

The Virginia 811 Dirt

WORKING AS ONE TO GET THE JOB DONE



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ON THE COVER
Virginia Rural Water Association (VRWA 2024)
Luncheon for Women in Rural Water Annual Conference
Group Watercolor Collage



LETTER FROM THE CEO

B. Scott Crawford

Continuous improvement is central to Virginia 811’s overall operating environment. Continuous improvement is the lifeblood of any business as stagnation will result in complacency and ultimately irrelevancy, bringing, at best, a decline in business and, at worse, a business’ ruin! For any business in damage prevention, however, the costs can be much greater, ranging from loss of property, interruption of services, to even loss of life. None of these potential outcomes are acceptable at any level, so Virginia 811 explores continuous improvement in all areas.

Virginia 811 must maintain expected operational levels at all times, 24 hours a day, 7 days a week, 365 days a year. In an effort to continuously improve resiliency, the notification center has identified a weakness in the geography positioning of its servers. While the primary server remains safely housed in a state-of-the-art server room/data center, its backup server room is only roughly two miles away. Such geographic proximity, out of alignment with the recommended 50-mile minimum distance between server rooms, posed the risk of a local natural or man-made disaster negatively affecting both server rooms. Under the leadership of Rob Hogan, Manager of IT, Virginia 811 identified an impressively secure Co-Lo data center in Colorado, well beyond the recommended 50-mile minimum distance. Rob and the IT team worked diligently to ensure the secondary server is backed up and fully functioning, at an undisclosed location even further than Colorado, as they move the server to its new Colorado home and re-boot. This effort at continuous improvement will ensure geographic resiliency is stronger, helping to better ensure continued operations.

While resiliency is a non-negotiable, areas beyond physical equipment and technology are also very much in need of examination to identify areas for improvement. Virginia 811’s motto is “Passion to Serve, Dedication to Safety.” Safety is ultimately predicated on strong service – a breakdown in service can easily bring about a failure in safety. In an effort to find continuous improvement in its overall service levels, Kari Harris, Head of Safety and Organizational Improvement, and Stacey Clark, Service and Engagement Specialist, attended a two-day workshop through The Ritz-Carlton on providing exceptional service. They will be working with the wider Virginia 811 team to identify areas where Ritz service standards can be integrated into Virginia 811’s operations, both internal and external. Bringing insights from Ritz world-renowned service training to the notification center will lead to stronger relationships with all stakeholders, helping to expand educational initiatives about damage prevention and better serve those in need of Virginia 811’s services.

While we as humans can strive for improvement, interestingly, newer technologies can somewhat similarly grow and improve. This is the case of another major initiative currently underway at Virginia 811 in relation to its AI model that is currently auditing all Web Ticket Entry locate requests at 100%. After several months of auditing hundreds of thousands of locate requests, reviewed by human auditors who have in turn identified model accuracies and inaccuracies, Rob Hogan and Kenny Spade, Manager of Data Analytics and QA/QC, have worked with Virginia Tech to prepare for the AI model to be re-calibrated and trained on its results. This machine learning capability will allow the AI model to improve its predicting of the overall locate request accuracy. While a few minor issues are being addressed, it is hoped that the machine learning capability of the AI model will soon be implemented.

Continuous improvement is essential in business and, most importantly, in damage prevention. It is an honor to work with a team committed to this important goal. Read more in this issue of The Dirt about other areas of continuous improvement and interesting happenings at Virginia 811 and across the state!

- B. Scott Crawford
President & CEO
Virginia 811

VIRGINIA 811'S NEW SELECT TRAINING & COLLABORATIVE EFFORTS

Enhancing Team Skills Through Orientation, Specialized Training, and Industry Conferences



On March 25th, Virginia 811 launched our latest New Select Training with a revamped, concise one-day orientation. This dynamic kickoff allowed our new team members to connect with our executive team and explore topics from revenue streams to operational guidelines, while also learning about our 22-year history. After the orientation, we moved into classroom sessions focused on industry-specific knowledge and customer service excellence.

Recognizing diverse learning preferences, we have included hands-on training with simulated locate request scenarios, practice calls, call monitoring, and policy reviews through Policy Tech. We have also added Single Address Ticket processing to the training. Working with live locate requests in a secure environment helps our new team members build confidence in their mapping abilities. This multifaceted approach lets each person progress at their own pace.

We warmly welcome our newest additions – Sarah Hatter, Jazmin Wiley, Jennifer (Jen) Cogar, Erica Elkins, and Azure (Bleu) Lucas!

In February, Virginia 811 prepared for Texas 811 to assist with Spanish language calls. Kayla DeHart delivered specialized training to ensure Texas 811 was ready for this new challenge. To further enhance their team’s expertise, Nikki Turpin traveled to Texas 811 to provide essential law training, deepening their understanding of Virginia State law and strengthening their commitment to accurate and reliable services.

Currently Texas 811 proudly has fifty team members who completed the Virginia essential law training, fulfilling a crucial regulatory requirement and enhancing their ability to provide reliable and accurate services.

During this quarter, several Virginia 811 departments took part in the annual Facility Notification Centers Association (FNCA) virtual conference, with sessions on HR, GIS, Operations, and more. These opportunities to gain experience and learn from other 811 centers were immensely beneficial.

Our professional development and education team remains dedicated to diversifying our offerings and looks forward to further engagement throughout the year!



