

Daily briefing

October 06, 2018



Columbia Gas®













Standing Agenda

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

- We have now:
 - Replaced more than 16 miles of pipe to-date
 - Replaced 690 service lines, of which 471 are gas-ready
 - Completed 204 assessments yesterday and 3,186 complete assessments to-date
- 4 residential units made House Ready; 18 to-date
- Interactive map showing Gas Ready and House Ready scheduled to go live on Sunday evening

Weather

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 6		Partly Cloudy	65°/58°	0%
SUN OCT 7		PM Showers	77°/56°	40%
MON OCT 8		Cloudy	59°/55°	20%
TUE OCT 9		AM Clouds/PM Sun	75°/65°	20%
WED OCT 10		Mostly Sunny	81°/58°	20%
THU OCT 11		Showers	65°/61°	60%
FRI OCT 12		Partly Cloudy	67°/49°	20%
SAT OCT 13		Partly Cloudy	58°/46°	20%
SUN OCT 14		Mostly Sunny	58°/46°	10%
MON OCT 15		Mostly Sunny	59°/45°	20%

Sunrise/Sunset Schedule 10/6/2018

Activity	Time
Sunrise	6:47 AM
Sunset	6:17 PM

Operation Assessment

Labor resourcing

Resource	On-the-ground 10/5	10/6 forecast	10/7 forecast
Electricians	60	60	60
Linguists	24	24	24
Assessors	30	30	30

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

KPIs for prior day

Prior Day		Cumulative
204	Assessments completed ¹	3,186

Progress update

- Streamlined assessment process will help accelerate Gas Ready customers
- Plumbers have been redeployed fully to Operation Install due to streamlined Assessment process
- Had 5 Assessors walk streets with dual main to help identify any customers that may be allowed to go through the relight process immediately.
- Deployed 30 new assessors

Customer and community engagement

- 8 customers were identified to start the relight process immediately of which five were home and were immediately sent a service tech to turn the gas on. They were very appreciative
- Assessed all 188 vulnerable, at-risk customers scheduled for yesterday, 10/5
- Linking GRS Leads with our Command Leads worked well to help expedite customer escalated issues

¹ Assessments completed is a result of the number of assessment visits minus the number of customers not home

Operation Install

Labor resourcing

Resource	On-the-ground 10/5 (yesterday)	Planned for 10/6 (today)	Planned for 10/7 (tomorrow)
Plumbers	109	215	228
Gas fitters	12	16	16
Electricians	75	232	232
GRS Field/Ops	40	182	182
Local inspectors	6	6	6

Other resourcing

Resource	# installed (cumulative)	# in stock	# ordered
Water heaters	TBD	842	675
Cast iron boilers	TBD	198	1155
Comb. units	TBD	94	1765
Tankless water heaters	TBD	20	360
Ranges	TBD	-	1500
Dryers	TBD	-	2000

Progress update

- Data from dwelling units tested during Operation Install suggests fewer piping leaks than found during Operation Assessment
- Coordination with city inspectors will be critical to a successful mission
- Targeting 30 additional units house ready today
- Plan to ramp up to peak capacity of 300+ house-ready per day by 10/15**

KPIs

Prior day		Cumulative
49	Units started	111
4	Units made House Ready	18

Customer and community engagement

- Customer satisfaction with Install remains positive
- 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

	10/6	10/7	10/8	10/9
Andover	53	19	55	55
Lawrence	87	47	87	87
North Andover	42	16	42	42
LP to MP ¹ services	11	0	11	11
Total	193	82	195	195

Progress Update

	Project to Date	Target
Main line Installed ft	85,299 (16.2 miles)	235,000 (44 miles)
Polyethylene pipe re-qualified ft	6,140 (1.2 miles)	68,640 (13 miles)
Service line replaced (#)	690	6,100
Gas Ready Services ²	471	6,100

- Service and main line replacements are ahead of schedule

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

Progress

- Main installed project to-date: 85,299 feet (16.15 miles)
- Service lines gas ready project to-date: 471
- Service lines replaced on 10/5: 141
- Service lines gas ready on 10/5: 136

Next 24 hours

- Crews working on mains and service lines in all zones

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
- Started MassDOT District 4 meetings to discuss state highway traffic management plans

