

SPENCER WATER CRISIS

April 25-27, 2007

**AFTER ACTION
REPORT/IMPROVEMENT PLAN**

September 2007

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HANDLING INSTRUCTIONS

1. The title of this document is The Report of the Blue Ribbon Committee on the Water Emergency of April 25-27, 2007 in Spencer, Massachusetts.
2. When writing its report, the Blue Ribbon Committee used the Homeland Security Exercise and Evaluation Program (HSEEP) standardized methodology and language for evaluating the Town's response to the incident. HSEEP is recognized as a national best practice for evaluating capabilities and creating an After Action Report/Improvement Plan (AAR-IP). However, this is not a HSEEP document, nor is this a classified document.
3. Point of Contact:

Mr. Carter Terenzini
Town Administrator
Memorial Town Hall
157 Main Street
Spencer, MA 01562
508-885-7500 x102 (office)
508-885-7528 (fax)
CTerenzini@SPENCERMA.GOV

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EXECUTIVE SUMMARY

The Blue Ribbon Committee was appointed to evaluate the Town of Spencer's response to a sudden water emergency which resulted in the declaration of a Mass Casualty Incident on April 25, 2007, and the decontamination and treatment of more than 100 persons in nearby hospital emergency departments. The Committee reviewed primary data and reports and conducted interviews and held a public hearing between June and September 2007.

Based on the U.S. Environmental Protection Agency (EPA)'s *A Water Security Handbook: Planning for and Responding to Drinking Water Contamination Threats and Incidents* guide, the following objectives were identified for the Spencer Water Crisis:

- Objective 1: When an incident occurs, determine the public health consequences
- Objective 2: Carry out operational response actions to contain the contaminant and protect public health
- Objective 3: Communicate effectively with other agencies, utilities and the public through a communication and notification plan
- Objective 4: Provide an alternate water supply in the short term pending remediation and recovery of the affected water system

The purpose of this report is to analyze incident outcomes, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

Major Strengths

The major strengths identified during the review are as follows:

- The level and depth of training and experience of the responders; especially the Fire Chief, who served as the Incident Commander for the majority of the incident, contributed to the successful management of the incident
- The Town of Spencer and its employees took ownership of the event
- The Incident Command System was used successfully for such a large scale incident; responder safety was addressed and maintained throughout the incident
- There was a very robust mutual aid response to provide the resources necessary to manage the incident; including utilization of statewide mobilization plans for decontamination and ambulance task forces
- There was an unprecedented level of interdepartmental cooperation between Town departments, and an effective utilization of public-private partnerships
- The safety of school-age children was clearly a priority consideration
- There were no major life safety issues (including no fatalities)
- A Joint Information Center was established for regular media briefings
- The Blue Ribbon Committee was established to evaluate the response

Primary Areas for Improvement

Throughout the review process, several opportunities for improvement in the Town of Spencer's ability to respond to incidents were identified. The primary areas for improvement, including recommendations, are as follows:

- Completion of the corrective measures identified in the MassDEP's *Administrative Consent Order*
- A comprehensive communications and notification plan should be developed
- Emergency plans for the Town and its departments should be reviewed and updated; with special attention to the dynamic interplay between the plans of several departments
- The lack of understanding of certain emergency response plans, when to utilize these plans and call down notification lists, and crisis decision making should be addressed with additional training
- Use of the Incident Command System needs to be reviewed, to address freelancing, resource acquisition and tracking, and the transition from day-to-day operations which needs to occur when the ICS structure is implemented for an incident
- The organizational structure of several departments and the roles and responsibilities of several managers should be revisited to determine if consolidations resulted in inefficiencies and barriers to quick decision making
- The ability to request and deploy responders of both genders should be reviewed; additional female responders were desperately needed at the Decon sites

SECTION 1: INCIDENT OVERVIEW

Incident Details

Incident Name

Spencer Water Crisis

Incident Start Date

April 25, 2007

Incident End Date

April 27, 2007

Duration

Three Days

Location

Spencer, Massachusetts

Incident Scenario Type

Water System Contamination

Participating Organizations

Participants

- Town of Spencer Departments and Boards
 - SelectBoard and Town Administrator
 - Administration and Finance
 - Development and Inspectional Services
 - Spencer Board of Health
 - Public Safety
 - Spencer Emergency Management
 - Spencer Fire Department
 - Spencer Police Department
 - Utilities and Facilities
 - Utilities and Facilities Management
 - Spencer Highway Department
 - Spencer Sewer Commission
 - Spencer Water Department
- Spencer-East Brookfield School District
- Spencer Rescue Squad
- Mutual Aid Fire Departments

- East Brookfield Fire Department
- Leicester Fire Department
- Brookfield Fire Department
- Upton Fire Department
- Grafton Fire Department
- Paxton Fire Department
- Auburn Fire Department
- Worcester Fire Department
- Oxford Fire Department
- Blackstone Fire Department
- Mendon Fire Department
- Millville Fire Department
- Uxbridge Fire Department
- Douglas Fire Department
- Mutual Aid Ambulances
 - East Brookfield Fire Department
 - North Brookfield EMS
 - Leicester EMS
 - Brookfield EMS
 - Charlton Fire Department
 - Sturbridge Fire Department
 - Oxford Fire Department
 - Eascare Ambulance
 - AMR Ambulance
 - UMass Ambulance
 - Patriot Ambulance
 - Pathways Ambulance
 - South Hadley Fire Department
 - Northhampton Fire Department
 - Amherst Fire Department
 - Sherborn Fire Department
 - Foxboro Fire Department
 - East Hampton Fire Department
 - Ware Fire Department
 - Agawam Fire Department
 - Westfield Fire Department
 - Longmeadow Fire Department

- Wilbraham Fire Department
- Holliston Fire Department (Chief only)
- Hopkinton Fire Department
- Ashland Fire Department
- Wayland Fire Department
- Franklin Fire Department
- Walpole Fire Department
- Millis Fire Department
- Wrentham Fire Department
- Ayer Fire Department
- Littleton Fire Department
- Groton Fire Department
- Pepperell Fire Department
- Shirley Fire Department
- Mutual Aid Emergency Management/CERT
 - Hopedale EMA
 - Oxford EMA
 - Grafton EMA
 - Southbridge EMA
 - Douglas EMA
 - North Brookfield EMA
- Mutual Aid Law Enforcement Agencies
 - East Brookfield Police Department
 - Massachusetts State Police
 - Worcester County Sheriffs Department
- State Agencies
 - Office of the Lt. Governor
 - Massachusetts Department of Public Health
 - Massachusetts Department of Environmental Protection
 - Massachusetts Department of Fire Services
 - Massachusetts Emergency Management Agency

SECTION 2: INCIDENT CAPABILITIES SUMMARY

Incident Objectives, Capabilities, and Activities

Capabilities-based analysis allows for evaluators to identify incident objectives and observe incident outcomes through a framework of specific action items that were derived from the U.S. Department of Homeland Security's *Target Capabilities List (TCL): A companion to the National Preparedness Guidelines*. The capabilities listed below form the foundation for the organization of all objectives and observations in this exercise. Additionally, each capability is linked to several corresponding activities and tasks to provide additional detail.

Based upon the identified incident objectives below, the Blue Ribbon Committee reviewed the following capabilities during this incident:

- **Objective 1:** When an incident occurs, determine the public health consequences.
 - **Information Gathering and Recognition of Indicators and Warnings:** Identify Suspicious Circumstances; and Screen Information.
 - **Intelligence Analysis and Production:** Analyze Information/Intelligence; and Develop Analytic Products.
 - **Laboratory Testing:** Detection Testing and Analysis; and Report Results

- **Objective 2:** Carry out operational response actions to contain the contaminant and protect public health.
 - **On-Site Incident Management:** Direct On-Site Incident Management; Implement On-Site Incident Management; Establish Full On-Site Incident Command; Conduct Resource Management; Develop Incident Action Plan; Execute Plan; and Demobilize On-Site Incident Management.
 - **Emergency Operations Center Management:** Direct Emergency Operation Center's Tactical Operations; Activate EOC/MACC/IOFF; Gather and Provide Information; Identify and Address Issues; Support and Coordinate Response; and Demobilize EOC Management.
 - **Food and Agriculture Safety and Defense:** Direct Food and Agriculture Safety and Defense Operations; Conduct Surveillance; Implement Control Measures for Contaminated Food Products or Diseased Crops; and Conduct Product Disposal and Surface and Food Facility Decontamination.
 - **Responder Safety and Health:** Direct Responder Safety and Health Tactical Operations; Activate Responder Safety and Health; and Demobilize Responder Safety and Health.
 - **Emergency Public Safety and Security:** Activate Public Safety and Security Response; Assess the Incident Scene and Secure the Area; Control Traffic, Crowd, and Scene; Maintain Public Order; Conduct Law Enforcement Operations; and Demobilize Public Safety and Security Response Operations.

- **WMD and Hazardous Materials Response and Decontamination:** Activate WMD and Hazardous Material Response and Decontamination; and Demobilize WMD and Hazmat Response and Decontamination.
- **Emergency Triage and Pre-Hospital Treatment:** Activate Triage and Pre-Hospital Treatment; Transport; and Demobilize Triage and Pre-Hospital Treatment.
- **Objective 3:** Communicate effectively with other agencies, utilities and the public through a communication and notification plan.
 - **Emergency Public Information and Warning:** Manage Emergency Public Information and Warnings; Activate Emergency Public Information, Alert/Warnings, and Notification Plans; Conduct Joint Information Center Operations; Issue Public Information, Alerts/Warnings, and Notifications; Conduct Media Relations; Provide Public Rumor Control; and Demobilize Emergency Public Information and Warnings.
 - **Intelligence and Information Sharing and Dissemination:** Incorporate All Stakeholders in Information Flow; Vertically Flow Information; and Horizontally Flow Information.
 - **Communications:** Alert and Dispatch; Provide Incident Command/First Responder Interoperable Communications; Provide EOC Communications Support; Provide Task Force Interoperable Communications; and Return to Normal Operations.
- **Objective 4:** Provide an alternate water supply in the short term pending remediation and recovery of the affected water system.
 - **Critical Resource Logistics and Distribution:** Activate Critical Resource Logistics and Distribution; Acquire Resources; Transport, Track and Manage Resources; and Demobilize Critical Resource Logistics and Distribution.
 - **Economic and Community Recovery:** Activate Economic and Community Recovery; Assess and Prioritize Recovery Needs; Provide Monetary Relief; and Demobilize Economic and Community Recovery.

SECTION 3: ANALYSIS OF CAPABILITIES

This section of the report reviews the performance of the identified capabilities, activities, and tasks. In this section, observations are organized by capability and associated activities. The capabilities linked to the incident objectives of the Spencer Water Crisis are listed below, followed by corresponding activities. Each activity is followed by related observations, which include references, analysis, and recommendations.

CAPABILITY 1: INFORMATION GATHERING AND RECOGNITION OF INDICATORS AND WARNINGS

Capability Summary: The Information Gathering and Recognition of Indicators and Warning Capability entails the gathering, consolidation, and retention of raw data and information from sources to include human sources, observation, technical sources and open (unclassified) materials. Unlike intelligence collection, information gathering is the continual gathering of only pure, unexamined data, not the targeted collection traditionally conducted by the intelligence community or targeted investigations. Recognition of indicators and warnings is the ability to see in this gathered data the potential trends, indications, and/or warnings of criminal and/or terrorist activities (including planning and surveillance) against U.S. citizens, government entities, critical infrastructure, and/or our allies.

Activity 1.1: Identify Suspicious Circumstances

Observation 1.1: Room for Improvement. Recognize and identify suspicious circumstances or indicators and warnings associated with planning, support, and operations related to potential criminal and/or terrorist-related activities.

References: According to the EPA's *Water Security Handbook*, a threat warning is an indication that something may be wrong. Examples of different warnings that may be classified as 'possible' are:

- **Unusual water quality** – on-line monitoring, grab sampling or an early warning system indicate unusual water quality results.
- **Consumer complaints** – an unusual or unexplained increase in consumer complaints may indicate contamination.

Analysis: According to both the *Administrative Consent Order (ACO)* issued by the Massachusetts Department of Environmental Protection (MassDEP) and the *Inspection of the Water Treatment Plant's Chemical Feed System Instrumentation* conducted by Weston & Sampson Services, Inc., dated May 25, 2007, the high and low pH alarms were found not to be connected to the auto dialer, nor was the auto dialer connected to an active telephone line. The consequence of this was a failure to detect abnormal pH levels at the treatment plant prior to the water being introduced into the water distribution system. Once finished water with abnormal pH levels were in the distribution system, it was consumer complaints that alerted water department employees that there was a problem.

Recommendations:

1. Completion of the corrective measures specified in the MassDEP's ACO.

Activity 1.2: Screen Information

Observation 1.2: Room for Improvement. Receive, authenticate, and screen information with relevance, with the appropriate level of oversight/supervision in a timely manner.

References: According to the EPA's *Water Security Handbook*, once you have determined that the threat is 'possible,' you should immediately do two things:

- Determine if the threat is 'credible' or not; and if it is 'credible,' then
- Protect public health through operational responses.

Analysis: According to testimony from the Office of Development and Inspectional Services (ODIS) Director, after the department was notified by the police dispatcher of a "chlorine bomb" [a water service term for super-chlorination of a waterline] in the water system and the department received instructions to "do not use" the water in an email from the Town Manager, there was not an understanding on the Director's part of the gravity of the situation, and therefore a failure to take immediate action which caused a delay in the response actions to protect the public health.

Recommendations:

2. ODIS Director should be trained and familiar with the roles and responsibilities of Board of Health employees, as they pertain to enforcement of the State Sanitary Code (105 CMR 590.000), the regulation applicable for food service and retail food establishments.

CAPABILITY 2: INTELLIGENCE ANALYSIS AND PRODUCTION

Capability Summary: Intelligence Analysis and Production is the merging of data and information for the purpose of analyzing, linking, and disseminating timely and actionable intelligence with an emphasis on the larger public safety and homeland security threat picture. This process focuses on the consolidation of analytical products among the intelligence analysis units at the Federal, State, local, and tribal levels for tactical, operational, and strategic use. This capability also includes the examination of raw data to identify threat pictures, recognize potentially harmful patterns, or connect suspicious links to discern potential indications or warnings.

Activity 2.1: Analyze Information/Intelligence

Observation 2.1: Strength. Integrate and analyze relevant information/intelligence.

References: According to the EPA's *Water Security Handbook*, a contamination threat is 'credible' if the threat is both 'possible' and other reliable information shows that there is reason to believe that the threat warning is real and that contamination is likely. A 'credible' threat is a much higher threat level than a 'possible' threat.

Analysis: According to numerous sources, the possibility that the abnormal pH level was an intentional act was ruled out early in the incident by Water Department employees with knowledge of the system, which allowed proper characterization of the threat, and the steps required to manage the consequences to be implemented very quickly.

Recommendations: None.

Activity 2.2: Develop Analytic Products

Observation 2.2: Strength. Develop analytic products that are consumer-tailored, clear, and objective and support the development of performance-driven, risk-based prevention, protection, and response programs at all levels.

References: According to the EPA's *Water Security Handbook*, if you determine that the threat warning is 'credible,' then you should notify appropriate agencies and the public, undertake suitable response actions to protect public health, and 'confirm' the threat. To protect public health, provide Immediate Operational Responses to prevent or limit public exposure to the potentially contaminated water. For a 'credible' threat warning, the public health goal is to minimize public exposure to the suspected contaminated water.

Analysis: As soon as Spencer Water Department field personnel were aware of the contaminated water, they began flushing the system and the advisory not to use water was initiated.

Recommendations: None.

CAPABILITY 3: LABORATORY TESTING

Capability Summary: The Laboratory Testing capability is the ongoing surveillance, rapid detection, confirmatory testing, data reporting, investigative support, and laboratory networking to address potential exposure, or exposure, to all-hazards which include chemical, radiological, and biological agents in all matrices including clinical specimens, food and environmental samples, (e.g., water, air, soil). Such all-hazard threats include those deliberately released with criminal intent, as well as those that may be present as a result of unintentional or natural occurrences.

Activity 3.1: Detection Testing and Analysis

Observation 3.1: Strength. Test and analyze initial chemical, biological, and radiological samples to provide presumptive agent identification or diagnosis.

References: According to the EPA's *Water Security Handbook*, additional site characterization and sampling should be conducted if needed to 'confirm' a contamination incident.

Analysis: Because the contaminant was known early on in the incident, additional testing was not required to confirm a contamination incident.

Recommendations: None.

Activity 3.2: Report Results

Observation 3.2: Room for Improvement. Report surveillance results to public health epidemiology officials and other decision-makers.

References: According to the EPA's *Water Security Handbook*, public notification may be required at any state of the threat evaluation process under the National Primary Drinking Water Regulations: Public Notification Rule, which says that the public should be notified when there is a "*situation with significant potential to have serious side effects on human health as a result of short term exposure.*" According to the Public Notification Rule, water systems must also consult with the State or EPA within 24 hours of a Tier 1 violation to receive direction on subsequent requirements.

Analysis: According to the Utilities & Facilities Management Superintendent, there was a delay in immediate notification to MassDEP. Reporting requirements should be clearly spelled out in the Water Department's Emergency Response Plan. According to the Public Health Security and Bioterrorism Preparedness and Response Act of 2002 (Bioterrorism Act), the Spencer Water Department was to have certified and submitted a vulnerability assessment to the EPA by June 30, 2004, and certified an emergency response plan within six months following completion of the vulnerability assessment. At the time of the Blue Ribbon Committee's interviews with both the Utilities & Facilities Management Superintendent and the Chairman of the Board of Water Commissioners, neither the Superintendent nor the Chairman were aware of the existence of any emergency response plan for the Spencer Water Department.

Recommendations:

3. Determine compliance with the Bioterrorism Act.
4. Complete (or update) the Water Department's Vulnerability Assessment and Emergency Response Plan.
5. Train Utilities & Facilities Management Superintendent and all Water Department personnel on the Emergency Response Plan.

CAPABILITY 4: ON-SITE MANAGEMENT

Capability Summary: Onsite Incident Management is the capability to effectively direct and control incident activities by using the Incident Command System (ICS) consistent with the National Incident Management System (NIMS).

Activity 4.1: Direct On-Site Incident Management

Observation 4.1: Strength. In response to indication of an incident, implement management, planning, and coordination of on-site incident.

References: According to NIMS, the Incident Command System (ICS) is a standard, on-scene, all-hazard incident management concept. ICS is a proven system that is used widely for incident management by firefighters, rescuers, emergency medical teams, and hazardous materials teams. ICS represents organizational “best practices” and has become the standard for incident management across the county. ICS is interdisciplinary and organizationally flexible to meet the needs of incidents of any kinds, size, or level of complexity. Using ICS, personnel from a variety of agencies can meld rapidly into a common management structure.

Analysis: The Incident Command System was established early in the incident by the Fire Chief.

Recommendations: None

Activity 4.2: Implement On-Site Incident Management

Observation 4.2: Strength. In response to an incident, arrive on scene and provide initial scene report while beginning response operations; carry out management, planning, and coordination of on-site incident.

References: According to *Introduction to the Incident Command System (ICS 100)*, the ICS organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident. As incident complexity increases, the organization expands from the top down as functional responsibilities are delegated.

Analysis: On-site incident management was achieved early in the incident.

Recommendations: None.

Activity 4.3: Establish Full On-Site Incident Command

Observation 4.3: Strength. Establish staff and facilities necessary to conduct on-site incident command.

References: According to ICS 100, to maintain span of control, the ICS organization can be divided into many levels of supervision. At each level, individuals with primary responsibility positions have distinct titles. Using specific ICS position titles serves three important purposes:

- Titles provide a common standard for all users.
- The use of distinct titles for ICS positions allows for filling ICS positions with the most qualified individuals rather than by seniority.
- Standardized position titles are useful when requesting qualified personnel.

Analysis: Qualified and trained individuals filled ICS positions during the incident.

Recommendations: None.

Activity 4.4: Conduct Resource Management

Observation 4.4: Room for Improvement. Implement policies and procedures to ensure the provision and tracking of all necessary resources.

References: According to ICS 100, the Logistics Section is responsible for all of the services and support needs, including:

- Ordering, obtaining and accounting for essential personnel, equipment, and supplies. Providing communication planning and resources.
- Setting up food services.
- Setting up and maintaining incident facilities.
- Providing support transportation.
- Providing medical services to incident personnel.

Analysis: Resources to support the ongoing incident were obtained in a timely manner, from a variety of sources; but not all requests went through the Logistics Officer.

Recommendations:

6. Train elected and appointed officials in the Incident Command System.

Activity 4.5: Develop Incident Action Plan

Observation 4.5: Strength. Develop all necessary components of the IAP and obtain approval.

References: According to ICS 100, an Incident Action Plan (IAP) is an oral or written

plan containing general objectives reflecting the overall strategy for managing an incident. An IAP includes the identification of operational resources and assignments and may include attachments that provide additional direction.

Every incident must have a verbal or written Incident Action Plan. The purpose of this plan is to provide all incident supervisory personnel with direction for actions to be implemented during the operational period identified in the plan.

Analysis: An Incident Action Plan was developed.

Recommendations: None.

Activity 4.6: Execute Plan

Observation 4.6: Strength. For each operational period, distribute the Incident Action Plan (IAP) to response organizations for their assigned operations. The IAP is implemented to achieve the desired incident objectives.

References: According to ICS 100, Incident Action Plans include the measurable strategic operations to be achieved and are prepared around a timeframe called an Operational Period.

Incident Action Plans provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities.

Analysis: The Incident Action Plan was developed and modified for different operational periods.

Recommendations: None.

Activity 4.7: Demobilize On-Site Incident Management

Observation 4.7: Strength. Upon completion of the incident, implement demobilization plan and/or transition to recovery operations.

References: According to the National Incident Management System (NIMS), the Demobilization Unit develops an Incident Demobilization Plan that includes specific instructions for all personnel and resources that will require demobilization. This unit should begin its work early in the incident, creating rosters of personnel and resources and obtaining any missing information as check-in proceeds.

Analysis: Task forces were demobilized in an orderly fashion so that earlier arriving mutual aid resources were not held for the duration of the entire incident.

Recommendations: None.

CAPABILITY 5: EMERGENCY OPERATIONS CENTER MANAGEMENT

Capability Summary: Emergency Operations Center (EOC) Management is the capability to provide multi-agency coordination (MAC) for incident management by activating and operating an EOC for a pre-planned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities. Similar entities may include the National (or Regional) Response Coordination Center (NRCC or RRCC), Joint Field Offices (JFO), National Operating Center (NOC), Joint Operations Center (JOC), Multi-Agency Coordination Center (MACC), Initial Operating Facility (IOF), etc.

Activity 5.1: Direct Emergency Operation Center's Tactical Operations

Observation 5.1: Strength. In response to notification of incident, activate, staff, and organize the EOC/MACC/IOF in accordance with emergency plans and standard operating procedures; plan, direct, and coordinate information and activities internally within EOC/MACC/IOF functions, and externally with other multi-agency coordination entities and the public information system; coordinate logistical support to maintain an operationally functioning EOC/MACC/IOF until deactivation.

References: According to NIMS, EOCs are the locations from which the coordination of information and resources to support incident activities takes place. EOCs are typically established by the emergency management agency at the local and state levels. Multiagency Coordination Entities typically consist of principals from organizations with direct incident management responsibilities or with significant incident management support or resource responsibilities. These entities may be used to facilitate incident management and policy coordination.

Analysis: Multiagency Coordination System Elements were used efficiently, bringing together decision makers from local, regional and state entities.

Recommendations: None.

Activity 5.2: Activate EOC/MACC/IOF

Observation 5.2: Strength. In response to activation, perform incident notifications, recall of essential personnel, and stand-up of EOC/MACC/IOF systems to provide a fully staffed and operational EOC.

References: According to NIMS, EOC organization and staffing is flexible, but should include:

- Coordination.
- Communications.
- Resource dispatching and tracking.
- Information collection, analysis, and dissemination.

Analysis: Spencer has a very active Emergency Management Agency (SEMA), which responded to support overall incident management.

Recommendations: None.

Activity 5.3: Gather and Provide Information

Observation 5.3: Strength. Upon establishing EOC/MACC/IOF operations, gather, organize, and document incident situation and resource information from all sources to maintain situational awareness within the EOC/MACC/IOF, and horizontally and vertically within the National Incident Management System.

References: According to NIMS, regardless of their form or structure, Multiagency Coordination Entities are responsible for:

- Ensuring that each involved agency is providing situation and resource status information.
- Establishing priorities between Incidents and/or Area Commands in concert with the Incident Command or Unified Command.
- Coordinating and identifying future resource requirements.

Analysis: Information flowed vertically and horizontally within the entities at the EOC.

Recommendations: None.

Activity 5.4: Identify and Address Issues

Observation 5.4: Room for Improvement. Upon receiving information, assess and identify current and anticipated resource shortages, technical support issues, and key policy decisions needed across all capabilities, and provide to the applicable agency, function, jurisdiction or multi-agency coordination entity for resolution.

References: According to NIMS, regardless of their form or structure, Multiagency Coordination Entities are responsible for:

- Coordinating and resolving policy issues.

Analysis: Any policy issues raised were resolved at the EOC. However, during the water crisis, there was hesitancy for some Town Hall employees and elected officials to transition to the ICS structure from day-to-day operational roles.

Recommendations:

7. Train elected and appointed officials in the Incident Command System, and review decision-making authority during an incident. Day-to-day supervisors should direct inquiries and request for authorization back to ICS structure.

Activity 5.5: Support and Coordinate Response

Observation 5.5: Room for Improvement. Once requested, provide resource, technical, and policy support to the Incident Command by coordinating the actions of off-site agencies, organizations, and jurisdictions, implementing mutual aid agreements, and requesting higher-level assistance.

References: According to NIMS, regardless of their form or structure, Multiagency Coordination Entities are responsible for:

- Acquiring and allocating resources required by incident management personnel.

Analysis: Resources from throughout the region and state were requested and received at the incident, including Mass Decon Units in East Brookfield and Worcester, and several Ambulance Task Forces.

Recommendations:

8. Use ICS Forms for real-time tracking of resources, and post-incident review.

Activity 5.6: Demobilize EOC Management

Observation 5.6: Room for Improvement. Upon completion of response phase, terminate EOC response activities, archive records, and restore systems, supplies, and staffing to a pre-incident ready state (or as appropriate for recovery activities).

References: According to NIMS, following incidents, Multiagency Coordination Entities are typically responsible for ensuring that revisions are acted upon. Revisions may be made to:

- Plans.
- Procedures.
- Communications.
- Staffing.
- Other capabilities necessary for improved incident management.

Analysis: Although most of the local entities involved in managing the water incident provided After Action Reports, despite numerous requests, several of the state agencies involved in the incident had not completed AARs by the time the Blue Ribbon Committee had completed its independent review.

Recommendations:

9. State agencies which played supporting roles in the incident should provide a written summary of their roles in more of a timely manner.

CAPABILITY 6: FOOD AND AGRICULTURE SAFETY AND DEFENSE

Capability Summary: Food and Agriculture Safety and Defense is the capability to prevent, protect against, respond to, and recover from chemical, biological and radiological contaminants, and other hazards that affect the safety of food and agricultural products. This includes the timely eradication of outbreaks of crop diseases/pests, assessments of the integrity of the food producing industry, the removal and disposal of potentially compromised materials from the U.S. food supply, and decontamination of affected food manufacturing facilities or retail points of purchase or service. This also includes appropriate laboratory surveillance to detect human foodborne illness or food product contamination. It is accomplished concurrent to protecting public health and maintaining domestic and international confidence in the U.S. commercial food supply. Additionally, the public is provided with accurate and timely notification and instructions related to an event and appropriate steps to follow with regard to disposal of affected food or agricultural products and appropriate decontamination procedures.

Activity 6.1: Direct Food and Agriculture Safety and Defense Operations

Observation 6.1: Room for Improvement. In response to a notification of an existing threat of food contamination or crop diseases, provide the management and coordination of the epidemiological and food establishment investigations as well as appropriate food and crop control measures to stop further cases of illness or disease.

References: According to the Massachusetts Department of Public Health's Food Protection Program, the Regulatory Authority will:

- Communicate with the industry during widespread emergencies through mass media, hot lines, web sites, etc.

Analysis: According to the testimony of the ODIS Director, there were delays in notifying both permitted and non-permitted businesses in the affected area. Initially, there was a failure to recognize the need for notification to be initiated. Once notification was begun, the records management system impeded timely notification.

Recommendations:

10. Provide additional training to ODIS Director and staff in the Massachusetts Food Protection Program *Guidance for Emergency Action Planning for Retail Food Establishments*.
11. Review records management system which tracks permit holders, and identify additional data points (water supply source, backup power capabilities, etc.) which require utilization of Emergency Action Plans.

Activity 6.2: Conduct Surveillance

Observation 6.2: Strength. In response to a notification that food products are contaminated or that crops are diseased, establish and implement a plan to expand on-going surveillance activities to focus on additional food products, crops, and facilities that might be affected.

References: According to the Massachusetts Department of Public Health’s Food Protection Program, the Regulatory Authority will:

- Conduct surveillance during a widespread emergency to determine if permit holders are following Emergency Action Plans.

Analysis: Using vacation coverage for the Spencer Health Agent from the Leicester Board of Health, and other mutual aid public health professionals, a surveillance system was implemented.

Recommendations: None.

Activity 6.3: Implement Control Measures for Contaminated Food Products or Diseased Crops

Observation 6.3: Room for Improvement. Implement product retail/embargoes, alert the public about the situation, and take control of contaminated facilities and products or diseased crops to ensure contaminated products do not enter the food supply and diseased crops are not further distributed.

References: According to the Massachusetts Department of Public Health’s Food Protection Program, the Regulatory Authority will:

- Conduct enforcement activity as appropriate to protect the public health.

Analysis: There were some challenges in enforcing the “Do Not Use” and subsequent “Boil Order,” specifically as they impacted Retail Food Establishments.

Recommendations:

12. Provide training to ODIS staff on partnering with law enforcement in conducting enforcement activity when community compliance is lacking.
13. Provide education/outreach to permit holders as to their responsibilities in an event involving imminent health hazards or widespread emergencies.

Activity 6.4: Conduct Product Disposal and Surface and Food Facility Decontamination

Observation 6.4: Strength. Dispose of contaminated food products or diseased crops in an environmentally safe manner that prevents its use as a food or food product as well as utilizes appropriate procedures for surface and facility decontamination.

References: According to the Massachusetts Department of Public Health’s Food Protection Program, in the event of an emergency involving an interruption in water service, appropriate food establishment responses must be taken after an assessment of multiple factors including but not limited to:

- The complexity and scope of food operations.
- The onset and duration of the emergency event.
- The impact on other critical infrastructures and services; and
- The availability of alternate procedures that can be used to meet Food Code and Food Law requirements.

Analysis: There were no reports of anyone presenting with symptoms from having ingested any products from a Retail Food Establishment following the notification process by the Town.

Recommendations: None.

CAPABILITY 7: RESPONDER SAFETY AND HEALTH

Capability Summary: Responder Safety and Health is the capability that ensures adequate trained and equipped personnel and resources are available at the time of an incident to protect the safety and health of on scene first responders, hospital/medical facility personnel (first receivers), and skilled support personnel through the creation and maintenance of an effective safety and health program. This program needs to comply with the Occupational Safety and Health Administration’s (OSHA) “HAZWOPER” standard (29 CFR 1910.120, as implemented by EPA or State authorities) and any other applicable Federal and State regulations. The program also needs to be integrated into the Incident Command System (ICS) and include training, exposure monitoring, personal protective equipment, health and safety planning, risk management practices, medical care, decontamination procedures, infection control, vaccinations for preventable diseases, adequate work-schedule relief, psychological support, and follow-up assessments.

This capability identifies the critical personnel, equipment, training, and other resources needed to ensure that all workers are protected from all hazards, including fire (heat and products of combustion), CBRNE chemical, biological, radiological, nuclear, or explosive) materials, electrical hazards, collapsed structures, debris, acts of violence, and others.

The Responder Safety and Health capability is a critical component of safe overall emergency management. First responders include police, fire, emergency medical services (EMS), and other emergency personnel, as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators). This extended definition includes a very broad set of workers and a wide range of likely response-related activities, resulting in an increased number of potential hazards and exposures. Building the ability to protect all responders from all hazards is a substantial undertaking that involves prevention, preparedness, response, and recovery efforts.

This capability supports both the Safety Officer position identified in the National Incident Management System (NIMS)/incident command system (ICS) and the Worker Safety and Health Support Annex to the National Response Plan (NRP). The Type 1 Safety Officer described in this capability has yet to be fully defined (to include managing all of the hazards that first responders are likely to face), but the concept used is the same as the “Disaster Safety Manager” described in *Protecting Emergency Responders: Safety Management in Disaster and Terrorism Response* (NIOSH, 2004). In addition, the list of services that are critical for this capability is consistent with the actions specified under the Worker Safety and Health Support Annex and in the *Guidelines for hazmat/WMD Response, Planning and Prevention Training* (FEMA, 2003).

During the response to any incident, employers are responsible primarily for the safety and health of their employees. However, the ICS creates a unified safety and health organization under the Safety Officer. In large-scale incidents, because of the number and varieties of hazards and workers, the Safety Officer would be used more as a Safety Manager. This technical capability therefore does not prescribe a certain level of preparedness for any particular organization; rather, it specifies the need for personal protective equipment (PPE), Safety Officers, and so forth and allows local entities to determine the best way to obtain the needed resources (e.g., through mutual aid, State resources, or Federal resources) for the first 72 hours from the “initial response” operations.

Activity 7.1: Direct Responder Safety and Health Tactical Operations

Observation 7.1: Strength. Upon dispatch of responders, provide management and coordination of Responder Safety and Health capability, through demobilization.

References: According to ICS 100, the Incident Commander is specifically responsible for ensuring incident safety.

Analysis: Although there were responders from numerous agencies, responder safety and health was managed throughout the entire incident.

Recommendations: None.

Activity 7.2: Activate Responder Safety and Health

Observation 7.2: Strength. In response to Incident Command (IC) recognition of the complexity of hazards in the incident, mobilize and designate a Safety Officer to begin operations or continue IC-initiated operations.

References: According to ICS 100, the Safety Officer monitors safety conditions. The Safety Officer:

- Ensures safety of all incident personnel.

Analysis: The safety of all incident personnel was managed throughout the incident; the Incident Commander retained the Safety Officer role. By protocol, there was a site-specific safety officer for Mass Decon sites. ODIS was responsible for overseeing public health at food service establishments. and there were separate

Recommendations: None.

Activity 7.3: Demobilize Responder Safety and Health

Observation 7.3: Strength. Upon completion of assigned mission, evaluate responder safety and health status before mobilization and conduct follow-up analysis of health after responder returns to normal duty.

References: According to ICS 100, the Safety Officer monitors safety conditions. The Safety Officer:

- Ensures safety of all incident personnel.

Analysis: The safety of all incident personnel was managed throughout the incident; including before mobilization and up through demobilization, including *Critical Incident Stress Management (CISM)* for those personnel involved in the human error which led to the water crisis.

Recommendations: None.

CAPABILITY 8: EMERGENCY PUBLIC SAFETY AND SECURITY RESPONSE

Capability Summary: Emergency Public Safety and Security Response is the capability to reduce the impact and consequences of an incident or major event by securing the affected area, including crime/incident scene preservation issues as appropriate, safely diverting the public from hazards, providing security support to other response operations and properties, and sustaining operations from response through recovery. Public Safety and Security Response requires coordination among officials from law enforcement, fire, and emergency medical services (EMS).

Activity 8.1: Activate Public Safety and Security Response

Observation 8.1: Strength. Upon notification, mobilize and deploy public safety and security response to begin operations.

References: According to ICS 100, the Incident Commander or Operations Section Chief may work initially with only a few single resources or staff members. The organization will expand to include needed levels of supervision as more and more resources are deployed.

Analysis: From the beginning of the incident, the Spencer Police Department supervised its personnel using shift supervisors and senior patrol officers, and its staffing levels to effectively complete its role in managing the incident.

Recommendations: None.

Activity 8.2: Assess the Incident Scene and Secure the Area

Observation 8.2: Room for Improvement. Upon arriving at scene, assess for immediate rescue needs, for remaining public safety and security threats, and initiate security operations. Identify and implement protective actions for high priority key facilities or resources that may require heightened security.

References: According to the Public Safety and Security Annex of the National Response Plan (NRP), in most incident situations, local jurisdictions have primary authority and responsibility for law enforcement activities, utilizing the Incident Command System on-scene. In larger-scale incidents, additional resources should first be obtained through the activation of mutual aid agreements with neighboring localities and/or State authorities, with incident operations managed through a Unified Command structure.

Analysis: According to testimony of the Incident Commander, security at ICS facilities was not maintained (e.g. members of the press walked into the Department of Fire Services (DFS) Incident Support Unit (ISU) during a briefing). The media also created a privacy concern for those going through decontamination at the Decon sites.

Recommendations:

14. Assign and maintain police presence at ICS facilities (including, but not limited to Command Post, and Decon sites) for access/denial. Town should also investigate credentialing system for all Town employees.

Activity 8.3: Control Traffic, Crowd, and Scene

Observation 8.3: Strength. Direct/redirect traffic and pedestrians out of the affected area(s). Assess, coordinate, and establish force protection and perimeter zones, maintain a visible and effective security presence to deter criminal conduct and maintain law and order.

References: According to the Public Safety and Security Annex of the NRP, two of the functions of local authorities are to provide security forces to control access to the incident site and critical facilities, and provide for the protection of emergency responders and other workers.

Analysis: Access was restricted, and personnel were protected at the various incident locations.

Recommendations: None.

Activity 8.4: Maintain Public Order

Observation 8.4: Strength. Provide a visible law enforcement presence at key locations within the affected area. Protect people and property, and deter criminal activity.

References: According to the Public Safety and Security Annex of the NRP, one of the functions of local authorities is to provide security forces to provide security forces and establish protective measures around the incident site, critical infrastructure, and/or critical facilities.

Analysis: Security was provided at the various incident locations.

Recommendations: None.

Activity 8.5: Conduct Law Enforcement Operations

Observation 8.5: Strength. Upon notification or suspicion of criminal activity, identify, and take appropriate enforcement action with lawbreakers at or around the incident site.

References: According to the Public Safety and Security Annex of the NRP, local law enforcement authorities have primary responsibility for public safety and security, and typically are the first line of response and support in these functional areas.

Analysis: The Spencer Police Department continued to carry out its primary mission to serve and protect, at or around the incident sites.

Recommendations: None.

Activity 8.6: Demobilize Public Safety and Security Response Operations

Observation 8.6: Strength. Return to normal operations.

References: According to *ICS for Single Resources and Initial Action Incidents* (ICS 200), on large, complex incidents, the Demobilization Unit assists in ensuring that an orderly, safe, and cost-effective movement of personnel is made when they are no longer required at the incident.

Analysis: When no longer required, the additional law enforcement personnel who had been deployed were demobilized, and the Spencer Police Department returned to pre-incident staffing levels.

Recommendations: None.

CAPABILITY 9: WMD AND HAZARDOUS MATERIALS RESPONSE AND DECONTAMINATION

Capability Summary: Weapons of Mass Destruction (WMD) and Hazardous Materials Response and Decontamination is the capability to assess and manage the consequences of a hazardous materials release, either accidental or as part of a terrorist attack. It includes testing and identifying all likely hazardous substances onsite; ensuring that responders have protective clothing and equipment; conducting rescue operations to remove affected victims from the hazardous environment; conducting geographical survey searches of suspected sources or contamination spreads and establishing isolation perimeters; mitigating the effects of hazardous materials, decontaminating on-site victims, responders, and equipment; coordinating off-site decontamination with relevant agencies, and notifying environmental, health, and law enforcement agencies having jurisdiction for the incident to begin implementation of their standard evidence collection and investigation procedures.

Activity 9.1: Activate WMD and Hazardous Material Response and Decontamination

Observation 9.1: Strength. In response to activation, mobilize and arrive at the incident scene to begin operations.

References: According to the Incident Command System, the Incident Commander initiates the necessary decontamination operation.

Analysis: Early in the incident, the determination was made that a decontamination of patients who had been exposed to contaminated water would be required. Once it was determined that decontamination of patients would be necessary, resources were requested as part of the Massachusetts' Rapid Response System (RRS), a component of the DFS' Hazardous Material Response Division. Two separate mass decontamination sites were established; one at the East Brookfield Fire Department, and one at St. Vincent Hospital in Worcester. [Note: although decontamination was conducted, this was not a WMD event; the WMD terminology comes from the HSEEP template.]

Recommendations: None.

Activity 9.2: Demobilize WMD and Hazmat Response and Decontamination

Observation 9.2: Strength. Upon completion of response phase transition to recovery operations, inventory equipment, complete paperwork, pursue rehabilitation, and conduct post-event analysis (e.g., lessons learned) in accordance with incident mobilization plan.

References: According to ICS 200, on large, complex incidents, the Demobilization Unit assists in ensuring that an orderly, safe and cost-effective movement of personnel is made when they are no longer required at the incident.

Analysis: The mass decontamination operations were very controlled and orderly, and succeeded in preparing patients to be received by local hospital Emergency Departments. Once the surge of patients requiring decontamination was handled, the Decon units were demobilized.

Recommendations: None.

CAPABILITY 10: EMERGENCY TRIAGE AND PRE-HOSPITAL TREATMENT

Capability Summary: Emergency Triage and Pre-Hospital Treatment is the capability to appropriately dispatch emergency medical services (EMS) resources; to provide feasible, suitable, and medically acceptable pre-hospital triage and treatment of patients; to provide transport as well as medical care en-route to an appropriate receiving facility; and to track patients to a treatment facility.

Activity 10.1: Activate Triage and Pre-Hospital Treatment

Observation 10.1: Strength. In response to a notification, respond, mobilize, and arrive on scene to begin emergency medical operations.

References: The EMS Commander supervises and manages the EMS network. The senior EMT or Paramedic on the first arriving EMS unit will assume the responsibility of EMS command. At a large or on-going incident, this person may be relieved by a supervisor or more experienced person. The EMS Commander reports to the Incident Commander.

Analysis: The Fire Chief made an appropriate size-up of the situation facing responders, and declared a Mass Casualty Incident early in the incident. As positions in the Incident Command structure were filled, the EMS Commander role was filled by the Spencer Rescue & Emergency Squad's Clinical Supervisor.

Recommendations: None.

Activity 10.2: Transport

Observation 10.2: Strength. Transport ill and injured patients via the most appropriate mode of transport available (e.g. Ambulances, helicopters, etc.), provide ongoing medical assessment and treatment en route to the designated receiving facility, and upon arrival transfer medical care of the patient(s) to the receiving facility's staff.

References: According to the Massachusetts Department of Public Health (DPH)'s *Pre-Hospital Treatment Protocols*, each and every protocol emphasizes the importance of rapid transport to the nearest appropriate Treatment Facility.

Analysis: Protocols were quickly put into place, to allow dispatchers to determine if someone requesting an ambulance was reporting an emergency related to the water crisis, or an unrelated illness or injury. This allowed the Task Force resources to be utilized for water crisis related transports, freeing the Spencer Rescue & Emergency Squad to handle calls for service unrelated to the water crisis. Patients were treated and transported to the closest most appropriate facility, without requiring nearby hospital Emergency Departments to initiate diversion status or result in the complete closure of a hospital.

Recommendations: None.

Activity 10.3: Demobilize Triage and Pre-Hospital Treatment

Observation 10.3: Strength. Upon completion of duties, clear the incident scene, reconstitute as appropriate, and return to service or end duty tour.

References: An orderly and timely termination will be announced after the EMS Commander is notified by the Loading Officer that the last patient has been transported. The EMS Commander will notify the Incident Commander when no further resources or EMS support is needed. The EMS Commander, in consultation with the Incident Commander, will decide which units will remain on scene.

Analysis: When the number of individuals requiring triage, treatment and transport decreased to below surge levels, the Task Forces were released from the incident.

Recommendations: None.

CAPABILITY 11: EMERGENCY PUBLIC INFORMATION AND WARNING

Capability Summary: The Emergency Public Information and Warning capability includes public information, alert/warning and notification. It involves developing, coordinating, and disseminating information to the public, coordinating officials, and incident management and responders across all jurisdictions and disciplines effectively under all hazard conditions.

(a) The term “public information” refers to any text, voice, video, or other information provided by an authorized official and includes both general information and crisis and emergency risk communication (CERC) activities. CERC incorporates the urgency of disaster communication with risk communication to influence behavior and adherence to directives.

(b) The term “alert” refers to any text, voice, video, or other information provided by an authorized official to provide situational awareness to the public and/or private sector about a potential or ongoing emergency situation that may require actions to protect life, health, and property. An alert does not necessarily require immediate actions to protect life, health, and property and is typically issued in connection with immediate danger.

(c) The term “warning” refers to any text, voice, video, or other information provided by an authorized official to provide direction to the public and/or private sector about an ongoing emergency situation that requires immediate actions to protect life, health, and property. A warning requires immediate actions to protect life, health, and property and is typically issued when there is a confirmed threat posing an immediate danger to the public.

(d) The term “notification” refers to any process where Federal, State, local, tribal, and nongovernmental organization, department, and/or agency employees and/or associates are informed of an emergency situation that may require a response from those notified.

Activity 11.1: Manage Emergency Public Information and Warnings

Observation 11.1: Room for Improvement. In recognition of likely hazards provide management and coordination of public information, alert/warning, and notification activities.

References: According to the Federal Emergency Management Agency (FEMA)’s *Guide for All-Hazard Emergency Operations Planning*, the Emergency Public Information (EPI) function gives the public accurate, timely, and useful instructions throughout the emergency period. The EPI organization initially focuses on the dissemination of information and instructions to the people at risk in the community. However, the EPI organization also must deal with the wider public’s interest and desire to help or seek information. Timely and accurate information can help prevent overloading a jurisdiction’s communication’s network, its transportation infrastructure, and its staff.

Analysis: Disseminating information and instructions to the people at risk was hampered by both human and technological challenges.

Recommendations:

15. The Town should further investigate acquisition of, or access to, an automated community notification system as part of a townwide communications system.

Activity 11.2: Activate Emergency Public Information, Alert/Warnings, and Notification Plans

Observation 11.2: Room for Improvement. Activate key personnel, facilities, and procedures.

References: According to FEMA's Continuity of Operations (COOP) Plan Template Instructions, under the Leadership – Orders of Succession section should identify orders of succession to key positions within the organization. Orders should be of sufficient depth to ensure the organization's ability to manage and direct its essential functions and operations. The conditions under which succession will take place, the method of notification, and any temporal, geographical, or organizational limitations of authority should also be identified in this section.

Analysis: The line of succession and method of notification within ODIS was unclear to clerical and administrative personnel.

Recommendations:

16. ODIS Director and staff should be trained in orders of succession for the Health Department functions.

Activity 11.3: Conduct Joint Information Center Operations

Observation 11.3: Strength. Upon activation of the JIC, monitor media and conduct press briefings.

References: According to NIMS, during emergencies, the public may receive information from a variety of sources. Part of the PIO's job is ensuring that the information that the public receives is accurate, coordinated, timely, and easy to understand.

Analysis: A JIC was established at the Spencer Rescue & Emergency Squad headquarters. Regular and consistent press briefings were conducted.

Recommendations: None.

Activity 11.4: Issue Public Information, Alerts/Warnings, and Notifications

Observation 11.4: Room for Improvement. Issue public information, alerts, warnings, and notifications through established systems to the public, coordinating officials, and incident managers and responders.

References: According to FEMA's *Guide for All-Hazard Emergency Operations Planning*, the *Means of Dissemination* section of the Emergency Public Information annex should describe the principal means by which EPI will be disseminated (Emergency Alert System (EAS); television, radio and cable outlets not participating in EAS; newspapers and specially printed material). A listing of these should be attached to the annex and address hours of operation for radio/TV/cable stations, circulation (morning/evening, daily/weekly) or newspapers, language covered, and points of contact (day/night/weekend). The section should describe what back-up means can be used (vehicle-mounted public address systems, door-to-door).

Analysis: There were delays in disseminating information to the local newspaper; the incident began early in the morning before the branch office was open. Because media contact lists were not available, messages were left on the branch office answering machine. Once they were successfully contacted, the Worcester Telegram & Gazette posted updates to their website. Spencer Cable was very helpful in disseminating information; following press conferences, they repeatedly rebroadcast the recording. Door-to-door distribution of flyers was conducted; however vehicle-mounted PA systems were not utilized. There were some logistic challenges in distribution of flyers at the schools, due to the timing of the delivery of the notices so close to dismissal. Sign boards, press conferences and flyers all directed individuals to check the Town of Spencer's website, which was updated throughout the duration of the incident.

Recommendations:

17. EPI Annex to the Town's Comprehensive Emergency Management Plan (CEMP) should be reviewed and updated, with current contact information.
18. The scope of any Memorandum of Understanding (MOU) between the Spencer-East Brookfield Regional School District and the Town of Spencer should be reviewed and updated, to include distribution of EPI.

Activity 11.5: Conduct Media Relations

Observation 11.5: Room for Improvement. Upon activation of the JIC/JIS, monitor media contacts and conduct press briefings.

References: According to FEMA's *Guide for All-Hazard Emergency Operations Planning*, the concept of operations section of the Emergency Public Information annex should address how the jurisdiction will coordinate EPI in order to 'speak with one voice.' The section should provide for one PIO and alternate, designated by the "CEO," for dissemination of official EPI and instructions through the media to the public. It

should provide for management of EPI out of one location. It should provide for the coordination between municipal agencies' public affairs officers and the PIO. It should also provide for coordination between public affairs officers dispatched to the scene of even and the central location for EPI (e.g., briefings before the public affairs officer goes to the scene and regular contact thereafter.) Coordination must include procedures for verifying and authenticating information, and for obtaining approval to release information.

Analysis: The designated PIO was the "CEO" of the Town. Therefore, at times, there was not a separation between information being conveyed as part of the EPI process, and firsthand observations of the Town Administrator who had been involved in decision-making discussions at the EOC.

Recommendations:

19. PIO and alternate should be designated, other than the Town Administrator. Alternately, the Town Administrator should delegate authority to subordinate for decision-making during the incident, if the Town Administrator is to assume the role of PIO.

Activity 11.6: Provide Public Rumor Control

Observation 11.6: Strength. Upon activation of the JIC/JIS, track inquiries for rumors.

References: According to FEMA's *Guide for All-Hazard Emergency Operations Planning*, the EPI organization may be built around distinct areas of responsibility (e.g., information gathering and production, monitoring and rumor control, public inquiries, and media relations.)

Analysis: The JIC did a good job of rumor control.

Recommendations: None.

Activity 11.7: Demobilize Emergency Public Information and Warnings

Observation 11.7: Strength. Upon deciding public information services are no longer needed, close the JIC and demobilize personnel.

References: According to FEMA's *Guide for All-Hazard Emergency Operations Planning*, media relations become a challenge when the demand for news coverage overwhelms an EPI organization's ability to perform its basic mission: to provide timely, accurate, and useful information and instructions to area residents. This can happen when national media, and many "local" media representatives from outside the area, converge on the jurisdiction.

Analysis: As the scale of the incident diminished, the press conferences were held with less frequency, until the JIC was able to be closed, and personnel demobilized.

Recommendations: None.

CAPABILITY 12: INTELLIGENCE AND INFORMATION SHARING AND DISSEMINATION

Capability Summary: The Intelligence and Information Sharing and Dissemination capability provides necessary tools to enable efficient prevention, protection, response, and recovery activities. Intelligence/ Information Sharing and Dissemination is the multi-jurisdictional, multidisciplinary exchange and dissemination of information and intelligence among the Federal, State, local, and tribal layers of government, the private sector, and citizens. The goal of sharing and dissemination is to facilitate the distribution of relevant, actionable, timely, and preferably declassified or unclassified information and/or intelligence that is updated frequently to the consumers who need it. More simply, the goal is to get the right information to the right people at the right time.

An effective intelligence/information sharing and dissemination system will provide durable, reliable, and effective information exchanges (both horizontally and vertically) between those responsible for gathering information and the analysts and consumers of threat-related information. It will also allow for feedback and other necessary communications in addition to the regular flow of information and intelligence.

Activity 12.1: Incorporate All Stakeholders in Information Flow

Observation 12.1: Room for Improvement. Identify and share information with all pertinent stakeholders across all disciplines through a clearly defined information sharing system.

References: According to ICS 200, information and intelligence functions are traditionally located in the Planning Section. However, in exceptional situations, the Incident Commander may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander, who have proper clearance and a “need-to-know” to ensure that they support decision making.

Analysis: Because there were numerous operational sites, information was sometimes fragmented in its timely and accurate dissemination. Even though some stakeholders had designees at the EOC, who were present for briefings, their knowledge was not always conveyed back to the clerical and field personnel tasked with implementation of the Incident Action Plan. Sometimes, the most effective method of getting up-to-date information was for individuals to personally travel from the Town Hall to the EOC.

Recommendations:

20. Review Information and Intelligence section of NIMS, relative to the Planning Section. Provide training to individuals who may be assigned to responsibilities in this section of the Incident Command System. Use of ICS Forms during a large scale incident is highly recommended.

Activity 12.2: Vertically Flow Information

Observation 12.2: Room for Improvement. Share information vertically (up and down from the State level) with law enforcement and other appropriate agencies in a timely and effective manner.

References: According to the MassDEP's *Emergency Response Planning Guide for Public Drinking Water Systems*, call-up lists should be comprehensive, including local law enforcement, MassDEP, Drinking Water Program regional office, MassDEP spill response, Mass Department of Public Health, local mayors and city officials, local health officials, safety officials, local emergency responders, water testing laboratories, and service/repair providers. A list of priority customers, such as hospitals, nursing homes, clinics and schools should also be maintained for immediate notification.

Analysis: Shortly before the water incident occurred, the Utilities & Facilities Management Superintendent had attended a meeting at which the contact list for the regional MassDEP office was obtained. According to the Superintendent's testimony, this was the resource from which contact with the MassDEP was initiated.

Recommendations:

21. Review Section 6 – Emergency Notification section of the Water Department's *Emergency Response Plan*.

Activity 12.3: Horizontally Flow Information

Observation 12.3: Room for Improvement. Share information across disciplines (among fire departments, EMS units, public works, the private sector, and so forth) at all levels and across jurisdictions in a timely and efficient manner.

References: According to ICS 200, the Planning Section is typically responsible for gathering and disseminating information and intelligence critical to the incident, unless the Incident Commander places this function elsewhere. One of the most important functions of the Planning Section is to look beyond the current and next operational period and anticipate potential problems and events.

Analysis: Clerical and field personnel from the Board of Health did not always have access to the information being disseminated at the EOC and JIC.

Recommendations:

22. Purchase and install equipment with ability to view local origination cable and television broadcasts for those municipal buildings without access to real-time updates and press conferences.

CAPABILITY 13: COMMUNICATIONS

Capability Summary: Communications is the fundamental capability within disciplines and jurisdictions that practitioners need to perform the most routine and basic elements of their job functions. Agencies must be operable, meaning they must have sufficient wireless communications to meet their everyday internal and emergency communication requirements before they place value on being interoperable, i.e., able to work with other agencies.

Communications interoperability is the ability of public safety agencies (police, fire, EMS) and service agencies (public works, transportation, hospitals, etc.) to talk within and across agencies and jurisdictions via radio and associated communications systems, exchanging voice, data and/or video with one another on demand, in real time, when needed, and when authorized. It is essential that public safety has the intraagency operability it needs, and that it builds its systems toward interoperability.

Activity 13.1: Alert and Dispatch

Observation 13.1: Strength. In response to an alert, make notification and provide communications management until the incident command (IC), Emergency Operations Center (EOC), and Emergency Management Agency (EMA) are stood up.

References: According to ICS 100, at any incident or event, the situation must be assessed and response planned. Resources must be organized, assigned and directed to accomplish the incident objectives. As they work resources must be managed to adjust to changing conditions. Managing resources safely and effectively is the most important consideration at an incident. Therefore, personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

Analysis: Emergency responders from Spencer Police, Spencer Fire, SEMA, and Spencer Rescue & Emergency Squad were all alerted and notified in a timely and efficient manner.

Recommendations: None.

Activity 13.2: Provide Incident Command/First Responder Interoperable Communications

Observation 13.2: Room for Improvement. In response to notification of an incident, go to the scene to provide and receive interoperable voice data and video communications.

References: According to NIMS, a common operating picture that is accessible across jurisdictions and agencies is necessary. A common operating picture helps to ensure consistency at all levels, among all who respond to or manage incident response.

Analysis: When the Utilities & Facilities Management Superintendent first learned of the water incident, because the Water Department Chief Operator was out of his vehicle flushing a hydrant, the only way she was able to receive a briefing from him was to personally drive to his location on Main Street, and speak to him face-to-face. The Health Department does not have radio communications with other town departments. Cellular and DirectConnect™ coverage in the community is very poor, which made communications between personnel a challenge.

Recommendations:

23. Acquire and issue interoperable communications equipment to town departments.
24. Conduct a communications study to address long-term public safety communications needs, and landline capability in existing town departments.

Activity 13.3: Provide EOC Communications Support

Observation 13.3: Strength. Upon notification, initiate interoperable system operations, in addition to maintaining, managing, and assuring protection of the interoperable communications systems until the EOC is ordered deactivated.

References: According to ICS 100, the Communications Unit prepares and implements the Incident Communications Plan, distributes and maintains communications equipment, supervises the Incident Communications Center, and establishes adequate communications over the incident.

Analysis: Upon their arrival, the DFS' ISU, and the Worcester County Sheriff's Department Mobile Communications Unit augmented the communication cache available for use by responders and decision-makers. This provided seamless communications between the EOC and the Decon site. It also allowed surge capacity for call takers.

Recommendations: None.

Activity 13.4: Provide Task Force Interoperable Communications

Observation 13.4: Strength. Tactical communications are provided for large regional task forces providing assistance with the parameters of interoperability plans.

References: According to ICS 100, the Communications Unit prepares and implements the Incident Communications Plan, distributes and maintains communications equipment, supervises the Incident Communications Center, and establishes adequate communications over the incident.

Analysis: The DFS' ISU augmented the communication cache available for use by responders. This provided seamless communications between the EOC and members of the Ambulance Task Forces.

Recommendations: None.

Activity 13.5: Return to Normal Operations

Observation 13.5: Strength. Initiate deactivation procedures for the interoperable communications systems and return the system to a ready state.

References: According to ICS 100, the check-in process and information helps to organize the demobilization process. Demobilization guidelines for all personnel are to return any incident-issued equipment or other nonexpendable supplies.

Analysis: All interoperable communications were returned to the issuing supporting agency.

Recommendations: None.

CAPABILITY 14: CRITICAL RESOURCE LOGISTICS AND DISTRIBUTION

Capability Summary: Critical Resource Logistics and Distribution is the capability to identify, inventory, dispatch, mobilize, transport, recover, and demobilize and to accurately track and record available human and material critical resources throughout all incident management phases. Critical resources are those necessary to preserve life, property, safety, and security.

Activity 14.1: Activate Critical Resource Logistics and Distribution

Observation 14.1: Room for Improvement. In response to activation, initiate the resource logistics and distribution process, including identifying and establishing a logistics staging area (LSA).

References: According to ICS 100, the Logistics Section is responsible for all of the services and support needs, including:

- Ordering, obtaining, maintaining, and accounting for essential personnel, equipment, and supplies.

Analysis: Given the size of the incident, complexity of support needs, and the incident duration, a Logistics Section Chief should have been designated. According to testimony, there were at least three separate instances of supplies being obtained outside the Incident Command System; including a Water Commissioner ordering bottled water, the Spencer-East Brookfield Regional School District obtaining bottled water and hand

sanitizer, and a representative of the Board of Health obtaining bottled water. The location for distribution of bottled water to the community was changed several times, to eliminate collocation with other key ICS and government function facilities.

Recommendations:

25. Train elected and appointed officials of other (non public safety) disciplines in Incident Command System.

Activity 14.2: Acquire Resources

Observation 14.2: Strength. Request and acquire resources from local, State, Federal, or private providers.

References: According to ICS 100, the Logistics Section is responsible for all of the services and support needs, including:

- Ordering, obtaining, maintaining, and accounting for essential personnel, equipment, and supplies.
- Providing communication planning and resources.
- Setting up food services.
- Setting up and maintaining incident facilities.

Analysis: Sign boards were obtained from the Central Region Homeland Security Advisory Council Equipment distribution list, and deployed at key intersections, to advise residents of the water crisis and direct them to the town website. Bottled water was distributed to the public at the Highway Department.

Recommendations: None.

