

Daily briefing

October 26, 2018

Columbia Gas®



Columbia Gas®



Standing Agenda

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

Headlines

DATA AS OF 10/26/2018

- We have now:
 - Replaced nearly 43 miles of pipe to date
 - Replaced 4,634 service lines, of which 4,585 are Gas Ready
- We are:
 - Laser focused on House Ready
 - Holding an Open House Q&A on 10/27

Weather

10-day Forecast

| DAY | | DESCRIPTION | HIGH / LOW | PRECIP |
|-----------------|---|---------------|------------|--------|
| TODAY OCT 26 |  | Sunny | 50/36° | 0% |
| SAT OCT 27 |  | Rain/Wind | 46/45° | 100% |
| SUN OCT 28 |  | Cloudy | 54/43° | 20% |
| MON OCT 29 |  | Showers | 55/39° | 50% |
| TUE OCT 30 |  | Partly Cloudy | 54/39° | 10% |
| WED OCT 31 |  | Partly Cloudy | 62/47° | 20% |
| THU NOV 1 |  | PM Showers | 60/54° | 40% |
| FRI NOV 2 |  | Showers | 60/50° | 50% |
| SAT NOV 3 |  | AM Showers | 55/48° | 30% |
| SUN NOV 4 |  | Showers | 60/42° | 60% |

SOURCE: Weather.com as of 09:00 AM on 10/26

Sunrise/Sunset Schedule 10/26/2018

| Activity | Time |
|----------------|---------|
| Sunrise | 7:11 AM |
| Sunset | 5:45 PM |

Operation Assess / Install

Residential House Ready¹ and Relights

| Progress vs. plan, residential meters | 10/22 | 10/23 | 10/24 | 10/25 | 10/26 |
|---------------------------------------|-------|-------|-------|-------|-------|
| Actual House Ready | 44 | 43 | 75 | 71 | 64 |
| Scheduled House Ready | 150 | 150 | 181 | 194 | 203 |

| Overall, actual, residential meters | Cumulative | Target | % of Target |
|-------------------------------------|------------|--------|-------------|
| House Ready | 900 | 7,342 | 11.6% |

Resource Daily Overview

- Labor
 - Labor aligned with recent weekday levels; significant presence in Zone 1 and Zone 6
 - GRS & SLS Labor: Plumbers/Support 307/32, Gas Fitters - 454, Electricians – 113, GRS/SLS field ops – 435, Local inspectors –12, Linguists – 81

| Appliances | Installed (cumulative) | # in stock | # ordered |
|---------------------|------------------------|------------|-----------|
| Water heaters | 1,045 | 1,230 | 1,389 |
| Boilers | 937 | 1,137 | 1,448 |
| Combination units | 121 | 1,247 | 80 |
| Tankless water heat | 58 | 303 | 0 |
| Ranges | 132 | 1,463 | 873 |
| Dryers | 60 | 1,067 | 1,837 |
| Furnaces | 183 | 198 | 0 |

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

Today's Focus

- 64 meters in plan vs schedule of 203 House Ready meters
- Work focused in all zones with: Zone 3 & 6 – 14 House ready each, Zone 5 – 12 House ready
- Productivity improvement to focus scope and efficiency of plumbers
- Onboarding additional contractors to ramp up production

