

Daily briefing

October 24, 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 40 miles of pipe to date
 - Replaced 4,110 service lines, of which 4,001 are Gas Ready
 - Completed all re-qualification of polyethylene pipe
- We are:
 - Laser focused on House Ready
 - Deploying SLS in sub-zone 5.4

Weather

DATA AS OF 10/24/2018

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 24		Light Rain	51°/37°	60%
THU OCT 25		Mostly Sunny	49°/32°	0%
FRI OCT 26		Mostly Sunny	52°/38°	0%
SAT OCT 27		Rain	47°/40°	100%
SUN OCT 28		Showers	48°/41°	40%
MON OCT 29		Showers	54°/46°	60%
TUE OCT 30		Showers	50°/37°	40%
WED OCT 31		Partly Cloudy	49°/36°	10%
THU NOV 1		Partly Cloudy	52°/41°	10%
FRI NOV 2		Partly Cloudy	55°/44°	20%

Sunrise/Sunset Schedule 10/24/2018

Activity	Time
Sunrise	7:09 AM
Sunset	5:48 PM

SOURCE: Weather.com as of 12:30 PM on 10/24

Operation Assess / Install

Residential House Ready¹ and Relights

Progress vs. plan, residential meters	10/20	10/21	10/22	10/23	10/24
Actual House Ready	50	114	44	43	64
Scheduled House Ready	150	150	150	150	181

Overall, actual, residential meters	Cumulative	Target ²	% of Target
House Ready	754	7,772	9.7%

Resource Daily Overview

- Labor
 - Labor aligned with recent weekday levels; significant presence in Zone 1 and Zone 6
 - Plumbers/Support 298/33, Gas Fitters - 466, Electricians – 128, GRS/SLS field ops – 435, Local inspectors – 11, Linguists – 83

Appliances	Installed (cumulative)	# in stock	# ordered
Water heaters	879	1,312	937
Boilers	854	1,053	1,570
Combination units	95	1,273	80
Tankless water heat	58	308	0
Ranges	114	1,513	473
Dryers	54	1,093	1,837
Furnaces	160	204	17

Today's Focus

- 64 meters in plan vs schedule of 181 House Ready meters
- Work focused in all zones with: Zone 4 – 14 House ready, Zone 5 & 6 – 10 House ready each
- 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	Light rain, low 50s
Productivity	Red	43 House Ready for ~12000 trade hrs