Activity 14.3: Transport, Track and Manage Resources

Observation 14.3: Room for Improvement. Once a resource request has been filled, deploy the resource to the incident through the logistics staging area (LSA) and in coordination with EOC.

References: According to *National Incident Management System, An Introduction (ICS 700)*, when fully implemented, NIMS will define standardized mechanisms and establish requirements for describing, inventorying, mobilizing, dispatching, tracking and recovering resources over the life cycle of an incident.

Analysis: Some resources were transported in personal vehicles.

Recommendations:

26. Review Logistics Section module of ICS training.

Activity 14.4: Demobilize Critical Resource Logistics and Distribution

Observation 14.4: Strength. Upon completion of assigned duties or as directed by superiors, shut down the logistics staging area and return to pre-incident readiness.

References: According to ICS 100, demobilization planning begins upon activation of the first personnel and continues until the ICS organization ceases operation.

Analysis: Sign boards were returned to the communities from which they were obtained, and bottled water which had not been distributed was brought back to a central location for use by the town.

Recommendations: None.

CAPABILITY 15: ECONOMIC AND COMMUNITY RECOVERY

Capability Summary: Economic and Community Recovery is the capability to implement short- and long-term recovery and mitigation processes after an incident. This will include identifying the extent of damage caused by an incident, conducting thorough post-event assessments and determining and providing the support needed for recovery and restoration activities to minimize future loss from a similar event.

Activity 15.1: Activate Economic and Community Recovery

Observation 15.1: Strength. Alert recovery program staff of need for services, conduct notification, dispatch, and other staff mobilization activities as necessary to begin recovery activities.

References: According to ICS, the finance section tracks incident costs and expenditures to facilitate fiscal recovery.

Analysis: The Town worked diligently to minimize the impact to businesses, and sought to initiate recovery efforts as quickly as possible. Part of the crisis communications from the Town as part of its EPI efforts were the means by which residents and businesses could make claims resulting from the water crisis. Claims were to be directed to one point of contact at the Town Hall.

Recommendations: None.

Activity 15.2: Assess and Prioritize Recovery Needs

Observation 15.2: Strength. Assess economic recession in order to prioritize monetary and non-monetary relief.

References: According to ICS 100, the Finance/Administration Section is responsible for compensation for injury or damage to property.

Analysis: Relief efforts were clearly communicated to the public as part of EPI.

Recommendations: None.

Activity 15.3: Provide Monetary Relief

Observation 15.3: Room for Improvement. Provide funding to damaged or impacted entities in advance of necessary recovery expenditures or to reimburse entities.

References: According to the Massachusetts Food Protection Program's *Guidance for Emergency Action Planning for Retail Food Establishments*, the regulatory authority promptly responds to single events involving imminent health hazards and provide guidance to help the permit holder resume operation as quickly as possible.

Analysis: Once the safe, normal system operations and the provision of safe water to the public was possible, the Town worked closely with affected businesses to allow them to reopen as soon as inspections were complete. Once businesses were cleared to open under guidelines established by the Health Department, in consultation with the MA Department of Public Health, they were listed on the Town website as having been cleared to resume business. However, there was some confusion for some businesses, who believed that just because the MassDEP "Boil Order" was lifted, that they could reopen.

Recommendations:

27. Provide education/outreach to permit holders as to their responsibilities in an event involving imminent health hazards or widespread emergencies, including the inspection requirements prior to being allowed to resume operations.

Activity 15.4: Demobilize Economic and Community Recovery

Observation 15.4: Strength. Account for all assets utilized and safely return them to their original locations and functions.

References: According to ICS 100, the Compensation/Claims Unit is responsible for management and direction of administrative matters pertaining to claims-related activities kept for the incident.

Analysis: Once the active phase of the incident had concluded, as of the writing of this document, claims could still be filed with the Town, through the Town Hall.

Recommendations: None.

SECTION 4: CONCLUSION

It was advantageous that the contamination to the Spencer water supply system which occurred on April 25 was resolved so swiftly. Several factors contributed to this success, including the training and experience of many responders – both from town and from throughout the state. The individual capability of numerous personnel in active management roles resulted directly in the proper resources being dispatched to treat and transport one hundred patients to nearby hospitals. The number of personnel who had completed Incident Command System (ICS) training; those in both frontline and support roles allowed the ICS management structure to expand and contract as the incident progressed.

There were also several uncontrollable factors which also contributed to a positive outcome. The weather was very favorable for mass decontamination operations. Had it been extremely hot, more resources would have been required to allow for rehab of personnel; however, if it had been below freezing, icy conditions would have posed secondary hazards for both patients undergoing decontamination and workers. With the large number of personnel from other communities involved in the protracted response, the community was fortunate that there were not any other large-scale incidents occurring in the state which could have drawn resources away.

Because the chemical which caused the problem was identified from the outset, the decision-making and testing requirements were easier than if individuals had presented with symptoms from exposure to an unknown substance. Ruling out an intentional act as a possible cause also helped responders focus on mitigation efforts without having to conduct a simultaneous criminal investigation. Fortunately, there were no serious injuries or fatalities from this event.

Other communities will be better prepared for similar incidents in the future, as a direct result of the lessons learned. Although ICS training was a demonstrated strength, it needs to be institutionalized throughout local government. Appointed and elected officials, as well as support staff would benefit from additional ICS training; including tabletop exercises and full scale exercises. Communications was a challenge throughout the incident, and will require a multifaceted solution. More than just technology, systems need to be put in place to facilitate the real-time dissemination of information both internally and externally. The connections between the separate emergency plans of individual town departments, and the types of situations which require their use should be reviewed by anyone who might find themselves in a decision-making role. The timing of the incident, coinciding with the absence of some key players highlighted the importance of succession plans and call down lists. Previous decisions to consolidate the oversight of some government functions resulted in some questions as to whether a more decentralized structure might have allowed a faster reaction by some managers.

The Town of Spencer was very fortunate that the water emergency was mitigated so quickly. Many people rose to the occasion, working together to safeguard the public health and safety. According to the HSEEP classification system, overall the performance rating was *performed with some challenges, but adequately*.

APPENDIX A: SUPPORTING DOCUMENTATION

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06/06/07 10:34
V.S. 5a

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***** 0 30H HAZARDOUS MATERIAL

rev*cl
100 20H

00.00 * 1 MAIN ST apt: 1/02 LFT SPE

* 11A: 1: 102 2: 105 3: 770 4: 425

00000 * CAN FEEL BURNING SENSATION AFTER SHOWER

* ID #: 5890

Inv: STJOHN, LOUANN

06/24/07 004-48-0684

1 1/2 MAIN ST SPENCER, MA 01562

*** UNIT(O) ***

23	SPE P CHIEF DARR								620-620
27	SPE P PTLM MORIN								635-
29	SPE P PTLM SHEA								19 -19
29	SPE P PTLM ORIF								19 -19
30	SPE P PTLM LEBR								620-
33	SPE P PTLM RHOA								19 -19
35	SPE P PTLM HODG								636-636
36	SPE P PTLM SULL								620-
38	SPE P PTLM BENNE								636-
4	SPE P SGT AGNEW								19 -620
6	SPE P SGT EDWARD								636-19
AMB1	SPE A								620-620
AMB2	SPE A								620-19
AMB3 *	SPE								636-620
AML	SPE A								19 -19
30H	SPE M								620-620
DSPP	SPE P DSP DOYON								19 -633
FSUP	SPE F								19 -
SFD	SPE								19 -19
SWD	SPE U								636-19

*** COMMENTS ***

AMB3 SPE 06:33:00 CD-100-CAN FEEL BURNING SENSATION AFTER SHOWER 636-
 AMB3 SPE GSHE GOT OUT OF THE SHOWER, WHICH WAS NOT HOT TO CAUSE A 636-
 AMB3 SPE BURN, BUT SHE FELT LIKE THERE WAS FIBERGLASS ALL OVER HER 636-

06/06/07 10:54
v5.5m

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*** COMMENTS ***

AMB3 SPE BODY, LIPS TIGHTENED, AND RED ON BODY. 636-
AMB3 SPE 06:38:00 TONED ON DUTY AND (DELAY FROM TAKING INFO FROM 636-
AMB3 SPE THIS AS WELL AS 332937) 636-
35 SPE 06:38:00 ENRTE TO 1 1/2 B MAIN 636-
35 SPE 06:40:00 CD 4 636-
AMB3 SPE 06:40:00 AMB3 E/R TO 1 1/2 B MAIN 636-
35 SPE 06:42:00 SUBJ IS COMPLAINING OF TIGHT SKIN, BURNING 636-
35 SPE SENSATION. THERE IS AN ODDOR OF CHLORINE. 636-
AMB3 SPE 06:43:00 A3 ARV 636-
SWD SPE 06:44:00 BRUCE NOTIFIED OF SITUATION AS THE SAME COMPLAINT 636-
SWD SPE IS COMING FROM 200 MAIN ST AS WELL (332937). 636-
35 SPE 06:51:00 CD 5 - ENRTE TO 332937 636-
28 SPE 07:04:00 CD 4 PER 4 19 -
FSUP SPE 07:13:00 PER 4 NOTIF'D CAR 1 RE SITUATION 19 -
4 SPE 07:13:00 PER 4 ADV 28 REMAIN ON SCENE UNTIL BRUCE FRM 19 -
4 SPE WATER DEPT ARR'G - HE'S CURR AT 200 MAIN ST TESTING WATER 19 -
4 SPE & WILL BE FLUSHING THE HYDRANTS SOON.. 19 -
28 SPE 07:14:00 SEE IF CAN LOC RES INFO 1 1/2 A MAIN ST - GOT 19 -
28 SPE GOT NO ANS AT DOOR, ADV NOT TO SHOWER FOR NOW.. 19 -
DSPP SPE 07:15:00 NO CURR RES INFO ON FILE FOR A 19 -
28 SPE 07:16:00 MADE CONTACT W/ 1 1/2A, JUST SHOWERED, NOT 19 -
28 SPE SHOWING ANY SYMPTOMS.... 19 -
28 SPE 07:20:00 RES 1 1/2A 9728TJ 55ISH MALE 19 -19
DSPP SPE 07:21:00 ACT '97 OLDS CUTL GREEN JOSEPH C GABOURY 11/11/23 19 -
DSPP SPE 351 E MAIN ST E BROOKFIELD 19 -
4 SPE 07:24:00 CD 4 W/28 19 -
AMB3 SPE 07:42:00 CLR W/PT REF 19 -
28 SPE 09:01:00 CD 5 19 -
DSPP SPE *****SEE 332937 FOR ALL ADDTL COMMENTS***** 19 -
DSPP SPE 19 -
DSPP SPE *****1100 HRS 04-26-07 TEXT LINES FULL ON 332937***** 19 -19
DSPP SPE ALL COMMENTS RELETED TO THIS MCI WILL BE 19 -
DSPP SPE LOGGED UNDER THIS CASE FROM NOW FORWARD 19 -
DSPP SPE 19 -
DSPP SPE 11:00:33 ELD FEM INTO LOBBY OFFERING TO HELP W/CALLS ETC 19 -
DSPP SPE 11:03:32 BILL MILEWSKI - NEED TOWN WEBSITE 19 -
DSPP SPE 11:04:00:ENG 4 RET TO TOWN 19 -
DSPP SPE 11:05:34 ENG 3, FOR 2 CLR EBF/D/RET 19 -
DSPP SPE 11:07:00 A1 BK IN TOWN 19 -
DSPP SPE 11:09:54 MARGARET BACON HWY SUPER FOR CHIEF 19 -19
DSPP SPE 11:15:00 ENG 4 BIQ 19 -19
DSPP SPE 11:34:32 LORRAINE DOOLITTLE, HOW VI WHER PU WATER - ADV HWY 19 -
DSPP SPE 11:41:00 RES INQ WHEN WATER BK ON - ADV DONT HAVE DEFINITE 19 -
DSPP SPE TIME - INQ IF NEED TO RELOCATE, WASA WATER PROBL IN ANOTHER 19 -
DSPP SPE TOWN AND HAD NO WATER 3 WKS - ADV IS DUE TO BE TURNED BK ON 19 -
DSPP SPE SOMETIME LATER TODAY OR THIS EVE BUT DO NOT KNOW DEFINITE 19 -
DSPP SPE TIME - WILL BE AN UPDATE LATER TODAY... 19 -
DSPP SPE 11:45:00 SHERF DPT ADV AUTH 30 PEOPLE TO COME IN FOR 620-
DSPP SPE 11:45:00 NOON TIME TO ASSIST W/NOTIF'G PUBLIC...NOT ALL 620-
DSPP SPE 11:45:00 MAY BE THERE FOR NOON ..CHIEF ADV 620-
DSPP SPE 11:45:00 ALSO ADV SHRF DPT MAY NOT START DOING NOTIF 620-
DSPP SPE 11:45:00 FOR COUPLE HRS 620-

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*** COMMENTS ***

DSPF SPE 12:36:12 LORRAINE DOOLITTLE 911 AGAIN RE WHEN DOES SHD 620-

DSPF SPE 12:36:00 STOP GIVING WATER INTO ADV WHEN WATER RESIDED 620-

DSPF SPE 12:35:00 AND 911 FOR EMERG ONLY 620-

DSPF SPE 12:37:00 DR GREG LIVANCE CENTRAL RA BRING ANY UPDATE 19 -

DE SPE 12:57:53 BEL WILL BE BREAKING DOWN COMMAND POST AND 620-

DE SPE 12:57:00 CLOSING WATER AT HWY..WATER CLOSE 6PM/OPEN AM 620-

DSPF SPE 13:10:30 SCOTT FROM CH 7 CALLING WANTS TO SPK TO SOMEONE 620-

DSPF SPE 13:10:50 AND GET 911 TAPES REL'D..IS CALLING BK 620-

DE SPE 13:16:44 IF ANY MORE CALLS FOR TAPES NEED TO SUBMIT 620-

DE SPE WRITTEN REQUEST FOR EXACTLY WHAT THEY WANT AND SPE WILL BE 620-

DE SPE GETTING BACK TO THEM W/IN 10 DAYS AND ADV THEM COST OF 620-

DE SPE WHAT THEY ARE REQ'G 620-

AMB1 SPE 13:22:30 SRS HAS WALK IN ..A1 TXD ST V'S..ADV INFC 620-

AMB1 SPE 13:23:00 WHEN GET TO TOWN 620-

AMB1 SPE 13:26:00 A1 EN RTE ST V'S 620-

DSPF SPE 13:38:52 IS THERE RESOLUTION TO WATER YET? ADV NEE 620-

AMB1 SPE 13:46:00 A1 ARRIVING ST V'S 620-

AMB3 SPE 13:58:00 10 CHERRY BSMT 20 YO KEVIN CURTIS SICK FROM 620-

AMB3 SPE 13:58:00 PREV DRINKING WATER 620-

DSPF SPE 13:59:00 TONED ON DUTY CREW 620-

DE SPE 14:00:00 TO PRESS CONFERENCE W/4 19 -

AMB3 SPE 14:03:00 A2 EN RTE CHERRY ST 620-

AMB3 SPE 14:03:00 A3 ARRIVING CHERRY ST 620-

AMB3 SPE 14:06:00 A2 EN RTE SRS TO UMASS 46 YO MALE 620-

AMB3 SPE 14:06:00 A3 EN RTE ST V'S 620-

DSPF SPE 14:07:00 CH 7 AGAIN RE TAPES..ADV WHAT CHIEF SAID 620-

AMB1 SPE 14:19:00 A1 CLR ST V'S RETG 620-

AMB3 SPE 14:27:00 ON ARRIVAL ST VINCENT'S 620-

DSPF SPE 14:37:00 LINDA/DR PHILIPON'S OFC AT FALLON ON 911 FOR 620-

DSPF SPE AMB TO ANGELA RAKSEY 138 MECHANIC ST..DRANK WATER 620-

DSPF SPE YESTERDAY NOW HAVING BURNING IN CHEST/THROAT 620-

AMB1 SPE 14:38:00 A1 IN LEIC..TAKING CALL 620-

AMB1 SPE 14:47:00 ON ARRIVAL 138 MECHANIC ST 620-

AMB3 SPE 14:48:00 A3 CLR ST VINCENT'S RETG 620-

AMB1 SPE 14:48:00 A1 REQ ALS INTERCEPT 620-

AMB3 SPE 14:49:00 A2 EN RTE MEET A1 W/ALS 620-

AMB1 SPE 14:49:00 PT SOB...REAS REQ ALS 620-

AMB3 SPE 14:49:00 A2 CLR/RETG 620-

AMB3 SPE 14:56:00 A3 LOOKING FOR PT UPDATE FROM A1 620-

AMB1 SPE 14:58:00 BP 118/70, SOB, BURNING CHEST/STOM PN 620-

AMB1 SPE 14:58:00 EN RTE ST V'S 620-

AMB3 SPE 14:58:00 A3 REQ PULSE OX 620-

AMB1 SPE 15:00:00 PT EXTREMITIES COLD/UNAB GET PULSE OX 620-

AMB1 SPE 15:01:00 PULSE OX 96% 620-

AMB3 SPE 15:06:00 A3 S/B BARBER CROSSING FOR A1 620-

DE SPE 15:08:00 20 REL'G 33 AT HWY 620-

DSPF SPE 15:10:00 PRESS CONFERENCE LIVE - TOWN ADMN ADV FLUSH & 19 -

DSPF SPE BOIL ORDER BEING IMPLEMENTED.. 19 -

AMB1 SPE 15:11:00 A1 NOW EN RTE UMASS W/MEDIC 620-

AMB3 SPE 15:11:00 A3 RETG TOWN FULL BLS CREW 620-

DSPF SPE 15:12:00 TESSA STEWART @ TEMPLE #1 HAS 3YO RASH ON 620-

DSPF SPE 15:12:00 BOTTOM..STATES NO CONT W/WATER 620-

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AMB3 SPE 15:19:00 A3 ON ARRIVAL 620-
AMB2 SPE 15:23:00 A2 BK TOWN 620-
AMB2 SPE 15:23:00 A2 SWAPPING CREW SO MEDIC ON A3/A2 BLS TRUCK 620-
AMB3 SPE 15:24:30 A3 CLR/AVAIL FULL BLS CREW 620-
DSPP SPE 15:24:58 IS K OF C OPEN? CALLED THERE AND SAID WERE 620-
DSPP SPE 15:24:00 ADV HER MUST BE 620-
AMB2 SPE 15:27:00 A2 TXG PRIOR 2 UMASS 620-
23 SPE 15:28:11 A3 OF 1500 HRS CHANGE TO WATER SITUATION 620-
23 SPE FLUSH ALL COLD WATER FAUCETS IN BLDG FOR 5 MIN INCLUDING 620-
23 SPE OUTSIDE FAUCETS/KITCHEN/BATH/SHOWER. IF SINGLE LEVER 620-
23 SPE FAUCET, DO COLD WATER FIRST. HOT WATER FLUSH 15 MIN FOR 620-
23 SPE 40 GAL OR LESS TANK, 30 MIN OR GAL OR LARGER TANK. RUN 620-
23 SPE DISHWASHER/WASHING MACHINE 1 CYCLE EMPTY. REWASH ALL 620-
23 SPE CLOTHES WASHED 4/24 OR 4/25. DISCARD FOODS PREP THESE 620-
23 SPE DATES, ICE CUBES, PURGE WATER MAKER FROM FRIDGE. DISCARD 620-
23 SPE ANY USED HUMIDIFIERS, CPAP, GRAL, MEDICAL OR HEALTH CARE 620-
23 SPE DEVICES, AND RINSE W/CLEAN WATER. 620-
23 SPE AFTER FLUSHING****BOIL WATER 1 MINUTE AND COOL BEFORE USE 620-
23 SPE OR USE BOTTLED WATER. USE FOR DRINKING, ICE, BRUSHING 620-
23 SPE TEETH, WASHING DISHES, FOOD PREP..KILLS BACTERIA. 620-
AMB1 SPE 15:30:00 ARRIVING UMASS 620-
DSPP SPE 15:34:00 CAN USE WATER?? 620-
DSPP SPE 15:35:47 MARGARET BACON FOR CHIEF 620-
AMB1 SPE 15:49:00 CLR/RET UMASS 620-620
AMB2 SPE 15:51:51 ARR UMASS 620-
DSPP SPE 15:56:00 238 MAIN ST #2 MICHAEL SWEENEY BLOOD IN STOOL 620-
DSPP SPE 15:56:00 FROM WATER...EVAL YEST..CALLED ON 911 620-
DSPP SPE 15:57:00 TONED A3 620-
AMB3 SPE 15:59:00 A3 RTE 620-
AMB3 SPE 16:00:00 A3 FOR ART..ON ARRIVAL 620-
36 SPE 16:05:00 CD 4/S 238 MAIN 620-
AMB3 SPE 16:07:00 A2 EN RTE ST V'S 620-
AMB2 SPE 16:08:00 A2 CLR/RETS 620-
DSPP SPE 16:14:00 FEM REF ID SELF STATES HAS BURNING IN THROAT 620-
DSPP SPE AND WANTS DSPP TO TELL HER HOW TO TREAT IT..STATES CALLED 620-
DSPP SPE ST V'S AND WONT TELL HER OVER PHONE. ADV CANNOT GIVE HER 620-
DSPP SPE TX...ADVISED HER TO SEEK MEDICAL ATTN. AT THIS TIME SHE 620-
DSPP SPE IS REF'S..WILL NOT LET AMB CHECK OUT OR SEEK OWN MEDICAL.. 620-
DSPP SPE STATES WILL C/B IF NEEDS TO 620-
DSPP SPE 16:23:00 69 1/2 CHESTNUT 1ST FL MALE BRUSHED TEETH W/ 620-
DSPP SPE WATER NOW HAS SORE THORAT 620-
AMB1 SPE 16:23:00 A1 FOR ADDRESS..EN RTE 620-
AMB1 SPE 16:25:00 A1 ARRIVING CHESTNUT 620-
AMB1 SPE 16:31:00 A1 EN RTE UMASS 620-
AMB2 SPE 16:40:00 A2 BACK IN TOWN/RE FUELING 620-
AMB3 SPE 16:40:00 A3 CLR/REGG 620-
DSPP SPE 16:45:00 ??? RE WATER 620-
DSPP SPE 16:47:00 ??? RE WATER 620-
DSPP SPE 16:48:00 ?? RE WATER/DISHWASHER 620-
AMB1 SPE 16:54:00 A1 ON ARRIVAL UMASS 620-
DSPP SPE 17:04:29 RE WATER 620-
DSPP SPE 17:24:34 17 CONDON DR ON 911 RE WATER 620-

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AMB3	SPE	17:00:22	A3 BK IN TOWN/AVAIL	620-
DSPP	SPE	17:02:00	??? RE WATER	620-
DSPP	SPE	17:42:33	?? WATER	620-
AMB1	SPE	17:48:00	A1 BACK IN TOWN	620-
DSPP	SPE	17:50:36	??? RE WATER	620-
DSPP	SPE	17:55:11	LYNN DEVITO D/O WATER FLIERS AT PD	620-
DSPP	SPE	17:56:59	?? RE WATER	620-
DSPP	SPE	18:13:57	?/ RE WATER	620-
DSPP	SPE	18:14:18	?? RE WATER	620-
DSPP	SPE	19:49:21	??/ RE WATER	620-
DSPP	SPE	19:51:08	911 QUEST RE WATER	620-
23	SPE	19:51:28	CLOSING WATER DIST AT HWY	620-
DSPP	SPE	20:03:38	??? RE WATER	620-
DSPP	SPE	20:24:00	ASTORWOOD PL ADV DIDN'T GET BLUE PAPERS...SFD	620-
DSPP	SPE		ADV SENDING SOMEONE UP...RP REF TO MEET SFD AT FRONT DOOR	620-
DSPP	SPE		BUT REQ ONE AT #13	620-
DSPP	SPE	20:38:46	PTY RE WATER	620-
6	SPE	05:56:30	(4/27/07) OUT AT HIGHWAY FOR WATER DISTRIBUTION	636-636
38	SPE	06:32:02	OUT AT HIGHWAY	636-
6	SPE	07:13:16	ADV TO CD 7 29 WANTS CAR 7	19-
29	SPE	07:25:44	CD 4 SPE HWY FOR WATER DISTR	19-
DSPP	SPE	08:19:00	IS WATER SAFE NOW - LIVES ON HIGH ST - ADV	19-
DSPP	SPE		SHOULD COME TO PD PU FLYER..	19-
DSPP	SPE	08:24:22	CH 5 ING IF ANY PRESS CONF PLANNED FOR TODAY	19-
4	SPE	08:15:00	CD 4 HWY RE WATER SUPPLY	19-
4	SPE	08:21:00	CD 5	19-
29	SPE	08:27:00	ADV HAVE 20 PALLETS WATER = 1440 BOTTLES	19-
29	SPE		7 PALLETS 1 GAL BOTTLES = 1470 GAL'S	19-
DSPP	SPE	08:50:00	RES 4 ADAMS #2 DIDNT RECVD FLYER NEEDS TO DO	19-
DSPP	SPE		LAUNDRY - ADV COME TO PD PU FLYER BEFORE DOING LAUNDRY -	19-
DSPP	SPE		NO TX - WILL SEND OFC WHEN ONE IS AVAIL....	19-
33	SPE	09:15:02	OUT AT 4 ADAMS D/O FLYER	19-
29	SPE	09:42:00	ADV HAD 50 CARS FOR WATER FRM 0830-0930	19-
23	SPE	09:47:00	AT TOWN HALL CONF RM A - STAFF MTO RE MCI	19-
AMB1	SPE	10:00:05	911 29 PLEASANT ST 5/F 39 YOM JUST SHOWERED -	19-
AMB1	SPE		SKIN BURNING - FLUSHED SYSTEM LAST NIGHT JOHN CABANA 39 YO	19-
AMB1	SPE	10:00:00	TONED ANY AVAIL	19 -19
AMB1	SPE	10:03:30	RETONED CREW	19 -19
AML	SPE	10:03:39	REQ LEIC RESP MUT AID	19 -19
33	SPE	10:03:40	ENRTE	19 -19
AMB1	SPE	10:04:17	A24 ENRTE TO GAR OR SCENE?	19 -19
DSPP	SPE	10:04:00	ADV NO ONE ELSE SIGNED ON ALR CALLED LEIC	19 -19
AMB1	SPE	10:05:00	WILL RESP TO SCENE TO ASSIST LEIC	19 -19
SWD	SPE	10:06:57	GREG HAPP'D TO BE AT PD WHEN CALL CAME IN	19 -19
SWD	SPE		REQ OBT INFO FRM RES ON WHAT STEPS WERE TAKEN PRIOR TO	19 -19
SWD	SPE		USING SHOWER THIS AM..REP FRM MA DEPT PUBLIC HEALTH W/GREG	19 -19
AML	SPE	10:08:00	LEIC ENRTE 29 PLEAS	19 -19
33	SPE	10:11:12	ADV LEIC HOUSE AT PLES/PROUTY BEST ACCESS PROUT	19 -19
DSPP	SPE	10:11:46	EB AMB ADV EB/NB/BROOK ALL OUT ON CALLS	19 -19
4	SPE	10:12:13	CALLED GARY BUTER AT SRE REQ STAFF A 2ND AMB	19 -19
AML	SPE	10:13:44	LEIC ON SCENE 29 PLEAS	19 -19
33	SPE	10:16:00	ADV RES FLUSHED ALL LINES LAST NIGHT - WATER	19 -19

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v5.5m

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*** COMMENTS ***

03	SPE	HEATER FOR 1/2 HR & REN THIS MORNING FOR APPRO 15 MIN - BOT	19	-19
03	SPE	A DUNBURN ON TUES...	19	-19
AMB1	SPE	10:25:10 A04 ADV LEIC WILL BE TX ST V	19	-
03	SPE	10:25:31 CD 5	19	-
AMB3	SPE	11:00:00 289 MAIN ST FLR 2 FRANCIS FRIGON 52 YO HAS	19	-19
AMB3	SPE	SEVERE RASH ON BOTH ARMS - BELIEVE WAS FROM TUES BUT JUST	19	-
AMB3	SPE	NOTICED TODAY WHEN STARTED ITCHING	19	-
AMB3	SPE	11:02:30 TONED PR 3	19	-
AMB3	SPE	11:04:00 ENRTE	19	-
AMB3	SPE	11:08:00 ON SCENE 288 MAIN	19	-
DSPP	SPE	11:14:00 SAME WATER RESTR AS YEST - ADV AFFIRM	19	-
03	SPE	11:30:00 KEEPING WATER DISTR CENTER OPEN TO 2300 TODAY	19	-
03	SPE	AND 0700-1700 SAT 4/28/07 - WILL STAFF BOTH SHIFTS - TODAY	19	-
03	SPE	FROM 1500-2000 & TOM ALL DAY	19	-
DSPP	SPE	11:35:01 MARGARET FRM HWY REQ UPDATES ON ANY RELATED	19	-
DSPP	SPE	MED CALLS TODAY..	19	-
03	SPE	13:28:00 STAFF MTO AT SRS	19	-
03	SPE	13:30:00 NEED 4 & 28 MEET CAR 1 AT KT 1350 FOR FLYERS	19	-
FSUP	SPE	13:35:00 CAR 1 REQ TONE OUT FOR DETAIL 4-5 FF NEEDED	19	-
FSUP	SPE	13:37:00 CAR1 NOTIF SRS NEED ASSIST ON AIR	19	-
SFD	SPE	13:41:32 FOR 1 ENRTE DPHS FOR FLYERS	19	-
4	SPE	13:56:51 CLR KT ENRTE LAKE ST	19	-
4	SPE	13:59:42 4 & 28 AT LAKE ST W/FLYERS	19	-
03	SPE	14:20:00 AS OF 1500 TODAY WATER BAN IS LIFTED	19	-
SFD	SPE	14:21:10 FOR 1 AT WIRE VI W/FLYERS	19	-
03	SPE	14:28:32 CLR LAKE ST ENRTE W/4 TO MAPLE ST	19	-
4	SPE	14:18:49 4 & 28 CD 5	19	-
4	SPE	15:22:00 04/27/07 SGT ASNEW CD 4 HWY WATER DISTRIBUTION	620	-620
4	SPE	THRU 9 PM	620	-
DSPP	SPE	15:25:00 REC'D WRITTEN FLIER OWD ALL WATER USE BACK TO	620	-
DSPP	SPE	15:25:22 NORMAL USE NOW	620	-
03	SPE	15:32:00 AS OF 3PM STATE OF EMERG HAS BEEN LIFTED	620	-
DSPP	SPE	16:34:00 JANE OREGAN ADV DTR FRIEND NOELLE BEDARD TOOK	620	-
DSPP	SPE	BATH LAST NIGHT BUT DIDN'T FLUSH HER FAUCETS OUT AND NOW	620	-
DSPP	SPE	HAS BLISTERS ON FOOT/ITCHY. 64 CHERRY ST..WILL MEET AMB	620	-
DSPP	SPE	IN DWY	620	-
AMB3	SPE	16:36:00 TONED PRIOR 3	620	-
AMB3	SPE	16:37:00 A3 AWAIT PARTNER..ADDRESS AGAIN? ADV	620	-
AMB3	SPE	16:38:00 A3 EN RTE	620	-
AMB3	SPE	16:38:00 CHERRY ST DR LN? ADV ST..BETW MAPLE/ORNVILLE	620	-
AMB3	SPE	16:42:47 ARRO 46 CHERRY	620	-
AMB3	SPE	16:56:52 TXD 1 UMASS	620	-
DSPP	SPE	17:29:44 ?? RE WATER	620	-
DSPP	SPE	18:01:00 ANNOUNCED WATER ALL SET/FLUSH RESIDENCE	620	-
AMB3	SPE	18:02:00 AD CLR/RETO...ARR 1733	620	-
DSPP	SPE	18:04:00 WATER OK?	620	-
AMB3	SPE	19:34:04 A3 BACK IN TOWN	620	-
DSPP	SPE	19:48:10 WILLIAM PALMER 17A HOWE VI ON 911 RE WATER	620	-
DSPP	SPE	19:48:33 REANNOUNCED WATER ALL SET	620	-
DSPP	SPE	19:52:12 QUEST RE WATER	620	-
DSPP	SPE	19:52:19 QUEST RE WATER	620	-
DSPP	SPE	19:58:00 ?? RE WATER	620	-

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*** COMMENTS ***

DSPP SPE 20:00:00 FEM PTY CALLING TO HAVE ON RECORD SOMEWHERE 620-
DSPP SPE THAT MOTHER WAS SEEN BY PRIMARY CARL PHYS BECAUSE SHE DRANK 620-
DSPP SPE THE WATER WED AM AND WASHED FACE. HAD BURNS TO FACE, THROAT 620-
DSPP SPE MOUTH, FINGERS, FACE AND WAS SICK. DR SAID WERE MILD BURNS. 620-
DSPP SPE MOTHER ELAINE BUTNUS 32 LINCOLN ST REAR APT 885-0250 620-620
DSPP SPE 620-
4 SPE 20:02:04 CD 5 SHUT DOWN FOR NIGHT 623-
DSPP SPE 20:25:00 MR BARRIOS 20 GREENVILLE ON 911 BECAUSE 17 YO 620-
DSPP SPE DTR HAS BLISTERS ON HER TONGUE. WANTS DSPP TO TELL HIM HOW 620-
DSPP SPE TO TREAT. ADV DSPP CANNOT ADV. CAN SEND AMB TO EVAL. 620-
DSPP SPE STATES NOTICED THIS AM. 620-
AMB3 SPE 20:25:00 EN RTE TOWN UNLESS GET CREW 620-
AMB1 SPE 20:25:00 TONED AVAIL EMTS/END AMB 620-
AMB1 SPE 20:26:00 A1 AWAITING CREW 620-
DSPP SPE 20:29:00 RETONED AVAIL EMT PRIOR D 620-
AMB1 SPE 20:29:00 A23 RTE STATION 620-620
AMB3 SPE 20:30:00 A3 BACKING DOWN. FULL CREW 620-
AMB1 SPE 20:41:04 A1 ARRIVING 20 GREENVILLE 620-
AMB1 SPE 20:51:50 A1 EN RTE PRIOR 3 ST V'S. MEDIC IN TOWN 620-
AMB1 SPE 21:12:33 ON ARRIVAL ST VINCENTS 620-
AMB1 SPE 21:43:00 A1 CLR/RETS ST VINCENTS 620-
AMB1 SPE 21:56:09 BACK IN TOWN 620-
AMB3 SPE 00:01:00 (4/28/07) BRIAN MAHAN 10/31/60 SAYS HE WAS TRX TO 636-
AMB3 SPE UMASS FOR EXPOSURE TO THE WATER, AND IS NOW SHOWING 636-
AMB3 SPE SYMPTOMS AGAIN - HEAVY DIZZINESS, FELT LIKE HE WAS GOING TO 636-
AMB3 SPE PASS OUT, REDNESS, BURNING, STOM PN, EYES ITCH. LIVES AT 29 636-636
AMB3 SPE ELM ST, WILL MEET OUTSIDE 636-636
38 SPE 00:02:00 ENRTE 636-
AMB3 SPE 00:02:00 TONED ON DUTY CREW 636-
AMB3 SPE 00:04:00 A3 ON AWAITING CREW 636-
AMB3 SPE 00:05:00 A13 ENRTE STATION 636-
38 SPE 00:06:00 CD 4 29 ELM ST 636-
AMB3 SPE 00:11:00 A3 ENRTE 29 ELM ST 636-
AMB3 SPE 00:13:00 A3 ARC 29 ELM 636-
38 SPE 00:15:00 CD 5 SOD HAS 636-
AMB3 SPE 00:25:00 A3 ENRTE UMASS PRI D 636-
AMB3 SPE 00:25:00 P4 TO STAY IN TOWN / AVAIL 636-
AMB3 SPE 00:49:00 A3 ON ARR UMASS 636-
AMB3 SPE 01:13:00 A3 CLR UMASS / RET 636-
AMB3 SPE 01:36:00 A3 BK IN TOWN 636-
AMB3 SPE 01:43:00 A3 BK IN CRTS 636-
DSPP SPE 10:58:00 ?? SAFE USE WATER ADV AFFIRM IF ALL FAUCETS 635-
DSPP SPE HAVE BEEN FLUSHED 635-
DSPP SPE 11:10:00 TOWN ADMIN REQ # AMB TX SINCE 1200 HRS 04/07 635-
DSPP SPE REQ CD ONLY IF HAVE BEEN TX 500-574-1246 635-
27 SPE 11:10:00 NO AMB TX REC SINCE 1200 HRS 04/27 635-
DSPP SPE 12:46:00 SEE CASE # 333180 635-19
DSPP SPE 14:15:00 635 LFT MSG FOR CARTER 500-574-1246 APT 4 633-
DSPP SPE TRANSPORTS SINCE 1200 HRS ON 04/27 633-
DSPP SPE 19:35:39 04/20/07 JOHN RACIGNONE'S GF ADV'G HASN'T BEEN 633-
DSPP SPE FEELING WELL - HE WAS ARRESTED EARLIER TODAY (333187) 633-
DSPP SPE AND WHEN CAME HOME STARTED THROWING UP EVERYWHERE. WANTS 633-

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*** COMMENTS ***

DSPR SPE TO KNOW IF WAS 30 OF WATER - ADV HER BOIL ORDER HAS BEEN 633-
LIFTED & EMPLE OF SPD HAVE BEEN DOING WATER W/ NO PROBL.. 633-
DPRR SPE SP DECLINED AMB, W/ TX HIM THEMSELVES IF GETS WORSE.. 633-
DPRR SPE 04/25/07 OFD ASKING WHERE PEOPLE ARE TO RETURN LARGE WATER 620-
DPRR SPE JUGO THAT THEY WERE TOLD TO RETURN... 620-
DORR SPE 12:43:48 LEE JARVIS O/O LIST OF OPEN ESTABLISHMENTS 620-
DORR SPE 12:44:16 IF PEOPLE WANT TO O/O BITLS GO TO HWY 620-
DPRR SPE 23:01:00 04-23-07 FAX FRM ORS W/ADDTL PT NAMES: 19 -
DPRR SPE SHANIA FORGET 07-22-03 8 TEMPLE ST 19 -
DPRR SPE JENNIFER DEERY 10-14-01 2 VISTA LA #1 19 -
DPRR SPE 16:04:00 05-01-07 SEE 333410 POSSIBLY RELATED BUT RASH 19 -19
DPRR SPE DIDNT DEVELOP UNTIL TODAY... 19 -
DPRR SPE 19:36:44 05/01/07 WHERE TO BRING BILLS FOR AMB TX? ADV 620-
DPRR SPE 19:36:55 TOWN HALL OR WATER DPT...DIDNT GET NAME 620-
DPRR SPE 11:49:40 05-02-07 LUCY WHITE, 5 WALL ST #2 39 YO O/O SCR 19 -
DPRR SPE THROAT - BELIEVES IS FRM DRINKING THE WATER LAST WEEK & 19 -
DPRR SPE STATES WAS TOLD TO CALL PD FOR AN AMB..... 19 -
AMB2 SPE 11:50:00 TONED PR 3 19 -
AMB2 SPE 11:51:00 ENRTE 19 -
AMB2 SPE 11:53:00 DN SCENE 19 -
AMB2 SPE 11:57:00 ENRTE ST V 19 -
AMB2 SPE 12:56:01 BK IN TOWN 19 -
DORR SPE 13:19:00 05/02/07 KATHY/MEMA FOR CHIEF 620-
DPRR SPE 15:13:27 05/03/07 JOHN HOWARD FROM WESTON & SAMPSON SVD 633-
DPRR SPE AT STAT REF THE RECORDED MSG THAT WILL BE COMING FRM THE 633-
DPRR SPE WASTE TREATMENT CENTER IN EVENT OF ANOTHER WATER PROBL.. 633-
DPRR SPE 601 ASSISTING JOHN. 633-
DPRR SPE 16:22:26 AUTO RECORDED TEST MSG CAME THRU STATING "BLDG 633-
DPRR SPE FLOOD AT THE WATER DEPT".. JACK MITCHELL ADV W/ CB TO CHK 633-
DPRR SPE IN IF IS SUCCESSFUL.. NEED TO HAVE ALARM PHYSICALLY PULLED 633-
DPRR SPE IN ORDER FOR CALL TO COME IN TO PD 633-

officer's signature

date

06/06/07 10:55
.E.D.

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*** COMMENTS ***

4	SPE	07:13:00	BRUCE FROM WATER DEPT ADV WILL BE FLUSHING UNDER	19	-
4	SPE		WHEN DONE WATER TESTING AT SUSPECTED SITES..	19	-
4	SPE	07:15:20	NOTIF DPMS DONT USE WATER WILL FLUSH NOTICE	19	-19
DSPP	SPE	07:16:00	DPMS NOTIF	19	-
DE	SPE	07:18:00	CD 5/7	19	-
AML	SPE	07:18:00	TX TO MED CITY	19	-
4	SPE	07:20:00	CD 5 ENRTE TO 330936	19	-
4	SPE	07:24:00	CALL & ADV LAKE ST ALSO FOR PRECAUT MEASURE	19	-
DSPP	SPE	07:25:00	NO ONE MAIN# AT LAKE ST SCH MADE DONT W/DASCT	19	-
OND	SPE	07:40:00	WATER-DEPT RECVD CALL FOR 12 HIGH SAME PROBL	19	-
4	SPE	07:42:00	CALL SCH SUPER ADV FOR SAFETY REASONS DONT USE	19	-
4	SPE		WATER ANY OF THE SCHOOLS...	19	-
DSPP	SPE	07:45:20	SEE 330936 ROBYN LASELL 12 HIGH C/O BURNING SKIN	19	-
DSPP	SPE	07:47:00	CALLED HEADSTART ON DRIVE LM	19	-
OND	SPE	07:48:00	MARY ADV ARE CURR FLUSHING HYDRANTS - WILL BE	19	-
OND	SPE		GOING TO DPMS TO TEST WATER THEN TO WIRE VILLAGE SCH...	19	-
DSPP	SPE	07:55:00	PER 4 NOTIF'D CHIEF - HE ADV WAS TOLD YEST BY	19	-
DSPP	SPE		HWY DEPT THEY WERE STARTING ROUTINE HYDRANT FLUSHING YEST	19	-
DSPP	SPE		THAT COULD'VE CAUSED A CHLORINE SURGE THRU SYSTEM.....	19	-
FSUP	SPE	07:57:00	CAR1 ENRTE TOWN RE SITUATION	19	-
DSPP	SPE	07:58:00	NOTIF'S SPE EARLY LEARNING CENTER DONT USE WATR	19	-
4	SPE	08:05:00	OUT AT TOWN HALL TO ADV TOWN ADMINISTRATOR PER SFB3	19	-4
DSPP	SPE	08:09:00	2399 - CALL RE HYDRANT BUSHING - ADV AWARE OF	19	-
DSPP	SPE	08:12:00	CHURCH ST RES ING RE WATER	19	-
FSUP	SPE	08:12:00	CAR 1 NOTIF STA 25 SOUTHER NEED DECONN TRK	19	-
FSUP	SPE		CAR 1 WANTS ANY AVAIL SFD TONED TO STA 11 - SENDING AN SFD	19	-
FSUP	SPE		ENG TO EBFD WHERE DECONN STA WILL BE STAGED....	19	-
SBP	SPE	08:16:00	STRUCK SOP FOR ANY AVAIL	19	-
FSUP	SPE	08:17:00	STA 25 ADV NORTHER TANKER WILL BE ENRTE	19	-
4	SPE	08:19:00	CD 5 TOWN HALL	19	-
FSUP	SPE	08:21:00	PER CAR 1 NOTIF BOH	19	-19
BOH	SPE	08:22:00	NOTIF LAUREN - ADV LEE ON VAC, LEIC BOH COVER	19	-
SBP	SPE	08:26:00	2 FF'S AT PD BRIEFED THEM & ARE ENRTE SFD TO	19	-
SBP	SPE		AWAIT FURTH INTR..	19	-
OPD	SPE	08:29:00	FOR 1 ENRTE TO HIGH ST	19	-
DSPP	SPE	08:30:00	CHARLENE FRM DEPOT VI ADV RES AT APTS 200	19	-19
DSPP	SPE		BLANCHE RICHARD C/O MOUTH BURNING AFTER BRUSHED TEETH &	19	-
DSPP	SPE		209 CAROLINE LAPAN C/O HANDS BURNING AFTER WASHED...	19	-19
AMBS	SPE	08:31:00	CALLED C9 REQ MUT AID - SENDING EASTH	19	-19
DSPP	SPE	08:34:00	MARILYN FENNELL 224 MAIN ADV 31 YO SON	19	-19
DSPP	SPE		SEAN FENNELL SHOWERED & C/O BURNING ALL OVER - TRIED TO	19	-19
DSPP	SPE		RINSE W/BOTTLED WATER NOT HELPINS...	19	-19
AMNB	SPE	08:34:00	C8 SENDING NORTH	19	-19
DSPP	SPE	08:34:00	CIT TO LOBBY RE WATER ISSUE ADV'S	19	-
4	SPE	08:44:00	NEED SRS DIRECTOR NOTIF NEED TO CALL IN ADDTL	19	-
4	SPE		PERSONELL TO STAFF AMB'S	19	-
DSPP	SPE	08:45:00	DONT BELIEVE GARY AROUND	19	-
4	SPE	08:45:00	NOTIF KEITH VENTIMIGLIA TO RESP	19	-
30	SPE	08:45:00	PER 4 32 ASSIGNED TO ASSIST DISPATCH	19	-
30	SPE	08:46:00	CALLED TANTASOUR - KEITH ENRTE TO TOWN	19	-
AMBS	SPE	08:46:00	ENRTE TO 224 MAIN ST FRM 12 HIGH	19	-
AMNB	SPE	08:46:00	DIVERTING TO DEPOT VI TO ASSIST EB	19	-19

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*** COMMENTS ***

0000 SPE 00:47:00 ***** DECLARING MCI NOTIF ***** 19 -19

0000 SPE 00:48:00 WERE TO ARR TO STAGE AT SPD FOR UNABLE TO LOCATE STA BOND 19 -19

0000 SPE 00:48:00 ADV BOND UNID THAT SODIUM HYDROXIDE WAS BELIE 19 -19

0000 SPE INTO SYSTEM IN CONCENTRATED FORM - IS A BUFFER & WAS BOND 19 -19

0000 SPE TO BE PLD INTO SYSTEM BUT DIDNT DISSOLVE PROPERLY 19 -19

0000 SPE TREATMENT IS TO FLUSH SKIN & AFFECTED AREA PER AT LOT 20 M 19 -19

0000 SPE 00:48:00 OUT AT 204 MAIN ST 19 -19

0000 SPE 00:50:00 PAGES CHIEF TO ADV MCI DECLARED 19 -19

0000 SPE 00:50:00 PATTI LEE/LAND FRM SPE EARLY LEAVING RE WATER - 19 -19

0000 SPE ISSUE, MAY NEED TO CLOS, HV TO NOTIF OFFICE FOR CHILDREN - 19 -19

0000 SPE ADV SHOULD BE TEMP ISSUE, SHOULD BE ABLE TO GET BY 19 -19

0000 SPE W/BOTTLED WATER FOR NOW... 19 -19

0000 SPE 00:51:00 SCOTT FRM FOX NEWS RE INCIDENT 19 -19

0000 SPE 00:52:00 CALL BOH DR SEE IF SHOULD BE CONCERN W/DUNK 19 -19

0000 SPE DONUTS... 19 -19

0000 SPE 00:53:00 CALLED BOH - LAUREN WILL CONT LEIC BOH & DR 19 -19

0000 SPE 00:54:00 AMR RECD ADDR FOR SPD 19 -19

0000 SPE 00:54:00 MEDIC 7 VENTIMISLIA IN TOWN 19 -19

0000 SPE 00:58:00 WILL BE CLR IN FEW PT REF LAPAN LEFT PRIOR TO ARR 19 -19

0000 SPE 00:59:00 CLR/RET PT TREATED ON SCENE - 19 -19

0000 SPE 00:59:00 QUEST RE WATER CALL 19 -19

0000 SPE 00:59:00 OMED ADV SENDS 1 TR FRM PATRIOT, 1 PATHWAYS 19 -19

0000 SPE 2 AMR, 2 EASECARE, 1 WEMS - CITY GETTING THIN 19 -19

0000 SPE ALSO MED 7 DEDICATED TO MCI - ONLY 1 PERSON TALKS & IS FOR 19 -19

0000 SPE TRANSPORT ONLY... ED MONSARA IS ENRTE SPD TO OVERSEE OPER 19 -19

0000 SPE 00:59:00 RES CALLING RE WATER ADV DONT USE 19 -19

0000 SPE 00:59:00 CLR - PT TREATED ON SCENE 19 -19

0000 SPE 00:59:00 ENRTE TO SPD 19 -19

0000 SPE 00:59:00 BOH TO NOTIF ALL FOOD EST IN TOWN - SO FAR 19 -19

0000 SPE BOTH DUNK DONUTS CLOSING, KENWOOD DINER CLOSING, MCD'S 19 -19

0000 SPE STAYING OPEN BUT NOT USING WATER... 19 -19

0000 SPE 00:59:00 HWY FAXED ANNOUNCEMENT ALL SPE REQ DONT USE WATER 19 -19

0000 SPE DISPATCHED ON AIR 19 -19

0000 SPE 00:59:00 TONING ANY AVAIL EMTE TO STATION 19 -19

0000 SPE 00:59:00 RED W/QUEST RE WATER INC 19 -19

0000 SPE 00:59:00 CHIEF CALING FOR UPDATE 19 -19

0000 SPE 00:59:00 CUSAN CH 5 791-433-4510 19 -19

0000 SPE 00:59:00 PAT DALY SPE SAVING RE WATER 19 -19

0000 SPE 00:59:00 PRISCILLA, CENTRAL MASS ORTHO RE WATER 19 -19

0000 SPE 00:59:00 MEGAN LEO RE WATER 19 -19

0000 SPE 00:59:00 BRENDA BERTHIAUME RE WATER ISSUE 19 -19

0000 SPE 00:59:00 SHALINA CANTOS RE WATER PROBL 19 -19

0000 SPE 00:59:00 ANDREA BURKE - WATER 19 -19

0000 SPE 00:59:00 SPD TONED BOH 19 -19

0000 SPE 00:59:00 CHRITSINE - SPE DENTAL RE WATER 19 -19

0000 SPE 00:59:00 CD 1 ENRTE STA 19 -19

0000 SPE 00:59:00 AMR ON ARR 19 -19

0000 SPE 00:59:00 JEFF DYER RE WATER 19 -19

0000 SPE 00:59:00 MRS BARIBEAU GRANT ST RE WATER 19 -19

0000 SPE 00:59:00 RETONING AVAIL EMTE 19 -19

0000 SPE 00:59:00 CD MOBILE ON THE AIR 19 -19

0000 SPE 00:59:00 RE-ANNOUNCED STMT BOH BNC 19 -19

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*** COMMENTS ***

AMB	SPE	09:41:00	BROOKT AND STANDING BY HOME OLD LEVEL	19	-19
DSPF	SPE	09:41:00	STA 11 TONING A. ST. ST. ST. ST.	19	-19
DSPF	SPE	09:41:00	DSPF JAMESER WIND - ADV - ADV TO ST.	19	-19
DSPF	SPE	09:41:00	LISA STRELL RE WATER - ADV - ADV TO ST.	19	-19
DSPF	SPE		WILL CALL DR...	19	-19
DSPF	SPE	09:44:00	MATT FIELD RE WATER	19	-19
DSPF	SPE	09:44:00	JASON ON 4	19	-19
DSPF	SPE	09:46:00	64 CHERRY ST DONNAMARIE RESIDE SMK BURNING	19	-19
AMB	SPE	09:46:00	SB ENRTE	19	-19
DSPF	SPE	09:46:00	2204 COLLEEN GINSBERG WOULD WATER PPOOL BAKIE	19	-19
DSPF	SPE		HER HOUSE ON SHERWOOD TO SMELL LIKE ROTTEN EGGS & GIVE HER	19	-19
DSPF	SPE		HEADACHE - IS ALV AT WORK - ADV HER WIFE AREA ADV ST. TOWN	19	-19
DSPF	SPE		WATER WOULDNT BE AFFECTED....	19	-19
DSPF	SPE	09:49:00	SUCAN KWIRTEUDKI RE WATER	19	-19
DSPF	SPE	09:49:00	MARIE - OVS RE WATER	19	-19
DSPF	SPE	09:49:00	MICHELLE, UMROS FACILITY PROPERTIES RE WATER	19	-19
28	SPE	09:49:00	ENRTE 64 CHERRY ST	19	-19
AMB	SPE	09:52:00	12A1 ON SCENE	19	-19
DSPF	SPE	09:52:00	NANCY WOODS GROVE ST RE WATER	19	-19
28	SPE	09:54:00	CD 4	19	-19
28	SPE	09:55:00	WHAT APT# - ADV CALL FRM STA 11 DIDNT GET APT	19	-19
DSPF	SPE	09:55:50	MARGARET GIAMETTE RE WATER	19	-19
DSPF	SPE	09:55:00	CH 4 PHOTOGRAPHER TERRY ENRTE	19	-19
DSPF	SPE	09:57:00	TOWN ADMN AT PD	19	-19
DSPF	SPE	09:57:00	CHARLEN FRM SPE HOUSING ADV JESSICA DIXON IS	19	-19
DSPF	SPE		AT 6 SAMPSON ST O/O MOUTH BURNING 10-01-00	19	-19
27	SPE	09:58:00	ENRTE 6 SAMPSON	19	-19
DSPF	SPE	09:58:00	JIM MANZELLO RE WATER	19	-19
GRS	SPE	09:59:00	AMR ENRTE SAMPSON	19	-19
28	SPE	10:00:00	28 CD 4 64 CHERRY ST	19	-19
27	SPE	10:00:00	CD 4 SAMPSON	19	-19
DSPF	SPE	10:00:00	DR GOGUEN OFFICE 124 W MAIN ST ADV ANIERA BURKE	19	-19
DSPF	SPE		6 WALNUT ST IS AT OFFICE O/O HEAD BURNING & MORGAN LACAIRE	19	-19
DSPF	SPE		47 HIGH ST ALSO O/O FACE BURNING. 10-14-02 / 10-04-02	19	-19
DSPF	SPE	10:02:00	28 ENRTE DR GOGUENS OFFICE	19	-19
DSPF	SPE	10:02:00	JAMES DEE AT GUAR GLASS 60 MAIN O/O SYMPTOM	19	-19
DSPF	SPE	10:02:00	DIANE MITCHELL 5 HASTINGS RD RE WATER	19	-19
GRS	SPE	10:02:00	AMR 101 & NB TO DR GOGUENS	19	-19
DSPF	SPE	10:05:00	WATER QUEST	19	-19
DSPF	SPE	10:05:00	WATER QUEST	19	-19
28	SPE	10:05:00	CD 4 DR GOGUENS	19	-19
DSPF	SPE	10:05:00	WATER QUEST	19	-19
DSPF	SPE	10:05:00	ROSALYN WELLS WATER QUEST	19	-19
30	SPE	10:06:00	CALLED SPE FAMILY DENTAL RE WATER ISSUE	19	-19
DSPF	SPE	10:06:00	BETH JAMES - HEADSTART ANY UPDATE ON WATER SIT	19	-19
AMNB	SPE	10:07:00	12A1 ARR DR GOGUENS	19	-19
DSPF	SPE	10:07:00	DARCY SIMONS RE WATER	19	-19
GRS	SPE	10:07:00	EASECARE RESP TO 60 MAIN ST	19	-19
DSPF	SPE	10:07:30	RON BENOIT RE WATER	19	-19
DSPF	SPE	10:09:00	WATER QUEST	19	-19
30	SPE	10:09:00	NOTIF DR GRACE DENTAL OFFICE 239 MAIN ST RE WATER	19	-19
30	SPE		DR GRACE IS CLOSING OFFICE	19	-19

24/06/07 10:55

SPENCER POLICE DEPARTMENT
INCIDENT REPORT

PAGE: 6
17704 -19

shift: A

date: 24/06/07 WEDNESDAY

orig/1st

*** COMMENTS ***

07	SPE	10:00:00	00 4 QUAR BLADE	19	-19
00PP	SPE	10:10:00	WATER QUEST	19	-19
00	SPE	10:10:00	NOTIF OF STARBUCK ETC MAIN OT RE WATER	19	-19
00	SPE		CENTRAL HUBS ONHD STAYING OPEN	19	-19
00PP	SPE	10:10:00	PER 4 TOWN HALL TO NOTIF ALL BUON TX TOWN	19	-19
00PP	SPE		BUSH FALLS SHOULD BE GOING TO TOWN HALL...	19	-19
00PP	SPE	10:10:00	WATER QUEST	19	-19
00PP	SPE	10:11:00	SPE VET RE WATER	19	-19
00PP	SPE	10:11:00	WATER CALL	19	-19
00	SPE	10:11:00	00 5 AMP TXING 2 PTC TO DECONN	19	-19
00PP	SPE	10:12:00	WATER QUEST	19	-19
07	SPE	10:13:00	00 5 SAMPSON AMR TX TO DECONN	19	-19
00PP	SPE	10:13:00	KATHY 70 MAPLE WATER QUEST	19	-19
00PP	SPE	10:13:00	WATER QUEST	19	-19
00PP	SPE	10:14:00	WATER QUEST	19	-19
00PP	SPE	10:15:00	STACY FAIR WATER QUEST	19	-19
00	SPE	10:15:00	ATC DR OSTROMECKY 40 PLEAS ST BUOY - CALLED AGN 8	19	-19
00	SPE		HE ADV IS CLOSING HIS OFFICE...	19	-19
00PP	SPE	10:15:00	WATER QUEST	19	-19
MSP	SPE	10:16:00	MSP LOOKING FOR INFO	19	-19
00	SPE	10:17:00	ATC LINCOLN HILL MANOR, NOT ANS PHONE....	19	-19
00PP	SPE	10:17:00	RED CALLING RE WATER SHUT OFF?	19	-19
00PP	SPE	10:17:00	WATER QUEST	19	-19
00PP	SPE	10:18:00	WATER QUEST - IRATE FEM ADV SCHOOLS CANT HOLD KIDS	19	-19
00PP	SPE		IF HV NO WATER.....	19	-19
00PP	SPE	10:21:00	ARE THEY GIVING OUT BOTTLED WATER - ADV NEG -	19	-19
00PP	SPE		IS A TEMP PROBL - GO PU CPL BOTTLES AT MKT IF WANT	19	-19
00PP	SPE	10:19:00	LINDOLN HILL RE WATER ISSUE	19	-19
00PP	SPE	10:21:00	WATER QUEST	19	-19
00PP	SPE	10:22:00	WATER QUEST	19	-19
00PP	SPE	10:22:00	CHRISTINA CMED - ADV MEDIC V IF NEED TO CALL	19	-19
00PP	SPE		DR REGIUDITA 500-769-0000	19	-19
00PP	SPE	10:22:00	MARY AT HWY FOR SGT AGNEW	19	-19
00PP	SPE	10:23:00	KAREN WIZ	19	-19
00PP	SPE	10:23:00	WATER QUEST	19	-19
00PP	SPE	10:24:00	CLR 338240 ENRTE STAGING AREA	19	-19
MSP	SPE	10:25:00	FUSION TEAM 978-451-3700 TPR WILLIAMS CAR 1 CAL	19	-19
00PP	SPE	10:27:00	STEVE GARDY WATER QUEST	19	-19
00PP	SPE	10:27:00	PATRICK MONAHAN WATER QUEST	19	-19
00PP	SPE	10:28:00	77 MAPLE OT REAR 2 ADULTS STINGING LINE	19	-19
00PP	SPE		CATHY GAGNON 12-3-59 / DANIEL BELL 02-16-56	19	-
00PP	SPE	10:29:00	WATER QUEST	19	-19
00PP	SPE	10:30:00	WATER QUEST	19	-19
00	SPE	10:31:00	00 11 RELIQUID FOR PERSONNEL	19	-19
00PP	SPE	10:33:00	BRANDI WATER QUEST	19	-19
00	SPE	10:33:00	00SECARE ENRTE TO 77 MAPLE OT	19	-19
00	SPE	10:35:00	00 ENRTE KENS CITCO	19	-19
00PP	SPE	10:39:00	00 1201 70 KENS CITCO ER PT WAS AFFECTED IN 00	19	-19
00PP	SPE	10:39:00	WATER QUEST	19	-19
00PP	SPE	10:39:00	WATER QUEST	19	-19
00PP	SPE	10:39:00	0399 WATER QUEST	19	-19
00PP	SPE	10:40:00	WATER QUEST	19	-19

