

Join the Conversation: Regional Asset Management Summits

Spring 2019

Regional Feedback and Metrics



Acknowledgements

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Council Members and Staff of the Michigan Infrastructure Council, Water Asset Management Council, and Transportation Asset Management Council

Summit Presenters: Mark Conradi, Joanna Johnson, Jon Kangas, Erin Kuhn, Jessica Moy, John Weiss

Background: The Michigan Infrastructure Council (MIC), in partnership with regions across the state, designed a two-part summit series aimed at improving coordination and collaboration across a diverse set of stakeholders regarding water, transportation, utilities, and telecommunications infrastructure. The series consists of meetings in the spring and fall of 2019 and is funded by Integrated Asset Management grants provided through the Michigan Regional Prosperity Initiative.

Logistics and Events:

The theme for the spring summits was “Beginning the Conversation” and thus featured introductory content pertaining to integrated asset management in Michigan and activities that prompted new conversations between participants. The format was a fast-paced mix of educational material, interactive problem-solving, and facilitated discussion.

MIC personnel worked closely with the Michigan Association of Regions (MAR) as the regional planning agencies to schedule fifteen summits across the state. The regions served as host and managed local invitations and logistics for each of the summits.

Summit Agenda
10 Minutes – Introductions
30 Minutes – Presentation
10 Minutes – Break and Room Shuffle
30 Minutes – Small Group Activity
60 Minutes – Facilitated Discussion

A standard presentation was given by MIC personnel to establish a common understanding of Michigan’s infrastructure challenges, the concept and value of best practice asset management, and the three Michigan councils created to address statewide infrastructure asset management: Michigan Infrastructure Council (MIC), Transportation Asset Management Council (TAMC), and the Water Asset Management Council (WAMC).

At registration, each participant was asked which infrastructure type(s) they owned or managed and was given differently colored sticky dots, representing water (blue), transportation (green), utilities (red), and/or communications (yellow) to adhere to their nametag. Following the standard presentation, participants were asked to “shuffle” their seating location. They reorganized into small groups such that they were meeting new peers and the small groups represented diverse assets, based upon their colored sticky dots. Each table was then asked to discuss and record responses to the following questions:

- How can Michigan improve the culture of infrastructure asset management?
What are we doing that fails?
What are we doing that works?
- Do you have suggestions for increasing cross-asset project coordination?
What are the barriers to project coordination today?
Where are opportunities for improvement?

At the conclusion of the small group activity, MIC personnel and regional staff facilitated a group discussion to share results and gather feedback. The discussions were lively and informative across all the regions.

Regional Feedback and Reports: Verbal and written feedback gathered during the group activity was compiled for each summit. All feedback was recorded in its entirety, regardless of emotional tone or positive/negative perspective of the comment.

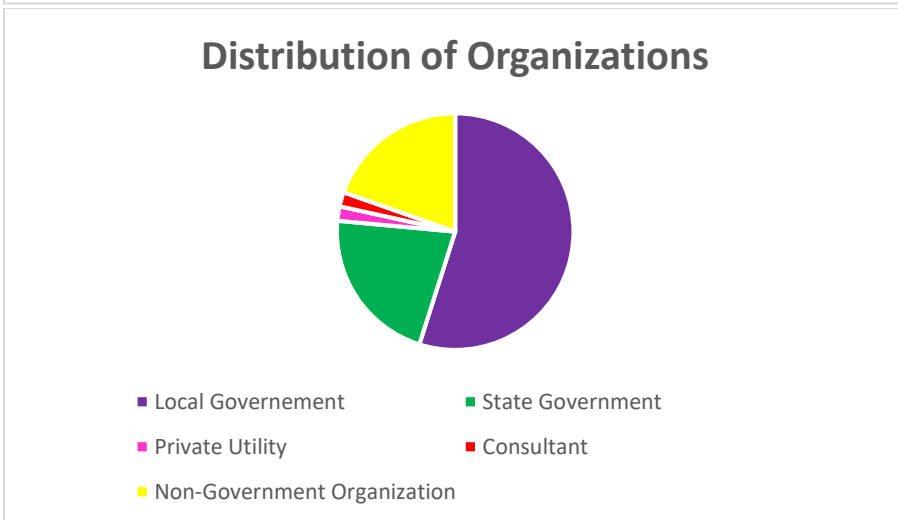
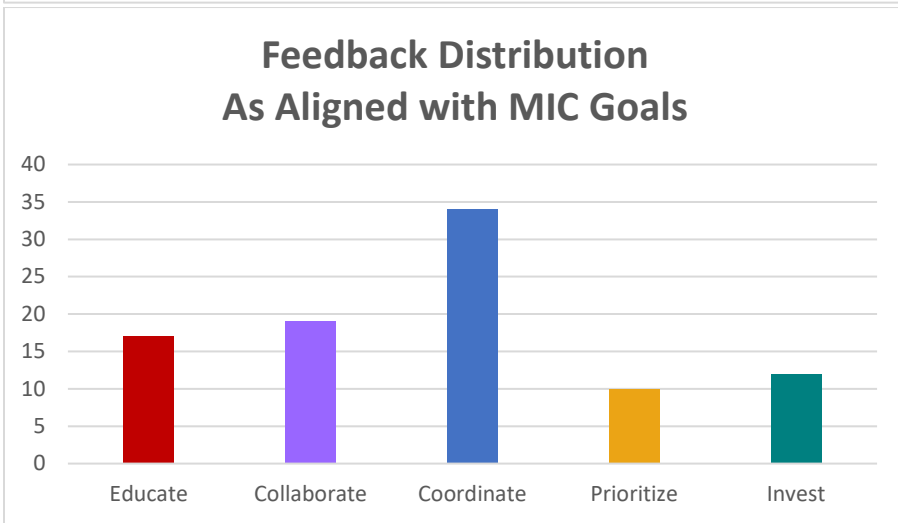
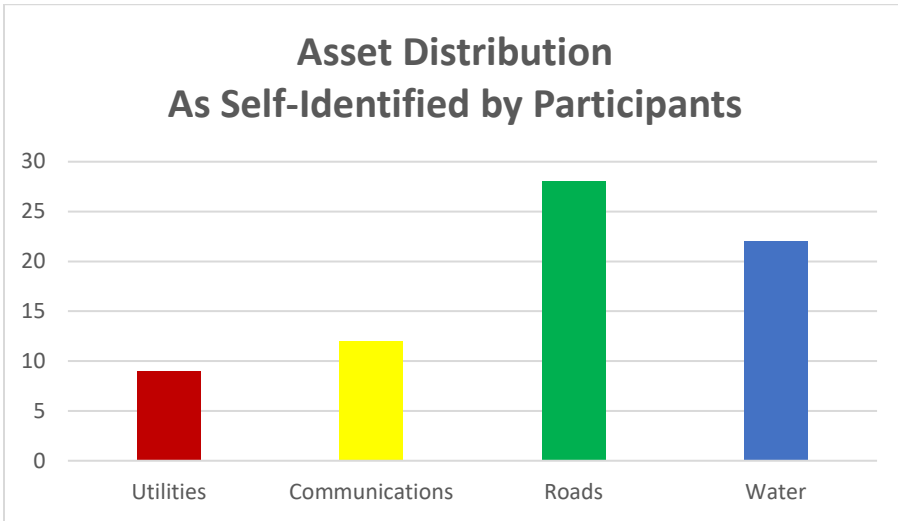
Metrics for each of the summits were analyzed based on the following data points:

- Asset distribution as self-identified by summit participants. This data was collected based on the colored sticky dots participants placed on their name tags.
- Distribution of organizations. This data was collected based on participant registration representing local government, state government, tribal government, private utilities, telecommunications, consultants, and non-government organizations.
- Feedback distribution as aligned with MIC goals. Individual pieces of feedback were categorized according to their alignment with MIC goals.
 - Educate – Provide accurate and trusted information to support effective infrastructure decisions
 - Collaborate – Facilitate a coordinated, holistic approach that optimizes the engagement of all who manage and use Michigan’s infrastructure
 - Coordinate – Align strategies for infrastructure management to ensure that Michigan’s assets are effectively and efficiently constructed, operated, and maintained
 - Prioritize – Establish and document the condition of Michigan’s infrastructure to identify the needs of greatest priority
 - Invest – Determine, recommend, and advocate for the adequate funding for Michigan’s infrastructure and promote effective and efficient investments to achieve maximum benefit

Each summit’s data was analyzed individually with feedback and charted metrics represented in this report. Aggregated results of a statewide analysis can be found in a summary report published on the MIC website: www.michigan.gov/MIC

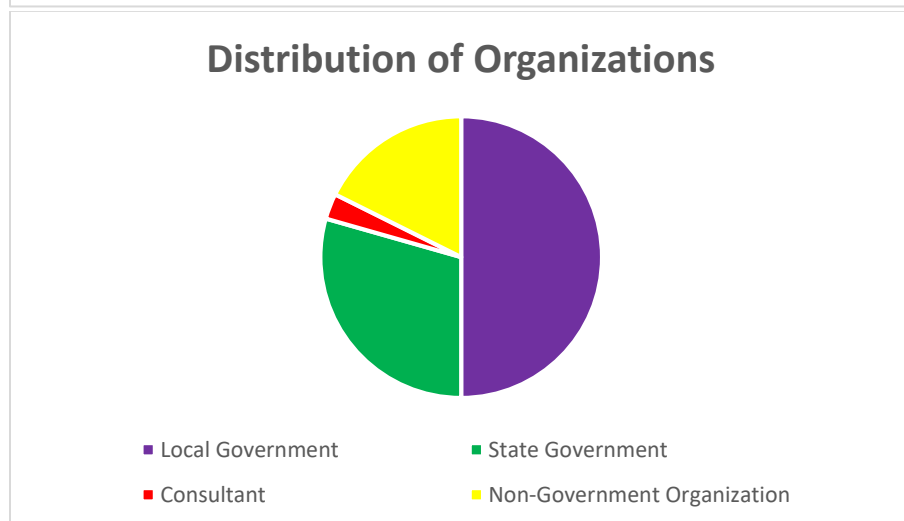
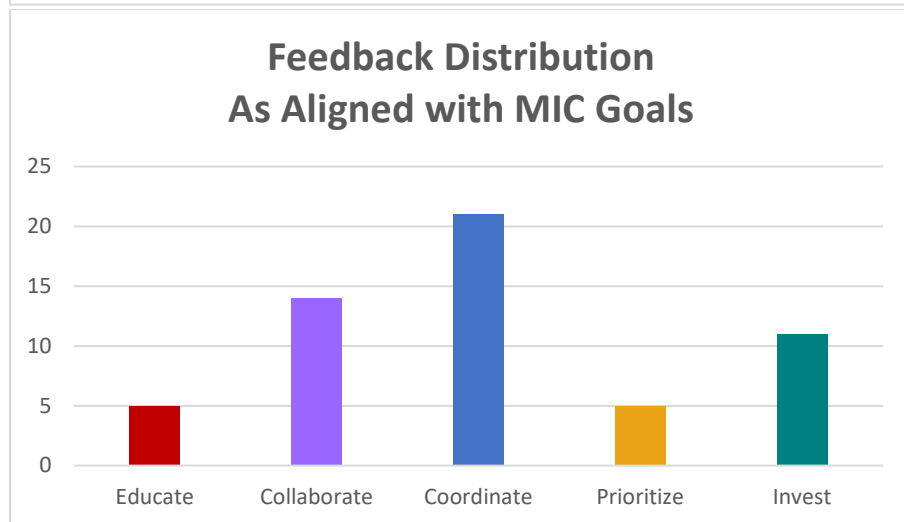
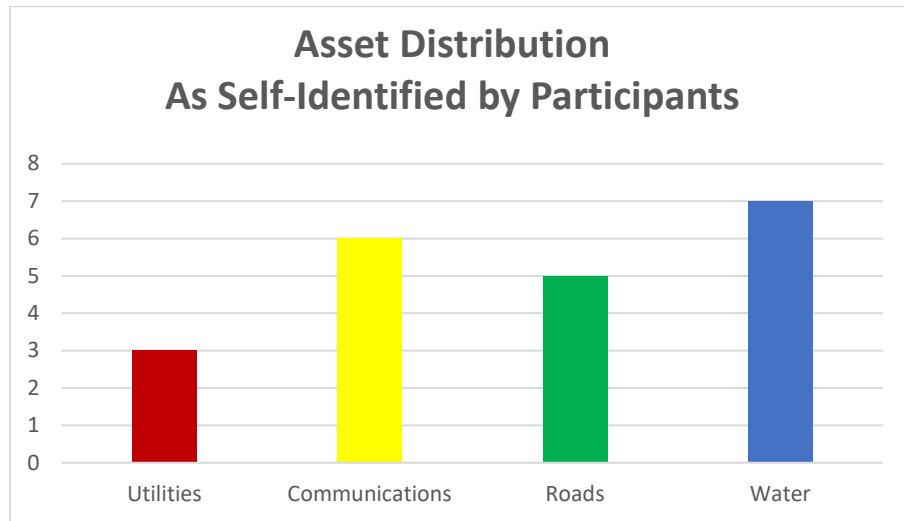
Muskegon AM – May 16, 2019

