

Daily briefing

October 05, 2018



Columbia Gas®



- We have now:
 - Replaced nearly 13.5 miles of pipe to-date
 - Replaced 549 service lines, of which 335 are gas-ready
 - Conducted 440 assessments yesterday and 3,158 assessments to-date
- 14 residential units made House Ready; 18 installs started
- Interactive map showing Gas Ready and House Ready scheduled to go live on Sunday evening











Standing Agenda

- Headlines
- Weather
- Operational Updates
- Customer and Community Support
- Claims
- Customer Overview
- Communications

Weather

ALL DATA AS OF 10/5/2018

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 5		Partly Cloudy	62°/44°	0%
SAT OCT 6		Sunny	66°/57°	10%
SUN OCT 7		PM Showers	77°/56°	40%
MON OCT 8		Cloudy	60°/56°	20%
TUE OCT 9		AM Clouds/PM Sun	74°/64°	20%
WED OCT 10		PM Thunderstorms	79°/60°	50%
THU OCT 11		Showers	72°/61°	50%
FRI OCT 12		Showers	68°/51°	60%
SAT OCT 13		Partly Cloudy	58°/49°	20%
SUN OCT 14		PM Showers	59°/49°	40%

Sunrise/Sunset Schedule 10/5/2018

Activity	Time
Sunrise	6:46 AM
Sunset	6:18 PM

SOURCE: Weather.com as of 7:00AM on 10/5

Operation Assessment

Labor resourcing

Resource	On-the-ground 10/4	10/5 forecast	10/6 forecast
Plumbers	0	0	0
Electricians	50	60	60
Linguists	24	24	24
Assessors	30	30	30
Inspectors	0	0	0

- Most of the NiSource Assessment team will be swapped out with new resources.

KPIs for prior day

Prior Day		Cumulative
440	Assessments completed	3,158

Progress update

- Streamlined assessment process will help accelerate Gas Ready customers
- Clear Result made outbound calls to over 600 missed appointments to schedule assessments over the weekend
- Deploying 30 new assessors

Customer and community engagement

- Assessed all 211 vulnerable, at-risk customers scheduled for yesterday, 10/4
- Linking GRS Leads with our Command Leads worked well to help expedite customer escalated issues

Operation Install

Labor resourcing

Resource	On-the-ground 10/4 (yesterday)	Planned for 10/5 (today)	Planned for 10/6 (tomorrow)
Plumbers	28	36	36
Electricians	12	16	16
Laborers	-	-	-
Linguists	-	-	-
Data collectors	-	-	-
GRS personnel	8	8	8
Other ¹	-	-	-

- The first wave of furnaces and boilers will be sourced from local supply houses; we are confident in the ability to meet demand

Other resourcing

Resource	# installed (cumulative)	# in stock	# ordered
Furnaces/boilers	-	90	274
Water heaters	-	655	684
Ranges	-	-	-
Dryers	-	-	-

¹ Security, industrial hygienists & inspectors

Progress update

- Inspected 14 house-ready units for relight
- Supply chain established through Ferguson National network, initial materials on-site
- Plan to ramp-up to peak capacity of 300+ house-ready per day by 10/15**

KPIs

Prior day		Cumulative
14	Units made 'House Ready'	14
18	Units in progress	N/A

Customer and community engagement

- Customers are eager for install and were very gracious for the work being done
- All crews arrived and began work as scheduled

Construction

Labor resourcing: Crews planned

	10/5	10/6	10/7	10/8
Andover	53	53	19	55
Lawrence	87	87	47	87
North Andover	42	42	16	42
LP to MP ¹ services	11	11	0	11
Total	193	193	82	195

Progress Update

	Project to Date	Target
Main line installed	71,237' (13.5 miles)	235,000 (44 miles)
Polyethylene pipe re-qualified	4,029 ft	68,640 (13 miles)
Service line replaced (#)	549	6,100
Gas Ready Services ²	335	6,100

- Service and main line replacements are ahead of schedule

Progress

- Main installed project to-date: 71,237 feet (13.5 miles)
- Service lines gas ready project to-date: 335
- Service lines replaced on 10/4: 131
- Service lines gas ready on 10/4: 84

Next 24 hours

- Crews working on mains and service lines in all zones

Customer and community engagement

- Daily meeting held with DPW of all three communities along with Environmental Partners to discuss excavations & traffic control permitting
- Daily project team coordination meetings with local fire and police departments in all three municipalities to discuss traffic management

Risk

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

¹ Low pressure to medium pressure | ² Distinct from gas-ready meters

Customer and Community Support

Yesterday's call center performance (through 6pm)

Topic	Metric	Actual, seconds	Target
Call center performance	ASA ¹ : CMA, yesterday	1	30 seconds
	ASA ¹ : CR ² , yesterday	6.44	30 seconds

