

Daily briefing

October 07, 2018

Columbia Gas®



Columbia Gas®



Standing Agenda

- Headlines
- Update on resourcing
- Weather
- Operational Updates
- Customer and Community Support
- Claims
- Customer Overview
- Communications
- Sheltering options

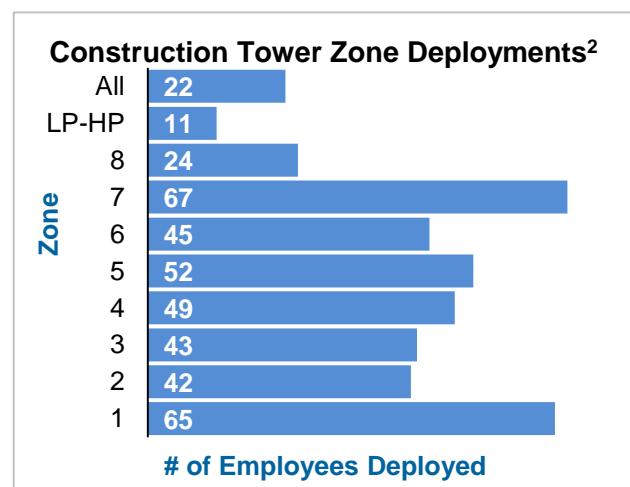
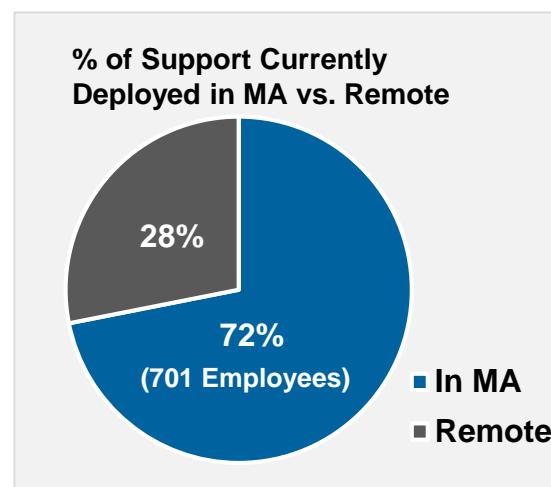
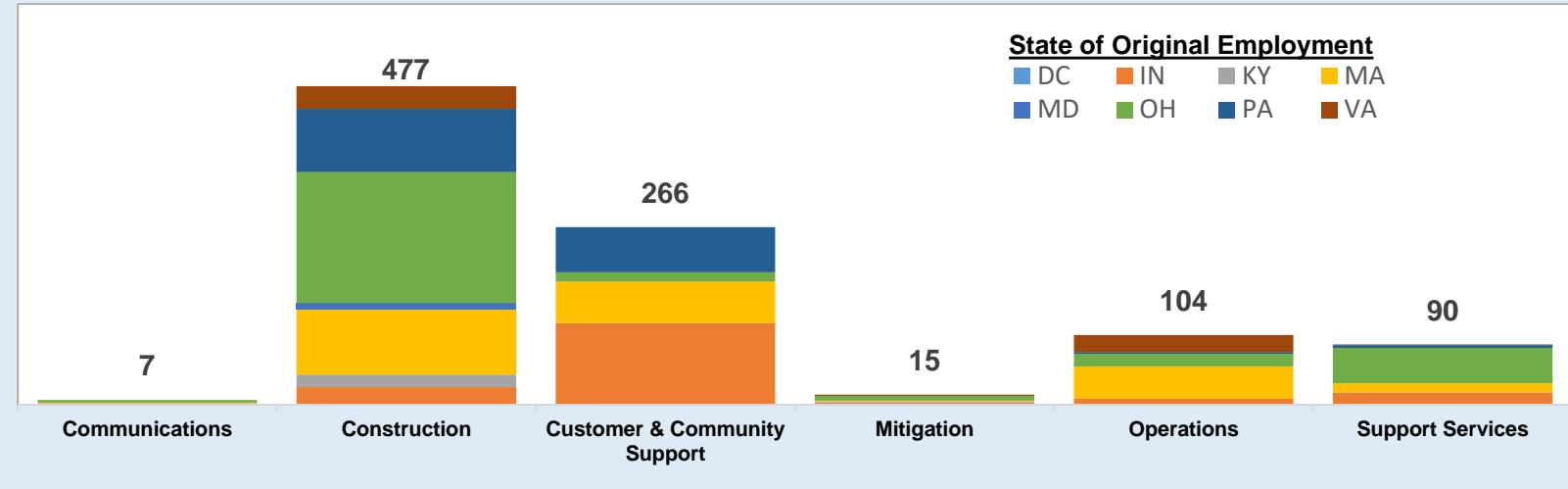
Headlines