Nikki Turpin
Professional Development
and Education Specialist



Kayla DeHart
Professional Development
and Education Specialist



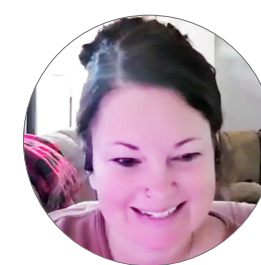
Sarah Hatter



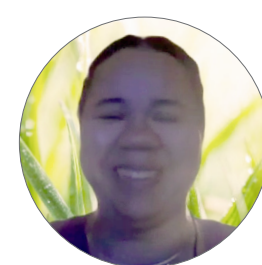
Jazmin Wiley



Jennifer (Jen) Cogar



Erica Elkins



Azure (Bleu) Lucas

Virginia 811’s Newest Team Members



Caitlyn Goodchild

CAITLYN GOODCHILD APPOINTED OPERATIONS SUPERVISOR

Congratulations to Caitlyn Goodchild on her new position as Operations Supervisor, effective June 3, 2024. In this role, Caitlyn will oversee a team of Damage Prevention Specialists (DPS) within the contact center, ensuring smooth operations and high performance. Her responsibilities include assisting with the implementation of contact center policies and procedures, and monitoring and evaluating team member progress and job performance. Additionally, Caitlyn will manage her assigned area, handle incoming calls during peak times or staff shortages, and be available to address complex calls.

FAST FACTS

CHANNEL	COUNT	PERCENTAGE
PHONE	189,911	27.71%
WTE	282,175	41.18%
SAT	114,736	16.74%
TRE	98,473	14.37%
Total	685,295	

Total Internet Originated Tickets YTD 2024

495,384
(72.3% of all tickets)



Fostering Community Among Remote Team Members

Virginia 811 recently hosted a Spring picnic, bringing the team together for a day of fun, food, and camaraderie. The event took place at the scenic Mill Mountain Park in Roanoke, offering a perfect setting for team members who usually work remotely to connect in person.

In an era where remote work has become the norm, opportunities for face-to-face interaction are invaluable. Company picnics like this one play a crucial role in fostering a sense of community and belonging among the team. It allows team members to build stronger relationships, share experiences, and develop a deeper understanding of one another beyond the virtual workspace.

Scott Crawford, President & CEO of Virginia 811, emphasized the importance of such gatherings: “While remote work offers flexibility and efficiency, it’s essential for our team to have moments where we can connect personally. These interactions strengthen our team spirit and enhance collaboration, ultimately benefiting our organization as a whole.”

Virginia 811 remains committed to creating opportunities for engagement and fostering a strong, connected team, ensuring that even in a remote work environment, the sense of community and teamwork continues to thrive.



Virginia 811 Team Members Attend Training to Enhance Service and Safety

At the beginning of 2023, Virginia 811 implemented a new service initiative designed to reinforce our passion to serve - dedication to safety. As part of this initiative, Kari Harris, Head of Safety & Organizational Improvement, and Stacey Clark, Service & Engagement Specialist recently attended an immersive two-day training at the Ritz-Carlton Leadership Center, focusing on best practices for increasing customer loyalty, retaining top talent, and creating exceptional customer experiences. This training, inspired by principles from *The New Gold Standard* by the Ritz-Carlton Hotel, aimed to provide actionable ideas for transforming organizational practices. Our team members learned how to activate and sustain a culture where empowered team members own the customer experience, anticipate and fulfill unexpressed needs, and create lasting impressions. This experience will help Virginia 811 continue to enhance both internal and external service, ensuring our passion for service and commitment to safety remain evident to all.



Exploring AI's Future: Insights from Virginia 811's Virtual Panel Discussion

Virginia 811 recently hosted a virtual panel discussion titled ‘**Beyond the Binary: Charting an Interdisciplinary Futuristic Path for Virginia 811**’ on May 24, 2024. The event explored how AI is revolutionizing the business world, offering unprecedented opportunities for efficiency and innovation. However, it emphasized the importance of thoughtfully navigating AI integration to enhance operations without losing the human touch.

The discussion aimed to inspire innovative thinking and strategic planning, providing valuable insights into the evolving technological landscape and the ethical considerations surrounding AI integration. It was an excellent starting point for companies just beginning to consider AI as a business solution, helping them explore its potential benefits and challenges.

We extend our heartfelt thanks to everyone who joined us for this insightful event. Special gratitude goes to our incredible panelists from Virginia Tech and Radford University, who brought diverse perspectives from disciplines such as English, philosophy, statistics, and humanities. Your contributions made this event a tremendous success!

We are grateful for the opportunity to connect with thought leaders and professionals dedicated to shaping the future. Let’s continue to inspire, innovate, and collaborate as we prepare for future challenges and enhance our operations.

GOLDEN SHOVEL AWARD WINNER

Golden Shovel Award
1st Quarter 2024

KIMBERLY SWOPE



We are proud to announce **Kimberly Swope** as the recipient of the Golden Shovel Award for the first quarter of 2024.

Kim wears many hats in her role as Communications and Brand Specialist at Virginia 811. She's the driving force behind developing and executing brand strategies, liaising with marketing agencies and vendors, and ensuring brand consistency across all channels.

