

# ★ AUDIOVISUAL SERVICES ★ PROVIDED BY



METR  NET

★ **THIS SESSION** ★  
**IS SPONSORED BY**



**ON THE SPOT**  
UTILITY RESOURCES LLC



# ★ 2021 MIDWEST DAMAGE PREVENTION ★ TRAINING CONFERENCE



## **Common Ground Alliance: *Insights into Improving the Delivery of Accurate, On-Time Locates***

Thursday, November 11, 2021  
French Lick, Indiana



- Quotes from locate research or NP research
- Critical challenge – top issue identified in NP report survey – on time locates
- Locates – fixed solution
- Cycle...too many locates (unpredictable fluctuations or external events)...stressed system...reduction in confidence. Results in “fewer people using system” or “gaming system” – increased calls to center for potential work sites
- Excavator and Locator both want same thing...get work done efficiently and safely
- TODAY – we are going to take a look at what data can tell us about this challenge...starting with the incident reports (DIRT published today)...



# CGA Today

- Brings together all damage prevention stakeholder groups.
- Addresses the entire damage prevention process.
- Includes over 1,800 individual members and almost 250 member organizations/companies.



# Damage Prevention Industry Stakeholders

The diagram is structured as follows:

- Top Section:** A large green triangle with the title "Damage Prevention Industry Stakeholders".
- Second Section:** Five blue triangles representing industry sectors:
  - One Call**
  - Gas Transmission  
Gas Distribution  
Oil**
  - Telecommunications  
Electric  
Public Works**
  - Locators  
Engineering**
  - Excavators  
Road Builders**
- Third Section:** Five horizontal blue arrows representing stakeholders:
  - State Regulators**
  - Equipment**
  - Insurance**
  - Emergency Services**
  - Railroad**

**One Call**

**Gas Transmission  
Gas Distribution  
Oil**

**Telecommunications  
Electric  
Public Works**

**Locators  
Engineering**

**Excavators  
Road Builders**

**State Regulators**

**Equipment**

**Insurance**

**Emergency Services**

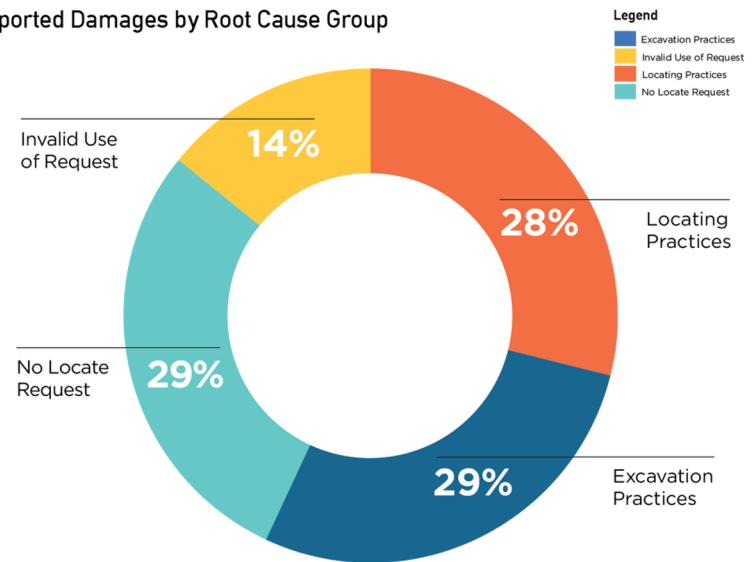
**Railroad**



# DIRT Report - 2019

**Estimated  
U.S. damages are  
trending upward for a  
fifth consecutive year,  
despite construction  
spending remaining flat.**

Reported Damages by Root Cause Group



DIRT Report for 2019 | Common Ground Alliance



# Need to Reverse the Trend – Focused Effort

1. Importance of data and information
2. Double down on effective practices and programs
3. Encourage and incentivize innovation and new practices

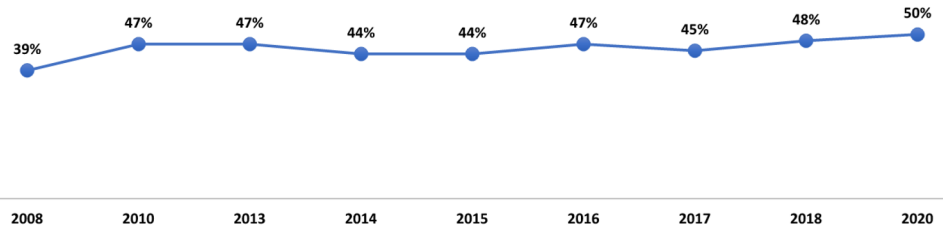


# Importance of Data & Information

**DIRT** Damage Information  
Reporting Tool

## TOP 3 CHALLENGES facing locate technicians:

1. Area to be marked is not clearly defined - **51%**
2. Incorrect information provided by excavator - **37%**
3. Heavy workload - **33%**



Q: Are you aware of a free national phone number and service that people can contact to have underground utility lines on their property marked prior to starting any digging project? NOTE: Question wording updated in 2020 to include service. Base=Total sample (n=1809)





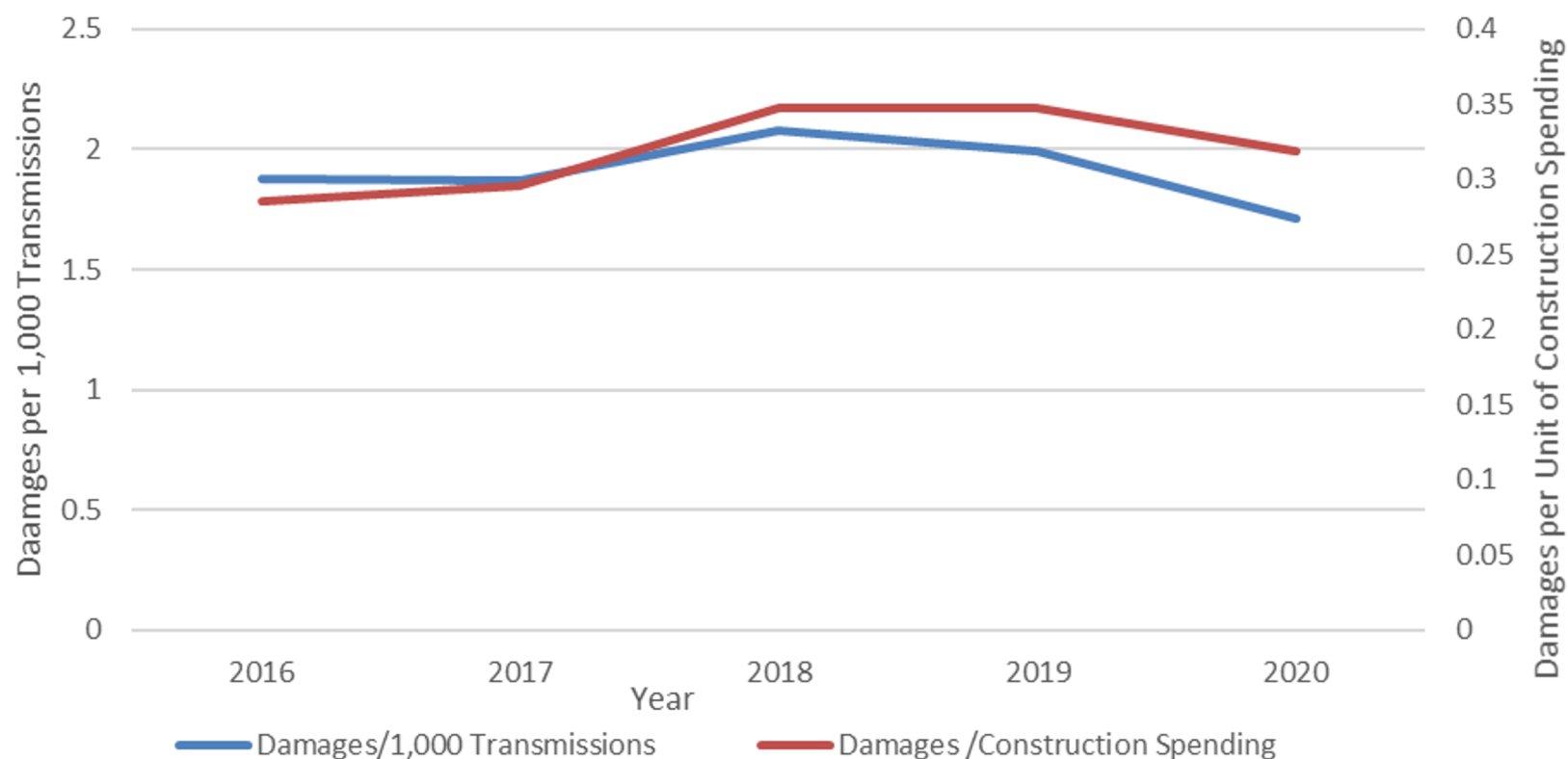
# 2020 DIRT Report



- DIRT accepts data on excavation damages and near-misses from all affected parties
- Includes analysis of data submitted into DIRT for 2020
- Over 475,000 submissions for 2020
- 2020 is the 17<sup>th</sup> annual report published
- Written report supplemented by online interactive dashboard



