

SGA COMMITTEE HANDBOOK

Guide for Committee Members

SGANaturalGas.org/Committees

SGA NATURAL GAS ASSOCIATION



“What we work through in committees doesn’t stay in the room. It shapes the training and best practices our teams use to do the job. That’s the impact of the time you invest.”

— Jacob Abraham, *Williams Companies*

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1 Welcome to SGA Committees

Overview of SGA's Pillars and Committees

Welcome to the SGA Natural Gas Association committees, where we link people, ideas, and information to advance the natural gas industry and its professionals. Committees are a vital part of SGA, providing members with opportunities to engage, collaborate, and make a meaningful impact on the future of the industry.

Committees are central to SGA's pillars to *Share » Grow » Advance* the natural gas industry.

- **Share:** knowledge and best practices across the industry.
- **Grow:** leadership skills, networks, and professional expertise through active participation.
- **Advance:** the industry by elevating discussions that spark new learning, solutions, and innovations.

Committees serve as **strategic forums** where members exchange insights and provide foresight, and **engines that feed SGA's learning pipeline**, ensuring SGA's courses, conferences, and workshops are timely, relevant, and member-driven.

Committees are not just 'meetings.' They are **leadership incubators, knowledge-transfer hubs, and idea engines** that fuel SGA's learning products and member value, making *Share » Grow » Advance* tangible and measurable.

SGA uses this handbook and the Engagement Paradigm as the standard orientation tool for committee and section leaders, Staff Liaisons, and Executive Council members, and it is revisited regularly as new leaders step into their roles.

Why Committees Matter

SGA committees are the backbone of our organization, serving as hubs of innovation, knowledge-sharing, and leadership development. By participating, you'll join a network of professionals dedicated to problem-solving, driving progress, and building a reliable energy future.

Committees are also where many members build the relationships that sustain them throughout their careers. You will sit across the table from people who face the same pressures you do and have honest conversations you may not be able to have inside your own company. Over time, those regular touchpoints often turn into trusted peer networks and, in many cases, lifelong industry friendships.

Together, we create solutions, foster collaboration, and strengthen the foundation of the natural gas industry.

2 How SGA Committees Work

Committee Structure Overview

SGA committees operate within a structured framework to ensure alignment with the association's goals. Committees report to section managing groups, which ultimately connect to SGA's Executive Council and Board of Directors. This structure fosters collaboration and ensures committee work supports the broader mission of the organization.

Calendar Year for Committees

The committee calendar runs from January to December, aligning with SGA's annual operational cycle. This consistency allows members to plan their contributions and ensures a productive year of engagement. Chairs, with support from Staff Liaisons, are expected to develop the annual plan component of their committee charter early in the year so meetings are intentional, not last-minute 'what should we talk about?' check-ins.

Member Selection & Roster Process

At the end of each year, SGA invites new members to join through a call for participation, while continuing members re-confirm their seats through a separate re-rostering process. Initial rosters are set at the start of the year, but members are welcome to join throughout the year.



View the Committee Org Chart on page 8 or at SGANaturalGas.org/Committees/Org-Chart

What's in a Committee Annual Plan?

A 1–2 page working document drafted by the Chair, Vice Chair, and Staff Liaison, signed off by the Section Managing Committee (SMC) Chair.

FOCUS AREAS (2–4)

What is this committee working on this year? Tied to the Section Charter and SGA's strategic priorities.

PLANNED OUTPUTS

What will the committee produce? Course ideas, white papers, conference sessions, toolkits, benchmarking studies, foresight signals.

SUPPORT NEEDED

What does the committee need from its Staff Liaison, Section Managing Committee, or Executive Council to deliver?

QUARTERLY CHECK-IN

Reviewed each quarter to confirm the committee is on track and aligned with its plan, with adjustments made only if needed.

