

Daily briefing

October 20, 2018



Columbia Gas®



Standing Agenda

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











Headlines

- We have now:
 - Replaced nearly 36 miles of pipe to date, passing 80% completion
 - Replaced 3,317 service lines, of which 3,144 are Gas Ready
- We are:
 - Implementing a customer escalation tool in the field
 - Airing public service ads

Weather

DATA AS OF 10/20/2018

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 20		Partly Cloudy	64°/43°	0%
SUN OCT 21		AM Showers	46°/32°	70%
MON OCT 22		Mostly Sunny	52°/38°	0%
TUE OCT 23		PM Showers	55°/39°	50%
WED OCT 24		Mostly Sunny	51°/34°	20%
THU OCT 25		Partly Cloudy	46°/31°	0%
FRI OCT 26		Sunny	48°/34°	0%
SAT OCT 27		Sunny	55°/40°	10%
SUN OCT 28		Showers	54°/46°	60%
MON OCT 29		Showers	53°/45°	60%

Sunrise/Sunset Schedule 10/20/2018

Activity	Time
Sunrise	7:03 AM
Sunset	5:54 PM

SOURCE: Weather.com as of 12:00 PM on 10/20

Operation Assess / Install

Labor resourcing¹

Resource	On-the-ground 10/19 (yesterday)	Planned for 10/20 (today)	Planned for 10/21 (tomorrow)
Plumbers	190	480	480
Plumbers Asst.	12	14	14
Gas fitters	419	425	425
Electricians	128	220	220
GRS Field/Ops	232	230	230
Local inspectors	13	13	13
Linguists	85	40	40

Other resourcing

Resource	Installed ⁵ (cumulative)	# in stock	# ordered
Water heaters	748	1026	1415
Boilers	714	1066	1570
Combination units	36	1322	80
Tankless water heat	44	320	0
Ranges	51	1509	603
Dryers	28	1123	1837

Progress to date

- Returned to block approach, small number of at-risk / vulnerable customer work remaining

