

The Virginia811 Dirt

WORKING AS ONE TO GET THE JOB DONE



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LETTER FROM THE CEO

B. Scott Crawford



In 1807, as depicted by the Pennsylvania folk artist, Lewis Miller, Anthony Ritz of York made a poor choice! His failure to plan and think through a somewhat simple project resulted in his falling to the ground and hurting both his arm and leg. Based on

the depiction, his pride must have been hurt as well as you know the woman trying to warn him must have said “I told you so!”

Ultimately, safety is non-negotiable, and a key part of keeping everyone safe, no matter the size or complexity of a project, is planning. When it comes to excavation, an important part of planning is contacting Virginia811 to have underground utilities marked.

This issue of The Dirt focuses on information on supporting planning efforts related to using Virginia811’s services. Included in this issue, among a host of topics and themes, is a reflection on how Virginia811’s commitment to service and safety has been dramatically reinforced through the creation of the Virginia811 Academy and the development of artificial intelligence applications. You will learn more about how you can update tickets over the Web

with ease and about some additional training opportunities for those with Spanish as their first language.

Speaking of language, we have provided an article celebrating a pioneer in crossing quite a unique language barrier: the one between humans and machines! To celebrate March being Women’s History month, learn about Grace Hopper and her work with computers, ultimately providing the foundation upon which technology we are leveraging to protect underground utilities rests.

I sincerely hope you enjoy this First Quarter edition of The Dirt for 2021, and I hope you will take advantage of the resources Virginia811 is developing to help with your planning in relation to having underground utilities marked! In short, please stay safe – and don’t be an Anthony Ritz!

Benjamin Scott Crawford

Note: Lewis Miller spent the last 20 years of his life living in Christiansburg, Virginia, and is buried in the historic Craig Cemetery. To learn more about Miller, as travel becomes safer, be sure to visit the Montgomery Museum of Art and History in Christiansburg.

KNOWING WHAT'S BELOW

With A Passion to Serve, Dedication to Safety, and a Bit of Artificial Intelligence

- B. Scott Crawford

Virginia811 embraces its role in damage prevention and the protection of underground utilities with a "passion to serve, dedication to safety." This is Virginia811's mantra – its mission – its core. Through striving to provide exceptional service with a commitment to producing accurate locate requests, the Notification Center is driven to protect life and property, ensuring information is conveyed between those excavating in Virginia and potential utility members who mark underground utilities. We, as a team, are proud of this work, and we find it incredibly fulfilling.

One important way Virginia811 improves service is through opening ticket entry software to professional excavators. Excavators avoid the time it takes to call 811 by creating their locate requests online through a Web Ticket Entry (WTE) platform. Virginia811 recently launched the Virginia811 Academy, an online learning platform that allows potential WTE users the ability to train by using the ticket entry software at their convenience and then setting up WTE accounts online. This negates the previous need to sit through live training sessions, either in person or through video conferencing – even though those options are still available for those not as comfortable with online learning tools.

However, service is only half of Virginia811's mantra! With over 600,000 WTE tickets being processed annually, Virginia811 wants to ensure these tickets are accurate and that they clearly convey the information locators need to accurately mark utilities. With such a large number of WTE tickets, Virginia811 directs resources towards auditing these tickets at a level of roughly 35%. In 2019, Virginia811 wrote and was awarded a PHMSA

Grant to partner with the Statistical Applications and Innovations Group (SAIG) at Virginia Tech to develop artificial intelligence to improve auditing efforts. This project was a huge success!

Analyzing over 1.3 million WTE locate requests, SAIG created an algorithm that accounts for relationships between variables within tickets that suggest the ticket contains varying degrees

“ Virginia811 can only play a role in safety if those excavating get a dig request, no matter how small the project, no matter how shallow excavators dig, no matter how sure excavators think they already know what is below. ”

of erroneous information. The result is an artificial intelligence model that audits 100% of WTE tickets every 30 minutes. This allows, in near real time, tickets that potentially contain an error to be directed to human auditors who can verify the ticket as accurate or inaccurate and, if inaccurate, contact the WTE user to correct any concerns. Human auditors are still reviewing roughly 35% of the WTE tickets, but with the assistance of AI, the tickets they now audit contain a higher probability of needing corrective action rather than relying on strictly random auditing as in the past. This greatly enhances overall QA/QC efforts, ensuring both service and safety are maintained.

