

Daily briefing

October 19, 2018



Columbia Gas®



Standing Agenda











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

Headlines

- We have now:
 - Replaced over 34 miles of pipe to date
 - Replaced 3,097 service lines, of which 2,896 are Gas Ready

Weather

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 19		Sunny	62°/51°	0%
SAT OCT 20		AM Clouds/PM Sun	64°/41°	10%
SUN OCT 21		Partly Cloudy	47°/32°	0%
MON OCT 22		Mostly Sunny	52°/39°	0%
TUE OCT 23		PM Showers	55°/38°	40%
WED OCT 24		Mostly Sunny	51°/34°	10%
THU OCT 25		Partly Cloudy	46°/30°	0%
FRI OCT 26		Mostly Sunny	47°/33°	0%
SAT OCT 27		Showers	50°/37°	50%
SUN OCT 28		Partly Cloudy	53°/43°	20%

Sunrise/Sunset Schedule 10/19/2018

Activity	Time
Sunrise	7:02 AM
Sunset	5:56 PM

SOURCE: Weather.com as of 9:00 AM on 10/19

Operation Assess / Install

Labor resourcing¹

Resource	On-the-ground 10/18 (yesterday)	Planned for 10/19 (today)	Planned for 10/20 (tomorrow)
Plumbers	212	212	390
Plumbers Asst.	50	52	48
Gas fitters	452	403	403
Electricians	225	222	228
GRS Field/Ops	270	201	201
Local inspectors	12	18	18
Linguists	89	87	87

Other resourcing

Resource	Installed ⁵ (cumulative)	# in stock	# ordered
Water heaters	672	1,008	1,476
Boilers	673	1,023	1,573
Combination units	31	1,338	80
Tankless water heat	40	322	0
Ranges	88	1,536	600
Dryers	24	1,008	1,958

Progress to date

- Returned to block approach, small number of at-risk / vulnerable customer work remaining

Customer and community engagement

- Communicating 72-hour look-ahead schedule

Risks

- Locating additional plumber resources
- Material availability for pipe-fitting onsite
- Moving from walk to run production rate

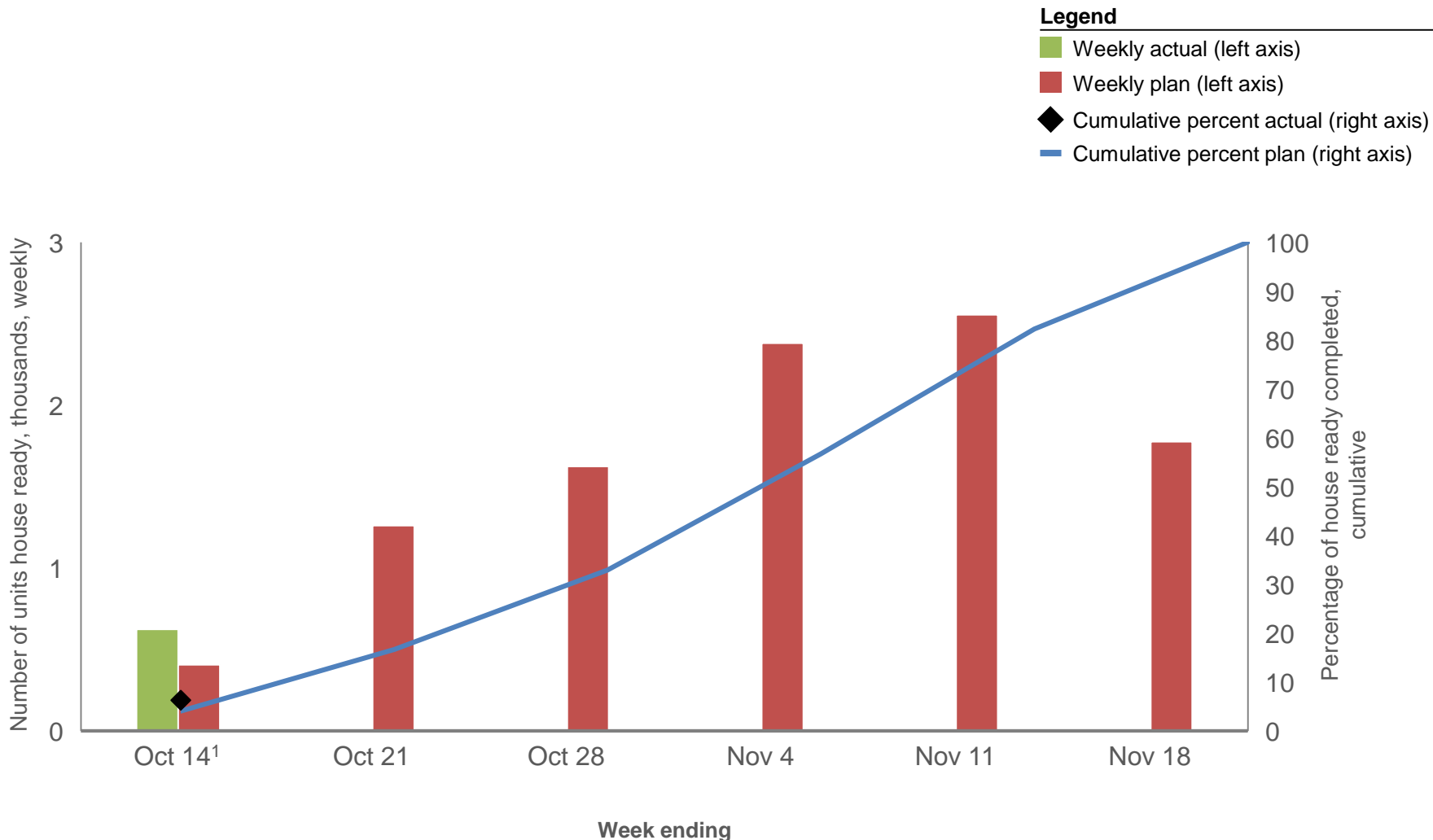
KPIs (figures subject to revision)

