

# Daily briefing

October 28, 2018



Columbia Gas®



# Standing Agenda











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

# Headlines

- We have now:
  - Replaced over 43 miles of pipe to date
  - Replaced 5,027 service lines, of which 5,022 are Gas Ready
- We are:
  - House Ready has pivoted to Residential Restoration/Rapid Relight
  - Sending our weekly newsletter out tonight

# Weather

## 10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 28		Cloudy	55°/43°	10%
MON OCT 29		Rain	54°/39°	70%
TUE OCT 30		Mostly Sunny	50°/35°	10%
WED OCT 31		Mostly Sunny	62°/51°	10%
THU NOV 1		AM Showers	64°/56°	40%
FRI NOV 2		Rain	61°/53°	90%
SAT NOV 3		Partly Cloudy	55°/42°	20%
SUN NOV 4		Partly Cloudy	56°/40°	20%
MON NOV 5		Partly Cloudy	56°/43°	10%
TUE NOV 6		Mostly Cloudy	57°/47°	20%

## Sunrise/Sunset Schedule 10/28/2018

Activity	Time
Sunrise	7:13 AM
Sunset	5:42 PM

SOURCE: Weather.com as of 09:00 AM on 10/28

# Operation Assess / Install

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

Progress vs. plan, residential meters	10/24	10/25	10/26	10/27	10/28
Actual House Ready	75	71	76	83	110
Scheduled House Ready	181	194	203	230	240

Overall, actual, residential meters	Cumulative	Target	% of Target
House Ready	1,045	7,342	14.2%

## Resource Daily Overview

- Labor
  - Labor aligned with recent weekend levels; significant presence in Zone 3 and Zone 6
  - GRS & SLS Labor: Plumbers/Support 457/30, Gas Fitters - 451, Electricians – 123, GRS/SLS field ops – 434, Local inspectors –12, Linguists – 45

Appliances	Installed (cumulative)	# in stock	# ordered
Water heaters	1,171	1,175	1,388
Boilers	1,027	1,038	1,448
Combination units	156	1,217	80
Tankless water heat	58	294	0
Ranges	150	1,430	815
Dryers	69	1,052	1,837
Furnaces	220	166	0

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

## Today's Focus

- 107 House Ready meters in plan
- Work focused in all zones: 40 House Ready plan in Zone 5.
- Productivity improvement to focus scope and efficiency of plumbers
- Onboarding additional contractors to ramp up production

