


Attendee Name	Present (x)	Not Present (x)

Stakeholder Summary	Response
Incident address:	85 Andover St, Lawrence
Date of Incident:	09-13-2018
Time** of Incident :	16:21
Damaging Party/ Responsible Party:	
Job Order Number(s):	
Date/Time Line Shut Down:	Partial as of 1900 call. 11 of 14 valves shut down
Date/Time Made Safe:	19:24
Total Count of impacted customers:	Approx 8000
Date/Time Repairs Made:	
Date/Time All Meters Verified Off:	
Date/Time Gas Re-Introduced:	
Date/Time Line Packed: (ready for use)	
Date/Time 1 <sup>st</sup> Relight Started:	
Date/Time 1 <sup>st</sup> Relight Pass Completed:	
Date/Time 2 <sup>nd</sup> Relight Pass Completed:	
• Where tags left?	
Date/Time 3 <sup>rd</sup> Relight Pass Complete & Number of CGIs:	
• Where tags left?	

\***Large Scale Incident** – This process should be utilized for any federally reportable incident (i.e. injury/fatality, property damage ≥ \$50,000, significant gas loss (3 mcf or greater), & emergency shutdown of an LNG facility).  
 \*\* **Time** – Military time

Outage Check List (Aligned with Emergency Manual section 3.2)	Response and Accountable Individual
Who is the Incident Commander (only one designee)? <ul style="list-style-type: none"> <li>Are there any other designees (e.g. communication liaison, individual assigned to documentation, etc.)</li> </ul>	
What is the outage level?	1
Any injuries or fatalities?	4
(A) Has a NiSource Corporate Insurance Claim/Tracking Number been established?	Yes, unknown at this time
(B) Is there media on site?	Yes
(B) Has communications been informed?	Yes
(C) Do outside entities need to be contacted? (e.g. government officials, emergency management agencies, fire/police, state regulators, etc.)	Yes
(D) Do other utilities need to be notified?	
(E) Does the Incident Commander have a report out from the periodic assessment with the local incident management team (e.g. individuals assigned overseeing repairs, deploying resources, restoration, purging, etc.)?	
(F) Have large volume customers been contacted?	No
(Q) Are there any critical care facilities impacted?	No
(H) Incident operations status update (e.g. leakage surveying, odor monitoring, etc.)	No
(I) Are any alcohol and drug tests required?	Yes
(AG) Have maps/service information been obtained?	Yes
(J) Have isolation maps been identified?	Yes
(O) How is the situation being isolated? (e.g. What is the isolation impact based on leveraging critical valves? Are critical valves going to be leveraged?)	Yes. 14 valves
(K) Field Repair status update (e.g. damaged facility, facility failure, etc.)	No
(L) Have outage control sheets been established?	Yes
(R) Have work zones been established for the outage control sheets and who is maintaining the alpha sheet?	No
(M) Is a command center necessary (i.e. provide location)?	Yes – 55 Marston Dr, Lawrence – Lawrence Op Center
(N) How many resources are needed to address the situation? (i.e. Does scheduled work need to be canceled)	Unknown

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<p style="text-align: center;"><b>Number of Resources Required for Outage</b></p> <p>EXAMPLE: <span style="float: right;">Meters Predominately Outside Assuming 3,800 Customer Outage</span></p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 50%; text-align: center;"><b>Urban Area</b></td> <td style="width: 50%; text-align: center;"><b>Rural Area</b></td> </tr> <tr> <td style="font-size: small;">High density/townhouse apartments Ratio – 30 Customers per employee for a 48 hour <b>Operation</b></td> <td style="font-size: small;">Ratio – 15 Customers per employee for a 48 hour <b>Operation</b></td> </tr> <tr> <td style="font-size: small;">Definition of <b>Operation</b> – Start of incident to one pass across customer base for re-light.</td> <td></td> </tr> <tr> <td></td> <td style="font-size: small;"><b>Small Town/Rural</b> Ratio – 22 Customers or less per employee for a 48 hour <b>Operation</b></td> </tr> </table>	<b>Urban Area</b>	<b>Rural Area</b>	High density/townhouse apartments Ratio – 30 Customers per employee for a 48 hour <b>Operation</b>	Ratio – 15 Customers per employee for a 48 hour <b>Operation</b>	Definition of <b>Operation</b> – Start of incident to one pass across customer base for re-light.			<b>Small Town/Rural</b> Ratio – 22 Customers or less per employee for a 48 hour <b>Operation</b>					
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(P) Is additional field supervision needed?	Yes												
(V-Z) Are internal/ external resources needed? (e.g. other operations areas, mutual aid, etc.)	Yes, NGA												
(S) Has a purge plan been developed?	No <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr> <th style="width: 50%;">Section Purged</th> <th style="width: 50%;">Time Completed</th> </tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td style="text-align: center;"><b>Time Purge Process Completed</b></td> <td> </td> </tr> </table>	Section Purged	Time Completed									<b>Time Purge Process Completed</b>	
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(T) Status on employee(s) healthy, safety, security													
(U) Are adequate materials/ equipment available?													
(V-Z) Are internal/ external resources needed? (e.g. other operations areas, mutual aid, etc.)	Yes												
(AA) Is shelters needed to accommodate displaced customers?													
AB) Has the area been checked for secondary damage/ gas migration in proximity to affected area?													
(AC) Have there been evacuations?	Yes												
(AC) Have adjacent gas services been turned off?													
Discussion on same day/next day work plan													
G) Frequency, date and time of conference call(s)													
Additional Comments													

**\*Large Scale Incident** – This process should be utilized for any federally reportable incident (i.e. injury/fatality, property damage ≥ \$50,000, significant gas loss (3 mcf or greater), & emergency shutdown of an LNG facility).

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LARGE OUTAGE/INCIDENT\* CONFERENCE CALL  
STAKEHOLDER UPDATE

Call Attendee Listing

Attendee Name	Present (x)	Not Present (x)

Stakeholder Summary	Response
Incident address:	85 Andover St, Lawrence - No gas reported
Date of Incident:	09-13-2018
Time** of Incident :	16:21
Damaging Party/ Responsible Party:	N / A
Job Order Number(s):	2312 / 18-6429516-00
Date/Time Line Shut Down:	14 critical valves shut down
Date/Time Made Safe:	19:24 9-13-18
Total Count of impacted customers:	8600
Date/Time Repairs Made:	
Date/Time All Meters Verified Off:	
Date/Time Gas Re-Introduced:	
Date/Time Line Packed: (ready for use)	
Date/Time 1 <sup>st</sup> Relight Started:	
Date/Time 1 <sup>st</sup> Relight Pass Completed:	
Date/Time 2 <sup>nd</sup> Relight Pass Completed:	
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Date/Time 3 <sup>rd</sup> Relight Pass Complete & Number of CGIs:	
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Outage Check List (Aligned with Emergency Manual section 3.2)	Response and Accountable Individual
Who is the Incident Commander (only one designee)? <ul style="list-style-type: none"> <li>Are there any other designees (e.g. communication liaison, individual assigned to documentation, etc.)</li> </ul>	[REDACTED] Incident Commander [REDACTED] – Backup Communication and Incident Commander [REDACTED] – Backup Incident Commander
What is the outage level?	1 – Steve Bryant declared @ 19:43
Any injuries or fatalities?	Yes. 1 fatality and possible 10 injuries through media reports only
(A) Has a NiSource Corporate Insurance Claim/Tracking Number been established?	Yes, will have early 9-14-18
(B) Is there media on site?	Yes
(B) Has communications been informed?	Yes – [REDACTED] point of contact
(C) Do outside entities need to be contacted? (e.g. government officials, emergency management agencies, fire/police, state regulators, etc.)	Yes – [REDACTED] made contact  Yes – [REDACTED] N Andover Police Dept Liason  Yes – [REDACTED] Lawrence Police Dept Liason
(D) Do other utilities need to be notified?	National Grid contacted multiple times
(E) Does the Incident Commander have a report out from the periodic assessment with the local incident management team (e.g. individuals assigned overseeing repairs, deploying resources, restoration, purging, etc.)?	Coordination efforts forthcoming
(F) Have large volume customers been contacted?	No
(Q) Are there any critical care facilities impacted?	Yes – 3 critical care facilities per [REDACTED]
(H) Incident operations status update (e.g. leakage surveying, odor monitoring, etc.)	Not at this time. 23:45 update: <ul style="list-style-type: none"> <li>Odorant monitoring taking place</li> </ul>
(I) Are any alcohol and drug tests required?	Yes – All completed during appropriate time frame
(AG) Have maps/service information been obtained?	Yes
(J) Have isolation maps been identified?	Yes
(O) How is the situation being isolated? (e.g. What is the isolation impact based on leveraging critical valves? Are critical valves going to be leveraged?)	Yes – 14 critical valves
(K) Field Repair status update (e.g. damaged facility, facility failure, etc.)	No
(L) Have outage control sheets been established?	Yes – [REDACTED] managing onsite at Andover Mall
(R) Have work zones been established for the outage control sheets and who is maintaining the alpha sheet?	No

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REDACTED

<p>(M) Is a command center necessary (i.e. provide location)?</p>	<p>Yes – 55 Marston St, Lawrence – Lawrence Op Center</p> <p>Other staging areas provided as they become available</p>													
<p>(N) How many resources are needed to address the situation? (i.e. Does scheduled work need to be canceled)</p> <p style="text-align: center;"><b>Number of Resources Required for Outage</b></p> <p>EXAMPLE: <span style="margin-left: 150px;">Meters Predominately Outside</span>  <span style="margin-left: 150px;">Assuming 3,800 Customer Outage</span></p> <table border="1" style="margin-left: 50px;"> <thead> <tr> <th colspan="2">Example</th> </tr> <tr> <th style="width: 50%;">Urban Area</th> <th style="width: 50%;">Rural Area</th> </tr> </thead> <tbody> <tr> <td>High density/townhouse apartments</td> <td rowspan="2">Ratio – 15 Customers per employee for a 48 hour <b>Operation</b></td> </tr> <tr> <td>Ratio – 30 Customers per employee for a 48 hour <b>Operation</b></td> </tr> <tr> <td colspan="2">Definition of <b>Operation</b> – Start of incident to one pass across customer base for re-light.</td> </tr> <tr> <td colspan="2" style="text-align: center;">Small Town/Rural</td> </tr> <tr> <td colspan="2">Ratio – 22 Customers or less per employee for a 48 hour <b>Operation</b></td> </tr> </tbody> </table>	Example		Urban Area	Rural Area	High density/townhouse apartments	Ratio – 15 Customers per employee for a 48 hour <b>Operation</b>	Ratio – 30 Customers per employee for a 48 hour <b>Operation</b>	Definition of <b>Operation</b> – Start of incident to one pass across customer base for re-light.		Small Town/Rural		Ratio – 22 Customers or less per employee for a 48 hour <b>Operation</b>		<p><b>21:00 9-13-18 Update –</b></p> <ul style="list-style-type: none"> <li>60 techs onsite as of 21:00 call.</li> <li>60 additional techs requested for 8am on Friday 9/14 to report to Lawrence High School @ 70 N Parish Rd, Lawrence</li> </ul> <p><b>23:45 9-13-18 Update –</b></p> <ul style="list-style-type: none"> <li>67 techs onsite</li> <li>██████████'s team to provide approx. 22 resources at 7:30am 9-14-18</li> <li>Construction notified for shut off resources</li> </ul>
Example														
Urban Area	Rural Area													
High density/townhouse apartments	Ratio – 15 Customers per employee for a 48 hour <b>Operation</b>													
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<p>(P) Is additional field supervision needed?</p>	<p>Yes</p>													
<p>(V-Z) Are internal/ external resources needed? (e.g. other operations areas, mutual aid, etc.)</p>	<p>Yes – Internal only at this time until purge plan etc is identified</p>													
<p>(S) Has a purge plan been developed?</p>	<p>No – 23:45 update – system analysis has begun</p> <table border="1" style="margin-left: 50px;"> <thead> <tr> <th style="width: 50%;">Section Purged</th> <th style="width: 50%;">Time Completed</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td><b>Time Purge Process Completed</b></td> <td> </td> </tr> </tbody> </table>	Section Purged	Time Completed							<b>Time Purge Process Completed</b>				
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<p>(T) Status on employee(s) healthy, safety, security</p>	<p>No issues – Safety briefings to be conducted in the morning of 9-14-18</p>													
<p>(U) Are adequate materials/ equipment available?</p>	<p>N/A</p>													
<p>(V-Z) Are internal/ external resources needed? (e.g. other operations areas, mutual aid, etc.)</p>	<p>Yes</p>													
<p>(AA) Is shelters needed to accommodate displaced customers?</p>	<p>Yes – Arlington and Partham Schools, Lawrence</p>													
<p>AB) Has the area been checked for secondary damage/ gas migration in proximity to affected area?</p>	<p>No</p>													
<p>(AC) Have there been evacuations?</p>	<p>Yes</p>													

