

Daily briefing

October 25, 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 42 miles of pipe to date
 - Replaced 4,343 service lines, of which 4,249 are Gas Ready
- We are:
 - Laser focused on House Ready

Weather

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 25		Partly Cloudy	47°/32°	0%
FRI OCT 26		Mostly Sunny	52°/38°	0%
SAT OCT 27		Rain/Wind	47°/44°	100%
SUN OCT 28		AM Showers	52°/43°	30%
MON OCT 29		Showers	55°/42°	60%
TUE OCT 30		Partly Cloudy	50°/38°	20%
WED OCT 31		Mostly Sunny	54°/40°	10%
THU NOV 1		Cloudy	60°/48°	20%
FRI NOV 2		Showers	58°/50°	60%
SAT NOV 3		Showers	56°/47°	60%

Sunrise/Sunset Schedule 10/25/2018

Activity	Time
Sunrise	7:10 AM
Sunset	5:47 PM

SOURCE: Weather.com as of 11:30 PM on 10/25

Operation Assess / Install

Residential House Ready¹ and Relights

Progress vs. plan, residential meters	10/21	10/22	10/23	10/24	10/25
Actual House Ready	114	44	43	75	61
Scheduled House Ready	150	150	150	181	194

Overall, actual, residential meters	Cumulative	Target ²	% of Target
House Ready	829	7,772	10.7%

Resource Daily Overview

- Labor
 - Labor aligned with recent weekday levels; significant presence in Zone 1 and Zone 6
 - GRS Plumbers/Support 302/30, Gas Fitters – 466, Electricians – 110, GRS/SLS field ops – 444, Local inspectors – 11, Linguists – 78
 - 67 additional Plumbers from other contractors

Appliances	Installed (cumulative)	# in stock	# ordered
Water heaters	922	1,270	1,409
Boilers	877	1,115	1,513
Combination units	110	1,257	80
Tankless water heat	58	307	0
Ranges	123	1,486	473
Dryers	57	1,078	1,837
Furnaces	171	194	17

Today's Focus

- 61 meters in plan vs schedule of 194 House Ready meters
- Work focused in all zones with: Zone 8 – 24 House ready, Zone 5 – 12 House ready, Zone 3 & 6 – 9 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	No rain, mid-40's
Productivity	Red	75 House Ready for ~15,000 trade hrs