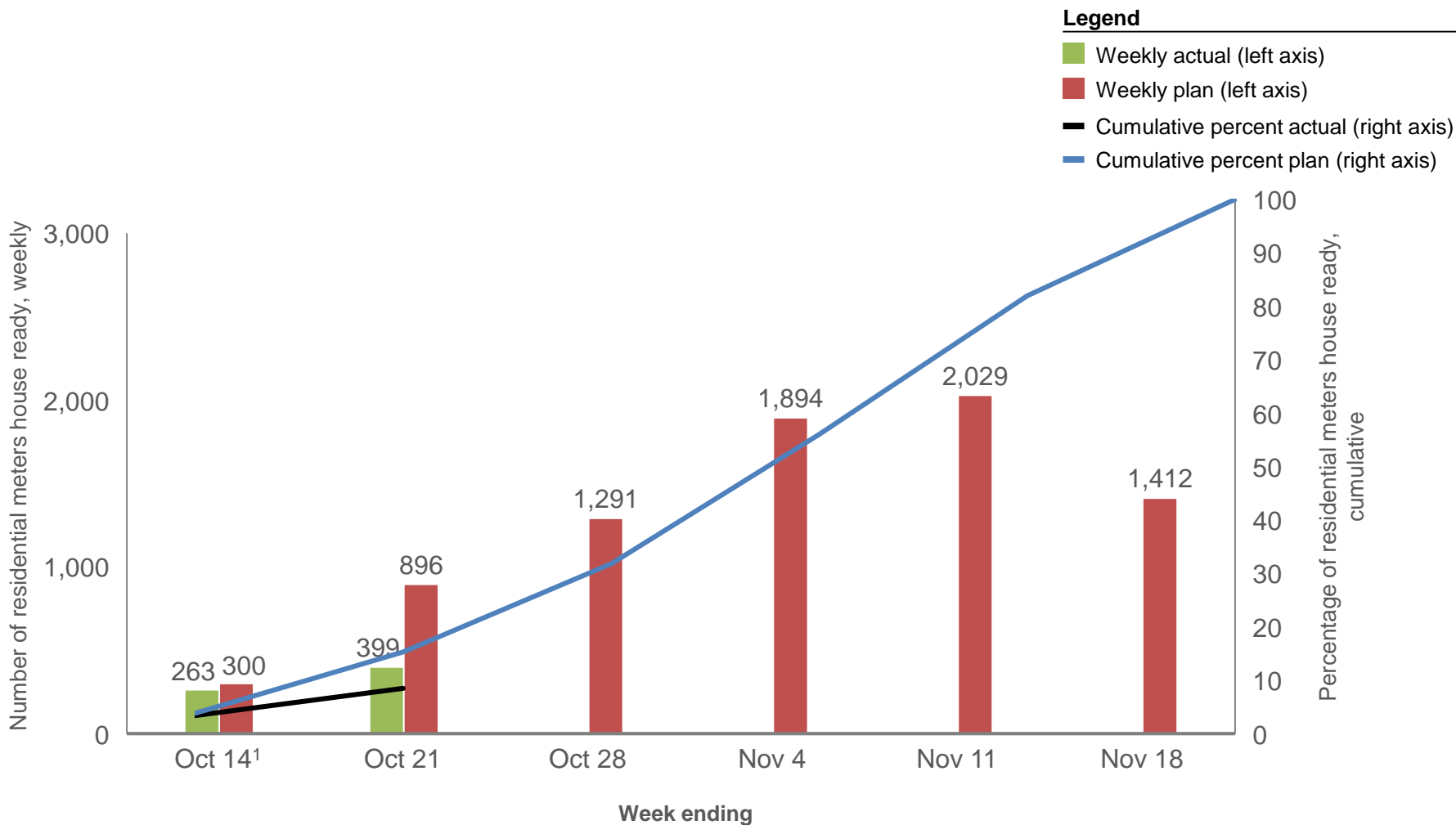
Identified Productivity Improvements (not exhaustive)

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	7 trucks in zones and one roaming truck to meet demand on-site

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

Next 24 hours

- Onboard additional project management and subcontractor resources
- Continue to execute on assessments and installs

Customer and community engagement

- Conducted B2B event at Lawrence High School for all three communities yesterday (Tuesday 10/23)
- Advanced 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	0	9	0	9	8
Andover	217	2	20	2	20	19
North Andover	154	8	32	2	26	25
Total	675	10	61	4	55	52

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

	10/24	10/25	10/26	10/27
Andover	69	69	69	69
Lawrence	80	86	86	86
North Andover	64	62	62	62
Total	213	217	217	217

Progress Update

	Project to Date	Target
Main line Installed ft	215,426 (40.8 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	60,773 (11.5 miles)	68,640 (13 miles)
Service line replaced (#)	4,110	6,100
Gas Ready Services ¹	4,001	6,100

- Service and main line replacements are ahead of schedule

Progress

- Main installed project to-date: 215,426 feet (40.8 miles)
- Service lines gas ready project to-date: 4,001
- Service lines replaced on 10/23: 245
- Service lines gas ready on 10/23: 290
- Projects completed and gas ready: 29
- 100% of polyethylene pipe has been re-qualified; actual pipe was 1.5 miles fewer than originally anticipated

Next 24 hours

- Working on mains and service lines in all zones
- Planning 213 crews for Wednesday

