

Daily briefing

October 23, 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 39 miles of pipe to date
 - Replaced 3,865 service lines, of which 3,711 are Gas Ready
- We are:
 - Laser focused on House Ready

Weather

DATA AS OF 10/23/2018

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 23		PM Rain	54°/41°	100%
WED OCT 24		Partly Cloudy	52°/36°	20%
THU OCT 25		Partly Cloudy	48°/30°	0%
FRI OCT 26		Mostly Sunny	49°/35°	0%
SAT OCT 27		Showers	44°/43°	60%
SUN OCT 28		Showers	53°/42°	40%
MON OCT 29		Partly Cloudy	54°/39°	20%
TUE OCT 30		Partly Cloudy	51°/34°	20%
WED OCT 31		Partly Cloudy	50°/36°	10%
THU NOV 1		Mostly Cloudy	53°/42°	20%

Sunrise/Sunset Schedule 10/23/2018

Activity	Time
Sunrise	7:07 AM
Sunset	5:50 PM

SOURCE: Weather.com as of 9:00 AM on 10/23

Operation Assess / Install

Residential House Ready¹ and Relights

Progress vs. plan, meters	10/19	10/20	10/21	10/22	10/23
Actual House Ready	16	50	114	44	53
Scheduled House Ready	100	150	150	150	150

Overall, actual, meters	Cumulative	Target ²	% of Target
House Ready	711	7,772	9.1%

Resource Daily Overview

- Labor**
 - Labor aligned with recent weekday levels; significant presence in Zone 1 and Zone 6
 - Plumbers/Support 204/13, Gas Fitters - 343, Electricians – 111, GRS/SLS field ops – 404, Local inspectors – 9, Linguists – 82

Appliances	Installed ⁵ (cumulative)	# in stock	# ordered
Water heaters	827	1,120	1,177
Boilers	821	1,056	1,571
Combination units	81	1,280	80
Tankless water heat	58	309	0
Ranges	100	1,542	473
Dryers	49	1,099	1,837
Furnaces	137	171	64

Today's Focus

- 53 meters in plan vs schedule of 150 House Ready meters
- Work focused in all zones with: Zone 4 – 12 House ready, Zone 5 – 10 House ready
- Productivity improvement to focus scope and efficiency of plumbers
- Onboarding additional contractors to ramp up production

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	Mostly sunny, low 50s
Productivity	Red	44 House Ready for ~12000 trade hrs

