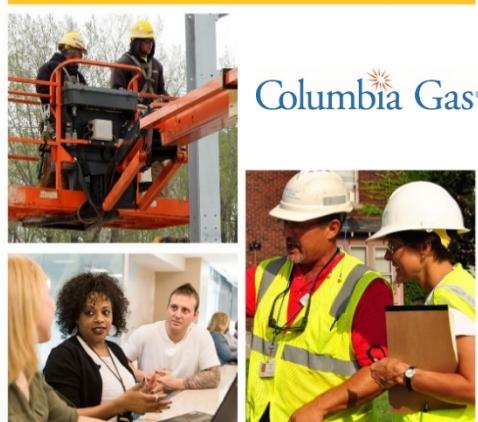


Daily briefing

October 17, 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 over 30 miles of pipe to date
 - Replaced 2,618 service lines, of which 2,435 are gas-ready
- We are:
 - Making follow-up outbound calls to vulnerable and at-risk customers

Weather

10-day Forecast

DAY	DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 17	 Partly Cloudy	62/35°	1/20%
THU OCT 18	 Sunny	46/32°	1/0%
FRI OCT 19	 Sunny	60/50°	1/0%
SAT OCT 20	 Partly Cloudy	60/40°	1/20%
SUN OCT 21	 Mostly Sunny	47/31°	1/10%
MON OCT 22	 Partly Cloudy	48/38°	1/0%
TUE OCT 23	 Partly Cloudy	54/36°	1/10%
WED OCT 24	 Partly Cloudy	49/34°	1/20%
THU OCT 25	 Mostly Sunny	50/36°	1/0%
FRI OCT 26	 Partly Cloudy	53/39°	1/10%

Sunrise/Sunset Schedule 10/17/2018

Activity	Time
Sunrise	7:00 AM
Sunset	5:59 PM

Freeze Watch

From: 0300 10/18
To: 0800 10/18

IN EFFECT FROM LATE TONIGHT THROUGH THURSDAY MORNING. * TEMPERATURES...AS LOW AS 31. * TIMING...3 AM TO 8 AM THURSDAY MORNING. SOURCE: NATIONAL WEATHER SERVICE

SOURCE: Weather.com as of 11:00 AM on 10/17

Operation Assess / Install

Labor resourcing

Resource	On-the-ground 10/16 (yesterday)	Planned for 10/17 (today)	Planned for 10/18 (tomorrow)
Plumbers	228	232	238
Gas fitters	470	470	470
Electricians	240	225	225
GRS Field/Ops	388	388	388
Local inspectors	11	12	12
Linguists	90	87	87

Other resourcing

Resource	Installed ⁴ (cumulative)	# in stock	# ordered
Water heaters	621	1087	1476
Boilers	585	910	1582
Combination units	22	1356	81
Tankless water heat	6	325	0
Ranges	25	927	1268
Dryers	18	767	2233

Progress to date

- Made 720 units “House ready”
- Returned to block approach Monday (10/15) with near-full return Tuesday (10/16), some at-risk / vulnerable customer work remaining

