would incur expenses associated with equipping a newly hired officer.

These costs would include, as applicable:

- Department uniforms
- Bullet-resistant vest
- Duty belt
- Duty equipment
- Other required department-issued equipment and supplies

The preliminary estimate for uniforms and equipment is approximately **\$2,500 per officer**.

Benefits are not included as a fixed amount in the estimates below because the actual cost will depend upon the benefit coverage selected and applicable Village costs.

VIII. ANTICIPATED TRAINING TIMELINE

January 3, 2027, Academy Start

If a candidate is selected in time to enter the January 3, 2027, Basic Police Officer Academy:

Milestone	Anticipated Date
Basic Police Officer Academy Begins	January 3, 2027
Basic Police Officer Academy Completion	April 23, 2027
Field Training Begins	Following Academy Completion
Minimum FTO Period	Approximately 16 weeks

Earliest anticipated release to independent patrol August 13, 2027

Under this schedule, **August 13, 2027, represents the earliest anticipated date that the newly hired officer could be released for active, independent patrol operations**, assuming successful completion of the academy and FTO program and satisfactory performance throughout the training process.

Alternative Academy Start

If the January 3, 2027, academy class cannot be utilized, the next identified Basic Police Officer Academy class is scheduled to begin **May 2, 2027**. The earliest anticipated date a newly hired officers would not be available for independent patrol would be approximately **December 12, 2027**.

IX. ESTIMATED COST – HIRING NOVEMBER 8, 2026

The following estimate assumes an employment start date of **November 1, 2026**, and utilizes the base pay rates identified in the **Master Police Ranges 2.0**.

The 2026 starting hourly rate is estimated at **\$27.05 per hour**.

Estimated Costs

Expense	Estimated Cost
2026 Wages – November 8 start	\$9,088.80 (2026 budget)
Basic Police Academy/Ammunition – 2027	\$7,950.00 (2026 budget)
Wages During Academy – 16 Weeks	\$18,177.60 (2027 budget)
Wages During FTO – 16 Weeks	\$18,177.60 (2027 budget)
Uniforms and Equipment	\$2,500.00 (2026 budget)
Benefits (Health, Dental & Life Insurance)	\$2,865.89 (2026 budget)
Conservative Estimated Total	\$58,759.89

The estimated **\$58,759.89** represents the anticipated cost of wages, academy expenses, and initial equipment through the anticipated completion of the academy and minimum FTO period as well as insurance costs.

Potential Benefit of a November 1, 2026, Hire

Hiring the candidate on **November 1, 2026**, would allow the candidate to become an employee before the January 3, 2027, academy start date.

This provides the department with additional time to complete preliminary orientation, department familiarization, policy review, administrative requirements, and other preparatory activities before and during the academy period.

Depending upon the candidate's progress and the structure of the department's training program, this may also provide an opportunity to reduce portions of the subsequent FTO process. Any reduction in FTO time would be based upon the officer's demonstrated proficiency and would not compromise required training or supervision.

X. ESTIMATED COST – HIRING IN 2027

If the Village is unable to hire a candidate in 2026 and the candidate begins employment in 2027, the estimated starting hourly rate would increase to approximately **\$27.73 per hour**, based upon the same Master Police Ranges 2.0.

Estimated Costs

Expense	Estimated Cost
Basic Police Academy/Ammunition – 2027	\$7,500.00
Wages During Academy – 16 Weeks	\$17,747.20
Wages During FTO – 16 Weeks	\$17,747.20
Uniforms and Equipment	\$2,500.00
Benefits	\$34,390.68
Conservative Estimated Total	\$82,109.80

The estimated **\$82,109.80** represents the anticipated cost associated with academy tuition, wages during the academy and FTO periods, and initial equipment.

This estimate does not include any additional costs associated with recruitment, testing, background investigations, or other administrative expenses.

XI. COST COMPARISON

The preliminary estimates demonstrate that the timing of the hire affects the Village's initial expenditure.

	Hire November 1, 2026	Hire in 2027
Initial Wages Prior to Academy	\$9,088.80 (2026)	—
Academy/Ammunition	\$7,950.00 (2026)	\$7,950.00
Academy Wages	\$18,177.60 (2027)	\$18,634.56
FTO Wages	\$18,177.60 (2027)	\$18,634.56
Equipment	\$2,500.00 (2026)	\$2,500.00
Benefits	\$2,865.89 (2026)	\$34,390.68

	Hire November 1, 2026	Hire in 2027
Estimated Total	\$90,284.68 (split)	\$82,109.80

The difference in the estimated totals primarily reflects the additional wages paid during November and December 2026 under the earlier hiring scenario.