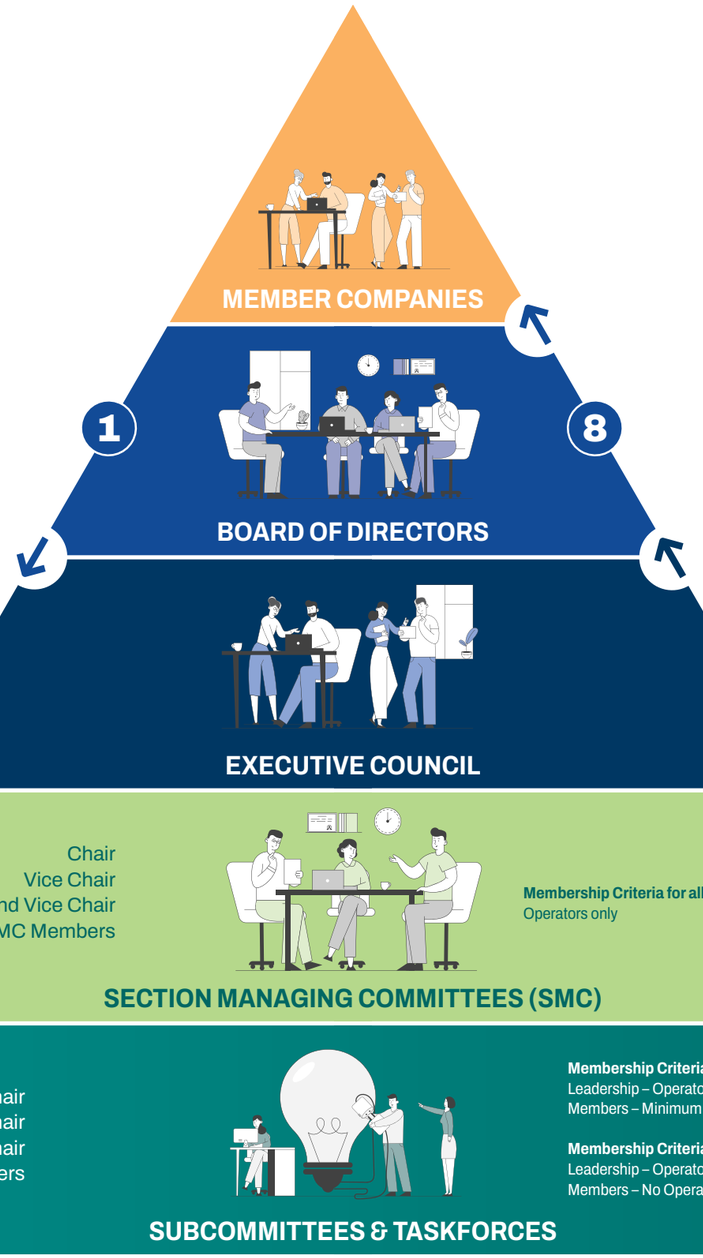
If you'd like to get involved on a committee sooner, please fill out the *Join A Committee* form.

JOIN TODAY



Engagement Paradigm

The Engagement Paradigm describes how strategic direction flows through SGA's operating and advisory flow and how committees contribute to organizational outcomes.



1

Board to Executive Council

The Board of Directors sets the association's top priorities and overall direction, passing them down to the Executive Council to guide the work of Sections and committees.

2

Executive Council to Sections

The Executive Council communicates those priorities and provides guidance and oversight to Section Managing Committees, helping them support healthy, well run committees.

3

Sections to Committees

Section Managing Committees offer hands-on support and advisory direction to the subcommittees below them, including support for annual plans, recruiting committee members, and regular check ins to keep everyone aligned.

4

Committees Use Information

Individual committees use this guidance to shape their discussions and activities, creating space for peer learning, problem solving, and relationship building. When it makes sense, they also develop practical outputs like ideas for training, conferences, or tools, with SGA staff providing logistical support.

5

Committees Feed to Sections

Committees share their progress with Section Managing Committees, including participation and health, key discussion themes, ideas that may serve the broader membership, and any challenges where help is needed.

6

Sections Feed to Executive Council

Section Managing Committees gather these updates from all their subcommittees, assess overall health, and send consolidated summaries to the Executive Council to inform support, priorities, and any structural decisions.

7

Executive Council Feeds to Board

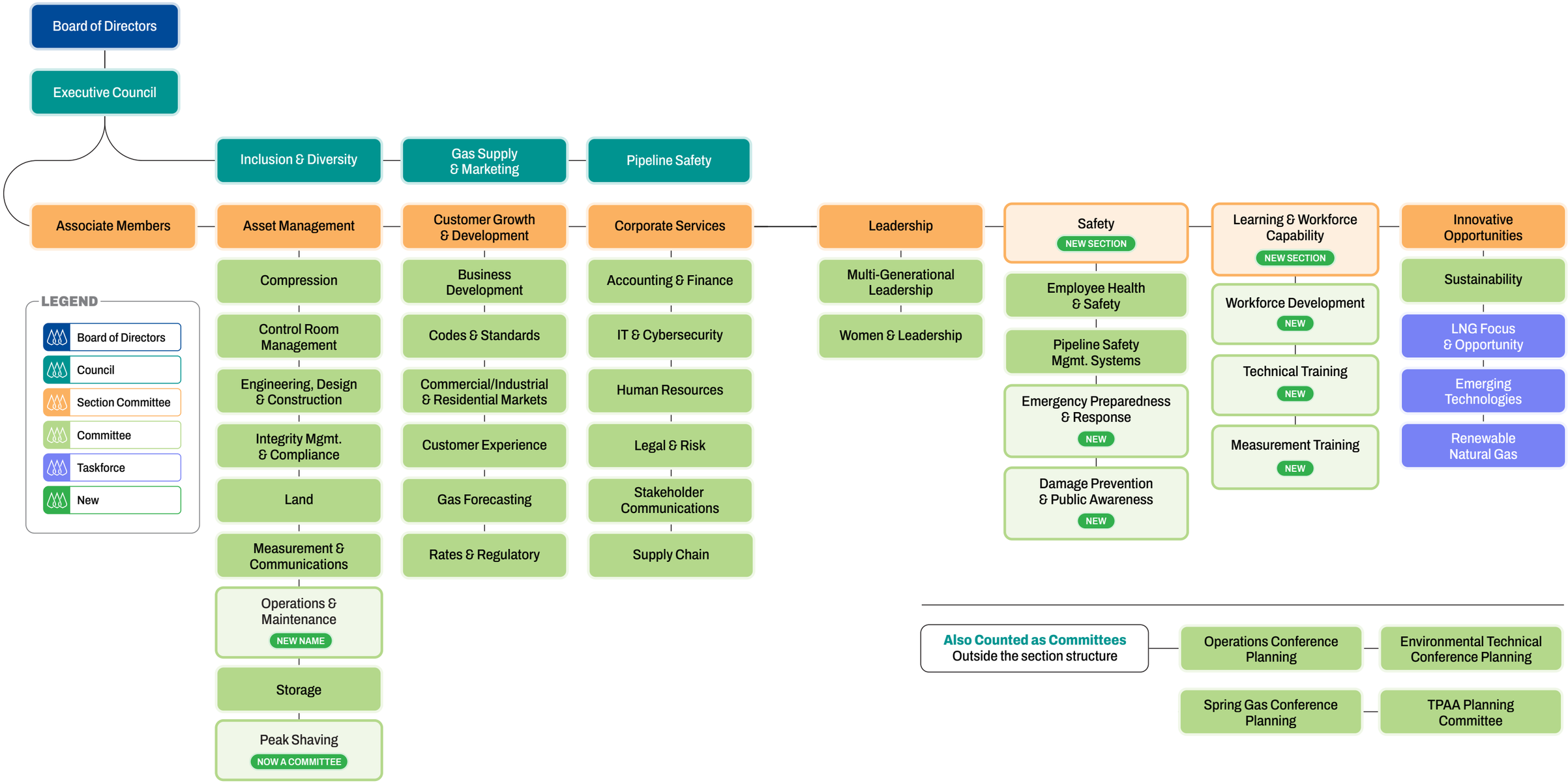
The Executive Council compiles section reports into a broader view of committee activity and effectiveness, assesses overall health, and delivers consolidated updates and advisory input to the Board.