	10/18, Meters	In-Progress to-date ³ , Meters
Residential started ²	79	1122

	10/18, Meters	To-date , Meters	Total goal ⁶ , Meters
Residential House Ready ⁴	94	407	7325

1 As per GRS | 2 "Meters started" refers to appliances being disconnected | 3 In progress refers to any meter for which work has commenced and the work order has not yet been closed, indicating that all in-unit work is complete | 4 House Ready meters defined as a meter that has passed inspection for heat and hot water | 5 Total across residential and commercial | 6 Estimate subject to change. Represents current scope of impacted meters

Operation Assess / Install: Progress vs. plan



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

Note: Number house ready currently represented using dwelling units. In the future, this information will be presented using number of meters. Projections based on plumber count. Subject to change.

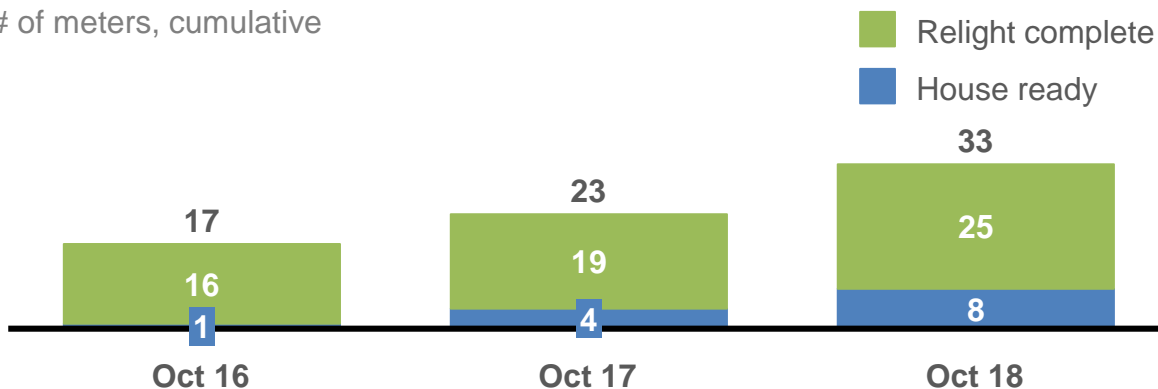
Operation Back-to-Business

Business customers by status, cumulative

	Assessments		House ready		Relight complete		Total sites
	Proj.	Actual	Proj.	Actual	Proj.	Actual	
Lawrence	TBD	44	TBD	4	TBD	4	304
Andover	TBD	30	TBD	0	TBD	14	217
North Andover	TBD	4	TBD	4	TBD	7	154
Total	TBD	78	TBD	8	TBD	25	675

Business customers by status

of meters, cumulative



Progress to date

- Identified 565 businesses are open (84%), 80 are closed (12%), 16 were closed prior to Sept 13 (2%), 13 are residential (2%) and 1 was unaffected
- 26 commercial customers have alternative fuel sources (propane, electric, oil) in place
- PM's meeting with zone commanders to ensure consistent understanding of customer needs
- B2B Centers phone/voice mail set up