ALL DATA AS OF 10/6/2018

- We have now:
 - Replaced 18 miles of pipe to-date
 - Replaced 877 service lines, of which 617 are gas-ready
 - Completed 178 assessments yesterday; 3,364 complete assessments to-date
- 26 residential units made House Ready to-date; 141 started yesterday and still in progress
- Interactive map showing Gas Ready and House Ready scheduled to go live tonight (10/7)

Support in MA from NI Employees

959 Employees Supporting Restoration Towers¹



366 employees who have expressed interest in supporting through employee survey and have not yet been deployed

1) Some employees are supporting multiple towers, thus there may be some differences in Tower breakdown depending on timing

2) The construction tower has 45 additional "Leaders" not assigned to a zone and 5 employees with a zone listed as "TBD", thus they are not represented on the Zone Deployments chart. The total number of employees in the Construction Tower is 477 as reflected in the chart at the top.

Weather

10-day Forecast

DAY	DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 7	 PM Showers	75/56°	40%
MON OCT 8	 Cloudy	59/56°	20%
TUE OCT 9	 Partly Cloudy	79/66°	10%
WED OCT 10	 Partly Cloudy	81/67°	10%
THU OCT 11	 Rain	72/56°	80%
FRI OCT 12	 Mostly Sunny	63/46°	20%
SAT OCT 13	 Partly Cloudy	53/43°	20%
SUN OCT 14	 Mostly Sunny	56/45°	10%
MON OCT 15	 Showers	55/43°	60%
TUE OCT 16	 Sunny	57/44°	20%

ALL DATA AS OF 10/6/2018

Sunrise/Sunset Schedule 10/7/2018

Activity	Time
Sunrise	6:49 AM
Sunset	6:16 PM

Operation Assessment

Labor resourcing

Resource	On-the-ground		
	10/5	10/6 forecast	10/7 forecast
Electricians	60	40	60
Linguists	24	20	24
Assessors	31	20	30

KPIs for prior day

Prior Day	Cumulative	Total goal ²
178	Assessments completed ¹	3,364 10,000

Progress update

- Streamlined assessment process will help accelerate Gas Ready customers
- Plumbers have been redeployed fully to Operation Install due to streamlined Assessment process

Customer and community engagement

- 9 customers in total have been identified to start the relight process immediately
- Customers that were missed over the past week have been targeted for assessments over the past two days.
- Robocalls will be discontinued going forward

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

² Estimate subject to change based on verification of number of customers requiring assessment

Operation Install

Labor resourcing

Resource	On-the-ground 10/6 (yesterday)	Planned for 10/7 (today)	Planned for 10/8 (tomorrow)
Plumbers	528	572	572
Gas fitters	0	0	150
Electricians	430	430	430
GRS Field/Ops	40	182	182
Local inspectors	0	0	2

Other resourcing (figures being validated)

Resource	# installed (cumulative)	# in stock	# ordered
Water heaters	135	550	850
Boilers	135	300	1,300
Comb. units	2	180	1,000
Tankless water heaters	0	105	200
Ranges	0	0	1,500
Dryers	0	0	1,500

