

Daily briefing

October 06, 2018

Columbia Gas®



Columbia Gas®



Standing Agenda

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

- We have now:
 - Replaced more than 16 miles of pipe to-date
 - Replaced 690 service lines, of which 471 are gas-ready
 - Completed 204 assessments yesterday and 3,186 complete assessments to-date
- 4 residential units made House Ready; 18 to-date
- Interactive map showing Gas Ready and House Ready scheduled to go live on Sunday evening

Weather

ALL DATA AS OF 10/5/2018

10-day Forecast

| DAY | DESCRIPTION | HIGH / LOW | PRECIP |
|----------------|------------------|------------|--------|
| TODAY OCT 6 | Partly Cloudy | 65°/58° | 0% |
| SUN OCT 7 | PM Showers | 77°/56° | 40% |
| MON OCT 8 | Cloudy | 59°/55° | 20% |
| TUE OCT 9 | AM Clouds/PM Sun | 75°/65° | 20% |
| WED OCT 10 | Mostly Sunny | 81°/58° | 20% |
| THU OCT 11 | Showers | 65°/61° | 60% |
| FRI OCT 12 | Partly Cloudy | 67°/49° | 20% |
| SAT OCT 13 | Partly Cloudy | 58°/46° | 20% |
| SUN OCT 14 | Mostly Sunny | 58°/46° | 10% |
| MON OCT 15 | Mostly Sunny | 59°/45° | 20% |

Sunrise/Sunset Schedule 10/6/2018

| Activity | Time |
|----------|---------|
| Sunrise | 6:47 AM |
| Sunset | 6:17 PM |

SOURCE: Weather.com as of 7:30AM on 10/6

Operation Assessment

Labor resourcing

| Resource | On-the-ground | | |
|--------------|---------------|---------------|---------------|
| | 10/5 | 10/6 forecast | 10/7 forecast |
| Electricians | 60 | 60 | 60 |
| Linguists | 24 | 24 | 24 |
| Assessors | 30 | 30 | 30 |

- Most of the NiSource Assessment team will be swapped out with new resources.

KPIs for prior day

| Prior Day | Cumulative |
|-----------|--|
| 204 | Assessments completed ¹ 3,186 |

Progress update

- Streamlined assessment process will help accelerate Gas Ready customers
- Plumbers have been redeployed fully to Operation Install due to streamlined Assessment process
- Had 5 Assessors walk streets with dual main to help identify any customers that may be allowed to go through the relight process immediately.
- Deployed 30 new assessors

Customer and community engagement

- 8 customers were identified to start the relight process immediately of which five were home and were immediately sent a service tech to turn the gas on. They were very appreciative
- Assessed all 188 vulnerable, at-risk customers scheduled for yesterday, 10/5
- Linking GRS Leads with our Command Leads worked well to help expedite customer escalated issues

¹ Assessments completed is a result of the number of assessment visits minus the number of customers not home

Operation Install

Labor resourcing

| Resource | On-the-ground 10/5 (yesterday) | Planned for 10/6 (today) | Planned for 10/7 (tomorrow) |
|------------------|-----------------------------------|--------------------------------|-----------------------------------|
| Plumbers | 109 | 215 | 228 |
| Gas fitters | 12 | 16 | 16 |
| Electricians | 75 | 232 | 232 |
| GRS Field/Ops | 40 | 182 | 182 |
| Local inspectors | 6 | 6 | 6 |

Other resourcing

| Resource | # installed (cumulative) | # in stock | # ordered |
|------------------------|-----------------------------|------------|-----------|
| Water heaters | TBD | 842 | 675 |
| Cast iron boilers | TBD | 198 | 1155 |
| Comb. units | TBD | 94 | 1765 |
| Tankless water heaters | TBD | 20 | 360 |
| Ranges | TBD | - | 1500 |
| Dryers | TBD | - | 2000 |

Progress update

- Data from dwelling units tested during Operation Install suggests fewer piping leaks than found during Operation Assessment
- Coordination with city inspectors will be critical to a successful mission
- Targeting 30 additional units house ready today
- **Plan to ramp up to peak capacity of 300+ house-ready per day by 10/15**

KPIs

| | Prior day | Cumulative |
|----|------------------------|------------|
| 49 | Units started | 111 |
| 4 | Units made House Ready | 18 |