06/06/87 18:55
-5.5%

SPENCER POLICE DEPARTMENT
INCIDENT REPORT

PAGE: 8
TOTAL: 10

Unit # 2

Date: 04.05.87 WEDNESDAY

Officer

OFFICER COMMENTS ***

SPC	SPE	90 DEVS FOR WY...	19	19
DOPP	SPE	11:00:00 22 CD 4 PARENT	19	-19
AMR	SPE	11:01:00 AMR 101 TONING AT 3 MEB CITY	19	-19
AMR	SPE	11:01:00 AMR DR IN SERVICE FOR DILL PT MCI	19	-19
DOPP	SPE	11:01:00 GUEST RE WATER IN CD - ADV CD NOT AFFECTED	19	-19
DOPP	SPE	11:02:00 BAR 1 ADV ALL DILL ARE CALLED AND TO BEPT TO EVAL	19	-19
TOUP	SPE	CALL STR 11 FOR AMB'S - CLEAN AND TO BE SENT TO ALL	19	-19
TOUP	SPE	UNRELATED AND CALLO - ALSO IS AVAIL - ADV RPTS OF INCONVEN	19	-19
TOUP	SPE	ARE TO BE TX'D TO HOSP & WILL TX W/WATER ON BOARD....	19	-19
DOPP	SPE	11:05:00 NB 1201 TX TO MED CITY FRM 1 1/2E MAIN ST	19	-19
DOPP	SPE	BY FRM 332936....	19	-19
DOPP	SPE	11:05:00 2399 WATER QUEST	19	-19
DOPP	SPE	11:08:00 16 SPD GIVING OUT BOTTLED WATER - ADV NOT THAT	19	-19
DOPP	SPE	KNOW BT...	19	-19
DOPP	SPE	11:30:00 OKED W/SPD ADV ARE GIVING OUT WATER - ADV WOULD	19	-19
DOPP	SPE	HAVE BEEN A GOOD THING TO ADV PD DISAPPOINTED...	19	-19
DOPP	SPE	11:40:00 WATER CALL	19	-19
DOPP	SPE	11:40:00 WATER CALL	19	-19
DOPP	SPE	11:44:00 WATER QUEST	19	-19
SPC	SPE	11:45:00 EAGECARE CT TO 238 MAIN ST 25 YOM	19	-19
27	SPE	11:45:00 ENRTE 238 MAIN MICHAEL SWEENEY JR 04-05-80	19	-19
DOPP	SPE	11:46:00 WDRD FIRE DEPT CALLING RE MCI - WERE TOLD HAVE	19	-19
DOPP	SPE	100 PTS COMING INTO STV'S - ADV NEG...	19	-19
DOPP	SPE	11:46:00 2399 WATER QUEST	19	-19
27	SPE	11:48:00 CD 4 238 MAIN	19	-19
23	SPE	11:48:00 CHIEF FOR UPDATE - WANTS 24 CALLED IN EARLY	19	-19
23	SPE	601 TO HOLD OVER ALONG W/ANY PATROLS THAT 4 NEEDS....	19	-19
4	SPE	11:51:00 UPDATE MARGARET PADDON ST WY PERIODICALLY RE	19	-19
4	SPE	AMB TX TO HOSP....	19	-19
27	SPE	11:52:00 NEED 2ND AMB FOR 8 CHILD BECOM TX 238 MAIN	19	-19
27	SPE	KELLY BERGERON 10-22-81 OLIVER BERGERON 02-06-80	19	-
SPD	SPE	11:51:00 STA 11 TONING ADITL MANPOWER - UPDATED FROM	19	-19
SPD	SPE	MCI TO DISASTER....	19	-
DOPP	SPE	11:52:00 AMR 146 ENRTE 238 MAIN	19	-
DOPP	SPE	11:52:00 DIANE MITCHELL DUNK DON CAN USE WATER YET-NO	19	-
DOPP	SPE	11:53:00 WATER QUEST	19	-
DOPP	SPE	11:53:00 WATER QUEST	19	-
DOPP	SPE	11:56:00 SOUTH ST RES QUEST RE WATER ISSUE	19	-
DOPP	SPE	11:57:00 BILL MILEWSKI SPE PRICE CHOPPER - ANYTHING ONLY	19	-
DOPP	SPE	CAN DO TO HELP...	19	-
4	SPE	12:00:00 AT 1400 ADDTL BOTTLED WATER ARR AT TOWN HALL	19	-
4	SPE	ASSIGN 30 TO ASSIST W. TRAFFIC..	19	-
SPC	SPE	12:00:00 EAGECARE 47 ENRTE 10 ST V'S	19	-
DOPP	SPE	12:00:00 CHRISTINE SPE DENTAL STILL RE USE WATER	19	-
30	SPE	12:01:00 CALLED IN 24	19	-
DOPP	SPE	12:03:00 WATER QUEST	19	-
DOPP	SPE	12:04:00 WATER QUEST	19	-
27	SPE	12:03:00 27 CLR 238 MAIN 2ND AMB TX TO DECONN	19	-
DOPP	SPE	12:04:00 LINDA FAUCHER INQ RE WATER SITUATION	19	-
DOPP	SPE	12:06:00 IRATE TEMPLE ST RES RE WATER ISSUE & WHY WERENT	19	-
DOPP	SPE	RESIDENTS NOTIF - ADV ALL RADIO & TV STATIONS WERE NOTIF'D	19	-
DOPP	SPE	AND ARE BROADCASTING - IS IMPOSSIBLE TO CALL EACH	19	-19

06/06/07 10:55
V.54

SPENCER POLICE DEPARTMENT
INCIDENT REPORT

PAGE: 9
TTY04 -19

01511 A

06/06/07 WEDNESDAY

085/1st

* 104MENTS * * *

00PP	SPE	INDIVIDUAL RESIDENCE - HWY & WATER DEPT STARTING W/FLYERS	19	-19
00PP	SPE	12:02:00 011 1 MAPLE ST BT ROSE BOJILLIE 31 YOF AGE PM	19	-19
00PP	SPE	12:02:00 BRIDGE CRTS 15 MAPLE	19	-
00PP	SPE	12:02:00 211 15 MAPLE	19	-
00PP	SPE	12:02:00 WITH AVYETTE COLLINS FRM 638 PARK AV WORO C/O	19	-
00PP	SPE	0800 101 TO CALL 911 & ADV WAS IN ONE EARLIER HOLD TX TO	19	-
00PP	SPE	07 Y/O...	19	-
00PP	SPE	12:10:00 001 100 BOARDS FRM MA HWY & WORO DPW FOR HWYS	19	-
00PP	SPE	12:10:00 03 & MAPLE	19	-
00PP	SPE	12:10:00 BRADY ADV THEIR DECENN UNIT HAD BEEN SET UP	19	-
00PP	SPE	12:10:00 WATER QUEST	19	-
00PP	SPE	12:11:00 ARE THE SCHOOLS CLOSING?	19	-
00PP	SPE	12:12:00 CHELSEY RUDIK 44 YO 66 CHERRY ST 2ND FLR INQ WHAT	19	-19
00PP	SPE	0800 001 101 & 17 YO SON BOTH HAVE RASHES....	19	-19
00PP	SPE	12:14:00 AMR 04 TO 66 CHERRY	19	-
00PP	SPE	12:14:00 03 1 MAPLE BRADY TO DECENN	19	-
00PP	SPE	12:16:00 QUEST RE WATER	19	-
00PP	SPE	12:16:00 WATER QUEST	19	-
00PP	SPE	12:16:00 03 & 66 CHERRY ST	19	-
00PP	SPE	12:16:00 QUEST RE WATER	19	-
00PP	SPE	12:17:00 JESSICA - BOSTON HERALD 617-619-6655	19	-
00PP	SPE	12:17:00 QUEST RE WATER	19	-
00PP	SPE	12:19:00 JENNIFER WYBLICKI FBI 978-562-1904 - 4 TOOK CAL	19	-
00PP	SPE	12:19:00 0000 WATER QUEST	19	-
00PP	SPE	12:20:00 011 ONE FRAMEWORKS QUEST RE WATER	19	-
00PP	SPE	12:23:00 WATER QUEST	19	-
00PP	SPE	12:24:00 27 00 5 66 CHERRY AMR 04 TO DECENN	19	-
00PP	SPE	12:26:00 WATER QUEST	19	-
00PP	SPE	12:28:00 PHIL LANDING FLEXCON RE WATER	19	-
00PP	SPE	12:29:00 FRANCES MIDAULT OLD MEAD RD RE WATER ISSUE	19	-
00PP	SPE	12:37:00 BILL MILEWSKI RE TIME LINE ON WATER - DONT KNOW	19	-
00PP	SPE	12:37:00 WATER QUEST	19	-
00PP	SPE	12:39:00 ROSEANNE FRM SOME NEWS STA IN NY 212-790-4711	19	-
00PP	SPE	12:40:00 BARBARA MOLIN LINCOLN ST RE WATER	19	-
00PP	SPE	12:41:00 QUEST RE WATER	19	-
00PP	SPE	12:44:00 RE DOCTOR 617-353-0300	19	-
00PP	SPE	12:46:00 WATER QUEST	19	-
00PP	SPE	12:46:00 04 YOF AMR 140 FRM SFD TO DECENN	19	-
00PP	SPE	12:52:00 EMPL FRM STV'S - WHAT'S UP - GOING INTO WORK	19	-
00PP	SPE	12:53:00 MONDO - 75 & 101	19	-
00PP	SPE	12:54:00 WATER QUEST	19	-
00PP	SPE	12:56:00 LISA NELSON MONDO 201-503-5022	19	-
00PP	SPE	12:57:00 AMR 101 & EASECARE TX FRM SFD TO DECENN	19	-
00PP	SPE	12:58:00 011 00 PLEASANT ST 13 WATER C	19	-
00PP	SPE	12:59:00 WATER QUEST - WERE CONCOLO NOTIF?	19	-
00PP	SPE	12:59:00 IF BOIL THE WATER CAN USE - ADV NED DONT USE	19	-
00PP	SPE	AT ALL - ADV IF BOIL BOTTLED WATER CAN WASH BABY BOTTLES IN	19	-
00PP	SPE	THAT - ADV OFFICE & USE BOTTLED WATER TO MAKE FORMULA....	19	-
00PP	SPE	13:00:00 WATER QUEST	19	-
00PP	SPE	13:01:00 DAVE MERC WIRD WATER QUEST	19	-
00PP	SPE	13:02:00 CRTS TO DEPLOY TRAFFIC BOARDS AT TOWN LINES	19	-
00PP	SPE	13:02:00 NATL PUBLIC RADIC 617-527-7768	19	-

06/06/97 10:55

SPENCER POLICE DEPARTMENT
INCIDENT REPORT

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UNIT: A

Date: 06/06/97 WEDNESDAY

Off/1st

*** COMMENTS ***

00PP	SPC	13:02:00	WATER QUEST	19	-
00PP	SPC	13:02:00	WATER QUEST	19	-
00PP	SPC	13:02:00	WATER QUEST	19	-
00PP	SPC	13:04:00	HEARD ON NEWS WAD WATER BUILT TO IN TOWN	19	-
00PP	SPC	13:05:00	SHARON TRI VALLI - BARNABO 1011000 RE D WRO	19	-
00PP	SPC	13:07:00	1ST CLR REAR DRAWN WATER CUE BEE 71 YD...	19	-19
07	SPC	13:08:00	AMR 64 TX 04 YDS FROM SFD TO DUCEN	19	-
07	SPC	13:07:00	ENRTE SE BARNABO	19	-
00S	SPC	13:07:00	ND 1001 ENRTE SE BARNABO	19	-
00PP	SPC	13:07:00	WATER QUEST	19	-
00PP	SPC	13:07:00	WATER QUEST	19	-
07	SPC	13:09:00	CD 4 SE CHURCH ST	19	-
00PP	SPC	13:10:00	EMER REC'D CALL FOR AMR 009 PODJAY RD RELATED	19	-
00PP	SPC	13:10:00	CD 1 BATH MY LADY - AMY ALLEN	19	-
07	SPC	13:11:00	NO RESPONSE & DOOR LOCKED	19	-
07	SPC	13:14:00	WINDOWS LOCKED ALSO	19	-
07	SPC	13:16:00	CD 5 NO RESPONSE, NO VEH IN DWY EITHER	19	-
00PP	SPC	13:17:00	MARY LAJOIE RE WATER	19	-
07	SPC	13:18:00	OKED W/NEIGH CLR VEH TO GONE	19	-
00PP	SPC	13:19:00	GUE COLLETTE RE WATER	19	-
00PP	SPC	13:19:00	STA 11 REC CALL 14 1/2 WHITTEMORE COVE - SYMPT	19	-
00PP	SPC	13:20:00	WATER CALL	19	-
07	SPC	13:21:00	ENRTE WHITTEMORE COVE	19	-
00S	SPC	13:21:00	BASECARE 47 ENRTE WHITTEMORE	19	-
00PP	SPC	13:21:00	SALESMAN FRM TRAFFIC SYSTEMS AT PD WANTS TO	19	-
00PP	SPC		SELL PD 2 TRAFFIC SIGNS...	19	-
24	SPC	13:21:00	LAST SIGN BEING ACTIVATED NOW	19	-
00PP	SPC	13:25:00	IS UMASS AKHEGRT AFFECTED DUGH CODES THERE	19	-
00PP	SPC	13:25:00	WATER QUEST	19	-
00PP	SPC	13:26:00	MEMORIAL COMMAND CENTER FOR INFO	19	-
00PP	SPC	13:27:00	TODD SHAPIRO WATER QUEST	19	-
07	SPC	13:28:00	CD 4 WHITTEMORE	19	-
00L	SPC	13:28:00	LEIC & AMR 101 TO WIRE VI SCH - 4 PTO	19	-
06	SPC	13:29:00	ENRTE WIRE VI	19	-
07	SPC	13:31:00	CLR WHITTEMORE BASECARE TX TO DUCEN	19	-19
07	SPC		LAURA CHUMK 04 01-01	19	-
00ND	SPC	13:32:00	ND 1001 TX TO DUCEN FROM SFD	19	-
00PP	SPC	13:32:00	WATER QUEST	19	-
24	SPC	13:32:00	CLR SIGNAGE	19	-
26	SPC	13:32:00	MAYBE CAN USE NEON SIGNS AT FLEXCON & HERO WIRE	19	-
26	SPC		TO ALERT RESIDENTS...	19	-
4	SPC	13:33:00	SHOULD BE ALLEST WYRSPIC BOARD	19	-
24	SPC	13:33:00	NOTIF BUY SUPER & TOWN ADMN MOI BRIEFING IN	19	-
24	SPC		20 MIN AT OLD COMMAND CENTER....	19	-
00PP	SPC	13:34:00	WATER QUEST	19	-
26	SPC	13:37:00	CD 4 WIRE VI	19	-
00ND	SPC	13:42:00	MARY FRM HWY ADV SFD GOING DOOR TO DOOR IN	19	-
00ND	SPC		HYDRANT DISTRICT - SCH 1000 HAVENY BEEN NOTIF YET	19	-
24	SPC	13:43:00	WANT COPY OF PLYER BEING DISTRI	19	-
00PP	SPC	13:45:00	WATER QUEST	19	-19
00PP	SPC	13:45:00	BASECARE 52 TX TO DUCEN FRM SFD	19	-19
00S	SPC	13:45:00	BRIC FRM WATER DEPT ADV THE SODIUM HYDROXIDE	19	-

shift: A

date: 06/25/97 WEDNESDAY

org/1st

*** COMMENTS ***

002 SPC WAS CALLED UP TO E WATER GIMEXINE GIMEXITE - WAS CALLED UPON 19 -

002 SPC INTO THE WATER SYSTEM APPROX 0600 A.M. YORN... 19 -

002 SPC 11:00:00 WILL NEED ADULT TO OPERATE TO GO TO TOWN 19 -

002 SPC 11:01:00 - WILL STAY AT 002 - 002 PERSONNEL MOVING THEIR 19 -

002 SPC 70'0 ONTO W LOWN... 19 -

000P SPC 13:50:00 SUSAN PROVOST WATER GUEST 19 -

000P SPC 13:50:00 LINDA BYRNE WATER GUEST 19 -

000P SPC 13:50:00 BOSTON HERALD RPTR IN LOBBY FOR SGT ADNEK 19 -

000P SPC 13:50:00 MIDDLE VALENTINE FRM RED CROSS DO WE NEED ANY 19 -

000P SPC ASSIST W/WATER - ADV SHOULD BE ALLSET BY NOW... 19 -

00 SPC 13:57:00 NR AMR 8 AMR 145 TX TO DECONN 19 -19

000P SPC 13:59:00 BILL MILENSKI PRICE CHOP ANY TIME LIMIT YET 19 -

00 SPC 14:00:00 ENRTE TOWN HALL FOR TRAFFIC 19 -

00 SPC 14:00:00 ENRTE TOWN HALL 19 -

000P SPC 14:00:00 WATER GUEST 19 -

00 SPC 14:00:00 ANY WATER LEFT AT 002 - JAMMED HERE 19 -

00 SPC 14:00:00 CD 4 BBDO 19 -

000P SPC 14:00:00 WATER GUEST 19 -

000P SPC 14:00:00 MICHELLE SHAULT ON LLOYD DYER ST THROAT & 19 -

000P SPC TONGUE FEEL LIKE SANDPAPER... 19 -

00 SPC 14:00:00 CD 5 WIRE VILL - WERE 13 PTS SEEN 19 -19

000P SPC 14:07:00 WATER GUEST 19 -

000 SPC 14:08:00 CASECARE ENRTE LLOYD DYER 19 -

00 SPC 14:08:00 OKING IN W/CHARLENE AT SPC HOUSING 19 -

000P SPC 14:08:00 OFR 11 ADV AMR ENRTE DRUG FOR 2 PTS 19 -

00 SPC 14:09:00 ENRTE DRUG 19 -

00 SPC 14:09:20 ADV WHEN ENTERED WIRE VI SCH LOBBY WAS STRONG 19 -19

00 SPC 002 OF CHLORINE IN THE SCHOOL...PTS LIST: 19 -19

00 SPC SHANE PELONAT 12-18-93 / BRITTANY AYOTTE 12-20-93 19 -

00 SPC TAYLOR KIEFER 09-10-95 / SAMANTHA WEBSTER 03-25-90 19 -

00 SPC CHRISTINE CUTTING 02-13-90 (TOHR) / RAY NEELAND 01-11-95 19 -19

00 SPC CHRISTINE REEVE 10-23-68 (TOHR) / EMILY LAFLECHE 7/10/54 19 -

00 SPC PRICE MARYANEK 20-30-95 / OLIVIA SULLIVAN 04-05-94 19 -

00 SPC LORY PROVENDHER 12/9/80 (TOHR) / CLAIRE HARDING 21-05-53 19 -

00 SPC ALEXANDER BELLO 03-14-95 19 -

000P SPC 14:10:00 WATER GUEST 19 -

000P SPC 14:10:00 WATER GUEST 19 -

00 SPC 14:10:00 CD 4 DRUG 19 -

000P SPC 14:13:00 MICHAEL DIMAURO 51 YOM 126 MECHANIC ST HAS A 19 -

000P SPC BRK THROAT SINCE APRR 0630... 19 -19

000 SPC 14:14:10 AMR 146 ENRTE MECHANIC 19 -

00 SPC 14:17:00 AMR 84 TX 2 TO DECONN 19 -

00 SPC 14:18:00 CLR SPC ARIANNA MCCARTHY 7/20/90 19 -19

00 SPC 20 POLY I BILT 02-14-92 19 -

000P SPC 14:21:00 OFR ZECOS LPD CALL IF NEED ANY ASSIST 19 -

000P SPC 14:22:00 DEVOTAL MURPHY AT WORK IN SEALAND SKIN TINGLY & 19 -19

000P SPC NOT FEELING WELL, SHOWERED THIS AM - ADV GO TO NEAREST HOSP 19 -

000P SPC OR WERE XCD CITY FOR TREATMENT... 19 -

000P SPC 14:23:00 IS NATL GUARD EVACUATING SPC - HEARD ON NEWS 19 -

000P SPC MAY WERE - ADV NED - MAY BE ASSISTING W/WATER DISTRIBUTION 19 -

0 SPC 14:25:00 SPC W/CHG CAPT KEENEY REQ 5-6 TRPS TO DECONN 19 -

0 SPC BIVE REQ OF INC COMMAND TO ASSIST W. TRAFFIC IN EB... 19 -

10/06/07

DATE: 10/06/07

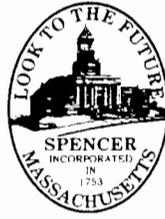
Page 1st

ALL INCIDENTS

017	SPE	15:02:00	VAN WHITE POSTED CARE AGENCY IN WORD REQ'D CALL	19	-19
017	SPE	15:02:00	VAN WHITE OR RANGE BY ONE 11 11 11 11 11 11 11 11 11 11	19	-19
017	SPE	15:02:00	HEALTH ISSUES, LUPUS ETC - ADV RE BY RANGE 8 10 11 11 11 11	19	-19
017	SPE	15:02:00	ADV BY RANGE 8 10 11 11 11 11 11 11 11 11	19	-19
0077	SPE	15:00:00	50 MECHANIC BY END FLR NO RESIDENTS NEED WATER	19	-19
017	SPE	15:00:00	170 11 11 11 11 11 11 11 11 11	19	-19
017	SPE	15:07:00	00 4 27 GROVE ST	19	-19
0077	SPE	15:00:00	41 MECHANIC BY NO QUEST RE WATER	19	-19
0077	SPE	15:00:00	44 LLOYD DYER 20 YOM & 19 YOM ANDREW PELLETIER	19	-19
0077	SPE	15:00:00	CHARLES BERRING 010 MAU & VOMITING AFTER DRINKING WATER...	19	-19
05	SPE	15:00:00	HAVE 30 BRING SPD YELLOW CONES TO HWY DEPT	19	-19
05	SPE	15:00:00	ALSO HAVE 30 CHERRIF ENRTE TO DOWN MOBILE COMMAND NOT	19	-19
05	SPE	15:00:00	SETTING UP AT HWY NOW...	19	-19
000	SPE	15:11:00	ARR 24 ENRTE 40 LLOYD DYER	19	-19
709	SPE	15:11:00	RETURNED COMA MEMBERS TO SPE	19	-19
0077	SPE	15:10:00	LARRIE FRM LFD ADV ANYONE TAK SPD AND WANTS TO	19	-19
0077	SPE	15:10:00	SHOWER CAN COME TO LFD HAVE M&F LOCKER ROOMS..	19	-19
07	SPE	15:10:00	CLR 07 GROVE ARR TX TO DECONN	19	-19
0077	SPE	15:17:00	LINDA CNN 404-927-8363	19	-19
0077	SPE	15:20:00	WATER QUEST	19	-19
0077	SPE	15:21:00	SALV ARMY INQ IF STATE OF EMERG DECLARED	19	-19
0077	SPE	15:24:00	WATER QUEST	19	-19
0077	SPE	15:24:00	WATER QUEST	19	-19
000	SPE	15:25:00	ARR 146 TXING PT 00A RT 20 12 DECONN ADDITIONAL	19	-19
0077	SPE	15:27:00	WATER QUEST	19	-19
0077	SPE	15:28:00	WATER QUEST	19	-19
0077	SPE	15:31:00	JOE FONTAINE FRM LFD FOR AN SPD WOULD NOT ADV	19	-19
0077	SPE	15:31:00	DISP WHY...	19	-19
0077	SPE	15:31:00	000 TOOK CALL OFFERING LOCKER RMS ARR	19	-19
00	SPE	15:35:00	CHERRIF DEPT ARR HWY	19	-19
0077	SPE	15:37:00	08 INQ WHICH ADDR'S IN EB AFFECTED - SETTING	19	-19
0077	SPE	15:37:00	CALLS - ADV ONLY ADDR ARE EB ELEM, CUMM FARMS & BRILL	19	-19
0077	SPE	15:37:00	SYSTEM AT EB00....	19	-19
0077	SPE	15:39:00	FEM CALLING FRM FLA GRANDDAUGH LIVED IN	19	-19
0077	SPE	15:39:00	GRAFTON - IS GRAFTON AFFECTED - ADV NO	19	-19
0077	SPE	15:39:00	LAUREN FRM CBS ADV WANTS TAX ADV - ADV WANTS	19	-19
0077	SPE	15:39:00	HAD TIME TO FAX IT - WANTS IT UPDATED - ADV HADNT BEEN	19	-19
0077	SPE	15:39:00	UPDATED YET - WANTS PT COUNT - ADV HAVENT FINISHED YALLY	19	-19
0077	SPE	15:39:00	YET....	19	-19
0077	SPE	15:42:00	WATER QUEST	19	-19
0077	SPE	15:43:00	MICHELLE CASNE 47 TEMPLE ST REQ AMB 17 YOM	19	-19
0077	SPE	15:43:00	NICOLE CASNE FOR RASH	19	-19
07	SPE	15:44:00	ENRTE 47 TEMPLE	19	-19
0077	SPE	15:45:00	FRAXED PROCS REL TO 000	19	-19
000	SPE	15:45:00	AMHERST AMB ENRTE TEMPLE	19	-19
0077	SPE	15:47:00	WATER QUEST	19	-19
05	SPE	15:40:00	5 VAN LOADS OF SHERRIF VANS ENRTE TO SPE TO	19	-19
05	SPE	15:40:00	DIETA FLIERS...	19	-19
07	SPE	15:51:00	REQ END AMB FOR 47 TEMPLE	19	-19
000	SPE	15:52:00	N HAMPTON AMB ENRTE 47 TEMPLE	19	-19
07	SPE	15:52:20	00 5 47 TEMPLE 2 PTS TO CR / 1 PT TO DECONN	19	-19
07	SPE	15:52:20	NICOLE CASNE 05-13-85 TO DECONN, LAUREN CARTER 04-20-80	19	-19

TOWN OF SPENCER
MASSACHUSETTS
BOARD OF SELECTMEN

VINCENT P. CLOUTIER
JOHN T. GAGNON
PETER J. DURANT
PETER J. ADAMS
GARY P. HERL



MEMORIAL TOWN HALL
157 MAIN STREET
SPENCER, MA 01562
TEL: 508-885-7500 X155
FAX: 508-885-7528
TTY: 508-885-7503
www.spencerma.gov

**Town of Spencer
Emergency Declaration**

Whereas, a sudden, generally unexpected occurrence demanding immediate public action has arisen within the Town of Spencer which results from a water emergency.

Whereas, Chief Robert Parsons, Chief of the Spencer Fire & Emergency Services Department has advised that the aforesaid conditions pose a present and imminent danger to the public health, safety, and general welfare such that it has become necessary to direct, utilize and coordinate the service, equipment, and supplies and facilities of all Town Departments for the purpose of addressing this incident and taking emergency actions related thereto; and

Whereas, the Chief Executive and Administrative Officer have determined that immediate public action is needed to prevent and minimize damage and injury to the people of Spencer and their property which might result from this incident and that taking time required to comply with the various state and local procurement laws would endanger the health and safety of the populace and their property; and

Now therefore, do we declare that a State of Emergency has existed in the Town of Spencer since 6:00 a.m. of the 25th day of April, 2007. Said declaration of a State of Emergency shall remain in effect until notice is given, pursuant to our judgment, that such a State of Emergency no longer exists.

Dated this 25th day of April, 2007.

A handwritten signature in black ink, appearing to read "Vincent P. Cloutier".

Vincent P. Cloutier
SelectBoard Chair

A handwritten signature in black ink, appearing to read "Carter Terenzini".

Carter Terenzini
Town Administrator

TOWN OF SPENCER
MASSACHUSETTS
BOARD OF SELECTMEN

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MEMORIAL TOWN HALL
157 MAIN STREET
SPENCER, MA 01562
TEL: 508-885-7500 x155
FAX: 508-885-7528
TTY: 508-885-7503
www.spencerma.gov

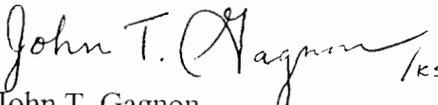
**Town of Spencer
Emergency Declaration Rescinded**

Whereas, Chief Robert Parsons, Chief of the Spencer Fire Department & Emergency Management Agency, has advised that the conditions which posed a present and imminent danger to the public health, safety, and general welfare as of 6 a.m. on Wednesday, the 25th day of April 2007, have abated; and

Whereas, the Chief Executive and Administrative Officer have determined that public action needed to address the remains of such incident may now occur within the normal scope of our operations;

Now, therefore, do we rescind the declaration of a State of Emergency which was determined to have existed as of that time and date.

Dated at 3 p.m. this 27th day of April 27, 2007.


John T. Gagnon
SelectBoard Vice Chairman


Carter Terenzini
Town Administrator

The first calls to the dispatch center was at 0633am from two different locations in town. 0644am Water Dept advised of an issue with the water due to the calls being received.

At 713am I was notified of an issue with the water system by the dispatch center as they now had more calls coming in, still undetermined what the issue was. Water Dept was going to start flushing hydrants in the apparently affected area and testing to determine the cause.

0715 David Prouty advised to not use the water since they thought perhaps it was from the tank behind the school.

0740 call at High St for another female burned while taking a shower.

0742hrs School superintendent advised to notify all the schools to not use the water.

0755hrs Police Chief advised.

757hrs I met with Sgt Agnew on High St

0805hrs Town Administrator advised.

0812hrs Due to the amount of calls coming in and the issue still unk what was the issue with the water, I requested through Station 25 Southbridge for the District MDU from Northbridge be called and a tone for any available personnel to the fire station. Car 2 and EBCar3 were advised of the situation and the decision to use EBFD as the Decon site with their water.

I spoke to Chief Wilson from Leicester at this point via cell phone and he met me on High St shortly thereafter.

0816hrs Full alarm toned for personnel to report to the station.

0821hrs I requested that the Board of Health be advised, Health Agent was on vacation.

0826hrs FF's brought bottled water to High St to give to the ambulances as more calls were coming in. At this point SRS, LEMS, NB EMS and EBFDS amb were in Spencer doing calls for the same.

0845hrs Keith Ventimiglia of SRS was advised at Tantasqua JHS where he is a teacher (clinical supervisor for SRS).

0847hrs Chief Parsons requested the dispatch center contact CMED and declare an MCI and requested 10 more ambulances from the city to stage at SFD.

0848hrs We were advised of the release of a high concentrate of Sodium Hydroxide into the system by Water Dept personnel and we referred to the DOT guidebooks for a reference and first aid.

0854hrs Keith Ventimiglia met Chief Wilson and Chief Parsons on High Street. The female on High St had refused transport after using bottled water to cleanse herself and would seek her own treatment at her own physician. Keith observed her burns for his information to relay to other EMS providers the situation. Leicester fire was requested to send a cover company to the Spencer Fire Station.

0904hrs CMED advised that 8 private city ambulances were en route to SFD for the MCI.

0912hrs Dispatch announced over all frequencies to not use the water for any reason.

BOH notifying all food establishments of the water issue.

0915hrs Spencer Engine 3 and East Brookfield Engine 1 under command of Car2 were set up for gross decon if needed. Decon was decon sector.

0928hrs Spencer Fire toned out for Emergency Management personnel to report to the fire station. Full Department recall was initiated by the Firefighter Flannery using the e-

mail recall and calling personnel by phone. Private Ambulances requested by CMED arriving at the fire station and FF Daniel Gregoire served as the Staging Officer. Ed MacNamara of CMEMSC arrived set up the EMS Sector along with SFD personnel with SRS personnel.

0941hrs Another full alarm toned for all available Fire and SEMA personnel to the station.

0957hrs I met with the Town Administrator and Sgt Agnew to review a quick and dirty statement to not use the water to be faxed to all media outlets ASAP.

1002hrs First 10 MCI ambulances were being dispatched to calls.

At this point the gross decon was set up in EB by Car 2 and EBFD personnel and SFD personnel and SFD Engine 3. Initially with gross decon and then the District MDU when it arrived from Northbridge. Worcester's MDU at Saint Vincent's Hospital was being set up by Worcester Fire.

1010hrs Town Hall staff was calling all businesses in town to not use the water.

1031hrs Fire Station with another full alarm for personnel.

1053hrs Press Release faxed to T+G, New Leader

1058hrs first delivery of bottled water at SFD form Belmont Springs, they were called by Norman Letendre, Water Commissioner, earlier and he had neglected to let the IC know.

1100hrs Chief Parsons spoke to Brian Sullivan of MEMA to discuss water issue and the availability of bottled water being delivered along with perhaps water buffaloes from the National Guard. Brain was going to check on availability of sign boards for the town and will meet with Chief Parsons at Spencer Fire. Notified DFS for the ISU through MEMA.

1130hrs First Press Conference delivered advising what is known at this point at the Spencer Rescue Squad training room by the Town Administrator.

1151hrs SFD re-toning again for manpower, upgraded from and MCI to a Disaster response.

1230hrs ISU arrived at Spencer Fire Headquarters.

1258hrs Fire Marshal Coan arrived on scene.

1300hrs sign boards deployed to all town lines at 9 and 31 locations. Sign board referred to "DO NOT USE WATER" and the town's web site for info.

1307hrs Two Ambulance task forces were requested through Station 25 Southbridge to respond. District's 10A and 11A. District 8 MDU to EB decon site.

1342hrs Hwy workers were going door to door in the water district advising not to use the water.

1348hrs requested Amherst MDU to staging.

1408hrs first ambulances from the Task Force 10 arrived.

1410hrs Worcester Field Comm unit arrived on scene at SFD and dispatched to the East Brookfield site.

1444hrs Field Comm unit up and running in East Brookfield and DFS rehab unit on scene in East Brookfield.

1501hrs water distribution being set up at the Highway Department on W Main St.

1503hrs Task Force 10 completely on scene staging at Commonwealth Movers on Bixby Rd.

1511hrs Ambulance Task Force 11 arrived on scene in East Brookfield

1627hrs EMS staging advising that Task Force 11 has been all but been utilized for calls.

During the incident there were a total of 21 ambulances initially used.

A total of 6 Ambulances Task Forces were requested.

2 Structural Strike Teams from District 7 (East 2 and Central during the event.)

During the event Spencer was also covered by an engine from Leicester with a crew. SRS provided true 911 service for the community and the task forces handled incident related calls.

In all 105 victims were transported to area hospitals during the three day event.

After Action Report
Fire and Emergency Services
Spencer Water Emergency
April 25, 2007

On April 25, 2007 Fire Chief Robert Parsons was notified of an issue with the Spencer water system from phone call from the Spencer Police Dispatch Center at 7:13am. Dispatcher Zukowski notified the Chief that there was an issue with the water causing burns to the skin of people when taking showers and they were receiving calls for EMS from locations throughout the community. The first calls coming from 1A Main Street and the second call from 200 Main Street with similar complaints, skin irritations and the strong smell of what they reported to be chlorine at 6:33am. The dispatcher noted that the Water Department had been advised and would be responding to start flushing hydrants. Chief Parsons advised the dispatcher that he would respond as soon as his children left for school.

At 7:45hrs Chief Parsons signed on the radio to the dispatcher that he needed the location of the on duty Sgt., Sgt Agnew. She advised that the Sgt was at another call at 12 High Street with the ambulance with another victim. Chief Parsons advised Dispatcher Zukowski that he would respond there and meet with the Sgt to discuss the ongoing issue.

Chief Parsons met with Sgt Agnew and the on duty EMS crew at 12 High Street at 7:57hrs and was brought into the home where the female victim was being rinsed with sterile water from the ambulance over the kitchen sink. The EMS crew and the victim allowed him to observe her injuries. She was suffering from reddened skin with blotches and a burning sensation all along her body. The sterile water was helping but more was needed to douse her body. Sgt Agnew advised Chief Parsons that the Water Department was out and flushing hydrants at this time. Chief Parsons had noticed the hydrant at the corner of High and Main Street was open and water was flushing from the hydrant. At this time two more requests for EMS response for similar symptoms and from one elderly woman with a burning sensation from brushing her teeth was reported. The East Brookfield Fire ambulance responded to one call and North Brookfield EMS was requested for the second call. Spencer EMS was unable at this time to staff a second truck for a response.

After consultation with the on duty SRS EMS crew Chief Parsons decided to have the Dispatch center tone out for any available fire personnel to respond to the station. Initially it was to deliver bottled water from the station to High Street for the EMS crew in case they had more responses and needed water for rinsing. Firefighter James Lapierre called Chief Parsons on his cell phone and was directed to bring 4 cases of water to High Street for the EMS crew. He responded in Forestry 1 to High Street. Chief Parsons spoke to Deputy Chief Locke via cell phone at this time also, which was approximately 8:12am and advised him of the situation and the possibility of calling for the Northbridge MDU (District 7 mobile decon unit) due to the nature of the calls and the uncertainty of the water in the community. Chief Robert Wilson of the Leicester Fire Department called

Chief Parsons on his cell phone inquiring if we had an idea of the water issue and if he could help. Chief Parsons notified him that we would be calling for the District MDU and possibly setting it up in another community since we could not use our water due to the issue with the town's water system. He advised we should avoid going to Leicester for that use since the community had the funerals that morning for the four young people that were fatally injured in a recent motor vehicle collision in their community and that traffic was a nightmare in town that morning. He also advised he would meet with Chief Parsons on High Street to lend a hand to us. Poland Spring water was making a normal delivery of water at the fire station and Don Churchey, maintenance at the fire station, had the driver leave as the entire load of water off at the fire station other than what was needed for his daily delivery.

Chief Parsons notified Southbridge Fire, station 25, (our county Control Point) via his cell phone that he was requesting the District MDU to the East Brookfield Fire Station due to an issue with the Town's water system. At this point we were requesting items via phone to not alarm the citizens of an issue with the water system since we did not know if this was a deliberate act or a malfunction of the system and what exactly was wrong.

Assistant Chief Normandin of East Brookfield Fire was advised of the MDU that would be responding to his station and that we would send an engine and crew along with Deputy Chief Locke to assist and if he could provide assistance also. Chief Wilson, LFD, arrived on High Street with Chief Parsons to discuss the situation. Chief Parsons advised him we only had 5 firefighters including Deputy Chief Locke available and they would all be responding to East Brookfield to set up the decon unit. Chief Wilson advised he would be able to send a cover truck to the Spencer station and he notified his dispatch center to tone for one engine to my station. The SPD dispatch was advised of the Leicester engine responding to our station and that SFD Engine 3 and Deputy Chief Locke would be heading to East Brookfield shortly for Decon and if any further EMS calls requiring rinsing would go to East Brookfield Fire for decon first. Dispatch also advised that the schools had been already made aware not to use the water.

Asst Chief Normandin called back and advised that they were calling in additional personnel to assist and he was advised by Chief Parsons that the schools were advised not to use the water. At this point he mentioned the East Brookfield Elementary School, if they had been notified. It had not been thought of, but should have since they are on the Spencer water system. Asst Chief Normandin advised he would take care of contacting the East Brookfield School. After consultation with Sgt Agnew it was decided the possibility of affected people could be great since it was early morning and the possibility of not only people taking showers but going to the two Dunkin Donut Shops, McDonalds or other eateries for coffee that morning. Sgt Agnew advised the Dispatch Center to notify the Board of Health of the water problems and the potential of a great number of victims. This was done at 8:21am and we were notified the Health Agent was on vacation and they would try and notify the members of the Board of Health.

At this juncture with EMS units from Spencer, Leicester, North Brookfield and East Brookfield responding to EMS calls in Spencer for similar symptoms Sgt Agnew

requested Keith Ventimiglia, clinical Supervisor of the Spencer Rescue Squad, be notified at Tantasqua Junior High School of the situation and to request more SRS personnel called in to staff the other two Spencer Ambulances. He was notified by the dispatch center and requested to meet us on High Street at 8:45am.

At 8:47am Chief Parsons notified Spencer PD dispatch to call Worcester CMED and advise them he was declaring an MCI and requested 10 ambulances from the city to the Spencer Fire station to stage at this point. At 8:48am the Spencer Water Dept met with us on High St to advise the water issue was too much sodium hydroxide had entered the water system due to a valve that was left on at the water treatment plant. They still did not know how much of the chemical was in the system. Referencing the ERG it was determined the proper treatment was flushing with copious amounts of water to the affected areas. Deputy Chief Locke was contacted via cell phone of the chemical in question and the ERG's recommended first aid.

Some of the first calls for EMS response were refusals from the victims advising they would seek their own medical treatment. Ambulances were being dispatched and the EMS providers were advising them to only flush the affected area and seek their own treatment if it persisted.

Dispatch advised at 9:04am that Central Mass EMS had called back and advised 8 ambulances from the city were being dispatched to our fire station for staging and 2C2 (Ed McNamara) was also enroute from Holden.

At 9:12hrs the water department had faxed up a request to have the dispatcher announce over all the radio frequencies in town to not use the water. This was done by the dispatcher on duty over all channels and repeated numerous times. At this point dispatch was advised of any calls related to the water incident the victims would first be transported to East Brookfield's fire station for decon prior to transport to a hospital. At this time Deputy Chief Locke advised they were set up for gross decon at the East Brookfield Fire Station utilizing Spencer Engine 3 and East Brookfield Engine 1. Brookfield Fire had also dispatched an engine and ambulance to the decon site. At 9:28am Chief Parsons reported to the fire station and met with Firefighter/Paramedic Ryan Flannery and advised him of the situation and to implement a Department recall of personnel utilizing the e-mail and text messaging system and start calling down the phone list. A full alarm tone was sent out along with a tone for the Spencer Emergency Management Agency to report to the fire station. Firefighter/EMT Daniel Gregoire arrived at the station and he was advised to start making a list of the ambulances arriving for staging and to dispatch them along with a runner vehicle, Forestry 1, with a firefighter to the location.

Chief Parsons met with the Town Administrator and Sgt Agnew at the Police Station to discuss getting the information out to the public as Sgt Agnew was preparing a press release. We reviewed the press release and the Town Administrator approved it for release. This release was faxed to the major news station and the Telegram and Gazette and radio stations for immediate release.

Ed McNamara of Central Mass EMS arrived at Spencer Fire and advised FF Flannery he wanted to send some of the ambulances back to Worcester rather than hold them at the fire station since we had some mutual aid ambulances freed up from non transports. FF Flannery contacted Chief Parsons at the Police Station and relayed the message. Chief Parsons advised FF Flannery to hold all ambulances at the station as the Dispatch center was receiving calls from residences, doctor's offices and dentists of people with issues. The Town Administrator advised he was having town hall staff contact all the businesses of the issue to not use the water at that time.

Around 10am Chief Parsons met with Ed McNamara and FF Gregoire on the status of ambulances at the fire station. The first ambulances from the city were now being dispatched to ambulance calls. Ed advised he had contacted the hospitals for available beds and that the Worcester MDU's were being set up at UMASS and Saint Vincent's hospitals for decon of patients that needed to be brought there without decon or victims responding to the hospital on their own. It was decided to split up the ambulances and send clean ambulances to East Brookfield Fire for transport and having dirty ambulances staged here to transport from locations in Spencer to the East Brookfield decon site. ED McNamara and FF Dan Gregoire made up the list of ambulances and where they were to go. Ed McNamara was advised that FF Dan Gregoire and he would be the EMS Sector for the incident and to handle all the EMS calls with dispatch.

Chief Wilson and Chief Parsons met with Ed McNamara around 11am and suggested perhaps that we should look at notifying the statewide mobilization task force for ambulances since the original mutual aid and city private ambulances were now being dispatched to multiple calls throughout the community. He thought we were being a bit presumptuous in calling for a task force as he thought we would not need them. At this point dispatching of ambulances was being performed on the Spencer Police tactical channel radio direct to FF Dan Gregoire from Dispatch or vice versa if there was a walk in to the fire station. Radio traffic to the East Brookfield site was performed using the Spencer Fire low band channel between the station and Deputy Chief Locke.

Brian Sullivan from Mema contacted Chief Parsons via his cell phone around 11am and inquired if he could be of assistance. Brian was advised to calling water companies and inquire on the availability of bottled water for the community and if any water buffaloes may be available from the National Guard. Brian also suggested the need for sign boards for the community and if we need to notify MEMA for the ISU from the Department of Fire Services. Brian was advised to make the necessary phone calls for all the items suggested and to get back to me when he had answers and Brian advised he would be on his way to Spencer. Captain G. Kenneth Collette arrived at Spencer Fire and was assigned the Logistics officer. The Town Administrator was advised he would be the Public Information Officer for the Incident. Chief Wilson was made a Deputy Commander for all fire related incidents. Deputy Chief Locke advised the Northbridge MDU was up and functional.

The first delivery of bottled water arrived from Belmont Springs; this was called for by Norman Letendre, Water Commissioner, unbeknown to Chief Parsons and parked at the fire station. They proceeded to start handing out water to people as they came to the station to get water. Chief Parsons requested the water be moved to another location since the ambulances were staging at the fire station. Mr. Letendre was advised we were all ready taking care of the water issue through MEMA. Mr. Letendre needed to be reminded later on in the incident when he ordered another shipment of water through Belmont Springs, again without notifying the Incident Commander.

Prior to the Press Conference a short meeting was held in the conference room at the Spencer Rescue Squad to update the Town Administrator with the situation at that time for the Press Conference. At 11:30am the first press conference was issued at the training room of the Spencer Rescue Squad at 6 Bixby Rd with the initial information that was available. The conference was attended by Chief Parsons, Sgt. Agnew, Karen Cullen of Inspectional Services, Margaret Bacon of Utility and Facilities; Keith Ventimiglia of Spencer Rescue and Emergency Squad, Ed McNamara of Central Mass EMS Corp. Carter Terenzini, Town Administrator was the PIO for the conference which was attended by numerous media outlets.

The ISU from the Department of Fire Services arrived at the fire station and was directed to set up in the rear parking lot and originally used to coordinate the private ambulances and mutual aid ambulances in Spencer. They advised that the Fire Marshal was enroute also to the station. Fire Marshal Coan arrived at 1258hrs and reported to the ISU. Brian Sullivan arrived at Spencer Fire and advised sign boards were enroute along with a trailer load of water.

Initial IAP was discussed in the ISU with the Marshal, Ken Willette-DFS, Brian Sullivan-MEMA, Margaret Bacon, Karen Cullen, Sgt Agnew, Capt Collette, Sandy Fritze-Spencer EMA, Martin Suberg of DEP, Chief Parsons, Chief Wilson, Keith Ventimiglia and Ed McNamara. Discussed the on going issues with each representative on what they were performing for the incident and to start developing an IAP for use for the next operational period. Each section advised of their status and ongoing issues in relation to the event. EMS was still dispatching ambulances at a steady rate for calls and now was requesting two task forces to augment the EMS responses. Southbridge Fire was requested per the task force protocol to notify the appropriate communities to respond to first stage at Spencer Fire and then would be divided by the EMS sector to their locations whether here at Spencer Fire or East Brookfield Fire. This was at approximately 1pm.

At this time the sign boards from the Towns of West Brookfield, New Braintree, Southbridge, Webster and the City of Worcester. All the units were at Spencer Fire and programmed by the Southbridge Firefighter to all read the same. "Do not use Water" www.spencerma.gov, channel 12. These signs were deployed by Sgt Befford of the Police Department to locations at the town lines on Rt. 9 and Rt. 31. The Massachusetts Turnpike arrived also and offered sign boards to the town if needed. They were advised to send two to hold in reserve if needed.

At just after 2pm the first arriving ambulances of Task Force 10A and 11A started to arrive in Spencer and were met with the EMS sector officers for deployment.

Radios from the ISU were handed out to the command staff and the Worcester Field Communications Unit was deployed to East Brookfield to assist with communications.

The first major delivery of bottled water was moved to the Highway garage on West Main St for distribution. Distribution was handled by CERT teams from Oxford and Grafton that were requested by Sandy Fritze through Command since they were tied up with providing assistance in East Brookfield at the decon site and at the Spencer Fire Station. SEMA personnel also assisted in delivering water to shut ins that called to request a delivery and to the elderly housing in town.

Press conferences were delivered throughout the afternoon at the Spencer Rescue Squad training room along with the Highway and Sheriffs Department going door to door with flyers to alert the public of the issues with the water system. DEP was working with the water department in cleaning out the water system and periodically testing areas for high levels of PH. They ordered the Town to flush the entire system. State Police troopers were assigned to traffic details in Spencer and at the East Brookfield site. They also provided an escort of trailer loads of water from Belmont Springs to Spencer, this was coordinated through MEMA. CVS delivered 4500 hand sanitizers to be handed out with the water at the Highway garage. CVS took care of the delivery of the product to the site from their distribution point in Rhode Island; this also was coordinated through MEMA. During the incident Superintendent Hicks participated in the press briefings to update those inquiring about the schools. It was decided early on to hold the children in school rather than send them home to an empty house where they were more apt to possibly use the water without thinking. The schools had deliveries of bottled water brought to them and hand sanitizers for the students and staff. Cold lunches were served.

More Ambulance task forces were requested through the proper channels to relieve ambulances that had been there from the morning to provide a larger number of ambulances to anticipate a greater call volume once people arrived home after school and work. A total of 6 task forces were called with the last released on 4/26 at 10am turning over EMS response back to the Spencer Rescue Squad.

IAP's were developed throughout the incident for the preceding operational periods and discussed at command staff briefings in the ISU at 4 hours intervals. Most operational periods lasted 6-8 hours in length. At 9pm on the 25th the command staff was changed over for the evening shift by District 7 Chief's. Three District 7 Structural Strike Teams were deployed throughout the event to support the decon efforts in East Brookfield. East Brookfield had a major building fire the previous day and firefighters from the surrounding towns had participated and it was decided to relieve those crews for the evening and night. The East 1 Strike team was deployed in the afternoon in East Brookfield and was relieved at midnight by the Central strike team. East 2 deployed at 0600 on the 26th but released by 10am. Leicester Fire provided a Cover engine to Spencer through the night and Spencer provided an engine and tanker crew through the night.

These crews in Spencer did respond to one call for a possible building fire which turned out to be only a pellet stove issue.

Weather updates were provided to the ISU through MEMA. Spencer EMA handled feedings all the people involved throughout the incident.

All in all being this was the first time in the state's history that the MDU's were deployed for an event and the ambulance task forces were used other than one drill the event went fairly smoothly. No major issues surfaced but there were lessons learned with the incident.

LESSONS LEARNED:

- The community needs some mechanism to alert the public in a more expeditious manner. I.e.: a reverse 911 system would have been ideal. Going door to door with flyers was effective but time consuming and taxing on personnel.
- Utilizing of a larger circle of mutual aid ambulances prior to calling for the MCI ambulances from the city.
- Having a clerk to be a scribe for an incident of this magnitude would have been extremely helpful. Our clerk was utilized at the decon area for the need for female EMT's was a greater concern. I was surprised by the lack of written information after the event.
- The need for more female EMT's to assist with decon. Since the incident occurred during the day we found they were treating more children and stay at home moms than males. Male workers greatly outnumbered the female workers which resulted in the females working longer shifts to assist.
- Better tracking of victims through the decon area. Sheets we received back only had names and personal belongings bags. We needed addresses and phone numbers. Clothing was first held then given back to people, we were unable to locate some people to return clothing to in the days after the event.
- More command staff in the beginning of the incident. While we were good in some regards, we should have filled more NIMS/ICS positions. Finance and Planning were two that were not thought of until the next day. Logistics did a great job once it was filled.
- Having two sites, one here at SFD and the other in East Brookfield actually worked well, but command meetings were not relayed as well as they should have to the East Brookfield site to have a representative meet at the ISU.
- Command meetings were tight in the ISU; we should have moved them to the conference room at the Fire Station.
- ISU was inconsequential. It provided no real positives for the incident. They could not track the Task Force Ambulances for us.
- Departments may have taken the IS100 and 700 courses but still have no real sense since of NIMS or the ICS system other than the fire department. While it worked ok we had some department still doing their own thing without

going through the IC. Some Board of Health members thought this should have been all handled by them and they should have been in charge.

- Some fire departments also need to familiarize themselves with the ICS system. We had issue with command staff in East Brookfield making decisions without going through the IC on staffing changes.
- Mutual aid agreements need to be allowed for EMA's from different communities. Even though we crossed lines there is no mechanism to allow this to happen legally.
- Paperwork at the decon site was incomplete for the victims. There needs to be more detail for those going through the decon for follow up and if clothing needs to be returned.
- The MDU's did not have enough soap to wash people, we had to acquire more from the local supermarkets. Tivek suits were also in short supply.
- MDU from Rutland arrived and could not produce hot water (Rutland, district 8, was aware of the issue) DFS MDU arrived and did not have all the parts for the unit. District 11's was kept in reserve. Should always have one in reserve.
- DFS sent there rehab truck and the field comm. unit. Neither was called by the IC.
- A tier 1 haz mat response perhaps should have been called earlier.
- Having a Department (Northbridge) respond that was very familiar with the MDU was extremely helpful. They did a fantastic job.
- Need portable toilets for both locations and need to be in the hot and cold zones. Logistics did call for them but needed to call for me and in both locations.
- Female hygiene products. Females going through the decon had no way to assist them. We had to procure them for the decon site.
- May complaints from victims of the uneasiness of having to disrobe for the decon.
- Needed information officers at both locations for the media and for the victims or public. All information should go through these people. Some members of organizations contradicted information being given out at the press conferences because they did not know all the facts. Must stress to the workers and volunteers, no information to be given out to the media.
- Dispatch needed to be kept more informed from both locations.
- Thank Goodness the weather cooperated. If the weather was warmer we would have had major issues with workers at the decon site with heat exhaustion especially the females that were doing double duty. It would of required triple the amount of workers there. If it was cold out, a place to set the decon tents up inside would have been needed for the workers and victims.
- Flyers and door to door (shoe leather express) worked extremely well considering the day. Volunteers and highway and sheriff employee's worked flawlessly without complaint to get it accomplished.
- Information on the town's web site and cable access worked extremely well to our advantage and keeping it current was beneficial as a majority of town's people, young and old, used the sites.

- Emergency Management had some agreements in place for food and drinks for incidents but since all the restaurants were closed due to the emergency they had to go outside the community for these items and there were no agreements in place. Members had to purchase these items with their own money.
- Recently we had finally acquired the location of the lighting towers and sign boards that were purchased by Homeland Security. We had been trying to get a list for close to a year. This worked to our advantage when we needed these items we knew where they were and how to contact them.
- When changes of staff were made at the decon area it took time to allow the incoming crews to familiarize themselves with the units and how everything was set up. Allow up to two hours for the switch to be made. Changing command staff prior to the workers was beneficial.
- Should have formally called Mass Chaplin's with a formal response to be available throughout the decon operation to assist with the patient psychological aspects.
- Activation or notification for standby of CISM to assist 1st responder personnel. This incident was not a traumatic one for 1st responders but it could have been.
- Decon site should have had it's own documentation person as well.
- Better security at the decon site. Security should have been stationed at all entry points. While security was not an issue at the Spencer Fire Station site, media trying to follow ambulances to calls became an issue as well.

Summary:

Since this was an event of the first of kind in the state it did go extremely well. Many agencies worked extremely close together and cooperated in having a good conclusion. Everyone worked for a common goal and mutual aid companies from across the state went seamless into their roles as they arrived at their locations. As with any event we learned from the experience. I truly believe we will be better able to handle a like event if it occurs in the future. Having experienced command staff from other communities responding to assist was an asset that should not be dismissed by any community. We work well in Fire District 7 and it showed throughout the event.

After Action Report

Water Emergency – Decon Operations

At approximately 0815 I had conversation with Chief Parsons regarding the potential emergency along with the steps that were being taken to ramp up for the potential of many victims.

I was requested to take a crew with Engine 3 and report to School Street in East Brookfield to setup for a decontamination operation for multiple victims that had been exposed to sodium hydroxide. The ERG advised that the effected area was to be flushed with water for 15-20 minutes.

Deputy Chief Locke was Operations Chief and Brookfield Chief Martell was the staging Chief to handle the EMS portion of the operation. Later in the operation Assistant Chief Normandin was assigned IC for the East Brookfield Operation to become the liason back to the Command staff based in Spencer.

The Massachusetts fire district 7 (Mass Decontamination Unit) MDU housed in Northbridge had been request by Chief Parsons. In order to provide a decon station while the MDU was enroute, a gross decon station was setup utilizing Spencer Engine 3, East Brookfield Engine 1 and Spencer Rescue 2. Two 3 inch supply lines were hand stretched from a nearby hydrant. One line to E-3 and the other to E-1. Tarps were also setup to provide a limited amount of privacy for victims needing decon. The gross decon station was operational by 0915. The station was setup with firefighters from Spencer, East Brookfield and Brookfield.

At approximately 9:45 the MDU along with Northbridge District Chief Brain Castell, a Lt. and FF. Chief Castell was assigned the task of setting up the MDU and making the unit operation. Firefighters from Spencer, East Brookfield and Brookfield were assigned to Chief Castell form operational support. The team was advised on all equipment, operational requirements and necessary functions. The MDU was fully operational and ready to receive it's first patients at 1100 hours.

Chief Martell tracked all available ambulances in staging as well as ambulances enroute and returning. Chief Martell worked closely with Central Mass EMS to coordinate the EMS portion of the operation.

A hot zone was identified and barrier tape was strung to limit entry. Brookfield Engine 1 was positioned to provide blocking to the MDU area for patient privacy. East Brookfield Ambulance 1 along with East Brookfield Rescue 1 were staffed by EMS and was setup to be the patient receiving point. All incoming ambulances were backup up to these vehicles and the patients were moved into them for the initial patient workup. Lt. Bemis from Brookfield fire was assigned decon officer and Lt. Bemis controlled the flow of patients from the receiving area to the entry of the MDU. The decon officer escorted the patients

and handled them off to a receiving firefighter at the MDU. The patients were provided instruction as to what to expect and all clothing and valuables were documented and secured in serialized bags. Bags were kept in a secure area for possible disposal or retrieval at a later point in time. The MDU was setup for male patients on one side and female patients on the other and non-ambulatory in the middle. A male firefighter was assigned to assist males and a female firefighter/emt was assigned to assist females. Male and female firefighters were assigned to assist the patients and provide support after decon. The patient was given a tyvek suit to don along with a blanket and they were then escorted to the triage station located in the school. At that point patients were evaluated and then sent to the ambulance loading officer along with a request for a BLS or ALS ambulance for transport.

Talked with DEP and Worcester fire representatives between 1330 and 1430 hrs regarding the waste water from the MDU and the clothing situation. DEP advised the PH was acceptable and the waste water need not be contained. Worcester fire rep advised that public health stated the clothing could be returned.

At approximately 1500hrs the Fire Marshal's rehab unit arrived along with the 3rd MDU and an inflatable tent along with the resources to make them operational.

STAGING

The parking lot between the school and route 9 was designated for "clean ambulances", the dirty ambulances were staged at Spencer fire for water emergency responses in the community. Two port-a-potties were also requested and setup in the clean ambulance parking lot.

COMMUNICATIONS

Spencer Rescue 2's low/high band repeater was setup and all communications at the decon site operated. All communications from the decon site back to command were made on Spencer's low band frequency using car 2's repeater or cell phone through Operations.

At approximately 1500hrs the Worcester Field Comm unit arrived and setup an 800mhz link between the decon site and the ISU located at Spencer Fire Headquarters. Command staff were issued portables for communication to the field comm unit.

DECON SITE LOGISTICS

Aquisition of resources was channeled through command initially then to the logistics officer in Spencer. Items requested included a 2nd and 3rd MDU for supplies, food for emergency workers, portable toilets, propane and soap for the MDU.

The Spencer and North Brookfield emergency management groups provided hydration and nutrition to all operational personnel during the event.

TRANSITION

At approximately 1800hrs, the District 7, East 1 strike team arrived. Chief's Gauthier(operations) and Bradford (command) met with Chief's Normandin, Audette, Martell and Locke in an operation briefing as to the current status and expected activities

during the night. Strike team personnel were paired up with the operating personnel to be briefed on the various operational pieces so that a smooth seamless transition would occur. At 2000 hrs the handoff was complete and East 1 strike team had operational responsibility.

SECURITY

Site security was provided by 1 East Brookfield officer for the first several hours followed by two as the incident continued.

LESSONS LEARNED

- Need portable toilets in the hot zone as well as the cold zone.
- Approximately 85-90% of patients were female. The female FF's on scene worked tirelessly under ideal conditions. Decon really needed twice the female resources.
- Paperwork for identifying patients for decon is incomplete. Very difficult to return clothing to patients.
- If weather was extreme we would have needed at least 1, possibly 2 strike teams to bring in the required resources to properly operate 1 or 2 MDU's.
- Did not know at the time but a level 1 hazmat response would have brought additional resources to provide and track inventory for extended MDU operations.
- Needed better security to limit non authorized personnel from entering the area. All firefighters working in the hot zone were required to wear their structural helmet for identification.
- Needed a more efficient method to get additional tyvek suits and blankets.
- Could have used a PIO at the decon site to handle patient inquiries and any press that arrived on scene.
- Needed a person or persons to document the operation.
- Command staff could/should have spent more time together to formulate mini IAP's and attempt to anticipate unexpected events.