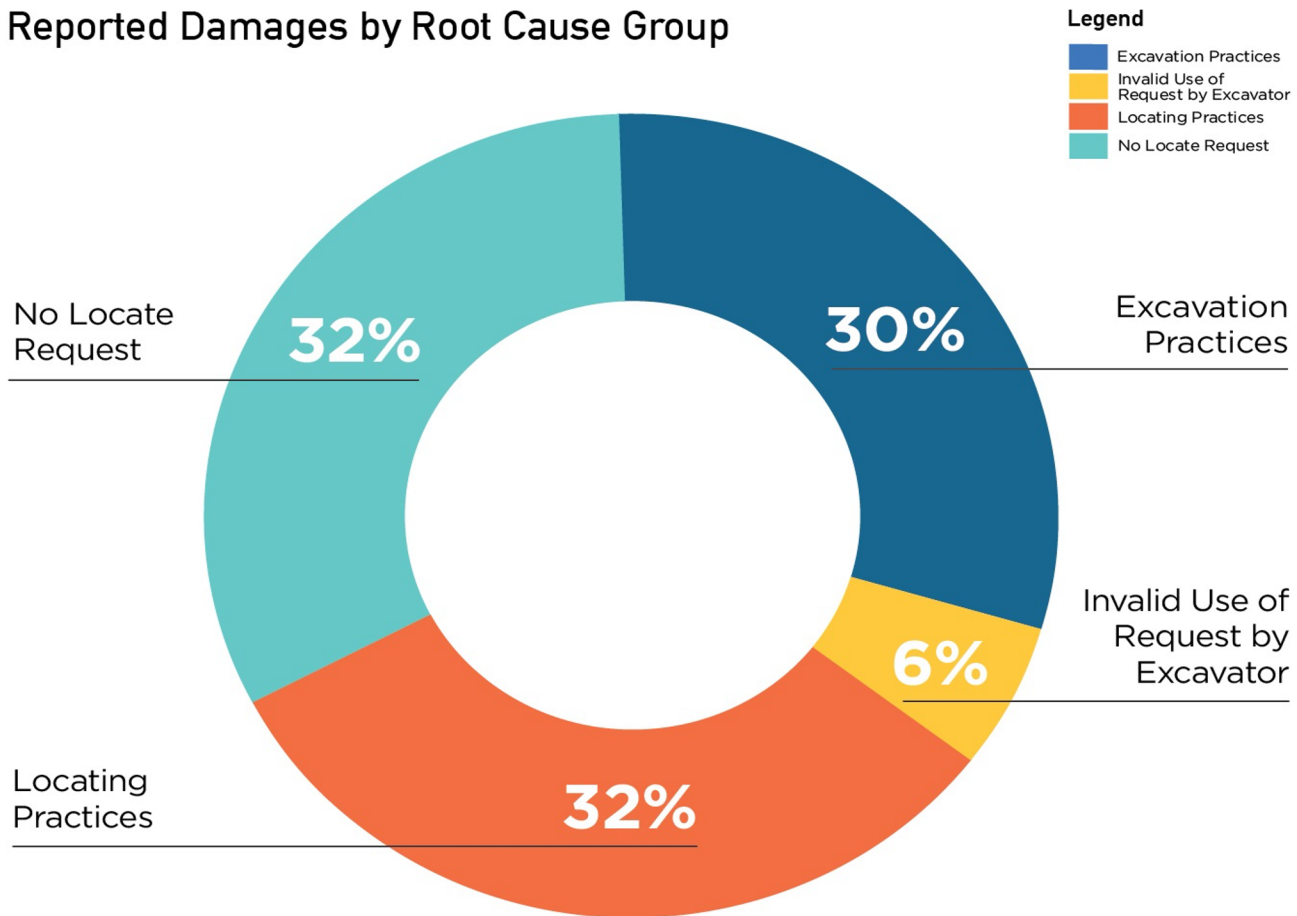
### 5-Year Trend of Damages per 1,000 Transmissions and per Unit of Construction Spending (*millions of 2020 dollars*)



