



**Best Practices Committee Meeting  
Monday, April 15 – Colorado Springs, CO  
8:30 – 10:50 a.m. (Mountain)**

**COMMITTEE PURPOSE**

The Best Practices Committee is charged with overseeing the Common Ground Alliance Best Practices. Based on the Common Ground Study, the Committee developed CGA's Best Practices field manual that is now the official Best Practices publication, which is updated on an annual basis. Multiple new practices are approved each year and included in the latest version of the document. The CGA Best Practices are agreed on by consensus of all 16 CGA stakeholder groups. The process of introducing a new practice for consideration originates in the Best Practices Committee, with all approved proposals advancing to the CGA Board of Directors for consensus approval.

**MEETING OBJECTIVES:**

- Provide overview of Best Practices Committee Process
- Review proposed Transaction Record (TR) Proposals
- Receive updates from task teams and working groups

**CO-CHAIRS:**

- Scott Brown, Washington Gas
- Thurman Smith, UtiliQuest

**PRIMARIES:**

- Phil Baca, Kinder Morgan – Gas Transmission
- Susan Bohl, Okie 811 – 811/One Call
- Scott Brown, Washington Gas – Gas Distribution
- Steven Giambone, Pipeline Safety, Louisiana Department of Conservation – State Regulators
- Jim Holzer, One Call Concepts – One Call
- Troy Holzworth, Summit Utilities Services LLC – Locator
- Brent Hunziker, Whitaker Construction Company – Road Builders
- Bill Johns, Utility Coordinating, Inc. – Engineering/Design
- Scott Marshall, Virginia State Corporation Commission – State Regulators
- Erich Metzger, Charge EPC – Excavation
- Thurman Smith, UtiliQuest – Locator
- Kirk Steinberger, Kinder Morgan – Oil
- Tammy Wilfong, Verizon – Telecommunications
- Kurt Youngs, NUCA – Excavation

## Best Practices Meeting – April 15, 2024

- Monty Zimmerman, City of Lenexa – Public Works
- 

### 1. Welcome, Introductions and Committee Overview (S. Brown and T. Smith) – 8:30 a.m.

- CGA Antitrust Statement

### 2. Best Practices Committee Overview/Process (Co-Chairs) – 8:35 a.m.

- Best Practices Background
- Structure and Process

### 3. 2024 Committee Goal and Objectives – 8:40 a.m.

- Goal: Drive the identification, vetting and approval of Best Practices that address critical damage prevention issues and top damage root causes.
  - Objective: Review Best Practices and identify gaps/opportunities for each of the six top root causes identified within DIRT.
- Objective: Ensure that each working group/TR established by the committee is specifically addressing a practice that will advance the industry in addressing one or more of the critical challenges.

### 4. Transaction Records (TR) Task Team Updates and Wording Review – 8:45 a.m.

- |  |
|--|
| - <b>TR 2023-04: Bilingual Efforts</b><br>Task Team Chair – Rosemary Langowski |
|--|

**Status:** 30-day posting done on March 15, 2024.

- Proposal – Update Practice 8-3
- See posted wording for approval consideration.

- |  |
|--|
| - <b>TR 2021-01: Review of Chapter 3 – 811 Center</b><br>Task Team Chair – Dominic DiCarlantonio |
|--|

**Status:** 30-day posting done on March 15, 2024.

- Proposal – Update Practice 3-23
- See posted wording for approval consideration.

- |   |
|---|
| - <b>TR 2023-01: Subsurface Utility Engineering (SUE)</b><br>Task Team Chairs – Kirk Kirkpatrick and Nick Zembillas |
|---|

**Status:** 30-day posting done on March 15, 2024.

- Proposal – NEW Practice – Designating and Depicting for the Protection of Known Underground Facilities
- Proposal – NEW Definition – Alternative Project Delivery Methods

## Best Practices Meeting – April 15, 2024

- See posted wording for approval consideration.

- **TR 2023-05: Ticket Life and Preservation of Marks**  
Task Team Chair – John Sparks

**Status:** 30-day posting done on March 15, 2024.

- Proposal – Update Practice 4-8
- See posted wording for approval consideration.