Progress update

- GRS is having success repairing customers' house lines
- Increase in Lawrence inspectors was agreed to on Saturday 10/6 to accelerate relight process
- Ramped up yesterday to approximately 1,184 trade resources

KPIs

Prior day	Cumulative	Total goal ¹
141 Units started	252	10,000
8 Units made House Ready	26	10,000

Customer and community engagement

- Customers remain eager to invite Columbia Gas representatives to their homes, even with the increased presence of resources through the block approach
- GRS is spending approximately 1.5 days to get residences House Ready. Goal for next week is 1 day, assuming inspection resource limitation is solved.

¹ Estimate subject to change based on verification of number of customers requiring install

Construction

Labor resourcing: Crews planned

	10/7	10/8	10/9	10/10
Andover	19	54	54	54
Lawrence	47	85	87	87
North Andover	16	42	42	42
LP to MP¹ services	0	11	11	11
Total	82	192	194	194

Progress Update

	Project to Date	Target
Main line Installed	95,064 (18 miles)	235,000 (44 miles)
Polyethylene pipe re-qualified	9,065 (1.7 miles)	68,640 (13 miles)
Service line replaced (#)	877	6,100
Gas Ready Services²	617	6,100

- Service and main line replacements are ahead of schedule

Progress

- Main line installed to-date: 95,064 feet (18 miles)
- Service lines gas ready project to-date: 617
- Service lines replaced on 10/6: 187
- Service lines made gas ready on 10/6: 146
- Project 2.1 complete; all service lines and gas ready
- Project 2.3 complete; all service lines and gas ready

Next 24 hours

- Crews will be working on mains and service lines in Zones 1 through 7; projected 82 crews for Sunday

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

Risk

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

¹ Low pressure to medium pressure | ² Gas-ready service lines are distinct from gas-ready dwellings.

Customer and Community Support

Yesterday's call center performance (through 6pm)

Topic	Metric	Actual, seconds	Target
Call center performance	ASA ¹ : CMA, yesterday	27	30 seconds
	ASA ¹ : CR ² , yesterday	38.9	30 seconds

Mobile Customer Care Centers Progress

Metric	Actual
# of customers interacted with (yesterday)	82
# of customers interacted with (to-date)	847

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"/>

See claims section for detail on customer placement

Latest progress

Mobile Customer Care Centers successfully launched Wednesday, 9/26:

- Deployed through zones 2, 4, and 7
- Customers visiting on 10/6: Andover 11, North Andover 24, Lawrence 47
- Questions focused on path to service restoration, assessments, claims process/status & construction process

Outbound Customer Calls to "Gas Ready" Customers:

- Proactive outbound calls placed to 302 "gas ready" customers. Explained that if an assessment was not already complete, an assessment will take place; how the installation process will proceed; process for replacing damaged gas appliances; and next steps to expect to restore service.

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

- Go Live with Interactive map – ensuring Call Center is staffed to take calls

Claims

ALL DATA AS OF 10/6/2018

Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	19,103
Claims made at walk-in centers	On 10/6: 53 in Lawrence 61 in Andover 17 in North Andover
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	3,960	\$2.35
North Andover	2,730	\$1.69
Lawrence	11,771	\$4.58
Other Areas ¹	734	\$0.23
Total	19,195	\$8.85

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

Goals for next 24 hours & beyond

- Working with the assessment team to engage claim adjusters to assist with evaluating property owners' needs as it relates to installations.
- Uber and Lyft accounts established with workflow developed.
- OneCall Transportation was added today to provide transportation for customers with mobility needs, i.e. wheelchairs.

Customer and community engagement

- Housing team was able to place a new mom and her family in a hotel today, allowing her to leave the hospital after her delivery.
- Received first loan loss reserve agreement for review for a business in Lawrence. Team is reviewing the data for response.

