

MEMORANDUM

To: Village Board
From: Zachery Creer, Village Manager
Date: April 2, 2024
Subject: Fire Department Investigation Cover Letter

Background: The Village received a series of complaints about training, payroll practices, and professionalism within the Department. The Village hired Charles Hervas to investigate specifically the payroll violations. This investigation was necessarily narrowed due to cost and time constraints to violations involving callbacks on mutual aid calls, his report is attached.

Findings:

- Charles Hervas' report details findings specifically on callback violations on mutual aid calls.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]

Corrective Actions Taken: Village moved quickly once violations were verified, first pausing callbacks, and hiring an investigator, then putting in proper internal controls to prevent future violations. Subsequently, a new door system was installed that tracks attendance, new attendance sheets were put in place and past practices on “rounding up” and pyramiding hours were remediated. Cameras are also being installed on all village facilities. Employees without proper training were removed from shifts and required training was scheduled. Employees have received ethics training as well as extended training on proper payroll procedures. Acting Chief Godek is conducting a review of recent major incidents to make recommendations on further improvements. Former Police Chief Dalen was hired to oversee the department, establish new policies and an updated training program.



REPORT

Investigation of the Clarendon Hills Fire Department POC Callback Procedures (2020-2023)

Date: March 28, 2024

By:

Charles Hervas
Hervas, Condon & Bersani, P.C.
333 Pierce Road, Suite 195
Itasca, Illinois 60143

Background & Significant Activities

In November 2023, I was contacted by Village Attorney Jason Guisinger requesting that I perform an investigation into possible misconduct within the Clarendon Hills Fire Department. Background for the investigation was provided by Village Manager Zach Creer and Assistant Village Manager/Human Resources Director Mera Johnson through meetings, phone calls, and emails. The focus of the investigation involved callback procedures of Paid on Call firefighters dating back to January 2020.

Initial interviews consisted of Deputy Chief Roger Krupp and Interim Chief David Godek. Additional follow-up meetings were held with Mr. Creer and Ms. Johnson. I reviewed documentation relating to the establishment of the fire department, policies and procedures of the fire department, and hundreds of pages of fire department incident attendance reports and spreadsheets relating to carbon monoxide and trouble alarms, Hinsdale assist, and Westmont assist. The attendance documents, also referred to as callback sheets, spanned from 2020-2023. I also reviewed memos, emails, Village Board minutes and the video of Village Board proceedings from February 7, 2022. Finally, I reviewed the forensic audit of attendance reports performed by Ms. Cheryl Mosqueda.

Interviews of Chief Brian Leahy and Lt. James Weil were necessary to the investigation. However, both individuals were placed on administrative leave prior to the commencement of my investigation. In consultation with the Village Attorney, it was determined that both Chief Leahy and Lt. Weil should be afforded the rights under the Fireman's Disciplinary Act found at 50 ILCS 745/1. Application of the Act was necessary because of the possibility of discipline as a result of the investigation. The Firefighter Disciplinary Act requires a Notice of Interrogation and numerous due process rights prior to an interrogation. Notably, an interrogation of a fire department official involves an order to answer all questions truthfully and completely. Under the law, firefighters cannot refuse to answer questions under order of a superior officer.¹ In late November 2023, Chief Leahy and Lt. Weil were issued personnel orders to report for duty to be interrogated consistent with the Firefighter Disciplinary Act. Chief Leahy and Lt. Weil were represented by Attorney Patrick Dolan. The interrogations were scheduled for early December. At the request of Attorney Dolan, the interrogations were continued to December 19, 2023. Lt. Weil's interrogation proceeded the morning of December 19, 2023; however, Chief Leahy's interrogation was postponed by agreement. I recommended the postponement to Village Manager Creer and Village Attorney Guisinger, in anticipation that a global settlement of all possible claims might be possible between Chief Leahy and the Village of Clarendon Hills. At the time, it was anticipated that if a settlement occurred, Chief Leahy would provide an interview after a settlement document was executed. A settlement was reached, and Chief Leahy provided an interview on March 5, 2024.

Important to the investigation was a detailed and accurate review of the fire department callback sheets. In late November 2023, I recommended to Mr. Creer that a forensic auditor be hired to do an analysis of the callback sheets and spreadsheets created by Lt. Weil to determine the number

¹ A police officer or firefighter may be compelled to respond to questions in a work-related inquiry, but any information obtained in the interrogation cannot be used against the employee in a criminal proceeding. Under the U.S. Supreme Court's Garrity decision any compelled responses are self-incriminating and must be discarded by law enforcement.

of violations and an estimated cost related to those violations. The conclusions of the forensic auditor were critical to the conclusions reached in this report.

Callbacks

Commencing on January 1, 2020, Chief Leahy revised procedures for on-duty staffing and POC callback procedures (see Exhibit 1 – POC Callback Procedures).² Everyone interviewed, including Chief Leahy, agreed that procedures were intended to change on January 1, 2020. Chief Leahy noted in his interview that the move from three to four personnel on duty was intended to reduce the need for POC callbacks related to minor alarms and auto aid calls to Hinsdale lasting less than about 15 minutes. Although Chief Leahy indicated the policy only applied to Hinsdale at the time, other interviews indicated the policy also was applied to assist calls to Westmont. Nonetheless, Chief Leahy agreed in his interview that the purpose of the revised procedure was to reduce POC callbacks. Acting Chief Godek, Deputy Chief Krupp, Lt. Weil and Mr. Creer all agreed that the new policy was designed to reduce POC callbacks. Unfortunately, the implementation of portions of the January 1, 2020 policy were difficult and confusing.³

On November 12, 2020, less than one year from the start of the new policy, Chief Leahy issued a clarifying email to members of the fire department indicating that, “We seem to be going to more fire automatic aid calls during the last few months. Several members have asked me to clarify our response procedures for these calls to various departments.” (See Exhibit 2 – Chief Leahy email to Department dated 11/12/20). Chief Leahy agreed during his interview there was confusion, and the email was designed to make it clear that Hinsdale and Westmont auto aid calls would not require a POC callback response unless the call was longer than 15-20 minutes. Despite the clarification, the evidence obtained from interviews with Deputy Chief Krupp, Acting Chief Godek and Lt. Weil clearly showed that confusion remained on the correct application of the POC callback policy related to certain alarms and on certain assist calls to Hinsdale and Westmont (even after the clarifying memo in 2020).

Testimony of Lt. Weil

Lt. Weil confirmed problems related to POC callback procedures. When asked the general question about whether there was any confusion within the department about callback procedures, Lt. Weil responded, “every day.” He specifically noted problems between off duty Paid on Call personnel that carried pagers vs. cell phones.⁴ He further noted that use of the Active 911 dispatching system gave vague information about calls. Lt. Weil testified when the

² The callback process involves notifying Paid on Call (POC) personnel of a need to respond to the fire station to assist the four on-duty personnel. In many instances the callbacks are necessary. Callback personnel are paid a minimum of one hour, even if they spend less than one hour on the callback. As noted previously, callbacks are not necessary for certain alarms and assist calls for Hinsdale and Westmont lasting less than 15-20 minutes.

³ Chief Leahy insists the January 1, 2020 policy was merely a guideline. Whether it was a policy or a guideline, the callback process changed to efficiently staff four full time personnel. There is no dispute the goal was a reduction in callbacks.

