

Daily briefing

October 27, 2018



Columbia Gas®



Standing Agenda

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











Headlines

- We have now:
 - Replaced over 43 miles of pipe to date
 - Replaced 4,952 service lines, of which 4,925 are Gas Ready
- We are:
 - Laser focused on House Ready
 - Construction crews standing by during the storm today

Weather

DATA AS OF 10/27/2018

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 27		Rain/Wind	48°/46°	100%
SUN OCT 28		AM Clouds/PM Sun	54°/43°	20%
MON OCT 29		Rain	53°/38°	90%
TUE OCT 30		Sunny	55°/41°	10%
WED OCT 31		Showers	58°/50°	40%
THU NOV 1		Mostly Cloudy	64°/53°	20%
FRI NOV 2		Showers	57°/47°	40%
SAT NOV 3		Few Showers	52°/45°	30%
SUN NOV 4		AM Showers	56°/40°	40%
MON NOV 5		Partly Cloudy	54°/41°	20%

Sunrise/Sunset Schedule 10/27/2018

Activity	Time
Sunrise	7:12 AM
Sunset	5:44 PM

Wind Advisory

From: 1400 10/27
To: 2000 10/27

WIND ADVISORY REMAINS IN EFFECT FROM 2 PM THIS AFTERNOON TO 8 PM EDT THIS EVENING. * WINDS * NORTHEAST 15 TO 25 MPH WITH GUSTS UP TO 50 MPH: SOURCE: NATIONAL WEATHER SERVICE

SOURCE: Weather.com as of 09:00 AM on 10/27

Operation Assess / Install

Residential House Ready¹ and Relights

Progress vs. plan, residential meters	10/23	10/24	10/25	10/26	10/27
Actual House Ready	43	75	71	76	83
Scheduled House Ready	188	181	194	203	230

Overall, actual, residential meters	Cumulative	Target	% of Target
House Ready	976	7,772	12.6%

Resource Daily Overview

- Labor
 - Labor aligned with recent weekend levels; significant presence in Zone 3 and Zone 6
 - GRS & SLS Labor: Plumbers/Support 457/30, Gas Fitters - 451, Electricians – 123, GRS/SLS field ops – 434, Local inspectors – 12, Linguists – 45

Appliances	Installed (cumulative)	# in stock	# ordered
Water heaters	1,121	1,142	1,388
Boilers	989	1,071	1,448
Combination units	136	1,235	80
Tankless water heat	58	295	0
Ranges	148	1,433	815
Dryers	67	1,053	1,837
Furnaces	203	173	0

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

Today's Focus

- 83 House Ready meters in plan
- Work focused in all zones with: Zone 1 & 5 – 10 House ready each, Zone 3 – 27 House ready
- Productivity improvement to focus scope and efficiency of plumbers
- Onboarding additional contractors to ramp up production

