

# Louisiana

2019 Issue 3



6

**Ruston Tornado Creates  
a Common Goal**



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a division of Crimson Midstream, LLC



## RESPONSIVENESS



## RELIABILITY

## RELATIONSHIPS



Crimson Gulf was established in June 2012 with the acquisition of offshore pipelines located in the Gulf of Mexico. The pipelines are operated from offices in Gray, LA. The Louisiana pipeline network, which traverses approximately 800 miles, is comprised of 10 pipeline systems connecting to more than 100 offshore oil platforms located on the outer continental shelf of the Gulf.

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- The oil industry is one of the United States most heavily-regulated industries. In Louisiana, Crimson's operations are regulated by:
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  - Bureau of Safety and Environmental Enforcement
  - Louisiana Public Service Commission
  - PHMSA (DOT)
- Crimson Gulf's operations are monitored and controlled by a state-of-the-art control center 24 hours a day and seven days a week.
- The safety of the public and employees, the environment, and property is the company's number one priority.

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*from the desk of*

# David Frey



**T**hank you for taking a look at our 811 Magazine. We admit there are many challenges facing us. The solutions are often complex, so Louisiana 811 continues to look for stakeholders who are willing to share their unique perspectives and work together to find the common ground to move forward.

With challenges like a declining economy or more stringent regulations before us, many have resigned themselves to the idea that things can't or won't change. Their explanations are perfectly rational and persuasive to all who will accept the status quo. Yet many positive changes are being made by individuals and organizations who refuse to settle for second best.

In this issue, take a look at some of the 811-day activities that took place across the state. Thanks to everyone who participated in raising the awareness to call before you dig!

Also, I hope that you had the opportunity to attend the Louisiana 811 Connection held this year at the L'Auberge Casino & Hotel on October 7 – 9. Also, remember to register for the Louisiana Damage Prevention Summit scheduled for January 21 – 23, 2020.

I want to offer a special thanks to those of you who have chosen to support Louisiana 811 and damage prevention by supporting this publication. Never before have we been afforded the opportunity to reach so many stakeholders with a single publication. Your continued support makes that possible.

We believe the magazine can help build the relationships necessary to create a stronger and more effective damage prevention program. Meaningful relationships are based on trust, and what creates trust in the end is our manifest respect for one another's perspective. That is certainly one of the goals established with the creation of this magazine.

A lot of changes have been made over the years, both in business practices and in the dig law. These changes are designed to protect our underground infrastructure and to keep our communities safer. I'm convinced the changes have been good for Louisiana.

While we can be proud of past accomplishments, there is still much to do. I'm convinced that the right people are in place to take our services and our commitment to damage prevention to the next level.

We may not yet be where we want to be, but we can see it from where we are.

*David Frey  
Executive Director  
Louisiana 811*



## Leadership: Teamwork and Survival Instincts

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Capital Area Utility Risk Partnership  
Baton Rouge Digger's Night Out Program  
10/17/19  
Abundant Life Church, Denham Springs

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for additional information and events

[www.laonecall.com/calendar.asp](http://www.laonecall.com/calendar.asp)

# Brent's observation



Louisiana

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Fall is fast approaching and that means we're getting ready for some football! I know you're anxious to see how our teams do this year and I certainly get excited participating in the conversation. Fall also brings some welcome relief from the heat – especially to those of you who work in it each day!

I can't help but get excited for the remaining schedule of events we have on tap for the year. We have Digger's Night Out programs in Lake Charles and Baton Rouge. Additionally, we'll also have the Louisiana 811 Connection Conference where attendees can learn what goes on behind the scenes at our call center. (Check out [www.laonecall.com/calendar.asp](http://www.laonecall.com/calendar.asp) for details). I never tire of helping educate excavators with the latest news surrounding our program and the Dig Law and meeting/greeting all of our stakeholders.

Did you know that LA811 has a Public Awareness Committee? If not, let me tell you about it. It's comprised mainly of our board members but we also have representation from the LA Associated General Contractors to provide us with a contractor's perspective. Our intent is to look for innovative, cost-efficient ways to promote the 811 message throughout our great state. This committee works closely with our advertising agency to reach as many

excavators, homeowners and owner/operators as we possibly can in an effort to reduce damages to underground and submerged utilities and facilities.