⁴ According to Lt. Weil pagers more accurately identified the nature of the callback than did cell phones.

department switched over to dispatch using FlowMSP, the callback process tended to improve (the change occurred in 2023).

Lt. Weil agreed the new policy commencing on January 1, 2020 established four on duty personnel and was designed to reduce callbacks for certain alarms and assists to Hinsdale and Westmont that lasted less than about 15 minutes. He also agreed that the November 2020 email from the Chief was a clarification because the callback policy was not being followed correctly.

Lt. Weil was responsible for collecting attendance reports (callback sheets), which he utilized to prepare spreadsheets that were forwarded to payroll. Although Lt. Weil admitted the callback policy was not properly followed through the end of 2023, he claims the callback policy was not abused. However, he admitted he would go to the Chief approximately once a quarter and advise that callbacks were going up. Further, Lt. Weil would question the accuracy of certain callbacks, and he would bring it to the Chief for handling. Sometimes Chief Leahy would approve a situation raised by Lt. Weil and sometimes Chief Leahy would advise he would handle the matter with the individual. Lt. Weil testified that Chief Leahy would make final decisions on whether callbacks were approved or denied.

Lt. Weil's interrogation testimony affirmed a clear theme in my investigation - the policy on POC callback procedures was not properly followed and it was brought to the attention of Chief Leahy. Despite Chief Leahy's attempt to clarify the callback procedure in November 2020, violations persisted on a regular basis.

Village Board February 2022

In February 2022, then Assistant Village Manager Creer, Chief Leahy and Deputy Chief Krupp worked on a summary of proposed changes to the fire department based on the McGrath study. During the Public Safety Committee discussion at the Village Board meeting of February 7, 2022, Chief Leahy responded to questions from the Village Board regarding operations and assured the Board that auto aid calls to Hinsdale that come back in 10-15 minutes do not require callbacks (and the fire department was looking to do the same with Westmont). Clearly, the Board was led to believe by Chief Leahy that certain callbacks were being eliminated. Additionally, a memo dated February 17, 2022, from Assistant Village Manager Creer, Chief Leahy, and Deputy Chief Krupp to the Board affirmed recent removal of callbacks on certain auto aid calls to Hinsdale and an intent to apply the same to Westmont (see Exhibit 3 – Memo to President and Board dated 2/17/22).

Regardless of confusion with certain callbacks in the fire department, Chief Leahy, both verbally and in writing, assured the Board that certain callbacks had been removed.⁵ While it may have been Chief Leahy's intent and desire to eliminate certain callbacks as outlined in his policy of January 1, 2020 and the clarification email of November 12, 2020, the evidence clearly showed that multiple callback violations persisted during 2020-2023.

⁵ Effective January 1, 2020 staffing at the fire department went from 3 to 4. The elimination of certain callbacks was a component in justifying adding staff.

Chief Leahy Interview

On March 5, 2024 Chief Leahy agreed to an interview. The Chief affirmed his reliance on Lt. Weil to process payroll based on the fire department attendance reports. The Chief also affirmed that Lt. Weil consulted with him on callbacks and that the callback procedure was clarified in his November 12, 2020 email to the department. The Chief denies he misled the Village Board about callbacks. The Chief explained that he has no staff to assist him with administrative details, and he relied on Lt. Weil to assist in making sure callback procedures were followed. As far as the Chief was concerned, so long as the monthly numbers were in line with the budget, he believed the callback situation was not a problem.

As for complaints about improper callbacks, the Chief noted tension and animosity between the Paid on Call firefighters and the part time firefighter paramedics. He viewed the paramedics as the main complainers. He acknowledged that some paramedics complained that POC firefighters abused the callback process, but he responded he would review the situation (and the numbers seemed to line up so there wasn't a problem).

At the same time the Chief acknowledged he was in charge, and it was his job to make sure procedures and guidelines were followed. When I advised the Chief there were over 1,000 callback violations between 2000-2023, he was shocked. In fact, the Chief provided me with follow-up emails indicating it would be impossible to have over 1,000 callback violations.

Finally, when questioned about the possibility that he overlooked callback violations by personnel he considered his "friend," the Chief denied any such action. Chief Leahy believes he has gone out of his way to be fair with all his employees and did not give preferential treatment.

Forensic Audit

In addition to admitted confusion on callback procedures, the fire department attendance reports reflect an abuse of the callback process. Ms. Cheryl Mosqueda, ⁶an experienced accountant familiar with forensic audits, carefully reviewed attendance reports to determine all instances of callback violations related to the trouble alarms and assist calls to Hinsdale and Westmont that are referred to in the 1/1/20 procedure, the 11/12/20 clarification and the references by the Chief in February 2022 (both verbally to the Board and his joint memo). I had a conference call with Ms. Mosqueda on January 25, 2024 to review her findings and to review the procedures she used in making her determinations. I am satisfied her work was thorough and accurate. Despite Chief Leahy's insistence that over 1,000 callback violations are impossible, Ms. Mosqueda's work came directly from attendance forms. I consider her painstaking work in reviewing hundreds of documents as accurate (see Exhibit 4 – Mosqueda Report dated 2/3/24).

In summary, Ms. Mosqueda's work revealed 1,592 callback violations with a financial impact of \$52,868 over the course of almost four years. Detail of her work is shown on the following chart:

⁶ Ms. Mosqueda is a CPA with over 25 years of experience in local government and the private sector. Her credentials show she is very capable of performing a forensic audit of the fire department records.

Summary of Callback Violations from 2020 through first pay period in October 2023

Calendar Year	Total EMS and Fire Callbacks	Total Callback Violations	Violation % of Total	OT Cost	OT & Straight time Cost Combined	FICA	Total Cost of violations	% increase over prior year
2020	3,929	327	8%	\$ 1,420	\$ 8,798	\$ 673	\$ 9,471	
2021	3,818	465	12%	\$ 4,515	\$ 14,732	\$ 1,127	\$ 15,859	67%
2022	3,848	569	15%	\$ 3,500	\$ 17,248	\$ 1,319	\$ 18,567	17%
2023 [thru 1st pay period in Oct]	2,361	231	10%	\$ 3,034	\$ 8,333	\$ 637	\$ 8,970	-52%
Total	13,956	1,592	11%	\$ 12,469	\$ 49,111	\$ 3,757	\$ 52,868	

Ms. Mosqueda's work shows a clear pattern of callback violations from 2020-2023. Her report also included details on every member of the department that participated in callbacks.

Conclusion

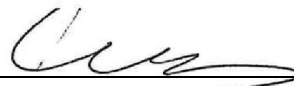
Callback procedures for minor alarms and assists to Hinsdale and Westmont for calls under 15-20 minutes were not consistently followed from 2020-2023. My investigation determined through interview, testimony, and attendance sheets that callbacks in the fire department failed to meet the expectations of the administration since the change in 2020, when full time staffing went from 3 to 4.

Although Chief Leahy contests the accuracy of the forensic audit, the attendance sheets are the best evidence of callbacks and payroll. Lt. Weil noted there may be some errors in the attendance sheets, but he believed they were sufficiently accurate to calculate payroll. When Lt. Weil thought attendance sheets were wrong, he advised Chief Leahy. The forensic audit determined 1,592 callback violations from 2020-2023. Even if the audit was in error by 33%, the number of violations exceed 1,000. The auditor determined the cost of the violations exceeded \$50,000.