**DIRT Report for 2020 | Common Ground Alliance**

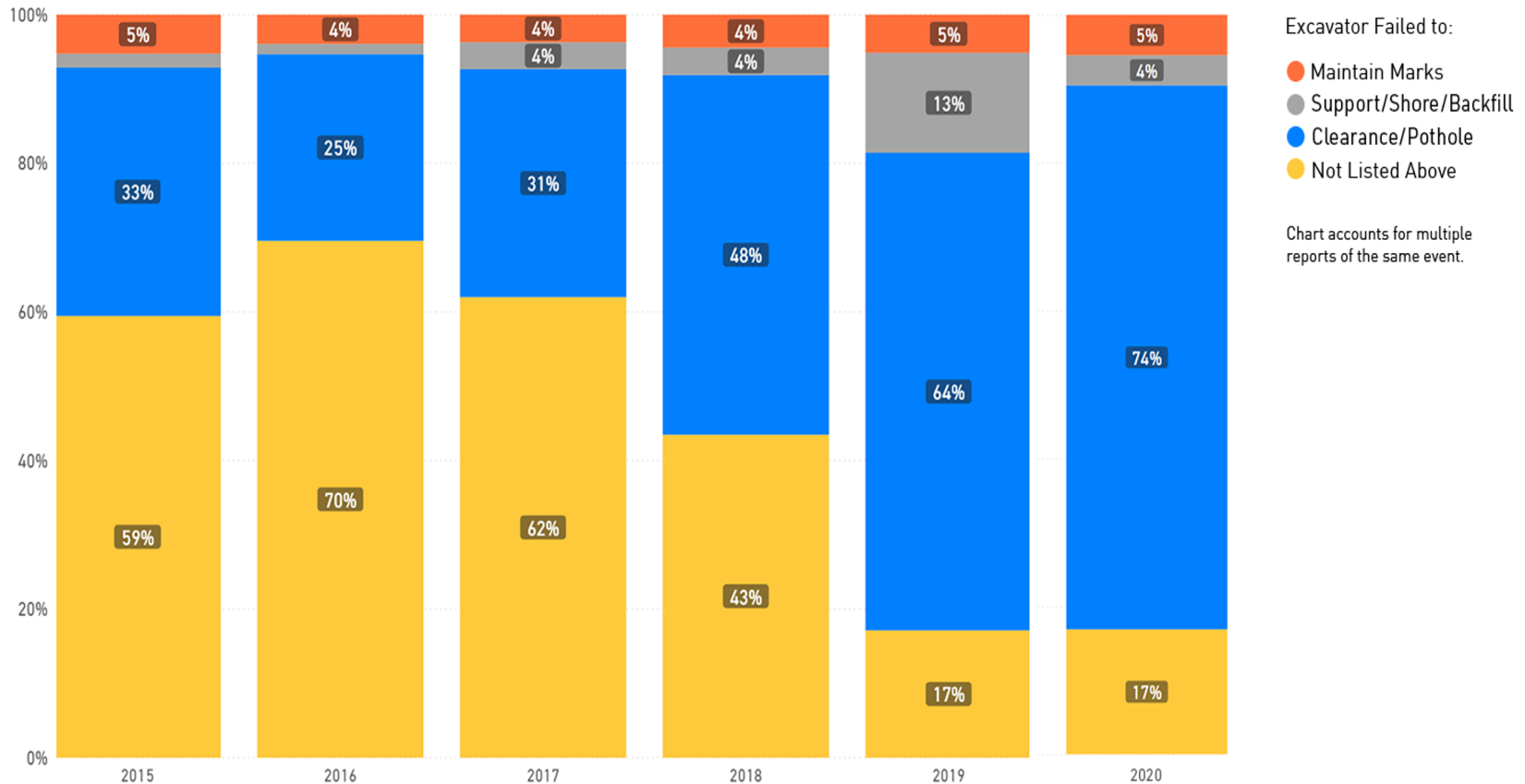


## Reported Damages by Root Cause Group



## Excavating Practices Root Causes

% of Total by Year

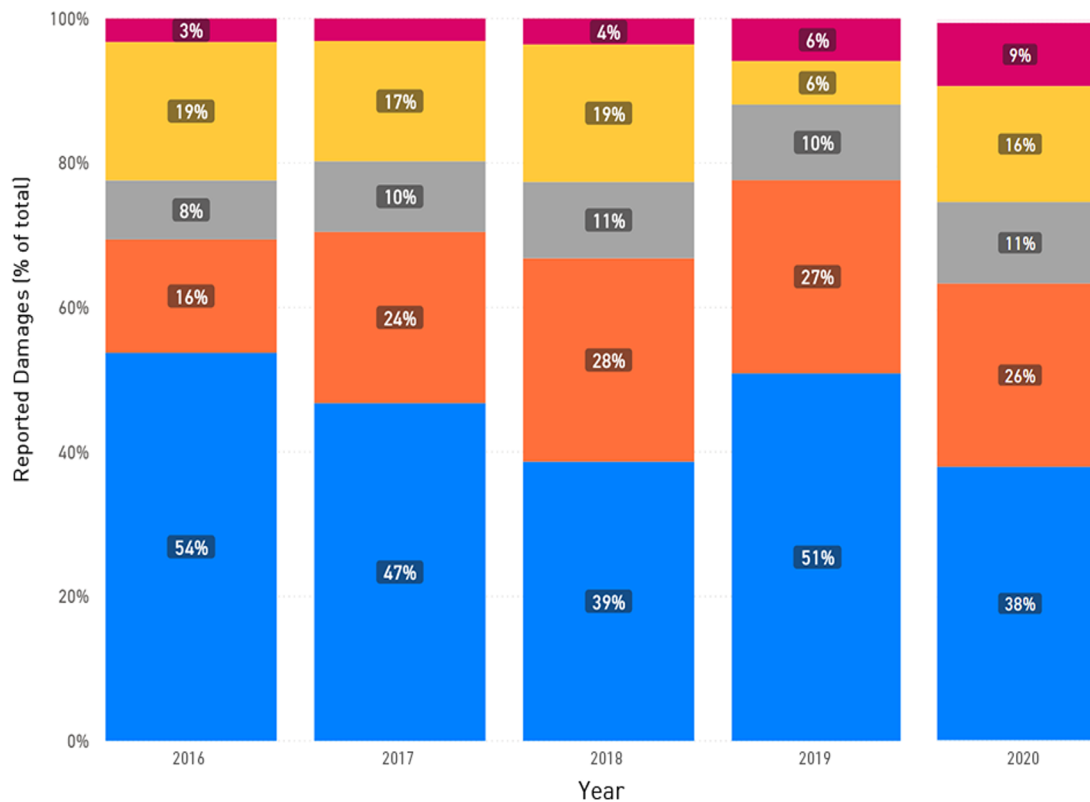


DIRT Report for 2020 | Common Ground Alliance



## Locating Practices Root Causes

% of Total 2020



### Legend

- Locator Error
- Abandoned Facilities
- Maps/Records Incorrect
- Not Marked / Incomplete Marks
- Unlocatable / Tracer Wire Issue

Chart accounts for multiple reports of the same event.

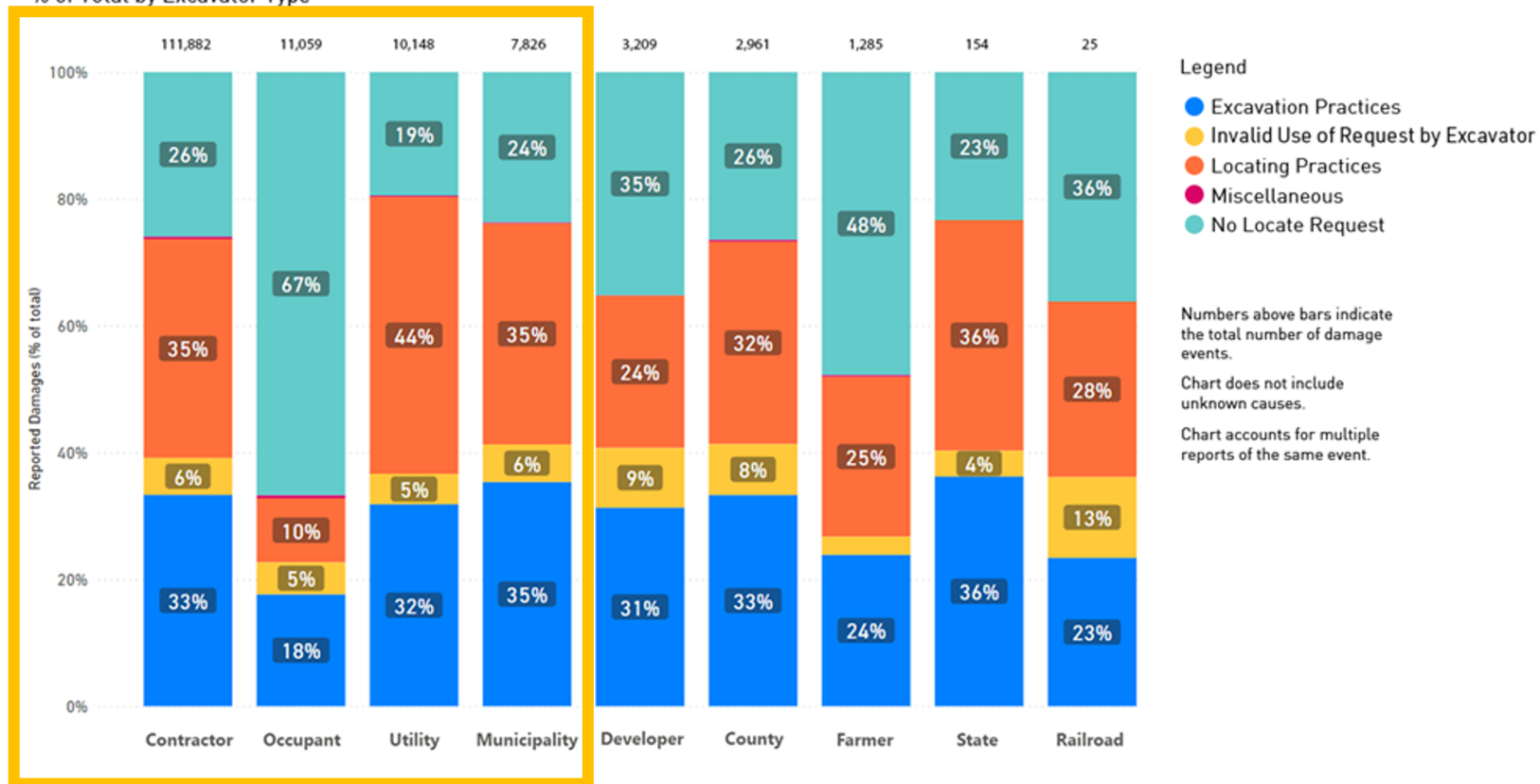
Chart does not include improper backfilling as it is negligible.

DIRT Report for 2020 | Common Ground Alliance



## Damage Root Cause Group

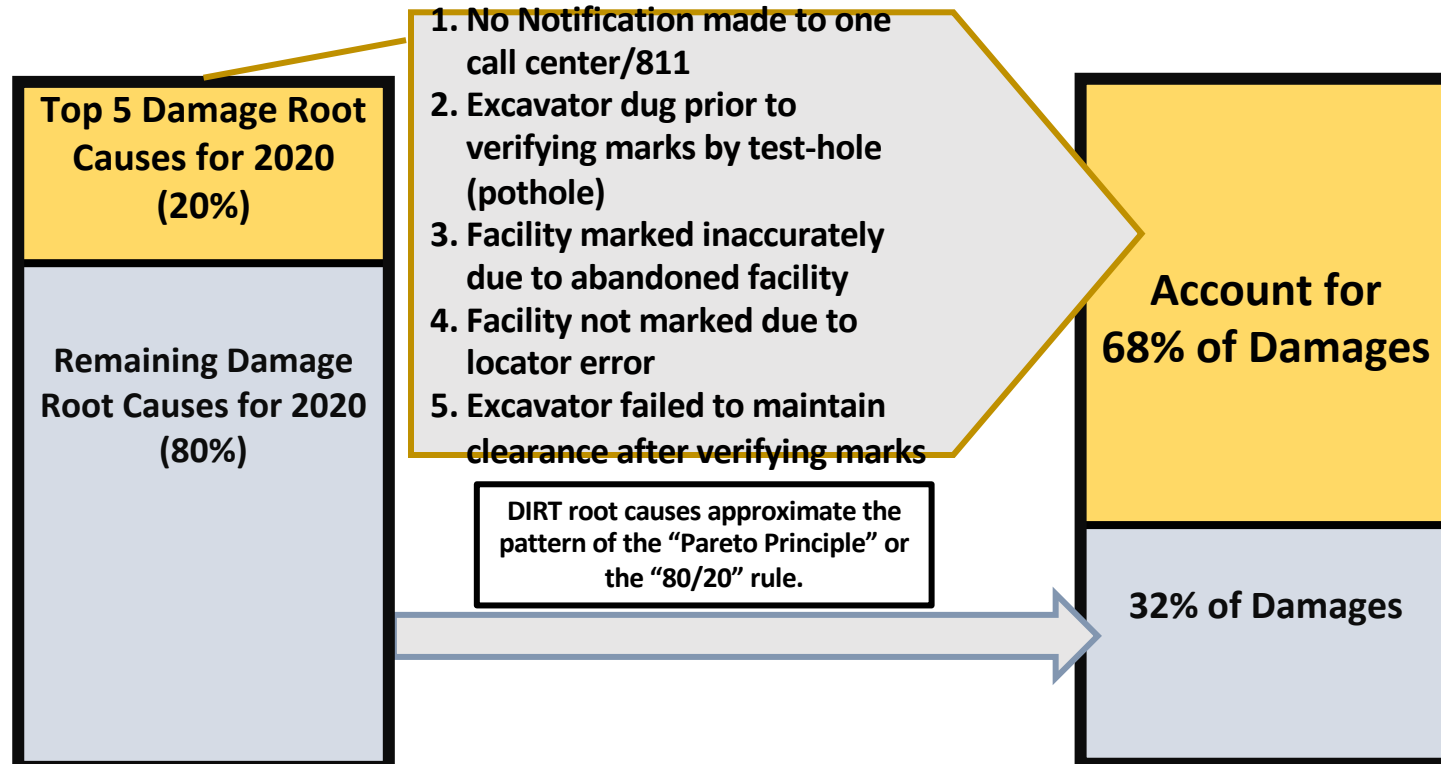
% of Total by Excavator Type



DIRT Report for 2020 | Common Ground Alliance







# Addressing “Vital Few” Produces Greatest Results



# Data and Research

## *What DIRT data doesn't tell us?*

 <p>811 Research</p>	 <p>Research</p>	 <p>Locator White Paper Tools</p>	 <p>CGA White Paper 2020 Insights into Improving the Delivery of Accurate, on-Time Locates</p>
RESEARCH	RESEARCH	TOOLKIT	REPORT
Public Awareness of 811 - Research Overview 2020	811 Awareness Study 2020 Data Sheet	Locator White Paper - Tools & Resources	White Paper: Insights into Improving the Delivery of Accurate, On-Time Locates