Claims: Detail on placement of customers into alternate housing

ALL DATA AS OF 10/6/2018

Municipality	Metric	Cumulative ever housed as of 10/6	Newly housed yesterday (10/6)	Total housed as of 10/5
Andover	Families	101	51	50
	Individuals	276	116	160
North Andover	Families	67	35	32
	Individuals	209	114	95
Lawrence	Families	548	215	333
	Individuals	2,019	810	1,209
Other Areas ¹	Families	9	0	9
	Individuals	27	0	27
Total	Families ²	725	301	424
	Individuals	2,531	1,040	1,491

Updates:

- We are working with Empire and ESIS to split out placements by categories
- Housing Placement:
 - Process with Empire is going at a strong pace. 301 placements, for 382 rooms and family size of 1,040 today. Nearly 400 placed in last two days.
 - Housing requests through 800 claim line remained low today (under 50)

Detailed breakdown of housing placement by mode to be supplied once data is available

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

Customer overview

Municipality	Vulnerable and at-risk customers ¹	Commercial customers ²	Estimated residential dwelling units ³
Andover	54	283	1,964
North Andover	56	169	1,707
Lawrence	389	321	5,558
Total	499	773	9,229

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

Commercial Customer engagement

By the numbers

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

Highlights

- Lawrence Housing Authority has 3 sites mitigated (14 meters affected):**
 - Salem St / Burke St**
 - Electric Hot Water
 - Diesel Boiler
 - 6 Bldgs – 80 units
 - Market St / Loring St**
 - Diesel Boiler for Heat and Hot Water
 - 2 Bldgs – 34 units
 - S. Union St / Andover St**
 - Diesel Boiler for Heat and Hot Water
 - 2 Bldgs – 24 units
- 690 Units is total number of units owned by LHA**
- Breen School in Lawrence** will be gas-ready with a meter installed by EOD Sunday; Assessment team welded line to exterior of building Saturday. Procuring equipment for target house-ready Tuesday 10/9
- Bingham Way, North Andover:** Unit is relight-ready and awaiting inspector. 36 units
- Fountain Drive, North Andover:** Gas-ready after adding 1,000 ft of main and change from 1 master meter to 8 meters direct to buildings (avoiding faulty existing customer underground pipe); targeting house-ready Tuesday 10/9. 40 units

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. Figures update daily to reflect number of customers who are still not confirmed to have heat

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 7th

ALL DATA AS OF 10/6/2018

Activity	Update	Channels/Timing
Claims Centers	<p>For the week of Oct. 7:</p> <ul style="list-style-type: none"> • Andover : T-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: 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.com • Shared on social channels • Claim Center Phone Number: 1 (800) 590-5571
Assessments	<ul style="list-style-type: none"> • Assessments are continuing on Sun., Oct. 7 as part of the installation process; streets targeted for assessments updated on ColumbiaGasMA.com • Updated FAQs available on ColumbiaGasMA.com and as a leave behind 	
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.com • Available in hand-out in the mobile customer care and contact centers
Mobile Customer Resource Centers	<p>For the week of Oct. 7 mobile units are planned</p> <p>M-F 9 a.m. - 4:30 p.m.; Sat-Sun 10 a.m.- 4 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

ALL DATA AS OF 10/6/2018

- Mission Focus
- Safety PSAs to ensure customers are aware they cannot safely convert their own heat to propane without a licensed technician
- Continued focus on GRS resources and ramp-up to meet Install demand
- Communication plan for block Install and interactive map

Sheltering Options Status

ALL DATA AS OF 10/6/2018



Shelter type	Currently Inventory (including currently occupied units)
Hotels	3,242 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
4,406	Rooms available by 10/8 (hotels & apartments)
88%	Percentage of goal

Progress update

- Target to reach our target of 5K rooms (across hotels and apartments) in next few weeks
- Secured 3,242 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, ship anchored outside Boston Harbor (may dock at Flynn Cruise Terminal with 48 hours notice 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

- Press release issued on 10/5.

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.