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# City of Gloucester

## City Council

CITY HALL • GLOUCESTER • MASSACHUSETTS • 01930  
Telephone 508-281-9722 Fax 508-281-8472

CITY COUNCIL STANDING COMMITTEE  
Ordinances & Administration  
Monday, November 29, 2010 – 6:30 p.m.  
1<sup>st</sup> Fl. Council Conference Rm. – City Hall

### AGENDA

(Items May Be Taken Out of Order)

#### 1. *Continued Business:*

- A) CC2010-036 (Tobey) (a) Rescinding for FY12 Budget Cycle the CSO debt shift enacted on May 25, 2010, and (b) instituting a stormwater fee system pursuant to the ordinance enacted September 2009 (Cont'd from 10/04/2010 Ordinances & Administration Committee Meeting):

#### DISCUSSION TO BE HELD JOINTLY WITH THE BUDGET & FINANCE COMMITTEE

- B) CC2010-073 (Tobey) Enact ordinance amending GCO Ch. 8, Article II, §8-16 and §8-17 Re: Process of selection of Fire Chief (Cont'd from 10/18/10)

#### 2. *Appointments:*

- Capital Advisory Board TTE 02/14/2013 Josh Arnold
- 

3. *Memorandum from Operations Manager-DPW re: rules and regulations for a proposed dog park in The City of Gloucester*
4. *CC2010-080 (Curcuro) Amend GCO Sec. 22-287 (Disabled veteran, handicapped parking) re: vicinity Of 197 Washington Street (TBC to 12/13/10)*
5. *CC2010-082 (Verga) Speed limit signs and "Slow Children" sign re: Fuller Street (TBC to 12/13/10)*
6. *Letter and documentation from Deputy Fire Chief Aiello re: enactment of ordinance to bill for Certain Fire Dept. responses (Referred from B&F Committee on 11/18/210)*

#### COMMITTEE

Councilor Sefatia Theken, Chair  
Councilor Ann Mulcahey, Vice Chair  
Councilor Bruce Tobey

Committee members – Please bring relevant documentation

Back-up and Supporting Documentation all on file at the City Clerk's Office, City Hall

CC: Mayor Carolyn Kirk  
Jim Duggan  
Linda T. Lowe  
Suzanne Egan  
Robert Ryan/Larry Ingersoll  
Mike Hale/Mark Cole  
Fire Chief Phil Dench/Deputy Chief Steve Aiello

Sec. XXXX. - Purpose.

Pursuant to the City of Gloucester Code of Ordinances section 23-2, the city has established a stormwater utility. These regulations are promulgated by the Director of Public Works under the authority of section 23-4(c) of the Code of Ordinances and the City Charter. The regulations establish the utility fees and the administration of the utility.

Sec. XXXX. - Definitions

- (1) "City" shall mean city government, including staff and elected officials.
- (2) "Equivalent residential unit (ERU):" The representative (median/mean) impervious area of single family residential property located in the city. The value of one ERU is hereby determined to be XXXX square feet.
- (3) "Impervious area:" Any part of any parcel of land that has been modified by the action of persons to reduce the land's natural ability to absorb and hold rainfall. This includes areas that have been covered with structures. Excluded are all lawns, landscape areas, and gardens or farming areas.
- (4) Impervious surface: any material or structure on or above ground that prevents water infiltrating the underlying soil. Impervious surface includes without limitation roads, paved parking lots, sidewalks and rooftops.
- (5) "Director" The Department of Public Works Director or designee.
- (6) "Multifamily property:" All residential development not classified as single-family residential.
- (7) "Nonresidential property:" All property not zoned or used as single- or multifamily residential property as defined in this article.
- (8) "Single-family property:" All single-family residential dwelling structures. All other residential development shall be classified as multifamily.
- (9) "Stormwater:" That part of precipitation that travels over natural, altered, or improved surfaces to the nearest stream or channel or impoundment and may appear in surface waters. Including stormwater runoff, snowmelt runoff, and surface water runoff and drainage.
- (10) "Stormwater management plan:" An approved plan for receiving, handling, and transporting storm and surface waters within the city stormwater management system.

- (11) "Stormwater management systems:" All natural and manmade elements used to convey stormwater from the first point of impact with the surface of the earth to a suitable outlet location internal or external to the boundaries of the city. The stormwater management system includes all pipes, channels, streams, ditches, wetlands, sinkholes, detention/retention basins, ponds, and other stormwater conveyance and treatment facilities, whether public or private.
- (12) "SMU director:" The Department of Public Works Director or designee is responsible for implementing the SMU function.

Sec. XXXX. – Stormwater management utility program established.

A stormwater management utility (SMU) program is established to provide the operational means of implementing and carrying out the functional requirements of the stormwater management system. The SMU program shall be part of the overall utility systems of the city.

Sec. XXXXXXXXXXXX. - Customer base.

All real property within the jurisdictional boundaries of the city shall be subject to SMU fees unless specifically exempted by the section 23-6 of the code of ordinances. The fees shall apply to all tax-exempt properties, including properties of federal, state, and county agencies and nonprofit organizations, with the exception of properties owned by the City of Gloucester.

Sec. XXXX. - Utility fee categories.

The following utility fee categories are established for the purpose of calculating the stormwater fee.

- (1) Single-family property: Each single-family property shall be considered one ERU for billing purposes.
- (2) Multifamily: Each multifamily unit shall be considered as 0.6 ERU for billing purposes. STILL TO BE DETERMINED
- (3) Nonresidential property: The monthly utility fee for all nonresidential properties shall be billed and calculated in accordance with the following formula:
  - a. Impervious Area (sq. ft.)/XXXX = Number of ERUs
  - b. Monthly Fee = STILL TO BE DETERMINED - regarding minimum value of 1 ERU for nonresidential.
  - c. A minimum value of one (1.0) ERU shall be assigned to each nonresidential property.

Sec. XXXX. - Fee schedule.

- (1) ERU Rate: ERU fees shall be billed and collected as a separate line item on utility account bills. Separate accounts for stormwater services only may be established if other utilities are not furnished to property

Sec. XXXXX. - Exemptions.

Pursuant to section 23-6 of the Code of Ordinances, the following real property located in the city shall be exempt from the imposition of SMU fees:

- (1) Property that is owned by the City of Gloucester.
- (2) Property that is vacant and unimproved with no impervious surface.
- (3) Paved improved public or private right-of-way.

Sec. XXXX. - Remedies of aggrieved property owners.

All requests to abate the stormwater utility fee shall be submitted to the Director of the Department of Public Works and shall be reviewed and processed in the same manner as an appeal of a sewer bill. The provisions of MGL c. 83, section 16E, and all available remedies under MGL c. 165, section 10, may apply. The petition for an abatement must be filed within the time allowed for an abatement of real estate tax, or for exempt properties the time within which a real estate tax would be filed if not tax exempt. If the DPW Director finds that the charge was for more than was properly due, an abatement shall be made. If the appeal is denied, the petitioner may appeal to the appellate tax board upon the same terms as a person aggrieved by the refusal of the assessors of a city to abate a tax.

Sec. XXXX. - Enforcement and penalties.

Bills shall be payable at the same time and in the same manner and subject to the same penalties as set forth in Massachusetts General Law chapter 83 section 16XX for sewer bills. Nonpayment of any portion of the stormwater utility fee shall be considered as nonpayment of all other city water utilities appearing on the bill and may result in the city's termination of all services appearing on the bill.

Pursuant to state law, the city shall have a lien for delinquent or unpaid stormwater management services charges, which lien shall be prior to all other liens on such property except for tax liens. Enforcement and foreclosure of said liens shall be as provided by law. Interest on the unpaid balance shall be the highest rate as authorized by state law.

City Hall  
Nine Dale Avenue  
Gloucester, MA 01930



CITY OF GLOUCESTER  
OFFICE OF THE MAYOR

TEL 978-281-9700  
FAX 978-281-9738  
ckirk@gloucester-ma.gov

November 15, 2010

Mr. Joseph M. Arnold, Jr.  
8 Linden Road  
Gloucester, MA 01930

Dear Josh:

Thank you for your interest in serving on the **Capital Improvement Advisory Board (CIAB)**. I have issued you a 90-day temporary appointment to serve on this board which will enable you to attend and vote at meetings. Please report to the City Clerk's office at your earliest convenience to pick up your appointment card (*copy enclosed*) and be sworn in.

Your appointment will be forwarded to the City Council for their meeting of November 23, 2010 and will be referred out to the Ordinance and Administration subcommittee. You will be contacted by the Clerk of Committees as to the date on which the O&A Committee will review your appointment.

Should you have any questions or if you require additional information, please do not hesitate to contact my office.

Again, thank you for agreeing to serve on the CIAB. I truly appreciate the hard work and dedication you and your colleagues on this important board offer on behalf of the City of Gloucester.

Sincerely,

Carolyn A. Kirk  
Mayor

Enclosure

cc: Mayor's Report to the City Council  
Gregg Cademartori, Planning Director  
Donald Fryklund, Chair-CIAB

EFFECTIVE NOVEMBER 15, 2010

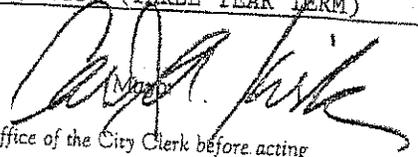
**The City of Gloucester, Massachusetts**

Dear Joseph M. (Josh) Arnold, Jr., 8 Linden Rd., Gloucester

It is my pleasure to inform you that I have this day appointed you  
to the CAPITAL IMPROVEMENT ADVISORY BOARD of the City of  
Gloucester, Massachusetts

This is a 90-day temporary appointment. After City Council  
approval, term to expire 2/14/2013. (THREE YEAR TERM)

Respectfully,



N.B. You are required to be sworn in at the office of the City Clerk before acting  
under this appointment.

Sworn in \_\_\_\_\_ By: \_\_\_\_\_

**Christine Pantano**

**From:** Josh Arnold [josharnold@verizon.net]  
**Sent:** Tuesday, November 09, 2010 9:24 PM  
**To:** carolynakirk@aol.com; Carolyn Kirk - Mayor  
**Cc:** Christine Pantano - Mayor  
**Subject:** Resume for CIAB

Mayor Kirk

I have attached an updated copy of my resume as application for any opening that may become available on the Mayor's Capital Improvements Advisory Board. I have worked on this board in the past, representing past Superintendents of Schools when I worked in educational administration. I believe my background, experience and knowledge of the community would allow me to be of assistance to this board.

Thank you in advance for your consideration.

Best Regards

Josh Arnold

Josh Arnold M.S. C.A.G.S. Ed.  
Educational Consultant & Advocate  
978-281-3634  
[josharnold@verizon.net](mailto:josharnold@verizon.net)  
Please visit our non-profit web site  
[www.arnoldeeducationpage.org](http://www.arnoldeeducationpage.org)  
President Gloucester Rotary Club  
"Service Above Self"

JOSEPH (JOSH) M. ARNOLD, JR.  
8 Linden Road  
Gloucester, MA 01930  
(978)281-3634  
josharnold@verizon.net

## OBJECTIVE

To utilize my education and experience to assist the Mayor and City of Gloucester as a member of the Capital Improvements Advisory Board

## PROFESSIONAL SUMMARY

Twenty-seven years of diverse experience in corporate, educational administration and entrepreneurial environments; business owner, published author; and Adjunct Instructor of graduate classes in School Law, School Finance and School Personnel Management. Educational administrator providing managerial oversight for budget, finance, human resources, collective bargaining, capital planning, facilities management, technology, and policy development for public school systems for 14 years.