Next 24 hours

- Assign Claims Adjuster to businesses
- Aggressive call outs to businesses by PMs

Customer and community engagement

- 10 crews in field on 10/18, and rapid expansion to follow

Construction

Labor resourcing: Crews planned

	10/19	10/20	10/21 (Sunday)	10/22
Andover	65	65	35	65
Lawrence	99	99	84	99
North Andover	56	56	40	56
Total	220	220	159	220

Progress Update

	Project to Date	Target
Main line Installed ft	182,087 (34.4 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	45,876 (8.6 miles)	68,640 (13 miles)
Service line replaced (#)	3,097	6,100
Gas Ready Services ¹	2,896	6,100

- Service and main line replacements are ahead of schedule

Progress

- Main installed project to-date: 182,087 feet (34.4 miles)
- Service lines gas ready project to-date: 2,896
- Service lines replaced on 10/18: 234
- Service lines gas ready on 10/18: 203
- Projects 8.2,2.8 complete all service lines and gas ready

Next 24 hours

- Mains and service lines working in all zones Friday
- Projecting 220 crews for Friday

Customer and community engagement

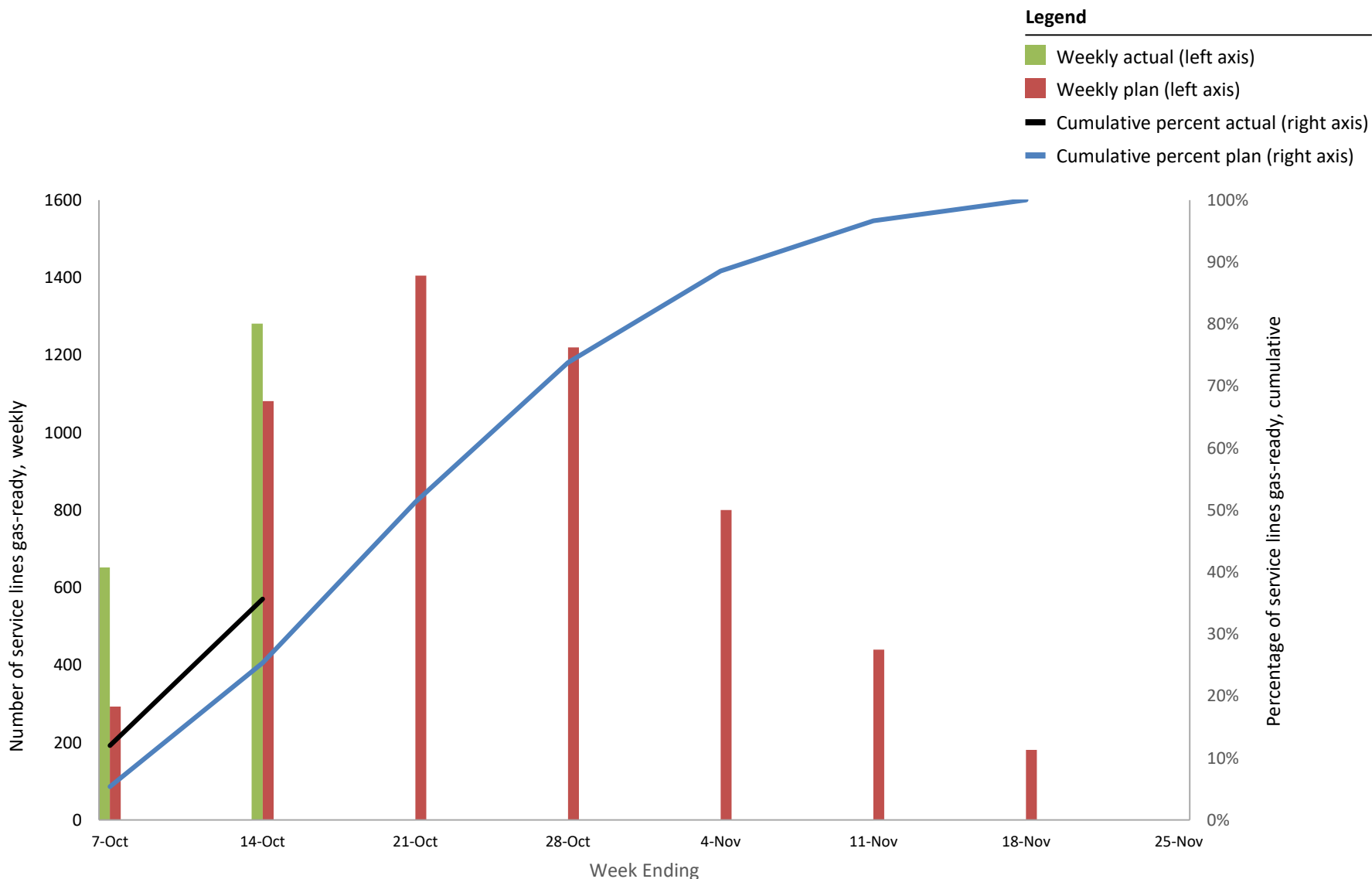
- Continue to hold daily meetings with DPW of all three communities along with Environmental Partners
- Continue to hold daily project coordination meetings with local fire and police departments in all three municipalities to discuss traffic management
- Continue to hold weekly project coordination meetings with MassDOT to mitigate state road impacts as necessary

