

Daily briefing

October 14, 2018



Columbia Gas®



Standing Agenda











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

Headlines

- We have now:
 - Replaced more than 27 miles of pipe to-date
 - Replaced 2,124 service lines, of which 1,933 are gas-ready
- We are:
 - Deploying ~500 plumbers in Operation Assess / Install today (weekend surge capacity)

Weather

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 14		Mostly Sunny	59°/44°	0%
MON OCT 15		Showers	63°/48°	80%
TUE OCT 16		Sunny	56°/43°	0%
WED OCT 17		Partly Cloudy	55°/34°	20%
THU OCT 18		Sunny	45°/34°	0%
FRI OCT 19		Mostly Sunny	57°/47°	0%
SAT OCT 20		Mostly Cloudy	57°/40°	20%
SUN OCT 21		Partly Cloudy	47°/33°	20%
MON OCT 22		Mostly Sunny	50°/39°	0%
TUE OCT 23		Partly Cloudy	56°/39°	10%

Sunrise/Sunset Schedule 10/14/2018

Activity	Time
Sunrise	6:57 AM
Sunset	6:04 PM

SOURCE: Weather.com as of 12:00 PM on 10/14

Operation Assess / Install

Labor resourcing

Resource	On-the-ground 10/13 (yesterday)	Planned for 10/14 (today)	Planned for 10/15 (tomorrow)
Plumbers	478	503	238
Gas fitters	345	345	482
Electricians	223	220	200
GRS Field/Ops	278	287	371
Local inspectors	14	14	14
Linguists ³	54	54	70*

Other resourcing

Resource	Installed ⁴ (cumulative)	# in stock	# ordered
Water heaters	472	1064	1710
Boilers	464	915	1560
Combination units	11	1356	0
Tankless water heat	4	331	0
Ranges	0	374	1843
Dryers	0	553	2659

Progress to date

- Made 581 units "House ready"
- Surging to 500 plumbers this weekend; more being sourced for commercial work next week
- Returning to block approach starting Mon 10/15 with full return 10/16

Customer and community engagement

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

Risks

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

KPIs (figures subject to revision)

	10/13	Weekly Actual	Units in-progress ² (to-date)		
Residential units started ¹	55	542	531		
Commercial units started ¹	20	132	308		
	10/13	Weekly Actual	Plan for last week	Total to date	Total goal ⁵
Residential units House Ready ³	18	458	300	531	9,607 (est.)
Commercial units House Ready ³	0	38	30	50	748 (est.)

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

Operation Back to Business

Municipality	Business customers ¹
Andover	217
North Andover	155
Lawrence	304
Total	676

Progress to date

- Identified 538 businesses are open (80% of total commercial customers), 80 are closed (12%) and 58 (8%) are unknown
- 26 commercial customers have alternative fuel sources (propane, electric, oil) in place (does not include 17 in multi-family housing)

Next 24 hours

- Finalize press release announcing Back to Business initiative
- Onboarding project management resources
- Continue assessment/restoration of business customers with GRS; transitioning to Windover this week

Customer and community engagement

- List of customers was provided to mayor and town managers for review; added North Andover library
- Plan to open “one-stop shops” with dedicated teams to guide business customers through the entire restoration process

¹ Subject to change based on refinements to categorization and data reconciliation

Construction

Labor resourcing: Crews planned

	10/14	10/15	10/16	10/17
Andover	15	62	62	62
Lawrence	26	98	98	98
North Andover	14	58	58	58
Total	55	218	218	218

Progress Update

	Project to Date	Target
Main line Installed ft	144,204 (27.3 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	30,114 (5.7 miles)	68,640 (13 miles)
Service line replaced (#)	2,124	6,100
Gas Ready Services ¹	1,933	6,100

- Service and main line replacements are ahead of schedule

Progress to date

- Main installed project to-date: 144,204 feet (27.3 miles)
- Service lines gas ready project to-date: 1,933
- Service lines replaced on 10/13: 173
- Service lines gas ready on 10/13: 180
- 53 crews re-assigned to work on vulnerable and at-risk customers

Next 24 hours

- Mains and service lines working in all zones with the exception of zones 1 and 6
- 55 crews today (Sunday 10/14)