Customer and community engagement

- Customer satisfaction with Install remains positive
- 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

| | 10/6 | 10/7 | 10/8 | 10/9 |
|--------------------------------|------------|-----------|------------|------------|
| Andover | 53 | 19 | 55 | 55 |
| Lawrence | 87 | 47 | 87 | 87 |
| North Andover | 42 | 16 | 42 | 42 |
| LP to MP ¹ services | 11 | 0 | 11 | 11 |
| Total | 193 | 82 | 195 | 195 |

Progress Update

| | Project to Date | Target |
|-----------------------------------|---------------------|--------------------|
| Main line Installed ft | 85,299 (16.2 miles) | 235,000 (44 miles) |
| Polyethylene pipe re-qualified ft | 6,140 (1.2 miles) | 68,640 (13 miles) |
| Service line replaced (#) | 690 | 6,100 |
| Gas Ready Services ² | 471 | 6,100 |

- Service and main line replacements are ahead of schedule

Progress

- Main installed project to-date: 85,299 feet (16.15 miles)
- Service lines gas ready project to-date: 471
- Service lines replaced on 10/5: 141
- Service lines gas ready on 10/5: 136

Next 24 hours

- Crews working on mains and service lines in all zones

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
- Started MassDOT District 4 meetings to discuss state highway traffic management plans

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 | 11 | 30 seconds |
| | ASA ¹ : CR ² , yesterday | 3.1 | 30 seconds |

Placements of customers into alternate housing

| Municipality | Metric | Actual to date |
|--------------------------|-----------------------|----------------|
| Andover | Families | 50 |
| | Individuals | 160 |
| North Andover | Families | 32 |
| | Individuals | 95 |
| Lawrence | Families | 333 |
| | Individuals | 1,209 |
| Other Areas ³ | Families | 9 |
| | Individuals | 27 |
| Total | Families ⁴ | 424 |
| | Individuals | 1,491 |

Mobile Customer Care Centers Progress

| Metric | Actual |
|--|--------|
| # of customers interacted with (yesterday) | 81 |
| # of customers interacted with (to-date) | 742 |

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

¹ Average seconds to answer.² CLEARresult³ Customers in this category had an unlisted address and/or an alternate outside address⁴ Number reported prior to 10/3 represented rooms rather than number of families in alternate housing

Latest progress

- Mobile Customer Care Centers successfully launched Wednesday, 9/26:
 - Deployed through zones 2, 4, and 7
 - Andover (15), North Andover (54), Lawrence (35)
 - 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

Claims

ALL DATA AS OF 10/5/2018

Metrics

| Metric | Total to date |
|---|---------------|
| Calls received at Claim Reporting toll-free number, # | 19,103 |
| 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 | 3,849 | \$2.21 |
| North Andover | 2,650 | \$1.55 |
| Lawrence | 11,541 | \$4.37 |
| Other Areas ¹ | 704 | \$0.22 |
| Total | 18,744 | \$8.35 |

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

Goals for next 24 hours & beyond

- Press release was issued about housing placement.
- No significant increase in the number of people needing temporary housing (17)
- Still proactively calling customers for placements and receiving requests through their adjusters.
- Per diems for meals and travel continue to be refined and are nearing final state.

Customer and community engagement

- Lawrence Housing Authority has heat and hot water effective today, keeping 690 units in place (~1,500 residents)
- Mike Agricola of Salvatore's restaurant insisted on a public presentation of his \$30,000 payment so he could recognize the great work of the Columbia Gas Claims team
- To keep the kids occupied at the Lawrence Claim Center, the staff gave them coloring materials. A wonderful collage of children's artwork now adorns the wall, making it a brighter place

Customer overview

ALL DATA AS OF 10/5/2018

| Municipality | Vulnerable and at-risk customers ¹ | Commercial customers ² | Estimated dwelling units ³ |
|---------------|---|-----------------------------------|---------------------------------------|
| Andover | 70 | 248 | 1,964 |
| North Andover | 70 | 171 | 1,707 |
| Lawrence | 444 | 377 | 5,615 |
| Total | 584 | 796 | 10,908 |

Current dwelling units being continuously refined by overlaying detailed address information from external data

Commercial Customer engagement

By the numbers

- 166 assessments of commercial customers completed to-date
- 38 customers have alternative fuel sources (propane, electric, oil) in place