## EDUCATION

Salem State College Salem, MA May 1996

### **Educational Leadership C.A.G.S.**

- Certificate of Advanced Graduate Studies in Leadership and Education
- Action Research: Telecommunications in the Classroom

Lesley College Cambridge, MA 1990

### **MS in Management**

- Programs of Business Management and Industry
- Master of Science in Applied Management
- Graduate Thesis on Strategic Planning

Liberal Arts College of Massachusetts North Adams, MA 1983

### **BA in Interdisciplinary Studies**

- Bachelor of Arts in Interdisciplinary Studies with concentrations in

### **Public and Business Administration**

- Internship as Assistant to Mayor of North Adams
- Thesis on Impact of Proposition 2 1/2 on a Small Community

North Shore Community College Beverly, MA 1979

### **Associates Degree in Liberal Arts**

## PROFESSIONAL EXPERIENCE

**Holy Family Parish: Business Manager** Oct 2010-present

**Arnold Career Services** Gloucester, MA Jan. 2001-Present

**President** Recruiting High Tech, Biotech, Pharmaceutical and Semiconductor

related professionals. Developed scope of recruiting to a broad market on national level.

Developed nationwide network of independent recruiters working splits market for companies nationwide. Active network on Linked in and ERE

Performed all business related startup functions including organizational & system development, marketing, technology planning, creating Access database, before converting to packaged (ResuMate) and on line applicant tracking systems (Vurve & Main Sequence). Author of book titled The One Stop Job Search.

**City of Gloucester** Gloucester MA

**Consultant**

Performed cycle audits for updating State Department of Education's SBAB funding programs. Captured expenses that brought additional revenue into the City of Gloucester for \$539,000 on one program audit and \$3.22 million on a second project.

**Associated Advocacy Center Inc.** Sandwich, MA

**Consultant/Strategic Planner**

Facilitated a strategic planning process that led to development of five year strategic plan for non-profit organization.

**Gordon College** Wenham, MA 2007-present (part time)

**Adjunct Instructor**

Taught graduate classes in School Law, School Finance and School Personnel Management

**Quality Search** Danvers, MA March 2000 to December 2001

**Senior Consultant High Tech Recruiting**

Worked with over 200+ companies in three states ranging from Fortune 500 companies to pre-IPO companies in assessing staffing needs for Software Quality, Testing, Release Engineering, Managers and Directors of Quality Assurance.

Developed strategies to increase technological applications for job and candidate recruitment.

Worked on a 100 % commission basis and billed out over \$260K for first year sales.

**Londonderry School District SAU 12** Londonderry, NH July 1998 to Feb. 2000

**Assistant Superintendent of Operations**

See below: **Leadership & Management Skills in Educational Administration**

**Gloucester Public Schools** Gloucester, MA 1985 - 1998

**School Business Administrator**

See below: **Leadership & Management Skills in Educational Administration**

**Varian Extron Semi-Conductor Ion Implant Division** Gloucester MA 1984-85

**Material Planner & Special Projects Coordinator**

## **Leadership & Management Skills**

Fiscal Management  
Project Management  
Employee Relations

Facilities Management  
Communication  
Staffing & Development

## **SELECTED ACHIEVEMENTS**

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### **FISCAL MANAGEMENT**

Provided administrative oversight of day to day operations for an 800 Employee, \$40 million organization acting as the Chief Fiscal Officer, with a broad array of financial areas including budget development and approval, state & federal grants writing & management, accounts payable and receivable, payroll, cash management, meeting with boards and committees on fiscal matters.

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### **FACILITIES MANAGEMENT**

Oversaw the facilities management of two organizations (each with multiple property sites) including supervision of custodial and maintenance staff, assignment of contractors, procurement, establishment of cleaning standards. Worked with every facet of capital planning from the selection of engineering firms, architects, clerk of the works, building committees, zoning boards, land court. Coordinated systems upgrades replacement project including HVAC, boiler replacements, roof replacements, fire alarm systems, asbestos removal, door and window replacements, sewer systems, road paving, electrical upgrades, telephone systems, handicap accessibility etc. Developed five and ten year capital improvement plans, one totaling \$50,000,000.

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### **PROJECT MANAGEMENT**

Provided leadership, direction and ongoing management to a system converting from main frame applications to a micro computer solution using a Windows NT environment on a wide area network.

Converted HRIS & Financial operating systems including updated chart of accounts, direct deposit, centralized TSA transmissions, and decentralized input for site based locations.

Converted Information Management Systems from a primarily centralized focus to a site based and managed platform. Initiated on line recruitment for staff.

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### **COMMUNICATION**

On an on-going basis, met regularly with committees, boards and commissions, communicating and interpreting policy, explaining and advocating systemic goals and objectives. Co-Chaired a sub committee on an organization's Strategic Planning Committee. Worked to update Human Resource Policies. Published organization procedures manual. Worked on publications including organizational newsletters.

annual report, and published in state and national newsletters and journals. Co-hosted cable TV show interviewing organizational leaders about ongoing educational and government endeavors.

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### **EMPLOYEE RELATIONS**

Participated in collective bargaining with various unions including AFSCME, Teamsters. Worked with staff in resolving disputes, grievances and contractual issues. Acted as Hearing Officer in various regulatory hearings and inquiries. Successfully implemented evaluations systems including merit pay. Established Employee Relations and Safety Committees. Assisted in negotiations for health insurance conversion and the establishment of employee assistance program.

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### **STAFFING & DEVELOPMENT**

Provided staff development and training to new administrators and staff in the areas of budgeting, procurement, school and district business operations and labor contract management processes. Hired a full range of support staff including administrative staff, maintenance, custodial and other support staff.

### **COMPUTER SKILLS**

Microsoft Office, Excel, Microsoft Project, Access, PowerPoint, Microsoft Publisher, Quick Books, Main Sequence, Resumate & Vurve applicant tracking systems, Filemaker Pro Intuit Web Page Development & Front Page; Computer Productivity Financial Software, ATKC Financial & HR&P Software,  
Web pages architect [www.arnoldeducationpage.org](http://www.arnoldeducationpage.org)

### **PUBLICATIONS**

Gloucester Rotary Club Newsletter Aug. 2010  
Web site re-launch of Intuit based web site for The Matthew & Erin Arnold Book Trust  
[www.arnoldeducationpage.org](http://www.arnoldeducationpage.org) 2010  
The One Stop Job Search: August 2004  
ASBO Accents Newsletter "The Presidential Candidates views on Education" March 2000  
ASBO Accents Newsletter "President Signs Omnibus Education Bill" December 1998  
M.A.S.B.O. Newsletter "Rethinking Civil Service" - February 1997  
American School Board Journal "How to Succeed in Business" - May 1996  
M.A.S.B.O. Newsletter "Surfing the Web" - October 1996  
M.A.S.B.O. Newsletter "M.A.S.B.O. Launches Web Page" - December 1996

### **COMMUNITY SERVICE**

#### **Current**

Rotary International Gloucester Chapter President 2010-2011  
Wrote and received Rotary and Community Development Block Grants for community projects.  
Chamber of Commerce Govt. Affairs Committee and Business Education Collaborative Host of  
Local Internet Radio News Show [www.moorestuffonline.com](http://www.moorestuffonline.com) Thursdays 12:00 Noon to 1:00 P.M.

**Past**

Rotary Board Member for International, Vocational, Club and Community Services,  
American Red Cross Board of Directors  
Chairman for Rotary's Lorraine Apartment Fire Relief effort to provide furniture for victims of  
the fire.  
St. Peter's Church Lector & Eucharistic Minister  
St. Vincent de Paul Society  
Multiple School Building Committees  
School District Technology Task Force (Chairman)  
Capital Improvements Advisory Board, ex-officio member  
American Cancer Society Cape Ann Chapter  
School Site Based Management Team Beeman School

**PROFESSIONAL AFFILIATIONS**

**Current**

Cape Ann Chamber of Commerce  
Electronic Recruiters Exchange  
Special Needs Advisory Network (SPaN)

**Past**

New Hampshire School Administrators Association July 1998-Feb 2000  
New Hampshire ASBO July 1999-Feb 2000  
International Association of School Business Administrators 1986 to Feb. 2000  
Association of School Business Officials 1986 to 2000  
ASBO Legislative Affairs Committee  
Massachusetts Association of School Business Officials (M.A.S.B.O.), Board  
of Directors, 1996 - 1998

**PREVIOUS EDUCATIONAL CERTIFICATIONS:**

Superintendent, Assistant Supt. New Hampshire  
Superintendent, Assistant Supt. Massachusetts Prov.  
School Business Administrator 80L  
ASBO International Registered School Business Administrator

**INTERESTS:**

Rotary International, Community Service, Reading, Writing, History & Golf.

**References Available Upon Request**

**DIVISION 3. CAPITAL IMPROVEMENTS****Sec. 2-585. Annual planning; capital improvements advisory board established.**

A long range plan to serve as guidelines for capital improvements in the city shall be prepared each year in writing by the mayor subject to approval by the city council. Development of the plan shall take into account the recommendations made by a capital improvements advisory board, which is hereby established.

(Code 1970, § 2-18)

**Sec. 2-586. Capital improvements advisory board--Function, composition, appointment, terms of office.**

(a) The capital improvements advisory board shall consist of seven (7) members appointed by the mayor from the community at large with due care for providing an optimum mix of background and expertise, whose terms of three (3) years shall be staggered. The mayor shall designate a chairman of the board, who shall serve for a term of one (1) year and may be reappointed. All the members of the board shall elect a vice chairman from the membership, again on a yearly basis. No member of the city council shall serve as a member of the board.

(b) The board shall be appraised of the preparation of the ten-year capital improvements program developed by the community development department on a continuing basis, shall review the final ten-year program and shall submit a report on its review to the mayor.

(c) Minutes of each meeting of the capital improvements advisory shall be forwarded forthwith to each member of the city council.

(Code 1970, § 2-21; Ord. of 8-6-85, § 1; Ord. No. 6-1991, § 1, 2-26-91)

**Sec. 2-587. Capital improvement plan.**

(a) The capital improvement plan shall be concerned with physical facilities, such as land, buildings or other structures, or pieces of equipment, which require a relatively large investment and have a relatively long useful life.

(b) The capital improvement plan shall specify a detailed program of capital expenditures over a period of ten (10) fiscal years from the date on which it becomes effective and shall specify the methods of financing the proposed capital improvements.

(c) Guidelines for the planning process, specifying minimum cost and useful life of capital improvements to be considered in the capital improvement plan, the maximum proportion of total budget to be devoted to capital improvements, and any restrictions on methods of financing, shall be established on recommendation of the mayor and approval by the city council.

(d) The capital improvement plan shall be submitted by the mayor to the city council no later than ninety (90) days before the first day of the fiscal year in which it is to take effect. The plan shall be updated annually during the time it is in effect.

(Code 1970, §§ 2-19, 2-20; Ord. No. 6-1991, § 1, 2-26-91)

**Sec. 2-588. Scope of division.**

Nothing in this division shall be construed as preempting or diminishing the statutory prerogatives of the city council or the mayor.

(Code 1970, § 2-22)

Public Works  
28 Poplar Street  
Gloucester, MA 01930



TEL 978-281-9785  
FAX 978-281-3896  
mcole@gloucester-ma.gov

CITY OF GLOUCESTER  
DEPARTMENT OF PUBLIC WORKS

RECEIVED

NOV 15 2010

Mayor's Office

TO: Mayor Kirk  
FR: Mark Cole, Operations Manager DPW *MC*  
DT: November 15, 2010  
SUBJ: Rules & Regulations for proposed Dog Park

On behalf of Judi Masciarelli and Mary Lou Diangelis, I would like to submit the attached rules and regulations for the proposed Dog Park, to be included in the next Mayor's Report for City Council review. I have discussed the rules and regulations with Judi and Mary Lou and feel comfortable submitting them to City Council for review.