- We are gathering more data than we used to
- Use data to make decisions
- Utilities are starting to reach out for collaboration
- Need to keep good roads good
- Grand Haven had major road rebuilds – informed utilities there would be no road cuts for 4 years
- No more small cuts – must replace large section
- We need coordination across counties and townships
- TAMC/PASER ratings subsidized
- Share understanding on rate methodology
- Locals are using TAMC data to make decisions
- Funds at regional level is effective – example: REGIS – regional data sharing
- MIC is a step in the right direction promoting coordination
- County Road Commission relationships are good
- Different fiscal years and funding cycles make things harder
- There should be a standard checklist across assets
- There is a lack of public awareness and understanding
- Conflicting goals inside collaboration
- Teach the public that tax is an investment tool and not a detriment
- Too many holes in the data and data analysis – no accuracy
- Siloed expertise is an issue
- Lack of standards for asset data that can be collected under a coordinated database
- Loss of revenue sharing
- There needs to be more transparency with the public
- Need increased funding
- We should share capital improvement plans
- Share resources and contractual services
- Be more proactive with scheduling – multiple projects affect multiple utilities
- Tiered approach – have a regional asset management expert
- Expand opportunities to gather usable data
- Talent management is a challenge
- Loss of control – perceived or actual
- In some areas there is a lack of knowledge on what they own
- Private utilities make decisions based on marketing reasons
- “Run and Gun Operation” – Funding pops up and must move – does not allow for coordination
- Utilities do not often share long-range plans
- Funding questions – usually a short time frame to make decisions
- Different schedules and funding sources for utilities and roads
- Not knowing who to contact makes things hard
- Multi-jurisdictional policies and levels of government complicates things
- The cost of steel impacts things
- All or nothing – everyone needs to participate
- Coordinate with economic development projects and development funding opportunities
- Get more people to the table earlier in the project planning process
- We need a vehicle for sharing long-term plans
- Unsure of underground utility condition and the cost to inspect and assess
- Lack of ability to coordinate scheduling
- Require data to be returned to the state as part of state funded projects



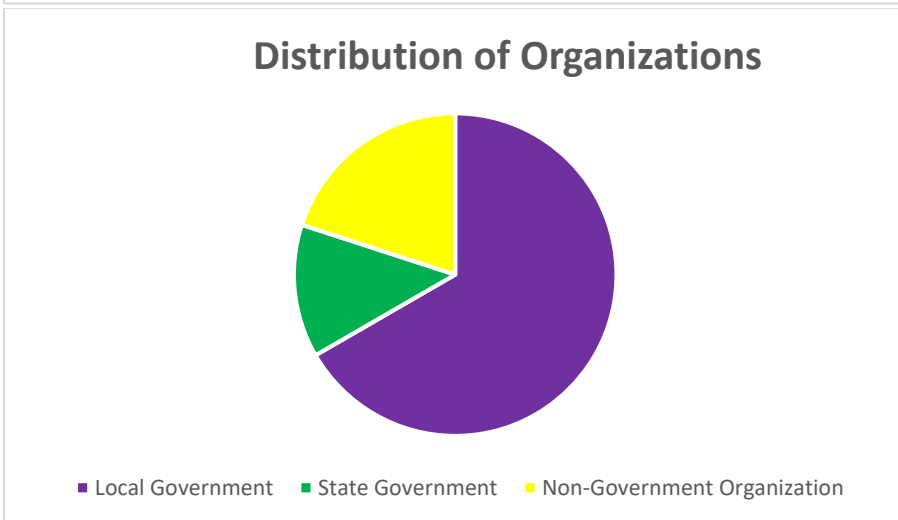
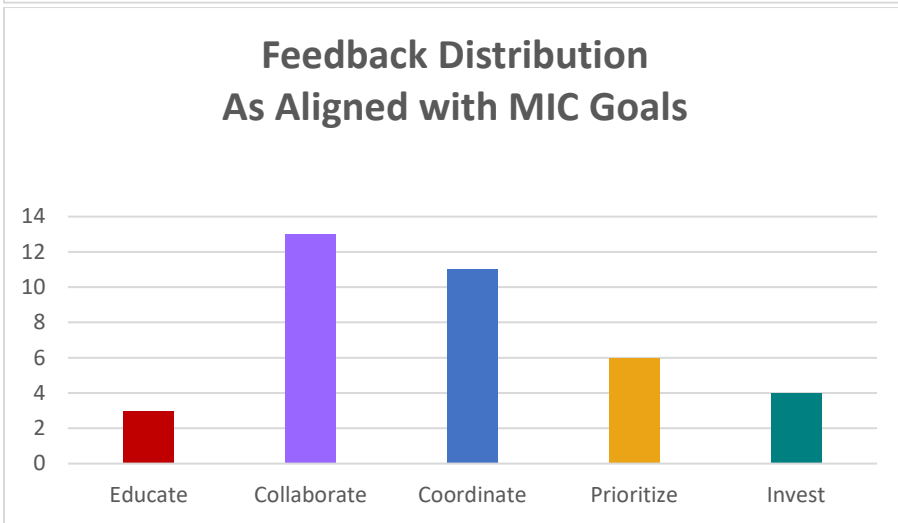
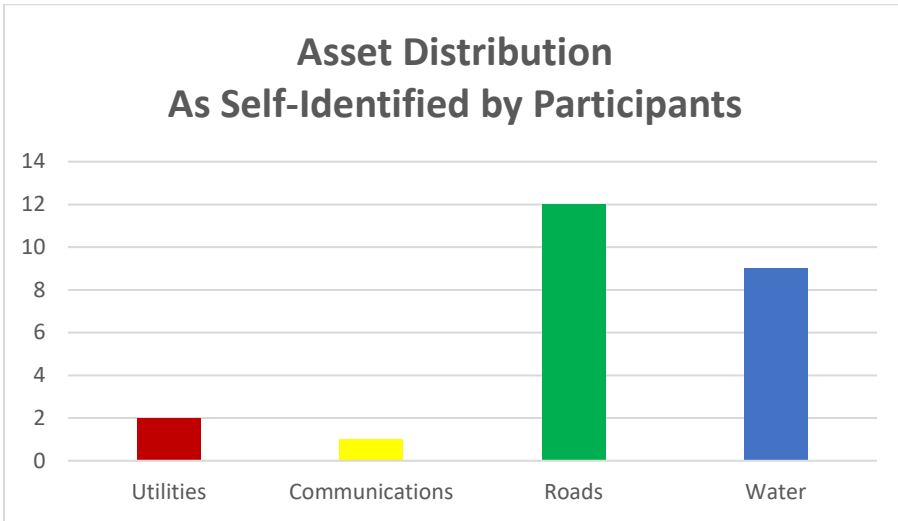
Muskegon PM – May 16, 2019

- MDOT involves utilities in the design phase
- MIC/TAMC helpful
- Good relationships with the county road commission
- Use data to make decisions
- We have better data because of SAW grants
- Rate structures should be looked at
- Public engagement needs to increase
- Have environmental aspects been considered?
- Data security is an issue
- Provide funding to support data collection
- Tiered approach for data reporting – less detail for smaller communities?
- Remove silos from areas of expertise
- Build conduit into road projects
- Make the planning process inclusive
- Need to align fiscal calendars
- Private sector participation needs to increase
- Checklist/system for communication between providers
- There should be a standard checklist across assets before starting projects
- There is a lack of public awareness and understanding
- We are failing to communicate the value proposition to the public, legislature, etc.
- Policies often inhibit growth i.e. emerging technologies
- What do we do with the existing data?
- Fear of collaboration
- Lack of data standards/accurate data
- We do not have a platform for engagement
- Rural broadband should be addressed
- There is frustration with private utilities
- We should share capital improvement plans
- Use data to drive investment
- We need commitment from utilities
- Funding is not known far enough in advance
- Federal funding template is challenging
- There is no consistency among agencies
- It is hard to acquire data due to lack of staff and resources
- Not enough time to coordinate when money must be spent quickly
- There are limited funding options without taxing
- TAMC has had good success with PASER and Roadsoft
- Incorporate above and below ground assets
- Lack of communication because we don't know who to call
- Public and private utilities do not communicate
- Fiscal calendars need to be aligned