# 811/Educational Programs: Deliverables and Approach

- Market research including survey of homeowners, excavators and other stakeholders to assess 811

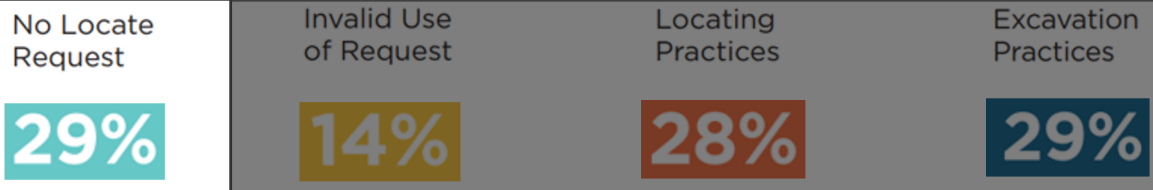
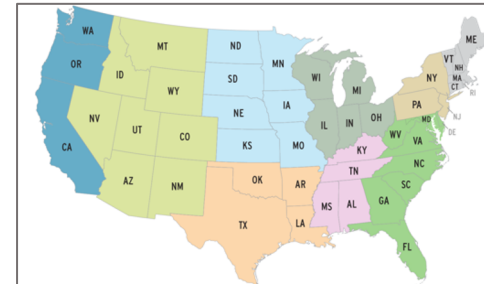
## **811 Awareness Study**

### *National and State Trends and Takeaways*

#### **OBJECTIVE**

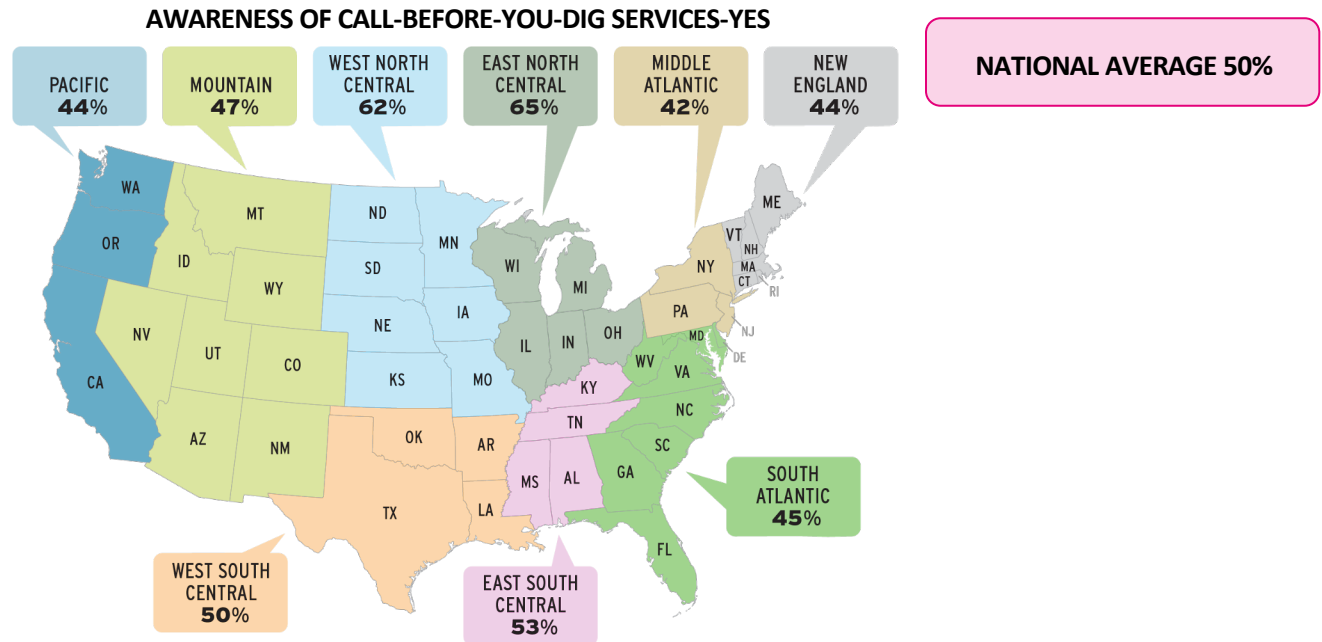
The objective of this study was to measure:

- General awareness of call-before-you-dig (CBYD) services
- Unaided and aided awareness of 811
- Awareness of 811 advertising
- Prior use and future intent to use call-before-you-dig services



## A CLOSER LOOK AT REGION: AWARENESS OF CBYD SERVICES

- As in previous years, respondents in the East North Central and West North Central regions are significantly more likely to be aware of call-before-you-dig than respondents who live elsewhere in the country.
- Respondents in the Middle Atlantic region are significantly less likely to be aware of CBYD services compared to the national average.



Q: Are you aware of a free national phone number and service that people can contact to have underground utility lines on their property marked prior to starting any digging project? NOTE: Question wording updated in 2020 to include service. Base=Total sample (n=1809)

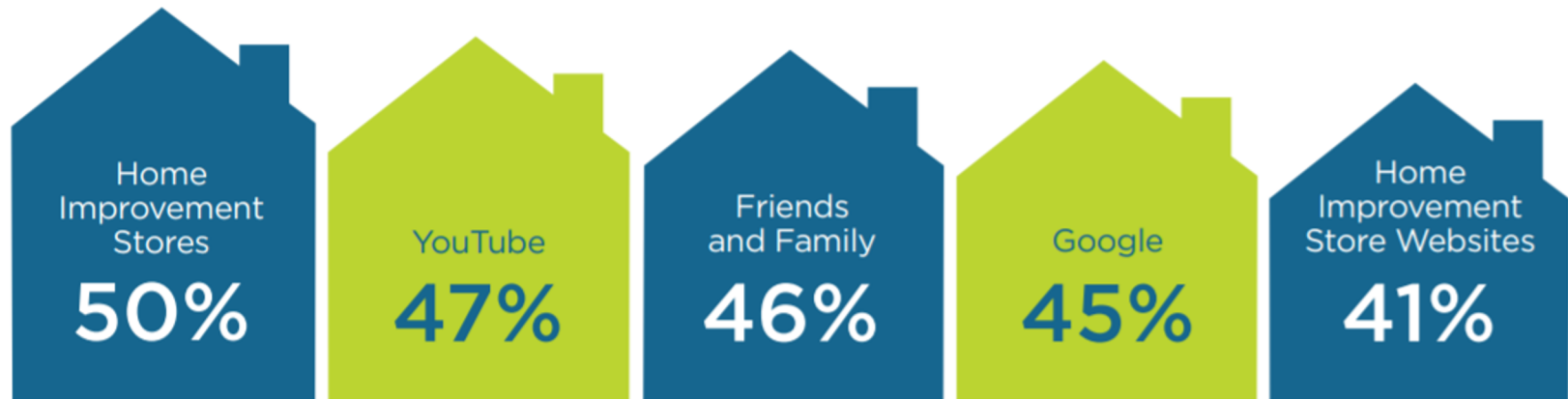


## KEY TAKEAWAY #1:

**Identify active diggers and where they turn to for information.**

*YouTube and Google are top digital sources for homeowner information on DIY projects. CGA members can consider utilizing “pre-roll” ads to reach homeowners and professionals on YouTube and search engine marketing (SEM) to reach these audiences based on their search intent.*

## Top Information Sources for Home Improvement Projects



## KEY TAKEAWAY #2:

**Consider advertising awareness when deciding how to best target audiences.**

While TV continues to be the most common source cited for where people saw or heard 811 advertisements, CGA's research indicates **high engagement with utility companies**, confirming how critical those relationships are in promoting the 811 message.



**52%** - Television

**26%** - Utility bill inserts

**24%** - Radio

**19%** - Social media

**18%** - Utility company (including website)

**17%** - Billboards

**16%** - YouTube

**14%** - Newspaper

**14%** - Utility company online bill pay

**13%** - Online banner ads



### KEY TAKEAWAY #3:

#### Develop messaging to address the reasons people don't use 811.

While there is no definitive answer on why people don't contact 811 before they dig, continuing to educate the public on the particular circumstances when contacting 811 is important.