From spearheading digital marketing campaigns to maintaining Virginia 811's website and crafting marketing materials, Kim manages much of the organization's outward-facing messaging. She's also the go-to person for measuring campaign performance, providing support to stakeholders with promotional content, and collaborating with internal and external teams on various projects. In short, Kim plays a vital role in enhancing Virginia 811's public image and maintaining its brand identity through strategic communication efforts.

Oh, and let's not forget, Kim is also the go-to person for filming our Golden Shovel Award video presentations. But this time, things took on an exciting twist! For the first time ever, Kim wasn't part of the process because she was the recipient! Executing this surprise without her knowledge was no easy task, but everyone involved successfully kept it under wraps like a top-secret mission. And her reaction when the big reveal finally happened? Priceless!



“ Kimberly's dedication knows no bounds! Her commitment to excellence shines through in every aspect of her work. Witnessing her passion for service and unwavering commitment to safety is truly inspiring. ”

THANK YOU FOR YOUR DEDICATED CONTRIBUTIONS
AND HARD WORK, KIMBERLY!



HAPPY ANNIVERSARY

Team Members Celebrating Their Service to Virginia 811 This Quarter

Marcy Caroll 4/8/2002 22 Years	Alice Miller 5/20/2002 22 Years	Meredith LeBlanc 4/25/2022 2 Years
Dina Kimball 4/15/2002 22 years	Brenda Matheny 6/3/2002 22 Years	Neva Zeedyk 4/25/2022 2 Years
Christy Penn-Hale 4/15/2002 22 Years	Lori Saunders 6/3/2002, 22 Years	Molly Avery 4/10/2023 1 Year
Dorothy Smith 4/15/2002 22 Years	Marcia Hill 6/10/2002, 22 Years	Eric Aldridge 5/15/2023 1 Year
Cookie Rader 4/22/2002, 22 Years	Missy Montaigne 5/27/2003 21 Years	Victoria Brown 5/15/2023 1 Year
Diana Stokes 4/22/2002 22 Years	Lisa Davis 6/29/2015 9 Years	Cindy Lamm 5/15/2023 1 Year
Heather Minnix 5/13/2002 22 Years	Maya Lane 6/29/2015 9 Years	Tim Poole 5/15/2023 1 Year
Kari Harris 5/20/2002 22 Years	Nicole Hodges 4/26/2021 3 Years	

Together they bring a combined
315 years of experience to the Virginia 811 team!

THANK YOU FOR YOUR YEARS OF SERVICE

**HAPPY
RETIREMENT!**

HONORING JACKIE STERN

A Fond Farewell to a Pioneering Leader As She Embarks on a New Journey in Retirement



- B. Scott Crawford

Sadly, beginning this summer, Virginia 811 will be feeling a great loss. Jackie Stern, after serving Virginia 811 and its stakeholders for over two decades, will be retiring! After helping to protect Virginia's underground utility infrastructure from the moment Virginia 811 started operations in 2002, Jackie is moving on to enjoy travel and her four grandchildren.

I cannot emphasize enough all that Jackie has done in her career at Virginia 811 to build this company into what it is today. Starting her career with the team as the Manager of Operations, overseeing the team engaging excavators over the phone and processing their Locate Requests, Jackie helped establish the foundation upon which Virginia 811 rests. In fact, arguably, Jackie has been directly or indirectly involved in hiring at least 85% of the company's workforce—the team that has served, and continues to serve, as a premier damage prevention force, ensuring life, property, and Virginia's underground utility infrastructure are protected! As she eventually moved into the position of Head of Talent, overseeing Human Resources, Jackie continued to shape the company, providing support to the team in myriad ways and helping to bring in strong candidates to fill positions.

The amount the company has grown and changed over her more than 20 years' tenure is notable. When Jackie helped the company launch, she oversaw a team that used paper maps and different colored flags to raise above their cubicles when team members needed help with a call! Roughly 99% of Locate Requests were made over the phone. The overwhelming majority of the company, all but damage prevention liaisons working across the state, worked in a brick-and-mortar business environment. Today, on the eve of Jackie's retirement, Ticket Entry software negates the need for paper maps, and a host of easily searchable databases negates the need for flags (however, a Help Desk representative or Supervisor is always a call away), and artificial intelligence is helping QA/QC efforts! Only roughly 38% of Locate Requests are made over the phone, with 72% being made through various Internet channels. Today, a vast majority, almost 99%, of the Virginia 811 team works remotely. Jackie not only witnessed this transformation, but, serving on the Executive Team, also helped orchestrate it!

To say that Jackie is going to be missed is more than an understatement—the void that will be left will be huge and unable to ever truly be filled. Jackie's caring personality and willingness to help others, demonstrating truly a "servant's heart," is something that everyone who knew her will remember most. However, Virginia 811 is excited that Jackie is in a position where she can now find some rest from the work world and take advantage of some amazing trips she and her husband have lined up in the coming months—and have the time to focus much more on those grandchildren!

Jackie, we all wish you well! Thank you so much for all you have done for the team, for our stakeholders, and for damage prevention in Virginia! You can look back at your career with great pride in all you accomplished.

Thank You for Your 22 Years of Service to Virginia 811!





Virginia 811 Welcomes

FRANK GIANNINI

Manager of Public Awareness

Virginia 811 is pleased to announce the newest addition to our Virginia 811 team, Frank Giannini, as the Manager of Public Awareness.