8

Board Ensures Impact to Membership

The Board reviews these insights to confirm the committee system is delivering clear value to member companies through relationships, learning, and practical resources, and it helps ensure feedback flows back to participants so they can see how their contributions make a difference.

2027 Committee Org Chart



Also Counted as Committees
Outside the section structure

- Operations Conference Planning
- Environmental Technical Conference Planning
- Spring Gas Conference Planning
- TPAA Planning Committee

Staff Liaisons: The Operational Connective Tissue

Staff Liaisons operate at the intersection of member service
and operations:

- Translating section priorities and committee annual plans into well-structured meeting agendas that keep discussions focused and productive
- Providing concierge-level service like logistics, communication, and facilitation allowing committees to focus on substantive work
- Capturing committee outputs (learning ideas, best practices, regulatory insights) and translating them into structured inputs for the Learning Team

Staff Liaisons are essential enablers ensuring information flows accurately in both directions, allowing volunteer leadership to focus on strategy rather than administrative coordination.





"Joining a committee exposes you to so many different areas of the industry. This exposure could lead you to a career path that you find very interesting. There is no better way to establish a networking opportunity than joining an association and a committee."

— John Wilson, *ENTRUST Solutions Group*

3 Roles & Responsibilities of Committee Members

Committee members are essential to SGA's success. Your involvement drives innovation, builds industry connections, and strengthens professional expertise.

Expectations of Members

- Actively participate in meetings, discussions, and committee initiatives.
- Collaborate with fellow members to achieve the committee's goals.
- Share insights, experiences, and best practices to enhance the collective knowledge of the group.
- Be prepared to take on tasks that advance the committee's mission.

What's In It For You: Value of Committee Participation

Participation in SGA committees gives you a trusted peer group, a place to test ideas, and space to learn from others who understand the realities of your work:

- **Build long-term peer relationships:** by meeting regularly with operators and associates who share your challenges and language, creating a network you can rely on well beyond a single meeting or event
- **Build leadership skills:** you take back to your organization: including strategic thinking, collaboration across functions, influence without authority, and clear communication through presenting ideas and facilitating discussion
- **Strengthen your ability to lead in complex environments:** by balancing competing interests, aligning diverse perspectives, and helping groups navigate new ideas, industry shifts, and evolving priorities
- **Shape industry direction:** by contributing to the topics, practices, and solutions that SGA advances through training, conferences, and tools; moving from a consumer of information to someone who helps define best practices and workforce development
- **Gain visibility:** as your insights are elevated into courses, webinars, conference sessions, and industry resources, with attribution where appropriate
- **See direct impact:** 'Your committee discussion about [topic] became the foundation for [course/webinar/tool],' reinforcing that your contributions translate into real outcomes for the industry
- **Expand and strengthen your professional network:** through sustained relationships with peer operators and leading associate partners
- **Stay ahead of industry trends:** by participating in forward-looking discussions on regulation, technology, and operational best practices

The value extends beyond the individual. For your company, SGA committee participation builds workforce capability. Your people return with stronger leadership skills, broader perspective, and the ability to think strategically, collaborate across the industry, and influence outcomes. They are better prepared to operate safely, meet regulatory requirements, and perform at a higher level. It also drives business impact by reducing the time and cost required to build internal training, as your team helps shape and access the tools, practices, and solutions developed through SGA. At the same time, it creates a clear competitive advantage. Companies with active committee participation gain early visibility into emerging trends, regulatory direction, and evolving best practices. They are not just reacting to the industry, they are helping shape it. That is the return on your membership investment.

