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CHAIR, JASON WEEKLEY SUMMIT UTILITIES

VICE CHAIR JEFF SANDERSON BOARDWALK PIPELINES

EXECUTIVE COUNCIL

DISRUPTION

In a year that requires profound pivots, disruption was selected as the theme of this year's Executive Council meeting. We will look at four disruptive forces facing the natural gas industry and explore how to keep one foot on solid ground and the other moving to a new place. Tisha Schuller, Principal of Adamantine Energy, will lead our discussion sharing insights from some of her recent work. After setting the stage, we will discuss how these disrupters are influencing policy proposed during the election and how to help your company future proof for rising social risk.

DEMOGRAPHICS

Key demographic shifts from "Rise of the Millennial" repot.

PUBLIC SENTIMENT

Where public opinion is going on climate

ACTIVISM EFFICACY

New investor pressures

RACIAL EQUITY & JUSTICE

How investors are responding

SEPTEMBER 1, 2020

Time: 11:00 am - 3:30 pm (Central) Virtual Platform: Go To Meeting Meeting: https://global.gotomeeting.com/join/534029957 Access Code: 534-029-957

11:00 am - 11:30 am 11:30 am - 12:30 pm 12:30pm - 3:30 pm Introductions Section Reports 4 Disrupters



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SECTION MANAGING COMMITTEE PRESENTERS

SECTION UPDATES

SECTION COMMITTEE REPORTS

The activites of the Association are principally carried on through section managing committees, which are designated by the Board of Directors and under the oversight of the Executive Council. The section managing committee oversees the work of the committees that report to them. The Executive Council will receive updates from each section Chair or Vice Chair on the section activity for 2020.

CORPORATE SERVICES

Maurice Baker, Chair Southern Company

GAS SUPPLY MARKETING

Matthew McCoy, Chair Southern Star Central Gas Pipeline

CUSTOMER EXPERIENCE

DeShaundra Jones, Chair Washington Gas

GROWTH & RETENTION

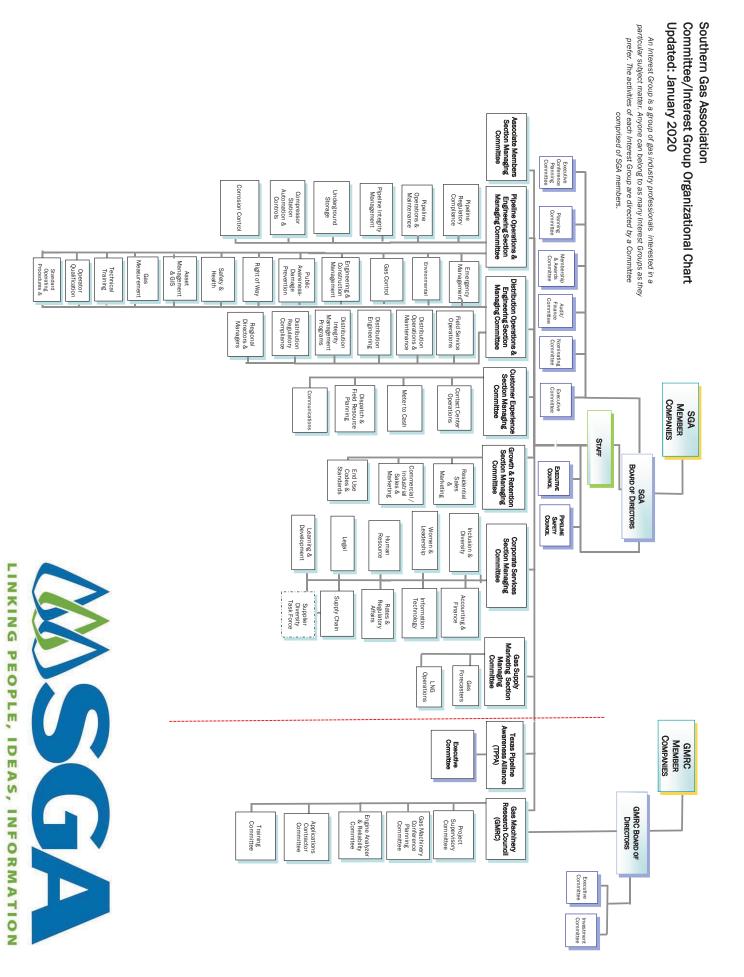
Jason Ketchum, Chair ONE Gas

DOES

Keith Lincoln, Vice Chair Summit Utilities

POES

Glenn Koch, Vice Chair The Williams Companies



Charts/Committee_IG Org Chart.xls/1/13/2020



Section Managing Committee Report 2020 Calendar Year

Sections

Pipeline Operations & Engineering

Focuses on the transmission of gas from the source of supply to the distribution systems