This year we have been very successful in uncovering and exploring different ideas. We participated in our first ever Touch-A-Truck event thanks to our relationship with the Louisiana Plumbing-Heating-Cooling Contractors Association. We were the opening weekend sponsor for the Baby Cakes (Florida Marlins minor league team) and we participated in the Red River Balloon Festival handing out promotional items to all the attendees. And we don't forget about reaching children. We partner with other organizations and utilize the services of Kid Energy USA to perform live school shows. It's awesome to see their characters - Burnie & Earl - educating youngsters about 8-1-1!

If you have an idea or event that you would like for this committee to explore, please reach out to me. Whatever we can do to spread our message, we want to hear about it! Lastly, if you would like to participate in an event with us, we want to hear about that, too.

Until next time, be safe out there and make sure you Call or Click Before you Dig! 

# Ruston Tornado Creates a Common Goal

By Roger Cox  
President  
ACTS Now, Inc.



An EF3 tornado ripped through Ruston early Thursday morning on April 25. EF3 tornadoes have winds of 136 – 165 miles per hour. Two people were killed as the powerful twister sent trees into houses, ripped roofs off buildings and snapped power lines and poles throughout the path of the storm.

Residents were awakened as the result of the chaos caused by the storm. As calls came in to the various utility companies, plans for recovery were already being implemented.

A command post was set up so that both utilities and first responders could coordinate their specific responsibilities. Clear and concise communication is critical in difficult times such as these. When severe weather or a natural disaster occurs, nothing is more important than the safety of the residents and those who are working to restore life back to normal.

Utility companies like CenterPoint Energy (CPE), Ruston's natural gas provider, knows the importance of protecting their underground gas lines every day. Protecting all underground utility lines is important. When damages occur, essential services are interrupted, costly repairs are required, work on the project that caused the hit is delayed and most seriously, the safety of crew members and the public are exposed to risk.

If striking a gas line on a clear day can cause a major disaster, on this particular day, it was even more critical to avoid striking a gas line, as everybody was already dealing with a major disaster. CenterPoint then contacted USIC, their contract locating company in Louisiana, to help them create a storm response strategy.

USIC dispatched six (6) additional technicians to locate CenterPoint gas lines ahead of the City of Ruston's Light and Electric department. The power company had to replace power poles across a major part of the city. Having the gas lines identified before replacing the poles (even in the same hole) is a critical step in keeping utility workers and the general public safe.

While USIC's technicians who were assigned to the storm response continued to locate ahead of the power company, the regularly assigned USIC locating technicians kept up with the other utilities that were also impacted in the area.

CONTINUED ON PAGE 15

# A Full Conversion to ITIC NextGen

By Amber Dahl  
Copywriter  
One Call Concepts, Inc.

**L**ouisiana 811 is proud to announce a complete conversion to ITIC NextGen for professional excavators as of July 12, 2019.

NextGen is an online ticket submission software designed with the professional excavator and facility operator in mind. It offers precise control and flexibility when mapping a work site. This ease-focused approach saves time and improves ticket quality.

Previous online ticket request systems required user-provided text information and saved the mapping process for last, which could result in construction delays since there was no concrete way to determine which member utilities needed notification. NextGen reverses the approach by allowing the user to map their entire work site first with its fully interactive interface.

The software features advanced map views, including Google and satellite imagery, as well as searching by the GPS coordinates for the proposed area. Multiple tools allow the user to identify map features, measure the distance between points, add placemarks for reference and upload shape files to aid their mapping process.

With NextGen, users can map out multiple dig sites in one session, and the software automatically divides the worksites into individual tickets for review. This application improves the ease of finding and outlining each work location on the map.

One of the most significant advances over any existing ticket input platform is NextGen's ability to translate a notification center's base map data into the text required to complete a ticket. All former ticket input systems required users to key in the details of their work site, such as the parish, city and street names, before a ticket could be mapped. Users can concentrate on accurately identifying their work location while the system extracts the required text information to correlate with the drawn map.

Professionals never need to worry about boundary restrictions while mapping. When a user defines an area that crosses parish boundaries, NextGen determines if, and how many, separate tickets are needed based on the business rules. NextGen then evaluates all excavation areas once the user has finished defining them on the map. If the proposed area crosses a critical boundary, it will split into multiple tickets according to the business rules set up by the Louisiana One Call Board.

ITIC NextGen was originally implemented for Louisiana 811 in July of 2017. Today, one hundred percent of professional excavation ticket requests are processed through NextGen. 

For NextGen questions and comments, please contact Charlene Ellison at (225) 275-3700 ext. 475 or [charlene@laonecall.com](mailto:charlene@laonecall.com).



