

Daily briefing

October 11, 2018

Columbia Gas®



Columbia Gas®



Standing Agenda

- Headlines
- Weather
- Operational Updates
- Customer and Community Support
- Commercial Customers
- Claims
- Communications
- Discussion topics
- Sheltering options

Headlines

ALL DATA AS OF 10/11/2018

- We have now:
 - Over 50% of main line replacement (~24 miles of pipe to-date)
 - Replaced 1,589 service lines, of which 1,297 are gas-ready
 - 35 additional claims adjusters (15% capacity increase)
 - 408 businesses open (60% of total).
 - Our commercial customer working group has made significant progress in prioritizing customers that need remediation and we are preparing a targeted brief for the Mayor and Town Managers for 10/12

Weather

10-day Forecast

DAY	DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 11	 Thundershowers	73°/60°	100%
FRI OCT 12	 AM Clouds/PM Sun	62°/45°	10%
SAT OCT 13	 AM Showers	53°/41°	40%
SUN OCT 14	 Partly Cloudy	58°/46°	10%
MON OCT 15	 Cloudy	63°/45°	20%
TUE OCT 16	 Partly Cloudy	53°/43°	20%
WED OCT 17	 AM Showers	55°/41°	50%
THU OCT 18	 Mostly Sunny	52°/41°	10%
FRI OCT 19	 Partly Cloudy	55°/39°	0%
SAT OCT 20	 Partly Cloudy	56°/43°	10%

SOURCE: Weather.com as of 7:00 AM on 10/11

ALL DATA AS OF 10/11/2018

Sunrise/Sunset Schedule 10/11/2018

Activity	Time
Sunrise	6:53 AM
Sunset	6:08 PM

Flash Flood Watch¹

From: 1100 10/11
To: 0200 10/12



¹ A Flash Flood Watch is issued when conditions are favorable for flash flooding. It does not mean that flash flooding will occur, but it is possible. Source: Weather.gov

Operation Assess / Install

Labor resourcing

Resource	On-the-ground 10/10 (yesterday)	Planned for 10/11 (today)	Planned for 10/12 (tomorrow)
Plumbers	255	225	225
Gas fitters	248	248	248
Electricians	388	388	388
GRS Field/Ops	317	324	330
Local inspectors	9	9	9
Linguists ³	77	101	100

Other resourcing

Resource	Installed ² (cumulative)	# in stock	# ordered
Water heaters	363	682	1,800
Boilers	324	560	1,880
Combination units	10	200	1,200
Tankless water heaters	2	345	1,009
Ranges	0	240	2,220
Dryers	0	360	2,400

Progress update

- GRS utilizing app for all assess / installs moving forward
- Mutual aid resources onboarding this week with continued ramp up
- Number of plumbers declined relative to weekend surge capacity, as planned
- Inspector level remains at 9 and ramping up capacity on weekends to help meet demand
- Strike team meeting with state and local fire departments to discuss temporary heat
- Working to reconcile GRS data

KPIs (figures subject to revision)

Prior day	Current	
79	Residential units in progress	
30	Commercial units in progress	
Prior day	Cumulative	Total goal ¹
119	Residential units House Ready	287
12	Commercial units House Ready	35
		9,607 (est.)
		748 (est.)

Customer and community engagement

- Communicating 72-hour look-ahead schedule and interactive map
- Claims adjusters are calling all property owners to verify dwelling units and installation preferences

¹ Estimate subject to change. Represents estimated number of dwelling units across residential and commercial customers respectively, which includes multiple units behind commercial and residential meters. There are 8,447 total meters across commercial and residential; some meters have multiple dwelling units.