Highlights

- **Holiday Inn** has a temporary CNG solution as of 10/5
- **Lawrence Housing Authority** has 3 sites with multiple buildings has a temporary heat and hot water (diesel) solution as of 10/5
- **Princeton at Mt. Vernon in Lawrence** (144 apartments) has temporarily converted boilers to propane
- **Breen School in Lawrence** will be gas-ready with a meter installed by Sunday; school has chosen to coordinate the re-connection and re-light of their appliances

1 Determined across a) Critical Care (e.g. nursing homes, medical needs, disabled) b) Critical facilities (e.g. school, shelters, community centers); some duplicates removed since 10/4 data

2 Includes customers that depend on gas for core services (e.g. restaurants), large residential properties, key services (e.g. medical care, public education). Does not include commercial office space and work-from-home residential space

3 Defined as units "behind the meter." E.g., a 4-unit apartment building with a single meter would be 1 customer but 4 dwelling units.

Communications Update: October 6th

| Activity | Update | Channels/Timing |
|-------------------------------------|--|---|
| Claims Centers | <ul style="list-style-type: none">For the week of Oct. 1:Andover : M-F 12 p.m. - 8 p.m.; Sat. 9 a.m. - 2 p.m. at 20 Main StreetLawrence: 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: T-F 12 p.m. - 8 p.m.; Sat 9 a.m. - 2 p.m. at 115 Main Street | <ul style="list-style-type: none">Updated details available on ColumbiaGasMA.comShared on social channelsClaim Center Phone Number: 1 (800) 590-5571 |
| Assessments | <ul style="list-style-type: none">Assessments are continuing on Sat., Oct. 6; streets targeted for assessments updated on ColumbiaGasMA.comUpdated FAQ's available on ColumbiaGasMA.com and as a leave behind | <ul style="list-style-type: none">Robo calls on Sat., Oct. 6 to provide customers scheduled for 10/8 with 48-hour notice and 10/7 with 24-hour notice |
| Construction & Restoration Overview | <ul style="list-style-type: none">Overview of what to expect in the restoration process and overview of the Gas Ready construction plan. | <ul style="list-style-type: none">Customer information on service restoration posted on ColumbiaGasMA.comAvailable in hand out in the mobile customer care and contact centers |
| Mobile Customer Resource Centers | 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. | <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
 - Gas Ready: Ahead of schedule for pipe replacement and pipe re-qualification
 - House Ready:
 - Streamlined assessment process to enable ramp-up
 - Redeploying Operation Assessment personnel to Operation Install
 - Focusing on block strategy approach for Operation Install
 - Relight: Need to develop streamlined city inspection process

Sheltering Options Status



| Shelter type | Currently Available |
|---------------------|-----------------------------------|
| Hotels | 3,015 rooms |
| Apartments | 164 apartments |
| RVs | 400 RVs secured |
| Congregate Shelters | 250 on 10/8; up to 1,000 on 10/10 |

KPIs Progress

| Current Units Secured | Target Goal |
|-----------------------|---|
| 4,179 | Rooms available by 10/8 (hotels & apartments) |
| 84% | Percentage of goal |

Progress update

- Target to reach our target of 5K rooms (across hotels and apartments) in next few weeks
- Secured 3,015 hotel rooms (~2000 within 30 miles of center of impacted area; ~600 within 15 miles), another ~1,000 secured starting Monday 10/8
- Secured 164 short team apartment leases (all within 30 miles and ranging from 1BR – 3BR)
- Secured 400 RVs
- 100 on site by 10/8, 270 on site by 10/12, all RVs on site by 10/17
- RV camps being established on South Common Park, Lawrence (180 RVs), Pemberton Park, Lawrence (~100 RVs), Grogan Field, North Andover (~80 RVs) and Recreation Road Park, Andover (~40 trailers).
- Congregate shelter can fit 1,000 shelter beds (1,000 in Lawrence): 250 beds available by 10/8; can surge to 1,000 in increments of 250 on 48 hours notice
- Secured passenger ship for 1,000+ employees and contractors, currently in transit from Florida and arriving Saturday morning – will be anchored (may dock at Flynn Cruise Terminal on Sunday to begin onboarding) until it docks at the North Jetty Port, which needs a week of construction preparation (which started 10/3).

Customer and community engagement

- Finalizing communication regarding 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. |