## Always call 811 before you dig.

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# Louisiana 811 Promotes Safe Digging on National 811 Day

Louisiana 811 always promotes National 811 Day in a big way. This year Shell Pipeline invited Louisiana 811 to their 811 Day event which included the celebration of Shell's 100-year anniversary. Shell also arranged to have one of Joey Logano's race cars at the event.

To promote safe digging and 811 Day, Brent Saltzman, Damage Prevention Manager for Louisiana 811, was featured in interviews on KALB News Channel 5 in Alexandria, WGMB Fox 44 in Baton Rouge and WNXX Radio in Baton Rouge.

National 811 Day, is observed annually on August 11, and highlights the need for homeowners and professional excavators to avoid damaging underground utility lines by always calling 811 before any digging. 



*Thanks to our friends from WGMB Fox 44 (Baton Rouge) for allowing us to speak about 811 Day.*



*Brent Saltzman (right) is featured on an interview with KALB News Channel 5 in Alexandria to remind everyone of 811 Day (8-11).*



*We would like to thank WNXX Radio (104.5 ESPN Baton Rouge) for having us on their show to promote safe digging and 811 day.*



Above: Brent Saltzman, Louisiana 811 gets an up-close look at the Shell sponsored, Joey Logano race car.  
 Below: Shell celebration participants are waiting for a presentation by Louisiana 811's Brent Saltzman.



Brent Saltzman, Louisiana 811 and Shelley Piehet, Shell Public Awareness Representative celebrate Shell's 100 year anniversary.



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# Lead



## Teamwork and Survival

**Y**ou will decide if your survival instincts are a friend or foe to the collaborative teamwork required for damage prevention. No, this article is not about psychobabble, so let me explain.

We are hardwired to survive which gives rise to fight or flight whenever we perceive physical or psychological threats to our security. I've been an organizational consultant for over thirty years and see these instincts working every day. For example, I'm currently working with a department that has the reputation of being the "NO Department" within the company. That is, whenever there is a request for cooperation the requester hears no, we can't do that. Survival instincts at work! The sad part of this story is the department manager didn't know their reputation until I reported it to him.

Researcher, Lisa Kwan wrote about teamwork blind spots in her article, The Collaboration Blind Spot that appeared in a recent Harvard Business Review (March 2019). She said, groups feel threatened when others are encroaching on their territories. Sometimes, following instincts get people in trouble

as is the case of our "No Department."

But, let's look at Mother Nature through another set of eyes. Historically, the survival instinct has been the impetus for animals and humans to form packs or teams. Your department is a pack within your company which is itself a pack. The Damage Prevention community can also be considered a pack consisting of several individual packs, i.e., One Call Centers, Excavators, Utility Companies, communities, politicians, etc. Now let's address how packs can work together—collaboratively. I'll begin with the three strategies offered by Lisa Kwan and then offer an embellishment.

### **1. Group Identity.**

This author contends that every team must maintain its own identity defined by the nature of its work and mission. Every member of the damage prevention team has the right to be humbly proud of its contribution to keeping their respective communities safe.

### **2. Reaffirm Legitimacy.**

Saying thank you must be two of the more difficult words to verbalize,

because research shows they are infrequently used. Stop and ask yourself when you last thanked other members of the damage prevention pack for doing a great job? Publically recognizing each other is a great way to establish each other's validity.

### **3. Reassert Control.**

Teams want control of their destiny. So the essence of this strategy is allowing and trusting other members of the damage prevention team will do what they do best.

### **My Embellishment**

Kwan spoke to three excellent collaborative teamwork strategies. With that said, however, there are at least four additional strategies to consider.

#### **1. "I" in Teamwork**

Contrary to the old cliché — there is only a we in team, every individual within the damage prevention community needs to understand their freedom of choice underwrites the decision to be a collaborative team member or not. There are many "whys" someone chooses not to be a



# Leadership

## Survival Instincts

By Larry Cole, Ph.D.  
TeamMax, Inc.

collaborative team member, and my guess is a “distorted ego” is a primary driver. (This is a story for another time.)

### 2. *Helping Each Other to Succeed*

Collaborative teamwork is easy. While reading the following steps ask yourself two questions: 1) Are these behaviors within my body? 2) What does it cost to use these behaviors?

- 1) Know what we need from each other.
- 2) Proactively meet/exceed team members’ expectations.
- 3) Provide team members feedback about the success of meeting expectations.
- 4) Accept and use the feedback to improve performance.
- 5) Proactively do whatever is necessary to help team members to succeed and keep your community safe.

