



# MICHIGAN INFRASTRUCTURE COUNCIL ASSET MANAGEMENT CHAMPION PROGRAM

Final Report. August 2021

V1.1

# Contents

1	Executive Summary .....	4
2	Background.....	5
2.1	MIC AM Readiness Scale .....	5
2.2	Canadian Network of Asset Managers and icInfrastructure.....	6
3	AM Champion Program Objectives .....	6
4	AM Champion Program Outline .....	7
5	Build Awareness .....	8
5.1	Participation.....	8
6	Develop Knowledge .....	10
6.1	Overall Program Results.....	10
6.2	Participant Completion.....	11
6.3	Learning Platform .....	12
6.3.1	Learning Platform Engagement .....	12
7	Establish Community .....	13
7.1	Most Valuable Types of Content .....	13
7.2	Facilitated Discussions and Peer Interaction.....	13
8	Champions’ Experiences - Positive Responses .....	14
8.1	Champion AM Efforts – Current State.....	14
9	Champion Program Improvement Opportunities .....	16
9.1	Program Adjustments .....	16
9.2	Additional Features to Consider.....	17
9.3	Bigger Ideas for MIC to Consider .....	17
9.4	Champions Speak Out.....	18
10	Next Steps for MIC and the AM Champion Program .....	18
10.1	Supporting graduated AM Champions .....	18
10.1.1	What would you like to hear/learn about related to Infrastructure Asset Management?.	19
10.1.2	How would you like to learn and build capacity? .....	20
10.2	Extending the program to new AM Champions .....	20
10.3	Continuing to engage the vendor community, “AM in the AM”.....	20
10.4	Connecting with MIC 30-Year Strategy .....	21
11	Appendix A - Champion Testimonials.....	22

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# 1 Executive Summary

The Michigan Infrastructure Council (MIC) Asset Management Champion Program set out to build a network of Asset Management practitioners across the State. The **pilot program was developed and delivered from January to July 2021 and saw 78 Michiganders graduate** by completing a mix of training, group coaching, building their peer network and accessing industry learning. The program supports the statutory responsibilities of the MIC as established in P.A. 323 of 2018, P.A. 324 of 2018 and P.A. 325 of 2018.

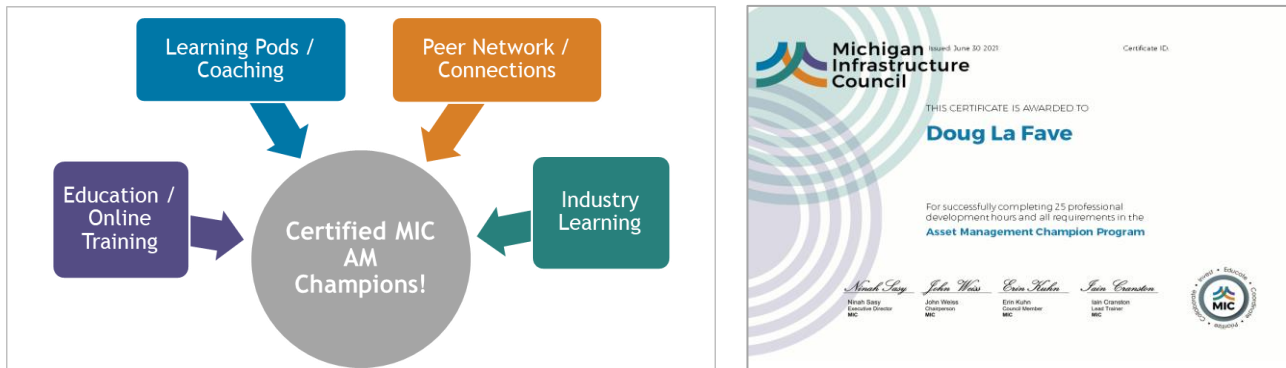


Image 1 – Elements to become a Certified AM Champion and the Completion Certificate

Overall, participants were very happy with the content and options for learning Asset Management that were made available to them. **Ninety-eight percent of participants feel that they are now able to be a successful Asset Management Champion for their organization.** There is a large desire to continue diving deeper into these topics introduced in addition to continuing to learn from peers and AM experts alike. Communicating to existing Champion’s through structured follow-up emails, webinars or discussion groups would keep Asset Management in the forefront of people’s minds. Building out a directory of AM Champions and maintaining the champion network would encourage collaboration, growth and continuous improvement in asset management across the State.

With the potential of an infrastructure plan from the Federal Government, coupled with the State of Michigan’s push to get on top of infrastructure challenges, it is important now, more than ever, to build the State’s culture and practices around infrastructure asset management. These Asset Management Champions across Michigan are now poised to evaluate their assets and make long term plans that will use this infrastructure stimulus in the most meaningful way possible.

Moving forward there are significant opportunities for MIC to continue awareness training, building capacity, and establishing a culture of asset management across the State through:

- Expanding the program to new AM Champions while incorporating the lessons learned during the pilot.
- Supporting graduated AM Champions to maintain the growing practitioner network across the State, and their efforts in their organizations’ AM journeys.
- Enabling State-level infrastructure strategy and policy work, including the 30-year Integrated Infrastructure Strategy.

## 2 Background

The MIC has been working with the Canadian Network of Asset Managers and icInfrastructure since 2018. The collaboration has enabled the State of Michigan to leverage asset management experiences, knowledge, and materials from Canada to support MIC's efforts to further the asset management journey in Michigan. From developing MIC's Asset Management Readiness Scale, to training Regional Reps through a 2-day course in October 2019, and now to this AM Champion Program – the collaboration has supported MIC in taking big steps in the State of Michigan's Asset Management journey.



Image 2 – Training material from October 2019

### Key Contacts:

Erin Kuhn – MIC Member and AM Champion Committee Chair [ekuhn@wmsrdc.org](mailto:ekuhn@wmsrdc.org)

Iain Cranston – Trainer and Program Manager [iain@icinfrastructure.com](mailto:iain@icinfrastructure.com)

### 2.1 MIC AM Readiness Scale

The Michigan Infrastructure Council's Asset Management Readiness Scale (AMRS) is intended to help infrastructure owners understand, measure, and advance their asset management proficiency. The scale provides a common methodology that can be applied across transportation, water, utilities, and communication assets to produce quantifiable outcomes, allowing for the creation of improvement goals and systemic re-evaluation.

The MIC AMRS uses five topic areas to help organizations measure progress on asset management. Each of these topics is a building block. These five topics are key for sustainable service delivery. Asset management is not just about doing one thing — it is about building a robust understanding of asset needs and implementing good practices of caring for those assets. For an organization to do this successfully, it must build skills and practices in each of the topic areas.