### 5. Task Team and Working Group Updates – 9:45 a.m.

- **Excavation Forecasting Working Group**  
Task Team Chairs – Shane Alexander, Amy Averill and Shane Ayers

**Status:** Team continues to discuss how companies currently forecast, as well as information from the locating perspective on how locate companies respond to large projects and advance notice.

- **Mapping Working Group**  
Task Team Lead – John Hannel

**Status:** Team last met on March 14. Team is developing and reviewing drafts for sections of Chapter 6 (“Mapping”), specifically looking at practices for owners/operators.

- **Marine Practices Working Group**  
Task Team Chair – Ed Landgraf and Steven Giambrone

**Status:** Team last met on Feb. 29. Team is discussing changes to 4.20A and wants to talk with the Committee about possible addition of marine excavation practices to Best Practices.

- **TR 2022-02 – Abandoned Facilities**  
Task Team Chair – Monty Zimmerman

**Status:** Team last met on March 6. Team has been monitoring Texas 811/Line-Scape program that shares known abandoned facility information with excavators. Also looking at states that have requirements in their laws for possible best practice ideas.

- **TR 2022-03 – Disaster Preparation and Response**  
Task Team Chairs – Bill Kiger and Ruth Weintraub

## Best Practices Meeting – April 15, 2024

**Status:** Team last met on Oct. 24. Team has assembled a number of resources/references in team library on Engage. Beginning to work on draft language for a possible Best Practice.

- **TR 2023-02 – Ticket Load Leveling/Scheduling**  
Task Team Chair – Brian Dreesen

**Status:** Team last met on Oct. 24. A number of promising developments in several states are being discussed. Team is looking to develop a practice that could help manage the amount of work that is coming in from all levels – 811 center/operator/locator/excavator.

### 6. New Practices/Updates – 10:30 a.m.

### 7. Meeting Schedule 2024 – 10:40 a.m.

- **July 22-25** – Summer Committee Summit (Nashville, TN)
- **October 28-30** – Fall Committee Summit (Las Vegas, NV)

### 8. Today – 10:45 a.m.

- **11:00 a.m. – Best Practices Live!**
- 12 noon – CGA Luncheon with Featured Speaker Shawn Lyon
  - The Journey to Yes – Navigating the Challenges of Transformative Change
- 1:30 – 3:30 p.m. – Education Sessions
- 3:45 p.m. – Exhibit Hall Grand Opening
- 4:00 p.m. – 6:30 p.m. – Exhibit Hall Reception

### 9. Adjourn (Co-Chairs) – 10:50 a.m.



---

## Antitrust Compliance Statement

As a general matter, the antitrust laws prohibit competitors from any agreement, formal or informal, that may restrain trade unreasonably. This includes, but is not limited to, agreements on the prices they will charge, the customers they will serve, the markets or territories in which they will compete, or refusals to deal with business partners or competitors.

CGA members and meeting participants may compete with one another. Accordingly, at all meetings or gatherings of CGA members or participants, and at meetings of the CGA board, CGA, its board, its members and its meeting participants should refresh themselves with this antitrust compliance statement and abide by all laws, including antitrust laws.

At meetings, conferences, or other gatherings of CGA members and participants, whether in-person or electronically, there should be no discussion or disclosure of information with respect to the following:

- (a) competitor prices, costs, profits, premiums, surcharges, or discounts;
- (b) allocation of customers among competitors;
- (c) allocation of geographic or product markets among competitors;
- (e) any refusal to deal with a competitor, customer or supplier;
- (f) responses to the market behavior of a competitor by a competitor, or
- (g) any other discussion that could be the basis for an agreement to restrain competition or a topic involving a potentially anticompetitive practice.

It is not only your duty to follow this policy, but also to affirmatively stop any conversations on impermissible subjects and inform CGA staff.

**PROPOSED MODIFICATION TO PRACTICE 8-3 (*Redline follows*)**

**8.3 Target Audiences and Needs**

**Practice Statement:**

An effective damage prevention education program identifies and implements a plan that addresses individual needs, including languages other than English where appropriate.

