

Daily briefing

October 29, 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 5,055 service lines, of which 5,051 are Gas Ready
 - Met with State and local plumbing inspectors to map out process for rapid relight (Monday 10/29)
- We are:
 - Onboarding WPG and more than 200 plumbers today (Monday 10/29) to support Residential Restoration / Rapid Relight

Weather

DATA AS OF 10/29/2018

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 29		Thundershowers	56°/38°	100%
TUE OCT 30		Mostly Sunny	50°/34°	10%
WED OCT 31		Mostly Sunny	59°/51°	10%
THU NOV 1		Mostly Cloudy	64°/56°	20%
FRI NOV 2		Rain	61°/52°	80%
SAT NOV 3		AM Showers	54°/41°	60%
SUN NOV 4		Partly Cloudy	53°/37°	0%
MON NOV 5		Mostly Cloudy	52°/44°	10%
TUE NOV 6		Showers	55°/50°	60%
WED NOV 7		Showers	58°/45°	60%

Sunrise/Sunset Schedule 10/29/2018

Activity	Time
Sunrise	7:15 AM
Sunset	5:41 PM

SOURCE: Weather.com as of 09:00 AM on 10/29

Residential Restoration / Rapid Relight

House Ready	Results Plan Actual (10/28)	Projection (10/29)	Cumulative Cumulative Target
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**Residential
(incl. multi-
family)**

114 | 120 100 1,161 | 7,342

Metrics	Residential relights, as of 10/28 EOD	Plumbers on 10/28	Total Workforce on 10/28 ¹
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Actual

1,309² 658 1,712

Projected

568 1,685

Today's Focus

- 100 residential and multi-family House Ready meters in plan
- Work focused in all zones: 26 House Ready plan in Zone 6.
- Productivity improvement to focus scope and efficiency of plumbers
- Onboarding additional contractors to ramp up production

Identified Productivity Improvements (not exhaustive)

Topic	Action
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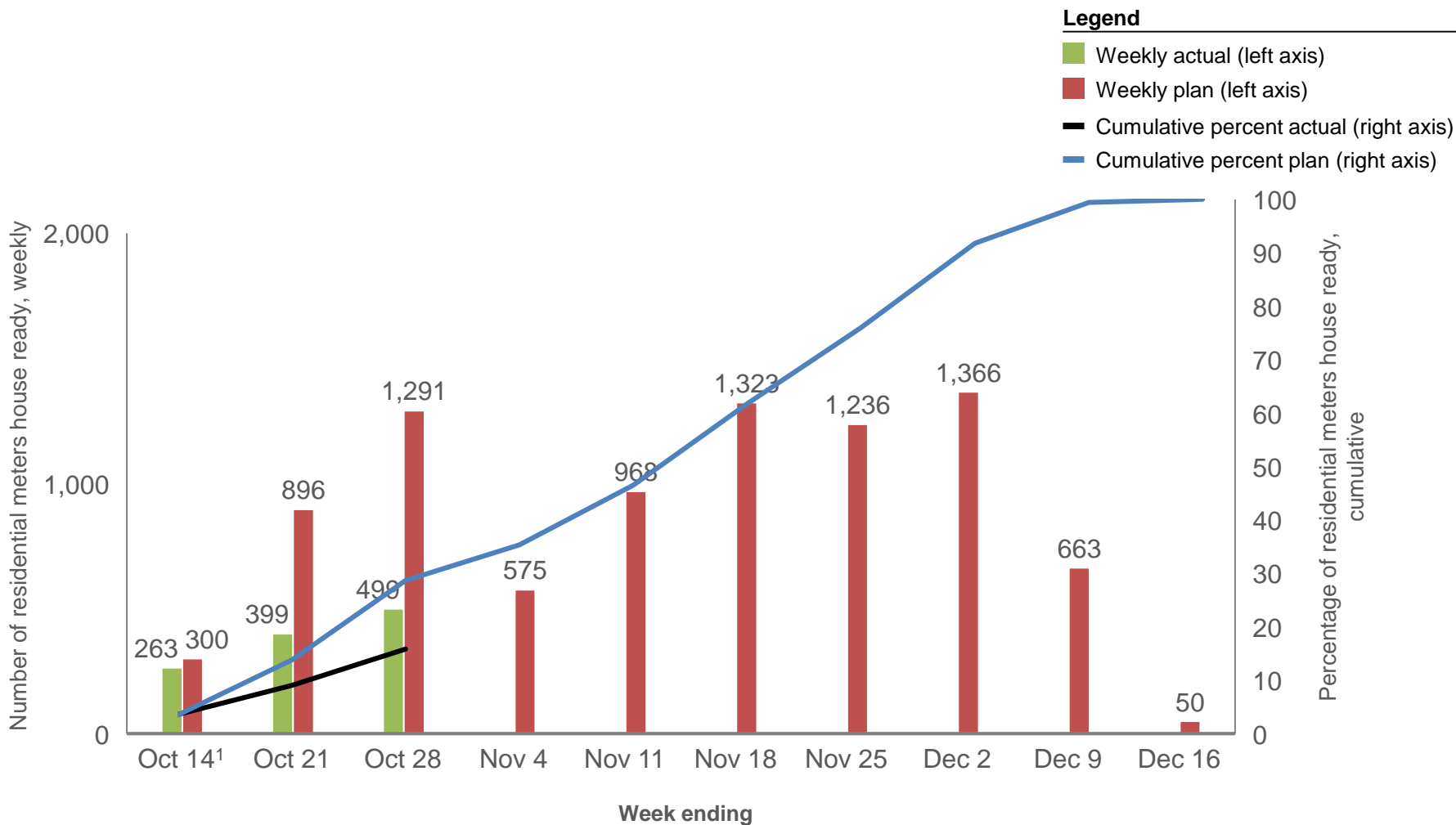
Plumber Scope	Focus scope on plumber required activities; implement with plumbing companies and field leadership
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Mutual Aid End to End	Identify process from resource request, logistics, on-boarding and full utilization of craft
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Install Process Improvement Pilot	Streamlined install process to improve completion rates, quality, customer satisfaction, and safety
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¹ Total workforce = Plumbers + Tradesmen + Support people resources and management | ² Number of relights is greater than House Ready due to multiple factors, including customers who have undertaken their own repairs outside the House Ready process