1. Member Engagement

Committees are where SGA's membership comes alive. The learning signals and industry intelligence matter enormously, and so does what happens in the room before any of that gets documented. Peer connection, candid conversation, and trusted professional relationships are not byproducts of committee participation. They are a core part of the value, independent of any formal deliverable.

What this looks like in practice:

- Honest conversations about field challenges that members cannot have inside their own companies
- Relationship-building with peers who face the same pressures, speak the same language, and can be called on long after the meeting ends
- Leadership development for chairs and vice chairs who are learning to facilitate, build consensus, and represent an industry
- Expert exchanges that keep members current on what is actually happening across the sector, not just what is being published

How it works: Staff Liaisons facilitate for impact, not just logistics. That means arriving to each meeting with a prepared agenda that reflects the committee's priorities and connects relevant SGA events, training, and conferences to what the group is working on. It means making sure quieter voices get heard and that camera-off, passive attendance does not become the norm. It means closing every meeting with clarity on what was discussed, what matters, and what happens next. When members leave feeling like their time was well spent and their perspective genuinely contributed something, they come back. When they do not, they stop showing up and that is a member value risk that compounds quickly.

The Engagement Effect: A committee where members show up consistently, participate actively, and trust each other is also the committee that produces the best industry intelligence. Health and output reinforce each other, and SGA's job is to create the conditions for both.

2. Industry Foresight

Each committee serves as an early-warning system for the industry by surfacing trends, risks, and opportunities. This is one of the most distinctive things SGA's committee network can do that no individual company can replicate on its own.

What this looks like in practice:

- Emerging regulatory requirements before they hit implementation deadlines
- New technologies being piloted in the field and the operational questions they are generating
- Policy shifts at the federal and state level and their downstream workforce implications
- Safety concerns, reliability pressures, and operational challenges that are showing up across multiple companies simultaneously

How it works: Committee members bring what they are seeing in their own operations into the room. When the same issue surfaces across multiple companies and multiple regions, that pattern is the signal. The Staff Liaison captures it, flags it to the Learning Team, and the cross-committee view becomes the basis for anticipating what the broader membership will need, often months before a formal training request would surface. This is intelligence that the industry generates together and benefits from together.

The Foresight Effect: Early signals from committees allow SGA to develop learning that helps members move from reacting to change to leading it. Members whose companies act on those signals early gain a tangible operational and compliance advantage. That is the competitive edge SGA membership is designed to deliver.

3. Quality Input

When SGA's Learning Team or conference planning teams need real-world validation, committees are the first and most credible resource. This is a direct contribution to the quality and relevance of what SGA puts in front of the broader membership.

What this looks like in practice:

- Reviewing draft course content or learning objectives to confirm they reflect how the work is actually done in the field
- Flagging gaps where a proposed training approach may be technically accurate but miss the practical realities that operators face
- Confirming that case studies, scenarios, and examples are grounded in situations members actually encounter
- Providing input on conference session relevance, speaker credibility, and whether a proposed topic will draw engagement from the right audience

How it works: The Learning Team brings content to committee members for validation at key stages while building the training, to make sure it will land. Member perspective is not a checkbox in the development process; it is what separates a course that people complete because they have to from one they recommend to a colleague because it actually helped. The standard for quality at SGA is defined by whether members find the content valuable and applicable, and committees are the accountability mechanism for holding that standard.

The Quality Effect: Learning products that go through committee validation come back to the membership with built-in credibility. Members know the content was tested against real-world experience before it reached them. That trust is the foundation of SGA's reputation as the industry's learning partner, and it is something no outside provider can replicate.

4. Content Pipeline Contribution

Each committee will contribute around 2–3 learning signals per year to SGA's training and education pipeline. These signals come from issues that genuinely matter to committee members, not from filling a quota:

- Field challenges, operational problems, and emerging knowledge gaps
- Regulatory shifts, compliance pressures, and workforce readiness concerns
- Conference session topics and speakers
- Ideas for industry toolkits, templates, or reference guides

How it works: Committees surface and validate what the industry needs to know: the problems, pressures, and capability gaps their members face on the ground. They do not prescribe training formats or solutions; that professional judgment belongs to SGA's Learning Team. When a committee's signal is strong enough to serve the broader membership, the Learning Team conducts a needs analysis and determines whether to develop a course, webinar, on-demand module, pathway, conference session, or toolkit, with committee members recognized for the contribution that started it.

The Flywheel Effect: Strong committee participation → valuable learning products → enhanced member value → stronger engagement → richer committee discussions.

Your involvement fuels this cycle.