Ultimately, though, Virginia811 can only play a role in safety if those excavating get a dig request, no matter how small the project, no matter how shallow excavators dig, no matter how sure excavators think they already know what is below. Please remember that we must all be diligent and vigilant, never cutting corners. The only way to truly know what is below, and safely excavate, is by contacting Virginia811, over phone or by using the Web. Let's work together to stay safe and protect underground utilities.

FINDING GRACE IN SIRI AND BEYOND

Celebrating Grace Hopper's Contributions to Virginia811's Damage Prevention Efforts



March is Women's History Month and Virginia811 is proud to celebrate Grace Hopper! For 20 years we've incorporated innovative technology systems into our role as a Notification Center, so it's only fitting to highlight this amazing woman and the caliber of her work. She helped lead the way to making so much of our own work at Virginia811 possible.

If it had not been for Grace Hopper (1906-1992), our ability to communicate with computers would definitely be far behind where we are today. As I work in my home office, relatively safe from the spread of COVID-19, I can send a text, engage in a chatbot through a vendor's website, work on a spreadsheet, monitor and interact with Virginia811's social media sites, and verbally say "Hey Siri, play smooth jazz" to help me focus and think. I owe all of this, ultimately, to the work of Grace Hopper.



Prior to Hopper's work with computers, there was a huge language barrier between humans and machines. The early, rudimentary computers existed during World War II and filled entire rooms and weighed tons. In 1944, Hopper became the 3rd person in the world to work on one of the most advanced computers of the time - the IBM Mark I at Harvard University. The Mark I was longer than a semitrailer, weighed 5 tons, and contained 530 miles of wire! At the time, it was amazingly fast and could add 3 numbers per second. For comparison, an iPhone X, which fits in your pocket and weighs roughly .3 pounds, can calculate 350 billion numbers per second!

Hopper quickly realized that the Mark I was difficult to "converse" with as she learned how programming worked. The computer only understood math, not words. To communicate, as Hopper noted, she had to break down "all the processes of mathematics into a series of very small steps of add, multiply, divide . . . and put them in sequence." Hopper spoke in a language the machine understood: math. Imagine when writing a text that you had to use a mathematical equation to represent every word you entered? Rather than words, what if you used math equations - and only math equations? That is how Hopper had to engage the Mark I.

Hopper recognized this limited the overall capability of computers being integrated into wider use. This language barrier needed to be broken down. That ultimately meant that language

(in her case English) needed to replace math in order to allow better and more efficient human-machine interaction. That is what Hopper set out to do, but not without opposition. As her work in computers continued following World War II and into the early 1950s, she took steps to make communication between humans and computers more efficient. Her bosses thought she was out of sync with reality. They thought her ideas about taking frequently used standard equations and having them encoded as "subroutines" was not possible simply because it was not the way programming was done. As Hopper noted: "The most dangerous phrase in the language is 'We've always done it that way.'"

Through tenacity and perseverance, Hopper took those subroutines and created compilers, allowing for more efficient programming. However, math was still the "bridge language" for computers, making human communication with them a unique skill. Hopper recognized that for computers to be truly useful, they needed to be accessible to humans without this unique programming skill set. Computers needed to understand English.

Again, Hopper met opposition from her bosses who embraced that dangerous phrase: "We've always done it that way" - so why do it differently? Hopper pushed forward on her own time and outside of corporate channels that were stuck in a status quo mindset. By 1955, she did it. Hopper demonstrated that the UNIVAC computer could understand English as she programmed it to actually translate English into math; users could now speak to the computer in English as the computer could seamlessly translate those words into math and mathematic equations.



