

# Daily briefing

October 15, 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 28 miles of pipe to date
  - Replaced 2,186 service lines, of which 1,996 are gas-ready
- We are:
  - Returning to “block” approach for Operation Assess / Install

# Weather

## 10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 15		Showers	63°/47°	50%
TUE OCT 16		Sunny	57°/44°	0%
WED OCT 17		Partly Cloudy	57°/35°	20%
THU OCT 18		Partly Cloudy	44°/32°	0%
FRI OCT 19		Sunny	57°/48°	0%
SAT OCT 20		AM Showers	59°/41°	50%
SUN OCT 21		Mostly Sunny	48°/32°	10%
MON OCT 22		Partly Cloudy	48°/35°	0%
TUE OCT 23		AM Clouds/PM Sun	50°/37°	20%
WED OCT 24		Partly Cloudy	52°/36°	20%

## Sunrise/Sunset Schedule 10/15/2018

Activity	Time
Sunrise	6:58 AM
Sunset	6:02 PM

SOURCE: Weather.com as of 9:00 AM on 10/15

# Operation Assess / Install

## Labor resourcing

Resource	On-the-ground 10/14 (yesterday)	Planned for 10/15 (today)	Planned for 10/16 (tomorrow)
Plumbers	505	238	238
Gas fitters	327	394	394
Electricians	223	220	215
GRS Field/Ops	278	371	371
Local inspectors	12	14	14
Linguists	38	70	70

## Other resourcing

Resource	Installed <sup>4</sup> (cumulative)	# in stock	# ordered
Water heaters	543	855	1710
Boilers	525	908	1560
Combination units	11	1351	0
Tankless water heat	5	328	0
Ranges	9	355	1843
Dryers	7	542	2659

## Progress to date

- Made 624 units "House ready"
- Returning to block approach starting Mon 10/15 with full return 10/16

## Customer and community engagement

- Communicating 72-hour look-ahead schedule and interactive map
- Call center reps are calling all property owners to verify dwelling units

## Risks

- Locating additional plumber resources
- Moving from walk to run production rate

## KPIs (figures subject to revision)

	10/14	Weekly Actual	Units in-progress <sup>2</sup> (to-date)		
Residential units started <sup>1</sup>	1	543	847		
Commercial units started <sup>1</sup>	20	152	328		
	10/14	Weekly Actual	Plan for last week	Total to date	Total goal <sup>5</sup>
Residential units House Ready <sup>3</sup>	41	499	300	572	9,607 (est.)
Commercial units House Ready <sup>3</sup>	2	40	30	52	748 (est.)

1 "Units started" refers to appliances being disconnected | 2 In progress refers to any unit for which work has commenced and the work order has not yet been closed, indicating that all in-unit work is complete | 3 GRS House Ready units defined as a dwelling unit that has passed inspection | 4 Total across residential and commercial | 5 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.

# Operation Back to Business

Municipality	Business customers <sup>1</sup>
Andover	217
North Andover	155
Lawrence	304
<b>Total</b>	<b>676</b>

### ***Progress to date***

- Identified 538 businesses are open (80% of total commercial customers), 80 are closed (12%) and 58 (8%) are unknown; follow-up in progress for unknown status customers
- 26 commercial customers have alternative fuel sources (propane, electric, oil) in place

### ***Next 24 hours***

- Training/onboarding project management resources
- Continue assessment/restoration of business customers with CMA resources; transitioning to Windover this week

### ***Customer and community engagement***

- Press release targeted for Tuesday or Wednesday
- List of customers was provided to mayor and town managers for review
- Opening “one-stop shops” on Thursday in Andover, North Andover, and Lawrence with dedicated teams to guide business customers through the entire restoration process

<sup>1</sup> Subject to change based on refinements to categorization and data reconciliation

# Construction

## Labor resourcing: Crews planned

	10/15	10/16	10/17	10/18
Andover	70	62	62	62
Lawrence	97	98	98	98
North Andover	51	58	58	58
<b>Total</b>	<b>218</b>	<b>218</b>	<b>218</b>	<b>218</b>