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(AC) Have adjacent gas services been turned off?	No
Discussion on same day/next day work plan	Not at this time
G) Frequency, date and time of conference call(s)	2 hours
Additional Comments	<p>21:00 9-13-18 Update –</p> <ul style="list-style-type: none"> <li>• 60 techs onsite as of 21:00 call.</li> <li>• 60 additional techs requested for 8am on Friday 9/14 to report to Lawrence High School @ 70 N Parish Rd, Lawrence</li> <li>• CMA Call Center to remain open with 4 reps</li> </ul> <p>23:45 9-13-18 Update –</p> <ul style="list-style-type: none"> <li>• Techs are beginning to shut off with police and fire escorts</li> <li>• 7 locksmiths have been secured</li> <li>• 200 Emergency orders are pending to be worked. [REDACTED] to advise the group and get a plan to respond.</li> </ul>

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**LARGE OUTAGE/INCIDENT\* CONFERENCE CALL  
STAKEHOLDER UPDATE**

**Call Attendee Listing**

Attendee Name	Present (x)	Not Present (x)

Stakeholder Summary	Response
Incident address:	85 Andover St, Lawrence - No gas reported
Date of Incident:	09-13-2018
Time** of Incident :	16:21
Damaging Party/ Responsible Party:	N / A
Job Order Number(s):	2312 / 18-6429516-00 Project ID will be created for future charges
Date/Time Line Shut Down:	14 critical valves shut down
Date/Time Made Safe:	19:24 9-13-18
Total Count of impacted customers:	8600
Date/Time Repairs Made:	
Date/Time All Meters Verified Off:	
Date/Time Gas Re-Introduced:	
Date/Time Line Packed: (ready for use)	
Date/Time 1 <sup>st</sup> Relight Started:	
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Outage Check List (Aligned with Emergency Manual section 3.2)	Response and Accountable Individual
<p>Who is the Incident Commander (only one designee)?</p> <ul style="list-style-type: none"> <li>Are there any other designees (e.g. communication liaison, individual assigned to documentation, etc.)</li> </ul>	<p>██████████ – Incident Commander  ██████████ – Backup Communication and Incident Commander  ██████████ – Backup Incident Commander</p> <p><b>02:00 9-14-18 Update:</b>  ██████████ – Primary for Incident and Communications Commander  ██████████ – Back up Incident Commander &amp; Communications Commander</p>
<p>What is the outage level?</p>	<p>1 – Steve Bryant declared @ 19:43 9-13-18</p>
<p>Any injuries or fatalities?</p>	<p>Yes. 1 fatality &amp; 25 confirmed injuries by Governor of Massachusetts as of 0200 9-14-18</p>
<p>(A) Has a NiSource Corporate Insurance Claim/Tracking Number been established?</p>	<p>Yes, will have early 9-14-18</p>
<p>(B) Is there media on site?</p>	<p>Yes</p>
<p>(B) Has communications been informed?</p>	<p>Yes – ██████████ point of contact</p>
<p>(C) Do outside entities need to be contacted? (e.g. government officials, emergency management agencies, fire/police, state regulators, etc.)</p>	<p>Yes – ██████████ made contact</p> <p>Yes – ██████████ N Andover Police Dept Liason</p> <p>Yes – ██████████ Lawrence Police Dept Liason</p> <p>PHEMSA onsite as of 02:00 9-14-18</p> <p>NTSB to arrive around 12:00 9-14-18</p>
<p>(D) Do other utilities need to be notified?</p>	<p>National Grid contacted multiple times</p>
<p>(E) Does the Incident Commander have a report out from the periodic assessment with the local incident management team (e.g. individuals assigned overseeing repairs, deploying resources, restoration, purging, etc.)?</p>	<p>Coordination efforts forthcoming</p>
<p>(F) Have large volume customers been contacted?</p>	<p>No</p>
<p>(Q) Are there any critical care facilities impacted?</p>	<p>Yes – 3 critical care facilities per ██████████.</p> <p>0200 9-14-18 update</p> <ul style="list-style-type: none"> <li>1 critical care facility evacuated</li> </ul>

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	<ul style="list-style-type: none"> <li>• 1 facility not on system affected</li> <li>• 1 facility able to be relit</li> </ul>												
(H) Incident operations status update (e.g. leakage surveying, odor monitoring, etc.)	<p>Not at this time.</p> <p><b>23:45 9-13-18 update:</b></p> <ul style="list-style-type: none"> <li>• Odorant monitoring taking place</li> </ul> <p><b>02:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Odorant monitoring taking place</li> </ul>												
(I) Are any alcohol and drug tests required?	Yes – All completed during appropriate time frame												
(AG) Have maps/service information been obtained?	Yes												
(J) Have isolation maps been identified?	Yes												
(O) How is the situation being isolated? (e.g. What is the isolation impact based on leveraging critical valves? Are critical valves going to be leveraged?)	<p>Yes – 14 critical valves</p> <p><b>02:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Confirmation of shut off not complete</li> </ul>												
(K) Field Repair status update (e.g. damaged facility, facility failure, etc.)	No												
(L) Have outage control sheets been established?	Yes – ██████ managing onsite at Andover Mall												
(R) Have work zones been established for the outage control sheets and who is maintaining the alpha sheet?	No												
(M) Is a command center necessary (i.e. provide location)?	<p>Yes – 55 Marston St, Lawrence – Lawrence Op Center</p> <p>Other staging areas provided as they become available</p>												
<p>(N) How many resources are needed to address the situation? (i.e. Does scheduled work need to be canceled)</p> <p style="text-align: center;"><b>Number of Resources Required for Outage</b></p> <p>EXAMPLE: <span style="float: right;">Meters Predominately Outside Assuming 3,800 Customer Outage</span></p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">Urban Area</th> <th style="width: 50%;">Rural Area</th> </tr> </thead> <tbody> <tr> <td>High density/towahouse apartments</td> <td>Ratio – 15 Customers per employee for a 48 hour <b>Operation</b></td> </tr> <tr> <td>Ratio – 30 Customers per employee for a 48 hour <b>Operation</b></td> <td></td> </tr> <tr> <td>Definition of <b>Operation</b> – Start of incident to one pass across customer base for re-light.</td> <td></td> </tr> <tr> <td></td> <td><b>Small Town/Rural</b></td> </tr> <tr> <td></td> <td>Ratio – 22 Customers or less per employee for a 48 hour <b>Operation</b></td> </tr> </tbody> </table>	Urban Area	Rural Area	High density/towahouse apartments	Ratio – 15 Customers per employee for a 48 hour <b>Operation</b>	Ratio – 30 Customers per employee for a 48 hour <b>Operation</b>		Definition of <b>Operation</b> – Start of incident to one pass across customer base for re-light.			<b>Small Town/Rural</b>		Ratio – 22 Customers or less per employee for a 48 hour <b>Operation</b>	<p><b>21:00 9-13-18 Update –</b></p> <ul style="list-style-type: none"> <li>• 60 techs onsite as of 21:00 call.</li> <li>• 60 additional techs requested for 8am on Friday 9/14 to report to Lawrence High School @ 70 N Parish Rd, Lawrence</li> </ul> <p><b>23:45 9-13-18 Update –</b></p> <ul style="list-style-type: none"> <li>• 67 techs onsite</li> <li>• ██████ team to provide approx. 22 resources at 7:30am 9-14-18</li> </ul>
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	<ul style="list-style-type: none"> <li>Construction notified for shut off resources</li> </ul> <p><b>02:00 9-14-18 Update –</b></p> <ul style="list-style-type: none"> <li>5 FOL’s reported for relief</li> </ul>										
(P) Is additional field supervision needed?	Yes – 5 FOL’s reported for relief. [REDACTED] to provide information.										
(V-Z) Are internal/ external resources needed? (e.g. other operations areas, mutual aid, etc.)	<p>Yes – Internal only at this time until purge plan etc is identified</p> <p><b>02:00 9-14-18 update –</b></p> <ul style="list-style-type: none"> <li>140 techs requested via mutual aid request sent for qualified techs and 20 leaders</li> <li>100 contract construction employees</li> <li>50 internal company construction employees</li> <li>22 employees from [REDACTED] group</li> <li>500 techs possible from Eversource</li> </ul>										
(S) Has a purge plan been developed?	<p>No</p> <p><b>23:45 9-13-18 update –</b> system analysis has begun</p> <table border="1"> <thead> <tr> <th>Section Purged</th> <th>Time Completed</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td><b>Time Purge Process Completed</b></td> <td> </td> </tr> </tbody> </table>	Section Purged	Time Completed							<b>Time Purge Process Completed</b>	
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(T) Status on employee(s) healthy, safety, security	No issues – Safety briefings to be conducted in the morning of 9-14-18										
(U) Are adequate materials/ equipment available?	N/A										
(V-Z) Are internal/ external resources needed? (e.g. other operations areas, mutual aid, etc.)	Yes										
(AA) Is shelters needed to accommodate displaced customers?	Yes – Arlington and Partham Schools, Lawrence coordinated by the Red Cross										
AB) Has the area been checked for secondary damage/ gas migration in proximity to affected area?	<p>No</p> <p><b>02:00 9-14-18 Update –</b> Currently being worked</p>										
(AC) Have there been evacuations?	Yes										

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(AC) Have adjacent gas services been turned off?	No
Discussion on same day/next day work plan	Not at this time
G) Frequency, date and time of conference call(s)	2 hours
Additional Comments	<p><b>21:00 9-13-18 Update –</b></p> <ul style="list-style-type: none"> <li>• 60 techs onsite as of 21:00 call.</li> <li>• 60 additional techs requested for 8am on Friday 9/14 to report to Lawrence High School @ 70 N Parish Rd, Lawrence</li> <li>• CMA Call Center to remain open with 4 reps</li> </ul> <p><b>23:45 9-13-18 Update –</b></p> <ul style="list-style-type: none"> <li>• Techs are beginning to shut off with police and fire escorts</li> <li>• 7 locksmiths have been secured</li> <li>• 200 Emergency orders are pending to be worked. [REDACTED] to advise the group and get a plan to respond.</li> </ul> <p><b>02:00 9-14-18 Update -</b></p> <ul style="list-style-type: none"> <li>• The team is working through a plan to address the emergency orders</li> </ul>