*JK*  
*CM*

# Gloucester Dog Park Rules of Use

*Use of this park constitutes your agreement to the following terms:*

## General:

Hours: 6 AM-10 PM and may be closed or adjusted as conditions require

- Use at your own risk
- You are responsible for damage or injury inflicted by your dog. Neither volunteers nor the City of Gloucester nor any of its agents or agencies shall be liable for any injury or damage caused in the dog park.
- Maximum of 3 dogs per adult at one time
- Children under the age of 8 are not permitted
- An adult must accompany minors under the age of sixteen
- Aggressive behavior (from dogs or people) requires time-out from the park
- All rules governing city parks and relevant parking regulations apply

## Dogs:

- Healthy and vaccinated, Must be wearing current license, rabies and ID tags with dog's name, guardian's name and phone number.
- Be leashed when entering & exiting the park

### *Prohibited:*

- Choke, prong or spike collars
- Female dogs in heat
- Puppies younger than 4 months of age
- Excessive barking-Dog must be removed if barking continues after correction.
- Unaltered dogs
- Aggressive dog behavior. Dog must be removed if such behavior continues after correction
- Food-except for small training treats
- Toys-except for generic tennis balls

## Humans:

- Dog handlers must be sixteen (16) years of age or older
- Clean up dog waste. Seal waste in plastic bag and dispose in trash
- Fill any holes your dog digs
- Handlers must carry a leash in their hands at all times and be within sight & control of their dog(s) at all times.

### *Prohibited:*

- Food, smoking, alcoholic beverages, glass containers
- Bicycles, strollers, skateboards, rollerblades, bare feet
- Running, shouting, screaming or engaging in any behavior that antagonizes a dog.

# What To Do If:

## **You see someone breaking the rules of the park?**

This park is self-policing and most people obey the rules. It is up to all of us to educate and bring the rules to their attention. If you see someone who is not abiding by the rules politely introduce yourself, refer them to the rules and thank them when they comply.

## **You encounter a dog behaving aggressively in the park?**

Remove your dog and yourself from the situation. Politely tell the dog owner that you feel their dog is behaving aggressively and ask them to control their dog in the park. If you feel unsafe call Animal Control, **978-281-9746**. It is up to all of the users of the park to work together in a friendly manner to keep the park safe for all.

## **You and/or your dog are injured by another dog?**

If someone is seriously injured, call **911** for immediate medical attention. All dog bites must be reported to Animal Control **978-281-9746** with the following information: dog owner's name, address, dog's name and license number.

**Animal Control**

**978-281-9746**

**Police 911**



Report any damages to Department of Public Works 978-281-9746

# How to Use the Double Gated Entry

## Entering the dog park play area:

1. Wait for the double gated area to be clear of people and dogs before entering.
2. Only your own group of dogs is allowed with you between the double gated entry gates at any time.
3. Keep all dog(s) on leash, open the first gate, enter the area, then close the first gate behind you.
4. Remove leash(es) and choke collars from your dog(s). Never leave a leash or choke type collars on dogs inside the dog park.
5. Open the gate into the play area and let your dogs in to the dog park.
6. Close and latch the interior gate behind you.
7. Immediately move away from the gate.

## Leaving the dog park play area:

1. Wait for the double gated area to be clear of people and dogs before entering with your dogs.
2. Only your own group of dogs is allowed with you between the double gated exit gates at any time.
3. Open the interior gate and let your dog(s) into the area between the two gates.
4. Close and latch the gate behind you and your dog(s).
5. Attach your dog's leash(es) and any choke collars.
6. Open the exterior gate and exit.
7. Open the exterior gate and walk carefully with your dogs on leash while leaving the area.

*Have a great time!*



# Top Ten Tips for Your First Dog Park Visit

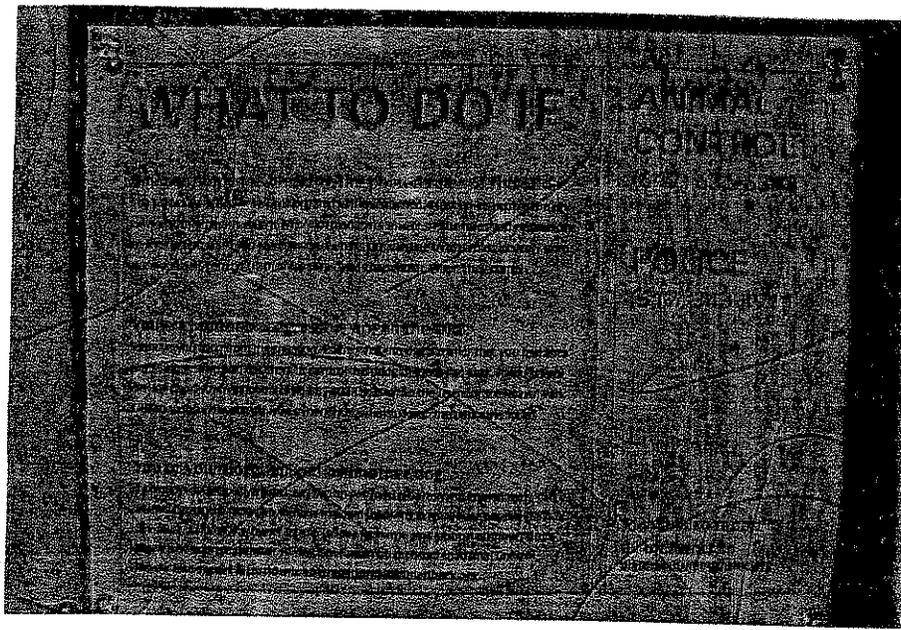
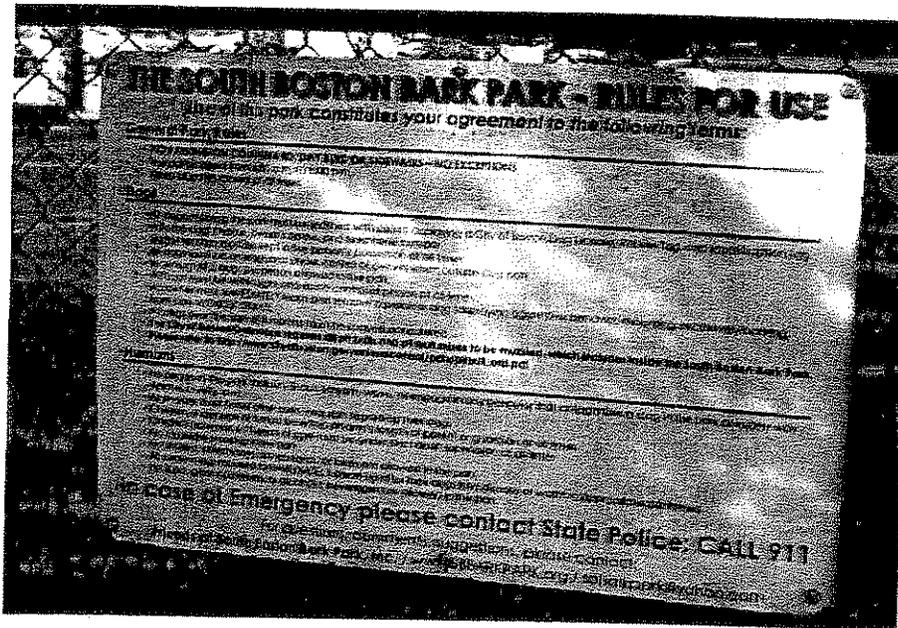
**My dog/s has never been in a dog park before. How can I expect them to react?**

Reactions vary depending on a dog's nature, their living environment, and age. For dogs that are house-bound or who live in small fenced-in back yards, entering a large area like a dog park and being off-leash can be stressful even with no other dogs. They need time to adjust to the new-found freedom.

1. **Make your inaugural visit to the dog park a short one**, perhaps only thirty minutes. Make sure you leave on a positive note. You will want to leave at a time when your dog is having fun, is not too tired, and really doesn't want to go. Your pup will look forward to the next visit very eagerly.
2. **Arrive at a time when there are not very many dogs** in attendance. This will reduce the stress on your dog.
3. **Walk your dog around the park on the outside of the fence**. Let the dogs that are inside come over to the fence to sniff and greet to see how your pup reacts. If your dog sniffs back and appears friendly, he/she may be ready to join in the activities inside. If, instead, your dog barks and lunges violently at those inside the fence, he/she may need more socialization before they will be ready to enter the park.
4. **Remove your leash once you enter the first gate**, then open the gate to let your pup run into the park. Do not keep your dog on a leash inside the off-leash area since that will put your dog at a disadvantage (the other dogs can run away, but yours can't) so your dog may react by being more aggressive.
5. **The Greeting Committee**: When a dog enters a dog park, a number of other dogs who are already inside the park might come running over to the fence to see who is arriving. Dogs are curious creatures and they will want to check out the newbie. Depending on your dog's nature, they will either be anxious to enter and play or be hesitant to get into a pack of unknown dogs. The "first time jitters" is just your dog being unsure of the new environment.
6. **Your Dog's Tail**: It usually takes about ten minutes for a new dog to become accustomed to the dog park environment. Initially, you may see the dog's tail held in a defensive posture, curved down between their hind legs. They may lie down or try to get into a corner as the dogs inside the park all hover around and sniff the newcomer. The dogs already inside the park are being friendly but your dog doesn't know that yet. Pet your dog and give comforting words as a way to reduce stress. Your dog may run away from and be followed or playfully chased by the Greeting Committee. Stay close by in case your dog wants to come over to you for protection. Once your dog realizes that there are no threats inside the park, you should see your dog's tail rise and eventually curve over its back to the "I am having a good time" position. By this time you will have already remarked that your dog looks like he/she is really enjoying the environment.

7. **Play Styles.** Once your dog makes friends and begins seeing the same dogs on a regular basis, you won't see the same Greeting Committee at the gate. You will instead see your dog's friends waiting anxiously to play and playtime will begin as soon as you open the gate. Dogs have different play styles. Some like to just walk around and do not interact with other dogs, some like to chase and run, while others like to wrestle. Your dog will quickly find other playmates that have similar play styles.
8. **Introduce Yourself.** While your dog is adjusting to the new environment, be sure to introduce yourself to the other humans in the park. Explain that you and your dog are new and ask for any helpful hints to maximize your dog's (and your) enjoyment of the facility. Keep an eye on your dog so you can adhere to the number one rule of the Dog Park: **Scoop Your Poop!**
9. **Follow the Rules:** Just as with any park, there are rules and each person is responsible to follow them and for the action of their dog. Dog parks are generally self-policing and it is up to everyone to monitor the dog park. Dog park attendees do not hesitate to use their cell phones to call the authorities if they feel that their or their dog's safety or health is in question.
10. **Enjoy!**







## CITY OF GLOUCESTER 2010 CITY COUNCIL ORDER

<b>ORDER:</b>	<b>#CC2010-080</b>
<b>Councillor</b>	<b>Steve Curcuru</b>

<b>DATE RECEIVED BY COUNCIL:</b>	<b>11/23/10</b>
<b>REFERRED TO:</b>	<b>O&amp;A and Traffic Commission</b>
<b>FOR COUNCIL VOTE:</b>	

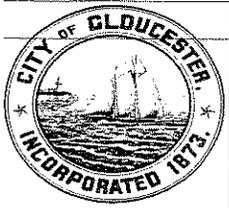
**ORDERED** that the GCO Sec. 22-287 entitled "Disabled veteran, handicapped parking" be amended by adding:

Washington Street, one (1) handicapped parking space in the vicinity of #197

And further

**Ordered** that this matter be referred to the Traffic Commission and the Ordinances and Administration Committee for review, recommendation and measurements.

Councillor Steve Curcuru



**CITY OF GLOUCESTER 2010  
CITY COUNCIL ORDER**

<b>ORDER:</b>	<b>#CC2010-082</b>
<b>Councillor</b>	<b>Greg Verga</b>

<b>DATE RECEIVED BY COUNCIL:</b>	<b>11/23/10</b>
<b>REFERRED TO:</b>	<b>TC &amp; O&amp;A</b>
<b>FOR COUNCIL VOTE:</b>	

**ORDERED** that speed limit signs be posted for the entire length of Fuller Street in Magnolia with a limit of 20 MPH. Also, that a "Slow Children" sign be posted at both ends of Fuller Street. Note: this order was originally submitted July 28, 2009.