Distribution Operations & Engineering

Focuses on the distribution of gas from the transmission line or other source to the customer



01

Customer Experience

Focuses on customer service and other related activities



Growth & Retention

Focuses on the promotion and sale of gas, gas appliances and other related activities



Gas Supply Marketing

Focuses on activities benefiting Gas Supply Marketing members

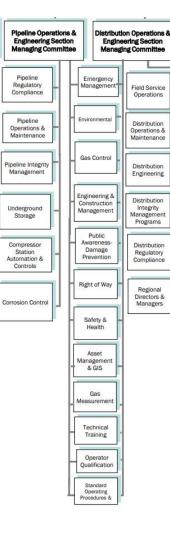


Corporate Services

Focuses on communications, accounting & finance, government relations, information technology, supply chain management, rate, training & development and inclusion & diversity



Southern Gas Association





Glenn Koch

The Williams Companies Vice President of Project Execution

Vice Chair, SGA Pipeline Operations & Engineering Section

Keith Lincoln

Summit Utilities, Inc. Vice President of Operations

Vice Chair, SGA Distribution Operations & Engineering Section

Pipeline & Distribution Operations & Engineering

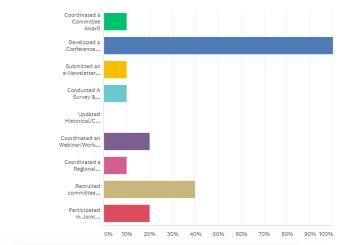




POES/DOES Sub-Committee Highlights...

What activities did you lead your committee to execute on the first part of the year (January - July)?

Answered: 10 Skipped: 0



Is your committee in need of new members?



Southern Gas Association



were getting needy for severe aborn accessor - the south and easy create were proparing for Humicone Season, and the west was proparing for both earthquarks and wildfires. It seemed as though it was business as usual,

And thus we board whoses about a variant way affecting thousands of people in other pourtness

consistions. While his more taskal that we estand to industry - both of which are key to weathering this the aftermath of atoms, humoaries, ics, and even our ersis and the needed rocust economic reprivery. own mistakes, we been saleed volumes of neof-woo lessons from each of these opisables. And new is not But, we arready have evending we need for a well the time to put these lessons insmet selds just plannet crise negoties esecution indeper because this does not fit into the normal situation. Command System (ICS) and response plans are absects in place to accuscit awary part of your FEMA's latest version of the historia indicent organization during a crisis. Your leadership teams have been theroughly trained and have openiones in

Management Sectors (MMS) states that TNMS provides a common ration-wide approach to examinthe whole community, to work together to manage all through and hazards, NNS, applies to all insidents, plane have demonstrated write and WE possible regardless of cause, size, location, or complexity," With sound procedural mildence during our response to COVER 10 availabing the country, we are steeping out of The DOVID-19 setupper. out samplify planned outside pastoonses, and littly a quickly changing and complex response plan. We are huritar with tracking cubajes, preparing staging sites, solution indiction challenges, and knowing the public adapt the emeratines assesses alars, into stretch informed of our company's standars. Powerser, we now find currelises in a dirtumstance where we're fizzding a

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Operations

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more useful to you right now than you may think. You should be able to utilize all of the same documents that your company is familiar with to track events Hansah the wice outliness. Department Disaster Plan Role - Pandamic Response Role Separat Assisting Crow Separation back employees

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from teams and constraints
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responding to storms or other emergencies. Though

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situation like any other energiency. Our ability to

Operations CenterPoint Energy

ARTICLE



POES/DOES Sub-Committee Highlights...