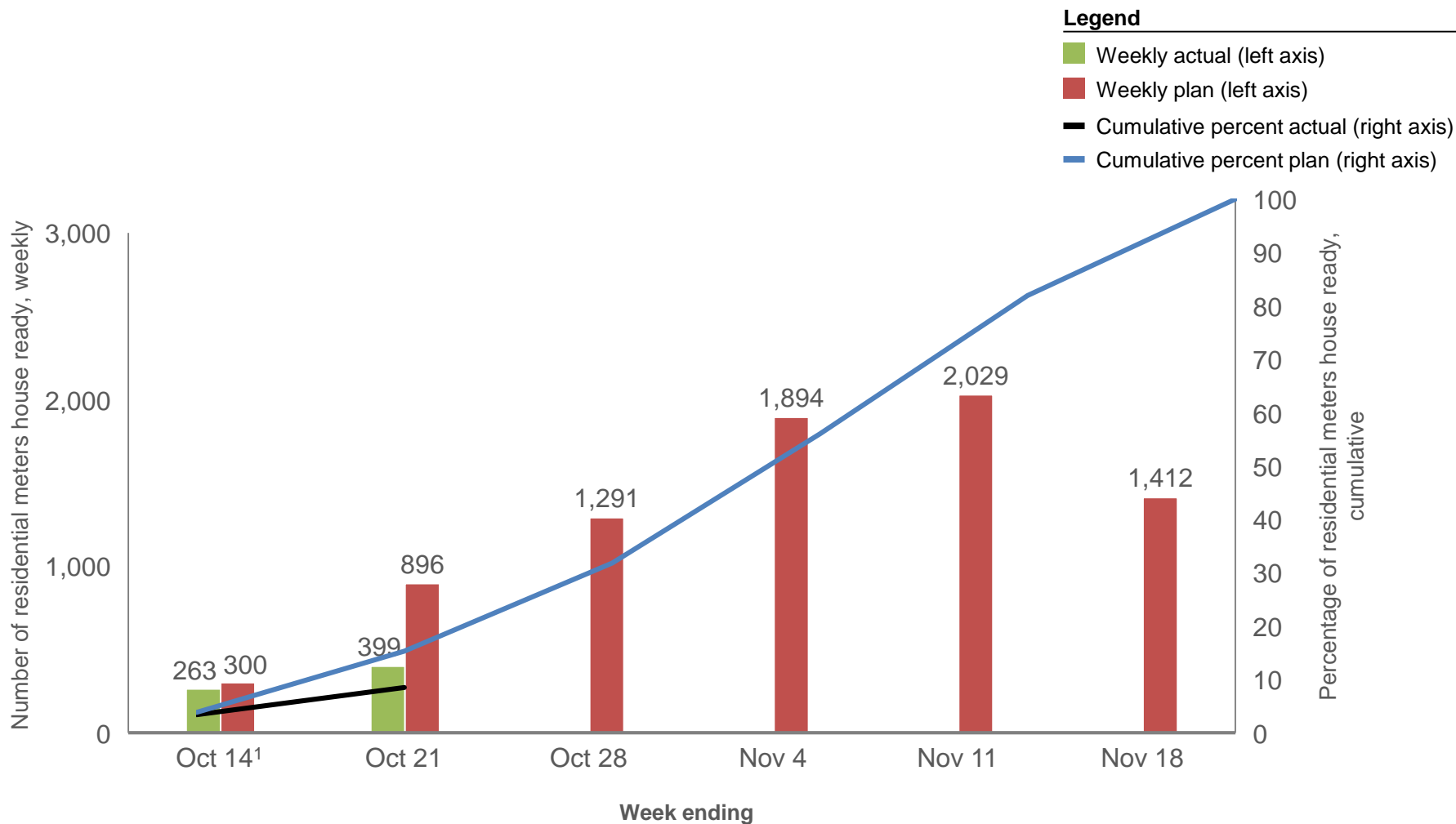
Risks

Topic	Status	Comments
Labor	Yellow	Optimizing plumber utilization
Appliances	Green	Sufficient appliance stock
Materials	Yellow	Supplies staging and delivery still a gap
Weather	Red	Wind driven rain, low 40s
Productivity	Red	76 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

■ Total
■ Cumulative

Progress to date

- Back to Business Operations started; tiered restoration approach under way
- On boarded and deployed additional Windover crews and support services
- Realignment of Con Ops Mgrs and Field Superintendents

Next 24 hours

- Onboarding and integration of additional trade resources
- Complete Tier 1 and 2 assessments

Customer and community engagement

- Staff 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
		Increase yesterday	Cumulative	Increase yesterday	Cumulative	Cumulative
Lawrence	304	60	133	20	30	15
Andover	217	33	154	6	40	31
North Andover	154	31	141	12	41	27
Total	675	124	428	38	111	73

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

	10/27	10/28	10/29	10/30
Andover	35	TBD	40	33
Lawrence	29	TBD	40	50
North Andover	22	TBD	30	27
Total	86	TBD*	110	110

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

Progress Update

	Project to Date	Target
Main line Installed ft	227,750 (43.1 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	64,935 (12.3 miles)	64,935 (12.3 miles)
Service line replaced (#)	4,952	5,479
Gas Ready Services ¹	4,925	5,479