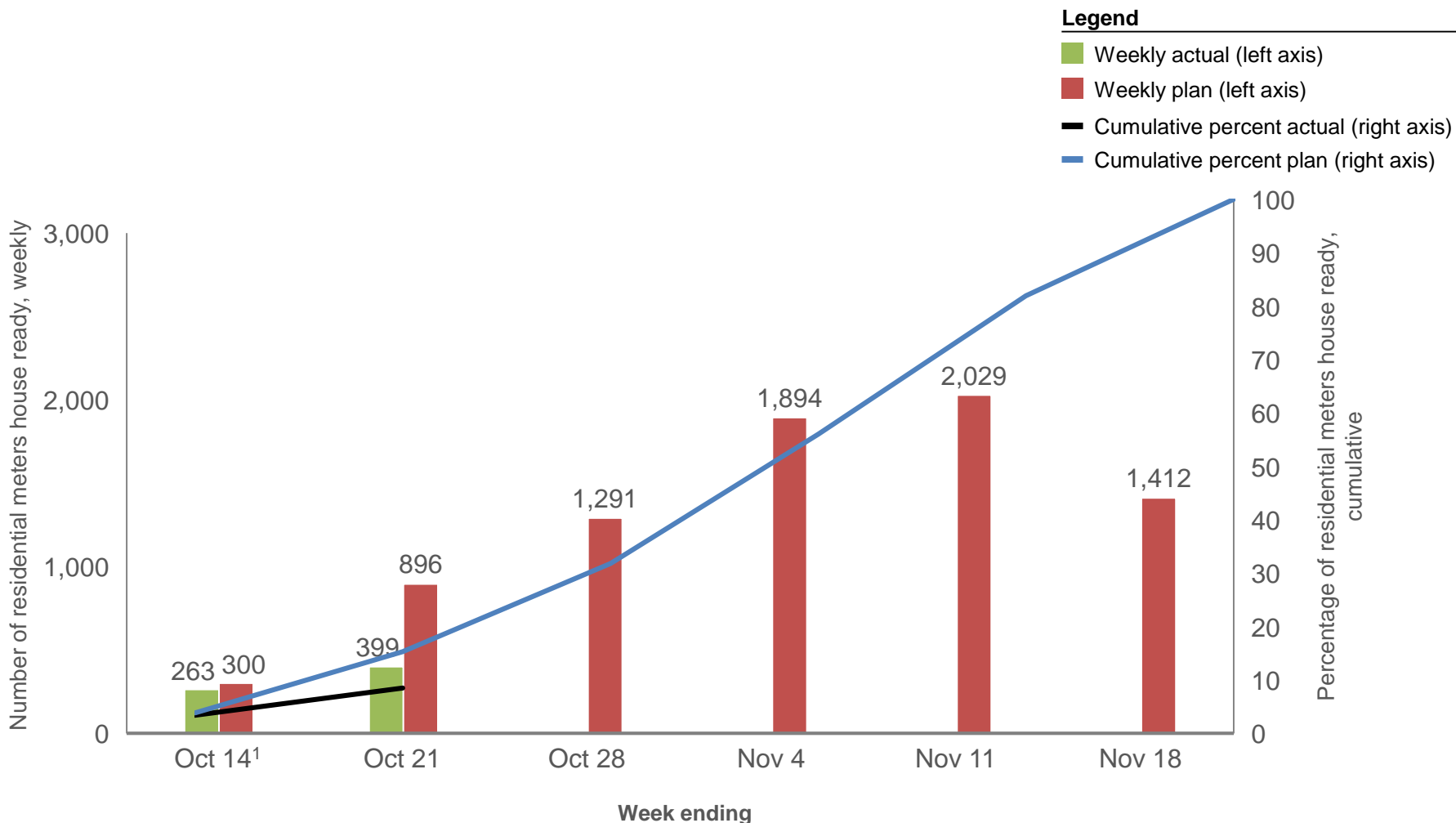
Identified Productivity Improvements (not exhaustive)

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
Daily Zone Communication	Standardize morning muster agenda; Safety, Lessons Learned, Daily Goals

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
- 52 businesses are closed, a change of 8 from 10/16

Next 24 hours

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

Customer and community engagement

- Schedule resources for Saturday Open Houses in Lawrence, Andover and N Andover

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	15	24	0	9	8
Andover	217	59	79	0	20	19
North Andover	154	65	97	0	26	25
Total	675	139	200	0	55	52

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

	10/25	10/26	10/27	10/28
Andover	69	69	69	0
Lawrence	77	86	86	0
North Andover	64	62	62	0
Total	210	217	217	0

Progress Update

	Project to Date	Target
Main line Installed ft	222,923 (42.2 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	64,935 (12.3 miles)	64,935 (12.3 miles)
Service line replaced (#)	4,343	6,100
Gas Ready Services ¹	4,249	6,100

- Service and main line replacements are ahead of schedule

Progress

- Main installed project to-date: 222,923 feet (42.2 miles)
- Service lines gas ready project to-date: 4,249
- Service lines replaced on 10/24: 233
- Service lines gas ready on 10/24: 248
- Projects completed and gas ready: 31
- All polyethylene pipe re-qualification completed
- Plates in road: 894 currently in the road; all are scheduled to be picked up by 11/05

Next 24 hours

- Mains and service lines worked in all zones, with the exception of Zones 1, 4, 5 and 8 which are only working services.
- Planning 210 crews for Thursday