Yes, there will be times when one team member won’t 1) have needed or correct information, or 2) competently complete their job responsibilities. This is not a perfect world and mistakes are going to be made. During the course

of my organizational consulting career, the major challenge team(s) face is team members making the decision to not adhere to this simple teamwork process.

### 3. *Vision*

Working to achieve a “vision” is one of the more underutilized tools in the leader’s toolbox. Every company is working to achieve something so why not define it and put that definition to work as a powerful motivational variable? What is more compelling than a damage prevention community achieving their vision of safety? This vision needs to be the guiding principle as team members work to help each other succeed.

### 4. *Accountability*

Last, but certainly not least, is the accountability tool. Team members of every successful team hold each other accountable to achieve success. Team members of the damage prevention team should do the same. Yes, I understand the challenges to do so.

- 1) One has to muster the courage to provide honest feedback provided in a

socially acceptable manner. Imagine for a moment how easy providing feedback could be if team members adhered to the default position that feedback is a gift.

- 2) It just makes common sense that every team should want to know how their performance is impacting other teams.
- 3) Teams within the damage prevention community should evaluate their success of working together on a regularly scheduled basis.

### *In Closing*

I didn’t mean to over-simplify collaborative teamwork. Instead, I want you to recognize teamwork behaviors are already within your behavioral library and using them is free. Talk about a great deal! 

Larry Cole, Ph.D., founded TeamMax®, Inc. and the TeamMax® methodologies to improve employee performance to maximize financial success He can be reached at [team-max100@gmail.com](mailto:team-max100@gmail.com).

# Leadership Can Be Rewarding

By Virginia Reames  
The Policy Center  
Jackson, MS

Once we had a favorite insurance customer. Yes, his premiums were pretty high, but the man's company never ever had a claim. He even had a .80 Experience Mod on his Workers Comp. That means he had a 20% discount off the going rates because he was claim free for several years. Our guy even had daily safety meetings. Not long, but every day. He said he learned that from his friends out on oil rigs.

The man decided to retire, and he turned the management of the business over to a relative, one who had actually worked with the crew. The new manager understood the business, and, as a relative, had a stake in the business staying successful. Furthermore, he had plenty of good ideas about how to best use the 40 hours per week he had allotted to him.

The operation stayed pretty busy because, truthfully, this wasn't the sort of business that had a lot of competition but had a lot of possibilities. The new manager expanded and hired a few more folks to meet this demand.

And he stopped the safety meetings because, well, his guys were scattered all over and didn't have time to run into the office for an hour or so just to go over the same old stuff they had all heard time and time again.

What happened next? It started with an occasional small workers comp claim, then there was an occasional fender-bender auto claim. The workers were sure glad, they said, that the new guy was in charge, because he understood that sometimes these things happened. A crew member definitely did not want to have to explain to the old guy how he backed into that other truck! No, sir!

There were two small shop fires. Neither did much damage, but they filed the claims anyway. And it sure was a shame about that new guy's back injury—dang!

Bottom line, they not only lost their 20% discount, but wound up with a

10% increase—an EMod of 1.1—within 3 years. That's a total 30% hit on their workers comp rates alone. Plus, the property carrier raised their deductible to \$5000, and they got their auto coverage dropped. The worst thing that can happen is to have your insurance cancelled or non-renewed. Nobody wants you when this happens.

Am I making my point here? Obviously, the old guy with his attitude and his daily safety meetings did something right. And obviously, "understanding that these things happen" wasn't the best business approach after all.

The two management approaches speak

The workers take  
their cues from  
the management -  
where  
leadership must  
begin.

for themselves – one got the job done, and the other failed. Miserably.

Somehow, those things did not happen when the old guy was running the show. They sure didn't want to have to explain how they damaged the truck – somehow, they managed not to tear up that truck. They also, somehow, didn't get hurt or file workers comp claims.

They managed to get the work done even though they had to attend those safety meetings. Daily safety meetings. A trick the old guy learned from his friends on the oil rigs. For years that business didn't have any losses and their insurance rates went down.

When the new guy took over and decided that the safety meetings were

not worth the time – his losses began, then he hired new people. What kind of training did he give those guys? Did they ever attend a safety meeting? Then, oh wow, one of them hurt his back.

The workers take their cues from the management—where leadership must begin. In the insurance industry and especially in all the trades, lack of leadership will cost you money—a lot of money! If no one is watching the details—and watching closely, something is going to go wrong. Anything can and of course, it will.