Based on this Language Revolution in the mid-1950s, Grace Hopper propelled computers forward by allowing for the development of artificial intelligence that facilitates incredible ways for humans and machines to interact. Without Hopper, we might have been years behind where we currently are today. We're able to easily and seamlessly communicate with machines with no real training.

At Virginia811, for example, we'll soon be using "snap-ins" to piece together code in a manner to manipulate operations. Rather than programmers developing code, Virginia811 team members will be able to piece together code which causes the call switch to "act" in a certain manner. For example, call drops? New code, created by internal team members, and not programmers, can launch an immediate call-back, allowing the same DPS to continue to work with the caller without the call recording being broken into two parts.

Almost everything Virginia811 does with technology, from scheduling, to snap-ins, to financial forecasting, to integrating artificial intelligence into Web Ticket Entry audits, rests on the pioneering work of Grace Hopper. In addition to her innovative work, one of the most important lessons we can learn from Hopper is to never accept the status quo and the mindset of "We've always done it that way." Fast forward to today and working in a COVID world. Thanks to Grace Hopper's philosophy of not accepting the status quo, we have a role model for reminding us to stay flexible and explore new ways of doing things. It's by this example that we, as an industry, will continue to grow and find new and better ways to protect underground utilities, property, and life.



Virginia811 Academy Officially Launches

WELLNESS COMMITTEE

4th Quarter of 2020
& 1st Quarter of 2021



We're pleased that Virginia811 employees are taking advantage of our Wellness programs by signing up for the Virtual Drumstick Dash 5K run or walk, the Fall Scavenger Hunt, and for participating in challenges through the newly launched IncentFit app!



The IncentFit app challenges included:

- Virginia811 Fall Steps Challenge
- MOVEmber Steps Challenge
- Holiday Hustle Miles Challenge
- Step into the New Year
- Sleep Well, Stay Healthy
- Social Distancing but Stepping Together!

Please welcome newly-elected, **Mallory Ballard**, as The Wellness Committee Chair, **Marcy Carroll**, as co-chair, and **Taylor Ellison**, as the Committee Secretary. Mallory has been working with the Wellness Committee since 2016, Marcy joined in 2018, and our newest member, Taylor, joined in September 2020. We appreciate these ladies for promoting the importance of employee wellness in the workplace!

After months of preparation, research, and collaboration, team members officially launched our new online learning resource: **The Virginia811 Academy**. Virginia811 kicked off the Academy launch on January 11th starting with a "Week of Learning" which highlighted different Academy features each day. A variety of topics were discussed: "Law Training" with Steve Light, "Instructor-Led Web Ticket Entry Training" with Nikki Turpin, "Meet the Trainer" with Susan Painter, and the first official "Ticket Talk" with Anna Holtz (Virginia811's Quality Coordinator).

A press release was picked up by several media outlets, we highlighted the Academy on our social media platforms, we sent email blasts out announcing the launch to our excavator community and our members, and we promoted the Academy on the VA811 website. The Academy logo "button" was



added on our website homepage so users can easily navigate to the Academy section.

Our marketing team rolled out a creative campaign to entice members to sign up for Academy courses – The Virginia811 Academy Mug Challenge. The first 50 people who completed the course received a special branded Academy coffee mug. Winners also received a card encouraging them to share a photo of them with their mug to our social media pages with the hashtag #SafetySips. All participants have now been entered to win a grill set. Currently we have approximately

9 more mugs to give away and the photos are rolling in. Thank you!

We're proud of The Academy and the excellent service it offers all Virginia contractors and utilities. We're currently reviewing our Google Analytics to document user behavior. In the first month, the Academy yielded 86 users, 40 of whom have already completed the WTE course. In addition, 33 contractor companies and 7 utilities have certified users in the system. The cities with the highest user traffic were Richmond, Alexandria, and Roanoke. And finally, the search channel with the most increased reach was direct search with 45% vs. organic search with 43%.

