

Daily briefing

October 16, 2018



Columbia Gas®



Standing Agenda











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

Headlines

- We have now:
 - Replaced nearly 29 miles of pipe to date
 - Replaced 2,381 service lines, of which 2,166 are gas-ready
- We are:
 - Returning to “block” approach for Operation Assess / Install
 - Preparing to launch Operation Back to Business

Weather

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 16		Sunny	58°/43°	0%
WED OCT 17		Partly Cloudy	60°/36°	20%
THU OCT 18		Partly Cloudy	45°/31°	0%
FRI OCT 19		Sunny	57°/46°	0%
SAT OCT 20		Showers	58°/41°	50%
SUN OCT 21		Mostly Sunny	49°/33°	10%
MON OCT 22		Mostly Cloudy	48°/35°	0%
TUE OCT 23		Showers	51°/36°	60%
WED OCT 24		Showers	47°/36°	60%
THU OCT 25		Partly Cloudy	49°/36°	20%

Sunrise/Sunset Schedule 10/16/2018

Activity	Time
Sunrise	6:59 AM
Sunset	6:01 PM

SOURCE: Weather.com as of 11:00 AM on 10/16

Operation Assess / Install

Labor resourcing

Resource	On-the-ground 10/15 (yesterday)	Planned for 10/16 (today)	Planned for 10/17 (tomorrow)
Plumbers	245	238	238
Gas fitters	427	449	449
Electricians	231	225	225
GRS Field/Ops	399	399	399
Local inspectors	12	12	12
Linguists	70	87	87

Other resourcing

Resource	Installed ⁴ (cumulative)	# in stock	# ordered
Water heaters	586	953	1581
Boilers	567	881	1452
Combination units	18	1350	0
Tankless water heat	6	327	0
Ranges	10	595	1593
Dryers	14	657	2534

Progress to date

- Made 711 units "House ready"
- Commenced return to block approach yesterday (10/15) with full return today (10/16)

Customer and community engagement

- Communicating 72-hour look-ahead schedule and interactive map

Risks

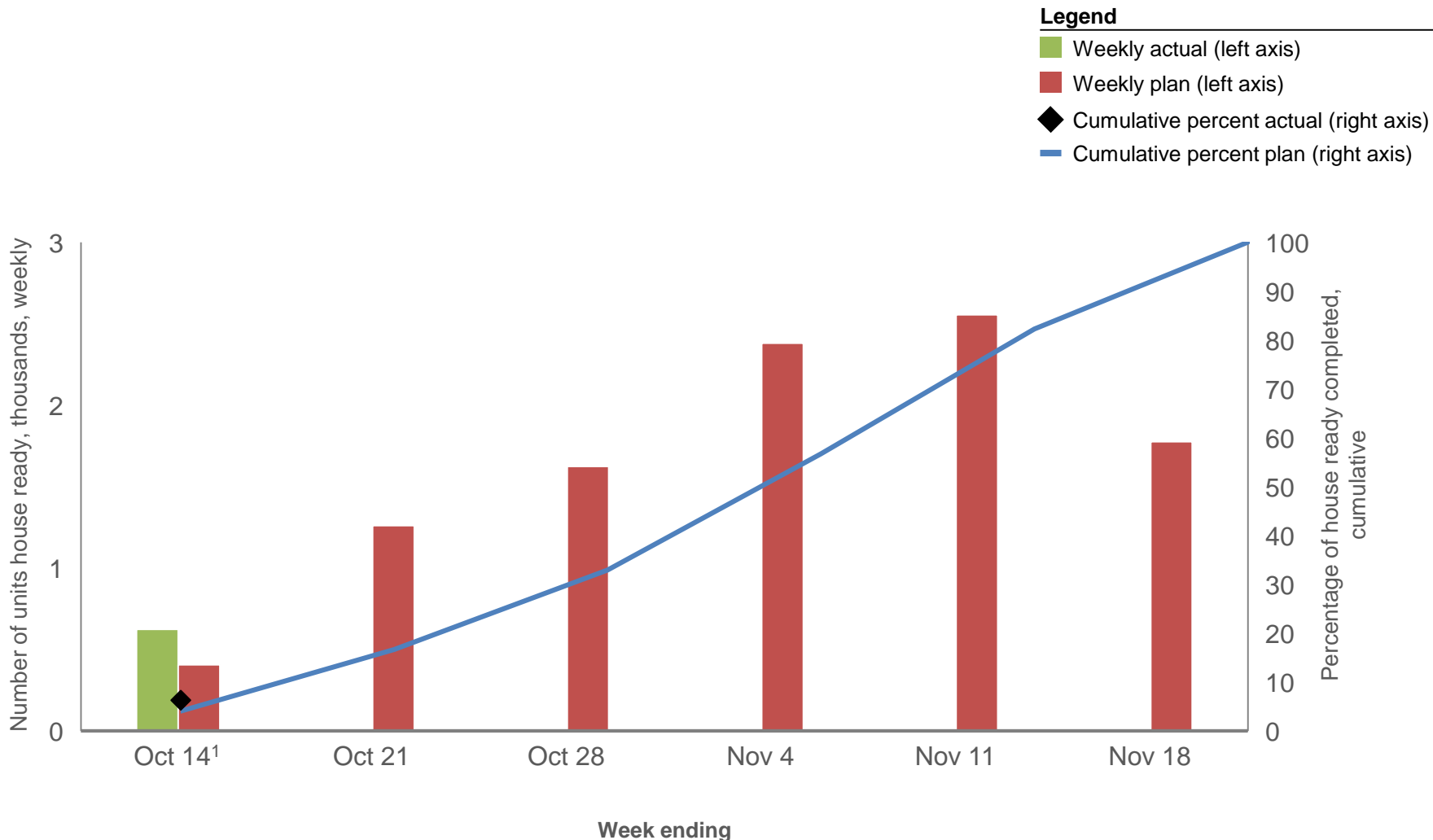
- Locating additional plumber resources
- Moving from walk to run production rate

