

Daily briefing

October 22, 2018



Columbia Gas®



Standing Agenda

- Headlines
- Weather
- Operational Updates
- Customer and Community Support
- Claims
- Communications
- Discussion Topics
- Sheltering Options











Headlines

- We have now:
 - Replaced more than 38 miles of pipe to date
 - Replaced 3,615 service lines, of which 3,438 are Gas Ready
 - Re-launched the web-based interactive map
- We are:
 - Laser focused on House Ready

Weather

DATA AS OF 10/22/2018

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 22		Partly Cloudy	52°/39°	0%
TUE OCT 23		PM Light Rain	53°/42°	80%
WED OCT 24		Partly Cloudy	52°/37°	10%
THU OCT 25		Mostly Sunny	47°/29°	0%
FRI OCT 26		Mostly Sunny	46°/31°	0%
SAT OCT 27		Showers	46°/40°	60%
SUN OCT 28		AM Showers	46°/38°	50%
MON OCT 29		Partly Cloudy	50°/39°	20%
TUE OCT 30		Partly Cloudy	50°/36°	20%
WED OCT 31		Mostly Sunny	52°/38°	10%

Sunrise/Sunset Schedule 10/22/2018

Activity	Time
Sunrise	7:06 AM
Sunset	5:51 PM

SOURCE: Weather.com as of 3:00 PM on 10/22

Operation Assess / Install

House Ready¹

House Ready	10/18	10/19	10/20	10/21	10/22
Actual	126	16	50	114	51
Schedule		100	150	150	150

House Ready	Cumulative	Target	% of Target
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Actual 667 7,772² 8.6%

Resource Daily Overview

- Labor**
 - Labor aligned with recent weekday levels; significant presence in Zone 6 and Zone 5
 - Plumbers/Support 387/15, Gas Fitters - 471, Electricians – 132, GRS field ops – 357, Local inspectors – 16, Linguists – 85

Appliances	Installed ⁵ (cumulative)	# in stock	# ordered
Water heaters	797	913	1429
Boilers	795	991	1571
Combination units	70	1299	80
Tankless water heat	58	309	0
Ranges	96	1459	603
Dryers	47	1105	1837
Furnaces	131	189	46

Today's Focus

- 51 meters in plan vs schedule of 150 House Ready meters
- Work focused in all zones with: Zone 3 – 15 House ready, Zone 5 – 10 House ready
- Productivity improvement to focus scope and efficiency of plumbers

Risks

Topic	Status	Comments
Labor	Yellow	Optimizing plumber utilization
Appliances	Green	Sufficient appliance stock
Materials	Yellow	Supplies staging and delivery still a gap
Weather	Green	Sunny, low 50s
Productivity	Red	114 House Ready for ~12000 trade hrs

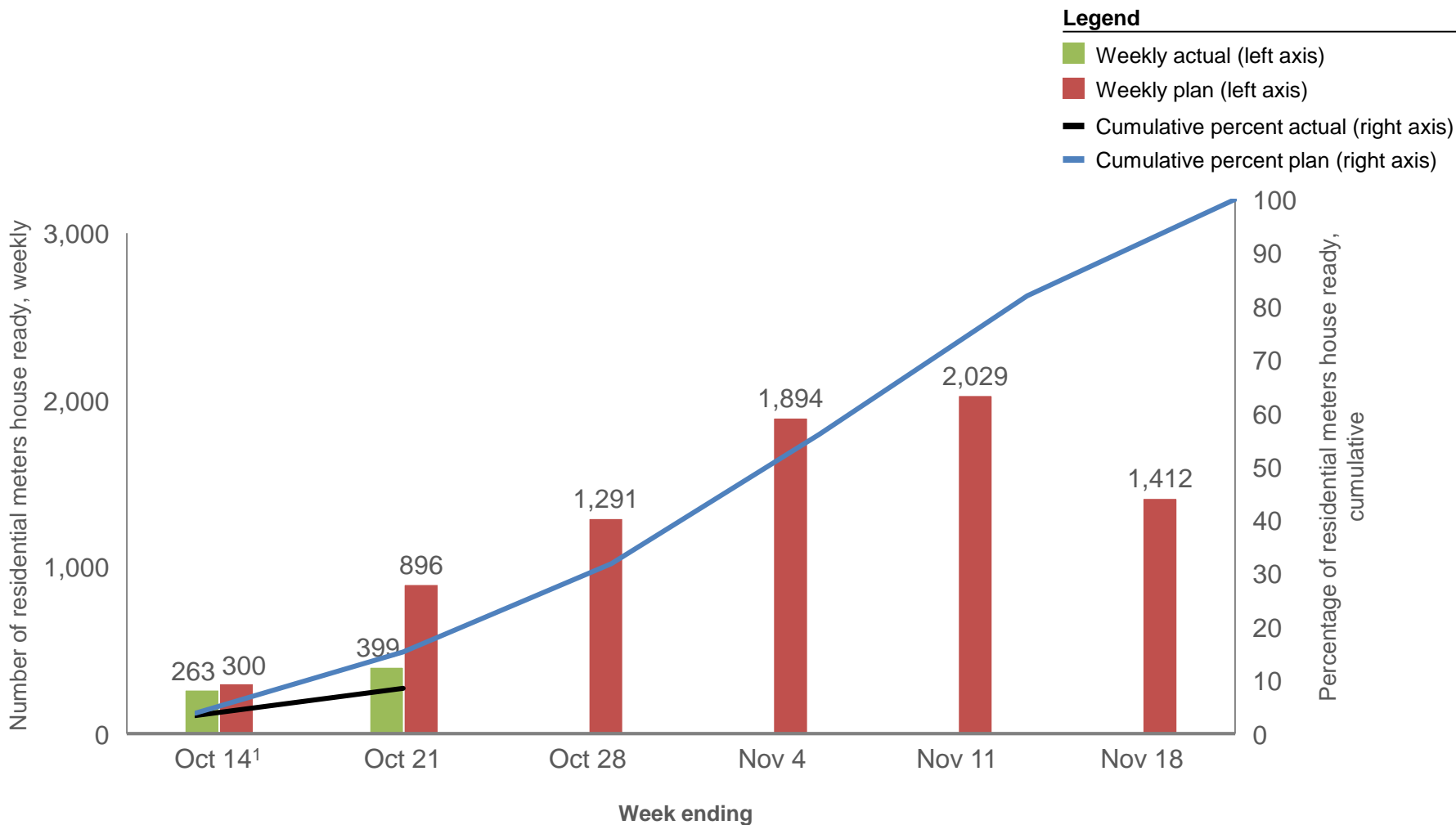
Identified Productivity Improvements (not exhaustive)