SUMMARY

Considering the fact that this type of an emergency has never presented itself to a department in Massachusetts that we are aware of, things went exceeding smooth. Granted that this was a disaster under the best of circumstances the local resources worked together to provide a seamless and consistant operational status. As mutual aid responded and we found ourselves working towards a common goal with emergency personnel from communities that we never in a million years would have expected or anticipated to ever work with in an emergency.

If a situation like this occurs again in our community we are much better prepared to anticipate and service the citizens of our community.

William C. Locke
Deputy Fire Chief
Spencer Fire and Emergency Services.
June 5, 2007

List of Communities that responded to Spencer/East Brookfield for the Water Emergency

Fire Departments

East Brookfield
Leicester
Brookfield
Upton
Grafton
Paxton
Auburn
Worcester (MDU at St V's also)
Oxford
Blackstone
Mendon
Millville
Uxbridge
Douglas

Ambulances

East Brookfield Fire
North Brookfield EMS
Leicester EMS
Brookfield EMS
Charlton Fire
Sturbridge Fire
Oxford Fire
Eascare Ambulance
AMR Ambulance
UMASS ambulance
Patriot Ambulance
Pathways Ambulance
South Hadley Fire
Northhampton Fire
Amherst Fire
Sherborn Fire
Foxboro Fire
East Hampton Fire
Ware Fire
Agawam Fire
Westfield Fire
Longmeadow Fire
Wilbraham Fire
Holliston Fire (Chief only)
Hopkinton Fire
Ashland Fire
Wayland Fire
Franklin Fire
Walpole Fire
Millis Fire
Wrentham Fire
Ayer Fire
Littleton Fire
Groton Fire
Pepperell Fire
Shirley Fire

Emergency Management/CERT

Hopedale EMA

Oxford EMA

Grafton EMA

Southbridge EMA

Douglas EMA

North Brookfield EMA

Police Departments

East Brookfield Police

Massachusetts State Police

Worcester County Sheriffs Dept.

SPENCER WATER EMERGENCY
INCIDENT ACTION PLAN
OPERATIONAL PERIOD 9PM-6AM

Command Staff:

Command Change at 2100hrs

Spencer site: Incident command -
Deputy Command -
Logistics -
EMS -

East Brookfield site: Decon Operations
Triage
Transport

Operational: EMS 10pm de-escalate ems if calls drop

Ambulance task Force 14B will remain overnight till 6am for incident response only.

Demobilize Task Force 10 when 14B arrives, 11 will remain overnight. 6C and 4C will come in at 6am.

Spencer Rescue Squad will do 911 Service for the Town of Spencer with two ambulances.

Oxford EMS will handle 911 calls for the Town of East Brookfield/ Brookfield dispatched by New Braintree Dispatch direct to EBFD.

Leicester EMS will staff two ambulances for Leicester 911 calls.

FIRE

Spencer Engine cover company 9pm to 6am.

Another Spencer Company at 6am. *(Full alarm for all building fires, otherwise dispatch call FD direct.)*

Leicester cover company overnight through tomorrow.

Central Structural Strike Team will cover East Brookfield/Brookfield Fire from East Brookfield and assist with Decon @ midnight.

Tier 1 Haz mat activation for decon.

EMERGENCY MANAGEMENT

Spencer Emergency will staff two people overnight in East Brookfield and Spencer at all sites. 100 meals at 7am.

Overnight Accommodations:

Bunking in East Brookfield on apparatus floor.
Spencer bunking upstairs of fire station.

FUEL

Spencer Highway for vehicles @ SFD.
East Brookfield Highway @EBFD

POLICE

Spencer PD will maintain security at all Spencer sites with the Sheriffs Dept.
MSP and EBPD will do security for EB.
Sgt Befford will be PD liaison till 3am. No one between 3-5am. Sgt Agnew at 5am.

Water and hand sanitizer at the highway dept.

DEP

Gone until 7am. One person at the water dept. Marty Suberg will be back at 8:15.
Cell # 617-620-0092.

Highway and Water

Flushing hydrants through the night and maintaining hydrant pressure.

Board Health

Will be gone this evening. If needed Mary Ridley # @the ISU.

Water for PETS???? Need to get answer for the T+G for paper. 413-427-2394 cell
Kim Ring.

SPENCER WATER EMERGENCY
INCIDENT ACTION PLAN
OPERATIONAL PERIOD Noon-8PM

Command Staff:

Spencer site: Incident command – Chief Parsons
Deputy Command - Deputy Chief Locke
Logistics – Captain Collette

East Brookfield site: shut down

Operational: EMS

Spencer Rescue Squad will do 911 Service for the Town of Spencer and any water related incident requests.

East Brookfield EMS will handle their own calls.

FIRE

Spencer Fire will provide their own coverage.

East Brookfield Fire will handle their own calls.

EMERGENCY MANAGEMENT

Spencer Emergency will provide meals for lunch and staff the water dispensing site at the Highway Dept until 8pm. It will shut down at 8Pm and reopen at 6am.

POLICE

Spencer PD will maintain security at all Spencer sites.
Sheriff's Dept for door to door notification of next water cycle.

DEP

Testing of the PH levels and bacteria throughout the water district.

Highway and Water

Working with DEP.

Board of Health

Working with the Health Agents to establish protocols for opening of the eating establishments.

SPENCER INCIDENT

COMMAND STAFF

.....

2000hrs, 26 Apr 07

COMMAND: Chief Parsons (Spencer)

Deputy Command: Chief Wilson (Leicester)

DECON SECTOR: Command: Chief Bradford (Upton)
Dep Command: Chief Gauthier (Grafton)

LOGISTICS: Capt Collette (Spencer)

EMS: Keith Ventimiglia

EMG MGNT: Sandy Fritze

POLICE: Sgt Befford

TOWN MGR: Carter Terenzini

UNIFIED COMMAND: Fire / Police / Town Mgr.

Support: MEMA / Highway / EMS /

PIO: Town Mgr Terenzini

Spencer

Spencer Fire Department

District Decon Companies Responding to the Incident*	District Decon Companies Respond into Incident Staging*	Hospital Decon Companies to cover Hospitals at this Level	
Level B			
Northbridge	None	Worcester (Memorial Health Cntr.)	Worcester (Univ. of Mass.)
		Worcester (Worcester Med. Cntr.)	
Level C			
Northbridge [7]	Amherst [10]	Clinton (Clinton Hosp.) [8]	Gardner (Heywood Hosp.) [8]
	Rutland [6]	Holyoke (Holyoke Med. Cntr.) [11]	Leominster (H.A. Leominster) [8]
	Springfield [11]	Palmer (Wing Mem. Hosp.) [11]	Southbridge (Harrington Mem. Hosp.) [7]
		Springfield (Bay State Medical) [11]	Springfield (Mercy Med. Cntr.) [11]
		Ware (Mary Lane Hosp.) [10]	Webster (Hubbard Regional) [7]
		Westfield (Noble Hospital) [11]	Worcester (Memorial Med. Cntr.) [7]
		Worcester (Univ. of Mass. Med.) [7]	Worcester (Worcester Med. Center) [7]
Level D			
Amherst [10]	Barnstable Co. [1]	Athol (Athol Memorial) [9]	Attelboro (Sturdy Memorial) [3]
Boxborough [14]	Bridgewater [2]	Ayer (Nashoba Valley Med. Cntr.) [6]	Boston (Beth Israel Deaconess) [13]
Brookline [13]	Danvers [5]	Boston (Boston Children's) [13]	Boston (Boston Med. Cntr) [13]
North Reading [6]	Haverhill [15]	Boston (Brigham & Womans) [13]	Boston (Caritas Carney Hosp.) [13]
Northbridge [7]	Ipswich [5]	Boston (Caritas St. Elizabeths) [13]	Boston (Faulkner Hosp.) [13]
Orange [9]	Pittsfield [12]	Boston (Mass General) [13]	Boston (New England Med) [13]
Rutland [8]		Boston (West Rox V.A.) [13]	Burlington (Lahey Clinic) [13]
Seekonk [3]		Cambridge (Cambridge Health Allanca) [13]	Cambridge (Mt Auburn) [13]
Springfield [11]		Clinton (Clinton Hosp.) [8]	Concord (Emerson Hosp.) [14]
Waltham [13]		Everett (Whidden Memorial) [13]	Fall River (Charlton Mem Hosp.) [3]
Wrentham [4]		Fall River (St. Annes) [3]	Framingham (Metro-West Framingham) [14]
		Gardner (Heywood Hosp.) [8]	Greenfield (Franklin Med. Cntr.) [9]
		Holyoke (Holyoke Med. Cntr.) [11]	Leominster (H.A. Leominster) [8]
		Lowell (Lowell General Hosp.) [6]	Lowell (Saint's Memorial) [6]
		Lynn (Union Hosp.) [13]	Marlboro (Marlboro Hosp.) [14]
		Medford (Lawrence Memorial) [13]	Melrose (Melrose-Wakefield Hosp.) [13]
		Milford (Milford Regional Med. Cntr.) [14]	Milton (Milton Hosp.) [13]
		Natick (Metro-West Natick) [14]	Needham (B.I. Deaconess Needham) [13]
		New Bedford (St. Luke's Hosp.) [3]	Newton (Newton-Wellesley Hosp.) [13]
		Northampton (Coolay Dickenson Hosp.) [9]	Norwood (Caritas Norwood) [4]
		Palmer (Wing Mem. Hosp.) [11]	Quincy (Quincy Med Cntr.) [13]
		Somerville (Somerville Hosp.) [13]	Southbridge (Harrington Mem. Hosp.) [7]
		Springfield (Bay State Medical) [11]	Springfield (Mercy Med. Cntr.) [11]
		Taunton (Morton Hosp.) [3]	Ware (Mary Lane Hosp.) [10]
		Webster (Hubbard Regional) [7]	Westfield (Noble Hospital) [11]
		Weymouth (South Shore Hosp.) [13]	Winchester (Winchester Hosp.) [13]
		Worcester (Memorial Med. Cntr.) [7]	Worcester (Univ. of Mass. Med.) [7]
		Worcester (Worcester Med. Center) [7]	

SPENCER INCIDENT

Ambulances operating prior to NOON

STURBRIDGE FIRE

AMR 146

AMR 101

AMR 103

AMR 53

AMR 144

AMR 131

AMR 84

AMR 99

AMR 94

PATHWAYS 22

EASCARE 47

EASCARE 52

PATRIOT 26

N. BROOKFIELD 2381

EAST BROOKFIELD A-1

EAST BROOKFIELD A-2

WORCESTER 2663

AFTER NOON ASSIGNMENT

AMR 132

AMR 320

AMR 318

AMR 132
AMR 320

AMR 132
AMR 320
AMR 318

SPENCER INCIDENT

Ambulances operating prior to arrival of ISU.

AMR 146

AMR 101

AMR 103

AMR 53

AMR 144

AMR 131

AMR 132

AMR 84

AMR 99

AMR 320

AMR 94

AMR 318

PATHWAYS 22

EASCARE 47

EASCARE 52

PATRIOT 26

N. BROOKFIELD 2381

EAST BROOKFIELD A-1

EAST BROOKFIELD A-2

WORCESTER 2663

SPENCER INCIDENT

COMMAND STAFF

.....

COMMAND: Chief Parsons (Spencer)

Deputy Command: Chief Wilson (Leicester)

DECON SECTOR: Command: Chief Normandin
Dep Command: Chief Audette

LOGISTICS: Capt Collette (Spencer)

EMS: Keith Ventimiglia

EMG MGNT: Sandy Fritze

POLICE: Sgt Befford

TOWN MGR: Carter Terenzini

UNIFIED COMMAND: Fire / Police / Town Mgr.

Support: MEMA / Highway / EMS /

PIO: Town Mgr Terenzini

**Radios issued at 1300hrs. rotating ambulances at
Spencer Fire HQ**

Eascare 47 1-3

Eascare 52 2-1

AMR 39 1-4

AMR 101 1-2

AMR 84 2-3

N. Brookfield 2-5

CLEAN

1830hrs.

Command: **West Springfield**

AGAWAM

WESTFIELD

LONGMEADOW

WILBERHAM

AMR 320

AMR 99

AMR 94

AMR 318

PATHWAYS 22

07 APR 25 PM 6:39 LSH

DIRTY AMB

1830 hrs

Command: **Easthampton**

South Hadley

Northampton

East Hampton

Amherst

Ware

07PPR25PM 6:43LSU

ATF 10

Command: Easthampton

South Hadley

Northampton

East Hampton

Amherst

Ware

AMR 84

CLEAN at DECON

1830 hrs.

AMR 320

AMR 99

AMR 94

AMR 318

PATHWAYS 22

WORKING DECON

North Brookfield

East Brookfield A-1

East Brookfield A-2

07APR25 PM 7:19LSU

SPENCER INCIDENT

COMMAND STAFF

.....

2000hrs, 25 Apr 07

COMMAND: Chief Parsons (Spencer)

Deputy Command: Chief Wilson (Leicester)

DECON SECTOR:

Command: Chief Bradford (Upton)

Dep Command: Chief Gauthier (Grafton)

LOGISTICS: Capt Collette (Spencer)

EMS: Keith Ventimiglia

EMG MGNT: Sandy Fritze

POLICE: Sgt Befford

TOWN MGR: Carter Terenzini

UNIFIED COMMAND: Fire / Police / Town Mgr.

Support: MEMA / Highway / EMS /

PIO: Town Mgr Terenzini

April 25th, 2007, 1900hrs WEATHER FORECAST

508-820-2023

TONITE

60% chance of showers 37F

winds SW 7-9 mph

Thursday (4/26) Sunny 64F

**SPENCER INCIDENT
COMMAND STAFF**
.....

**2100hrs, 25 Apr 07
to
0600hrs, 26 Apr 07**

COMMAND: Deputy Chief Tourtellotte (Spencer)
Deputy Command: Chief Wilson (Oxford)

DECON SECTOR: Command: Chief Conte (Paxton)
Dep Command: Chief Gauthier (Grafton)

LOGISTICS: Capt Baker (Spencer)

EMS: Keith Ventimiglia (Spencer EMS)

EMG MGNT: Sandy Fritze (Spencer)

POLICE: Sgt Befford (Spencer PD)

TOWN MGR: Carter Terenzini

UNIFIED COMMAND: Fire / Police / Town Mgr.

Support: /MEMA: Brian Sullivan
/ Highway
/ EMS : Ed MacNamara

PIO: Town Mgr Terenzini

ISU: Operations: Chief Dio (Worcester)
ISU: Liasion: Chief Nault (Auburn)

SPENCER WATER EMERGENCY
INCIDENT ACTION PLAN
OPERATIONAL PERIOD 9PM-6AM

Command Staff:

Command Change at 2100hrs

Spencer site: Incident command -
Deputy Command -
Logistics -
EMS -

East Brookfield site: Decon Operations
Triage
Transport

Operational: EMS 10pm de-escalate ems if calls drop

Ambulance task Force 14B will remain overnight till 6am for incident response only.

Demobilize Task Force 10 when 14B arrives, 11 will remain overnight. 6C and 4C will come in at 6am.

Spencer Rescue Squad will do 911 Service for the Town of Spencer with two ambulances.

Oxford EMS will handle 911 calls for the Town of East Brookfield/ Brookfield dispatched by New Braintree Dispatch direct to EBFD.

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FIRE

Spencer Engine cover company 9pm to 6am.

Another Spencer Company at 6am. (*Full alarm for all building fires, otherwise dispatch call FD direct.*)

Leicester cover company overnight through tomorrow.

Central Structural Strike Team will cover East Brookfield/Brookfield Fire from East Brookfield and assist with Decon @ midnight.

Tier 1 Haz mat activation for decon.

EMERGENCY MANAGEMENT

Spencer Emergency will staff two people overnight in East Brookfield and Spencer at all sites. 100 meals at 7am.

Overnight Accommodations:

Bunking in East Brookfield on apparatus floor.
Spencer bunking upstairs of fire station.

FUEL

Spencer Highway for vehicles @ SFD.

East Brookfield Highway @EBFD

2 EMS TASK RESOURCES at 0630
Southbridge will REDUATE

TIER 2 HMAT Response Requested
to Recon site

Chief Dio ^{DEP} ops at 2100

Chief Travers ops at 0800

FUEL

Spencer Highway for vehicles @ SFD.
East Brookfield Highway @EBFD

POLICE

Spencer PD will maintain security at all Spencer sites with the Sheriffs Dept.
MSP and EBPD will do security for EB.
Sgt Befford will be PD liaison till 3am. No one between 3-5am. Sgt Agnew at 5am.

Water and hand sanitizer at the highway dept.

DEP

Gone until 7am. One person at the water dept. Marty Suberg will be back at 8:15.
Cell # 617-620-0092.

Highway and Water

Flushing hydrants through the night and maintaining hydrant pressure.

Board Health

Will be gone this evening. If needed Mary Ridley # @the ISU.

Water for PETS???? Need to get answer for the T+G for paper. 413-427-2394 cell
Kim Ring.

ATF 10

Command: Easthampton

South Hadley

Northampton

East Hampton

Amherst

Ware

ATF 11

Command: **West Springfield**

AGAWAM

WESTFIELD

LONGMEADOW

WILBERHAM

2300 update of Spencer Incident

Personnel present: Chief, Wilson, Nault, Conte, Dio, Deputy Tourtellotte, Partridge – DFS, Fritze – SEMA, Ventimiglia-EMS, Befford-PD

Subjects for discussion:

EMS- presently has two task forces 14B and 11.

Review at 2 AM. Two more task forces scheduled at 6:00 AM.

Coverage for Spencer – two rescues for 911 coverage for town.

Oxford EMS covering East Brookfield and Brookfield.

DECON: two units set up in East Brookfield fire station. Primary and backup. Tier 1 response from Haz-mat team supporting the unit.

East 1 is running decon now and will be released at 0001, 4/26/07.

They will be replaced by Central Structural and they will stay till 0600.

East 2 structural team is scheduled for 0600, subject to review at 0400

Emergency Management: planning to serve breakfast at the Spencer Fire Station 0730. Transported to other sites if requested. Cots are available for rehab. At all the fire stations.

Fire Coverage: Spencer Engine and Leicester doing station coverage till 0600. Mobile task force available for structural firefighting.

Police: security provided by Spencer Police and the MA State Police at the Stations and decon areas and at the water plant. Sheriff Dept. Command unit is at the Highway department facility.

Fueling: One engine from the Strike Team will be assigned to refueling duties.

Next briefing will be at 0400, 4/26/07.

4⁰⁰

John Pugatch.
- 978-479-1865 -
FRAMINGHAM (MA)

Poland Spring
Rep.

4:00

1/2 liters 15 pallets 78 case per pallet
599. per case

2 1/2 Gallon case 6 pallets 48 per pallet
2 per case 4.00

Sport tops 24 oz 24 per case 45 pallet
8.00

Seals 10.00 40 pallet
~~10.00~~ 3.99

DEP

- Calls for where folks transported to
Central # to call to get info

- SOAP

4500-9000 bottles hand sanitizing 8^{PM} tonight
water 4 truck loads ETA 20 min - on scene 10^{PM}
2/3rd 6³⁰ } Highway
4th JUST ordered

Female Recon STAFF

SPENCER INCIDENT

COMMAND STAFF

COMMAND: Chief Parsons (Spencer)

Deputy Command: Chief Wilson (Leicester)

DECON SECTOR: Command: Chief Normandin
Dep Command: Chief Audette

EMS: Keith Ventimiglia

EMG MGNT: Sandy Fritze

POLICE: Sgt Befford

TOWN MGR: Carter Terenzini

UNIFIED COMMAND: Fire / Police / Town Mgr.

Support: MEMA / Highway / EMS /

ATF 14 B

Command: Chief Cassidy (Holliston)

ASHLAND

HOPKINTON

WAYLAND

SHERBORN

WESTBORO

SPENCER INCIDENT COMMAND STAFF

.....

0600hrs, 26 Apr 07
To
1600 HRS 26 April 2007

COMMAND: Chief Parsons (Spencer)
Deputy Command: Chief Wilson (Leicester)

DECON SECTOR: Command: Chief Goydner (Douglas)
Dep. Command: Chief Gauthier (Grafton)

LOGISTICS: Capt Collette (Spencer)

EMS:  Keith McNamara (Spencer EMS)

EMG MGNT: Sandy Fritze (Spencer)

POLICE: Sgt Agnew (Spencer PD)

TOWN MGR: Carter Terenzini

UNIFIED COMMAND: Fire / Police / Town Mgr.

Support: /MEMA: Brian Sullivan
/ Highway
/ EMS: Ed MacNamara
Command: Chief

PIO: Town Mgr Terenzini

ISU: Operations: Chief Tim Travers (Whitman)
ISU: Liaison: Chief Nault (Auburn)
ISU Technician: Kevin Carter (North Reading)

0400 April 26, 2006 update of the Spencer Incident

Personnel Present: Chief Conte, Dio, Tourtellotte, Baker, EMS-Ventimiglia, Police-Hodgerney, MEMA – Zukowski,

Subjects of discussion:

EMS: 78 Transports last one 1230 . Task force 11 released at 1 AM, Task force 14, AMR 2 units remaining, Task Force 4c & 6c coming in at 0600. Release of TS14 and AMR at 0600. Two units available at Spencer EMS for local and Oxford will cover East Brookfield. Re-evaluate after people are back to work and into school on whether the Task Force 4c and 6c will be needed.

Decon: keeping primary unit and release the secondary. Northbridge is the primary. DFS was the secondary. Rutland Fire will be notified at 0600 to pickup their trailer, it is no longer needed. Central Strike team will be relieved at 0600 by East 2Structural.

Emergency Management: Assessment of supplies will be done. Cert will return at 0700.

Fire Coverage: Leicester FD which is covering the Spencer station will be released at 0600 and replaced by Spencer personnel.

Police: Security issues are being covered by Spencer Police and MA State Police. Extra assistance is available if needed from the State Police. The Sheriffs dept. vehicle is still at the Highway Dept. and manned by Sheriff Dept. personnel. Sergeant Agnew from Spencer PD will be in at 0500.

Fuel: Highway Dept. is handling distribution. Breakfast at 0600.

Next meeting will be at 0600, April 26, 2006. Change of Command will occur at that time.

SPENCER WATER EMERGENCY
INCIDENT ACTION PLAN
OPERATIONAL PERIOD 10AM-4PM

Command Staff:

Spencer site: Incident command – Chief Parsons
Deputy Command - Chief Wilson
Logistics – Captain Collette
EMS - Ed McNamara

East Brookfield site: Decon Operations
Triage
Transport

Operational: EMS

Demobilize Task Force 4C and 6C.

Spencer Rescue Squad will do 911 Service for the Town of Spencer and any water related incident requests.

East Brookfield EMS will handle their own calls.

Break down decon at the East Brookfield site. /

FIRE

Spencer Fire will provide their own coverage.

Leicester cover company

Release Central Structural Strike Team.

East Brookfield Fire will handle their own calls.

EMERGENCY MANAGEMENT

Spencer Emergency will provide meals for lunch and staff the water dispensing site at the Highway Dept.

POLICE

Spencer PD will maintain security at all Spencer sites.
EBPD will do security for EB.

Water and hand sanitizer at the highway dept.

DEP

Testing of the PH levels throughout the water district.

Highway and Water

Working with DEP. Flushing of hydrants were completed this morning.

Board Health

Working with the Health Agents to establish protocols for opening of the eating establishments.

Outstanding Issues:

Hand Sanitizers

Water

Information out to the public on the next course of action after the Do Not Use Order. Flushing of buildings, hot water tanks, etc? How are we getting the info out to the public? Foot patrol, sheriff's dept?

Next Operational Briefing: Noon time.

**SPENCER INCIDENT
COMMAND STAFF**

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**0100hrs, 26 Apr 07
to
0600hrs, 26 Apr 07**

COMMAND: Deputy Chief Tourtellotte (Spencer)
Deputy Command: Chief Conte (Paxton)

DECON SECTOR: Command: Deputy Chief Coleman(Auburn)
Dep Command:

LOGISTICS: Capt Baker (Spencer)

EMS: Keith Ventimiglia (Spencer EMS)

EMG MGNT: Sandy Fritze (Spencer)

POLICE: Sgt Befford (Spencer PD)

TOWN MGR: Carter Terenzini

UNIFIED COMMAND: Fire / Police / Town Mgr.

Support: /MEMA: Brian Sullivan / Jeff cell 508-265-1202 (until 9-10 am)
/ Highway
/ EMS : Ed MacNamara

PIO: Town Mgr Terenzini

ISU: Operations: Chief Dio (Worcester)

ISU: Liasion: Deputy Chief Dilido (Worcester)

**S P E N C E R I N C I D E N T
C O M M A N D S T A F F**

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.....

**0600hrs, 26 Apr 07
To
1600 HRS 26 April 2007**

COMMAND: Chief Parsons (Spencer)
Deputy Command: Chief Wilson (Leicester)

DECON SECTOR: Command: Chief Goydner (Douglas)
Dep. Command: Chief Gauthier (Grafton)

LOGISTICS: Capt Collette (Spencer)

EMS: Ed McNamara (Region II EMS)

EMG MGNT: Sandy Fritze (Spencer)

POLICE: Sgt Agnew (Spencer PD)

TOWN MGR: Carter Terenzini

UNIFIED COMMAND: Fire / Police / Town Mgr.

Support: /MEMA: Brian Sullivan
/ Highway
/ EMS: Ed MacNamara

PIO: Town Mgr Terenzini

ISU: Operations: Chief Tim Travers (Whitman)
ISU: Liaison: Chief Nault (Auburn)
ISU Technician: Kevin Carter (North Reading)

Thursday April 26, 2007
Spencer Water Incident Continued

0800 Telephone call from Director Kevin Partridge at DFS requesting that the HAZMAT Tier 1 and the DFS MDU be released if not being used. As of 0805 they have been released.

0915 April 26, 2007 Thursday Update of Spencer Incident

Personnel Present: Chief Parsons (Spencer), Chief Wilson (Leicester), Chief Gonyer (Douglas), Chief Ostroskey (Uxbridge), Capt. Collette (Spencer), Ed McNamara (Region II EMS), Sandy Fritze (Spencer EMA), Chief Darrin (Spencer PD), Sgt. Agnew (Spencer PD), Carter Terenzini (Spencer Town Manager & Incident PIO), Jeff Zukowski (MEMA), Chief Tim Travers (DFS ISU OPS), Margaret Bacon (Spencer Utilities & Facilities Superintendent), Chris Montiverdi (Mass DPH0) & Karen Cullen (Director Spencer Inspectional Services).

EMS: Releasing both Ambulance Task Forces @ 1000. Spencer EMS will handle their own calls as will East Brookfield.

Decon: Releasing all MDU's @ 1000. Any transports will be DECONed at receiving hospital.

Emergency Management: Lunch will be served at noon. Water and hand sanitizer will be distributed from the highway garage.

Fire Coverage: Leicester FD covered the Spencer station and will be released at 1000.

Police: Spencer Police will be sending a cruiser on all EMS calls to prevent the press from interfering. Police Chief reports 120 people per hour have been picking up water and hand sanitizer at the Highway garage.

WATER: The Water Dept. and the DEP are testing the water for PH levels and bacteria. The PH level is fairly quick and the bacteria level may take up to 24 HRS. Tests are conducted on-site and at a testing laboratory in Marlboro.

HEALTH: Health Dept. is posting information on the Spencer website for homeowners and business owners, they are also sending out foot patrols to get the word out to homeowners. Food Service establishments are being inspected before they can reopen. The Health Dept. expects help with inspections from inspectors from surrounding communities and Worcester.

Next OPS meeting will be at 1200 HRS Thursday, April 26, 2006.
This meeting will be followed by a Press Conference at 1500.

0600 April 26, 2007 Thursday Update of Spencer Incident

Personnel Present: Deputy Chief Turtellotte (Spencer), Conte (Paxton), Wilson, Dio ISU OPS, DiLiddo, Parsons (Spencer), EMS-McNamara (Spencer), Ventimiglia (Spencer), Travers ISU OPS, Sgt. Agnew (Spencer PD).

Subjects of discussion:

EMS: 78 Transports last one 1230. Task force 11 released at 1 AM, Task Force 4c has arrived in Spencer & 6c has arrived in East Brookfield. Released TS14 and AMR at 0600. Two units available at Spencer EMS for local and Oxford will cover East Brookfield.

Decon: Keeping primary unit and release the secondary. Northbridge is the primary. DFS was the secondary. Rutland Fire has been notified to pickup their trailer, it is no longer needed. Central Strike team will be relieved at 0600 by East 2 Structural.

Emergency Management: Assessment of supplies has been done. CERT will return at 0700. Breakfast is being served in the Spencer Fire Station and breakfast is being packaged for transport to East Brookfield FD.

Fire Coverage: Leicester FD covered the Spencer station and was released at 0600 and replaced by Spencer personnel.

Police: Spencer Police and MA State Police are covering Security issues. Extra assistance is available if needed from the State Police. The Sheriffs dept. vehicle is still at the Highway Dept. and manned by Sheriff Dept. personnel. Sergeant Agnew from Spencer PD arrived at 0500.

Fuel: Highway Dept. is handling distribution. Breakfast is at 0600.

WATER: As of 0026 HRS the Water District reports that of the four (4) Zones in Town the two (2) outlying zones have been flushed. By 0700 HRS they expect to have the two (2) inner zones flushed. DEP will resume water quality testing at 0700 HRS. The Water District

reports that the level in the water tank is low and they hope to have it filled by 0700 HRS.

Next meeting will be at 0915, April 26, 2006. This meeting will be followed by a Press Conference at 1000.

Incident Log

ID **2007-220** Description **MCI Spencer**

Type	Class	Group	Initial Callout	Zone	Called Out By	Log Opened
Local		Statewide		EDT		04/25/2007 12:30
Location						
Spencer Fire HQ		City	County		State	
		Spencer	Worcester		MA	
Commander						
		1st Responder	2nd Responder		3rd Responder	

Terminated	Status	Terminated By
Notes		

Local Time	GMT	Entry Made By	Type	Marker	Log Entry
04/25/06 12:33:36 EDT	04/25/06 16:33:36	wrolfe	Local	PRS ON	Rolfe, William ID 290578
04/25/06 12:34:06 EDT	04/25/06 16:34:06	wrolfe	Local		MCI Sodium Hydroxide into town water supply
04/25/06 12:43:33 EDT	04/25/06 16:43:33	wrolfe	Local	EQP OUT	Capt. Ken Collette Spencer Fire Staging vest Out of set 1
04/25/06 12:53:47 EDT	04/25/06 16:53:47	wrolfe	Local	PRS ON	Aries, Mike ID 238732
04/25/06 12:53:58 EDT	04/25/06 16:53:58	wrolfe	Local	PRS ON	Nick Ferri
04/25/06 12:57:16 EDT	04/25/06 16:57:16	wrolfe	Local	PRS ON	Carter, Kevin L ID 258153
04/25/06 12:58:08 EDT	04/25/06 16:58:08	wrolfe	Local		Fire Marshall on scene
04/25/06 13:07:12 EDT	04/25/06 17:07:12	wrolfe	Local		2 Amb. Task force activated 10A & 11A Staging 6 Bixby rd.
04/25/06 13:08:22 EDT	04/25/06 17:08:22	wrolfe	Local		14B will be next Task Force
04/25/06 13:10:56 EDT	04/25/06 17:10:56	wrolfe	Local		Wor. CMED med 7 PL 186.2
04/25/06 13:48:15 EDT	04/25/06 17:48:15	wrolfe	Local		Amherst Fire MDU to Staging
04/25/06 13:53:40 EDT	04/25/06 17:53:40	wrolfe	Local		Rehab IST activated
04/25/06 14:08:23 EDT	04/25/06 18:08:23	wrolfe	Local		Region 1 Ambulance Task Force now deployed...NAF
04/25/06 14:10:48 EDT	04/25/06 18:10:48	wrolfe	Local		Field Comm Unit on scene, Spencer HQ...NAF
04/25/06 14:30:46 EDT	04/25/06 18:30:46	wrolfe	Local		Radio Case #3 to Command Staff. Operating on DFS Blue...NAF
04/25/06 14:34:53 EDT	04/25/06 18:34:53	wrolfe	Local		Also radios 1 and 2 from Case #4 are being used for the Command Staff. Operating on DFS Blue...NAF
04/25/06 14:40:51 EDT	04/25/06 18:40:51	wrolfe	Local		From Loading Officer: As of this time no inbound patients to Decon...NAF
04/25/06 14:44:38 EDT	04/25/06 18:44:38	wrolfe	Local		Worcester Field Comm. Unit up and running in E. Brookfield...NAF
04/25/06 14:49:47 EDT	04/25/06 18:49:47	wrolfe	Local		DFS ISR (Rehab) on scene...NAF

Incident Log

ID **2007-220** Description **MCI Spencer**

Local Time	GMT	Entry Made By	Type	Log Entry
04/25/06 14:51:05 EDT	04/25/06 18:51:05	wrolfe	Local	Rehab setting up at Decon in E. Brookfield...NAF
04/25/06 14:58:24 EDT	04/25/06 18:58:24	wrolfe	Local	IST will be setting up in E. Brookfield at the Decon site...NAF
04/25/06 15:01:55 EDT	04/25/06 19:01:55	wrolfe	Local	Water Distribution will be moving operations to the Highway Department located on West Main St. (Rt.9)...NAF
04/25/06 15:03:18 EDT	04/25/06 19:03:18	wrolfe	Local	Ambulance Task Force 10 on scene and will be staging at Commonwealth Movers on Main Street...NAF
04/25/06 15:04:33 EDT	04/25/06 19:04:33	wrolfe	Local	Spoke with John Pugatch from Poland Springs in Framingham, 978-478-1865, and will be calling back with an amount of water they will be able to supply...NAF
04/25/06 15:08:30 EDT	04/25/06 19:08:30	wrolfe	Local	Ambulance Task Force 10 - Command is E. Hadley. Ambulances consist of E. Hampton, S. Hadley, N. Hampton, Ware, Amherst.
04/25/06 15:11:53 EDT	04/25/06 19:11:53	wrolfe	Local	Ambulance Task Force 11 on scene. Command is W. Springfield and Ambulances consist of Agawam Westfield, Londmeadow, and Willbraham...NAF
04/25/06 15:13:34 EDT	04/25/06 19:13:34	wrolfe	Local	Female products brought to Decon by Spencer FD...NAF
04/25/06 15:34:07 EDT	04/25/06 19:34:07	wrolfe	Local	Command reports victims to keep clothing after Decon...NAF
04/25/06 15:34:42 EDT	04/25/06 19:34:42	wrolfe	Local	Chief Cloutier from Chariton Fire is now Liaison Chief...NAF
04/25/06 15:44:11 EDT	04/25/06 19:44:11	wrolfe	Local	Poland Springs will call back at 1600 with possible amount of H2O they will be able to supply...NAF
04/25/06 15:45:32 EDT	04/25/06 19:45:32	wrolfe	Local	Red Cross Canteen expected at 1700...NAF
04/25/06 15:45:55 EDT	04/25/06 19:45:55	wrolfe	Local	Leominster Emergency Management Canteen expected at 1900...NAF
04/25/06 15:47:38 EDT	04/25/06 19:47:38	wrolfe	Local	Worcester Portable Water Tanker expected in approx. 1 hour...NAF
04/25/06 15:52:25 EDT	04/25/06 19:52:25	wrolfe	Local	Decon requesting 100 pound propane tank for heater at our tent...NAF
04/25/06 16:01:00 EDT	04/25/06 20:01:00	wrolfe	Local	Chief Dio from Worcester will be the Ops Chief at 2100...NAF
04/25/06 16:01:37 EDT	04/25/06 20:01:37	wrolfe	Local	Chief Travers is on deck for the morning Ops Chief...NAF
04/25/06 16:02:00 EDT	04/25/06 20:02:00	wrolfe	Local	Pat Carnavale of MEMA confirms 1 truck load of H2O from Belmont Springs enroute, 2nd truck has been ordered, and 3rd truck from unknown provider has been ordered...NAF
04/25/06 16:07:38 EDT	04/25/06 20:07:38	wrolfe	Local	2 100 pound propane tanks are enroute from Leicester. 10 to 15 minute ETA...NAF
04/25/06 16:21:19 EDT	04/25/06 20:21:19	wrolfe	Local	Next Operational Meeting will be 1700...NAF
04/25/06 16:27:25 EDT	04/25/06 20:27:25	wrolfe	Local	ISU was just informed by EMS Staging the Ambulance Task Force 11 has all but been utilized...NAF

Incident Log

ID	Local Time	GMT	Description	Entry Made By	Type	Log Entry
2007-220			MCI Spencer			
04/25/06 16:30:22 EDT	04/25/06 20:30:22	wrolfe			Local	Ambulance Task Force 10 is now dirty. Ambulance Task Force 11 is clean. All dirty ambulances are requested back to staging at Spencer FD to be redeployed...NAF
04/25/06 16:44:50 EDT	04/25/06 20:44:50	wrolfe			Local	Deputy Command reports a 3rd Ambulance Task Force has been activated through Southbrige Fire...NAF
04/25/06 16:56:28 EDT	04/25/06 20:56:28	wrolfe			Local	Current Command Staff: Command Chief Parsons (Spencer), Deputy Command Chief Wilson (Leicester), Decon Sector Command Chief Normandin, Decon Sector Deputy Command Chief Audette, EMS Keith Ventimiglia, EMG MGNT Sandy Fritze, Police Sgt. Befford, Town MGR C
04/25/06 17:14:50 EDT	04/25/06 21:14:50	wrolfe			Local	14B Ambulance Task Force has been activated...NAF
04/25/06 17:22:45 EDT	04/25/06 21:22:45	wrolfe			Local	Logistics Vest issued to Spencer FD...NAF
04/25/06 17:36:15 EDT	04/25/06 21:36:15	wrolfe			Local	Female on scene for Female Decon...NAF
04/25/06 17:37:46 EDT	04/25/06 21:37:46	wrolfe			Local	Two more females to Decon at 1830...NAF
04/25/06 17:42:11 EDT	04/25/06 21:42:11	wrolfe			Local	MEMA Headquarters reports Dist 14 B Amb. Task force staging at Ashland Fire when assembeled Chief Cassidy will respond with 4 Amb.
04/25/06 18:00:13 EDT	04/25/06 22:00:13	wrolfe			Local	Dist 14 B Amb Task Force enroute from Ashland
04/25/06 18:12:45 EDT	04/25/06 22:12:45	wrolfe			Local	Charlton Chief has left the scene
04/25/06 18:35:41 EDT	04/25/06 22:35:41	wrolfe			Local	Dist 7 lighting plant from Hopedale Fire enroute
04/25/06 18:37:35 EDT	04/25/06 22:37:35	wrolfe			Local	2 female EMT from Leicester be on scene at decon about 15 min.
04/25/06 18:56:24 EDT	04/25/06 22:56:24	wrolfe			Local	Dist 14 B Amb Task Force on scene
04/25/06 18:57:50 EDT	04/25/06 22:57:50	wrolfe			Local	Dist 14 B Amb. Task Force PORTABLE 5-1, HT1000 B/C 2012632 S/N 355AAL2501
04/25/06 19:03:51 EDT	04/25/06 23:03:51	wrolfe			Local	Dist 14 B Amb Task Force PORTABLE 5-2, HT1000 B/C 2012633 S/N 355AAL2507
04/25/06 19:04:46 EDT	04/25/06 23:04:46	wrolfe			Local	Dist 14 B Amb Task Force PORTABLE 5-3, HT1000 B/C 2012634 S/N 355AAL2506
04/25/06 19:05:26 EDT	04/25/06 23:05:26	wrolfe			Local	Dist 14 B Amb Task Force PORTABLE 5-4, HT1000 B/C 2012635 S/N 355AAL2509
04/25/06 19:06:02 EDT	04/25/06 23:06:02	wrolfe			Local	Dist 14 B Amb Task Force PORTABLE 5-5, HT1000 B/C 2012636 S/N 355AAL2513
04/25/06 19:12:50 EDT	04/25/06 23:12:50	wrolfe			Local	Charlton Chief back on scene
04/25/06 19:13:29 EDT	04/25/06 23:13:29	wrolfe			Local	Liaison Chief PORTABLE T-2, HT1000 B/C 2012638 S/N 355AAL2487
04/25/06 19:49:23 EDT	04/25/06 23:49:23	wrolfe			Local	Teir 1 Haz Mat response from Dist. 3 per Fire Marshall
04/25/06 20:01:18 EDT	04/25/06 00:01:18	wrolfe			Local	Lights in outhouse
04/25/06 20:06:05 EDT	04/25/06 00:06:05	wrolfe			Local	Chief Willette reports Chief Travers will be Ops Chief @ 0600.

Incident Log

Description

MCI Spencer

ID

2007-220

Local Time	GMT	Entry Made By	Type	Log Entry
04/25/06 20:23:57 EDT	04/26/06 00:23:57 wro/ife		Local	Field Comm reports now thru 0:00 Decon I.C. will be Upton Chief Bradford Ops Chief will be Grafton Chief Gauthier.
04/25/06 21:11:21 EDT	04/26/06 01:11:21 wro/ife		Local	EQP OUT PORTABLE 2-5, HT1000 B/C 2012621 S/N 355AAL2519
04/25/06 21:11:26 EDT	04/26/06 01:11:26 wro/ife		Local	EQP IN PORTABLE 2-5, HT1000 B/C 2012621 S/N 355AAL2519
04/25/06 21:16:53 EDT	04/26/06 01:16:53 wro/ife		Local	State Dist 3 Haz Mat Team on scene
04/25/06 21:25:47 EDT	04/26/06 01:25:47 wro/ife		Local	Amherst ambulance and MDU have been released
04/25/06 21:37:28 EDT	04/26/06 01:37:28 wro/ife		Local	EQP OUT PORTABLE 4-2, HT1000 B/C 2012628 S/N 355AAL2488 Auburn Chief
04/25/06 22:25:32 EDT	04/26/06 02:25:32 wro/ife		Local	EQP OUT PORTABLE 1-4 HT1000 B/C 2012615 S/N 355AAL2499, Spencer EMS Command
04/25/06 22:26:08 EDT	04/26/06 02:26:08 wro/ife		Local	EQP IN PORTABLE 1-4 HT1000 B/C 2012615 S/N 355AAL2499, Spencer EMS Command
04/25/06 22:26:12 EDT	04/26/06 02:26:12 wro/ife		Local	EQP OUT PORTABLE 1-4 HT1000 B/C 2012615 S/N 355AAL2499
04/25/06 22:26:38 EDT	04/26/06 02:26:38 wro/ife		Local	EQP OUT PORTABLE 2-5, HT1000 B/C 2012621 S/N 355AAL2519 North Brookfield 2381.
04/25/06 22:32:09 EDT	04/26/06 02:32:09 wro/ife		Local	EQP IN PORTABLE 2-5, HT1000 B/C 2012621 S/N 355AAL2519 North Brookfield 2381.
04/25/06 22:33:55 EDT	04/26/06 02:33:55 wro/ife		Local	EQP OUT PORTABLE 4-4, HT1000 B/C 2012630 S/N 355AAL2510 Agawam Fire (Airre)
04/25/06 22:35:10 EDT	04/26/06 02:35:10 wro/ife		Local	EQP OUT PORTABLE T-3, HT1000 B/C 2012639 S/N 355AAL2508 Longmeadow (Late)
04/25/06 22:36:33 EDT	04/26/06 02:36:33 wro/ife		Local	EQP OUT PORTABLE 3-5, HT1000 B/C 2012626 S/N 355AAL2517 Chief DIO (Late)
04/25/06 22:42:30 EDT	04/26/06 02:42:30 wro/ife		Local	PRS OFF Dave Ladd HI off duty.
04/25/06 22:42:38 EDT	04/26/06 02:42:38 wro/ife		Local	PRS ON H5 Paul Zompetti ON DUTY for Haz. Mat. Tech.
04/26/06 00:03:19 EDT	04/26/06 04:03:19 wro/ife		Local	EQP IN PORTABLE 4-2, HT1000 B/C 2012628 S/N 355AAL2488 Auburn Chief
04/26/06 00:03:29 EDT	04/26/06 04:03:29 wro/ife		Local	EQP OUT PORTABLE 4-2, HT1000 B/C 2012628 S/N 355AAL2488 Chief Delitto
04/26/06 01:27:34 EDT	04/26/06 05:27:34 wro/ife		Local	EQP IN PORTABLE 4-4, HT1000 B/C 2012630 S/N 355AAL2510 Agawam Fire (Late)
04/26/06 01:27:43 EDT	04/26/06 05:27:43 wro/ife		Local	EQP IN PORTABLE T-3, HT1000 B/C 2012639 S/N 355AAL2508 Longmeadow (Late)
04/26/06 05:21:53 EDT	04/26/06 09:21:53 wro/ife		Local	H5 requesting Diesel fuel for heaters in decon area, has 2 five gallon cans to be filled.
04/26/06 05:25:21 EDT	04/26/06 09:25:21 wro/ife		Local	PRS OFF Blood off duty.
04/26/06 06:07:11 EDT	04/26/06 10:07:11 wro/ife		Local	Ambulance Tasks Forces On Site.
04/26/06 06:07:51 EDT	04/26/06 10:07:51 wro/ife		Local	Structural task force on site (decon)
04/26/06 06:59:46 EDT	04/26/06 10:59:46 wro/ife		Local	Uxbridge and Millville on scene. Mendon unable to gather a crew.
04/26/06 07:03:21 EDT	04/26/06 11:03:21 wro/ife		Local	PRS ON James Pianka off duty
04/26/06 07:03:50 EDT	04/26/06 11:03:50 wro/ife		Local	5-5 Walpole, 5-1 Sharon, 5-2 Wrentham, 5-4 Millis, 5-3 Foxborough

Incident Log

ID	Local Time	GMT	Entry Made By	Type	Log Entry
<i>Description</i>					
2007-220 MCI Spencer					
04/26/06 08:04:02 EDT	04/26/06 12:04:02	wrolfe	Local	PRN ON	DFS Tier-1 Haz-Mat and MDU are released
04/26/06 08:31:25 EDT	04/26/06 12:31:25	wrolfe	Local	PRN ON	Medeiros, Matthew J ID 238755 in at 0800hrs
04/26/06 09:16:29 EDT	04/26/06 13:16:29	wrolfe	Local	PRN ON	Michael Greco West Team on duty @0900
04/26/06 09:17:00 EDT	04/26/06 13:17:00	wrolfe	Local		Staff meeting for command staff commencing 0915 in ISU
04/26/06 09:39:11 EDT	04/26/06 13:39:11	wrolfe	Local		Update from briefing. Field com 10, Ambulance task force and MDU will be staging down @ 1000. Next Ops. Briefing @ 1200.
04/26/06 10:11:22 EDT	04/26/06 14:11:22	wrolfe	Local	PRN ON	Greco, Michael V ID 238744
04/26/06 10:13:18 EDT	04/26/06 14:13:18	wrolfe	Local	EQP IN	PORTABLE 3-4, HT1000 B/C 2012625 S/N 355AAL2496
04/26/06 10:28:04 EDT	04/26/06 14:28:04	wrolfe	Local	EQP IN	PORTABLE 5-4, HT1000 B/C 2012635 S/N 355AAL2509 PORTABLE 5-1, HT1000 B/C 2012632 S/N 355AAL2501 PORTABLE 3-1, HT1000 B/C 2012622 S/N 355AAL2494 PORTABLE 5-3, HT1000 B/C 2012634 S/N 355AAL2506
04/26/06 10:29:46 EDT	04/26/06 14:29:46	wrolfe	Local	EQP IN	Dist 14 B Amb Task Force PORTABLE 5-3, HT1000 B/C 2012634 S/N 355AAL2506
04/26/06 10:29:56 EDT	04/26/06 14:29:56	wrolfe	Local	EQP OUT	PORTABLE 3-1, HT1000 B/C 2012622 S/N 355AAL2494
04/26/06 10:30:04 EDT	04/26/06 14:30:04	wrolfe	Local	EQP IN	Dist 14 B Amb. Task Force PORTABLE 5-1, HT1000 B/C 2012632 S/N 355AAL2501
04/26/06 10:30:25 EDT	04/26/06 14:30:25	wrolfe	Local	EQP IN	PORTABLE 3-5, HT1000 B/C 2012626 S/N 355AAL2517 Chief DIO (Late)
04/26/06 10:30:36 EDT	04/26/06 14:30:36	wrolfe	Local	EQP IN	PORTABLE 1-4 HT1000 B/C 2012615 S/N 355AAL2499
04/26/06 10:30:48 EDT	04/26/06 14:30:48	wrolfe	Local	EQP IN	Dist 14 B Amb Task Force PORTABLE 5-5, HT1000 B/C 2012636 S/N 355AAL2513
04/26/06 10:34:08 EDT	04/26/06 14:34:08	wrolfe	Local	EQP IN	Liaison Chief PORTABLE T-2, HT1000 B/C 2012638 S/N 355AAL2487
04/26/06 10:34:17 EDT	04/26/06 14:34:17	wrolfe	Local	EQP IN	PORTABLE 3-1, HT1000 B/C 2012622 S/N 355AAL2494
04/26/06 10:52:43 EDT	04/26/06 14:52:43	wrolfe	Local	EQP IN	Dist 14 B Amb Task Force PORTABLE 5-2, HT1000 B/C 2012633 S/N 355AAL2507
04/26/06 11:18:50 EDT	04/26/06 15:18:50	wrolfe	Local		isu fueled by DFS unit
04/26/06 11:19:22 EDT	04/26/06 15:19:22	wrolfe	Local		crew en rt to IST in E. Brookfield for pack up of unit
04/26/06 12:08:13 EDT	04/26/06 16:08:13	wrolfe	Local		IST and tents back at Fire Station.
04/26/06 12:12:56 EDT	04/26/06 16:12:56	wrolfe	Local	EQP OUT	PORTABLE 1-2, HT1000 B/C 2012613 S/N 355AAL2486
04/26/06 12:12:59 EDT	04/26/06 16:12:59	wrolfe	Local	EQP IN	PORTABLE 4-1, HT1000 B/C 2012627 S/N 355AAL2489
04/26/06 12:13:17 EDT	04/26/06 16:13:17	wrolfe	Local	EQP OUT	PORTABLE 3-2, HT1000 B/C 2012623 S/N 355AAL2493
04/26/06 12:13:20 EDT	04/26/06 16:13:20	wrolfe	Local	EQP IN	PORTABLE 3-2, HT1000 B/C 2012623 S/N 355AAL2493
04/26/06 12:13:28 EDT	04/26/06 16:13:28	wrolfe	Local	EQP IN	PORTABLE 4-2, HT1000 B/C 2012628 S/N 355AAL2488 Chief Delitto

Incident Log

ID	Description					
Local Time	GMT	Entry Made By	Type	Log Entry		
2007-220	MCI Spencer					
04/26/06 12:13:34 EDT	04/26/06 16:13:34	wrolfe	Local	EQP OUT	PORTABLE T-1, HT1000 B/C 2012637 S/N 355AAL2492	
04/26/06 12:13:36 EDT	04/26/06 16:13:36	wrolfe	Local	EQP IN	PORTABLE T-1, HT1000 B/C 2012637 S/N 355AAL2492	
04/26/06 12:14:36 EDT	04/26/06 16:14:36	Admin	Local		Last briefing complete	
04/26/06 12:14:44 EDT	04/26/06 16:14:44	Admin	Local		ISU shutting down operations	

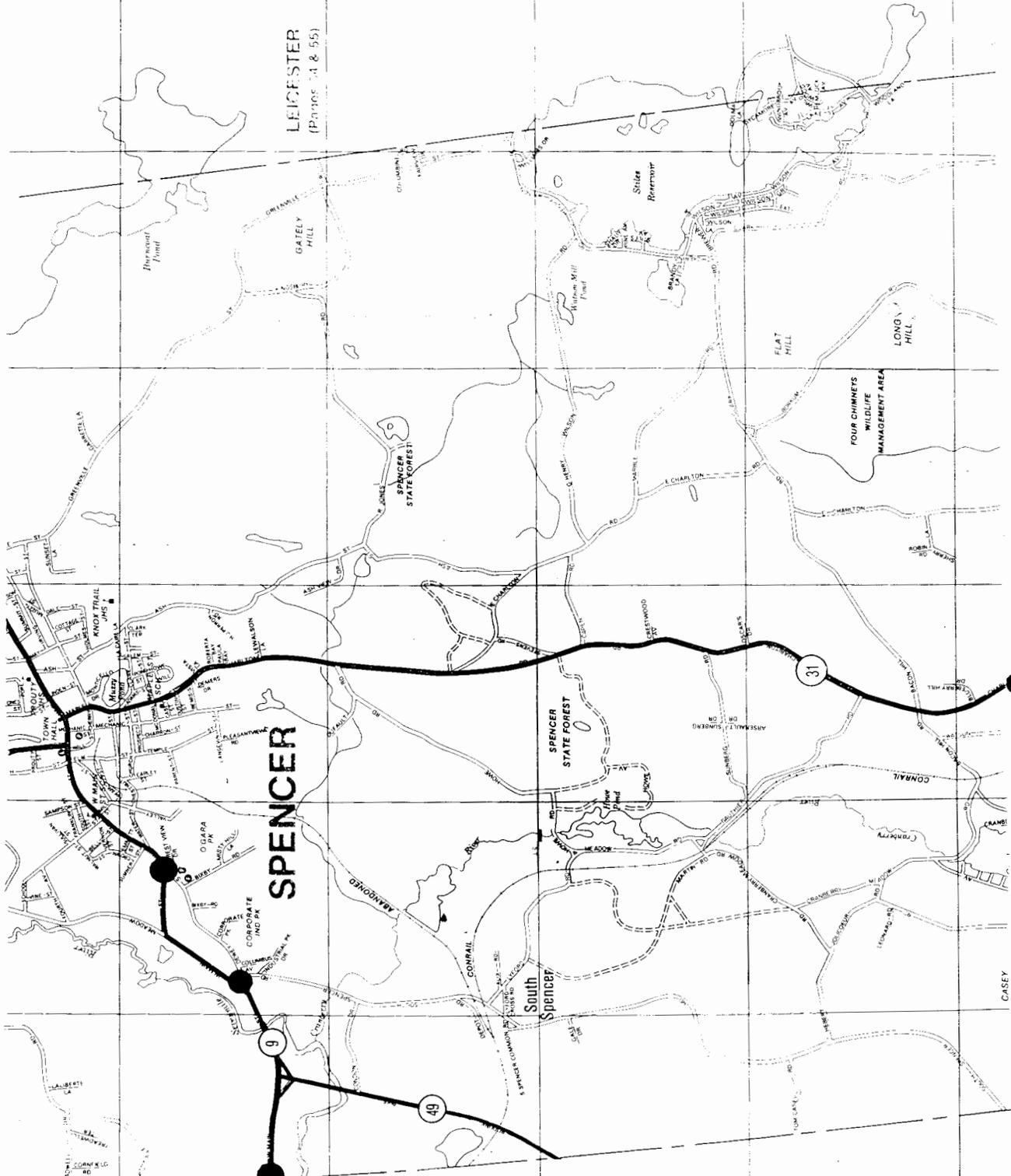
EQP IN
 EQP OUT
 S/N 355AAL2492

Points of Interest

- Corporate Industrial Park G3
- Fire Station G3
- Frexcon Industrial Park G3
- Four Chimneys Wildlife Management Area K5
- Knox Trail Junior High School F4
- Lake Street School F4
- Library F4
- Maple Street School G4
- Moose Hill Wildlife Management Area C6
- O'Garra Park G3
- Pine Grove Cemetery E3
- Pleasant Street School F4
- Police Station G3
- Post Office F4
- Prouty High School F5
- Prouty Junior High School F4
- Spencer Airport B6
- Spencer District Court F6
- Spencer State Forest B5, J4, H5
- St. Joseph's Abbey B3
- Town Hall F4
- Turkey Hill Brook Park D4
- West Main Street School F4

Community Profile

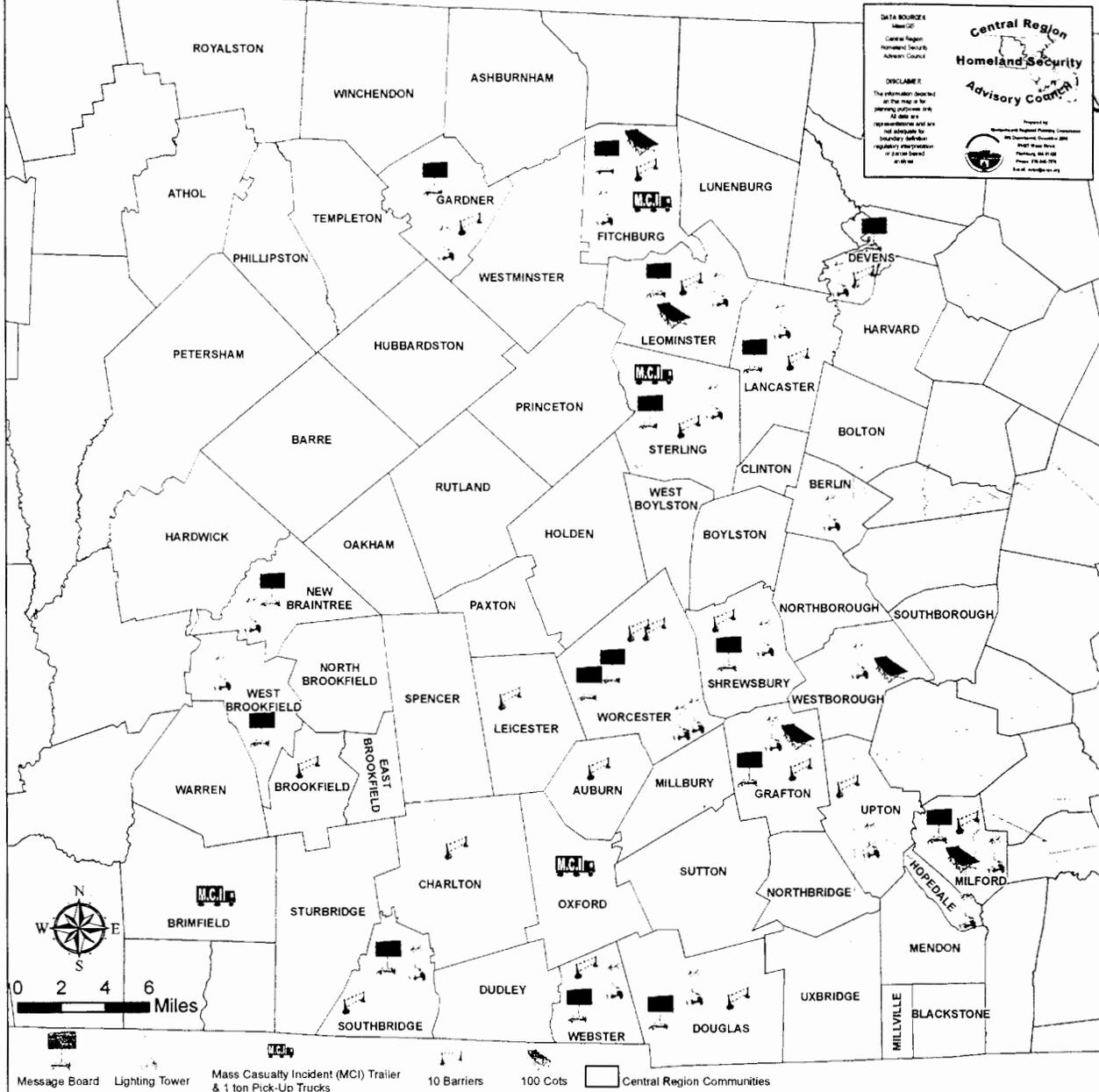
- County Worcester
- Area (Sq. Miles) 32.8
- Population 11,818
- Form of Govt. Open Town Meeting
- Area Code 508
- Zip Code 01562



EAST BROOKFIELD
(Page 40)

0.5 MILE
0.5 KILOMETER
1:60,000 approx. 1:60,000
ARROW MAP, INC.

Central Region Homeland Security Advisory Council Equipment Distribution (12/21/2006)



Message Boards		
Location	# of Units	Business Phone
Devens DPW	1	978-772-1864
Douglas FD	1	508-476-2267
Fitchburg FD	1	978-343-4801 (fire dispatch)
Gardner PD	1	978-632-5600
Grafton DPW	1	508-839-8525
Leominster OEM	1	978-534-7580
MassHighway (Lancaster)	1	978-217-8613
Milford - PD	1	508-473-1113
New Braintree Hwy	1	508-867-2451
Shrewsbury HWY	1	508-841-8513
Southbridge DPW	1	508-764-5403
Sterling DPW	1	978-422-6767
Webster DPW	1	508-949-3862
West Brookfield FD	1	508-867-1408
Worcester DPW	2	508-929-1300

Cots		
Location	# of Units	Business Phone
Westborough DPW	100	508-366-3070
Leominster OEM	100	978-534-7580
Milford FD	100	978-473-1212
Fitchburg FD	100	978-343-4801 (fire dispatch)
Grafton DPW	100	508-839-8525

Lighting Towers		
Location	# of Units	Business Phone
Berlin DPW	1	978-838-2896
Devens DPW	1	978-772-1864
Douglas Highway Dept.	1	508-476-3378
Fitchburg FD	1	978-343-4801 (fire dispatch)
Gardner FD	1	978-630-4051
Grafton DPW	1	508-839-8525
Hopedale FD	1	508-473-1050
Lancaster DPW	1	508-892-7021
Leominster DPW	1	978-534-7590
Milford FD	1	508-473-1214
New Braintree Highway Dept.	1	508-867-2451
Shrewsbury Highway Dept.	1	508-841-8513
Southbridge DPW	1	508-764-5403
Sterling DPW	1	978-422-6767
Upton DPW	1	508-529-3067
Webster DPW	1	508-949-3862
Westborough DPW	1	508-366-3070
West Brookfield FD	1	508-867-1408
Worcester DPW	2	508-929-1300

Barriers		
Location	# of Units	Business Phone
Auburn Hwy	10	508-832-7814
Brookfield Hwy	10	508-867-8357
Charlton HWY	10	508-248-2241
Devens DPW	10	978-772-1864
Douglas Hwy	10	508-476-3378
Fitchburg FD	10	978-343-4801 (fire dispatch)
Gardner DPW	10	978-632-7661
Grafton DPW	10	508-839-8525
Lancaster DPW	10	978-365-2272
Leicester HWY	10	508-892-7021
Leominster DPW	10	978-534-7590
Milford PD	10	508-473-1274
Shrewsbury Hwy	10	508-841-8513
Southbridge DPW	10	508-764-5403
Sterling DPW	10	978-422-6767
Upton DPW	10	508-529-3067
Webster DPW	10	508-949-3862
Worcester DPW	20	508-929-1300

Mass Casualty Incident (MCI) Trailers & 1 Ton Pick-Up Trucks		
Location	# of Units	Business Phone
Brimfield - Ambulance Service	1	508-854-0100
Fitchburg Fire Department	1	508-854-0100
Oxford Fire Department	1	508-854-0100
Sterling Fire Department	1	508-854-0100

WEDNESDAY, APRIL 25, 2007

**AS A PRECAUTION, DO
NOT USE TOWN WATER
UNTIL FURTHER NOTICE**

Due to the release of too much Sodium Hydroxide, a buffering agent. System is currently being flushed.

