

# Daily briefing

October 08, 2018



Columbia Gas®



# Standing Agenda











- Headlines
- Weather
- Operational Updates
- Customer and Community Support
- Claims
- Communications
- Sheltering options

# Headlines

- We have now:
  - Replaced more than 18 miles of pipe to-date
  - Replaced 917 service lines, of which 652 are gas-ready
  - Completed 149 residential assessments yesterday;  
3,513 complete assessments to-date
- 73 residential units made House Ready to-date; 340 started and still in progress
- Meeting this afternoon to finalize communication plan
- Reminder: Beginning Tuesday 10/9 daily briefing calls will be held at 4pm

# Weather

## 10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 8		Cloudy	57°/54°	10%
TUE OCT 9		Partly Cloudy	80°/68°	10%
WED OCT 10		Sunny	84°/62°	10%
THU OCT 11		Showers	69°/58°	80%
FRI OCT 12		Mostly Sunny	61°/44°	10%
SAT OCT 13		Sunny	56°/41°	10%
SUN OCT 14		Partly Cloudy	58°/50°	20%
MON OCT 15		Showers	58°/44°	60%
TUE OCT 16		Partly Cloudy	57°/42°	20%
WED OCT 17		Partly Cloudy	58°/43°	10%

## Sunrise/Sunset Schedule 10/8/2018

Activity	Time
Sunrise	6:49 AM
Sunset	6:14 PM

SOURCE: Weather.com as of 8:30AM on 10/8

# Operation Assessment

## Labor resourcing

Resource	On-the-ground 10/7	10/8 forecast	10/9 forecast
Electricians	50	48	136
Linguists	24	24	45
Assessors	31	24	68

## KPIs for prior day

Prior Day		Cumulative	Total goal <sup>2</sup>
149	Assessments completed <sup>1</sup>	3,513	8,447

## Progress update

- Beginning tomorrow Assessment and Install will be conducted as a single operation and will use a single slide to update in this briefing
- Streamlined assessment process will help accelerate Gas Ready customers
- Assigned block approach to new assessors going forward whereby assessors manage their own work within a defined geographical target

## Customer and community engagement

- Roving teams are available to respond to escalated customer assessments.
- Robocalls will be discontinued going forward
- Able to respond to issues entered in Microsoft Team to address community concerns being raised

<sup>1</sup> Assessments completed is a result of the number of assessment visits minus the number of customers not home

<sup>2</sup> Estimate subject to change based on verification of number of customers requiring assessment

# Operation Install

## Labor resourcing

Resource	On-the-ground 10/7 (yesterday)	Planned for 10/8 (today)	Planned for 10/9 (tomorrow)
Plumbers	580	572	208
Gas fitters	0	150	150
Electricians	430	430	430
GRS Field/Ops	31	182	182
Local inspectors	2	0	2

## Other resourcing (figures being validated)

Resource	# in stock	# ordered
Water heaters	840	910
Boilers	851	1,203
Comb. units	225	1,000
Tankless water heaters	150	300
Ranges	0	1,500
Dryers	0	2,000

## Progress update

- GRS is having success repairing customers' house lines
- Increase in Lawrence inspectors was agreed to on Saturday 10/6 to accelerate relight process
- Ramped up yesterday to approximately 1,043 trade resources

## KPIs

Prior day		Cumulative	Total goal <sup>1</sup>
88	Residential units started	340	7,657
65	Residential units House Ready	73	7,657

## Customer and community engagement

- Customers remain eager to invite Columbia Gas representatives to their homes, even with the increased presence of resources through the block approach
- GRS is spending approximately 1.5 days to get residences House Ready. Goal for next week is 1 day, assuming inspection resource limitation is solved.

## Risks

- Availability of inspectors

<sup>1</sup> Estimate subject to change based on verification of number of customers requiring install

# Construction

## Labor resourcing: Crews planned

	10/8	10/9	10/10	10/11
Andover	63	63	63	63
Lawrence	86	87	87	87
North Andover	45	45	45	45
LP to MP <sup>1</sup> services	0	0	0	0
<b>Total</b>	<b>194</b>	<b>195</b>	<b>195</b>	<b>195</b>

## Progress Update

	Project to Date	Target
Main line installed	97,884 (18.5 miles)	235,000 (44 miles)
Polyethylene pipe re-qualified	9,965 (1.9 miles)	68,640 (13 miles)
Service line replaced	917	6,100
Gas ready services <sup>2</sup>	652	6,100

- Service and main line replacements are ahead of schedule

## Progress

- Main installed project to-date: 97,884 feet (18.5 miles)
- Service lines gas ready project to-date: 652
- Service lines replaced on 10/7: 40
- Service lines gas ready on 10/7: 35

