

SHAPING AMERICA'S
CLEAN ENERGY FUTURE
TOGETHER



**EXECUTIVE
COUNCIL
MEETING**

APRIL 17, 2019 | OMNI HOTEL
FORT WORTH, TEXAS

ADRIAN P. CHAPMAN, 2019 CHAIR OF THE BOARD
PRESIDENT & CEO, WASHINGTON GAS

Management Conference

Executive Council Agenda

Susan Waller, Enbridge Chair
Jason Weekley, Summit Utilities Vice-Chair



April 17-19, 2019
Omni Hotel, Fort Worth, TX

Room: Stockyards 1

Wednesday, April 17

Noon – 1:00 p.m.

Lunch

Informal lunch and networking, arrive when your schedule permits

1:00 - 1:30 p.m.

Introductions / Key Issues

1:30 – 2:30 p.m.

Section Managing Committee Reports

- Distribution Operations & Engineering Section – *Tom Rieth, LG&E and KU Energy*
- Customer Experience Section – *Julie Hatfield, ONE Gas*
- Human Resources Section – *Valarie Bolduc, Sevier County Utility District*

2:30 – 2:45 p.m.

Refreshment Break

2:45 – 4:15 p.m.

Panel Discussion – Current Challenges and Opportunities

Moderator Jason Weekley, Summit Utilities

- Direct Use Task Group – *Arthur Corbin, Municipal Gas Authority of Georgia*
- Electrification – *Greg Haas, Stata's Advisors, a Hart Energy Company*
- Sustainability – *Christina Sames, American Gas Association*

4:15 – 4:30 p.m.

Open Session

4:30 p.m.

Executive Council Adjourns

4:30 – 5:30 p.m.

First-time Attendee Session

6:00 – 9:00 p.m.

Dinner & Special Event at River Ranch Stockyards

Sponsored by SGA Associate Members



Distribution Operations & Engineering Section Managing Committee

Report to the 2019 SGA Executive Council

I. Committee Purpose and Identity

Purpose: SGA's Distribution Operations & Engineering Section (DOES) Managing Committee provides a forum for Operations Executives from member utilities to share ideas and best practices in the safe and efficient operation of natural gas distribution systems.

Who We Are? Distribution operations and/or engineering executives from member utilities who are strategic thinkers, leaders and decision makers within our respective companies.

What We Do? Provide educational and networking opportunities to industry peers through our roundtable at the SGA Management Conference, oversee the activities of 17 sub committees involved in distribution operations and provide guidance to SGA staff on appropriate areas of focus for the association.

In 2019, we invited the SGA Board Liaisons to add their guidance by ranking several of the top priorities identified in committee planning meetings last Fall. Those priorities are listed below in order of ranking:

1. Operational impacts of the Merrimack Valley incident.
 - a. Companies examining and refining internal processes.
 - b. New regulation.
2. Safe and efficient operation in an era of accelerated change.
3. Accelerating training and knowledge transfer to minimize impacts of workforce transformation.

Where We Meet? The Distribution Operations & Engineering committee meets at planning meetings, conferences and periodically by conference call.

II. Current Focus Areas

The current and most recent hot topics in our sphere of influence were/are:

2019 – April 17-19, Fort Worth, TX

- Leading Effectively through Change
- Using Predictive Analytics for Damage Prevention (Southern Company Gas Pilot)
- Merrimack Valley: Looking Ahead to Potential Regulatory Change
- Training the New Generation of Employees

2018 – April 18-20, Tampa, FL

- Building the Business Case for Innovation
- Employee Use of Social Media
- The NTSB: Who are they?
- Lessons Learned: Working with the NTSB

2017 – April 26-28, Baltimore, MD

- Pipeline Safety Management Systems
- Industry Innovation
 - “Gold Shovel” Contractor Standards
 - Methane Detection
- Next Generation of Risk and Infrastructure Modification
- Gaining Recovery on Initiatives and Infrastructure Modifications

III. Committee Meetings

Traditionally the committee met in person in late September / early October to kick off roundtable planning and hear reports from a number of its sub committees. This meeting has been replaced by conference calls in 2017 and 2018. Meeting virtually saves travel time and money, but does not offer the opportunity for relationship building that face to face meetings provide. The group is considering a face to face meeting for this fall potentially in San Antonio, TX at the GMRC’s Gas Machinery Conference.