Customer and community engagement

- Communicating 72-hour look-ahead schedule

Risks

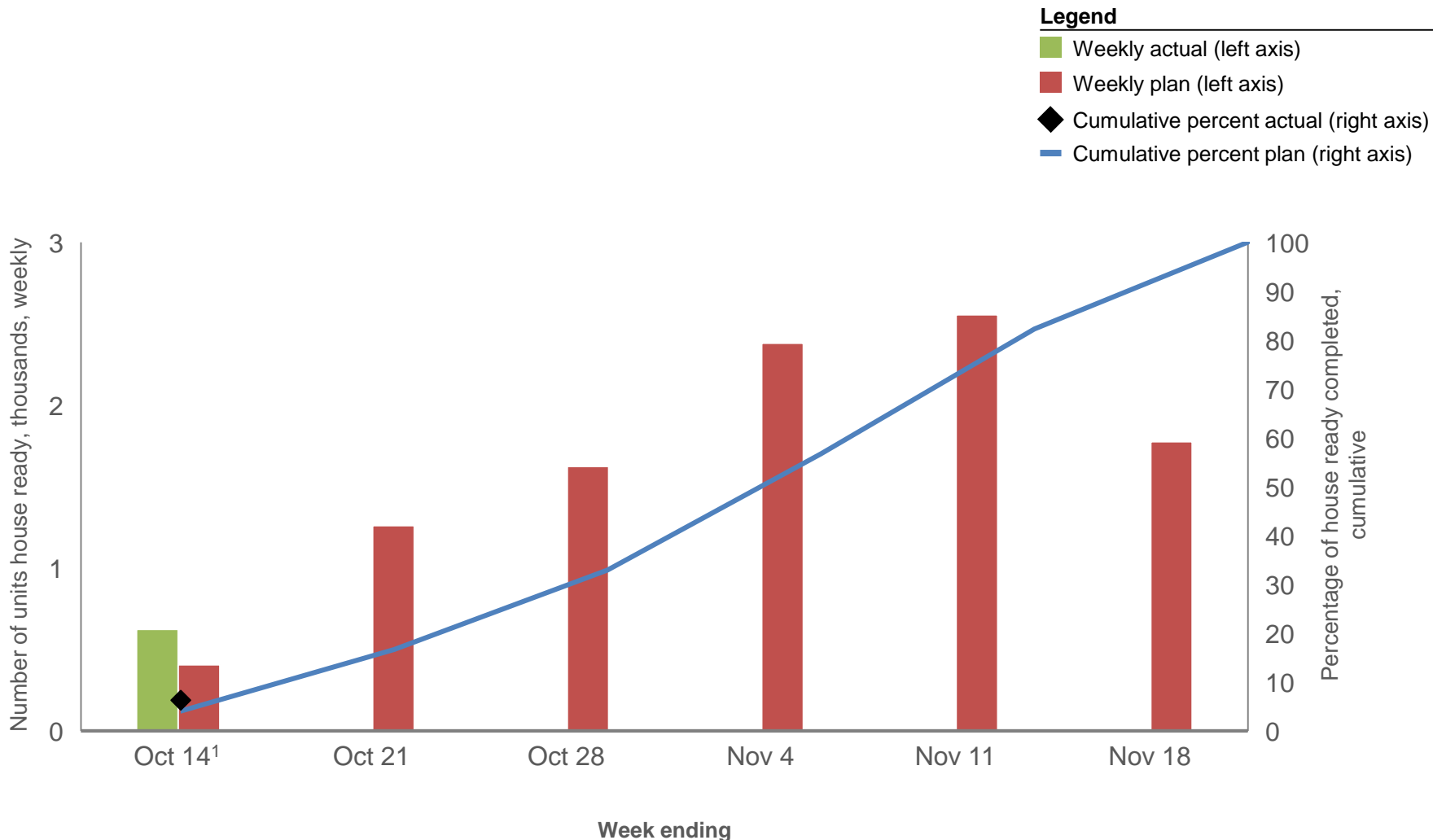
- Locating additional plumber resources
- Material availability for pipe-fitting onsite
- Moving from walk to run production rate

KPIs (figures subject to revision)

	10/19, Meters	In-Progress to-date ³ , Meters	
Residential started ²	71	1235	
	10/19, Meters	To-date , Meters	Total goal ⁶ , Meters
Residential House Ready ⁴	16	423	7325

1 As per GRS | 2 "Meters started" refers to appliances being disconnected | 3 In progress refers to any meter for which work has commenced and the work order has not yet been closed, indicating that all in-unit work is complete | 4 House Ready meters defined as a meter that has passed inspection for heat and hot water | 5 Total across residential and commercial | 6 Estimate subject to change. Represents current scope of impacted meters

Operation Assess / Install: Progress vs. plan



¹ Week ending in October 14 shows project to-date through EOD 10/14/18.

Note: Number house ready currently represented using dwelling units. In the future, this information will be presented using number of meters. Projections based on plumber count. Subject to change.

Operation Back-to-Business

Business customers by status

Trailing 4-day count in meters (#)

	House ready	Relit
Oct 16	~	16
Oct 17	~	19
Oct 18	~	25
Oct 19	~	41

Progress to date

- Back to Business Operations started (10/19)
- Data flow being updated by Windover

Next 24 hours

- Touch all 675 customers by Saturday evening
- Continue to refine B2B App
- Begin onboarding process for additional contractor resources

Customer and community engagement

- Continued aggressive outreach by PMs
- Planning B2B event in Lawrence on 10/23 for all three communities

Business customers by status, to-date in meters (#)

	First call made		Preassessment		Assessment		House ready		Relit		Total sites
	Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual	
Lawrence	TBD	119	TBD	41	TBD	0	TBD	~	TBD	4	304
Andover	TBD	~	TBD	~	TBD	~	TBD	~	TBD	16	217
North Andover	TBD	52	TBD	9	TBD	9	TBD	~	TBD	21	154
Total	TBD	171	TBD	50	TBD	9	TBD	~	TBD	41	675