KPIs (figures subject to revision)

	10/15	Weekly Actual	Units in-progress ² (to-date)		
Residential units started ¹	66	66	1079		
Commercial units started ¹	27	27	355		
	10/15	Weekly Actual	Plan for week	Total to date	Total goal ⁵
Residential units House Ready ³	19	19	1,134	654	9,607 (est.)
Commercial units House Ready ³	5	5	126	57	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 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

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

Progress to date

- Identified 566 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

Next 24 hours

- Training/onboarding project management resources
- Prepare Claim Centers for Thursday 10/18 Back to Business “one-stop shop” openings

Customer and community engagement

- Press release targeted by Wednesday
- Preparing Back to Business website, social media updates
- Opening “one-stop shops” on Thursday in Andover, North Andover, and Lawrence 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

	10/16	10/17	10/18	10/19
Andover	65	66	63	63
Lawrence	95	95	95	95
North Andover	53	52	55	55
Total	213	213	213	213

Progress Update

	Project to Date	Target
Main line Installed ft	152,541 (28.8 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	30,833 (5.8 miles)	68,640 (13 miles)
Service line replaced (#)	2,381	6,100
Gas Ready Services ¹	2,166	6,100

Service and main line replacements are ahead of schedule

Progress

- Main installed project to-date: 152,541 feet (28.8 miles)
- Service lines gas ready project to-date: 2,166
- Service lines replaced on 10/15: 195
- Service lines gas ready on 10/15: 170
- Project 4.1 complete: all service lines and gas ready

Next 24 hours

- Working on mains and service lines in all zones Tuesday
- Planning 213 crews for Tuesday

Customer and community engagement

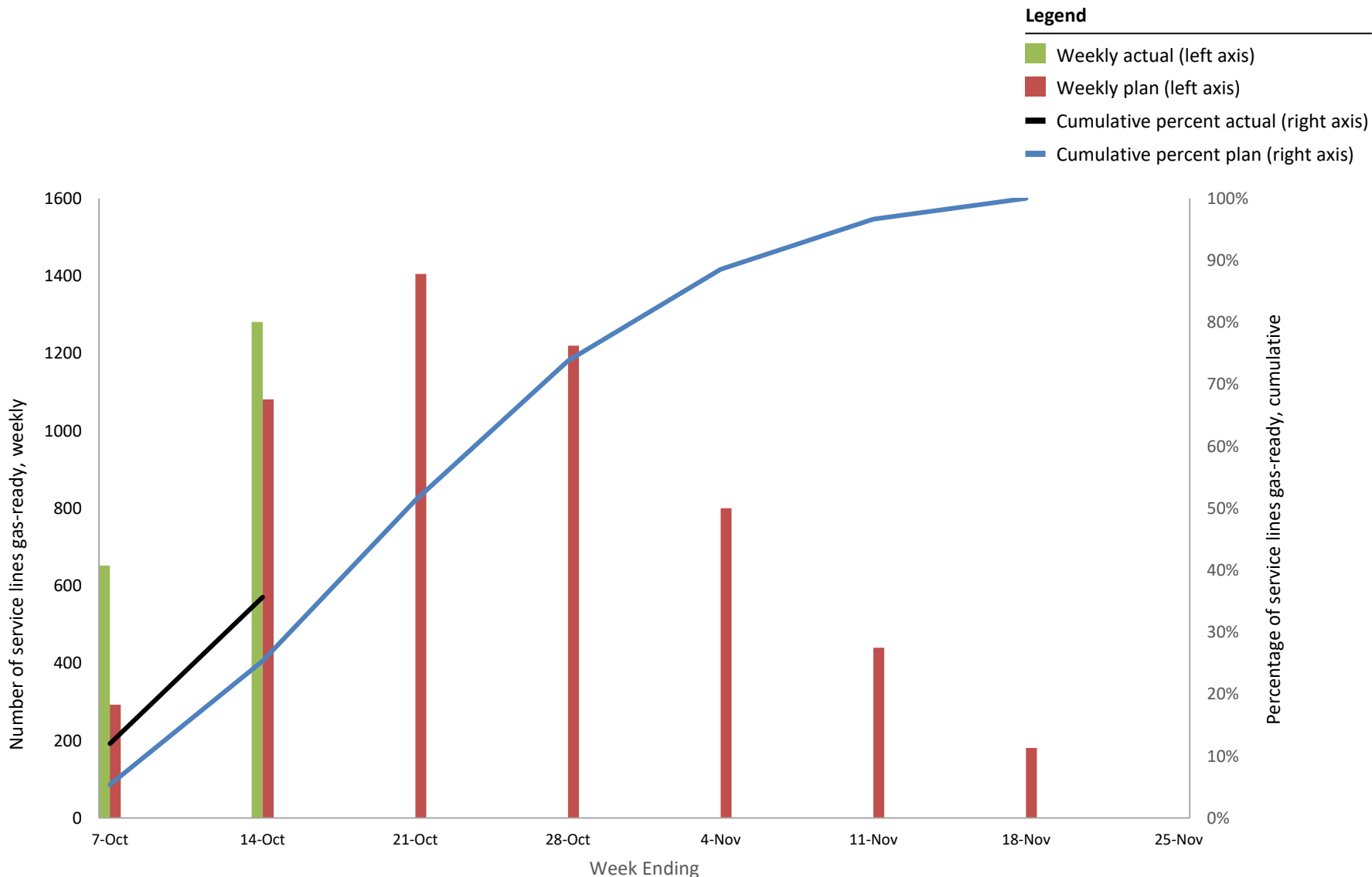
- Continue to hold daily meetings with DPW of all three communities along with Environmental Partners
- Continue to hold daily project coordination meetings with local fire and police departments in all three municipalities to discuss traffic management
- Continue to hold weekly project coordination 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	47	30
	ASA ¹ : CR ² , yesterday	2	30

Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	79
# of customers interacted with (to-date)	1,608

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 21 North Andover 12 ("Block" Pilot), Lawrence 46
- 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 10/17

Customer and Community Engagement

Customer Resource Walk-in Locations

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

Operation Trick or Treat

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

Operation 100%

- Personalized outbound calls to all impacted customers to determine property ownership and number of dwellings

Goals for next 24 hours & beyond

- Monitor the "Block" RV Pilot: Mobile Care Unit through 10/17
- Recruitment Activities continue: 47 candidates for the 15 Customer Care Advisor positions and 1 Team Leader position.
 - Interviewed 26 candidates
 - Additional interviews scheduled for 10/16

¹ Average seconds to answer. | ² CLEARResult

Claims

Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	25,521
Claims made at walk-in centers	67 – Andover 151 – Lawrence 23 – North Andover
Residential claims, %	94%
Claims with more than 1 payment, %	33%
ASA: Claim Center, yesterday	6 seconds

Claims by Municipality

Municipality	Claims Received	Active Claims	Value paid out, \$M
Andover	4,288	3,102	\$5.33
North Andover	2,939	2,215	\$3.38
Lawrence	12,488	9,133	\$7.85
Other Areas ¹	812	544	\$0.52
Total	20,527	14,994	\$17.1

Progress Update

- 26,968 payments have been made to customers so far totaling over \$17M
- 24 customers have received payments of \$25,000 or more.

Goals for next 24 hours & beyond

- Scheduling training for adjusters related to Operation Back to Business
- Finalists selected for Claim Ombudsperson; CVs being reviewed

Customer and community engagement

- Attended the Selectman meeting in Andover to answer questions around claim processes and assist residents with concerns

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

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 and installation paid media campaign • 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. 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"> • Finalizing 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 10/13	Newly housed 10/14	Total in housing EOD 10/14	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	203	16	219	215	0	4
	Individuals	530	41	571	555	0	16
	Rooms	212	19	231	231	0	0
North Andover	Families	152	23	175	165	0	10
	Individuals	457	65	522	478	0	44
	Rooms	165	24	189	189	0	0
Lawrence	Families	1,138	139	1,277	1,168	0	109
	Individuals	4,193	507	4,700	4,188	0	512
	Rooms	1,354	114	1,468	1,467	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	1,502	178	1,680	1,557	0	123
	Individuals	5,207	613	5,820	5,248	0	572
	Rooms	1,742	157	1,899	1,898	0	0

Updates:

- Families placed in Trailers total 123, an increase of 42 from yesterday
- First apartment placement completed with move-in date 10/15. Other placements will begin to follow.
- 64 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

Shelter type	Available for Placement	Units with Placements	Total (available for placement plus already placed)
Hotels	2,709 rooms	1,899 rooms	4,608 rooms
Apartments	166 apartments	0 apartments	166 apartments
Trailers	249 trailers	123 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): 212 are in service as of 10/15
 - South Commons Park (Lawrence): all 180 onsite and in service. 62 families (243 people) have registered and are occupying trailers as of 10/15.
 - Pemberton Park (Lawrence): all 100 onsite, 0 units are in service. Anticipate site will be operational and units in service on 10/17/18
 - Grogan Field (North Andover): all 60 on site, 0 units in service. Site will be operational and all units in service on 10/16
 - Recreation Road (Andover): all 32 on site and in service. 7 families (32 people) have registered and are occupying trailers as of 10/15.
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 6 people registered at the shelter as of 10/15.
- 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