

Daily briefing

October 18, 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 33 miles of pipe to date
 - Replaced 2,618 service lines, of which 2,693 are Gas Ready
- We are:
 - Handing out “Path to Service Restoration” packet to customers during assess/install
 - Operation Back-to-Business underway

Weather

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 18		Sunny	46°/33°	0%
FRI OCT 19		Sunny	61°/50°	0%
SAT OCT 20		AM Clouds/PM Sun	63°/42°	20%
SUN OCT 21		Partly Cloudy	46°/31°	10%
MON OCT 22		Partly Cloudy	50°/37°	0%
TUE OCT 23		AM Clouds/PM Sun	54°/38°	10%
WED OCT 24		Mostly Sunny	52°/34°	10%
THU OCT 25		Partly Cloudy	49°/34°	10%
FRI OCT 26		Partly Cloudy	49°/40°	10%
SAT OCT 27		AM Showers	53°/43°	40%

Sunrise/Sunset Schedule 10/18/2018

Activity	Time
Sunrise	7:01 AM
Sunset	5:57 PM

Freeze Warning

From: 0000 10/19

To: 0900 10/19

TEMPERATURES AS LOW AS 28. * TIMING...LATE TONIGHT INTO FRIDAY MORNING. A FREEZE WARNING MEANS SUB-FREEZING TEMPERATURES ARE IMMINENT OR HIGHLY LIKELY. SOURCE: NATIONAL WEATHER SERVICE

SOURCE: Weather.com as of 11:00 AM on 10/18

Operation Assess / Install

Labor resourcing

Resource	On-the-ground 10/17 (yesterday)	Planned for 10/18 (today)	Planned for 10/19 (tomorrow)
Plumbers	317	317	318
Gas fitters	497	517	517
Electricians	230	230	230
GRS Field/Ops	347	347	347
Local inspectors	36	36	36
Linguists	88	87	87

Other resourcing

Resource	Installed ⁴ (cumulative)	# in stock	# ordered
Water heaters	657	1,058	1,476
Boilers	636	1,065	1,572
Combination units	29	1,346	81
Tankless water heat	40	324	0
Ranges	33	1,433	723
Dryers	22	885	2,087

Progress to date

- Made 104 meters “House ready” to date
- Returned to block approach, small number of at-risk / vulnerable customer work remaining

Customer and community engagement

- Communicating 72-hour look-ahead schedule

Risks

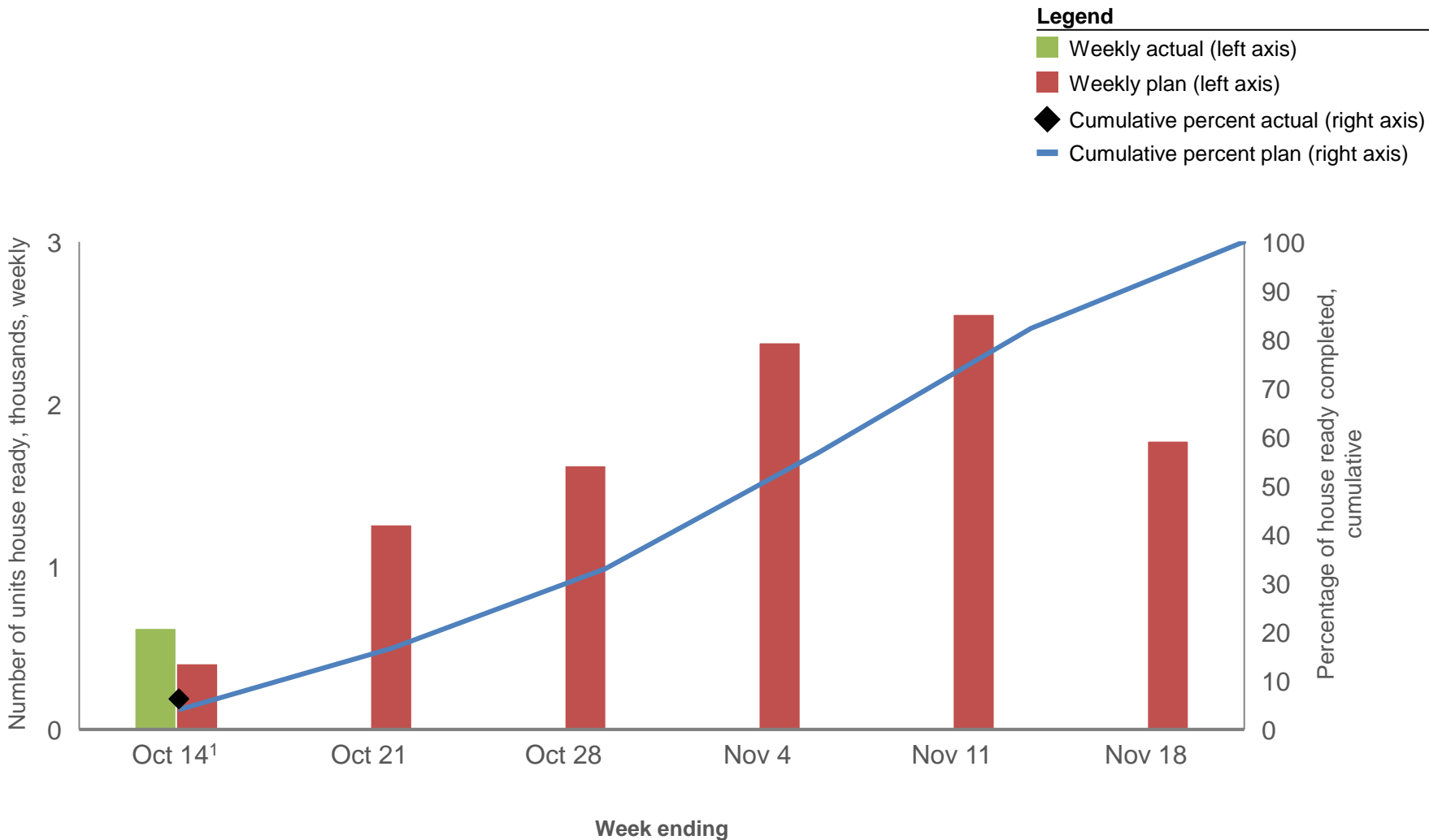
- Locating additional plumber resources
- Material availability for pipe-fitting onsite
- Moving from walk to run production rate