UPCOMING ACTIVITIES

- Updating Layman's
 Environmental Manual
- Host Webinars
- Developing and/or Refining Committee Award Program
- 2021 Conference Prep

BIGGEST CHALLENGES

Committee:

- Decrease or withdrawal of participation during pandemic
- Lack of engagement with active committee members
 Industry:
- New regulations/skilled resource
- Process/procedures documentation
- Aging workforce
- New work/life adaptation
- Company budget constraints affect on committee engagement
- ICS training for all companies & best

SUPPORT

- New members that have experience aligned with the mission of the committee group
- Shared point for historical meeting documentation
- Set expectations for both committee member and their company

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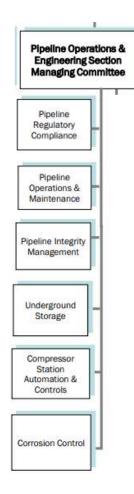
practices



POES/DOES Next Steps & BOD Recommendations ...

- Host an annual January POES/DOES Chair Call
- Outline 5+ joint industry endeavors for 2021
- Actively support sub-committee recruitment efforts
- Recommend the combining of Pipeline/Distribution Regulatory Compliance Committees
- Recommend the combining of Technical Training and
 Operator Qualification Committees







Glenn Koch

The Williams Companies Vice President of Project Execution

Vice Chair, SGA Pipeline Operations & Engineering Section

Pipeline Operations & Engineering



POES Committee Highlights ...

MANAGEMENT CONFERENCE

Proposed Agenda:

- Pipeline Public safety, the NTBS & Response to Crisis
- Cyber Security and Physical Security
- Environmental, Social and Governance (ESG): Methane Emissions Reduction Strategies
- Mega Rule Update (Joint w/POES)

PANDEMIC PLANNING

Discussions:

- Current Projects
- Impact on Business
- Lesson Learned

SUB-COMMITTEE ENGAGEMENT

Supported Agenda Development:

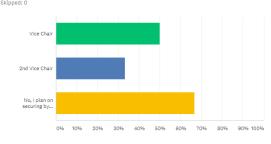
 Attended Natural Gas Connect Planning Meeting



POES Sub-Committee Highlights...

What activities did you lead your committee to execute on the first part of the year (January - July)?

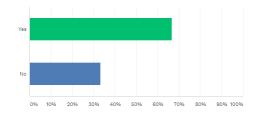
Coordinated a Committee Award Developed a Conference... Submitted an e-Newsletter... Conducted A Survey & ... Updated Historical/C... Coordinated an Webinar/Work... Coordinated a Regional... Recruited committee... Participated in Joint... 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100% Is there an identified 2021 leadership succession plan in place? (check all that apply)







Answered: 6 Skipped: 0





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Answered: 6 Skipped: 0

POES Sub-Committee Highlights...

UPCOMING ACTIVITIES

- Mega Rule Implementing Strategies
- Round table discussions on PHMSA audits for UGS operators. Case study presentation on thru-tubing inspection logs for UGS applications.
- Developing and/or Refining Committee Award Program

BIGGEST CHALLENGES

Committee:

- Organizing roundtables in virtual environment
- Lack of engagement with
 active committee members
- Small number of members on the committee

Industry:

- Keeping up to date with new technologies in the market
- Retaining good talent
- Compliance with PHSMA rule

SUPPORT

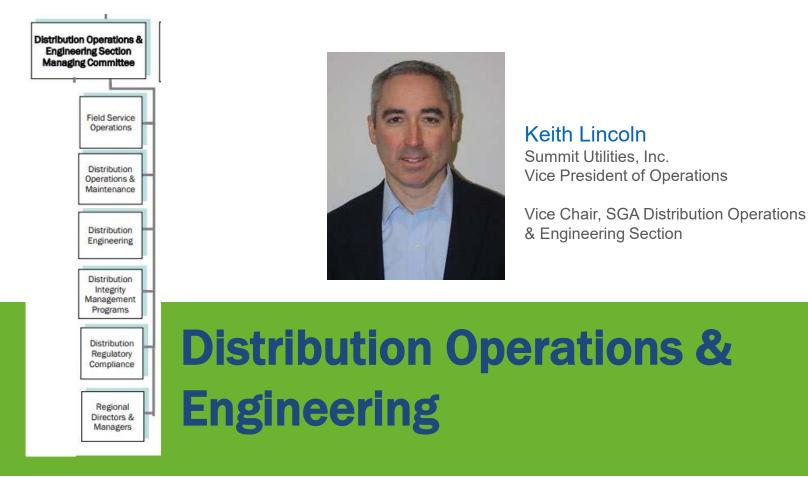
- Increase member knowledge of how to organize and coordinate webinars
- Define clear purpose of committee and role



POES Next Steps & BOD Recommendations ...