IMPORTANT!!!!!!!

DRINKING WATER WARNING

THIS NOTICE IS TO ADVISE THE CUSTOMERS OF SPENCER WATER DEPARTMENT (SPENCER) IN THE AREA OF THE MEADOW ROAD WATER TREATMENT PLANT IN SPENCER, MASSACHUSETTS TO TAKE THE FOLLOWING PRECAUTIONS ON APRIL 25, 2007 PRIOR TO THE FIRST USAGE OF WATER:

- 1) FLUSH ALL TAPS (HOT AND COLD) IN THE PREMISES FOR A MINIMUM OF TEN (10) MINUTES PRIOR TO USE. TAKE EXTREME CARE DURING SUCH FLUSHING NOT TO COME INTO CONTACT WITH THE WATER AS CONTACT MAY CAUSE BURNING AND/OR SKIN IRRITATION. IF CONTACT IS MADE UTILIZE BOTTLED WATER TO WASH THE CONTACTED AREA AND IMMEDIATELY OBTAIN MEDICAL HELP.
- 2) ICE CUBES MADE ON APRIL 24TH & 25TH, 2007 SHOULD BE DISCARDED. AUTOMATIC ICE DISPENSERS SHOULD BE EMPTIED AND RUN THROUGH SEVERAL CYCLE PRIOR TO USE TO ASSURE PURGING OF THE ICEMAKER WATER SUPPLY LINE.
- 3) BABY FORMULA AND OTHER FOODS PREPARED WITH WATER ON APRIL 24TH & 25TH, 2007 SHOULD BE DISCARDED.
- 4) DUE TO THE FLUSHING OF THE LINES BY RESIDENTS AND THE FLUSHING OF THE HYDRANTS BY SPENCER, THE WATER MAY APPEAR DISCOLORED, HOWEVER, THIS IS AN EXPECTED RESULT OF SUCH FLUSHING AND DOES NOT POSE AN IMMEDIATE HEALTH RISK.
- 5) IT IS ANTICIPATED THAT THE CHEMICAL OVERFEED OF SODIUM HYDROXIDE IN THE DISTRIBUTION SYSTEM CAUSED BY A MALFUNCTION AT THE WATER TREATMENT FACILITY HAS BEEN CORRECTED HOWEVER; WE REQUEST YOU TAKE THE ABOVE MENTIONED ACTIONS AS A PRECAUTION.

Sodium Hydroxide (NaOH) is an approved corrosion control chemical, which is used to raise the pH of the water. It is routinely added to assist in preventing the corrosion of pipelines and plumbing fixtures.

THE SPENCER WATER DEPARTMENT IS IN CONTACT WITH MASSDEP AND HEALTH OFFICIALS, WHICH WILL EVALUATE THE EFFECTIVENESS OF THE STEPS TAKEN TO SEE IF ANY FURTHER ACTION IS REQUIRED.

For more information, please contact the Spencer Water Department at 508-885-7525.

Please share this information with all the other people who drink this water, especially those who may not have received this notice directly (for example, people in apartments, nursing homes, schools, and businesses). You can do this by posting this notice in a public place or distributing copies by hand or mail.

This notice is being sent to you by the Spencer Water Department.

Date distributed: April 25, 2007

IMPORTANT!!!!!!!
DO NOT USE UNTIL FUTHER NOTICE
DRINKING WATER WARNING

THIS NOTICE IS TO ADVISE THE CUSTOMERS OF SPENCER WATER DEPARTMENT (SPENCER) IN THE AREA OF THE MEADOW ROAD WATER TREATMENT PLANT IN SPENCER, MASSACHUSETTS TO TAKE THE FOLLOWING PRECAUTIONS ON APRIL 25, 2007 PRIOR TO THE FIRST USAGE OF WATER:

- 1) DO NOT USE YOUR WATER FOR DRINKING OR BATHING UNTIL FURTHER NOTICE.
- 2) CONTACT MAY CAUSE BURNING AND/OR SKIN IRRITATION. IF CONTACT IS MADE UTILIZE BOTTLED WATER TO WASH THE CONTACTED AREA AND IMMEDIATELY OBTAIN MEDICAL HELP.
- 2) ICE CUBES MADE ON APRIL 24TH & 25TH, 2007 SHOULD BE DISCARDED. AUTOMATIC ICE DISPENSERS SHOULD BE EMPTIED AND RUN THROUGH SEVERAL CYCLE PRIOR TO USE TO ASSURE PURGING OF THE ICEMAKER WATER SUPPLY LINE.
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This notice is being sent to you by the Spencer Water Department.

Date distributed: April 25, 2007

IMPORTANT! – BOIL ORDER – DRINKING WATER WARNING

INSTRUCTIONS FOR WATER USE, SPENCER, MA

The Spencer Water Department has flushed the municipal distribution lines to remove contamination (sodium hydroxide) in the water supply. However, it is important that you take the following actions prior to the first usage of water:

WHAT SHOULD YOU DO?

#1) Flush your household and building water lines including: interior and exterior faucets, showers, water/ice dispensers, water treatment units, etc:

Take extreme care during such flushing not to come into contact with the water as contact may cause burning and/or skin irritation. If contact is made immediately use bottled water to wash the contacted area. Obtain medical help if you are experiencing symptoms.

- A) First open and flush for a minimum of 5 minutes all cold-water faucets in the premises, including kitchen, bathroom, shower and other faucets, including outdoor faucets. If you have a single-lever faucet, set it to run the cold water first.
- B) Next, change all faucets to hot water and flush hot water for a minimum of 15 minutes for a typical household 40-gallon hot water tank. Flush for a minimum of 30 minutes for an 80-gallon hot water tank or larger.
- C) Run empty dishwashers and laundry washing machines one complete cycle. Rewash any clothes washed on April 24th or 25th.
- D) Discard baby formula and other foods prepared with water since Tuesday, April 24th.
- E) Ice cubes made since Tuesday, April 24th should be discarded. Automatic ice dispensers should be emptied and run through a 24-hour cycle, discarding the ice at the end of each cycle to assure purging of the icemaker water supply line.
- F) Discard any water used in humidifiers, Continuous Positive Airway Pressure (CPAP), oral, medical or health care devices, and rinse the device with clean water.

Due to the flushing of the lines by residents and the flushing of the hydrants, some customers may experience a lack of water pressure and/or discolored water. However, this is an expected result and does not pose an immediate health risk. As an additional precaution you are being further advised to:

#2) AFTER FLUSHING - DO NOT DRINK THE WATER WITHOUT BOILING IT FIRST.

You must conduct the flushing described in section #1 before boiling the water.

Boiling water is not a substitute for flushing.

Bring all water to a boil, let it boil for one minute, and let it cool before using, or use bottled water. Boiled or bottled water should be used for drinking, making ice, brushing teeth, washing dishes, and food preparation until further notice. Boiling kills bacteria and other organisms in the water.

Please share this information with all the other people who drink this water, especially those who may not have received this notice directly (for example, people in apartments, nursing homes, schools, and businesses). You can do this by posting this notice in a public place or distributing copies by hand or mail.

The Spencer Water Department is in contact with MassDEP and health officials, which will evaluate the effectiveness of the steps taken to see if any further action is required. We anticipate resolving the problem as soon as possible and will keep you informed.

For more information or assistance, please contact the Spencer Water Department at 508-885-7525, watch Spencer Cable Access (Channels 11 and 12) or visit www.spencerma.gov.

Date Distributed: Thursday, April 26, 2007

PRECAUTIONS TO TAKE WHEN YOU HAVE BEEN ADVISED TO BOIL YOUR DRINKING WATER

1. **DRINKING WATER:** There are two simple and effective methods you can use to treat drinking water for potential microbiological contaminants (bacteria).
 - a. **Boiling:** Bring the water to a rolling boil for at least 1 minute. Laboratory data show this is adequate to make the water safe for drinking.

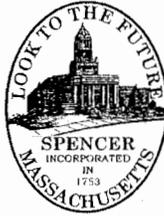
OR

 - b. **Disinfectant:** Disinfectant tablets obtained from a wilderness store or Pharmacy may be used. In an emergency, liquid chlorine bleach such as Clorox or Purex can be used at a dose of 8 drops (or 1/8 teaspoon) of bleach to each gallon of water. (**Careful measurement with a clean dropper or other accurate measuring device is required when using liquid chlorine bleach**). Let stand for at least 30 minutes before use. Read the label to see that the bleach has 5-6% available chlorine.
2. **WASHING DISHES:** It is best to use disposable tableware during the time the water needs disinfection. If that is not possible, the following steps should be taken:
 - a. **Washed dishes:** Should be rinsed in a solution of 1 teaspoon of bleach, as mentioned above, in a gallon of warm water (submersion in a dishpan for a minimum of 5 minutes is advised). The dishes should be allowed to air dry. Gloves should be worn when handling bleach to minimize any skin irritation.
 - b. **Rinsed Dishes:** Because of the many variables involved with dishes washed in a dishwasher, we recommend that you use the additional rinse step as described above.
3. **OTHER WATER USE CONSIDERATIONS:**
 - a. **Bathing:** Young children should be given sponge baths rather than put in a bathtub where they might ingest the tap water. Adults or children should take care not to swallow water when showering.
 - b. **Brushing your teeth:** Only disinfected or boiled water should be used for brushing your teeth.
 - c. **Ice:** Ice cubes are not safe unless made with disinfected or boiled water. The freezing process does not kill the bacteria or other microorganisms.
 - d. **Washing fruit and vegetables:** Use only disinfected or boiled water to wash fruits or vegetables that are to be eaten raw.
 - e. **Hand Washing:** Only boiled or disinfected water should be used for hand washing.
 - f. **Cooking & Coffee Making:** Bring water to a rolling boil for 1 minute before adding food. Use only boiled or bottled water for making coffee or other beverages.
 - g. **Infants:** For infants use only prepared canned baby formula that is not condensed and does not require added water. Only disinfected or bottled water should be used for preparing powdered formulas.
 - h. **House Plants and Garden:** Water can be used without treatment for watering household plants and garden plants. The exception would be things like strawberries or tomatoes where the water would contact the edible fruit.

TOWN OF SPENCER
MASSACHUSETTS
BOARD OF SELECTMEN

VINCENT P. CLOUTIER
JOHN T. GAGNON
PETER J. DURANT
PETER J. ADAMS
GARY P. HERL

MEMORIAL TOWN HALL
157 MAIN STREET
SPENCER, MA 01562
TEL: 508-885-7500 x155
FAX: 508-885-7528
TTY: 508-885-7503
www.spencerma.gov



April 27, 2007

Good day! We write to inform you that the boil order on the Spencer water system was lifted by the Massachusetts Department of Environmental Protection (DEP) at 3 p.m. today!

If you followed the flush instructions on the boil order you may now use the water supply as you normally do! **Remember, you must flush your system first if you have not done so already!**
Exception: If you use water to serve the public (food service, dentist, day care, etc.) you must follow Part B of the "Information Packet for Food Service Establishments" and pass a Board of Health inspection. Copies of the Information Packet and Boil Order are available at www.spencerma.gov.

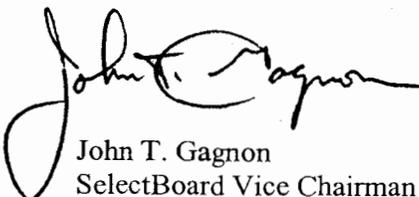
As you may know, at approximately 6:30 a.m. on Wednesday, April 25th, a call to our 911 center for medical assistance alerted us to a problem in the water system. A chemical known as Sodium Hydroxide, which used in its normally diluted amounts is perfectly safe, had been released into the system in a larger than usual quantity. This caused us to issue a "Do Not Use" or "No Contact" order. That order was converted to a "Boil Order" at 3 p.m. yesterday and has now been lifted.

Approximately 100 persons received medical transport. None remain in hospital or under observation. As one medical spokesman said, "None of the patients we've seen show the severity of symptoms for which there would be concern about long-term damage or disability. We characterize patients as they arrive as green, yellow, or red, in terms of severity of exposure, and so far all patients we've seen have been in the green category." If you do not feel well or show any signs of a burn, mild rash, or tingling sensation around the mouth, please call the 911 center.

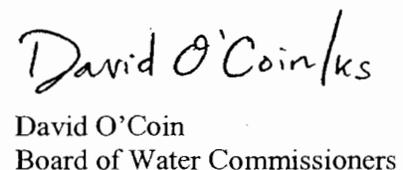
Sodium hydroxide, used to prevent corrosion in lead and copper pipes, is not being introduced into the water system at this point in time. The mechanism feeding it into the system has been shut down. We have had valves and sections of pipes physically removed. The electricity has been shut off to this system. It is not physically possible for the sodium hydroxide to get back into the system. The piping will remain in that condition until DEP authorizes its reconnection and reintroduction. Not having sodium hydroxide in the water system does not pose any short-term problems.

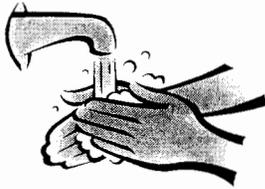
With the water supply restored to normal operations we will now turn to looking at what happened, how it was handled, and how we can avoid a similar event from occurring again. Investigations will be done by the state Department of Environmental Protection, an independent consultant retained by the Spencer Water Commission, and a Blue Ribbon commission established by the Water Authority and Board of Selectmen. We will send out more information as it is available. If you are a customer and would like to be on this Blue Ribbon Committee, please call our offices at 508.885.7500 ext 155.

During this event more than 200 volunteers and staff provided round the clock response services. We thank them all for their help. We thank all of you for your patience and understanding.


John T. Gagnon
SelectBoard Vice Chairman


Carter Terenzini
Town Administrator


David O'Coin
Board of Water Commissioners



The Boil Order is Lifted!

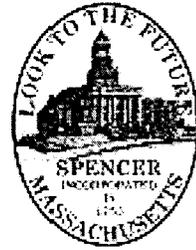
You may use Town water as you normally do!

Important: Flush your system if you have not already done so.

For further information call 508.885.7525,
watch Spencer Cable Access (Channels 11 & 12)
or visit www.spencerma.gov

MEMORANDUM – DEVELOPMENT & INSPECTIONAL SERVICES

TO: Blue Ribbon Committee
FROM: Karen M. Cullen, AICP, Director ODIS *KMC*
SUBJECT: ODIS After Action Report
DATE: 6/6/2007



At this point I have not had an opportunity to complete my department's after action report. The following is a brief description of the major tasks handled, approximate timeframes for various actions, and comments on what I feel ODIS or the town or other agencies could have done better to deal with this emergency.

The first indication ODIS had that there was anything wrong was a call from dispatch to one of my clerks at around 8:15 am on April 25th. That message did not convey an urgency in any manner, and indicated the problem was limited to the area between 1 and 200 Main Street. About an hour later we received an email from Carter which provided a bit more info but no concrete info was provided to allow ODIS to take appropriate action in response to the situation. Additionally, no timeframe was given (whether this would be minutes, hours, or days). Shortly before 10:00 am Carter came into the office and told my clerk (but not me) to start calling restaurants to advise them to stop using the water. I believe I was on the phone with someone on normal business at the time, and it was some 15 to 30 minutes before I was apprised of the magnitude of the emergency.

Problem identified: From the start, ODIS was not given the info needed to take appropriate actions immediately. Since ODIS, through the BoH, is responsible for the health and safety of the general public as it relates to food service establishments, any impact on the water supply system should have triggered an immediate call to either the Health Agent (Lee Jarvis) or, in his absence, to the Director of ODIS (me), or, as an alternative, to the Chair of the BoH (Lynda Laine). That did not happen in this case; although had Lee been in town I suspect this communication lapse would not have occurred.

Once we had a clear idea of the problem and the ramifications, we took immediate action and called all the food service establishments to warn them to stop serving or preparing food immediately. In addition, upon the advice of Lee Jarvis (who I was in contact with several times during the emergency while he was in St. Martin), we contacted other establishments that use water in their normal business with the public (e.g. hairdressers, doctors, dentists). We also called the schools regarding their cafeterias, and Cumberland Farms in East Brookfield. We determined that the courthouse only uses Spencer water for their fire suppression system and they were not impacted by the emergency.

Problem identified: Staff here in ODIS did not have a single source of information for all the establishments that needed to be called. Early on staff compiled a list of the food service establishments from other records in the office, and modified that listing throughout the emergency as they found deficiencies or other information that would be helpful in the future.

In the early afternoon on the 25th, Darlene O'Connor, the Director of Public Health in Leicester, arrived to assist; she remained with us through the rest of the emergency. With her assistance we researched and planned the response to the remainder of the emergency: temporary operations for food service establishments, re-opening for full business after the emergency, and which categories of businesses would have to (or be able to) operate under which conditions. Lynda Laine arrived in the late afternoon and the three of us spent the rest of the day (until midnight) researching and writing the protocols for businesses to operate under for temporary opening and for permanent re-opening. This was accomplished with the assistance of the state (Food Protection Program), and we did not leave until it was completed and posted on the internet.

Additional responsibilities of ODIS staff included fielding numerous phone calls (estimated to be around 100 the first day), dealing with walk-ins (not too many), writing and posting information for the internet, keeping the rest of town hall apprised of the situation as time went on, assisted Carter with town hall staff supervision (releasing at the end of the day), assisted with coordination of donations of water, and coordinating outside help to the BoH.

On the second day we received assistance from other Boards of Health, primarily to perform inspections for food service establishments to open under the Part A protocol (see attached packet). In the end, seven establishments opened under this protocol. Staff continued to field numerous calls, mainly from food service and other business operators as they tried to understand the timeframe for the emergency and the impact it would have on their business. Another round of calls were made to all food service establishments (including schools) in the afternoon when the boil order was imposed and the no use order was lifted. We then prepared for the final phase of our involvement, the round of inspections to all food service establishments under the Part B protocol.

On the third day we prepared for the lifting of the boil order by arranging for additional inspectors and figuring out what they would need to do for those inspections (Part B). All food service establishments had been advised they could NOT reopen until after their inspection, even when the boil order was lifted for the system. Again, staff performed many tasks during the day including fielding phone calls, writing documents for the web, and coordinating assisting BoH personnel.

This is all I have time to do right now; by your next meeting I should have a more thorough report done. I apologize if this incomplete report causes delays in your review and assessment of the water emergency. --Karen Cullen

TOWN OF SPENCER

Office of Development & Inspectional Services

*Planning Board
Zoning Board of Appeals
Conservation Commission
Board of Health*

*Town Planner
Inspector of Buildings
Health Agent
Wetland/Soil Specialist*



*Memorial Town Hall
157 Main Street
Spencer, MA 01562*

*Tel: 508-885-7500 ext. 180
Fax: 508-885-7519*

Information Packet For Food Service Establishments

April 25, 2007

On April 25, 2007 the Town of Spencer experienced a system malfunction in the public water supply. The system is being flushed out and the water will be tested by DEP on the 26th. Bottled water is being supplied to the affected residents at the Spencer Highway Garage on Meadow Street.

The Spencer Board of Health has been working all day and evening on addressing the needs of the food service establishments who are on the public water system. We have been in constant contact with the Massachusetts Department of Public Health Food Protection Program as well as others in the department. This information packet contains the protocols for the two options available to you: reopen on the 26th for the duration of the water emergency (Part A Protocol), or wait until the water supply is restored and then follow the Part B Protocol.

Part A allows reopening prior to the restoration of water service. Mass Dept. of Public Health Guidelines for opening under these conditions are very strict. You may not be able to meet the requirements necessary for Board of Health approval to open without running water (i.e. restoration of water service). Any establishment who wishes to open before the water service is restored, must follow the guidelines mandated in "Interruption of Water Service – Part A". All Food Service Establishments considering re-opening without water service must be inspected by the Spencer Health Department prior to opening for business. Call 508-885-7500 ext. 180 to request an inspection. The signature block at the end of the document must be filled out and signed prior to the inspection.

Part B will be the mandated reopening procedure for all establishments after the water service has been fully returned to normal operating condition. Prior to reopening you must receive and pass an inspection from the Spencer Board of Health or their designated Agent. We will be receiving aid with performing inspections from local town governments and from the Massachusetts Department of Public Health. Please follow the "Interruption of Water Service – Part B".

Please call 508-885-7500 ext. 180 to request an inspection. The signature block at the end of the document must be filled out and signed prior to the inspection.

If you have any questions, please contact the Office of Development & Inspectional Services at 508-885-7500 ext 180. We will have Health Inspectors available from other communities to assist with your questions.

Sincerely,

Karen M. Cullen

Karen M. Cullen, AICP
Director of Development & Inspectional Services

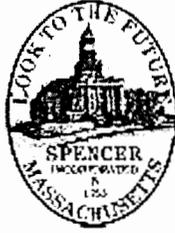
Lynda Laine

Lynda Laine
Chair, Spencer Board of Health

TOWN OF SPENCER
Office of Development & Inspectional Services

*Planning Board
Zoning Board of Appeals
Conservation Commission
Board of Health*

*Town Planner
Inspector of Buildings
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Wetland/Soil Specialist*



*Memorial Town Hall
157 Main Street
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*Tel: 508-885-7500 ext. 180
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Interruption of Water Service – Part A
**Protocol to Allow Food Service Establishments To
Operate Without Water Service**

In this emergency involving the interruption of water service, appropriate food establishment responses must be taken after an assessment of multiple factors including but not limited to:

- The complexity and scope of food operations,
- The onset and duration of the emergency event,
- The impact on other critical infrastructure and services; and
- The availability of alternative procedures that can be used to meet Food Code and Food Law requirements.

A food establishment manager or owner (or the “Person-in-Charge”) is responsible for conducting both initial and ongoing assessments to ensure consistent compliance with food safety requirements.

Alternative Procedures during a Water Interruption

The following are temporary alternative procedures that can be taken to address specific affected food operations during an extended interruption of water service.

Handwashing

No water to wash hands in food preparation area may result in contamination of food by employees...

Alternative Procedure

- **Establishments must clearly mark all faucets at all sinks or other water spigots by posting a sign that says DO NOT USE WATER, and if possible, shut the water supply off under the sink. (If not possible to shut off at sink, place a piece of tape over the faucet to allow the Person-in-Charge to prevent use of the water.**

- Do not contact ready-to-eat food with bare hands. **All food preparation requires employees to wear gloves.**
- Chemically treated (wet nap) towelettes may be used for cleaning hands if the only food items offered are pre-packaged.
- Bottled water must be packaged or placed in a clean, sanitized container with a spigot which can be turned on to allow clean water to continuously flow over employee's hands into a sink drain. Provide suitable hand cleaner, disposable towels, and a waste receptacle. AND follow up with an FDA Food Code compliant hand sanitizer approved for use as an indirect food additive.
- **If the alternative handwashing procedures outlined here cannot be instituted the food establishment will not be allowed to open.**

Toilet Facilities

Alternative Procedure

- Even though there is a water ban, toilets can be flushed.
- Discontinue operation if toilet facilities are not available.

Drinking Water

Alternative Procedure

- Use only commercially bottled water.

Cooking – Food Preparation

Alternative Procedure

- Use only commercially bottled water.
- Restrict the menu to items that don't require water.
- A properly mixed and tested sanitizing solution approved by the Board of Health must be available at all times.

Ice

Alternative Procedure

- Use only commercially manufactured ice.
- Do not use any ice made with your ice machine.

Post-mix Fountain Drinks and Coffee Machines

Alternative Procedure

- Discontinue service.
- Only bottled beverages may be used or sold.

Cleaning/sanitizing Equipment, Utensils, Tableware, Physical Facility
Alternative Procedure

- Use only single use disposable paper or plastic products for food service.
- Use only commercially bottled water to clean and sanitize equipment and utensils, then follow established procedures to wash, rinse and sanitize. Pre-scrape prior to washing as necessary.
- All equipment must be sanitized with a Board of Health approved, properly mixed and tested sanitizing solution.
- Discontinue operations as inventories of clean equipment utensils, and tableware are exhausted.
- Discontinue operations when cleanliness of the physical facility jeopardizes food safety.

I, the Undersigned, have completed all of the above procedures necessary to reopen this establishment.

Business Name: _____

Business Address: _____

Contact Phone Number: _____

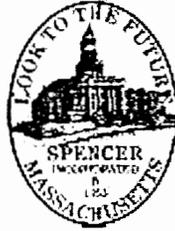
Owner or Person-in-Charge: _____

Signature: _____ Date: _____

TOWN OF SPENCER
Office of Development & Inspectional Services

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Zoning Board of Appeals
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Interruption of Water Service – Part B
**Protocol to Reopen All Food Service Establishments
Once Water Service Has Been Restored.**

When You Have Been Informed That the Water Supply is Safe Again:
Recovery involves the necessary steps for re-opening and returning to a normal safe operation.

A food establishment that was ordered or otherwise required to cease operations may not re-open until authorization has been granted by the Spencer Board of Health or it's designated Agent.

In this emergency involving the interruption of water service, appropriate food establishment responses must be taken after an assessment of multiple factors including but not limited to:

- The complexity and scope of food operations,
- The onset and duration of the emergency event,
- The impact on other critical infrastructure and services; and
- The availability of alternative procedures that can be used to meet Food Code and Food Law requirements.

A food establishment manager or owner (or the "Person-in-Charge") is responsible for conducting both initial and ongoing assessments to ensure consistent compliance with food safety requirements.

When Water Service is Restored

Recovery involves the necessary steps for reopening and returning to a normal safe operation.

A food establishment that was ordered or otherwise required to cease operations may not re-open until authorization has been granted by the regulatory authority.

After water service has been restored and after either the municipality or regulatory authority has lifted any "Boiled Water Advisory":

- **Flush pipes/faucets: run all cold water faucets continually for at least five minutes prior to any use AND run all hot water faucets until the water runs cold if you have a hot water tank, or for at least five minutes if you have a tankless hot water system.**
- Food equipment with waterline connections such as post-mix beverage machines, spray misters, coffee or tea urns must run at least two cycles and discard the water.
- Warewashing equipment with waterline connections such as glass washers, dishwashers, etc. must be flushed, cleaned, and sanitized in accordance with manufacturer's instructions.
- Run water softeners through a regeneration cycle for two cycles.
- Drain reservoirs within your facility, contact your plumber if you need assistance with this or if you are unsure if you have reservoirs in your system.
- Change out all water filters.
- Flush drinking fountains (water bubblers): run continuously for 5 minutes.
- Ice Machine Sanitation: Clean and sanitize all parts and surfaces that come in contact with water and ice, following the manufacturer's instructions.
 - **Discard existing ice.**
 - Continuously run water through the ice machine for at least five minutes.
 - Run the ice machine and dispose of the first batch of ice.
 - Change the water filter on the ice machine.
 - Completely clean and sanitize the entire machine.
 - Resume ice service.
- Check all equipment for damage and possible corrosion.
- Wash, rinse, and sanitize all food service dishware, glassware, flatware, utensils, and other food preparation items, surfaces, and equipment.

I, the Undersigned, have completed all of the above procedures necessary to reopen this establishment.

Business Name: _____

Business Address: _____

Contact Phone Number: _____

Owner or Person-in-Charge: _____

Signature: _____ Date: _____

Water Emergency Phone Instructions

In the beginning of the Water Emergency I instructed the U&F staff to use the following when giving notice to residents or when addressing the numerous phone calls that were coming:

“Due to the release of too much sodium hydroxide (a buffering agent) into the town water distribution system, do not use town water until further notice”

All staff were instructed to be consistent with notices and keep to what we knew and not to offer personal opinions or comments.

As the day progressed, and the first “Do Not Use” DEP flyer was distributed, we referred all callers to the DEP flyer and kept our comments consistent with DEP’s instructions.

As the Water Emergency progress from a “Do Not Use” to a “Boil Order”, again staff was instructed to refer to the instructions on the DEP “Boil Order” flyer.

When the “Boil Order” was lifted, again the staff was instructed to refer to the next issued flyer dated 4/27 that referred to DEP’s guidelines on flushing their system prior to use.

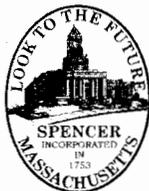
All calls associated with potential injuries were instructed to call 911.

Submitted by:
Margaret Bacon
Utilities and Facilities Superintendent

TOWN OF SPENCER, MASSACHUSETTS
OFFICE OF THE
SEWER COMMISSION

HAROLD J. MCAFEE, CHAIRMAN
FRANCIS X. WHITE, CLERK
LAWRENCE H. DUFAULT, MEMBER

MARK R. ROBIDOUX, SUPERINTENDENT



3 OLD MEADOW ROAD
SPENCER, MA 01562
TEL. 508-885-7541
TTY 508-885-7525
PLANT 508-885-7542

MEMORANDUM

To: Blue Ribbon Committee

From: Mark Robidoux 

Cc: Board of Sewer Commissioners

Re: Water Emergency - Sewer Department Comments

Date: June 6, 2007

The Sewer Department first learned of the high concentration of sodium hydroxide in the water supply on the morning of the emergency from a retired employee, Edson Gebo. Mr. Gebo heard the emergency on his ham radio and stopped by the wastewater treatment plant to tell us. We monitored influent pH levels at the treatment plant and other treatment processes for potential adverse conditions and experienced none. The flushing of the hydrants prevented high chemical laden water from entering the plant.

We were notified about the flushing order of residences to remove all traces of sodium hydroxide before it was given and was able to prepare for unknown high flows. The recorded peak flow during the water system flushing was 3.68 MGD. Our average flow before the flushing was around 1.00 MGD.

**INCIDENT REPORT – UTILITIES AND FACILITIES DEPT.
SPENCER WATER EMERGENCY RESPONSE**

APRIL 25, 2007

**PREPARED BY: MARGARET BACON, PE, UTILITIES AND FACILITIES
SUPERINTENDENT**

Under DEP's guidelines the recent water emergency would be considered a Level III for Equipment / System Failure. It is important to note once the problem was correctly identified the U&F Staff took the following appropriate action:

- Contacted the DEP and local responsible officials to inform them of the situation and to discuss the appropriate actions that need to be taken.
- Provided public notification through the appropriate media outlets as soon as possible (T&G website, Police Scanner, Town Web site, Radio).
- Provide public notification through mailings and flyers.
- Initiated a town-wide flushing program to cleanse the water distribution system right away.
- Conducted water quality testing several times for pH and bacteria.
- Notified the public as soon as we could every time the situation was upgraded.

The U&F Dept. continue to monitor the water distribution system and took appropriate actions to address any issues that arouse throughout the entire emergency situation.

The following is an itemized list of actions the U&F Department conducted during the recent Water Emergency.

Times below are approximate

Wednesday April 25, 2007	
Time	Action
7:00	Chief Operator arrived at plant, informed of a potential problem and immediately went to effected areas to flush lines. Clerical staff also informed of a potential problem from the Assistant Water Operator. Clerical staff began notifying schools not to use water at this time.
7:10	I arrived at the Water Dept. I was notified that there may be a problem with the water system due to two ambulance calls regarding shower victims and burning sensation. Chief Water Operator was in the field and could not be reached on the radio.

<p>7:15</p>	<p>I located Chief Water Operator flushing a hydrant near May and Main St. Discussed the situation with him. We made the determination that DEP needed to be notified.</p>
<p>7:30</p>	<p>I called the DEP Emergency Hotline. My call was to be forwarded to the appropriate person. Paul Anderson (DEP) called me back within 15 minutes. We were told to put out a public notification not to use water. I contacted Town Administrator around 7:45 to inform him what was going on at this time</p>
<p>7:45 to 9:30</p>	<p>U&F Office staff started the following procedures</p> <ul style="list-style-type: none"> • We contacted Police to put out a notice on their scanner for residents not to use the water until further notice. • Printed up our first Flyer (prior to DEP's) for distribution. • U&F Clerical Staff started notifying the larger and more sensitive customers: Housing Authority, Day Care Center,. BOH notified restaurant. • Contacted Worcester T&G regarding Public Notification • Notified Library and Sugden Block tenants • Had staff contact business's not to use the water at this time.
	<p>Continue to be on the phone with DEP as more information came in, especially regarding additional ambulance calls that were going out. U&F prepared our own flier for distribution as we waited for DEP's official notification. All calls from media referred to Town Administrator</p> <p>U&F coordinated with the Highway Dept. to start manual distribution of the flyers to all town water customers. We utilized the Hydrant Flushing Map as a tool to coordinate the field movements. U&F staff and Town Hall helped make copies for distribution.</p>
<p>9:30</p>	<p>DEP's first official flyer came in at 9:38 AM for distribution by hand. Made copies and passed on to Highway Staff.</p>
<p>9:45</p>	<p>DEP staff arrived on the scene. Kristine D. (?) and Ed Gates assisted Water Dept. with flushing and water quality testing.</p>
	<p>Water Dept. continued to keep flushing within the town center to help clean the system. (most calls were coming in from that area).</p>
	<p>U&F staff continued to monitor, field phone calls, assist other depts. and stay abreast of the situation. A standard response was prepared for the staff answering the phone so that brief but accurate information was relayed over the phone.</p> <p>\</p>

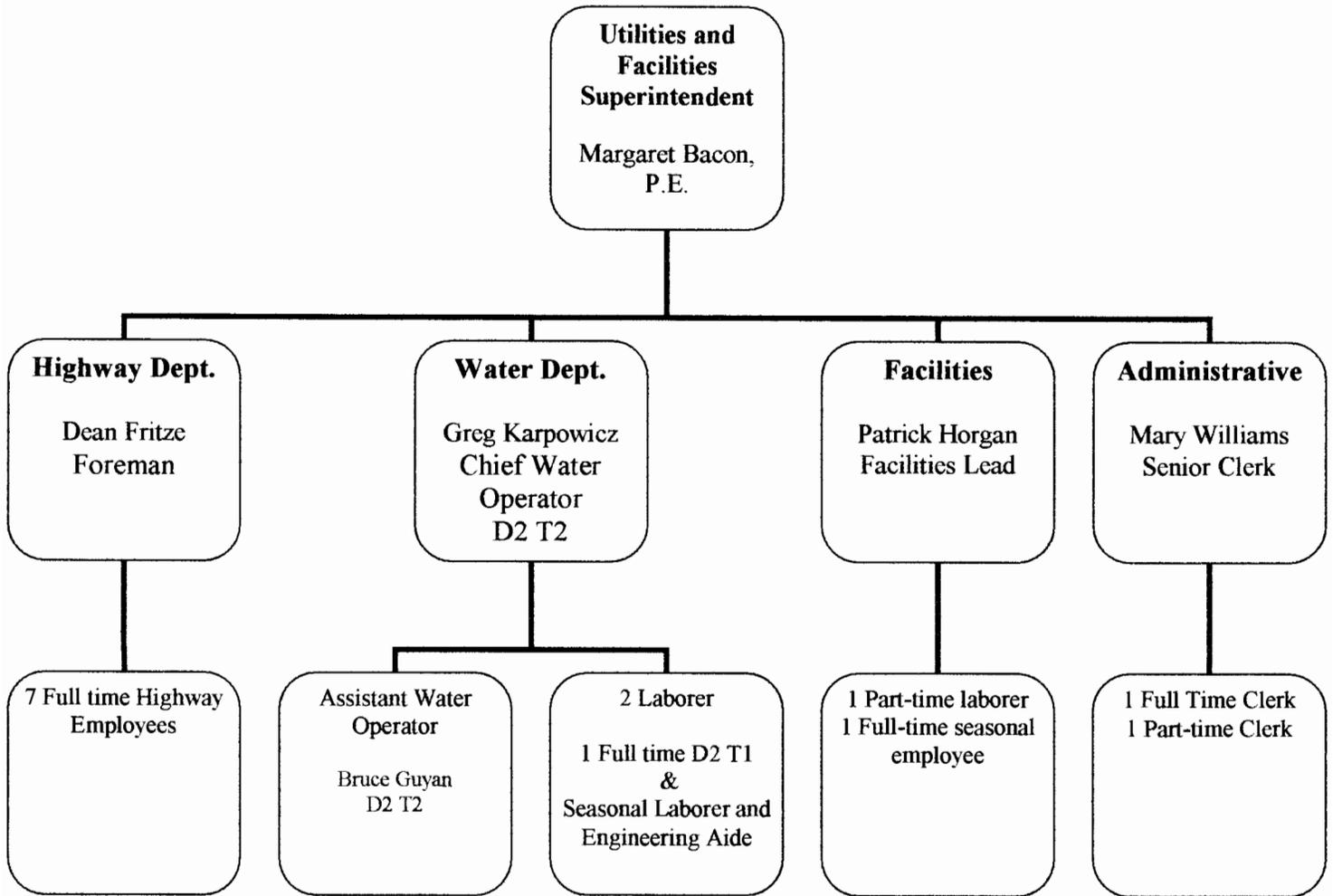
10:30	Low tank level alarm triggered, getting low due to all of the flushing. Several schools started losing pressure (Wire Village, Knox Trail). Tank reading was a approximately at 10'. Additional loss we knew that the Schools and residences in the higher locations would start to lose pressure. We increased the flow in an effort to fill the tank in spite of all of the flushing. Pressure slowly started to increase.
10:48	Received DEP's revised public notification faxed to Water Dept. Made copies and gave to Highway to replace original notice.
11:00	Internal meeting around 10:30 at rescue squad First press briefing around 11:00 AM at the rescue squad.
	Water Commissioner, Norm Letendre started obtaining bottled water for distribution. Had Polar Springs truck go to Fire Department. Also had additional water dropped off up at the Town Hall and Highway Garage Losing pressure at various high locations. Water Dept had to deal with low pressure and closing select hydrants (Clark St. near school) so there was enough pressure for the basics (i.e. flushing toilets) U&F staff busy fielding phone calls and public notice distribution. Martin Suuberg DEP and Paul Anderson arrived at the Water Dept. We discussed situation with them and they help assure us we were doing everything necessary to notify the users.
12:00 to 2:00 PM	Water Dept. with DEP out flushing and sampling the system. Chief Water Operator brought samples sent to lab directly for testing.
3:00 – 8:00	Second Emergency Meeting and press briefing at 3 pm
	Preliminary lab results back. Microbac Lab results faxed back to us by 3:45. pH in all tested locations within acceptable ranges except the Pleasant St. Area. pH still high. Hydrants in that area being flushed some more. Continue to field phone calls, communicate with other Depts and monitor the situation. Highway Garage became central station for water distribution. MEMA assistance the Highway Dept in regards to handing out the Do Not Use Water flyers and distributing bottled water. Most flyers were distributed by 5-6 pm Continue to speak with Fire & Police Dept. and passed on to Chief Water Operator status of ambulance calls and locations for line flushing.
8:00 PM	Emergency Meeting and press briefing at 8 pm. Contacted Peterson Oil to be on standby all evening if additional diesel fuel was needed for all of the emergency vehicles.

Thursday 4/27/078	
12:00 – 3:00 AM	Water Dept flushing the outer reaches of the Water System. Going systematically from Zone 1, (NW quadrant) clockwise to Zone 4, (SW quadrant). Had highway personal assist Water Dept. staff with flushing system.
12:20 AM	U&F informed central command of hydrant flushing progress and water tank level.
1:00	Four highway workers stay on overnight as a precautionary measure.
5:30	Hydrant flushing complete. Water Dept. Staff getting prepared for DEP and testing that will begin at 7:00 am.
7:00 AM	DEP staff arrived to assist Water Dept with water quality testing. Highway continued to assist Water Dept. for additional flushing and other activities that were needed. Stayed in contact with Police to make sure we were notified of any additional calls coming in and the location of the calls.
9:00 – 12:00	Martin Suuberg and Paul Anderson (DEP) were back at my office to check on status.
	Chief Water Operator and DEP staff at lab analyzing the water samples for pH. The on site pH testing by DEP recorded all acceptable limits of pH within the system. Second set of Bacteria samples (Thursday's sample) brought to the Worcester lab for testing. DEP upgraded the Do Not Use to the Flush and Boil Order. New flyers will go to residents today to limit water use after a flushing of the system.
2:00 PM	Emergency Management Meeting
3:00- 6:00 PM	Press Briefing
	DEP Boil Order was issued. Two page flyer issued. Town had local printer make all of the copies. U&F staff picked up for distribution as fast as they were made. Highway Dept coordinate distribution of new set of flyers. Fire Department, Sheriff Office

	helped in distribution of new flyers. Last flyer distributed before Dark.
6:00 – 12 PM PM	<p>Myself and the two Water Operators stayed at the plant and monitored the water tank elevation. Due to all of the flushing, the tank elevation was starting to drop in spite of high lift pump being on maximum flow. Due to the stress on the distribution system over the last couple of days, we had concerns of the potential for a waterline break. The tank elevation continued to slowly drop.</p> <p>I called Dr. Hicks and requested the schools stop flushing until system stabilized. Water Dept. staff also went to various large water users and requested they halt flushing until later in the night. I was also in contact with the Sewer Dept. in regards to their inflow amounts. Sewer flow started to slow down around 8:30 PM. Tank elevation bottomed out around 9:15 PM. At that time tank slowly started to rise.</p>

Friday April 27, 2007	
12 PM to 5:00 AM	The situation needed to be monitored overnight. One of the Water Dept. staff stayed all night to insure there were no problems with the system. Tank elevation at acceptable level
7:00 AM	Met with all staff. I instructed them in a consistent and appropriate response for all phone calls. Refer to DEP documents and recommendations. Health related questions call the 911 number that was established for this crisis.
9:20	Emergency Management Meeting, Press briefing
11:30	Spoke with DEP regarding lifting of the Boil Order. Sent DEP Draft letter for distribution regarding the Boil Order lift for their review. DEP waiting for lab results back from Worcester Waste Water Plant Lab. DEP will give verbal OK once they hear. DEP should have verbal results by 1 PM.
1 PM	Boil Order lifted. Local printer on stand by and prepared to print next round of flyers. These flyers will be sent via the postal service. Town Hall staff assisted the U&F staff preparing the next notification round for mailings.
2:00 – 12:00 AM	Contacted Police Dept. regarding any other incidents. Several more calls. Most not related (High School – UPS driver, HazMat burn due to a package. Gentlemen with a sunburn, others from earlier contact. Nothing new.)
	Coordinated with Highway staff for coverage for Saturday for Transfer Station Flyer Distribution and bottled Water Distribution. All HW workers will be coming in and working 5 hr shifts.
	There was round the clock coverage by the Licensed Water Treatment Operators over the weekend. Each operator to work 12 hour shifts.
April 28 through 29	U&F Superintendent and Highway Personnel were at Water Dept. preparing last set of mailings. . Delivered to Post Office at 7:10 AM on Saturday.
	Water Treatment facility had 24 hour coverage over the weekend.

SPENCER UTILITIES & FACILITIES DEPARTMENT



Carter Terenzini

From: Carter Terenzini
Sent: Wednesday, April 25, 2007 8:55 AM
To: Vinny Cloutier; Gary Herl; Gary Herl; Jack Gagnon; Jack Gagnon; Peter Adams; Peter Durant; Peter Durant
Subject: URGENT
Importance: High

There is a problem in the public water supply (high concentration of lime somehow). Several folks have had contact burns.

We are working to flush the system and with DEP to notify all persons to not have "contact" with water supply until notification.

Many Thanks,

Carter

Mr. Carter Terenzini, Town Administrator
Memorial Town Hall
157 Main Street
Spencer, MA 01562

508.885.7500 Extension 102 (Voice)
508.885.7528 (Fax)

Kate Simpson

From: Carter Terenzini
Sent: Wednesday, April 25, 2007 8:11 AM
To: Administrator; Alaine Boucher; BackupSpencerTownhall; Bernadine Wachewski; Bill Locke; Carter Terenzini; Cultural; David Darrin; Dean Fritze; Debra Graves; Diane Ledoux; Donald Clough; Elaine Jaquith; Greg Karpowicz; HistComm; Jean Mulhall; Jeremy Snow; Jill Gallagher; JoAnne Higgins; Karen Cullen; Karen keg. Gaucher; Kate Simpson; Laura Torti; Lauren Comeau; Laurie Viapiano; Lee Jarvis; Lisa Keay; Lynne Devito; Lynne Stoddard; Margaret Bacon; Marie Vandale; Mark R. Robidoux; Mary Baker-Wood; Mary Barrell; Mary Williams; Parks; Robert A. Morra; Robert Parsons; Sally Kennedy; Sandra Fritze; Stephanie Wachewski; sv_commtouch; tccounter; test user; Timothy Davis; UFClerk; Virginia Scarlet; Wallace Casavant
Subject: Public Water Supply - Urgent!
Importance: High

There is a problem with water supply.

Until further notice no-one should ingest or have contact with public water supply. (ie. Drink, wash hands, cook with, or shower!)

More news will follow>

If you take any calls; please do NOT refer them anywhere!

Make an email; with their name question and info and email it to mwilliams@www.spencerma.gov

More will follow ASAP

Many Thanks,

Carter

Mr. Carter Terenzini, Town Administrator
Memorial Town Hall
157 Main Street
Spencer, MA 01562

508.885.7500 Extension 102 (Voice)
508.885.7528 (Fax)

Kate Simpson

From: Kate Simpson
Sent: Wednesday, April 25, 2007 9:08 AM
To: webadmin; Accountant; Administrator; Elaine Boucher; Assessors; BackupSpencerTownhall; Bernadine Wachewski; Bill Locke; Board of Health; Carter Terenzini; Collector; Cultural; David Darrin; Dean Fritze; Debra Graves; Diane Ledoux; Donald Clough; Elaine Jaquith; Fire; Greg Karpowicz; Highway; HistComm; Inspection Services; Jean Mulhall; Jeremy Snow; Jill Gallagher; JoAnne Higgins; Karen Cullen; Karen keg. Gaucher; Kate Simpson; Laura Torti; Lauren Comeau; Laurie Viapiano; Lee Jarvis; Library; Lisa Keay; Lynne Devito; Lynne Stoddard; Margaret Bacon; Marie Vandale; Mark R. Robidoux; Mary Baker-Wood; Mary Barrell; Mary Williams; Parks; Police; Robert A. Morra; Robert Parsons; Sally Kennedy; Sandra Fritze; Sewer; Stephanie Wachewski; sv_commtouch; tccounter; test user; Timothy Davis; Town Administrator; Town Clerk; Treasurer; UFClerk; Veterans; Virginia Scarlet; Wallace Casavant; Water
Subject: Town Hall extended hours

Carter has asked me to let everyone know that the Town Hall will not be closing as usual from 12 to 1 p.m. today, and all employees should stay through the lunch hour and not go home until released.

Kate Simpson
Administrative Assistant
Office of the SelectBoard/
Town Administrator
Memorial Town Hall
157 Main Street
Spencer, MA 01562
p: 508.885.7500 x155
f: 508.885.7528
www.spencerma.gov

Kate Simpson

From: Kate Simpson
Sent: Wednesday, April 25, 2007 9:39 AM
To: Accountant; Administrator; Alaine Boucher; Assessors; BackupSpencerTownhall; Bernadine Wachewski; Bill Locke; Board of Health; Carter Terenzini; Collector; Cultural; David Darrin; Dean Fritze; Debra Graves; Diane Ledoux; Donald Clough; Elaine Jaquith; Fire; Greg Karpowicz; Highway; HistComm; Inspection Services; Jean Mulhall; Jeremy Snow; Jill Gallagher; JoAnne Higgins; Karen Cullen; Karen keg. Gaucher; Kate Simpson; Laura Torti; Lauren Comeau; Laurie Viapiano; Lee Jarvis; Library; Lisa Keay; Lynne Devito; Lynne Stoddard; Margaret Bacon; Marie Vandale; Mark R. Robidoux; Mary Baker-Wood; Mary Barrell; Mary Williams; Parks; Police; Robert A. Morra; Robert Parsons; Sally Kennedy; Sandra Fritze; Sewer; Stephanie Wachewski; sv_commtouch; tccounter; test user; Timothy Davis; Town Administrator; Town Clerk; Treasurer; UFClerk; Veterans; Virginia Scarlet; Wallace Casavant; Water; webadmin
Cc: 'hicksr@seb.k12.ma.us'
Subject: update on water

UPDATE:

The release of sodium hydroxide was a system malfunction. We hope to complete the flushing of the system by the close of business today. DEP will require independent confirmatory lab tests, which may take until the close of business tomorrow. More news will follow.

Kate Simpson
Administrative Assistant
Office of the SelectBoard/
Town Administrator
Memorial Town Hall
157 Main Street
Spencer, MA 01562
p: 508.885.7500 x155
f: 508.885.7528
www.spencerma.gov

Kate Simpson

From: Karen Cullen
Sent: Wednesday, April 25, 2007 11:57 AM
To: Accountant; Administrator; Alaine Boucher; Assessors; Bernadine Wachewski; Bill Locke; Board of Health; Carter Terenzini; Collector; Cultural; David Darrin; Diane Ledoux; Donald Clough; Elaine Jaquith; HistComm; Inspection Services; Jean Mulhall; Jeremy Snow; Jill Gallagher; JoAnne Higgins; Karen Cullen; Karen keg. Gaucher; Kate Simpson; Laura Torti; Lauren Comeau; Lee Jarvis; Library; Lisa Keay; Lynne Devito; Lynne Stoddard; Margaret Bacon; Marie Vandale; Mark R. Robidoux; Mary Baker-Wood; Mary Barrell; Mary Williams; Parks; Robert A. Morra; Robert Parsons; Sally Kennedy; Sandra Fritze; Stephanie Wachewski; tccounter; Timothy Davis; Town Administrator; Town Clerk; Treasurer; UFClerk; Veterans; Virginia Scarlet; Wallace Casavant
Subject: Water update
Importance: High

PLEASE move your car to the church parking lot by 1:45 PM!! Town Hall will be used for distribution of bottled water to Spencer residents starting at 2:00 today – no close time set at this point, we will likely be here distributing into the evening.

We held a press conference this morning at 11:30 at the Spencer Rescue Squad. The following are the key points of that press conference:

system malfunction in the water system this morning

first calls in to SPD roughly 6:30 am

advising if someone is on town water, do not use the water for cooking, drinking, cleaning, laundry, or other activities where bodily contact is made.

system is being flushed out today and will be complete by the close of business today

DEP requires testing of the water after flushing is complete and it is possible we will not have the final clear from DEP until as late as the close of business tomorrow – at that time we can reopen the system.

schools are remaining open, they have bottled water.

three facilities in East Brookfield are also affected: courthouse (fire suppression only), Cumberland farms, and elementary school

if someone does ingest the water they could experience blistering of their digestive system if the concentrations are high enough.

if someone comes in contact with the water they could experience mild burning and/or a localized rash. The area should be flushed with bottled water.

residents on wells are NOT affected, those water supplies are safe.

restaurants have been closed, at least for the time being – but the official word is they are closed until the system is reopened.

bars have been advised they can open but only sell bottled beer and such, use ice from outside sources, and use paper cups, etc – no dishwashing is permitted.

hair dressers have been advised to remain closed since they use so much water.

Kate Simpson

From: Karen Cullen
Sent: Thursday, April 26, 2007 10:50 AM
To: Alaine Boucher; Bernadine Wachewski; Bill Locke; Carter Terenzini; Cultural; David Darrin; Dean Fritze; Debra Graves; Diane Ledoux; Donald Clough; Elaine Jaquith; Greg Karpowicz; HistComm; Jean Mulhall; Jeremy Snow; Jill Gallagher; JoAnne Higgins; Karen keg. Gaucher; Kate Simpson; Laura Torti; Lauren Comeau; Lee Jarvis; Lisa Keay; Lynne Devito; Margaret Bacon; Marie Vandale; Mark R. Robidoux; Mary Baker-Wood; Mary Barrell; Mary Williams; Parks; Robert A. Morra; Robert Parsons; Sally Kennedy; Sandra Fritze; Stephanie Wachewski; Timothy Davis; UFClerk; Virginia Scarlet; Wallace Casavant
Subject: Status of water emergency
Importance: High

To Town Staff:

Within an hour or so there will be additional information posted on the web site – www.spencerma.gov; click on the hot news button at the top of the home page and then click on "water emergency documents" to find a list of information posted. Please check this site frequently to keep yourself abreast of the situation as it changes.

There has been no change in the status of this emergency at this point in time; we are hoping that by the close of business today DEP will have issued a modification in the no contact order. I will provide further updates later today.

At this point we are allowing restaurants and other food service establishments to reopen if they have followed specific procedures and have complied with a protocol prepared by the Board of Health, the Leicester Health Agent (who is filling in for Lee during this emergency), and myself with information provided by the state dept of public health food protection program, AND they have passed an inspection by one of the health inspectors who are helping us from Worcester and other towns. A list of the restaurants approved to be open will be constantly updated as the day proceeds. At this point only McDonald's has been approved to open and they have been open since roughly 8:30 am today. The Black & White and the Spencer Country Inn both use their own private wells and are unaffected by the emergency (thus remain open).

When you get a call from any resident who desires information on insurance, you are ABSOLUTELY NOT to refer the caller to the Accounting office. Instead, you MUST either open an email and address to Alaine Boucher (aboucher@spncerma.gov) and type in the callers name, address, phone number, and a brief description of their concerns, OR ask the caller if they wish to email Alaine themselves (and provide her email address and the info needed). Tell the caller Alaine will contact them as soon as possible (which may not be the same day or even the next day, depending on the number of requests she gets) to get additional information and inform them of what the next step will be. The attached document is a flyer relating to insurance.

Please note that although we do not at this time expect to need to keep employees beyond normal hours today, you MAY NOT leave until officially released. Please remain on alert for further

8/30/2007

developments in this regard. I respectfully ask that you all take 30 minute lunch breaks today (assuming you are leaving the Town Hall) to allow the town to continue to provide the level of service to the town residents and business community that we have provided so far.

Should you have further questions, please feel free to contact either myself or Alaine.

Chief Darrin, Chief Parsons, Mark R, and Margaret B: Please distribute to your staff as you feel appropriate.

Thanks much,
Karen Cullen & Alaine Boucher

Karen M. Cullen, AICP
Director, ODIS
Town of Spencer
Memorial Town Hall
157 Main Street
Spencer, MA 01562

Voice: 508-885-7500 ext. 180
Fax: 508-885-7519

kcullen@spencerma.gov
www.spencerma.gov

ALERT

On April 25, 2007, the Town of Spencer experienced a system malfunction in the public water supply. The system has been flushed out and the water is being tested by DEP. The cause of the malfunction has not yet been determined. We want to be ready to assist you, as appropriate.

- **Did you experience symptoms and/or receive medical assistance?**
- **Did you suffer economic loss?**
- **Did you incur physical damage to your property?**

If you answered “Yes” to any or all of the above questions, you should contact Alaine Boucher, the Town Accountant, at 508-885-7500, extension 160 or email aboucher@spencerma.gov

Please be prepared to give us the following information: Name, Address, Telephone and a brief description of how you were affected.

We will contact you to confirm all information.
We appreciate your patience.

Kate Simpson

From: Kate Simpson

Sent: Thursday, April 26, 2007 1:05 PM

To: Karen Cullen; Alaine Boucher; Bernadine Wachewski; Bill Locke; Carter Terenzini; Cultural; David Darrin; Dean Fritze; Debra Graves; Diane Ledoux; Donald Clough; Elaine Jaquith; Greg Karpowicz; HistComm; Jean Mulhall; Jeremy Snow; Jill Gallagher; JoAnne Higgins; Karen keg. Gaucher; Laura Torti; Lauren Comeau; Lee Jarvis; Lisa Keay; Lynne Devito; Margaret Bacon; Marie Vandale; Mark R. Robidoux; Mary Baker-Wood; Mary Barrell; Mary Williams; Parks; Robert A. Morra; Robert Parsons; Sally Kennedy; Sandra Fritze; Stephanie Wachewski; Timothy Davis; UFClerk; Virginia Scarlet; Wallace Casavant

Subject: work day

Hi all:

Just a reminder from Carter that all employees are to stay at work again today until released.

Thanks,

Kate

Kate Simpson

From: Carter Terenzini
Sent: Friday, April 27, 2007 6:43 AM
To: Accountant; Administrator; Alaine Boucher; Assessors; BackupSpencerTownhall; Bernadine Wachewski; Bill Locke; Board of Health; Carter Terenzini; Collector; Cultural; David Darrin; Dean Fritze; Debra Graves; Diane Ledoux; Donald Clough; Elaine Jaquith; Fire; Greg Karpowicz; Highway; HistComm; Inspection Services; Jean Mulhall; Jeremy Snow; Jill Gallagher; JoAnne Higgins; Karen Cullen; Karen keg. Gaucher; Kate Simpson; Laura Torti; Lauren Comeau; Laurie Viapiano; Lee Jarvis; Library; Lisa Keay; Lynne Devito; Lynne Stoddard; Margaret Bacon; Marie Vandale; Mark R. Robidoux; Mary Baker-Wood; Mary Barrell; Mary Williams; Parks; Police; Robert A. Morra; Robert Parsons; Sally Kennedy; Sandra Fritze; Sewer; Stephanie Wachewski; sv_commtouch; tccounter; test user; Timothy Davis; Town Administrator; Town Clerk; Treasurer; UFClerk; Veterans; Virginia Scarlet; Wallace Casavant; Water; webadmin
Cc: 'Ralph Hicks, Ed. D.'
Subject: H2O Update

For Public Distribution

- 1.) The Boil Order remains in effect until rescinded!
 - a. We hope to lift it by tomorrow morning
- 2.) Updates are available on SCA 11&12 Channels and www.spencerma.gov

(If you have not done so please go to our web site and read the Boil Order, info on updates, FAQ's, and Loss)

Be prepared to answer questions. If they want to report a loss; open an email to aboucher@spencerma.gov type the persons info into the email and send it to Alaine. PLEASE do not simply transfer calls you can answer. It will irritate our customers and overload the others. I know this takes time away form your regular work but... how we deal with this will win or lose us marks form our customers!

For YOU:

I Know it is Friday and ½ day normally but.....

No-one is released from work today until they are specifically released.

We hope to have our lab results by Noon which will allow us to announce the boil order is lifted as of 3 p.m.

We have one last flyer to distribute. We hope to do it via the schools and the mail! This will save us using the shoe leather express!

Thank you for your patience and efforts throughout this incident.

Finally:

I do not want people playing the fault blame game! Do not guess! Do not engage in rumors! (Please write them all down so I can get them addressed but do not respond unless you have the silver bullet

answer!)