**Practice Description:**

Identification of target audiences ensures maximum impact for the Dig Safely message. The following target audiences are identified as examples:

- Professional designers
- Surveyors
- Equipment suppliers, distributors, and rental companies
- Construction management officials
- Excavation equipment operators
- Excavation equipment rental stores
- Excavators
- Public works excavators
- Locators
- Railroads
- Participating facility owners/operators
- Non-participating facility owners/operators (i.e., not one call members)
- Agricultural industry members
- Public officials
- Planning, zoning, licensing, permitting, and code enforcement officials
- Public utility board members
- Homeowners and associations
- Schools
- Landscape companies
- Geotechnical and environments soil testing laboratories
- Insurance industry members
- Marine operators
- Children
- Property owners/tenants
- Emergency responders/local emergency planning committee members
- News media

When target audiences are identified, their specific needs can be more readily addressed. This helps identify which media (e.g., free advertising, advertising, brochure, meal meetings, handouts, door hangers, yard cards, etc.) can most effectively be used to deliver the message. This also facilitates customization of the message itself. Coordination with other strategic partners can assist in reaching the greatest number of people.

**References:**

- Various 811 centers including AL, AZ, CO, CT, GA, FL, ID, IL, IA, KY, MS, MO, NM, NY (City), NC, OK, OH, OR, TX, VA, WV, and WI
- NUCA and various NUCA state chapters
- API, INGAA, and AGA member companies
- Associated General Contractors (AGC) chapters
- Door hangers from TCS Communications, LLC, of Florida
- Yard cards from Ohio Utilities Protection Service

## REDLINE MODIFICATIONS TO 8-3 BELOW

### 8.3 Target Audiences and Needs



**Practice Statement:**

An effective damage prevention education program identifies and implements a plan that addresses ~~includes identification of target audiences and their~~ individual needs, including languages other than English where appropriate.<sup>32</sup>

**Practice Description:**

Identification of target audiences ensures maximum impact for the Dig Safely message. The following target audiences are identified as examples:

- Professional designers
- Surveyors
- Equipment suppliers, distributors, and rental companies
- Construction management officials
- Excavation equipment operators
- Excavation equipment rental stores
- Excavators
- Public works excavators
- Locators
- Railroads
- Participating facility owners/operators
- Non-participating facility owners/operators (i.e., not one call members)

## TR 2023-04 – Bilingual Efforts

Task Team Chair – Rosemary Langowski

*Proposal Approved by Task Team – January 11, 2024*



- Agricultural industry members
- Public officials
- Planning, zoning, licensing, permitting, and code enforcement officials
- Public utility board members
- Homeowners and associations
- Schools
- Landscape companies
- Geotechnical and environments soil testing laboratories
- Insurance industry members
- Marine operators
- Children
- Property owners/tenants
- Emergency responders/local emergency planning committee members
- News media

When target audiences are identified, their specific needs can be more readily addressed. This helps identify which media (e.g., free advertising, advertising, brochures, meal meetings, handouts, door hangers, yard cards, etc.) can most effectively be used to deliver the message. This also facilitates customization of the message itself. Coordination with other strategic partners can assist in reaching the greatest number of people.

### References:

- Various ~~one-call~~ [811](#) centers including AL, AZ, CO, CT, GA, FL, ID, IL, IA, KY, MS, MO, NM, NY (City), NC, OK, OH, OR, TX, [VA](#), WV, and WI
- NUCA and various NUCA state chapters
- API, INGAA, and AGA member companies
- Associated General Contractors (AGC) chapters
- Door hangers from TCS Communications, LLC, of Florida
- Yard cards from Ohio Utilities Protection Service



**PROPOSED MODIFICATION TO PRACTICE 3-23 (Redline follows)**

**3.23: 811 Center Quality Standards**

**Practice Statement:**

The 811 center establishes and monitors performance standards for the operation of the center.