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**\*\* Time** – Military time



Outage Check List (Aligned with Emergency Manual section 3.2)	Response and Accountable Individual
<p>Who is the Incident Commander (only one designee)?</p> <ul style="list-style-type: none"> <li>Are there any other designees (e.g. communication liaison, individual assigned to documentation, etc.)</li> </ul>	<p>██████████ – Incident Commander  ██████████ – Backup Communication and Incident Commander  ██████████ – Backup Incident Commander</p> <p><b>02:00 9-14-18 Update:</b>  ██████████ – Primary for Incident and Communications Commander  ██████████ – Back up Incident &amp; Communications Commander</p>
<p>What is the outage level?</p>	<p>1 – Steve Bryant declared @ 19:43 9-13-18</p>
<p>Any injuries or fatalities?</p>	<p>Yes. 1 fatality &amp; 25 confirmed injuries by Governor of Massachusetts as of 02:00 9-14-18</p>
<p>(A) Has a NiSource Corporate Insurance Claim/Tracking Number been established?</p>	<p>Yes, will have early 9-14-18</p>
<p>(B) Is there media on site?</p>	<p>Yes</p>
<p>(B) Has communications been informed?</p>	<p>Yes – ██████████ point of contact</p>
<p>(C) Do outside entities need to be contacted? (e.g. government officials, emergency management agencies, fire/police, state regulators, etc.)</p>	<p>Yes – ██████████ made contact</p> <p>Yes – ██████████ N Andover Police Dept Liason</p> <p>Yes – ██████████ Lawrence Police Dept Liason</p> <p>PHEMSA onsite as of 02:00 9-14-18</p> <p>NTSB to arrive around 12:00 9-14-18</p>
<p>(D) Do other utilities need to be notified?</p>	<p>National Grid contacted multiple times</p>
<p>(E) Does the Incident Commander have a report out from the periodic assessment with the local incident management team (e.g. individuals assigned overseeing repairs, deploying resources, restoration, purging, etc.)?</p>	<p>Coordination efforts forthcoming</p>
<p>(F) Have large volume customers been contacted?</p>	<p>No</p>
<p>(Q) Are there any critical care facilities impacted?</p>	<p>Yes – 3 critical care facilities per ██████████</p> <p>0200 9-14-18 update</p> <ul style="list-style-type: none"> <li>1 critical care facility evacuated</li> </ul>

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	<ul style="list-style-type: none"> <li>• 1 facility not on system affected</li> <li>• 1 facility able to be relit</li> </ul>
(H) Incident operations status update (e.g. leakage surveying, odor monitoring, etc.)	<p>Not at this time.</p> <p><b>23:45 9-13-18 update:</b></p> <ul style="list-style-type: none"> <li>• Odorant monitoring taking place</li> </ul> <p><b>02:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Odorant monitoring taking place</li> </ul>
(I) Are any alcohol and drug tests required?	Yes – All completed during appropriate time frame
(AG) Have maps/service information been obtained?	Yes
(J) Have isolation maps been identified?	Yes
(O) How is the situation being isolated? (e.g. What is the isolation impact based on leveraging critical valves? Are critical valves going to be leveraged?)	<p>Yes – 14 critical valves</p> <p><b>02:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Confirmation of shut off not complete</li> </ul> <p><b>06:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Positive shut off confirmed 06:27</li> </ul>
(K) Field Repair status update (e.g. damaged facility, facility failure, etc.)	No
(L) Have outage control sheets been established?	Yes – ██████████ managing onsite at Andover Mall
(R) Have work zones been established for the outage control sheets and who is maintaining the alpha sheet?	<p>06:00 9-14-18 update:</p> <ul style="list-style-type: none"> <li>• ██████████ managing as of 06:30</li> </ul>
(M) Is a command center necessary (i.e. provide location)?	<p>Yes – 55 Marston St, Lawrence – Lawrence Op Center</p> <p>Other staging areas provided as they become available</p> <p><b>06:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Lawrence Op Center</li> <li>• Stop n Shop Andover</li> <li>• Andover Mall in North Andover</li> </ul>
(N) How many resources are needed to address the situation? (i.e. Does scheduled work need to be canceled)	<p><b>21:00 9-13-18 update –</b></p> <ul style="list-style-type: none"> <li>• 60 techs onsite as of 21:00 call.</li> </ul>

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	Saturday 9-15-18 and to work in MA for 5-7 days including 2 leaders.										
(S) Has a purge plan been developed?	<p>No</p> <p><b>23:45 9-13-18 update</b> – system analysis has begun</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">Section Purged</th> <th style="width: 50%;">Time Completed</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td><b>Time Purge Process Completed</b></td> <td> </td> </tr> </tbody> </table>	Section Purged	Time Completed							<b>Time Purge Process Completed</b>	
Section Purged	Time Completed										
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(T) Status on employee(s) healthy, safety, security	No issues – Safety briefings to be conducted in the morning of 9-14-18										
(U) Are adequate materials/ equipment available?	N/A										
(V-Z) Are internal/ external resources needed? (e.g. other operations areas, mutual aid, etc.)	Yes										
(AA) Is shelters needed to accommodate displaced customers?	<p>Yes – Arlington and Partham Schools, Lawrence coordinated by the Red Cross</p> <p><b>06:00 9-14-18 Update:</b></p> <ul style="list-style-type: none"> <li>• 108 individuals @ Arlington</li> <li>• 111 @ Partham</li> <li>• 30 @ Youth Center</li> <li>• 68 @ N Andover High School</li> </ul>										
AB) Has the area been checked for secondary damage/ gas migration in proximity to affected area?	<p>No</p> <p><b>02:00 9-14-18 Update</b> – Currently being worked</p>										
(AC) Have there been evacuations?	Yes										
(AC) Have adjacent gas services been turned off?	No										
Discussion on same day/next day work plan	Not at this time										
G) Frequency, date and time of conference call(s)	2 hours or as needed										
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	<p><b>21:00 9-13-18 Update –</b></p> <ul style="list-style-type: none"><li>• 60 techs onsite as of 21:00 call.</li><li>• 60 additional techs requested for 8am on Friday 9/14 to report to Lawrence High School @ 70 N Parish Rd, Lawrence</li><li>• CMA Call Center to remain open with 4 reps</li></ul> <p><b>23:45 9-13-18 Update –</b></p> <ul style="list-style-type: none"><li>• Techs are beginning to shut off with police and fire escorts</li><li>• 7 locksmiths have been secured</li><li>• 200 Emergency orders are pending to be worked. [REDACTED] to advise the group and get a plan to respond.</li></ul> <p><b>02:00 9-14-18 Update -</b></p> <ul style="list-style-type: none"><li>• The team is working through a plan to address the emergency orders</li></ul>
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Date/Time 3 <sup>rd</sup> Relight Pass Complete & Number of CGIs: <ul style="list-style-type: none"> <li>Where tags left?</li> </ul>	
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Outage Check List (Aligned with Emergency Manual section 3.2)	Response and Accountable Individual
Who is the Incident Commander (only one designee)? <ul style="list-style-type: none"> <li>Are there any other designees (e.g. communication liaison, individual assigned to documentation, etc.)</li> </ul>	<p>                     [REDACTED] – Incident Commander                      [REDACTED] – Backup Communication and Incident Commander                      [REDACTED] – Backup Incident Commander                 </p> <p><b>02:00 9-14-18 Update:</b>                      [REDACTED] – Primary for Incident and Communications Commander                      [REDACTED] – Back up Incident &amp; Communications Commander</p> <p><b>8:30 Update</b></p> <p>[REDACTED] - Lawrence MOD (55 Marston)</p> <p>[REDACTED] - North Andover (Andover Mall)</p> <p>[REDACTED] – Andover, Brickstone Square, (44 York St)</p> <p><b>For 10:00 Update (as of 7pm) On site incident commander</b></p> <p>[REDACTED] – 350 Winthrop ave, North Andover</p> <p>[REDACTED] -55 Marston st, Lawrence – Lawrence MOD</p> <p>[REDACTED] - 44 York st, Andover – Brickstone Square (just informed that this command center may be getting moved. Unclear of new site)</p>
What is the outage level?	1 – Steve Bryant declared @ 19:43 9-13-18

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Any injuries or fatalities?	Yes. 1 fatality & 25 confirmed injuries by Governor of Massachusetts as of 02:00 9-14-18
(A) Has a NiSource Corporate Insurance Claim/Tracking Number been established?	Yes, will have early 9-14-18 <b>09:45 Claim Number: 5F16</b>
(B) Is there media on site?	Yes
(B) Has communications been informed?	Yes – [REDACTED] point of contact  <b>11:00</b> [REDACTED] – Facebook and Twitter post sent with a contact number for customers  <b>4:05 9/14/18</b> Steve Bryant Press Conference
(C) Do outside entities need to be contacted? (e.g. government officials, emergency management agencies, fire/police, state regulators, etc.)	Yes – [REDACTED] made contact  Yes – [REDACTED] N Andover Police Dept Liason  Yes – [REDACTED] Lawrence Police Dept Liason  PHEMSA onsite as of 02:00 9-14-18  NTSB to arrive around 12:00 9-14-18  <b>3:55PM 9/14/18</b> Governor Announces Eversource to take control of restoration
(D) Do other utilities need to be notified?	National Grid contacted multiple times
(E) Does the Incident Commander have a report out from the periodic assessment with the local incident management team (e.g. individuals assigned overseeing repairs, deploying resources, restoration, purging, etc.)?	<b>11:00AM</b> - NGA sending 350+ currently through tomorrow  <b>10:00PM</b> Approx. Meter Shut Off's: (updated from earlier) - 5,015 Lawrence - 2,038 N. Andover - 1,517 Andover TOTAL – 8,570 Meters Off AND Cleared - 800 - 229 - 367 - TOTAL-1,396
(F) Have large volume customers been contacted?	<b>10:00AM</b> 5 Large customers have shut down, Lawrence Hospital has switched to oil  <b>11:00AM</b>

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	<ul style="list-style-type: none"> <li>- [REDACTED] additional large volume customers, sending list to [REDACTED]</li> <li>- [REDACTED] – send special needs customers, and large volumes to addressed asap</li> <li>-</li> </ul> <p><b>10:00PM-</b></p> <p>[REDACTED] – All major accounts have been restored except 3. IC contacted the 3 and have made arrangements. We are enroute to 4 Corporate Drive, Andover now.</p>
(Q) Are there any critical care facilities impacted?	<p>Yes – 3 critical care facilities per [REDACTED].</p> <p><b>0200 9-14-18 update</b></p> <ul style="list-style-type: none"> <li>• 1 critical care facility evacuated</li> <li>• 1 facility not on system affected</li> <li>• 1 facility able to be relit</li> </ul> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>- send evacuated facility address to [REDACTED]</li> <li>-</li> </ul>
(H) Incident operations status update (e.g. leakage surveying, odor monitoring, etc.)	<p>Not at this time.</p> <p><b>23:45 9-13-18 update:</b></p> <ul style="list-style-type: none"> <li>• Odorant monitoring taking place</li> </ul> <p><b>02:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Odorant monitoring taking place</li> </ul>
(I) Are any alcohol and drug tests required?	<p>Yes – All completed during appropriate time frame</p>
(AG) Have maps/service information been obtained?	<p>Yes</p>
(J) Have isolation maps been identified?	<p>Yes</p>
(O) How is the situation being isolated? (e.g. What is the isolation impact based on leveraging critical valves? Are critical valves going to be leveraged?)	<p>Yes – 14 critical valves</p> <p><b>02:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Confirmation of shut off not complete</li> </ul> <p><b>06:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Positive shut off confirmed 06:27</li> </ul>
(K) Field Repair status update (e.g. damaged facility, facility failure, etc.)	<p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>- Engineering working on remodeling the incident to determine possible damage and safe restoration</li> </ul>
(L) Have outage control sheets been established?	<p>Yes – [REDACTED] managing onsite at Andover Mall</p> <p><b>11:00AM</b></p>