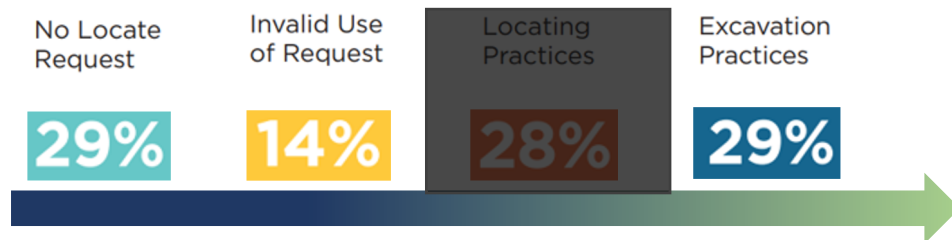
#### Reasons For Not Contacting 811

Among those who have recently completed a project, these are the top five reasons for not contacting 811:

- 1 Not digging deep enough to warrant marking/digging was shallow
- 2 Utility lines run overhead/they're not buried
- 3 Not aware marking was necessary/didn't think to call ahead
- 4 Hired a contractor
- 5 Did not know how to contact 811

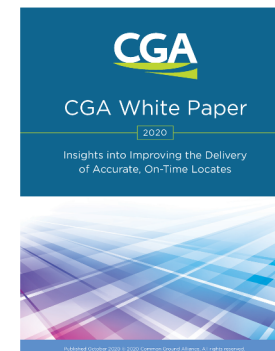
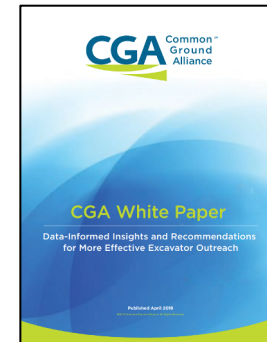
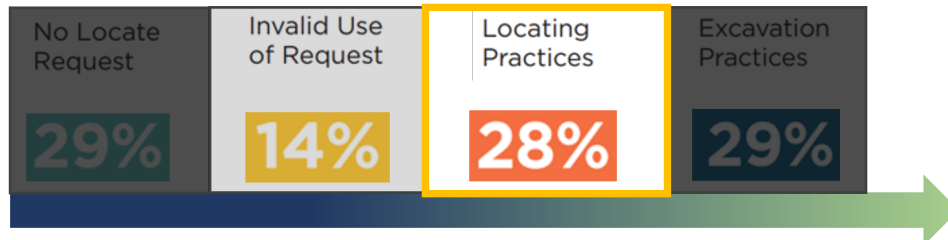


# CGA White Papers



## 2019 DIRT Report

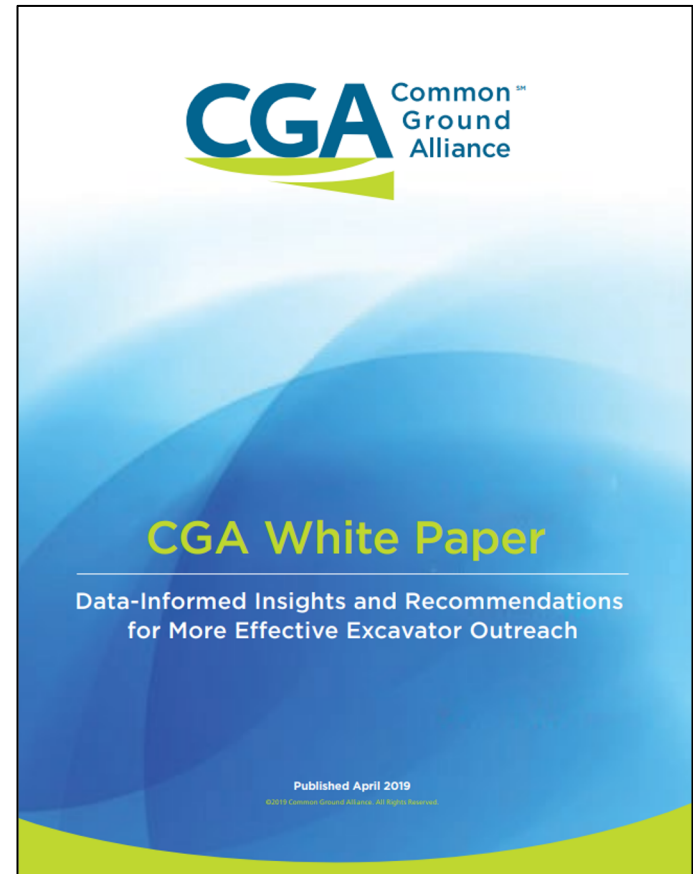
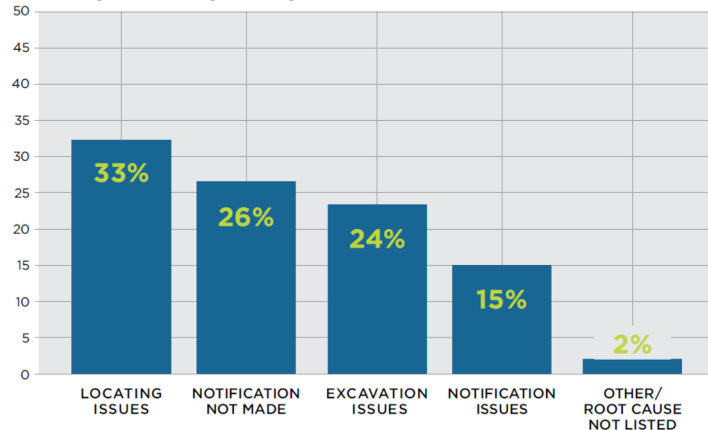
Damage Root  
Cause Groups



# Excavator White Paper

- Key takeaways for effective excavator stakeholder outreach
- Includes data-supported recommendations based on analysis of focus groups and survey data, DIRT data and additional reports

Q: Thinking of your experiences with professional excavation projects, generally speaking, what do you believe is the leading cause of damage to underground utilities?



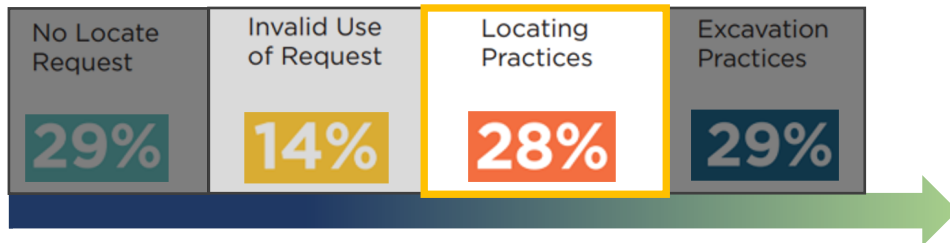


# Reasons for Not Contacting 811 or Call-Before-You-Dig

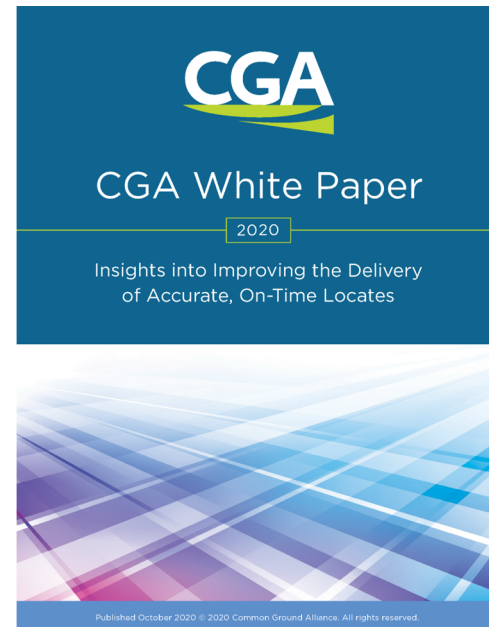




# White Paper 2020: *Insights into Improving the Delivery of Accurate, On-Time Locates*



**2019 DIRT Report**  
Damage Root  
Cause Groups



# Background: Locators' Perspectives

Locate technicians and those tasked with managing locators are **a critical stakeholder group in the damage prevention industry** and marking the location of buried utilities is a cornerstone of the damage prevention process.

According to the 2019 DIRT Report:

- Damages to buried utilities are on the rise across the U.S. for the fifth consecutive year.
- Locating issues made up 28% of total damages in 2019.

This stakeholder group is **committed to improving the safety of worksites through accurate and on-time locates**, and there are ways that all stakeholders can better share the responsibility to improve the process and safety outcomes.



# Background: Data & Insights

The 2020 CGA White Paper is based on **two new locator research reports**:

- [SURVEY: Utility Locators Online Study\\*](#)
- [INTERVIEW REPORT: Utility Locator Management Qualitative Research\\*](#)

**Additional CGA data reports** referenced in the White Paper:

- [2019 Damage Information Reporting Tool \(DIRT\) Report](#)
- [CGA White Paper: Data-Informed Insights and Recommendations for More Effective Excavator Outreach](#)

*\*Report is exclusively available to CGA members.*

## Locator research methodology

**402**

U.S.-based locate technicians completed an online survey.



**20**

locating industry decision-makers participated in in-depth interviews.



# Key Takeaways

The White Paper analyzes CGA's qualitative survey of 402 U.S.-based locate technicians and in-depth interviews with 20 locating industry decision-makers to provide four key takeaways from this research:

- 1. The volume and variability of tickets are huge challenges** for the locating industry.
- 2. White-lining and updated facility maps** may be the damage prevention industry's most effective paths to timelier and more accurate locates.
- 3. Retaining an experienced workforce** is likely to produce better safety outcomes.
- 4. Reimagining relationships between key stakeholders** can dramatically move the industry forward.