4 Committee Chairs at a Glance

Committee Chair Responsibilities

Committee Chairs are volunteer leaders who set the strategic direction for their committees in partnership with SGA Staff Liaisons. Chair responsibilities include:

- Facilitate engaging meetings by collaborating with their Staff Liaison on agendas, ensuring priority topics and member-specific issues drive the discussion
- Lead develop of an annual committee plan identifying 2–4 priority focus areas for the year
- Review progress on the annual plan and committee health at least quarterly with applicable Section Managing Committee and Staff Liaison
- Surface learning signals in collaboration with their Staff Liaison by flagging field challenges, knowledge gaps, and emerging needs from committee discussions for the Learning Team to evaluate and act on
- Support the recruitment and retention of committee members, in partnership with the Section Managing Committee and SGA Staff Liaison
- Serve as the voice of the committee in communications with the Section Managing Committee and Executive Council

Commitment: Committee Chairs typically invest 3-5 hours per month including meeting preparation, meeting facilitation (1 hour monthly meeting), and coordination with Staff Liaison.



Committee Vice Chair Responsibilities

Vice Chairs support the Chair and prepare to assume Chair responsibilities in future years. Vice Chair responsibilities include:

- Lead meetings in Chair's absence to ensure continuity
- Support committee annual plan and meeting agenda development with Chair and Staff Liaison
- Support member recruitment and engagement efforts
- Assist in identifying learning output opportunities from committee discussions

Succession Planning: Vice Chairs are expected to transition to Chair role the following year, ensuring leadership continuity and reducing onboarding burden.

Partnership with Staff Liaisons

Chairs work closely with Staff Liaisons to ensure committees have the resources and guidance they need. This partnership is vital to maintaining committee efficiency and alignment with SGA's objectives.

5 Staff Liaisons

Who Are Staff Liaisons?

Each committee is supported by a dedicated **SGA Staff Liaison** who serves as the committee's primary point of contact and strategic facilitator. The Staff Liaison role provides **concierge-level service**, enabling volunteer leaders (chairs and vice chairs) to focus on strategy and substance rather than logistics.

What 'Concierge-Level Service' Means

Concierge-level service is SGA's standard for committee support. It means:

- Prepared communication before meetings that adequately prepares the committee for the focus of the meeting
- Clear agendas and materials (delivered a minimum of 5 business days prior to standard meetings)
- Accurate rosters and calendars maintained in SGA's systems
- Prompt follow-up with next steps after each meeting
- One clear SGA point of contact for all committee-related questions

This allows committee leaders to focus on facilitating valuable discussions and identifying learning outputs rather than managing administrative details.

Core Responsibilities of Staff Liaisons

1. Facilitate for Impact

Guide meetings so they create real value for the people in the room through focused discussion, peer problem-solving, and networking, not just updates. Help chairs listen for themes that might deserve follow-up or could later become learning products.

2. Translate & Elevate

Capture committee discussions and, when appropriate, translate them into learning opportunities in partnership with the Chief Learning Officer and Learning Team. Liaisons are not asking volunteers to build courses; they simply ensure strong ideas do not stay trapped in one room

3. Track Progress

Maintain a committee health scorecard showing progress toward baseline compliance (5 different operators, 70% operator representation, 7+ active members, designated chair/vice chair) and thriving metrics (attendance, outputs, engagement quality, foresight contributions, member retention & engagement, and communication).

4. Close the Loop

Show volunteers the value of their participation by documenting and communicating when committee contributions become SGA products: 'Your committee's discussion about [topic] became [course/webinar/tool].' This reinforces ownership and pride among committee members.

5. Escalate When Needed

When committees struggle with participation, leadership gaps, or unclear direction, Staff Liaisons escalate to Section Managing Committees and, if needed, Executive Council for intervention and support. Committee health is a shared accountability, not solely a staff responsibility.

Who to Contact

Each committee's Staff Liaison is listed on the committee's page in the SGA member portal. For questions about meetings, support, priorities, or how to contribute learning ideas, contact your committee's Staff Liaison directly.

SGA tracks committee health using two levels of metrics: **Baseline Compliance** and **Thriving Indicators**. These metrics ensure committees are well-structured and producing value for members and will vary for Taskforces, Councils, and Conference Planning Committees that use simplified, role-specific metrics

Note on How to Read this Chapter: Throughout this handbook, "committee" is used broadly and can refer to a Subcommittee, a Section Managing Committee, a Taskforce, or a Conference Planning Committee. The baseline and thriving metrics on the following pages are written with the standard subcommittee in mind, and the scorecard is adapted for the others. **Section Managing Committee** scorecards lean more on the health and outputs of the committees within their section, since that oversight is much of what an SMC is there to do. **Taskforces** are formed to bring the right people together to accomplish a specific purpose, so the operator-percentage and operating-company-count standards do not apply to them; their scorecard centers on the purpose they were created to deliver. **Conference Planning Committees** are operationally separate from standing committees so that general meeting agendas stay focused: they handle the detailed event items, like speakers, sessions, and logistics, while standing committees still contribute conference topics through the learning pipeline.

This reflects how committees, training, and conferences work as a connected system, where committees surface the intelligence, training builds the capability, and conferences deliver engagement and live learning. Your Staff Liaison maintains the scorecard version that fits your committee type and bridges these groups, surfacing committee ideas to the Conference Planning Committees while keeping general committees focused on peer learning and industry insights.