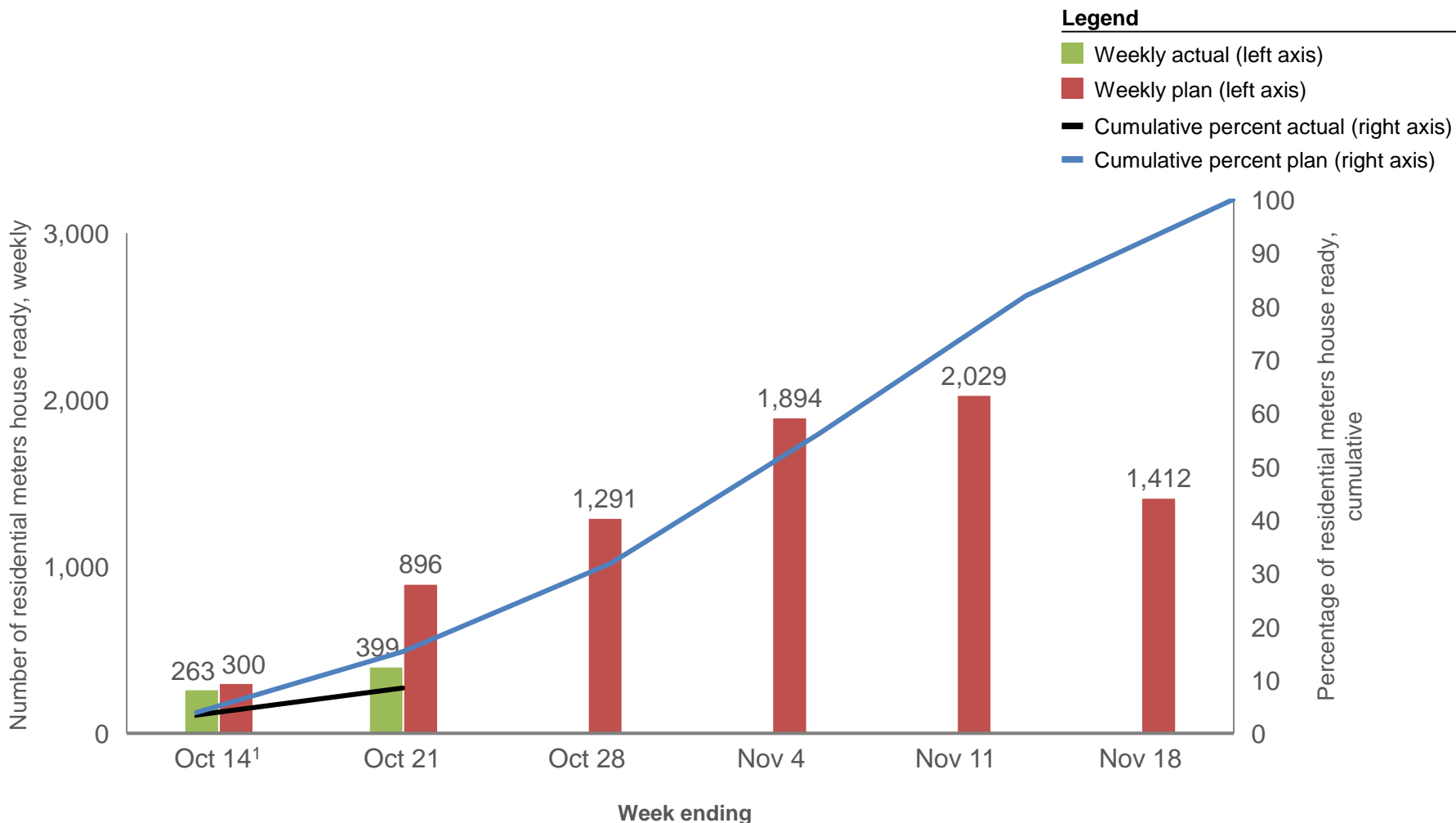
## Risks

Topic	Status	Comments
Labor	Yellow	Optimizing plumber utilization
Appliances	Green	Sufficient appliance stock
Materials	Yellow	Supplies staging and delivery still a gap
Weather	Green	59 and cloudy
Productivity	Red	83 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
- On boarded and deployed additional Windover crews and support services
- Realignment of Con Ops Mgrs and Field Superintendents

### Next 24 hours

- Onboarding and integration of additional trade resources
- Complete Tier 1 and 2 assessments
- Build self mitigation FAQs for website

### Customer and community engagement

- 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	4	137	11	41	15
Andover	217	8	162	0	40	31
North Andover	154	13	154	3	44	33
<b>Total</b>	<b>675</b>	<b>25</b>	<b>453</b>	<b>14</b>	<b>125</b>	<b>79</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

	10/28	10/29	10/30	10/31
Andover	0	21	27	28
Lawrence	9	44	54	49
North Andover	24	36	20	24
<b>Total</b>	<b>33</b>	<b>101</b>	<b>101</b>	<b>101</b>

## Progress Update

	Project to Date	Target
Main line Installed ft	228,075 (43.2 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	64,935 (12.3 miles)	64,935 (12.3 miles)
Service line replaced (#)	5,027	5,479
Gas Ready Services <sup>1</sup>	5,022	5,479

- Service and main line replacements are ahead of schedule

## Progress

- Main installed project to-date: 228,075 feet (43.2 miles)
- Service lines gas ready project to-date: 5,022
- Service lines replaced on 10/27: 75
- Service lines gas ready on 10/27: 97
- All polyethylene pipe re-qualification completed on 10/24
- Completed 57 of 63 project segments
- Plates in road: 219 currently in the road; all are scheduled to be picked up by 11/05

## Next 24 hours

- Installing mains in zone 6
- Installing service lines in zones 6 & 7
- Planning 33 crews for Sunday

