

Daily briefing

October 04, 2018



Columbia Gas®



Standing Agenda



- Headlines
- Weather
- Operational Updates
- Customer and Community Support
- Claims
- Communications

- We have now:
 - Replaced nearly 10.5 miles of pipe to-date; 3 miles replaced in one day is a NiSource record
 - Replaced 418 service lines, of which 251 are gas-ready
 - Conducted 512 assessments today and 2,722 assessments to-date
- Launched Operation Install with 14 residential in-progress
- Executive order authorizes temporary journeyman's license for out-of-state workers
- House-Ready and Relight briefing to be conducted today (10/4)

Weather

ALL DATA AS OF 10/4/2018

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 4		PM Showers	76°/52°	↗ 30%
FRI OCT 5		Mostly Sunny	61°/43°	↗ 0%
SAT OCT 6		Sunny	64°/52°	↗ 0%
SUN OCT 7		Mostly Sunny	78°/59°	↗ 10%
MON OCT 8		Cloudy	64°/56°	↗ 10%
TUE OCT 9		Partly Cloudy	77°/63°	↗ 10%
WED OCT 10		Partly Cloudy	75°/59°	↗ 10%
THU OCT 11		Showers	69°/59°	↗ 40%
FRI OCT 12		Partly Cloudy	69°/57°	↗ 20%
SAT OCT 13		Cloudy	63°/53°	↗ 20%

Sunrise/Sunset Schedule 10/4/2018

Activity	Time
Sunrise	6:45 AM
Sunset	6:20 PM

SOURCE: Weather.com as of 6:50AM on 10/4

Operation Assessment

Labor resourcing

Resource	On-the-ground 10/3	10/4 forecast	10/5 forecast
Plumbers	156	156	156
Electricians	410	270	270
Linguists	54	35	35
Assessors	76	84	84
Inspectors	24	20	20

- Switching company fitters from the Assessment to Install team, and backfilling with company service technicians.
- The Service Master Assessors will be redirected as runners

KPIs for prior day

Prior Day		Cumulative
512	Assessments completed	2722
N/A	House line pipe pass rate ¹	N/A

Progress update

- Streamlined assessment process will help accelerate gas-ready results.
- Assessed all 185 vulnerable, at-risk customers
- Trained additional 45 service technicians to become assessors

Customer and community engagement

- Customers from prior missed scheduling dates have been identified and will be placed in the Assessment queue to begin going back to perform.
- Improved internal integration between zone commanders and contractors to expedite issues escalated by customers
- Reschedule reconciled missed assessment appointments to be performed as soon as possible.
- Continue to drill into data collection to review information to support Install phase and claims processing
- Work with GRS to improve the efficiencies of our electricians throughout the process.

¹ Dropping air test – process has been streamlined to no longer include air test during assessment because it will be conducted during the install phase

Operation Install

Labor resourcing

Resource	On-the-ground 10/3 (yesterday)	Planned for 10/4 (today)	Planned for 10/5 (tomorrow)
Plumbers	28	36	36
Electricians	12	16	16
Laborers	-	-	-
Linguists	-	-	-
Data collectors	-	-	-
GRS personnel	8	8	8
Other ¹	-	-	-

- The first wave of furnaces and boilers will be sourced from local supply houses; we are confident in the ability to meet demand

Other resourcing

Resource	# installed (cumulative)	# in stock	# ordered
Furnaces/boilers	-	-	-
Water heaters	-	574	574
Ranges	-	-	-
Dryers	-	-	-

¹ Security, industrial hygienists & inspectors

Progress update

- Began work at 14 houses; expecting hot water & heater work to be completed today
- Additional 11 units forecasted to begin work today
- Plan to ramp-up to peak capacity of 300+ house-ready per day by 10/15**

KPIs

Prior day		Cumulative
0	Units made 'house ready'	0
14	Units in progress	14

Customer and community engagement

- Customers are eager for install and were very gracious for the work being done
- All crews arrived and began work as scheduled

Construction

Labor resourcing: Crews planned

	10/4	10/5	10/6	10/7
Andover	47	49	49	33
Lawrence	88	86	86	57
North Andover	42	42	42	5
LP to MP ¹ services	11	11	11	11
Total	188	188	188	106