Baseline Compliance Metrics

For a committee to be considered operationally compliant, it must meet all four of the following standards. These are the minimum conditions required for a committee to function as intended:

Metric	Standard
Operator Diversity	Representation from at least 5 different operating companies
Operator Majority	At least 70% of committee members are from operating companies
Active Membership	At least 7 active members participating regularly
Designated Leadership	Chair and Vice Chair formally appointed and serving in role

Thriving Indicators

Beyond compliance, SGA tracks six indicators that together reflect whether a committee is genuinely active, connected, and contributing to the broader membership. These are the markers of a committee that delivers value:

Indicator	What Good Looks Like
Attendance Strength	75% or more of active roster attends on average; absences are the exception, not the norm
Tangible Outputs	At least 2 documented outputs produced over the course of the year: learning signals, white papers, benchmarking reports, toolkits, regulatory summaries, or conference session contributions.
Engagement Quality	Substantive discussion happens in meetings; participation is distributed across members, not carried by one or two voices; Staff Liaison captures meaningful exchanges in meeting notes
Foresight Contributions	At least one emerging regulatory, operational, or technology trend is documented by the Staff Liaison each quarter
Member Retention & Engagement	Roster is stable or growing year over year; members return consistently; post-meeting feedback confirms time was well spent; Staff Liaison observation reflects active, present participation within committee meetings and broader SGA events.
Communication	Agendas and materials are distributed at least 5 business days in advance, and meeting recaps and action items are distributed within 5 business days after each meeting; members always know what is going to be discussed and what comes next.

Why these matter: These indicators are not meant to grade individual volunteers. They give SGA staff, Section Managing Committees, and the Executive Council a consistent, shared view of where to lean in with support and, when needed, where to make structural decisions about committees that no longer make sense.



What Happens If Metrics Aren't Met

SGA's approach is support-first, not punitive. Committee health is a shared responsibility, and each level of the organization plays a distinct role in identifying and addressing challenges:

1. **Staff Liaison** monitors health metrics on an ongoing basis and, when a committee is not meeting baseline compliance or thriving indicators, works with the Committee Chair to identify barriers and develop a specific, time-bound corrective action plan.
2. **Section Managing Committee** reviews health reports for all committees in their section on a quarterly basis and provides direct support (recruiting leadership, encouraging participation, clarifying committee mission) independent of whether a corrective action plan is already in place. SMCs do not wait to be escalated to; they are an active, standing layer of oversight.
3. **Executive Council** reviews committees with persistent or unresolved challenges at the next scheduled Executive Council meeting and may recommend consolidating with another committee, redefining committee scope, or temporarily pausing committee activity until conditions improve.

The goal is thriving committees that deliver member value, not bureaucratic box-checking. These accountability mechanisms exist to make sure no committee's challenges go unrecognized or unsupported for multiple consecutive quarters.

Committee Chair and Vice Chair Terms

Committee Chairs and Vice Chairs serve one-year terms, re-established annually on a calendar-year basis. Vice Chairs are expected to step into the Chair role, and where a Second Vice Chair serves, the pipeline runs Second Vice Chair to Vice Chair to Chair. This creates an intentional leadership pipeline that reduces onboarding burden and maintains continuity. SGA values bringing fresh perspectives into committee leadership over time, while recognizing that a committee sometimes benefits from a willing, effective leader continuing in role, particularly when a successor is not yet ready. A term may be extended by an additional year with approval from the next level up in the committee structure: for subcommittees and taskforces, the Section Managing Committee; for Section Managing Committees, the Executive Council. There is no fixed limit on the number of one-year terms a leader may serve, but each continuation is reviewed and approved one year at a time and documented, rather than assumed or open-ended. This same approach applies to Section Managing Committees, subcommittees, and taskforces alike.

Section Managing Committee Oversight & Support

Each SGA committee reports to **Section Managing Committee (SMC)**, which provides advisory oversight and strategic direction for all committees within that section.

SMC Responsibilities for Committee Health

- **Quarterly Committee Health Reviews:** SMC Chairs receive committee health reports from Staff Liaisons for all committees in their section. SMCs review these quarterly and identify where support, intervention, or escalation is needed.
- **Leadership Recruitment & Succession:** When committees lack a Chair, Vice Chair, or sufficient operator participation, SMCs leverage their networks to recruit and encourage qualified candidates, particularly as annual term transitions approach.
- **Strategic Alignment:** SMCs ensure their committees' annual plans and priorities align with industry needs and SGA's mission.
- **Executive Council Check-In and Escalation:** The Executive Council receives a consolidated committee health and learning signal update at each of the two annual Executive Council meetings. These updates cover health status across the section, learning pipeline contributions, and any structural challenges. When challenges persist, SMCs escalate to the Executive Council with a specific support request and a recommended path forward.

Shared Accountability: Committee success is a partnership between Staff Liaisons (day-to-day support), Committee Chairs (facilitation and direction), Section Managing Committees (advisory and intervention), and the Executive Council (strategic oversight). No single entity carries full responsibility.

SMC Charters: Guiding Principles for Oversight

Section charters define the purpose, scope, leadership, meetings, deliverables, and success metrics for each SMC. They ensure SMCs effectively guide and align their subcommittees by coordinating outputs, advancing SGA's mission, and reporting to the Executive Council.