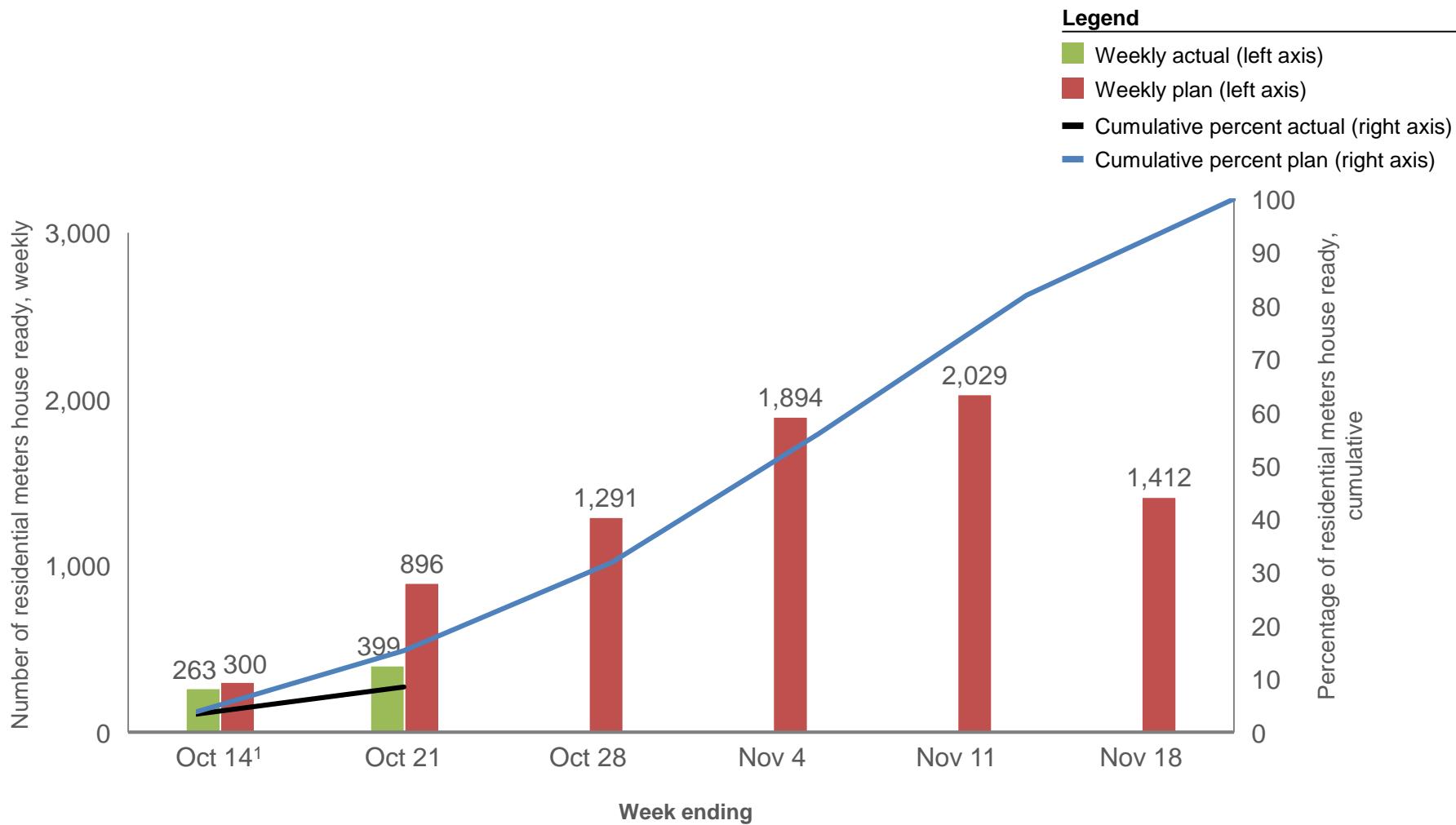
Risks

| Topic | Status | Comments |
|--------------|--------|---|
| Labor | Yellow | Optimizing plumber utilization |
| Appliances | Green | Sufficient appliance stock |
| Materials | Yellow | Supplies staging and delivery still a gap |
| Weather | Green | No rain, low-50's |
| Productivity | Red | 71 House Ready for ~15,000 trade hrs |

Identified Productivity Improvements (not exhaustive)

| Topic | Action |
|-----------------------------------|---|
| Plumber Scope | Focus scope on plumber required activities; implement with plumbing companies and field leadership |
| Mutual Aid End to End | Identify process from resource request, logistics, on-boarding and full utilization of craft |
| Install Process Improvement Pilot | Streamlined install process to improve completion rates, quality, customer satisfaction, and safety |

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

Progress to date

- Back to Business Operations started; tiered restoration approach under way
- Onboarded and deployed additional Windover crews
- 51 businesses are closed, (1 less than day before) a change of 9 since 10/16

Next 24 hours

- Onboarding and integration of additional trade resources
- Continue to execute on assessments and installs

Customer and community engagement

- Schedule resources for Saturday Open Houses in Lawrence, Andover and N Andover
- Serving business customers at Back to Business centers