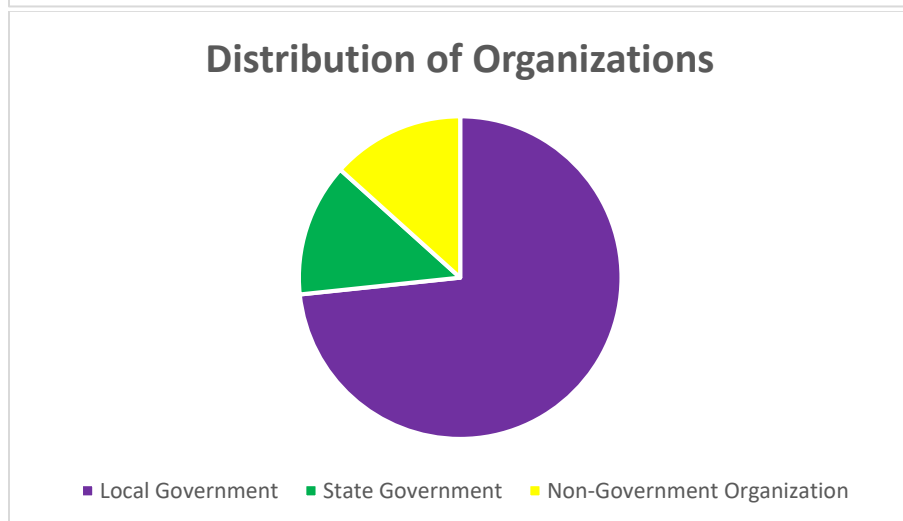
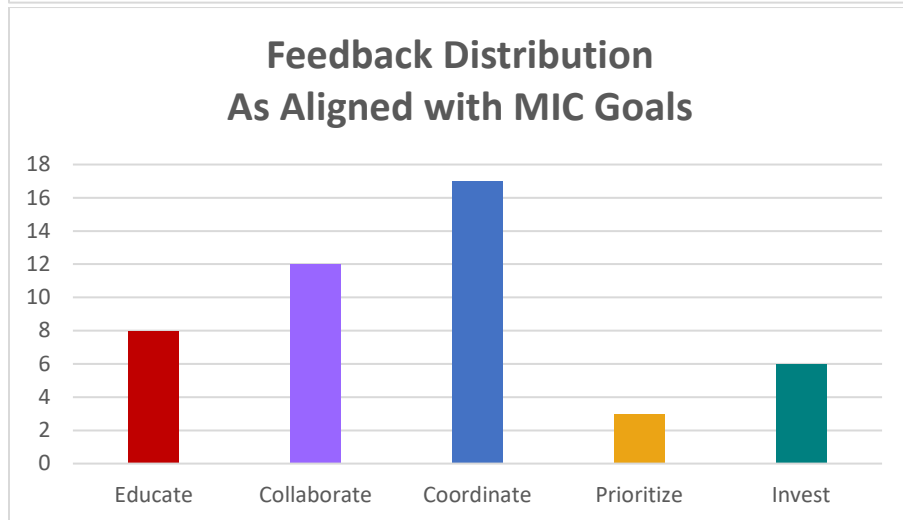
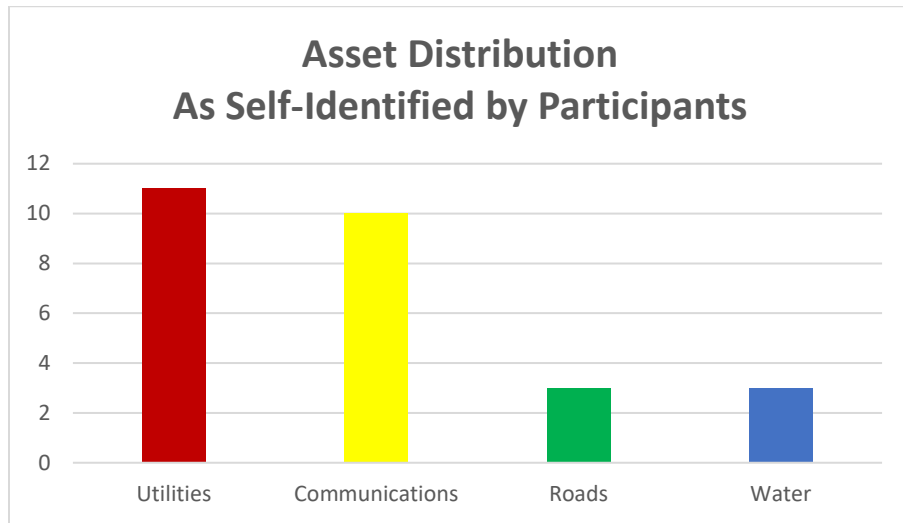
Traverse City – May 28, 2019

- Timing of coordination is critical
- Funding misalignment impedes coordination
- Abandoned infrastructure underground – not knowing that it exists is dangerous and expensive
- Legislation should require removal of abandoned infrastructure
- No teeth in requirements
- Water systems are much larger and need attention
- Communications/telecoms don't have regular staff – use rotating contractors – cannot form relationships
- Private companies have their own priorities and do not always coordinate
- Politics
- We need to develop a culture of infrastructure asset management
- Will TAMC be addressing traffic signals?
- Capital improvement schedules
- Develop a similar GIS platform statewide
- Have a plan and adequate funding allocations
- Know the condition of your assets and work with the city and community
- Internships are useful in building a skilled workforce
- SAW grants are wonderful
- Drinking water state survey – federally funded
- Wastewater survey – not federally funded
- Make asset management required
- Have technical teams meet quarterly
- There is not a lot of communication
- The requirements are not the same for private utilities as they are for public utilities
- The worst first strategy is not a strategy at all
- There is conflict between assets and other aspects of citizen needs and wants
- TAMC does not paint the full picture of local roads
- There excessive exemptions for trucking companies and commercial farmers
- We need to start working with the counties
- Contract with individuals
- Work more with the cities
- Have conversations with others
- Traverse City has plans for 7-9 years out
- TAMC and the information they provide is very helpful
- Traverse City has an Asset Manager position on staff
- Bring city planners to the discussion – streetscape impacts infrastructure decisions

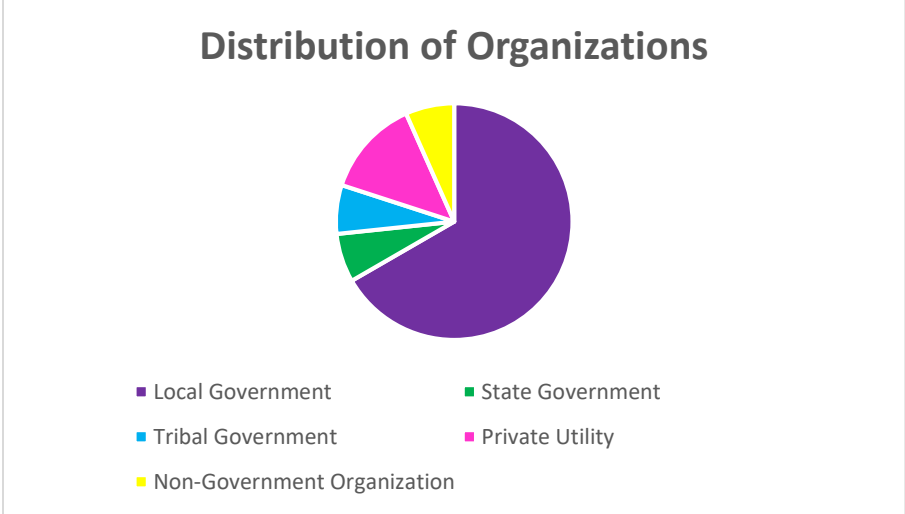
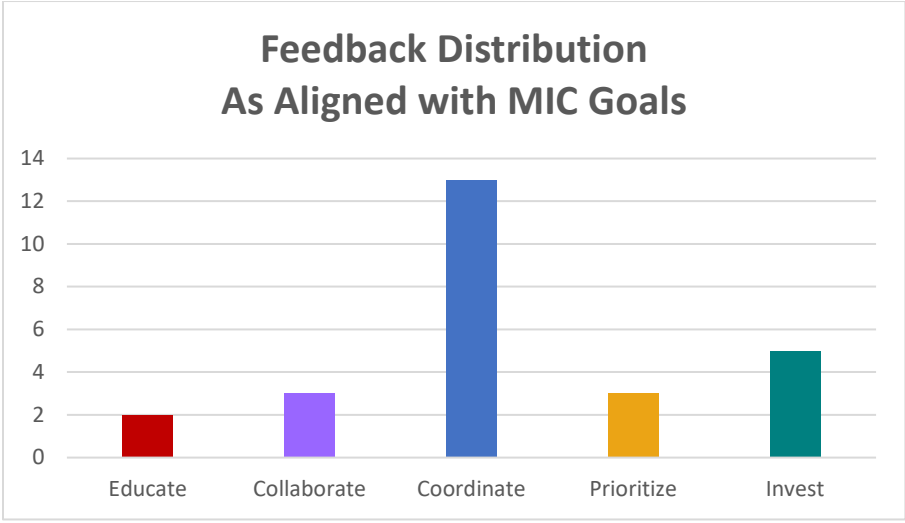
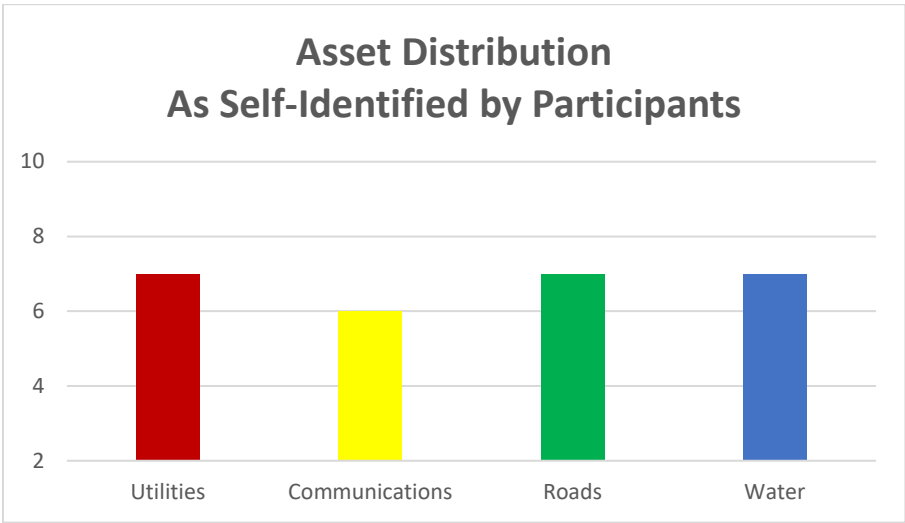


Grayling – May 29, 2019

- Talk to neighbors and coordinate on parts, consultants, drive time, etc.
- Communication and money are barriers
- We need coordinated capital improvement schedules
- Conflicting personalities and priorities pose a challenge
- Lack of accountability – ownership and responsibility – Example: When a utility changes a pole, telecom has to change assets too
- So many fiber companies – it is hard to keep track
- There is no requirement to report fiber to the PSC
- Fiber has a shelf life
- We need uniform permits and fees
- A crosscutters checklist would be helpful
- Incentives – Money through asset management plans
- Capital improvement plans should be shared
- We should be able to share information without risk
- More education is needed
- MI Leadership – Share best practices nationally
- Asset managers need to work together to identify long-term projects to see where associated projects can align
- Look at grants for incentives to bring groups together
- Quarterly meetings to coordinate construction
- Flexibility in funding from grantors to match different schedules
- Lack of interest from private utilities
- Do not know who to contact
- There is not a lot of communication with the general public
- Funding windows are too short
- Staff limitations – we need the leadership to be educated
- On board, but there is not enough time or people for pre-construction meetings
- Local utility reps do not have decision making authority, time, or resources
- Utilities are not responsive
- Limited staff to collect and manage data
- Need to start thinking of residents as owners of the systems rather than the users
- We should continue to have outreach workshops
- SAW grants helped us to establish asset management principles
- Great Lakes Energy works with communities before putting in fiber
- NEMCOG is our source for regional expertise
- Casair has been working with the county road commission