² Total across residential and commercial | ³ Linguists in the field (e.g. assess/install, construction)

Construction

ALL DATA AS OF 10/10/2018

Labor resourcing: Crews planned

	10/11	10/12	10/13	10/14 ²
Andover	61	59	59	17
Lawrence	79	95	95	33
North Andover	52	64	64	43
Total	192	218	218	93

Progress Update

	Project to Date	Target
Main line Installed ft	125,765 (23.8 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	16,465 (3.2 miles)	68,640 (13 miles)
Service line replaced (#)	1,589	6,100
Gas Ready Services	1,297	6,100

- Service and main line replacements are ahead of schedule

Progress

- Main installed project to-date: 125,765 feet (23.8 miles)
- Service lines gas ready project to-date: 1,297
- Service lines replaced on 10/10: 255
- Service lines gas ready on 10/10: 235
- 53 crews re-assigned to work on vulnerable and at-risk customers

Next 24 hours

- Mains and service lines working in all zones projected 192 crews for Thursday

Customer and community engagement

- Continue to hold daily meetings with DPW of all three communities along with Environmental Partners
- Continue to hold daily project coordination meetings with local fire and police departments in all three municipalities to discuss traffic management
- Continue to hold weekly project coordination meetings with MassDOT to mitigate state road impacts as necessary

Risk

- Inclement weather – High
- Resources - Low
- Materials - Low
- Permitting and Traffic Control - Low

Customer and Community Support

Yesterday's call center performance (through 6pm)

Topic	Metric	Actual, seconds	Target
Call center performance	ASA ¹ : CMA, yesterday	17	30 seconds
	ASA ¹ : CR ² , yesterday	3	30 seconds

Mobile Customer Care Centers Progress

Metric	Actual
# of customers interacted with (yesterday)	109
# of customers interacted with (to-date)	1,245

Deployment Area	1	2	3	4	5	6	7	8
Zones	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

See claims section for detail on customer placement

Latest progress

Mobile Customer Care Centers successfully launched on 9/26:

- Deployed through zones 2, 4, and 7
- Visitors 10/10: Andover 19, North Andover 13 – “Block” Pilot, Lawrence 77
- Questions focused on path to service restoration, assessments, claims process/status & construction process

“Block” RV Pilot – Commenced new RV zone 7 site to assist field customer questions during assess/install “house ready” process.

- North Andover Mobile Unit located at 127 Waverly Road
- Sourcing additional RV locations and internal staffing/support for continued RV rollout

Customer and Community Engagement

Customer Resource Walk-in Locations:

- Facility/space planning started
- Positive feedback continues to be received from community on Mobile Customer Care Centers

Goals for next 24 hours & beyond

- Interim CCA support at existing Claims Centers (Andover(1), N. Andover(1), and Lawrence(2))
- Monitor the “Block” RV Pilot: Mobile Care Unit
- Recruitment Activities continue: 47 candidates for the 15 Customer Care Advisor positions and 1 Team Leader position.
 - Interviews continue this week

Risks

Commercial customers

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Municipality	Commercial customers ¹
Andover	217
North Andover	154
Lawrence	304
Total²	675

Commercial Customer engagement

Progress to date

- Identified 408 customers that are already open for business (60% of total commercial customers)
- 264 assessments of commercial customers conducted to-date
- 26 commercial customers have alternative fuel sources (propane, electric, oil) in place (plus another 17 in multi-family housing)
- Working to bring in additional project management and technical resources to oversee business restoration effort

Goals for next 24 hours

- Continue assessments/installs with ~40 GRS teams – currently in week 2 of the effort
- Working with GRS to prioritize commercial customers based on several criteria (business open/closed, commercial segment, gas-ready schedule, etc.)