KPIs (figures subject to revision)

	10/17	Meters in-progress ² (to-date)	
Residential Meters Started ¹	87	1,069	
Commercial Meters Started ¹	35	347	
	10/17	Total to date	Total goal ⁵
Residential Meters House Ready ³	3	50	7,325
Commercial Meters House Ready ³	2	54	675

1 “Meters started” refers to appliances being disconnected | 2 In progress refers to any meter for which work has commenced and the work order has not yet been closed, indicating that all in-unit work is complete | 3 House Ready meters defined as a meter that has passed inspection for heat and hot water | 4 Total across residential and commercial | 5 Estimate subject to change. Represents current scope of impacted 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	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 on boarded, each PM will cover ~15 businesses. First round of outbound calls made 10/17.

Next 24 hours

- “One-stop shops” opened today (10/18) in Andover, North Andover, and Lawrence with dedicated teams to guide business customers through the entire restoration process.
- Developing Back to Business Dashboard

Customer and community engagement

- Preparing Back to Business website, social media updates
- 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

	10/18	10/19	10/20	10/21 (Sunday)
Andover	64	60	60	TBD
Lawrence	93	97	97	TBD
North Andover	61	61	61	TBD
Total	218	218	218	TBD

Progress Update

	Project to Date	Target
Main line Installed ft	174,020 (32.9 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	39,849 (7.5 miles)	68,640 (13 miles)
Service line replaced (#)	2,863	6,100
Gas Ready Services ¹	2,693	6,100

- Service and main line replacements are ahead of schedule

Progress

- Main installed project to-date: 174,020 feet (32.9 miles)
- Service lines gas ready project to-date: 2,693
- Service lines replaced on 10/17: 245
- Service lines gas ready on 10/17: 258
- Projects 1.10, 2.2, 3.5, 5.4, and 6.1 complete all service lines and gas ready
- Communicated trick or treat plans by municipality to construction team

Next 24 hours

- Mains and service lines working in all zones Thursday
- Projecting 218 crews for Thursday