Customer and community engagement

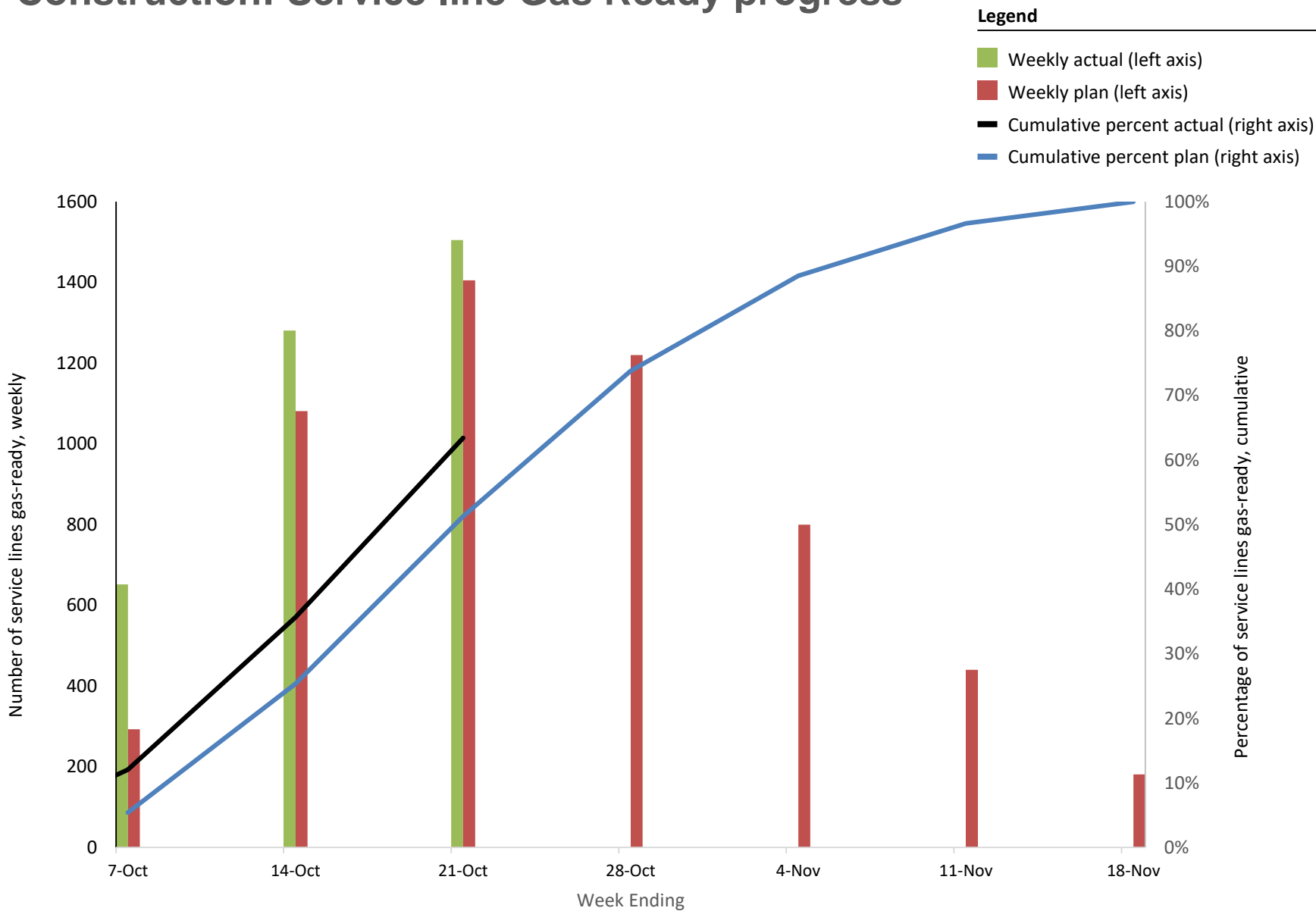
- Continue to hold daily meetings with DPW of all three communities along with Environmental Partners
- Continue to hold daily project coordination meetings with local fire and police departments in all three municipalities to discuss traffic management
- Continue to hold weekly project coordination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

Risk

- Inclement weather – Low
- 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)

	Calls Handled Yesterday		Since Event	
	Actual seconds		Actual seconds	Calls Handled
CMA call center	17	2,028	90	90,575

Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	51
# of customers interacted with (to-date)	2,035

Deployment Area

	1	2	3	4	5	6	7	8
Zones		✓		✓				✓

1 Average seconds to answer. | 2 CLEARResult

Progress to date

Mobile Customer Care Centers launched: 9/26

- Deployed through zones 2, 4, and 8
- Visitors: Andover 14, North Andover 10 ("Block" Pilot), Lawrence 27
- 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 were completed. Weekly touchpoints every Wednesday/ Thursday until relief occurs