- Service and main line replacements are ahead of schedule

Progress

- Main installed project to-date: 227,750 feet (43.1 miles)
- Service lines gas ready project to-date: 4,925
- Service lines replaced on 10/26: 318
- Service lines gas ready on 10/26: 340
- Projects completed and gas ready: 40
- All polyethylene pipe re-qualification completed on 10/24
- Completed 40 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

- Completed zone 6 evening of 10/26
- Installing mains in zone 7
- Installing service lines in all zones with the exception of zone 8
- Planning 86 crews for Saturday

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

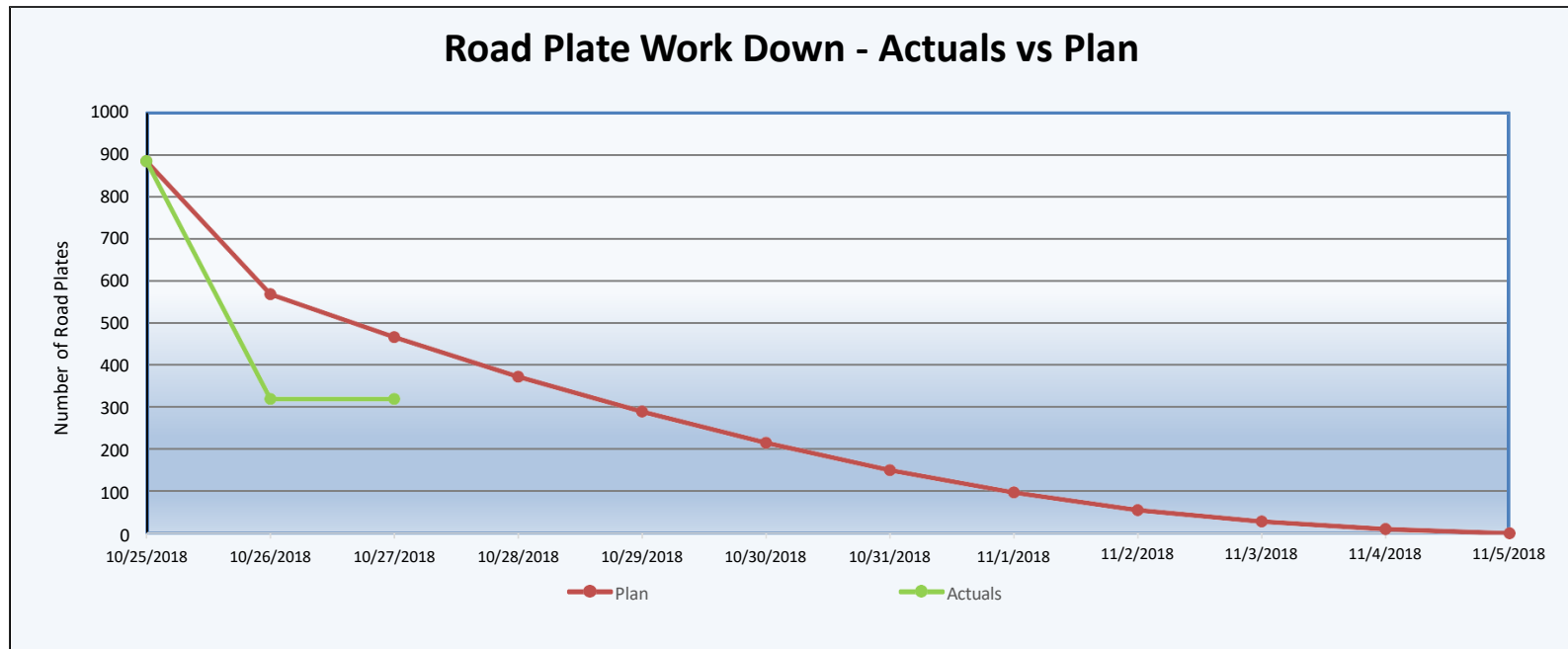
Risk

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