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

| | Total # site ID | Assessments ¹ | | House Ready ² | | Relit Cumulative |
|---------------|-----------------|--------------------------|------------|--------------------------|------------|------------------|
| | | Increase yesterday | Cumulative | Increase yesterday | Cumulative | |
| Lawrence | 304 | 49 | 73 | 1 | 10 | 11 |
| Andover | 217 | 42 | 121 | 14 | 34 | 22 |
| North Andover | 154 | 13 | 110 | 3 | 29 | 25 |
| Total | 675 | 104 | 304 | 18 | 73 | 58 |

¹ Customers ready for installs and/or self mitigating

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

| | 10/26 | 10/27 | 10/28 | 10/29 |
|---------------|------------|------------|-------------|------------|
| Andover | 53 | 45 | TBD | 45 |
| Lawrence | 83 | 53 | TBD | 42 |
| North Andover | 61 | 46 | TBD | 46 |
| Total | 197 | 144 | TBD* | 133 |

(*) – To be determined based on forecasted inclement weather

Progress Update

| | Project to Date | Target |
|-----------------------------------|----------------------|----------------------|
| Main line Installed ft | 226,660 (42.9 miles) | 235,000 (44.5 miles) |
| Polyethylene pipe re-qualified ft | 64,935 (12.3 miles) | 64,935 (12.3 miles) |
| Service line replaced (#) | 4,634 | 5,479 |
| Gas Ready Services ¹ | 4,585 | 5,479 |

- Service and main line replacements are ahead of schedule

Progress

- Main installed project to-date: 226,660 feet (42.9 miles)
- Service lines gas ready project to-date: 4,585
- Service lines replaced on 10/25: 291
- Service lines gas ready on 10/25: 336
- Projects completed and gas ready: 35
- All polyethylene pipe re-qualification completed on 10/24
- Completed 35 of 63 project segments
- Plates in road: 319 currently in the road; all are scheduled to be picked up by 11/05

Next 24 hours

- Installing mains in zones 6 and 7
- Installing service lines in all zones with the exception of zone 8
- Planning 197 crews for Friday