Most insurance companies that cover the trades have risk control departments that send out risk control guys to observe how you do what you do and suggest how to do it safer. You can request risk control come to your operation—it's cost free and part of your insurance protection.

If you don't have time for that—most companies maintain a video library with accompanying brochure-type handouts you can request and start your own safety meetings.

If you have had some claims and your rates have gone up, the company wants to know that you are trying to improve. Requesting safety videos and brochures is a step in the right direction.

Your company and the insurance company are a partnership where each benefits from the other. Maintaining a good partnership does two things for you—it saves you money (even if that only means you do NOT get an increase) and it builds a loyalty so, if you have a serious loss, the company pays it without raising your rates or non-renewing you the next renewal.

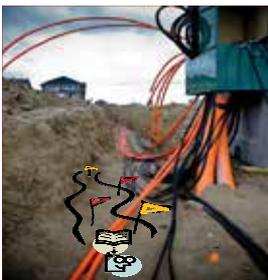
Those men work for you—leadership is what lets them know what you expect and how you expect it done. Let them know that safety is your biggest concern. You want them and the equipment in one piece at the end of the day.

It's just good business! 

# GridSource: Doing All the Right Things



Brent Saltzman, Louisiana 811 Manager of Damage Prevention was traveling to Houma recently and noticed a GridSource crew working on the side of the highway. "They had their cones out, hardhats on, white lined the area of proposed excavation and had signage indicating utility construction ahead," said Saltzman. "I stopped and thanked them for being so safety conscious." 



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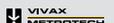
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## Distorted Locate Tones

By Steve Benzie

**W**hen we apply a locate tone to a buried utility, we create an electromagnetic field around the utility. Its this field that we detect when we are utility locating. In an ideal world, the signal radiates out from the utility in a nice predictable way. All cable locators are adjusted and calibrated assuming this is the case. However, in the real world, the signal is very often distorted which can lead to services being located in the wrong position or depth

There are a number of techniques that can be used to identify a distorted field. I will explain a few ways. I am sure there are others, but these are the ones I use:

### *Peak/Null technique*

Most modern cable locators have horizontal antennas that give a good precise signal that maximizes the bar graph reading when it is directly over the utility. They also have a vertical antenna that creates a minimum bar graph reading when over the utility. The two are referred to as peak and null modes. The null mode tends to be affected by distortion more than the peak, so we tend to encourage the use of the peak mode for accuracy. However, we can use the null mode to help identify distorted fields as the two locate positions will coincide when there is no distortion but will be displaced in a distorted field. The more the peak and null locate positions are displaced, the more signal distortion.

This is a good technique but can be fooled by symmetrical distortion. This can occur, for instance, where there are two locate signals, one directly above or below the target line. If this is suspected, then using the "Extended

depth technique" can help.

### *Extended depth technique*

A simple but very effective method. Take a depth reading at ground level, raise the locator a known distance, say 1ft, note the new depth reading. If the indicated depth has not increased by that amount, the information should be treated with caution. This simple method will identify distorted field even in situations where the peak/null technique could struggle, for instance where the interference is coming directly from a utility buried directly above or below the target utility.

### *3D analysis*

This sounds complicated, and I guess it is, as it uses an array of six antennas to analyze the field shape in three dimensions. It's only available in the very latest cable locators, such as the vLoc3 from Vivax-Metrotech. The good news is that design engineers have done all the hard work for us and presented the information in a simple color coded display.

Green bar graph indicating no/minimal distortion

Blue bar graph indicating some distortion so treat the information with caution.

Red bar graph indicating excessive distortion so do not trust the information.

Distorted signals are a major reason for mis-locates, but if we understand what causes them, we can mitigate their effects.

I believe distortion is caused in three main ways:

1. The utility changing direction or depth
2. Electrical cross bonding of cabling or pipes
3. Inductive and capacitive bleed over of locate tone

Changing direction is the easiest to deal with. The answer is to take readings where the utility is not deviating. So, stay away from bends "T's" or sudden changes in depth. The deeper the utility, the further away from the deviation you need to be.

Electrical cross bonding. The best way to deal with this is to remove the cross bonding so that the utility you want to locate can be isolated. Removing cross bonding is usually possible on pipelines and telephone cabling but is not usually possible with power lines. Never tamper with cabling unless authorized to do so.

Bleed over. This usually occurs where signal bleeds across from the target utility onto an adjacent line. This causes a secondary current to flow which causes distortion. The best way to deal with this is by reducing the frequency of the locate tone as the effects of capacitance and inductive coupling reduces with lower frequencies. Secondly make sure the position of the ground is well away from utilities in the same vicinity as the signal will choose to hitch a ride on the one nearest the earth stake.

