

# Daily briefing

October 26, 2018



Columbia Gas®



# Standing Agenda

- Headlines
- Weather
- Operational Updates
- Customer and Community Support
- Claims
- Communications
- Discussion Topics
- Sheltering Options











# Headlines

- We have now:
  - Replaced nearly 43 miles of pipe to date
  - Replaced 4,634 service lines, of which 4,585 are Gas Ready
- We are:
  - Laser focused on House Ready
  - Holding an Open House Q&A on 10/27

# Weather

DATA AS OF 10/26/2018

## 10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 26		Sunny	50°/36°	0%
SAT OCT 27		Rain/Wind	46°/45°	100%
SUN OCT 28		Cloudy	54°/43°	20%
MON OCT 29		Showers	55°/39°	50%
TUE OCT 30		Partly Cloudy	54°/39°	10%
WED OCT 31		Partly Cloudy	62°/47°	20%
THU NOV 1		PM Showers	60°/54°	40%
FRI NOV 2		Showers	60°/50°	50%
SAT NOV 3		AM Showers	55°/48°	30%
SUN NOV 4		Showers	60°/42°	60%

## Sunrise/Sunset Schedule 10/26/2018

Activity	Time
Sunrise	7:11 AM
Sunset	5:45 PM

SOURCE: Weather.com as of 09:00 AM on 10/26

# Operation Assess / Install

## Residential House Ready<sup>1</sup> and Relights

Progress vs. plan, residential meters	10/22	10/23	10/24	10/25	10/26
Actual House Ready	44	43	75	71	64
Scheduled House Ready	150	150	181	194	203

Overall, actual, residential meters	Cumulative	Target	% of Target
House Ready	900	7,342	11.6%

## Resource Daily Overview

- Labor
  - Labor aligned with recent weekday levels; significant presence in Zone 1 and Zone 6
  - GRS & SLS Labor: Plumbers/Support 307/32, Gas Fitters - 454, Electricians – 113, GRS/SLS field ops – 435, Local inspectors – 12, Linguists – 81

Appliances	Installed (cumulative)	# in stock	# ordered
Water heaters	1,045	1,230	1,389
Boilers	937	1,137	1,448
Combination units	121	1,247	80
Tankless water heat	58	303	0
Ranges	132	1,463	873
Dryers	60	1,067	1,837
Furnaces	183	198	0

<sup>1</sup> House Ready meters defined as a meter that has passed inspection for heat and hot water

## Today's Focus

- 64 meters in plan vs schedule of 203 House Ready meters
- Work focused in all zones with: Zone 3 & 6 – 14 House ready each, Zone 5 – 12 House ready
- Productivity improvement to focus scope and efficiency of plumbers
- Onboarding additional contractors to ramp up production