Topic	Action
Plumber Scope	Focus scope on plumber required activities; implement with plumbing companies and field leadership
NiSource Field Support	Expanded work packet and implementation of plumber required scope
Parts Availability	Move parts closer to the point of use; continue mobile truck deliveries

¹ House Ready meters defined as a meter that has passed inspection for heat and hot water

² Represents residential meters (total 8,447 meters – 675 business meters)

Operation Assess / Install: Residential progress vs. plan



¹ Week ending in October 14 shows project to-date through EOD 10/14/18.

Notes: Number house ready now represented using meters. In the past, this information was presented using number of units. Projections based on plumber count. Subject to change. Excludes business customers being addressed by Operation Back to Business

Operation Back-to-Business

■ Total
■ Cumulative

Progress to date

- Back to Business (B2B) Operations started and tiered restoration approach underway – 8 out of 60 Tier 1 and 2³ customers have been successfully relit. Tiering is designed to address customers with business-critical gas needs first.

Next 24 hours

- Prepare B2B event (planned for 10/23)
- Onboard additional project management and subcontractor resources
- Pilot B2B data collection tool in all three locations, aimed at streamlining data collection process
- Windover leadership is working with subcontractors to accelerate work (expediting permits, localizing stock and deliveries)

Customer and community engagement

- Preparing B2B event in Lawrence on 10/23 for all three communities

Business customers by current status, #, daily progress (yesterday) and cumulative

	Total # customers	Assessments ¹		House Ready ²		Relit
		Increase yesterday	Cumulative	Increase yesterday	Cumulative	Cumulative
Lawrence	304	6	6	2	8	6
Andover	217	15	34	1	17	17
North Andover	154	23	36	0	23	23
Total	675	44	76	3	48	46

¹ Customers for whom all assessment visits have been completed, and who are ready for installs ² Customers for whom installs of at least heat and hot water equipment have been completed ³ Tier 1: Closed restaurants/cafes and laundromats that will be gas ready on/by 10/31; Tier 2: All other closed businesses that will be gas ready on/by 10/31

Construction

Labor resourcing: Crews planned

	10/22	10/23	10/24	10/25
Andover	67	67	67	67
Lawrence	93	91	81	68
North Andover	48	50	49	49
Total	208	208	197	184

Progress Update

	Project to Date	Target
Main line Installed ft	202,158 (38.2 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	55,315 (10.4 miles)	68,640 (13 miles)
Service line replaced (#)	3,615	6,100
Gas Ready Services ¹	3,438	6,100

- Service and main line replacements are ahead of schedule

Progress

- Main installed project to-date: 202,158 feet (38.2 miles)
- Service lines gas ready project to-date: 3,438
- Service lines replaced on 10/20: 112
- Service lines gas ready on 10/20: 110
- Projects completed and gas ready: 25

Next 24 hours

- Worked on mains and service lines in all zones Sunday
- Planning 208 crews for Monday