## Customer and community engagement

- No meetings on Sunday

## Risk

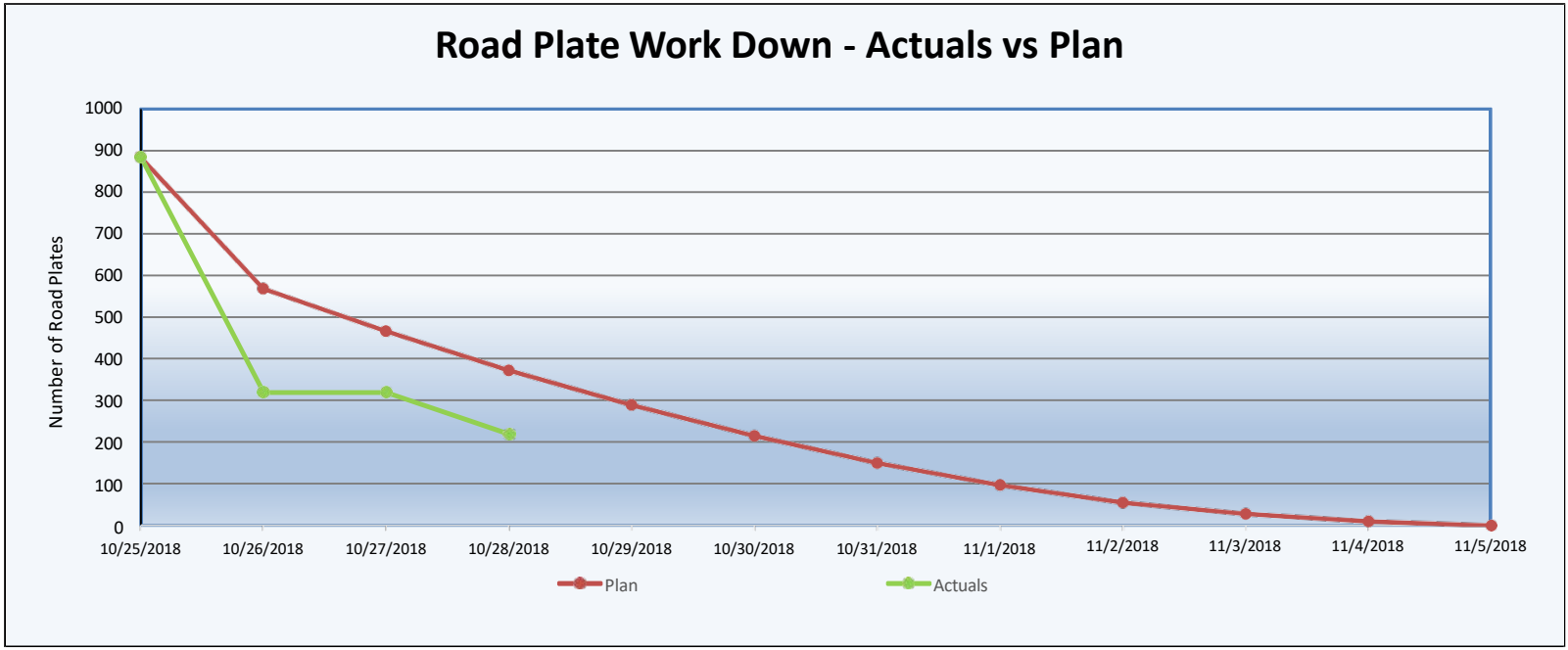
- Inclement weather – Medium
- Permitting and Traffic Control - Low