The committee chair attends the annual Management Conference planning meeting in late October to represent the committee and share their anticipated areas of focus for the coming year’s roundtable.

Additionally, the committee meets by conference call periodically between November and April to check progress on the development of the approaching roundtable agenda.

IV. Conference Plans (Current Year)

SGA Management Conference / Distribution Operations & Engineering Executives Roundtable

- April 17-19, Ft. Worth, TX
- Anticipate 40-50 participants for each session
- Key topics: Leading Effectively through Change, Predictive Analytics for Damage Prevention, Merrimack Valley Regulatory Fallout, Training the New Generation of Employee

SGA Natural Gas Connect Conference

- July 15-17, San Antonio, TX
- All 14 subcommittees will hold roundtables at this year’s conference

V. Conference Involvement (2018)

SGA Management Conference / Distribution Operations & Engineering Executives Roundtable

- April 18-20, Tampa, FL
- Had as many as 45 participants in a roundtable session
- Key topics: Building a business case for innovation, Employee Use of Social Media, The NTSB: Who are they and what can we learn from others about working with them.

SGA Operating Conference

- July 30-August 1, Tampa, FL
- 13 subcommittees held roundtables

Environmental, Safety & Health and Training Conference

- June 5-7, Denver, CO
- Safety & Health, Training and Environmental subcommittees held their roundtables

VI. **Individual Sub-Committee Highlights** (list of committees and noteworthy items of activity in addition to annual roundtable)

- *Asset Management & GIS*
- *Distribution Engineering*
 - Sponsored Engineering Innovation Award
 - Joined with Standards and Supply Chain to start the Materials Standardization Task Force
- *Distribution Integrity Management*
 - Sponsored Everything DIM Workshop at the Spring Gas Conference
- *Distribution Operations & Maintenance*
- *Emergency Management*
 - Sponsored EM roundtable at the Southwest Gas Conference
 - Sponsored Emergency Management Award
- *Engineering & Construction Management*
- *Environmental*
 - Sponsored the Technical Conference on Environmental Permitting & Construction
 - Sponsored Environmental Excellence Awards
- *Field Service*
- *Gas Control*
- *Gas Measurement*
- *Public Awareness & Damage Prevention*
- *Regional Directors and Managers*
- *Right Of Way*
- *Safety and Health*
 - Sponsored Incident Experience Survey
 - Sponsored Safety Awards Programs
- *Standard Materials and Procedures Task Force*
 - Joined with Distribution Engineering and Supply Chain to start the Materials Standardization Task Force

- Formed in early 2018 and is seeking committee status at April 2019 Board Meeting

VII. **Membership**

The current committee roster is populated with long time industry professionals, a number of who will retire in the next few years. Though very strong now the potential exists for the strength of the committee to decline rapidly if retiring members are not replaced. Membership continuity and depth of leadership must be a focus for this group in the immediate future and for the next 3-5 years.

VIII. **Section Managing Committee Roster:**

- TOM RIETH, Chair
Director, Gas Operations Construction & Engineering, LG&E and KU Energy
- RUS HAYSLET, Vice Chair
Director, Regional Operations, Virginia Natural Gas
- BRENT HAYWOOD, Second Vice Chair
Vice President Operations, Okaloosa Gas District
- MIKE REED, PAST CHAIR
General Manager, Gas Pipeline Operations, Dominion Energy Ohio
- BART ARMSTRONG
Vice President, Atmos Energy
- GLEN BOATWRIGHT
Vice President, Regulatory Compliance & System Planning, York County Natural Gas Authority
- CHRIS BURTON
Vice President – Gas Distribution, BGE
- TAL CENTERS, JR.
Vice President – Texas Regional Gas Operations, CenterPoint Energy
- STEVE CHAPMAN
Vice President Operations, Spire-Alabama
- KEITH LINCOLN
Senior Director of Operations, Summit Utilities
- MARK LOWE
Vice President – Gas Supply & Engineering, Washington Gas
- KEITH NAPIER
Director Gas Operations, Piedmont Natural Gas
- DON STANTON
Senior Director, Gas Delivery, CPS Energy
- JAY SUTTON
Senior Vice President, Southern Company Gas
- RICK WALL
Vice President of Florida Operations, TECO Peoples Gas
- KEVIN WEBBER
President, Florida Public Utilities Company
- PHIL WILSON
Vice President & General Manager, Columbia Gas of Virginia
- AIMEE WILDER, SGA Staff Liaison
Manager – Volunteer Engagement, Southern Gas Association