Nikki Turpin facilitated 10 WTE trainings in the past 3 months and approximately 57 people were trained and tested. We've conducted additional "Ticket Talks" facilitated by Nikki Turpin and Anna Holtz on various topics including Ticket Revision Express (TRE), BEDS, and LETS. Several of these talks were open sessions, where we encouraged users to bring their own questions and trouble areas to discuss.

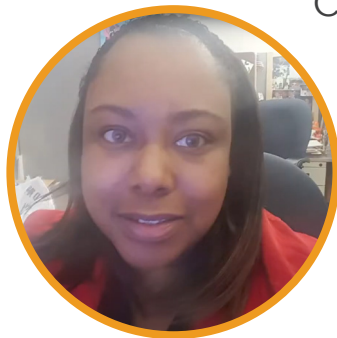
Be sure to check out our calendar page for upcoming WTE training sessions and Ticket Talks to get your questions answered!



Golden Shovel Award Winner

Marcia Hickenbotham Hill

Virginia811 2020 Employee Of The Fourth Quarter
& Employee Of The Year



Congratulations, **Marcia Hill**, Employee of the Fourth Quarter and Employee of the Year for 2020! Marcia has worked for Virginia811 since 2002 as an After-Hours Damage Prevention Specialist and it's easy to see why Marcia was nominated:

"Marcia works with WTE audits, SAT 1.0 and 2.0 every week. She runs weekly reports for the IT department and completed hundreds of audits this Quarter. Marcia is a big help when we have technical issues. In October, she spent over an hour working with Rick Marchenko troubleshooting why the end-of-day reports wouldn't go out on the B server. She changed the delivery addresses on all of the ones that wouldn't go out to clear them, and then changed them all back. She's selflessly covered several shifts for after-hour employees who were out due to illness or medical reasons. And she signed up to work every holiday in November including Thanksgiving before the PTO was offered. She's an excellent night-shift partner and she helps everyone stay sane when stress levels are high."

“ Marcia is a wonderful asset to our team. She's usually one of the first people to volunteer when extra hours are needed. ”

- Kai Marxen



HAPPY ANNIVERSARY

Employees Celebrate Their Service to Virginia811 This Quarter

You bring a combined 389 years of experience to the Virginia811 team!
We couldn't imagine our workplace without you. Congratulations!

Rick Marchenko 2/4/2002 - 19 Years of Service	Julie Rector 1/30/2006 - 15 Years of Service	Anna Holtz 2/25/2013 - 8 Years of Service
Jackie Stern 2/11/2002 - 19 Years of Service	Stephanie Ferguson 2/21/2006 - 15 Years of Service	Connesha Waterfield 2/25/2013 - 8 Years of Service
Rob Hogan 2/18/2002 - 19 Years of Service	Melissa Ray 2/21/2006 - 15 Years of Service	Betty Pagans 1/6/2014 - 7 Years of Service
Steve Duncan 3/11/2002 - 19 Years of Service	Peggy Goens 1/29/2007 - 14 Years of Service	Caitlyn Goodchild 1/22/2018 - 3 Years of Service
Cathy Waldron 3/18/2002 - 19 Years of Service	Janie Shepard 1/29/2007 - 14 Years of Service	Deena Jordan 1/22/2018 - 3 Years of Service
Steve Light 3/20/2002 - 19 Years of Service	Lauren Hall 2/12/2007 - 14 Years of Service	Tiffany Uhl 3/22/2018 - 3 Years of Service
Mike Hosey 3/17/2003 - 18 Years of Service	Patty Hawkins 2/4/2008 - 13 Years of Service	Tracy Kingery 2/4/2019 - 2 Years of Service
Cathy Semones 3/17/2003 - 18 Years of Service	Kim Hermanson 2/4/2008 - 13 Years of Service	Gail Biggs 2/4/2019 - 2 Years of Service
Amy Wright 3/17/2003 - 18 Years of Service	Kenny Spade 2/4/2008 - 13 Years of Service	Angie Vermillion 2/4/2019 - 2 Years of Service
Kai Marxen 2/16/2004 - 17 Years of Service	Kerry Bradley 1/31/2011 - 10 Years of Service	Julia Adkins 3/4/2019 - 2 Years of Service
Stacey Clark 1/18/2005 - 16 Years of Service	Robyn Divers 2/14/2011 - 10 Years of Service	Taylor Ellison 3/4/2019 - 2 Years of Service