Risk

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

¹ Distinct from Gas Ready meters

Construction: Service line Gas Ready progress



Customer and Community Support

Yesterday's call center performance (through 6pm)

Topic	Metric	Actual, seconds	Target, seconds
Call center performance	ASA ¹ : CMA, yesterday	20	30
	ASA ¹ : CR ² , yesterday	2.89	30

Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	47
# of customers interacted with (to-date)	1,775

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

1 Average seconds to answer. | 2 CLEAResult

Progress to date

Mobile Customer Care Centers launched: 9/26

- Deployed through zones 2, 4, and 8
- Visitors: Andover 3, North Andover 5 ("Block" Pilot), Lawrence 39
- Questions focused on service restoration, assess/install, appliance options, and claims process/status

"Block" RV Pilot – new RV (zone 8) site to assist field customer questions during assess/install "house ready" process.

- North Andover Mobile Unit new location: 565-595 Chickering Road, (Chickering Plaza)

Customer and Community Engagement

Customer Resource Walk-in Locations

- Facility/space planning, painting, IT infrastructure and telephony installation all in process at all locations.
- Positive feedback continues to be received from Mobile Customer Care Centers visitors

Critical Care/Temp Heat Outreach

- Outbound calls to 140 critical care customers who have temporary heat – completed. Weekly touchpoints till relight

Operation 100%

- Personalized outbound calls by CCC to all impacted customers to determine property ownership and number of dwellings to restart on 10/20.

Goals for next 24 hours & beyond

- Recruitment Activities continue: 47 candidates for the 15 Customer Care Advisor positions and 1 Team Leader position.
 - Interviewed 26 candidates
 - Additional interviews scheduled thru 10/20

Claims

Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	27,834
Claims made at walk-in centers	60 – Andover 129– Lawrence 31 – North Andover
Residential claims, %	94%
Claims with more than 1 payment, %	36%
ASA: Claim Center, yesterday	6 seconds

Claims by Municipality

Municipality	Claims Received	Active Claims	Value paid out, \$M
Andover	4,407	3,125	\$7.22
North Andover	3,013	2,231	\$4.34
Lawrence	12,745	9,092	\$9.33
Other Areas ¹	844	550	\$0.68
Total	21,009	14,998	\$21.6

Progress Update

- \$1.8M paid via 828 payments to customers, both highest amount to date for one day
- 74% of claims have had claim payments
- Twenty-nine (29) payments issued over \$10,000

Goals for next 24 hours & beyond

- Operation Back to Business strategy put into action today with Claims teams actively engaged with commercial clients.

Customer and community engagement

- Continue to service customers through our three Claim Centers
 - 220 residential customers today, 183 being returning customers
 - 9 business customers, 4 reporting a new claim and 5 returning
 - \$8,000 issued in payments

¹ Areas impacted by electrical outage may be outside of Lawrence, Andover, and North Andover

Communications

DATA AS OF 10/18/2018

Activity	Update	Channels/Timing
Claims Centers	<p>For the week of Oct. 15:</p> <ul style="list-style-type: none"> • Andover : M-F 12 p.m. - 8 p.m.; Sat 9 a.m. - 2 p.m. at 20 Main Street • Lawrence: M-F 7 a.m. - 7 p.m.; Sat 9 a.m. - 2 p.m. at 439 South Union Street (1 Heritage Place) • North Andover: M-F 12 p.m. - 8 p.m. at 115 Main Street 	<ul style="list-style-type: none"> • Updated details available on ColumbiaGasMA.com • Shared on social channels • Claims Center Phone Number: 1 (800) 590-5571
Assessments/ Installations	<ul style="list-style-type: none"> • "House Ready" assessment / installation process • 72-hour work-ahead schedule updated daily in English and Spanish 	<ul style="list-style-type: none"> • Continue finalizing "House Ready" assessment / installation paid media campaign • Daily updates of schedule details on ColumbiaGasMA.com and social media channels • Finalized and distributed Path to Restoration customer packet
Construction & Restoration Overview	<ul style="list-style-type: none"> • Mainline/service line pipe installations ongoing 	<ul style="list-style-type: none"> • Significant updates regularly shared on ColumbiaGasMA.com and social media channels
Mobile Customer Resource Centers	<ul style="list-style-type: none"> • For the week of Oct. 15 mobile units are planned Mon.-Fri. 9 a.m. - 4:30 p.m.; Sat-Sun 10 a.m.- 4 p.m. 	<ul style="list-style-type: none"> • Updating locations on ColumbiaGasMA.com and social media channels, as needed
Upcoming Items	<ul style="list-style-type: none"> • Paid media plan – House-Ready content • Back to Business effort 	<ul style="list-style-type: none"> • Advertising plan in process • Finalized messaging, press release and one-pager