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 10/25

Claims

Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	30,690
Claims serviced at walk-in centers	45 – Andover 111 – Lawrence 29 – 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	4,513	3,048	\$9.37
North Andover	3,096	2,146	\$5.64
Lawrence	13,010	8,777	\$11.44
Other Areas ¹	871	526	\$0.84
Total	21,490	14,497	\$27.3

Progress Update

- Nearly 3,000 customer claim interactions documented Tuesday 10/23, involving over 20% of active claims
- Over 900 customer payments issued Tuesday totaling \$1.7M, 16 of which were greater than \$10,000

Goals for next 24 hours & beyond

- Lawrence Back to Business event held on 10/23. More than 20 Claim staff participated, being available to answer questions and resolve claim issues for the businesses

Customer and community engagement

- 185 customers serviced through our three Claim Centers
 - 169 residential customers today, 150 being returning customers
 - 16 business customers, 12 reporting a new claim and 4 returning
 - Nearly \$9,000 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



Columbia Gas of Massachusetts project managers at work in the "Back to Business" center helping local businesses with their unique business needs in advance of the "Back to Business" event, October 23, 2018.

Ongoing Customer and Community Engagement

- Executed "Back to Business" event.
- Sourced materials for Operation Trick-or-Treat.
- Began promotion of this weekend's Open House events.
- Shared content on social channels and responded to customer concerns.
- Continued to distribute Path to Service Restoration customer packets to contractors and mobile resource centers.
- Continued to employ integrated communications plan.

Completed

- Daily media briefing
- Open House communications materials.

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 10/21	Newly housed 10/22	Total in housing EOD 10/22	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	239	8	247	232	1	14
	Individuals	639	16	655	593	4	58
	Rooms	253	7	260	260	0	0
North Andover	Families	193	2	195	172	1	22
	Individuals	577	5	582	499	4	79
	Rooms	197	1	198	198	0	0
Lawrence	Families	1,467	22	1,489	1,272	8	209
	Individuals	5,447	73	5,520	4,537	40	943
	Rooms	1,647	23	1,670	1,670	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	1,901	32	1,933	1,678	10	245
	Individuals	6,670	94	6,764	5,636	48	1,080
	Rooms	2,100	31	2,131	2,131	0	0

Updates:

- Families placed in RVs total 245, an increase of 18. RV park manager met with Housing Team in North Andover office, providing details about how the parks work, amenities and process, helping the team to better explain to customers.
- Apartment placements increased by 1, to 10. Many (~30) placements about to be made as backgrounds have cleared.
- 57 new housing requests received through 800 reporting number, 32 were placed 25 declined due to distance

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 10/22/2018



Shelter type	Available for Placement (10/22)	Units with Placements	Total (available for placement plus already placed)			
Hotels	2,472 rooms	2,131 rooms	4,603 rooms			
	By Day Available for Placement Units					
	<i>*assumes placements increase of 175 units per day</i>					
	10/23	10/24	10/25	10/26	10/27	10/28
	2,297	2,142	1,967	1,807	1,632	1,457
Apartments	156 apartments	10 apartments	166 apartments			
Trailers	127 trailers	245 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: 243 (+27) trailers are occupied, and an additional 58 (-15) trailers are reserved but unoccupied). Total residents in trailers: 991. (As of 5 PM on 10/23)
 - South Commons Park (Lawrence): all 180 onsite and operational. 139 (+14) families have registered at the site and are occupying trailers (as of 5 PM on 10/23)
 - Pemberton Park (Lawrence): all 100 onsite and operational. 55 (+5) families have registered at the site and are occupying trailers (as of 5 PM on 10/23)
 - Grogan Field (North Andover): all 60 onsite and operational. 33 (+8) families have registered at the site and are occupying trailers (as of 5 PM on 10/23)
 - Recreation Road (Andover): all 32 on site and operational. 16 (+0) families have registered at the site and are occupying trailers (as of 5 PM on 10/23)
- 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