It is my understanding that the administration has addressed the callback issue. I am advised procedures are in place to ensure callbacks are properly handled. As a sub note, the Village should address issues involving Paid on Call firefighters and the part time firefighter paramedics. The tension between the two groups was an issue in every interview/interrogation. The success of the fire department model used by Clarendon Hills requires a strong working relationship among all employees.

I appreciate the opportunity to serve the Village of Clarendon Hills with this assignment. I am available to discuss my findings or provide clarifications.

Respectfully,



Charles E. Hervas

CLARENDON HILLS FIRE DEPARTMENT
ON DUTY STAFFING & POC CALL BACK PROCEDURES

JANUARY 2020

REVISED 01-02-2010

Beginning on January 1, 2020 the Fire Department will be staffing the fire station with four (4) personnel on each shift. There will be a minimum of two (2) Firefighter Paramedics on each shift and will be assigned to Medic 86.

- Medic 86 will be staffed with the two (2) Firefighter Paramedics.
- Ladder 86 will be staffed with two (2) Firefighter/EMT-B's or Paramedics.

- Medic 86 and Utility 86 will respond to EMS calls inside Clarendon Hills. The Ladder 86 Driver will remain in the station.
- Medic 86 and Squad 86 will respond to vehicle crashes in Clarendon Hills.

- Ladder 86 and Medic 86 will respond to all Fire/Rescue calls in Clarendon Hills.
- Ladder 86 and Medic 86 will respond to automatic aid calls in Hinsdale.
- Ladder 86, Engine 86 or Squad 86 will respond as requested with three (3) on duty personnel for auto aid calls to Westmont, Western Springs, Oak Brook and Tri State. One (1) Firefighter Paramedic shall remain in the station with Medic 86.

- When Medic 86 responds to Hinsdale following Ladder 86, Medic 86 shall respond on the radio as follows: **"DuComm, Medic 86 is also responding with Ladder 86, please add Medic 86 to the call"**. This action will add Medic 86 to the call and the Medic 86 MDC will get the call.

- POC Call Back Firefighter EMT-B's/Paramedics shall respond back to the station for all calls **except** for Automatic Aid calls to Hinsdale. Ladder 86 and Medic 86 will be somewhat available during the response to Hinsdale and break away for a Fire/Rescue/EMS call in Clarendon Hills. If ladder 86 or Medic 86 becomes committed to a call in Hinsdale for more than about 15 minutes, the on duty personnel shall notify DuComm to page out using the call back tone and request all available Clarendon Hills personnel to staff station 86.

- POC Call Back Firefighter EMT-B's/Paramedics are **not** needed to respond to the station for the following types of calls:
 - FD Alarm Trouble
 - FD Alarm Investigation
 - FD Investigation outside odor
 - FD Lockout Home

- Carbon Monoxide Alarm (no illness)

Most of these types of calls are not toned out and just come across Active 911 or is a single vehicle Utility 86 call if toned out. These types of calls can be handled by on duty personnel and can remain in service for other calls if needed. The Ladder Officer position will use Utility 86 to respond to these types of calls.

Soon we will be doing quick drills with the on duty personnel. These drills are in the process of being developed by the Training Officer. More to come on that soon.

Personnel are assigned to vehicles for a reason because of their capabilities of EMS skills, driving, etc. The four (4) personnel on duty shall stay on these assigned vehicles for their entire assigned shift.

Daytime shift free time is from 6:00 AM to 8:00 AM. At 8:00 AM the TV shall be shut off and all shift duties and training requirements shall begin with ALL personnel that are on duty. The officer on duty or the most senior person on duty is in charge and shall decide who does what duties. The officer or senior person on duty will be responsible to make sure all duties and training are completed properly and the shift assignment book shall not be signed until all duties are completed. After all assigned shift duties and training are completed properly, the remainder of the shift is free time unless an officer asks for something else to be done.

Nighttime shift free time is from 6:00 PM to 6:30 PM. At 6:30 PM the TV shall be shut off and all shift duties and training requirements shall begin with ALL personnel that are on duty. The officer on duty or the most senior person on duty is in charge and shall decide who does what duties. The officer or senior person on duty will be responsible to make sure all duties and training are completed properly and the shift assignment book shall not be signed until all duties are completed. After all assigned shift duties and training are completed properly, the remainder of the shift is free time unless an officer asks for something else to be done.

If a person on duty wishes to work out using the workout facility, they can do that during free time taking their assigned vehicle to the work out facility with their partner. Both personnel shall carry a portable radio that is monitoring the Fire East channel.

If a person on duty wishes to pick up food at Jewel or from a local restaurant, they can do that during free time taking their assigned vehicle with their partner. Both personnel shall carry a portable radio that is monitoring the Fire East channel. Medic 86 may be

parked in a safe location and completely locked if both personnel choose to go inside. Ladder 86 can **NOT** be left unattended. One of the personnel shall remain in this vehicle while the other person goes inside. No vehicles shall be parked illegally or in fire lanes at any time.

All of these rules will be refined over the next few months as having four (4) personnel on duty is new for 2020. These rules when amended shortly will also be incorporated into our Standard Operating Guidelines. But for now these rules will apply.

If you have any questions regarding something that I have forgotten, please feel free to email me and I will try to clarify.

Thank you

Chief Leahy

From: [Brian Leahy](#)
To: [Undisclosed recipients:](#)
Bcc: [Bob \[REDACTED\]](#); [Brian Fennell](#); [Brian Fennell \(Home\)](#); [Brian Leahy](#); [Chris Fennell](#); [Chris Fennell \(Home\)](#); [Craig VanZandt](#); [Craig VanZandt \(Home\)](#); [Dave Godek](#); [Dave Sobottke \(Home\)](#); [David Sobottke](#); [Doug Denlinger](#); [Doug Denlinger \(Work\)](#); [Doug Niemeyer](#); [Doug Niemeyer \(Home\)](#); [Edward Chen](#); [Edward Chen \(Home\)](#); [Elisha Schwartzberg](#); [Elisha Schwartzberg \(Home\)](#); [Eric Peterson](#); [Eric Peterson \(Home\)](#); [Ethan McReynolds](#); [Ethan McReynolds \(Home\)](#); [Jack Barrett](#); [Jack Barrett \(Home\)](#); [Jacob Biros](#); [Jacob Biros \(Home\)](#); [Jacob Juska](#); [Jacob Juska \(Home\)](#); [James Jung](#); [James Jung \(Home\)](#); [James Schlicher](#); [James Schlicher \(Home\)](#); [James Weil](#); [Jeremy Durbin](#); [Jeremy Durbin](#); [Jim Weil](#); [Joe Jung \(Home\)](#); [Joe Skrypek](#); [John Horton](#); [John Horton](#); [John McReynolds](#); [John McReynolds \(Home\)](#); [Joseph Jung](#); [Joseph Skrypek](#); [Lisa Greyhill](#); [Lisa Greyhill \(Home\)](#); [Lisa Greyhill \(Work\)](#); [Mark Rediehs](#); [Mark Rediehs \(Home\)](#); [Matthew Ladniak](#); [Matthew Ladniak \(Home\)](#); [Michael Gallagher](#); [Michael Gallagher \(Home\)](#); [Michael O'Malley](#); [Michael O'Malley \(Work\)](#); [Myles Laffey](#); [Myles Laffey \(Home\)](#); [Nicholas Cassidy](#); [Nicholas Cassidy \(Home\)](#); [Regelio Rodriguez](#); [Robert Parsons](#); [Roberta Bowen](#); [Roberta Bowen \(Home\)](#); [Roger Krupp](#); [Roger Rodriguez \(Home\)](#); [Scott Bonser](#); [Scott Bonser \(Work\)](#); [Scott Larem](#); [Scott Larem \(Home\)](#); [Scott Pilafas](#); [Scott Pilafas \(Home\)](#); [Sean Brucci](#); [Sean Brucci \(Home\)](#); [Sean Glowa](#); [Sean Glowa \(Home\)](#); [Sean Reese](#); [Sean Reese](#); [Sean Russell](#); [Sean Russell \(Home\)](#); [Steve Letizia](#); [Steven Letizia \(Home\)](#); [Thomas Jung](#); [Thomas Jung \(Home\)](#); [Will Swain](#); [William Swain \(Home\)](#); [William Swain \(Work\)](#)
Subject: FW: Automatic Aid Response clarifications (amended)
Date: Thursday, November 12, 2020 10:23:30 AM