Lastly, remember that it is very rare to have a perfect, distortion free signal. So always check for distortion and dig with care. 

If you have questions or comments about this article or related topics, feel free to contact Steve at: [steve.benzie@vxmt.com](mailto:steve.benzie@vxmt.com).

CONTINUED FROM PAGE 6

By locating ahead of the pole replacement, CPE's lines were protected, and the City of Ruston's electric department was able to quickly restore services to vital areas in the city while allowing the businesses and residents to focus on getting their own lives back together.

The teamwork continued throughout the recovery. The CenterPoint employees involved in the recovery and several of the USIC employees that worked the storm sat down together a few days later to discuss the storm, the impact and to review what they'd learned from the experience. Listed below are just a few of the lessons learned and shared through this interview.

1. It was amazing how fast the response team came together. It was agreed that everybody involved had already exchanged phone numbers and knew who to call. A plan was in place, communication was clear and a common goal was established in the field.
2. Everyone on the storm response team had a specific role and all stakeholders depended on each stakeholder to fulfill that role. USIC storm response locators were in constant contact with the crews involved in pole replacement and located ahead of the work being performed which allowed the CenterPoint technicians to work the emergency outages caused by trees falling on houses or meter sets.
3. Finally, one of the more amazing facts heard while sitting down with these damage prevention professionals was their statement that during the chaos of getting things back to normal, there was not one CPE underground gas line damaged as the result of the restoration. As remarkable as that sounds, not one!

The question was asked, "Zero damages and zero injuries? How is that even possible?" Perhaps it is not just a slogan. If it can be achieved in the chaos of a storm recovery in Ruston, I wonder if it is possible to reach the goal in all of Lincoln Parish? Or maybe even in East Baton Rouge Parish?

Hats off to CenterPoint Energy, USIC and to all those who worked together in Ruston for making this story possible.

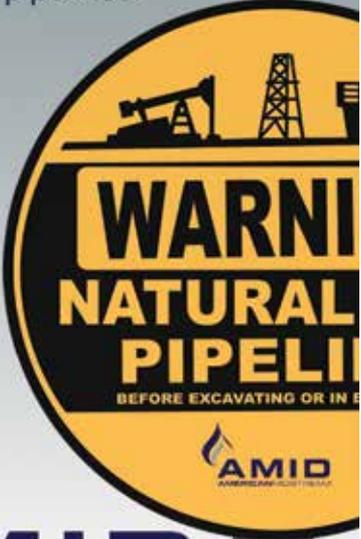
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# Leadership

By Joe Igel



For some reason, when we think of leaders, we often think of bold, charismatic people, who, despite the odds being stacked against them, unite people under them and show them the way to a successful outcome. While leadership can and often simply refers to those in some position of power or authority in an organization or group, we generally lean towards a description ascribing traits and attributes to the term. We think of someone of high integrity and honesty, a good communicator that inspires others.

I shared this view until one lengthy conversation with our oldest son who was actively seeking the rank of Eagle in the Boy Scouts of America. We talked a lot about leadership, what it was, what it meant, how it was exercised and how it looked. As I discussed this with him, I thought to myself that it was a lot to heap on a young man, one who was not even of age to start driving or vote.

When we see a leader, we can usually recognize them as such. But to re-define ourselves in that mold, to build ourselves into one, even if we are lucky enough to have the attributes, privileged enough to possess the traits, the process presents a difficult task. Yet most of us want to be a leader or at least perceived as such. No one wants to think of themselves being behind the lead dog where the view never changes, a lamb being led or one of the many ways in which being a follower is characterized as less than attractive, less valuable.

