ASSET MANAGEMENT COMMUNICATION PLAN

A PRODUCT OF THE ASSET MANAGEMENT STRATEGIC IMPLEMENTATION PLAN (AMSIP)

March 2021

DEPARTMENT OF TRANSPORTATION

Contents

Communication Action Plan

Introduction

During the development of the MnDOT Asset Management Strategic Implementation Plan (AMSIP), five work groups were formed to work on specific areas of interest that would enable MnDOT to advance its asset management practices. One group, the Communication Work Group, focused on ways to build support for MnDOT's asset management program through outreach activities. The Work Group addressed the types of outreach that might be needed, the messages needed by various stakeholder groups, and effective ways of communicating the messages.

MEMBERSHIP

Chair: JT Anderson

Members: Jon Huseby, Sheila Kauppi, Jon Mason, Jed Falgren, Jeff Perkins, Domingo Aguilar, John Bieniek, Steve Lund, Mike Dougherty, Christina Joyce, Dave Solsrud

Facilitators: Katie Zimmerman (APTech) and Hyun-A Park (Spy Pond Partners)

OUTCOMES

This Communications Plan identifies key stakeholders, messaging strategies, and frequency, and resources that can be used to increase familiarity with asset management throughout the agency and convey roles and responsibilities in support of asset management implementation.

Work Group Activities

The Communication Plan is structured around the six audiences shown in the following graphic, each of which has unique needs in terms of the level of information required and the best way to receive the information. The six audiences include those described below.
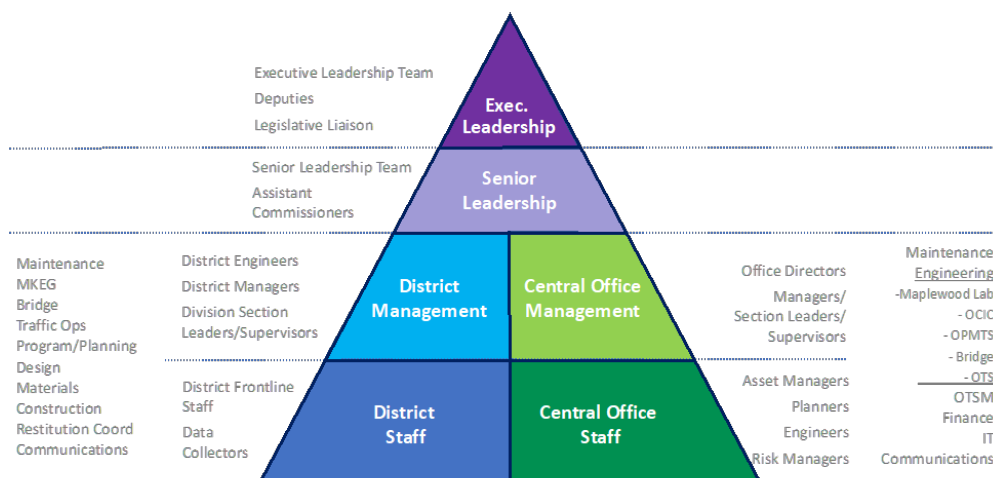
- **Executive Leadership,** which includes the Commissioner, Deputy Commissioners, Chief Counsel, Chief of Staff, Chief Financial Officer, and the Directors of Government Affairs, Human Resources, and Communication/Public Engagement.
  Information Needs: This audience needs sufficient information on the asset management program to understand the long-term impacts of investment decisions and to address questions from stakeholders. At this level, asset management information is used to set MnDOT's strategic performance objectives. Messaging to this group is primarily provided through presentations at group meetings and the access to Frequently Asked Questions (FAQs). The information should be provided prior to high-level direction-setting meetings or at key milestones related to decision-making processes.

  Senior Leadership, including Assistant Commissioners, Deputy Division Directors, the Chief Information Officer, Division Business Managers, the State Rail Director, and the Directors of the Offices of Tribal Affairs, Equity/Diversity, and Civil Rights. Messaging to this group is primarily provided through presentations at Senior Leadership Team meetings, through dashboards and other performance measures, and meetings with Central Office or District Management personnel. The information should be provided at monthly Asset Management Steering Committee meetings and prior to other key milestones related to decision-making processes.
  Information Needs: This group needs sufficient information to guide policy and investment decisions at the Senior Level. They want to see that MnDOT is acting as a good steward of the system and is managing wisely over the long-term to reduce life-cycle costs and mitigate risks.

  District Management, which includes District Engineers, District Managers for functional units, Division and Section leaders, and Supervisors for Program Development, Scoping, Design, and Construction.

  Information Needs: This group uses asset management principles to guide project selection activities. This group is responsible for ensuring that asset management principles are followed at the District level and that District field staff are aware of the importance of the data they collect. Messages to this group may be delivered through group meetings, targeted emails, a website, training, and a summary of FAQs. The information should be provided on an as-needed basis but having easy access to information documenting efficiencies gained or improved decisions is needed to better motivate District Staff.