IX. **Board Liaisons**

- BRYAN BATSON
Senior Vice President, Southern Company Gas

- SCOTT DOYLE
Senior Vice President, Natural Gas Distribution, CenterPoint Energy
- GARY GREGORY
President, Colorado-Kansas Division, Atmos Energy
- RUSTY HARRIS
VP & GM Gas Operations Southeastern Energy Group, SCANA Corporation
- CARL LEVANDER
EVP, Federal Government Affairs & Policy, NiSource, Inc.
- LUKE LITTEKEN
Senior Vice President, Gas, Xcel Energy
- KENT SHORTRIDGE
Managing VP, Operations, ONE GAS, Inc.
- CALVIN BUTLER
Chief Executive Officer, Baltimore Gas & Electric, an Exelon Company
- BILL DOBBINS
Director of Strategic Growth, Equipment Controls Company
- TONY SPIVEY
Eastern Sales Manager, Kerotest Manufacturing Corporation
- RICHARD CLEMENT
Senior Manager of Sales, The Bayou Companies, LLC
- STACY HOLLAND
Territory Manager, Vulcan Utility Signs



Customer Experience Section Managing Committee
Report to the 2019 SGA Executive Council

I. Committee Purpose and Identity

Purpose: SGA's Customer Experience Section Managing Committee provides a forum for Customer Operations Executives from member utilities to learn, develop, and share best practices to enhance the current and future customer experience.

Who We Are? Customer experience executives from member utilities who are strategic thinkers, leaders and decision makers within our respective companies.

What We Do? Provide educational and networking opportunities to industry peers through our roundtable at the SGA Management Conference, oversee the activities of 4 sub committees focused on specific areas of the customer experience and provide guidance to SGA staff on appropriate areas of focus for the association.

In 2019, we invited the SGA Board Liaisons to add their guidance by ranking several of the top priorities identified in committee planning meetings last Fall. Those priorities are listed below in order of ranking:

1. How do we evolve as a business to meet customer expectations? (e.g. apple pay, pay by text, etc.)
2. Defining the customer experience. In the regulated utility world, what is the desired customer experience, given increasing customer expectations?
3. Managing bad debt and charge offs.

Where We Meet? The Customer Experience committee meets at planning meetings, conferences and periodically by conference call.

II. Current Focus Areas

The current and most recent hot topics in our sphere of influence were/are:

2019 – April 17-19, Fort Worth, TX

- The Idea of Customer Experience from Call Center to Field (Open Discussion)
- Linking Employee Experience and Customer Experience
- The Return on Investment of Customer Experience
- IT Resources
- How to Best Utilize Speech Analytics

2018 – April 18-20, Tampa, FL

- Enhancing Communications with the Customer
- Driving Success in E-Commerce
- Payment Options

2017 – April 26-28, Baltimore, MD

- Employee Based Initiatives
- Customer Experience Research
- Customer Experience Initiatives
- Is Your Website ADA Compliant?
- Social Media

III. Committee Meetings

Traditionally the committee met in person in late September / early October to kick off roundtable planning and hear reports from a number of its sub committees. This meeting has been replaced by conference calls in 2017 and 2018. Meeting virtually saves travel time and money, but does not offer the opportunity for relationship building that face to face meetings provide. The group is considering a face to face meeting for this fall.

The committee chair attends the annual Management Conference planning meeting in late October to represent the committee and share their anticipated areas of focus for the coming year's roundtable.

Additionally, the committee meets by conference call periodically between November and April to check progress on the development of the approaching roundtable agenda.