Customer and community engagement

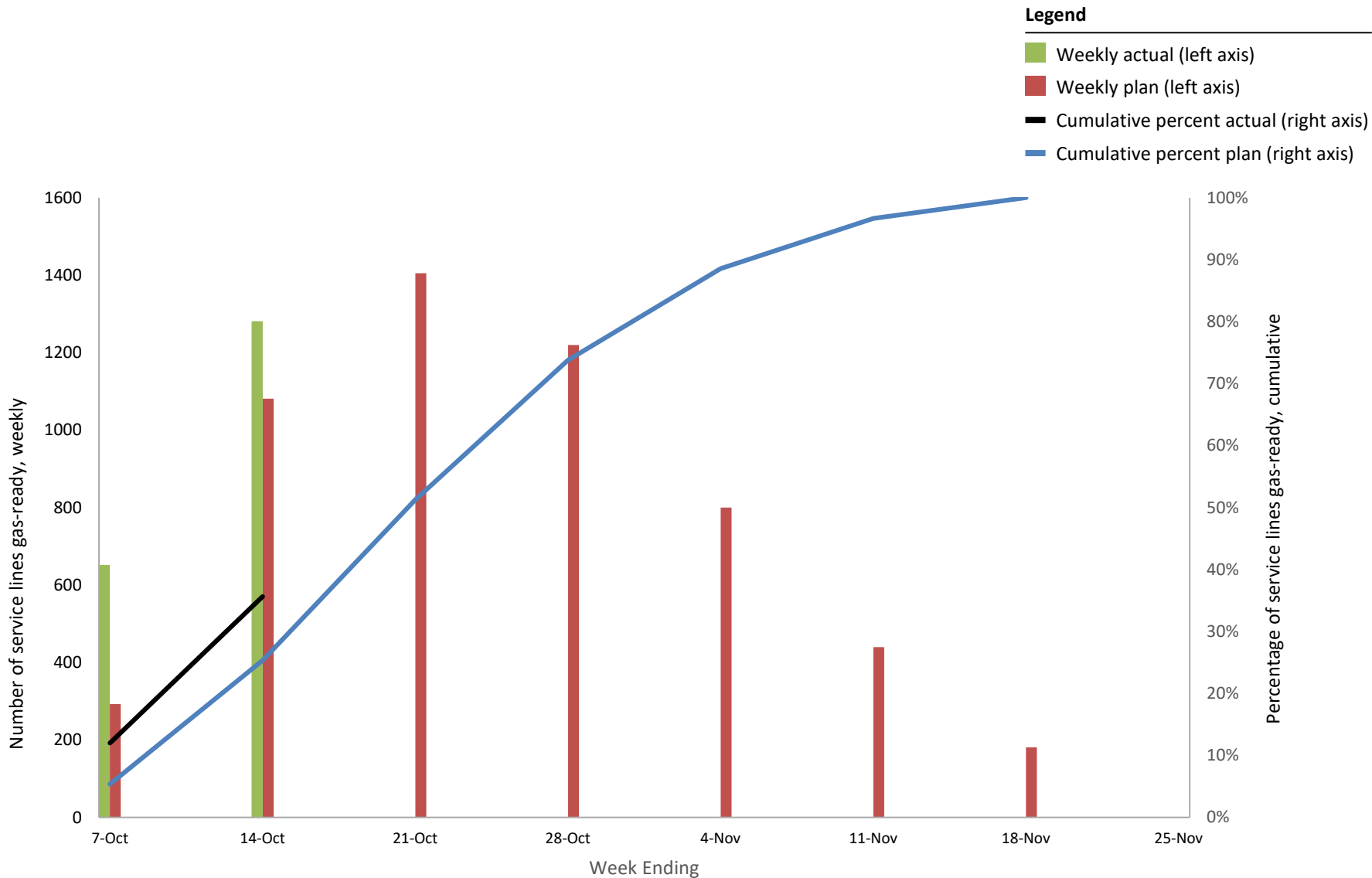
- Continue to hold daily meetings with DPW of all three communities along with Environmental Partners
- Continue to hold daily project coordination meetings with local fire and police departments in all three municipalities to discuss traffic management
- Continue to hold weekly project coordination 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	22	30
	ASA ¹ : CR ² , yesterday	5	30

Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	63
# of customers interacted with (to-date)	1,728

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 9, North Andover 8 ("Block" Pilot), Lawrence 46
- Questions focused on service restoration, assess/install, appliance options, and claims process/status

"Block" RV Pilot – new RV (zone 8) site to assist field customer questions during assess/install "house ready" process.

- North Andover Mobile Unit new location: 565-595 Chickering Road, (Chickering Plaza)

Customer and Community Engagement

Customer Resource Walk-in Locations

- Facility/space planning, painting, IT infrastructure and telephony installation all in process at all locations.
- Positive feedback continues to be received from Mobile Customer Care Centers visitors

Critical Care/Temp Heat Outreach

- Outbound calls to 161 critical care customers who have temporary heat are underway to check on their needs and see if they may want (alternate housing) until relight.

Operation 100%

- Personalized outbound calls to all impacted customers to determine property ownership and number of dwellings to restart on 10/20.