With a strong foundation in training and business development, Frank brings a wealth of expertise to his role at Virginia 811. Prior to joining the organization, Frank made significant contributions at Member One Federal Credit Union, where he assumed roles of increasing responsibility. Starting as a Member Education Specialist, he swiftly progressed to the position of Assistant Vice President of Business Development, where he played a pivotal role in cultivating relationships and delivering essential training to stakeholders.

Throughout his tenure, Frank demonstrated a steadfast commitment to excellence and a passion for fostering meaningful stakeholder relationships. His diverse experience equipped him with a comprehensive understanding of the intricacies of the industry, enabling him to navigate complex challenges.

Prior to banking and after receiving a Master’s degree in Teaching from Hollins University in 2006, Frank served as Head of Young Adult and Adult Education Programs at the Taubman Museum of Art.

Previously, Frank spent 11 years working in event production as Sponsorship Assistant for Medalist Sports Incorporated, formerly of Richmond, Virginia, then as a Senior Events Coordinator for the Smithsonian Institution in Washington, DC.

A native New Englander, Frank considers Southwest Virginia home where he and his wife have raised their two children. In his free time, he enjoys being outdoors, cycling, hiking, and traveling with his family.



SAVE THE DATE

2024 PARADIGM MEETING SCHEDULE

Coordinated Response & Excavator Exercise (CoRE-EX)
Paradigm Pipeline Safety Program Tentative Schedule

For: Contractors • Excavators • First Responders • Public Officials

VIRGINIA BEACH September 10, 2024 5:30 PM	FREDERICKSBURG September 18, 2024 11:00 AM	HARRISONBURG September 25, 2024 5:30 PM	SOUTH BOSTON October 3, 2024 5:30 PM	ABINGDON October 15, 2024 5:30 PM
SMITHFIELD September 11, 2024 11:00 AM	CULPEPER September 19, 2024 5:30 PM	RUCKERSVILLE September 26, 2024 5:30 PM	MARTINSVILLE October 8, 2024 5:30 PM	LEBANON October 16, 2024 5:30 PM
COLONIAL HEIGHTS September 16, 2024 5:30 PM	MANASSAS September 23, 2024 11:00 AM	PALMYRA October 1, 2024 5:30 PM	ROANOKE October 9, 2024 11:00 AM	WISE October 17, 2024 5:30 PM
SANDSTON September 17, 2024 11:00 AM	FRONT ROYAL September 24, 2024 5:30 PM	LYNCHBURG October 2, 2024 5:30 PM	BLACKSBURG October 10, 2024 5:30 PM	

HOW DAMAGE PREVENTION AND USING 811 SERVICES ARE A CIVIC DUTY

The following essay was written by ChatGPT+, a Natural Language Generator developed by Open AI. The prompt to which ChatGPT+ responded was: **“Write a 500-word essay on how damage prevention and using 811 services is a civic duty.”**



In our interconnected world, the underground infrastructure is as vital as the visible structures we navigate daily. This infrastructure—comprising water, sewer, gas, electric, and communication lines—supports our modern lifestyle. Damage prevention through 811 services is not just a regulatory requirement; it is a profound civic duty, essential for safeguarding these crucial utilities and ensuring the safety and continuity of our communities.

Firstly, using 811 services before digging is a matter of public safety. Striking an underground utility line can result in severe consequences, including personal injury or even fatalities. Such incidents also pose significant risks to the wider community, potentially leading to service disruptions, environmental damage, and economic losses. By simply calling 811 before any excavation, citizens actively participate in a shared responsibility to prevent these hazards and protect public safety.

Moreover, damage prevention through 811 is a demonstration of respect for community resources. Underground utilities are expensive to install and maintain. Damages not only lead to costly repairs but also to inefficiencies and higher service costs, which are often passed on to the community. A responsible citizen recognizes that preserving these resources through preventative measures like 811 calls helps maintain the economic stability of their community and reduces unnecessary expenditure.

Engagement with 811 services also fosters community cooperation and communication. When individuals initiate an 811 call, they alert utility owners and other stakeholders to upcoming excavation activities,

promoting coordination. This collaboration helps ensure that projects proceed smoothly without infringing on the rights and safety of others. It enhances the collective workflow and minimizes conflicts, embodying the spirit of cooperation that is fundamental to civic duty.

Furthermore, promoting and adhering to damage prevention practices reflects a commitment to sustainability. Protecting our underground infrastructure minimizes the need for emergency repairs and resource-intensive restorations, which in turn reduces our environmental footprint. By using 811 services, citizens contribute to the sustainability of their environment, ensuring that resources are conserved and remain intact for future generations.

Lastly, using 811 services is about leading by example. When community members observe their neighbors, local businesses, and other stakeholders diligently using 811, it reinforces a culture of safety and responsibility. This cultural shift is crucial in building a community that values and prioritizes the well-being of its members and its infrastructure.

In conclusion, engaging with 811 services and adhering to safe digging practices is a multifaceted civic duty. It is about protecting oneself and others, respecting shared resources, enhancing cooperation, committing to sustainability, and fostering a culture of safety. As members of this community, it is our responsibility to uphold these values, ensuring that our communal life not only survives but thrives. Let us all commit to this responsibility and call 811 before we dig—it is our duty, and it is what binds us as a responsible community.