Construction

Labor resourcing: Crews planned

	10/19	10/20 (Sunday)	10/21	10/22
Andover	65	35	65	65
Lawrence	106	84	93	89
North Andover	46	32	59	5
Total	217	151	217	213

Progress Update

	Project to Date	Target
Main line Installed ft	189,762 (35.9 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	50,593 (9.5 miles)	68,640 (13 miles)
Service line replaced (#)	3,317	6,100
Gas Ready Services ¹	3,144	6,100

- Service and main line replacements are ahead of schedule

Progress

- Main installed project to-date: 189,762 feet (35.9 miles), 80% of target
- Service lines gas ready project to-date: 3,144
- Service lines replaced on 10/19: 220
- Service lines gas ready on 10/19: 248
- Projects 3.1,3.4,7.4 complete all service lines and gas ready

Next 24 hours

- Mains and service lines working in all zones Friday
- Projecting 217 crews for Saturday

Customer and community engagement

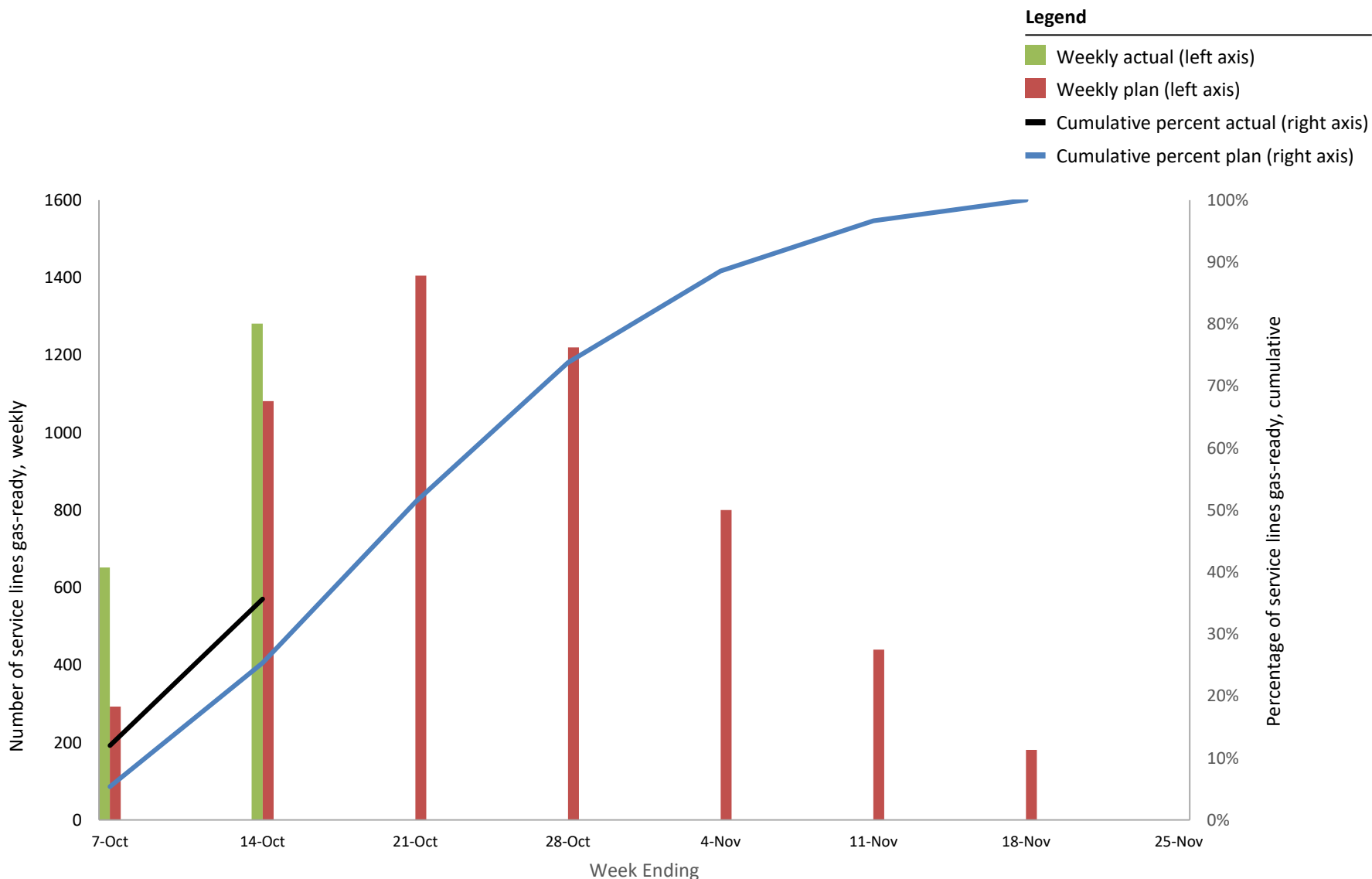
- Continue to hold daily meetings with DPW of all three communities along with Environmental Partners
- Continue to hold daily project coordination meetings with local fire and police departments in all three municipalities to discuss traffic management
- Continue to hold weekly project coordination meetings with MassDOT to mitigate state road impacts as necessary