Residential Restoration / Rapid Relight: 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. 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

Next 24 hours

- Onboarding and integration of 17 additional trade resources

Customer and community engagement

- Serving business customers at Back to Business centers
- Developing #MVBacktoBusiness promotions

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	313	9	146	3	44	19
Andover	217	1	163	8	48	25
North Andover	155	0	154	20	64	38
Total	685	10	463	31	156	82

¹ Customers ready for installs and/or self mitigating

² Customers for whom installs have been completed, and who are House Ready

Construction

Labor resourcing: Crews planned

	10/29	10/30	10/31	11/1
Andover	21	27	28	28
Lawrence	44	54	49	49
North Andover	36	20	24	24
Total	101	101	101	101

Progress Update

	Project to Date	Target
Main line Installed ft	228,075 (43.2 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	64,935 (12.3 miles)	64,935 (12.3 miles)
Service line replaced (#)	5,055	5,479
Gas Ready Services ¹	5,051	5,479

- Service and main line replacements are ahead of schedule

Progress

- Main installed project to-date: 228,075 feet (43.2 miles)
- Service lines gas ready project to-date: 5,051
- Service lines replaced on 10/28:28
- Service lines gas ready on 10/28: 29
- All polyethylene pipe re-qualification completed on 10/24
- Completed 57 of 63 project segments

Next 24 hours

- Installing mains in zone 6
- Installing service lines in zones 6 & 7
- Planning 101 crews for Monday