From: Brian Leahy
Subject: FW: Automatic Aid Response clarifications (amended)

To: All CHFD Members

We seem to be going to more fire automatic aid calls during the last few months. Several members have asked me to clarify our response procedures for these calls to various departments. Listed below will be the procedure for automatic aid responses.

HINSDALE FIRE DEPARTMENT FIRE AUTOMATIC AID OR BOX ALARM

Ladder 86 and Medic 86 will respond to all fire automatic aid calls. (2 personnel on each vehicle) POC call back personnel are **NOT** needed to respond to the station, unless it is at the box alarm level or seems like a call longer than 15-20 minutes.

WESTMONT-OAK BROOK-DOWNERS GROVE-TRI-STATE-WESTERN SPRINGS FIRE AUTOMATIC AID OR BOX ALARM

Ladder 86 or Engine 86 or Squad 86 shall respond as requested with three (3) on duty personnel leaving one (1) paramedic back at the station to staff Medic 86. POC call back personnel shall respond to the station for coverage and also to assist with staffing Medic 86. Medic 86 will then be staffed with one (1) paramedic and one (1) EMT until the other paramedic arrives back at the station.

If it seems that L86, E86 or S86 is going to be committed for 15-20 minutes or more and Medic 86 is still in a 1 and 1 status, the ranking officer or senior firefighter at the station shall make arrangements to get 1 or 2 personnel from the station over to the call so that the on duty paramedic can return to the station to staff Medic 86.

I would hope that this email will clarify these response procedures.

Brian D. Leahy
Fire Chief
Village of Clarendon Hills
Fire Department
316 Park Avenue
Clarendon Hills, Illinois 60514
630-286-5430
630-286-5457 (Confidential Fax)
bleahy@clarendonthills.us

From: [Brian Leahy](#)
To: [Undisclosed recipients:](#)
Bcc: [Bob \[REDACTED\]](#); [Brian Fennell](#); [Brian Fennell \(Home\)](#); [Brian Leahy](#); [Chris Fennell](#); [Chris Fennell \(Home\)](#); [Craig VanZandt](#); [Craig VanZandt \[REDACTED\]](#); [Dave Godek](#); [Dave Sobottke \(Home\)](#); [David Sobottke](#); [Doug Denlinger](#); [Doug Denlinger \(Work\)](#); [Doug Niemeyer](#); [Doug Niemeyer \(Home\)](#); [Edward Chen](#); [Edward Chen \(Home\)](#); [Elisha Schwartzberg](#); [Elisha Schwartzberg \(Home\)](#); [Eric Peterson](#); [Eric Peterson \(Home\)](#); [\[REDACTED\]](#); [Ethan McReynolds](#); [Ethan McReynolds \(Home\)](#); [Jack Barrett](#); [Jack Barrett \(Home\)](#); [Jacob Biros](#); [Jacob Biros \(Home\)](#); [Jacob Juska](#); [Jacob Juska \(Home\)](#); [James Jung](#); [James Jung \(Home\)](#); [James Schlicher](#); [James Schlicher \(Home\)](#); [James Weil](#); [Jeremy Durbin](#); [Jeremy Durbin](#); [Jim Weil](#); [\[REDACTED\]](#); [Joe Jung \(Home\)](#); [Joe Skrypek](#); [\[REDACTED\]](#); [John Horton](#); [John Horton \[REDACTED\]](#); [John McReynolds](#); [John McReynolds \(Home\)](#); [Joseph Jung](#); [Joseph Skrypek](#); [Lisa Greyhill](#); [Lisa Greyhill \(Home\)](#); [Lisa Greyhill \(Work\)](#); [\[REDACTED\]](#); [Mark Rediehs](#); [Mark Rediehs \(Home\)](#); [Matthew Ladniak](#); [Matthew Ladniak \(Home\)](#); [Michael Gallagher](#); [Michael Gallagher \(Home\)](#); [Michael O'Malley](#); [Michael O'Malley \(Work\)](#); [Myles Laffey](#); [Myles Laffey \(Home\)](#); [Nicholas Cassidy](#); [Nicholas Cassidy \(Home\)](#); [Regelio Rodriguez](#); [Robert Parsons](#); [Roberta Bowen](#); [Roberta Bowen \(Home\)](#); [Roger Krupp](#); [Roger Rodriguez \(Home\)](#); [Scott Bonser](#); [Scott Bonser \(Work\)](#); [Scott Larem](#); [Scott Larem \(Home\)](#); [Scott Pilafas](#); [Scott Pilafas \(Home\)](#); [Sean Brucci](#); [Sean Brucci \(Home\)](#); [Sean Glowa](#); [Sean Glowa \(Home\)](#); [Sean Reese](#); [Sean Reese \[REDACTED\]](#); [Sean Russell](#); [Sean Russell \(Home\)](#); [Steve Letizia](#); [Steven Letizia \(Home\)](#); [Thomas Jung](#); [Thomas Jung \(Home\)](#); [Will Swain](#); [William Swain \(Home\)](#); [William Swain \(Work\)](#)
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WESTMONT-OAK BROOK-DOWNERS GROVE-TRI-STATE-WESTERN SPRINGS FIRE AUTOMATIC AID OR BOX ALARM

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If it seems that L86, E86 or S86 is going to be committed for 15-20 minutes or more and Medic 86 is still in a 1 and 1 status, the ranking officer or senior firefighter at the station shall make arrangements to get 1 or 2 personnel from the station over to the call so that the on duty paramedic can return to the station to staff Medic 86.