Customer and community engagement

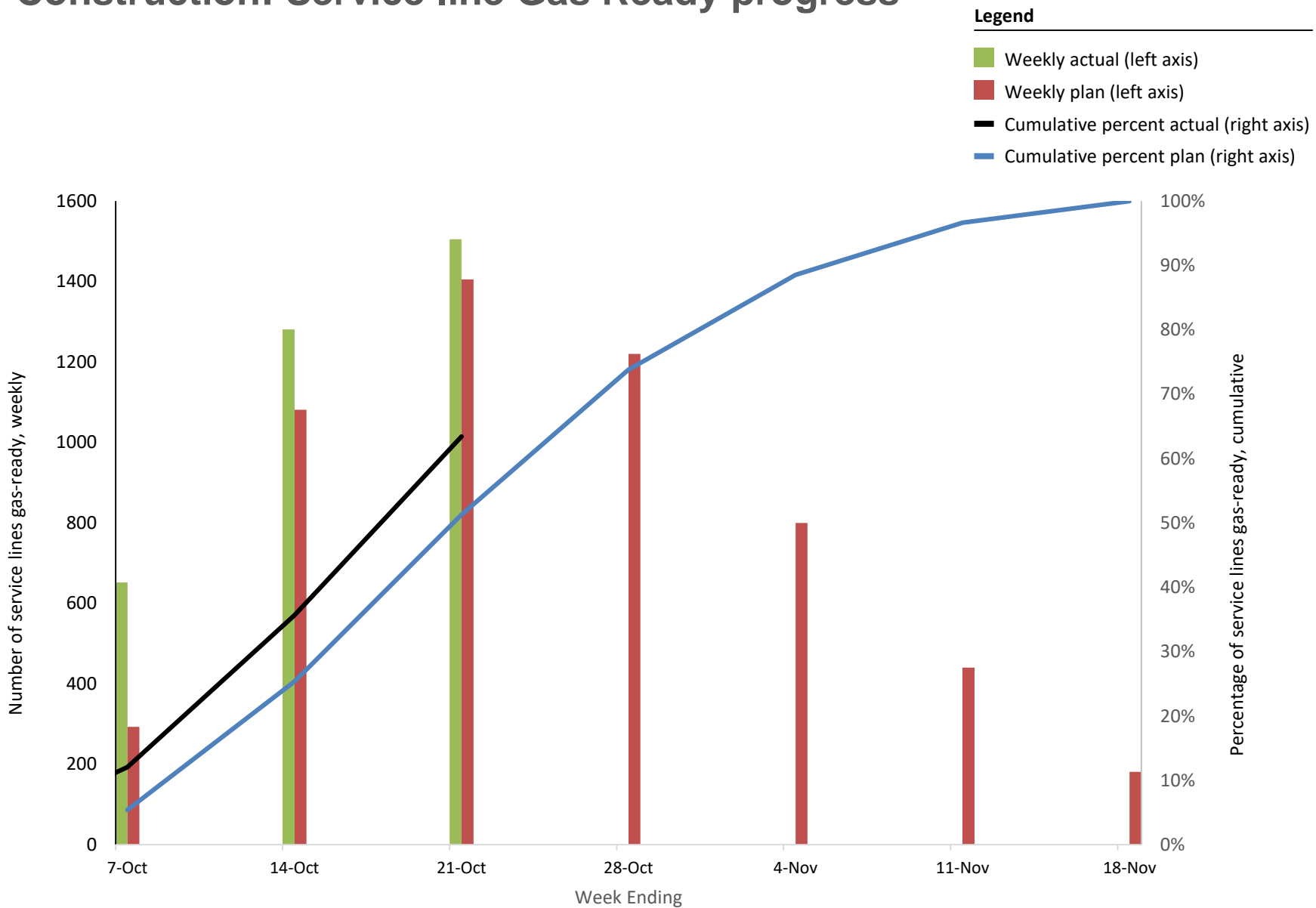
- Continue to hold daily meetings with DPW of all three communities along with Environmental Partners
- Continue to hold daily project coordination meetings with local fire and police departments in all three municipalities to discuss traffic management
- Continue to hold weekly project coordination 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	Sub-topic	Calls Handled Yesterday		Since Event	
		Actual seconds		Actual seconds	Calls Handled
Call center performance Target: 30 second ASA ¹	CMA	5	276	92	87,421
	CLEAResult	3	3	47	4,954

Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	41
# of customers interacted with (to-date)	1,934

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

Progress to date

Mobile Customer Care Centers

- Deployed through zones 2, 4, and 8
- Visitors: Andover 3, North Andover 3 ("Block" Pilot), Lawrence 35
- 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

Operation Trick or Treat

- Candy and Trick or Treat bags ordered

Critical Care/Temp Heat Outreach

- Completed outbound calls to 140 critical care customers who have temporary heat. Weekly touchpoints until relight

Operation 100%

- Personalized outbound calls by CCC to all impacted customers to determine property ownership, number of dwellings behind meter & obtain approval to enter. Completed phone calls, now analyzing data.