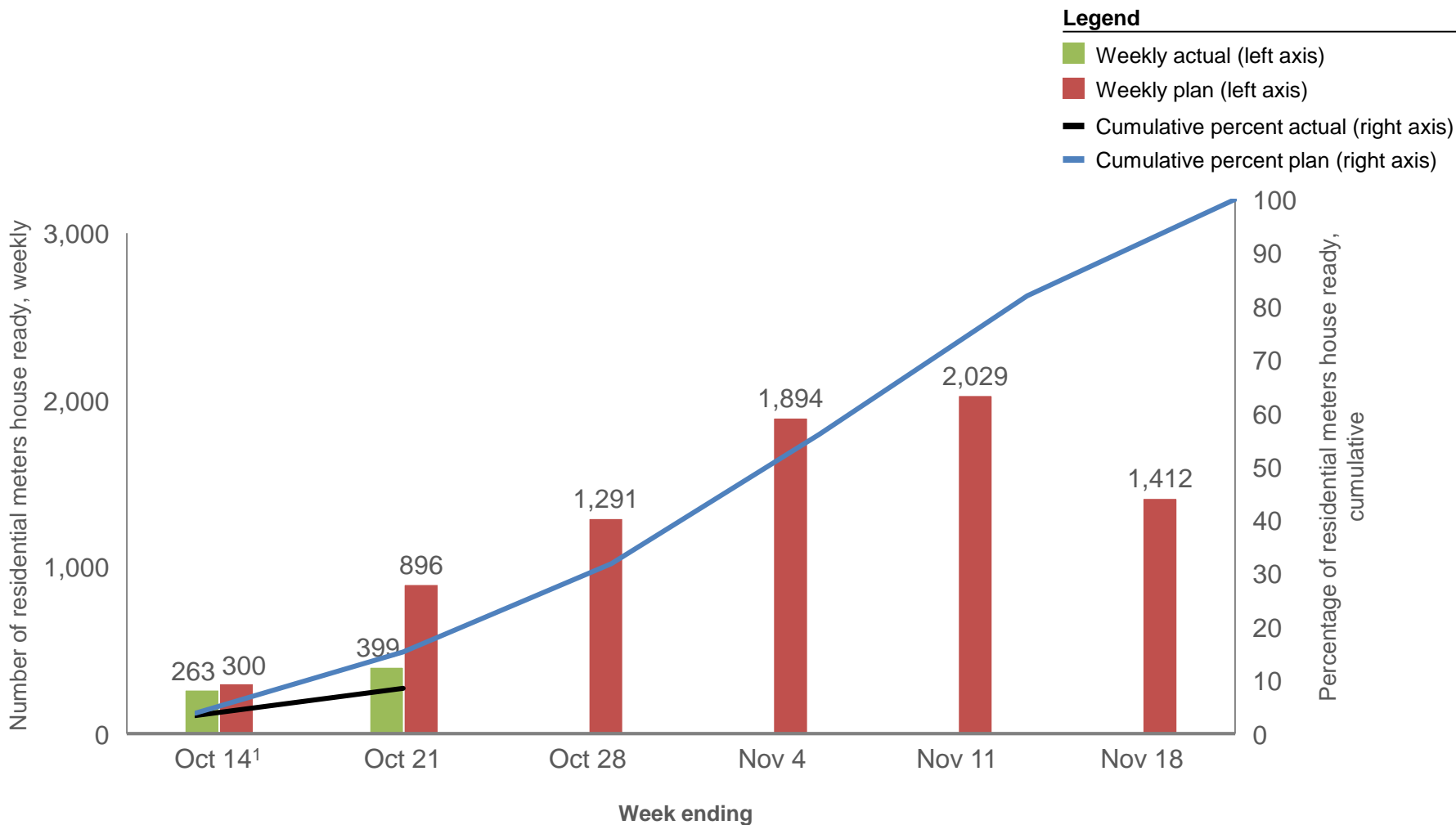
Identified Productivity Improvements (not exhaustive)

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 Operations started and tiered restoration approach under way
- Onboarded and deployed additional Windover crews

Next 24 hours

- Onboard additional PM and subcontractor resources

Customer and community engagement

- Executing tonight's B2B event at Lawrence High School for all three communities
- Finalize promotion plan highlighting back in business customers; #MVBackToBusiness

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

	Total # site ID	Assessments ¹		House Ready ²		Relit
		Increase yesterday	Cumulative	Increase yesterday	Cumulative	Cumulative
Lawrence	304	1	9	1	9	7
Andover	217	1	18	1	18	17
North Andover	154	1	24	1	24	24
Total	675	3	51	3	51	48

¹ Customers for whom all assessment visits have been completed, and who are ready for installs ² Customers for whom installs have been completed, and who are House Ready

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

	10/23	10/24	10/25	10/26
Andover	69	69	69	69
Lawrence	96	92	94	96
North Andover	52	56	56	52
Total	217	217	215	217

Progress Update

	Project to Date	Target
Main line Installed ft	209,087 (39.5 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	56,765 (10.7 miles)	68,640 (13 miles)
Service line replaced (#)	3,865	6,100
Gas Ready Services ¹	3,711	6,100
<ul style="list-style-type: none"> Service and main line replacements are ahead of schedule 		

Progress

- Main installed project to-date: 209,087 feet (39.5 miles)
- Service lines gas ready project to-date: 3,711
- Service lines replaced on 10/22: 250
- Service lines gas ready on 10/22: 273
- Projects completed and gas ready: 27

Next 24 hours

- Mains and service lines worked in all zones Saturday
- Planning 217 crews for Tuesday