- Q3/Q4 Survey: Updates on Safety Management System
- Review and discuss recommendations for sub-committee structure
- Recruit new committee members
 - Northern Natural Gas
 - Kinder Morgan
 - TC Energy
- Host an annual January POES/DOES Chair Call
- Actively support sub-committee recruitment efforts
- Identify section member presenters





DOES Committee Highlights ...

MANAGEMENT CONFERENCE

Proposed Agenda:

- Natural Gas and the Environment The Politics vs. The Facts | Part 1
- Natural Gas and the Environment The Politics vs. The Facts | Part 2
- Safety Enhancements on Low Pressure Systems
- Mega Rule Update (Joint w/POES)

PANDEMIC PLANNING

Discussions:

- Current Projects
- Impact on Business
- Lesson Learned

SUB-COMMITTEE ENGAGEMENT

Template: Compliance Best Practices (w/Distribution Operations & Maintenance Committee)

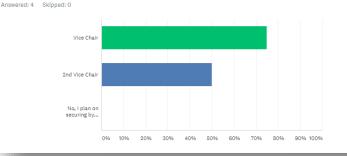


DOES Sub-Committee Highlights...

What activities did you lead your committee to execute on the first part of the year (January - July)?

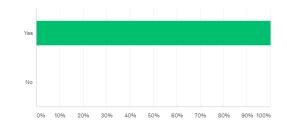
Answered: 4 Skipped: 0 Coordinated a Committee Award Developed a Conference.. Submitted an e-Newsletter... Conducted A Survey & Updated Historical/C... Coordinated an Webinar/Work... Coordinated a Regional... Recruited committee... Participated in Joint.. 90% 100% 0% 10% 20% 30% 40% 50% 60% 70% 80%

Is there an identified 2021 leadership succession plan in place? (check all that apply)



Is your committee in need of new members?

Answered: 4 Skipped: 0





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DOES Sub-Committee Highlights...

UPCOMING ACTIVITIES

- Compliance Best Practices
 Template
- Developing and/or Refining Committee Award Program
- 2021 Conference Prep
- 2021 Leadership Discussions

BIGGEST CHALLENGES

Committee:

 Late decision to host the NGC Conference

Industry:

- Succession planning
- Decarbonization
- Willingness to share ideas
- Methane emissions, carbon footprint, damage rates.
- Damages on Pipeline/Properly

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<u>SUPPORT</u>

- Networking options before inperson events
- Communicate more fluidly and often about industry needs
- Documenting Operator Challenges



DOES Next Steps & Recommendations...

- Redefine what is the anchor and key deliverable of DOES Committee in a post-COVID world
- Outline joint section industry endeavors for 2021
- Review and discuss recommendations for sub-committee structure
- Host an annual January POES/DOES Chair Call
- Actively support sub-committee recruitment efforts
- Identify section member presenters
- Recruit new committee members
 - Black Hills Energy
 - CoServ Gas Ltd.
 - Delta Natural Gas Co., Inc.
 - Entergy New Orleans Inc.,
 - Florida Public Utilities Co.
 - Frontier Natural Gas Company

- Liberty Utilities
- Mountaineer Gas Company
- NextEra Energy, Inc.
- NorthWestern Energy
- Southwestern Virginia Gas Co
- Xcel Energy







CX Committee Highlights ...