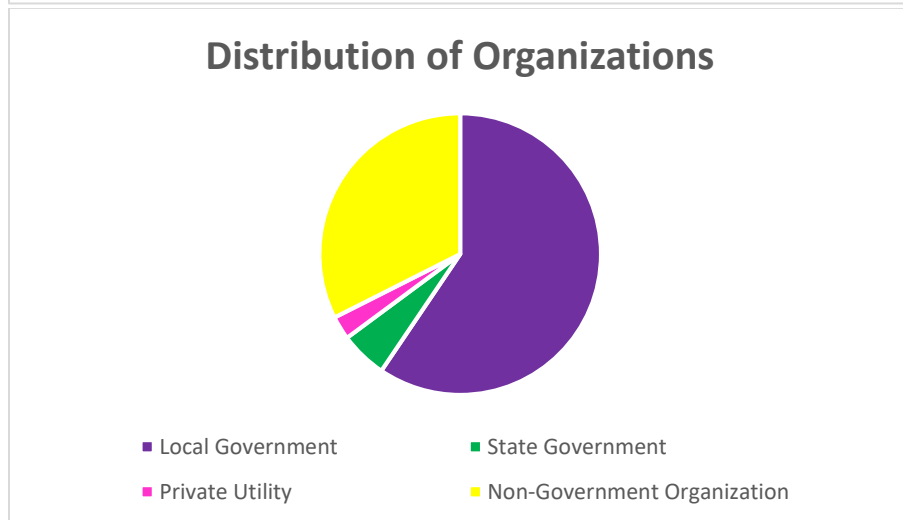
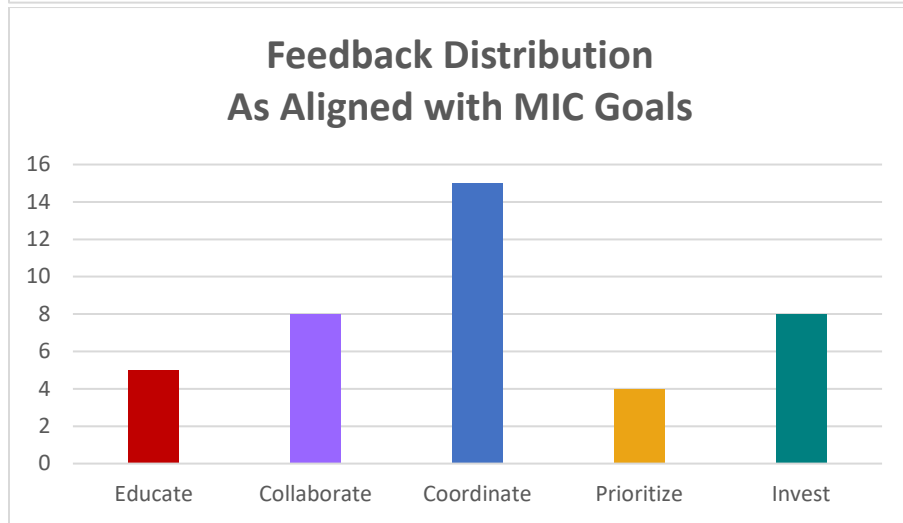
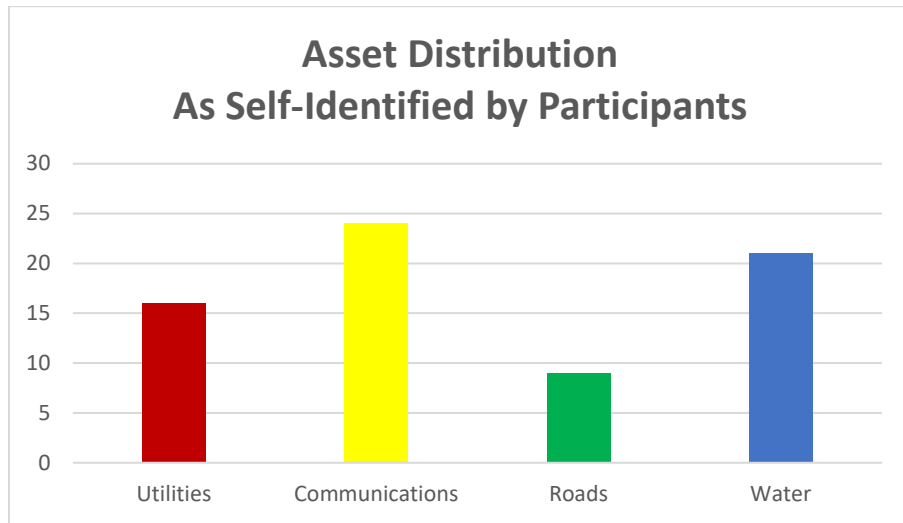


- Projects done in batches are more expensive and fail at the same time
- Lack of coordination between agencies
- Timing of funding, the amounts, and how it is distributed is a challenge
- The amount of time it takes to put together grant proposals is too much
- Funding schedules do not align
- There are too many silos
- Coordinating how many people are in the “sandbox” is a barrier to coordination
- Too much short vision
- Changing elected administrations – they need to commit to a plan and stick to it
- Maps are of existing old, abandoned infrastructure
- We need to educate everyone on the savings of asset management
- Require life cycle analysis
- Let decisions be made locally with a set amount of money, not grants so you are not competing with your neighbors. Still have reporting as an audit tool – revenue sharing
- Incentivize collaboration and data sharing
- Have a centralized asset management council to coordinate projects
- Why are bad habits rewarded?
- We need to do better with talent management including increasing wages and retaining talent
- There needs to be a unified asset management system that is not Roadsoft or something similar
- As a whole, we are cooperating
- Don’t “start fires” – use reports and data that you already have (St. Louis)
- Public education works – we need to continue to educate citizens
- How do we coordinate the money?
- Incentivize the use of good materials – not the cheapest
- The public needs to be educated on the life-cycle cost
- Develop a program that matches funds for communities that invest too
- Consumers Energy has been working with my city during water and sewer work



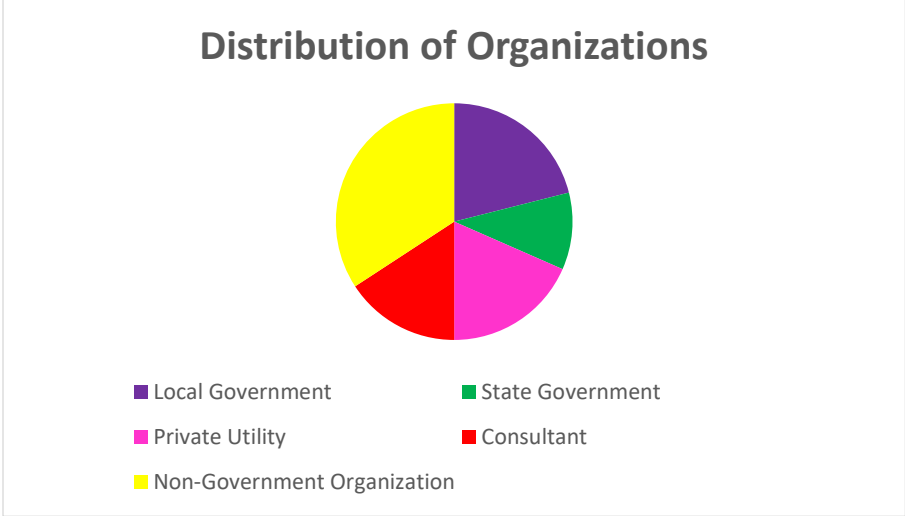
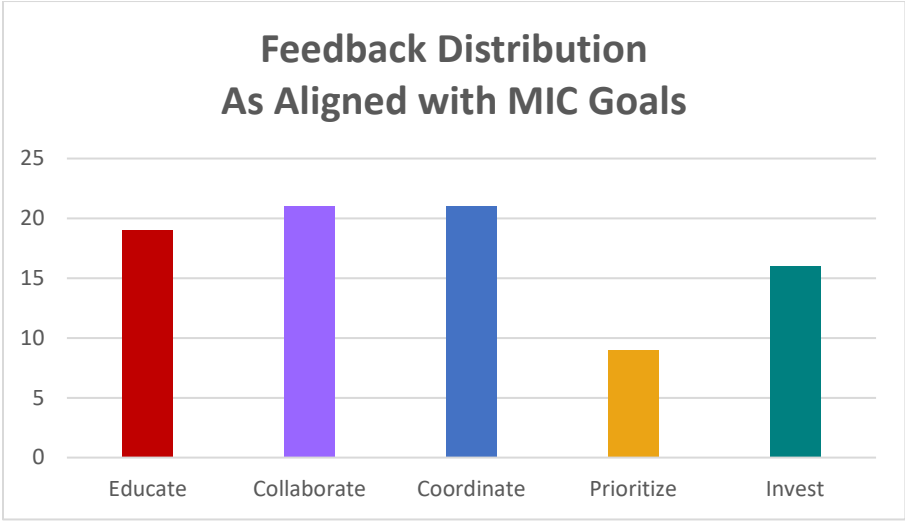
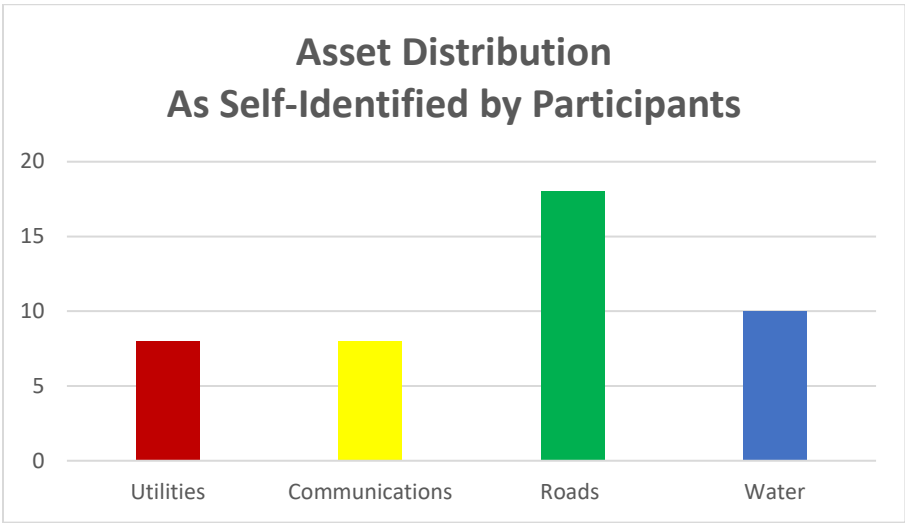
Midland – May 30, 2019

- Lack of broadband access in rural areas
- Difficult to sync funding
- Lack of lead time (MDOT category B funding)
- There is a lack of integration between agencies
- State website is difficult to navigate
- We need to educate the public on our successes
- Start communicating with residents
- Outdated infrastructure is a barrier
- The state of Michigan has outgrown its current infrastructure
- There is a lack of time and staff
- Money is an issue
- It would be nice to have a reporting portal
- How can we regionally coordinate?
- Establish best practices
- Do studies after coordinating on a project to show how much it saved
- Develop emergency plans
- Involve consumers more
- Collaboration with utilities is needed
- Preventative maintenance will save money in the long run
- Communication break down between affected parties
- Funding cycles do not align with one another
- Lack of trained skilled workers
- Create partnerships between roads and utilities
- Water rates are high
- The perception of the water department is often one of a monopoly with no checks and balances in place
- Can we make GIS more accessible?
- Groups are not proactive with notification of projects
- There is no clear definition on ROI
- Evaluate redevelopment vs. green field
- Evaluate maintaining vs. building new (affordability)
- Public and private owners are not communicating
- There is a lack of multi-use transportation options
- Too many departments to deal with at once
- Lack of public buy-in
- Local board's lack of knowledge is a challenge
- There is inequity in infrastructure
- Social media is useful in some instances
- Saginaw has a 5-year capital improvement plan for roads
- Coordinating with MDOT for water and sewer is helpful
- The public does not understand total cost of infrastructure ownership