**Practice Description:**

A. Customer Quality of Service Performance Measurements

811 centers monitor the quality of service provided to a customer who submits a locate request. Key performance indicators include, but need not be limited to, average speed of answer, service level, hold time, call abandonment rate, handle time (talk time), and quality assurance. These recommendations help to fulfill a high quality of customer service while promoting accuracy, cost effectiveness, and efficiency are identified below. Measuring performance metrics qualifies as a “best” practice.

1. Average Speed of Answer/Service Level/Hold Time

These metrics measure the amount of time it takes from a call being connected to being answered by an agent or customer service representative (CSR). Some centers include the pre-announcer menu time in this calculation.

2. Abandoned Call Rate

This measures the amount of time a caller is on hold before they hang up or disconnect. Not meeting caller expectations could lead to repeat calls, or worse, encourage callers to excavate without having an 811 notice. Callers have an expectation that all calls will be answered within a reasonable time.

3. Handle Time/Talk Time

This indicates the amount of time it takes an agent/CSR to process a call and complete any locate requests made by that caller. It may include time after the call to properly process the request. While this measures internal efficiencies, higher handle time/talk time can lead to higher levels in other areas, such as average speed of answer and abandoned call rate.

The 811 center measures the amount of time each call takes at the individual CSR level. The emphasis is on both quality and efficiency to allow for difficult or complicated locate requests. Handle time may vary based on the level of ticket difficulty.

4. Quality Assurance

## TR 2021-02 – Review of 3-23 811 Center Quality Standards

Task Team Chair – Dominic DiCarlantonio

Proposals Approved by Task Team – March 5, 2024



811 centers have a defined quality assurance program with measurable targets. The program will ensure the accuracy of locate requests than an 811 center processes. A quality assurance program has processes or standards for both voice requests and electronic/internet requests.

### 5. Systems Availability

811 centers measure up-time percentages for critical systems. 811 centers receive a high volume of locate requests that are processed through electronic/internet systems. High levels of availability for all systems are crucial components of a successful 811 center. Systems availability may impact voice and electronic/internet capabilities for processing requests.

### B. Notification Transmission

The 811 center establishes and monitors criteria for the transmission of notifications and notification audit reports.

The 811 center can transmit notifications in an electronic format that allows receiving stations to parse/extract data. Typically, notification transmission is immediate.

Notification audit reports are sent to receiving stations at a mutually acceptable frequency. The best practice is to send an audit report at least once every day.

811 centers monitor transmissions by actively looking for delivery anomalies to investigate and resolve issues promptly.

### References:

- One Call Systems International Voluntary Recognition Program
- "Model One Call for the 20<sup>th</sup> and 21<sup>st</sup> Century," AT&T (was available when the practice was created but no longer available)
- Existing operating practices from various states 811 centers

## REDLINE MODIFICATIONS TO 3-23 BELOW

### 3.23 811 Center Quality Standards



### Practice Statement:



The 811 center establishes and monitors performance standards for the operation of the center.

**Practice Description:**

A. Customer Quality of Service Performance Measurements

811 centers monitor the quality of service provided to a customer who ~~phones in submits~~ a locate request. Key performance indicators include, but need not be limited to, average speed of answer, ~~service level, hold time,~~ call abandonment rate, ~~handle time (talk time), busy signal rate,~~ and ~~quality assurance, customer satisfaction.~~ These ~~recommendations help recommended benchmarks~~ to fulfill a high quality of customer service while promoting accuracy, cost effectiveness, and efficiency are identified below. ~~Measuring performance metrics Meeting or exceeding a benchmark~~ qualifies as a “best” practice.

~~1. —1.~~ Average Speed of Answer/~~Service Level/Hold Time~~

~~These metrics measure the amount of time it takes from a call being connected to being answered by an agent or customer service representative (CSR). Some centers include the pre-announcer menu time in this calculation. Average speed of answer (ASA) usually comprises the number of seconds between the time a caller is transferred from the Interactive Voice Response (IVR) system and the time a voice welcomes the caller and begins the processing of a locate request averaged over a specified time interval and accumulated daily. Service level objectives in the 811 center industry are generally monitored daily, monthly, and year to date. An ASA objective of 30 seconds or less is recommended.~~