Customer and community engagement

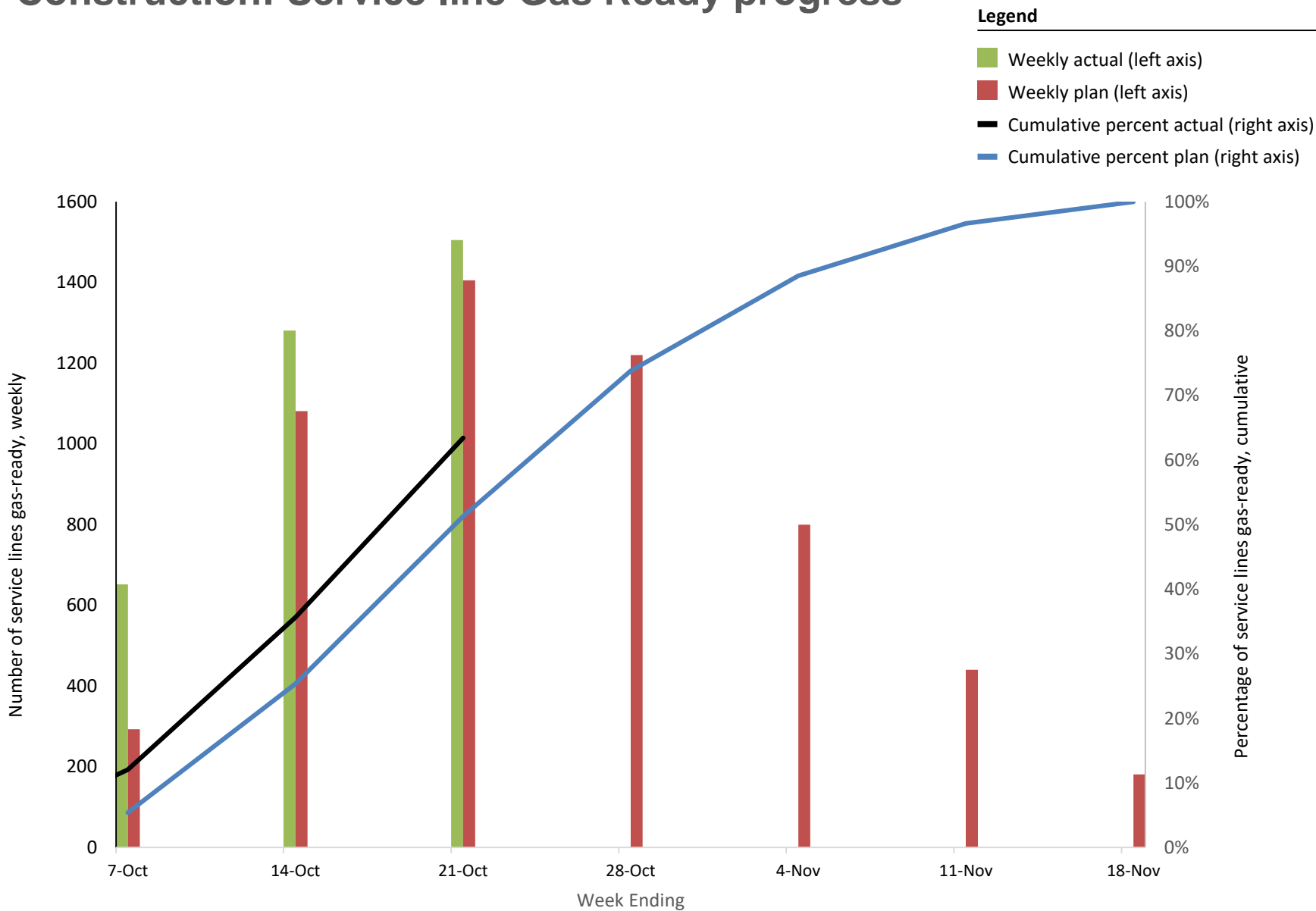
- Continue to hold daily meetings with DPW of all three communities along with Environmental Partners
- Continue to hold daily project coordination meetings with local fire and police departments in all three municipalities to discuss traffic management
- Continue to hold weekly project coordination meetings with MassDOT to mitigate state road impacts as necessary

Risk

- Inclement weather – High
- 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	Calls Handled Yesterday		Since Event	
	Actual seconds		Actual seconds	Calls Handled
CMA call center performance	33	2,471	91	89,892

Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	50
# of customers interacted with (to-date)	1,984