Customer and community engagement

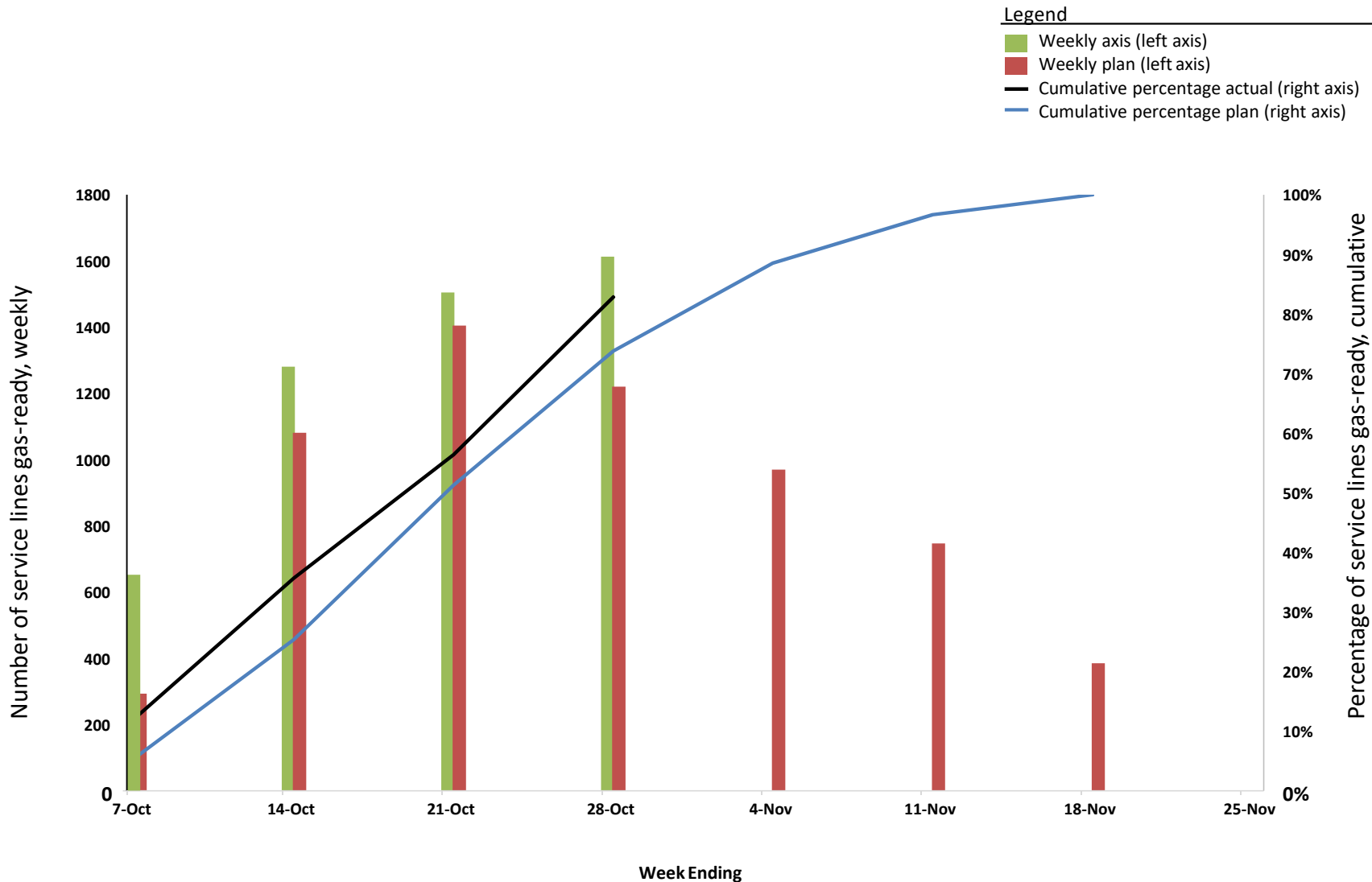
- Continue to hold daily meetings with DPW of all three communities along with Environmental Partners
- Continue to hold daily project coordination meetings with local fire and police departments in all three municipalities to discuss traffic management

Risk

- Inclement weather – Medium
- 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		Since Event	
	Actual seconds	Yesterday	Actual seconds	Calls Handled
CMA call center performance	0	182	84	99,370

Mobile Customer Care Centers

	Actual
# of customers interacted with (yesterday)	32
# of customers interacted with (to-date)	2,216

Deployment Area

	1	2	3	4	5	6	7	8
Zones		✓		✓			✓	

Progress to date

Mobile Customer Care Centers

- Visitors: Andover 9, North Andover 12, Lawrence 39
- RV crews relocated to Lawrence area for Operation Trick or Treat from 4 to 6pm
- Moved N. Andover RV care center back to 115 Main St (Zone 7)
- Researching alternate locations (i.e. existing walk-in centers, hotels, RV parks, etc.)
- Questions focused on service restoration, assess/install, appliance options, claims process/status and map dates

Customer and Community Engagement

Operation Trick or Treat

- Sun, Oct 28 Lawrence – big success – approx. 1,000 kids
- Wed, Oct 31st – N. Andover (2 RVs) from 5:30 to 7:30, Andover (1 RV) from 5 to 7pm



Customer Service Team dressed up at 220 S. Broadway in Lawrence

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 on Mon, 10/30
- New hire training begins Nov 5