## Next 24 hours

- Mains and service lines working in all zones projected 194 crews for Monday

## 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

## Risk

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

<sup>1</sup> Low pressure to medium pressure

# Customer and Community Support

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

Topic	Metric	Actual, seconds	Target
Call center performance	ASA <sup>1</sup> : CMA, yesterday	32	30 seconds
	ASA <sup>1</sup> : CR <sup>2</sup> , yesterday	2.6	30 seconds

## Mobile Customer Care Centers Progress

Metric	Actual
# of customers interacted with (yesterday)	87
# of customers interacted with (to-date)	934

Deployment Area	1	2	3	4	5	6	7	8
Zones		✓		✓			✓	

See shelter section for detail on customer placement

## Latest progress

### Mobile Customer Care Centers successfully launched Wednesday, 9/26:

- Deployed through zones 2, 4, and 7
- Customers visiting on 10/7: Andover 6, North Andover 36, Lawrence 45
- Questions focused on path to service restoration, assessments, claims process/status & construction process
- Preparing to deploy 5 additional RVs

### Preparing for interactive map rollout:

- Soft rollout expected to go live on 10/8/18
- Tuesday, 10/9/18 – Announce publicly

## Customer and community engagement

- We are actively reaching out to ensure customers have alternate housing solutions, determining other needs, and providing them where necessary; claims adjusters are ensuring high-touch outreach
- Positive feedback continues to be received from community on Mobile Customer Care Centers

## Goals for next 24 hours & beyond

- CSR & Mobile Team Training; Interactive map & Talking Points, extra staffing planned in call center to support deployment
- Recruitment Completed: 47 candidates for the 15 Customer Care Advisor positions and 1 Team Leader position. Next step, Interview process to begin week of October 8<sup>th</sup>.
- Lease finalized for 2 Customer Care/Claim Centers: 439 South Union, Lawrence, MA; 115 Main Street, North Andover, MA.
- Andover Location: 45 Main Street – physical tour completed, next step - lease negotiations

## Risks

- Go Live with Interactive map – ensuring Call Center is staffed to take calls

<sup>1</sup> Average seconds to answer. | <sup>2</sup> CLEARResult



# Commercial customers

Municipality	Commercial customers <sup>1</sup>
Andover	283
North Andover	169
Lawrence	321
<b>Total</b>	<b>773</b>

## Commercial Customer engagement

### By the numbers

- 248 assessments of commercial customers completed to-date
- 38 customers have alternative fuel sources (propane, electric, oil) in place

### Highlights

- **Breen School in Lawrence** was made gas-ready on Sunday 10/7. Assessment team welded line to exterior of building Saturday 10/6. Procuring equipment for target house-ready Tuesday 10/9
- **Bingham Way, North Andover:** Unit is relight-ready and awaiting inspector. 36 units
- **Fountain Drive, North Andover:** Gas-ready after adding 1,000 ft of main and change from 1 master meter to 8 meters direct to buildings (avoiding faulty existing customer underground pipe); targeting house-ready Tuesday 10/9. 40 units

<sup>1</sup> Includes key services (e.g. medical care, public education), large residential properties, and customers that depend on gas for core services (e.g. restaurants). Does not include commercial office space and work-from-home residential space

# Claims

## Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	20,534
Claims made at walk-in centers	Claim Centers closed today
Residential claims, %	95%
Claims with more than 1 payment, %	21%
ASA: Claim Center, yesterday	6 seconds

## Claims by Municipality

Municipality	Claims received	Value paid out, \$M
Andover	3,976	\$2.57
North Andover	2,747	\$1.85
Lawrence	11,836	\$4.84
Other Areas <sup>1</sup>	738	\$0.25
<b>Total</b>	<b>19,297</b>	<b>\$9.51</b>

## Goals for next 24 hours & beyond

- Work continues to engage claim adjusters to assist assessment team evaluating property owners' needs as it relates to installations. Calls to property owners expected to initiate Monday.

## Customer and community engagement

- \$1.16M paid today, the largest single day total to date.

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

# Communications Update: October 8<sup>th</sup>

ALL DATA AS OF 10/7/2018

Activity	Update	Channels/Timing
<b>Claims Centers</b>	For the week of Oct. 8: <ul style="list-style-type: none"> <li>• Andover : T-F 12 p.m. - 8 p.m.; Sat. 9 a.m. - 2 p.m. at 20 Main Street. Closed Columbus Day.</li> <li>• Lawrence: M-F 7 a.m. - 7 p.m.; Sat 9 a.m. - 2 p.m. at 439 South Union Street (1 Heritage Place)</li> <li>• North Andover: T-F 12 p.m. - 8 p.m.; Sat 9 a.m. - 2 p.m. at 115 Main Street. Closed Columbus Day.</li> </ul>	<ul style="list-style-type: none"> <li>• Updated details available on ColumbiaGasMA.com</li> <li>• Shared on social channels</li> <li>• Claim Center Phone Number: 1 (800) 590-5571</li> </ul>
<b>Assessments</b>	<ul style="list-style-type: none"> <li>• Assessments are continuing on Mon., Oct. 8; streets targeted for assessments updated on ColumbiaGasMA.com</li> <li>• Updated FAQ's available on ColumbiaGasMA.com and as a leave behind</li> </ul>	
<b>Construction &amp; Restoration Overview</b>	<ul style="list-style-type: none"> <li>• Overview of what to expect in the restoration process and overview of the Gas Ready construction plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Customer information on service restoration posted on ColumbiaGasMA.com</li> <li>• Available in hand out in the mobile customer care and contact centers</li> </ul>
<b>Mobile Customer Resource Centers</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Locations updated on ColumbiaGasMA.com</li> </ul>