Illustration provided by ChatGPT+ | The Civic Duty of Safe Excavation, set in Williamsburg, VA, 1776, Digital Art, ChatGPT+ and B. Scott Crawford, 2024

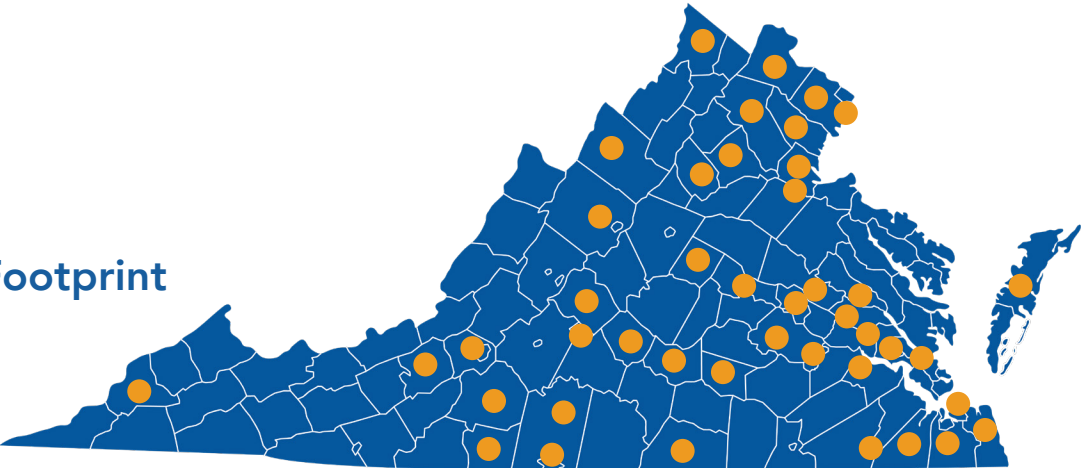
Virginia 811 Public Awareness Efforts

Education, Training, Community, and Display Truck Events

1650 Individuals Trained 1st Quarter 2024

2024 YTD Footprint

1st Quarter



- Roanoke Rail Yard Dawgs - Roanoke
 - Nutzy's Block Party/Flying Squirrels - Richmond
 - On Demand - Virtual
 - GAC Contractor - Virtual
 - Virginia Water Environment Assoc. - Harrisonburg
 - Utilities Unlimited, LLC - Virtual
 - Lightspeed Construction Group - Virtual
 - Lamberts Cable - Virtual
 - J Fletcher Creamer & Son - Virtual
 - G.L. Howard, Inc. - Virtual
 - J Fletcher Creamer & Son - Virtual
 - Benchmark Utility Services - Virtual
 - GAC - Farmville
 - Virginia 811 Display Truck Stop - Chantilly
 - Virginia 811 Display Truck Stop - Chesapeake
 - Christiansburg Lamberts Cable - Christiansburg
 - Virginia 811 Display Truck Stop - Crew
 - Virginia Natural Gas (VNG) - Chesapeake
 - Align RNG - Virtual
 - Lamberts Cable - Harrisonburg
 - Virginia 811 Display Truck Stop - Culpeper
 - Service Electrical Co. - Virtual
 - Lamberts Cable - Virtual
 - Hurricane Industrial Services LLC - Virtual
 - Digs, Inc. - Virtual
 - American Road Markings - Virtual
 - Pyramid Paving LLC - Virtual
 - LDPC Meeting - Poquoson
 - Excel Asphalt - Virtual
 - HRUHCA - Virtual
 - Virginia Beach Public Utilities - Virtual
 - LDPC Meeting - Suffolk
 - VMDAEC Training Center - Palmyra
 - Virginia State Police Association - Virginia Beach
 - LDPC Meeting - Waynesboro
 - Laurel Ridge Community College - Middletown
- Pinco Construction LLC - Chantilly
 - Virginia 811 Display Truck Stop - Disputanta
 - LDPC Meeting - Norfolk
 - Lambert's Cable - Appomattox
 - Town of Windsor - Virtual
 - Virginia 811 Display Truck Stop - Franklin
 - Laurel Ridge Community College
 - VA811 Display Truck Static Stop - Fredericksburg
 - Ditch Witch of Roanoke - Salem
 - Rappahannock Electric Cooperative
 - Laurel Ridge Community College - Middletown
 - Skyline Tent Company - Virtual
 - Fort Myer Construction Corporation - Virtual
 - Mighty Four Enterprise, LLC - Virtual
 - Shirley Contracting Company, LLC - Virtual
 - MR Rivera Realty Group - Newport News
 - Dominion Energy Training Center - Chester
 - Loudoun Division Manager Public Works - Leesburg
 - Danville Pittsylvania County Local Emergency Planning Committee - Chatham
 - Virginia 811 Display Truck Stop - Goochland
 - Lambert's Cable - Coeburn
 - Viking Fence - Vinton
 - Sam Fencing - Roanoke
 - Roanoke Landscapes - Roanoke
 - Varsity Landscapes - Roanoke
 - Southern Sun Landscaping - Roanoke
 - Lawn Doctor of the Roanoke Valley - Roanoke
 - Extreme Design Group Inc. - Roanoke
 - T.J.S. Enterprises - Roanoke
 - Ditch Witch - Chesapeake
 - Utiliquist - Front Royal
 - Salem High School Job Fair - Salem
 - Virginia Rural Water Assoc. Conference - Roanoke
 - Virginia 811 Display Truck Stop - Hampton
 - Shoosmith Construction - Virtual
- City of Danville Public Utilities - Danville
 - Virginia 811 Display Truck Stop - Lexington
 - Ditch Witch - Manassas
 - Virginia 811 Display Truck Stop - Lynchburg
 - Blue Ridge Kite Festival - Salem
 - Virginia 811 Display Truck Stop - Madison
 - LDPC Meeting - Lynchburg
 - Shentel - Warrenton
 - City of Fairfax - Fairfax
 - Virginia 811 Display Truck Stop - Newport News
 - VDOT - Richmond
 - Virginia 811 Display Truck Stop - Norfolk
 - Roanoke Regional Chamber of Commerce - Roanoke
 - Ditch Witch - Glen Allen
 - Virginia 811 Display Truck Stop - Oilville
 - Vinton Dogwood Festival - Vinton
 - Expert Fence - Alexandria
 - VDOT - Doswell