Risk

- Inclement weather – Low
- Resources - Low
- Materials - Low
- 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)

Topic	Metric	Actual, seconds	Target, seconds
Call center performance	ASA ¹ : CMA, yesterday	42	30
	ASA ¹ : CR ² , yesterday	2.86	30

Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	59
# of customers interacted with (to-date)	1,834

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 type="checkbox"/>	<input checked="" type="checkbox"/>

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 14, North Andover 6 (“Block” Pilot), Lawrence 39
- Questions focused on service restoration, assess/install, appliance options, and claims process/status

“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

Customer Resource Walk-in Locations

- Facility/space planning, painting, IT infrastructure and telephony installation all in process at all locations

Critical Care/Temp Heat Outreach

- Outbound calls to 140 critical care customers who have temporary heat – completed. Weekly touchpoints till relight

Goals for next 24 hours & beyond

Operation 100%

- Personalized outbound calls by CCC to all impacted customers to determine property ownership and number of dwellings restarted today (10/20.)

- **Recruitment Activities** continue: 47 candidates for the 15 Customer Care Advisor positions and 1 Team Leader position.
 - Interviewed 26 candidates
 - Additional interviews scheduled through 10/20

Claims

Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	28,504
Claims serviced at walk-in centers	60 – Andover 129 – Lawrence 37 – North Andover
Residential claims, %	94%
Claims with more than 1 payment, %	37%
ASA: Claim Center, yesterday	6 seconds

Claims by Municipality

Municipality	Claims Received	Active Claims	Value paid out, \$M
Andover	4,425	3,111	\$7.84
North Andover	3,037	2,235	\$4.64
Lawrence	12,821	9,089	\$9.77
Other Areas ¹	860	556	\$0.71
Total	21,143	14,991	\$23.0

Progress Update

- \$1.4M paid via 759 payments to customers
- Fifty-three (53) payments issued over \$10,000, nearly twice the prior day volume

Goals for next 24 hours & beyond

- Claim team executing Operation Back to Business strategy. A reflection of this is that 18 of the 53 payments today over \$10,000 were to businesses.

Customer and community engagement

- Continue to service customers through our three Claim Centers
 - 226 residential customers today, 201 being returning customers
 - 17 business customers, 15 reporting a new claim and 2 returning
 - \$6,000 issued in payments