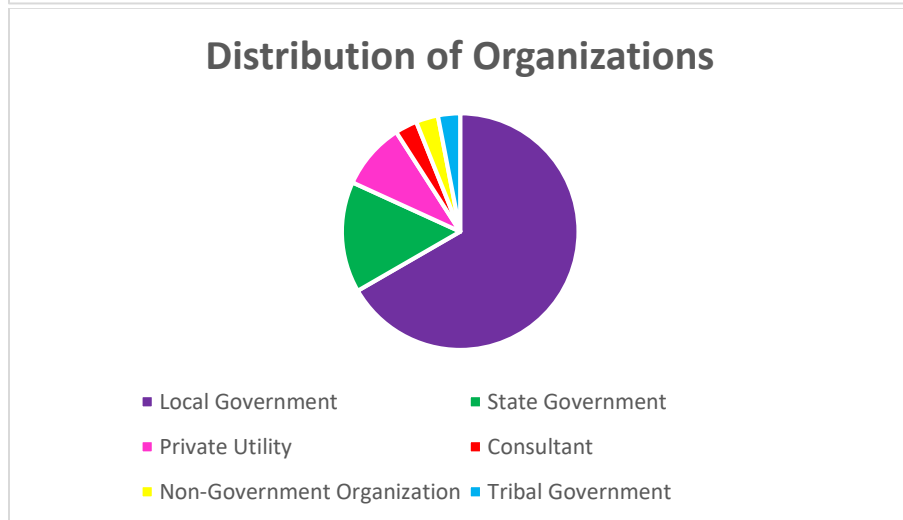
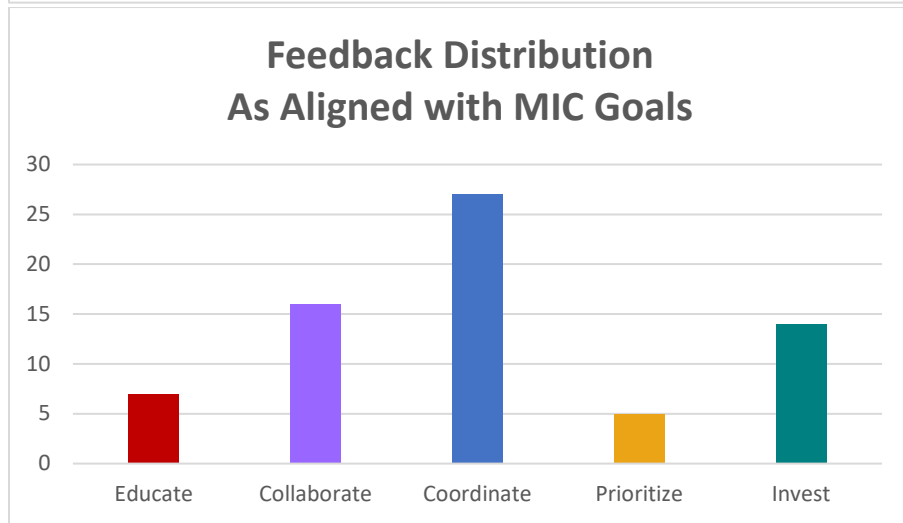
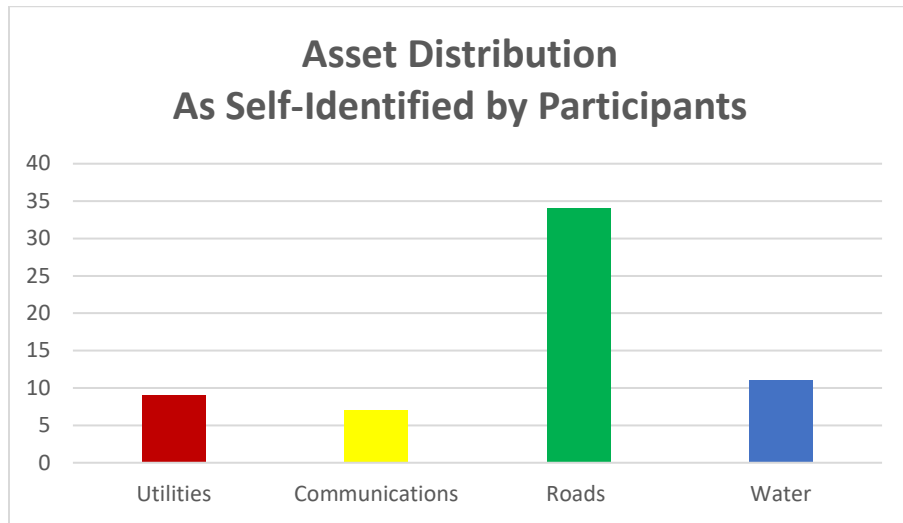
Ann Arbor – June 2, 2019

- Funding often reallocated to emergencies – lost opportunity for good intentions
- Loss of trust when things do not work
- Buckets of money are siloed
- Limited work window – last minute notice
- Limited resources – budget limits
- Entities are hesitant to provide their data
- Everyone in our country wants instant gratification, which is why we need a culture shift
- Culture of dis-investment
- Only enough money for reactive projects because our system is so broken
- Unfunded mandates
- Negligent contractors – restoration, timing, honoring contractual commitments
- Planning departments – County level – Under staffed, master plan coordination is not supported
- Competitive funding is a dis-incentive rather than an incentive – turns neighbors into competitors
- Allocation/timing of funding
- Dis-investment over the last 2 decades
- Education – lack of understanding at the higher levels
- Separate entities for financing
- Greenfield Village example: fixed everything above and below ground at once. They own everything so they can do that. A city or township does not own everything, so that would be impractical.
- Lack of staffing – nobody has time for meetings
- Turf problem between local governments limits data sharing
- No broadband in rural areas
- Communities need culture of communication about road and utility projects
- Need to create/develop portals of shared information
- City Managers and County Admins have knowledge and are sources that should be contacted frequently
- Align planning horizons
- Selling the big picture for asset management – reality is day to day
- Symposium to share master plans
- Shorter planning requirements to allow for projects to pop up
- Poor communication from asset owners to public
- Band-aids on issues rather than fixing it right
- Lead time on funding
- Public does not understand the definition of users vs. owners – owners invest in their infrastructure – perception needs to change
- Stop ignoring the cost of depreciation
- Maintenance does not get people elected – new roads do
- Having everything on a map will not solve timing of funding or access to resources
- We are currently just trying to keep our heads above water
- Local governments do not understand asset management
- To date, there has not been a statewide adoption of storm water utilities
- We are spending money on emergencies and ignoring the investments that will prevent the next emergency
- Agencies are not working with manufacturers on necessary retrofits to accommodate new vehicle technology
- Need a common rating system reflecting local conditions for water infrastructure
- Road recycling success (Jackson County DOT)
- Joint procurement for capital equipment, shared road projects



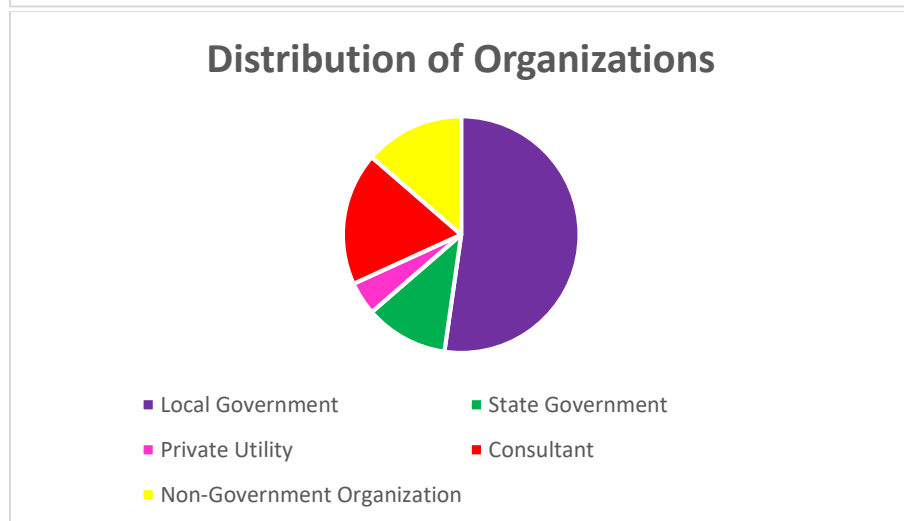
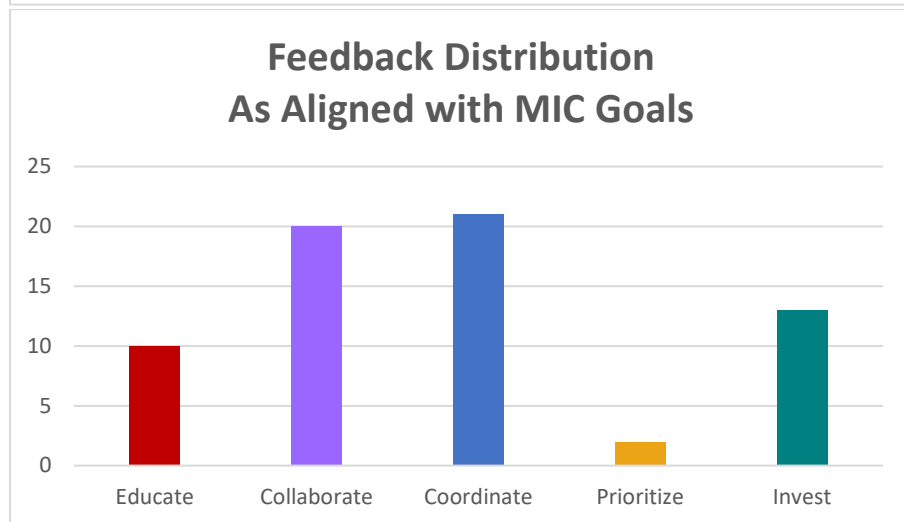
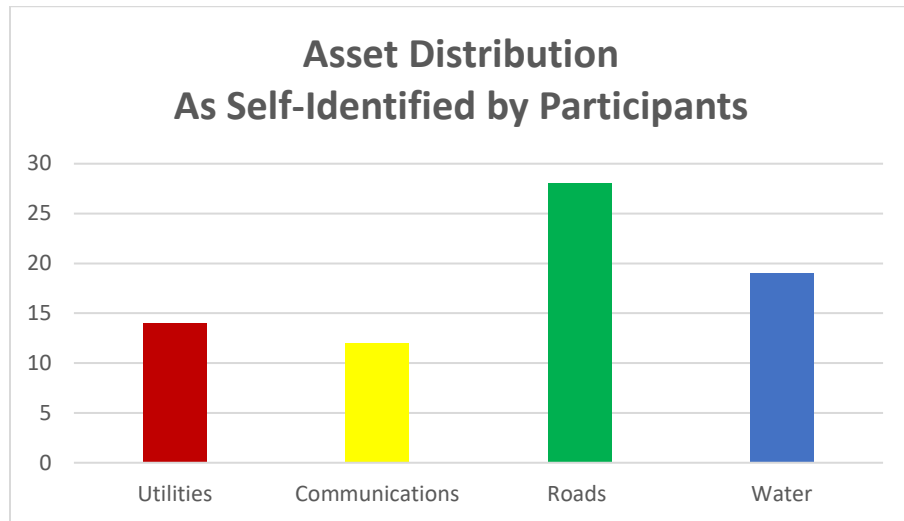
Lawrence – June 12, 2019

- Lack of awareness of who owns each asset and where the boundaries are
- Revolving loan fund timeframe makes coordination difficult
- Personality conflicts impact cooperation
- Stop relying on the state – need to take care of our own
- An attitude of “your project makes me do something I was not planning to do”
- Money must be spent on specific things and that prevents doing the right fix
- Lack of response time when incidents occur
- Do not want entire infrastructure known publicly
- Not able to stick with the plan because of natural disasters or laws changing
- Insufficient funds
- Lack of resources for information gathering
- Coordinating budgets is challenging
- Private vendors may not want to reveal their upcoming projects
- Fear – address worst first to keep people happy, but money does not go far enough
- Last mile ROI is a tough challenge for fiber
- Worst first is way too prevalent – “money pit”
- Not easy to convince elected officials to buy into asset management
- Need to educate boards and commissions
- Difficult to coordinate budgets and fiscal years
- Turf protection – politics can slow down the process
- MDOT is unpredictable
- Roadsoft is slow
- We need to communicate the true cost of maintaining assets
- Water and sewer are enterprise systems and users do not always understand what that means
- TAMC, IRT, all of Michigan.gov is hard to use
- TAMC annual reporting – a good idea, but software is hard to navigate
- Master plan updates could include asset management elements
- VanBuren County road millage allows for local match where other counties do not
- This summit itself is a positive first step
- Make people pay for what they are using
- Stop duplicating efforts
- Coordinate amongst agencies and assets to save money in the long run
- Combine fiber and electric to share poles and easements
- Incentivize coordination
- Fiber installation generally includes dark fiber that can be lit up in the future or leased to others
- Annual meeting to discuss upcoming projects
- Innovative tools to collect data – SAW, LIDAR...
- Townships are beginning to bond for broadband expansion
- Could use a universal database of who owns what asset
- Lack of coordination between jurisdictions and/or utilities
- No uniformity in the way things are done county to county
- MDOT funding is not flexible enough to accommodate utility work
- Miss Dig 811 – pre-planning opportunity and mapping – allows utilities to add future planned projects
- Need technology transfers between infrastructures
- Lack of templates
- There are no good records kept on assets