 - Earth Daze Festival - Herndon
 - Virginia 811 Display Truck Stop - Richmond
 - James River Equipment - Martinsville
 - The Mower Store Inc. - Martinsville
 - Lester Building Supply - Martinsville
 - Tiger Rents - Rocky Mount
 - Rocky Mount Tractor- Rocky Mount
 - Tractor Supply- Rocky Mount
 - Sunbelt Rentals - Roanoke
 - United Rentals - Rocky Mount
 - Herc Rentals - Rocky Mount
 - James River Equipment - Salem
 - Aztec Rentals - Salem
 - Carter Rentals - Salem
 - Northern Tool Equipment - Salem
 - McClung-Logan Equipment Company - Salem
 - Star City Pest and Wildlife - Roanoke
 - Orkin - Roanoke
- Bug Man Exterminating - Roanoke
 - Dodson Pest Control - Roanoke
 - Sharky's Pest & Termite Control - Lynchburg
 - Long's Termite & Pest Control - Lynchburg
 - Dodson Pest Control - Lynchburg
 - Speciality Exterminating Co. - Madison Heights
 - Richmond Gas Works - Richmond
 - Virginia 811 Display Truck Stop - South Hill
 - City of Norfolk Stormwater Management - Norfolk
 - City of Norfolk Storm Water Day 2024 - Norfolk
 - LDPC Meeting - Norfolk
 - OJ Miller/World Class Realty- Virginia Beach
 - Virginia State Police Association - Virginia Beach
 - Lowe's - Chester
 - East Coast Infrastructure/Nansemond-Suffolk
 - RAMCA - Richmond
 - City of Franklin Spring Fest - Franklin
 - TradeBuilders Tour of Trucks & Trades - Hampton
 - A&N Electric Cooperative - Tasley
 - VMDAEC E&O Conference - Virginia Beach
 - E&R Exterminating - Newport News
 - Complete Pest Control - Newport News
 - Commonwealth Exterminating - Newport News
 - Dodson Pest Control - Richmond
 - Mark's Pest Control - Toano
 - Herc Rentals - Richmond
 - TriCities Rentals - Quinton
 - Sunbelt Rentals - Toano
 - Grand Party Rental - Newport News
 - Grand Outdoor Rental - Newport News
 - Grand Rental Station - Williamsburg
 - Carter CAT Rentals - LaCrosse
 - Sunbelt Rentals - LaCrosse
 - Shenandoah Telecommunications - Virtual
 - William A. Hazel - Chantilly
 - Lawrence Equipment - Ashland
- H & E Equipment Services - Ashland
 - Mechanicsville Rental Center - Mechanicsville
 - Hanover Tools - Ashland
 - BWS Landscaping - Ashland
 - United Rentals Yard - Ashland
 - Morooka Equipment Company - Ashland
 - James River Equipment - Ashland
 - Dominion Equipment - Ashland
 - Ferrara Equipment Company - Ashland
 - Vermeer Equipment - Ashland
 - Bobcat of Richmond - Ashland
 - Heritage Landscape & Irrigation - Ashland
 - United Rental - Glen Allen
 - Sunbelt Rental Aerial Work - Glen Allen
 - Herc Rentals - Ashland
 - McClung-Logan Construction Equipment - Ashland
 - Hoober, Inc. - Ashland
 - R.J. Davis Lawn Care, Inc. - Ashland
 - United Rentals - Ashland
 - Lowe's - Chester
 - Virginia 811 Display Truck Stop - Suffolk
 - Virginia 811 Display Truck Stop - Virginia Beach
 - LDPC Meeting - Roanoke
 - The Caton Companies - Troy
 - The Caton Companies - Prince George
 - Virginia Hispanic Chamber of Commerce - Richmond
 - Argos Utilities Holdings LLC - Manassas
 - Virginia 811 Display Truck Stop - Stafford
 - Broadband Together 2024 - Richmond
 - Town of Vienna - Vienna
 - VMDAEC - Doswell
 - 2024 Gaff-n-Go Lineworker's Rodeo - Doswell
 - Virginia 811 Display Truck Stop - Windsor
 - Virginia 811 Display Truck Stop - West Point
 - Virginia 811 Display Truck Stop - Yorktown



APRIL

Digging Deep: Virginia 811's April Adventures in Safe Digging

From Proclamations to Prizes: A Month of Celebrating Safe Digging Practices and Honoring Hardworking Locators



Virginia 811 kicked off April - National Safe Digging Month by securing a proclamation from Governor Glenn Youngkin, declaring it Virginia Safe Digging Month. This served as a friendly reminder for Virginians to contact 811 before any outdoor digging projects.