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Brian D. Leahy
Fire Chief
Village of Clarendon Hills
Fire Department
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630-286-5430
630-286-5457 (Confidential Fax)
bleahy@clarendonthills.us



ADMINISTRATIVE/LEGISLATIVE _____
COMMUNITY/INTERGOVERNMENTAL AFFAIRS _____
FINANCE _____
LAND USE _____
PUBLIC SAFETY _____
PUBLIC SERVICES _____

1 N. Prospect Avenue
Clarendon Hills, Illinois 60514
630.286.5400
5.5/8.7

2/22/2022

MEMORANDUM

To: Village President Austin and Board Trustees
From: Zachery Creer, Assistant Village Manager
Chief Brian Leahy
Deputy Chief Krupp
Date: 2/17/2022
Subject: Fire Study Update/ Fire Department Goals

The Village Board accepted the McGrath Study on December 7th, 2020. Staff have been implementing and researching elements since then. Additionally, Staff from Admin and the Fire department have discovered other possible improvements not listed by the study and are implementing them. A status update is below.

Compensation- Overtime was amended to 28-day cycle effective January 1, 2022, different pay for different work was eliminated, and stronger internal controls were put in place. There is a planned six-month review with an internal employee team for a status update and tweaks.

Sharing Equipment/Services- Staff examined case studies to determine possible routes and approached neighbors for proposals based on the Libertyville-Mundelein model (but modified for our purposes) on January 27, 2022. The foundation of the model being shared ladder services rather than equipment. Staff will provide a summary and action-based decisions for the Board as soon as research and negotiations are complete, but staff provided up to a month for our neighbors to give us initial thoughts.

Full Consolidation- Village Board members indicated full consolidation is not being explored. Additionally, staff believes there is no path forward given the total compensation per hour between a fulltime firefighter and a Clarendon Hills paid-on-call (POC) firefighter is approximately 3 to 1. Even when equipment savings are assumed, the labor cost difference is so overwhelming that the POC model cost per capita is approximately half of fulltime departments in surrounding areas.

Management Consolidation- Village Board members indicated management consolidation is not being explored. Additionally, staff believes the role of Chief in Clarendon Hills would be impossible to fill with a "parttime" Chief given the Chief is directly responsible for overseeing approximately 50 POC and parttime firefighters/paramedics.

Staffing Levels (Moving from 4 On-Duty Personnel to 3)- Based on Village Board feedback, examination of this option is not on the table. It is worth noting that Staff thinks this would be a poor decision based on Fire Department morale, and the fact officers perform their duties on shift whenever possible. Additionally, four on-duty personnel allow for reduced callbacks, and allow the ambulance to break off calls which increases service for residents.

Future Sharing- Staff suggests a data-based approach to working with neighbors like used in the Northwest Central (Arlington Heights, Palatine, Palatine-Rural Fire District and Rolling Meadows) which looks at data annually to balance calls, train, remove borders to lower response times and best serve all residents. All equipment is standardized and trained on. Westmont, Hinsdale, Oak Brook all have varying levels of interest

in doing something similar. The Fire Departments in our area already do a ton of sharing. Illinois is the national model for shared response, and consolidated dispatch. However, more databased decision making, analysis and training is always helpful. Du-Comm (the Village's dispatch center) is currently implementing more and more improvements to how equipment is dispatched to best protect ALL residents throughout DuPage County. As part of these conversations, staff will work to make sure every town is paying their fair share to deliver these services, as was recently accomplished when Du-Comm updated their funding model to the benefit of Clarendon Hills residents.

Callbacks- Staff will be evaluating when callbacks are triggered to determine if they can be reduced safely. Recently, the Fire Department removed callbacks on certain auto aid calls to Hinsdale. The department is exploring other times where callbacks could be reduced safely, for example during auto-aid events to Westmont.

Future of the Model- Staff is working on a number of changes including increased recruiting (Western Springs POC department recently ran a successful POC drive, Staff is researching), officer opportunities for paramedics, and maintaining competitive pay. These changes should allow the Village to maintain current model well into future.

Apparatus- The Fire Department should maintain two frontline apparatuses with pumping and transport capabilities (ability to bring at least 5 firefighters to a fire scene). This allows at least one apparatus for calls in the event of an apparatus out for repairs and provides a transport for firefighters that have been "called back" to transport to the scene.

Action requested- Acceptance of the goals outlined in this memo for future fire department planning.





MOSQUEDA CONSULTING LLC

2360 E. Bradshire Court, Arlington Heights, IL 60004

February 3, 2024

Village of Clarendon Hills
Attn: Mera Johnson
1 N Prospect Ave.
Clarendon Hills, IL 60514

Dear Mera,

It has been a pleasure working with you and respective village staff on the callback violations project. This letter is to provide information on the process taken in determining the callback violations volume and cost to the Village for each year beginning 2020 through the first pay period in October 2023. The summaries attached reflect the detailed results for each year.

Data sources used:

- 1) Fire Department spreadsheets (completed by the Fire Department) providing payroll details for each pay period.
- 2) Pdf copies of fire callback sheets received from Mera Johnson, Assistant Village Manager / HR Director, reflecting a callback violation for CO & Trouble Alarms, Westmont, and Hinsdale [i.e., a callback violation is identified as any staff with only an "F" designated next to their name].
- 3) Employee fire callback pay rates provided by Kari Krzemkowski, Assistant Finance Director.

From the data sources, a master spreadsheet was created of data that reflects the following information for each employee:

- 1) Name.
- 2) Total Callbacks for the year [broken out by pay period].
- 3) Total Callback violations identified [broken out by pay period and Fire Call #/date].
- 4) Excluded any data related to structure fires and accidents.
- 5) Identified additional hours paid to employees greater than one hour for any callback violation.
- 6) Determined whether overtime was paid during the pay period [if overtime was paid, the assumption is that the Callback was paid to the employee at time and a half; if no overtime was paid in that pay period, the Callback cost was calculated at straight time]. Calculated the total cost of the violation [total cost includes straight time paid, overtime paid, and FICA at 7.65%].

The results reflect the following [see also first page of summaries for overview by year]:

- 1) There were 1,592 out of 13,956 EMS and Fire Callbacks (or 11%) that were in violation of the policy over the four-year period costing the Village \$52,868.
- 2) \$12,469 in overtime was paid out related to the violations over the four-year period.
- 3) 5-6 individuals make up 60-70% of the violations each year.

Recommendations to help ensure compliance with the callback policy [some recommendations may already be in place]:

- 1) Ensure each field on the revised callback sheet is completed.
- 2) Determine a method to help ensure each employee who signs in for the callback is only signing in for themselves.
- 3) Daily review of prior day's callback sheets to ensure accuracy of information with applicable fire management signature which indicates their review and accuracy of information.
- 4) Employees sign off of timesheets every pay period [that includes callback hours] – indicating agreement and accuracy of data being submitted.

I have shared with you through my secure portal, any and all electronic files that I have either created or made edits to for your reference. If you have any questions, feel free to reach me at 224-595-0597 or Cheryl@MosquedaConsulting.com.

Sincerely,

A handwritten signature in black ink, appearing to read "Mosqueda", with a horizontal line extending to the right.