Customer and community engagement

- Continued outreach by ~40 Commercial Representatives - assigned part-time to the project – to assigned customers with updates on assessment scheduling and follow up to questions or concern

¹ Subject to change based on refinements to categorization and data reconciliation

² Change from number on 10/10 (805) due to removal of multi-family housings from list

Claims

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Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	22,433
Claims made at walk-in centers	36 – Andover 48 – Lawrence 22 – North Andover
Residential claims, %	94%
Claims with more than 1 payment, %	25%
ASA: Claim Center, yesterday	6 seconds

Claims by Municipality

Municipality	Claims received	Value paid out, \$M
Andover	4,112	\$3.36
North Andover	2,838	\$2.29
Lawrence	12,153	\$5.84
Other Areas ¹	771	\$0.35
Total	19,874	\$11.84

¹ Areas impacted by electrical outage may be outside of Lawrence, Andover, and North Andover

Goals for next 24 hours & beyond

- Adjuster assessment surveys continue to secure customer's appliance needs.
- Adding an additional 35 adjusters (15% capacity increase) to expedite claims handling, while also proactively reaching out to customers for surveys and housing requirements.
- Payments were issued to 718 claims yesterday for an average of \$1,082 per claim.

Customer and community engagement

- Attended the Mt. Vernon Association Town Hall Meeting and met with people affected by this incident and addressed all their questions and concerns.

Communications

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Activity	Update	Channels/Timing
Claims Centers	<ul style="list-style-type: none"> For the week of Oct. 8: Andover : T-F 12 p.m. - 8 p.m.; Sat. 9 a.m. - 2 p.m. at 20 Main Street Lawrence: M-F 7 a.m. - 7 p.m.; Sat 9 a.m. - 2 p.m. at 439 South Union Street (1 Heritage Place) North Andover: T-F 12 p.m. - 8 p.m.; Sat 9 a.m. - 2 p.m. at 115 Main Street 	<ul style="list-style-type: none"> Updated details available on ColumbiaGasMA.com Shared on social channels Claim Center Phone Number: 1 (800) 590-5571
Assessments/ Installations	<ul style="list-style-type: none"> "House Ready" assessment and installation process announced 72-hour work-ahead schedule updated daily in English and Spanish 	<ul style="list-style-type: none"> Updated details, including fact sheet in English and Spanish, on ColumbiaGasMA.com Updating social media content
Construction & Restoration Overview	<ul style="list-style-type: none"> Completed over 50 percent of main line installations 	<ul style="list-style-type: none"> Media statement distributed Updating details on ColumbiaGasMA.com Updating social media content
Mobile Customer Resource Centers	<ul style="list-style-type: none"> For the week of Oct. 8 mobile units are planned T-F 9 a.m. - 4:30 p.m.; Sat-Sun 10 a.m.- 4 p.m. 	<ul style="list-style-type: none"> Updating locations on ColumbiaGasMA.com
Self-Conversion to Propane	<ul style="list-style-type: none"> Safety information for consumers regarding self-conversion to propane 	<ul style="list-style-type: none"> Media statement distributed Updating social media content, #MVrecovery

Columbia Gas Website: ColumbiaGasMA.com

Columbia Gas Facebook: <https://www.facebook.com/ColumbiaGasMA>

Columbia Gas Twitter: @ColumbiaGasMA

Discussion topics

ALL DATA AS OF 10/10/2018

- Mission focus
- Inspection resources
- Inventory and reporting
- Town meeting

Placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/8	Newly housed 10/9	Total in housing EOD 10/9	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	157	9	166	162	0	4
	Individuals	417	33	450	433	0	17
	Rooms	171	5	176	176	0	0
North Andover	Families	101	10	111	105	0	6
	Individuals	315	35	350	326	0	26
	Rooms	115	4	119	119	0	0
Lawrence	Families	779	73	852	820	0	32
	Individuals	2,828	317	3,145	2,991	0	154
	Rooms	990	53	1,043	1,043	0	0
Other areas ¹	Families	9	0	9	9	0	0
	Individuals	27	0	27	27	0	0
	Rooms	11	0	11	11	0	0
Total	Families	1,046	92	1,138	1,096	0	42
	Individuals	3,587	385	3,972	3,775	0	197
	Rooms	1,287	62	1,349	1,349	0	0

Updates:

- 42 families placed in trailers yesterday
- Apartment placements are in process with the focus to move larger families later in the relight schedule who have multiple hotels rooms
- 23 new housing requests received through 800 reporting number

¹ Customers in this category had an unlisted address and/or an alternate outside address | 2 Number reported prior to 10/3 represented rooms rather than number of families in alternate housing

Sheltering Options Status

ALL DATA AS OF 10/10/2018



Shelter type	Available units (not occupied)	Occupied units	Total (available plus occupied)
Hotels	3,120 rooms	1,349 rooms	4,469 rooms
Apartments	164 apartments	0 apartments	164 apartments
Travel Trailers	358	42	400
Congregate Shelters	1,000	0	1,000

KPIs

Current Units Secured	Target Goal
4,633	5,000
93%	100%

Progress update

- Target to reach our target of 5K rooms (across hotels and apartments) in next few weeks
- Secured 4,468 hotel rooms (~2000 within 30 miles of center of impacted area; ~600 within 15 miles),
- Secured 164 short team apartment leases (all within 30 miles and ranging from 1BR – 3BR)
- Secured 400 RVs – 75 available for placements on 10/9.
- Trailer sites being established on South Common Park, Lawrence (180 trailers), Pemberton Park, Lawrence (100 trailers), Grogan Field, North Andover (80 trailers), Recreation Road Park, Andover (34 trailers).
- 400 travel trailers under lease and being delivered to 4 trailer sites.
 - South Common Park (Lawrence): 180 on site 10/10 morning. 119 trailers are operational and available for placements.
 - Recreation Road (Andover): 17 of 21 trailers are operational as of 10/10 morning. There will be a total of 34 trailers onsite by 10/12.
 - Grogan Field (North Andover): 33 trailers onsite. Total expected reduced from 80 to 60 at town's request and expected onsite by 10/13.
 - Pemberton Park (Lawrence): 11 trailers onsite and 100 trailers expected onsite by 10/12.
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. Warming Center and Shelter operational as of 10/8. 250 beds available for overnight stays; capacity to surge to 1,000 beds. Shelter includes pet facilities. There were no occupants in the shelter overnight 10/10.
- Nevins Farm in Methuen is available to kennel and care for household pets should customers have a need.

Customer and community engagement

- Press release issued on 10/5.

Appendix

Columbia Gas Contact Information

Affected Customer Hotline (866)-388-3239

Property Claims Number (800)-590-5571

Emergency Line (800)-525-8222

Claims Center Locations (see website for availability):

439 South Union Street, Lawrence:

Mon. – Fri. 7a.m. – 7p.m.; Sat. 9a.m.-2p.m.

20 Main St. Andover:

Mon. – Fri. 12 p.m. – 8p.m.; Sat. 9a.m. – 2p.m.

115 Main St. North Andover:

Tue. – Fri. 12p.m. – 8p.m.; Sat. 9a.m. – 2p.m.

Career Hotline (866) 960-7285

For online information visit www.columbiagasma.com

Definitions

Term	Definition
Customer	Any service with a meter attached.
Business customer	Customer type field defined as “commercial” customer in Customer Information System.
Residential customer	Customer type defined as “residential” customer in Customer Information System.
Master Meter	Pipeline system for distributing gas within, but not limited to, a definable area, such as a mobile home park, housing project, or apartment complex, where the operator purchases metered gas from an outside source through a gas distribution pipeline system. One master meter shows up as one customer in current data.
Manifold	Pipeline system where one service line flows into an apparatus that has multiple meters. With current data methods, customers on a manifold will be equal to the total number of meters on the manifold.
Assessment	Crews have assessed your house or business and its appliances to plan for the repair and replacement of your appliances, and all required inspections are performed.
Gas Ready	All components up to the meter have been installed and tested, and gas is present.
House Ready	All inside work is completed and tested, with at least one appliance in your home or business available for re-light.
Re-light	A Columbia Gas representative has come to the home, installed the meter, tested it, and restored gas service to the home or business.