1. People and Leadership
2. Data and Information
3. Planning and Decision-Making
4. Policy and Governance
5. External Communication and Knowledge Sharing

The Asset Management Readiness Scale is designed to give your organization the resources to self-assess and develop a plan to improve your overall asset management practices. The Scale is not intended to replace existing regulatory documents, current maintenance schedules, or Asset Management Plans. The MIC AMRS is based on the Federation of Canadian Municipalities' (FCM) Asset Management Readiness Assessment, which forms the base of their Municipal Asset Management Program and was funded by the Government of Canada. It was developed for the

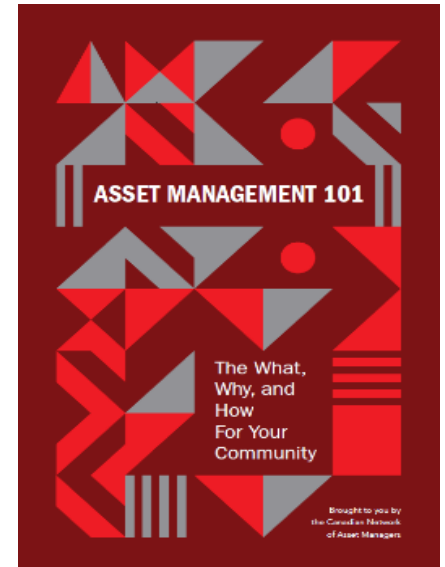
Michigan Infrastructure Council, within the Michigan Department of Treasury to assist local governments and stakeholders with asset management, and is not intended for commercial use, in whole or in part.

Additional information can be found on the MIC website: <http://www.michigan.gov/mic>

## 2.2 Canadian Network of Asset Managers and icInfrastructure

The Canadian Network of Asset Managers (CNAM) is the leading national association for public sector infrastructure asset management professionals in Canada and is the central hub through which industry professionals network, exchange information and collaborate on the latest developments. Our government and private sector members develop policy, tools, technologies, and best practices which improve the level of service for public infrastructure assets in every province and territory in Canada. CNAM then shares that knowledge with other members and stakeholders through online resources, annual conferences, multiple webinars as well as active committees and partner events.

CNAM has worked with icInfrastructure Corporation (“icInfrastructure”) as their project delivery and training manager on several high-profile projects since 2017. icInfrastructure provides consulting, contracting, and training to public and private sector infrastructure clients to support them with their asset management and business improvement efforts. They are well versed in industry best practice and icInfrastructure is a recognized industry expert on the development of the ISO55000 through the TC251 committee. icInfrastructure is a leader in AM training and helping organizations to build AM capacity and skills.



*Image 3 - CNAM Asset Management 101 booklet developed by icInfrastructure*

icInfrastructure and CNAM worked directly with the MIC team to design, develop and deliver the MIC AM Champion Program Pilot.

## 3 AM Champion Program Objectives

Eighty-two individuals began the Asset Management Champion program to establish a network of talented individuals and organizations across Michigan. These Champions went through the program to help strengthen best practice asset management with the following objectives in mind:

1. **Build Awareness** – build AM Champions to foster a culture of asset management best practices across Michigan.
2. **Develop Knowledge** – develop AM Champions who understand and promote the value of asset management, aligned with the five topics in the MIC Asset Management Readiness Scale (AMRS).
3. **Establish Community** – establish a community of AM Champions to seed peer relationships and build a network of asset management leaders across the state and across infrastructure silos.

## 4 AM Champion Program Outline

This fast-paced and interactive training program combined asynchronous education, facilitated discussions, peer interactions and industry learning into a professional certification from MIC. The program ran from April to June 2021 and required approximately 25 hours to complete.



Image 4 – Elements to become a Certified AM Champion

- **Asynchronous Modules:** 9 lessons featuring asset management content and interactive activities. All material aligns with the 5 topic areas in the MIC AMRS.
- **Facilitated Discussions and Peer Interactions:** Three 90-minute, in-depth thematic discussion sessions with peers and industry leaders.
- **Industry Learning:** Access to a comprehensive library of webinars and presentations from the Canadian Network of Asset Managers (CNAM) and newly developed case studies from Michigan Infrastructure owners.

Course Title
Start Here – MIC Intro
AM101 Asset Management Awareness
Introduction to People & Leadership
Introduction to Data & Information
Introduction to Planning & Decision Making
Introduction to Policy & Governance
External Communications & Knowledge Sharing
How to use the MIC AMRS Tool
Exit Module & Certificate

Image 5 – Asynchronous course modules

## 5 Build Awareness

“It is important for a culture shift in all people involved in our organization for understanding who/what are assets and how it translates to level of service.”  
 - Richard Winfrey, City of Detroit on recommending the Champion Program to someone getting started in their Asset Management journey

By the end of the program, 81 participants spanned 10 affiliation types, 14 different regions, and upwards of 17 different titles within their respective organizations. This has lent to a network of Asset Management Champions that will begin to foster a culture of asset management best practices across Michigan.

### 5.1 Participation

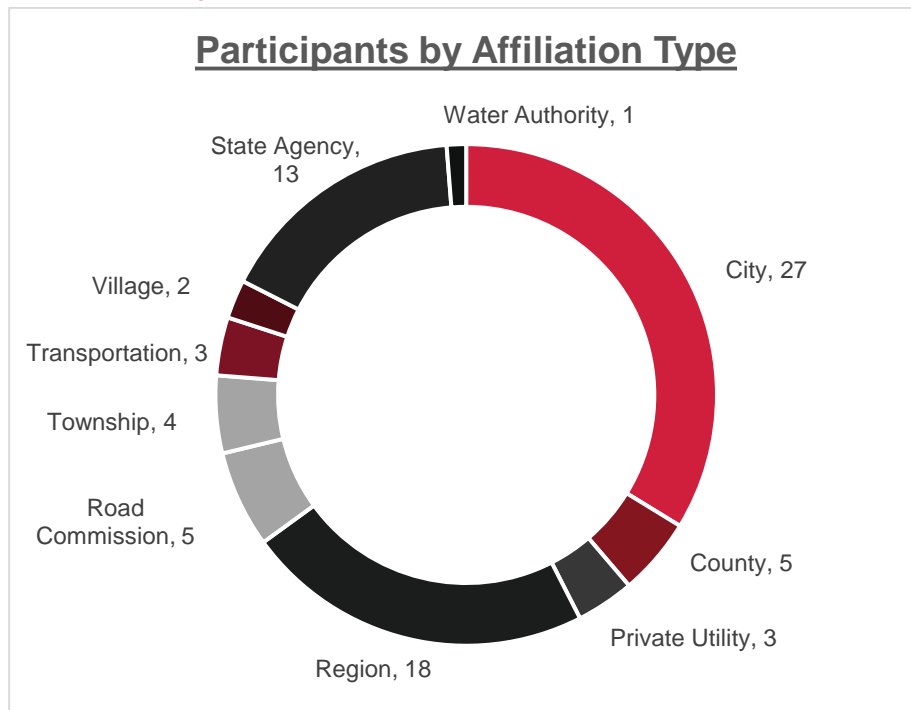


Figure 1 – Participants by Affiliation Type

“This course has helped me realize the importance of asset management for the future of our community. The videos with the chats of communities that are already working with AM were very helpful and informative. Thank you for all you do.”\*