Do NOT talk to each other about the event. Next week we will distribute a de-briefing form to all and we need your purest reactions to what happened so we can learn the most. We will also distribute how we intend to look at the incident to ensure public confidence in the water system and the town organization as a whole..

Again, Thank You

Many Thanks,

Carter

Mr. Carter Terenzini, Town Administrator
Memorial Town Hall
157 Main Street
Spencer, MA 01562

508.885.7500 Extension 102 (Voice)
508.885.7528 (Fax)

Kate Simpson

From: Robert A. Morra

Sent: Friday, April 27, 2007 10:50 AM

To: Alaine Boucher; Bernadine Wachewski; Carter Terenzini; Diane Ledoux; Donald Clough; Elaine Jaquith; HistComm; Jean Mulhall; Jill Gallagher; JoAnne Higgins; Karen keg. Gaucher; Kate Simpson; Laura Torti; Lauren Comeau; Lee Jarvis; Lisa Keay; Lynne Devito; Mary Barrell; Virginia Scarlet

Subject: Town hall water

Town Hall Staff:

The Town Hall water supply has not been flushed yet. The water should not be used for hand washing.

The flush will begin shortly and I will send another notice when it is complete.

Robert A. Morra

Inspector of Buildings/
Zoning Enforcement Officer
157 Main Street
Spencer, Ma 01562
508.885.7500 x180
rmorra@spencerma.gov

Kate Simpson

From: Kate Simpson
Sent: Friday, April 27, 2007 2:44 PM
To: Accountant; Administrator; Alaine Boucher; Assessors; BackupSpencerTownhall; Bernadine Wachewski; Bill Locke; Board of Health; Carter Terenzini; Collector; Cultural; David Darrin; Dean Fritze; Debra Graves; Diane Ledoux; Donald Clough; Elaine Jaquith; Fire; Greg Karpowicz; Highway; HistComm; Inspection Services; Jean Mulhall; Jeremy Snow; Jill Gallagher; JoAnne Higgins; Karen Cullen; Karen keg. Gaucher; Kate Simpson; Laura Torti; Lauren Comeau; Laurie Viapiano; Lee Jarvis; Library; Lisa Keay; Lynne Devito; Lynne Stoddard; Margaret Bacon; Marie Vandale; Mark R. Robidoux; Mary Baker-Wood; Mary Barrell; Mary Williams; Parks; Police; Robert A. Morra; Robert Parsons; Sally Kennedy; Sandra Fritze; Sewer; Stephanie Wachewski; sv_commtouch; tccounter; test user; Timothy Davis; Town Administrator; Town Clerk; Treasurer; UFClerk; Veterans; Virginia Scarlet; Wallace Casavant; Water; webadmin
Subject: Boil order lifted

Update: The boil order has been lifted. People still need to flush their systems before they can go ahead and use water. Please remember if you get any calls about insurance claims, either have the person email Alaine Boucher directly (aboucher@spencerma.gov), or take the info from them and email to Alaine yourself. The website continues to be a source of information for people, especially for those looking for specifics on flushing their systems.

Thanks,
Kate

Kate Simpson
Administrative Assistant
Office of the SelectBoard/
Town Administrator
Memorial Town Hall
157 Main Street
Spencer, MA 01562
p: 508.885.7500 x155
f: 508.885.7528
www.spencerma.gov

Kate Simpson

From: Karen Cullen
Sent: Saturday, April 28, 2007 12:09 PM
To: Alaine Boucher; Bernadine Wachewski; Carter Terenzini; Diane Ledoux; Elaine Jaquith; Donald Clough; HistComm; Jean Mulhall; Jill Gallagher; Jeremy Snow; JoAnne Higgins; Karen keg. Gaucher; Kate Simpson; Laura Torti; Lauren Comeau; Lee Jarvis; Lisa Keay; Lynne Devito; Margaret Bacon; Marie Vandale; Mary Barrell; Mary Williams; Parks; Robert A. Morra; Sally Kennedy; Virginia Scarlet; Wallace Casavant
Subject: Town Hall water

Folks:

The Town Hall's water system was flushed on Friday afternoon after the boil order was lifted. It is now safe to use the water as normal.

I would also like to thank all of you for your cooperation during this event; it was quite a learning experience for all of us and I appreciate the willingness of all staff here at Town Hall to help out in any way you could. Your cooperation will continue to be needed as we will be getting calls both for health related questions/concerns and loss questions/concerns.

As stated in a previous email, you are NOT to forward calls directly to Alaine Boucher for loss related questions – please follow the instructions in that previous email (pertinent paragraph follows): "When you get a call from any resident who desires information on insurance, you are ABSOLUTELY NOT to refer the caller to the Accounting office. Instead, you MUST either open an email and address to Alaine Boucher (aboucher@spncerma.gov) and type in the callers name, address, phone number, and a brief description of their concerns, OR ask the caller if they wish to email Alaine themselves (and provide her email address and the info needed). Tell the caller Alaine will contact them as soon as possible (which may not be the same day or even the next day, depending on the number of requests she gets) to get additional information and inform them of what the next step will be."

You can also refer callers to the web site – there is a lot of information on there regarding general and health related questions (in the "General FAQ") and loss information. It would be wise to review the info on the web so you can more easily and efficiently address the caller's issues.

For health related questions or concerns, please first ask the caller if they have internet access and if they do, refer them to the web site and if they still have questions they should call ODIS directly (ext. 180). If they don't or wish to speak with us right away, please transfer them to ODIS. We feel better knowing people are getting accurate information on health issues, there are times that a seemingly simple question evolves into something more complex and we do not want to risk people being put off and not getting the information they need.

Thank you very much,
Karen

8/30/2007

Karen M. Cullen, AICP
Director, ODIS
Town of Spencer
Memorial Town Hall
157 Main Street
Spencer, MA 01562

Voice: 508-885-7500 ext. 180
Fax: 508-885-7519

kcullen@spencerma.gov
www.spencerma.gov

Kate Simpson

From: Carter Terenzini

Sent: Monday, April 30, 2007 6:27 AM

To: Accountant; Administrator; Alaine Boucher; Assessors; BackupSpencerTownhall; Bernadine Wachewski; Bill Locke; Board of Health; Carter Terenzini; Collector; Cultural; David Darrin; Dean Fritze; Debra Graves; Diane Ledoux; Donald Clough; Elaine Jaquith; Fire; Greg Karpowicz; Highway; HistComm; Inspection Services; Jean Mulhall; Jeremy Snow; Jill Gallagher; JoAnne Higgins; Karen Cullen; Karen keg. Gaucher; Kate Simpson; Laura Torti; Lauren Comeau; Laurie Viapiano; Lee Jarvis; Library; Lisa Keay; Lynne Devito; Lynne Stoddard; Margaret Bacon; Marie Vandale; Mark R. Robidoux; Mary Baker-Wood; Mary Barrell; Mary Williams; Parks; Police; Robert A. Morra; Robert Parsons; Sally Kennedy; Sandra Fritze; Sewer; Stephanie Wachewski; sv_commtouch; tccounter; test user; Timothy Davis; Town Administrator; Town Clerk; Treasurer; UFClerk; Veterans; Virginia Scarlet; Wallace Casavant; Water; webadmin

Subject: 4:00 p.m. Today

There will be a brief staff meeting at 4 p.m. today of all Town Hall Staff in the Social Hall!

Many Thanks,

Carter

Mr. Carter Terenzini, Town Administrator
Memorial Town Hall
157 Main Street
Spencer, MA 01562

508.885.7500 Extension 102 (Voice)
508.885.7528 (Fax)

Kate Simpson

From: Carter Terenzini

Sent: Monday, April 30, 2007 11:19 AM

To: Accountant; Administrator; Alaine Boucher; Assessors; BackupSpencerTownhall; Bernadine Wachewski; Bill Locke; Board of Health; Carter Terenzini; Collector; Cultural; David Darrin; Dean Fritze; Debra Graves; Diane Ledoux; Donald Clough; Elaine Jaquith; Fire; Greg Karpowicz; Highway; HistComm; Inspection Services; Jean Mulhall; Jeremy Snow; Jill Gallagher; JoAnne Higgins; Karen Cullen; Karen keg. Gaucher; Kate Simpson; Laura Torti; Lauren Comeau; Laurie Viapiano; Lee Jarvis; Library; Lisa Keay; Lynne Devito; Lynne Stoddard; Margaret Bacon; Marie Vandale; Mark R. Robidoux; Mary Baker-Wood; Mary Barrell; Mary Williams; Parks; Police; Robert A. Morra; Robert Parsons; Sally Kennedy; Sandra Fritze; Sewer; Stephanie Wachewski; sv_commtouch; tccounter; test user; Timothy Davis; Town Administrator; Town Clerk; Treasurer; UFClerk; Veterans; Virginia Scarlet; Wallace Casavant; Water; webadmin

Cc: 'Vinny Cloutier'; 'Gary Herl'; 'Gary Herl'; 'Jack Gagnon'; 'Jack Gagnon'; 'Peter Adams'; 'Peter Durant'; 'Peter Durant'

Subject: FYI

DEP may be able to give us a supplementary note latter today

Many Thanks,

Carter

Mr. Carter Terenzini, Town Administrator
Memorial Town Hall
157 Main Street
Spencer, MA 01562

508.885.7500 Extension 102 (Voice)
508.885.7528 (Fax)

MEMORANDUM – OFFICE OF THE TOWN ADMINISTRATOR

TO: All Interested Parties
FROM: Carter Terenzini, Town Administrator
RE: Licensure Requirements
DATE: April 30, 2007
CC: BoS



A question has arisen as to whether or not operators at our treatment facilities possess valid and current licenses. They Do! We exceed all requirements!

Drinking Water: We are required to have two operators. One must have a T2D2 licensure and one must have a T1D1 licensure. We exceed those requirements! (T equals Treatment; and D equals Distribution).

Chief Operator	T3 (In Training) D2 (A Full Operator T2 is a prerequisite to the T3 In Training)
Ass't Chief Operator	T2 D2
Laborer	T1 (In Training) D2

Waste Water: We are required to have five staff. DEP has accepted four staff given our use of outside services (i.e. consultants). At least two must have licenses at a Grade 5. We exceed those requirements!

Superintendent	7C (Means Combined Municipal and Industrial)
Chief Operator	7C
Ass't Chief Operator	5C
Laborer	1-M Full (In Training) D2

We have reached out to the various agencies for confirmatory statements which will be posted here on this web-site upon their receipt.

Kate Simpson

From: Kate Simpson
Sent: Thursday, May 03, 2007 12:56 PM
To: Accountant; Administrator; Alaine Boucher; Assessors; BackupSpencerTownhall; Bernadine Wachewski; Bill Locke; Board of Health; Carter Terenzini; Collector; Cultural; David Darrin; Dean Fritze; Debra Graves; Diane Ledoux; Donald Clough; Elaine Jaquith; Fire; Greg Karpowicz; Highway; HistComm; Inspection Services; James Duggan; Jean Mulhall; Jeremy Snow; Jill Gallagher; JoAnne Higgins; Karen Cullen; Karen keg. Gaucher; Kate Simpson; Laura Torti; Lauren Comeau; Laurie Viapiano; Lee Jarvis; Library; Lisa Keay; Lynne Porretti; Lynne Stoddard; Margaret Bacon; Marie Vandale; Mark R. Robidoux; Mary Baker-Wood; Mary Barrell; Mary Williams; Parks; Police; Robert A. Morra; Robert Parsons; Sally Kennedy; Sandra Fritze; Sewer; Stephanie Wachewski; sv_commtouch; tccounter; test user; Timothy Davis; Town Administrator; Town Clerk; Treasurer; UF Clerk; Veterans; Virginia Scarlet; Wallace Casavant; Water; webadmin
Subject: water emergency thank-you list

Hello all:

If you have not done so already, please send me names of people who should be on our list of people to thank for their help/participation with last week's water emergency.

Thanks,

Kate

Kate Simpson
Administrative Assistant
Office of the SelectBoard/
Town Administrator
Memorial Town Hall
157 Main Street
Spencer, MA 01562
p: 508.885.7500 x155
f: 508.885.7528
www.spencerma.gov

Kate Simpson

From: Kate Simpson
Sent: Thursday, May 03, 2007 2:09 PM
To: Accountant; Administrator; Alaine Boucher; Assessors; BackupSpencerTownhall; Bernadine Wachewski; Bill Locke; Board of Health; Carter Terenzini; Collector; Cultural; David Darrin; Dean Fritze; Debra Graves; Diane Ledoux; Donald Clough; Elaine Jaquith; Fire; Greg Karpowicz; Highway; HistComm; Inspection Services; James Duggan; Jean Mulhall; Jeremy Snow; Jill Gallagher; JoAnne Higgins; Karen Cullen; Karen keg. Gaucher; Kate Simpson; Laura Torti; Lauren Comeau; Laurie Viapiano; Lee Jarvis; Library; Lisa Keay; Lynne Porretti; Lynne Stoddard; Margaret Bacon; Marie Vandale; Mark R. Robidoux; Mary Baker-Wood; Mary Barrell; Mary Williams; Parks; Police; Robert A. Morra; Robert Parsons; Sally Kennedy; Sandra Fritze; Sewer; Stephanie Wachewski; sv_commtouch; tccounter; test user; Timothy Davis; Town Administrator; Town Clerk; Treasurer; UFClerk; Veterans; Virginia Scarlet; Wallace Casavant; Water; webadmin
Subject: May 3 water update letter

Hi everyone:

Please see the attached letter, which is an update on the water emergency and addresses the water credit.

Thanks,

Kate

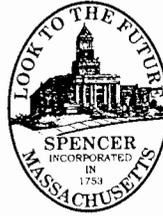


WaterEmergency05
0307.doc (60 K...

Kate Simpson
Administrative Assistant
Office of the SelectBoard/
Town Administrator
Memorial Town Hall
157 Main Street
Spencer, MA 01562
p: 508.885.7500 x155
f: 508.885.7528
www.spencerma.gov

TOWN OF SPENCER
MASSACHUSETTS
BOARD OF SELECTMEN

VINCENT P. CLOUTIER
JOHN T. GAGNON
PETER J. DURANT
PETER J. ADAMS
GARY P. HERL



MEMORIAL TOWN HALL
157 MAIN STREET
SPENCER, MA 01562
TEL: 508-885-7500 X155
FAX: 508-885-7528
TTY: 508-885-7503
www.spencerma.gov

May 3, 2007

Good day! We write with an update on the preliminary findings of the Massachusetts Department of Environmental Protection (DEP) and our activities related to the water emergency of last week. On Wednesday, May 2nd, DEP announced that “the cause of the incident appears to be operator error and the failure of alarm systems to notify the operators of the problem when those operators were off site.” Further, DEP announced that “as a result of our review, MassDEP will be referring the operators of the system to the Board of Professional Licensure....”

At that same time, the Town announced the two operators had been reassigned to tasks other than their ordinary and normal day-to-day “hands-on functions” of water treatment. That has been assumed, in the near term, by Weston and Sampson Services, Inc. This is a sister firm to Weston and Sampson, Inc., which, last evening, was retained by the Board of Selectmen and the Board of Water Commissioners to conduct an independent “Risk and Best Management Practices” analysis of the treatment plant with particular respect to the chemical feed system and its “related failsafe capability.” This firm has no association with any town employee and has not been involved in the design or management of the system prior to this date. You may learn more about them at www.westonandsampson.com.

In other action, the two Boards have approved the appointment of a Blue Ribbon Committee to review our response to the incident. It will be comprised of a representative who is from, or knowledgeable in, the fields of (a) Town Manager or Administrator; (b) Municipal Water Works Professional; (c) Public Health & Response Professional; (d) Water System Customer; and (e) Generalist. We hope they can issue their report within 75 days. We are also hopeful that DEP can release its final report within that time frame as well.

Each residential and commercial/industrial customer of the Spencer Water Department will be issued a future credit in an amount to be determined by the Board of Water Commissioners, for the water used in flushing your system(s) and the general inconvenience to you throughout this period. This is not a substitute for any other economic loss, property damage, or physical injury which needs to be reported to 508.885.7500 ext 117 or e-mailed to aboucher@spencerma.gov.

Finally, if you are just learning of this event, remember that you must flush your system before first use. If you have already done so you need not do that again. You will shortly receive a survey on our response, which will be helpful to us in preparing for any natural or man-made disaster which might occur. We would appreciate if you would fill it out and return it promptly.

As always we will keep our website, www.spencerma.gov, updated with the latest information.

Vincent P. Cloutier
SelectBoard Chairman

Carter Terenzini
Town Administrator

David O’Coin
Board of Water Commissioners

Kate Simpson

From: Alaine Boucher

Sent: Tuesday, May 15, 2007 2:01 PM

To: Bernadine Wachewski; Diane Ledoux; Collector; Jean Mulhall; Elaine Jaquith; JoAnne Higgins; Jill Gallagher; Karen Cullen; Kate Simpson; Laura Torti; Lauren Comeau; Marie Vandale; Sally Kennedy

Subject: Water Emergency

To all concerned,

If any person comes to make a claim for damages the " water emergency" please do not take any documentation. Just take their name, address, and phone number for I will do the rest. The insurance co needs the documentation. Not me.

Thanks

Alaine M. Boucher
Town Accountant
157 Main Street
Spencer, Ma 01562
508-885-7545 Phone
508-885-7512 Fax
aboucher@spencerma.gov

Kate Simpson

From: Robert Parsons
Sent: Tuesday, June 05, 2007 10:03 AM
To: David Darrin; Greg Karpowicz; Karen Cullen; Kate Simpson; Lee Jarvis; Lynne Porretti; Margaret Bacon; Mark R. Robidoux; Alaine Boucher; Gary Suter ; Keith Ventimiglia (ventimigliak@tantasqua.org); Ventimiglia Keith (Keith Ventimiglia)
Cc: Stephanie Wachewski; Bill Locke (home)
Subject: Blue Ribbon Committee

The Committee will be having their first meeting tomorrow evening at the Town Hall in Conf Room "B" at 6:30PM. They will need any information that your department will be providing to them prior to that meeting. Please contact Stephanie at the fire station in the morning tomorrow if she needs to bring the information to them for the meeting. They will be reviewing any DEP findings, looking at the water treatment plant analysis, etc , After Action reports from departments, customer response survey and media reports. Please provide all the needed information prior to their meeting that you may be able to provide. I will be unavailable this coming Wednesday, Thursday and Friday as I will be away at a conference on the Cape.

Chief Robert Parsons
Spencer Fire and Emergency Services
Station: 508-885-3555
Fax: 508-885-2732

Kate Simpson

From: Carter Terenzini
Sent: Tuesday, August 14, 2007 11:10 AM
To: Accountant; Administrator; Alaine Boucher; Assessors; BackupSpencerTownhall; Bernadine Wachewski; Bill Locke; Board of Health; Carter Terenzini; Collector; Cultural; David Darrin; Dean Fritze; Debra Graves; Diane Ledoux; Donald Clough; Elaine Jaquith; Fire; Greg Karpowicz; Highway; HistComm; Inspection Services; James Duggan; Jean Mulhall; Jeremy Snow; Jill Gallagher; JoAnne Higgins; Karen Cullen; Karen keg. Gaucher; Kate Simpson; Laura Torti; Lauren Comeau; Laurie Viapiano; Lee Jarvis; Library; Lisa Keay; Lynne Porretti; Lynne Stoddard; Margaret Bacon; Marie Vandale; Mark R. Robidoux; Mary Baker-Wood; Mary Barrell; Mary Williams; Parks; Police; Robert A. Morra; Robert Parsons; Sally Kennedy; Sandra Fritze; Sewer; Stephanie Wachewski; sv_commtouch; tccounter; temp temp; test user; Timothy Davis; Town Administrator; Town Clerk; Treasurer; UFClerk; Veterans; Virginia Scarlet; Wallace Casavant; Water; webadmin
Cc: Vinny Cloutier; Jack Gagnon; Jack Gagnon; Joe Decoff; Peter Durant; Peter Durant; Tony Bove
Subject: Corrosion Control

As you all know, we ceased our corrosion control process (injection of Sodium Hydroxide) as a result of the Water Emergency.

Just moments ago we again began injecting Sodium Hydroxide in to the water system in a redesigned manner. This may create questions and concerns.

You should read the letter and FAQ's which was mailed out yesterday to all of our customers. It is available at:

<http://www.spencerma.gov/1/Files/Control%20Corrosion.pdf>

Many Thanks,

Carter

Mr. Carter Terenzini, Town Administrator
Memorial Town Hall
157 Main Street
Spencer, MA 01562

508.885.7500 Extension 102 (Voice)
508.885.7528 (Fax)

8/30/2007

TOWN OF SPENCER
MASSACHUSETTS
BOARD OF SELECTMEN

VINCENT P. CLOUTIER
PETER J. DURANT
ANTHONY J. BOVE
JOHN T. GAGNON
JOSEPH E. DECOFF II



MEMORIAL TOWN HALL
157 MAIN STREET
SPENCER, MA 01562
TEL: 508-885-7500 X155
FAX: 508-885-7528
TTY: 508-885-7503
www.spencerma.gov

August 13, 2007

Good day! We write with an update on several matters related to the water emergency of April.

First, there is the matter of adjustments to your bill. Hopefully you noticed the courtesy credit on your most recent bill. If you did not get this credit please call the Utilities & Facilities office at 508-885-7525. These bills are due on August 20 and, as always, may be paid through the time savings means of online payment at www.spencerma.gov.

Next, there is the matter of the Blue Ribbon Committee reviewing our response to the incident. Reportedly almost one-half of you assisted this effort by returning the questionnaire sent out in June. The Committee has interviewed key officials, toured the facility, and reviewed a wide range of regulatory (DEP) and independent engineering evaluations. As a final outreach effort, the Committee will hold a public hearing on Wednesday, August 29, 2007, at 6:00 p.m. in the Memorial Town Hall. If you cannot attend but have a specific comment you want to submit, please send it to Stephanie Wachewski at the Spencer Fire and Emergency Services Department, 11 Dewey St., Spencer, MA 01562, by fax to 508-885-2732 or email to swachewski@spencerma.gov. Such comments need to be received by 4:00 p.m. on the day prior to the hearing. It is anticipated that the final Blue Ribbon report will be available sometime in the latter part of September.

Finally, there is the matter of how we control corrosion within the water distribution (piping) system. We were using sodium hydroxide for this purpose but have not been doing so since the water emergency. If not properly treated, corrosive water can cause lead and copper to leach from your household plumbing into the water you drink. It can also cause leaks in the distribution system including your household plumbing. Both federal Safe Drinking Water Act and Massachusetts Drinking Water regulations require systems to meet corrosion control standards to protect water quality. In consultation with DEP, the engineers have carefully reviewed our treatment system. A new method of introducing the chemical into the system has been designed along with substantial modifications to the alarm and fail-safe systems. We are about to begin corrosion control treatments again. This flyer should answer many questions of why we use the chemical we do, and how it is introduced to the system. It is also available on our website, along with many other documents related to the incident. You may also be interested in knowing that, in reviewing this matter with DEP, we came to learn that almost 600,000 people, out of the 900,000 served daily by public water supplies in Central Massachusetts, consume water treated by similar methods.

We appreciate your continued patience. As always, this latest information is also on our website.

Vincent P. Cloutier
SelectBoard Chairman

Carter Terenzini
Town Administrator

Norman Letendre, Jr.
Water Commissioner

Corrosion Control in Drinking Water

Why is it necessary and how is it accomplished?

In late April of this year, an overfeed of the chemical sodium hydroxide occurred. As a result of that incident, the use of the chemical feed system was temporarily suspended pending an examination into the causes of the overfeed. We are rapidly approaching the reintroduction of this chemical to your drinking water. We want you to know why it is used and how we plan to safely apply this chemical.

A new chemical feed system is being put in place to more safely administer sodium hydroxide. This system has undergone a rigorous review process by the Massachusetts Department of Environmental Protection (MassDEP) and includes a redesign of how the chemical is introduced, and substantial work to restore various alarm and fail-safe systems found not to be in full operational mode.

What is corrosion control?

Water by its own nature causes different metals to oxidize in various ways. This process is greatly expedited when the water is on the acidic side of the pH scale (below a pH of 7.0). As copper oxidizes it dissolves into the water, resulting in a green color to the water and causing staining of bath fixtures. Brass is a composite metal that contains lead. With acidic water the lead is oxidized and it also is dissolved into the water. The volume of this material is not great and is often measured in parts per million or parts per billion. Please be assured that this does not pose an immediate health threat.



In order to minimize the oxidation process we raise the pH of the water to make the water less acidic. Ninety-eight percent of New England water is acidic. Typical surface water supplies (lakes, ponds, and rivers), have a natural pH of 6.4 to 6.8. Typical ground water supplies (wells) have a natural pH of 5.9 to 6.4.



Our Meadow Road well water operates in a pH range of 5.6 to 5.9. This water is considered acidic. In order to neutralize the effects of this water on metals, we must treat it to adjust the pH of your drinking water to between 7.5 to 7.8. We use sodium hydroxide to do this.

In addition to causing metals to oxidize in various ways inside the pipe system (ours and yours), the corrosion can cause pinhole leaks and other problems in the piping. These cause us both many service problems and expenses.

Do we have to do this and how do I know this process is effective?

In the 1990s the U.S.E.P.A. passed a drinking water regulation called the “Lead and Copper Rule.” This regulation recognized that lead and copper leaching into drinking water, even in small amounts, could produce health effects on a long-term basis. The regulation is very specific and targets older buildings that typically have lead-based solder joints. The rule requires water departments to sample their systems semi-annually, and if the samples exceed lead and copper levels, to install treatment systems to reduce the corrosive potential of the water provided to the public.

Spencer has developed its process to meet and exceed the regulatory requirements for the past several years.

How do I know the new chemical system is safe?

MassDEP, the Spencer Water Department, and its consultant Weston & Sampson, have been working closely to identify the deficiencies in the previous sodium hydroxide chemical storage and feed system and to correct them. A temporary chemical feed system will inject the chemical at a new point in our treatment process. It allows us to more safely apply sodium hydroxide now while the more permanent system is designed and reviewed by MassDEP. Once the design is complete the new permanent system will be constructed, tested, and placed in service, also with MassDEP approval.

The Water Department and its consultant are also working with MassDEP to develop Standard Operating Procedures for operations staff to follow. The Water Department, in addition to the recently completed repairs, is also having the monitoring and alarm system upgraded. Rigorous regular system testing is now in place.

All of the above listed items are designed to provide safety and assurance to our customers.

Has the Water Department considered using an alternative treatment chemicals and/or process?

Yes, we have considered using alternatives. With respect to various chemicals, there is a limited choice of chemicals available. Limitations are the result of two major considerations:

1. Because we are working with drinking water, we must use a food grade material.
2. The treatment of making water less acidic is very specific, requiring specific chemical reactions.

Treatment processes for this problem is also very limited. There are three basic treatment processes available:

1. Lime Addition/Calcium Precipitation (also known as Calcium Hydroxide)

This process requires the most equipment and labor of all of the processes. The chemical is purchased as dry chemical and stored on site. The chemical is mixed with water and injected into the drinking water. The chemical does adjust the water's pH, but the chemical precipitates calcium to coat the interior walls of the pipe.



This process is effective and proven. The process does require additional equipment as well as the energy costs related to the constant mixing of this chemical. The mixing process develops a “slag” material that must be removed from the tank annually and there are costs related to the disposal of this material. The process also requires additional space that is not currently available.

Operator efforts are also increased in maintenance of the equipment due to early precipitation of the chemical.

2. Corrosion Inhibitors

Corrosion inhibitors are phosphate-based chemicals that react by forming a protective film on the pipe interior to minimize the pipe exposure, thus limiting oxidation. This process has been tried with very limited success.

3. pH/Alkalinity Adjustment

This is the process we currently utilize. In using sodium hydroxide, a very alkaline solution, we raise the water's pH and alkalinity. We have been successfully treating Spencer's water with this chemical for the past fifteen years.

Alternatives to sodium hydroxide are potassium hydroxide and soda ash. Potassium hydroxide is a liquid, just as sodium hydroxide is. Both chemicals react the same way and have identical characteristics. Potassium hydroxide is slightly more expensive and is frequently limited in availability.

Soda ash is delivered as a dry chemical and requires extensive preparation in the mixing process. Testing has indicated that it is much less effective in elevating the alkalinity of Spencer's water.

Is there any other reason we choose one system over another?

In addition to other factors such as cost and operation, it also greatly depends on your raw water quality. If you have a high sodium count in the raw water to start with, there will be negative effects by adding more sodium (salt) to the water. The same goes for other chemicals you may add. Spencer's raw water has a low sodium concentration which allows for the addition of sodium hydroxide.

What other chemicals do you use in our water system?

Potassium Permanganate. This chemical controls manganese, which is a soluble metal that is in water. The potassium permanganate brings it out of solution into a solid form that is trapped by our filtering systems.

Sodium Hypochlorite. This chemical counteracts any bacteria in the water and brings any iron in the water out of solution into a solid form so it can be filtered out as well.

What if I have more questions?

Please mail them to the Spencer Water Department at 3 Old Meadow Road or email them to mbacon@spencerma.gov.

MEMORANDUM – OFFICE OF THE TOWN ADMINISTRATOR

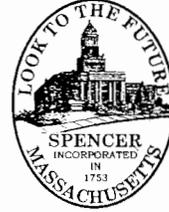
TO: All Water Department Employees and
All Utilities & Facilities Office Employees

FROM: Carter Terenzini, Town Administrator *CT/ks*

RE: Water Emergency

DATE: May 2, 2007

CC: BoS



As a result of the recent water emergency events, we have decided that all Water Department employees and all Utilities & Facilities Office employees must undergo at least one counseling session. The purpose of these sessions is so that you may relieve any stress or anxiety you may have related to these events; we would like to help you through this process.

The Employee Assistance Program (EAP) offered through the Town's insurance allows you to participate in counseling sessions over the telephone, with referral to another provider if needed. You have access to up to five free sessions, either on the phone or in person. Attached is a brochure with information on how to contact the EAP—the phone number is (800) 828-6025. Also attached is a form for you to sign and submit to Human Resources at Town Hall after you have completed your session. We ask that you have your session completed by June 1, 2007.

Stephanie Wachewski

From: Diane Ledoux
Sent: Thursday, August 30, 2007 1:37 PM
To: Stephanie Wachewski
Subject: RE: Blue Ribbon Committee Request

Stephanie -- between 4/8/07 and 5/8/07 we show 161 hits on the website. When I check the Water Emergency page, and I can only do that from creation to today, there have been 4516 hits.

*Diane C. Ledoux
Town of Spencer
157 Main Street
Spencer, MA 01562*

*Phone: 508 885-7500 x103
e-mail: dledoux@spencerma.gov*

From: Stephanie Wachewski
Sent: Thursday, August 30, 2007 12:27 PM
To: Diane Ledoux
Subject: Blue Ribbon Committee Request

Diane~ are you the person who I should be directing this to?? The Blue Ribbon Committee is looking for website data during the period of time spanning the water emergency.

If I need to send this to someone else, just let me know!

Thanks!

-----Original Message-----

From: Michael R. Cassidy [mailto:MRCfmFBC@sprynet.com]
Sent: Thursday, August 30, 2007 10:22 AM
To: Stephanie Wachewski
Subject: Another request

Hi.

Could you also request of the MIS department any logs relative to hits to the website for the period of 4/8-5/8 (30 days including the incident and immediate aftermath), so that we might have an idea of how key a component of communications the website was to the community.

Thanks!

- Chief

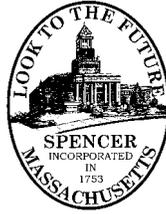
Michael Cassidy, MSOL
Fire Chief / Emergency Management Director
[Holliston Fire Department](#)
59 Central Street
Holliston, MA 01746-2103

508.429.4631
508.429.0614 (fax)

9/12/2007

TOWN OF SPENCER
MASSACHUSETTS
BOARD OF SELECTMEN

VINCENT P. CLOUTIER
JOHN T. GAGNON
PETER J. DURANT
PETER J. ADAMS
GARY P. HERL



MEMORIAL TOWN HALL
157 MAIN STREET
SPENCER, MA 01562
TEL: 508-885-7500 x155
FAX: 508-885-7528
TTY: 508-885-7503
www.spencerma.gov

May 3, 2007

Good day! We write with an update on the preliminary findings of the Massachusetts Department of Environmental Protection (DEP) and our activities related to the water emergency of last week. On Wednesday, May 2nd, DEP announced that “the cause of the incident appears to be operator error and the failure of alarm systems to notify the operators of the problem when those operators were off site.” Further, DEP announced that “as a result of our review, MassDEP will be referring the operators of the system to the Board of Professional Licensure....”

At that same time, the Town announced the two operators had been reassigned to tasks other than their ordinary and normal day-to-day “hands-on functions” of water treatment. That has been assumed, in the near term, by Weston and Sampson Services, Inc. This is a sister firm to Weston and Sampson, Inc., which, last evening, was retained by the Board of Selectmen and the Board of Water Commissioners to conduct an independent “Risk and Best Management Practices” analysis of the treatment plant with particular respect to the chemical feed system and its “related failsafe capability.” This firm has no association with any town employee and has not been involved in the design or management of the system prior to this date. You may learn more about them at www.westonandsampson.com.

In other action, the two Boards have approved the appointment of a Blue Ribbon Committee to review our response to the incident. It will be comprised of a representative who is from, or knowledgeable in, the fields of (a) Town Manager or Administrator; (b) Municipal Water Works Professional; (c) Public Health & Response Professional; (d) Water System Customer; and (e) Generalist. We hope they can issue their report within 75 days. We are also hopeful that DEP can release its final report within that time frame as well.

Each residential and commercial/industrial customer of the Spencer Water Department will be issued a future credit in an amount to be determined by the Board of Water Commissioners, for the water used in flushing your system(s) and the general inconvenience to you throughout this period. This is not a substitute for any other economic loss, property damage, or physical injury which needs to be reported to 508.885.7500 ext 117 or e-mailed to aboucher@spencerma.gov.

Finally, if you are just learning of this event, remember that you must flush your system before first use. If you have already done so you need not do that again. You will shortly receive a survey on our response, which will be helpful to us in preparing for any natural or man-made disaster which might occur. We would appreciate if you would fill it out and return it promptly.

As always we will keep our website, www.spencerma.gov, updated with the latest information.

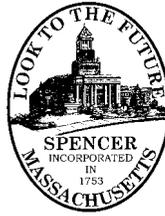
Vincent P. Cloutier
SelectBoard Chairman

Carter Terenzini
Town Administrator

David O’Coin
Board of Water Commissioners

TOWN OF SPENCER
MASSACHUSETTS
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JOHN T. GAGNON
PETER J. DURANT
PETER J. ADAMS
GARY P. HERL



MEMORIAL TOWN HALL
157 MAIN STREET
SPENCER, MA 01562
TEL: 508-885-7500 x155
FAX: 508-885-7528
TTY: 508-885-7503
www.spencerma.gov

June 4, 2007

Good day! We write with an update on the status of several matters related to the water emergency of April 25th through April 27th.

Some of you have inquired as to whether or not your bill for this period would be adjusted. The answer is yes! The Board of Water Commissioners has voted to give water users just such a credit. The credit will be \$15.00 for residential connections servicing 1 to 3 housing units. All other users will receive a \$25.00 credit. This will appear on your July bill.

This credit is being issued for the water used in flushing your system(s), related sewerage increases, and the general inconvenience to you throughout this period. It is not a substitute for any other economic loss, property damage, or physical injury you incurred. This needs to be reported to 508.885.7500 ext 117 or e-mailed to aboucher@spencerma.gov.

As you may now know, the incident has been traced first to human error and then the failure of the automatic "fail-safe" and alarm systems to shut down the chemical feed pumps and alert the operators to the problem. The "Risk and Best Management Practices" analysis prepared by the independent engineering firm is now available on our website at www.spencerma.gov. On the homepage, click on "Town Government", then click on "Water" under "Departments & Boards" for all water-related documents. In reviewing this initial document, please remember this is not the final analysis of the incident. This document will be used in conjunction with the findings of the Massachusetts Department of Environmental Protection (DEP) and others.

A part of this mailing is a questionnaire we ask you to fill out and return no later than June 30th. These results will be compiled and turned over to the independent Blue Ribbon Committee comprised of: Michael Cassidy, fire chief and emergency management director in Holliston; Lynne Shaw of Petersham, a registered nurse and president of Quabbin Healthcare Consulting; Timothy Loftus of Spencer, a town water user and environmental chemist; Charles O'Connor, the town manager of Auburn; and the fifth committee member to be named. We hope the Committee can issue their report within 75 days. We are also hopeful that DEP can release its final report within that time frame as well.

Finally, we want to again thank our customers for their patience and understanding during the emergency. We apologize for the inconvenience this caused. As always, we will keep our website updated with the latest information as it becomes available.

Vincent P. Cloutier
SelectBoard Chairman

Carter Terenzini
Town Administrator

David O'Coin
Board of Water Commissioners



New Meter Program Coming.....



Does it seem like just yesterday we installed a new water meter in your house? Actually, it may be almost 10 years! Unfortunately, our current meters – and the software which produces the billing – are now becoming obsolete. Soon we will not be able to service either.

This meter installation program will take us just about one year to implement. We will begin contacting you later this summer when the program is initiated. To accommodate our customers' schedules, to the best of our ability, we will be arranging both daytime and evening hours.

Once installed, the new meter reading transponders will allow our staff to read all meters, and prepare and mail out the bills, in a matter of days as opposed to what seems like a constant cycle now taking weeks at a time. This new system not only allows for faster readings, they are also capable of detecting leaks. That will save you important dollars and help preserve the ground water supply we draw from for all of us. (For most services with a 1" meter or less, particularly the residential connection, there will be no charge for the service or meter.)

Please remember that our staff carries Town of Spencer identification. If you have any doubts about the authenticity of persons visiting you, please call our offices at 508.885.7525 or the Spencer Police Department at 508.885.6333.

WATER CONSERVATION TIP



How Much Water Does a Leak Waste??

Slow drips of water can add up quickly. A toilet that "keeps running" after you flush or a sink that drips after it is turned off can waste thousands of gallons of water a year. If the drip is hot water, you are paying for wasted energy too.

<u>Leak Size</u>	<u>Source</u>	<u>Annual Water Loss</u>	<u>Annual Water Cost</u>
Drip (10 drops/minute)	Dripping Faucet	694 gallons	\$2.95
¼ gallon per minute	Running Toilet	131,400 gallons	\$518.00
1 gallon per minute	Leaky Pipe	525,600 gallons	\$2,073.00



CHECK FOR LEAKS....

Check Your Toilet: Add several drops of food coloring to the tank. If it is leaking, that colored water will appear in front of the toilet without flushing.

Check Your Meter: Read your meter before you retire for the night and first thing in the morning. If the numbers change, you have a leak.

DO YOU STILL HAVE 3 GAL & 5 GAL JUGS OF WATER THAT WERE DISTRIBUTED DURING THE WATER EMERGENCY?

IF YES, PLEASE RETURN TO LETENDRE SUPPLY LOCATED AT 64 MAIN STREET, SPENCER. THANK YOU.



Users of the Spencer Water System

Spencer Water Emergency

April 25th - April 27th

This questionnaire relates to the Spencer Water Emergency that occurred during the above time period. We are seeking information from you so that we, and others, can learn from our experience. Please answer these questions to the best of your personal knowledge relating to what YOU were involved in – not what you heard from other people.

If you have any questions relating to the questionnaire, please call us at 508.885.7525. Thank you for taking some time to help us.

1) What time of the day did you first learn of the incident? _____ A.M. _____ P.M.

2) How did you **first** find out about the incident? (Please put an “X” next to the one source)

Call from Neighbor	_____	Flyer from Town	_____
Police Scanner	_____	Spencer Cable Access	_____
TV News	_____	Radio News	_____
Town Web Site	_____	Flashing Signs Entering Town	_____
Other (please tell us)	_____		

3) Do you feel that the Town adequately notified the citizens of the incident in a timely and efficient manner?

Yes _____ No _____

4) If not, please provide us with any specific suggestions you think might improve the method of notification for the community (such as reverse 911).

5) Do you feel you were kept up to date on the changing events as the situation changed?

Yes _____ No _____

6) Please provide us with any specific suggestions you think might improve our method for keeping you current on such events.

7) Please tell us how were you affected by the emergency?

8) Were you treated at the decontamination site and/or transported to a medical facility?

Yes _____ No _____

9) If yes, please rate your experience on a scale of 1 (poor) to 5 (excellent) _____

10) Do you have any suggestions for how we can improve on your experience with the decontamination and transport services if we ever have a similar incident?

11) Do you believe the Town's emergency responders were able to respond appropriately to the situation?

Yes _____ No _____

12) If not, how do you think we could have improved our service to you?

13) Although all the results are not yet in, do you believe the Town has acted responsively with the investigation of the incident and sharing those results?

Yes _____ No _____

14) If not, what more do you think we could have done?

Please return this questionnaire by mail to:

**Town of Spencer
Utilities & Facilities
3 Old Meadow Road
Spencer, MA 01562**

or

In Person to the Town Clerk's Office at Memorial Town Hall

We would appreciate receiving your comments by June 30th.

Thank You

APPENDIX B: ADDITIONAL PRIMARY SOURCES REVIEWED

This page is intentionally blank.

**Spencer, MA
WSE Job No. 2070273**

May 25, 2007

Mr. Carter Terenzini
Town Administrator
157 Main Street
Spencer, Massachusetts 01562

Re: Water Treatment Facility Review and Evaluation Services

Dear Mr. Terenzini:

This letter summarizes our evaluation and recommendations in accordance with our agreement with the Town of Spencer dated May 1, 2007, to review and evaluate the water treatment system particularly in connection with its chemical feed system. A report specifically dedicated to the instrumentation of the sodium hydroxide chemical feed system is submitted to you in a separate letter.

Scope of Work

Per our agreement with the Town of Spencer, the scope of work is to provide professional services to assist the Town of Spencer by providing a risk and best management practices review and evaluation for the town's water treatment system particularly in connection with its chemical feed systems. The following describes the scope of work.

1. Meet with the Town to discuss the scope of services and schedule for the project.
2. Provide the services of experienced water treatment professionals to visit the water treatment facilities to review and evaluate their adequacy for public water supply. In particular, this review and evaluation shall focus on the chemical feed facilities and related failsafe capabilities.
3. Prepare and submit to the Town a letter report summarizing the review and evaluation, and presenting findings regarding the water treatment facilities and recommendations for improvement needs as appropriate.
4. Prepare for and meet with the Town's Blue Ribbon Committee to present the findings and recommendations.
5. Prepare for and meet with the Town in a public meeting to present the findings and recommendations.

Introduction

On April 25, 2007, an overdose of sodium hydroxide was mistakenly introduced into the water distribution system. Once the emergency response was complete, questions were raised regarding why earlier notification via the alarm system and shut down of the finished water pump did not occur. Additional questions also were raised relating to the reliability and safety of the sodium hydroxide chemical feed system. The sodium hydroxide chemical feed system was immediately taken out of service by the Town.

Weston & Sampson was requested to evaluate the water treatment plant's chemical feed system described above utilizing best industry practices. Additionally, Weston & Sampson was requested to take operational responsibility of the treatment plant on May 2, 2007. Weston & Sampson's Jack Mitchell conducted this evaluation, and the findings and recommendations are presented below. It should be noted that additional conditions or situations that were unknown or not observed during the time of this evaluation may exist and may require attention through a more comprehensive inspection and evaluation of the entire water treatment plant and pump station.

Attached are schematic diagrams illustrating the water treatment plant and the sodium hydroxide chemical feed system.

Sodium Hydroxide Chemical Feed System

Sodium hydroxide is commonly used throughout the waterworks industry to adjust the pH of drinking water. In so doing, the water becomes less corrosive to piping and fixture materials that contain metals such as lead and copper. As in many other communities, Spencer has been successful in meeting the stringent maximum contaminant levels for lead and copper in drinking water as set forth by the United States Environmental Protection Agency (USEPA) and the Massachusetts Department of Environmental Protection (MADEP).

The current sodium hydroxide (caustic) feed system comprises a 2,000-gallon steel bulk storage tank. The bulk storage tank fill line travels from the top of the tank through an exterior wall to the loading dock area adjacent to the hydroxide storage room.

Chemical is supplied directly to two BFI hydraulic diaphragm, positive displacement pumps through a ¾-inch CPVC pipe with an isolation valve. Individual isolation valves are provided for both pumps on the suction and discharge. Each pump is piped directly to the finished water pumping main via individual ¾-inch schedule 80 CPVC pipes. The chemical discharge piping travels through an interior wall separating the chemical storage room from the high lift (finished water) pump room. Pulsa-Feeder surge tanks are located on the top of the chemical feed pump discharge lines. The pump discharge lines are cross-connected in the High Lift Pump Station. The cross connection is mounted on a horizontal run of pipe approximately seven feet high. Vertical

Mr. Carter Terenzini

May 25, 2007

Page 3

runs of pipe drop directly over the finished water pumping main and have isolation valves and ball check valves. The 3/4-inch CPVC lines are connected to 3/4-inch removable chemical injector tubes. The chemical tubes enter the finished water pumping main through 1-inch corporation stops that are directly tapped into the main. The corporation stops utilize pack joint (compression) fittings to hold the injection tube in place.

Pump controls are mounted next to each pump. The controls are Hand-Off-Automatic (H-O-A) selector switches. Both pumps have stroke adjustment dials. By adjusting the dial, one can change the pump output capacity between 0 and 100%. These pumps do not have speed control. In normal operation the pump control selector is placed in the automatic (A) mode. When the finished water pump begins to operate and a flow is established, as indicated by the finished water meter mounted on the finished water piping, the chemical pump is allowed to run. In the manual mode, the pump runs regardless of flow or no flow.

Review of the Chemical Feed System

We have identified the following list of deficiencies based on inspection of the system. A discussion follows the list.

1. The sodium hydroxide tank fill line is not identified at the fill connection.
2. The chemical lines are not labeled for contents or flow direction. The lines are also incorrectly color-coded.
3. The sodium hydroxide bulk storage tank does not have an overflow within the containment area for the tank.
4. The sodium hydroxide bulk storage tank does not have a dependable level indicator.
5. The tank discharge/pump supply line is not outfitted with a drain fixture.
6. The chemical pump delivery system requires upgrading.
7. The H-O-A switches are located so that the operator must enter the containment area.
8. The H-O-A selector switches do not have a spring return on the Hand operation side.
9. A 110-volt electrical outlet is placed between the two pumps. It is not a ground fault type and is contained in a metal box and conduit.
10. A three hundred gallon diesel fuel tank is stored in the chemical containment area.
11. The chemical containment area does not appear to have any type of chemical resistant liner such as an epoxy coating
12. The chemical containment area does not have a flood alarm.
13. The emergency shower is not plumbed to code and does not appear to have an alarm connected to it.

1. The sodium hydroxide tank fill line is not identified at the fill connection.

The sodium hydroxide fill line is accessible from the driveway side of the pump building, near the loading dock. It simply protrudes through the wall and terminates with a quick connect fitting that

will accept a hose from the chemical delivery truck. The quick connect fitting is normally covered with a cap designed to cover it. Several feet away is another connection to deliver water for contractors' use. Both fittings should be clearly identified to prevent accidental connections or possible personal exposure to sodium hydroxide by somebody opening the wrong cap. Weston & Sampson recommends that placards be installed identifying each connection.

2. The chemical lines are not labeled for contents or flow direction. The lines are also incorrectly color-coded.

All chemical feed systems are required to have labeling and/or color-coding. Proper identification of the tanks and piping, combined with the information supplied under the "Workers Right To Know" law, provide emergency responders with immediate knowledge of the materials they are working with or around. Proper labeling of chemical lines minimizes inadvertent and dangerous mistakes by people. It is recommended that the Water Department review the chemical feed systems identification system and "Workers Right To Know" program and update both.

3. The sodium hydroxide bulk storage tank does not have an overflow within the containment area for the tank.

The sodium hydroxide bulk storage tank appears to be in good condition based on exterior visual observation. As with any other chemical, it is advisable to vent the tank to the building exterior. Sodium hydroxide gives off very acrid fumes that, when combined with moisture, become very corrosive. This room does not have any mechanical ventilation and by venting to the atmosphere the effects of the fumes are minimized.

Of concern is that the bulk storage tank vent also serves as the tank overflow. The vent terminates near the fill line near the loading dock and is pointed down. In the event that the tank is over filled the overflow could possibly spill onto an individual or splash them. It is recommended that an overflow be installed in the sodium hydroxide bulk tank containment area.

4. The sodium hydroxide bulk storage tank does not have a dependable level indicator.

The sodium hydroxide bulk storage tank is outfitted with a pressure level indicator. This type of device is typically used to measure levels of oil storage tanks. The unit in use indicates that it is designed for this chemical. The readings are accurate when the tank is full but the accuracy diminishes as the level drops. It is recommended that this unit be replaced with a newer and more accurate device.

5. The tank discharge/pump supply line is not outfitted with a drain fixture.

The sodium hydroxide bulk storage tank discharge/pump supply line does not have a drain fixture on it. In the event that the tank must be drained, or the supply lines to the chemical feed pumps

must be drained, this fixture would provide a safer and more controlled method to do so. It is recommended that a drain valve be placed on the tank discharge line.

6. *The chemical pump delivery system requires upgrading.*

The chemical feed pumps that are in use are old and their replacement parts are increasingly costly to obtain. The manufacturer, BIF, is no longer in business. The company that absorbed BIF (Leeds and Northrop) is still providing maintenance parts for the pumps.

CPVC was the material of choice by the designer of this system. The pump discharge lines are subjected to pressures exceeding 200 psi. It is unclear what the pipe operating pressure is rated for. This pipe has glued fittings and they have a history of leaks according to the plant operators. Given the high operating pressure of this system, it is advisable to consider converting the existing CPVC piping to 316 stainless steel piping (if the sodium hydroxide application point remains at its current location instead of being relocated prior to the clearwell – see further recommendations below).

Chemical conveyed from the chemical feed pumps is injected through two chemical injector tubes into the finished water pump discharge pipe. The injector tubes enter the pumping main through 1-inch corporation stops with pack joint fittings to hold the injector tubes. The corporation stops are directly tapped into the water main pipe. Attached to the corporation stop are several stainless steel straps to be used as secondary tube holders. In the event the tube loosened from the pack joint fitting the strap will hold the tube in place and prevent it from blowing out of the corporation stop.

It is recommended that the corporation stops be removed from the pumping main and tapping saddles be installed. The corporation stops can then be reinstalled into the saddles. This action will improve the amount of support of the threaded area of the corporation stop, making it more secure. It is also recommended that the safety straps be mounted onto the tube end of the injector tube as an added safety factor (if the sodium hydroxide application point remains at its current location instead of being relocated prior to the clearwell – see further recommendations below).

7. *The H-O-A switches are located so that the operator must enter the containment area*

Chemical pump controls are located in the containment area near the pumps. The controls are H-O-A selector switches. In the A (Automatic) mode the pumps are started and stopped based on flow through the finished water meter. In the O (Off) mode the chemical pump will not operate. In the H (Hand) mode, the pump will operate continuously.

The location of these switches presents a safety risk. The switches are subjected to chemical leaks and spills. Sodium hydroxide is a very corrosive chemical and as it dries it leaves a crystalline salt that will conduct electricity. Every time the operator enters the containment area he/she is subjected to the possibility of coming into contact with the chemical, in both the wet and dry state. It is

recommended that the switches be removed from this area and relocated to an area outside the chemical containment area.

8. *The H-O-A selector switches do not have a spring return on the Hand operation side.*

As described earlier, the currently installed H-O-A switches remain in Hand mode when placed in this position. It is recommended that the selector switches be replaced with spring loaded Hand mode switches to minimize the possibility that the pump could be left operating in Hand mode by mistake.

9. *A 110-volt electrical outlet is placed between the two pumps. It is not a ground fault type and is contained in a metal box and conduit*

There is an electrical outlet plug located in the sodium hydroxide containment area. The outlet is not a ground fault protected device and is mounted in a metal box. Industry standards require that electrical outlets be a ground fault circuit contained in a chemical resistant enclosure that is sealed (explosion proof) with spring-loaded covers over the outlets. It is recommended that a new electrical outlet that satisfies the above standards be mounted away from the pumps on the outside of the containment area but accessible from within the area. It is recommended that the existing electrical outlet be de-energized and removed.

10. *A 300-gallon diesel fuel tank is stored in the chemical containment area.*

A chemical containment area is typically designed to contain 110% of the maximum volume of chemical stored within the confines of the area. Although the majority of these designed areas are for a single dedicated chemical, it is possible to have multiple chemicals stored in the area as long as they are compatible (will not react adversely when mixed) and the systems are clearly defined and separated. Storage of any other substance must be approved by the regulatory authority (DEP). Because this is a drinking water treatment facility, another criterion is that the substance be a food grade material. Currently there is a 300-gallon steel fuel oil storage tank within the sodium hydroxide containment area. It is recommended that the fuel tank be removed from the containment area. It is our understanding that the Water Department is in the process of relocating the fuel tank elsewhere.

11. *The chemical containment area does not appear to have any type of chemical resistant liner such as an epoxy coating*

The concept of containment is to provide a secure area to hold the chemical as a result of a spill. To insure the chemical does not leak through pores or seams, the containment interior should be lined or coated with a sealant to provide a protective barrier. This containment area does not have such a protective barrier. It is recommended that a proper sealant be applied within the containment area.

12. The chemical containment area does not have a flood alarm.

In the event that a spill did occur in the sodium hydroxide containment area, notification is important to mitigate the volume of the spill or to take other action. A float alarm can provide this notification and prompt the required response to the situation. Therefore, it is recommended that an alarm be added to the containment area.

13. The emergency shower is not plumbed to code and does not appear to have an alarm connected to it.

A safety shower is installed in the walkway adjacent to the sodium hydroxide containment area. The proper installation of this device requires that it is supplied by the first tap on the water service line and no other taps are made on this line. This installation does not meet this condition. It is recommended to change the water service line to address this deficiency. It is also recommended that a tempering tank be installed upstream of this device to warm the water. Applying cold water to an individual that has just been exposed to chemicals may place them in shock. A flow sensor should be placed in the water supply line and connected to an alarm. The alarm should be connected to the alarm system to notify others of a potential incident and to have them respond to provide assistance.

Currently there is a hand-held emergency eye wash bottle mounted close to the emergency shower. It does not appear that the water has been changed for a significant period of time. Emergency eye wash stations are available and can be incorporated into the emergency shower station. Such a device provides an improved level of treatment for this type of situation. It is recommended to provide an emergency eye wash station that is part of the emergency shower, including an alarm.

Other concerns relating to the sodium hydroxide chemical feed system.

1. It is recommended that a reed type flow switch be placed in the water line prior to the chemical application point. This device should be used as the interlock that prevents the chemical pump(s) from operating until a flow has been established. Currently the raw and finished water flow meters utilize a differential pressure cell. A small air bubble could cause the meters to read a differential pressure and provide a false signal indicating a flow is established, when in fact there is not a flow. A reed switch works with the velocity of the water flowing through the pipe moving the switch, providing a positive flow signal.
2. The chemical feed discharge piping does not contain an anti-siphon device. This device would stop the siphoning of chemical in the event a vacuum or negative pressure is exerted on the water main. It is recommended that an anti-siphon device be installed (if the sodium hydroxide application point remains at its current location instead of being relocated prior to the clearwell – see further recommendations below).

3. The sodium hydroxide system does not contain a chemical day tank. Day tanks typically hold enough chemical to meet 125% of a maximum day's requirements. The use of a day tank minimizes the volume that could be spilled or siphoned. A day tank also allows the operator to measure accurate volumes of chemicals used to determine dosage. It is recommended that a day tank with appropriate appurtenances be installed.
4. Many of the concerns previously discussed result from the application of this chemical on the finished water pump discharge. Consideration should be given to changing the application point of the chemical. The most obvious point would be at the filter discharge or clearwell inlet. This area is low pressure and will allow the use of CPVC piping, less expensive chemical feed pumps and the installation of all of the proper chemical feed system appurtenances. It is also important to note that by feeding the chemical in the clearwell, the operator has some buffering time to handle unusual situations as a result of the volume of the clearwell. For these reasons, it is recommended that the sodium hydroxide application point be relocated to the filter discharge header pipe immediately prior to the clearwell. If this is done, then several of the above recommendations, as noted, would not be applicable.

Analyzers and Alarms

As part of this evaluation Weston & Sampson was requested to attempt to ascertain why alarms did not notify the operator of the problem much earlier. To better explain the problem a brief overview of the system is necessary. The following information is based on the review of records and plans of the two facilities (treatment plant and finished water pump station).

The original pump station was constructed in the early 1990s and a completed alarm system was installed that included the following major alarms:

- Station intrusion
- Turbine pump failure
- Hi/lo chlorine
- Hi/lo pH
- Building temperature

The alarm system was connected to an auto dialer contained in the control cabinet in the station.

In the mid 1990s the filtration plant was built. The existing alarms from the pump station were routed into the new treatment facility. The existing alarm panel was left in place and remained functional except the dialer was removed. According to the loop drawings, the alarms that were sent over to the new facility were to be connected to the new alarm panel. It is unclear if it was intended to connect all the alarms to the new dialer. The existing analyzers also remained in place at the pump station.

Analyzers

The chlorine analyzer was turned off and under repair. Repairs to this unit have been completed and the unit is operating. The unit is very unstable and the Water Department has elected to replace this unit. As of this writing, a new unit has been ordered and will be installed in the very near future. This alarm system does function and rings out at both control panels.

The pH analyzer initially appeared to be working, and the alarms were able to be activated using two buffer solutions. The alarms rang through both panels. The meter was recalibrated using a pH 4 buffer and a pH 7 buffer. This action resulted in a failure of the pH probe. As of this writing a new probe has been ordered and will be installed when it arrives. Weston & Sampson was able to identify the pH alarm settings as 5.5 (low) and 9.78 (high). Both alarms rang out to both panels.

Recent investigations have revealed that there is a possibility that the chlorine analyzer alarms are tied to the pH meter alarms. It appears that if one analyzer goes into alarm, the alarm will be displayed on both alarm panels (in the pump house and in the treatment plant). However, if both the chlorine alarm and the pH alarm go into high level alarm at the same time, a turbine (pump) failure alarm will be displayed in the pump house and a chlorine high, pH high and chlorine gas alarm will be displayed in the treatment plant. The alarms will trigger a shut down of the finished water pump and will activate the alarm dialer to notify staff. It is recommended that the chlorine and pH analyzer alarms should be segregated. It is also recommended that the alarm conditions be expanded such that either alarm condition would initially provide notification through the alarm system panel and auto dialer; and second, higher alarm setpoints would automatically shut down the finished water pump and provide notification through the alarm system panel and auto dialer.

Alarms

Weston & Sampson provided a Senior Instrumentation Technician to evaluate the chemical system controls and alarms on May 1, 2007. His written report is provided to the Town as a separate document. One of the technician's findings is that although the alarms do function within the facilities, they are not connected to the auto dialer.

Further investigation revealed that the dialer was not plugged into the phone jack. It is unknown how long the dialer had been unplugged but the telephone numbers entered into the dialer included a former superintendent that left the Water Department in the late 1990s. Also, the phone jack was tied into the Water Department's phone system. In order to dial an outside line, the telephone number must be preceded by a 9. None of the numbers were preceded by a 9. The telephone dialer was displaying "disabled." This function required someone to depress the disable button on the dialer.

Following the instrumentation system inspection, the Water Department installed a lock box around the telephone jack to prevent an accidental unplugging of the dialer. Additionally the Water

Department has had a new dedicated telephone line installed for the dialer and the dialer is in working order.

Weston & Sampson assumed operational responsibility of the Spencer Water Treatment Facility on May 2, 2007. Several of the alarms were tested during this period, and several alarms were found to not display as would be expected. For example, the clearwell low level alarm displays correctly, however the low/low level alarm displays as the clearwell level high and the clearwell level low and chlorine gas leak alarms. The display in the pump station is turbine failure. This test was performed by backwashing the filters while the clearwell level was low. The high lift pump was also operating. The low level alarms did not lock out (stop) either pump. The high lift pump was manually shut off to allow the clearwell to recover. When the pump was restarted it displayed an emergency pump stop alarm.

Weston & Sampson recommends that the entire alarm system receive a comprehensive review by a trained technician and design engineer. Alarms that are no longer needed should be removed. Existing alarms should be tested for functionality and, if required, additional alarms added. Without delay, however, the pH, chlorine, water storage tank level and clearwell level alarms should be tied into the auto dialer and tested. Those responders whose telephone numbers would be called by the auto dialer under alarm conditions should be notified in advance and prepared for proper response.