CONFERENCE ENGAGEMENT

Session Date	Session	# of Registrations	# of Attendees	% Attendance Rate
7/30/20	Journey Mapping	22	12	55
8/5/20	5 Myths of Customer Experience Debunked	30	22	73

SUB-COMMITTEE ENGAGEMENT

• Sub-Committee Chairs invited to Section Calls bi-annually

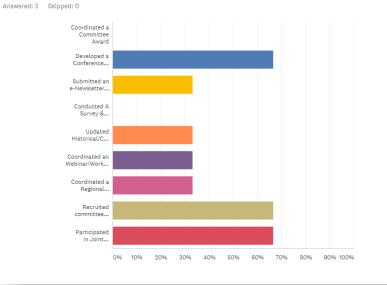
PANDEMIC PLANNING

- Hosted 5 Townhall Meetings in May/June
 - Focus: Customer Experience
 - Invited Sub-committees & Membership
 - Avg Attendance= 11 people
 - Avg Company Representation= 6
 - Overarching Issues:
 - Recording Systems used for Customer Calls
 - Mutual Aid: Call Center Staffing for High Volume Times
 - Proactive Outreach
 - Payment Assistance

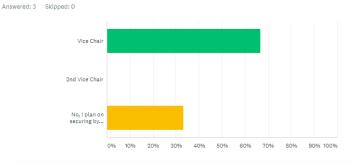


CX Sub-Committee Highlights...

What activities did you lead your committee to execute on the first part of the year (January - July)?

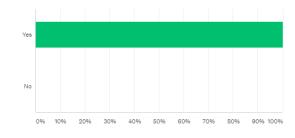


Is there an identified 2021 leadership succession plan in place? (check all that apply)



Is your committee in need of new members?







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CX Sub-Committee Highlights...

UPCOMING ACTIVITIES

- Developing and/or Refining Committee Award Program
- Q3/Q4 SGA eNewsletter Article- Contact Center Ops

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- 2021 Conference Prep
- 2021 Committee
 Recruitment

BIGGEST CHALLENGES

Committee:

- Face-to-Fact to Virtual Pivot
- Ensuring continued added value for SGA, session participants, etc.
- Same companies present/lead discussions
 Industry:
- Non-pay/Disconnects Impact
- Electrification
- City/State Natural Gas Bans
- Energy Choice promotion
- Exploring new technologies (RNG,
 - Hydrogen, Certified Gas, etc.)

SUPPORT

 Annual Committee Member Onboarding Session to set expectations (i.e., attendance, participation, key events they need to attend, etc.)



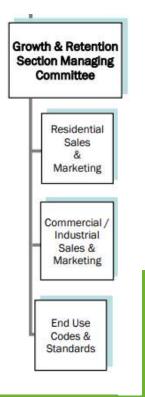
CX Next Steps & Recommendations...

- Bi-annually CX Chair Call for 2021 (January & July)
- Actively support sub-committee recruitment efforts
- Review and discuss recommendations for sub-committee structure
 - Customer Experience Sub-committee (Focus: Digital Engagement, Automation, Transformation, Voice of Customer Program, Journey Mapping, Employee Engagement, etc.)
- Recruit new committee members
 - Black Hills Energy
 - CoServ Gas Ltd.
 - Delta Natural Gas Co., Inc.
 - Entergy New Orleans Inc.,
 - Frontier Natural Gas Company
 - Liberty Utilities
 - Mountaineer Gas Company
 - NextEra Energy, Inc.
 - NorthWestern Energy
 - Southwestern Virginia Gas Co

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- Colorado Springs Utilities
- CPS Energy
- City of Monroe, Rocky Mount and Shelby, NC
- York County Natural Gas Authority
- Sevier County Utility District
- Jackson Energy Authority
- Memphis Light, Gas & Water Division







Jason Ketchum

ONE Gas, Inc. Vice President of Commercial Activities

Chair, SGA Growth & Retention Section

Growth & Retention



Growth & Retention Committee Highlights ...

CONFERENCE ENGAGEMENT

Focus: Retaining Customer Choice

Process: Utilize SPRINT Format

(structured formatted agenda that has a driven approach to brainstorming that gets you to solution)

Vision: Hold 101 and 201 session to build upon session presented at Management Conference

SUB-COMMITTEE ENGAGEMENT

- Bi-annual virtual meetings w/ sub-committee chair during regular G&R Calls (March and September)
- Goal: Develop an Annual Activity Calendar



Thursday April 16, 2020 WORKSHOP AGENDA: Developing a Customer Retention Strategy

WORKSHOP TITLE: Developing a Customer Retention Strategy

DESCRIPTION: Using a "Design Sprint" process this workshop will guide participants in developing a customer retention strategy.