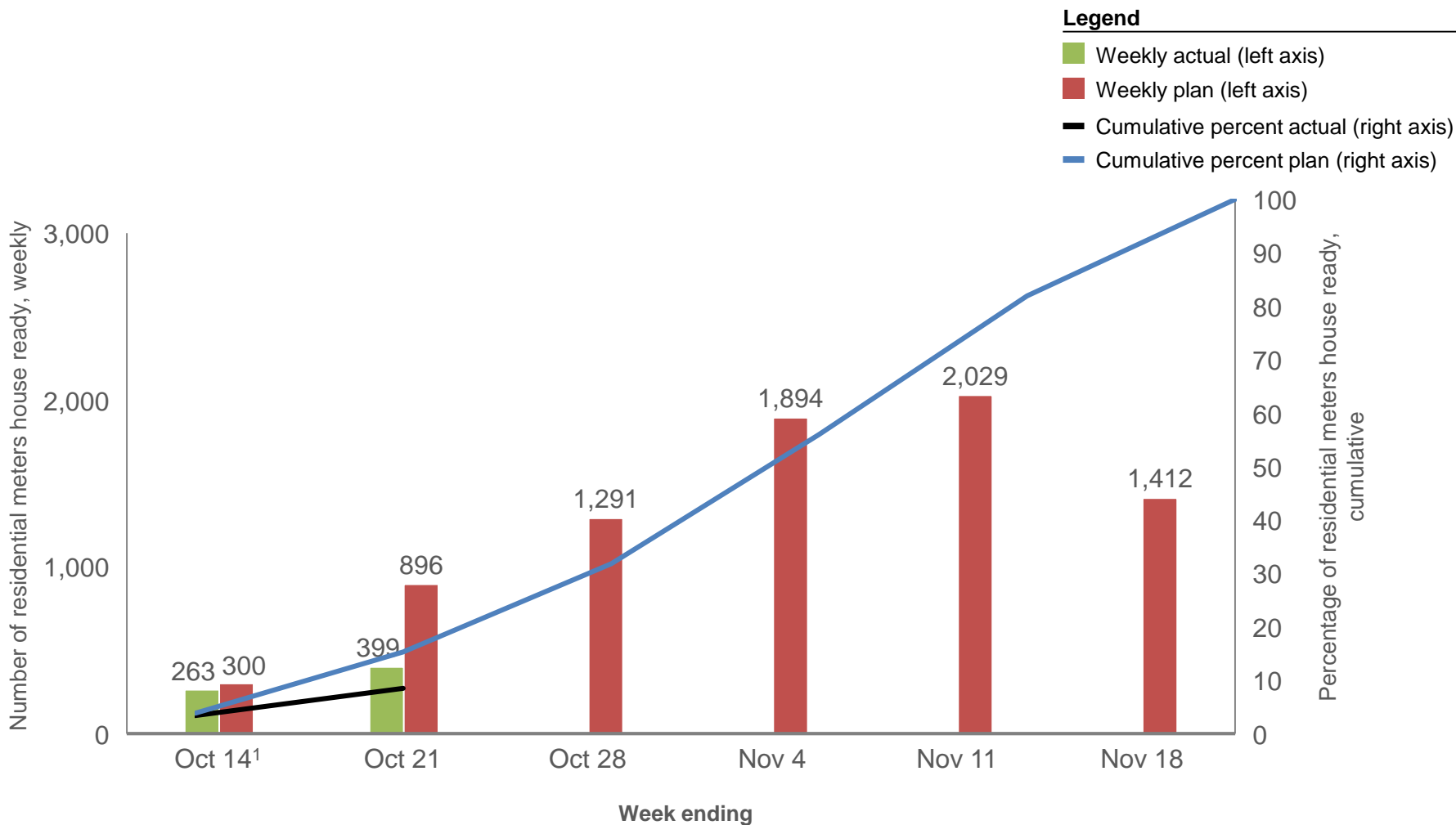
## Risks

Topic	Status	Comments
Labor	Yellow	Optimizing plumber utilization
Appliances	Green	Sufficient appliance stock
Materials	Yellow	Supplies staging and delivery still a gap
Weather	Green	No rain, low-50's
Productivity	Red	71 House Ready for ~15,000 trade hrs

## Identified Productivity Improvements (not exhaustive)

Topic	Action
Plumber Scope	Focus scope on plumber required activities; implement with plumbing companies and field leadership
Mutual Aid End to End	Identify process from resource request, logistics, on-boarding and full utilization of craft
Install Process Improvement Pilot	Streamlined install process to improve completion rates, quality, customer satisfaction, and safety

# Operation Assess / Install: Residential progress vs. plan



<sup>1</sup> Week ending in October 14 shows project to-date through EOD 10/14/18.

Notes: Number house ready now represented using meters. In the past, this information was presented using number of units. Projections based on plumber count. Subject to change. Excludes business customers being addressed by Operation Back to Business

# Operation Back-to-Business

■ Total  
■ Cumulative

## Progress to date

- Back to Business Operations started; tiered restoration approach under way
- Onboarded and deployed additional Windover crews
- 51 businesses are closed, (1 less than day before) a change of 9 since 10/16

## Next 24 hours

- Onboarding and integration of additional trade resources
- Continue to execute on assessments and installs

## Customer and community engagement

- Schedule resources for Saturday Open Houses in Lawrence, Andover and N Andover
- Serving business customers at Back to Business centers

## Business customers by current status, #, daily progress (yesterday) and cumulative

	Total # site ID	Assessments <sup>1</sup>		House Ready <sup>2</sup>		Relit
		Increase yesterday	Cumulative	Increase yesterday	Cumulative	Cumulative
Lawrence	304	49	73	1	10	11
Andover	217	42	121	14	34	22
North Andover	154	13	110	3	29	25
<b>Total</b>	<b>675</b>	<b>104</b>	<b>304</b>	<b>18</b>	<b>73</b>	<b>58</b>