Councillor Greg Verga



CITY OF GLOUCESTER FIRE DEPARTMENT  
8 SCHOOL ST.  
GLOUCESTER, MA 01930  
978-281-9760



September 23, 2010

Carolyn Kirk, Mayor  
City of Gloucester  
9 Dale Ave.  
Gloucester, MA. 01930

RECEIVED

SEP 23 2010

Mayor's Office

Mayor Kirk,

I am seeking Administration support and City Council approval of a City Ordinance enabling the Fire Department to bill for certain Fire Department responses. I have enclosed relevant background material and supporting documentation.

The Gloucester Fire Department is not alone in its difficulties fulfilling its mission due to a lack of funding. Fire Departments around the country are being faced with staffing shortages, malfunctioning equipment, and a lack of training due to the nationwide financial crisis. Municipalities are seeking new and innovative methods of increasing revenue to continue to provide effective and efficient services, without raising taxes.

Across the country, municipalities have begun billing for Fire Department responses. This process has enabled municipalities to maintain, and in some cases actually expand the level of service that their residents have come to expect.

The Commonwealth of Massachusetts mandates supplemental insurance coverage for Fire Department responses on all structure and vehicle insurance policies. Yet if the Fire Department does not bill the insurance company for it's response, the funds set aside for that response go unexpended and become additional profits for the insurance company.

The process that I am proposing is quite simple. The Fire Department would enter into an agreement with a billing company for billing services. On Fire Department responses such as Motor Vehicle Accidents, Structure Fires, or Hazardous Materials Incidents, the Fire Department will collect the responsible party's



CITY OF GLOUCESTER FIRE DEPARTMENT  
8 SCHOOL ST.  
GLOUCESTER, MA 01930  
978-281-9760



insurance company information and forward it to the billing company. The billing company will bill the insurance company for our response. The Fire Department will have electronic access to an account set up by the billing company that will enable us to monitor bills that have been sent out, payments that have been received, etc. The billing company is paid either by retaining a portion of the revenue collected or by adding an administrative fee to the bill.

There is no out of pocket expense for the responsible party, as only the insurance company will receive a bill. There are no added costs, surcharges, or insurance premium increases for the responsible party because of the Fire Department's charge for its response.

The revenue collected would be set aside in a revolving account to be utilized by the Fire Chief as he/she sees fit. As you are well aware there is no shortage of needs in the department. The Chief and I have discussed several ideas including completing tasks that are related to the recent Management Audit of the Fire Department but have not been completed as of yet due to a lack of funding. One billing company conservatively estimated revenue at \$60,000 annually, but that was based on old data and with new reporting methods that revenue estimate should increase.

I have attached relevant information about the revenue recovery process. There are 2 municipalities on the North Shore, Wenham and Andover, that already utilize this revenue recovery process with great success. I hope you look favorably upon this request and as always I am available to answer any questions that may arise.

Respectfully,

Stephen Aiello, Deputy Chief  
Gloucester Fire Department

cc. Jim Duggan  
Suzanne Egan  
Chief Dench

ORDINANCE NO. \_\_\_\_\_

AN ORDINANCE OF \_\_\_\_\_ RECOGNIZING THE AUTHORITY OF  
FIRE COMPANIES TO SEEK REIMBURSEMENT FOR FIRE, SAFETY & RESCUE  
RESPONSES AND HAZARDOUS MATERIAL & ENVIRONMENTAL INCIDENTS.

IT IS HEREBY ORDAINED AND ENACTED by the \_\_\_\_\_ of  
\_\_\_\_\_, as follows:

ARTICLE I. TITLE.

This Ordinance shall be known as the \_\_\_\_\_ Emergency Service Cost  
Reimbursement Ordinance.

ARTICLE II. AUTHORITY, FINDINGS, AND PURPOSE.

- A. Authority – Under \_\_\_\_\_, the \_\_\_\_\_ has the  
authority to make rules and regulations for the government of public safety and/or fire  
companies located within \_\_\_\_\_.
- B. Findings – It is recognized that the duties of fire companies require specialized  
fire/safety/emergency/rescue/environmental/ hazardous material tools, equipment,  
materials, supplies and specialized training in order to provide for the safety of the  
public served. Such required, as well as the response to emergency situations  
involving, and/or caused by, non-resident individuals, places a tremendous financial  
burden on said fire companies. While taxes, if applicable, may provide the fire  
companies sufficient financial assistance to exist, in an effort to avoid ever-increasing  
tax burdens of the residents of \_\_\_\_\_, it is found that the alternative  
source of funding, Emergency Service Cost Reimbursement (i.e. response billing)  
should be authorized.
- C. Purpose – To grant any fire company operating in \_\_\_\_\_ (hereinafter  
“Fire Departments”) the authority to seek reimbursement for the reasonable cost of  
responding to such incidents, as well as the reasonable costs to recoup such costs.

ARTICLE III. RECOVERY OF COSTS.

- A. Fire Departments are authorized to recover the reasonable costs of the use of emergency  
fire and/or rescue (including, but not limited to, vehicle accidents) personnel hours, tools,  
equipment, materials and vehicles; hazardous material and/or environmental response  
personnel hours, tools, equipment, materials and vehicles; and reasonable interest on any  
amount due from the date of the response forward. Additionally, Fire Departments are  
authorized to collect a reasonable flat-rate fee for any false alarm responses or fire drill  
responses for which the Fire Department did not receive at least forty-eight (48) hours  
prior notice.
  - 1. Nothing in this Ordinance shall be interpreted as limiting any amounts Fire  
Departments are authorized to collect under any applicable State statute or law.
- B. The reasonable costs authorized to be billed for under this Ordinance may be recovered  
directly by the Fire Department or through a third party billing service as an authorized  
agent for the collection of such costs.

- C. The reimbursement rates for the aforementioned costs shall be set by the billing entity.
- D. If a third party billing service is utilized, said third party billing service shall be authorized to charge a service charge in addition to the costs it is recovering for the Fire Department. Said service charge will be set by the third party billing service.
- E. All funds recovered under this Ordinance, and due to the Fire Department, shall be remitted directly to the Fire Department by either the responsible party or, if a third party billing service is utilized, by said third party billing service. All funds recovered under this Ordinance shall be exclusively used for the support of the Fire Department.

**(Option #1)**

- F. In the event that collection costs and/or attorney's fees are incurred by the Fire Department or third party billing service as a result of the efforts required to obtain full reimbursement for the costs billed for under this Ordinance, said collection costs and/or attorney's fees may be recovered by the Fire Department or third party billing service from the party responsible and/or any applicable insurance company/carrier of the party responsible for the costs originally billed for under this Ordinance.

**(Option #2)**

- G. The Fire Department or third party billing service shall only have the authority to recover the costs authorized under this Ordinance from the applicable insurance company/carrier of the party responsible for the costs authorized to be billed for under this Ordinance. In the event that collection costs and/or attorney's fees are incurred by the Fire Department or third party billing service as a result of the efforts required to obtain full reimbursement for the costs billed for under this Ordinance, said collection costs and/or attorney's fees may be recovered by the Fire Department or third party billing service from the applicable insurance company/carrier of the party responsible for the costs authorized to be billed for under this Ordinance.

**ARTICLE IV. REPEALER & SEVERABILITY.**

- A. All ordinances, parts of ordinances, and amendments thereof which are inconsistent with this Ordinance are hereby repealed.
- B. If any section, paragraph, sub-section, clause or provision of this Ordinance shall be declared invalid or unconstitutional by a court of competent jurisdiction, such decision shall not affect the validity of this Ordinance as a whole or any part thereof other than that portion specifically declared invalid.

**ARTICLE V. EFFECTIVE DATE.**

- A. Costs authorized to be billed under this Ordinance may be billed from a retroactive date of not more than thirty (30) days preceding the Effective Date of this Ordinance.

**ENACTED AND ORDAINED** this \_\_\_\_\_ day of \_\_\_\_\_, A.D., 20\_\_\_\_\_.

**SIGNATURE PAGE FOR THE**  
**EMERGENCY SERVICE COST REIMBURSEMENT ORDINANCE**

Authorized by \_\_\_\_\_ :

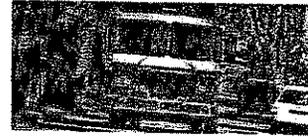
Name: \_\_\_\_\_

# EMERGENCY SERVICES BILLING CORPORATION

March 19, 2008

Cost Recovery Programs  
for Paid, Volunteer &  
Combination Departments

## Next Year's Budget Today



### Education

ESBC was founded in 2006 by a consulting firm of professionals holding degrees in business administration, finance, accounting, engineering, mathematics, and law.

### Experience

ESBC's founders have the following collective relative experience:

Over 75 years of insurance claims adjusting

Over 25 years in collections

Over 10 years as trial lawyers

Over 2 years as insurance defense attorneys

The founding consulting firm is a multi-million dollar corporation in business nearly two decades, which provides great financial strength and resources.



### About Us

With the founders' extensive insurance claims experience it was quickly recognized that fire departments' interests were not being properly served. This led to the formation of ESBC (Emergency Services Billing Corp.), which has established a billing business to help relieve the burden fire departments across the country incurs.

ESBC knows how to present fire department bills to the insurance industry in a manner that promotes full payment of bills faster. This is a result of ESBC knowing the reasonable cost of providing services. The ESBC bills reflect the total reasonable cost of the provided services, which typically averages \$1000 per auto response.

### Law

ESBC has in-house legal counsel that is able to address all the complex legal issues involved with the billing and collections process. In addition, our legal staff is prepared to help draft a custom ordinance that can return badly needed service reimbursement to your department.

### Fees

Unlike what many expect to hear, our services are FREE to you. In many states, all of our fees can be paid by the insurance companies we work with. You will never have any charge associated with our services on MVA's. All sums recovered for fire department services are paid to the department.

### Contract

Our contract gives us the power to bill and collect on your behalf. This allows us to have the ability to bill effectively and resolve any collections issues that arise. This contract protects the fire departments liability in regards to billing and collections by giving ESBC the power to settle claims on their behalf.

### The Billing Process

The billing process is quite simple for the department as they are only responsible for providing us the appropriate information necessary to construct an accurate claim on your behalf. Once the department

is called out for an auto response we require the completion of only one form. This form provides us with the equipment used on the scene, man hours by rank responding, materials used, and any damages or other fees associated with your response.

### Determining Rates

ESBC has created a rate schedule by taking into account all costs and expenses related to your equipment and labor hours expended. Our labor rates are calculated by adopting a fee schedule for both paid and volunteer firefighters taking into consideration rank. Our policy includes billing for every 15 minute increment once the equipment and responders are on scene. We are able to even collect for your demobilization and cleanup once returned to the firehouse.

To best serve fire departments we feel that we have compiled a great force of employees that will effectively return funds due for your service.

### Quick Facts

- Local Taxpayers are paying for the fire department to respond to accidents caused by non-tax paying citizens
- Recent studies have shown that between 40-85% of accidents are from non-taxpaying citizens. Variation due to location and traffic volume.
- The intention of tax dollars is to cover the basics required to operate a fire department for "fire protection", not for the coverage of expenses incurred from an automobile accident. That is what auto insurance is for.
- Many fire departments are being forced to reduce their staff size or alter their spending due to budget restraints. Many even are restricted from purchasing much needed equipment or technology because money is needed to cover the increased expense of emergency responses.
- All of these facts result in a cost of a less safe fire department and community.



# ESBC

EMERGENCY SERVICES  
BILLING CORPORATION

EMERGENCY SERVICES  
BILLING CORPORATION

P.O. BOX 247 - Brownsburg, IN 46112  
877-269-8237 - Fax: 877-269-8240  
www.esbc.biz - info@esbc.biz

**DON'T RUN FOR FUN  
GET PAID FOR IT**  
WE BILL FOR AUTO AND TRUCK RESPONSES

## Is the Community Responsible?

Are your automobile responses outnumbering your house fire responses? Are you experiencing budget drains due to these increased auto responses? ESBC has come to your rescue! ESBC (Emergency Services Billing Corp), an Indiana-based company, specializes in billing to make sure your department gets reimbursed for the MVA calls it responds to!