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

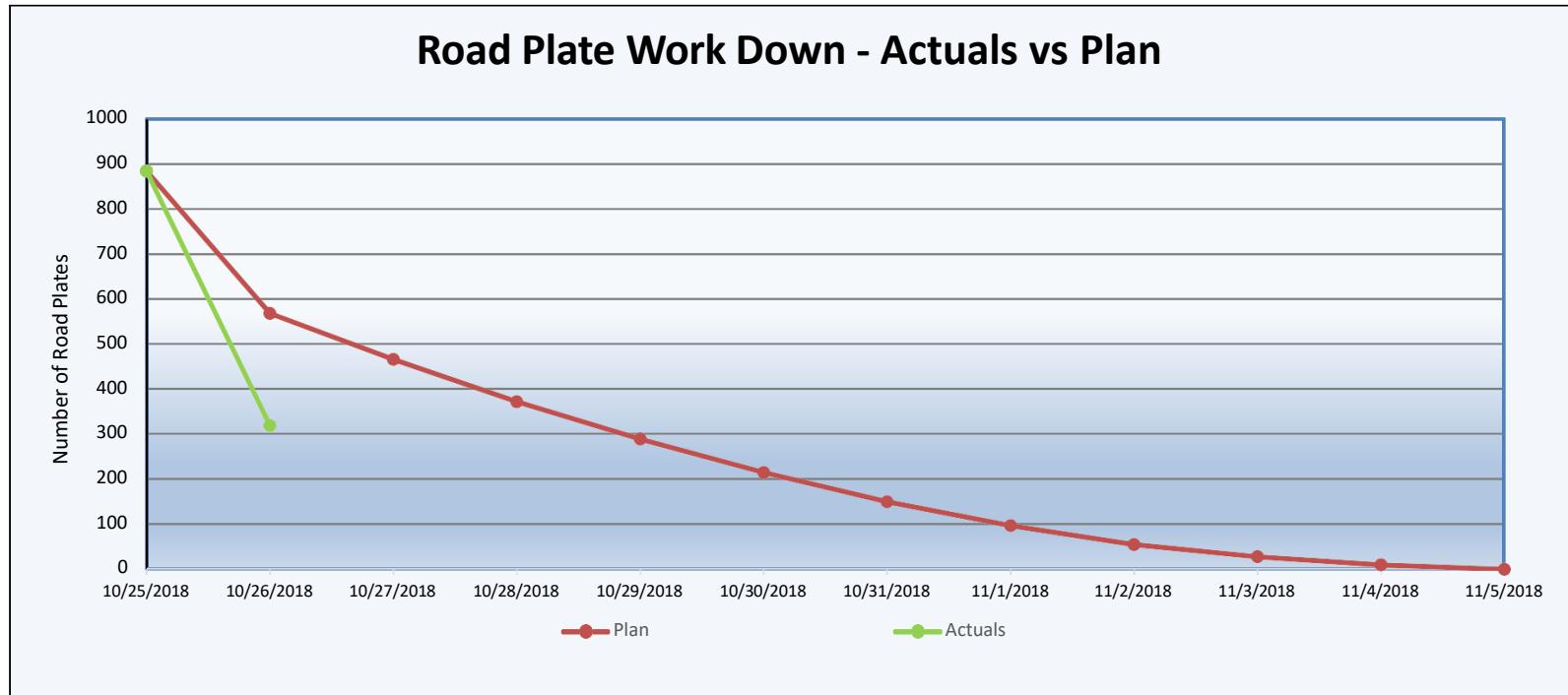
Risk

- Inclement weather – Low
- Permitting and Traffic Control - Low

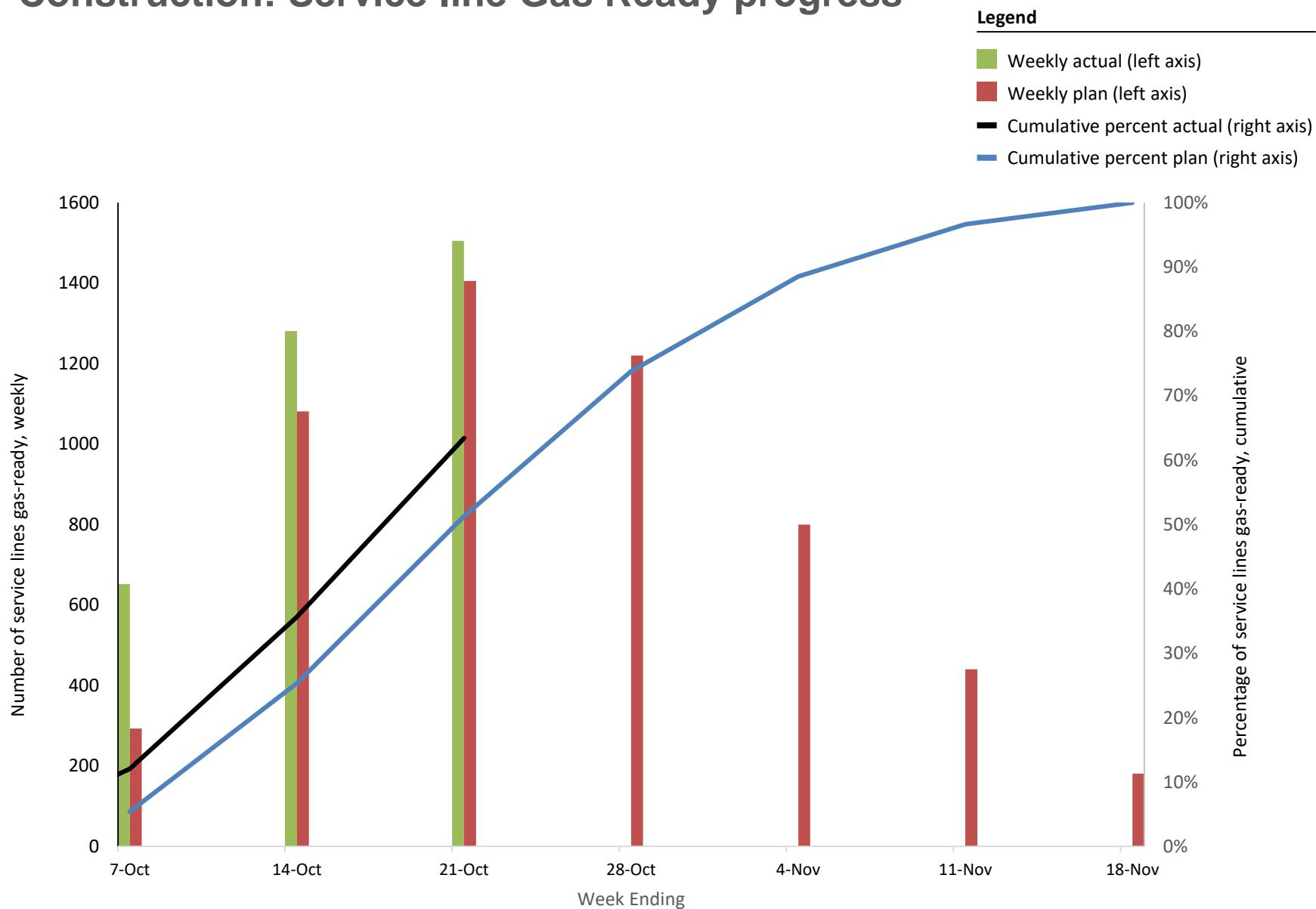
¹ Distinct from Gas Ready meters

Construction: Road Plate Work Down

DATA AS OF 10/26/2018



Construction: Service line Gas Ready progress



Customer and Community Support

Yesterday's call center performance (through 6pm)

| Topic | Sub-topic | Actual | | Since Event | |
|-------------------------|-----------|---------|-------------------------|----------------|---------------|
| | | seconds | Calls Handled Yesterday | Actual seconds | Calls Handled |
| Call Center Performance | CMA | 15 | 1,808 | 87 | 94,589 |

Mobile Customer Care Centers

| Metric | Actual |
|--|--------|
| # of customers interacted with (yesterday) | 54 |
| # of customers interacted with (to-date) | 2,124 |

| 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

- Visitors: Andover 12, North Andover 7 ("Block" Pilot), Lawrence 35
- 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.
- RV crews will be relocated to the Community Open House Locations – Saturday, Oct 27
- Moving N. Andover "Block" RV care center back to 115 Main St starting on Sunday, Oct 28

Customer and Community Engagement

Operation Trick or Treat

- Candy & Treat Bags Ordered
- Sun, Oct 28th – Lawrence (4 to 6pm) 3 RVs relocated to residential streets – Sunday mobile care hours 10am to 2pm
- Wed, Oct 31st – N. Andover (2 RVs) from 5:30 to 7:30, Andover (1 RV) from 5 to 7pm