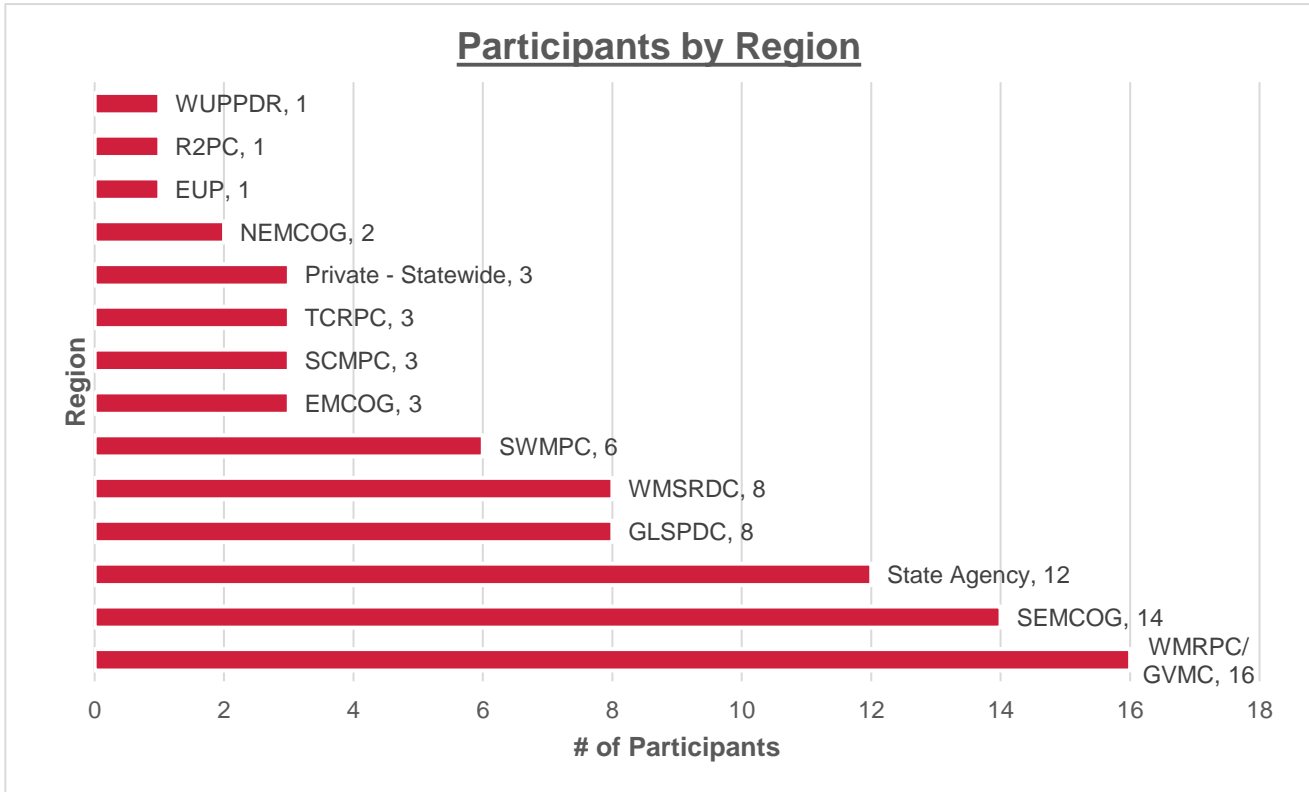


Figure 2 – Participants by Region

“As an individual, I will be taking AM into future updates of local communities master plans. As an organization we will continue to partner and push for a unified AM strategy across the EUP through MIC best practices learned from this course.”\*

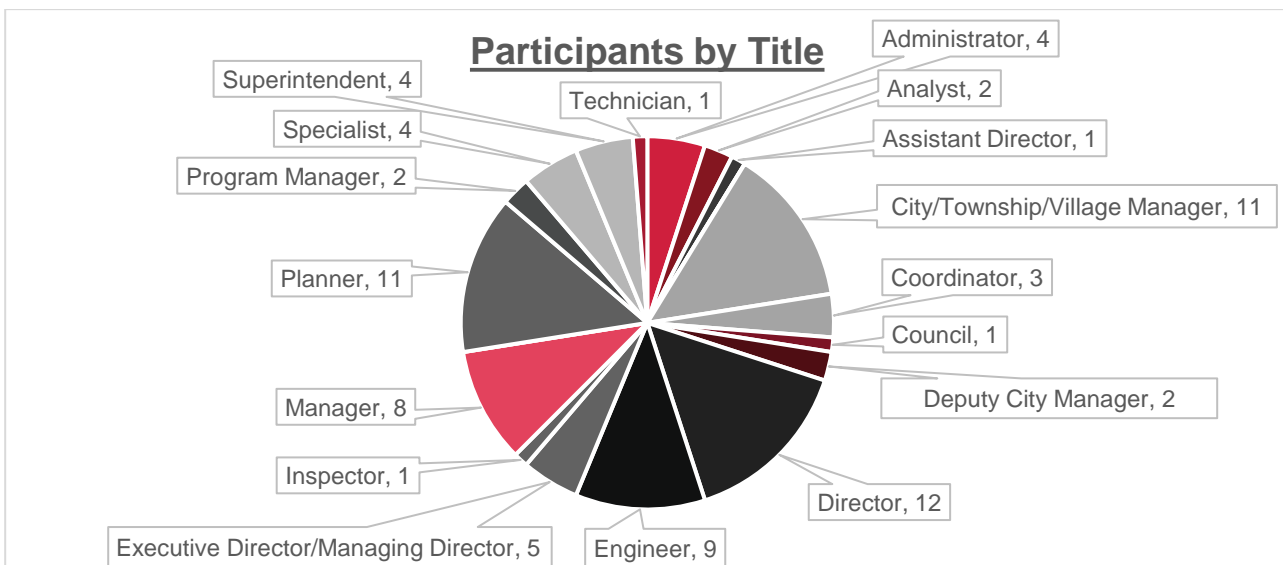


Figure 3 – Participants by Title

## 6 Develop Knowledge

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“As a utility owner with many assets, this program has provided me with information and tools to use in my organization to further our AM journey by building awareness with staff and elected officials, completing the AMRS, and creating an AM steering committee to create a roadmap for implementation.”