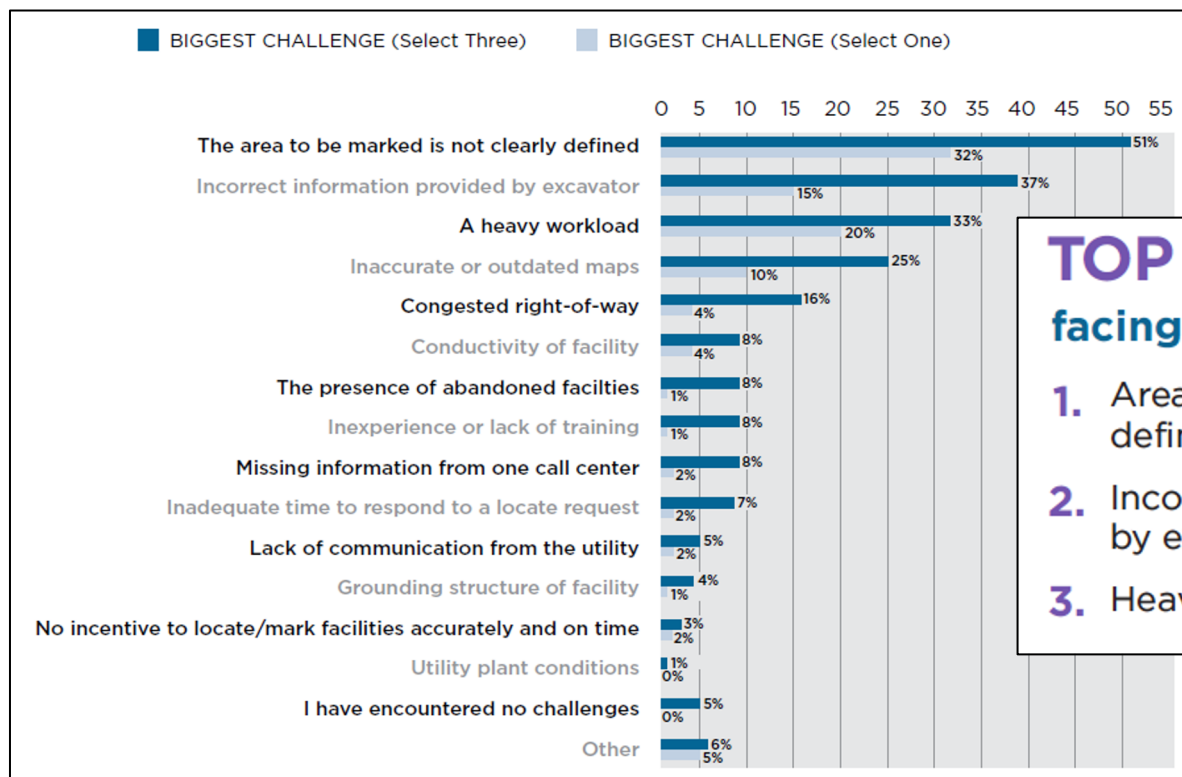
# 1. Ticket Volume & Variability

**The sheer volume of notifications is putting increasing pressure on locators.**

- A heavy workload and focus on productivity may not always result in accuracy.
- Locator supervisors said variability and inefficiency of ticketing processes pose challenges to managing volume against staffing.
- Technicians point to measures that would narrow the scope of their locates and improve efficiency, including white-lining and updated facility maps.



# Figure: Biggest Challenges Facing Locate Technicians



## TOP 3 CHALLENGES facing locate technicians:

1. Area to be marked is not clearly defined - **51%**
2. Incorrect information provided by excavator - **37%**
3. Heavy workload - **33%**

Q: What are the biggest challenges for you and other locate technicians in locating and marking utility lines accurately and on-time? (Please select up to three)

Q: Of the challenges you just mentioned, what is the biggest challenge for you and other locate technicians in locating and marking utility lines accurately and on-time?

Note: Respondents were shown their three answer choices from previous question.



## 2. White Lining & Updated Facility Maps

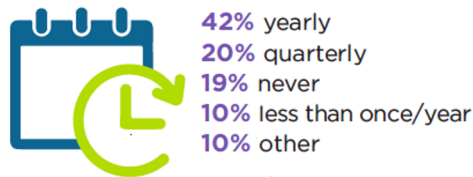
**There is overwhelming agreement among all locating stakeholders that white-lining and updated facility maps will improve the accuracy and timeliness of locates.**

- According to locate technicians, lack of mandatory white-lining is the top challenge facing the industry, and inaccurate and outdated maps is seen as the fourth most significant challenge.
- 19 of 20 locating industry decision-makers believe that white-lining effectively solves ticket issues by narrowing ticket scopes or sizes.



# 3. Retaining an Experienced Workforce

## Frequency of Ongoing Training



**Workforce issues, including retention and training, emerged as significant barriers within the locating industry.**

- Decision-makers identified heavy workloads, low wages, and overall lack of awareness of and appreciation for the locating profession as barriers to technician retention.
- Younger, less experienced and less “bought-in” technicians may focus on workload pressures over safety.
- High turnover and lack of training were in technicians’ top five challenges facing the industry.

**26%**

**of locators  
think an  
inexperienced  
workforce is a  
challenge.**





# 4. Reimagining Relationships Between Key Stakeholders

**Providing a path to easier communication between locate technicians and excavators could solve problems both near- and long-term.**

- 97% of locate technicians identify increased communication between themselves and excavators as an effective way to improve accurate, on-time locates.
- Decision-makers additionally are eager for high-level discussions with damage prevention stakeholders to address systemic issues.
- Rethinking the notification processes could improve inefficiencies, including:
  - The quick turnaround times for locates that most states mandate.
  - State requirements that subcontractors obtain their own locate request tickets.
  - Requirements that tickets are renewed or projects re-marked every 12-15 days.
  - Early locate requests that cause delays for more imminent projects.

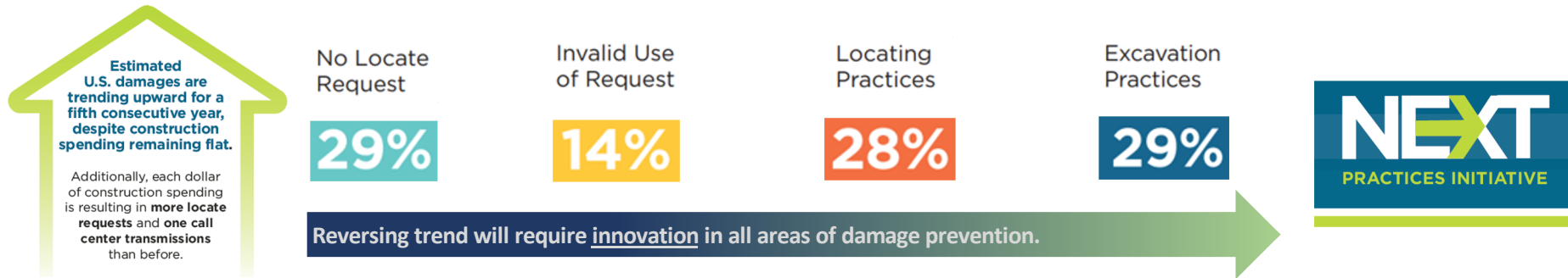


# Recap – Key Takeaways

1. **The volume and variability of tickets are huge challenges** for the locating industry.
2. **White-lining and updated facility maps** may be the damage prevention industry's most effective paths to timelier and more accurate locates.
3. **Retaining an experienced workforce** is likely to produce better safety outcomes.
4. **Reimagining relationships between key stakeholders** can dramatically move the industry forward.



# Future of Damage Prevention



## The Next Practices Initiative will:

- Encourage **innovation and new practices** to address the most critical damage prevention challenges.
- Document and share **case studies and data supporting new and effective practices**; and
- Incentivize damage prevention stakeholders to develop and support **innovative solutions**.



# 2021 White Paper & Research

- Continued outreach surrounding Locate White Paper
- Research focus on facility owners
- Additional state-level active digger and excavator research

## Looking Ahead

- Excavator training and education
- Next Practices – Future of damage prevention
- DIRT – Focus on targeted analysis and growing data submission from excavator community



# Background: Data & Insights

The 2020 CGA White Paper is based on **two new locator research reports**:

- [SURVEY: Utility Locators Online Study\\*](#)
- [INTERVIEW REPORT: Utility Locator Management Qualitative Research\\*](#)

**Additional CGA data reports** referenced in the White Paper:

- [2019 Damage Information Reporting Tool \(DIRT\) Report](#)
- [CGA White Paper: Data-Informed Insights and Recommendations for More Effective Excavator Outreach](#)

*\*Report is exclusively available to CGA members.*

## Locator research methodology

**402**

U.S.-based locate technicians completed an online survey.



**20**

locating industry decision-makers participated in in-depth interviews.