Placements of customers into alternate housing

Municipality	Metric	Actual to date
Andover	Families	40
	Individuals	125
North Andover	Families	26
	Individuals	81
Lawrence	Families	261
	Individuals	943
Other Areas ³	Families	13
	Individuals	40
Total	Families ⁴	340
	Individuals	1,189

Mobile Customer Care Centers Progress

Metric	Actual
# of customers interacted with (yesterday)	136
# of customers interacted with (to-date)	661

Deployment Area	1	2	3	4	5	6	7	8
Zones	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Latest progress

- Mobile Customer Care Centers successfully launched Wednesday, 9/26:
 - Deployed through zones 2, 4, and 7
 - Questions focused on path to service restoration, assessments, claims process/status & construction process
 - Transferred a translator from Andover to Lawrence

Customer and community engagement

- We are actively reaching out to ensure customers have alternate housing solutions, determining other needs, and providing them where necessary; claims adjusters are ensuring high-touch outreach
- Positive feedback continues to be received from community on Mobile Customer Care Centers

Goals for next 24 hours & beyond

- CSR & Mobile Team Training; Interactive MAP & Talking Points, extra staffing planned in call center to support deployment
- Recruitment Completed: 47 candidates for the 15 Customer Care Advisor positions and 1 Team Leader position. Next step, Interview process to begin week of October 8th.
- Lease finalized for 2 Customer Care/Claim Centers: 439 South Union, Lawrence, MA; 115 Main Street, North Andover, MA.
- Andover Location: 45 Main Street – physical tour completed, next step - lease negotiations

Risks

- To ensure customers do not have long call wait times, robo-calls are being more evenly scheduled

¹ Average seconds to answer. | ² CLEARResult | ³ Customers in this category had an unlisted address and/or an alternate outside address | ⁴ Number reported prior to 10/3 represented rooms rather than number of families in alternate housing

Claims

Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number, #	18,036
Residential claims, %	95%
Claims with more than 1 payment, %	21%
ASA: Claim Center, yesterday	6 seconds

Claims by Municipality

Municipality	Claims received	Value paid out, \$M
Andover	3,704	\$2.00
North Andover	2,560	\$1.40
Lawrence	11,102	\$4.03
Other Areas ¹	670	\$0.21
Total	18,036	\$7.64

Goals for next 24 hours & beyond

- Preparing for press release of housing placement process, with expectation of influx of requests
- Implementing the per-diem process
- Adding additional resources to manage through the growing complexities
 - Claim Manager
 - Housing Placement Project Manager
 - Per-Diem Project Manager
 - IT Manager to build enhanced housing referral and placement solutions

Customer and community engagement

- Lawrence facility has started to display children’s art work on the wall of the claims center
- Team received several complimentary letters and a thank you card from customers.

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

Customer overview

Municipality	Vulnerable and at-risk customers ¹	Commercial customers ²	Estimated dwelling units ³
Andover	69	248	1,985
North Andover	73	171	2,125
Lawrence	479	377	6,798
Total	622	796	10,908

Current dwelling units in some cases based on range estimates (e.g., units classified as "4-8 unit" are estimated as 6 units); exact figures being generated.

Commercial Customer engagement

- 125 assessment completed to-date
- 7 customers identified for alternative fuel sources (propane)
- Temporary oil boilers conversion in progress and expected to completed by end of day:
 - 315 Salem St, Lawrence (~80 dwelling units)
 - 100 Market St/16-24 Lawrence St, Lawrence (~34 dwelling units)
 - 212-228 South Union/190-198 Andover St, Lawrence (~24 dwelling units)
 - Inspection is critical path
- Temporary compressed natural gas (CNG) at Holiday Inn is in progress and expected to be completed by end of day

¹ Determined across two categories, a) Critical Care (e.g. nursing homes, medical needs, disabled) b) Critical facilities (e.g. school, shelters, community centers)

² Includes customers that depend on gas for core services (e.g. restaurants), large residential properties, key services (e.g. medical care, public education). Does not include commercial office space and work-from-home residential space

³ Defined as units "behind the meter." E.g., a 4-unit apartment building with a single meter would be 1 customer but 4 dwelling units.