- **Central Office Management,** which includes Office Directors for the functional units in the Central Office and the Managers/Section leaders under them.
  Information Needs: This group has primary responsibility for the development of planning and investment documents. They also oversee agency systems that provide supporting information to the Districts. In this way they help ensure that Central Office staff manage asset performance information to support MnDOT's efforts to achieve its strategic objectives. Messaging to this group may come from many different sources, including targeted emails from the Chief Engineer, discussions with Assistant Commissioners, or conversations with other MnDOT personnel. Information to support these decisions will be needed on a regular basis, which may be monthly or quarterly.

- **District Staff,** comprising the District Frontline Staff and the Data Collectors, including Maintenance Frontline, Construction Inspectors, and Engineering/Design personnel.
  Information Needs: This group records the field information that is used to support maintenance and preservation project selection decisions. This group needs to understand the importance of the data they record and how it can be used to improve decisions. The messaging is delivered primarily through group meetings, one-on-one meetings with a supervisor, E-learning, and FAQs. The

information should be delivered monthly, or at every opportunity, until the culture is established and then once or twice a year.

- **Central Office Staff,** which includes Asset Managers, Planners, Engineers, and Risk Managers who are in the Central Office functional groups.
 *Information Needs*: This group uses asset management principles to guide the development of planning and investment decisions by providing supporting information and expertise. They use asset performance information to support decisions that will allow MnDOT to achieve its strategic objectives. Information may be delivered through group meetings, one-on-one meetings with a supervisor, email, or E-learning. Information should be provided at least quarterly to build the culture and then twice a year.

During its meetings, the Work Group identified categories of information that are needed by the various audiences and defined the types of messaging that might be needed. The Communication Action Plan summarizes these recommendations and puts forward a timeline for addressing the needs. The five categories included in the Plan are described here at a fairly high level.

- **General Asset Management Knowledge** – Information in this category contains messaging that builds general knowledge and support for asset management. At a high level, materials show that MnDOT strategically allocates its available resources to achieve its strategic objectives. The products in this category also provide an understanding of the various roles that support asset management so that personnel understand the importance of their work. Content in this category can also be used by agency personnel to answer questions posed by different stakeholder groups. Materials in this category support a wider knowledge of asset management goals and objectives, and its vision for building a stronger asset management culture at MnDOT.

- **Transportation Asset Management System (TAMS) Data** – Content in this category is primarily focused on the importance of quality data and the benefits realized from the use of quality data. It is intended to demonstrate the value MnDOT receives from the work being done by those collecting the data as well as those using the data to support decisions. Materials in this category will also be used to distribute any new TAMS data requirements, provide information on how to use TAMS effectively, and to support an understanding of the TAMS content and functionality.

- **Decision Making** – This category includes information that demonstrates the importance of using TAMS data and asset management principles to guide work planning, to understand trade-offs in budget-setting activities, and to manage performance. It includes information that conveys targeted life-cycle strategies for different asset classes and demonstrates the benefits to using preventive maintenance treatments to lower life-cycle costs and extend service life.

- **TAMP Implementation** – The materials in this category support the on-going implementation of the TAMP at MnDOT. It communicates the concepts of "managing to performance" and presents performance targets in several different areas. An objective at MnDOT is to make the TAMP more accessible to different audiences, so plans are underway to present information from the TAMP in new and more accessible ways, such as presenting information specific to each District. It also conveys the importance of aligning pavement and bridge project selection decisions with the TAMP.

- **Coordination With External Stakeholders** – Information in this category is available for MnDOT's use in communicating asset management information to external stakeholders. It is envisioned that this category could convey upcoming project priorities for the Long-Range Transportation Plan, share examples showing MnDOT is a good steward of available funding, and provide map interfaces with information that could be useful regarding project priorities or scoping considerations.