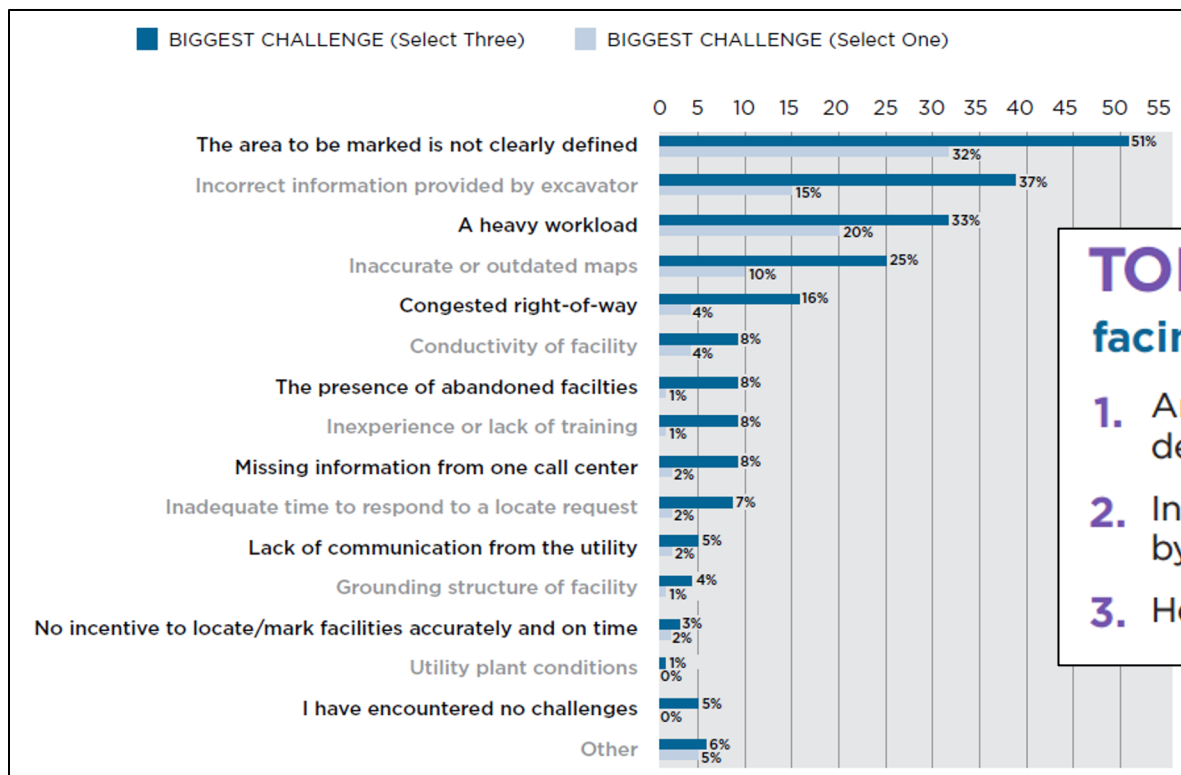
# Key Takeaways

The White Paper analyzes CGA's qualitative survey of 402 U.S.-based locate technicians and in-depth interviews with 20 locating industry decision-makers to provide four key takeaways from this research:

- 1. The volume and variability of tickets are huge challenges** for the locating industry.
- 2. White-lining and updated facility maps** may be the damage prevention industry's most effective paths to timelier and more accurate locates.
- 3. Retaining an experienced workforce** is likely to produce better safety outcomes.
- 4. Reimagining relationships between key stakeholders** can dramatically move the industry forward.



# Figure: Biggest Challenges Facing Locate Technicians



## TOP 3 CHALLENGES facing locate technicians:

1. Area to be marked is not clearly defined - **51%**
2. Incorrect information provided by excavator - **37%**
3. Heavy workload - **33%**

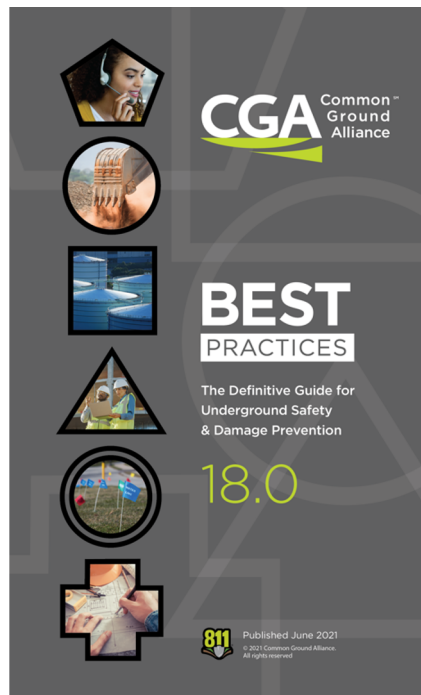
**Q:** What are the biggest challenges for you and other locate technicians in locating and marking utility lines accurately and on-time? (Please select up to three)

**Q:** Of the challenges you just mentioned, what is the biggest challenge for you and other locate technicians in locating and marking utility lines accurately and on-time?

*Note: Respondents were shown their three answer choices from previous question.*



# Double Down on *Effective* Practices and Programs



TOOLKIT

MEMBER-SHARED

 [811 Campaign Case Studies](#)



TOOLKIT


[8/11 Day Toolkit](#)











# Best Practices

- Version 18.0 published July 2021
- More than 165 practices developed through **consensus**
- Available online at [bestpractices.commongroundalliance.com](https://bestpractices.commongroundalliance.com)

Filter by Industry Icons 

 One Call Center  Facility Owner  Excavator  Locator  Project Owner  Designer



Published in summer of 2021, Best Practices 18.0 includes all new practices and is now available to download and in hard copy.



To download or order booklets visit:

[BestPractices.CommonGroundAlliance.com](https://BestPractices.CommonGroundAlliance.com)

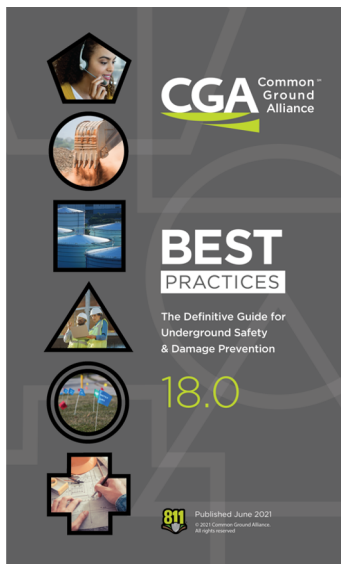


To review the complete new practices, visit:  
[BestPractices.CommonGroundAlliance.com](https://BestPractices.CommonGroundAlliance.com)



# Best Practices Process

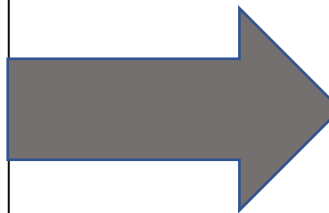
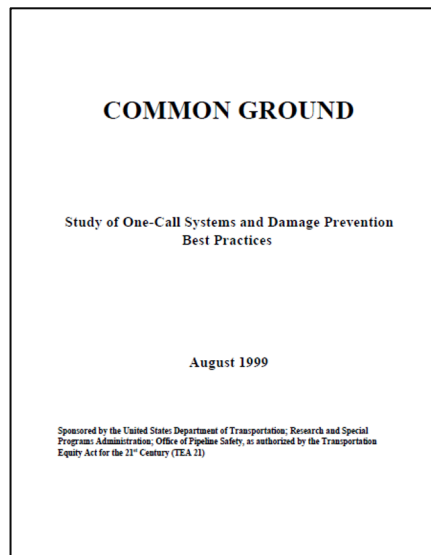
- Approximately 164 practices developed through consensus
- Task teams review potential new Best Practices or modifications



# DIRT Report

## *Reexamining Best Practices*

- The biggest categories of damage root causes correspond to Best Practices that lack specificity, likely reflecting the difficulty of achieving consensus among all 16 CGA stakeholder groups, which is required by the Best Practices process.



# DIRT Report

## *Reexamining Best Practices*

DIRT Root Cause	Best Practice(s)	Opportunity	Status
No Locate Request	5-1	<ul style="list-style-type: none"><li>• Update to reflect 811</li><li>• Collect data on reason why excavator did not call</li></ul>	<ul style="list-style-type: none"><li>• One Call team reviewing</li><li>• Considering addition to tool/additional surveys</li><li>• Executing “active digger survey”</li></ul>
Excavator Dug Prior to Verifying Marks by Test Hole (Pothole) and Excavator Failed to Maintain Clearance After Verifying Marks	5-14 Facility Avoidance 5-19 Excavation Tolerance Zone 5-20 Excavation Within Tolerance Zone	<ul style="list-style-type: none"><li>• Review use of terms potholing, test holes, daylighting and hand digging.</li><li>• More practical guidance on expectations within tolerance zone.</li><li>• Role of observer to prevent equipment operator from encroaching on tolerance zone.</li></ul>	<ul style="list-style-type: none"><li>• <i>Review of Potholing Working Group</i> established</li></ul>

# DIRT Report

## *Reexamining Best Practices*

DIRT Root Cause	Best Practice(s)	Opportunity	Status
<b>Forecasting Locating Workload</b>	4-17	<ul style="list-style-type: none"><li>Consider updated information related to advancements in technology/practices</li></ul>	<ul style="list-style-type: none"><li><i>Review 4-17 Forecasting Workload Fluctuations</i> working group established</li></ul>
<b>Excavator Dug Before Valid Start Date/Time (Wait/Confirm)</b>	5-8 Positive Response  5-9 Facility Owner/Operator Failure to Respond  5-10 Locate Verification	Consider the following: <ul style="list-style-type: none"><li>Reframe 5-8 to describe action of the excavator.</li><li>Consider addressing actions by one call center and/or facility owner/operator/locating vendor when an excavator reports a failure to respond.</li></ul>	<ul style="list-style-type: none"><li><i>Excavator Role in Positive Response</i> working group established</li></ul>

# Best Practices Working Groups and Task Teams

- Abandoned Facilities Working Group
- Disaster Preparation and Response Working Group
- Excavator Role in Positive Response Working Group
- Review 4-17, Forecasting Workload Fluctuations Working Group
- Review of Potholing in Best Practices Working Group
- TR 2021-01, Review of Practice 5-2 White Lining
- TR 2021-02, Review of Chapter 3 One Call Center



# 811 / Safe Digging Process

- Increase awareness of 811
- Drive homeowners/excavators to notify the one call center prior to digging
- Educate industry and the public about the importance of the damage prevention process