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 through 10/22

¹ Average seconds to answer.

Claims

Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	29,189
Claims serviced at walk-in centers	Claim Centers closed on Sunday 10/21
Residential claims, %	94%
Claims with more than 1 payment, %	39%
ASA: Claim Center, yesterday	6 seconds

Claims by Municipality

Municipality	Claims Received	Active Claims	Value paid out, \$M
Andover	4,450	3,075	\$8.55
North Andover	3,053	2,173	\$5.02
Lawrence	12,882	8,887	\$10.49
Other Areas ¹	860	542	\$0.77
Total	21,245	14,677	\$24.8

Progress Update

- 100,326 customer interactions to date for active claims, an average of 7 per file
- In last 7 days resolved 1,171 claims for our customers, closing 1.4 files for every new one received. Active claim volume decreased 2%.
- Percentage of claims with more than 1 payment has increased 7 points this week from 32% to 39%

Goals for next 24 hours & beyond

- Completing a review of all business claims to understand what stage they are at in the process and look for opportunities to help customers
- Continue to have the Claim team support the Operation Back to Business strategy.
- Payments to business customers increased \$1.2M the last week, a 76% increase.

Customer and community engagement

- Claim Centers were closed on Sunday 10/21

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

Communication

Image of the Day



A chili and lasagna dinner provided by Andover residents to a crew of Columbia Gas of Massachusetts workers, Sunday 10/21/18

Ongoing Customer and Community Engagement

- Finalized updates to and coordinated the printing of 11,000 copies of the House-Ready direct mailer, which will be delivered to the fulfillment center tomorrow, 10/22.
- Shared content on social channels and responded to customer concerns
- Continued to distribute Path to Service Restoration customer packets to mobile resource centers
- Continued to employ integrated communications plan

Completed

- Daily media briefing
- Back to Business Open House planning

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

Discussion topics

- Mission focus
- Weekly outlook

Detail on placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/19	Newly housed 10/20	Total in housing EOD 10/20	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	235	13	248	234	1	13
	Individuals	627	37	664	608	4	52
	Rooms	247	13	260	260	0	0
North Andover	Families	196	5	201	183	1	17
	Individuals	580	15	595	528	4	63
	Rooms	203	6	209	209	0	0
Lawrence	Families	1,443	76	1,519	1,314	7	198
	Individuals	5,363	298	5,661	4,723	34	904
	Rooms	1,622	103	1,725	1,725	0	0
Other areas ¹	Families	2	0	2	2	0	0
	Individuals	7	0	7	7	0	0
	Rooms	3	0	3	3	0	0
Total	Families	1,876	94	1,970	1,733	9	228
	Individuals	6,577	350	6,927	5,866	42	1,019
	Rooms	2,075	122	2,197	2,197	0	0

Updates:

- Families placed in RVs total 228, flat with yesterday
- Apartment placements also stayed flat at 9 with additional placements in process
- 46 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 10/20/2018



Shelter type	Available for Placement (10/20)	Units with Placements	Total (available for placement plus already placed)			
Hotels	2,239 rooms	2,197 rooms	4,436 rooms			
	By Day Available for Placement Units					
	*assumes placements increase of 175 units per day					
	10/21	10/22	10/23	10/24	10/25	10/26
	2,231	2,056	1,881	1,726	1,551	1,391
Apartments	157 apartments	9 apartments	166 apartments			
Trailers	144 trailers	228 trailers	372 trailers			
Congregate Shelters	1,000	0	1,000			

KPIs

Current Units Secured		Target Goal
4,804	Rooms available by 10/26 (hotels & apartments)	5,000
96%	Percentage of goal	100%

Progress update

- 372 trailers in the 4 trailer sites: 207 (+13) trailers are occupied, and an additional 104 trailers are reserved but unoccupied (as of 5 PM on 10/21)
 - South Commons Park (Lawrence): all 180 onsite and operational. 125 (+9) families have registered at the site and are occupying trailers (as of 5 PM on 10/21)
 - Pemberton Park (Lawrence): all 100 onsite and operational. 49 (+1) families have registered at the site and are occupying trailers (as of 5 PM on 10/21)
 - Grogan Field (North Andover): all 60 onsite and operational. 21 (+2) families have registered at the site and are occupying trailers (as of 5 PM on 10/21)
 - Recreation Road (Andover): all 32 on site and operational. 12 (+1) families have registered at the site and are occupying trailers (as of 5 PM on 10/21)
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 21 (-15) people are registered as of 5 PM on 10/21.
- 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