However, an earlier employment date provides the potential operational benefit of placing a candidate into the January 2027 academy class rather than waiting for a later academy class.

XII. TRAINING AND RETENTION COST RECOVERY

Because the Village would make a significant investment in the recruitment, training, equipment, and development of a newly hired officer, the Village may consider establishing a written training and equipment reimbursement agreement.

Such an agreement could provide for the **prorated reimbursement of certain qualifying training and equipment expenses** if an employee voluntarily leaves Village employment within a specified period following completion of training.

For example, the Board may consider a repayment schedule covering the first two to three years of employment, with the amount decreasing over time as the employee continues in service.

Any such agreement should be developed and reviewed by the Village's legal counsel before implementation to ensure compliance with applicable federal and Illinois law, employment requirements, or personnel policies.

XIII. STAFFING CONSIDERATIONS

The current staffing configuration requires the department to rely upon overtime and existing supervisory personnel to maintain coverage.

The primary staffing considerations are:

1. **Current night-shift staffing is insufficient to independently cover the established rotating schedule.**
2. **The existing night-shift officer must work additional shifts**, resulting in overtime expenditures.
3. **The Lieutenant currently supplements daytime patrol coverage**, limiting the amount of supervisory capacity available for other administrative, supervisory, investigative, and operational responsibilities.
4. **The SRO is assigned to school district responsibilities** during the school year and is not a substitute for a regularly assigned patrol officer.

5. **Hiring a lateral officer has not produced a viable candidate**, making recruitment and training of a non-lateral candidate the current practical alternative.
 6. **A non-lateral hire requires a substantial investment of time and resources**, including testing, background investigation, academy training, FTO training, salary, benefits, uniforms, and equipment.
 7. **The January 3, 2027 academy class provides the earliest identified opportunity** to begin the formal academy training process.
 8. **Even with additional hires, some overtime will remain necessary** because normal employee leave, training, illness, vacation, and compensatory time can create temporary staffing shortages.
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XIV. CONCLUSION

The Village of Winnebago Police Department is currently operating with staffing levels that require existing personnel to provide additional coverage to maintain patrol operations.

The most immediate staffing deficiency is the lack of a second patrol officer necessary to consistently staff the rotating night-shift schedule without relying upon overtime.

The department's inability to identify a qualified lateral candidate means that filling the position with a non-lateral candidate will require a significant investment in recruitment, academy training, field training, equipment, and employee compensation before the individual can independently perform patrol duties.

Based upon the current academy schedule, a candidate(s) selected in sufficient time to attend the **January 3, 2027, Basic Police Officer Academy** could potentially complete academy and minimum FTO requirements and become available for independent patrol operations by approximately **August 13, 2027**.

The staffing issue therefore requires consideration not only of the immediate vacancy, but also of the extended period necessary to recruit, select, train, and develop a qualified police officer.

Early action on recruitment and candidate selection would provide the Village with the greatest opportunity to utilize the January 2027 academy class and begin reducing the department's dependence upon overtime and existing personnel for regular patrol coverage.

If the Village Board chooses not to fill the current police vacancies, continuing the current staffing model would risk officer burnout, increased overtime costs, and create an unsustainable and unreliable approach to police coverage for residents. That decision would require a comprehensive review and revision of the schedule to align coverage expectations with available personnel.

Month

Current Staffing

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				Lieutenant 1	B Side Dayshift 2 B Side Nightshift	B Side Dayshift 3 B Side Nightshift
B Side Dayshift 4 B Side Nightshift	Lieutenant 5	Lieutenant 6	B Side Dayshift 7 B Side Nightshift	B Side Dayshift 8 B Side Nightshift	Lieutenant 9	Lieutenant 10
Lieutenant 11	B Side Dayshift 12 B Side Nightshift	B Side Dayshift 13 B Side Nightshift	Lieutenant 14	Lieutenant 15	B Side Dayshift 16 B Side Nightshift	B Side Dayshift 17 B Side Nightshift
B Side Dayshift 18 B Side Nightshift	Lieutenant 19	Lieutenant 20	B Side Dayshift 21 B Side Nightshift	B Side Dayshift 22 B Side Nightshift	Lieutenant 23	Lieutenant 24
Lieutenant 25	B Side Dayshift 26 B Side Nightshift	B Side Dayshift 27 B Side Nightshift	Lieutenant 28	Lieutenant 29	B Side Dayshift 30 B Side Nightshift	B Side Dayshift 31 B Side Nightshift