Fire department budgets are under an ever-increasing strain, local governments are under evermore pressure to restrain spending and the general public is overburdened with taxes. One way for fire departments to help address this financial stress is to do cost recovery specifically on those non-tax paying residents.

Many firefighters think, "I'm an emergency responder. This is just what I do!" But the community your department serves shouldn't be forced to "volunteer" to cover increased

costs by increasing calls for responses they didn't cause, especially for out-of-area auto owners!

Local tax-payers are paying to maintain the costs that keep your department open and ready to respond to community emergencies. When you have to use more-and-more of those funds to aid auto owners, many of whom are from outside the area, your community suffers. ESBC believes that volunteer departments have a duty to get some of that money back if possible, and can help show you how to accomplish cost recovery.

With the ever-growing amount of traffic on the roads and highways that surround local communities, more-and-more accidents involve tractor trailers traffic that is passing through. It is unfair for your department, and community, to be saddled with all the expense of dealing with the accidents and emergencies caused

by those passing through to another city or town.

Many states have authorized fire departments to bill for these calls to try and address this escalating problem. It's unfair for your community and department to bear the burden of footing the entire bill for these types of calls while the insurance companies continue to collect premium payments to cover the same accidents.

The billing of auto accident responses, for both paid and volunteer departments, is a much needed tool. Not billing takes money away from your investment in equipment, training, updating technology, etc. ESBC can help your department lighten the strain on your budget and local community through our billing services. In many cases, all of our fees can even be paid by the insurance companies we work with!

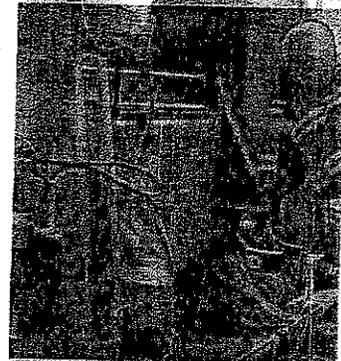
Let us show you how to make this work for your department!

**"Did you know that most auto insurance policies cover all costs associated with an auto accident, including fees for services from fire departments?"**



**There is no better time than now to begin a cost recovery program for your fire department and community.**

**WILL YOUR BUDGET SURVIVE THE NEXT RUN?**



**ESBC IS READY TO DO YOUR BILLING.**

**We would be more than happy to come give a presentation to your department or to any other surrounding department that would be interested. Our goal is to help better serve you by collecting money that you are due. Don't wait another day.**

## What Billing Can Do for You!

### Equipment & Technology

- Purchase a safer environment by purchasing newer and better equipment
- Purchase needed newer technology that will assist in protecting your community and staff
- Help with the costs of maintaining equipment

### Staff

- Help prevent job cuts due to budget restraints
- Allow for more training
- Assist with wage restrictions & benefit restrictions

### Community

- Help relieve the tax burden
- Provides a more equipped department to protect the community at whole

**EMERGENCY SERVICES  
BILLING CORPORATION**

P.O. BOX 247 - Brownsburg, IN 46112  
877-269-8237 - Fax: 877-269-8240  
www.esbc.biz - info@esbc.biz

## Recovery Billing

By: Samuel Yount  
Assistant Chief/MSO  
South Pierce Fire and Rescue  
EMS Section Education Contact  
Phone: 253.377.1963

(Reprinted from the Washington Fire Chiefs Website posted on 5/13/2010)

In the 80's when I was a firefighter for Maple Valley, the Chief decided to be innovative and start ambulance transports out of the fire station. The thought of this process was beyond grasp for most folks in the fire service because we would now be billing for the additional services. In today's economy, with ALS/BLS billing being such an important part of our current budgets, we are always looking for new ways to retain the services we currently enjoy.

I was approached not long ago about billing for recoverables on Motor Vehicle Collisions (MVC) and structure fires; I had a flash back to the 80s and ambulance billing. The first thought was "WE CAN'T DO THAT!" I thought it would be double billing since we receive taxes for that service. I then very quickly remembered we receive taxes for EMS as well but we bill for the additional services at no additional cost to our taxpayer.

### Structure fires.

I was told with structure fires we have the ability to bill for overhaul in most cases about \$500 without impacting our taxpayers. I then contacted several insurance companies to see how billing for this service would impact the taxpayer. I got the same answer each time; **"the claim is opened due to the fire and our portion would not cause an increase in insurance cost to the tax payer."** We could bill for our portion and because it is a part of what their insurance policy called recoverable funds for mitigation (or what we call overhaul.) At first I must admit I didn't think I would be able to get this past the board of commissioners and it was indeed difficult. As I explained that it did not have to affect the taxpayer in the event that they either don't have insurance or their policy did not allow for this bill. At South Pierce Fire and Rescue we have a membership program for EMS where we do not bill our taxpayers anything more than their insurance pays and this was just like that program. My board went on a field trip to EF Recovery in Gig Harbor and talked to the staff. After that meeting it was clear that we needed to move forward.

### Motor vehicle collisions.

A few years back we were approached by a vendor of Amerizorb (I affectionately call this peat moss). Since there are a large portion of MVC's that require spill control we were looking for a safe way to dispose of these products. The vendor explained they had a billing process for applying this product using their auto insurance to pay back this cost and manpower for applying the product. We decided to move forward with purchasing the product and sent in billing information. I was very pleased at the returns; our first check was for \$300 for a single application (recoverable costs vary by insurance company). We had set this up with the same style of membership program. We have reimplemented the program using tablets and if all is projected correctly we should recover an exciting amount. This amount is for recoverable items only, not the response.

Our Board of Commissioners made the decision on Thursday, April 29th to move forward with recovery billing. Our Commissioners have made an effort to assist in the research and I believe that effort will pay off. As I have always heard "time is money" and the faster we move forward the better we serve our citizens.

In conclusion, please take the time to look at the FAQ attached and RCW 76.04.495. You will find many of the same questions I asked at first in these documents. I am not paid by EF Recovery; just support the methods to receive recoverable payment for South Pierce Fire and Rescue. I hope you have found this to be informative. You may also contact EF Recovery at: [www.efrecovery.com](http://www.efrecovery.com) or call (877)213-9047.

Steve Aiello

---

From: Haddad, Peter [Peter.Haddad@intermedix.com]  
Sent: Tuesday, June 29, 2010 12:25 PM  
To: Steve Aiello  
Cc: Murray, John; Mulligan, John  
Subject: RE: Fire-Rescue Funding Source Developments ATTN: Steve Aiello, Deputy Chief

Chief Aiello,

What follows is a very high level overview of some of the insurance issues surrounding the funding opportunity posed by our Emergency Response Billing (ERB) solution. If you would deem it beneficial, we can also have a discussion that breaks some of these concepts down on a more granular level at your convenience.

The basic concern is that if fire departments begin to bill, then it will cause insurance rates to go up. While at first glance this may make sense, there is absolutely no evidence that this is true.

Insurance companies can not just raise rates "willy-nilly". Rather they must petition the Insurance Commissioner for the ability to increase rates, and this process is conducted in the public forum. Even in states in which we have been billing with hundreds of clients for many years, we have never seen the insurance companies petition for a rate increase based on the fact that fire departments have begun to recover a small portion of their response costs from the beneficiary of their services.

On the individual level, if you cause a vehicle crash through the negligent operation of an automobile, your insurance rates will go up. However, the amounts that they will go up are governed by pre-set actuarial tables. The insurance companies can't discriminate against you and raise your rates higher if you crash into a brand new Cadillac vs. if you hit an old beat-up Yugo, for example.

Similarly, if you have a structure fire, your rates will go up (or the insurance company may drop you), but whether or not the fire department gets paid has absolutely no bearing on whether or how much this occurs. (In fact the "Fire Department Service Charge" portion of homeowners and commercial fire policies is entirely supplemental which means that it can be paid on without triggering a claim, has no effect on the amounts left in the policy limits, etc.)

The bottom line is that if the fire department does not recover its costs, then the money stays in the insurance companies' coffers, NOT in the pockets of your citizens.

Please let me know if you have any questions or desire additional clarification.

Respectfully,

Peter M.A. Haddad  
Fire Billing Project Manager  
REVENUE RESCUE----INTERMEDIX

877.524.8182 extension 405 (toll-free)  
peterh@revenue-rescue.com (e-mail)  
www.revenue-rescue.com (website)  
512.363.7287 (mobile)  
866.569.0228 (FAX)

**Gloucester FD Revenue Estimate**

**Billing/Collection Summary – Data Estimated based on 2008-2009 FD Run Data**

The following model is based on a fully engaged Emergency Response Billing (ERB), including fees for all motor vehicle accidents, HazMat incidents, and structure fires, set at hourly rates commensurate with your departmental costs. If your agency desires to customize this plan, we can re-cast the model to reflect the deviation from our recommended template.

**Billing Volume**

179 Total Billable Incidents

- 107 Motor Vehicle Crashes
  - 27 "Minor" Vehicle Crashes
  - 73 "Moderate" Vehicle Crashes
  - 7 "Major" Vehicle Crashes
- 10 Vehicle Fires
- 63 Structure Fires

Our MVA Incident model indicates that of all incidents responded to, 50% are non-billable due to reasons of minimal severity, missing owner information, unavailable liability data and other issues such as non-submission. We further segment these incidents by severity -- as severity increases so do the costs, and the potential to recover those costs. We have also broken down the model to reflect the fact that around 90% of the revenues recovered on vehicle crashes come from insurance payments.

Severity	Number of Incidents	Collection per Incident	Collections (Total)	Insurance Payments	Private Payments
Unbilled	1	0	0	0	0
"Minor"	27	221.33	5,895.00	5,174.00	719.00
"Moderate"	73	371.29	27,143.00	23,828.00	3,314.00
"Major"	7	1160.18	8,428.00	7,398.00	1,029.00
<b>TOTAL</b>	<b>214</b>	<b>193.76</b>	<b>\$41,465.00</b>	<b>\$36,402.00</b>	<b>\$5,062.00</b>

**Potential Revenue**

\$60,000 annually for the Revenue Rescue-Intermedix recommended template

<b>Gross Collections</b>	Vehicle Crashes	\$40,000
	Vehicle Fires	\$ 4,000
	Structure Fires	<u>\$16,000</u>
	<b>TOTAL</b>	<b>\$60,000</b>

- Projected collection rates would be almost \$200.00 per incident.
- The amounts reflect our estimates of gross collections and do not account for service fees.
- Depending on the percentage of incidents actually billed out, there may be some volatility in the potential totals. However, the amount collected per incident should remain fairly stable.



# ESBC

EMERGENCY SERVICES  
BILLING CORPORATION

Fire Department: _____	Authorized Representative: _____
Date: _____	Printed Name & Title: _____

## **FIRE DEPARTMENT GUIDELINE SHEET**

### I. GENERAL COLLECTION PREFERENCE (choose one for each category):

→ FULL: ESBC will attempt to collect the entire amount due from the individual, through their existing insurance policy if possible, including use of a collection agency.

→ PARTIAL: ESBC will primarily attempt to collect from insurance. If applicable insurance only pays a portion of the amount due, or if insurance does not apply, ESBC will attempt to collect from the individual, but *not* send the account to a collection agency.

→ INSURANCE ONLY: ESBC will attempt to collect from any existing insurance policy. If insurance does not apply, or if the individual does not have insurance, ESBC will close the account.

	NON-AUTO RESPONSES	AUTO RESPONSES
FULL	<input type="checkbox"/>	<input type="checkbox"/>
PARTIAL	<input type="checkbox"/>	<input type="checkbox"/>
INSURANCE ONLY	<input type="checkbox"/>	<input type="checkbox"/>

### II. PRE-AUTHORIZED SETTLEMENT AUTHORITY (choose one):

While ESBC will make every attempt to collect the entire amount due, it is sometimes in the Fire Department's interest to settle the account for less than the entire amount (e.g. "there is a limit to insurance coverage", "there is no insurance coverage", etc.). This provides ESBC the authority to settle accounts for less than the entire amount due without contacting you on each individual offer, as long as the offer is within the scope you choose below. "Settlement authority" percentage ranges are with respect to the total initial amount billed by ESBC pursuant to the "Billing Services Agreement" and will include administrative fees due to ESBC. In the event bills require adjustments due to clerical error or the inclusion of items which are not legally billable, the total initial amount billed will reflect these adjustments.