Cheryl Mosqueda, CPA, CGFM

Summary of Callback Violations from 2020 through first pay period in October 2023

Calendar Year	Total EMS and Fire Callbacks	Total Callback Violations	Violation % of Total	OT Cost	OT & Straight time Cost Combined	FICA	Total Cost of violations	% increase over prior year
2020	3,929	327	8%	\$ 1,420	\$ 8,798	\$ 673	\$ 9,471	
2021	3,818	465	12%	\$ 4,515	\$ 14,732	\$ 1,127	\$ 15,859	67%
2022	3,848	569	15%	\$ 3,500	\$ 17,248	\$ 1,319	\$ 18,567	17%
2023 [thru 1st pay period in Oct]	2,361	231	10%	\$ 3,034	\$ 8,333	\$ 637	\$ 8,970	-52%
Total	13,956	1,592	11%	\$ 12,469	\$ 49,111	\$ 3,757	\$ 52,868	

2023 Summary of Fire Callback Violations
[thru first pay period in October]

FINAL REPORTS

Name	Total EMS and Fire Callbacks	Total Callback Violations	Violation % of total Callbacks	Additional Callback HOURS	Total Callback Violation HOURS	OT Cost	Extended Cost [includes violations at straight time]	FICA 7.65%	Total Cost of Violations
2002 G. BYERS	4.0	1.0	25%		1.0	\$ -	\$ 26	\$ 2	\$ 28
2206 D. PENN JR	56.5	8.0	14%		8.0	\$ 304	\$ 304	\$ 23	\$ 328
2207 B. SMITH	75.5	6.0	8%		6.0	\$ 187	\$ 224	\$ 17	\$ 241
2208 G. KLEIN	21.0	4.0	19%		4.0	\$ -	\$ 83	\$ 6	\$ 90
510 JIM JUNG	340.0	38.0	11%	1.0	39.0	\$ 677	\$ 1,686	\$ 129	\$ 1,815
511 JOE JUNG	146.5	16.0	11%	1.5	17.5	\$ 210	\$ 644	\$ 49	\$ 693
512 D. GODEK	-	11.0	#DIV/0!	1.0	12.0	\$ -	\$ 390	\$ 30	\$ 420
515 R. KRUPP	122.5	7.0	6%		7.0	\$ -	\$ 252	\$ 19	\$ 272
516 M. LAFFEY	32.0	6.0	19%		6.0	\$ -	\$ 162	\$ 12	\$ 174
527 R. PARSONS	34.0	2.0	6%		2.0	\$ -	\$ 49	\$ 4	\$ 53
528 M. REDIEHS	429.5	37.0	9%	4.0	41.0	\$ 226	\$ 1,415	\$ 108	\$ 1,523
534 D. SOBOTTKE	60.5	4.0	7%		4.0	\$ -	\$ 120	\$ 9	\$ 130
536 J. WEIL	140.5	22.0	16%		22.0	\$ 252	\$ 742	\$ 57	\$ 799
554 D. DENLINGER	168.5	14.0	8%		14.0	\$ 378	\$ 560	\$ 43	\$ 603
557 W. SWAIN	40.0	6.0	15%	0.5	6.5	\$ 37	\$ 172	\$ 13	\$ 185
577 J. SKRYPEK	55.5	6.0	11%		6.0	\$ -	\$ 168	\$ 13	\$ 181
597 M. O'MALLEY	74.5	3.0	4%		3.0	\$ 42	\$ 112	\$ 9	\$ 121
602 C. FENNELL	6.0	1.0	17%		1.0	\$ -	\$ 33	\$ 2	\$ 35
609 E. CHEN	9.5	2.0	21%		2.0	\$ -	\$ 58	\$ 4	\$ 63
633 M. GALLAGHER	92.5	4.0	4%		4.0	\$ 111	\$ 148	\$ 11	\$ 159
635 L. GREYHILL	58.5	2.0	3%		2.0	\$ 37	\$ 74	\$ 6	\$ 79
656 T. JUNG	195.5	12.0	6%	0.5	12.5	\$ 184	\$ 400	\$ 31	\$ 430
657 M. LADNIAK	12.0	2.0	17%		2.0	\$ -	\$ 58	\$ 4	\$ 63
711 B. LEAHY	-	5.0	#DIV/0!		5.0	\$ -	\$ -	\$ -	\$ -
717 J. TREADO	5.0	1.0	20%		1.0	\$ -	\$ 26	\$ 2	\$ 28
720 J. HERNANDEZ	72.0	11.0	15%		11.0	\$ 389	\$ 428	\$ 33	\$ 461
2205 M. DeLILLO	24.5	-	0%		-	\$ -	\$ -	\$ -	\$ -
2209 J. McINTYRE	17.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
2210 E. LOX	10.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
2301 Z. GLOODT	5.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
594 D. NIEMEYER	1.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
613 S. LEITIZIA	10.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
651 J. McREYNOLDS	18.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
714 L. D'ATTOMO	2.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
718 M. CARPENTER	13.5	-	0%		-	\$ -	\$ -	\$ -	\$ -
712 J. BARRETT	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
697 S. BRUCCI	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
713 W. JOHNSON	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
719 C. O'FLAHERTY	1.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
2204 M. PONDEL	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
675 S. REESE	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
2201 J. UKELJA	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
676 C. VAN ZANDT	2.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
2203 G. WHALEN	1.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
2302 R. TIMBERLAKE	4.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
Grand Total	2,361.0	231.0	10%	8.5	239.5	\$ 3,034	\$ 8,333	\$ 637	\$ 8,971