Customer and community engagement

- No meetings will be held with DPW, Fire, Police and MassDOT on Sunday

Risks

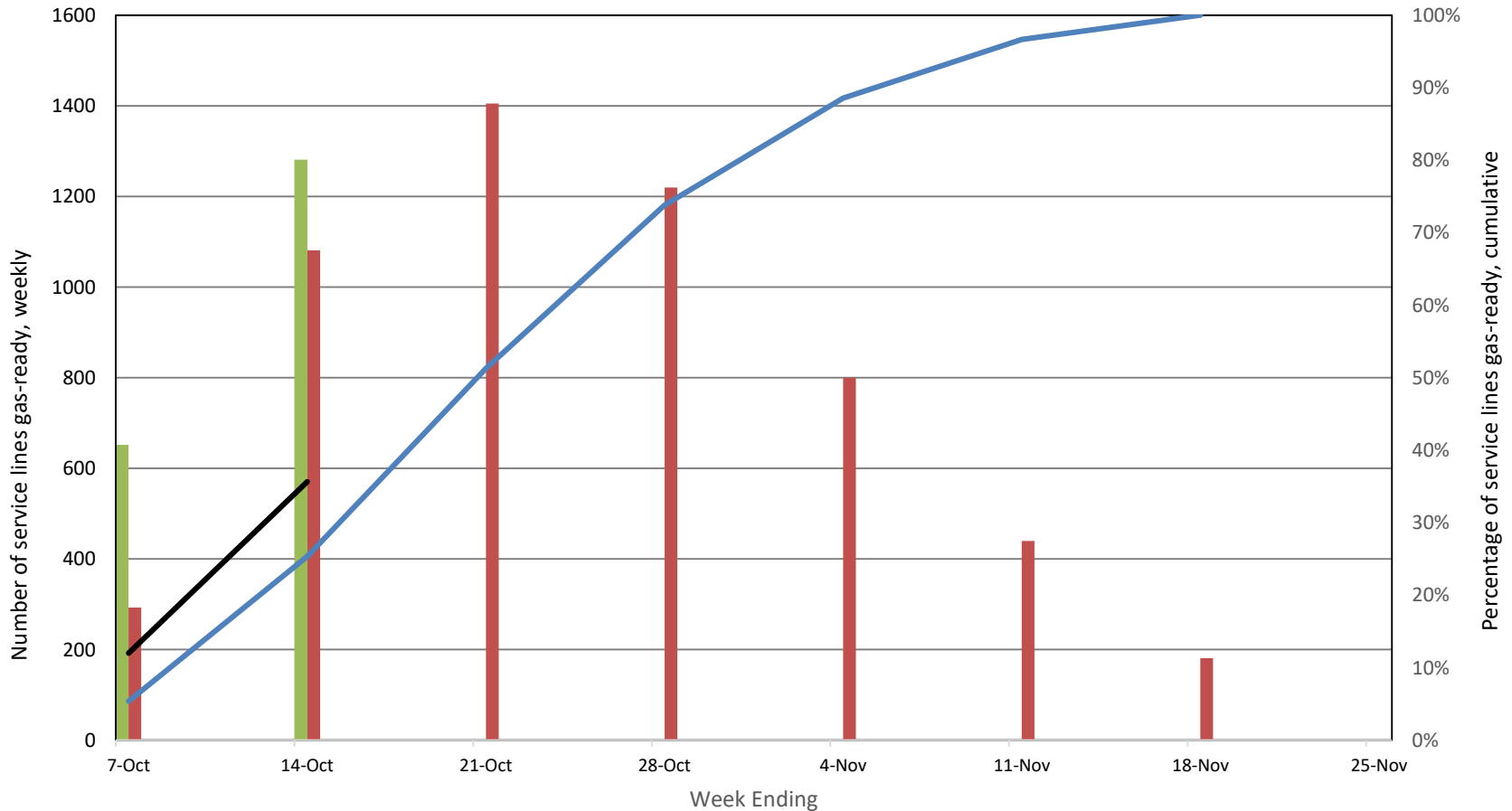
- Inclement weather – Low
- Resources - Low
- Materials - Low
- Permitting and Traffic Control - Low

¹ Distinct from Gas Ready meters

Construction: Service line Gas Ready progress

Legend

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



Customer and Community Support

Yesterday's call center performance (through 6pm)

Topic	Metric	Actual, seconds	Target, seconds
Call center performance	ASA ¹ : CMA, yesterday	3	30
	ASA ¹ : CR ² , yesterday	19	30

Mobile Customer Care Centers Progress

Metric	Actual
# of customers interacted with (yesterday)	62
# of customers interacted with (to-date)	1,437

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

Progress to date

Mobile Customer Care Centers successfully launched on 9/26:

- Deployed through zones 2, 4, and 7
- Visitors: Andover 13, North Andover 12 – “Block” Pilot, Lawrence 37
- Questions focused on service restoration, assess/install, appliance options, and claims process/status

“Block” RV Pilot – Commenced new RV zone 7 site to assist field customer questions during assess/install “house ready” process.