Critical Care/Temp Heat Outreach

- Outbound calls to 140 critical care customers who have temporary heat were completed. Completed weekly touchpoints

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, recommendations forthcoming

Claims

Metrics

| Metric | Total to date |
|--|--|
| Calls received at Claim Reporting toll-free number | 31,684 |
| Claims serviced at walk-in centers | 74 – Andover 135 – Lawrence 27 – North Andover |
| Residential claims, % | 93% |
| Claims with more than 1 payment, % | 41% |
| ASA: Claim Center, yesterday | 6 seconds |

Claims by Municipality

| Municipality | Claims Received | Active Claims | Value paid out, \$M |
|--------------------------|-----------------|---------------|---------------------|
| Andover | 4,567 | 3,029 | \$10.62 |
| North Andover | 3,149 | 2,131 | \$6.61 |
| Lawrence | 13,136 | 8,633 | \$12.69 |
| Other Areas ¹ | 885 | 518 | \$0.91 |
| Total | 21,737 | 14,311 | \$30.8 |

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

Progress Update

- Nearly 35,000 payments (an average of 1.6 per reported claim) totaling \$30M made to customers to date
- Over \$2.2M payments made today, the largest single day so far
- Twenty-one (21) payments greater than \$10,000 issued totaling over \$800,000
- Sixty-four (64) payments to Business customers totaling \$412,294; \$3.9M paid to date

Goals for next 24 hours & beyond

- Continue to dedicate 30 Claims Specialist to execute Operation Back to Business.