<sup>1</sup> Customers ready for installs and/or self mitigating

<sup>2</sup> Customers for whom installs have been completed, and who are House Ready

<sup>3</sup> Tier 1: Closed restaurants/cafes and laundromats that will be gas ready on/by 10/31; Tier 2: All other closed businesses that will be gas ready on/by 10/31

# Construction

## Labor resourcing: Crews planned

	10/26	10/27	10/28	10/29
Andover	53	45	TBD	45
Lawrence	83	53	TBD	42
North Andover	61	46	TBD	46
<b>Total</b>	197	144	TBD*	133

(\*) – To be determined based on forecasted inclement weather

## Progress Update

	Project to Date	Target
Main line Installed ft	226,660 (42.9 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	64,935 (12.3 miles)	64,935 (12.3 miles)
Service line replaced (#)	4,634	5,479
Gas Ready Services <sup>1</sup>	4,585	5,479
<ul style="list-style-type: none"> <li>Service and main line replacements are ahead of schedule</li> </ul>		

## Progress

- Main installed project to-date: 226,660 feet (42.9 miles)
- Service lines gas ready project to-date: 4,585
- Service lines replaced on 10/25: 291
- Service lines gas ready on 10/25: 336
- Projects completed and gas ready: 35
- All polyethylene pipe re-qualification completed on 10/24
- Completed 35 of 63 project segments
- Plates in road: 319 currently in the road; all are scheduled to be picked up by 11/05

## Next 24 hours

- Installing mains in zones 6 and 7
- Installing service lines in all zones with the exception of zone 8
- Planning 197 crews for Friday

## 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

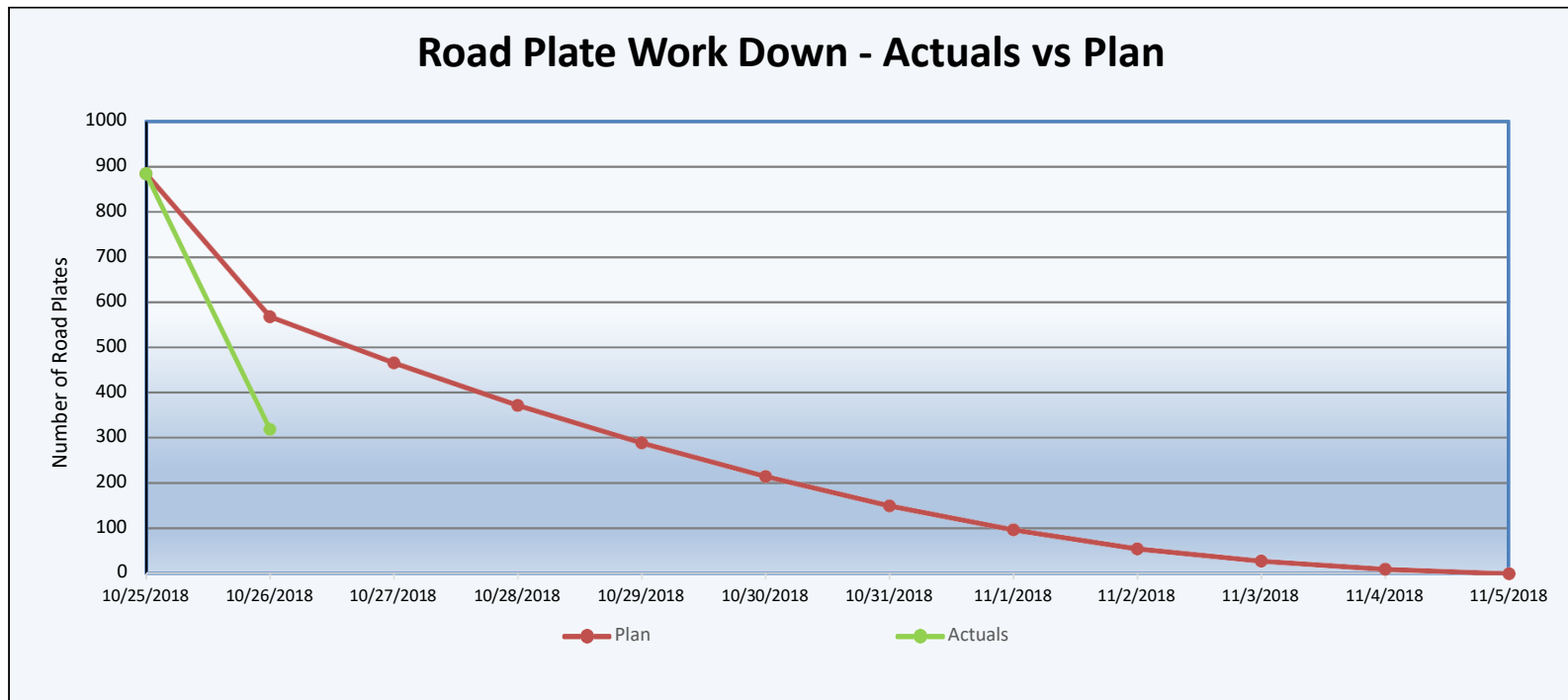
- Inclement weather – Low
- Permitting and Traffic Control - Low