IV. Conference Plans (Current Year)

SGA Management Conference / Customer Experience Executives Roundtable

- April 17-19, Ft. Worth, TX
- Anticipate 20-30 participants for each session
- Key topics: Customer Experience to Call Center, Linking Employee Experience to Customer Experience, The ROI of Customer Experience, IT Resources, How to Best Utilize Speech Analytics

SGA Natural Gas Connect Conference

- July 15-17, San Antonio, TX
- 4 subcommittees will hold roundtables at this year's conference
- Common Focus Areas: Recruiting, Training and Retaining Employees, The Future of Natural Gas, Emergency Response, Business Continuity Planning

V. Conference Involvement (2018)

SGA Management Conference / Customer Experience Executives Roundtable

- April 18-20, Tampa, FL
- Had as many as 25 participants in a roundtable session
- Key topics: Enhancing Communications with the Customer, Driving Success in E-Commerce, Payment Options

Marketing Customer Experience & Communications Conference

- August 7-9, Denver, CO
- Communications, Contact Center, Dispatch Field Resource Planning and Meter to Cash subcommittees held their roundtables

VI. **Individual Sub-Committee Highlights** (list of committees and noteworthy items of activity in addition to annual roundtable)

- *Communications*
 - *Sponsored Community Service Award*
 - *Sponsored Corporate Communications Award*
- *Contact Center*
- *Dispatch & Field Resource Planning*
- *Meter to Cash*

VII. **Membership**

The current committee roster is populated with a number of new members due to recent retirements as well as job changes due to mergers & acquisitions.

VIII. **Section Managing Committee Roster:**

- JULIE HATFIELD, Chair
Customer Experience Manager, ONE Gas, Inc.
- NICOLE CARTER, Vice Chair
AVP Customer Contact, Chesapeake Utilities
- DESHAUNDRA JONES, Vice Chair
Director, Customer Experience, Chesapeake Utilities
- TERINA CRONIN, Past Chair
General Manager/Customer Service Ops, PSNC Energy
- BRIAN BURKE,
Vice President, Customer Service, ONE Gas, Inc.
- MICHELLE EDWARDS
Director, Customer Operations, Xcel Energy
- CARRIE FANELLY
General Manager, Commercial Operations, Dominion Energy Ohio
- JEFF MARTINEZ
Vice President, Customer Experience, Atmos Energy Corporation
- LOUISE SCOTT
Vice President Customer Experience, Southern Company Gas
- KARL STANLEY
Vice President, Customer Operations, NiSource
- JULIE TRACHSEL
Manager, Community and Agency Services, Spire Inc.
- JAKE WAGNER, SGA Staff Liaison
Senior Manager – Volunteer Engagement, Southern Gas Association

IX. **Board Liaisons**

- KIM LINAM
Chief Administrative Officer, Summit Utilities, Inc.
- DONALD STANTON
Senior Director, Gas Delivery, CPS Energy



Human Resources Section Managing Committee
Report to the 2019 SGA Executive Council

I. Committee Purpose and Identity

Purpose: SGA's Human Resources Section Managing Committee provides a forum for Human Resources Executives from member companies to share ideas and best practices focused on creating enhanced work environments and business operations.

Who We Are? Human Resources executives from member utilities who are strategic thinkers, leaders and decision makers within our respective companies.

What We Do? Provide educational and networking opportunities to industry peers through our roundtable at the SGA Management Conference, oversee the activities of 2 sub committees and provide guidance to SGA staff on appropriate areas of focus for the association.

In 2019, we invited the SGA Board Liaisons to add their guidance by ranking several of the top priorities identified in committee planning meetings last Fall. Those priorities are listed below in order of ranking:

1. Attracting new employees in today's tight labor market.
2. (Tie) Retaining talented employees when the market is providing them with other options.
2. (Tie) Meeting the emerging workforce's need for development.

Where We Meet? The Human Resources committee meets at planning meetings, conferences and periodically by conference call.

II. Current Focus Areas

The current and most recent hot topics in our sphere of influence were/are:

2019 – April 17-19, Fort Worth, TX

- Total Rewards
- The Insatiable Quest for Development
- Human Resources Legal Insights

2018 – April 18-20, Tampa, FL

- Talent Acquisition Strategies & Internships
- Employee Value Proposition
- Succession Management
- Getting the Workforce Right
- Human Resources Legal Insights

2017 – April 26-28, Baltimore, MD

- HR Metrics

- Talent Reviews
- Workforce Trends / Recruiting
- Performance Management
- Human Resources Legal Insights

III. **Committee Meetings**

The committee meets in person in September of each year to kick off roundtable planning. Calendar conflicts prevented the committee from meeting in September 2018, instead the committee met by conference call. A date and location for the 2019 planning meeting will be confirmed during a short committee meeting at the close of Thursday's roundtable.