2. Abandoned Call Rate

~~This measures the amount of time a caller is on hold before they hang up or disconnect. Not meeting caller expectations could lead to repeat calls, or worse, encourage callers to excavate without having an 811 notice. The incidence of abandoned incoming calls is a function of the number of 811 center customer service representatives actively processing locate requests and the volume of incoming calls. Callers have an expectation that all calls will be answered within a reasonable time. A caller that has waited more~~

Formatted: Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.26" + Indent at: 0.51"

~~than 60 seconds before hanging up is considered an abandoned call. A monthly average abandonment rate that is less than 5% is recommended.~~

### 3. Handle Time/Talk Time Busy Signal Rate

~~This indicates the amount of time it takes an agent/CSR to process a call and complete any locate requests made by that caller. It may include time after the call to properly process the request. While this measures internal efficiencies, higher handle time/talk time can lead to higher levels in other areas such as average speed of answer and abandoned call rate. The incidence of callers experiencing busy signals is a function of the number of incoming telephone lines to the 811 center and the incoming call volume. Callers have an expectation that there will be very few busy signals.~~

~~The 811 center measures the amount of time each call takes at the individual CSR level. The emphasis is on both quality and efficiency to allow for difficult or complicated locate requests. Handle time may vary based on the level of ticket difficulty. Typically, 811 centers can extract information on busy signals from their telephone systems or obtain the information from their communications service providers. The information usually comprises the number of callers experiencing a busy signal as a percentage of the total number of attempts to contact the 811 center during normal business hours.~~

~~Service level objectives are reported daily, monthly, and year to date. A monthly average busy signal rate that does not exceed 1% is recommended.~~

### 4. Quality Assurance Customer Satisfaction

~~811 centers have a defined quality assurance program with measurable targets. The program will ensure the accuracy of locate requests that an 811 center processes. A quality assurance program has processes or standards for both voice requests and electronic/internet requests. A fundamental principal in measuring quality is that "the customer defines quality." Periodic customer satisfaction surveys are conducted. The 811 center makes all information/data collected on the quality of its performance available for review by the appropriate oversight authority and the public upon request.~~

### 5. Systems Availability



~~811 centers measure up-time percentages for critical systems. 811 centers receive a high volume of locate requests that are processed through electronic/internet systems. High levels of availability for all systems are crucial components of a successful 811 center. Systems availability may impact voice and electronic/internet capabilities for processing requests.~~

Formatted: Indent: Left: 0.5"

#### B. ~~Locate Request Quality~~

~~The 811 center has in place quality control and quality assurance programs to measure and monitor the accuracy and completeness of the information received by the 811 center compared to the information transmitted by the 811 center.~~

#### C. Notification ~~Delivery Transmission~~

The 811 center establishes and monitors criteria for the transmission of notifications and notification audit reports.

~~Typically, t~~The 811 center can transmit notifications in an electronic format that allows receiving stations to parse/extract data. Typically, notification transmission is immediate.

Notification audit reports are sent to receiving stations at a mutually acceptable frequency. ~~It is a~~ The best practice to send an audit report at least once every business-day. ~~Typically, notification transmission is immediate.~~

#### References:

- One Call Systems International Voluntary Recognition Program
- "Model One Call for the 20<sup>th</sup> and 21<sup>st</sup> Century," AT&T (was available when the practice was created but no longer available)
- Existing operating practices from various states' one call centers

Commented [SL1]: Is this something that should be removed since no longer available?

## PROPOSED NEW PRACTICE

### **Designating and Depicting for the Protection of Known Underground Facilities in the Construction Path**



#### **Practice Statement:**

Project Owners have a process that identifies their responsibility for preventing damages to existing facilities during the construction phase of excavation projects. In cases where projects are moved to the construction phase without adequately accounting for the precise location of known existing public and private underground facilities within the scope of the project, additional compensation shall be required.

#### **Practice Description:**

If the construction plans do not provide the applicable quality level of the SUE process in the planning and design phase, as outlined in Practice Statement 2.14 – Subsurface Utility Engineering (SUE), a process is required that ensures the precise location of facilities within the construction path are adequately accounted for and protected during excavation and backfill operations.