<sup>1</sup> Distinct from Gas Ready meters

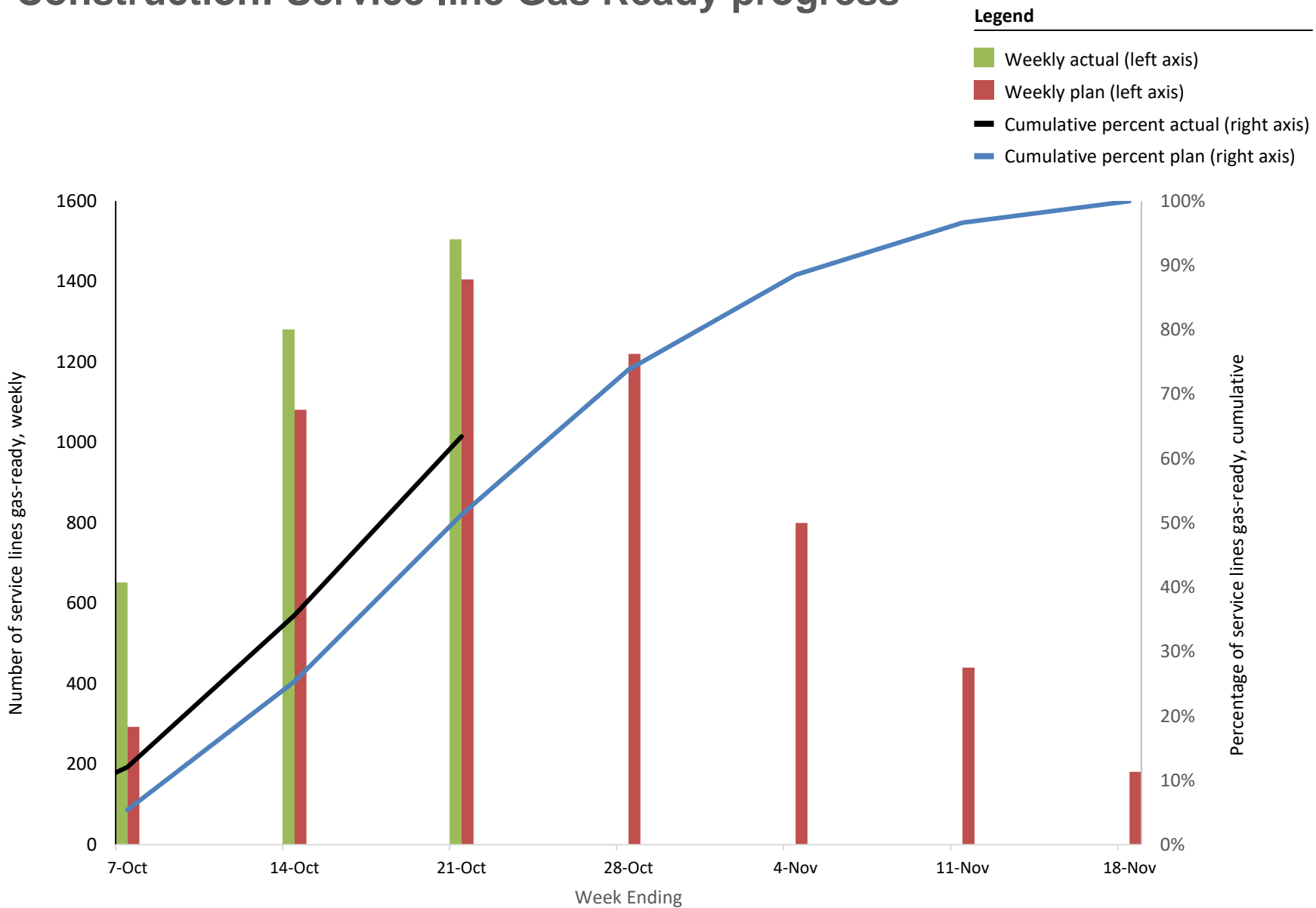


# Construction: Road Plate Work Down

DATA AS OF 10/26/2018



# Construction: Service line Gas Ready progress



# Customer and Community Support

## Yesterday's call center performance (through 6pm)

Topic	Sub-topic	Calls Handled Yesterday		Since Event	
		Actual seconds		Actual seconds	Calls Handled
Call Center Performance	CMA	15	1,808	87	94,589

## Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	54
# of customers interacted with (to-date)	2,124

## Deployment Area

	1	2	3	4	5	6	7	8
Zones		✓		✓				✓

## Progress to date

### Mobile Customer Care Centers launched: 9/26

- Visitors: Andover 12, North Andover 7 ("Block" Pilot), Lawrence 35
- Questions focused on service restoration, assess/install, appliance options, claims process/status and map dates
- "Block" RV Pilot** – new RV (zone 8) site to assist field customer questions during assess/install "house ready" process.
  - RV crews will be relocated to the Community Open House Locations – Saturday, Oct 27
  - Moving N. Andover "Block" RV care center back to 115 Main St starting on Sunday, Oct 28

## Customer and Community Engagement

### Operation Trick or Treat

- Candy & Treat Bags Ordered
- Sun, Oct 28th – Lawrence (4 to 6pm) 3 RVs relocated to residential streets – Sunday mobile care hours 10am to 2pm
- Wed, Oct 31st – N. Andover (2 RVs) from 5:30 to 7:30, Andover (1 RV) from 5 to 7pm

### Critical Care/Temp Heat Outreach

- Outbound calls to 140 critical care customers who have temporary heat were completed. Completed weekly touchpoints