DITCH WITCH APRIL SAFE DIGGING MONTH PARTNERSHIP CAMPAIGN & SWEEPSTAKES

Virginia 811 teamed up with Ditch Witch of Virginia's three locations and Ditch Witch of Roanoke to promote National Safe Digging Month through a series of events and a statewide sweepstakes. Throughout April, they hosted four customer appreciation days in Salem, Chesapeake, Manassas, and Glen Allen, featuring the Virginia 811 PAT team. Additionally, they launched the Ditch Witch April Safe Digging Month Sweepstakes, offering participants a chance to win one of two \$250 WeatherTech® gift cards. This exciting opportunity was widely promoted via counter cards, eblasts, and social media to ensure maximum engagement.



LOCATOR APPRECIATION WEEK SOCIAL MEDIA CAMPAIGN

In celebration of Locator Appreciation Week (April 22–28), Virginia 811 launched a Facebook sweepstakes challenge to honor these hardworking individuals. Daily challenges were designed to be quick to answer and quickly completed during a typical workday for a chance to win great prizes (one awarded each day). The goal was to show appreciation without stress and bring fun to the week, and a way of conveying appreciation for the hard work and dedication of locators.



WASHINGTON CAPITALS SPONSORSHIP PARTNERSHIP WITH WASHINGTON GAS AND MISS UTILITY

Virginia 811, Washington Gas, and Miss Utility of Maryland partnered with the Washington Capitals for a sponsorship campaign. Utilizing the hockey DED (Digital Enhanced Display) board, each partner had four nights to localize their message. Each partners' respective logo rotated during every third TV game broadcast until the season's end.



VIRGINIA 811 DISPLAY TRUCK APRIL EFFORTS



Miles driven: 1,641

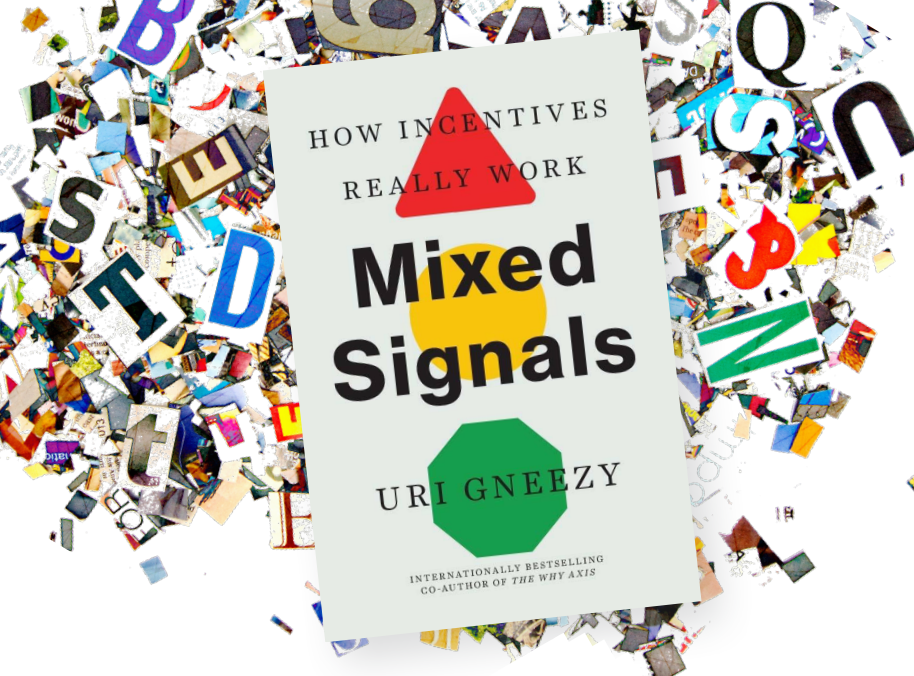


Truck Displays: 21



Estimated Impressions: : 80K-100K





MOTIVATING POSITIVE BEHAVIOR AND DISCOURAGING NEGATIVE

Book Review of *Mixed Signals: How Incentives Really Work* by Uri Gneezy

- B. Scott Crawford

To motivate a team, simply tie money to results. It is obvious. Increase performance? Introduce a monetary incentive. This basic model has been embraced by businesses for decades – even centuries. However, in actuality, as Uri Gneezy argues in his work *Mixed Signals: How Incentives Really Work*, there is much more to incentives than simply offering higher pay for performance.

First and foremost, as Gneezy notes: “The key is to understand that incentives send signals.” The incentive itself may actually encourage behavior antithetical to the desired result. For example, incentivizing an employee to increase sales may reinforce behavior that is potentially unethical and cause the business harm. The employee may misrepresent a product in order to ensure he or she gets a larger incentive; this could hurt the relationship between the business and the customer, causing the business to lose future business. As Gneezy argues, a business must avoid sending mixed signals within incentive programs, suggesting: “The important lesson is that when you use incentives to reward an action or outcome, you need to understand and control how the incentives affect the tension between different goals. Otherwise, you’re sending conflicting messages.” Such programs can create serious issues for businesses, and as Gneezy points out, in the case of the former Soviet Union, even countries!