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

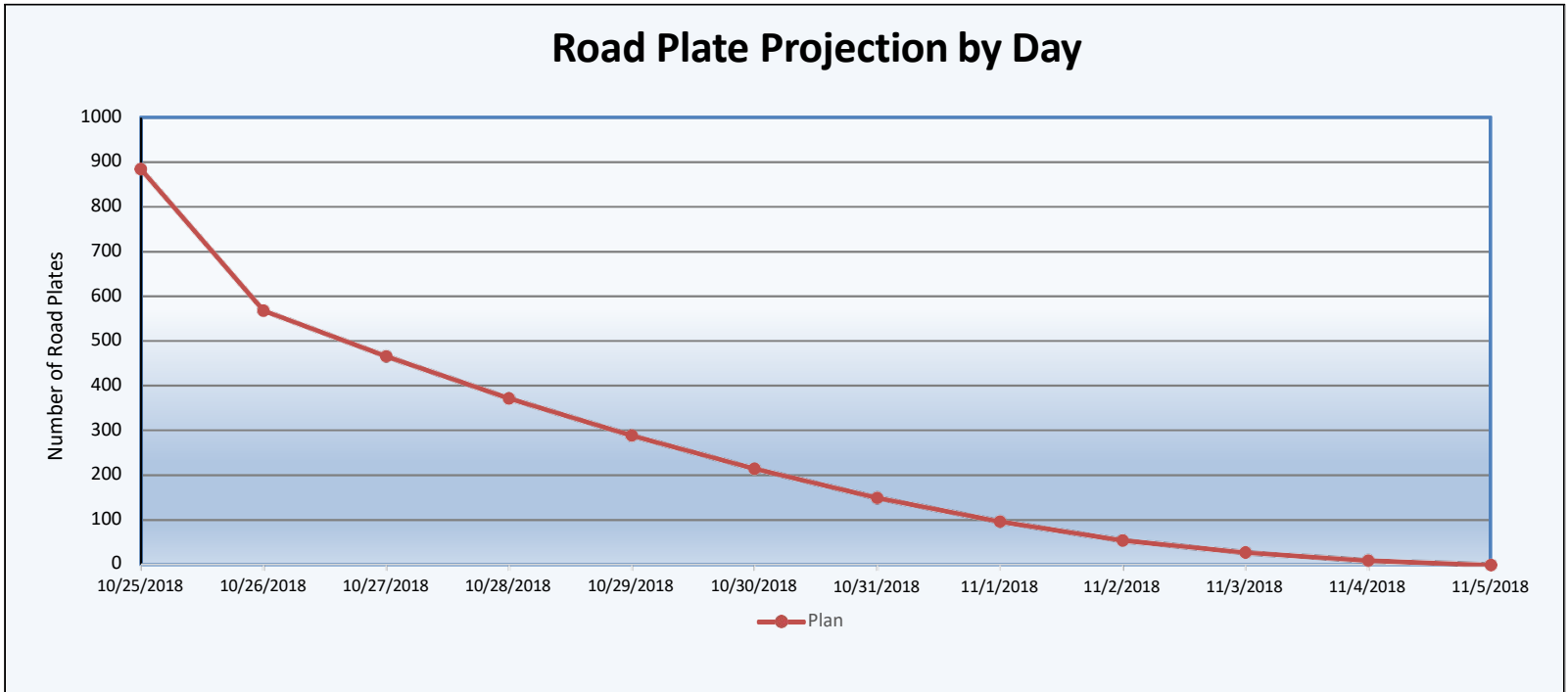
Risk

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

¹ Distinct from Gas Ready meters

Construction: Road Plate Work Down

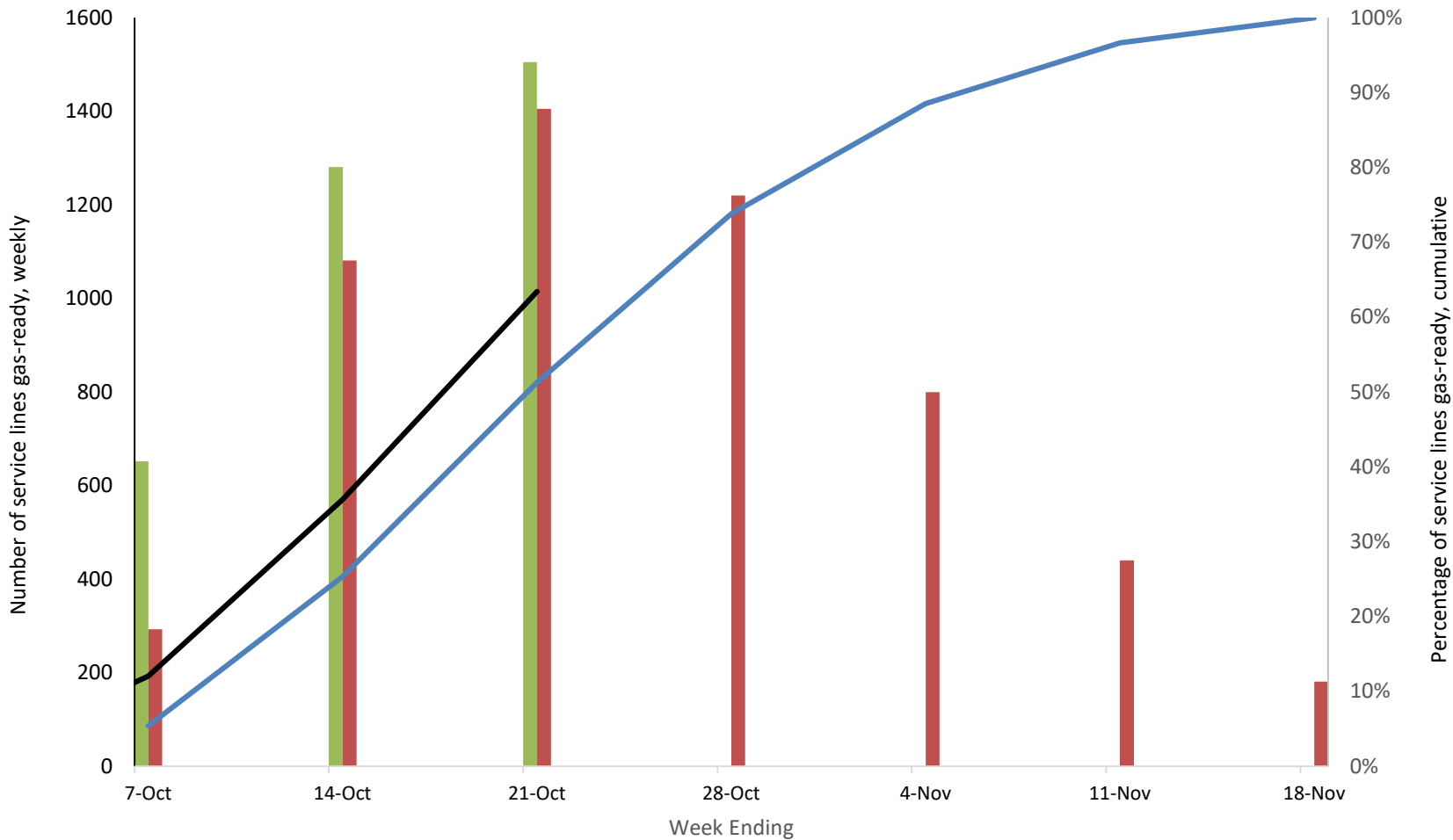
DATA AS OF 10/25/2018



Construction: Service line Gas Ready progress

Legend

- Weekly actual (left axis)
- Weekly plan (left axis)
- Cumulative percent actual (right axis)
- Cumulative percent plan (right axis)



Customer and Community Support

Yesterday's call center performance (through 6pm)

Topic	Sub-topic	Calls Handled		Since Event	
		Actual seconds	Yesterday	Actual seconds	Calls Handled
Call Center Performance	CMA	21	1,720	88	92,742

Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	35
# of customers interacted with (to-date)	2,070

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 10, North Andover 12 ("Block" Pilot), Lawrence 13
- 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 & Treat Bags Ordered
- Sun, Oct 28th – Lawrence (4 to 6pm) 3 RVs relocated to residential streets
- Wed, Oct 31st – N. Andover (2 RVs) 5:30-7:30 PM, Andover (1 RV) from 5:00 to 7:00 PM

Critical Care/Temp Heat Outreach

- Outbound calls to 140 critical care customers who have temporary heat were completed. Weekly touchpoints started again today