### Operation 100%

- Personalized outbound calls by CCC to all impacted customers to determine property ownership, number of dwellings behind meter & obtain approval to enter. Continue to analyze data.

## Goals for next 24 hours & beyond

**Recruitment Activities** continue: 47 candidates for the 15 Customer Care Advisor positions and 1 Team Leader position.

- Interviewed 26 candidates, recommendations forthcoming

1 Average seconds to answer. | 2 CLEARResult

# Claims

## Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	31,684
Claims serviced at walk-in centers	74 – Andover 135 – Lawrence 27 – North Andover
Residential claims, %	93%
Claims with more than 1 payment, %	41%
ASA: Claim Center, yesterday	6 seconds

## Claims by Municipality

Municipality	Claims Received	Active Claims	Value paid out, \$M
Andover	4,567	3,029	\$10.62
North Andover	3,149	2,131	\$6.61
Lawrence	13,136	8,633	\$12.69
Other Areas <sup>1</sup>	885	518	\$0.91
Total	21,737	14,311	\$30.8

<sup>1</sup> Areas impacted by electrical outage may be outside of Lawrence, Andover, and North Andover

## Progress Update

- Nearly 35,000 payments (an average of 1.6 per reported claim) totaling \$30M made to customers to date
- Over \$2.2M payments made today, the largest single day so far
- Twenty-one (21) payments greater than \$10,000 issued totaling over \$800,000
- Sixty-four (64) payments to Business customers totaling \$412,294; \$3.9M paid to date

## Goals for next 24 hours & beyond

- Continue to dedicate 30 Claims Specialist to execute Operation Back to Business.