Columbia Gas Website: [ColumbiaGasMA.com](http://ColumbiaGasMA.com)

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

Columbia Gas Twitter: @ColumbiaGasMA

# Discussion topics

- Mission Focus
- Inspection resources
- Ensuring synchronization of Gas Ready and House Ready efforts as we ramp up to full production capacity



# Sheltering Options Status

Shelter type	Available units (not occupied)	Occupied units	Total (available plus occupied)
<b>Hotels</b>	3,151 rooms	1,105 rooms	4,256 rooms
<b>Apartments</b>	164 apartments	0 apartments	164 apartments
<b>RVs</b>	400 RVs	0 RVs	400 RVs
<b>Congregate Shelters</b>	1,000	0	1,050

## KPIs

Current Units Secured		Target Goal
<b>4,420</b>	Rooms available by 10/8 (hotels & apartments)	<b>5,000</b>
<b>88%</b>	Percentage of goal	<b>100%</b>

## Progress update

- Target to reach 5K rooms (across hotels and apartments)
- Secured 3,256 hotel rooms (~2000 within 30 miles of center of impacted area; ~600 within 15 miles), another ~1,000 secured starting Monday 10/8
- Secured 164 short term apartment leases (all within 30 miles and ranging from 1BR – 3BR)
- 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) - - 125 on site at 8 PM on Sunday, anticipate 180 by 10/10, will be available for placements starting Tuesday, 10/9.
  - Recreation Road (Andover) - - 3 on site at 8 PM Sunday, growing to 34 by 10/10. Anticipate being available for placements starting on Wednesday, 10/10.
  - Grogan Field (North Andover) - - deliveries start on Wednesday 10/10.
  - Pemberton Park (Lawrence), deliveries start Monday 10/8.
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. Warming Center and Shelter operational as of Monday, 10/8. 250 beds available for overnight stays; capacity to surge to 1000 beds. Shelter includes pet facilities.

## Customer and community engagement

- Press release issued on 10/5.

## Detail on placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/5	Newly housed 10/6	Total in housing EOD 10/6	Of which: Hotels	Of which: Apartments	Of which: RVs
Andover	Families	101	29	130	129	0	Not yet available
	Individuals	276	65	341	357	0	
	Rooms	111	32	143	142	0	
North Andover	Families	66	15	81	81	0	
	Individuals	208	46	254	254	0	
	Rooms	77	17	94	94	0	
Lawrence	Families	548	120	668	668	0	
	Individuals	2,019	407	2,426	2,426	0	
	Rooms	709	148	857	857	0	
Other areas <sup>1</sup>	Families	9	0	9	9	0	
	Individuals	27	0	27	27	0	
	Rooms	11	0	11	11	0	
Total	Families	724	164	888	888	0	
	Individuals	2,530	518	3,048	3,048	0	
	Rooms	908	197	1,105	1,105	0	

### Updates:

- Placements remain strong with 164 placements for 518 family members requiring 197 rooms
- Over 500 placements involving nearly 2,000 family members past three days
- 63 received through 800 reporting number today

<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

## 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.  
(Closed Columbus Day)

115 Main St. North Andover:

Tue. – Fri. 12p.m. – 8p.m.; Sat. 9a.m. – 2p.m.  
(Closed Columbus Day)

Career Hotline (866) 960-7285

For online information visit [www.columbiagasma.com](http://www.columbiagasma.com)



# Definitions

Term	Definition
<b>Customer</b>	Any service with a meter attached.
<b>Business customer</b>	Customer type field defined as “commercial” customer in Customer Information System.
<b>Residential customer</b>	Customer type defined as “residential” customer in Customer Information System.
<b>Master Meter</b>	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.
<b>Manifold</b>	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.
<b>Assessment</b>	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.
<b>Gas-ready</b>	All components up to the meter have been installed and tested, and gas is present.
<b>House-ready</b>	All inside work is completed and tested, with at least one appliance in your home or business available for re-light.
<b>Re-light</b>	A Columbia Gas representative has come to the home, installed the meter, tested it, and restored gas service to the home or business.