This Partner Collaboration Is Creating Quite The....



What's The Buzz? In December 2020, the Virginia811 marketing team decided to take part in a new TV show called The Buzz. This inspiring 30-minute show airs on YouTube and also on Blue Ridge PBS, and VPM public television serving Richmond-Charlottesville-Harrisonburg. In addition, The Buzz offered Virginia811 pro-bono marketing assistance from a team of creative professionals. We're excited to see their ideas for a new Virginia811 statewide marketing brand and receive help in wrapping several vehicles to help promote the brand.

Virginia811 raised \$4,000 to assist with production costs of the show. This was done with the assistance of Steve Light, Head of Stakeholder Engagement. The stakeholders involved in this project are Columbia Gas, Atmos Energy, AEP, and Ditch Witch of Virginia. Each sponsor can showcase their company in regard to their damage prevention programs with the end goal of promoting safe digging practices targeted to homeowners.

Our CEO, Scott Crawford, was interviewed, along with our QA/QC coordinator, Anna Holtz. Nikki Turpin and Kim Swope, from the marketing team, visited "Safety Town" in Chester, VA which is run by Columbia Gas. They interviewed Stephen Thomas about company involvement with damage prevention and how they use training and education to protect homeowners. The show's host, Michael Hemphill, also followed several Atmos Energy locators in the field to highlight the topic of respecting the marks. AEP also contributed interviews along with an important personal account from someone who had a near-miss dig experience. As always, the interviews stress the importance of contacting Virginia811 before you dig.

Be sure to check your local listings in April (National Safe Digging Month) to catch our featured episode on your PBS station.



Virginia811 and Virginia Tech Team Up to Develop Ticket Auditing Application that Predicts Errors in Web Ticket Entry (WTE) Tickets

Virginia811 is excited to be a capstone sponsor of Virginia Tech's Computational Modeling & Data Analytics (CMDA) program. The CMDA program focuses on mathematics, statistics, and computer science. CMDA Capstone students spend a semester working on a real-life project with industry partners during their senior year, while industry partners act as mentors along the way.

At the beginning of January, students began working with Kenny Spade, Manager of Data Analytics and QA/QC to develop an app that will host a predictive model to identify tickets with potential errors. The predictive model was developed with the help of Virginia Tech's Statistical Applications & Innovations Group (SAIG) last year.

Virginia811 partnered with SAIG to analyze

several years' worth of Web Ticket Entry (WTE) ticket data and designed a model that uses machine learning to predict errors in WTE tickets. Tickets analyzed by this model are flagged based on probability of error. The CMDA project will build on this - first by focusing on additional model analysis and optimization, then working to implement via an interactive web application. The goal by the end of the semester is to have an application that will run the predictive model and distribute WTE tickets predicted as having errors to Damage Prevention Specialists for auditing.

This sponsorship is yet another example of Virginia811's dedication to safety and commitment to utilize new technology. The objective of this project delivers 100% auditing of WTE tickets via a machine learning algorithm.





THE CHICKEN & WAFFLES WERE MISSED....

but the DPS Winter Virtual Workshop Went Off Without A Hitch This Year

Winter Workshop is our annual event held for Virginia811 Damage Prevention Specialists (DPS). This workshop helps DPS focus on core business needs while infusing a time of learning with fellowship, fun and food! We look forward to hosting this annual event as it gives Virginia811 refresher training to folks at the heart and soul of our call center.