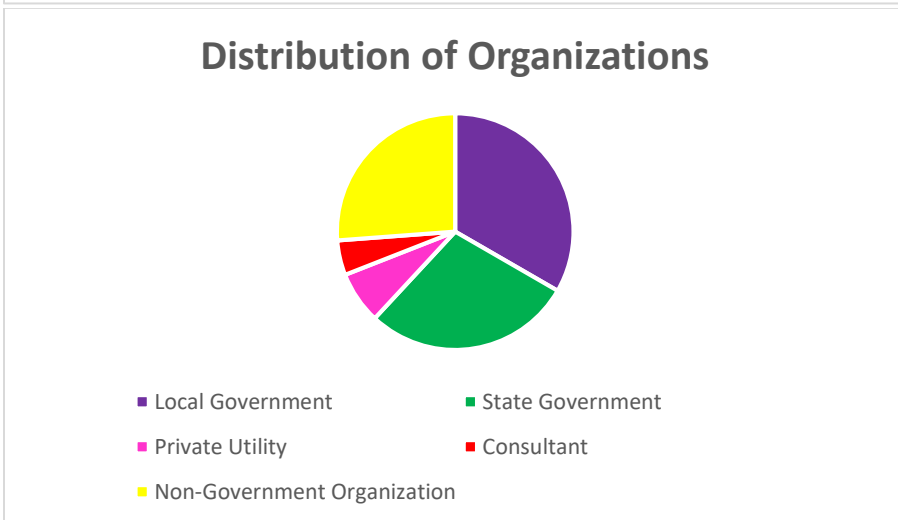
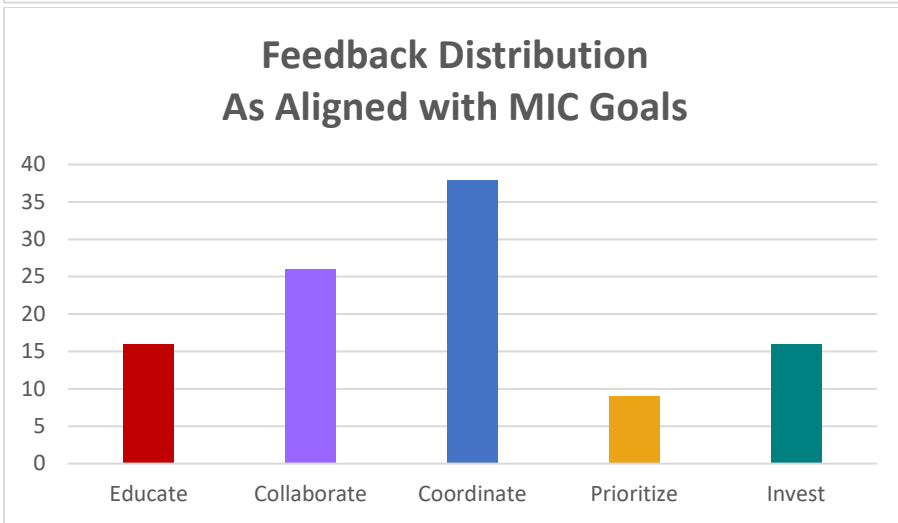
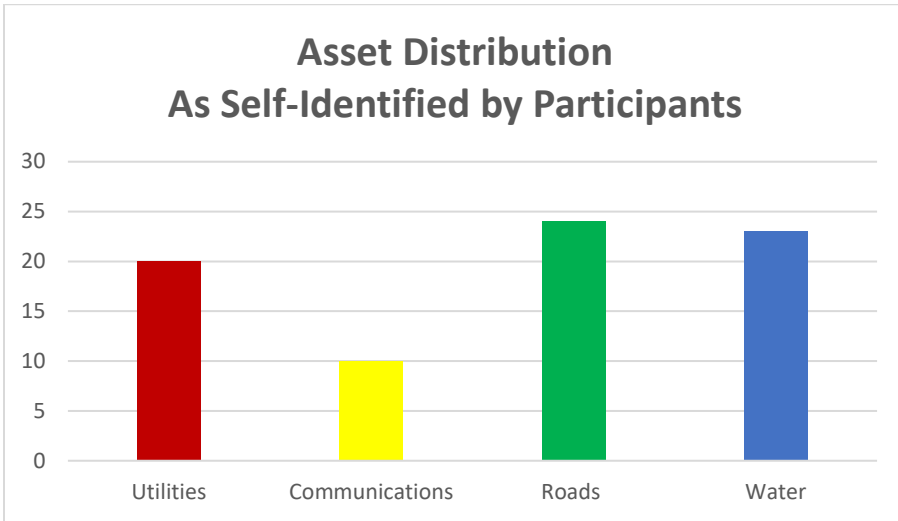
Kalamazoo – June 12, 2019

- We don't have state level support at the political level
- Lack of trust for government management
- Limited understanding of operations and functions of various entities such as commissions and boards
- Fear of sharing proprietary information
- How can we get Charter, Frontier, CTS etc. to share where their work will be in the community?
- Data is historically inconsistent
- Funding schedules do not line up
- There is no common repository for asset information
- Professional jargon can create challenges for the wider constituency – need common vernacular
- Make collaboration a requirement
- Fear of potential cost to participate
- Make asset management plans mandatory for MIC
- MEDC project map already posted online – make the best possible use of existing data
- Standardize data collection and management
- Government officials need to know that they are part of the project process and they are consulted to seek their input during planning
- Common template for developing asset management plans
- No funds for digitizing records
- Need better 5-year capital improvement plans
- Additional asset management training needed
- Need bigger communication database
- Transparency for all projects
- Infrastructure budget is a small percentage of what it used to be
- Cost to low income families is so high they cannot afford rate increases
- Lack of cross training and communication
- Some of our critical partners are not even here at today's summit
- Poor record keeping of existing utility data
- Lack of accountability of asset owners
- Who is the "Captain" of this within each organization or region?
- Offering low-interest loans does not help relieve the cost impact
- Use data to drive decisions
- We need who, what, when and where information on projects
- Very early coordination with stakeholders and MDOT needs to happen
- More communication prior to project initiation
- Incentivize cooperation
- Kalamazoo County is sharing the who, what, when, and where of projects – meeting every 6 months
- We need a forum for communication
- We need support at the management level
- Ownership is not adequately understood

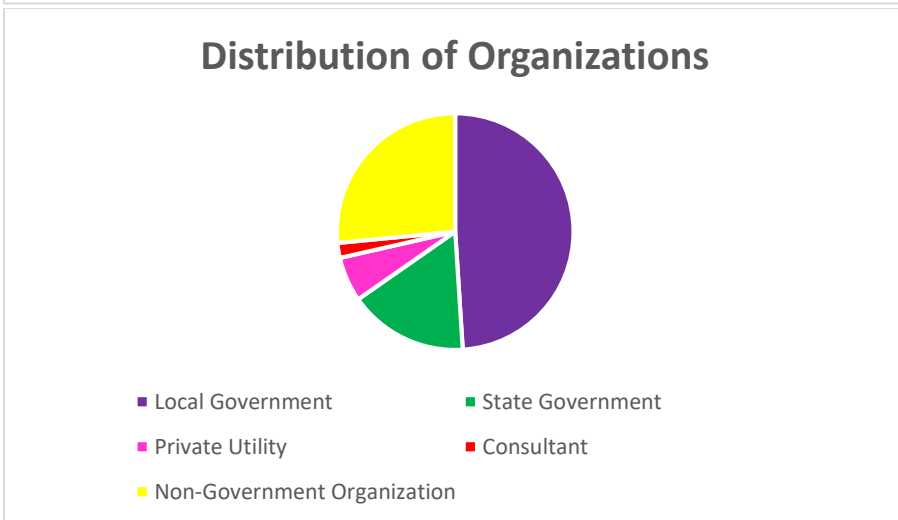
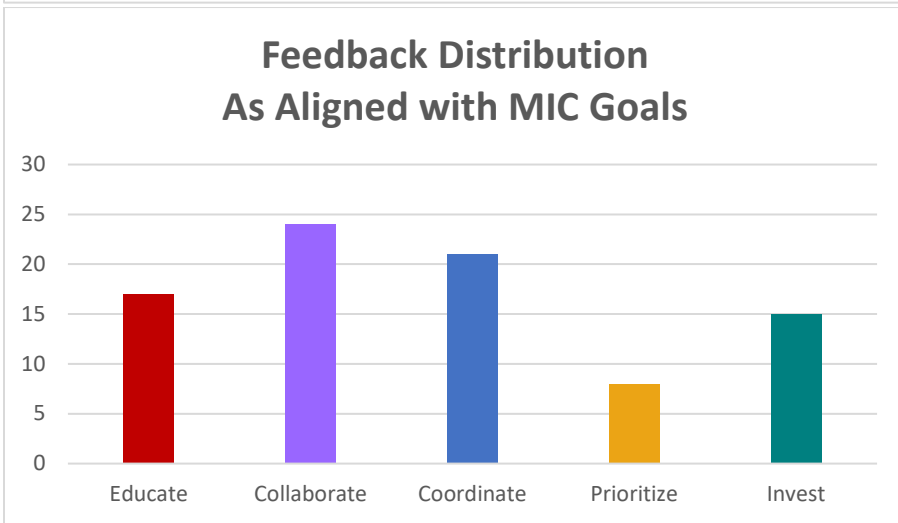
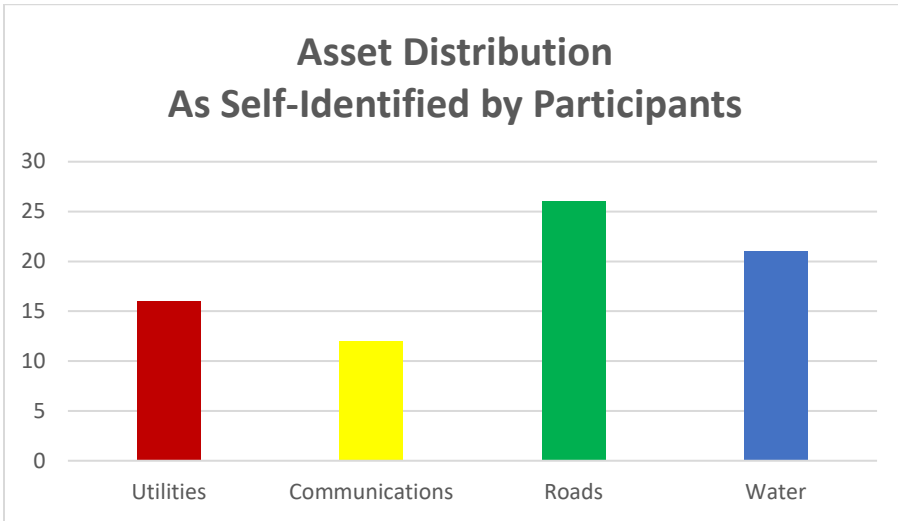