Gneezy provides an interesting anecdote related to glass production in the Soviet Union to illustrate the dangers of incentives with mixed signals. To increase glass production, state run glass factories paid employees in relation to the weight of the glass produced at the factory. The incentive resulted in workers producing glass that was so heavy it was basically opaque! Reacting

to this, factory management modified the incentive to have pay based on the number of square meters of glass produced. However, now rather than extremely heavy, opaque, glass, workers produced glass so thin it often shattered while being transported or while being installed. In the end, both incentive programs resulted in production goals being met, but with a product that was low in quality.

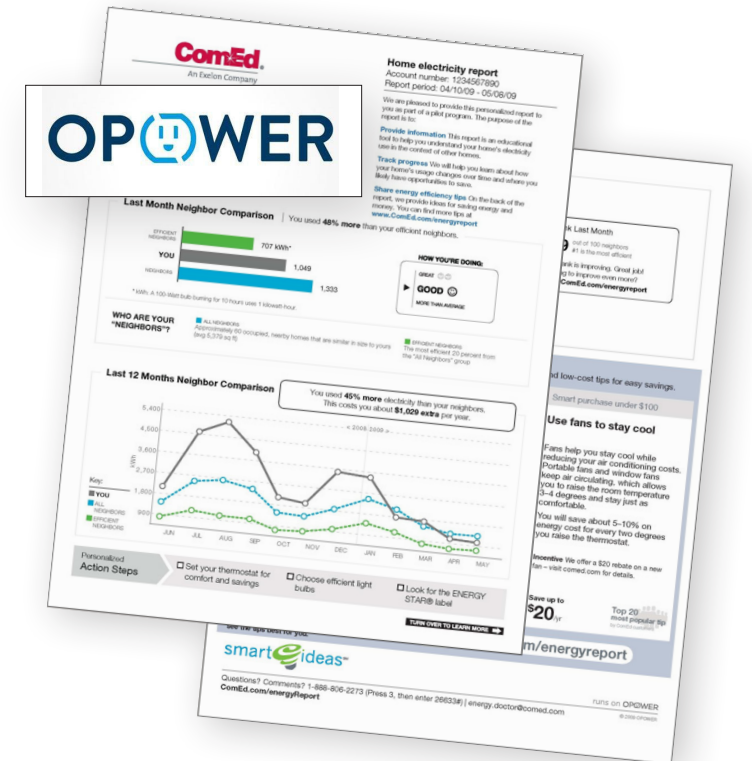
The example from the former Soviet Union reminds business leaders that mixed signals bound within incentives can produce outcomes not aligned with the desired results, but also a secondary, but still important, component of incentives. Incentives cannot send mixed signals but, at times, must be multi-dimensional. In other words, incentives may need to have qualifiers. For example, in the case above, the incentive for glass production may have continued to be based on size but then add to the incentive that any glass produced that broke in transit or during installation the size of that glass would be deducted from the amount produced. This added dimension would encourage larger high-quality production than simply focusing on overall size of glass produced.

Gneezy uses Uber as an example of a company using multi-dimensional incentives to ensure Uber drivers provided strong service while still trying to serve as many passengers as possible during any driver’s shift. Uber drivers do not get paid by the hour but are paid by passengers and distance traveled. The incentive is to transport as many passengers as possible to as many areas as possible to make more money. However, to put a check on any desire

to quickly on-load, transport, and off-load passengers, passengers rate their overall experience after each ride. If a driver’s rating drops below a certain threshold that Uber’s algorithms monitor, the driver can no longer work for Uber. The incentive structure encourages high volume and distance but reinforces stronger service or quality.

Similarly, and a third key component of incentives, businesses must recognize that incentives work both directly, such as more pay or punishment for a particular behavior, and indirectly, through both social and self-signaling. Social signaling relates to what a particular behavior tells a wider community about an individual while self-signaling reflects how a person feels about him or herself for acting a certain way. Indirect signaling, at times, can be just as, or even more, effective to incentivize behavior as direct incentives.

Through exploring numerous social, business, and even cultural issues suggesting a need to incentivize different behavior, Gneezy reflects how the signaling tied to incentives strongly impacts, if not directly drives, the success of any incentive program. For example, Opower, a customer-engagement platform servicing utilities in the United States, sends a Home Energy Report out to millions of Americans on a regular basis. While not turning to financial incentives to motivate homeowners to conserve energy, the report shares where each customer rates in their energy use relative to their neighbors. This is an example of social signaling, where neighbors compare themselves and see if they are conserving more energy than others in their communities. They also recognize their



energy use is displayed and if they are using too much, they will look wasteful and even anti-environmental. Households receiving this report ended up reducing energy consumption at a notable level. Social signaling alone was enough incentive to modify behavior.

Mixed Signals provides an important reflection on the use of incentives. Business leaders will do well to read this work and reflect on incentive structures they currently have in place. Through this analysis, business leaders will find a helpful tool to better align incentives with desired behavior. Importantly, this work does not just examine production and business growth, but also explores how to incentivize team members to improve health and lifestyles. If you use incentives, or are working on designing an incentive program, this book will definitely provide insight into strengthening those programs.



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