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

Progress to date

Mobile Customer Care Centers launched: 9/26

- Deployed through zones 2, 4, and 8
- Visitors: Andover 10, North Andover 6 ("Block" Pilot), Lawrence 34
- Questions focused on service restoration, assess/install, appliance options, claims process/status and map dates

"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 ordered / trick or treat bags ordered

Critical Care/Temp Heat Outreach

- Outbound calls to 140 critical care customers who have temporary heat – completed. 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. Continue to analyze 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	30,111
Claims serviced at walk-in centers	71 – Andover 170 – Lawrence 34 – North Andover
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	4,495	3,063	\$8.79
North Andover	3,078	2,161	\$5.21
Lawrence	12,956	8,867	\$10.81
Other Areas ¹	857	525	\$0.78
Total	21,386	14,616	\$25.6

Progress Update

- 75% of active claims have had at least one payment
- Over 500 customer payments issued today, 21 more than \$10,000

Goals for next 24 hours & beyond

- Ombudsman position filled and process finalized. Referrals start tomorrow.
- Claims team participation continues with the execution of Operation Back to Business.

Customer and community engagement

- 275 customers serviced through our three Claim Centers
 - 253 residential customers today, 215 being returning customers
 - 22 business customers, 11 reporting a new claim and 11 returning
 - Nearly \$9,500 issued in payments via debit cards making the funds available right away

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

Communication

Image of the Day



Drone technology captures a bird's-eye view of the construction work underway by Columbia Gas of Massachusetts crew members, shared on CMA social channels, 10/22/18

Ongoing Customer and Community Engagement

- Continued planning Back to Business and Operation Trick-or-Treat community events
- 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 10/20	Newly housed 10/21	Total in housing EOD 10/21	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	245	3	248	235	1	12
	Individuals	654	8	662	607	4	51
	Rooms	260	4	264	264	0	0
North Andover	Families	193	7	200	180	1	19
	Individuals	570	24	594	520	4	70
	Rooms	198	10	209	207	0	0
Lawrence	Families	1,466	43	1,509	1,306	7	196
	Individuals	5,444	156	5,600	4,676	34	890
	Rooms	1,664	59	1,723	1,723	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	1,906	53	1,959	1,723	9	227
	Individuals	6,675	188	6,863	5,810	42	1,011
	Rooms	2,125	73	2,198	2,197	0	0

Updates:

- Families placed in RVs total 227, 1 less than yesterday
- Apartment placements stayed flat at 9 with additional placements in process
- 30 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 10/21/2018



Shelter type	Available for Placement (10/21)	Units with Placements	Total (available for placement plus already placed)			
Hotels	2,405 rooms	2,198 rooms	4,603 rooms			
	By Day Available for Placement Units					
	<i>*assumes placements increase of 175 units per day</i>					
	10/22	10/23	10/24	10/25	10/26	10/27
	2,230	2,055	1,900	1,725	1,565	1,390
Apartments	157 apartments	9 apartments	166 apartments			
Trailers	145 trailers	227 trailers	372 trailers			
Congregate Shelters	1,000	0	1,000			

KPIs

Current Units Secured	Target Goal
4,804	5,000
96%	100%

Rooms available by 10/26 (hotels & apartments)

Percentage of goal

Progress update

- 372 trailers in the 4 trailer sites: 216 (+9) trailers are occupied, and an additional 73 (-31) trailers are reserved but unoccupied (as of 5 PM on 10/22)
 - South Commons Park (Lawrence): all 180 onsite and operational. 125 (+0) families have registered at the site and are occupying trailers (as of 5 PM on 10/22)
 - Pemberton Park (Lawrence): all 100 onsite and operational. 50 (+1) families have registered at the site and are occupying trailers (as of 5 PM on 10/22)
 - Grogan Field (North Andover): all 60 onsite and operational. 25 (+4) families have registered at the site and are occupying trailers (as of 5 PM on 10/22)
 - Recreation Road (Andover): all 32 on site and operational. 16 (+4) families have registered at the site and are occupying trailers (as of 5 PM on 10/22)
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 24 (+3) people are registered as of 5 PM on 10/22.
- 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