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

Activity	Update	Channels/Timing
Claims Centers	<p>For the week of Oct. 15:</p> <ul style="list-style-type: none"> • Andover : M-F 12 p.m. - 8 p.m.; Sat 9 a.m. - 2 p.m. 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: M-F 12 p.m. - 8 p.m. at 115 Main Street 	<ul style="list-style-type: none"> • Updated details available on ColumbiaGasMA.com • Shared on social channels • Claims Center Phone Number: 1 (800) 590-5571 • Distributing Path to Service Restoration customer packets to mobile resource centers
Assessments/ Installations	<ul style="list-style-type: none"> • "House Ready" assessment / installation process • 72-hour work-ahead schedule updated daily in English and Spanish 	<ul style="list-style-type: none"> • Continue finalizing "House Ready" assessment/installation paid and direct mail media campaign • Daily updates of schedule details on ColumbiaGasMA.com and social media channels • Finalized and distributed Path to Restoration customer packet in English and Spanish • Finalizing Self-Mitigation FAQs and distribution plan
Construction & Restoration Overview	<ul style="list-style-type: none"> • Mainline/service line pipe installations ongoing 	<ul style="list-style-type: none"> • Significant updates regularly shared on ColumbiaGasMA.com and social media channels • Drafting Meet Your Zone Commanders direct mail piece for distribution week of 10-22
Mobile Customer Resource Centers	<ul style="list-style-type: none"> • For the week of Oct. 15 mobile units are planned Mon.-Fri. 9 a.m. - 4:30 p.m.; Sat-Sun 10 a.m.- 4 p.m. 	<ul style="list-style-type: none"> • Updating locations on ColumbiaGasMA.com and social media channels, as needed • Distributing Path to Service Restoration customer packets to mobile resource centers
Upcoming Items	<ul style="list-style-type: none"> • Community Relations Plan to be shared with Mayor and Town Managers week of 10/22 	

Columbia Gas Website: ColumbiaGasMA.com

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

Columbia Gas Twitter: @ColumbiaGasMA

Discussion topics

- Mission focus
- Weekly outlook
- Temporary housing
- Interactive map

Detail on placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/17	Newly housed 10/18	Total in housing EOD 10/18	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	213	25	238	224	1	13
	Individuals	584	64	648	589	4	55
	Rooms	221	27	248	248	0	0
North Andover	Families	183	11	194	177	1	16
	Individuals	554	34	588	525	4	59
	Rooms	192	10	202	202	0	0
Lawrence	Families	1,300	147	1,447	1,240	7	200
	Individuals	4,838	565	5,403	4,449	34	920
	Rooms	1,453	180	1,633	1,633	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	1,698	183	1,881	1,643	9	229
	Individuals	5,983	663	6,646	5,570	42	1,034
	Rooms	1,869	217	2,086	2,086	0	0

Updates:

- Families placed in RVs total 229, an increase of 20
- An additional apartment placement occurred 10/18, bringing total to 9
- 102 new 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

DATA AS OF 10/19/2018



Shelter type	Available for Placement (10/18)	Units with Placements	Total (available for placement plus already placed)			
Hotels	2,084 rooms	2,086 rooms	4,170 rooms			
	By Day Available for Placement, Units <i>*assumes placements increase of 175 units per day</i>					
	10/19	10/20	10/21	10/22	10/23	10/24
	2,175	2,000	1,992	1,817	1,642	1,487
Apartments	157 apartments	9 apartments	166 apartments			
Trailers	143 trailers	229 trailers	372 trailers			
Congregate Shelters	1,000	0	1,000			

KPIs

Current Units Secured	Target Goal
4,789	Rooms available by 10/24 (hotels & apartments)
96%	Percentage of goal
	5,000
	100%

Progress update

- Secured 372 travel trailers (all are onsite): 372 are operational
 - South Commons Park (Lawrence): all 180 onsite and operational. 166 families have been placed, 108 have registered and are occupying trailers (as of 5 PM on 10/19)
 - Pemberton Park (Lawrence): all 100 onsite and operational. 93 families have been placed, 45 have registered and are occupying trailers (as of 5 PM on 10/19)
 - Grogan Field (North Andover): all 60 onsite and operational. 50 families have been placed, 17 families have registered and are occupying trailers (as of 5 PM on 10/19)
 - Recreation Road (Andover): all 32 on site and operational. 25 families have been placed, 9 have registered and are occupying trailers (as of 5 PM on 10/19)
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 25 people are registered as of 5 PM on 10/18.
- 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