Progress Update

	Project to Date	Target
Main line installed	55,563 ft (10.5 miles)	235,000 (44 miles)
Polyethylene pipe re-qualified	2,959 ft	68,640 (13 miles)
Service line replaced (#)	418	6,100
Gas Ready Services ²	251	6,100

▪ Service and main line replacements are ahead of schedule

Progress

- Main installed to-date: 55,563 feet (10.5 miles)
- Gas ready service lines installed to-date: 251
- Service lines replaced on 10/3: 110
- Zone 7 purge complete
- 3 miles of pipe replaced in one day was a NiSource record

Next 24 hours

- Crews working on mains and service lines in all zones

Customer and community engagement

- Daily meeting held with DPW of all three communities along with Environmental Partners to discuss excavations & traffic control permitting

Risk

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

¹ Low pressure to medium pressure | ² Distinct from gas-ready meters

Customer and Community Support

Yesterday's call center performance (through 6pm)

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

Placements of customers into alternate housing

Municipality	Metric	Actual to date
Andover	Families	24
	Individuals	78
North Andover	Families	10
	Individuals	36
Lawrence	Families	158
	Individuals	589
Other Areas ³	Families	70
	Individuals	214
Total	Families	262
	Individuals	917

Mobile Customer Care Centers Progress

Metric	Actual
# of customers interacted with (yesterday)	88
# of customers interacted with (to-date)	525

Deployment Area	1	2	3	4	5	6	7	8
Zones	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Latest progress

- Mobile Customer Care Centers successfully launched Wednesday, 9/26:
 - Deployed through zones 2, 4, and 7
 - Interacted with 88 customers on 10/3/18
 - To date served 525 customers
 - Questions focused on path to service restoration, assessments, claims process/status/construction process

Customer and community engagement

- We are actively reaching out to ensure customers have alternate housing solutions, determining other needs, and providing them where necessary; claims adjusters are ensuring high-touch outreach
- Positive feedback continues to be received from community on Mobile Customer Care Centers

Goals for next 24 hours & beyond

- CSR & Mobile Team Training; Interactive MAP & Talking Points, extra staffing planned in call center to support deployment
- Recruitment Completed: 47 candidates for the 15 Customer Care Advisor positions and 1 Team Leader position. Next step, Interview process to begin week of October 8th.
- Lease finalized for 2 Customer Care/Claim Centers: 439 South Union, Lawrence, MA; 115 Main Street, North Andover, MA.
- Andover Location: 45 Main Street – physical tour completed, next step - lease negotiations

Risks

- To ensure customers do not have long call wait times, robo-calls are being more evenly scheduled

¹ Average seconds to answer. | ² CLEARResult | ³ Customers in this category had an unlisted address and/or an alternate outside address

Claims

Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number, #	17,709
Residential claims, %	95%
Claims with more than 1 payment, %	21%
ASA: Claim Center, yesterday	6 seconds

Claims by Municipality

Municipality	Claims received	Value paid out, \$M
Andover	3,650	\$1.79
North Andover	2,497	\$1.26
Lawrence	10,923	\$3.61
Other Areas ¹	652	\$0.18
Total	17,722	\$6.84

Process overview

- Where an initial payment was not processed immediately through one of our claim centers, payments are being processed on average within 5 days.
- A claims representative contacts the claimant within 24 hours.
 - Claimants can ask questions by calling their claims representative directly or through our toll-free number.
 - 125 adjusters are on-site assisting customers; 125 adjusters are working outside the area, calling customers and adjusting claims by telephone where possible.

Serving Residential and Business Customers

A claims representative has been assigned to all claims and will follow up to evaluate losses

For Residential Claims

- Once validation of loss has occurred and supporting documentation has been received, payments can be processed immediately (depending on value) via debit card. Check payments could take 1-2 weeks.
- Payments can be made as needed and are prioritized by urgency.

For Business Claims

- A claims representative will assist in providing guidance for appropriate documentation of business losses and impacts, and to determine if additional advances are needed to assist with ongoing business expenses.
- Payments can be made as needed and are prioritized by urgency.
- Many businesses and some residents are choosing to use their own insurance. In these situations, the insurance company will work directly with the customer for their immediate needs and file separately with Columbia for reimbursement of costs.
- Due to the on-going nature of this event, we do not expect claim closures to increase significantly until after gas service has been restored to our customers.