## Progress Update

	Project to Date	Target
Main line installed	146,169 (27.7 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified	30,114 (5.7 miles)	68,640 (13 miles)
Service line replaced	2,186	6,100
Gas Ready service lines <sup>1</sup>	1,996	6,100

- Service and main line replacements are ahead of schedule

## Progress to date

- Main installed project to-date: 146,169 feet (27.7 miles)
- Service lines gas ready project to-date: 1,996
- Service lines replaced on 10/14: 62
- Service lines newly gas ready on 10/14: 63
- 53 crews re-assigned to work on vulnerable and at-risk customers
- Projects 1.2 and 1.7 complete: all service lines are gas ready

## Next 24 hours

- Working on mains and service lines in all zones Tuesday 10/16
- Planning 218 crews for Tuesday 10/16

## 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

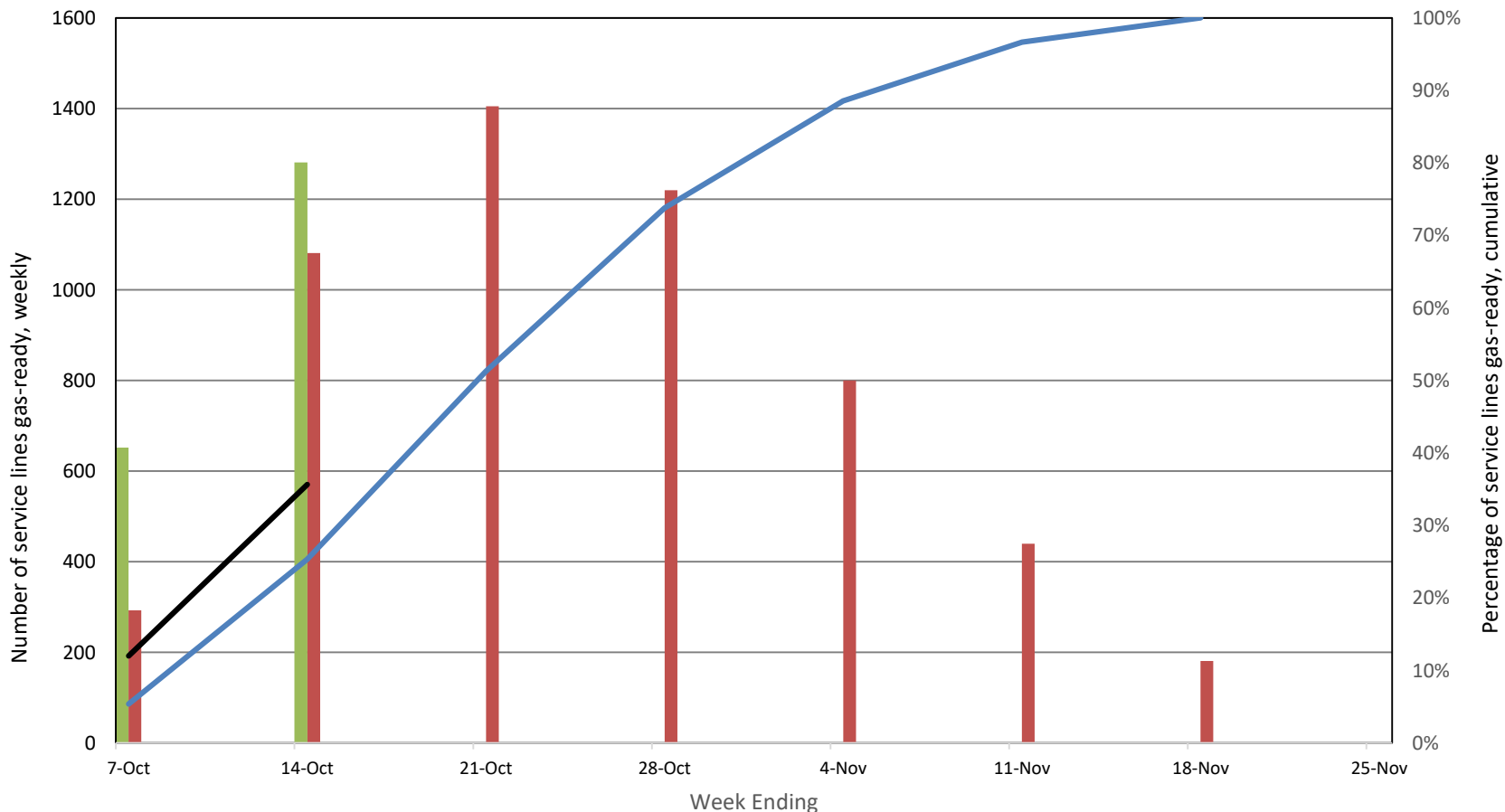
- Inclement weather – High (Monday 10/15)
- Resources – Low
- Materials – Low
- Permitting and Traffic Control – Low