- Jacob Rushlow, City of Livonia on 3 benefits from the Champion Program

### 6.1 Overall Program Results

**96%** of Champions know more about Asset Management now vs. at the beginning of the program.

**98%** feel that they are now able to be a successful Asset Management Champion.

**40+** Net Promoter Score.

*Net Promoter Score, or NPS, measures customer experience and predicts growth. NPS is calculated by asking “How likely is it that you would recommend this to a friend or colleague” on a scale from 0-10. Respondents are then grouped into Promoters (scores 9-10), Passives (scores 7-8) and Detractors (scores 0-6). The percent of Detractors is subtracted from the percent of Promoters to yield the NPS. Typically, any score above 0 is considered “good”, since this implies there are more Promoters than Detractors. 50+ would be considered excellent, though a score this high is rare.*

Source: <https://www.netpromoter.com/> and <https://blog.hubspot.com/service/what-is-a-good-net-promoter-score>

“I certainly don't consider myself an expert in this subject, but I do feel I learned enough to be a champion for Asset Management and try and garner additional support within the organization. I think the first thing I will use is trying to find the right executive sponsorship - and I have an idea on where to start.”\*

“The course gave me an understanding of the principals of asset management and program that I did not have before taking the course. I have already started to discuss this during staff meetings with other department heads as well as other staff as opportunity presents itself.”\*

## 6.2 Participant Completion

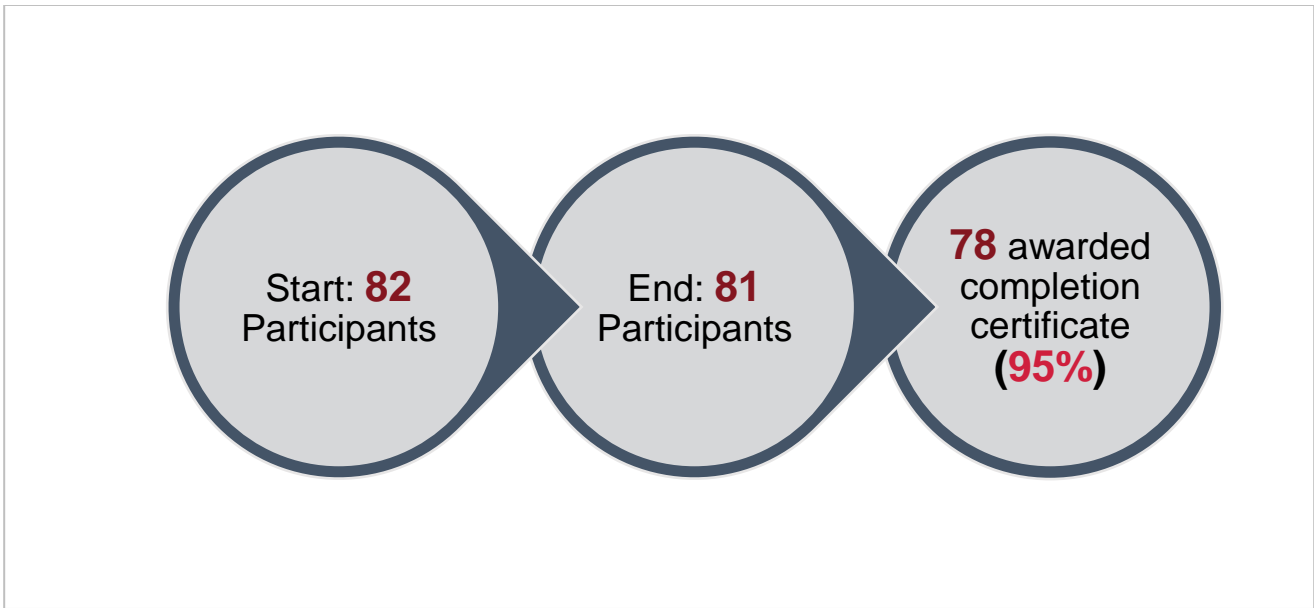


Image 6 – Participant completion rate

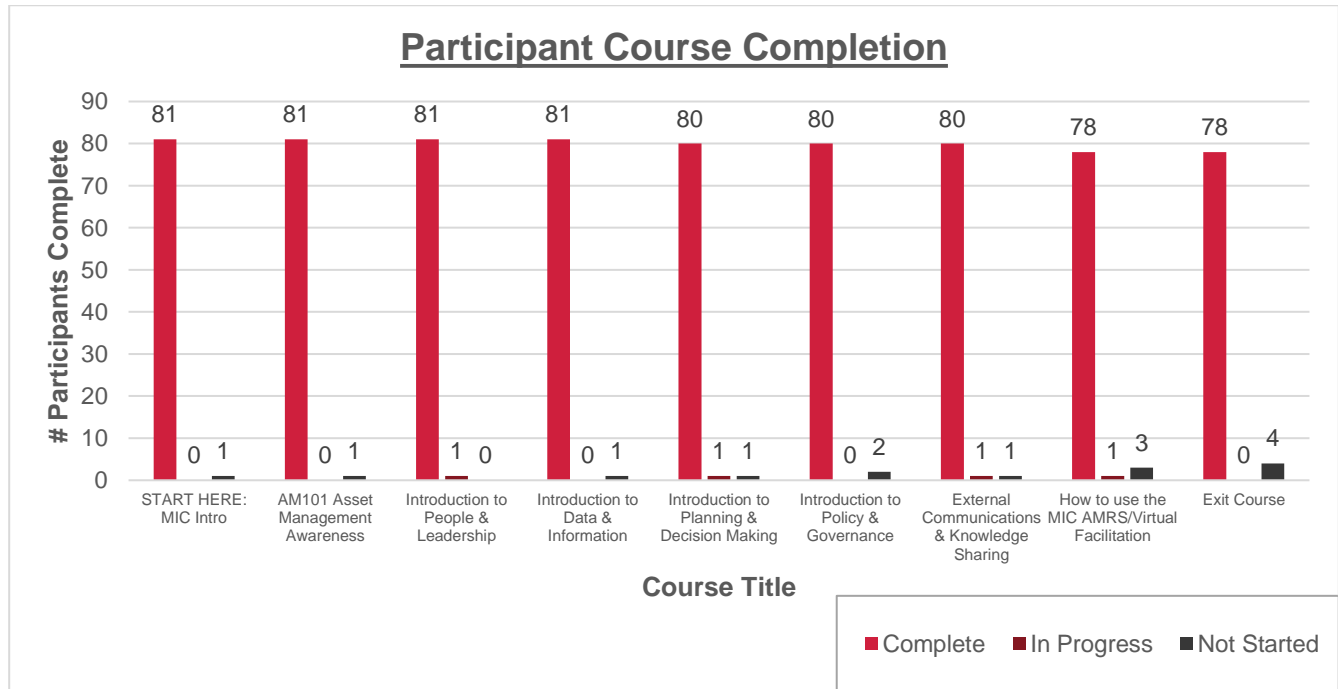


Figure 4 – Participant Course Completion

### 6.3 Learning Platform

The Champion Program is based on icInfrastructure’s education and community platform. You can see an example of the interface below with the various features highlighted. The lessons within each course were created with adult learning best practices in mind to support the participants throughout the program.