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



# Construction: Road Plate Work Down

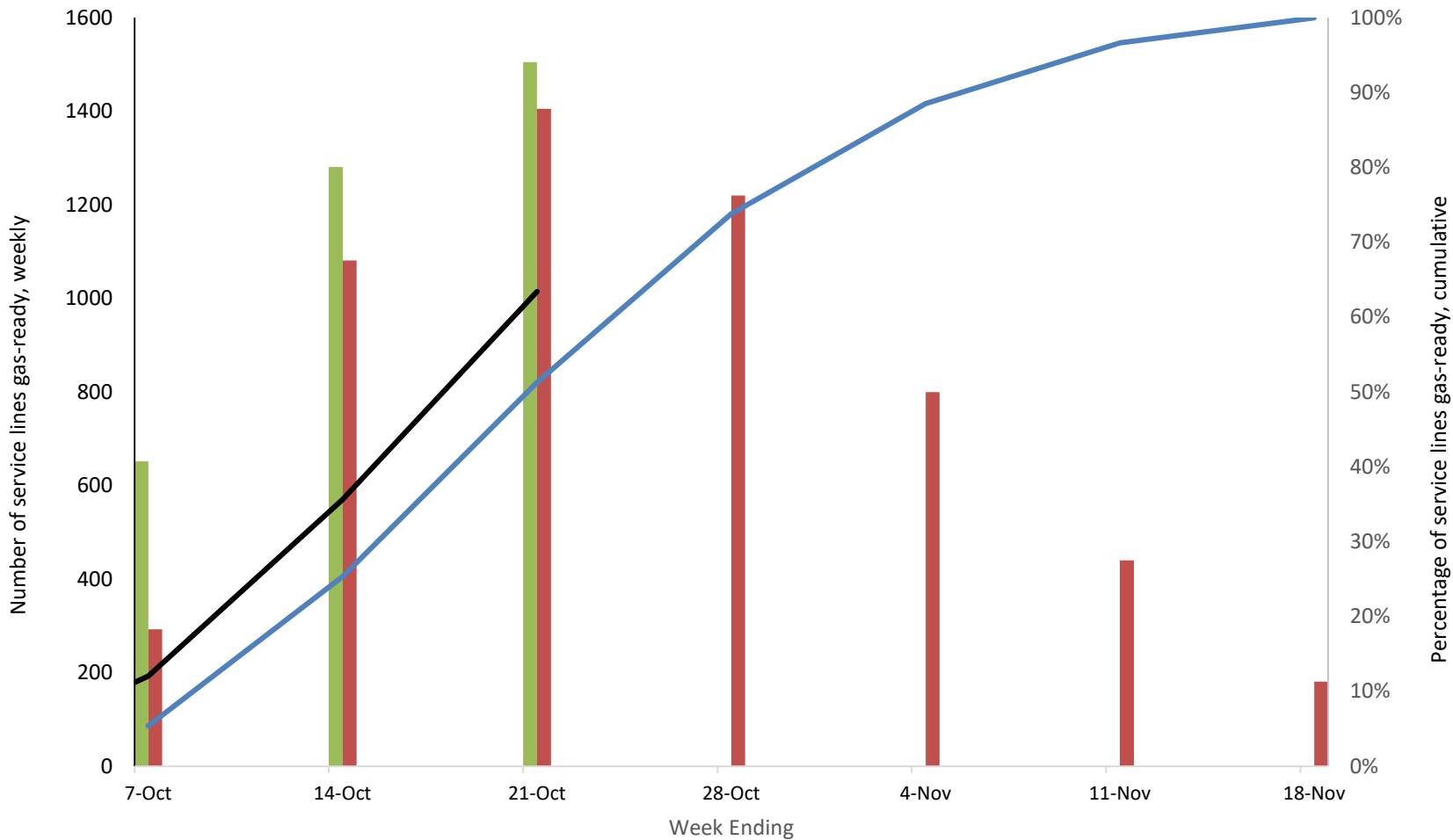
DATA AS OF 10/28/2018



# Construction: Service line Gas Ready progress

**Legend**

- Weekly actual (left axis)
- Weekly plan (left axis)
- Cumulative percent actual (right axis)
- Cumulative percent plan (right axis)



# Customer and Community Support

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

Topic	Sub-topic	Actual seconds	Calls Handled Yesterday	Since Event	
				Actual seconds	Calls Handled
Call Center Performance	CMA	0	528	84	98,748

## Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	60
# of customers interacted with (to-date)	2,184

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 type="checkbox"/>	<input checked="" type="checkbox"/>

## Progress to date

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

- Visitors: Andover 9, North Andover 12 ("Block" Pilot), Lawrence 39
- 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 relocated to the Community Open House Locations
- Moving N. Andover "Block" RV care center back to 115 Main St starting on Sunday, Oct 28 (zone 7)

## 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

## 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
- Additional interviews scheduled through 10/30

# Claims

## Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	32,597
Claims serviced at walk-in centers	36 – Andover 40 – Lawrence Closed – North Andover
Residential claims, %	93%
Claims with more than 1 payment, %	42%
ASA: Claim Center, yesterday	6 seconds

## Claims by Municipality

Municipality	Claims Received	Active Claims	Value paid out, \$M
Andover	4,606	2,868	\$11.50
North Andover	3,177	2,053	\$7.12
Lawrence	13,236	8,210	\$13.59
Other Areas <sup>1</sup>	893	487	\$0.95
<b>Total</b>	<b>21,909</b>	<b>13,618</b>	<b>\$33.2</b>