## Customer and community engagement

- 236 customers serviced through our three Claim Centers
  - 222 residential customers today, 166 being returning customers
  - 14 business customers, 5 reporting a new claim and 9 returning
  - \$12,500 issued in payments via debit cards making the funds available right away

# Communication

## Image of the Day



*Local residents provide coffee and breakfast for Columbia Gas of Massachusetts crews, thanking them for their help, October 25, 2018*

## Ongoing Customer and Community Engagement

- Promoted the Open House event by issuing a press release, sending customer emails, promoting the event on social media and canvassing affected residences and businesses in Lawrence, Andover and North Andover.
- Shared content on social channels and responded to customer concerns.
- Continued to employ integrated communications plan.
- Continued work on Operation Trick or Treat at Mobile Resource Centers and hotels with displaced residents.

## Completed

- Daily media briefing
- Open House communications materials.

Columbia Gas Website: [ColumbiaGasMA.com](http://ColumbiaGasMA.com)  
Columbia Gas Facebook: <https://www.facebook.com/ColumbiaGasMA>  
Columbia Gas Twitter: @ColumbiaGasMA

# Discussion topics

- Mission focus
- Weekly outlook
- Pivot to rapid relight
- Open House (10/27)

# Detail on placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/23	Newly housed 10/24	Total in housing EOD 10/24	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	277	5	282	266	3	13
	Individuals	832	16	848	783	10	55
	Rooms	319	3	322	322	0	0
North Andover	Families	161	4	165	137	1	27
	Individuals	479	18	497	394	4	99
	Rooms	156	2	158	158	0	0
Lawrence	Families	1,265	79	1,344	1,066	22	256
	Individuals	4,845	267	5,112	3,861	94	1,157
	Rooms	1,366	71	1,437	1,437	0	0
Other areas <sup>1</sup>	Families	2	0	2	2	0	0
	Individuals	7	0	7	7	0	0
	Rooms	3	0	3	3	0	0
Total	Families	1,705	88	1,793	1,471	26	296
	Individuals	6,163	301	6,464	5,045	108	1,311
	Rooms	1,844	76	1,920	1,920	0	0

## Updates:

- Numbers reflect updated definition for “Placement,” accurately representing customers in temporary housing. Driven by alignment meetings and process improvement
- Families placed in RVs total 296, an increase of 32
- Apartment placements increased by 15 to 26
- 56 new (inbound) housing requests received through 800 reporting number

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

# Sheltering Options Status

DATA AS OF 10/24/2018



Shelter type	Available for Placement (10/24)	Units with Placements	Total (available for placement plus already placed)			
Hotels	2,703 rooms	1,920 rooms	4,623 rooms			
	<b>By Day Available for Placement Units</b>					
	<i>*assumes placements increase of 175 units per day</i>					
	10/25	10/26	10/27	10/28	10/29	10/30
	2,528	2,368	2,193	2,018	1,843	1,668
Apartments	140 apartments	26 apartments	166 apartments			
Trailers	76 trailers	296 trailers	296 trailers			
Congregate Shelters	1,000	0	1,000			

## KPIs

Current Units Secured	Target Goal
4,804	5,000
96%	100%

## Progress update

- 372 trailers in the 4 trailer sites: 295 (+26) trailers are occupied, and an additional 31 (-15) trailers are reserved but unoccupied. Total residents in trailers: 1212 (+119). (As of 5 PM on 10/25)
  - South Commons Park (Lawrence): all 180 onsite and operational. 159 (+13) families have registered at the site and are occupying trailers (as of 5 PM on 10/25)
  - Pemberton Park (Lawrence): all 100 onsite and operational. 76 (+9) families have registered at the site and are occupying trailers (as of 5 PM on 10/25)
  - Grogan Field (North Andover): all 60 onsite and operational. 42 (+4) families have registered at the site and are occupying trailers (as of 5 PM on 10/25)
  - Recreation Road (Andover): all 32 on site and operational. 18 (+1) families have registered at the site and are occupying trailers (as of 5 PM on 10/25)
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 23 (+2) people are registered as of 5 PM on 10/25.
- Nevins Farm in Methuen is available to kennel and care for household pets should customers have a need.



## Appendix

# Columbia Gas Contact Information

Affected Customer Hotline (866)-388-3239

Property Claims Number (800)-590-5571

- Temporary Housing number (800)-590-5571 select language and then select option 3

Emergency Line (800)-525-8222

Claims Center and Back-to-Business Locations (see website for availability):  
439 South Union Street, Lawrence:

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

45 Main St. Andover: Back-to-Business

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](http://www.columbiagasma.com)