Customer and community engagement

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

Risks

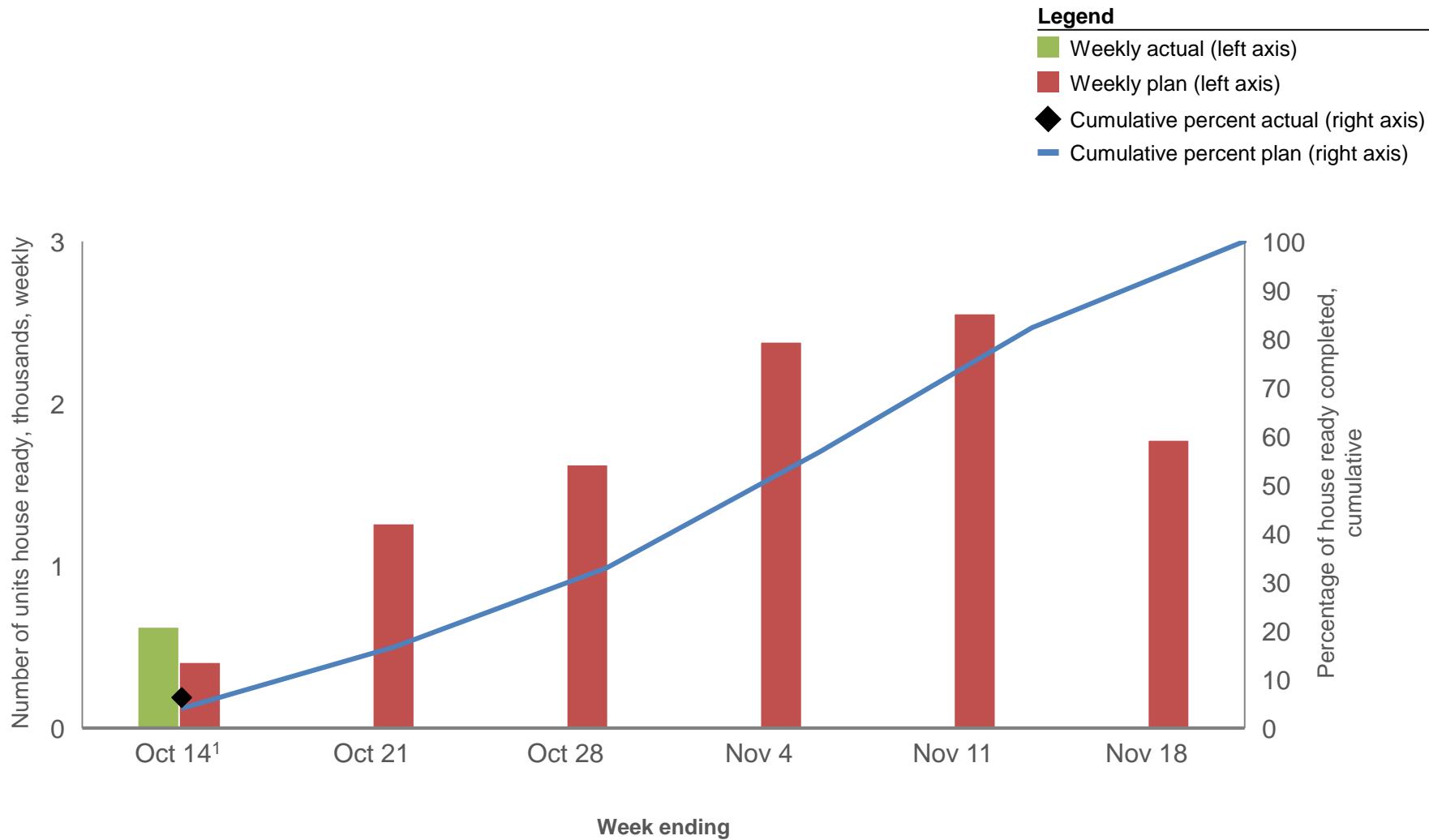
- Locating additional plumber resources
- Moving from walk to run production rate

KPIs (figures subject to revision)

	10/16	Weekly Actual	Units in-progress ^{2, 6} (to-date)		
Residential units started ¹	78	144	991		
	10/16	Weekly Actual	Plan for week	Total to date ⁶	Total goal ⁵
Commercial units started ¹	25	52	410		
	10/16	Weekly Actual	Plan for week	Total to date ⁶	Total goal ⁵
Residential units House Ready ³	35	54	1,070	626	9,607 (est.)
Commercial units House Ready ³	5	10	190	94	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. | 6 Day over day cumulative totals declined due to a reporting error on 10/15 which double counted the vulnerable and at-risk customers

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	154
Lawrence	304
Total	675²

Progress to date

- Identified 565 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
- 44 Project Managers identified; training and assignments given Wed; each PM will cover ~15 businesses

Next 24 hours

- Prepare Claim Centers for Thursday 10/18 Back to Business “one-stop shop” openings

Customer and community engagement

- Press Release went out on Wednesday afternoon (10/16)
- 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
- Project Managers are contacting assigned business customers; will complete by end of the week

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

² N. Andover library on vulnerable and at-risk customer list, removed from business list 10/16 to prevent double counting

Construction

Labor resourcing: Crews planned

	10/17	10/18	10/19	10/20
Andover	62	66	62	62
Lawrence	96	94	98	98
North Andover	51	58	58	58
Total	209	218	218	218

Progress Update

	Project to Date	Target
Main line Installed ft	162,787 (30.8 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	36,376 (6.8 miles)	68,640 (13 miles)
Service line replaced (#)	2,618	6,100
Gas Ready Services ¹	2,435	6,100