Full Settlement Authority (1% - 99%)

Partial Settlement Authority (50% - 99%)

Restricted Settlement Authority (75% - 99%)



03/07/2007

# RESCUE YOUR COSTS

Presented to: Gloucester Fire  
7-7-10

ESBC, All Rights Reserved

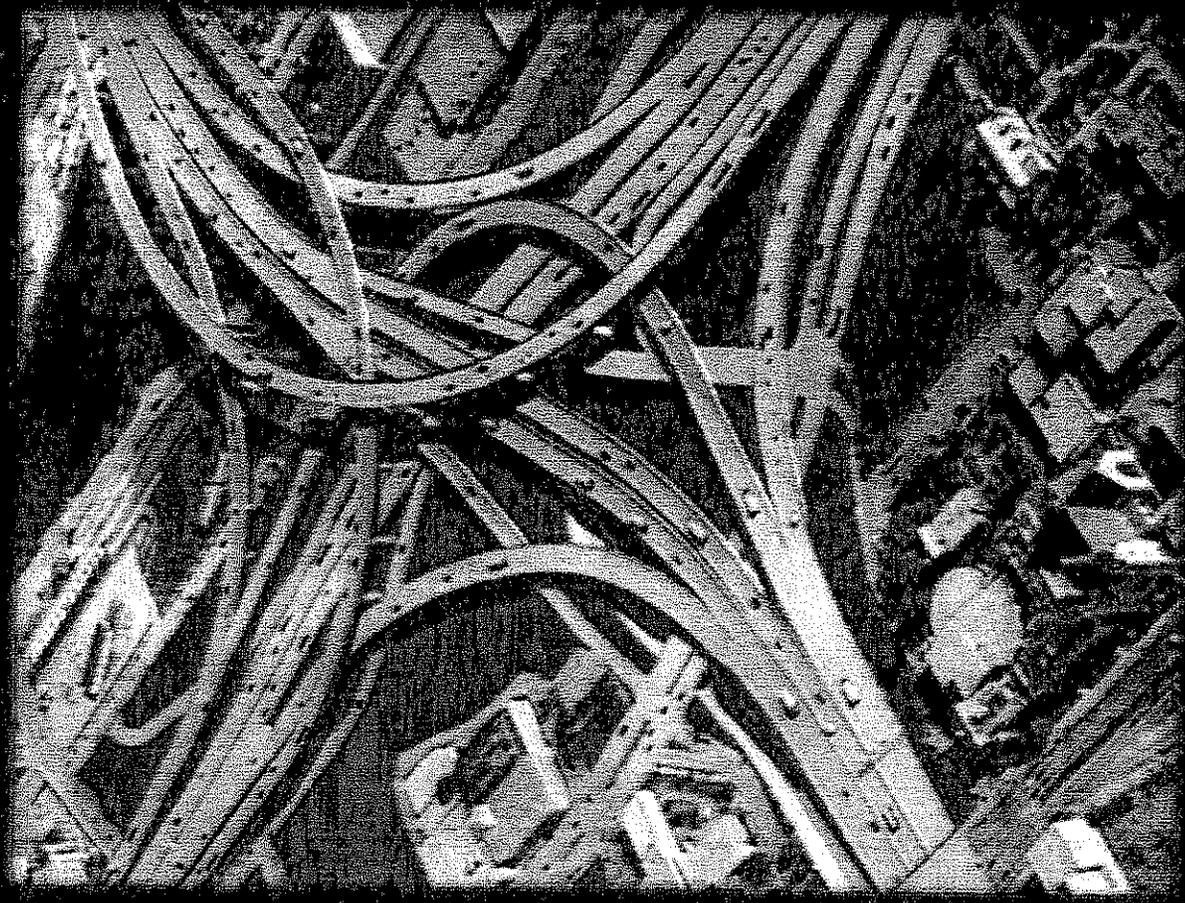
## History

When fire services began, law was passed to protect local tax paying citizens and their structural property. Today there are new duties associated with emergency services. Many of those duties revolve around transportation.

## Purpose

Departments across the country are experiencing budget drains, cuts and additional expenses.

Until recently, departments believed they were reliant only on tax increases, grants, and fundraising to balance financial needs. Departments across the nation are now realizing the benefit of directly recovering expenses through MVA & other responses.

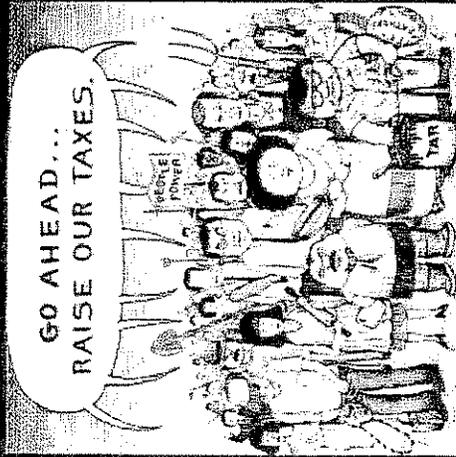


# AUTOMOBILES & US ROADWAYS

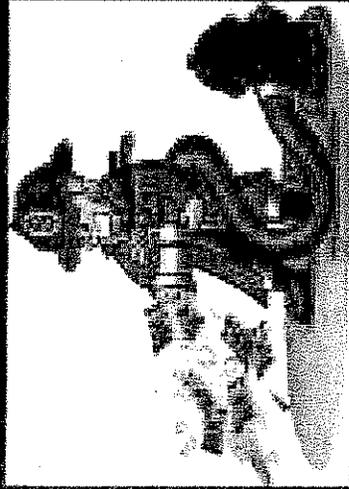
1. Rural towns see an increased amount of traffic
  - a) Therefore there is an increased amount of MVA accidents
2. Interstates and Highways are created in place of State Roads
  - a) More lanes of traffic and higher rates of speed
    - Resulting in larger and more costly responses
3. Travel by roadway continues to increase
4. MVA accidents continue to increase with each decade
5. Semi truck transportation has increased each decade
  - a) Semi accidents tend to be larger and more budget exhausting than personal automobiles
6. Structure fires are down as technology and construction standards improve

The evolution of US roadways created an array of routes for local, regional and interstate travel. Because of this our FD and Departments alike must now familiarize ourselves with different types of transport vehicles, chemicals, and even public transportation (Personal Auto, 18-wheeler, Hybrid vehicles, Vehicles of tomorrow, etc). Not only does our department need adequate training we continuously need additional equipment. With passing of time and increase of services, our fire department has been stricken with many more expenses without increased tax revenue. The greater duties stemming from MVA responses are coming at the expense of every Gloucester citizen through taxes. Via auto owners insurance premiums, they are also paying for fire service coverage, yet we are not pursuing these reimbursable insurance funds.

**Tax Money**



**Fire Department**



**MVA Response**

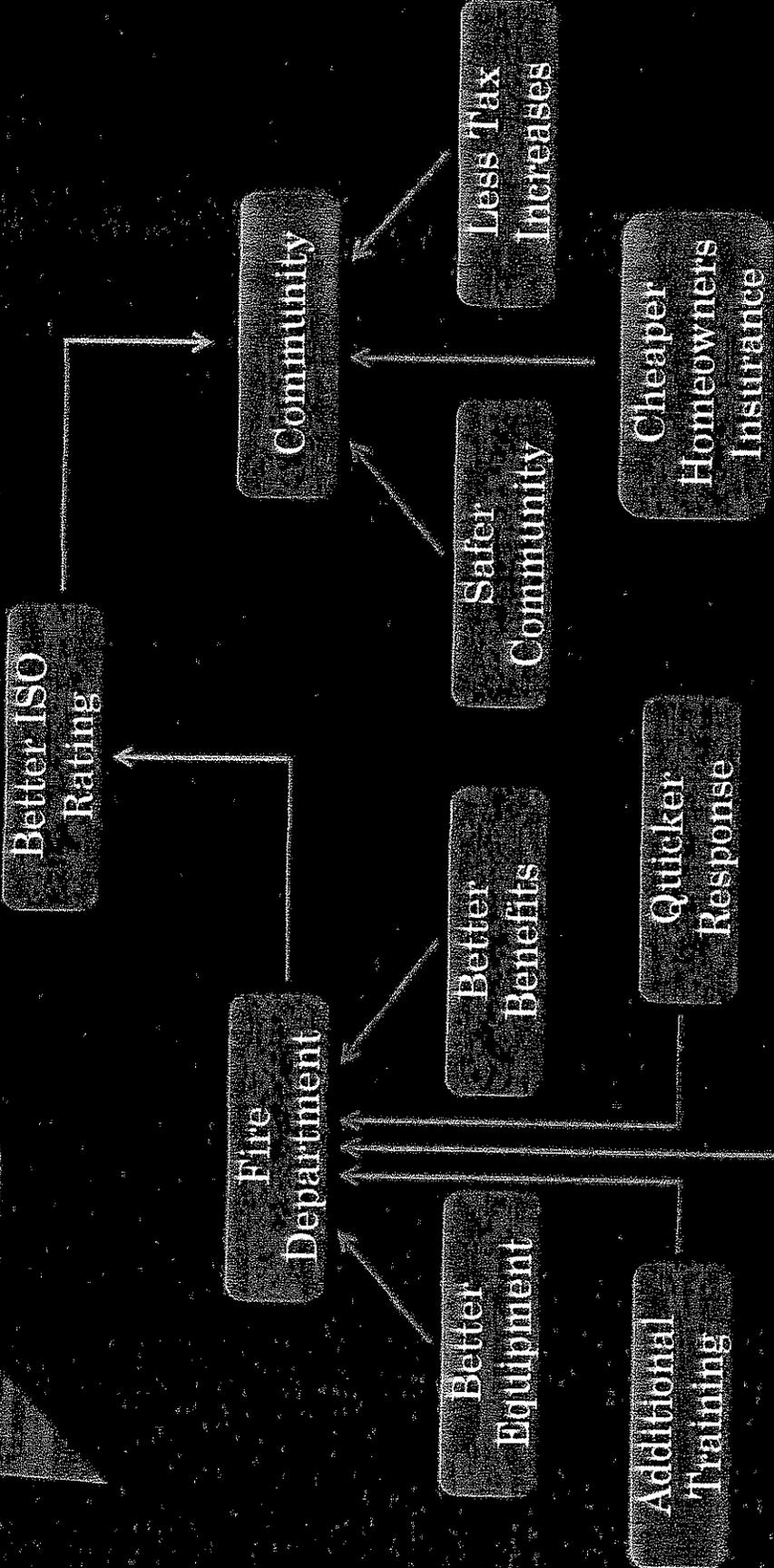


## TAX-PAYER RESPONSIBILITY

Tax dollars are utilized to ensure that the best services are available to the citizens of our community. When that money is spent on MVA responses, tax paying citizens suffer. Their initial tax investment for property protection in FD equipment has been depleted and the opportunity for newer equipment and new technology has now been sacrificed at the expense of increased maintenance costs and other response related costs due to MVA responses.

# WHAT BILLING CAN DO FOR GLOUCESTER

Don't forget that about 40-50% of our accidents are from non tax-paying citizens



## ESBC's Stance on Billing

ESBC provides professional cost recovery services for fire and rescue efforts. ESBC believes that the cost of providing emergency services (especially MVA's and Structure Fires) should **NOT** be borne solely by the local tax payer, but shared among the insurance companies that collect insurance premiums for such costs.

## Goals/Objectives

1. Establish a clear method of recovering "business costs" that best meet the needs of our department and community
2. Recover cost for services provided as allowed by local ordinance and federal law
3. Supply additional funding to maintain equipment, technology, and training standards
4. Reduce the dependency on tax revenues and tax increases to our community

## About ESBC

ESBC was founded by a consulting firm of professionals holding degrees in business administration, finance, accounting, engineering, mathematics, and law. ESBC's early concept was to market its service to volunteer fire departments directly and to broaden its regional presence by marketing to persons attending national fire conventions.