2022 Summary of Fire Callback Violations

FINAL REPORTS

Name	Total EMS and Fire Callbacks	Total Callback Violations	Violation % of total Callbacks	Additional Callback HOURS	Total Callback Violation HOURS	OT Cost	Extended Cost [includes violations at straight time]	FICA 7.65%	Total Cost of Violations
2002 G. BYERS	21.8	3.0	14%		3.0	\$ -	\$ 64	\$ 5	\$ 69
2201 J. UKELJA	27.0	2.0	7%		2.0	\$ 37	\$ 58	\$ 4	\$ 63
2204 M. PONDEL	13.5	2.0	15%		2.0	\$ 36	\$ 60	\$ 5	\$ 65
2207 B. SMITH	22.0	3.0	14%		3.0	\$ 108	\$ 108	\$ 8	\$ 116
510 JIM JUNG	489.1	88.0	18%	1.5	89.5	\$ 600	\$ 3,045	\$ 233	\$ 3,277
511 JOE JUNG	420.6	76.0	18%	2.5	78.5	\$ 317	\$ 2,422	\$ 185	\$ 2,607
512 D. GODEK	1.0	6.0	600%		6.0	\$ -	\$ 206	\$ 16	\$ 222
515 R. KRUPP	232.0	23.0	10%	2.5	25.5	\$ 71	\$ 641	\$ 49	\$ 690
516 M. LAFFEY	197.3	24.0	12%	1.5	25.5	\$ -	\$ 600	\$ 46	\$ 645
527 R. PARSONS	53.5	5.0	9%		5.0	\$ 35	\$ 129	\$ 10	\$ 139
528 M. REDIEHS	512.1	73.0	14%	2.5	75.5	\$ 35	\$ 1,869	\$ 143	\$ 2,012
534 D. SOBOTTKE	21.5	2.0	9%		2.0	\$ -	\$ 47	\$ 4	\$ 51
536 J. WEIL	331.6	76.0	23%	3.0	79.0	\$ 458	\$ 2,563	\$ 196	\$ 2,759
554 D. DENLINGER	251.1	36.0	14%	1.5	37.5	\$ 247	\$ 1,117	\$ 85	\$ 1,202
557 W. SWAIN	49.5	3.0	6%		3.0	\$ 35	\$ 82	\$ 6	\$ 89
577 J. SKRYPEK	76.0	5.0	7%		5.0	\$ -	\$ 118	\$ 9	\$ 127
594 D. NIEMEYER	11.0	7.0	64%		7.0	\$ 159	\$ 237	\$ 18	\$ 255
597 M. O'MALLEY	156.1	17.0	11%		17.0	\$ 71	\$ 435	\$ 33	\$ 468
602 C. FENNELL	39.5	6.0	15%	1.0	7.0	\$ -	\$ 187	\$ 14	\$ 201
609 E. CHEN	39.5	6.0	15%		6.0	\$ 113	\$ 203	\$ 16	\$ 219
633 M. GALLAGHER	131.1	22.0	17%		22.0	\$ 353	\$ 705	\$ 54	\$ 759
635 L. GREYHILL	108.0	3.0	3%		3.0	\$ 71	\$ 106	\$ 8	\$ 114
651 J. McREYNOLDS	24.0	2.0	8%		2.0	\$ -	\$ 50	\$ 4	\$ 54
656 T. JUNG	292.3	37.0	13%	1.5	38.5	\$ 350	\$ 1,197	\$ 92	\$ 1,289
657 M. LADNIAK	26.0	4.0	15%		4.0	\$ -	\$ 92	\$ 7	\$ 99
711 B. LEAHY	-	6.0	#DIV/0!		6.0	\$ -	\$ -	\$ -	\$ -
712 J. BARRETT	6.5	2.0	31%		2.0	\$ -	\$ 44	\$ 3	\$ 47
713 W. JOHNSON	55.0	9.0	16%		9.0	\$ -	\$ 183	\$ 14	\$ 197
714 L. D'ATTOMO	32.5	4.0	12%		4.0	\$ 112	\$ 149	\$ 11	\$ 160
717 J. TREADO	17.0	1.0	6%		1.0	\$ -	\$ 25	\$ 2	\$ 27
719 C. O'FLAHERTY	36.0	6.0	17%		6.0	\$ 182	\$ 182	\$ 14	\$ 196
720 J. HERNANDEZ	52.5	10.0	19%		10.0	\$ 112	\$ 325	\$ 25	\$ 350
2109 J. FORD	10.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
2203 G. WHALEN	2.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
588 S. PILAFAS	1.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
613 S. LEITIZIA	15.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
658 S. GLOWA	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
660 J. BIROS	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
675 S. REESE	4.5	-	0%		-	\$ -	\$ -	\$ -	\$ -
676 C. VAN ZANDT	1.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
697 S. BRUCCI	18.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
707 E. SCHWARTZBERG	2.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
715 C. DAVIS	1.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
716 J. REHNQUIST	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
718 M. CARPENTER	11.5	-	0%		-	\$ -	\$ -	\$ -	\$ -
2205 M. DeLILLO	21.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
2206 D. PENN JR	9.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
2208 G. KLEIN	3.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
2209 J. McIntYRE	3.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
2210 E. LOX	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
Grand Total	3,848.6	569.0	15%	17.5	586.5	\$ 3,500	\$ 17,248	\$ 1,319	\$ 18,567

2021 Summary of Fire Callback Violations

FINAL REPORTS

Name	Total EMS and Fire Callbacks	Total Callback Violations	Violation % of total Callbacks	Additional Callback HOURS	Total Callback Violation HOURS	OT Cost	Extended Cost [includes violations at straight time]	FICA 7.65%	Total Cost of Violations
2109 J. FORD	20.5	1.0	5%		1.0	\$ 29	\$ 29	\$ 2	\$ 31
502 S. BONSER	82.5	13.0	16%		13.0	\$ 346	\$ 490	\$ 37	\$ 527
510 JIM JUNG	474.2	70.0	15%	4.5	74.5	\$ 1,793	\$ 2,743	\$ 210	\$ 2,953
511 JOE JUNG	395.4	59.0	15%	2.5	61.5	\$ 648	\$ 1,987	\$ 152	\$ 2,139
512 D. GODEK	5.0	5.0	100%		5.0	\$ -	\$ 122	\$ 9	\$ 132
515 R. KRUPP	215.5	25.0	12%	1.5	26.5	\$ -	\$ 924	\$ 71	\$ 995
516 M. LAFFEY	146.0	16.0	11%	1.5	17.5	\$ -	\$ 375	\$ 29	\$ 403
527 R. PARSONS	58.5	4.0	7%	0.5	4.5	\$ 107	\$ 128	\$ 10	\$ 137
528 M. REDIEHS	514.7	70.0	14%	3.0	73.0	\$ -	\$ 2,102	\$ 161	\$ 2,263
534 D. SOBOTTKE	25.5	4.0	16%		4.0	\$ -	\$ 115	\$ 9	\$ 124
536 J. WEIL	394.9	68.0	17%	5.5	73.5	\$ 789	\$ 2,105	\$ 161	\$ 2,266
539 J. HORTON	4.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
554 D. DENLINGER	204.5	20.0	10%	0.5	20.5	\$ 188	\$ 576	\$ 44	\$ 620
557 W. SWAIN	19.5	-	0%		-	\$ -	\$ -	\$ -	\$ -
569 R. BOWEN	32.0	2.0	6%	0.5	2.5	\$ 73	\$ 73	\$ 6	\$ 79
577 J. SKRYPEK	64.7	7.0	11%		7.0	\$ 150	\$ 226	\$ 17	\$ 243
588 S. PILAFAS	6.5	-	0%		-	\$ -	\$ -	\$ -	\$ -
594 D. NIEMEYER	13.5	-	0%		-	\$ -	\$ -	\$ -	\$ -
597 M. O'MALLEY	218.5	28.0	13%	1.5	29.5	\$ -	\$ 739	\$ 57	\$ 796
602 C. FENNELL	47.5	5.0	11%	1.5	6.5	\$ -	\$ 163	\$ 12	\$ 175
609 E. CHEN	9.0	1.0	11%		1.0	\$ -	\$ 20	\$ 2	\$ 22
613 S. LEITIZIA	16.5	2.0	12%		2.0	\$ -	\$ 41	\$ 3	\$ 44
633 M. GALLAGHER	107.5	8.0	7%	2.0	10.0	\$ 184	\$ 265	\$ 20	\$ 286
635 L. GREYHILL	184.5	5.0	3%		5.0	\$ 31	\$ 112	\$ 9	\$ 121
638 J. SKALA	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
648 B. FENNELL	1.0	1.0	100%		1.0	\$ -	\$ 25	\$ 2	\$ 27
651 J. McREYNOLDS	20.5	-	0%		-	\$ -	\$ -	\$ -	\$ -
654 S. RUSSELL	1.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
655 J. SCHLICHER	18.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
656 T. JUNG	185.4	21.0	11%	3.0	24.0	\$ -	\$ 691	\$ 53	\$ 744
657 M. LADNIAK	19.5	2.0	10%		2.0	\$ -	\$ 39	\$ 3	\$ 42
658 S. GLOWA	9.0	1.0	11%		1.0	\$ 29	\$ 29	\$ 2	\$ 31
660 J. BIROS	4.0	1.0	25%		1.0	\$ -	\$ 19	\$ 1	\$ 21
667 S. LAREM	10.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
669 N. DEBS	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
670 J DURBIN	6.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
675 S. REESE	14.5	-	0%		-	\$ -	\$ -	\$ -	\$ -
676 C. VAN ZANDT	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
697 S. BRUCCI	70.5	10.0	14%	0.5	10.5	\$ 31	\$ 225	\$ 17	\$ 242
705 E. McREYNOLDS	1.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
706 N. CASSIDY	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
707 E. SCHWARTZBERG	31.9	1.0	3%		1.0	\$ 29	\$ 29	\$ 2	\$ 31
708 C. ABRAHAM	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
709 N. WEIDNER	1.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
710 J. JUSKA	9.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
711 R. RODRIGUEZ	4.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
712 J. BARRETT	3.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
713 W. JOHNSON	53.5	7.0	13%		7.0	\$ -	\$ 143	\$ 11	\$ 154
714 L. D'ATTOMO	18.5	2.0	11%	0.5	2.5	\$ -	\$ 49	\$ 4	\$ 52
715 C. DAVIS	4.5	-	0%		-	\$ -	\$ -	\$ -	\$ -
716 J. REHNQUIST	4.5	1.0	22%		1.0	\$ -	\$ 19	\$ 1	\$ 21
717 J. TREADO	6.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
718 M. CARPENTER	10.5	1.0	10%		1.0	\$ -	\$ 19	\$ 1	\$ 21
719 C. O'FLAHERTY	39.5	1.0	3%		1.0	\$ 29	\$ 29	\$ 2	\$ 31
720 J. HERNANDEZ	10.5	3.0	29%		3.0	\$ 58	\$ 78	\$ 6	\$ 84
740 J. TREADO	1.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
Grand Total	3,818.7	465.0	12%	29.0	494.0	\$ 4,515	\$ 14,732	\$ 1,127	\$ 15,859