Goals for next 24 hours & beyond

- 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	27,091
Claims made at walk-in centers	60 – Andover 147 – Lawrence 42 – North Andover
Residential claims, %	94%
Claims with more than 1 payment, %	35%
ASA: Claim Center, yesterday	6 seconds

Claims by Municipality

Municipality	Claims Received	Active Claims	Value paid out, \$M
Andover	4,373	3,119	\$6.41
North Andover	2,982	2,215	\$3.97
Lawrence	12,650	9,085	\$8.80
Other Areas ¹	826	540	\$0.58
Total	20,831	14,959	\$19.8

Progress Update

- Over 1,000 customer payments made today totaling \$1.5M
- Twenty-four (24) payments issued over \$10,000

Goals for next 24 hours & beyond

- Claim Ombudsperson selected. Workflow being finalized to start utilizing position right away.

Customer and community engagement

- Continue to service customers through our three Claim Centers
 - 249 residential customers today, 203 being returning customers
 - 13 business customers, 7 reporting a new claim and 6 returning
 - Over \$25,000 issued in payments

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 / installation paid media campaign • Daily updates of schedule details on ColumbiaGasMA.com and social media channels • Back to Business press release and website finalized and deployed, and social media messages posted on all 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 • Finalized "Path to Service Restoration" customer packet to be distributed to residences in the field
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 	<ul style="list-style-type: none"> • Finalizing advertising plan • Drafting social media posts

Columbia Gas Website: ColumbiaGasMA.com

Columbia Gas Facebook: <https://www.facebook.com/ColumbiaGasMA>

Columbia Gas Twitter: @ColumbiaGasMA

Discussion topics

- Mission focus
- Weekly outlook
- Interactive Map

Detail on placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/15	Newly housed 10/16	Total in housing EOD 10/16	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	224	5	229	222	1	6
	Individuals	584	19	603	576	4	23
	Rooms	234	7	241	241	0	0
North Andover	Families	188	5	193	180	4	12
	Individuals	561	18	579	524	19	51
	Rooms	202	5	207	207	1	0
Lawrence	Families	1,325	79	1,404	1,279	4	121
	Individuals	4,891	319	5,210	4,626	0	565
	Rooms	1,562	103	1,665	1,665	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	1,740	89	1,829	1,684	6	139
	Individuals	6,044	356	6,400	5,734	27	639
	Rooms	2,002	115	2,117	2,117	0	0

Updates:

- Changed computation for “Newly Housed” column, only adding customers who have verbally confirmed they have occupied the housing
- Families placed in RVs total 139, flat with yesterday
- Four additional apartment placements occurred 10/16, bringing total to 6
- 45 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

DATA AS OF 10/17/2018



Shelter type	Available for Placement (10/16)	Units with Placements	Total (available for placement plus already placed)			
Hotels	1,131 rooms	2,117 rooms	3,248 rooms			
	By Day Available for Placement, Units <i>*assumes placements increase of 175 units per day</i>					
	10/17	10/18	10/19	10/20	10/21	10/22
	1,168	1,703	1,794	1,619	1,611	1,436
Apartments	160 apartments	6 apartments	166 apartments			
Trailers	233 trailers	139 trailers	372 trailers			
Congregate Shelters	1,000	0	1,000			

KPIs

Current Units Secured	Target Goal
4,769	Rooms available by 10/21 (hotels & apartments)
95%	Percentage of goal

Progress update

- Secured 372 travel trailers (all are onsite): 372 are operational as of 10/17
 - South Commons Park (Lawrence): all 180 onsite and operational. 166 families have been placed, 95 have registered and are occupying trailers (as of 5 PM on 10/17)
 - Pemberton Park (Lawrence): all 100 onsite and operational. 33 families have been placed, 8 have registered and are occupying trailers (as of 5 PM on 10/17)
 - Grogan Field (North Andover): all 60 onsite and operational. 5 families have been placed, 2 families have registered and are occupying trailers (as of 5 PM on 10/17)
 - Recreation Road (Andover): all 32 on site and operational. 25 families have been placed, 9 have registered and are occupying trailers (as of 5 PM on 10/17)
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 14 people are registered as of 5 PM on 10/17.
- 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

- Temporary Housing number (800)-590-5571 select language and then select option 3

Emergency Line (800)-525-8222

Claims Center and Back-to-Business 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: Claims Center (shifting to 45 Main St. on 10/20)

Mon. – Fri. 12 p.m. – 8p.m.; Sat. 9a.m. – 2p.m.

45 Main St. Andover: Back-to-Business

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