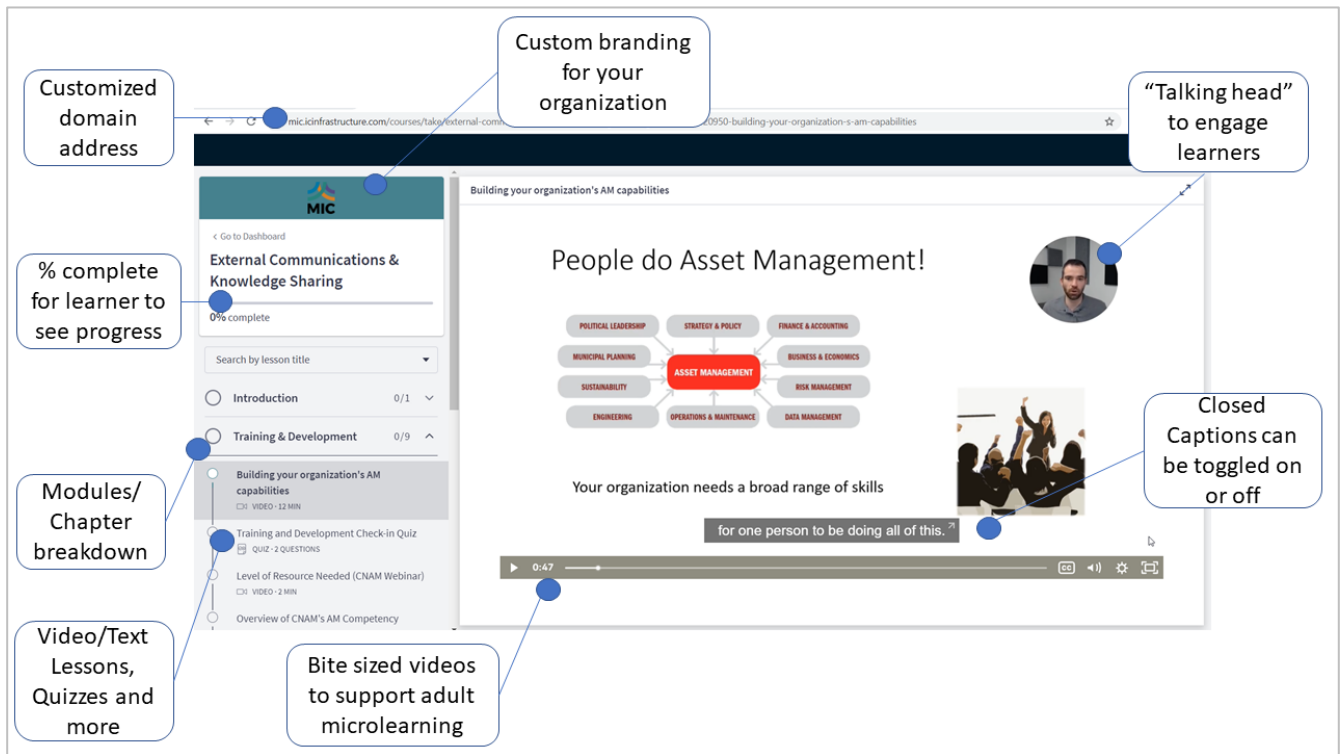


Image 7 – icInfrastructure education and community platform

#### 6.3.1 Learning Platform Engagement

Over **13000** videos played with an average engagement level of **59%**

**70+** Discussion Posts on the online platform

**1276** total sign ins, averaging **16** per participant over the course of the program

## 7 Establish Community

“What I liked best about the AM Champion program were the personal testimonies of government officials during the class and during the small group sessions. These people talked about actual processes that worked to help them make sound financial decisions and they expressed how easy it was to communicate with their residents about the hard issues they faced and the support they received from their communities.”

- Kathy Winczewski, City of Ludington on what she liked most about the Champion Program

### 7.1 Most Valuable Types of Content



Image 8 – Most valuable types of learning content

### 7.2 Facilitated Discussions and Peer Interaction

**98%** Attendance rate for all three, 90-minute sessions

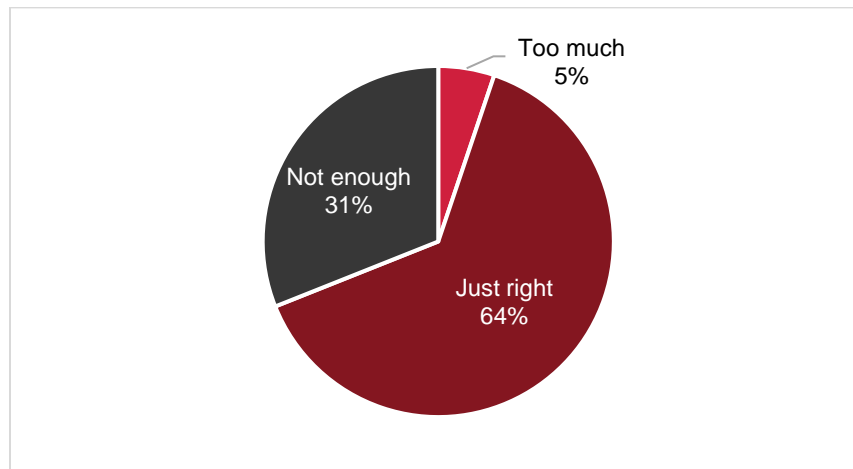


Figure 5 – Time allocated to facilitate discussion groups

Many participants wanted more time to continue discussions with their peers.

Through the pilot, a number of different group sizes were experimented with during the Learning Pods. It was found larger groups of 20-25 users typically had better engagements and peer discussions than smaller groups.