The committee chair attends the annual Management Conference planning meeting in late October to represent the committee and share their anticipated areas of focus for the coming year's roundtable.

Additionally, the committee meets by conference call periodically between November and April to check progress on the development of the approaching roundtable agenda.

IV. **Conference Plans (Current Year)**

SGA Management Conference / Human Resources Executives Roundtable

- April 17-19, Ft. Worth, TX
- Anticipate 20-30 participants for each session
- Key topics: Legal Update, Total Rewards, Employee Development

SGA Natural Gas Connect Conference

- July 15-17, San Antonio, TX
- 2 subcommittees will hold their roundtables at NGC:
 - Inclusion & Diversity
 - Learning & Development (part of Training Professional's Roundtable)

V. **Conference Involvement (2018)**

SGA Management Conference / Human Resources Executives Roundtable

- April 18-20, Tampa, FL
- Welcomed as many as 30 participants in a roundtable session
- Hosted 50 + attendees closing morning breakout on "Getting the Workforce Right"
- Key topics: Talent Acquisition, Employee Value Proposition, Succession Management, Legal Update

Environmental, Safety & Health and Training Conference

- June 5-7, Denver, CO
- Keynote: Open Minded Leadership, Inviting Innovation
Adeola Oduwole, Director of Learning & Organizational Development
National Diversity Council
- 2 subcommittees held their roundtables at ESHT:
 - Inclusion & Diversity
 - Learning & Development (part of Training Professionals Roundtable)

VI. **Individual Sub-Committee Highlights** (list of committees and noteworthy items of activity in addition to annual roundtable)

- *Inclusion & Diversity*
 - *Sponsored an I&D Benchmarking survey for member companies*
- *Learning & Professional Development*
 - Produced 2 webinars
 - Sponsored production of 2 videos
 - Developed job aids in support of SGA Network programming

VII. **Changing Role of the Learning & Development Committee**

The annual calendar for SGA Network programming has, for the last several years been developed and to a lesser extent delivered by the Learning & Development Committee. As the Network downsizes in 2019 and is folded into other SGA programming in 2020 the role of the Learning & Development Committee will change as well. Plans are still forming, but the expectation is the group will begin to function in ways closer to the rest of the association's committees, planning an annual roundtable and engaging in other activities that will benefit the committee members and the overall Learning and Development Interest Group.

VIII. **Membership**

The current committee roster is populated with long time industry professionals, a number of who will retire in the next few years. Though very strong now the potential exists for the strength of the committee to decline rapidly if retiring members are not replaced. Membership continuity and depth of leadership must be a focus for this group in the immediate future and for the next 3-5 years.