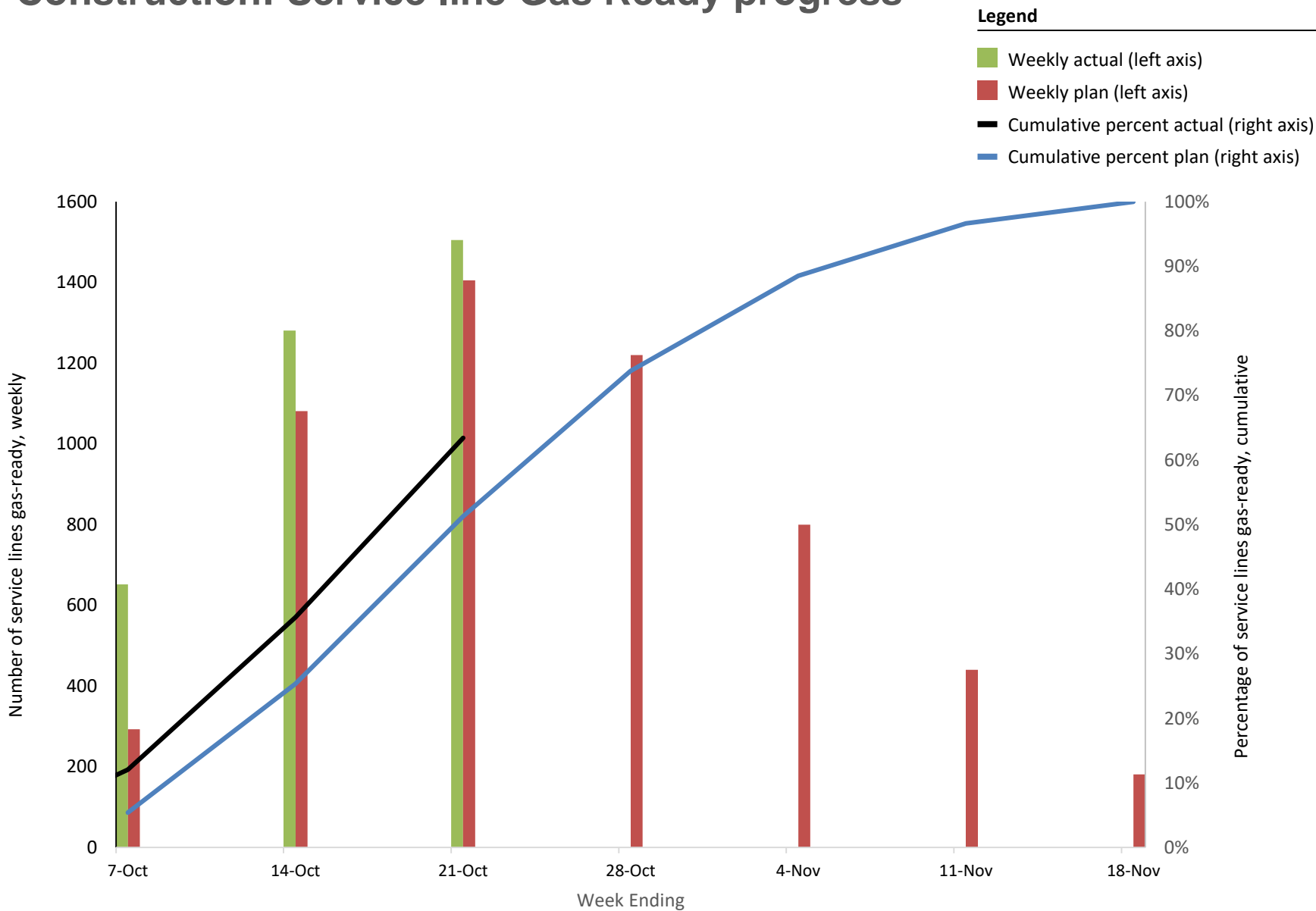
¹ Distinct from Gas Ready meters

Construction: Road Plate Work Down

DATA AS OF 10/27/2018



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	CMA	25	2,069	85	96,531

Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	60
# of customers interacted with (to-date)	2,184

Deployment Area

	1	2	3	4	5	6	7	8
Zones		✓		✓				✓

Progress to date

Mobile Customer Care Centers launched: 9/26

- Visitors: Andover 9, North Andover 12 ("Block" Pilot), Lawrence 39
- 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 relocated to the Community Open House Locations
 - Moving N. Andover "Block" RV care center back to 115 Main St starting on Sunday, Oct 28 (zone 7)