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<p>(R) Have work zones been established for the outage control sheets and who is maintaining the alpha sheet?</p>	<p>New contact Melanie Blood (Lawrence)                  06:00 9-14-18 update:</p> <ul style="list-style-type: none"> <li>• [REDACTED] managing as of 06:30</li> </ul>														
<p>(M) Is a command center necessary (i.e. provide location)?</p>	<p>Yes – 55 Marston St, Lawrence – Lawrence Op Center</p> <p>Other staging areas provided as they become available</p> <p><b>06:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Lawrence Op Center</li> <li>• Stop n Shop Andover</li> <li>• Andover Mall in North Andover</li> </ul> <p><b>10:00 AM</b>                  Columbia Gas                  55 Marston St.                  Lawrence, MA</p> <p>Andover Mall                  350 Winthrop Ave.                  North Andover, MA</p> <p>Brickstone Square                  44 York St                  Andover, MA</p>														
<p>(N) How many resources are needed to address the situation? (i.e. Does scheduled work need to be canceled)</p> <p style="text-align: center;"><b>Number of Resources Required for Outage</b></p> <p>EXAMPLE: <span style="margin-left: 100px;">Meters Predominately Outside</span>  <span style="margin-left: 100px;">Assuming 3,800 Customer Outage</span></p> <table border="1" style="margin-left: 20px;"> <thead> <tr> <th colspan="2">Example</th> </tr> <tr> <th>Urban Area</th> <th>Rural Area</th> </tr> </thead> <tbody> <tr> <td>High density/townhouse apartments</td> <td>Ratio – 15 Customers per employee for a 48 hour <b>Operation</b></td> </tr> <tr> <td>Ratio – 30 Customers per employee for a 48 hour <b>Operation</b></td> <td></td> </tr> <tr> <td colspan="2">Definition of <b>Operation</b> – Start of incident to one pass across customer base for re-light.</td> </tr> <tr> <td></td> <td><b>Small Town/Rural</b></td> </tr> <tr> <td></td> <td>Ratio – 22 Customers or less per employee for a 48 hour <b>Operation</b></td> </tr> </tbody> </table>	Example		Urban Area	Rural Area	High density/townhouse apartments	Ratio – 15 Customers per employee for a 48 hour <b>Operation</b>	Ratio – 30 Customers per employee for a 48 hour <b>Operation</b>		Definition of <b>Operation</b> – Start of incident to one pass across customer base for re-light.			<b>Small Town/Rural</b>		Ratio – 22 Customers or less per employee for a 48 hour <b>Operation</b>	<p><b>21:00 9-13-18 update –</b></p> <ul style="list-style-type: none"> <li>• 60 techs onsite as of 21:00 call.</li> <li>• 60 additional techs requested for 8am on Friday 9/14 to report to Lawrence High School @                  70 N Parish Rd, Lawrence</li> </ul> <p><b>23:45 9-13-18 Update –</b></p> <ul style="list-style-type: none"> <li>• 67 techs onsite</li> <li>• [REDACTED] team to provide approx. 22 resources at                  7:30am 9-14-18</li> <li>• Construction notified for shut off resources</li> </ul> <p><b>02:00 9-14-18 Update –</b></p>
Example															
Urban Area	Rural Area														
High density/townhouse apartments	Ratio – 15 Customers per employee for a 48 hour <b>Operation</b>														
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<p>(P) Is additional field supervision needed?</p>	<ul style="list-style-type: none"> <li>• 5 FOL's reported for relief</li> </ul> <p>Yes – 5 FOL's reported for relief. [REDACTED] to provide information.</p> <p>06:00 9-14-18 Update –</p> <ul style="list-style-type: none"> <li>• 2 M&amp;R Leaders requested</li> </ul> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>- 204 company employees onsite</li> <li>- 100+ contractors</li> <li>- 350+ resources from NGA</li> </ul> <p><b>2:00PM</b></p> <ul style="list-style-type: none"> <li>- 600 Mutual Aid resources trying to find housing</li> </ul>
<p>(V-Z) Are internal/ external resources needed? (e.g. other operations areas, mutual aid, etc.)</p>	<p>Yes – Internal only at this time until purge plan etc is identified</p> <p><b>02:00 9-14-18 update –</b></p> <ul style="list-style-type: none"> <li>• 140 techs requested via mutual aid request sent for qualified techs and 20 leaders</li> <li>• 100 contract construction employees</li> <li>• 50 internal company construction employees</li> <li>• 22 employees from [REDACTED] group</li> <li>• 500 techs possible from Eversource</li> </ul> <p><b>06:00 9-14-18 Update –</b></p> <ul style="list-style-type: none"> <li>• 500 technicians, 2 M&amp;R techs, and 25 leaders requested through NGA mutual aid. [REDACTED] to receive update at 6:30am 9-14-18.</li> <li>• 70 internal employees from OH &amp; 30 from PA requested to arrive on Saturday 9-15-18 and to work in MA for 5-7 days including 2 leaders.</li> </ul> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>- NGA 48 Supervisors</li> <li>- Additional resources coming from OH/PA</li> </ul> <p><b>2:00PM</b></p> <ul style="list-style-type: none"> <li>- PA sending 31 Service Techs 2 FOLs             <ul style="list-style-type: none"> <li>o Arriving 6am working in afternoon</li> </ul> </li> <li>- OH sending 68 Service/Combos, 4 FOLs, &amp; 2-3 M&amp;R Leaders             <ul style="list-style-type: none"> <li>o Arriving 8pm working in early am</li> </ul> </li> </ul>

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<p>(S) Has a purge plan been developed?</p>	<p>No</p> <p><b>23:45 9-13-18 update</b> – system analysis has begun</p> <p><b>17:31 9-14-18 update</b> – Per [REDACTED], working with senior leadership on approvals with DPU to Isolate sections of line to energize. Working on resources to replace pipe, no agreement set as of yet.</p> <p><b>10:00PM</b> – No updates at this time</p> <table border="1" data-bbox="873 583 1437 869"> <thead> <tr> <th>Section Purged</th> <th>Time Completed</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td><b>Time Purge Process Completed</b></td> <td> </td> </tr> </tbody> </table>	Section Purged	Time Completed							<b>Time Purge Process Completed</b>	
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<p>(T) Status on employee(s) healthy, safety, security</p>	<p>No issues – Safety briefings to be conducted in the morning of 9-14-18</p> <p><b>08:30</b> [REDACTED] and [REDACTED] onsite providing safety messages and needs to employees and customers</p> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>- Scheduling safety coordinators to be onsite             <ul style="list-style-type: none"> <li>o Providing Messaging etc...</li> </ul> </li> <li>- Police @ Lawrence MOD due to upset customers @ MOD</li> </ul> <p><b>2:00PM</b></p> <p>KY sending additional PPE to arrive this weekend</p>										
<p>(U) Are adequate materials/ equipment available?</p>	<p>N/A</p>										
<p>(V-Z) Are internal/ external resources needed? (e.g. other operations areas, mutual aid, etc.)</p>	<p>Yes</p>										
<p>(AA) Is shelters needed to accommodate displaced customers?</p>	<p>Yes – Arlington and Partham Schools, Lawrence coordinated by the Red Cross</p> <p><b>06:00 9-14-18 Update:</b></p> <ul style="list-style-type: none"> <li>• 108 individuals @ Arlington</li> <li>• 111 @ Partham</li> <li>• 30 @ Youth Center</li> <li>• 68 @ N Andover High School</li> </ul>										
<p>(AB) Has the area been checked for secondary damage/ gas migration in proximity to affected area?</p>	<p>No</p>										

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	<b>02:00 9-14-18 Update</b> – Currently being worked
(AC) Have there been evacuations?	Yes
(AC) Have adjacent gas services been turned off?	No
Discussion on same day/next day work plan	Not at this time
G) Frequency, date and time of conference call(s)	2 hours or as needed
Additional Comments	<p><b>21:00 9-13-18 Update</b> –</p> <ul style="list-style-type: none"> <li>• 60 techs onsite as of 21:00 call.</li> <li>• 60 additional techs requested for 8am on Friday 9/14 to report to Lawrence High School @ 70 N Parish Rd, Lawrence</li> <li>• CMA Call Center to remain open with 4 reps</li> </ul> <p><b>23:45 9-13-18 Update</b> –</p> <ul style="list-style-type: none"> <li>• Techs are beginning to shut off with police and fire escorts</li> <li>• 7 locksmiths have been secured</li> <li>• 200 Emergency orders are pending to be worked. [REDACTED] to advise the group and get a plan to respond.</li> </ul> <p><b>02:00 9-14-18 Update</b> -</p> <ul style="list-style-type: none"> <li>• The team is working through a plan to address the emergency orders</li> </ul> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>- Stopped all collections and sent resources from [REDACTED] team</li> </ul> <p><b>2:00PM</b></p> <ul style="list-style-type: none"> <li>- [REDACTED] – going Collect only mode in all states through Tuesday. Will touch base on Tuesday</li> </ul> <p><b>5:00PM</b></p>

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	<p>Lodging has been set and emailed to techs per supply chain.</p> <p><b>10:00 PM</b></p> <ul style="list-style-type: none"><li>-PA team is about an hour behind schedule, will arrive at 7AM tomorrow.</li><li>-Eversource will be taking control of outage sheets and calls.</li><li>-Calls to take place at 6AM and 6PM</li><li>- [REDACTED] will add the IC to Eversource calls</li></ul>
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REDACTED

### 9/15/18 CMA Incident update

#### 1) IC Updates

- a) Folder created on Logistics drive for documents CMA-Lawrence Incident
- b) Eversource conference calls – 9/15/18 – 8:00, 14:00, 20:00
  - i) [REDACTED] and [REDACTED] have been points of contact with Eversource

Eversource contacts  
[REDACTED]  
[REDACTED]

#### 2) Open items for Integration Center

- a) Evaluate current Emergency orders pending
  - i) Refer to previously agreed upon process
- b) Evaluate current “No Gas” orders pending
  - i) Need agreement on process from Compliance/Legal
- c) Major accounts need dispatched in the AM-[REDACTED] point of contact ([REDACTED] to complete)
- d) Next week’s compliance review – we may want to call out and work a few 2+ orders in Three Rivers, verify Kentucky’s 2+ is manageable

#### 3) Staffing

- a) Refresh Leadership staffing
- b) Verify Assigner staffing for the weekend
- c) Look to add addition support (Coordinators, Scheduling Leaders)
- d) Look at Scheduling Leader coverage for next week
- e) Mass Call Center Leadership staffing