Summary of Recommendations

The following is a list of the recommendations described in this letter report. The recommended improvements shown with an asterisk (*) are those that could be completed by Town staff. It is recommended that the other recommended improvements will require engineering evaluation and design efforts.

1. Signage placards at the sodium hydroxide fill connection*
2. Proper identification of tanks and piping; "Workers Right to Know" program update*
3. Sodium hydroxide containment area overflow*
4. New sodium hydroxide bulk storage tank level indicator
5. Drain valve for sodium hydroxide bulk storage tank
6. Tapping saddles for finished water piping chemical application points*
7. Remove and relocate H-O-A switches away from containment area
8. Replace H-O-A switches with spring-load in H mode
9. Remove and replace electrical outlet to outside of containment area
10. Remove fuel storage tank from containment area*
11. Apply sealant to containment area
12. Liquid level (flood) alarm in containment area
13. Revise water service line piping for emergency shower in pump station and add emergency eye wash station as part of shower installation with flow switch alarm and tempering tank
14. Other concerns:

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- a. Reed type flow switch prior to chemical application point
 - b. Anti-siphon device on chemical discharge piping
 - c. Day tank and appurtenances
 - d. Relocate sodium hydroxide application point to filtered water discharge header prior to the clearwell
15. Alarm System (also refer to separate instrumentation letter report)
- a. Comprehensive review of entire alarm system
 - b. Tie pH, chlorine, water storage tank level and clearwell level alarms into auto dialer
 - c. Notify and prepare responders to be called by auto dialer*

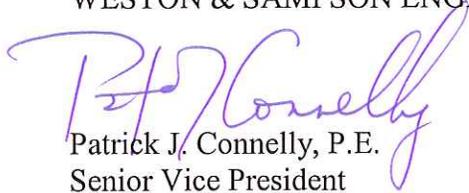
Conceptual Opinion of Probable Costs

Based on the above evaluation, Weston & Sampson's conceptual opinion of probable cost for the above recommended improvements is approximately \$39,000 not including engineering design or additional alarm system improvements that may be needed. A more comprehensive review of the entire alarm system is needed to identify improvement needs and corresponding costs. Further review is also needed to identify engineering costs associated with the recommended improvements that cannot be completed directly by Town staff.

We appreciate this opportunity to be of service to the Town of Spencer. Please do not hesitate to contact myself or Jack Mitchell if you have any questions regarding this evaluation report.

Very truly yours,

WESTON & SAMPSON ENGINEERS, INC.



Patrick J. Connelly, P.E.
Senior Vice President

WESTON & SAMPSON SERVICES, INC.



John W. Mitchell
General Manager



Spencer, MA
WSS Job No. C2070162

May 25, 2007

Mr. Carter Terenzini
Town Administrator
157 Main Street
Spencer, Massachusetts 01562

Re: Inspection of the Water Treatment Plant's Chemical Feed System Instrumentation

Dear Mr. Terenzini:

This letter summarizes our evaluation and recommendations in accordance with our agreement with the Town of Spencer dated May 1, 2007, to evaluate the water treatment facility's chemical feed system instrumentation.

Scope of Work

Per our agreement with the Town of Spencer, the scope of work is to provide the services of an experienced instrumentation professional specifically to evaluate the water treatment facility's chemical feed system instrumentation, and to prepare and submit to the Town a letter summarizing the instrumentation system evaluation and presenting findings and recommendations as appropriate. The evaluation is in response to the chemical feed system instrumentation's failure to notify operations staff of the high pH occurrence on April 25, 2007.

Evaluation of Chemical Feed System Instrumentation

Weston & Sampson's Mr. Sal Ferrara was on site at the Spencer, Massachusetts Water Treatment Plant on May 2, 2007, to evaluate the chemical system instrumentation operation and alarms. Mr. Ferrara's findings are as presented below and are solely based on his observations while at the treatment plant during the day of inspection. It should be noted that additional conditions or situations that were unknown or not observed during the time of this evaluation may exist and may require attention through a more comprehensive inspection and evaluation of the entire water treatment plant and pump station.

1. The first inspection was the Verbatim Auto Dialer. The disarmed light was displayed on the auto dialer. It was also found that the telephone line was not connected. After connecting the phone line and testing the dialer, the dialer was found to be in working order.
2. The pH analyzer was then inspected. The high and low pH alarms were then simulated and it was found that the alarm signals were working in the distribution pump room and also in the LCS control panel in the laboratory. The pH alarms were found to be not connected to the auto

dialer. This was confirmed by review of the control wiring diagrams available on site. It appears that the pH alarms are not shown to tie into the auto dialer on the 1995 design drawings. It was also found that the alarm contacts are generated from an analog current trip. Analog current trips are outdated, not user friendly, and require technical expertise to adjust. They should be replaced by digital current trips. There are two sets of digital contacts on the pH analyzer that are not currently being used, but could be used to shut down the finished water pump under high pH condition. Using these digital contacts would allow the operator to set alarm setpoints on the touch screen pad.

3. The auto circuit for the sodium hydroxide (NaOH) Chemical Feed Pumps was then inspected. When the switch is in the Auto position, the chemical feed pumps are intended to turn on automatically when the finished water pump comes on. There is also a flow signal interlock built in so if there is not enough finished water flow in the pipeline the chemical feed pumps will not turn on. The purpose of this is to enable the chemical feed pumps to operate only if the finished water pump is on and the flow signal is established. The chemical feed pumps' Manual (Hand) switch position overrides the finished water pump and flow cut-off and allows the pumps to operate continuously in the manual mode.

Recommendations

Based on the above observations and evaluations, Weston & Sampson's recommendations are as follows:

1. The phone line connection to the Auto Dialer should be mounted in a secure lockable box so it cannot accidentally be unplugged from the telephone line. This work was completed shortly after this inspection.
2. A loop indicator should be installed in the LCS Control Cabinet with relay outputs so the pH alarms can be tied into the Auto Dialer. The indicator should have programmable alarm set points.
3. The spare digital relay outputs in the pH analyzer should be tied into the distribution pump run circuit. The circuit should be wired to shut the finished water pump down in the event of a high or low pH condition to avoid pumping high or low pH water into the distribution system.
4. The manual Hand-Off-Auto switch for the NaOH chemical feed pumps should be moved to a more accessible location. Also, the manual Hand-Off-Auto switches should be changed so that the hand operation is a spring return style switch. This will avoid the possibility of accidentally leaving the pump on in the Hand position.

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5. A spill alarm float should be installed in the NaOH chemical containment area. This should activate a horn and light, and an alarm should be tied into the Auto Dialer in order to provide notification of a chemical spill from the NaOH bulk storage tank.

A conceptual opinion of probable costs related to these instrumentation improvement needs is presented in the separate letter report for the water treatment plant chemical feed system evaluation.

We appreciate the opportunity to be of service to the Town of Spencer. Please contact us if you have any questions regarding this inspection report.

Very truly yours,

WESTON & SAMPSON SERVICES, INC.

Mark L. McIntire
Vice President

V. Salvatore Ferrara
Senior Instrumentation Technician

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SPENCER WATER SURVEY RESULTS

Following the April 25th – April 27th Town of Spencer Water Emergency, a survey was distributed to all of the customers of the Spencer Water System. The survey was distributed to a total of 1,439 residents and included 14 questions regarding various aspects of the incident. The survey allowed for specific yes/no response sets as well as the opportunity to provide suggestions for better overall communication efforts in future emergency situations. Of the total surveys sent out, 439 were returned (31%). The surveys were then reviewed and assessed based on the most valuable and relevant questions, which will be available below in graph form.

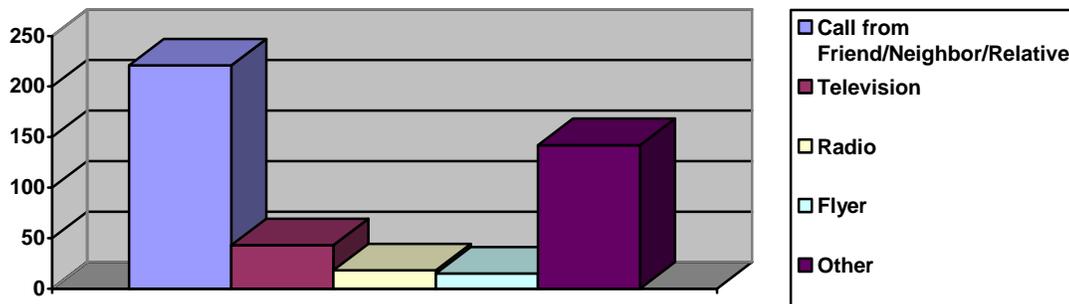
QUESTION # 1 & #2

Questions #1 and #2 of the survey were in regards to what time the resident **first** heard of the incident, as well as the source they received the information from. The chart below shows that the majority of the residents who responded were informed between 8:00am and 12:00pm (83%). The highest percentage of residents (26%) were informed of the incident between 10:00am and 11:00am.

7AM	8AM	9AM	10AM	11AM	12PM	1PM	2PM	3PM	4PM	5PM	6PM+
20	48	86	114	55	55	18	10	7	9	6	3
5%	11%	20%	26%	13%	13%	4%	2%	2%	2%	1%	1%

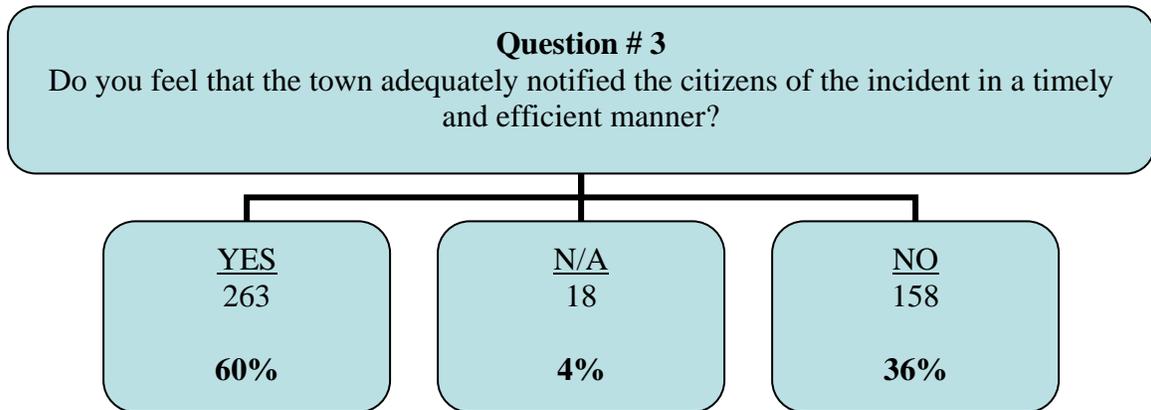
The following graph is a representation of the source from which residents indicated they **first** heard of the crisis. The majority of respondents (50%), claimed they received a telephone call from a neighbor/friend or relative. There were (10%) of respondents who stated they heard from the television, (4%) who heard from a radio broadcast and (3%) who received first word from the distributed town flyers. The remaining (33%) indicated they received word from other sources (i.e. Email, work, school, poor water pressure, scanner, flashing signs, ambulances, businesses in town etc.)

How Residents Were First Informed of the Incident



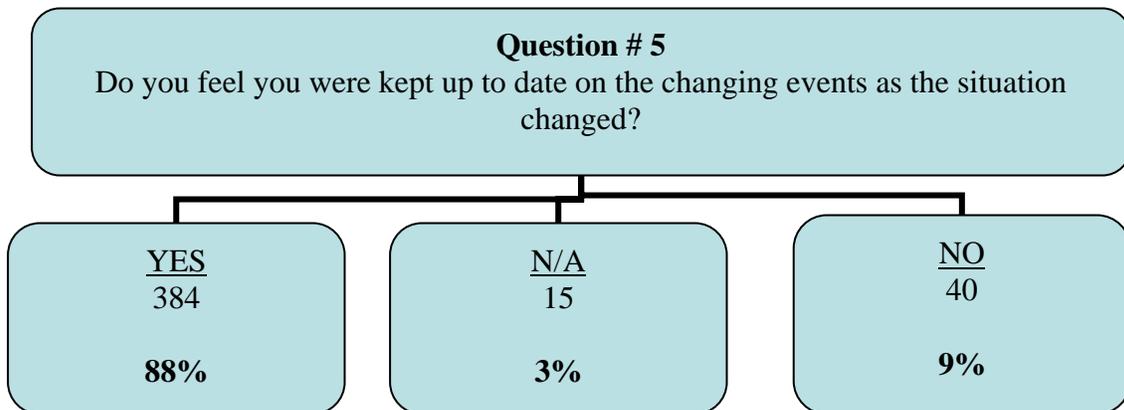
QUESTION # 3

Question #3 of the survey was in regards to whether or not residents felt they were notified in a timely and efficient manner. The response to this question came back with a total of (60%) answering yes, (36%) answering no and (4%) that did not respond at all and were N/A.



QUESTION # 5

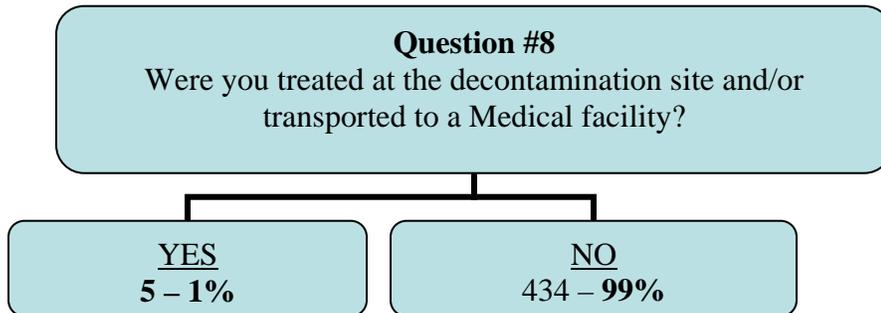
Following this question in importance was Question #5, which related to whether or not residents felt they were kept up to date on changing events throughout the incident. The results proved to be very positive, whereas (88%) of the respondents stated that they did in fact feel they were kept up to date, while only (9%) responded with a no, and (3%) with N/A.



QUESTION # 8 & #9

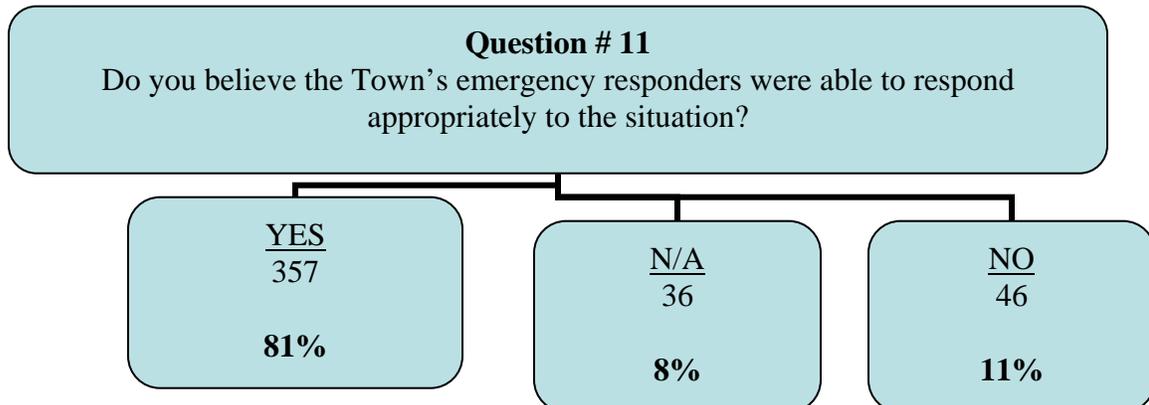
Question #8 was an important question due to the fact it was regarding whether or not the resident was treated at the decontamination site or transported to another medical facility during the time of the crisis. Again, the results remained positive, with only 5 (1%) out of the 439 respondents indicating they had been treated. Of those who did respond yes, the ratings given of their treatment from 1-5 were (4,4,3,2 and N/A). Accompanying the ratings was the option of providing comments/suggestions regarding the decontamination site. The responses provided are listed below followed by the rating that corresponds with each comment.

- *Provide “examinations” at decontamination site vs. hospital; inconvenient (3)*
- *Be mindful of clothing and personal items at site (4)*
- *Keep residents more informed at site (4)*
- *Experience was humiliating although necessary; Be clear about treatment (2)*



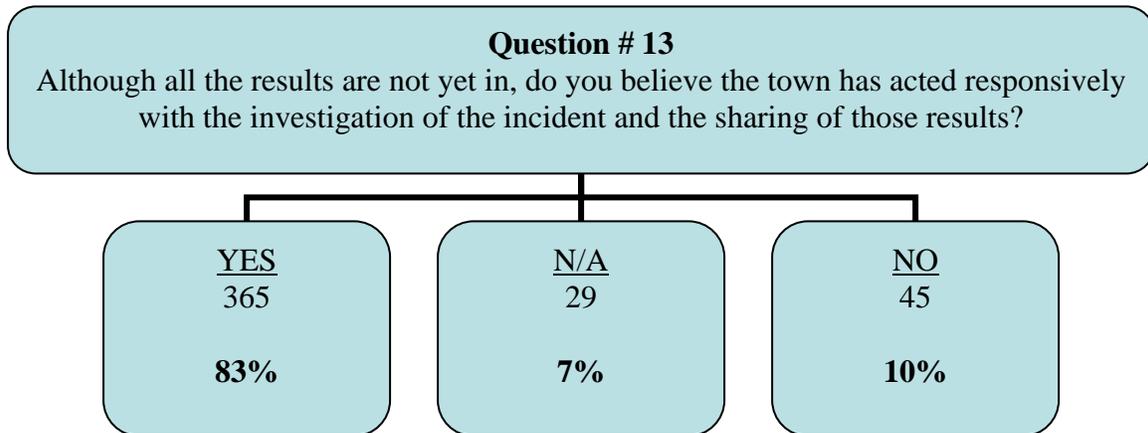
QUESTION # 11

Question #11 was another very important question due to the fact it regarded the confidence in Town workers and their response to the incident. The responses once again showed that overall the majority of the respondents (81%) felt that they did in fact feel the workers responded appropriately to the situation, which was one of the major concerns of the survey. There was an (11%) response rate which claimed workers were not able to respond appropriately, and (8%) of residents did not respond and therefore were N/A.



QUESTION # 13

The last yes/no response question was #13, which related to the results of the investigation from the incident and whether residents felt they had felt informed of them. Once again, this was another positive response overall, with (83%) of the responses being yes, the town has acted responsively in the sharing of results. Only (11%) responded with a no, and the remaining (8%) with responses that were N/A.



QUESTION # 4 , #6 & #10

Lastly, the residents were asked to share suggestions as to what better ways of mass communication there might have been to alert the town of the incident earlier and more efficiently. Due to the large and varied responses, the suggestions that showed up most are as listed below. Asterisks note the suggestions that appeared most frequently.

- *Town siren / Loudspeaker ***
- *Notify Business Sector first ***
- *Priority Calling (Business/Restaurant/Nursing Home) ***
- *Reverse 911 / Mass E-mail / Text message*
- *Scanner announcements*
- *Emergency Signals ***
- *Live coverage on Access channel ***
- *Shut off water immediately*
- *Utilize WRTA – bus system*
- *More man power/volunteers*
- *Phone alarm system*
- *Color code on/in water*
- *Running scroll on bottom of TV*
- *Use of Major local radio stations ***
- *Town Administrators / Selectmen going door-door*

*Submitted By: Whitney T. Fritze
Utilities & Facilities Staff*

Town Employee & Officers Water Emergency Survey Results

July 26, 2007

Approximately 130 surveys were distributed to Town employees & officers in the following departments: Town Hall, Sugden Library, Utilities & Facilities, Sewer, Fire, and Police. A total of 58 (45%) surveys were returned to the Fire Department. Of those 58, 6 were not included in the compilation of results. 5 of these 6 had respondents indicating that they did not directly participate in the response for the incident. As the forward to the survey states that the questions should be answered “relating to what YOU were involved in”, these responses were excluded from the compiled results. The sixth survey was not included in the results due to it not being received until 7/25/07, after the results were tabulated.

The following pages contain the results of the survey.

Question 1

What time of day did you first learn of the incident?

All 52 respondents answered question #1. The breakdown is as follows:

8 (15%)	Unspecified Time/AM
4 (8%)	0630
6 (12%)	0600
2 (4%)	0730
3 (6%)	0800
2 (4%)	0830
8 (15%)	0900
5 (10%)	0930
5 (10%)	1000
0	1030
3 (6%)	1100
0	1130
0	1200
1 (2%)	1230
1 (2%)	1300
4 (8%)	Unspecified Time/PM

Within the first three (3) hours of the incident, 38 (73%) of the respondents had been notified of the emergency.

Question 2

How did you first learn of the incident?

All 52 respondents answered question #2. The breakdown is as follows:

2 (4%)	E-mail
13 (25%)	Phone Call
16 (31%)	Fellow Staff
0	Customer
21 (40%)	Other

Question 2, continued

The “Other” methods of notification are as follows:

Friend (2 respondents)

SRS pager

Police Department

Former employee (3 respondents)

TV/News (2 respondents)

Court personnel

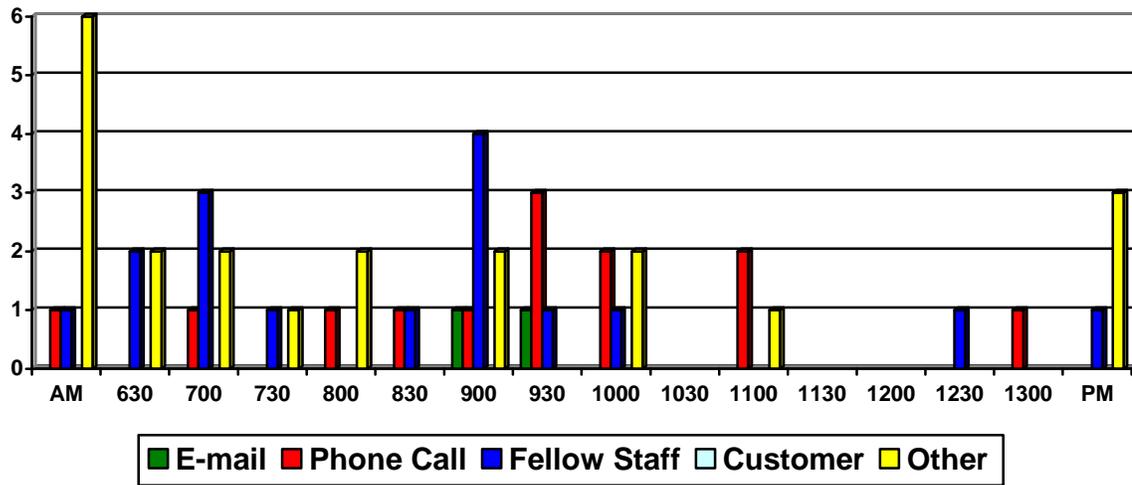
Fire pager (6 respondents)

Scanner (3 respondents)

Boss at work

SEMA member calling to see why they had not responded

Method of Notification by Time of Notification



Within the first three (3) hours of the incident, the breakdown of means of notification for the 38 respondents during this time is as follows:

2 (5%) E-mail
8 (21%) Phone Call
13 (25%) Fellow Staff
0 Customer
15 (39%) Other

Question 3

Was this a good notification method?

51 respondents answered question #3. The breakdown is as follows:

35 (69%) Yes

16 (31%) No

Of those who responded “No”, the notification methods are as follows:

Friend (2 respondents)

SEMA member calling to see why they had not responded

Fellow Staff (3 respondents)

Fire pager (2 respondents)

Scanner

TV/News (2 respondents)

Court personnel

Former employee (3 respondents)

SRS pager

Out of the 16 (31%) of respondents who were not satisfied with their means of notification, 13 (81%) of them were notified by methods classified as “Other”.

Question 4

Did you feel like you knew what was happening as the event first unfolded?

50 respondents answered question #1. The breakdown is as follows:

26 (52%) Yes

24 (48%) No

Question 5

Please make any suggestions on how to improve the notification methods.

The following is a synopsis of the ideas that were suggested:

- Use of a mass e-mail/page/cell text to employees
- Updated and fast phone tree
- Calls directly to each department
- Alerts over commuter-friendly radio stations
- Reverse 911
- Earlier updates on TV/radio stations

Question 6

What were you doing as a work function prior to learning of the incident?

Please note that based on the answers given, it is not possible to tell with accuracy which departments/positions respondents were working at during the onset of the incident. Also note that many of the respondents were engaged in activities other than working for the town at the time of notification. This includes people at an alternate job. Any reply indicating this was put into a general “non-work related activity” category. All 52 respondents answered this question. The following is a synopsis of the answers given.

34 (65%) Normal work related duties

18 (35%) Non-work related activity

The following is an overview of the duties that were being performed by those respondents who replied that they were performing normal work related duties:

Lab work

Patrol

Normal office duties

Normal work duties

Taking a break

In court

Question 7

Did that change once you were notified of the incident?

48 respondents answered this question.

35 (73%) Yes

13 (27%) No

Again, note that since there is no accurate way to determine what position/department a person was working for at the time of notification, it is not able to be determined which positions/departments were more likely to be called upon to change their daily activities

Question 8

If yes, to what did your work function change?

33 respondents replied to this question. The following is an overview of the replies:

People who stated that they were engaged in normal work/office duties prior to notification of the incident stated they were now engaged in: answering residents phone calls & questions, assisting Police Department command, answering service calls, handing out water, processing insurance claims, & handing out flyers.

People who stated that they were engaged in non-work related activities prior to notification of the incident stated they were now engaged in: responding to decon site, responding to rehab sites, responding for fire station coverage, and left work and returned to town to stand by.

The following chart shows responses to questions 9-12

Question 9

What tasks were you assigned for the incident?

Question 10

Did you have the tools and/or information to perform the tasks assigned to you?

Question 11

Do you feel that the tasks to which you were assigned were adequate for your expertise?

Question 12

Do you feel you could have been better assigned to another task to be better utilized?

Question 9 Duties Assigned	Question 10		Question 11		Question 12	
	Yes	No	Yes	No	Yes	No
FD station coverage	4	0	3	0	1	2
FD station coverage/ambulance escorts/distribute flyers	2	0	2	0	1	1
Rehab site coverage	4	0	4	0	2	2
Handled claims	1	0	1	0	0	1
Admin support for SRS	1	0	1	0	0	1
Rehab support/water delivery	1	0	1	0	0	1
Business notifications/answered phones	0	1	1	0	0	0
Decon support	4	0	4	0	0	4
Incident command	1	0	1	0	0	1
Rehab support/flyer distribution	3	0	3	0	0	3
Triage	1	0	1	0	0	1
Logistics officer	1	0	1	0	0	1
Traffic details	3	0	3	0	2	1
Rehab support/water distribution	1	0	1	0	0	1
Website updating	1	0	1	0	0	1
Assist police staff	1	0	1	0	0	1
General police work	2	0	2	0	0	1
Traffic/water distribution site security	2	0	2	0	0	2
Answered & logged calls/water distribution	1	0	1	0	0	1
Water distribution	4	0	3	1	3	1
Various	0	1	0	1	0	1
Monitored water plant	1	0	1	0	0	1
Answered phones/gave out info	1	0	1	0	0	1
Dispatching	2	0	2	0	0	2
Decon/logistics	1	0	1	0	0	1
Admin duties "as needed"	1	0	1	0	0	1
Support at fire department	1	0	0	0	0	1
Monitor sewer department	1	0	1	0	0	1
Handed out flyers	0	1	0	1	0	1

Totals/Percentages for questions 10-12:

Question 10

46 (94%) Yes

3 (6%) No

Question 11

44 (94%) Yes

3 (6%) No

Question 12

9 (20%) Yes

37 (80%) No

Question 13

Throughout the incident, were you kept apprised of the situation and do you feel you were adequately apprised of what was happening?

46 respondents answered this question.

41 (89%) Yes

5 (11%) No

Question 14

Who was your supervisor during the crisis?

All 52 respondents answered this question. As the answers varied significantly, all replies are listed below. A number in () next to the name indicates more than one person gave the answer.

- Mark Robidoux (2)
- Jean Mulhall & Carter Terenzini
- None
- Sandy Fritz (10)
- Karen Cullen
- Cpt. Collette (4)
- Incident Commander (2)
- Myself (2)
- Cpt. ??
- Lt. Churchey & Cpt. Baker
- “Logistics Man”
- Deputy Chief Locke (2)
- Chief Parsons (4)
- Chief Parsons & Chief Wilson
- Don’t know
- Sgt. Befford & Edwards
- Sgt Agnew (2)
- Carter Terenzini (3)
- Margaret Bacon & Carter Terenzini
- Chief Darrin (4)
- Sgt. Agnew & Sgt. Befford
- Sgt. Befford
- Sgt. Agnew
- Chief Darrin & Sgt. Agnew
- Deputy Chief Locke & Worcester Chief
- Carter Terenzini (officially) Karen Cullen (unofficially)
- Fire Chief & Police Chief

Question 15

Describe in detail what you did from the time you were notified until you were relieved of your post during the incident.

The majority of the respondents either did not answer this question, gave the exact same answer as for question 9, or answered “see question 9”. For these reasons, any reply here was incorporated into question 9.

Question 16

What lessons did you learn from the incident?

The following is an overview of the replies:

- ICS works
- There are resources out there for just about anything that happens
- Departments work well together under crisis
- The ambulance task forces work well
- Don't drink the water
- It's not a good practice to keep revising initial information given
- Accidents happen
- Constant monitoring of water and sewer plants is necessary
- There should be proper staffing at all plants
- Road work should be done by separate crews
- Waste of time
- Town needs to find a better notification method
- Too many chiefs, not enough indians
- MEMA needs to stay at the command post
- Central communications are vital
- Can never be too prepared
- Delegation/multi-tasking skills are essential
- People aren't always used to their full capabilities
- It's not necessary to know everything that's going on if it doesn't relate to you
- Town departments need to better understand NIMS
- Keep asking questions
- Databases of businesses/shut-ins need to be better
- Too many non-essential/civilian people hanging around the station
- Town needs a plan for chain of information

Question 17

Do you feel that the NIMS training and other training you received adequately prepared you to understand how Incident Response works?

44 respondents answered this question. The replies are as follows:

38 (86%) Yes
4 (9%) No
2 (5%) Somewhat

Question 18

Please add any additional comments.

- Department heads worked together smoothly and all workers did a great job
- Everything seemed to run fine- didn't see any real problems
- Press should have been kept somewhere else besides the PD/FD/SRS area
- Positive action minimized damages
- Should not be called away from duty station because of age and no longer willing or fit to respond to this type of emergency
- More supervision of people helping out needed
- Volunteers worked well but town employees, especially on OT, felt job was beneath them
- Dispatchers need to be briefed before press conferences due to influx of calls during the conferences
- Impressive cooperation between agencies
- Overall went well but seemed to be a lapse in who to notify
- Great communication between departments
- Made best of a nasty situation
- Identification vests should have been worn by all positions
- Better notification systems are needed
- Impressed with the way other towns came in and how they worked together
- More info needed to be given to workforce
- E911 would have made a dramatic difference
- BoH wasn't alerted to emergency
- Management of town employees could have been better utilized with better communications
- Response by all departments/agencies was excellent
- Improved call down lists are needed
- Radio announcement on stations commuters use would be helpful
- Town Hall department heads could have helped more to relieve overworked departments
- Less busy departments could have been split up to help busy departments
- Felt underutilized given capabilities/skills/etc... may have been different if another emergency happened during the incident
- Would have been helpful to have a TV/radio at Town Hall
- Took too long to get this survey

**COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS
DEPARTMENT OF ENVIRONMENTAL PROTECTION**

In the matter of:)
)
)
Town of Spencer)
_____)

File No.: ACOP- CE-07-5D006 *See*

**ADMINISTRATIVE CONSENT ORDER WITH PENALTY
AND
NOTICE OF NONCOMPLIANCE**

I. THE PARTIES

1 The Department of Environmental Protection (“Department” or “MassDEP”) is a duly constituted agency of the Commonwealth of Massachusetts established pursuant to M.G.L. c. 21A, § 7. MassDEP maintains its principal office at One Winter Street, Boston, Massachusetts 02108, and its Central Regional Office at 627 Main Street, Worcester, Massachusetts 01608

2 The Town of Spencer (“Respondent” or “Town”) is a municipal corporation duly organized under the laws of the Commonwealth of Massachusetts. The Town, through its Office of Utilities and Facilities and Board of Water Commissioners, operates a community public water supply system currently serving 7,037 customers in the Town (the “PWS”). Respondent’s mailing address for purposes of this Consent Order is 157 Main Street, Spencer, Massachusetts 01562

II. STATEMENT OF FACTS AND LAW

3 MassDEP is responsible for the implementation and enforcement of M.G.L. c. 111, § 159 et seq., 42 U.S.C. §§300f – 300j (the Federal Safe Drinking Water Act) and the Drinking Water Regulations at 310 CMR 22.00. MassDEP has authority under M.G.L. c. 21A, § 16 and the Administrative Penalty Regulations at 310 CMR 5.00 to assess civil administrative penalties to persons in noncompliance with the laws and regulations set forth above

4 The following facts and allegations have led MassDEP to issue this Consent Order:

A. The Town operates the PWS in accordance with a number of approvals issued by the Department. On April 12, 1990, the Department approved addition of a

water treatment chemical to address leaching of lead and copper from pipes in the distribution system caused by acidic (low pH) water. The treatment chemical used by the Town is sodium hydroxide, and the approval states that "alarms will be sent to a location monitored 24 hours a day"

B In the morning of April 25, 2007, the Town's police and fire departments received numerous customer complaints of burning sensations from using the water. Upon investigating the complaints, the Town notified the Department that excessive amounts of sodium hydroxide had entered the water distribution system for an unknown duration at the Meadow Road Water Treatment Plant.

C. The Department issued a verbal Do Not Use Order to the Town, and directed the Town immediately to provide public notification of the Do Not Use Order to potentially affected customers throughout town via radio, television, and by hand delivery. Even with the public notification, over 100 people were treated at area hospitals because of contact with the contaminated water during the course of the day.

D. Later in the day on April 25, 2007, the Department issued a written Do Not Use Order to the Town. On April 25th and April 26th, the Town flushed the entire distribution system to remove the sodium hydroxide.

E On April 26, 2007, the Department terminated the Do Not Use Order, but issued a boil order. Because the volume of water used in flushing the system and the loss of pressure may have disturbed bacterial contaminants typically found within the distribution system itself, the Department directed the Town to sample points within the distribution system for bacterial contaminants, and to advise customers to flush the water lines in its homes, and then to boil water before using it.

F. On April 27, 2007, the Department terminated the boil order and continued its investigation of the cause of the chemical overfeed.

G. As a result of its investigation, the Department has determined that operator error was the cause of the chemical overfeed, but that several additional problems relating to alarms prevented the operator error from being discovered in time to prevent the overfeed to the distribution system, in violation of 310 CMR 22.03(1) and 22.04(7). In addition, M.G.L. c. 111, §170 provides that anyone who defiles or corrupts any source of water shall be subject to a civil penalty for each day that such violation occurs or continues.

H. The Town will request appropriations, grants and other actions from Town Meeting and other bodies sufficient to fund and undertake the corrective actions set forth in this Order in accordance the schedule herein.

III. DISPOSITION AND ORDER

For the reasons set forth above, MassDEP hereby issues, and Respondent hereby consents to, this Order:

5 The parties have agreed to enter into this Consent Order because they agree that it is in their own interests, and in the public interest, to proceed promptly with the actions called for herein rather than to expend additional time and resources litigating the matters set forth above. Respondent enters into this Consent Order without admitting or denying the facts or allegations set forth herein. However, Respondent agrees not to contest such facts and allegations for purposes of the issuance or enforcement of this Consent Order.

6. MassDEP's authority to issue this Consent Order is conferred by the statutes and regulations cited in Part II of this Consent Order

7. Respondent shall perform the following actions within **30 days** of the effective date of this Consent Order:

A. Investigate and comment, to MassDEP, the fluctuations in pH (pH increasing at approximately 3 hour intervals) at Meadow Road Water Treatment Plant (WTP) shown on the pH recording charts earlier this year (e.g., April 8th, April 9th, April 10th).

B. Have a qualified instrumentation specialist evaluate and commence the repair of the existing failsafe and alarm systems. At a minimum, the respondent shall meet the requirements outlined for alarms and failsafes in Attachment A, which is incorporated herein by reference. The Respondent shall provide MassDEP with copies of documentation of the work performed, drawings of all connections and all test reports certifying the functionality of all of the alarms. All alarm work must be completed before the addition of sodium hydroxide may resume.

C. The Respondent shall submit to MassDEP for review and approval plans and specifications to install a temporary sodium hydroxide system at Meadow Road WTP. The plans shall include safe storage of chemicals during the time period this temporary system is used. Upon written approval of the plans and specifications by MassDEP, the Respondent shall proceed on the installation of the temporary system.

8 Within **60 days** of the effective date of this Consent Order, Respondent shall have completed construction of the temporary sodium hydroxide treatment system at Meadow Road WTP. The Respondent shall notify MassDEP in writing, for an inspection upon completion of the installation. Included with the written notification, the Respondent shall provide a copy of the engineer's certification letter/report that the temporary sodium hydroxide treatment system was installed in accordance with the approved plans and specifications and that all items in Attachment A have been addressed. The Respondent

shall not activate the temporary sodium hydroxide treatment until written approval by MassDEP has been provided.

9. Within **90 days** of the effective date of this Consent Order, Respondent shall have its engineer submit plans and specifications (with BRP WS 29-Chemical Addition and transmittal form) to add sodium hydroxide at the filter discharge or in the clearwell as both parties are agreed that chemical addition to the high pressure finished water side is not best practice. The plans for this permanent sodium hydroxide treatment system at Meadow Road WTP shall include, at a minimum, the requirements outlined for alarms and failsafes in Attachment B, which is incorporated herein by reference, and the following:

- A. A visual display of the volume contained in the bulk tank.
- B. Remove the existing plastic pipe from the chemical pump discharge.
- C. Remove sodium hydroxide injector tubes and corporation stops. Install tapping saddles with plugs over areas that corporation stops were previously installed.
- D. Install a day tank with visual scale for the chemical feed system.
- E. Label the sodium hydroxide tank fill line at the fill connection.
- F. Label all chemical piping for content and flow direction.
- G. Properly color-code the chemical piping.
- H. Repair or replace the in-line chlorine residual analyzer. The chlorine residual of the finished water shall be continuously monitored and recorded.
- I. Repair or replace the in-line pH analyzer. The pH of the finished water shall be continuously monitored and recorded.
- J. Ensure that the autodialer phone line and wall jack is labeled and secured by installation of a lockable box.
- K. Update the water operator contact list to be used for dispatch and programmed into the autodialer.
- L. All alarms shall be tested with satisfactory results.
- M. Operators shall be trained on operation and testing of the alarm system functions.
- N. For safety reasons, Respondent shall make provisions in staffing such that an operator does not work alone when performing repairs to a chemical feed system.

10. Within **10 months** of the effective date of this Consent Order, Respondent shall complete construction of the Meadow Road WTP permanent modifications as approved by MassDEP. The Respondent shall notify MassDEP in writing, for an inspection upon completion of the installation. Included with the written notification, the Respondent shall provide MassDEP with documentation that all of the items in paragraph 9 above have been addressed and shall submit the following:

- A. An updated list of alarms (include stamped plan of alarm configuration/as-built plans)

- B. An updated Operation & Maintenance manual as a result of modifications made to the facility systems
- C. Certification that the Preventative Maintenance Program and Standard Operating Procedures as a result of modifications made to the facility systems have been updated.
- D. Certification that all items in Attachment B have been addressed.

Respondent shall not activate the permanent sodium hydroxide treatment until written approval by MassDEP is provided. **Within 14 days** of written approval from MassDEP to activate the Meadow Road WTP, Respondent shall commence full operation of the treatment facility.

11. Within **12 months** of the effective date of this Consent Order, Respondent shall complete construction of corrosion control treatment as permitted (BRP WS 29 Transmittal #71439) as approved on March 1, 2006 by MassDEP at Cranberry Brook Well, including failsafes and alarms consistent with the requirements set forth in Attachment B for the Meadow Road Water Treatment Facility. The Respondent shall notify MassDEP, in writing, for an inspection upon completion of the installation. Included with the written notification, the Respondent shall provide the engineer's certification letter/report that the sodium hydroxide treatment system was installed in accordance with the approved plans and specifications and that all items in Attachment B have been addressed. Respondent shall not activate the sodium hydroxide treatment system at Cranberry Brook well until written approval by MassDEP is provided. **Within 14 days** of written approval from MassDEP to activate the Cranberry Brook WTP, Respondent shall commence full operation of the treatment facility.

12. Within **18 months** of the effective date of this Consent Order, Respondent shall:
- A. Submit a transmittal form, permit application BRP WS 25 (Treatment Facility Modification), and a schedule for implementation to MassDEP for review and approval to upgrade the monitoring system for System Control and Data Acquisition (SCADA) for all water department facilities. The implementation schedule shall include a training component for water system staff. At a minimum, the permit application must include the failsafe and alarm systems and chemical feed system modifications described in Attachment B and paragraph 3 of Attachment A.
 - B. Submit a transmittal form, permit application BRP WS 32 (Distribution System Modification), and a schedule for implementation to MassDEP for review and approval to address the high pressures within the distribution system.
 - C. Submit a Master Plan and Capital Improvement Plan for the Water Distribution System.

13 Except as otherwise provided, all notices, submittals and other communications required by this Consent Order shall be directed to:

Marielle Stone, Drinking Water Section Chief
Department of Environmental Protection
627 Main Street
Worcester, Massachusetts 01608

Such notices, submittals and other communications shall be considered delivered by Respondent upon receipt by MassDEP.

14. Actions required by this Consent Order shall be taken in accordance with all applicable federal, state, and local laws, regulations and approvals. This Consent Order shall not be construed as, nor operate as, relieving Respondent or any other person of the necessity of complying with all applicable federal, state, and local laws, regulations and approvals.

15. For purposes of M.G.L. c. 21A, § 16 and 310 CMR 5.00, this Consent Order shall also serve as a Notice of Noncompliance for Respondent's noncompliance with the requirements cited in Part II above. MassDEP hereby determines, and Respondent hereby agrees, that the deadlines set forth above constitute reasonable periods of time for Respondent to take the actions described.

16 Force Majeure

A. MassDEP agrees to extend the time for performance of any requirement of this Consent Order if MassDEP determines that such failure to perform is caused by a Force Majeure event. The failure to perform a requirement of this Consent Order shall be considered to have been caused by a Force Majeure event if the following criteria are met: (1) an event delays performance of a requirement of this Consent Order beyond the deadline established herein; (2) such event is beyond the control and without the fault of Respondent and Respondent's employees, agents, consultants, and contractors; and (3) such delay could not have been prevented, avoided or minimized by the exercise of due care by Respondent or Respondent's employees, agents, consultants, and contractors.

B. Financial inability and unanticipated or increased costs and expenses associated with the performance of any requirement of this Consent Order shall not be considered a Force Majeure Event.

C. If any event occurs that delays or may delay the performance of any requirement of this Consent Order, Respondent shall immediately, but in no event later than 5 days after obtaining knowledge of such event, notify MassDEP in writing of such event. The notice shall describe in detail: (i) the reason for and the anticipated length of the delay or potential delay; (ii) the measures taken and to be taken to prevent, avoid, or minimize the delay or potential delay; and (iii) the timetable for taking such measures. If Respondent intends to

attribute such delay or potential delay to a Force Majeure event, such notice shall also include the rationale for attributing such delay or potential delay to a Force Majeure event and shall include all available documentation supporting a claim of Force Majeure for the event. Failure to comply with the notice requirements set forth herein shall constitute a waiver of Respondent's right to request an extension based on the event.

D. If MassDEP determines that Respondent's failure to perform a requirement of this Consent Order is caused by a Force Majeure event, and Respondent otherwise complies with the notice provisions set forth in paragraph C above, MassDEP agrees to extend in writing the time for performance of such requirement. The duration of this extension shall be equal to the period of time the failure to perform is caused by the Force Majeure event. No extension shall be provided for any period of time that Respondent's failure to perform could have been prevented, avoided or minimized by the exercise of due care. No penalties shall become due for Respondent's failure to perform a requirement of this Consent Order during the extension of the time for performance resulting from a Force Majeure event.

E. A delay in the performance of a requirement of this Consent Order caused by a Force Majeure event shall not, of itself, extend the time for performance of any other requirement of this Consent Order.

17. Respondent shall pay to the Commonwealth a civil administrative penalty in the amount of thirty four thousand two hundred and fifty dollars (\$34,250.00) for the violations identified in Part II above, as follows:

A. Within thirty (30) days of the effective date of this Consent Order, Respondent shall pay to the Commonwealth two thousand dollars (\$2000.00); and

B. MassDEP hereby agrees to suspend payment of the sum of twelve thousand one hundred twenty-five dollars (\$12,125.00); provided, however, that if Respondent violates any provision of this Consent Order, or further violates any of the regulations cited in Part II above within one year of the effective date of this Consent Order, Respondent shall pay to the Commonwealth the remaining amount of twelve thousand one hundred twenty-five dollars (\$12,125.00) within thirty (30) days of the date MassDEP issues Respondent a written demand for payment. This paragraph shall not be construed or operate to bar, diminish, adjudicate, or in any way affect, any legal or equitable right of MassDEP to assess Respondent additional civil administrative penalties, or to seek any other relief, with respect to any future violation of any provision of this Consent Order or any law or regulation.

18. Supplemental Environmental Project

A. MassDEP has determined that it is appropriate to include a Supplemental Environmental Project ("SEP") in the resolution of this matter. Such SEP is included for the

purpose of mitigating the administrative penalty and not in lieu thereof. The terms of the SEP are set forth in Attachment C, which is attached hereto and incorporated herein.

B Respondent hereby certifies that, as of the effective date of this Consent Order, Respondent is not required to perform the actions of the SEP by: (1) any contractual or other legal obligation; (2) any federal, state or local law or regulation; or (3) any agreement, grant or as injunctive relief.

C Within thirty (30) days of completing the SEP, Respondent shall submit to MassDEP a SEP Completion Report, which shall document completion of the SEP by including: (1) a description of the actions taken to complete the SEP; (2) verification and documentation that the required expenditures were made and the dates of such expenditures; and (3) the following certification:

I, [Name], [Title], hereby attest under the pains and penalty of perjury that (i) I have personally examined and am familiar with the information contained herein; (ii) the information contained herein is true, accurate and complete to the best of my knowledge and belief; (iii) Respondent implemented the SEP in accordance with the requirements of this Consent Order; and (iv) I am fully authorized to make this attestation on behalf of Respondent. I am aware that there are significant penalties, including without limitation possible fines and imprisonment, for willfully submitting false, incomplete or inaccurate information

D Respondent shall pay a stipulated civil administrative penalty to the Commonwealth in the amount of \$8,000.00 if Respondent fails to perform and complete the SEP in accordance with this Consent Order.

E In the event the cost of performing and completing the SEP in accordance with the provisions of this paragraph is less than \$8,000.00, Respondent shall pay to the Commonwealth as a civil administrative penalty the difference between \$8000.00 and the actual amount expended. Such penalty shall be paid on or before the due date for the SEP Completion Report as set forth above and payment shall be made in the manner set forth in this Consent Order for payment of civil administrative penalties.

F Respondent shall state in a prominent manner whenever it publicizes the SEP, or the results thereof, that the SEP was undertaken, or is being undertaken, as part of the resolution of an environmental enforcement action by MassDEP.

19 Environmental Management System

A. MassDEP has determined that it is appropriate for Respondent to implement an Environmental Management System ("EMS") in the resolution of this matter. Such EMS is included for the purpose of mitigating the administrative penalty and not in lieu thereof.

B. If Respondent fails to implement an EMS as described in MassDEP's *Guidance on Incorporating Environmental Management Systems into Enforcement Negotiations and Settlements (January 2001)*, then Respondent shall pay a suspended penalty of \$12,125.00 within ten (10) days of receipt of the Department's written demand for payment

C The EMS should be implemented to ensure that the Office of Utilities and Facilities and the Water Department achieve and maintain compliance with environmental requirements including, at a minimum, the development and implementation of :

1. Environmental compliance policies, procedures and guidance documents for all of the organization's operations and activities;
2. Clearly specified organizational responsibilities and accountability of organization's staff and management, on-site service providers, and contractors for regulatory compliance, required reporting to regulatory agencies, and corrective actions implemented in their area(s) of responsibility;
3. A system for tracking compliance activities;
4. Schedules and a system for conducting regular inspections of operations and facilities and annual self audits of operations and facilities for the purposes of preventing and controlling releases, ensuring environmental protection, and maintaining compliance with statutory and regulatory requirements;
5. A system for ensuring that routine requirements for sampling, monitoring, and reporting data required by law, regulation and permit are accomplished;
6. Standard procedures and requirements for incident and noncompliance reporting to regulatory agencies, including requirements to report releases of oil and/or hazardous materials and implementation of measures to minimize risks from such releases;
7. A system for establishing return to compliance plans for noncompliance identified during inspections and audits;
8. A system for the development of continuous improvement goals and results reporting that may include: recycling and the purchase of recycled products; pollution prevention; source reduction; resource conservation; energy consumption; waste minimization, renewable energy and renewable technologies;
9. Annual compliance training for management and personnel, and initiation training for new management and personnel;
10. A process for an objective annual review and evaluation of the EMS and its components, including: implementation of modifications as necessary to ensure timely compliance and a commitment to continual improvement, and senior management review to ensure that goals are being achieved;
11. A program for ongoing community outreach in the environmental aspects of regulated entity's operations and general environmental awareness.

D. Respondent hereby certifies that it is not required to perform or to develop the EMS by any federal, state or local law or regulation; nor is Respondent required to perform or to develop the EMS by agreement, grant or as injunctive relief in this or any other case or in compliance with state or local requirements. Respondent further certifies

that it has not received, and is not presently negotiating to receive, credit in any other enforcement action for the EMS

E. Respondent shall maintain documentation at the Facility of full EMS implementation, and shall make such information available to the Department upon request. The Department shall have sole discretion to evaluate the adequacy of EMS implementation, and a determination by the Department that an EMS has not been fully implemented in compliance with this Order shall not be subject to an adjudicatory hearing.

F. Within ninety (90) days of the effective date of this Consent Order, Respondent shall submit a written report to DEP describing the final EMS and a schedule for implementing it. Respondent shall submit quarterly reports describing implementation efforts between submission of the final EMS and the submission required in subparagraph F below.

G. Within eighteen (18) months of the effective date of this Consent Order, Respondent shall provide a written report to MassDEP verifying that the final EMS is implemented in one of the following forms:

- (1) Report of an independent qualified EMS auditor, or
- (2) Self-certification by an officer or manager of Respondent with the authority to spend money and assign staff, accompanied by a statement that the signatory has personally determined that each element is in place and understands that false statements may be subject to penalties

20. Respondent understands, and hereby waives, its right to an adjudicatory hearing before MassDEP on, and judicial review of, the issuance and terms of this Consent Order and to notice of any such rights of review. This waiver does not extend to any other order issued by the MassDEP

21. This Consent Order may be modified only by written agreement of the parties hereto.

22. The provisions of this Consent Order are severable, and if any provision of this Consent Order or the application thereof is held invalid, such invalidity shall not affect the validity of other provisions of this Consent Order, or the application of such other provisions, which can be given effect without the invalid provision or application, provided however, that MassDEP shall have the discretion to void this Consent Order in the event of any such invalidity.

23. Nothing in this Consent Order shall be construed or operate as barring, diminishing, adjudicating or in any way affecting (i) any legal or equitable right of

MassDEP to issue any additional order or to seek any other relief with respect to the subject matter covered by this Consent Order, or (ii) any legal or equitable right of MassDEP to pursue any other claim, action, suit, cause of action, or demand which MassDEP may have with respect to the subject matter covered by this Consent Order, including, without limitation, any action to enforce this Consent Order in an administrative or judicial proceeding.

24. This Consent Order shall not be construed or operate as barring, diminishing, adjudicating, or in any way affecting, any legal or equitable right of MassDEP or Respondent with respect to any subject matter not covered by this Consent Order.

25. This Consent Order shall be binding upon Respondent and upon Respondent's heirs, successors and assigns. Respondent shall not violate this Consent Order and shall not allow or suffer Respondent's employees, agents, contractors or consultants to violate this Consent Order. Until Respondent has fully complied with this Consent Order, Respondent shall provide a copy of this Consent Order to each successor or assignee at such time that any succession or assignment occurs.

26. In addition to the penalty set forth in this Consent Order (including any suspended penalty), if Respondent violates any provision of the Consent Order, Respondent shall pay stipulated civil administrative penalties to the Commonwealth in the amount of \$250 00 per day for each day, or portion thereof, each such violation continues.

Stipulated civil administrative penalties shall begin to accrue on the day a violation occurs and shall continue to accrue until the day Respondent corrects the violation or completes performance, whichever is applicable. Stipulated civil administrative penalties shall accrue regardless of whether MassDEP has notified Respondent of a violation or act of noncompliance. All stipulated civil administrative penalties accruing under this Consent Order shall be paid within thirty (30) days of the date MassDEP issues Respondent a written demand for payment. If a court judgment is necessary to execute a claim for stipulated penalties under this Consent Order, Respondent agrees to assent to the entry of such judgment. If simultaneous violations occur, separate penalties shall accrue for separate violations of this Consent Order. The payment of stipulated civil administrative penalties shall not alter in any way Respondent's obligation to complete performance as required by this Consent Order. MassDEP reserves its right to elect to pursue alternative remedies and alternative civil and criminal penalties which may be available by reason of Respondent's failure to comply with the requirements of this Consent Order. In the event MassDEP collects alternative civil administrative penalties, Respondent shall not be required to pay stipulated civil administrative penalties pursuant to this Consent Order for the same violations.

Respondent reserves whatever rights it may have to contest MassDEP's determination that Respondent failed to comply with the Consent Order and/or to contest the accuracy of MassDEP's calculation of the amount of the stipulated civil administrative penalty

27. Respondent shall pay all civil administrative penalties due under this Consent Order, including suspended and stipulated penalties, by certified check, cashier's check, or money order made payable to the Commonwealth of Massachusetts. Respondent shall clearly print on the face of its payment Respondent's full name, the file number appearing on the first page of this Consent Order, and the Respondent's Federal Employer Identification Number, and shall mail it to:

Commonwealth of Massachusetts
Department of Environmental Protection
Commonwealth Master Lockbox
P.O. Box 3982
Boston, Massachusetts 02241-3982

Respondent shall simultaneously mail a copy of the payment to:

Robert A. Bostwick, Sanitary Survey/Enforcement Coordinator
Department of Environmental Protection
627 Main Street
Worcester, Massachusetts 01608.

In the event Respondent fails to pay in full any civil administrative penalty as required by this Consent Order, then pursuant to M.G.L. c. 21A, § 16, Respondent shall be liable to the Commonwealth for up to three (3) times the amount of the civil administrative penalty, together with costs, plus interest on the balance due from the time such penalty became due and attorneys' fees, including all costs and attorneys' fees incurred in the collection thereof. The rate of interest shall be the rate set forth in M.G.L. c. 231, § 6C.

28. Failure on the part of MassDEP to complain of any action or inaction on the part of Respondent shall not constitute a waiver by MassDEP of any of its rights under this Consent Order. Further, no waiver by MassDEP of any provision of this Consent Order shall be construed as a waiver of any other provision of this Consent Order.

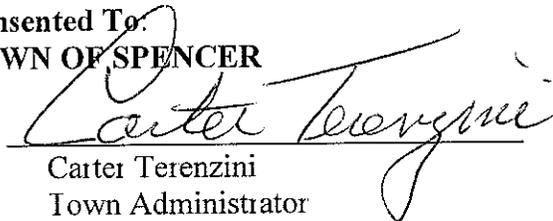
29. To the extent authorized by the current owner, Respondent agrees to provide MassDEP, and MassDEP's employees, representatives and contractors, access at all reasonable times to Town of Spencer's Water Department facilities for purposes of conducting any activity related to its oversight of this Consent Order. Notwithstanding any provision of this Consent Order, MassDEP retains all of its access authorities and rights under applicable state and federal law.

30. This Consent Order may be executed in one or more counterpart originals, all of which when executed shall constitute a single Consent Order.

31. The undersigned certify that they are fully authorized to enter into the terms and conditions of this Consent Order and to legally bind the party on whose behalf they are signing this Consent Order.

32. This Consent Order shall become effective on the date that it is executed by MassDEP.

Consented To:
TOWN OF SPENCER

By: 

Carter Terenzini
Town Administrator
157 Main Street
Spencer, Massachusetts 01562
Telephone: (508) 885-7500

Federal Employer Identification No.: 046-001-308

Date: 8/22/2007

Issued By:
DEPARTMENT OF ENVIRONMENTAL PROTECTION

By: 

Martin Suuberg, Regional Director
Central Regional Office
627 Main Street
Worcester, Massachusetts 01608
Telephone: (508) 792-7650

Date: 9/4/07

Attachment A

1. The following failsafe and alarm systems must be included in the temporary sodium hydroxide system at Meadow Road WTF as required by paragraph 7B above.
 - a. A paddle type flow switch shall be installed on the common filter discharge pipe. The flow switch shall be the interlock (failsafe) to all chemical feed systems to insure positive flow. Chemical feed systems shall not operate in the automatic mode without positive flow confirmation via the flow switch
 - b. delivery of water to the distribution system via the high lift (finished water) pump must terminate upon activation of a major alarm, such as, but not limited to:
 - i. high/low pH, Notification via autodialer
 - ii. high-high pH, Plant shutdown, Notification via autodialer
 - iii. high/low chlorine residual, Notification via autodialer
 - iv. high-high/low-low chlorine residual, Plant shutdown, Notification via autodialer
 - v. high-high/low-low level clear well, Plant shutdown, Notification via autodialer
 - c. the sodium hydroxide chemical feed pump must shut down or remain off when:
 - i. the high-high pH alarm is triggered
 - ii. there is no positive flow signal
 - b. the sodium hypochlorite chemical feed pump must shut down and remain off when:
 - i. there is no positive flow signal (via the flow switch)
 - ii. low-low or high-high chlorine residual alarm is triggered

NOTE: If high-high or low-low alarms are generated from either the in-line pH or chlorine monitor, the raw and finished water pumps are to shut down and not restart until the operator clears and resets the alarms. The operator must determine cause of the alarms, clear and reset the alarms at the treatment facility and not from a remote location.

If a high-high alarm occurs after the finished water pump shuts down, it cannot restart until the cause has been determined and the alarm is cleared and reset.

2. At a minimum the following alarms shall cause notification to a location manned 24 hours a day/7 days a week so that a water system operator can respond (i.e., established alarm set points that are tied into the autodialer system):
 - a. high/low pH (set points not greater than 8.0 and not less than 6.8, respectively). A high-high set point not to exceed 9.0 shall shut down the operation of the WTP and notify the operator via the autodialer.
 - b. high/low chlorine residual (set points 1 and 0.3 mg/l, respectively). A high-high set point not to exceed 1.5 mg/l and a low-low set point not to

- be less than 0.2 mg/l shall shut down the operation of the WTP and notify the operator via the autodialer.
- c. high/low clear well level shall function as the start/stop control of the well pump. A high-high and low-low control/alarm system shall shut down both the well and high service pump in alarm condition. There shall also be notification of the operator via the autodialer.
 - d. high/low finished water tank level (Moose Hill Reservoir)
 - e. low building temperature
 - f. flood (both buildings and containment area)
 - g. emergency eye wash/shower(s)
 - h. pump failure/disagreement (high service pump)

MassDEP acknowledges that the set points noted above may require adjustment and as such MassDEP shall be notified when adjustments are made.

NOTE: All buildings have intrusion alarms that cause notification to a security monitoring company. The company notifies the local police department of an alarm condition. The police department has a list of contacts for the water department and when deemed safe for inspection a water operator will respond to evaluate if the facility has been vandalized or tampered with.

3. Automated startup of the plant is prohibited after shutdown due to a major alarm. An operator must respond, diagnose and correct the situation that triggered the alarm condition before restarting the plant.

NOTE: All alarms that result in a shutdown of the WTP shall be called out as a common critical alarm. The Standard Operating Procedures shall state that when the operator receives the critical alarm the WTP is shut down and immediate action must be taken. Critical alarms must be corrected prior to restart of the facility.

4. The control (HOA or Hand-Off-Auto) switch for **all** chemical feed pumps shall be replaced with the spring return type for "manual or hand" operation so that the chemical feed pumps cannot be left running inadvertently.