- Service and main line replacements are ahead of schedule

Progress

- Main installed project to-date: 162,787 feet (30.8 miles)
- Service lines gas ready project to-date: 2,435
- Service lines replaced on 10/16: 237
- Service lines gas ready on 10/16: 269
- Projects 4.2 and 7.1 complete all service lines and gas ready
- 1 mile of plastic pipe re-qualified yesterday, 52% of total to-date

Next 24 hours

- Mains and service lines working in all zones Wednesday
- Projecting 209 crews for Wednesday

Customer and community engagement

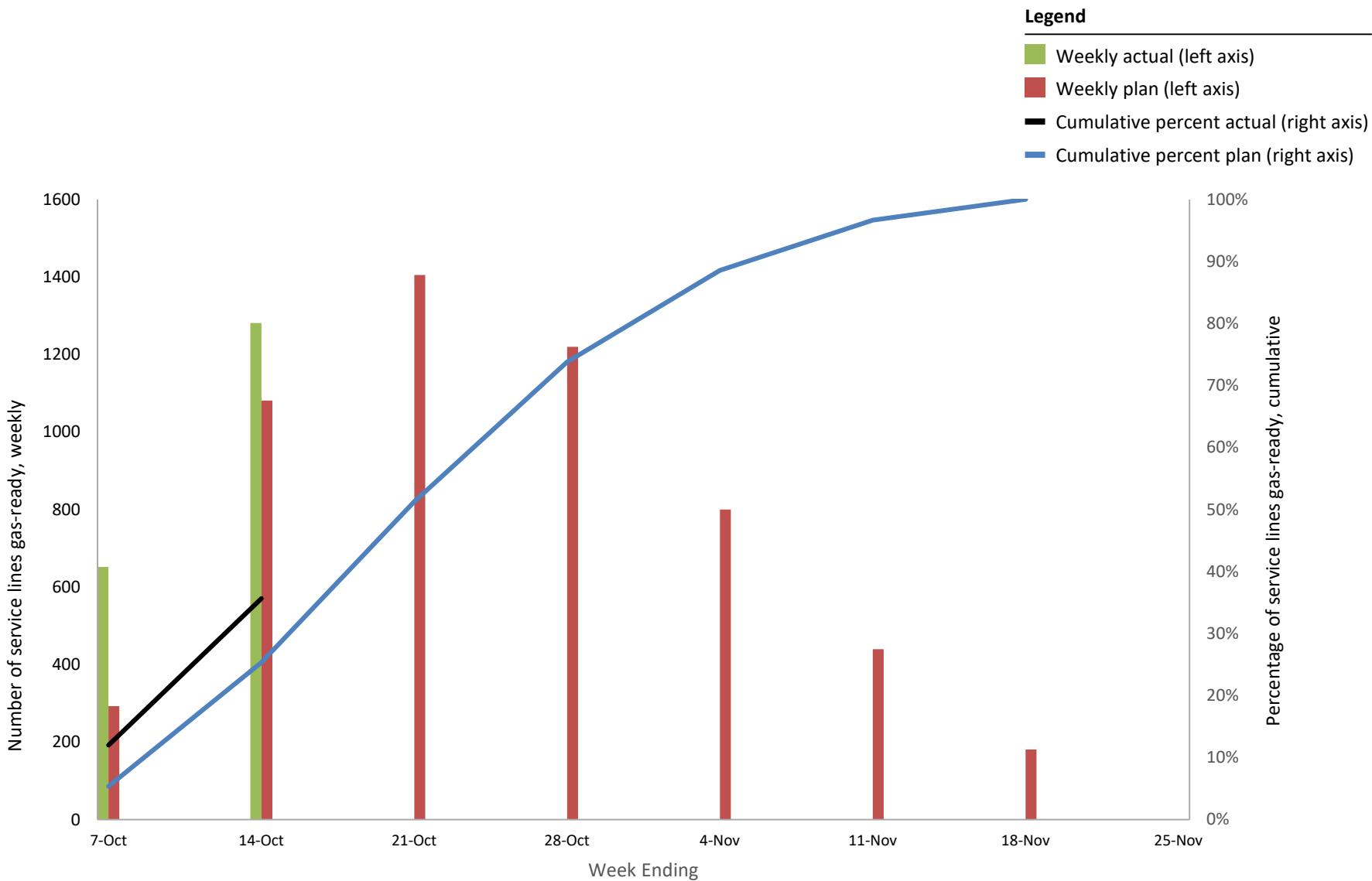
- Continue to hold daily meetings with DPW of all three communities along with Environmental Partners
- Continue to hold daily project coordination meetings with local fire and police departments in all three municipalities to discuss traffic management
- Continue to hold weekly project coordination 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	27	30
	ASA ¹ : CR ² , yesterday	2.6	30

Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	57
# of customers interacted with (to-date)	1,665



Progress to date

Mobile Customer Care Centers successfully launched on 9/26

- Deployed through zones 2, 4, and 7
- Visitors: Andover 12, North Andover 11 ("Block" Pilot), Lawrence 34
- 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 Mobile Customer Care Centers visitors

Critical Care/Temp Heat Outreach

- Outbound calls to 161 critical care customers will be made to check on their status/determine if they have other needs (alternate housing) until relight.

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 10/18

¹ Average seconds to answer. | ² CLEARresult

Claims

Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	26,363
Claims made at walk-in centers	81 – Andover 149 – Lawrence 31 – North Andover
Residential claims, %	94%
Claims with more than 1 payment, %	34%
ASA: Claim Center, yesterday	6 seconds

Claims by Municipality

Municipality	Claims Received	Active Claims	Value paid out, \$M
Andover	4,388	3,107	\$5.87
North Andover	2,964	2,220	\$3.71
Lawrence	12,575	9,120	\$8.24
Other Areas ¹	828	550	\$0.57
Total	20,705	14,997	\$18.4

Progress Update

- 788 customer payments made today with the average payment being \$1,433
- Four payments to businesses today over \$20,000

Goals for next 24 hours & beyond

- The Claim team, which is 42 strong, is fully engaged and trained to execute Operation Back to Business.
- Claim Ombudsperson recommendation made. Awaiting feedback and will move forward accordingly.

Customer and community engagement

- Claim is participating in the Lawrence Town Hall meeting tonight

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

Communications

DATA AS OF 10/16/2018

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 • 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

Discussion topics

DATA AS OF 10/16/2018

- Mission focus
- Weekly outlook
- Zone Commander Brief

Detail on placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/14	Newly housed 10/15	Total in housing EOD 10/15	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	207	19	226	220	1	5
	Individuals	537	49	586	564	4	18
	Rooms	214	23	237	237	0	0
North Andover	Families	165	23	188	175	1	12
	Individuals	493	72	565	511	4	50
	Rooms	176	26	202	202	0	0
Lawrence	Families	1,180	151	1,331	1,209	0	122
	Individuals	4,399	525	4,924	4,361	0	563
	Rooms	1,355	200	1,555	1,555	0	0
Other areas ¹	Families	3	0	3	3	0	0
	Individuals	8	0	8	8	0	0
	Rooms	4	0	4	4	0	0
Total	Families	1,555	193	1,748	1,607	2	139
	Individuals	5,437	646	6,083	5,444	8	631
	Rooms	1,749	249	1,998	1,998	0	0

Updates:

- Families placed in RVs total 139, an increase of 16 from yesterday
- First two apartment placements occurred 10/15. Other placements in process.
- 38 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 (10/15)	Units with Placements	Total (available for placement plus already placed)			
Hotels	1,250 rooms	1,998 rooms	3,248 rooms			
By Day, Available for Placement, Units						
<i>*assumes placements increase of 175 units per day</i>						
	10/16	10/17	10/18	10/19	10/20	10/21
	1,075	1,112	1,647	1,738	1,563	1,555
Apartments	164 apartments	2 apartments	166 apartments			
Trailers	233 trailers	139 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)
95%	Percentage of goal

Progress update

- Secured 372 travel trailers (all are onsite): 311 are operational as of 10/16
 - South Commons Park (Lawrence): all 180 onsite and operational. 180 families have been placed, 81 have registered and are occupying trailers (as of 5 PM on 10/16)
 - Pemberton Park (Lawrence): all 100 onsite, 39 are operational. Site opened at 5 PM on 10/16/18.
 - Grogan Field (North Andover): all 60 onsite and operational. 2 families have been placed, 1 family has registered and is occupying a trailers (as of 5 PM on 10/16)
 - Recreation Road (Andover): all 32 on site and operational. 26 families have been placed, 7 have registered and are occupying trailers (as of 5 PM on 10/16)
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 9 people registered as of 5 PM on 10/16.
- 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