**Saturday**  
12AM-8AM [REDACTED]  
7AM-4PM [REDACTED]  
3PM-12AM [REDACTED]

**Sunday**  
12AM-8AM [REDACTED]  
7AM-4PM [REDACTED]  
3PM-12AM [REDACTED]

**Saturday**  
12AM-7AM [REDACTED] [REDACTED]  
7AM-4PM [REDACTED] [REDACTED]  
4PM-12AM [REDACTED] [REDACTED]

**Sunday**  
12AM-7AM [REDACTED] [REDACTED]  
7AM-4PM [REDACTED] [REDACTED]  
4PM-12AM [REDACTED] [REDACTED]

**Monday**  
12AM-7AM [REDACTED] [REDACTED]  
6AM All [REDACTED] [REDACTED]

f) IT staffing

Sat 6:00am to Sat 6:00pm  
Sat 6:00pm to Sun 6:00am  
Sun 6:00am to Sun 6:00pm  
Sun 6:00pm to Mon 6:00am



g) Job order numbers

- i) CMA 18-6430649-00
- ii) COH (charges to CMA JO#) 18-6432225-00
- iii) CKY (charges to CMA JO#)-
- iv)

**FOR 09:00am Call  
9/15/18  
LARGE OUTAGE/INCIDENT\* CONFERENCE CALL  
STAKEHOLDER UPDATE**

**Call Attendee Listing**

Attendee Name	Present (x)	Not Present (x)

Stakeholder Summary	Response
Incident address:	85 Andover St, Lawrence - No gas reported
Date of Incident:	09-13-2018
Time** of Incident :	16:21
Damaging Party/ Responsible Party:	N / A
Job Order Number(s):	2312 / 18-6429516-00 Project ID created 18-55563
Date/Time Line Shut Down:	14 critical valves shut down
Date/Time Made Safe:	19:24 9-13-18
Total Count of impacted customers:	8600
Date/Time Repairs Made:	
Date/Time All Meters Verified Off:	
Date/Time Gas Re-Introduced:	
Date/Time Line Packed: (ready for use)	
Date/Time 1 <sup>st</sup> Relight Started:	
Date/Time 1 <sup>st</sup> Relight Pass Completed:	
Date/Time 2 <sup>nd</sup> Relight Pass Completed: <ul style="list-style-type: none"> <li>• Where tags left?</li> </ul>	

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Date/Time 3 <sup>rd</sup> Relight Pass Complete & Number of CGIs: <ul style="list-style-type: none"> <li>Where tags left?</li> </ul>	
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<b>Outage Check List (Aligned with Emergency Manual section 3.2)</b>	<b>Response and Accountable Individual</b>
Who is the Incident Commander (only one designee)? <ul style="list-style-type: none"> <li>Are there any other designees (e.g. communication liaison, individual assigned to documentation, etc.)</li> </ul>	<p>                     [REDACTED] – Incident Commander                      [REDACTED] – Backup Communication and Incident Commander                      [REDACTED] Backup Incident Commander                 </p> <p> <b>02:00 9-14-18 Update:</b>                      [REDACTED] – Primary for Incident and Communications Commander                      [REDACTED] – Back up Incident &amp; Communications Commander                 </p> <p> <b>8:30 Update</b>                      [REDACTED] - Lawrence MOD (55 Marston)                      [REDACTED] - North Andover (Andover Mall)                      [REDACTED] – Andover, Brickstone Square, (44 York St) [REDACTED]                 </p> <p> <b>For 10:00 Update (as of 7pm) On site incident commander</b>                      [REDACTED] – 350 Winthrop ave, North Andover                      [REDACTED] -55 Marston st, Lawrence – Lawrence MOD                      [REDACTED] - 44 York st, Andover – Brickstone Square (just informed that this command center may be getting moved. Unclear of new site)                 </p>

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	<p>For 08:00am Update on 09/15/18  As of 09/15 @ 07:42 am – [REDACTED] –  978-423-5102 to replace [REDACTED] –  55 Marston St Lawrence – Lawrence MOD</p> <p>Eversource  [REDACTED]</p>
What is the outage level?	1 – Steve Bryant declared @ 19:43 9-13-18
Any injuries or fatalities?	Yes. 1 fatality & 25 confirmed injuries by Governor of Massachusetts as of 02:00 9-14-18
(A) Has a NiSource Corporate Insurance Claim/Tracking Number been established?	Yes, will have early 9-14-18 <b>09:45 Claim Number: 5F16</b>
(B) Is there media on site?	Yes
(B) Has communications been informed?	Yes – [REDACTED] point of contact  <b>11:00</b> [REDACTED] – Facebook and Twitter post sent with a contact number for customers  <b>4:05 9/14/18</b> Steve Bryant Press Conference
(C) Do outside entities need to be contacted? (e.g. government officials, emergency management agencies, fire/police, state regulators, etc.)	Yes – [REDACTED] made contact  Yes – [REDACTED] N Andover Police Dept Liason  Yes – [REDACTED] Lawrence Police Dept Liason  PHEMSA onsite as of 02:00 9-14-18  NTSB to arrive around 12:00 9-14-18  <b>3:55PM 9/14/18</b> Governor Announces Eversource to take control of restoration
(D) Do other utilities need to be notified?	National Grid contacted multiple times
(E) Does the Incident Commander have a report out from the periodic assessment with the local incident management team (e.g. individuals assigned overseeing repairs, deploying resources, restoration, purging, etc.)?	<b>11:00AM</b> - NGA sending 350+ currently through tomorrow  <b>10:00PM</b> Approx. Meter Shut Off's: (updated from earlier) - 5,015 Lawrence - 2,038 N. Andover

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	<ul style="list-style-type: none"> <li>- 1,517 Andover</li> <li>TOTAL – 8,570</li> </ul> <p>Meters Off AND Cleared</p> <ul style="list-style-type: none"> <li>- 800</li> <li>- 229</li> <li>- 367</li> <li>- TOTAL-1,396</li> </ul>
(F) Have large volume customers been contacted?	<p><b>10:00AM</b>  5 Large customers have shut down, Lawrence Hospital has switched to oil</p> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>- [REDACTED] – additional large volume customers, sending list to [REDACTED]</li> <li>- [REDACTED] – send special needs customers, and large volumes to addressed asap</li> <li>-</li> </ul> <p><b>10:00PM-</b></p> <p>[REDACTED] – All major accounts have been restored except 3. IC contacted the 3 and have made arrangements. We are enroute to 4 Corporate Drive, Andover now.</p>
(Q) Are there any critical care facilities impacted?	<p>Yes – 3 critical care facilities per [REDACTED].</p> <p>0200 9-14-18 update</p> <ul style="list-style-type: none"> <li>• 1 critical care facility evacuated</li> <li>• 1 facility not on system affected</li> <li>• 1 facility able to be relit</li> </ul> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>- send evacuated facility address to [REDACTED]</li> <li>-</li> </ul>
(H) Incident operations status update (e.g. leakage surveying, odor monitoring, etc.)	<p>Not at this time.</p> <p><b>23:45 9-13-18 update:</b></p> <ul style="list-style-type: none"> <li>• Odorant monitoring taking place</li> </ul> <p><b>02:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Odorant monitoring taking place</li> </ul>
(I) Are any alcohol and drug tests required?	<p>Yes – All completed during appropriate time frame</p>
(AG) Have maps/service information been obtained?	<p>Yes</p>
(J) Have isolation maps been identified?	<p>Yes</p>

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<p>(O) How is the situation being isolated? (e.g. What is the isolation impact based on leveraging critical valves? Are critical valves going to be leveraged?)</p>	<p>Yes – 14 critical valves</p> <p><b>02:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>Confirmation of shut off not complete</li> </ul> <p><b>06:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>Positive shut off confirmed 06:27</li> </ul>
<p>(K) Field Repair status update (e.g. damaged facility, facility failure, etc.)</p>	<p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>Engineering working on remodeling the incident to determine possible damage and safe restoration</li> </ul>
<p>(L) Have outage control sheets been established?</p>	<p>Yes – [REDACTED] managing onsite at Andover Mall</p> <p><b>11:00AM</b></p> <p>New contact [REDACTED] (Lawrence)</p>
<p>(R) Have work zones been established for the outage control sheets and who is maintaining the alpha sheet?</p>	<p>06:00 9-14-18 update:</p> <ul style="list-style-type: none"> <li>[REDACTED] managing as of 06:30</li> </ul>
<p>(M) Is a command center necessary (i.e. provide location)?</p>	<p>Yes – 55 Marston St, Lawrence – Lawrence Op Center</p> <p>Other staging areas provided as they become available</p> <p><b>06:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>Lawrence Op Center</li> <li>Stop n Shop Andover</li> <li>Andover Mall in North Andover</li> </ul> <p><b>10:00 AM</b></p> <p>Columbia Gas  55 Marston St.  Lawrence, MA</p> <p>Andover Mall  350 Winthrop Ave.  North Andover, MA</p> <p>Brickstone Square (Parking Lot)  44 York St  Andover, MA</p>
<p>(N) How many resources are needed to address the situation? (i.e. Does scheduled work need to be canceled)</p>	<p><b>21:00 9-13-18 update –</b></p> <ul style="list-style-type: none"> <li>60 techs onsite as of 21:00 call.</li> </ul>

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<p style="text-align: center;"><b>Number of Resources Required for Outage</b></p> <p>EXAMPLE: <span style="float: right;">Meters Predominately Outside Assuming 3,800 Customer Outage</span></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Urban Area</th> <th style="text-align: center;">Rural Area</th> </tr> </thead> <tbody> <tr> <td style="font-size: small;">High density/townhouse apartments</td> <td style="font-size: small;">Ratio – 15 Customers per employee for a 48 hour <b>Operation</b></td> </tr> <tr> <td style="font-size: small;">Ratio – 30 Customers per employee for a 48 hour <b>Operation</b></td> <td></td> </tr> <tr> <td style="font-size: small;">Definition of <b>Operation</b> – Start of incident to one pass across customer base for re-light.</td> <td></td> </tr> <tr> <td></td> <td style="font-size: small;">Small Town/Rural</td> </tr> <tr> <td></td> <td style="font-size: small;">Ratio – 22 Customers or less per employee for a 48 hour <b>Operation</b></td> </tr> </tbody> </table>	Urban Area	Rural Area	High density/townhouse apartments	Ratio – 15 Customers per employee for a 48 hour <b>Operation</b>	Ratio – 30 Customers per employee for a 48 hour <b>Operation</b>		Definition of <b>Operation</b> – Start of incident to one pass across customer base for re-light.			Small Town/Rural		Ratio – 22 Customers or less per employee for a 48 hour <b>Operation</b>	<ul style="list-style-type: none"> <li>60 additional techs requested for 8am on Friday 9/14 to report to Lawrence High School @ 70 N Parish Rd, Lawrence</li> </ul> <p><b>23:45 9-13-18 Update –</b></p> <ul style="list-style-type: none"> <li>67 techs onsite</li> <li>██████████ team to provide approx. 22 resources at 7:30am 9-14-18</li> <li>Construction notified for shut off resources</li> </ul> <p><b>02:00 9-14-18 Update –</b></p> <ul style="list-style-type: none"> <li>5 FOL’s reported for relief</li> </ul>
Urban Area	Rural Area												
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<p>(P) Is additional field supervision needed?</p>	<p>Yes – 5 FOL’s reported for relief. ██████████ provide information.</p> <p>06:00 9-14-18 Update –</p> <ul style="list-style-type: none"> <li>2 M&amp;R Leaders requested</li> </ul> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>204 company employees onsite</li> <li>100+ contractors</li> <li>350+ resources from NGA</li> </ul> <p><b>2:00PM</b></p> <ul style="list-style-type: none"> <li>600 Mutual Aid resources trying to find housing</li> </ul>												
<p>(V-Z) Are internal/ external resources needed? (e.g. other operations areas, mutual aid, etc.)</p>	<p>Yes – Internal only at this time until purge plan etc is identified</p> <p><b>02:00 9-14-18 update –</b></p> <ul style="list-style-type: none"> <li>140 techs requested via mutual aid request sent for qualified techs and 20 leaders</li> <li>100 contract construction employees</li> <li>50 internal company construction employees</li> <li>22 employees from ██████████ group</li> <li>500 techs possible from Eversource</li> </ul> <p><b>06:00 9-14-18 Update –</b></p> <ul style="list-style-type: none"> <li>500 technicians, 2 M&amp;R techs, and 25 leaders requested through NGA mutual</li> </ul>												