- North Andover Mobile Unit located at 127 Waverly Road
- Pilot concludes early next week

Customer and Community Engagement

Customer Resource Walk-in Locations:

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

Operation Trick or Treat

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

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

Goals for next 24 hours & beyond

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

¹ Average seconds to answer. | ² CLEAResult

Claims

Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	24,295
Claims made at walk-in centers	40 – Andover 61 – Lawrence 7 – North Andover
Residential claims, %	94%
Claims with more than 1 payment, %	31%
ASA: Claim Center, yesterday	6 seconds

Claims by Municipality

Municipality	Claims Received	Active Claims	Value paid out, \$M
Andover	4,241	3,151	\$4.64
North Andover	2,912	2,242	\$2.93
Lawrence	12,391	9,312	\$7.13
Other Areas ¹	807	562	\$0.47
Total	20,351	15,267	\$15.2

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

Progress to date

- Made 25 payments over \$10,000 Saturday 10/13, the most of any day to date. Payments were a combination of individuals and businesses, temporary solutions and permanent replacements and loss of income.

Goals for next 24 hours & beyond

- Claims adjusters discontinuing appliance assessment surveys
- Search continues to hire a Claim Ombudsperson for Lawrence Mayor’s Office

Customer and community engagement

- Some of the positive feedback received from customers:
 - “(My adjusters) have handled claims for both (customer) and myself with friendliness, caring, compassion and professionalism.”
 - “Hi (adjuster name), it has been a pleasure to work with you on the claim. Your company's response to this terrible event has been outstanding because of people like yourself. Again, thank you.”
- We are aware of some negative customer feedback and are striving to address it

Communications

ALL DATA AS OF 10/13/2018

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 • Claim 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"> • Amplification of the "House Ready" assessment and installation process ongoing, including exploration of paid advertising, direct mail, and customer email • Daily updates of schedule details on ColumbiaGasMA.com and social media channels
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. 8 mobile units are planned T-F 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"> • Exploring advertising plan • Drafting 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

Detail on placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/11	Newly housed 10/12	Total in housing EOD 10/12	Of which: Hotels	Of which: Apartments	Of which: RVs
Andover	Families	182	38	220	215	0	5
	Individuals	486	95	581	561	0	20
	Rooms	190	40	230	230	0	0
North Andover	Families	131	22	153	144	0	9
	Individuals	411	53	464	422	0	42
	Rooms	141	22	163	163	0	0
Lawrence	Families	1,024	151	1,175	1,105	0	70
	Individuals	3,790	533	4,323	4,009	0	314
	Rooms	1,238	146	1,384	1,384	0	0
Other areas ¹	Families	9	0	9	9	0	0
	Individuals	27	0	27	27	0	0
	Rooms	11	0	11	11	0	0
Total	Families	1,346	211	1,557	1,473	0	84
	Individuals	4,714	681	5,395	5,019	0	376
	Rooms	1,580	208	1,788	1,788	0	0

Updates:

- Families placed in RVs increased to 84
- No placements yet in apartments but efforts continue to move larger families from hotels with late relight dates. Contacts continue with those families, a number of whom are interested and are going through the background check process.
- 53 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

ALL DATA AS OF 10/12/2018



Shelter type	Available units (not occupied)	Occupied units	Total (available plus occupied)
Hotels	2,820 rooms	1,788 rooms	4,608 rooms
Apartments	166 apartments	0 apartments	166 apartments
Trailers	288 trailers	84 trailers	372 trailers
Congregate Shelters	1,000	0	1,000

KPIs

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

Progress update

- Secured 372 travel trailers (all are onsite): 255 are operational as of 10/12
 - South Commons Park (Lawrence): all 180 onsite and operational. 69 families have been placed, 33 have registered and are occupying trailers
 - Pemberton Park (Lawrence): all 100 onsite, 0 units operational. Anticipate site will be operational by 10/17/18
 - Grogan Field (North Andover): 60 on site, 0 units operational. Anticipate site will be operational by 10/15
 - Recreation Road (Andover): 32 on site and 17 are operational. 8 families have been placed, 6 have registered and are occupying trailers
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available
- Nevins Farm in Methuen is available to kennel and care for household pets should customers have a need.

Appendix

Columbia Gas Contact Information

Affected Customer Hotline (866)-388-3239

Property Claims Number (800)-590-5571

Emergency Line (800)-525-8222

Claims Center Locations (see website for availability):

439 South Union Street, Lawrence:

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

20 Main St. Andover:

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

115 Main St. North Andover:

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

Career Hotline (866) 960-7285

For online information visit www.columbiagasma.com