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

# 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	Metric	Actual, seconds	Target, seconds
Call center performance	ASA <sup>1</sup> : CMA, yesterday	2	30
	ASA <sup>1</sup> : CR <sup>2</sup> , yesterday	19	30

## Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	92
# of customers interacted with (to-date)	1,529

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

## Progress to date

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

- Deployed through zones 2, 4, and 7
- Visitors: Andover 20, North Andover 14 ("Block" Pilot), Lawrence 58
- Questions focused on service restoration, assess/install, appliance options, and claims process/status

**"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
- Pilot concludes early next week

## Customer and Community Engagement

### Customer Resource Walk-in Locations:

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

### Operation Trick or Treat

- Meeting with mayor and town managers Tuesday, 10/16

**Operation 100%:** Personalized outbound calls to all impacted customers to determine property ownership and number of dwellings

### Goals for next 24 hours & beyond

- Monitor the "Block" RV Pilot: Mobile Care Unit through next Tuesday
- Recruitment Activities continue: 47 candidates for the 15 Customer Care Advisor positions and 1 Team Leader position.
  - Interviewed 26 candidates
  - Additional interviews scheduled for 10/16

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

# Claims

## Summary statistics

Metric	Total to date
Calls received at Claim Reporting toll-free number	24,635
Claims made at walk-in centers	<i>Claim Centers Closed Sunday</i>
Residential claims, %	94%
Claims with more than 1 payment, %	32%
ASA: Claim Center, yesterday	6 seconds

## Claims by Municipality

Municipality	Claims Received	Active Claims	Value paid out, \$M
Andover	4,235	3,101	\$5.05
North Andover	2,920	2,209	\$3.19
Lawrence	12,429	9,150	\$7.48
Other Areas <sup>1</sup>	810	555	\$0.48
<b>Total</b>	<b>20,412</b>	<b>15,015</b>	<b>\$16.2</b>

## Progress to date

- In last 7 days resolved 1,973 claims for our customers, closing 1.8 files for every new one received. Active claim volume decreased 5.4%
- 748 payments made to customers on Sunday 10/14 with average payment being \$1,413

## Goals for next 24 hours & beyond

- Identifying 30 claims experts to work with project managers in Operation Back to Business
- Search continues to hire a Claim Ombudsperson for Lawrence Mayor's Office

## Customer and community engagement

- Working on a draft communication to provide additional guidance to customers regarding temporary heat solutions