Last year our theme was "A Taste of Mardi Gras!", and we used the refrain, Dig a Little Deeper from the Disney movie, "Princess and the Frog". This all-day event included team building, connecting, and enjoying lots

of great Mardi Gras food - especially Dorothy Smith's and Mallory Ballard's wildly popular chicken and waffles! The food fun was topped off with a favorite Mardi Gras staple - beignets and chocolate. It's no wonder 100% of our DPS

team successfully prequalified after such a feast. Dorothy and Mallory's home cooking in our brand new in-house kitchen proved to be a real motivator. Fast forward to 2021. We were faced with an unexpected challenge for the Winter Workshop. The idea of a day-long Zoom meeting was not a logical choice, so we split the workshop into four separate parts.



Session one we introduced our DPS to Avaya Workspaces, which is the new software that will be used to enhance the way the DPS answer calls based on the options offered through the Interactive Voice Response (IVR) and selected by the caller. The DPS will be visually alerted to the option selected and be better prepared to respond to the customer's needs accordingly.

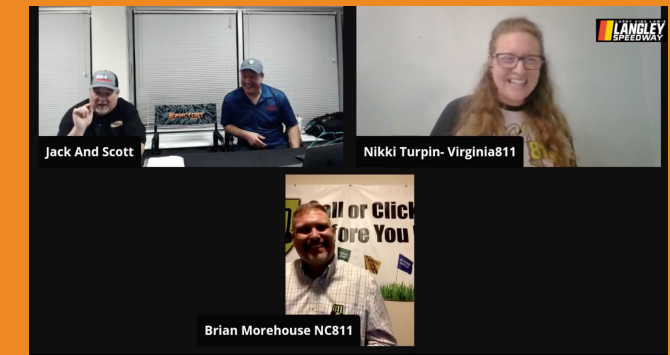


Session two provided an update to our ticket entry software that will alert the DPS to make sure that the ticket is indeed a Normal ticket when certain types of work are selected. Historically, certain work types are selected when emergency conditions exist. With the software change, when these types of work are selected, the DPS will confirm that the ticket being requested is indeed a Normal ticket. If the caller states that it should be an Emergency ticket, the DPS can change the ticket type without interruption. This built in safety feature helps to ensure that an Emergency ticket is processed when needed.

Session three provided our staff the opportunity to experience training that a potential Web Ticket Entry User would experience. Completing the Virginia811 Academy gives them insight regarding questions they may receive from our customers and they will be able to encourage more of our excavators to use our online applications to process their own tickets.

Session four was delivered by our President and CEO, Scott Crawford, who presented the topic, From Epidemic to Endemic: Nearing 'The End of the Beginning', that included "Lessons from Past Epidemics to Prepare us for our Post-Vaccine World and what that means for Virginia811". Scott commended everyone for their efforts during the past year to help Virginia811 thrive in our efforts to keep Virginia safe. He shared with everyone that the pandemic has presented unprecedented opportunities for Virginia811 in using technology to allow everyone to work in a safe remote environment.

VIRGINIA811 IS OFF TO THE RACES!



Three numbers. Two sponsorships. And a whole lot of fun!

2021 started off with the promise of screaming fans and the bang of exhaust pipes! Virginia811 projected itself into the race world with not one but two partnerships in Hampton, VA with the help of our friends at NC811. While we're equally excited about both, they will each provide unique possibilities for us to spread the CARE message!

The first is sponsoring the Rookie Driver of the month and the year with Jack Dodson Racing Insider News with Scott Allen. Nikki Turpin, Regional External Training and Marketing Liaison was featured on their show with Brian Morehouse of NC811 discussing how the partnership came to be and all the fun pranks pulled on Brian!

The second partnership we're excited about is at Larry King Law's Langley Speedway where Virginia811 will sponsor a night of racing on August 7, 2021, just in time for 811 day! Virginia811 will be there passing out goodies, snapping some awesome pictures and spreading the message of safe digging to race fans!