After one lengthy discussion, our son wrote down some notes. He had

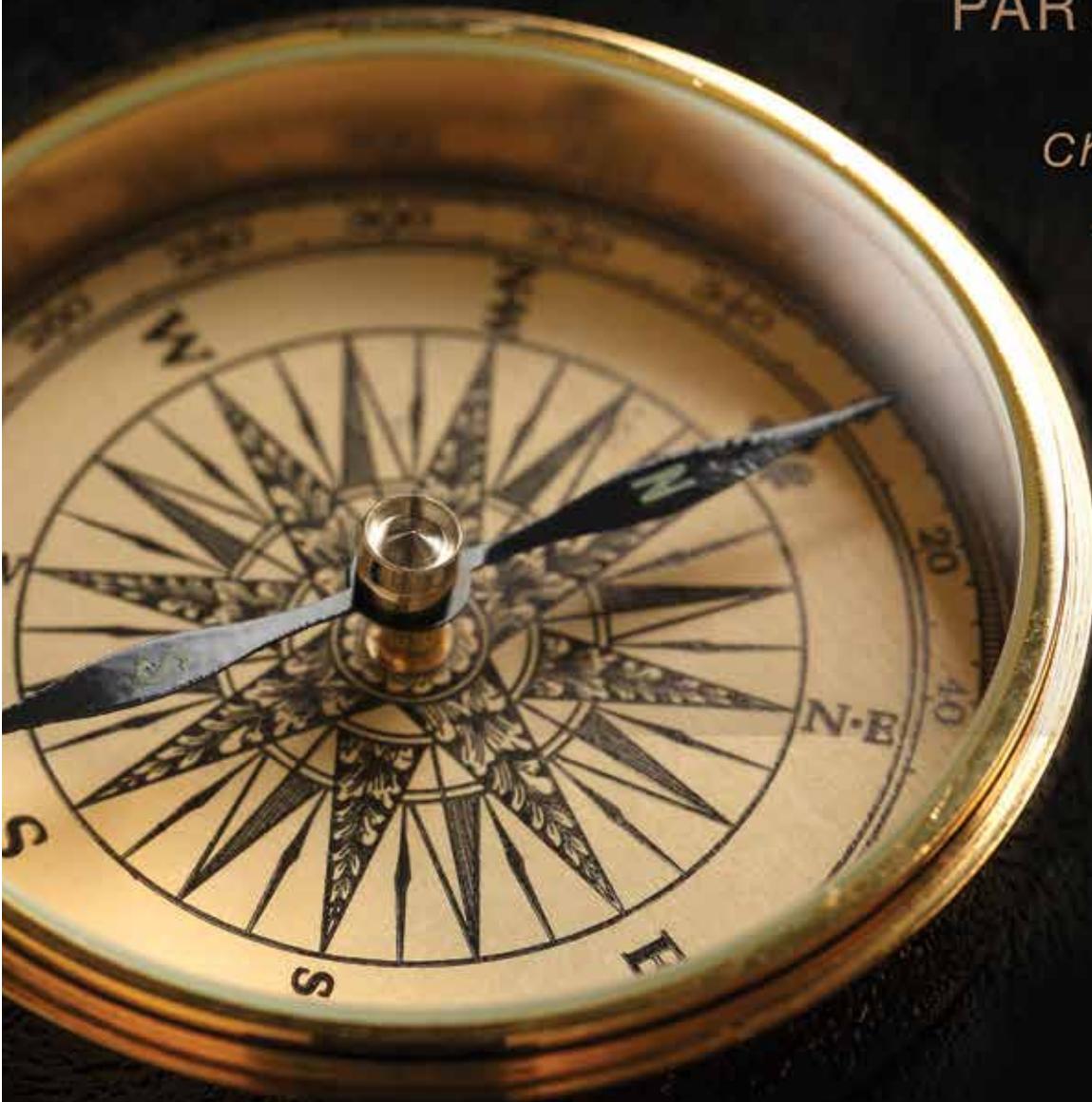
been asked a question by one of his adult leaders about the meaning of leadership. He had already served in many leadership roles, kind of the quietly effective type, with a strong character. His response was part of my education on the subject. In his response, he recognized that despite the fact that his role as an official leader was over, or had at least changed, the other scouts in the troop still looked to him when a decision was made by his successor. His response continued with the observation that sometimes the way to be a good leader is to be a good follower. And thus, when they looked at him, he showed his support for the efforts of the new leader in the troop, a move which achieved the desired result and empowered the scout now serving in that capacity. He was absolutely correct in this and I never forgot it.

In today's world, as we spend a great deal of time in our companies working on leadership training and leadership development, what is it that we really expect? Do we truly understand it? What truly constitutes leadership? Assessing this is the first critical step to the process. It is important to examine all levels of an organization to find leaders and to see what has made them so. Good leaders understand the ultimate goal and will focus on attaining that within the parameters that they are given. And cultivating ideas from good followers provides an excellent insight. It can be too easy to concentrate on the most vocal, the most active, when the leadership that occurs is there because of someone who appears to be in the shadows. 