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

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 10/30

Claims

Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	32,214
Claims serviced at walk-in centers	51 – Andover 125 – Lawrence 32 – 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	4,590	3,010	\$11.23
North Andover	3,169	2,125	\$6.96
Lawrence	13,187	8,547	\$13.26
Other Areas ¹	893	516	\$0.95
Total	21,839	14,198	\$32.4

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

Progress Update

- 847 payments made to customers today totaling \$1.6M
- Thirty-six (32) payments to Business customers totaling \$182,595
- All Windover estimates for B2B are approved under \$100k
- Developed Quality Control program

Goals for next 24 hours & beyond

- Working with E&Y to develop metrics to support Operation Back-to-Business
- Backfilling new claims adjusters to support resource distribution

Customer and community engagement

- Claims support for community open house
- 208 customers serviced through our three Claim Centers
 - 202 residential customers today, 179 being returning customers
 - 6 business customers, 2 reporting a new claim and 4 returning
 - \$25,400 issued in payments via debit cards making the funds available right away

Communication

Image of the Day



Service technician relights natural gas service for a customer, October 26, 2018

Ongoing Customer and Community Engagement

- Shared content on social channels and responded to customer concerns including interactive map, extended outage schedule, and safety questions.
- Continued to employ integrated communications plan.
- Continued work on Operation Trick or Treat at Mobile Resource Centers and hotels with displaced residents.
- Updated communications materials for Rapid Relight process.

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 10/24	Newly housed 10/25	Total in housing EOD 10/25	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	268	11	279	261	4	14
	Individuals	808	28	836	763	13	60
	Rooms	303	12	315	315	0	0
North Andover	Families	158	10	168	142	1	25
	Individuals	468	32	500	404	4	97
	Rooms	150	10	160	160	0	0
Lawrence	Families	1,281	114	1,395	1,101	22	272
	Individuals	4,862	442	5,304	4,006	70	1,228
	Rooms	1,368	111	1,479	1,479	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	1,709	135	1,844	1,506	27	311
	Individuals	6,145	502	6,647	5,180	87	1,385
	Rooms	1,824	133	1,957	1,957	0	0

Updates:

- Families placed in RVs total 311 an increase of 15.
- Apartment placements increased from 26 to 27.

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 10/26/2018



Shelter type	Available for Placement (10/25)	Units with Placements	Total (available for placement plus already placed)			
Hotels	2,681 rooms	1,957 rooms	4,638 rooms			
	By Day Available for Placement Units					
	*assumes placements increase of 175 units per day					
	10/26	10/27	10/28	10/29	10/30	10/31
	2,509	2,334	2,159	1,984	1,809	1,799
Apartments	139 apartments	27 apartments	166 apartments			
Trailers	61 trailers	311 trailers	372 trailers			
Congregate Shelters	1,000	0	1,000			

KPIs

Current Units Secured

4,804

Rooms available by 10/27 (hotels & apartments)

Target Goal

5,000

96%

Percentage of goal

100%

Progress update

- 372 trailers in the 4 trailer sites: 307 (+12) trailers are occupied, and an additional 33 (+2) trailers are reserved but unoccupied. Total residents in trailers: 1272 (+60). (As of 5 PM on 10/26)
 - South Commons Park (Lawrence): all 180 onsite and operational. 162 (+3) families have registered at the site and are occupying trailers (as of 5 PM on 10/26)
 - Pemberton Park (Lawrence): all 100 onsite and operational. 80 (+4) families have registered at the site and are occupying trailers (as of 5 PM on 10/26)
 - Grogan Field (North Andover): all 60 onsite and operational. 45 (+3) families have registered at the site and are occupying trailers (as of 5 PM on 10/26)
 - Recreation Road (Andover): all 32 on site and operational. 20 (+2) families have registered at the site and are occupying trailers (as of 5 PM on 10/2)
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 28 (+5) people are registered as of 10 AM on 10/26.
- 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