Communications Update: October 5th

Activity	Update	Channels/Timing
Claims Centers	For the week of Oct. 1: Andover : M-F 12 p.m. - 8 p.m.; Sat. 9 a.m. - 2 p.m. 20 at 20 Main Street Lawrence: M-F 7 a.m. - 7 p.m.; Sat 9 a.m. - 2 p.m. at 439 South Union Street (1 Heritage Place) North Andover: T-F 12 p.m. - 8 p.m.; Sat 9 a.m. - 2 p.m. at 115 Main Street	<ul style="list-style-type: none"> • Updated details available on ColumbiaGasMA.com • Shared on social channels • Claim Center Phone Number: 1 (800) 590-5571
Assessments	Assessments are continuing on Fri., Oct. 5; streets targeted for assessments updated on ColumbiaGasMA.com Updated FAQ's available on ColumbiaGasMA.com and as a leave behind	<ul style="list-style-type: none"> • Robo calls on Fri., Oct. 5 to provide customers scheduled for 10/8 with 72-hour notice; 10/7 with 48-hour notice; 10/6 with 24-hour notice
Construction & Restoration Overview	Overview of what to expect in the restoration process and overview of the Gas Ready construction plan.	<ul style="list-style-type: none"> • Customer information on service restoration posted on ColumbiaGasMA.com • Available in hand out in the mobile customer care and contact centers
Mobile Customer Resource Centers	For the week of Oct. 1 mobile units are planned M-S 9 a.m. - 4:30 p.m.; Sun 10 a.m. - 2 p.m.	<ul style="list-style-type: none"> • Locations updated on ColumbiaGasMA.com

Columbia Gas Website: ColumbiaGasMA.com
 Columbia Gas Facebook: <https://www.facebook.com/ColumbiaGasMa>
 Columbia Gas Twitter: [@ColumbiaGasMA](https://twitter.com/ColumbiaGasMA)

Discussion topics

- Mission Focus
 - Gas Ready: ahead of schedule for pipe replacement and pipe re-qualification
 - House Ready:
 - Streamlined assessment process to enable ramp-up
 - Redeploying Operation Assessment personnel to Operation Install
 - Focusing on block strategy approach for Operation Install
 - Relight: staff dedicated to enable customers to be relit within 48 hours after Gas Ready and House Ready
 - Commercial business townhalls



Sheltering Options Status

<u>Shelter type</u>	<u>Currently Available</u>
Hotels	3,097 rooms
Apartments	164 apartments
RVs	400 RVs
Congregate Shelters	250 on 10/8; up to 1,000 on 10/10

KPIs Progress

<u>Current Units Secured</u>		<u>Target Goal</u>
4,261	Rooms available by 10/8 (hotels & apartments)	5,000
85%	Percentage of goal	100%

Progress update

- Target to reach our target of 5K rooms (across hotels and apartments) in next few weeks
- Secured 3,097 hotel rooms (~2,500 within 30 miles of center of impacted area; ~600 within 15 miles), another ~1,000 by secured starting Monday 10/8
- Secured 164 short term apartment leases (all within 30 miles and ranging from 1BR – 3BR)
- Secured 400 RVs: 200 under lease, 200 more being finalized by end of day
- 100 on site by 10/8, 240 on site by 10/12, 370 total on site by 10/17
- RV camps being established on South Common Park, Lawrence (150-180 RVs), Pemberton Park, Lawrence (~100 RVs), Grogan Field, North Andover (~80 RVs) and Recreation Road Park, Andover (~40 trailers).
- Congregate shelter can fit 1,000 shelter beds (1,000 in Lawrence): 250 beds available by 10/8; can surge to 1,000 in increments of 250 on 48 hours notice.
- Secured passenger ship for 1,000+ employees and contractors, currently in transit from Florida and arriving Saturday morning – will be anchored (may dock at Flynn Cruise Terminal on Sunday to begin onboarding) until it docks at the North Jetty Port, which needs a week of construction preparation (which started 10/3).

Customer and community engagement

- Finalizing communication regarding temporary housing strategy to the community

Appendix

Columbia Gas Contact Information

Affected Customer Hotline (866)-388-3239

Property Claims Number (800)-590-5571

Emergency Line (800)-525-8222

Claims Center 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:

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

Definitions

Term	Definition
Customer	Any service with a meter attached.
Business customer	Customer type field defined as “commercial” customer in Customer Information System.
Residential customer	Customer type defined as “residential” customer in Customer Information System.
Master Meter	Pipeline system for distributing gas within, but not limited to, a definable area, such as a mobile home park, housing project, or apartment complex, where the operator purchases metered gas from an outside source through a gas distribution pipeline system. One master meter shows up as one customer in current data.
Manifold	Pipeline system where one service line flows into an apparatus that has multiple meters. With current data methods, customers on a manifold will be equal to the total number of meters on the manifold.
Assessment	Crews have assessed your house or business and its appliances to plan for the repair and replacement of your appliances, and all required inspections are performed.
Gas-ready	All components up to the meter have been installed and tested, and gas is present.
House-ready	All inside work is completed and tested, with at least one appliance in your home or business available for re-light.
Re-light	A Columbia Gas representative has come to the home, installed the meter, tested it, and restored gas service to the home or business.