IX. **Section Managing Committee Roster:**

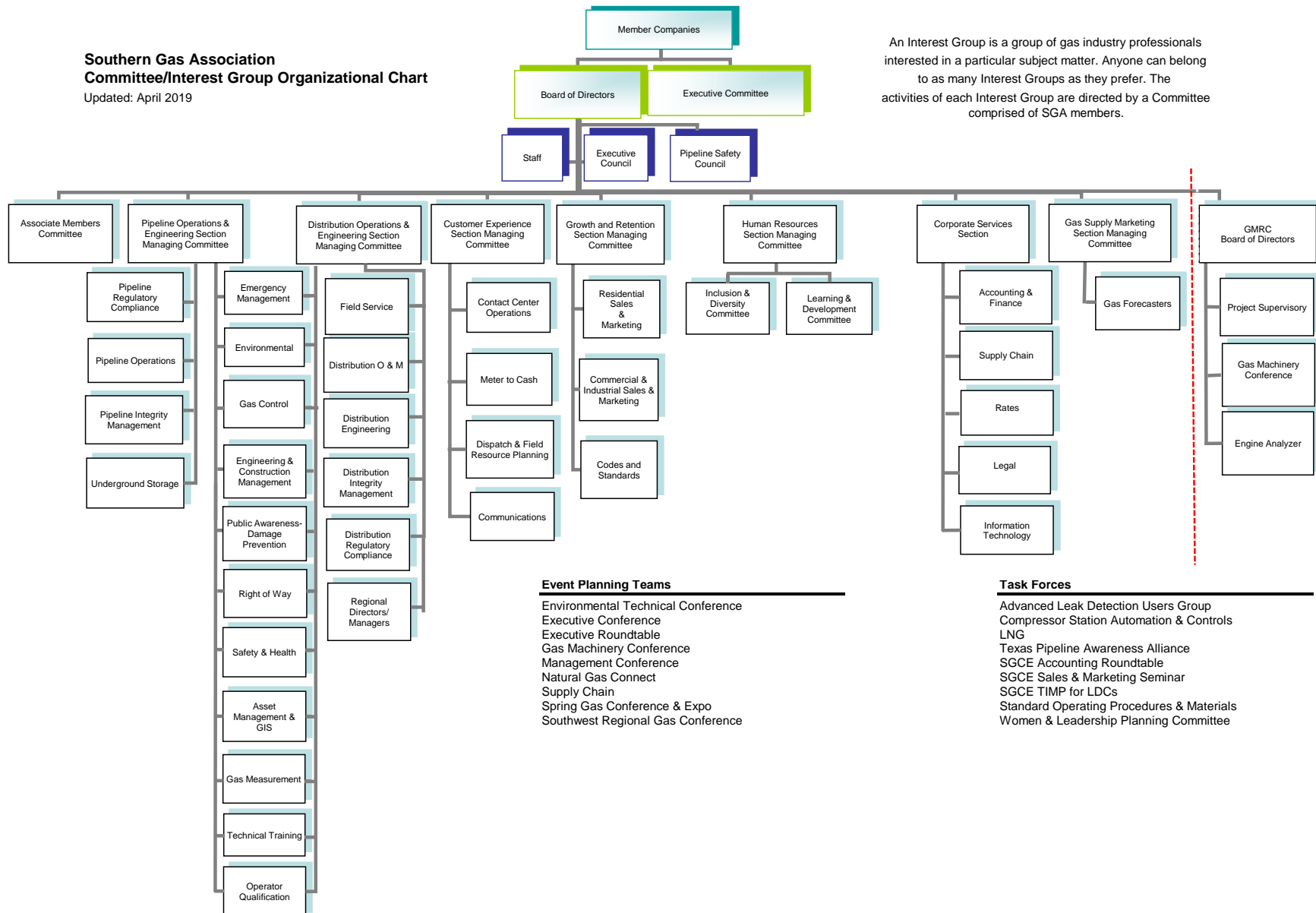
- VALARIE BOLDUC, Chair
Human Resources Manager, Sevier County Utility District
- BETHANY NEWCOMB, Roundtable Chair
VP Human Resources, Atmos Energy
- JIM BROWN
Director Human Resources & Compliance, TransCanada
- LUANNE GUTERMUTH
SVP-SHARED Services & CHRO, WGL HOLDINGS & Washington Gas
- SCOTT HARPER
Director, Learning & Organizational Development, CenterPoint Energy
- JIM HAYNES
VP, People Operations, Enbridge, Inc.
- BROOKE MILES
Director, Human Resources, Roanoke Gas Company
- RHONDA PRICE
Senior Vice President of Human Resources, EnLink Midstream
- DEVON RUDLOFF
Assistant VP, Human Resources, Chesapeake Utilities
- PATTI SCHMIGLE
Managing Director, HR, ONE Gas, Inc.
- JAKE WAGNER, SGA Staff Liaison
Senior Manager – Volunteer Engagement, Southern Gas Association

X. **Board Liaisons**

- LONNIE BELLAR
Chief Operating Officer, LG&E and KU Energy
- ALONZO WEAVER
VP, Engineering & Operations, Memphis Light, Gas & Water

**Southern Gas Association
Committee/Interest Group Organizational Chart**
Updated: April 2019

An Interest Group is a group of gas industry professionals interested in a particular subject matter. Anyone can belong to as many Interest Groups as they prefer. The activities of each Interest Group are directed by a Committee comprised of SGA members.