LEARNING OBJECTIVE: Only attend if you want to learn from experts across the industry and actively help develop a solution to an issue that has significant strategic importance for all gas utility companies.

TARGET AUDIENCE: Commercial, marketing, strategic planning, customer service

Problem Statement: How to develop a strategy to decrease customer attrition?

Goal: This meeting will focus on the above problem statement with a goal of establishing a strategy by the end of the meeting.

FACILITATION:

Jason Ketchum, ONE Gas VP Commercial Activities Erin Obering, ONE Gas Director of Customer Project Management

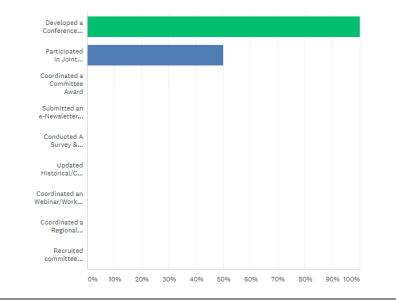
09:45 AM	Welcome and Workshop Overview		
10:00 AM	Set A Long-Term Goal: Get optimistic List Questions: Get pessimistic. How can we fail?		
10:30 AM	Subject Matter Expert Perspective		
11:00 AM	Subject Matter Expert Perspective		
11:30 AM	Subject Matter Expert Perspective		
12:00 PM	Lunch		
01:30 PM	Organize How Might We Notes: Stick How Might We Notes on wall and start to organize into categories		
01:45 PM	Vote on How Might We Notes: Each person gets 2 colored dots		
02:00 PM	Solution Sketch: Each person to develop a solution from the How Might We Notes • Walk around the room, check out whiteboards, stick notes, etc. and make your own notes (20 minutes)		



Growth & Retention Sub-Committee Highlights...

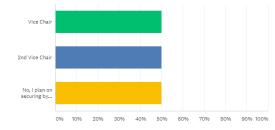
What activities did you lead your committee to execute on the first part of the year (January - July)?

Answered: 2 Skipped: 0



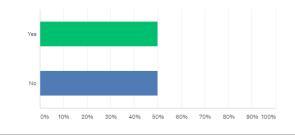
Is there an identified 2021 leadership succession plan in place? (check all that apply)

Answered: 2 Skipped: 0



Is your committee in need of new members?

Answered: 2 Skipped: 0





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Growth & Retention Sub-Committee Highlights...

UPCOMING ACTIVITIES

- E-newsletter Article
 - End Use Codes & Standards
- Developing and/or Refining Committee Award Program
- 2021 Conference Prep
- 2021 Committee Leadership

BIGGEST CHALLENGES

Committee:

- Decrease or withdrawal of
 participation during pandemic
- Reinventing ways to conduct business

Industry:

- Pandemic Impact on Customer Accounts
- Electrification
- Codes Excluding Natural Gas
- Inaccurate Environmental Narrative
- Unfavorable Political Climate

SUPPORT

- New Committee Members
- Better ways to forecast usage



Growth & Retention Next Steps & Recommendations...

- Fall Webinar: Advocating Energy Choice (i.e., SoCal Example)
- Q3/Q4 Article(s): Advocating Energy Choice/Pipeline Expansion & RNG Partnership
- Strategy discussions on:
 - Customer Care, Retention and Communications
- Review and discuss recommendations for sub-committee structure
- Outline joint section endeavor for 2021
- Host a bi-annually section Chair Call for 2021
- Recruit new committee members for section & sub-committees
 - o Sevier County Utility District
 - o Greenwood Commission of Public Works
 - o CPS Energy
 - Colorado Springs Utilities
 - o City of Rocky Mountain
 - City of Charlottesville, VA
 - BGE, a member company of Exelon Corp.
 - o CoServe Gas Ltd.