How Charters Connect to Committee Annual Plans:

SMCs use charters to set section priorities, then guide subcommittees in creating aligned annual plans. This ensures cohesive output feeding the learning pipeline.

Three Input Channels

Channel 1 — Committee-Driven Industry Intelligence (Primary)

The committee ecosystem is SGA's primary, structured input channel for learning. Through the operating and advisory flow described in Section 2, real industry challenges, capability gaps, and regulatory priorities surface from subcommittees through sections and up to the Executive Council. By the time signals have moved through that structure, the prioritization work is largely done. What arrives at the Learning Team is a validated, ranked set of industry needs, not a random list of suggestions.

That said, this system is designed to stay nimble. Committees feed the annual learning plan with direction going into the year, and the Learning Team reviews that backlog quarterly to make room for what the year actually brings like a new regulation, an urgent member request, or a rulemaking development that nobody saw coming. Structure enables speed here; it does not replace it.

Channel 2 — Direct Company Requests (Opportunistic)

A member company comes to SGA with a specific training need. The case for building and delivering is clear, so SGA acts on it. That work gets done because the ask and the return justify it, and the finished product enters the broader catalog where it benefits the wider membership.

This channel intended to remain responsive. It is not planned on an annual basis, and it is not an exception or a distraction from Channel 1. It is a recognized, valued pathway that keeps SGA connected to what individual companies need right now.

Channel 3 — Learner Feedback (Equal Weight)

Members who take SGA training have direct, firsthand knowledge of what worked, what missed, and what they still need. End-of-course surveys, direct feedback, and participation patterns carry equal standing alongside committee intelligence and direct company requests.

This channel matters for two reasons. First, it makes SGA's learning portfolio more accurate. When the people doing the work tell us a course missed the mark or a topic needs more depth, that is information the committee ecosystem may not surface on its own. Second, it makes members feel heard — and members who feel heard engage more, renew, and recommend. SGA already has feedback coming in through training that is not yet being fully acted on. Closing that loop is part of what makes the system trustworthy.

When the same need surfaces across all three channels, committee signals, a direct company request, and learner feedback, that convergence is the clearest possible indicator of a gap SGA needs to close.

How Committee Contributions Become Learning Products

One of the most valuable roles committees play is surfacing what the industry needs to learn next. Beyond the immediate insights gained in each discussion, certain topics have the potential to evolve into training, tools, and resources that benefit the broader membership. This section outlines how those ideas are translated into SGA's formal learning programs.

STEP 1: Committee Discussion

During regular committee meetings, members share challenges, discuss emerging regulations, explore new technologies, or identify knowledge gaps in the industry.

STEP 2: Staff Liaison Captures Insights

Your Staff Liaison documents these discussions and identifies potential learning outputs: 'This topic could be a course,' 'This would make a great conference session,' 'This need could be addressed with a toolkit or template.'

STEP 3: Submission to the Learning Team — Quarterly and Annual Cycles

Committee learning signals travel to the Learning Team through two connected cycles:

Quarterly submissions: Each quarter, Staff Liaisons submit prioritized learning signals from their committees to the Chief Learning Officer and Learning Team. These allow the Learning Team to act on time-sensitive needs like a new regulation, an emerging field challenge, or an urgent member request, without waiting for the annual cycle. Ideas are evaluated based on:

- Industry relevance and timeliness
- Member demand and applicability
- Alignment with SGA's Share » Grow » Advance pillars
- Feasibility (Can SGA develop this program? Are SMEs available?)

The quarterly submission cycle exists precisely so the Learning Team does not have to wait for an annual moment to act on time-sensitive signals. When a committee identifies an urgent regulatory development or an emerging field challenge, the Staff Liaison escalates it immediately — not at the next review cycle checkpoint. The system is designed to move at the pace the industry requires.

Annual cycle: Over the course of the year, committee signals are aggregated by Section Managing Committees and synthesized by the Executive Council into a prioritized view of what the industry needs most. The Executive Council's role here is advisory. It consolidates intelligence from across the committee ecosystem and ensures the strongest signals reach the Learning Team as a validated, ranked input for the annual learning plan. This is operational work, and the Executive Council is the right synthesis layer for it.



As needed, the Board receives an ecosystem health and performance report that confirms SGA's committee system is functioning as intended and that the learning portfolio is member-driven and current. The Board does not approve the learning content calendar. That is SGA's operational work. What the Board sees is confirmation that the system is working and that member value is being delivered. If the data surfaces structural questions about the committee ecosystem, the Board retains full authority to act on those at any time. The annual report is an input to those decisions, not the only moment they can happen.

STEP 4: Learning Team Production

When committee signals are selected, the Learning Team takes professional ownership of what comes next. This includes:

- Conducting a needs analysis to confirm the nature of the gap: Is this a learning need, an awareness need, or something else entirely?
- Determining the right modality based on the content and the learner. A live virtual session, an in-person workshop, an on-demand eLearning module, a blended pathway, or a practical toolkit.
- Partnering with committee members and industry subject matter experts to ensure content accuracy and real-world applicability
- Building and delivering the finished product to the broader membership

STEP 5: Close the Loop — Recognition & Impact Visibility

When a learning product launches, SGA closes the loop with the originating committee by acknowledging their contribution: "Your discussion on [topic] helped shape this course/webinar/session." This recognition reinforces that committee input leads to real, visible impact across the industry.