With the adoption of alternative project delivery methods, there is a need to reinforce proven damage prevention best practices. Identifying and verifying the location of existing underground facilities in advance of construction is a proven method to prevent damages and the responsibility needs to be detailed so there is no ambiguity.

#### **Benefits:**

The benefits associated with this practice are multiple; Service interruptions to customers are minimized, productivity and bid/estimate accuracy are maintained, employee and public safety are achieved by the avoidance of excavation related damage, and the issue of compensation is addressed in advance of the work.

#### **References:**

- AQUA of Pennsylvania, Design and Construction Requirements.

<b>PROPOSED NEW DEFINITION</b>
--------------------------------

**Alternative Project Delivery Methods:** Infrastructure projects can be delivered through various alternative methods, including:

1. Design-Bid-Build (DBB): Traditional method where the project owner contracts separately with a designer/architect for the design phase, then with a construction contractor for the construction phase.
2. Design-Build (DB): A single entity is responsible for both the design and construction phases, streamlining the process and potentially reducing project duration.
3. Public-Private Partnership (PPP or P3): Involves collaboration between a public agency and a private sector entity to finance, design, construct, operate, and maintain infrastructure projects.
4. Construction Management at Risk (CMAR): The construction manager works with the project owner and designer during the design phase and then assumes responsibility for delivering the project within a guaranteed maximum price.
5. Build-Operate-Transfer: A private entity finances, builds, and operates a facility for a specified period before transferring ownership to the public sector.
6. Design-Build-Operate-Maintain (DBOM): Similar to BOT, but the private entity also operates and maintains the facility after construction.
7. Progressive Design-Build (PDB): PDB uses a qualifications-based or best value selection, followed by a process whereby the owner then “progresses” towards a contract price with the team (thus the term “Progressive”).

Each method has its own advantages and challenges, and the choice often depends on project requirements, risk allocation preferences, and funding mechanisms.

**PROPOSED MODIFICATION TO PRACTICE 4-8 (Redline follows)**

**4.8 Facility Marking**

**Practice Statement:**

Facilities are adequately marked for conditions.

**Practice Description:**

Facility locators match markings to the existing and expected surface conditions. Markings may include one or any combination of the following: paint, chalk, flags, stakes, or brushes. All marks extend a reasonable distance beyond the bounds of the requested area. Proper training for all facility locators includes properly identifying the varying surface and environmental conditions that exist in the field and what marking methods should be used. Conditions that may affect markings are rain, snow, vegetation, high traffic, construction, etc.

Offset markings should be used if site conditions make it difficult or impractical to adequately mark or maintain the centerline of the underground facility. By providing offset marks on a firm surface or on established/permanent objects, these offsets will assist contractors in preserving the marks, and adhere to best practices during excavation. They enhance visibility and durability in diverse weather conditions, serving as reliable reference points to ensure accuracy of establishing the tolerance zone and safety throughout construction, regardless of the weather. Communication with the contractor is also critical when using offset marking to describe locate utilities.

**REDLINE MODIFICATIONS TO 4-8 BELOW**

**4.8 Facility Marking**



**Practice Statement:**

Facilities are adequately marked for conditions.

**Practice Description:**

Facility locators match markings to the existing and expected surface conditions. Markings may include one or any combination of the following: paint, chalk, flags, stakes, or brushes, or offsets. All marks extend a reasonable distance beyond the bounds of the requested area. Proper training for all facility locators includes properly identifying the varying surface and environmental conditions that exist in the field and what marking methods should be



used. Conditions that may affect markings are rain, snow, vegetation, high traffic, construction, etc.

Offset markings should be used if site conditions make it difficult or impractical to adequately mark or maintain the centerline of the underground facility. By providing offset marks on a firm surface or on established/permanent objects, these offsets will assist contractors in preserving the marks, and adhere to best practices during excavation. They enhance visibility and durability in diverse weather conditions, serving as reliable reference points to ensure accuracy of establishing the tolerance zone and safety throughout construction, regardless of the weather. Communication with the contractor is also critical when using offset marking to describe locate utilities.