## 8 Champions' Experiences - Positive Responses

"I'm extremely impressed with the course overall... Very knowledgeable and the implementation of real-life examples is very helpful."\*

"Thank you. The program was informative, relevant and it gave me confidence that Asset Management Practices can be achieved."\*

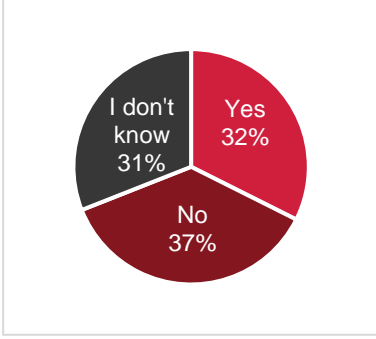
"Career wise. This has helped me appreciate many different forms of assets (people things and experiences). The phrase "asset to the team" means more now."\*

"Thanks so much for this opportunity. I learned a ton!"\*

### 8.1 Champion AM Efforts – Current State

Several short surveys were dispersed throughout the learning content with questions pertaining to the Champion's organization and their current Asset Management efforts. Here are the results:

Question	Responses	
<i>Does your organization have a senior sponsor?</i>	<b>59%</b> have a senior sponsor	<b>41%</b> don't have a senior sponsor or don't know if there is one in their organization;  <b>72%</b> feel they know who they can approach to become one
<i>Are there concerns over potential loss of knowledge due to retirement/turnover?</i>	<b>97%</b> have either major or minor concerns about loss of knowledge in their organization;	only <b>36%</b> feel there are procedures in place to mitigate the loss of knowledge

<p>What are the biggest challenges facing organizations?</p>	<p>By far the largest challenge is funding, coming in at <b>43%</b></p>	<p>The next largest, at <b>25%</b> is aging infrastructure</p>
<p>Does your organization have the right rates to be sustainable?</p>	<div style="text-align: center;">  <p>Figure 6 – Sustainable rates in Organizations</p> </div>	

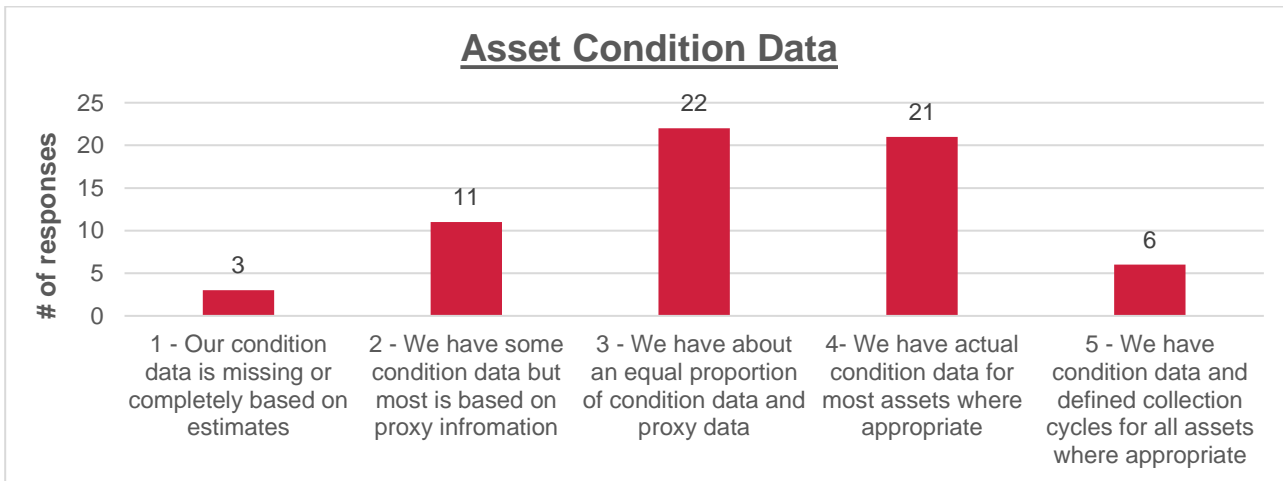


Figure 7 – Asset Condition Data

## 9 Champion Program Improvement Opportunities

### 9.1 Program Adjustments

- Stretch out the timeframe for course completion over a longer period and include more iterations of discussion groups with less content to cover.

Many participants seemed to struggle with balancing their day-to-day work with completing the course content. A more structured schedule up front could have helped with this. Alternatively, spreading out the coursework over a longer time period would leave more time to complete self-directed learning.

- Participants noted that more time was needed to complete the content in between discussion groups.
- Most participants wanted more time for the facilitated discussions/breakout discussions.
- For example: Instead of 2 months with 3 discussion groups, expand to 3-6 months with 5+ discussion groups. This allows for the participants to engage with their peers more, and complete only 1 or 2 online courses instead of up to 3 online courses between discussions.

“A lot to digest in a short period of time. I think holding this program over a three, four or six month period could be better; but I also appreciate challenges with such a timeframe. Require more homework of participants, but, again, I can appreciate challenges with that.”\*

“I’d suggest tiered levels. Entry level, mid level and advanced. Communities are at very different levels.”\*

- Allow others to access the learning content. And allow access to the learning platform for a longer period of time. Champions will want access to the lessons to assist with their own AM efforts, beyond the end of the program.
- Consider the time of year that the program runs. There may be other priorities based on time of year, regular workload might be lighter in Fall/Winter than it is in Spring/Summer. May vary by organization type.
- Content adjustments, edits and additions:
  - Incorporate content edits captured during delivery of the program.
  - There are potential opportunities to reduce overlapping content to make videos more concise. Shorten video content to reduce redundancy and time required.
  - Bring in more Michigan AM content as it becomes uncovered and shared through the Champions. Promote more community success stories. Share Case Studies.
  - Create different learning pathways for asset owners vs. non-asset owners, elected officials / senior managers, etc.
  - Create supplemental learning and reference resources like standalone checklists, steps of visual handouts based on content from the courses for champions to refer back to.
  - Learning Pod sizes increased to 20-25 users for each group based on lessons learned.



“This is a great deal of information. Its beneficial to build this knowledge and awareness from the bottom up. However, efficiently, and succinctly communicating this information may be a challenge. I would love to have a handy bullet point or visual handout that touches important points for communicating the need and value of asset management. Just a thought”\*

- Structured follow-ups in the format of emails, webinars, or discussion groups.
  - Including communications on MIC initiatives and their objectives. (ex. the AMRS and “Dig once” Project Portal)

## 9.2 Additional Features to Consider

- Ability to access other Asset Management Champion’s and experts to ask questions and collaborate on an ongoing basis.
  - Create a directory/map of AM Champions to reach out to: This can be supported through an addition to the learning platform.
  - Provide access to dedicated AM experts for “office hours”.
- Build a Community of Practice consisting of Champions that can meet regularly and continue their networking and learning on how to progress Asset Management.
  - Option to pair a more mature community with a community that is new to Asset Management to facilitate growth.

## 9.3 Bigger Ideas for MIC to Consider

- Coordinate amongst stakeholder groups to help provide consistency for funding (similar application processes, clear objectives/eligibility requirements, etc).

“It would be helpful if the State were to establish an AM Team that could come in and help establish programs, especially in smaller communities. If this could be tied to the SAW Grant, that would be helpful - once the SAW in completed then it would be simpler to set up these type of programs.”\*

- Many comments were received on the ‘fairness’ of funding. The general belief is that funding should go to the places where there is the biggest need, however the way that need is determined feels subjective.
- Communities that are further ahead in AM sometimes feel that they are punished because they have made progress.