Month

Filling 1 vacant position

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1 B Side Dayshift B Side Nightshift	2 Lieutenant A Side Nightshift	3 Lieutenant A Side Nightshift	4 B Side Dayshift B Side Nightshift	5 B Side Dayshift B Side Nightshift	6 Lieutenant A Side Nightshift	7 Lieutenant A Side Nightshift
8 Lieutenant A Side Nightshift	9 B Side Dayshift B Side Nightshift	10 B Side Dayshift B Side Nightshift	11 Lieutenant A Side Nightshift	12 Lieutenant A Side Nightshift	13 B Side Dayshift B Side Nightshift	14 B Side Dayshift B Side Nightshift
15 B Side Dayshift B Side Nightshift	16 Lieutenant A Side Nightshift	17 Lieutenant A Side Nightshift	18 B Side Dayshift B Side Nightshift	19 B Side Dayshift B Side Nightshift	20 Lieutenant A Side Nightshift	21 Lieutenant A Side Nightshift
22 Lieutenant A Side Nightshift	23 B Side Dayshift B Side Nightshift	24 B Side Dayshift B Side Nightshift	25 Lieutenant A Side Nightshift	26 Lieutenant A Side Nightshift	27 B Side Dayshift B Side Nightshift	28 B Side Dayshift B Side Nightshift

Month

Filling both vacant positions

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1 B Side Dayshift B Side Nightshift	2 Lieutenant A Side Nightshift	3 Lieutenant Cover Car A Side Nightshift	4 B Side Dayshift Cover Car B Side Nightshift	5 B Side Dayshift B Side Nightshift	6 Lieutenant A Side Nightshift	7 Lieutenant Cover Car A Side Nightshift
8 Lieutenant Cover Car A Side Nightshift	9 B Side Dayshift Cover Car B Side Nightshift	10 B Side Dayshift B Side Nightshift	11 Lieutenant A Side Nightshift	12 Lieutenant Cover Car A Side Nightshift	13 B Side Dayshift Cover Car B Side Nightshift	14 B Side Dayshift B Side Nightshift
15 B Side Dayshift B Side Nightshift	16 Lieutenant A Side Nightshift	17 Lieutenant Cover Car A Side Nightshift	18 B Side Dayshift Cover Car B Side Nightshift	19 B Side Dayshift B Side Nightshift	20 Lieutenant A Side Nightshift	21 Lieutenant Cover Car A Side Nightshift
22 Lieutenant Cover Car A Side Nightshift	23 B Side Dayshift Cover Car B Side Nightshift	24 B Side Dayshift B Side Nightshift	25 Lieutenant A Side Nightshift	26 Lieutenant Cover Car A Side Nightshift	27 B Side Dayshift Cover Car B Side Nightshift	28 B Side Dayshift B Side Nightshift
29 B Side Dayshift B Side Nightshift	30 Lieutenant A Side Nightshift	31 Lieutenant Cover Car A Side Nightshift				

Month

**Filling 2 vacancies and
adding 1 Officer
(2024 Staffing level)**

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 B Side Dayshift B Side Cover Car B Side Nightshift	2 B Side Dayshift B Side Cover Car B Side Nightshift	3 Lieutenant A Side Cover Car A Side Nightshift	4 Lieutenant A Side Cover Car A Side Nightshift
5 Lieutenant A Side Cover Car A Side Nightshift	6 B Side Dayshift B Side Cover Car B Side Nightshift	7 B Side Dayshift B Side Cover Car B Side Nightshift	8 Lieutenant A Side Cover Car A Side Nightshift	9 Lieutenant A Side Cover Car A Side Nightshift	10 B Side Dayshift B Side Cover Car B Side Nightshift	11 B Side Dayshift B Side Cover Car B Side Nightshift
12 B Side Dayshift B Side Cover Car B Side Nightshift	13 Lieutenant A Side Cover Car A Side Nightshift	14 Lieutenant A Side Cover Car A Side Nightshift	15 B Side Dayshift B Side Cover Car B Side Nightshift	16 B Side Dayshift B Side Cover Car B Side Nightshift	17 Lieutenant A Side Cover Car A Side Nightshift	18 Lieutenant A Side Cover Car A Side Nightshift
19 Lieutenant A Side Cover Car A Side Nightshift	20 B Side Dayshift B Side Cover Car B Side Nightshift	21 B Side Dayshift B Side Cover Car B Side Nightshift	22 Lieutenant A Side Cover Car A Side Nightshift	23 Lieutenant A Side Cover Car A Side Nightshift	24 B Side Dayshift B Side Cover Car B Side Nightshift	25 B Side Dayshift B Side Cover Car B Side Nightshift
26 B Side Dayshift B Side Cover Car B Side Nightshift	27 Lieutenant A Side Cover Car A Side Nightshift	28 Lieutenant A Side Cover Car A Side Nightshift	29 B Side Dayshift B Side Cover Car B Side Nightshift	30 B Side Dayshift B Side Cover Car B Side Nightshift		