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

Open House & Public Forum – Saturday, Oct 27

Claims

Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	31,168
Claims serviced at walk-in centers	41 – Andover 105 – Lawrence 35 – North Andover
Residential claims, %	94%
Claims with more than 1 payment, %	40%
ASA: Claim Center, yesterday	6 seconds

Claims by Municipality

Municipality	Claims Received	Active Claims	Value paid out, \$M
Andover	4,540	3,037	\$9.89
North Andover	3,122	2,133	\$5.95
Lawrence	13,062	8,677	\$11.89
Other Areas ¹	874	521	\$0.87
Total	21,598	14,368	\$28.6

Progress Update

- Over 900 customer payments issued today totaling \$1.3M
- Fifty-two (52) payments greater than \$10,000 issued totaling over \$800,000
- Forty-six (46) payments to Business customers totaling \$328,926
- First referrals made to Ombudsman today

Goals for next 24 hours & beyond

- The 30 Claims Specialist continue to participate in the Back to Business strategy, meeting daily with customers.

Customer and community engagement

- 181 customers serviced through our three Claim Centers
 - 172 residential customers today, 147 being returning customers
 - 9 business customers, 8 reporting a new claim and 1 returning
 - \$20,500 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 and the Lawrence Partnership teamed up to host the "Back to Business" event at Lawrence High School, answering questions, assessing needs and developing plans for small business owners, October 23, 2018.

Ongoing Customer and Community Engagement

- Updated Path to Restoration field packets for distribution to customers.
- Continued promotion of this weekend's Open House events.
- Shared content on social channels and responded to customer concerns.
- Continued to employ integrated communications plan.
- Continued work on Operation Trick or Treat at 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

Detail on placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/22	Newly housed 10/23	Total in housing EOD 10/23	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	248	5	253	237	2	14
	Individuals	665	10	675	608	9	58
	Rooms	262	4	266	266	0	0
North Andover	Families	195	3	198	174	1	23
	Individuals	584	7	591	505	4	82
	Rooms	197	2	199	199	0	0
Lawrence	Families	1,473	55	1,528	1,293	8	227
	Individuals	5,488	192	5,680	4,614	37	1,029
	Rooms	1,656	49	1,705	1,705	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	1,918	63	1,981	1,706	11	264
	Individuals	6,744	209	6,953	5,734	50	1,169
	Rooms	2,118	55	2,173	2,173	0	0

Updates:

- Families placed in RVs total 264 an increase of 19. RVs are a focus as they are the closest to the customer's homes and work.
- Apartment placements increased 1 to 11. Many (~30) placements about to be made as backgrounds have cleared.
- 31 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 (10/23)	Units with Placements	Total (available for placement plus already placed)			
Hotels	2,430 rooms	2,173 rooms	4,603 rooms			
	By Day Available for Placement Units					
	<i>*assumes placements increase of 175 units per day</i>					
	10/24	10/25	10/26	10/27	10/28	10/29
	2,275	2,100	1,940	1,765	1,590	1,415
Apartments	155 apartments	11 apartments	166 apartments			
Trailers	108 trailers	264 trailers	372 trailers			
Congregate Shelters	1,000	0	1,000			

KPIs

Current Units Secured	Target Goal
4,804	Rooms available by 10/26 (hotels & apartments)
96%	Percentage of goal
	5,000
	100%

Progress update

- 372 trailers in the 4 trailer sites: 269 (+26) trailers are occupied, and an additional 46 (-12) trailers are reserved but unoccupied. Total residents in trailers: 1093 (+102). (As of 5 PM on 10/24)
 - South Commons Park (Lawrence): all 180 onsite and operational. 146 (+7) families have registered at the site and are occupying trailers (as of 5 PM on 10/24)
 - Pemberton Park (Lawrence): all 100 onsite and operational. 68 (+13) families have registered at the site and are occupying trailers (as of 5 PM on 10/24)
 - Grogan Field (North Andover): all 60 onsite and operational. 38 (+5) families have registered at the site and are occupying trailers (as of 5 PM on 10/24)
 - Recreation Road (Andover): all 32 on site and operational. 17 (+1) families have registered at the site and are occupying trailers (as of 5 PM on 10/24)
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 21 (-3) people are registered as of 5 PM on 10/24.
- 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