## Experience

Collectively, ESBC's founders have the following relevant experience:

- ✓ *Over 75 years of insurance claims adjusting*
- ✓ *Over 25 years in collections*
- ✓ *Over 10 years as trial lawyers*
- ✓ *Over 2 years as insurance defense attorneys*

The founding consulting firm is a multi-million dollar corporation and have been doing business for nearly two decades. This provides great financial strength and resources.

## References

When ESBC began, the immediate need for their service was evident in the hearts of Americas Vol. Fire Departments, many of which are already "running" on bought-time. These departments are the fire service lifeblood of the Midwest, which happens to be where they are headquartered. Since many volunteers survive on old equipment, monthly fundraisers, and volunteered service, one can imagine the direct need of additional funding for day to day operations. As such we offer dozens of volunteer departments that speak highly about our services and success for their respective departments.

Most Career Departments differ in that they are supported greatly by tax revenues. Larger departments are only now beginning to see the need/value in cost recovery of their business costs. ESBC recently began marketing toward these larger departments via its presence at national fire conventions. As a result we are meeting larger cities that have shown interest and are currently working with those cities to implement a billing program for their community.

## Frequently Asked Questions

**Q:** Are we allowed to bill for our service?

**A:** Yes. There has been an ongoing misconception that career, combination and volunteer departments cannot bill for their service. This stems in part from confusing the difference between making a profit and recovering the "business costs" needed to continue operations.

**Q:** What additional paperwork is required to bill for services?

**A:** One great thing about ESBC's program is that only one report is necessary for each billable run. The report takes only minutes per run to complete, which is a great return for your time investment considering an average MVA run that averages about a \$1000.

**Q:** Will the money from this program go into the general fund?

**A:** ESBC believes the purpose of a cost recovery program and it's intent is to put money directly back into the fire department to replace, repair, maintain, and continue fire services for the community.

**Q:** How would billing help our budget?

**A:** Recovering our business costs allows us to more frequently replace the equipment & materials, provide more extensive training, and even allow for the purchase of new technology as it becomes available. Additionally, by becoming more financially sound, our department will have all the "tools" necessary to continue to provide our community the high level of service they deserve.

## Claims Handling

Insurance companies have offices across the country. ESBC work with whichever office a claim is being processed from. As such, location plays no factor in their ability to handle claims on our behalf.

## Collections

ESBC is able to meet the needs of any community or fire department. In doing so, they work with departments to construct a method for handling claims that are tailored to each department's needs and philosophy. Departments choose between types of claims (MVA's, Structures, False Alarms, etc.), insurance only vs. uninsured, and even in the pursuit of collections (soft billing, use of collections company, and even legal interaction). One ESBC philosophy carries through for all departments: **Is the continuous pursuit of claims until every claim is collected in full.** Department may monitor the status of all claims through ESBC's monthly reporting system.







# ESBC

EMERGENCY SERVICES  
BILLING CORPORATION

## BILLING SERVICES AGREEMENT

THIS AGREEMENT, entered into this \_\_\_\_ day of \_\_\_\_\_, 2010, by and between **Emergency Services Billing Corporation** (hereinafter "ESBC") and the \_\_\_\_\_ (hereinafter "Fire Department"), and subject to the mutual covenants and conditions contained herein, memorializes that the parties agree as follows:

1. Duties of ESBC. ESBC, having a background in billing insurance companies and individuals for monetary reimbursement due, agrees to provide billing services to the Fire Department for compensation as agreed herein. ESBC agrees to devote its best efforts in billing the accounts forwarded to it by the Fire Department in a professional, diligent, and ethical manner; however, the parties understand that ESBC does not guarantee 100% recovery of the amounts due on the accounts forwarded to it by the Fire Department. When pursuing reimbursement for the Fire Department, ESBC will assess charges for the following: All costs of preparing invoices, locating owners and/or operators of vehicles or structures and any applicable insurance coverage, processing payments, maintaining files, disbursing payments to fire departments, communicating with insurance adjusters, researching statutory laws and case law, reviewing insurance policies, providing additional requested information related to the fire department response, obtaining such information from the fire department, purchasing and maintaining necessary equipment to communicate with fire departments, and any additional charges deemed necessary or beneficial to progress payment of the bill. These charges will be grouped together under the heading of "Indirect Overhead" or "Administrative Fee", and will be assessed in addition to the fire department charges in the amount of thirty five percent (35%) fee.

ESBC will deduct a ten percent (10%) fee for any structure fire responses when a policy limit payment is made and twenty two and a half percent (22.5%) fee for all other policy limit payments. For every claim, ESBC shall make every effort to add the indirect overhead to the amount owed to the Fire Department, said charges to be paid by the individual and/or company being billed on the account. In the event it is not possible for ESBC to collect indirect overhead *in addition to* the amount owed to the Fire Department, the indirect overhead in the amount of (22.5%) shall be deducted from the amount received. Upon receipt of payment, ESBC shall retain the indirect overhead in the amount of (22.5%) and remit the balance to the Fire Department.

Court Costs. It is understood that collections through a court system shall be utilized when necessary under the specific circumstances of an individual case. In the event ESBC determines such legal action is necessary, ESBC shall bear any costs of litigation and shall be entitled to collect attorney fees and court costs when granted.

2. Duties of the Fire Department. The Fire Department desires to have ESBC provide its expertise and services, and agrees to forward 100% of the Fire Department's responses appropriate for billing to ESBC. As such, the Fire Department agrees to cooperate with the ESBC in providing: all requested documentation; account and insurance information; witnesses for trial or hearings, if needed; and all other relevant items which may be requested by ESBC. The Fire Department will immediately notify ESBC whenever any notice of bankruptcy is received by the Fire Department on a referred account, and agrees to ESBC having exclusive authority to handle all billing, collection, and/or

settlement, on accounts forwarded to ESBC for the duration of this Agreement. The Fire Department understands and agrees that, ESBC will work with the Fire Department in setting up billing practice and procedure, including gaining any needed approvals, however, ESBC is a third party in this respect and required approval by any governing body is ultimately the responsibility of the Fire Department. It is understood that ESBC's policy is to bill out under the highest authoritative law.

In the event that a payor sends payment or correspondence directly to the fire department instead of to ESBC, the fire department agrees to forward such payments or correspondence, without delay, to ESBC for processing under the terms of this agreement.

3. Endorsement Authority. Monies received by ESBC will be deposited in ESBC's Trust Account. ESBC shall have the limited authority to endorse billing payments received for the Fire Department for the purpose of depositing the same in an ESBC financial account and/or Trust Account. The Fire Department's portion of any payments received to be dispersed thereafter under the terms of this Agreement.

4. Accounting and Disbursement. ESBC will maintain updated records of all accounts forwarded by the Fire Department. Disbursements of funds to the Fire Department shall be made monthly for payments received the month prior. Payment from ESBC to the Fire Department shall be remitted as a batch payment accompanied by detail of each claim and amount paid. All personal and business checks will be held by ESBC a minimum of ten (10) working days from the date of deposit to insure the existence of funds in the payor's account.

5. Termination. This Agreement may be terminated for any reason by either party upon thirty (30) days written notice. If required, ESBC shall be entitled to an additional thirty (30) days to prepare a final status report of the outstanding accounts. ESBC shall be entitled to the indirect overhead for those accounts paying as agreed, or upon which, regardless of manner, payout is expected, whether or not the payments have begun, on all accounts forwarded to it by the Fire Department prior to the date of termination. ESBC may continue to collect these accounts and provide an accounting to the Fire Department of sums received under the terms of this Agreement. Upon termination of this Agreement, payments under paragraph #4 (Accounting and Disbursement) shall cease, however, ESBC shall be entitled to indirect overhead on all payments received by ESBC, or the Fire Department, thereafter, on all accounts submitted to ESBC prior to the date of termination.

6. Entire Agreement. This Agreement contains the entire agreement of the parties. No other promises, warranties, or conditions exist in any other agreement, no matter whether oral or written. This Agreement supersedes any prior written or oral agreements between the parties. Failure of either party to enforce any provision of this Agreement shall not be construed as a waiver or limitation of either party's right to subsequently enforce and compel strict compliance with all provisions of this Agreement.

7. Amendments. This Agreement may be modified or amended only in writing and must be signed by both parties to be valid and/or enforceable.

8. Severability. In the event any portion of this Agreement is determined to be unenforceable by any Court of competent jurisdiction, the same shall not affect the enforceability of the remaining provisions. If any Court of competent jurisdiction finds any provision of this Agreement is invalid or unenforceable, but that by limiting such provision it would become valid and enforceable, then such provision shall be deemed to be written, construed, and enforced as so limited.

9. Applicable Law & Venue. This Agreement shall be interpreted pursuant to the laws of the State of Indiana, and the parties hereto each waive trial by jury and agree that the Courts of Boone County, Indiana, shall be proper and exclusive courts of jurisdiction and venue.

10. Disclaimer. Fire Department understands ESBC is not acting as the Fire Department's legal counsel in any manner. While ESBC, based on its prior experience, may consult with the Fire Department regarding legal matters in an effort to set up billing procedures for the Fire Department, the Fire Department understands and agrees that ESBC suggests the Fire Department seek independent legal consultation with a qualified professional admitted to practice, and/or analyze, law for the state in which the Fire Department operates. ESBC is not responsible for, nor provides any guarantee or warranty (be it express or implied) regarding, the Fire Department's compliance with the specific legal requirements of the Fire Department's state and/or local laws. While ESBC attempts to assist the Fire Department in maintaining compliance, the Fire Department understands and agrees to accept ultimate responsibility for understanding said compliance.

11. Waiver. Fire Department waives receipt of invoices, letters, billing documents, correspondence to or from insurance companies, and any other documents relative to billing and/or collection activities.

12. Notices. Any notices given pursuant to this Agreement shall be in writing and deemed delivered when delivered in person or deposited in the United States mail, postage prepaid, and addressed as follows:

If to ESBC:                   EMERGENCY SERVICES BILLING CORP.  
  PO Box 247  
  Brownsburg, Indiana 46112

If to Fire Department: \_\_\_\_\_  
  \_\_\_\_\_  
  \_\_\_\_\_  
  \_\_\_\_\_  
  \_\_\_\_\_

Such addresses may be changed by either party by providing, at least, thirty (30) days written notice to the other in the manner set forth above.

All of which is covenanted and agreed to, as of the date above written, by the parties:

\_\_\_\_\_  
Authorized Fire Department Representative

\_\_\_\_\_  
EMERGENCY SERVICES BILLING CORP.

\_\_\_\_\_  
Printed Name & Title

\_\_\_\_\_  
Printed Name & Title

January 20, 2004

Vol. 96

AN ORDINANCE AMENDING THE OFFICIAL CODE OF THE CITY OF SAN ANGELO, TEXAS, BY ADDING ARTICLE 6.300 ENTITLED "FIRE AND RESCUE SERVICE FEES" ESTABLISHING FEES FOR SERVICES RENDERED AT VEHICLE FIRES, VEHICLE ACCIDENTS, HAZARDOUS WASTE SPILLS AND RESCUE INCIDENTS; PROVIDING FOR SEVERABILITY AND PROVIDING FOR AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY OF SAN ANGELO:

1) THAT, Chapter 6 of the Code of Ordinances of the City of San Angelo, Texas, is hereby amended by adding Article 6.300, Section 6.301, to read as follows:

ARTICLE 6.300 – FIRE AND RESCUE SERVICE FEES

Sec. 6.301 Services and Fees

The City of San Angelo shall assess and collect fees for certain services rendered by the Fire Department. The fees for use of equipment and supplies set out in the Appendix of the Code shall be assessed and collected when such equipment and/or supplies are used in connection with the following events or incidents:

1. Vehicle fires,
2. Vehicle accidents,
3. Hazardous material spills or releases, and
4. Rescues or rescue attempts at low water crossings.