- Vectren Energy Delivery
- UGI Energy Services, Inc.
- o Kinetica Partners
- Xcel Energy
- o Southwestern Virginia Gas Co
- Northwestern Energy
- o NiSource, Inc.
- LG&E and KU Energy LLC









Matt McCoy

Southern Star Central Gas Pipeline Director, Commercial Operations

Chair, SGA Gas Supply Marketing Section

Gas Supply Marketing



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GSM Committee Highlights ...

CONFERENCE ENGAGEMENT

Proposed Agenda (Management):

- North America in a Global Gas Market – Time to Panic?
- Reducing Methane Emissions-Making Blue More Green
- It Ain't Easy Being Green

Natural Gas Connect Academy:

Session Date	Session	# of Registrations	# of Attendees	% Attendance Rate
7/15/20	Changing the Public Perception of Natural Gas Industry Initiatives – Natural Gas Voices: Coordinating a consistent Message	94	75	80

COVID-19 Impact on Gas Loads Survey Q2 Article in newsletter

WEBINAR ENGAGEMENT

Natural Gas Scheduling 101

9.29.20 | 10-:00 - 11:30am CT



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PANDEMIC PLALNNING

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SUB-COMMITTEE ENGAGEMENT

 Actively recruited 2-7 LNG Operations committee members

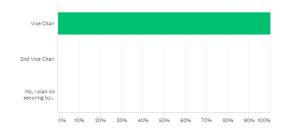


GSM Sub-Committee Highlights...

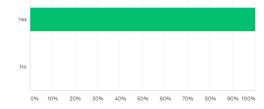
What activities did you lead your committee to execute on the first part the year (January - July)?

Developed a Conference... Conducted A Survey & Participated in Joint... Coordinated a Committee Award Submitted an e-Newsletter... Updated Historical/C... Coordinated an Webinar/Work... Coordinated a Regional... Recruited committee... 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100% Is there an identified 2021 leadership succession plan in place? (check all that apply)

Answered: 1 Skipped: 0









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Answered: 1 Skipped: 0

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GSM Sub-Committee Highlights...

UPCOMING ACTIVITIES

- LNG Operations Committee
 Re-activation
- NGC Wrap-up Discussions & Next Steps
- Developing and/or Refining Committee Award Program
- 2021 Conference Prep
- 2021 Leadership Recruitment

BIGGEST CHALLENGES

Committee:

• Virtual Environment of NGC

Industry:

 Developing and planning long term natural gas load forecasting with the industries drive to have carbon free footprint

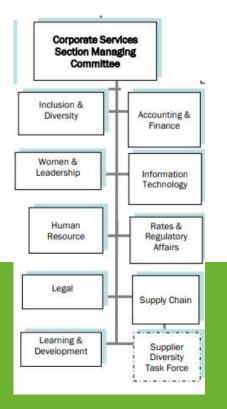
<u>SUPPORT</u>

 Best Practices on sharing in a virtual world

GSM Next Steps & Recommendations...

- Revive LNG Operations Committee (i.e., 7 members from 5 member companies, etc.)
- Review and discuss recommendations for sub-committee structure
 - Renewable Natural Gas Committee OR -
 - Power Generation Committee
- Recruit new committee members for section & sub-committees
 - DTE Energy
 - ENSTOR
 - Kinetica Partners, LLC
 - NorTex Midstream Partners
 - PAA Natural Gas Storage LLC
 - RBC Resources, LLC
 - Sempra LNG
 - UGI Energy Services, Inc.
 - Vectren Energy Delivery
 - Vega Energy Partners, Ltd.
- Host an annual November GS Chair Call







Maurice Baker

Georgia Natural Gas Manager of Community Relations

Chair, SGA Corporate Services Section

Corporate Services



CS Committee Highlights ...