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	<p>aid. [REDACTED] to receive update at 6:30am 9-14-18.</p> <ul style="list-style-type: none"> <li>70 internal employees from OH &amp; 30 from PA requested to arrive on Saturday 9-15-18 and to work in MA for 5-7 days including 2 leaders.</li> </ul> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>NGA 48 Supervisors</li> <li>Additional resources coming from OH/PA</li> </ul> <p><b>2:00PM</b></p> <ul style="list-style-type: none"> <li>PA sending 31 Service Techs 2 FOLs             <ul style="list-style-type: none"> <li>Arriving 6am working in afternoon</li> </ul> </li> <li>OH sending 68 Service/Combos, 4 FOLs, &amp; 2-3 M&amp;R Leaders             <ul style="list-style-type: none"> <li>Arriving 8pm working in early am</li> </ul> </li> </ul>										
(S) Has a purge plan been developed?	<p>No</p> <p><b>23:45 9-13-18 update</b> – system analysis has begun</p> <p><b>17:31 9-14-18 update</b> – Per [REDACTED], working with senior leadership on approvals with DPU to Isolate sections of line to energize. Working on resources to replace pipe, no agreement set as of yet.</p> <p><b>10:00PM</b> – No updates at this time</p> <table border="1" data-bbox="873 1119 1442 1409"> <thead> <tr> <th>Section Purged</th> <th>Time Completed</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td><b>Time Purge Process Completed</b></td> <td> </td> </tr> </tbody> </table>	Section Purged	Time Completed							<b>Time Purge Process Completed</b>	
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(T) Status on employee(s) healthy, safety, security	<p>No issues – Safety briefings to be conducted in the morning of 9-14-18</p> <p><b>08:30</b> [REDACTED] onsite providing safety messages and needs to employees and customers</p> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>Scheduling safety coordinators to be onsite             <ul style="list-style-type: none"> <li>Providing Messaging etc...</li> </ul> </li> <li>Police @ Lawrence MOD due to upset customers @ MOD</li> </ul> <p><b>2:00PM</b></p>										

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	KY sending additional PPE to arrive this weekend
(U) Are adequate materials/ equipment available?	N/A
(V-Z) Are internal/ external resources needed? (e.g. other operations areas, mutual aid, etc.)	Yes
(AA) Is shelters needed to accommodate displaced customers?	Yes – Arlington and Partham Schools, Lawrence coordinated by the Red Cross  <b>06:00 9-14-18 Update:</b> <ul style="list-style-type: none"> <li>• 108 individuals @ Arlington</li> <li>• 111 @ Partham</li> <li>• 30 @ Youth Center</li> <li>• 68 @ N Andover High School</li> </ul>
AB) Has the area been checked for secondary damage/ gas migration in proximity to affected area?	No  <b>02:00 9-14-18 Update</b> – Currently being worked
(AC) Have there been evacuations?	Yes
(AC) Have adjacent gas services been turned off?	No
Discussion on same day/next day work plan	Not at this time
G) Frequency, date and time of conference call(s)	2 hours or as needed
Additional Comments	<b>21:00 9-13-18 Update –</b> <ul style="list-style-type: none"> <li>• 60 techs onsite as of 21:00 call.</li> <li>• 60 additional techs requested for 8am on Friday 9/14 to report to Lawrence High School @ 70 N Parish Rd, Lawrence</li> <li>• CMA Call Center to remain open with 4 reps</li> </ul> <b>23:45 9-13-18 Update –</b> <ul style="list-style-type: none"> <li>• Techs are beginning to shut off with police and fire escorts</li> <li>• 7 locksmiths have been secured</li> <li>• 200 Emergency orders are pending to be worked. [REDACTED] to advise the group and get a plan to respond.</li> </ul>

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	<p><b>02:00 9-14-18 Update -</b></p> <ul style="list-style-type: none"><li>• The team is working through a plan to address the emergency orders</li></ul> <p><b>11:00AM</b></p> <p>- Stopped all collections and sent resources from [REDACTED] team</p> <p><b>2:00PM</b></p> <p>- [REDACTED] t – going Collect only mode in all states through Tuesday. Will touch base on Tuesday</p> <p><b>5:00PM</b></p> <p>Lodging has been set and emailed to techs per supply chain.</p> <p><b>10:00 PM</b></p> <p><b>-PA team is about an hour behind schedule, will arrive at 7AM tomorrow.</b></p> <p><b>-Eversource will be taking control of outage sheets and calls.</b></p> <p><b>-Calls to take place at 6AM and 6PM</b></p> <p><b>- [REDACTED] will add the IC to Eversource calls</b></p> <p><b>08:00AM UPDATE on 09/15/18</b></p> <p><b>Eversource will be having conference calls @ 08:00am/14:00/20:00</b></p>
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Outage Check List (Aligned with Emergency Manual section 3.2)	Response and Accountable Individual
<p>Who is the Incident Commander (only one designee)?</p> <ul style="list-style-type: none"> <li>Are there any other designees (e.g. communication liaison, individual assigned to documentation, etc.)</li> </ul>	<p> <span style="background-color: black; color: black;">[REDACTED]</span> – Incident Commander  <span style="background-color: black; color: black;">[REDACTED]</span> – Backup Communication and Incident Commander  <span style="background-color: black; color: black;">[REDACTED]</span> – Backup Incident Commander </p> <p><b>02:00 9-14-18 Update:</b></p> <p> <span style="background-color: black; color: black;">[REDACTED]</span> – Primary for Incident and Communications Commander  <span style="background-color: black; color: black;">[REDACTED]</span> – Back up Incident &amp; Communications Commander </p> <p><b>8:30 Update</b></p> <p> <span style="background-color: black; color: black;">[REDACTED]</span> - Lawrence MOD (55 Marston)  <span style="background-color: black; color: black;">[REDACTED]</span> - North Andover (Andover Mall)  <span style="background-color: black; color: black;">[REDACTED]</span> Andover, Brickstone Square, (44 York St) <span style="background-color: black; color: black;">[REDACTED]</span> </p> <p><b>For 10:00 Update (as of 7pm) On site incident commander</b></p> <p> <span style="background-color: black; color: black;">[REDACTED]</span> – 350 Winthrop ave, North Andover  <span style="background-color: black; color: black;">[REDACTED]</span> -55 Marston st, Lawrence – Lawrence MOD  <span style="background-color: black; color: black;">[REDACTED]</span> - 44 York st, Andover – Brickstone Square (just informed that this command center may be getting moved. Unclear of new site) </p>

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	<p>FOR 08:00 UPDATE – ON 09/15/18  As of 09:15 @ 07:42 – [REDACTED]  [REDACTED] to replace [REDACTED] – 55 Marston St  Lawrence – Lawrence Mod</p> <p>UPDATE – correction to contact per [REDACTED]  [REDACTED] to  replace [REDACTED] – 55 Marston St –  Lawrence Mod</p> <p>Eversource  [REDACTED]</p>
<p>What is the outage level?</p>	<p>1 – Steve Bryant declared @ 19:43 9-13-18</p>
<p>Any injuries or fatalities?</p>	<p>Yes. 1 fatality &amp; 25 confirmed injuries by  Governor of Massachusetts as of 02:00  9-14-18</p>
<p>(A) Has a NiSource Corporate Insurance  Claim/Tracking Number been established?</p>	<p>Yes, will have early 9-14-18  09:45 Claim Number: 5F16  Establishing Face to Face Claims – tentative @  2pm on 9/15/18</p>
<p>(B) Is there media on site?</p>	<p>Yes</p>
<p>(B) Has communications been informed?</p>	<p>Yes – [REDACTED] point of contact</p> <p>11:00 [REDACTED] – Facebook and Twitter  post sent with a contact number for customers</p> <p>4:05 9/14/18 Steve Bryant Press Conference</p>
<p>(C) Do outside entities need to be contacted? (e.g.  government officials, emergency management  agencies, fire/police, state regulators, etc.)</p>	<p>Yes – [REDACTED] made contact</p> <p>Yes – [REDACTED] N Andover Police Dept Liason</p> <p>Yes – [REDACTED] Lawrence Police Dept Liason</p> <p>PHEMSA onsite as of 02:00 9-14-18</p> <p>NTSB to arrive around 12:00 9-14-18 – Update  09-15-18 – NTSB ON SITE</p> <p>3:55PM 9/14/18 Governor Announces  Eversource to take control of restoration</p>
<p>(D) Do other utilities need to be notified?</p>	<p>National Grid contacted multiple times</p>

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<p>(E) Does the Incident Commander have a report out from the periodic assessment with the local incident management team (e.g. individuals assigned overseeing repairs, deploying resources, restoration, purging, etc.)?</p>	<p><b>11:00AM</b>                  - NGA sending 350+ currently through tomorrow</p> <p><b>10:00PM</b>                  Approx. Meter Shut Off's: (updated from earlier)</p> <ul style="list-style-type: none"> <li>- 5,015 Lawrence</li> <li>- 2,038 N. Andover</li> <li>- 1,517 Andover</li> </ul> <p>TOTAL – 8,570</p> <p>Meters Off AND Cleared</p> <ul style="list-style-type: none"> <li>- 800</li> <li>- 229</li> <li>- 367</li> <li>- TOTAL-1,396</li> </ul> <p><b>09:00AM on 09/15/18</b>                  Meters off and Cleared                  TOTAL – 4436</p>
<p>(F) Have large volume customers been contacted?</p>	<p><b>10:00AM</b>                  5 Large customers have shut down, Lawrence Hospital has switched to oil</p> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>- [REDACTED] – additional large volume customers, sending list to [REDACTED]</li> <li>- [REDACTED] – send special needs customers, and large volumes to addressed asap</li> <li>-</li> </ul> <p><b>10:00PM-</b>                  [REDACTED] – All major accounts have been restored except 3. IC contacted the 3 and have made arrangements. We are enroute to 4 Corporate Drive, Andover now.</p>
<p>(Q) Are there any critical care facilities impacted?</p>	<p>Yes – 3 critical care facilities per [REDACTED].</p> <p>0200 9-14-18 update</p> <ul style="list-style-type: none"> <li>• 1 critical care facility evacuated</li> <li>• 1 facility not on system affected</li> <li>• 1 facility able to be relit</li> </ul> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>- send evacuated facility address to [REDACTED]</li> <li>-</li> </ul>