Lansing – June 14, 2019

- Turnover – things get lost in the shuffle – who to call?
- Different management structures, cultures, priorities impact collaboration
- Elected officials have varying priorities
- Funding cycles and requirements vary
- Grant writing is a challenge, especially for smaller communities
- Coordinating different utilities – plans are in different places and forms
- Territorial attitude – silo culture
- Multi-layer governmental structure is challenging
- There is a lack of wide GIS knowledge
- Collaboration at engineering and construction can happen, but silos are forced when trying to fund
- Debt limits are preventing improvements
- Fear of losing market share impedes coordination
- Parochialism – too many townships
- Incompatible data sources
- Citizens are becoming aware of problems
- We need to continue to educate the public
- Communities and other entities do not want to lose decision making authority
- There are concerns over home rule
- Too many different entities, schedules, funding cycles (city, township, county, regions, state)
- Have a checklist for projects – have all stakeholders on the list
- Collaboration as a requirement for grants
- Take into consideration criticality and level of service
- Cost savings and successes should be documented
- Incentivize coordination and good behavior with funding
- Integrate asset management into master plans
- Combine/consolidate grant information that is relevant across assets
- Master list of resources, programs, contacts
- Regional meetings to join funds
- Provide training for long-term planning and finance management
- Develop online formats for communication
- Creation of authorities to get a “planning czar”
- Have a project plan distribution list
- We need a better inventory of assets in the public right of way
- Need a land use strategy included in planning
- Lack of consistency in financial management
- Cross-training – important for talent management
- Concerns over raising costs and legacy costs
- MI rates are not regulated like Indiana
- Consistent terminology – ratings – across assets
- Red tape when schedule changes – funds tied to time frame – especially federal dollars
- Permitting process varies across municipalities and assets – needs to be standardized
- Collaboration does not happen until the end – need early and often conversation and collaboration
- Public does not understand their ownership
- Creativity – innovative ideas (driven out of failure)
- Develop common communication and IT platforms
- Need to develop better interaction with locals
- Diversify sources of energy
- Grants for GIS throughout the State of Michigan
- Get top management involved

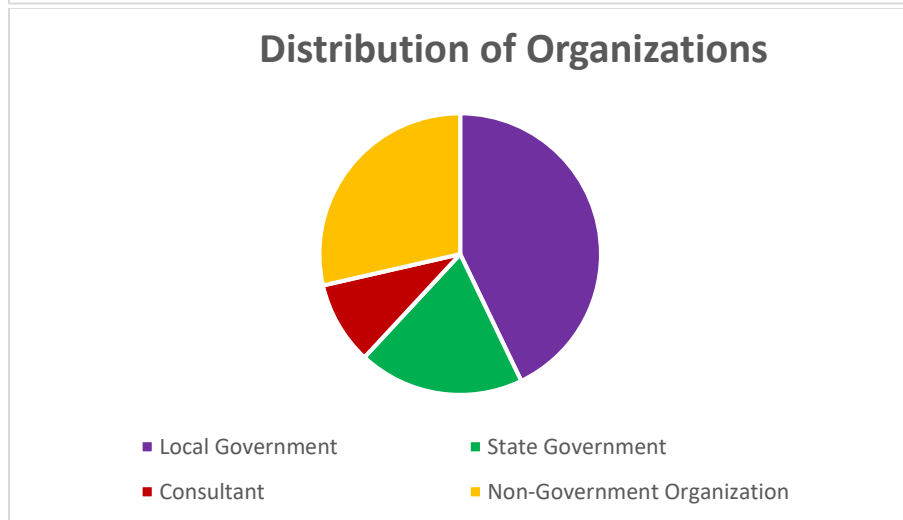
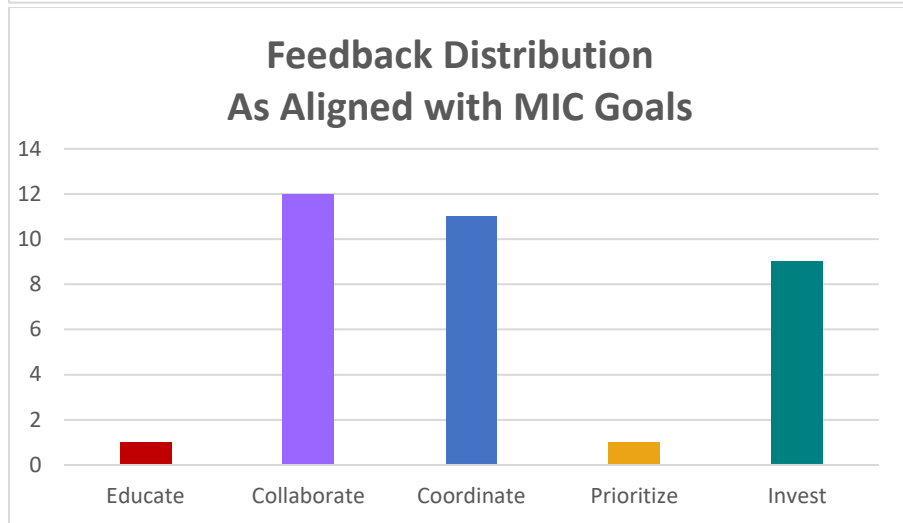
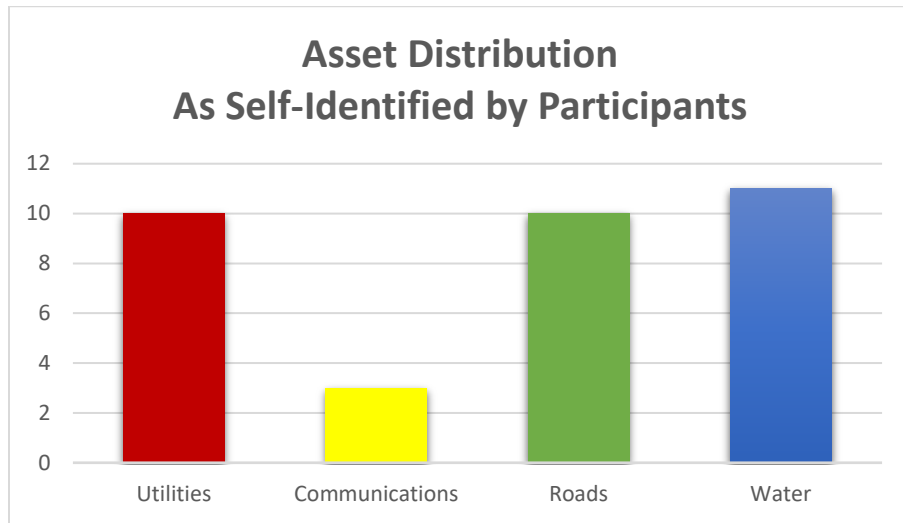


- Consistency, timing, and communication around budgeting from Federal and State Government creates barriers
- Varying planning cycles impedes collaboration
- There is no advance planning
- Lack of understanding on other processes
- The permitting process is challenging
- Knowing who has what and where it is creates challenges
- There is a lot of competition between organizations
- Fear of irrelevancy incentivizes hoarding of information
- Unwillingness to share information by utilities or inaccurate data
- The cost of data collection and GIS make it prohibitive
- Old and inaccurate data slows down the project
- Lack of asset inventory
- No asset management expertise
- Lack of awareness about what is underground
- Lack of communication with utilities – especially overhead utilities
- Priorities are different for utilities and other infrastructure
- Sporadic times when funding comes through impacts planning
- There are not uniform fiscal years between jurisdictions
- It is impossible to collect on warranties
- Host monthly or bi-monthly meetings with all utilities for upcoming or current projects
- We need to strengthen relationships between parties
- Funding needs to be more constant
- Digitize files
- We need more regional meetings like this summit
- Offer financial incentives to participate
- Use the same simple platforms
- Understand windows of opportunity for planning
- Research road materials being used in other states
- There should be seam to seam replacement after a road cut
- All agencies need to be aware of the other assets involved
- There is no long-term strategic planning
- Communication is lacking
- Need public education
- Cheap fixes cause more harm than good
- Somehow turn negative news about our infrastructure into a positive message to get ownership from the public
- Utilization of contractors affects costs and creates competition
- It works when the owners plan together and work together
- Managers need to understand the importance of asset management
- Warranties for work
- MDOT and Davison coordinated well when adding a school bus lane
- Quality of work has improved – public vs. private
- Succession planning is imperative
- Asset planning at design is important to asset management
- We have been doing elements of asset management for years, but the funding levels have not improved
- Sandusky sidewalks: good coordination between MDOT and Drain Commission
- Streamline forms for coordination
- Gross Pointe: Utilities know everything for an entire year and communicate to residents resulting in fewer complaints



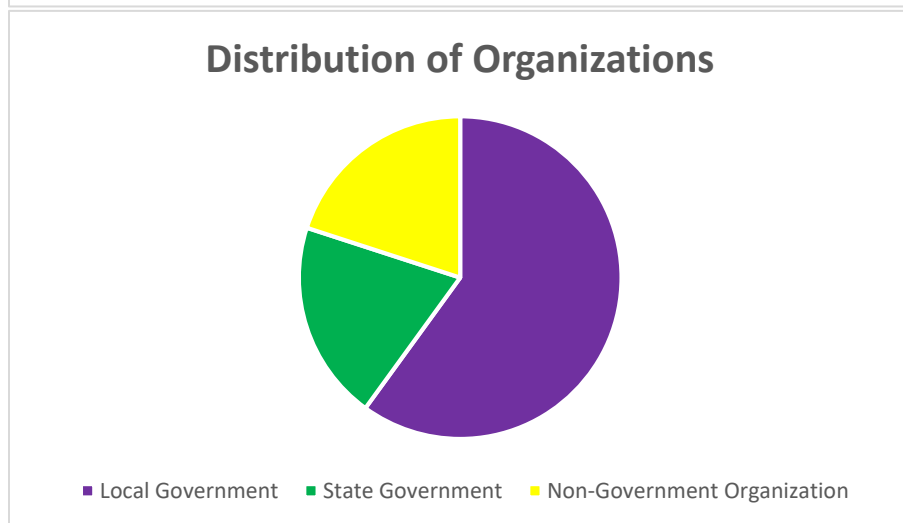
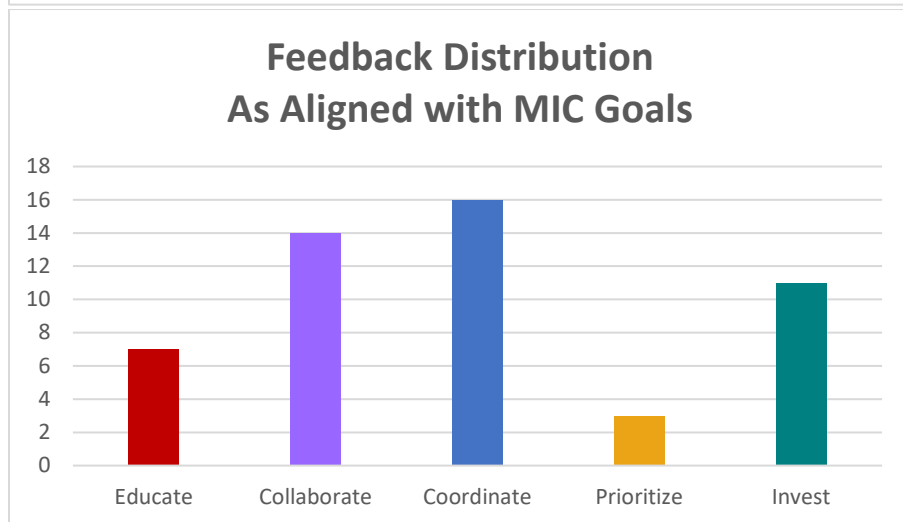
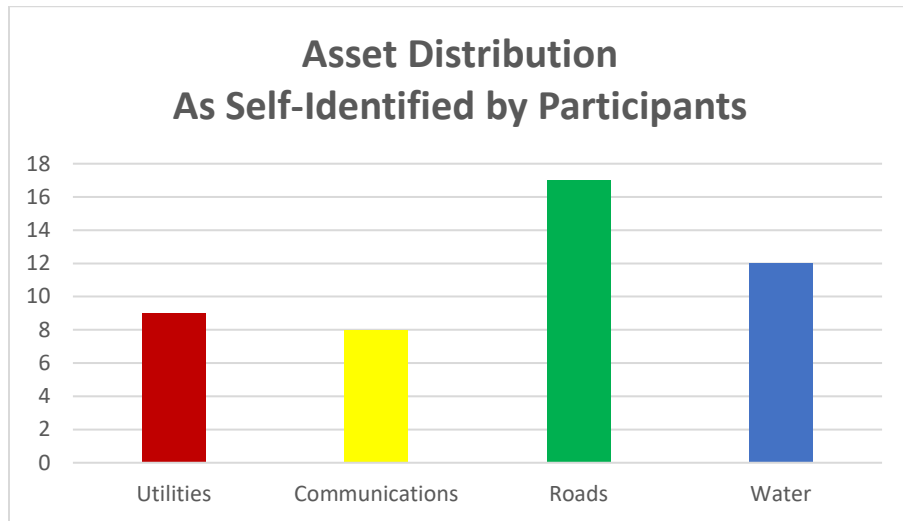
Houghton – June 25, 2019