EXTENSIÓN EN ESPAÑOL DE VIRGINIA811 PARA LAS PARTES INTERESADAS

Virginia811 Outreach to Spanish-Speaking Stakeholders

HELLO

¡HOLA

Virginia811 recognizes the importance of Spanish-speaking employees who work for the many construction and excavation companies in Virginia. Their contributions are critical to the economic development and growth that makes our Commonwealth better.

Their job often puts them near underground utility lines - spaces we all strive to protect. This means that without the proper training, Spanish-speaking employees could damage both home and business utilities, or injure themselves if they damage one of those utilities.

As a result, Virginia811 and our partner, Washington Gas, are joining forces to train

Spanish-speaking stakeholders about the importance of damage prevention. The first step toward this effort will be a breakout session at the March 2021 Virginia811 Membership Meeting. Fernando Mendez (Virginia811) and Rosemary Langowski (Washington Gas) will lead a virtual session showcasing a number of resources developed by Virginia stakeholders (including the State Corporation Commission) to help educate and protect Spanish-speaking workers.

This will be the first of many efforts designed to help our hard-working Spanish-speaking stakeholders who make a difference in the excavation community.



Fernando Mendez
Regional Marketing
Liaison



Rosemary Langowski
Senior Specialist
Damage Prevention



Afterthoughts . . . The Vaccine

- B. Scott Crawford



This issue of *The Dirt* began with Lewis Miller's depiction of a poor choice on the part of Anthony Ritz. We end this issue with a depiction from Lewis Miller of a more positive choice: Dr. Kennedy being part

of the administration of the Smallpox vaccine in 1799, in this case, to children. This vaccine, the first true vaccine in medical history, had a dramatic effect as it, by the 20th century, led to the eradication of Smallpox!

We are currently witnessing the introduction of the COVID-19 vaccine in our communities. By this time, everyone reading this, likely knows at least one person who has received at least the first shot.

Virginia811 recognizes it is an individual's choice as to how they address their healthcare. As such, we will not be mandating that our team members receive the vaccine.

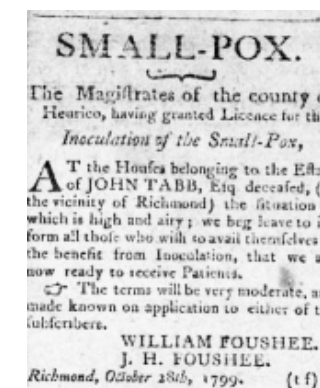
As the vaccine becomes available to the wider public in the coming weeks and months, Virginia811 is supporting those team members who choose to get vaccinated, or, as Lewis Miller, being a German-American, wrote, "waxinate." Team members choosing to receive the vaccination will be given the ability to recover from both shots by having additional Paid Time Off (PTO)

provided to them. In this way, should they feel sick the day after either shot, team members can take a day to recover.

We do need to remember, as we saw with Anthony Ritz, planning is essential. With it currently being unclear as to how easily accessible the vaccine will be as wider distribution unfolds, Virginia811 may not be able to properly schedule individuals to be off the phones. As such, it is possible that more people will be off the phones than is optimal, resulting in possibly longer times in queue for callers.

Virginia811 asks that you use our Single Address Ticket (SAT) application, if you haven't already, for any excavation work occurring at a single address. TRE is also available and easy to use online to update tickets, request a re-mark, and cancel tickets, thus avoiding having to call. With the Virginia811 Academy, it is more convenient and easier than ever to set up Web Ticket Entry accounts in order to process tickets at any time, day or night, allowing for convenience and for saving time as time is not wasted in a queue, waiting to speak to a DPS.

By taking advantage of the convenience of submitting locate requests through various Internet channels, we can all work together to better plan for possible challenges with vaccination distribution and allow excavators to find efficient and convenient ways to get utilities marked. Thank you for your assistance as we work together to plan for the coming weeks and months as we hopefully roll back COVID-19.



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