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(H) Incident operations status update (e.g. leakage surveying, odor monitoring, etc.)	<p>Not at this time.</p> <p><b>23:45 9-13-18 update:</b></p> <ul style="list-style-type: none"> <li>• Odorant monitoring taking place</li> </ul> <p><b>02:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Odorant monitoring taking place</li> </ul>
(I) Are any alcohol and drug tests required?	<p>Yes – All completed during appropriate time frame</p>
(AG) Have maps/service information been obtained?	<p>Yes</p>
(J) Have isolation maps been identified?	<p>Yes</p>
(O) How is the situation being isolated? (e.g. What is the isolation impact based on leveraging critical valves? Are critical valves going to be leveraged?)	<p>Yes – 14 critical valves</p> <p><b>02:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Confirmation of shut off not complete</li> </ul> <p><b>06:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Positive shut off confirmed 06:27</li> </ul>
(K) Field Repair status update (e.g. damaged facility, facility failure, etc.)	<p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>- Engineering working on remodeling the incident to determine possible damage and safe restoration</li> </ul>
(L) Have outage control sheets been established?	<p>Yes – [REDACTED] managing onsite at Andover Mall</p> <p><b>11:00AM</b></p> <p>New contact [REDACTED] (Lawrence)</p> <p><b>09:00am on 09/15/18 update:</b></p> <p><b>New contact – Eversource</b></p>
(R) Have work zones been established for the outage control sheets and who is maintaining the alpha sheet?	<p>06:00 9-14-18 update:</p> <ul style="list-style-type: none"> <li>• [REDACTED] managing as of 06:30</li> </ul> <p><b>09:00am on 09/15/18 update:</b></p> <p><b>New contact - Eversource</b></p>
(M) Is a command center necessary (i.e. provide location)?	<p>Yes – 55 Marston St, Lawrence – Lawrence Op Center</p> <p>Other staging areas provided as they become available</p> <p><b>06:00 9-14-18 update:</b></p> <ul style="list-style-type: none"> <li>• Lawrence Op Center</li> <li>• Stop n Shop Andover</li> <li>• Andover Mall in North Andover</li> </ul>

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	<p><b>10:00 AM</b>                  Columbia Gas                  55 Marston St.                  Lawrence, MA</p> <p>Andover Mall                  350 Winthrop Ave.                  North Andover, MA</p> <p>Brickstone Square (Parking Lot)                  44 York St                  Andover, MA</p>																		
<p>(N) How many resources are needed to address the situation? (i.e. Does scheduled work need to be canceled)</p> <p style="text-align: center;"><b>Number of Resources Required for Outage</b></p> <p>EXAMPLE: <span style="float: right;">Meters Predominately Outside Assuming 3,800 Customer Outage</span></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Example</th> <th style="text-align: center;">Urban Area</th> <th style="text-align: center;">Rural Area</th> </tr> </thead> <tbody> <tr> <td>High density/townhouse apartments</td> <td></td> <td>Ratio – 15 Customers per employee for a 48 hour <b>Operation</b></td> </tr> <tr> <td>Ratio – 30 Customers per employee for a 48 hour <b>Operation</b></td> <td></td> <td></td> </tr> <tr> <td>Definition of <b>Operation</b> – Start of incident to one pass across customer base for re-light.</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td><b>Small Town/Rural</b></td> </tr> <tr> <td></td> <td></td> <td>Ratio – 22 Customers or less per employee for a 48 hour <b>Operation</b></td> </tr> </tbody> </table>	Example	Urban Area	Rural Area	High density/townhouse apartments		Ratio – 15 Customers per employee for a 48 hour <b>Operation</b>	Ratio – 30 Customers per employee for a 48 hour <b>Operation</b>			Definition of <b>Operation</b> – Start of incident to one pass across customer base for re-light.					<b>Small Town/Rural</b>			Ratio – 22 Customers or less per employee for a 48 hour <b>Operation</b>	<p><b>21:00 9-13-18 update –</b></p> <ul style="list-style-type: none"> <li>60 techs onsite as of 21:00 call.</li> <li>60 additional techs requested for 8am on Friday 9/14 to report to Lawrence High School @ 70 N Parish Rd, Lawrence</li> </ul> <p><b>23:45 9-13-18 Update –</b></p> <ul style="list-style-type: none"> <li>67 techs onsite</li> <li>██████████ team to provide approx. 22 resources at</li> </ul> <p>7:30am 9-14-18</p> <ul style="list-style-type: none"> <li>Construction notified for shut off resources</li> </ul> <p><b>02:00 9-14-18 Update –</b></p> <ul style="list-style-type: none"> <li>5 FOL’s reported for relief</li> </ul>
Example	Urban Area	Rural Area																	
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<p>(P) Is additional field supervision needed?</p>	<p>Yes – 5 FOL’s reported for relief. ██████████ to provide information.</p> <p>06:00 9-14-18 Update –</p> <ul style="list-style-type: none"> <li>2 M&amp;R Leaders requested</li> </ul> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>204 company employees onsite</li> <li>100+ contractors</li> <li>350+ resources from NGA</li> </ul> <p><b>2:00PM</b></p> <ul style="list-style-type: none"> <li>600 Mutual Aid resources trying to find housing</li> </ul>																		

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<p>(V-Z) Are internal/ external resources needed? (e.g. other operations areas, mutual aid, etc.)</p>	<p>Yes – Internal only at this time until purge plan etc is identified</p> <p><b>02:00 9-14-18 update –</b></p> <ul style="list-style-type: none"> <li>• 140 techs requested via mutual aid request sent for qualified techs and 20 leaders</li> <li>• 100 contract construction employees</li> <li>• 50 internal company construction employees</li> <li>• 22 employees from [REDACTED] group</li> <li>• 500 techs possible from Eversource</li> </ul> <p><b>06:00 9-14-18 Update –</b></p> <ul style="list-style-type: none"> <li>• 500 technicians, 2 M&amp;R techs, and 25 leaders requested through NGA mutual aid. [REDACTED] to receive update at 6:30am 9-14-18.</li> <li>• 70 internal employees from OH &amp; 30 from PA requested to arrive on Saturday 9-15-18 and to work in MA for 5-7 days including 2 leaders.</li> </ul> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>- NGA 48 Supervisors</li> <li>- Additional resources coming from OH/PA</li> </ul> <p><b>2:00PM</b></p> <ul style="list-style-type: none"> <li>- PA sending 31 Service Techs 2 FOLs <ul style="list-style-type: none"> <li>o Arriving 6am working in afternoon</li> </ul> </li> <li>- OH sending 68 Service/Combos, 4 FOLs, &amp; 2-3 M&amp;R Leaders <ul style="list-style-type: none"> <li>o Arriving 8pm working in early am</li> </ul> </li> </ul> <p><b>09:00AM UPDATE 09/15/18</b>  [REDACTED] collaboration for next group deployment prior to 4pm</p>
<p>(S) Has a purge plan been developed?</p>	<p>No</p> <p><b>23:45 9-13-18 update –</b> system analysis has begun</p> <p><b>17:31 9-14-18 update –</b> Per [REDACTED] working with senior leadership on approvals with DPU to Isolate sections of line to energize. Working on resources to replace pipe, no agreement set as of yet.</p> <p><b>10:00PM –</b> No updates at this time</p>

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<b>Time Purge Process Completed</b>											
(T) Status on employee(s) healthy, safety, security	<p>No issues – Safety briefings to be conducted in the morning of 9-14-18  <b>08:30</b> [REDACTED] and [REDACTED] onsite providing safety messages and needs to employees and customers  <b>11:00AM</b></p> <ul style="list-style-type: none"> <li>- Scheduling safety coordinators to be onsite <ul style="list-style-type: none"> <li>o Providing Messaging etc...</li> </ul> </li> <li>- Police @ Lawrence MOD due to upset customers @ MOD</li> </ul> <p><b>2:00PM</b>  KY sending additional PPE to arrive this weekend  <b>09:00AM ON 09-15-18</b>  <b>Joint Effort – 09:30am Collaborative Call with Safety from Eversource</b>  <b>No accident or injuries</b></p>										
(U) Are adequate materials/ equipment available?	N/A										
(V-Z) Are internal/ external resources needed? (e.g. other operations areas, mutual aid, etc.)	Yes										
(AA) Is shelters needed to accommodate displaced customers?	<p>Yes – Arlington and Partham Schools, Lawrence coordinated by the Red Cross</p> <p><b>06:00 9-14-18 Update:</b></p> <ul style="list-style-type: none"> <li>• 108 individuals @ Arlington</li> <li>• 111 @ Partham</li> <li>• 30 @ Youth Center</li> <li>• 68 @ N Andover High School</li> </ul>										
(AB) Has the area been checked for secondary damage/ gas migration in proximity to affected area?	<p>No</p> <p><b>02:00 9-14-18 Update</b> – Currently being worked</p>										
(AC) Have there been evacuations?	Yes										
(AC) Have adjacent gas services been turned off?	No										
Discussion on same day/next day work plan	Not at this time										

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<p>G) Frequency, date and time of conference call(s)</p>	<p>2 hours or as needed</p>
<p>Additional Comments</p>	<p><b>21:00 9-13-18 Update –</b></p> <ul style="list-style-type: none"> <li>• 60 techs onsite as of 21:00 call.</li> <li>• 60 additional techs requested for 8am on Friday 9/14 to report to Lawrence High School @ 70 N Parish Rd, Lawrence</li> <li>• CMA Call Center to remain open with 4 reps</li> </ul> <p><b>23:45 9-13-18 Update –</b></p> <ul style="list-style-type: none"> <li>• Techs are beginning to shut off with police and fire escorts</li> <li>• 7 locksmiths have been secured</li> <li>• 200 Emergency orders are pending to be worked. [REDACTED] to advise the group and get a plan to respond.</li> </ul> <p><b>02:00 9-14-18 Update -</b></p> <ul style="list-style-type: none"> <li>• The team is working through a plan to address the emergency orders</li> </ul> <p><b>11:00AM</b></p> <ul style="list-style-type: none"> <li>- Stopped all collections and sent resources from [REDACTED] team</li> </ul> <p><b>2:00PM</b></p> <ul style="list-style-type: none"> <li>- [REDACTED] – going Collect only mode in all states through Tuesday. Will touch base on Tuesday</li> </ul> <p><b>5:00PM</b></p> <p>Lodging has been set and emailed to techs per supply chain.</p> <p><b>10:00 PM</b></p>

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	<p>-PA team is about an hour behind schedule, will arrive at 7AM tomorrow.</p> <p>-Eversource will be taking control of outage sheets and calls.</p> <p>-Calls to take place at 6AM and 6PM [REDACTED] will add the IC to Eversource calls</p> <p><b>08:00 UPDATE ON 09.15.18</b> Eversource will be having conference calls @ 08:00am/14:00/22:00</p>

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9/15/18 CMA Incident update – 10pm

1) IC Updates

- a) Folder created on Logistics drive for documents CMA-Lawrence Incident
- b) Eversource conference calls – 9/15/18 & 9/16/18 – 8:00, 14:00, 20:00
  - i) [REDACTED] and [REDACTED] have been points of contact with Eversource

Eversource contacts  
[REDACTED]

2) Open items for Integration Center

- a) Evaluate current Emergency orders pending
  - i) Refer to previously agreed upon process
- b) Evaluate current “No Gas” orders pending
  - i) Need agreement on process from Compliance/Legal
  - ii) Currently 4,276 (300) No gas orders that need scrubbed to outage sheets and ran through approved Compliance process
- c) Major accounts need dispatched in the AM- [REDACTED] point of contact ([REDACTED] to complete) – 1 of 8 orders remain pending. Please check in AM 9-16-18



- d) Next week’s compliance review – we may want to call out and work a few 2+ orders in Three Rivers, verify Kentucky’s 2+ is manageable
- e) ENS Updated at 22:15 9-15-18
- f) [REDACTED] with Eversource reporting Governor announced all residents able to return homes at 7am on 9-16-18 and all electric restored