# 811 / Safe Digging Tools and Resources



TOOLKIT

MEMBER-SHARED

🔒 National Hardware Retailers Partnership



TOOLKIT

811 Videos, PSAs and Supporting Tools



TOOLKIT

MEMBER-SHARED

🔒 811 Campaign Case Studies



MEMBER-SHARED

Enbridge's High-School Football Popcorn Bags



MEMBER-SHARED

CenterPoint Energy Spring Employee Contest



MEMBER-SHARED

Kentucky 811 Unique Sponsorship Local Weather Reporting





# Addressing Inefficiency through Education

- Education on impact of one call misuse
- Research review task team
- Best Practices in excavator education



# Encourage and Incentivize Innovation and New Practices



# Technology Report - 2021

- Gaps in Damage Prevention
- What Future Might Look Like
- Technology to Achieve Systemic Improvement
- Case Studies
  - Gopher State One Call / One Call Concepts: White Lining of Excavation Areas by Digital Methods
  - Sawback Technologies: Lightweight, Mountable Ground Penetrating Radar
  - Unearth Technologies: Applying OnePlace, a Map-Based Work Management Platform, to Legacy Cross Bore Detection and Mitigation
  - Pelican Corp: Leveraging Smart Technology to Overcome Rising Locate Volumes





# NEXT

PRACTICES INITIATIVE

## Report to the Industry

Published February 2021



# Future of Damage Prevention

No Locate Request

29%

Invalid Use of Request

14%

Locating Practices

28%

Excavation Practices

29%



Reversing trend will require innovation in all areas of damage prevention.

## The Next Practices Initiative will:

- Encourage **innovation and new practices** to address the most critical damage prevention challenges.
- Document and share **case studies and data supporting new and effective practices**; and
- Incentivize damage prevention stakeholders to develop and support **innovative solutions**.



# Report to the Industry

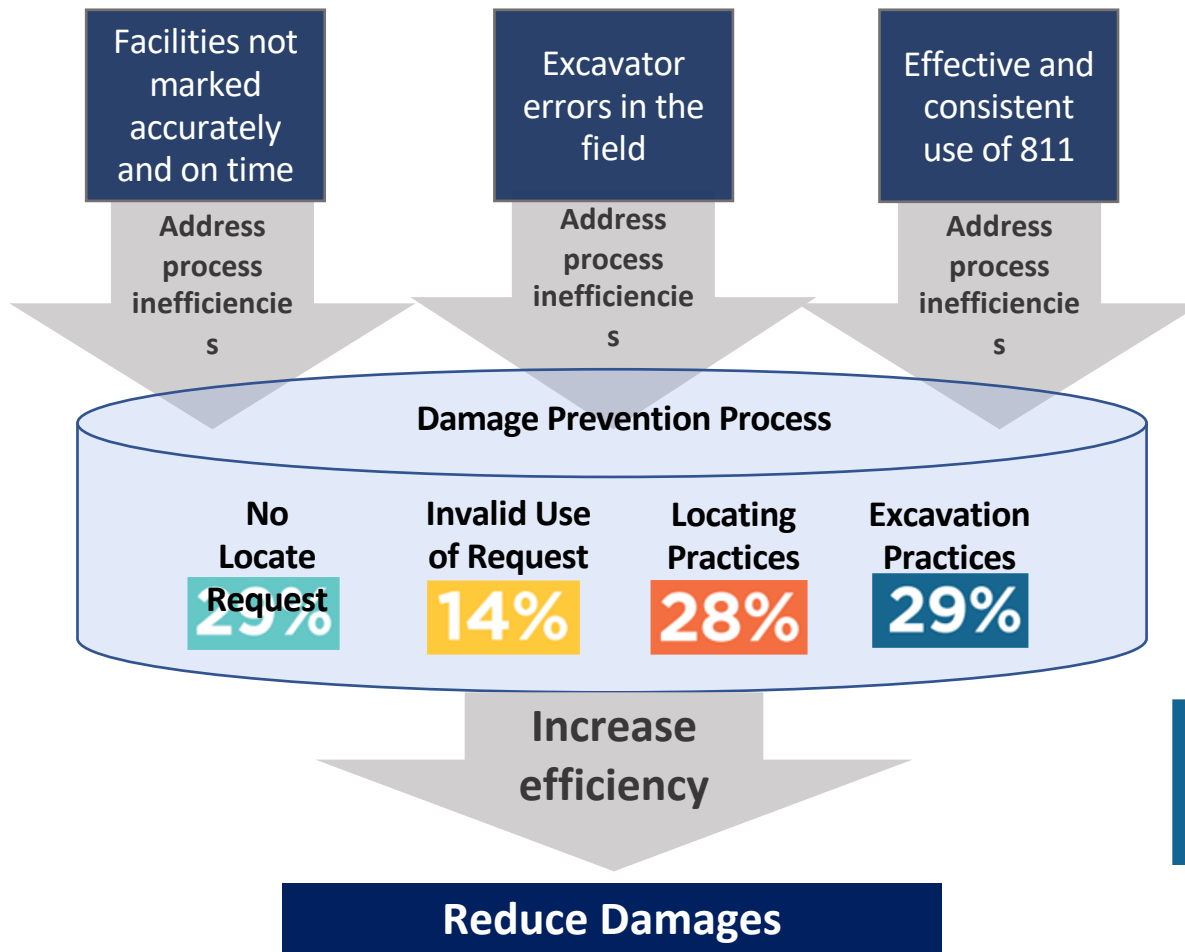
- Clearly identifies and focuses the industry on the **advancement of effective solutions to address the most critical damage prevention challenges.**
- Three Critical Issues
  - Research Summary
  - Factors Impacting the Challenge
  - Inefficiencies
- Industry Call to Action
  - Opportunities for Systemic Improvement
  - Roadmap to Realizing Systemic Improvements



# Shared Responsibility = Systemic Assessment

- Recognize that all stakeholders are part of the damage prevention industry.
- Acknowledge that one stakeholder's actions and investments -- or lack thereof -- impact the entire process.
- Commit to a comprehensive analysis of shared risks, costs and benefits.
- Encourage system-wide innovations in order to make the system work efficiently for individual stakeholders.







**CRITICAL  
CHALLENGE #1**

**Facilities not  
marked accurately  
and on time**

**CRITICAL  
CHALLENGE #2**

**Excavator errors  
in the field**

**CRITICAL  
CHALLENGE #3**

**Effective and  
consistent use of  
811**

**SYSTEMIC OPPORTUNITIES**

- **Increase effective implementation of electronic white lining.**
- **Pursue an accurate, accessible GIS-based mapping system/database.**
- **Utilize technology/software to account for variability in demand.**
- **Contractually incentivize adherence to Best Practices and address incidents via effective enforcement mechanisms.**



# Systemic Opportunities Working Groups

- Spotlight new practices and innovative solutions (across industries)
- Highlight areas where additional information/data is needed
- Identify barriers and opportunities



# Tell Us Your Organization's Story!

- Is your company taking an innovative approach to **systemic opportunities for improving the damage prevention system?**



- Case studies
- Pilot program
- Data supporting a new approach
- Survey or other relevant industry data
- Legislative approaches



# Roadmap

**WHAT'S NEXT:** Gather data, case studies and additional information to develop a concrete roadmap to realize proposed systemic improvements.

**GOAL:** Present Pathways to Improving U.S. Damage Prevention report **at the CGA Conference & Expo, October 12-15, 2021 in Orlando:**

- Review of CGA Best Practices and applicable common practices.
- Document case studies and implementation examples to provide information on feasibility.
- Gather and/or source additional data to inform industry implementation.
- Utilize CGA committee expertise to document barriers and identify opportunities.





# Continuing the Conversation

EXHIBITOR & SPONSOR PROSPECTUS



April 5-8, 2022 • Marriott Anaheim, Anaheim, CA • [CGAConference.com](http://CGAConference.com)



# Estimated Damages Down in 2020 – Top Root Causes Remain

	2017	2018	2019	2020
<b>Total Estimated Damages (U.S.)</b>	439,000	509,000	532,000	468,000
<b>Total Estimated Transmissions</b>	234.9 M	244.3 M	267.6 M	273.9 M
<b>Estimated damages per 1,000 transmissions</b>	1.87	2.08	1.99	1.71
<b>Estimated damages per million dollars of construction (2020 dollars)</b>	0.296	0.348	0.347	0.319



## Reported Damages by Root Cause for 2020

Coded by Root Cause Group

Root Cause	Reports	2020 % of Total	2019 % of Total
No Notification made to one call center / 811	84,918	31.81%	29.10%
Excavator dug prior to verifying marks by test-hole (pothole)	41,446	15.53%	1.94%
Facility marked inaccurately due to abandoned facility	20,569	7.71%	7.29%
Facility not marked due to locator error	17,539	6.57%	3.56%
Excavator failed to maintain clearance after verifying marks	17,128	6.42%	16.70%
Facility marked inaccurately due to locator error	15,163	5.68%	10.57%

### Legend

- Excavation Practices
- Invalid Use of Request by Excavator
- Locating Practices
- Miscellaneous
- No Locate Request





**Khrysanne Kerr**

*Vice President of Marketing & Outreach*

908 King St., Suite 330 • Alexandria, VA 22314  
703-836-1709 • Direct: 571-385-2606  
Cell: 330-283-3760 • [commongroundalliance.com](http://commongroundalliance.com)  
[kerr@commongroundalliance.com](mailto:kerr@commongroundalliance.com)