2020 Summary of Fire Callback Violations

FINAL REPORTS

Name	Total EMS and Fire Callbacks	Total Callback Violations	Violation % of total Callbacks	Additional Callback HOURS	Total Callback Violation HOURS	OT Cost	Extended Cost [includes violations at straight time]	FICA 7.65%	Total Cost of Violations
502 S. BONSER	247.5	14.0	6%	0.5	14.5	\$ 527	\$ 583	\$ 45	\$ 628
510 JIM JUNG	398.0	41.0	10%		41.0	\$ -	\$ 1,152	\$ 88	\$ 1,240
511 JOE JUNG	354.5	41.0	12%	1.0	42.0	\$ -	\$ 1,027	\$ 79	\$ 1,105
512 D. GODEK	-	2.0	#DIV/0!		2.0	\$ -	\$ 49	\$ 4	\$ 53
515 R. KRUPP	188.5	9.0	5%		9.0	\$ 51	\$ 323	\$ 25	\$ 348
516 M. LAFFEY	55.0	4.0	7%		4.0	\$ -	\$ 84	\$ 6	\$ 90
527 R. PARSONS	52.0	4.0	8%		4.0	\$ -	\$ 80	\$ 6	\$ 86
528 M. REDIEHS	494.5	53.0	11%	0.5	53.5	\$ -	\$ 1,503	\$ 115	\$ 1,618
534 D. SOBOTTKE	32.0	1.0	3%		1.0	\$ -	\$ 28	\$ 2	\$ 30
536 J. WEIL	346.5	42.0	12%	1.5	43.5	\$ 403	\$ 1,198	\$ 92	\$ 1,290
539 J. HORTON	87.0	8.0	9%		8.0	\$ -	\$ 159	\$ 12	\$ 171
554 D. DENLINGER	212.5	13.0	6%		13.0	\$ 110	\$ 355	\$ 27	\$ 382
557 W. SWAIN	21.0	1.0	5%		1.0	\$ -	\$ 20	\$ 2	\$ 21
569 R. BOWEN	18.0	1.0	6%		1.0	\$ -	\$ 18	\$ 1	\$ 20
577 J. SKRYPEK	104.0	4.0	4%	1.5	5.5	\$ 92	\$ 165	\$ 13	\$ 178
588 S. PILAFAS	4.5	-	0%		-	\$ -	\$ -	\$ -	\$ -
594 D. NIEMEYER	14.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
597 M. O'MALLEY	296.0	29.0	10%	0.5	29.5	\$ -	\$ 721	\$ 55	\$ 776
602 C. FENNELL	46.5	3.0	6%		3.0	\$ -	\$ 73	\$ 6	\$ 79
609 E. CHEN	17.5	2.0	11%		2.0	\$ -	\$ 40	\$ 3	\$ 43
613 S. LEITIZIA	11.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
626 N. FINCH	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
633 M. GALLAGHER	121.5	7.0	6%		7.0	\$ 90	\$ 169	\$ 13	\$ 182
634 K. MARK	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
635 L. GREYHILL	200.0	3.0	2%		3.0	\$ -	\$ 60	\$ 5	\$ 64
638 J. SKALA	3.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
648 B. FENNELL	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
651 J. McREYNOLDS	21.0	1.0	5%		1.0	\$ 28	\$ 28	\$ 2	\$ 30
654 S. RUSSELL	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
654 S. RUSSELL	2.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
655 J. SCHLICHER	36.5	2.0	5%		2.0	\$ -	\$ 40	\$ 3	\$ 43
656 T. JUNG	172.0	15.0	9%		15.0	\$ -	\$ 299	\$ 23	\$ 321
657 M. LADNIAK	13.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
658 S. GLOWA	28.5	1.0	4%		1.0	\$ -	\$ 18	\$ 1	\$ 20
660 J. BIROS	1.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
661 R. LANGE	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
667 S. LAREM	12.0	2.0	17%		2.0	\$ -	\$ 40	\$ 3	\$ 43
669 N. DEBS	30.0	5.0	17%	1.0	6.0	\$ 90	\$ 149	\$ 11	\$ 161
670 J DUBBIN	19.0	1.0	5%		1.0	\$ -	\$ 18	\$ 1	\$ 20
675 S. REESE	7.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
676 C. VAN ZANDT	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
687 M. BECKLEY	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
693 A. CIRCO	3.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
694 J. AKPORE	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
696 E. PETERSON	73.0	6.0	8%	0.5	6.5	\$ -	\$ 129	\$ 10	\$ 139
697 S. BRUCCI	128.5	11.0	9%	1.0	12.0	\$ -	\$ 239	\$ 18	\$ 257
698 J. TULACKA	-	-	#DIV/0!		-	\$ -	\$ -	\$ -	\$ -
704 A. CERVANTEZ	1.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
705 E. McREYNOLDS	6.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
706 N. CASSIDY	3.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
707 E. SCHWARTZBERG	15.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
708 C. ABRAHAM	5.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
709 N. WEIDNER	16.0	-	0%		-	\$ -	\$ -	\$ -	\$ -
710 J. JUSKA	3.0	1.0	33%		1.0	\$ 30	\$ 30	\$ 2	\$ 32
711 R. RODRIGUEZ	4.5	-	0%		-	\$ -	\$ -	\$ -	\$ -
712 J. BARRETT	4.5	-	0%		-	\$ -	\$ -	\$ -	\$ -
Grand Total	3,929.5	327.0	8%	8.0	335.0	\$ 1,420	\$ 8,798	\$ 673	\$ 9,471