3) Staffing

- a) Refresh Leadership staffing

**Saturday**  
 12AM-8AM [REDACTED]  
 7AM-4PM [REDACTED]  
 3PM-12AM [REDACTED]  
**Sunday**  
 12AM-8AM [REDACTED]  
 7AM-4PM [REDACTED]  
 • [REDACTED]  
 • [REDACTED] 8am (remote), [REDACTED]

REDACTED

3PM-12AM [REDACTED] and [REDACTED] will need addressed

- b) Verify Assigner staffing for the weekend
  - (1) [REDACTED] running ARCOS for additional support
- e) Look to add addition support (Coordinators, ~~Scheduling Leaders~~)
  - (1) Done
- d) Look at Scheduling Leader coverage for next week
- e) Mass Call Center Leadership staffing

**Saturday**

12AM-7AM [REDACTED] [REDACTED]  
7AM-4PM [REDACTED] [REDACTED]  
4PM-12AM [REDACTED] [REDACTED]

**Sunday**

12AM-7AM [REDACTED] [REDACTED]  
7AM-4PM [REDACTED] [REDACTED]  
4PM-12AM [REDACTED] [REDACTED]

**Monday**

12AM-7AM [REDACTED] [REDACTED]  
6AM All [REDACTED] [REDACTED]

- f) IT staffing
  - Sat 6:00am to Sat 6:00pm [REDACTED] [REDACTED]
  - Sat 6:00pm to Sun 6:00am [REDACTED] [REDACTED]
  - Sun 6:00am to Sun 6:00pm [REDACTED] [REDACTED]
  - Sun 6:00pm to Mon 6:00am [REDACTED] [REDACTED]

- g) Job order numbers
  - i) CMA 18-6430649-00
  - ii) COH (charges to CMA JO#) 18-6432225-00
  - iii) CKY (charges to CMA JO#)-

4) New outage sheets from Engineering show 11,445 accounts impacted by outage. Engineering leader [REDACTED] did not respond. [REDACTED] to verify correct information as of 21:00

As we continue to support the people and communities impacted by the events in the Merrimack Valley area to ensure public safety and restore service as quickly and as safely as possible, below is an operational status report of our progress as of September 15, 2018 @ 21:00.

There are 26 organization supporting this effort.

Columbia Gas Incident - Resource Report		
	Total Resources Deployed:	914
	Total Gas Customer Affected:	8,570
	Total Electric Customers Affected:	17,895
	% of Gas Customers "Off & Clear":	74.9% - 6420
	% of Electric Customers Re-energized:	23.9% - 4278

	List of Critical Facilities Affected:	12
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ANDOVER		
	Gas Customer Affected:	2,038
	Electric Customers Affected:	5,403
	% of Gas Customers "Off & Clear":	74.6% - 1520
	% of Electric Customers Re-energized:	31.7% - 1714
	Critical Facilities Affected:	2

NORTH ANDOVER		
	Gas Customer Affected:	1,517
	Electric Customers Affected:	2,000
	% of Gas Customers "Off & Clear":	82.3% - 1249
	% of Electric Customers Re-energized:	56.8% - 1136
	Critical Facilities Affected:	4

LAWRENCE		
	Gas Customer Affected:	5,015
	Electric Customers Affected:	10,492
	% of Gas Customers "Off & Clear":	72.8% - 3651
	% of Electric Customers Re-energized:	13.6% - 1428
	Critical Facilities Affected:	6

9/15/18 CMA Incident update – 10pm

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Eversource contacts  
[REDACTED]

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- e) ENS Updated at 22:15 9-15-18
- f) Josh White with Eversource reporting Governor announced all residents able to return homes at 7am on 9-16-18 and all electric restored

3) Staffing

- a) Refresh Leadership staffing

Saturday  
 12AM-8AM [REDACTED]  
 7AM-4PM [REDACTED]  
 3PM-12AM [REDACTED]  
 Sunday  
 12AM-8AM [REDACTED]  
 7AM-4PM [REDACTED]  
 • [REDACTED]  
 • [REDACTED] 8am (remote), [REDACTED]

REDACTED

3PM-12AM [redacted] and [redacted] will need addressed  
• [redacted] (4PM) [redacted] available if needed per [redacted]

**Monday**  
12AM-8AM [redacted] (Tentatively, need to confirm) Maybe need a SR or TL too

- b) Verify Assigner staffing for the weekend
  - (1) [redacted] running ARCOS for additional support
    - (a) Assigners for 9/16/18

**0730-1530**

- 4) [redacted] (pager person-can be used up to 16 hours)
- 5) [redacted] (pager person- can be used up to 16 hours)
- 6) [redacted]
- 7) [redacted]
- 8) [redacted]
- 9) [redacted]
- 10) [redacted]

**11) 1530-2330**

- 12) [redacted]
- 13) [redacted]
- 14) [redacted]
- 15) [redacted]
- 16) [redacted]
- 17) [redacted]
- 18) [redacted]

(a)

- b) Look to add addition support (Coordinators, ~~Scheduling Leaders~~)
  - (1) Done
- c) Look at Scheduling Leader coverage for next week
- d) Mass Call Center Leadership staffing

**Saturday**  
12AM-7AM [redacted] [redacted]  
7AM-4PM [redacted] [redacted]  
4PM-12AM [redacted] [redacted]  
**Sunday**  
12AM-7AM [redacted] [redacted]  
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**Monday**  
12AM-7AM [redacted] [redacted]  
6AM All

- e) IT staffing
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There are 26 organization supporting this effort.

**AS OF 9/16/18 7AM**

<b>Columbia Gas Incident - Resource Report</b>		
	Total Resources Deployed:	164
	Total Gas Customer Affected:	8,570
	Total Electric Customers Affected:	17,895
	% of Gas Customers "Off & Clear":	100% - 8570
	% of Electric Customers Re-energized:	84.4% - 15105
	List of Critical Facilities Affected:	3

<b>ANDOVER</b>		
	Gas Customer Affected:	2,038
	Electric Customers Affected:	5,403
	% of Gas Customers "Off & Clear":	100% - 2038
	% of Electric Customers Re-energized:	69.2% - 3739
	Critical Facilities Affected:	1

<b>NORTH ANDOVER</b>		
	Gas Customer Affected:	1,517
	Electric Customers Affected:	2,000
	% of Gas Customers "Off & Clear":	100% - 1517
	% of Electric Customers Re-energized:	92.2% - 1844
	Critical Facilities Affected:	1

<b>LAWRENCE</b>		
	Gas Customer Affected:	5,015
	Electric Customers Affected:	10,492
	% of Gas Customers "Off & Clear":	100% - 5015
	% of Electric Customers Re-energized:	90.8%- 9524
	Critical Facilities Affected:	1

REDACTED

9/15/18 CMA Incident update – 4pm

1) IC Updates

- a) Folder created on Logistics drive for documents CMA-Lawrence Incident
- b) Eversource conference calls – 9/15/18 & 9/16/18 – 8:00, 14:00, 20:00
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Eversource contacts



2) Open items for Integration Center

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- g) Welcome packet for Assigners
- h) List of employees working each day (look back to document)
- i) Locksmith process, talking points to call center [REDACTED] -also needed count)

3) Staffing

- a) Refresh Leadership staffing

Saturday

12AM-8AM [REDACTED]

7AM-4PM [REDACTED]

3PM-12AM [REDACTED]

Sunday

12AM-8AM [REDACTED]



7AM-4PM [REDACTED]  
 • [REDACTED]  
 • [REDACTED] 8am (remote), [REDACTED]  
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**Monday**

12AM-8AM [REDACTED] (Tentatively, need to confirm) Maybe need a SR or TL too

b) Verify Assigner staffing for the weekend

(1) [REDACTED] running ARCOS for additional support

(a) Assigners for 9/16/18

**0730-1530**

- 4) [REDACTED] (pager person-can be used up to 16 hours)
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- 10) [REDACTED]

**11) 1530-2330**

- 12) [REDACTED]
  - 13) [REDACTED]
  - 14) [REDACTED]
  - 15) [REDACTED]
  - 16) [REDACTED]
  - 17) [REDACTED]
- (a)

b) Look to add addition support (Coordinators, Scheduling Leaders)

(1) Done

c) Look at Scheduling Leader coverage for next week

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**Saturday**

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**Sunday**

12AM-7AM [REDACTED] [REDACTED]  
 7AM-4PM [REDACTED] [REDACTED]  
 4PM-12AM [REDACTED] [REDACTED]

**Monday**

12AM-7AM [REDACTED] [REDACTED]  
 6AM All [REDACTED]

e) IT staffing

Sat 6:00am to Sat 6:00pm [REDACTED] [REDACTED]  
 Sat 6:00pm to Sun 6:00am [REDACTED] [REDACTED]  
 Sun 6:00am to Sun 6:00pm [REDACTED]  
 Sun 6:00pm to Mon 6:00am [REDACTED]

- f) Job order numbers
  - i) CMA 18-6430649-00
  - ii) COH (charges to CMA JO#) 18-6432225-00
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19) New outage sheets from Engineering show 11,445 accounts impacted by outage. Engineering leader [REDACTED] did not respond. [REDACTED] to verify correct information as of 21:00

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Columbia Gas Incident - Resource Report		
Total Resources Deployed:		164
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Total Electric Customers Affected:		17,895
% of Gas Customers "Off & Clear":		100% - 8570
% of Electric Customers Re-energized:		84.4% - 15105
List of Critical Facilities Affected:		3

ANDOVER		
Gas Customer Affected:		2,038
Electric Customers Affected:		5,403
% of Gas Customers "Off & Clear":		100% - 2038
% of Electric Customers Re-energized:		69.2% - 3739
Critical Facilities Affected:		1

NORTH ANDOVER		
Gas Customer Affected:		1,517
Electric Customers Affected:		2,000
% of Gas Customers "Off & Clear":		100% - 1517
% of Electric Customers Re-energized:		92.2% - 1844
Critical Facilities Affected:		1

LAWRENCE		
	Gas Customer Affected:	5,015
	Electric Customers Affected:	10,492
	% of Gas Customers "Off & Clear":	100% - 5015
	% of Electric Customers Re-energized:	90.8% - 9524
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9/17/18 CMA Incident update – 12am

1) IC Updates

- a) Folder created on Logistics drive for documents CMA-Lawrence Incident
- b) Eversource conference calls – 9/15/18 & 9/16/18 – 8:00, 14:00, 20:00
  - i) [REDACTED] have been points of contact with Eversource

Eversource contacts



2) Open items for Integration Center

- a) Evaluate current Emergency orders pending
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**Monday**

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    - Eversource contacts
    - [REDACTED]
    - Eric Eggleston
    - [eric.eggleston@eversource.com](mailto:eric.eggleston@eversource.com)
- c) CMA to [REDACTED] scheduling of relights 6AM 9/17/18 [REDACTED] Tracking resources (5AM call) [REDACTED]
  - (1) Relight – 5000 customers
    - (a) 550 resources
    - (b) 10 hours 2 passes it the plan
    - (c) Will have status calls every 2 hours with report outs
    - (d) CMA employees with be working non incident work.

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3) Staffing

a) Refresh Leadership staffing

Saturday

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**Current Needs:**

As of 0500 9/17/18:

- 1) List of ER Techs for use for 9/17/18 (all CMA employees will be working non incident work today)
- 2) CGI process outlined by Communications group
- 3) Sent Note out for TL and Manager coverage for the week. (saved on L drive)
- 4) 689 orders being scrubbed by Paige Nesper
- 5) Additional 15 Sent later in additional list of old PR's
- 6)