- Resources for smaller communities who struggle to use GIS because of lack of knowledge/skills within their organization.
- More transparency is desired when it comes to what data is being collected and how it is being used.

“Communications and awareness building support with Councils and the greater public.”\*

- Several Champions highlighted the opportunity to coordinate with Michigan Municipal League / Michigan Townships Association.
  - Example: A stock “AM101 course/presentation for councils or other resources to help with buy-in.

“Establish/facilitate peer-to-peer communications by working with organizations like the Michigan Association of Counties, Michigan Municipal League, County Road Association, Association of County Drain Commissioners, etc.”\*

## 9.4 Champions Speak Out

“Continued access to video library.”\*

“Offer continuing webinars and/or trainings so that knowledge learned during this program is not lost.”\*

“I feel that a check-up meeting in 6 - 9 months to see how the AM Champions are having any success in the program would be help. It will keep us accountable in moving forward with the AM program and give us an opportunity to network and ask questions.”\*

“Allowing us to access the materials for a long period of time; Following up with organizations and communities who participated; and Continuing to look for statewide coordination of efforts (even if it's just educational)”\*

“I think a best practices email that came out once every other week would be helpful. Maybe keeping access to the classes beyond the completion of the course. I think there was A LOT of really great info, but only hearing it once isn't enough.”\*

## 10 Next Steps for MIC and the AM Champion Program

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With the first cohort of Champions graduating, continued support will be required to maintain awareness, build more asset management knowledge and nurture the community that has been established.

### 10.1 Supporting graduated AM Champions

As we know, learner retention after completing a course or program, like this one, decreases rapidly over time. Spacing review sessions and opportunities to continue learning about asset management incrementally can improve the learner's retention. Champions want to continue to learn through live

workshops on Asset Management. Holding a “Mini-Conference” this Fall that builds on the topics from the Champion Program will be an excellent way to engage this group further. Short sessions over the span of a few days will continue the conversations on Asset Management through success story showcases, networking and dedicated AM content. The “Mini-Conference” will be one opportunity to reinforce the lessons taught throughout the Champion Program.

These Champions would benefit from remaining connected to each other and the MIC, and from having Asset Management best practices re-enforced. Engaging the graduated Champions closer to the end of the program will boost knowledge retention. The gaps between these engagements can decrease over time. See [9.1 Other Considerations](#) for more examples of ways to continue Champion support.

Through the platform and similar delivery models, MIC can explore adding additional and more advanced content for the graduated champions to continue their learning experience. Additional content on Life Cycle Management and Planning & Decision-Making has been highly requested.

### 10.1.1 What would you like to hear/learn more about related to Infrastructure Asset Management?

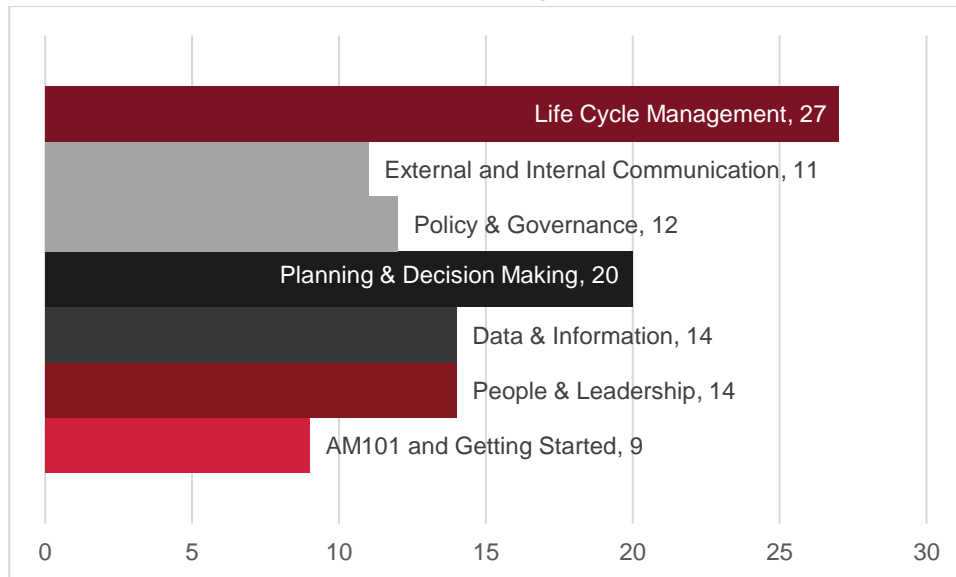


Figure 8 – Future topics for graduated Champion AM training

“[MIC could provide a] more detailed “playbook” of how to put AM in action. Provide assistance in development or help getting a consultant.”\*

### 10.1.2 How would you like to learn and build capacity?

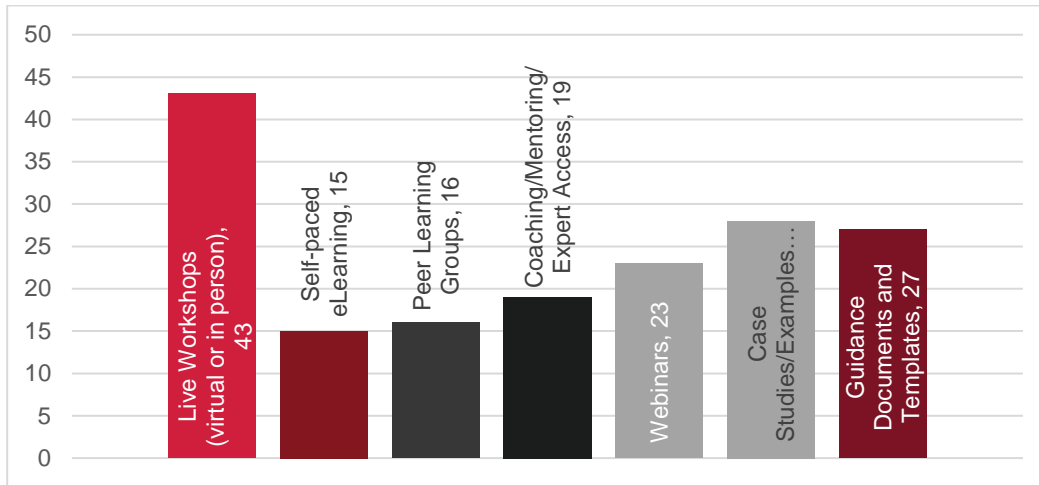


Figure 9 – Ways to engage graduated Champions to learn and build capacity

## 10.2 Extending the program to new AM Champions

Existing Champions want to continue the progress made towards building awareness and fostering a culture of asset management best practices across their organizations. Resourcing and time constraints will prevent Champions from disseminating this information entirely on their own. The extension of this program to new cohorts will continue to ingrain the original objectives of building awareness, developing knowledge and establishing community surrounding asset management.