5. As part of a Preventative Maintenance Program, develop and implement Standard Operating Procedures for:

- a. Recording maintenance activities
- b. Recording adjustments to settings on chemical feed pump(s)
- c. Conducting and recording chemical feed pump calibrations
- d. Recording alarms triggered - note how alarm was received (e.g., on panel, autodialer activated), who was notified, and actions taken by whom to correct alarm condition

- e. Conducting and recording weekly checks of all alarm set points and monthly testing of all alarm conditions at a minimum or immediately following any modifications to the system
- f. Periodically update autodialer call-out list and phone numbers to be certain the proper individuals are notified of an emergency condition
- g. Calibrate and maintain all continuous monitoring equipment and in-line analyzers in accordance with manufacturers' recommendations (e.g., replacement schedule for probes) and keep a record of such calibrations
- h. Calibration standards and buffers must remain current (i.e., not allowed to be used past expiration date)
- i. Verify daily the accuracy of in-line analyzers using field grab samples and bench top probe (keep a record of such activities)
- j. Calibrate bench top probe(s) daily, when samples are being analyzed
- k. Test emergency shower/eyewash monthly (keep a record of such activities)
- l. Record water quality complaints when received
- m. Record standby power testing of diesel generator (weekly run test and monthly load test)
- n. Staff training on the operation and testing of the alarm system.

Attachment B

1 The following failsafe and alarm systems must be included as part of the permanent sodium hydroxide treatment systems at Meadow Road WTP and Cranberry Brook WTP and in the BRP WS25-Treatment Facility Modification permit application required by paragraphs 9, 11 & 12A above.

- a. Install a flow switch for the common filter discharge pipe to serve as positive flow confirmation. All chemical feed systems (sodium hydroxide, potassium permanganate, sodium hypochlorite) shall all be allowed to operate only through flow confirmation of the flow switch.
- b. At a minimum the following additional alarms shall cause notification to a location manned 24 hours a day/7 days a week so that a water system operator can respond (i.e., established set points that are tied into the autodialer):
 - i. high/low pH (set points not greater than 8.0 and not less than 6.8, respectively). A high-high set point not to exceed 9.0 shall shut down the operation of the WTP and notify the operator via the autodialer.
 - ii. high/low chlorine residual (set points 1 and 0.3 mg/l, respectively) A high-high set point not to exceed 1.5 mg/l and a low-low set point not to be less than 0.2 shall shut down operation of the WTP and notify the operator via the autodialer.
 - iii. high/low clear well level shall function as the start/stop control of the well pump. A high-high and low-low control/alarm system shall shut down both the well and high service pump in alarm condition. There shall be notification of the operator via the autodialer.
 - iv. high/low finished water tank level (Moose Hill Reservoir)
 - v. low building temperature
 - vi. flood (both buildings and containment area)
 - vii. activation of emergency shower/eyewash(s)
 - viii. pump failure/disagreement (high service pump)

MassDEP acknowledges that the set points noted above may require adjustment and as such MassDEP shall be notified when adjustments are made

NOTE: All buildings have intrusion alarms that cause notification to a security monitoring company. The company notifies the local police department of an alarm condition. The police department has a list of contacts for the water department and when deemed safe for inspection a water operator will respond to evaluate if the facility has been vandalized or tampered with.

2. The following modifications to the chemical feed systems shall be made:
 - a. Emergency shower/eyewash must be supplied by the finished water line

- b. Remove any equipment that no longer pertains to the current operations (e.g. chlorine gas feed equipment and associated alarm enunciator, SCBA, etc.)
- c. Relocate light switches to the outside of the chemical feed rooms for operator safety
- d. Close openings in the electrical control panel in the front building
- e. Relocate control switches for chemical feed pumps to location outside the chemical containment area (e.g., hydroxide)
- f. Relocate and replace in accordance with current standards any outlet boxes to location outside the chemical containment area (e.g., hydroxide)
- g. Make necessary modifications to provide antisiphon protection on the discharge line for all chemical feed pumps
- h. Make modifications such that the containment area for hydroxide is separate from that of the diesel fuel for the standby power generator
- i. Make modifications so that the hydroxide bulk tank has a separate vent (to exterior) and overflow (to containment area)
- j. Mark and identify all chemical storage tanks, piping and fill ports.

Attachment C
Supplemental Environmental Programs

Within **12 months** of the effective date of this Consent Order, the Town shall complete a Supplemental Environmental and Safety project consisting of a "Lessons Learned" Report based on findings by the Blue Ribbon Committee for distribution to other municipalities. A seminar in Spencer will be conducted to which all other municipalities within the Central MA region will be invited. The experience and response by the town of Spencer could obviously benefit many other municipalities in the Commonwealth in preparing for many different types of events in the Post 911 environment. An estimated budget for this project is as follows:

Item	Quantity	Cost	Subtotal
Blue Ribbon Committee Support (clerk for meetings and general administration)	60	\$/hr \$12.90	\$774.00
Response Suveys			
<i>printing and mailing of surveys</i>	1700	\$0.59	\$1,003.00
<i>survey review/reporting</i>	30	\$/hr \$10.00	\$300.00
Preparation of Presentation Materials	40	\$/hr \$125.00	\$5,000.00
Informational Mailer			
<i>letter</i>	350	\$0.15	\$52.50
<i>brochure</i>	350	\$1.10	\$385.00
<i>envelope</i>	350	\$0.05	\$17.50
<i>postage</i>	350	\$0.39	\$136.50
Confirmation Mailer			
<i>confirmation letter</i>	10	\$0.15	\$1.50
<i>posters (waiting for Exsel to confirm a price)</i>	50	\$5.00	\$250.00
<i>envelopes</i>	10	\$0.20	\$2.00
<i>postage</i>	10	\$0.97	\$9.70
Presentation Booklet (75 pages, 2 sided, glossy, spiral bound)	200	\$12.50	\$2,500.00
Accompanying CD-ROM	200	\$1.75	\$350.00
Presenter Stipend (includes time presenting, meal, travel, & set-up/breakdown)	80	\$/hr \$100.00	\$8,000.00
			\$18,781.70
	Grand Total		

Multimedia Materials Reviewed by the Blue Ribbon Committee

Audio Cassette Tape – labeled “Water Emerg Misc Calls” provided by SPD

Worcester Telegram & Gazette Articles

April 26, 2007 – *Lye Fouls Water // Town Struggles to Cope with Accident* (C. Semon)

April 26, 2007 – *More than 85 People Sickened // Some Victims Suffer Burns* (M. Valencia)

April 26, 2007 - *Dangerous Waters // Dozens Hurt By Lye; Firm Ban Still in Effect* (B. Miner, K. Ring)

April 26, 2007 – *Sodium Hydroxide Can Be a Boon or a Bane* (Editorial)

April 28, 2007 - *Water Questions Remain* (J. Russell)

April 30, 2007 – *Lye-Laced Water Deters Customers // Spencer Businesses Experience Drop in Traffic; May Seek Relief* (J. Russell)

May 1, 2007 – *Lye Victim Tells of Her Injuries // Woman’s Esophagus Damaged by Drinking Contaminated Water* (B. Miner)

May 1, 2007 – *DEP Investigation into Lye Accident Continues* (B. Miner)

May 2, 2007 – *Water Chief is Supported by Officials // Lack of License Dismissed* (J. Russell)

May 3, 2007 – *Human Error Put Lye In Water // Town Reassigns Two Employees* (B. Miner)

May 3, 2007 – *Review of Water Crisis Sought // Outside Agency to do the Study* (K. Ring)

May 8, 2007 – *Selectmen Suspend Licenses of Two Taverns* (C. Semon)

Spencer Cable Re-Broadcasts of Press Conferences

April 25, 2007 – 11:30 AM

April 25, 2007 – 3:00 PM

April 25, 2007 – 8:00 PM

Audio Cassette Tape – containing 8:22 AM call on April 25, 2007 from SPD to ODIS

APPENDIX C: ADDITIONAL PRIMARY SOURCES REVIEWED

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Blue Ribbon Committee on the Water Emergency of April 25-27, 2007 Composition and Charge

1.) Purpose:

A need has been identified to evaluate the organization's response to a sudden water emergency that caused the declaration of a Mass Casualty Incident at approximately 8 a.m. on April 25, 2007. While the state may conduct an overall assessment of the entire response, such an evaluation may take 6+ months. We believe there is a need to report to our citizens on a faster timetable at least with respect to our activities.

2.) Composition:

The Blue Ribbon Committee is to be comprised of a representative who is from—or knowledgeable in—the following groups:

- a. Town Manager or Administrator
- b. Municipal Water Works Professional
- c. Public Health & Response Professional
- d. Water System Customer
- e. Generalist

3.) Charge to the Committee:

- a. Become familiar with the Town's organizational structure for the administration of the Spencer Fire and Emergency Services Department, Police Department, Board of Health, and Water Department, the role of the independent and private not-for-profit Spencer Rescue Squad, and the delivery of mutual aid emergency medical services, fire, police, and emergency management services within central Massachusetts.
- b. Become generally familiar with the Town's water treatment and distribution system.
- c. Review primary data and reports including, but not limited to, the following:
 - DEP's findings relative to the event.
 - The "Risk and Best Management Practices" analysis of the chemical feed and "fail-safe" systems at the Water Treatment Plant.
 - "After Action" reports prepared by Town Departments.
 - Customer response survey.
 - Media reports.
- d. Conduct such first-hand interviews and public hearings as it shall deem warranted.
- e. Compile a report critiquing the response of the organization to the event, including positives, negatives, and lessons learned.
- f. Deliver the report to the assembled bodies.

4.) Time for Completion:

The committee shall prosecute its work with all due diligence. The intent is to present the report no later than July 15, 2007.

5.) Staff Support:

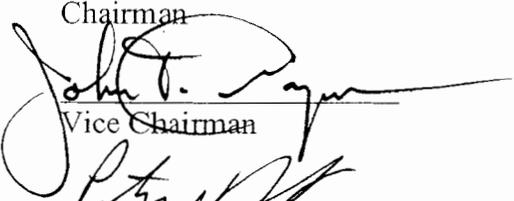
The committee shall receive primary staff support through its Chair and such other support as it shall request of the Town Administrator.

Issued this 2nd day of May, 2007.

Board of Selectmen:



Chairman



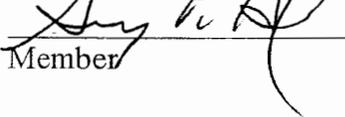
Vice Chairman



Clerk



Member

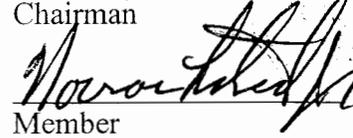


Member

Board of Water Commissioners:



Chairman



Member

Member



Member

Law Offices
COLLINS & WEINBERG
(An Association of Attorneys)

47 Memorial Drive
Shrewsbury, Massachusetts 01545-4028
Telephone: (508) 842-1556
Facsimile: (508) 842-3703
[MPI: 1-800-322-2011]

JOHN M. COLLINS, P.C.
STANLEY L. WEINBERG

June 13, 2007

Mr. Carter Terenzini
Town Administrator
Memorial Town Hall
157 Main Street
Spencer, MA 01562

Re: Indemnification – Blue Ribbon Committee on Water Emergency

Dear Carter:

This is in response to your email request of June 11th for "a letter that indemnifies the Blue Ribbon Committee...from any legal action that may occur.

Such a letter would be beyond the scope of the Board of Selectmen's authority since the granting of indemnification is a legislative function not an executive one. This certainly does not mean that the members of the Blue Ribbon Committee cannot be indemnified or that they are at risk of personal claims for actions taken in good faith as members of the Committee. There are a couple of sources of protection from personal liability for the Committee members:

1. The Town's liability insurance would probably provide for the defense and indemnification of claims arising out of the Committee members' acts and omissions in the performance of their official responsibilities. You should, however, confirm this with the Town's insurance advisor.

2. The Massachusetts Tort Claim Act (the "Act") insulates public employees from personal liability "for any injury or loss of property or personal injury or death caused by his negligent or wrongful act or omission while acting within the scope of his office or employment..." The Town, not the public employee is liable under such circumstances. M.G.L. c. 258, § 2. A member of the Committee would be a "public employee" for purposes of this statute since that term is broadly defined, in pertinent part, as, "elected or appointed, officers or employees of any public employer, whether serving full or part-time, temporary or permanent, compensated or uncompensated...."

Additionally, there are two indemnification sections in the Act:

Mr. Carter Terenzini
June 13, 2007
Page Two

1. Section 13, which is an enabling provision that has been accepted already by the Town, provides for the mandatory indemnification of "municipal officers, elected or appointed from personal financial loss and expense including reasonable legal fees and costs, if any, in an amount not to exceed one million dollars, arising out of any claim, demand, suit or judgment by reason of any act or omission, except an intentional violation of civil rights of any person, if the official at the time of such act or omission was acting within the scope of his official duties or employment."

2. Section 9, which is of general applicability and is in effect in Spencer, provides for permissive or discretionary indemnification of "public employees, from personal financial loss, all damages and expenses, including legal fees and costs, if any, in an amount not to exceed \$1,000,000 arising out of any claim, action, award, compromise, settlement or judgment by reason of an intentional tort, or by reason of any act or omission which constitutes a violation of the civil rights of any person under any federal or state law, if such employee or official... at the time of such intentional tort or such act or omission was acting within the scope of his official duties or employment. No such employee or official... shall be indemnified under this section for violation of any such civil rights if he acted in a grossly negligent, willful or malicious manner." The Supreme Judicial Court has noted that the term "scope of his official duties or employment" is not to be given a restrictive interpretation since "As a matter of policy, public indemnification of public officials serves in part to encourage public service." Howard v. Town of Burlington, 399 Mass. 585 (1987), citing Filippone v. Mayor of Newton, 392 Mass. 622, 629 (1984).

The Board of Selectmen could adopt a resolution in connection with the establishment of the Committee that its present intent is to support and seek any legislative approvals as may be necessary for the indemnification of Committee members in the event claims are made against them by reason of any intentional tort, or by reason of any act or omission which constitutes a violation of civil rights, if the Committee members were acting within the scope of their official duties.

In conclusion, the protections afforded by the Massachusetts Tort Claims Act and available insurance should provide comfort to the Committee members that they will be protected from personal financial exposure for actions taken while in the performance of their official duties. If a statement of indemnification support along the lines set forth in the paragraph above would provide additional comfort, then such a vote by the Board of Selectmen should be taken.

Please let me know if there are any questions or concerns regarding this matter.

Sincerely,



Stanley L. Weinberg

Water Emergency Blue Ribbon Committee

Meeting Minutes Wednesday June 6, 2007 6:30 PM Spencer Town Hall Conf. Room B

Attendees: Lynne Shaw, Michael Cassidy, Tim Loftus, Randy Swigor, & Stephanie Wachewski (Charlie O'Connor- absent)

Members of the Committee introduced and provided some background information about themselves to the group.

Michael Cassidy was charged with heading the committee.

The Committee reviewed the packets of information provided to them from various town departments. Numerous questions were raised and requests were made for further information (see “Questions & Requests” page of this document).

In compliance with point 3d of the Committee’s “Composition & Charge”, the following meetings were requested to be scheduled:

**Wednesday June 13, 2007 at 6:45 PM: Carter Terenzini/PIO
7:15 PM: Margaret Bacon/ Utilities & Facilities
(also to include tour of water facility)**

**Thursday June 21, 2007 at 6:45 PM: Chief Darrin/SPD
7:15 PM: Chief Parsons/SFD
7:45 PM: Keith Ventimiglia**

Date and Time TBD: Sandy Fritze/SEMA

The Committee raised the issue that the completion time for their report, listed as July 15, 2007 in the “Composition & Charge”, will not likely be met due to the need to schedule interviews and review the pertinent information, much of which was not available at the time of this meeting.

The Committee inquired as to the need to be sworn in as official members of the Blue Ribbon Committee. As an alternate to the swearing in process, a letter from the selectmen designated them as committee members was suggested.

**Next meeting date: Wednesday June 13, 2007 at 6:30 PM Town Hall, Conf. Room B
Lynne Shaw will be unable to attend.**

Questions and Requests From the Committee

Questions:

- **Was there an official EOC site at onset of emergency?**
- **How and when was the problem determined to be accidental?**
- **When was Margaret Bacon notified of the issue?**
- **Does the town have the ability to set up a 1-800 phone line to disseminate information?**
- **Who made the decisions regarding when and what information to disseminate publicly?**
- **How will the surveys results be tallied and when will they be available to the Committee?**
- **If the town becomes involved in litigation with regards to this incident, will the Committee have any involvement? (The answer to this question is requested to be received in writing.)**
- **How is the Committee to handle public questions regarding the materials they are reviewing?**

Requests:

- **Copies of all public notices distributed during the water emergency**
- **Recordings of related press conferences**
- **Copies of the Select Board's meeting minutes from when the Committee was approved**
- **Copy of the DEP findings**
- **AAR from hospital decon units**
- **Copies of the surveys mailed to water customers**
- **Copy of the water distribution map**
- **List of involved town departments and names of department members**
- **Copies of the Emergency and Operational plans for the Water Department**
- **Copy of the Water Department's response time line**
- **Public Notification time line (including placement of sign boards and messages released)**

Water Emergency Blue Ribbon Committee

Meeting Minutes Wednesday June 13, 2007 6:30 PM Spencer Town Hall Conf. Room B

*Attendees: Michael Cassidy, Tim Loftus, Randy Swigor, Charlie O'Connor
& Stephanie Wachewski (Lynne Shaw- absent)*

Cassidy, Loftus, & Swigor were sworn in by the Town Clerk. Committee members not present can contact the Town Clerk's Office at 508-885-7500 x150 to make arraignments to be sworn in.

Indemnification letters were provided to the Committee from the Town Administrator.

Carter Terenzini, Town Administrator, was interviewed by the Committee. Summary as follows:

Mr. Terenzini stated that he was notified by Margaret Bacon shortly after 8 AM that there was an issue with the Town's water, the DEP had already been contacted, and a "Do Not Use" order would need to be issued. Mr. Terenzini stated that it was not until approximately 9:30/10 AM that he fully understood the scope of the problem.

Mr. Terenzini explained that he felt his biggest roles in the emergency were:

1. Acting as the PR person for the town
2. Directing "No One Leaves" orders to the department clerks
3. Reinforcing NIMS/chain of command policies

Mr. Terenzini feels that the incident was 75% successful.

The following points contributed to the success of the incident:

- Locations of public safety buildings allowed for the "free roaming" of personnel
- Conscious decision over the last 5 years regarding the structuring of public safety
- Training drills

The following points hindered the success of the incident:

- Personnel issues
- Coordination of bottled water distribution
- Congestion of news crews

Mr. Terenzini felt that employee honesty was a large asset in determining the unintentional nature of the incident. This allowed for a quick rule out of an intentional act. Knowing the

cause early on allowed for a quick notification to the public that the incident was caused by a “system malfunction”.

What would Mr. Terenzini liked to have changed: faster comprehension of the issue and to have had the availability of reverse 911.

Mr. Terenzini feels that a larger scale incident could be handled in the same way, with success, if it was an emergency with an easily identifiable cause. With an unidentifiable cause, there would be great difficulty.

Margaret Bacon, Utilities & Facilities Superintendent, was also interviewed by the group. Summary as follows:

Water distribution maps were provided to the Committee members. Ms. Bacon described how water moves from the plant through the system.

Ms. Bacon provided copies of, and discussed, her timeline, public handouts, and surveys.

Ms. Bacon explained that the first Water Dept. person to become aware of the problem was the employee who arrived to work at about 6 AM. This employee arrived at the treatment plant to an audible alarm sounding. The employee silenced the alarm and made some checks, but thought it was just a spike. No other notifications were made. The Chief Operator, upon his arrival at about 7 AM, made the decision to immediately start flushing hydrants. Ms. Bacon become aware of the problem shortly after this time by physically going out to find the Chief Operator, who could not be reached on the radio. At this point, Ms. Bacon was informed by the Chief Operator that the incident was accidental and Ms. Bacon felt she had a full understanding of the depth of the problem.

Ms. Bacon reviewed her relevant employment background and licenses with the Committee. She stated that she has not yet completed her NIMS training. (Ms. Bacon has only been with the Town since December of 2006)

Ms. Bacon stated that she is unaware of documented emergency plans for the Water Department.

Ms. Bacon felt that the biggest challenge for her in the incident was that she felt overwhelmed by all that was going on. She believes that she could not have done any better with the resources which were available to her at the time. Ms. Bacon feels that the DEP was a huge help to her during the incident. She also feels that the “incident command” process allowed her to be able to focus on what she needed to do and not be tied down to everything.

Ms. Bacon feels that the chain of command for notifications within the Water Department should have been followed more closely at the onset of the incident. Also, better radio

communications would have allowed for great improvements in information flow. Direct connect phones were being looked at prior to the incident, but were not yet in place.

Ms. Bacon feels that the structure of her position allowed her to have easy access to manpower. Staff “rising to the occasion” was also a great help to the response.

Ms. Bacon will provide copies of the canned response given to her employees to address public questions. This is in addition to the information provided through the flyers.

The next Committee meeting will take place on Thursday, June 21 at 6:30 PM at the Town Hall, Conference Room B. The following meeting will be at the same time/place on Wednesday June 27 and will include a tour of the water treatment plant.

Water Emergency Blue Ribbon Committee

Meeting Minutes

Thursday June 21, 2007

6:30 PM Spencer Town Hall Conf. Room B

*Attendees: Michael Cassidy, Tim Loftus, Randy Swigor, Charlie O'Connor
& Stephanie Wachewski (Lynne Shaw- absent)*

Chief Darrin, Spencer Police Department, was interviewed by the Committee. Summary as follows:

Chief Darrin reviewed the priorities of his department during the incident:

- 1. Dispatch management: Decision made to combine incidents into a master dispatch card for the event instead of creating a separate card for each incident (standard procedure) due to call volume.**
- 2. Assist EMS: Personnel provided escorts as needed to ambulances responding to medical calls.**
- 3. Site security: Made officers available to assist at the EOC site, Spencer Highway Department (water distribution), and assisted in obtaining State Police to assist at the East Brookfield Decon site.**
- 4. Management of unrelated calls: Chief Darrin stated that due to perceived public cooperation, "routine" calls saw a 70-80% drop off during the incident.**

Chief Darrin felt he understood the full scope of the issue around 8:45 AM.

Chief Darrin explained that his department played a traditional role throughout the incident. He felt the incident was managed effectively, based on the utilization if the Town's Comprehensive Emergency Management Plan. The number of police personnel was increased from 3-4 officers/shift to 5-6/shift. This plan would be used in the sort term (72 hrs before a permanent would be made). Dispatchers were increased from 1/shift to 2/shift. Chief Darrin was able to arrange, through the Sheriff's Department, for their mobile command unit to be setup in town to be used for receiving the Town Hall's business calls after normal business hours.

Chief Darrin explained that the biggest obstacle was/is compiling the dispatch records in a reasonable manner, minus police/dispatch jargon.

Communications between the responding departments worked well, although "hodge-podge" in fashion. Communications between town officials was effective and timely. Using the scanner to make public announcements worked well for informing the public.

Chief Darrin explained that if one thing could be changed, he would hope to be able to bump up their dispatch personnel more quickly as the dispatchers can be easily overwhelmed.

Overall, Chief Darrin gives his department an “A” for their response.

Chief Parsons, Spencer Fire Department, was interviewed by the Committee. Summary as follows:

Chief Parsons stated that the Fire Department’s primary responsibilities were:

- 1. “Command” functions (patterned through ICS)**
- 2. EMS assistance for staging and ambulance escorts**
- 3. Normal fire protection roles**

Chief Parsons feels that the blending of departments went well. There was some trouble getting mutual aid units on the same radio frequencies. The flow of information between personnel went well because of regular scheduled meetings. Information was then disseminated to other personnel on an “as needed” basis. Some personnel were not happy with this.

There were some issues with non-emergency services personnel “free-lancing” decisions, such as ordering water. This appeared to be due to not understanding ICS procedures and the situation was addressed.

Chief Parsons felt that there were no issues working with MEMA and they were a good asset. DFS was not needed as much thought and there were issues with the size of the mobile ISU and the decon unit they brought was missing pieces. CMED was originally hard to deal with partially because of differing opinions on units needed to respond to the incident.

Because of good mutual aid history in the area, Chief Parsons felt that had he not been available at the onset of the incident, the available Chiefs/Deputy Chiefs from other area fire departments, as well as Spencer Fire Officers, would have been capable of handling the incident. However, if the incident was a more severe type of health emergency, any area department would have difficulty handling it.

Chief Parsons understood the full scope of the issue within the first hour. The Fire Departments training and use of ICS protocols absolutely made the incident work smoothly. He explained that the ability to mobilize more personnel faster would have made the process easier.

Gary Suter, Spencer Rescue Squad, was interviewed by the Committee. Summary as follows:

Mr. Suter explained how the SRS operates in conjunction with Town emergency services. Even though SRS is a private organization, it will fall to Fire Department command when needed.

Mr. Suter feels that the overall response went well, although he would have liked to have been notified of the incident prior to his arrival at work at 9 am. The clinical supervisor only had been notified.

Mr. Suter said that SRS staffed all three ambulances during the emergency. Until mutual aid was set up, they helped in responding to all calls. Once strike teams were in place, SRS took responsibility for emergencies not relating to the water emergency. He would have liked to have been able to up his staffing more quickly, but most members work other jobs.

Sandy Fritze, Spencer Emergency Management Agency, was interviewed by the Committee. Summary as follows:

Mrs. Fritze became involved with the incident around 9:15 am. The primary responsibility of her group was to provide rehab at both the Spencer Fire Department and the East Brookfield Fire Department, as well as help with water distribution. She feels she understood the scope of the emergency around 10:30 am, at which time she began to seek out MEMA and the Red Cross for assistance.

Mrs. Fritz feels that a strong history of assisting the Fire Department in the past allowed for a good basis for this response. She does feel that her team members' overzealousness at times made them difficult to manage at some points. Overall, the team worked as expected and she gives their response a score of B+/A-. A better paper trail would have improved operations.

The next Committee meeting will take place on Wednesday, June 27, 2007 at 6:30 PM. There will be a tour of the Water Treatment Plant during the meeting. A firm location on the meeting area will follow. The Committee requests a meeting with Keith Ventimiglia from SRS to take place on this date.

Water Emergency Blue Ribbon Committee

Meeting Minutes

Wednesday, June 27, 2007

6:30 PM Spencer Water Plant, Meadow Road

*Attendees: Michael Cassidy, Tim Loftus, Randy Swigor, Charlie O'Connor
& Stephanie Wachewski (Lynne Shaw- absent)*

Jack Mitchell, Weston & Sampson, was interviewed by the Committee. Summary as follows:

Mr. Mitchell escorted the Committee on a tour of the Meadow Road facility. Mr. Mitchell explained how the well water was treated and distributed and the plant. Mr. Mitchell also showed the Committee the hand controls that were at issue during the water emergency, noting that this type of mistake is a common problem. Also shown to the Committee was the dialer that calls out personnel for alarms. He explained that the dialer was not properly connected at the time, although the audible alarms were still operable. Mr. Mitchell explained that the dialer has not been working for an unknown period of time and that the only phone number programmed into it was for an employee who left the department in the mid-nineties. Since the water emergency, the dialer has been programmed with new numbers and a dedicated phone line has been connected to it.

Mr. Mitchell explained how the sodium hydroxide was stored and released into the system. He also briefed the Committee on how the sodium hydroxide entered and moved through the system on the day of the emergency.

Mr. Mitchell states that there most likely had been poor checks on the alarms at the plant since initial construction of the building. The DEP has no standards for checking alarm integrity. Presently, all of the alarms are still not hooked up (2 are working), although the alarms are being tested on weekly basis. Resolution on the alarm problems will come after the DEP's ACO is received by the Town. The requirements stemming from the ACO may exceed Weston and Sampson's previous recommendations.

Keith Ventimiglia, Clinical Supervisor for the Spencer Rescue Squad, was interviewed by the Committee. Summary as follows:

Mr. Ventimiglia first learned of the emergency when the SPD dispatcher notified the school he was teaching at that he was needed in town. He responded directly to the SRS and was immediately sent to evaluate a patient on High Street with Chief Parsons. Upon returning to the SRS at about 9 AM, he began to work on staffing all three of his own ambulances as well as calling in ambulance task forces with the assistance of Ed McNamara from CMED.

Mr. Ventimiglia stated that while on High street, he was briefed by Chief Parsons as to the nature of the exposure and what the recommendations were for dealing with it. Upon returning to the SRS, Mr. Ventimiglia contacted medical control by phone at UMASS and spoke with a physician to get more detailed information on what the SRS's response should be. He also printed up MSDS sheets for the ambulance crews.

During most of the emergency, the SRS was staffed by three ambulances at the paramedic level. The SRS ambulances covered the Town's routine medicals during the emergency period while the ambulance task forces responded to the water related emergencies.

Mr. Ventimiglia first thought he had a full understanding of the scope of the emergency around 10 AM, until he began to realize the potential for patients coming from the schools and elderly housing. As school nurses were in some cases sending students with possible water related symptoms back to class, the SRS sent up crews to the schools to re-evaluate effected students at this time. Once he was confident that the school/elderly housing risk had been addressed, around 1-2 PM, Mr. Ventimiglia was comfortable with their response plan.

Mr. Ventimiglia said that everything seemed to run very smoothly from the beginning, something he attributes to a good working relationship with the Town's public safety heads, as well as the public safety buildings' locations. He felt there was control and organization within the scope of command and although there were differences in opinions at times, they were handled diplomatically.

Mr. Ventimiglia feels that had the emergency lasted more than 72 hours, the SRS's response plan would still be effective. The SRS personnel and the task force ambulances were not being used to their maximum potential and could have handled more, if needed.

Mr. Ventimiglia explained that the task forces worked very well. He stated that it was good to see that they worked as well in action as they did in theory and on paper. He feels that the use of the task forces allowed the Town to receive ambulance assistance from a wide range of communities without compromising the public safety of those communities. He feels that would not have been the case if the task forces weren't used and the Town had to solely rely on local mutual aid.

If Mr. Ventimiglia could have changed something about his response during the emergency, in hindsight he would not have utilized as many ambulance task forces. However, the decision to activate them initially was not a bad decision because they were preparing for an unknown number of patients.

Mr. Ventimiglia feels that communications between the responding ambulances could have been better. For example, some of the private ambulances, after arriving at the hospital, were not returning to staging. Because there was no direct communications with those ambulances, their locations were unknown during and after patient transports. Also an issue was obtaining patient information. As HIPPA requirements are strict and patients' trip sheets were kept only with the transporting ambulance company and receiving

hospital, there was not a “master” list of patients who were being transported/treated. This would have been a bigger issue had the emergency involved fatalities.

Mr. Ventimiglia notes that had there been a larger influx of patients, a doctor and nurse could have been brought out via Life Flight to the decon area. They could have assisted in triaging patients to potentially lower the number of transports, preventing hospitals from becoming overwhelmed. Also noted was that there was a shortage of blankets caused by patients needing them at the decon area, as the patients could not put their contaminated clothing back on.

Mr. Ventimiglia scores the SRS’s response to the emergency as an 8 out of 10.

The Committee’s next meeting will be in conference room B at the Town Hall on Wednesday, July 25, 2007 at 6:30 PM. At this time, they request to meet with a member from the Spencer BoH and a representative from MEMA. Audio tape of the initial 911 calls from the emergency will be available during this meeting.

Water Emergency Blue Ribbon Committee

Meeting Minutes

Wednesday, July 25, 2007

6:30 PM Conference Room B, Town Hall

Attendees: Michael Cassidy, Tim Loftus, Randy Swigor, Charlie O'Connor, Lynne Shaw & Stephanie Wachewski

Lee Jarvis (Board of Health Agent), Lynda Laine (Board of Health Chair), & Darlene O'Connor (Leicester Board of Health Agent) were interviewed by the Committee.

Summary as follows:

Ms. Laine states she was never notified of the incident by Town officials. She first learned of the incident around 9 AM from coworkers at the DEP. She also began to receive personnel calls from residents/friends about the problem. At his time, she called ODIS and asked if she should come in and was told yes by Lauren Comeau, senior clerk for ODIS.

Ms. Laine arrived at the Town Hall at approximately 11:30 AM and was told that notifications to food establishments (etc...) were already taking place. She was also told that the other BoH members had not been contacted. At approximately noon time, Ms. Laine contacted Big Y to obtain bottled water to distribute until the large shipments arrived. Personnel were sent to pick it up. CVS and Price Chopper called to offer bottled water to the Town also.

ODIS had left messages for Darlene O'Connor, back-up for Lee Jarvis (out of town), but she was in a meeting and did not receive them until approximately 12:30. At this time she called into ODIS and was informed of the problem. Ms. O'Connor states she was in constant phone contact with ODIS until she responded to Town at 4 PM, picking up water at Wal-Mart, as requested, along the way.

Upon Ms. O'Connor's arrival, she was briefed by Ms. Laine and Karen Cullen, Town Planner, and began discussing the process of reopening restaurants, daycares, (etc.) according to regulations. By 1230 AM the procedure for the restricted re-openings had been finalized and was posted to the website, with hard copies available at Town Hall. Business were notified by phone where to find the information. Ms. O'Connor stated that had reverse 911 had been available, they could have used it to make these notifications, thus saving time and freeing up employees from actually making the calls.

To assist with the re-openings, Ms. O'Connor lined up Agents from other towns to be on stand-by. MA DPH also offered agents, if needed. As businesses cleared the inspection, they were posted as such on the internet. The first inspection for limited re-opening took place around 8 AM Thursday morning. The last inspection for final inspections was completed by 7:30 PM Friday evening.

The BoH officially ordered the closures of 23 restaurants. One restaurant refused to close upon initial notification by Lt. Philbrook of Southbridge Fire. The restaurant did not comply until ordered directly by a BoH member.

Based on information provided from Ms. Laine, Ms. Cullen, and the Town Administrator, the Superintendent of Schools, Ralph Hicks, decided to keep schools open during the emergency by ordering outside food for the students, taping off all sinks and water fountains, and obtaining hand sanitizer for use.

Mr. Jarvis, Ms. O'Connor, and Ms. Laine made it clear that they felt that there were dual incidents/responsibilities occurring during the incident: the water problem itself/public safety and food protection/BoH issues. They stated that these responsibilities need to be kept separate from each other. However, Lynda did state that she felt this should have been handled primarily as a BoH issue. Lee stated that even in the COOP plans, Chief Parsons is designated as the Incident Commander for issues of this nature and is more than adequately prepared for it.

Ms. Laine feels that there was a lack of communication between the BoH and Incident Command. She stated she often had to drive around to find people to get information she needed because cell service was unreliable and it was virtually impossible to get through to Town Hall because of the increased call volume. She states that there could have been a liaison between the two groups to ease information distribution, as much of the information needed by the BoH was centered on information coming from IC. She feels it would also have been helpful if she had been able to attend the press conferences. Although the BoH does have some radios provided through regional Homeland Security, Ms. Laine says they are bulky and do not have the capabilities of talking with police, fire, or other town offices.

Ms. Laine also notes that there was a deficiency in notifications to BoH members. She also states that there were not enough people to handle what was going on. If the other members had been notified, they may have been able to come in to help support the staff. Ms. Laine, already knowing that the other members had not been notified, did not notify them herself when she arrived at Town Hall. She did not ask someone else to do it either as she said she did not know if her request would be followed as she has no designated line authority.

Ms. O'Connor stated that Karen Cullen was excellent at bringing back information and distributing it. She felt it would have been helpful to have had a TV in ODIS so they could have direct access to the public information that was being shown.

Mr. Jarvis stated that before he left for vacation he left copies of notification lists with Lauren Comeau, the Police and Fire Departments, and the Town Administrator. Mr. Jarvis stated that this and other information is available in his office, which he understood to be common knowledge among the ODIS staff. In hindsight, he feels the information available in his office may not be as apparent as he thought it to be. Ms. Laine asked for

some of this information when she first came in and was told by Lauren that she didn't know where it was.

Overall grades given:

Ms. Laine: C+ Communication was the major downfall

Ms. O'Connor: B Again, communications being the major issue

Mr. Jarvis: Overall response- A Personnel Preparedness- C Lee felt he could have had made plans/lists more clear to others and the business list could have been more detailed, such as including water source information.

ICS training:

Ms. Laine: 100 & 200

Ms. O'Connor: 100, 200 & 700

Mr. Jarvis: 100 & 700

David O'Coin, Water Commissioner, was interviewed by the Committee. Summary as follows:

Mr. O'Coin was notified at 7:30 AM by Margaret Bacon that there was a water emergency. He came in to the water department at about 3PM. At this time he interviewed the two water employees involved in the incident.

Mr. O'Coin states that as soon as the DEP was notified, they were in control. He saw his basic role as the need to try to keep people and information under control. Mr. O'Coin said that he has not had any ICS training and is unaware of any Town emergency plans. He feels that he does not need to because that is what the full time staff should have to deal with.

Mr. O'Coin states that the Water Commission either meet that night or the next morning to review the incident and that the official cause of the emergency was not revealed to them until Thursday.

Mr. O'Coin, who has served on the Board for 28 years, being named Chair about 20 years ago with no subsequent changes, said that the Water Commissioners were unaware of the problems with the alarm system at the water plant.

Mr. O'Coin feels that that the response went pretty well, although, in his point of view, some of the actions were "by the seat of the pants". Mr. O'Coin was unaware of the issue raised during previous interviews regarding an unnamed Water Commissioner ordering water on his own.

The Committee requests that a public hearing be held at 6 PM on Wednesday, August 29, 2007. Details of the hearing will be confirmed for the next meeting.

MEMA did not send a representative to be interviewed, as requested, during this meeting. Brian Sullivan of MEMA suggested that the request may need to go directly to MEMA executives by way of a letter officially requesting their presence.

The Committee's next meeting will be in conference room B at the Town Hall on Wednesday, August 1, 2007 at 6:30 PM.

Employee and public surveys have been returned and compiled. They will be distributed to the Committee tomorrow.

Water Emergency Blue Ribbon Committee

Meeting Minutes Wednesday, August 1, 2007 6:30 PM Conference Room B, Town Hall

Attendees: Michael Cassidy, Tim Loftus, Randy Swigor, Charlie O'Connor, Lynne Shaw & Stephanie Wachewski

The Committee reviewed an audio tape of some of the 911 calls received at the police station. The Committee also reviewed some of the press conference recordings.

It was agreed upon that a letter would be sent requesting a representative from MEMA to attend the next Committee meeting on Tuesday August 28, 2007. The letter is to be signed by Mr. Terenzini and copied to Senator Brewer and Representatives Gobi & Alicea. The Committee also requested to meet with Karen Cullen and Vinny Cloutier at the next meeting.

The Committee discussed NIMS training and which types of employees are required to complete it. Also discussed was the feasibility of "dumping" non-emergency phone calls that come in to police dispatch to another area/person.

The results of the employee and customer surveys were discussed. The Committee feels that the surveys were of poor design and are limited in their amount of useful information.

The following questions were raised by the Committee (answers will be available at the next meeting):

Who in Town requested that the employee & customer surveys be conducted?

Who designed the surveys?

What was the intended purpose for the surveys?

Have surveys been done by the Town in the past? If so, who designed them?

When were the students at school notified that there was a problem with the water?

Would there normally be students on school grounds before Superintendent Hicks was notified of the emergency?

What is the total school population?

Are underground phone lines still available connecting to any Town buildings?

The next meeting of the Committee will be on Tuesday, August 28, 2007 at 6:30 PM in Conference Room B. The Public Hearing is scheduled for Wednesday, August 29, 2007 at 6:00 PM in the Social Hall. The meeting for that evening is posted to begin at 5:30 PM in Conference Room B so the Committee can meet before or after the hearing if necessary.

Water Emergency Blue Ribbon Committee

Meeting Minutes Tuesday, August 28, 2007 6:30 PM Conference Room B, Town Hall

*Attendees: Michael Cassidy, Tim Loftus, Randy Swigor, Charlie O'Connor,
& Stephanie Wachewski (Lynne Shaw- absent)*

The Committee reviewed several notes from the August 1, 2007 meeting minutes:

- Answers were provided in regards to the questions listed in those notes.
- A letter, as described in those minutes, was mailed to MEMA. The Committee was informed that, despite the letter, MEMA would not be attending this evening's meeting.

The Committee interviewed Vincent Cloutier, Chair of the Board of Selectmen. Notes as follows:

Mr. Cloutier states that although he did receive an e-mail earlier in the day notifying him of the water emergency, he was not aware of the emergency until around 1 PM. At this time a floral delivery person delivering to his office informed him of the emergency and Mr. Cloutier immediately checked his e-mail/messages. Mr. Cloutier states that normally, the e-mail notification would have been excellent, as he is almost always in constant electronic contact.

Mr. Cloutier responded back to town around 2ish and went directly to the SRS. On his way to town, Mr. Cloutier personally called all of the other Board members. Although he did not play an "active" role in the response, he, as well as the other selectmen, were there to thank, encourage, and support all of the volunteers who had responded. Mr. Cloutier also made himself available to speak at the press conferences to show his presence, not any sort of command. Also stated was that thanks to the Chief Parson's handling of himself and the information at the press conferences, Mr. Cloutier was very proud to be associated with the Town's response.

Mr. Cloutier felt that he understood the full scope of the problem sometime in between the first two press conferences. He was not aware that the problem was caused by human error until sometime into Day 2.

He feels that those in charge did an excellent job and there seemed to be no confusion. The overall response seemed very well organized, almost scripted. People seemed to know their roles and even the Lt. Governor commented that everything looked good. Further, Mr. Cloutier noted that the state agencies who responded did a good job of supporting the Town without trying to take over.

Mr. Cloutier did receive some comments directly from residents, such as the decon procedure was mortifying, but still professional, and that some of the Town's harshest critics were giving praise. He did receive some criticism for not getting the cause of the problem to the public

sooner, but Mr. Cloutier said he feels that it was more important to address the Town's response at that time.

Mr. Cloutier was asked if EAP assistance was offered to the individuals directly involved with the problem, to which he replied he was unsure.

A State of Emergency was declared by Mr. Cloutier around 5PM on the evening of April 25, 2007 retroactive to the beginning of the emergency.

Mr. Cloutier states that he has some experience in emergency situations as he was a former member of SRS. He has also taken some sort of incident command training in the past.

Mr. Cloutier graded the response as an "A". He stated that the one thing that could have been done better was the handling of the press. He feels it would have been helpful to have had a dedicated press contact, someone who was not directly involved with the response efforts. Mr. Cloutier feels that the responders are already stressed with their response efforts, and adding the press component to it only adds to that stress.

The Committee interviewed Karen Cullen, Town Planner. Notes as follows:

Ms. Cullen states that her office was informed shortly after 8:15 AM that a "chlorine bomb" had been released into the water system. She believed the problem was between 1 and 200 Main Street. She received an e-mail from Carter Terenzini notifying her of the water emergency at 9:11 AM. She did not go into "crisis mode" until around 10 AM when her junior clerk came into her office to say Mr. Terenzini had just spoken to her regarding the shutting down of restaurants. Ms. Cullen states that she did not know the ramifications of the incident until then as she does not have a public health background. She feels things would have been done differently had the Board of Health agent been there.

Ms. Cullen said that it took about 30 minutes to make all of the notify all of the restaurants. During this time Ms. Cullen also called Lee Jarvis (on vacation) and the DPH. A senior clerk, who was not in that day, was also called in to assist. This clerk's arrival brought access to more information and knowledge. It was a relief when Darlene (Leceister BoH) arrived, as she was the public health component for the office.

Overall, Ms. Cullen grades the response as a 95 out of 100. Ms. Cullen states that early communications were lacking, maybe because people were still in the investigative phase, but they improved as the day went on. Ms. Cullen attended the briefing sessions at SRS and stated that the meetings were very productive. She would bring the information learned back to Town Hall with her and was able to update the Town employees. She also felt there was good cooperation from the DPH. Ms. Cullen did not feel that there was anything in Lee Jarvis's plan book that helped her with the emergency, but she does say that she had not read the book "cover to cover" when she was given it several months ago.

As a result of the emergency, Ms. Cullen states that the Town is now trying to get Memorandum of Understanding agreements to receive outside help from other town's Health Departments for

instances when someone is on vacation. Although, not in place at the time of the Town's emergency, outside help was available and received.

Ms. Cullen stated that she does not have any emergency training.

The Committee will meet next at the Public Hearing scheduled for Wednesday, August 29, 2007 at 6 PM.

The Committee also requests that copies of the State of Emergency declaration be obtained.

Water Emergency Blue Ribbon Committee

Public Hearing Wednesday, August 29, 2007 6:00 PM Social Hall, Town Hall

*Attendees: Michael Cassidy, Tim Loftus, Randy Swigor, Charlie O'Connor, Lynne Shaw,
& Stephanie Wachewski*

Public Hearing

At the start of the Hearing, 11 people made themselves present in front of the Committee. The Committee introduced themselves and stated the purpose of the Hearing. Attendees were advised that they could comment on the Town's response to the April 25-27, 2007 water emergency and that the Committee members may ask questions of those speaking. Attendees were also advised that Committee members would not be answering questions from them.

The Committee opened the floor to comments. Bill Shemeth, former Spencer Selectman and current water user, came forward to speak.

Mr. Shemeth's commented as follows:

All personnel did an excellent job. However, communications could have been improved. Initial notification to the general public could have come out sooner. Although understanding the need to deliver a complete message to the public, a brief explanation sooner ("don't use the water") would have been helpful. Reverse 911 would have allowed the notifications to get out more quickly. The Town did an excellent job getting out the second (boil order) notification, but there was once again a lag in the third notification (lifting of the boil order). If you had a child in school, you received the message more quickly than those who did not. Not everyone has a child in the schools or access to newspapers and cable.

Use of the electronic sign boards on the roadways was a good notification method. Also, use of the website was excellent, although not all residents have computer access.

The question was raised if there are ways to avoid business non-compliance in the future. Also, there could have been better publication of re-opened businesses.

The Committee asked several questions of Mr. Shemeth; answers are as follows:

Did you complete the water user survey mailed out by the Town? Mr. Shemeth does not recall.

When did you find out about the situation? Mr. Shemeth states he saw the message boards on his way home from work that afternoon and saw the flyer in his mailbox when he arrived at home.

Can you provide more details about the lag in the third notice? He was made aware of the boil order being lifted by a family member whose child had brought home a flyer from school. Mr. Shemeth did not receive the order himself until it was put in his mailbox at the end of the day. Mr. Shemeth said that he knows of some people who did not know that the boiler order was lifted until the next day from the mass mailing. Reverse 911 could have helped avoid the lags in notification.

What is your ideal notification method? Reverse 911, because Mr. Shemetch checks his messages from work during the day.

After Mr. Shemeth commented, the Committee again addressed the attendees asking if anyone else would like to be heard. There were no volunteers and a motion to close the Hearing was made and accepted.

Post Hearing Discussion

The Committee discussed the communication issues raised during the Hearing.

The cost and functionality of using Reverse 911 in the Town was discussed. Chief Parsons, holding over his attendance from the Hearing, stated that the Town had already been looking at these issues prior to the water emergency.

The Committee posed the question if the local cable company could override programming in Town to display an emergency message. Chief Parsons stated that Charter does not have the technology in the area to do this, as more than one town is tied into the same feed. This would not allow the company to distribute a message to only one town. Local cable access can still show the message on channels 11 & 12.

Access to information via the Town's website was discussed by the Committee. It was noted that although the Town does not have a dedicated IT person, every effort was made to keep the website up to date on what was happening with regards to the emergency. A reporter present from the T & G (Kim), also holding over attendance from the Hearing, stated that their website received a high amount of hits during the emergency. When asked how fast can information be listed on their site, she said that a rolling headline can be put up quickly, assuming there is an IT person available. Kim notes that these headlines can be sent directly to people's pagers and e-mail, if a person signs up for this service on their website. Kim also noted that at the beginning of the emergency, there was no one in the local office to assist as Town employees were reaching out to the T & G to get the news out. Because of this, she has now given her cell number out to Town officials. She states that until the water emergency, she did not know what type of role would be expected of the paper in a situation like this.

The Committee also discussed how the schools were used to distribute flyers. Chief Parsons stated that the first flyers delivered to the schools were not distributed. Although not sure why, Chief Parsons stated that they may not have made it to the schools in time for administration to distribute them before dismissal or that whomever dropped them off did not explain what the flyers were or their importance. Mr. Cassidy brought attention to the fact that the schools have

the right to review materials before distributing them. To avoid this problem for the second set of flyers, Town personnel brought the flyers to the school and directly distributed them to the students.

The Committee raised the issue of EAP services being offered to the employees involved in the incident. Chief Parsons stated that he is aware of a blanket e-mail going out to Town employees regarding this, although unsure of the distribution list.

The next meeting of the Committee will be Wednesday, September 5, 2007 at 6:30 PM at a location in Town Hall to be determined.

Water Emergency Blue Ribbon Committee

Meeting Minutes Wednesday, September 5, 2007 6:30 PM Conference Room A, Town Hall

*Attendees: Michael Cassidy, Tim Loftus, Randy Swigor, Charlie O'Connor,
& Stephanie Wachewski (Lynne Shaw- absent)*

The Committee reviewed the minutes and voted to approve as follows:

- June 6, 2007: motion to accept by Swigor, 2nd by Loftus
- June 13, 2007: motion to accept by Loftus, 2nd by O'Connor
- June 21, 2007: motion to accept, including removal of an incomplete sentence, by O'Connor, 2nd by Loftus
- June 27, 2007: motion to accept, including changing the word "feel" to "well", by Loftus, 2nd by Swigor
- July 25, 2007: motion to accept by Loftus, 2nd by O'Connor
- August 5, 2007: motion to accept by O'Connor, 2nd by Swigor
- August 28, 2007: motion to accept, including changing the addresses on Main Street from 100-200 to 1-200 and 2 grammar changes, by O'Connor, 2nd by Loftus
- August 29, 2007: motion to accept, including grammar changes, by Loftus, 2nd by O'Connor

Members of the Committee were given copies of the emergency declaration documents. The Committee briefly discussed what the declaration meant during the incident.

Karen Cullen, director of ODIS, returned to be interviewed by the Committee. Notes follow:

Ms. Cullen corrected her previous statement of what she believed to be the affected area from 100-200 Main Street to 1-200 Main Street.

Ms. Cullen reiterated that her initial information about the emergency was received from her clerk, who had been contacted by police dispatch at 8:15 AM, regarding a chlorine bomb in the system. She said that her office began fielding public calls about what was happening, but from that time until around 10:00 AM, when Mr. Terenzini stopped into the office, it was "business as usual" on her part. When asked why she did not react to the initial notification from dispatch, Ms. Cullen stated that the way it was related to her through her clerk was that the situation was not critical, it was just stuff that was normally in the water source and that they did not know what the problem was yet.

Ms. Cullen then explained how the ODIS office was set up, including the departments it covered. Ms. Cullen states that she is the director of these departments and coordinates their efforts. This includes the Board of Health. As the health agent was not in town at the time of the initial call, a

message was left for the covering health agent, who is available on an on-call basis, to call in. Ms. Cullen stated that in hindsight, it may be a good idea to give the coverage contact information to dispatch.

Typically in an emergency, affected ODIS departments would be notified directly, and then the department member would notify Ms. Cullen. Ms. Cullen states that a direct call to her would have been helpful, as she would have been able to ask more questions. When asked if Ms. Cullen tried to contact the water department after being informed of a problem by her clerk, she stated she did not.

Ms. Cullen was asked if she feels that the compilation of the many departments into ODIS, which is only 2 ½ years old, is still a good idea. She believes it is.

Dr. Ralph Hicks, Spencer-East Brookfield School District Superintendent, was interviewed by the Committee. Notes following:

Dr. Hicks states that he was first notified of the incident at 7:10 AM, when the Lake Street School principal called him at home. He directed the principal to not let the kids use the water, which he was told was already being done. At 7:25, he was contacted by the water department about the emergency, believing for a short period of time that it was only affecting the high school. Dr. Hicks called the high school and was told they had already been notified by the water department to no use the water. Dr. Hicks notes that after the high school was initially notified to not use the water, "a tall man" from the water department told the high school that it was OK to use the water at 7:30 AM, then rescinded that message at 8:00 AM. Dr. Hicks personally notified all schools of the issue. He never received a call from dispatch, only the water department.

Dr. Hicks made the decision that it was safer to keep the students in the schools during the emergency instead of sending them home to unsupervised houses. To prevent students from using the water while at school, bubblers and sinks were taped off and students were informed not to use the water. Mr. Hicks called Big Y and Price Chopper for water and another business for hand sanitizer. Mr. Hicks also stated that he made arraignments for food to be brought in to feed the students without having to use any water.

Dr. Hicks states that students having any sort of symptoms related to the water problem were told they should see a school nurse. He also notes that many of the kids who were transported to the hospital were not taken until the last day.

When asked if the school had an emergency plan, Dr. Hicks replied that it did, but he did not think that it covered a water emergency. He also states that he has 30 years administration experience and that he made his decisions based on that. No one was checking on him to make sure he knew what needed to be done. Dr. Hicks states he did what needed to be done, such as procuring the water and hand sanitizer, and then let Mr. Terenzini know what was going on.

Mr. Hicks states that he had no complaints with how the town responded to the incident. His interaction with the town included phone calls with Mr. Terenzini and attendance at press

briefings and updates. He notes that the town supplied the schools with water, as did the 99 Restaurant with a donation of 1800 bottles of water, an unsolicited request.

When questioned about the distribution of the flyers within the schools, Dr. Hicks stated that flyers were handed out to the students on the first day, Wednesday, and the third day, Friday. The Wednesday flyers did not make it to all schools in time for dismissal. They arrived at 2:00 PM for a 2:07 dismissal at the high school, where he was told the vast majority of students received them. The busses were held at Knox Trail until the flyers were distributed to all students. The Lake Street school also received their flyers in time for distribution. The Maple Street and Wire Village schools did not receive the flyers in time for distribution. On the third day, Friday, fire department personnel delivered the flyers themselves. Dr. Hicks notes that most households in town do not have children in the schools and busses were not held in all cases to avoid confusion for parents and to get students who have already had a long day home on time.

Dr. Hicks said he had a full understanding of the problem shortly before 8 AM. He gives the Town's response an A-/A. He feels that a Town official should have immediately called him to make sure he was all set, but understands that the Town had a lot to deal with.

The next meeting of the Committee will take place on September 12, 2007 at 6:30 PM. At this time, a draft of the report will be begun.

Water Emergency Blue Ribbon Committee

Meeting Minutes Wednesday, September 12, 2007 6:00 PM Conference Room A, Town Hall

*Attendees: Michael Cassidy, Tim Loftus, Randy Swigor, Charlie O'Connor, Lynne Shaw,
& Stephanie Wachewski*

The Committee voted to approve the minutes of the September 5, 2007 meeting: motion by Loftus, second Swigor.

The tape of the dispatch call to ODIS at 0822 on April 25, 2007 was played.

A SWOT analysis, list of appendices, and themes for the final report were discussed. Topics/notes as follows:

SWOT Analysis

Strength

Human error id'd quickly

Weather

- decon
- flushing

Statewide Mobilization

Town initiated notification

Intergovernmental relations

- DFS
- MEMA
- Exec
- Legislative
- Sheriff's

Press conferences

Management plan did not overwhelm hospital system

Line and staff experience and professionalism

- flexibility
- adaptability

Ownership

- Individual
- Collective

X factor

- solitary event (brush Monday, structure Tuesday)

Weakness

Communication / technology

Human error

Freelancing / independent actions / redundancies

- Individual differences of opinion

Lack of plan

ODIS Organizational Structure

- records
- call-down list

Enforcement obstacles

Media relations

MIS technology – no dedicated f/t employee

Opportunities

Scope of impact – learning opportunity/lessons learned

Openness to constructive criticism / self-improvement

- recognition that lessons learned apply elsewhere

Transferrable concepts to other hazards

- natural
- man-made
 - o intentional
 - o unintentional

Decision-making / logic model

Threat

- see DEP Consent Order
- Liability / Claims
- Risk Reduction – not risk elimination

Themes

Event description

Flashpoint

On-going / protracted

Crisis management vs. consequence management

Communication

Internal - email, phone calls, personal visit, pre-conference meeting

External – sign boards, residents, customers, (T&G), flyers, scanner, agencies, hospitals schools (? – PA)

Update – press conferences

Technology – CNS, website, cable, phones, radios, nextels, interoperability

Incident Command System

Declaration of State of Emergency

Training

Preparedness

- Emergency Plans
 - o CEMP
 - o Water Dept Specific
- Exercises

Facilities

Unity of Command

- Incident Commander
- Day to Day roles and responsibilities

Freelancing

- WC
- Schools
- BoH

Enforcement and Violations

Interagency Interaction

- Liaisons at ICP
- Information Flow
- COOP Plan
- State vs. Local

Appendices

Flyers

Media Articles - out

Memos - primary

W&S Report

Survey and Survey Results

ACO

Dispatch Logs

AAR

Notices

Audio Tapes - out

Press conferences - out

Charge to committee

Minutes

Emails

Certification list

Map – deployment of sign boards

Logs

Timeline

Bibliography (media articles, audio, press conferences)

The next meeting of the Committee will be Wednesday, September 19, 2007 at 4:30 PM.

Water Emergency Blue Ribbon Committee

Meeting Minutes Wednesday, September 19, 2007 4:30 PM Social Hall, Town Hall

Attendees: Michael Cassidy, Tim Loftus, Randy Swigor, Charlie O'Connor, Lynne Shaw,
& Stephanie Wachewski
early departure

The minutes of the meeting of September 12th were voted into acceptance by the Committee.

The draft of the final report was reviewed by the Committee. The Committee made minor wording/grammatical changes throughout the document. Acronyms will be spelled out within the body of the report. Other changes to the draft summarized as follows:

Handling Instructions- deletion of numbers 1 through 3. The document will be a public document.

Executive Summary:

Major Strengths- the major strengths identified by the Committee during this incident are as follows:

- No major life safety issues
- Town and employees took ownership of the event
- Responder safety addressed and maintained
- Capable mutual aid response including state resources (Decon and Task Forces)
- Unprecedented level of interdepartmental cooperation
- Successful ICS utilization for large scale
- Incident Commander
- Safety of school children
- Level and depth of training and experience
- JIC
- Private-public partnerships
- Request for Blue Ribbon Committee

Primary Areas for Improvement- The primary areas for improvement and recommendations, as discussed by the Committee, are as follows:

- Town comprehensive communications notification plan
- Review plans and interconnectivity to other departments plans
- Organizational structure

- Transition from day-to-day operations to ICS structure
- Freelancing impact
- Gender gap in responders/patients at Decon
- Complete tasks in ACO
- Lack of understanding and response to emergency response plans and call down notification lists
- Roles and responsibilities of department managers
- Logistics role

Incident Overview:

Addition of Sen. Brewer and Lt. Governor's Office to participant list

Analysis of Capabilities:

Activity 1.1- emphasis/highlighting of observations, change Weston and Sampson to ACO

Activity 1.2- rewording of analysis to emphasize break/how message was conveyed between clerical and management personnel, change recommendations to read "director" instead of clerical and administrative staff.

Activities 3.1& 3.3- delete and combine under the 3.2 heading

Activity 4.4- add that not all requests went through logistics to analysis section

Activity 5.4- change observation to "room for improvement", add that some personnel were reluctant to transition from day to say operations to ICS roles, write recommendations to reflect these changes.

Activity 5.5- delete

Activity 5.6- change observation to "room for improvement" and recommendations to include the use of IC forms

Activity 5.7- change "AAR" to "written summary of roles" in recommendations

Activity 6.1- change "clerical and administrative staff" to "director and staff" in recommendations

Activity 7.2- add IC effectively maintained Safety Officer role

Activities 7.3, 7.4, & 7.5- delete

Activity 7.6- add CISD into the analysis

Activity 8.1- delete and combine with 8.2

Activity 8.3- change observation to “room for improvement”, include IC facilities challenge in analysis, and add the use of a town personnel ID system and dedicated officers at the IC facilities and decon into recommendations

Activities 9.1 and 9.3- delete and combine into 9.2

Activities 10.1, 10.3, and 10.4- delete and combine into 10.2

Activity 11.3- delete and combine with 11.4

Activity 12.1- recommendations to include written documentation

Activity 13.2- recommendations to include landline capabilities

Activity 14.1- delete and combine with 14.2

Activity 14.3- delete and combine with 14.4

Activity 14.6- delete and combine with 14.7

Activity 15.1- delete and combine with 15.2

Activity 15.4- change observation to “room for improvement”, include clarification of re-opening roles into analysis, review re-opening procedures in recommendations

Activity 15.5- delete

The next meeting of the Committee will be Monday, October 1, 2007 at 4:30 PM at a location in Town Hall to be determined.