2) THAT, the following severability clause is adopted with this ordinance:

SEVERABILITY:

That the terms and provisions of this Ordinance shall be deemed to be severable in that if any portion of this Ordinance shall be declared to be invalid, the same shall not affect the validity of the other provisions of this Ordinance.

3) THAT, this Ordinance shall be effective on, from and after the date of adoption.

January 20, 2004

Vol. 96

AN ORDINANCE AMENDING APPENDIX A OF THE SAN ANGELO CODE OF ORDINANCES BY ADDING ARTICLE 11.000 ENTITLED "FIRE AND RESCUE SERVICES FEES" TO ADD FEES FOR CERTAIN FIRE AND RESCUE SERVICES; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY OF SAN ANGELO:

1) THAT, Appendix A shall be amended by adding Article 11.000, Section 11.100 to read as follows:

See attached Exhibit "A" which is incorporated herein by reference for all purposes.

2) THAT, the following severability clause is adopted with this amendment:

SEVERABILITY:

That the terms and provisions of this Ordinance shall be deemed to be severable in that if any portion of this Ordinance shall be declared to be invalid, the same shall not affect the validity of the other provisions of this Ordinance.

3) THAT, this Ordinance shall be effective on, from and after the date of adoption.

INTRODUCED on the 6<sup>th</sup> day of January, 2004, and finally PASSED, APPROVED and ADOPTED on this the 20<sup>th</sup> day of January 2004.

CITY OF SAN ANGELO

BY:

Devin Bates  
Devin Bates, Mayor Pro-Tempore

ATTEST:

Kathy Keane  
Kathy Keane, City Clerk

## Exhibit "A"

## ARTICLE 11.000 - FIRE AND RESCUE SERVICES FEES

## Sec. 11.100 Service Fees

The following fees shall be assessed and collected for the use of equipment and supplies as specified in Article 6.300 of this Code.

VEHICLES		
Vehicle Type	Apparatus	Price
1	Class A Engine	\$500.00
1	Aerial	\$500.00
2	Rescue (Heavy)	\$600.00
3	Brush Truck	\$400.00
4	Command Car/Truck	\$200.00
1	Ladder 1 (L-1)	\$500.00
1	Engine 2 (E-2)	\$500.00
1	Engine 3 (E-3)	\$500.00
1	Engine 4 (E-4)	\$500.00
1	Engine 5 (E-5)	\$500.00
1	Engine 6 (E-6)	\$500.00
1	Engine 7 (E-7)	\$500.00
1	Reserve 21 (R-21)	\$500.00
1	Reserve 22 (R-22)	\$500.00
1	Reserve 23 (R-23)	\$500.00
2	Rescue 1 (R-1)	\$600.00
3	Brush 1 (Brsh-1)	\$400.00
4	Battalion Chief (Batt-1)	\$200.00

HAND TOOLS	
Tool	Price
Flathead Axe	\$17.00
Pickhead Axe	\$17.00
Long Pike Pole	\$17.00
Sheetrock Pike Pole	\$17.00
Short Pike Pole	\$17.00
Pry Axe	\$17.00
Hooligan Tool	\$17.00
Bolt Cutters	\$17.00
Pry Bar	\$17.00
Fire Rake	\$17.00
Shovels	\$17.00
Scoops	\$17.00
Brooms	\$12.00
All Hand Tools	\$12.00

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FIRE EQUIPMENT	
Tool	Price
Foam Nozzle	\$55.00
Foam Eductor	\$50.00
AFFF Foam - Per Gallon	\$40.00
Class A Foam - Per Gallon	\$25.00
Piercing Nozzle	\$40.00
M/S Fog Nozzle	\$55.00
M/S Straight Bore Nozzle	\$30.00
Salvage Cover	\$28.00
SCBA Pack	\$85.00
Hall Runner	\$18.00
Portable Tank	\$75.00
PPV Fan - Per Hour	\$55.00
Generator, Portable - Per Hour	\$55.00
Generator - Per Hour	\$55.00
Chain Saw - Per Hour	\$45.00
Water Extinguisher	\$22.00
Dry Chemical Extinguisher	\$45.00
CO <sub>2</sub> Extinguisher	\$45.00
Scene Lights	\$22.00
Portable Pump - Per Hour	\$95.00
Float Pump - Per Hour	\$65.00
Water Vests	\$30.00
Thermal Imaging Camera	\$75.00
Heat Detection Gun	\$75.00
SAWZALL	\$55.00

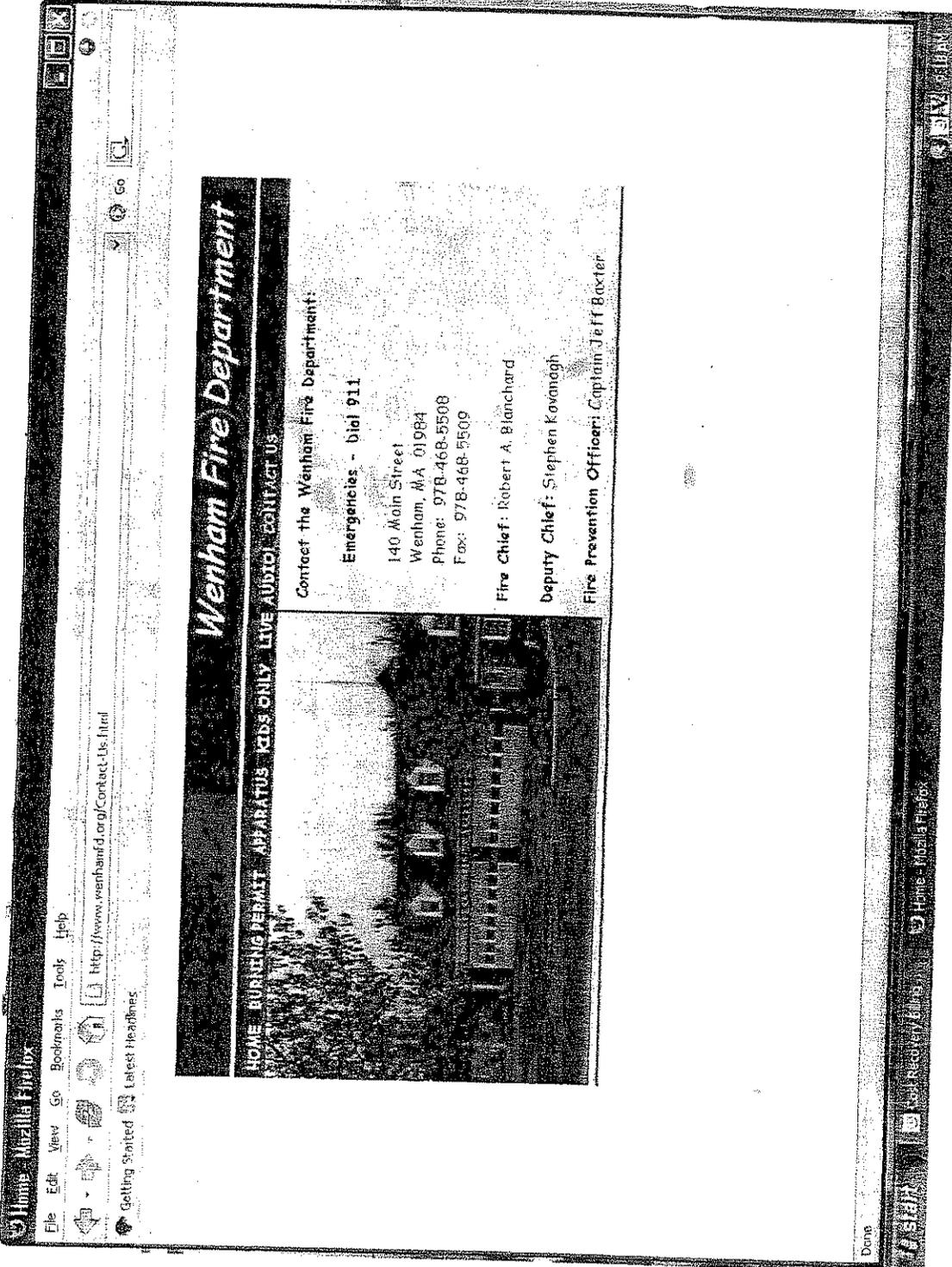
HAZARDOUS MATERIAL EQUIPMENT	
Supplies/Service	Price
Absorbent - Per Bag	\$17.00
Absorbent Booms	\$40.00
Top Sol	\$35.00
Disposable Coveralls	\$30.00
Neoprene Gloves	\$20.00
Latex Gloves	\$6.00
Over Boots	\$25.00
Disposable Goggles	\$15.00
Gas Plug Kit	\$50.00
Plug and Dike	\$65.00
Drum Liners	\$10.00
Barricade Tape	\$22.00
Poly Sheeting	\$55.00
Removal of Hazardous Material	\$150.00

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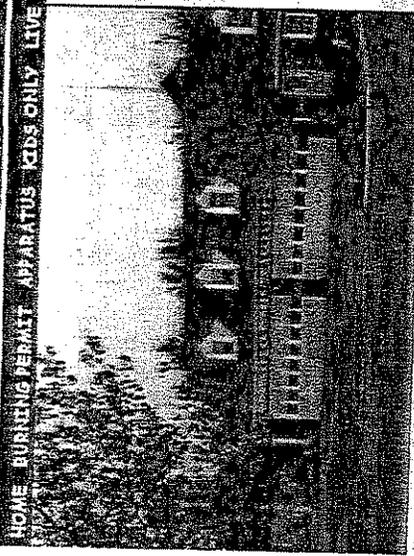
Annex H (Re: Page 25)  
January 20, 2004

Disposal of Hazardous Material	\$150.00
Gas Multi Meter	\$85.00
CO <sub>2</sub> Meter	\$85.00
Terrazyme	\$70.00
Microblaze - Per Quart	\$10.00
Microblaze - Per 5 Gallons	\$150.00

RESCUE EQUIPMENT	
Tool	Price
Spreaders	\$250.00
Cutters	\$250.00
Rams	\$250.00
Air Bags	\$250.00
K-12 Saw	\$55.00
Target Saw	\$55.00
Ajax Tool	\$25.00
K-Tool	\$25.00
Windshield Tool	\$15.00
Rescue Blanket	\$32.00
Rope	\$25.00



# Wenham Fire Department



HOME BURNING PERMIT APARATUS KIDS ONLY LIVE AUDIO CONTACT US

Contact the Wenham Fire Department:

Emergencies - dial 911

140 Main Street  
Wenham, MA 01984  
Phone: 978-468-5500  
Fax: 978-468-5509

Fire Chief: Robert A. Blanchard

Deputy Chief: Stephen Kovanagh

Fire Prevention Officer: Captain Jeff Baxter

Jump Mozilla Firefox

File Edit View Go Bookmarks Tools Help

Getting Started Latest Headlines <http://www.wenhamfd.org/contact-us.html>

Done

Home - Mozilla Firefox

Andover Fire Rescue - Town of Andover, Massachusetts - Mozilla Firefox  
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 http://www.andoverps.net/fire/contact\_us.html  
 Opening Started Latest Headlines

**ANDOVER FIRE RESCUE**  
 TOWN OF ANDOVER, MASSACHUSETTS

[CONTACT US/ PERSONNEL](#)

**Andover Fire Department**  
 32 North Main Street  
 Andover, MA 01810  
 (978) 475-1281 [directions](#)

[Fire Chief Michael Mansfield](#)  
[Administrative Assistant Marge Jacobson](#)  
[Fire Prevention Officer Todd Pomerleau](#)  
[Fire Prevention Administrative Assistant Joan Lamieux](#)

[FIRE HOME](#)  
[PUBLIC SAFETY HOME](#)  
[ADMINISTRATION](#)  
[EO REGULATIONS](#)  
[EKS](#)  
[FIRE FIGHTING](#)  
[FIRE PREVENTION](#)  
[INVESTIGATIONS](#)  
[TRAINING](#)  
[FORD'S REPORTS/POLICIES](#)  
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Done

Andover Fire Rescue