To accommodate new AM Champions, MIC should:

- Explore procurement and contracting options to develop a multi-year AM Champion Program.
- Implement the improvements and adjustments to the program highlighted in the section above. ([Program Improvement Opportunities](#))

## 10.3 Continuing to engage the vendor community, “AM in the AM”

Running in parallel with MIC’s education efforts, there has also been meaningful engagements with the vendor community. Michigan vendors (consultants, software providers, etc.) associated with Infrastructure Asset Management play a significant role in the State’s AM journey and the MIC is eager to foster this relationship. To date, two engagement sessions in the format of morning workshops - “AM in the AM (Asset Management in the Morning)” – have taken place in recent years with a cross section of vendors to:

- a) provide the vendors with an update on MIC AM efforts and,
- b) collect feedback and host discussions to gain input from the vendors on what they see happening with infrastructure owners across the State.

The latest AM in the AM session was hosted virtually on June 29, 2021 and brought together 24 vendors from across the State. The MIC/icInfrastructure team provided an overview of the MIC AMRS

Tool and AM Champion Program. Input was also collected on what these vendors felt would be helpful for their infrastructure owning clients.

Highlights include;

- Many vendors are not using the AMRS because of a lack in awareness – more marketing is needed.
- Communities that have already used the AMRS tool should be showcased as ‘cheerleaders’ and case studies used to encourage others to use it.
- The vendors echoed the Champions on the need for asset management education for both the public and elected officials.

Moving forward, the MIC plans to continue building this engaging and working relationship with industry vendors to best support communities.

## 10.4 Connecting with MIC 30-Year Strategy

With the potential of an Infrastructure Plan from the Federal Government, coupled with the State of Michigan’s push to get on top of infrastructure challenges, and the American Rescue Plan Act (ARPA) rolling out, it is important now, more than ever, to build the State’s culture and practices around infrastructure asset management. These Asset Management Champions across Michigan are now poised to evaluate their assets and make long term plans that will use this infrastructure stimulus in the most meaningful ways possible.

- Important for MIC to walk the talk and listen to stakeholder feedback.
  - 30-year strategy should consider the feedback from this champion group.
  - Feedback on what and how people like to learn can help inform short term goals.
- Future iterations of the champion program can contain additional content to help train champions on particular topics that are relevant to progressing the 30-year strategy.
- MIC can use the champion program as one way to build the network of AM and knowledge sharing to increase collaboration and reduce the burden of shared activities.

## 11 Appendix A - Champion Testimonials

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### **Richard Winfrey, LSSGB – Engineer for City of Detroit Water Sewerage Department**

*What challenges did you face when it comes to Asset Management, either as an individual or in your organization, before you started the AM Champion program?*

One of the biggest challenges was making management aware of the need to invest money in our current as needed service projects for sewer.

*What did you like most about the AM Champion program?*

I love how the program opened my eyes up to the way that we have already invested our time, resources and attention to asset management.

*Why would you recommend this program to a colleague or friend who is getting started in their Asset Management journey?*

It is important for a culture shift in all people involved in our organization for understanding who/what are assets and how it translates to level of service.

*What are 3 benefits that you, or your organization, have experienced as a result of completing the AM Champion program?*

1. Gives me a better outlook that can be translated and taken anywhere.
2. Helps me understand the tools of asset management planning.
3. Provides the network of people within Michigan who can share best practices or culture of learning across organizations.

*Anything else you'd like to add?*

This should definitely be used in the future across the city and state.

## **Kathy Winczewski – 2<sup>nd</sup> Ward City Councilor for the City of Ludington**

*What challenges did you face when it comes to Asset Management, either as an individual or in your organization, before you started the AM Champion program?*

We are just beginning to step into asset management practices. The city has realized for several years that our infrastructure is deteriorating but we have struggled with where to start to begin to manage it. With the help of forward-thinking city managers and grant opportunities, the city now has GIS tracking for our water system and educated estimates for the wastewater system. The local roads have also been PASER Rated. I now understand that Ludington has started the Asset Management Process!

*What did you like most about the AM Champion program?*

What I liked best about the AM Champion program were the personal testimonies of government officials during the class and during the small group sessions. These people talked about actual processes that worked to help them make sound financial decisions and they expressed how easy it was to communicate with their residents about the hard issues they faced and the support they received from their communities.

*Why would you recommend this program to a colleague or friend who is getting started in their Asset Management journey?*

The AM Champion program explains how to start the process, how to maintain and move forward in the process and it gives hope that this process for work for everyone who works at it!

*What are 3 benefits that you, or your organization, have experienced as a result of completing the AM Champion program?*

Three benefits that the city of Ludington has experience as a result of the AM Champion program are:

1. The vital information on how to begin and advance asset management practices to make our city stronger and more resilient in the face of financial challenges.
2. The networking with the instructors and the participants in the program during the class and in the future.
3. Great communication ideas – newsletters, community meetings using only one chip for money and where would you put it, infographics on infrastructure and signs at construction or remodeling sites to explain what is happening and how much it costs!

*Anything else you'd like to add?*

Thanks to everyone. I learned so much and I am excited to be an AM Champion in our small city. I can now see that we have a start and I can see where our next steps should be. Keep up the good work!

## **Jacob Rushlow – Assistant Director of Public Works for the City of Livonia**

*What challenges did you face when it comes to Asset Management, either as an individual or in your organization, before you started the AM Champion program?*

We have worked over the past few years to develop asset management plans for roads, water main, and wastewater systems but all three are in silos. Cross planning and coordination between those three major assets is a big challenge. We also need to expand our AM to include other assets like building facilities and fleet and in doing so will need to create a more formalized process to manage everything.

*What did you like most about the AM Champion program?*

I really enjoyed the small group discussions with other organizations and hearing their experiences, struggles, and successes on a variety of different topics.

*Why would you recommend this program to a colleague or friend who is getting started in their Asset Management journey?*

This program is a good introduction to AM and provides good detail on how to get started with a program in your organization.

*What are 3 benefits that you, or your organization, have experienced as a result of completing the AM Champion program?*

1. As a utility owner with many assets this program has provided me with information and tools to use in my organization to further our AM journey by building awareness with staff and elected officials,
2. completing the AMRS,
3. and creating an AM steering committee to create a roadmap for implementation.

*Anything else you'd like to add?*

I would like to see in-person training with more group discussions and activities/exercises. I'd also really like to see an elected officials training to provide them with the knowledge necessary to build awareness and create top-down support.



*\* This quote, from a Champion Program participant, was taken from an anonymous response in a survey conducted during the Champion Program, June 2021.*