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

Activity	Update	Channels/Timing
<b>Claims Centers</b>	For the week of Oct. 15: <ul style="list-style-type: none"> <li>• Andover : M-F 12 p.m. - 8 p.m.; Sat 9 a.m. - 2 p.m. at 20 Main Street</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: M-F 12 p.m. - 8 p.m. at 115 Main Street</li> </ul>	<ul style="list-style-type: none"> <li>• Updated details available on ColumbiaGasMA.com</li> <li>• Shared on social channels</li> <li>• Claims Center Phone Number: 1 (800) 590-5571</li> </ul>
<b>Assessments/ Installations</b>	<ul style="list-style-type: none"> <li>• "House Ready" assessment / installation process</li> <li>• 72-hour work-ahead schedule updated daily in English and Spanish</li> </ul>	<ul style="list-style-type: none"> <li>• Continue finalizing "House Ready" assessment and installation paid media campaign</li> <li>• Daily updates of schedule details on ColumbiaGasMA.com and social media channels</li> </ul>
<b>Construction &amp; Restoration Overview</b>	<ul style="list-style-type: none"> <li>• Mainline/service line pipe installations ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Significant updates regularly shared on ColumbiaGasMA.com and social media channels</li> </ul>
<b>Mobile Customer Resource Centers</b>	<ul style="list-style-type: none"> <li>• For the week of Oct. 15 mobile units are planned M-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>• Updating locations on ColumbiaGasMA.com and social media channels, as needed</li> </ul>
<b>Upcoming Items</b>	<ul style="list-style-type: none"> <li>• Paid media plan – House-Ready content</li> <li>• Back to Business effort</li> </ul>	<ul style="list-style-type: none"> <li>• Finalizing advertising plan</li> <li>• Drafting messaging, press release and one-pager</li> </ul>

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

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

Columbia Gas Twitter: [@ColumbiaGasMA](https://twitter.com/ColumbiaGasMA)

# Discussion topics

- Mission focus
- Weekly outlook

## Detail on placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/12	Newly housed 10/13	Total in housing EOD 10/13	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	217	8	225	221	0	4
	Individuals	572	23	595	579	0	16
	Rooms	229	8	237	237	0	0
North Andover	Families	148	18	166	156	0	10
	Individuals	452	51	503	457	0	46
	Rooms	157	22	179	179	0	0
Lawrence	Families	1,142	90	1,232	1,165	0	67
	Individuals	4,206	325	4,531	4,236	0	295
	Rooms	1,354	111	1,465	1,465	0	0
Other areas <sup>1</sup>	Families	9	0	9	9	0	0
	Individuals	27	0	27	27	0	0
	Rooms	11	0	11	11	0	0
Total	Families	1,516	116	1,632	1,551	0	81
	Individuals	5,257	399	5,656	5,299	0	357
	Rooms	1,751	141	1,892	1,892	0	0

### Updates:

- Families placed in Trailers decreased to 81
- No placements yet in apartments but efforts continue to move larger families from hotels with later relight dates. Contacts continue with those families, a number of whom are interested and are going through the background check process
- 82 new 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

Shelter type	Available for Placement	Units with Placements	Total (available for placement plus already placed)
<b>Hotels</b>	2,716 rooms	1,892 rooms	4,608 rooms
<b>Apartments</b>	166 apartments	0 apartments	166 apartments
<b>Trailers</b>	291 trailers	81 trailers	372 trailers
<b>Congregate Shelters</b>	1,000	0	1,000

## KPIs

Current Units Secured		Target Goal
<b>4,774</b>	Rooms available by 10/12 (hotels & apartments)	<b>5,000</b>
<b>95%</b>	Percentage of goal	<b>100%</b>

## Progress update

- Secured 372 travel trailers (all are onsite): 211 are in service as of 10/14
  - South Commons Park (Lawrence): all 180 onsite and in service. 41 families (186 people) have registered and are occupying trailers as of 10/14.
  - Pemberton Park (Lawrence): all 100 onsite, 0 units are in service. Anticipate site will be operational and all units in service on 10/17/18
  - Grogan Field (North Andover): all 60 on site, 0 units in service. Anticipate site will be operational and all units in service by 10/16
  - Recreation Road (Andover): all 32 on site and 31 are in service. 7 families (32 people) have registered and are occupying trailers as of 10/14.
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 5 people registered at the shelter as of 10/14.
- 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

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