Risk

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

Customer and Community Support

Yesterday's call center performance (through 6pm)

Topic	Metric	Actual, seconds	Target
Call center performance	ASA ¹ : CMA, yesterday	11	30 seconds
	ASA ¹ : CR ² , yesterday	3.1	30 seconds

Placements of customers into alternate housing

Municipality	Metric	Actual to date
Andover	Families	50
	Individuals	160
North Andover	Families	32
	Individuals	95
Lawrence	Families	333
	Individuals	1,209
Other Areas ³	Families	9
	Individuals	27
Total	Families ⁴	424
	Individuals	1,491

Mobile Customer Care Centers Progress

Metric	Actual
# of customers interacted with (yesterday)	81
# of customers interacted with (to-date)	742

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
 - Andover (15), North Andover (54), Lawrence (35)
 - Questions focused on path to service restoration, assessments, claims process/status & construction process

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, #	19,103
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	3,849	\$2.21
North Andover	2,650	\$1.55
Lawrence	11,541	\$4.37
Other Areas ¹	704	\$0.22
Total	18,744	\$8.35

Goals for next 24 hours & beyond

- Press release was issued about housing placement.
- No significant increase in the number of people needing temporary housing (17)
- Still proactively calling customers for placements and receiving requests through their adjusters.
- Per diems for meals and travel continue to be refined and are nearing final state.

Customer and community engagement

- Lawrence Housing Authority has heat and hot water effective today, keeping 690 units in place (~1,500 residents)
- Mike Agricola of Salvatore's restaurant insisted on a public presentation of his \$30,000 payment so he could recognize the great work of the Columbia Gas Claims team
- To keep the kids occupied at the Lawrence Claim Center, the staff gave them coloring materials. A wonderful collage of children's artwork now adorns the wall, making it a brighter place

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	70	248	1,964
North Andover	70	171	1,707
Lawrence	444	377	5,615
Total	584	796	10,908

Current dwelling units being continuously refined by overlaying detailed address information from external data

Commercial Customer engagement

By the numbers

- 166 assessments of commercial customers completed to-date
- 38 customers have alternative fuel sources (propane, electric, oil) in place

Highlights

- Holiday Inn** has a temporary CNG solution as of 10/5
- Lawrence Housing Authority** has 3 sites with multiple buildings has a temporary heat and hot water (diesel) solution as of 10/5
- Princeton at Mt. Vernon in Lawrence** (144 apartments) has temporarily converted boilers to propane
- Breen School in Lawrence** will be gas-ready with a meter installed by Sunday; school has chosen to coordinate the re-connection and re-light of their appliances

¹ Determined across a) Critical Care (e.g. nursing homes, medical needs, disabled) b) Critical facilities (e.g. school, shelters, community centers); some duplicates removed since 10/4 data

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 6th

Activity	Update	Channels/Timing
Claims Centers	<ul style="list-style-type: none"> For the week of Oct. 1: 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: 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	<ul style="list-style-type: none"> Assessments are continuing on Sat., Oct. 6; 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 Sat., Oct. 6 to provide customers scheduled for 10/8 with 48-hour notice and 10/7 with 24-hour notice
Construction & Restoration Overview	<ul style="list-style-type: none"> 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	<p>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.</p>	<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

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: Need to develop streamlined city inspection process



Sheltering Options Status

Shelter type	Currently Available
Hotels	3,015 rooms
Apartments	164 apartments
RVs	400 RVs secured
Congregate Shelters	250 on 10/8; up to 1,000 on 10/10

KPIs Progress

Current Units Secured		Target Goal
4,179	Rooms available by 10/8 (hotels & apartments)	5,000
84%	Percentage of goal	100%

Progress update

- Target to reach our target of 5K rooms (across hotels and apartments) in next few weeks
- Secured 3,015 hotel rooms (~2000 within 30 miles of center of impacted area; ~600 within 15 miles), another ~1,000 secured starting Monday 10/8
- Secured 164 short term apartment leases (all within 30 miles and ranging from 1BR – 3BR)
- Secured 400 RVs
 - 100 on site by 10/8, 270 on site by 10/12, all RVs on site by 10/17
- RV camps being established on South Common Park, Lawrence (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.