Columbia Gas Website: ColumbiaGasMA.com

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

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

Discussion topics

- Mission focus
- Weekly outlook
- Weekend resource surge

Detail on placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/16	Newly housed 10/17	Total in housing EOD 10/17	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	215	16	231	218	1	12
	Individuals	567	48	615	562	4	49
	Rooms	223	15	238	238	0	0
North Andover	Families	183	13	196	180	1	15
	Individuals	560	40	600	539	4	57
	Rooms	198	13	211	211	0	0
Lawrence	Families	1,289	109	1,398	1210	6	182
	Individuals	4,788	422	5210	4341	29	840
	Rooms	1,488	83	1,571	1,571	0	0
Other areas ¹	Families	2	0	2	2	0	0
	Individuals	7	0	7	7	0	0
	Rooms	3	0	3	3	0	0
Total	Families	1,689	138	1827	1,610	8	209
	Individuals	5,922	510	6,432	5,449	37	946
	Rooms	1,912	111	2,023	2,023	0	0

Updates:

- Families placed in RVs total 209, an increase of 69.
 - 62 families transitioned from hotels to trailers
- Two additional apartment placements occurred 10/17, bringing total to 8
- 88 new housing requests received through 800 reporting number

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

Sheltering Options Status

DATA AS OF 10/18/2018



Shelter type	Available for Placement (10/17)	Units with Placements	Total (available for placement plus already placed)			
Hotels	1,437 rooms	2,023 rooms	3,460 rooms			
	By Day Available for Placement, Units <i>*assumes placements increase of 175 units per day</i>					
	10/18	10/19	10/20	10/21	10/22	10/23
	1,972	2,063	1,888	1,880	1,705	1,530
Apartments	158 apartments	8 apartments	166 apartments			
Trailers	163 trailers	209 trailers	372 trailers			
Congregate Shelters	1,000	0	1,000			

KPIs

Current Units Secured	Target Goal
4,769	Rooms available by 10/21 (hotels & apartments)
95%	Percentage of goal
	5,000
	100%

Progress update

- Secured 372 travel trailers (all are onsite): 372 are operational as of 10/18
 - South Commons Park (Lawrence): all 180 onsite and operational. 175 families have been placed, 107 have registered and are occupying trailers (as of 5 PM on 10/18)
 - Pemberton Park (Lawrence): all 100 onsite and operational. 93 families have been placed, 46 have registered and are occupying trailers (as of 5 PM on 10/18)
 - Grogan Field (North Andover): all 60 onsite and operational. 35 families have been placed, 7 families have registered and are occupying trailers (as of 5 PM on 10/18)
 - Recreation Road (Andover): all 32 on site and operational. 29 families have been placed, 9 have registered and are occupying trailers (as of 5 PM on 10/18)
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 25 people are registered as of 5 PM on 10/18.
- Nevins Farm in Methuen is available to kennel and care for household pets should customers have a need.

Appendix

Columbia Gas Contact Information

Affected Customer Hotline (866)-388-3239

Property Claims Number (800)-590-5571

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

Emergency Line (800)-525-8222

Claims Center and Back-to-Business Locations (see website for availability):

439 South Union Street, Lawrence:

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

20 Main St. Andover: Claims Center (shifting to 45 Main St. on 10/20)

Mon. – Fri. 12 p.m. – 8p.m.; Sat. 9a.m. – 2p.m.

45 Main St. Andover: Back-to-Business

Mon. – Fri. 12 p.m. – 8p.m.; Sat. 9a.m. – 2p.m.

115 Main St. North Andover:

Tue. – Fri. 12p.m. – 8p.m.; Sat. 9a.m. – 2p.m.

Career Hotline (866) 960-7285

For online information visit www.columbiagasma.com