CONFERENCE ENGAGEMENT

Session Date		# of Registrations	# of Attendees	% Attendance Rate
7/14/20	Build Your Company's Brand With Effective Corporate Citizenship Efforts	36	28	78

SUB-COMMITTEE ENGAGEMENT

- Chair's are members of the section committee
 - Supply Chain
 - Supplier Diversity Taskforce
 - Inclusion & Diversity

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PANDEMIC PLANNING/CIVIL UNREST

- Hosted 4 Townhall Meetings in May/June
 - Focus: Community Engagement
 - Invited Sub-committees & Membership
 - Avg Attendance=6 people
 - Avg Company Representation= 5
 - Overarching Issues/Discussions:
 - CSR/Budget/Grant Reallocation
 Process
 - PPE Drives & Vendors
 - Front-Line Hero Support (i.e., Yard Signs, Truck Parade at Hospitals, Hero Salute Campaigns, etc.)
 - Active external communications to public
 - Company Pandemic Support & Programs
 - Company I&D Position Social Media Push

Article in Q2 Newsletter

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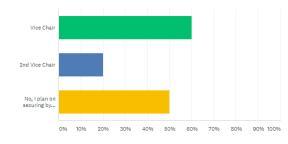
CS Sub-Committee Highlights...

What activities did you lead your committee to execute on the first part of the year (January - July)?

Developed a Conference.. Recruited committee ... Coordinated an Webinar/Work... Participated in Joint... Coordinated a Regional... Coordinated a Committee Award Submitted an e-Newsletter... Conducted A Survey &... Updated Historical/C.. 0% 20% 30% 50% 60% 70% 80% 90% 100% 10% 40%

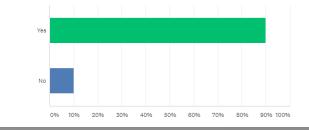
Is there an identified 2021 leadership succession plan in place? (check all that apply)

Answered: 10 Skipped: 0





Answered: 10 Skipped: 0





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Answered: 10 Skipped: 0

CS Sub-Committee Highlights...

UPCOMING ACTIVITIES

- Q3 E-Newsletter Article= Legal Topic
- HR Forum (2 sessions/Sept.)
- Accounting & Finance Forum (Sept.)
- HR Pandemic Planning Townhall (Fall)
- Women & Leadership Forum (Fall)
- Supplier Diversity Virtual Matchmaker Session (Fall)
- Vendors Presentation of Products & Services (Fall)
- Committee Recruitment
- Developing and/or Refining
 Committee Award Program

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BIGGEST CHALLENGES

Committee:

- Developing Competencies/Educational Strategies
- Time Constraints

Industry:

- Long-term Transition to Virtual Presence
- Recognizing talent, developing leaders, and knowledge transfer
- "New Normal" HR Practices
- Environmental Group Challenges
- Departmental Integration
- Fear of real I&D dialogue
- Regulatory Compliance
- New Accounting Guidelines

SUPPORT

- Reviving Committee
 Membership
- Reduce committee size
- SGA President Check-in Calls (Quarterly or Bi-annually)
- Small and diverse firm
 education & business equity
- Increase I&D webinars yearly



CS Next Steps & Recommendations...

- Recruit new committee members for section &/or sub-committees
 - Municipalities
 - Gas Supply Marketing
 - Associates (sub-committees only)
- Outline joint industry endeavors for 2021
- Review and discuss recommendations for sub-committee structure
 - Work with Supplier Diversity Taskforce Recommendation Goals to become a Committee
 - Align with SGA By-laws and add Communications Committee
- Host a bi-annually CS Chair Call for 2021
- Developing and/or Refining Committee Award Program



Natural Gas Connect Academy Survey Feedback...

What future topics would you like to see?

- More discussions on **air permitting** (maybe specific to some states) and underground storage.
- **ESG** exposes more than a communication gap. How can the SGA provide leadership to its member organizations?
- **Operation emergencies**, **renewable natural gas** and natural gas in the future
- May be more on Measurement and Compression, with of course emphasis on pipeline integrity. Also, methane emissions, ESG topics
- I would like to see a focus on innovation within existing operations. Also, I would like to see more on how the industry is meeting/adapting to the GHG and Carbon-free initiatives our society is focused on now

- More information on pandemic response and more panel discussions.
- More topics on leadership development and industry rulings/changes
- **New products** minimizing impact on construction installations, Keyholing, Pipe bursting, Electronic process from the field to inhouse data
- More on regulatory/compliance issues and ESG impacts
- New technologies and futures within the industry.
- More on influencing stakeholders/shareholders
- **Treasury topics** like payments, fraud, and financing.
- Continue showing collaboration on **methodologies** in forecasting







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Thank You!