Claims

Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	32,758
Claims serviced at walk-in centers	Claim Centers Closed Sunday
Residential claims, %	93%
Claims with more than 1 payment, %	43%
ASA: Claim Center, yesterday	6 seconds

Claims by Municipality

Municipality	Claims Received	Active Claims	Value paid out, \$M
Andover	4,614	2,755	\$11.94
North Andover	3,184	1,975	\$7.34
Lawrence	13,257	7,812	\$13.95
Other Areas ¹	889	463	\$1.00
Total	21,944	13,005	\$34.2

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

Progress Update

- Training begins for new adjusters starting this week; process for workload reassignments being developed for a smooth transition for our customers
- Thirty-one (31) payments to business customers totaling \$199,527; \$1.7M paid for the week

Goals for next 24 hours & beyond

- Beta testing for claim system enhancements to track appliance self-mitigation has begun

Customer and community engagement

- Received outreach from DEAF, Inc. regarding assistance for 49 deaf residents with claims issues. Currently have one adjuster proficient in sign language and sourcing interpreters through the Massachusetts Commission for Deaf and Hard of Hearing.
- Claims Centers were closed Sunday.

Communication

Image of the Day



Columbia Gas employees distribute candy and treats to children participating in Trick-or-Treat in Lawrence.

Ongoing Customer and Community Engagement

- Executed Operation Trick or Treat activities in Lawrence.
- Finalized weekly newsletter and sent to Connolly Printing for printing and distribution.
- Updated the location of the North Andover mobile customers resource unit for the week of 10/28.
- Shared content from Trick or Treat activities on social channels and responded to customer concerns.
- Finalized plan and secured all materials for Operation Trick or Treat at Mobile Resource Centers and hotels with displaced residents.
- Print ads focused on claims process to run 10/29.

Completed

- Daily media briefing.
- Trick or Treat event in Lawrence.

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

Discussion topics

- Mission focus
- Weekly outlook
- Build-up for increased production with all three Residential Restoration and Rapid Relight companies for November 1

Detail on placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/26	Newly housed 10/27	Total in housing EOD 10/27	Of which: Hotels	Of which: Apartments	Of which: RVs
Andover	Families	2273	12	285	270	3	12
	Individuals	809	27	836	774	10	52
	Rooms	304	13	317	317	0	0
North Andover	Families	172	7	179	151	1	27
	Individuals	522	16	538	435	4	99
	Rooms	152	8	160	160	0	0
Lawrence	Families	1,408	53	1,461	1,150	28	283
	Individuals	5,321	202	5,523	4,122	124	1,277
	Rooms	1,495	38	1,533	1,533	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	1,853	72	1,925	1,571	32	322
	Individuals	6,652	245	6,897	5,331	138	1,428
	Rooms	1,961	59	2,020	2,020	0	0

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 10/27/2018



Shelter type	Available for Placement (10/27)	Units with Placements	Total (available for placement plus already placed)			
Hotels	2,544 rooms	2,020 rooms	4,564 rooms			
	By Day Available for Placement Units					
	*assumes placements increase of 175 units per day					
	10/28	10/29	10/30	10/31	11/01	11/02
	2,443	2,268	2,093	2,083	1,908	2,083
Apartments	134 apartments	32 apartments	166 apartments			
Trailers	87 trailers	322 trailers	409 trailers			
Congregate Shelters	1,000	0	1,000			

KPIs

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

Rooms available (hotels & apartments)

Percentage of goal

Progress update

- 409 trailers are on the 4 trailer sites, 405 (+34) trailers are in service. 331 (+18) trailers are occupied, and an additional 22 (+1) trailers are reserved but unoccupied. Total residents in trailers: 1371 (+70). (As of 5 PM on 10/28)
- South Commons Park (Lawrence): 218 trailers on site; 213 (+33) are operational. 170 (+6) families have registered at the site and are occupying trailers (as of 5 PM on 10/28)
- Pemberton Park (Lawrence): 100 trailers onsite and operational. 85 (+4) families have registered at the site and are occupying trailers (as of 5 PM on 10/28)
- Grogan Field (North Andover): 60 trailers onsite and operational. 50 (+6) families have registered at the site and are occupying trailers (as of 5 PM on 10/28)
- Recreation Road (Andover): 32 trailers on site and operational. 26 (+2) families have registered at the site and are occupying trailers (as of 5 PM on 10/28)
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 77 (+40) people were registered as of 5 PM on 10/28.
- 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