*Mr. Igel recently retired as vice president of the George J. Igel & Co., Inc. after working there for more than 35 years.*

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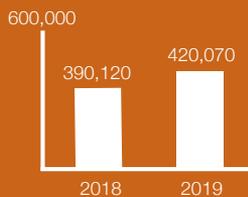
## The Vision

The vision of the leadership of Louisiana 811 is to be a pre-eminent one call center by staying on the leading edge of damage prevention technology through innovation and customer service.

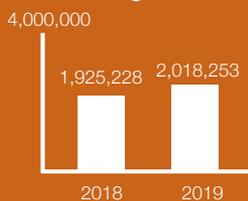
## Call Center Operations

July 2019

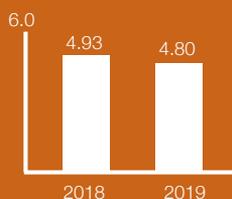
Tickets Processed



Messages Sent



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## sudoku puzzle

9				1		7	2	
					8			6
2	6	7	9		4		1	
		6						8
8		1	7		3			2
3			4		5	1		9
	1		5			4	9	
7		9	8	4			3	5
	5			9				

Fill in the grid with the numbers 1 through 9 so every row, every column and every 3x3 box contains the numbers 1 through 9 without repeating any of the numbers. Solution is on page 20.

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by John Jacobi

## Leadership

There are many definitions of leadership. I did a little research. Kevin Kruse wrote a short article in Forbes titled "What is Leadership?" (see <https://www.forbes.com/sites/kevinkruse/2013/04/09/what-is-leadership/#3e7a28455b90>). He discusses what leadership is NOT and how some of our most respected business thinkers define leadership. I really like Kruse's definition of leadership: "Leadership is a process of social influence, which maximizes the efforts of others, towards achievement of a goal." He describes the key elements of his definition as follows:

- Leadership stems from social influence, not authority or power
- Leadership requires others, and that implies they don't need to be "direct reports"
- No mention of personality traits, attributes, or even a title; there are many styles, many paths, to effective leadership
- It includes a goal, not influence with no intended outcome

Notice his last key element: a GOAL! In this case the goal is safety. Safety first! Right? Maybe not. How safe is safe? I was watching a Tucker Carlson Show rerun last night (apparently this particular segment was from May 2018) and Tucker brought up the then-recent news story of a 30-year-old man who was successfully sued by his parents to move out. Tucker's guest was Mike Rowe (of the Discovery Channel series Dirty Jobs). To quote Rowe: "There's a fissure running through the expectation of what happens when we elevate 'safety' and feelings to a

level of primacy. I think it creates a real disconnect people are struggling to parse." And, "If safety is the priority, then let's just wrap ourselves in bubble wrap and drive at speeds approaching five miles an hour." As Courtney Kirchoff commented, Rowe was and is right. "Safety first" means risk second, or third, or fourth. If a job site or workplace prioritizes "your safety first" then someone else has to put

Leadership  
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power

your safety above everything else. This takes the responsibility of YOUR safety away from YOU. As Rowe said, there's an unintended consequence of putting "safety first" on other people. It has come back to kick us in the throat. Now we have legions of fools who cede their safety, and other chunks of their lives like healthcare, finances, etc., to a third party. Like government.

We do not live in a "risk free" society. Every act or omission has consequences. Unless we are willing to accept the consequences of acting

or refusing to act, we, as a society, can never achieve anything.

What are our goals? I like life, liberty and the pursuit of happiness. I also like feeling safe and secure. For example, take driving a car. I still drive a car. Drivers in Houston are probably not the best in the world. I am not so much worried about my driving as I am the driving of others. I will, if absolutely necessary, drive in states like California and New York. But I am extra cautious for two reasons – First, I am not familiar with the roads there and second, such states are not particularly concerned about the safety of their citizens. Clearly, my driving safety is MY responsibility – especially in states like California and New York.

YOUR safety is YOUR responsibility!!  
Be a LEADER not a fool ceding YOUR safety to others!! 

John Jacobi retired from PHMSA.  
For questions or comments, email:  
[jjacobi@sbcglobal.net](mailto:jjacobi@sbcglobal.net)

sudoku puzzle solution

9	8	5	3	1	6	7	2	4
1	3	4	2	7	8	9	5	6
2	6	7	9	5	4	8	1	3
5	4	6	1	2	9	3	7	8
8	9	1	7	6	3	5	4	2
3	7	2	4	8	5	1	6	9
6	1	8	5	3	2	4	9	7
7	2	9	8	4	1	6	3	5
4	5	3	6	9	7	2	8	1

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