- How do you pay consultants to do engineering before projects have funding?
- Franchises/for profit utilities will do whatever it takes to put in new utilities while public utilities don't have the leverage. Also, they don't need to purchase ROWs, they just use transportation corridors "freely".
- State has given franchises much easier access to do their work and don't consult with locals who are most affected by the work
- Townships overbooked, not mapped, not included in communication
- Counties maintain the roads, but townships maintain other utilities
- Road commission does not coordinate with townships
- MDOT projects - plan, funded, and done - need more notice and better coordination
- It all comes down to money
- Public vs private utilities have different priorities
- State has good permit systems, but locals do not
- We need changes in the laws to create the availability of the asset data without repercussions to the local entity providing the data (liability)
- Communities are afraid to publicly share data in case of errors
- Need better agency coordination and communication before projects are put out to bid
- Coordinate and collect assets from all agencies and companies
- Regional GIS and shared asset management program would help communication and coordination
- Require utilities to be responsible for their corridors and infringements on other utilities
- Franchises should have more skin in the game for their actions - they don't have to pay near as much as local utilities for their permits and such when they do their work
- Maps should be made available to all affected parties
- Update MISS DIG law to require everyone to respond to Design MISS DIGS
- Transportation corridors and infrastructure corridors are in the same spot - they should be separated. They don't fail at the same time.
- Good data and info for roads, sewers, water, but no funding to implement plans
- Urban and rural needs and standards do not align - Can there be more than one process/method/plan developed?
- Grants not available when needed
- How do you fund things that are found during construction as unknowns and required to be replaced based on current standards?
- Wealthier municipalities have more resources and better network to fare better in grant applications - How do needy cities overcome this?
- Funding cycles do not line up
- Cannot dispose of waste water in another county per Michigan law
- Lima:47 people: has same water regulations as Flint for water superintendent, but cannot afford the water regulations and testing equipment
- Counties/cities/townships are not sharing GIS data
- The push to make local communities put together a local asset plan is a good thing
- SAW grant was great
- Having authorities in charge of assets - Mackinac Bridge - can plan then adjust rates as required to meet goals. Similarly, a sewage authority should/can do this.
- Engaging the proper parties, now starting to communicate
- Better communication is starting to occur



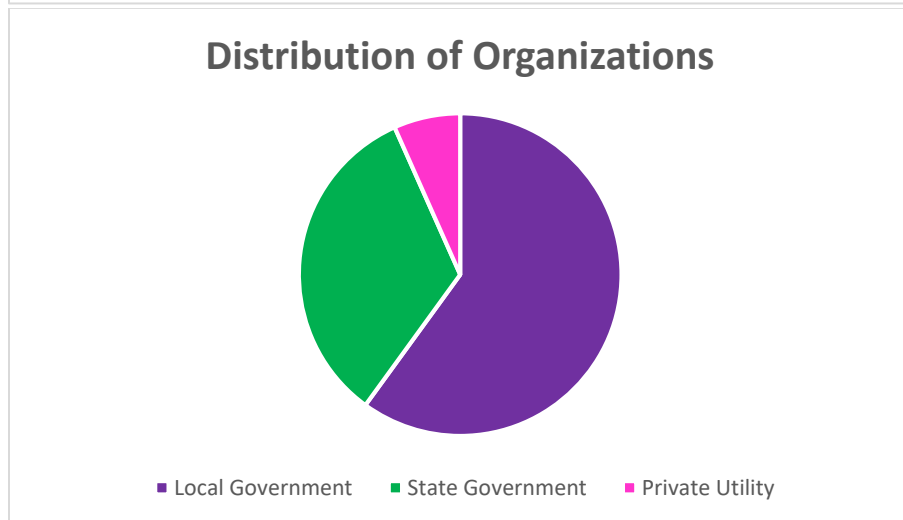
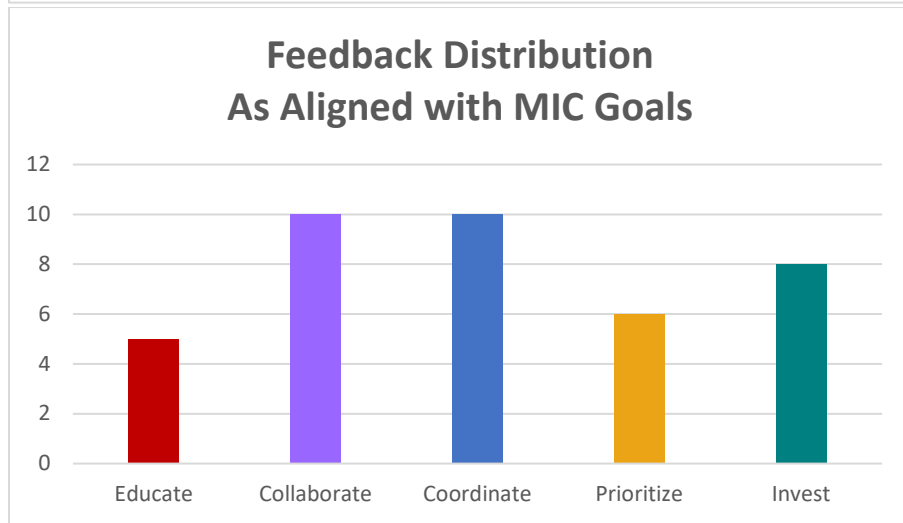
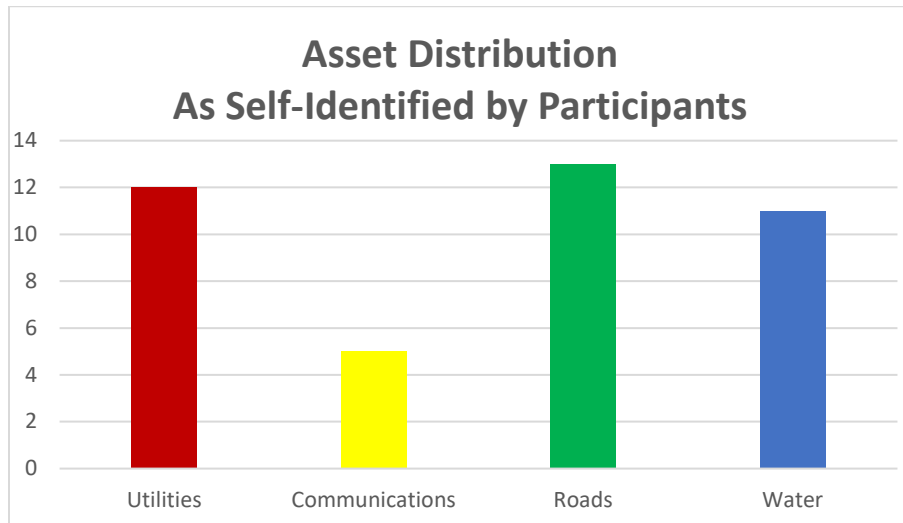
Escanaba – June 26, 2019

- Timing of permit process
- Multiple power companies in one area
- Water costs rising, users declining
- Number of entities - getting people together is difficult
- Jurisdictions don't line up
- MISS DIG does not always respond
- Dealing with the state - so much red tape - can save 30% by going out on own rather than going through the state
- How do we know who to contact?
- Citizens do not understand the cost of the work or the assets
- How do you know what you have?
- Lack of historic data/records
- Politics does not always match asset management
- Unfunded mandates often create hardships
- It would be nice to have a paid employee for data collection
- Working through county/economic development jurisdiction might be helpful
- Educate the public on the true cost of ownership
- Reward good behaviors/practices
- Simplify rating systems - think red, yellow, green
- Can we adapt anything from county drain commissioners?
- We should do something like Illinois – institute first cut fee if road is cut within 3 years
- TAMC requiring culvert inventory - tremendous amount of work
- It seems a lot of data is collected for nothing
- No money or attention is being given to the 21st Century and our future
- Line 5 - natural gas - if the pipe were to break, it would cause economic devastation to the UP
- Communication among peers does not happen -Example: shutting down Highway 2 during tourist season
- Within cities, storm systems are a disaster waiting to happen
- No dollars to address storm water
- No data on storm water and nobody to pay for it
- Manistique - 2nd highest water rate in the UP - need to crack the funding code and address affordability
- Line 5 should be handled locally
- TAMC/WAMC/MIC - better things are coming
- Worst first is not a solution
- Reactionary mode and politics impede asset management
- SAW grants – the data helps justify rate increases – this is the best program I have seen in 40 years of practice
- There needs to be public education
- Road ratings are helpful



Marquette – June 27, 2019

- Statewide base map is not designed for today's technology - (x,y,z coordinate): roads are not shown, inconsistent across jurisdictions, multi-layer - underground-statewide layer standards, inability to meet the needs of asset management
- U.P counties are large compared to the lower part of the state
- Lack of communication between asset owners
- There are geographical, financial, and political barriers
- Having the right contacts is a challenge
- MDOT plans 5 years out – we do not have that planning ability or foresight
- Threat of annexation if we share too much
- It would be nice if everyone used the same system
- Education and public outreach are needed
- Is there a way to reward good behavior?
- Establish more authorities
- Join together for the good of the whole
- Longevity funds – culture of caring about the future
- Showing the data to the public – explain the why and how you are using the money
- Legal arrangements – create a partnership with municipalities
- We need the ability to share resources county- wide
- Coordination meetings would be beneficial
- Communication with citizens is important
- Road agency level – utilities as a second level function
- Affordability needs to be considered
- Hard to justify putting in a good road in your community when it dead ends into a terrible road in a neighboring community
- Short notice on changes
- Regulations that blindsides – lead and copper rule
- Perception – you have to fix the roads and what is underneath them
- Having a GIS person is very helpful if you can afford one
- Storm water utilities in Marquette are a growing problem
- We need a collaboration and coordination database



Sault Ste. Marie – June 28, 2019

- Coordination with right-of-way owners and private utilities needs improvement
- Not enough hours to collect data
- Right-of-ways are becoming too crowded with various communications (cable/fiber)
- Staff turnover makes it hard to coordinate
- Not a willingness to share data
- U.P. has short window of opportunity for construction - contractors know they have short time
- Labor force issues - aging workforce - no replacements upcoming - knowledge and connections will be lost
- Private vs public mentality
- Affordable housing in Munising and Mackinaw- high rates associated with tourism
- Locks project puts additional stress on housing
- Current mentality - This is how I do it, why change?
- Talent gaps – no time to train – junior level staff – all busy at the same time
- Funding sources do not allow for good planning
- Funding-doing the project to the funding source
- State agencies - different funding schedules
- Technology and expertise - What do I do with the data now that I have it?
- We need to include private and public entities when planning
- Email proxies would be helpful
- Communication – Sharing capital improvement plans
- We need funds, not loans
- Streamline processes and forms
- Can we fill out one form and then the results direct us to all grants we can apply for?
- Eligibility based funding resulting in discounts
- Who do I call? Need a communication contact list
- We have left money on the table because the process was too much
- MIC is helpful
- Individual entities have excellent information on their own utilities
- Regional planning organizations are great
- MTA and CRA provide guidance
- Collaboration – taking advantage of working with other service providers
- It is helpful having a GIS coordinator at the regional level
- Sault Ste. Marie is the only one in the region with a capital improvement plan
- Emergency services – worked with counties – next generation