Additional information on claims processing available at ColumbiaGasMA.com

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

Communications Update: October 4th

Activity	Update	Channels/Timing
Claims Centers	<p>For the week of Oct. 1:</p> <p>Andover : M-F 12 p.m. - 8 p.m.; Sat. 9 a.m. - 2 p.m. 20 at 20 Main Street</p> <p>Lawrence: M-F 7 a.m. - 7 p.m.; Sat 9 a.m. - 2 p.m. at 439 South Union Street (1 Heritage Place)</p> <p>North Andover: T-F 12 p.m. - 8 p.m.; Sat 9 a.m. - 2 p.m. at 115 Main Street</p>	<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	<p>Assessments are continuing on Thurs., Oct. 4; streets targeted for assessments updated on ColumbiaGasMA.com</p> <p>Updated FAQ's available on ColumbiaGasMA.com and as a leave behind</p>	<ul style="list-style-type: none"> • Robo calls on Thurs., Oct. 4 to provide customers scheduled for 10/7 with 72-hour notice; 10/6 with 48-hour notice; 10/5 with 24-hour notice
Construction & Restoration Overview	<p>Overview of what to expect in the restoration process and overview of the Gas Ready construction plan.</p>	<ul style="list-style-type: none"> • Customer information on service restoration posted on ColumbiaGasMA.com • Available in hand out in the mobile customer care and contact centers
Mobile Customer Resource Centers	<p>For the week of Oct. 1 mobile units are planned M-S 9 a.m. - 4:30 p.m.; Sun 10 a.m. - 2 p.m.</p>	<ul style="list-style-type: none"> • Locations updated on ColumbiaGasMA.com

Columbia Gas Website: ColumbiaGasMA.com
 Columbia Gas Facebook: <https://www.facebook.com/ColumbiaGasMa>
 Columbia Gas Twitter: @ColumbiaGasMA

Discussion topics

- Mission Focus
- On Thursday 10/4 a briefing is being held on the House Ready and Re-Light plan; therefore, the Daily Coordination call will not be held



Sheltering Options Status

<u>Shelter type</u>	<u>Currently Available</u>
Hotels	3,882
Apartments	185
RVs	200
Congregate Shelters	450 by 10/7; 1200 Surge Capacity

KPIs Progress

<u>Current Units Secured</u>		<u>Target Goal</u>
4,067	Rooms available by 10/7 (hotels & apartments)	5,000
81%	Percentage of goal	100%

Progress update

- Target to reach our target of 5K rooms (across hotels and apartments) in next few weeks
- Secured 3,882 hotel rooms (~2,400 within 30 miles of center of impacted area; ~600 within 15 miles)
- Secured 185 short term apartment leases (all within 30 miles and ranging from 1BR – 3BR)
- Targeting 600 RV’s by October 26: 200 on site by 10/12, Additional 200 by 10/19, Additional 200 by 10/26.
- RV camps being established in Lawrence (150 trailers), North Andover (50 trailers) and Andover (40 trailers). Looking for additional sites in Lawrence.
- Contingency plans for 1200 shelter beds (1000 in Lawrence and 200 in Haverhill): 450 beds available by 10/7; can surge to 1200 in increments of 250.
- Secured passenger ship for 1,000+ employees and contractors, currently in transit from Florida and arriving Saturday morning – will be anchored until it docks at the North Jetty Port, which needs a week of construction preparation (which started today)

Customer and community engagement

- We will work to develop a plan to communicate temporary housing strategy to the community

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

Definitions

Term	Definition
Customer	Any service with a meter attached.
Business customer	Customer type field defined as “commercial” customer in Customer Information System.
Residential customer	Customer type defined as “residential” customer in Customer Information System.
Master Meter	Pipeline system for distributing gas within, but not limited to, a definable area, such as a mobile home park, housing project, or apartment complex, where the operator purchases metered gas from an outside source through a gas distribution pipeline system. One master meter shows up as one customer in current data.
Manifold	Pipeline system where one service line flows into an apparatus that has multiple meters. With current data methods, customers on a manifold will be equal to the total number of meters on the manifold.
Assessment	Crews have assessed your house or business and its appliances to plan for the repair and replacement of your appliances, and all required inspections are performed.
Gas-ready	All components up to the meter have been installed and tested, and gas is present.
House-ready	All inside work is completed and tested, with at least one appliance in your home or business available for re-light.
Re-light	A Columbia Gas representative has come to the home, installed the meter, tested it, and restored gas service to the home or business.