Customer and community engagement

- 236 customers serviced through our three Claim Centers
 - 222 residential customers today, 166 being returning customers
 - 14 business customers, 5 reporting a new claim and 9 returning
 - \$12,500 issued in payments via debit cards making the funds available right away

Communication

Image of the Day



Local residents provide coffee and breakfast for Columbia Gas of Massachusetts crews, thanking them for their help, October 25, 2018

Ongoing Customer and Community Engagement

- Promoted the Open House event by issuing a press release, sending customer emails, promoting the event on social media and canvassing affected residences and businesses in Lawrence, Andover and North Andover.
- Shared content on social channels and responded to customer concerns.
- Continued to employ integrated communications plan.
- Continued work on Operation Trick or Treat at Mobile Resource Centers and hotels with displaced residents.

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
- Pivot to rapid relight
- Open House (10/27)

Detail on placement of customers into alternate housing

| Municipality | Metric | Total in housing EOD 10/23 | Newly housed 10/24 | Total in housing EOD 10/24 | Of which: Hotels | Of which: Apartments | Of which: Trailers |
|--------------------------|--------------------|----------------------------|--------------------|----------------------------|------------------|----------------------|--------------------|
| Andover | Families | 277 | 5 | 282 | 266 | 3 | 13 |
| | Individuals | 832 | 16 | 848 | 783 | 10 | 55 |
| | Rooms | 319 | 3 | 322 | 322 | 0 | 0 |
| North Andover | Families | 161 | 4 | 165 | 137 | 1 | 27 |
| | Individuals | 479 | 18 | 497 | 394 | 4 | 99 |
| | Rooms | 156 | 2 | 158 | 158 | 0 | 0 |
| Lawrence | Families | 1,265 | 79 | 1,344 | 1,066 | 22 | 256 |
| | Individuals | 4,845 | 267 | 5,112 | 3,861 | 94 | 1,157 |
| | Rooms | 1,366 | 71 | 1,437 | 1,437 | 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 | 1,705 | 88 | 1,793 | 1,471 | 26 | 296 |
| | Individuals | 6,163 | 301 | 6,464 | 5,045 | 108 | 1,311 |
| | Rooms | 1,844 | 76 | 1,920 | 1,920 | 0 | 0 |

Updates:

- Numbers reflect updated definition for “Placement,” accurately representing customers in temporary housing. Driven by alignment meetings and process improvement
- Families placed in RVs total 296, an increase of 32
- Apartment placements increased by 15 to 26
- 56 new (inbound) 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 (10/24) | Units with Placements | Total (available for placement plus already placed) | | | |
|---|---|-----------------------|---|-------|-------|-------|
| Hotels | 2,703 rooms | 1,920 rooms | 4,623 rooms | | | |
| By Day Available for Placement Units | | | | | | |
| | *assumes placements increase of 175 units per day | | | | | |
| | 10/25 | 10/26 | 10/27 | 10/28 | 10/29 | 10/30 |
| | 2,528 | 2,368 | 2,193 | 2,018 | 1,843 | 1,668 |
| Apartments | 140 apartments | 26 apartments | 166 apartments | | | |
| Trailers | 76 trailers | 296 trailers | 296 trailers | | | |
| Congregate Shelters | 1,000 | 0 | 1,000 | | | |

KPIs

| Current Units Secured | Target Goal |
|-----------------------|--|
| 4,804 | Rooms available by 10/27 (hotels & apartments) |
| 96% | Percentage of goal |

Progress update

- 372 trailers in the 4 trailer sites: 295 (+26) trailers are occupied, and an additional 31 (-15) trailers are reserved but unoccupied. Total residents in trailers: 1212 (+119). (As of 5 PM on 10/25)
 - South Commons Park (Lawrence): all 180 onsite and operational. 159 (+13) families have registered at the site and are occupying trailers (as of 5 PM on 10/25)
 - Pemberton Park (Lawrence): all 100 onsite and operational. 76 (+9) families have registered at the site and are occupying trailers (as of 5 PM on 10/25)
 - Grogan Field (North Andover): all 60 onsite and operational. 42 (+4) families have registered at the site and are occupying trailers (as of 5 PM on 10/25)
 - Recreation Road (Andover): all 32 on site and operational. 18 (+1) families have registered at the site and are occupying trailers (as of 5 PM on 10/25)
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 23 (+2) people are registered as of 5 PM on 10/25.
- 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.

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