## Progress Update

- Eight new adjusters arriving Sunday on-site and another 12 on Monday with more coming through the week
- Forty-two (42) payments made to customers today greater than \$10,000
- Thirty (30) payments to Business customers totaling \$96,894

## Goals for next 24 hours & beyond

- Developing claim system enhancements to track appliance self-mitigation

## Customer and community engagement

- Open Houses held in Andover, North Andover and Lawrence. A lot of constructive feedback received for ways Claims can improve, which is being channeled into action plans.
- 76 customers serviced through the two open Claim Centers
  - 61 residential customers today, 9 being returning customers
  - 6 business customers, 1 reporting a new claim and 5 returning
  - \$6,000 issued in payments via debit cards making the funds available right away

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

# Communication

## Image of the Day



*Residents attend the Columbia Gas Open House at Lawrence High School on October 27, 2018.*

## Ongoing Customer and Community Engagement

- Executed community Open House events in N. Andover, Lawrence and Andover.
- Shared content from community Open House events on social channels and responded to customer concerns.
- Continued to employ integrated communications plan.
- Finalizing Temporary Housing communication materials.
- Finalized plan and secured all materials for Operation Trick or Treat at Mobile Resource Centers and hotels with displaced residents.
- Updated communications materials for Rapid Relight process.

- Daily media briefing
- Open House community events

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
- Open House
- Onboarding additional labor resources this week

## Detail on placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/25	Newly housed 10/26	Total in housing EOD 10/26	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	260	16	276	260	3	13
	Individuals	786	33	819	756	10	53
	Rooms	291	16	307	307	0	0
North Andover	Families	162	9	171	143	1	27
	Individuals	486	27	513	410	4	99
	Rooms	152	8	160	160	0	0
Lawrence	Families	1,304	96	1,400	1,113	19	268
	Individuals	4,935	339	5,274	3,981	85	1,208
	Rooms	1,373	114	1,487	1,487	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	1,726	121	1,847	1,516	23	308
	Individuals	6,207	399	6,606	5,147	99	1,360
	Rooms	1,816	138	1,954	1,954	0	0

### Updates:

- Families placed in Hotels decreased by (310).
- Families placed in RVs decreased by 3.
- Families placed in Apartments decreased by 4.

<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 10/26/2018



Shelter type	Available for Placement (10/26)	Units with Placements	Total (available for placement plus already placed)			
<b>Hotels</b>	2,991 rooms	1,647 rooms	4,638 rooms			
	<b>By Day Available for Placement Units</b>					
	<i>*assumes placements increase of 175 units per day</i>					
	10/27	10/28	10/29	10/30	10/31	11/01
	2,816	2,641	2,466	2,291	2,281	2,106
<b>Apartments</b>	143 apartments	23 apartments	166 apartments			
<b>Trailers</b>	64 trailers	308 trailers	372 trailers			
<b>Congregate Shelters</b>	1,000	0	1,000			

## KPIs

Current Units Secured		Target Goal
<b>4,804</b>	Rooms available (hotels & apartments)	<b>5,000</b>
<b>96%</b>	Percentage of goal	<b>100%</b>

## Progress update

- 410 (+38) trailers are on the 4 trailer sites, 371 (-1) trailers are in service. 313 (+6) trailers are occupied, and an additional 21 (-12) trailers are reserved but unoccupied. Total residents in trailers: 1301 (+29). (As of 5 PM on 10/27)
  - South Commons Park (Lawrence): 218 trailers on site (+38); 180 are operational. 164 (+2) families have registered at the site and are occupying trailers (as of 5 PM on 10/27)
  - Pemberton Park (Lawrence): 100 trailers onsite and operational. 81 (+1) families have registered at the site and are occupying trailers (as of 5 PM on 10/27)
  - Grogan Field (North Andover): 60 trailers onsite and operational. 44 (-1) families have registered at the site and are occupying trailers (as of 5 PM on 10/27)
  - Recreation Road (Andover): 32 trailers on site and operational. 24 (+4) families have registered at the site and are occupying trailers (as of 5 PM on 10/27)
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 37 (+9) people were registered as of 7 AM on 10/27.
- 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)