This recognition reinforces that committee input leads to real, visible impact across the industry. The loop is fully closed when members take that work back into their organizations, sharing it with their teams and putting it into practice.



Examples of Committee-Driven Impact

- **RNG Taskforce:** reviewed and updated NGA's RNG Interconnect Guide, which was published with acknowledgment of SGA contributions
- **Employee Health & Safety:** conducts an annual incident survey to collect data on member companies' cases and incidents, creating industry-wide benchmarks and insights
- **Women & Leadership Committee:** requested time management training, which became a workshop delivered to the committee and later expanded to broader membership
- **Control Room Committee:** discussions on PHMSA regulations shaped multiple conference panels; members reviewed and enhanced SGA Learning design documents for a multipart SGA training series

Across SGA, our goal is for the vast majority of active committees to document learning outputs each year. The Learning Team shares upcoming training and conference plans with Staff Liaisons, who connect those opportunities back to their committees and follow through when committee-generated ideas move into development. Over time, SGA links committee contributions to measures such as training participation and member engagement, giving leaders clear visibility into the business impact of healthy committees.

How Value Flows Back to Members

The pipeline runs in both directions. Just as committees feed insights inward to shape SGA's learning programs, the outputs those committees produce, like guidance documents, case studies, lessons learned, and shared practices, flow back outward to the broader membership. Committee participants are themselves a natural distribution channel: they carry what they help create, and what they hear from peers across the industry, back to their own organizations and teams. This closes the loop between the work committees do and the value members experience day to day, and it is a meaningful part of how participation in SGA deepens over time.

8 Transparency & Communication

The Importance of Minutes

Accurate meeting minutes are essential for documenting decisions, tracking progress, and maintaining transparency. The SGA Staff Liaison typically drafts minutes, and the Committee Chair ensures their accuracy before distribution.

Tracking Outcomes

SGA tracks committee health through a structured quarterly scorecard covering Baseline Compliance and six Thriving Indicators. Scorecards are maintained by Staff Liaisons and reviewed by Section Managing Committees each quarter. The Executive Council receives a consolidated health and learning signal report at each of its two annual meetings. This data allows SGA and its volunteer leaders to track trends over time, so that support is targeted, structural decisions are grounded in evidence, and every committee has a clear path to course-correct when needed.

Reporting Procedures

Sections review committee health and output recommendations quarterly.

The Executive Council reviews a consolidated committee health and learning signal report at the two annual Executive Council meetings.

The Board receives an annual update on the health of the committee ecosystem and the value committees are delivering to the membership. This gives the Board visibility into how the committee system is functioning while preserving its authority to act on any structural recommendations whenever the data warrants.

SGA also closes the loop with member companies so that committee participation is visible and valuable at the company level, not just for the individual member. Each year, SGA produces company-level snapshots that show executives where their people are engaged, where their teams are leading work, and where earlier support may be helpful. These snapshots are paired with examples of what that participation produced: the courses, toolkits, conference sessions, white papers, and industry insights that originated from committee discussions their employees contributed to. The goal is for every member company to be able to see a clear line from “our people sat on these committees” to “this is what our workforce, our customers, and our industry gained as a result.” When that line is visible, committee participation becomes a measurable competitive advantage rather than an unmeasured contribution of time.

9 Staying Connected



Accessing Resources

SGA provides members with access to a wide range of resources, including training materials, industry reports, and collaborative tools to support committee work.

Points of Contact

For questions or additional support, reach out to your Staff Liaison or section leadership. SGA is here to ensure your committee experience is productive and rewarding.

Antitrust & Copyright Policies

SGA is committed to upholding compliance with antitrust and copyright laws. All committee members must adhere to these policies to maintain ethical standards and safeguard intellectual property. View Antitrust Guidelines on our website.



“What’s been most valuable to me is hearing how other companies have overcome challenges and being able to share that openly. It saves time, helps you avoid missteps, and ultimately makes you better at what you do.”

— Francesca York, *CenterPoint Energy*



“Being a part of SGA committees over the past couple years has been worthwhile and enjoyable for me. I serve on the Supply Chain Committee, and I have found that our monthly meetings are good opportunities to discuss industry trends, issues, and leading practices. SGA committees provide a collaborative network where members can share experiences and strategies that can be applied at their companies. For anyone considering joining an SGA committee, I would encourage them to select an area that matches their interests and then find ways to stay active and engaged. I have gotten a lot out of being an SGA committee member and want others to have the same experience!”

— Jason Davis, *ScottMadden*

SGA NATURAL GAS ASSOCIATION

As the only US natural gas trade association supporting all sectors of the industry, we know that each individual natural gas professional plays a critical role in driving our industry forward. We invest in the future of natural gas by investing in our members and providing opportunities to learn, exchange ideas and share solutions.

SGANaturalGas.org