SOUTHERN GAS ASSOCIATION

ANTITRUST GUIDELINES

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The purpose of federal and state antitrust statutes is to assure the preservation of a free and competitive economy. To achieve this end, these laws embody a prohibition against any agreement or combination among competitors which has the effect of unreasonably restraining trade.

Clearly, membership in a trade association such as the Southern Gas Association (SGA) does not, without more, constitute an antitrust violation. Competitors may legitimately meet or discuss matters concerning their industry, provided they do so without a specific and continuing purpose, understanding, or agreement to pursue actions tending to unreasonably restrict commerce or restrain trade. Activities which ordinarily are considered appropriate for discussion are, generally, as follows:

- ◆ Reports on general and industry economic trends.
- ◆ Research reports and demonstrations of technology relating to the solution of industry problems.
- ◆ Demonstrations of methods by which member companies can become more efficient and profitable.
- ◆ Reports on effective marketing or manufacturing techniques and methods.
- ◆ Discussion of energy supply and utilization.
- ◆ Reports on governmental developments and their impact on the industry.

SGA meetings, however, afford obvious opportunities for antitrust transgressions. By definition, members of any trade association engage in concerted activities related to mutual commercial concerns. Thus, otherwise lawful association activities may constitute forbidden conduct if these in any way result in explicit or tacit agreements which fix prices, limit production, allocate markets, establish discriminatory standards or otherwise unreasonably restrain free trade.

It is the policy of SGA to conduct its activities in strict compliance with all applicable federal and state antitrust laws and to avoid any appearance of impropriety. These objectives can be obtained through the efforts and cooperation of SGA's Board, executives, membership, and counsel. Toward that end, the following brief set of guidelines was prepared to prevent the initiation of inappropriate discussion or actions.

CHECK LIST OF PROTECTIVE ACTIONS TO AVOID ANTITRUST INFRACTIONS

- **DO NOT** engage in discussions or activities which may tend to:
 - ◆ Fix or otherwise restrict the prices charged by SGA members
 - ◆ Allocate markets, sales territories, or customers between SGA members
 - ◆ Initiate or encourage boycotts of specific products or services, or refusals to deal with designated customers or suppliers
 - ◆ Limit production levels of SGA's members and otherwise restrict the availability of products or services
 - ◆ Purposely hinder or disparage the competitive efforts of non-members
 - ◆ Coerce or encourage SGA members to refrain from competing
 - ◆ Limit, impede or exclude anyone in the manufacture, production, or sale of goods or services
 - ◆ Promulgate or encourage unfair or misleading practices involving advertising, merchandising or products or services
 - ◆ Condition or tie the purchase of one product or service to the purchase of another product or service.

- **DO NOT** discuss your prices or competitors' prices with a competitor or anything which might affect prices such as costs, discounts, terms of sale, or profit margins.

- **DO NOT** agree with competitors to uniform terms of sale, warranties, or contract provisions.

- **DO NOT** agree with competitors to divide customers or territories.

- **DO NOT** act jointly with one or more competitors to put another competitor at a disadvantage.

- **DO NOT** try to prevent your supplier from selling to your competitor.

- **DO NOT** discuss your future pricing, marketing, or policy plans with competitors.

- **DO NOT** make any statements regarding prices or matters affecting prices at SGA meetings.

- **DO NOT** make statements about your future plans regarding pricing, expansion, or other policies with competitive overtones. Do not participate in discussions where other members do so.
- **DO NOT** propose or agree to any standardization which will injure your competitor.
- **DO NOT** do anything before or after SGA meetings, or at social events, which would be improper at a formal SGA meeting.
- **DO NOT** discriminate against competitors when (1) developing standards or specifications for products or services, (2) setting standards, or (3) dealing with customer credit information.
- **DO NOT** exchange data concerning prices, production levels and costs, or customer credit.
- **DO NOT** participate in informal group discussion outside of the formal SGA sessions which disregard these guidelines. Otherwise, the precautions developed in connection with SGA meetings would prove to be of no consequence.
- * **DO** alert SGA staff and legal counsel to anything improper.
- * **DO** consult your own legal counsel or the SGA's legal counsel before raising any matter which you feel might be sensitive.
- * **DO** alert every employee in your company who deals with the SGA to these guidelines.
- * **DO** be conservative. If you feel an activity might be improper, do not do it.