Responsibility for the implementation of the Communication Plan rests with the Asset Management Program Office (AMPO) but the Communication Plan recognizes that all levels of personnel are involved in sharing the message. As shown in the following figure, the implementation of the Communication Plan is staged with a first round of information produced for consideration at the Executive and Senior levels followed by rollouts at the Managerial and Staff levels. This staging allows time to begin building a collection of resources to support the planned on-going messaging as well as opportunities to assess their effectiveness and make modifications. An important part of the Communication Plan also includes the development of an Asset Management Information Portal to facilitate the storage and retrieval of the products developed.
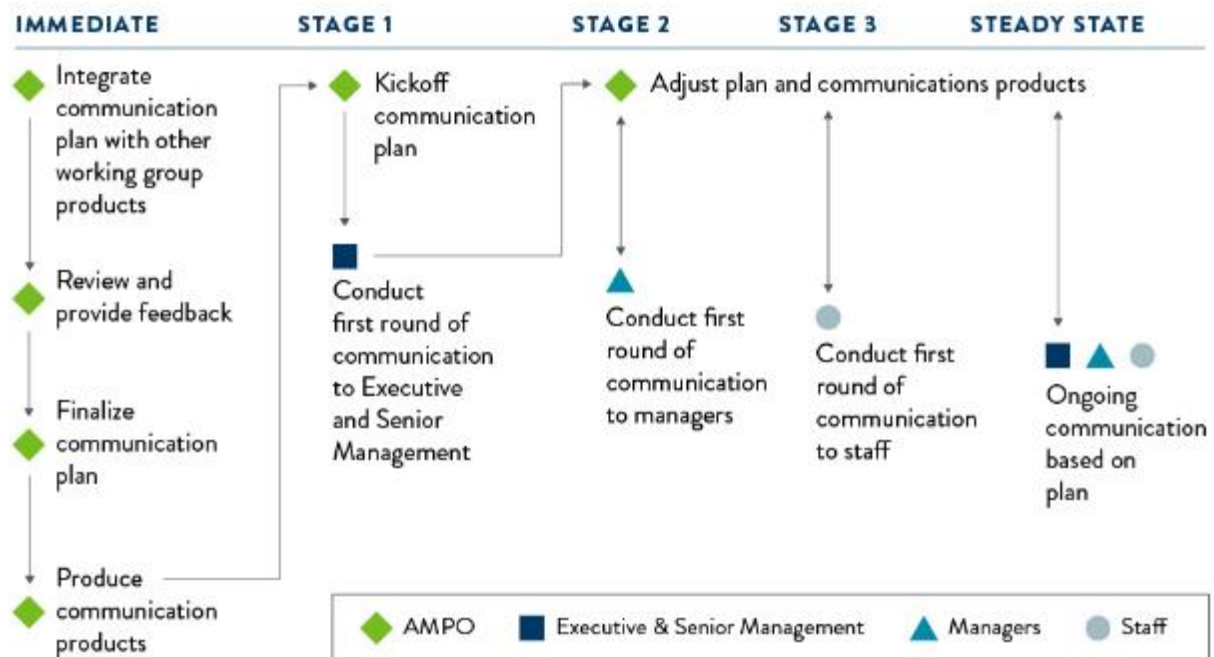
The Work Group's efforts to identify target audiences and information categories led to the development of the recommendations included in this Communications Plan. This plan provides specifics outlining the type of information needed by each of the audiences identified and prioritizes an approach for preparing the information. Additionally, the action plan describes the need for a centralized location for storing presentations, flyers, and other educational and promotional materials to be shared or modified, depending on the particular need.

Information Needs By Audience

The information needs for each of the six different audiences introduced earlier are summarized in the following tables. Each table evaluates information needs in the following five categories introduced earlier and repeated here for convenience.

- **General Asset Management Knowledge** – Information in this category contains messaging that builds general knowledge and support for asset management.
- **TAMS Data** – Content in this category is primarily focused on the importance of quality data and the benefits realized from the use of quality data.

- **Decision** Making – This category includes information that demonstrates the importance of using TAMS data and asset management principles to guide work planning, to understand trade-offs in budget-setting activities, and to manage performance. -cycle costs and extend service life.
- **TAMP Implementation** – The materials in this category support the on-going implementation of the TAMP at MnDOT.
- **Coordination With External Stakeholders** – Information in this category is available for MnDOT's use in communicating asset management information to external stakeholders.

The tables summarize what message is needed, why the messaging is important, how it should be delivered, and how frequently it is needed.

EXECUTIVE LEADERSHIP

The primary source of information for this audience is expected to be provided by the Asset Management Program Office (AMPO). This group needs sufficient information on the asset management program to understand long-term impacts on MnDOT investment decisions and to address questions from stakeholders. At this level, asset management information is used to set MnDOT's strategic performance objectives.

Executive Leadership Information Needs.

	General TAM Knowledge	TAMS Data	Decision Making	TAMP Implementation	Coordination with Stakeholders
What is the message?	• What asset management means at MnDOT and why we do it • How TAMS fits with MnDOT's strategic priorities and performance targets • How investing in TAMS will achieve MnDOT's objectives, help manage risks and lower long-term costs	• Importance of quality data • Benefits to the use of quality data • Value of data and tools • High-level knowledge of TAMS content & functions	• Understanding trade-offs in budget setting activities • Making equitable investments throughout the state	• Program & investments reflect TAMP commitments • Performance expectations to be achieved	• Documentation showing MnDOT is a good steward of assets and financial resources
Why do we need to communicate the message?	• To develop an understanding of each person's role in asset management • To enable audience members to answer questions from stakeholders • To convey MnDOT's asset management goals & objectives	• To provide examples showing good data leads to better, more informed decisions, that reduce risk and costs • To provide examples illustrating that the new data	• To get more value from limited funds, preserve assets, deliver more value to traveling public	• To communicate the direction and importance of asset management to internal and external audiences	• To reassure stakeholders that communication and coordination is being done • To enhance customer trust

	General TAM Knowledge	TAMS Data	Decision Making	TAMP Implementation	Coordination with Stakeholders
	• To convey the 5-year strategic plan implementation roles & responsibilities • To communicate MnDOT's commitment to TAM to external stakeholders	and tools increase efficiency; improve processes			
How should we deliver the message?	• Group meetings • FAQs with links to answers				
When should we deliver it? (frequency)	• Prior to high-level direction setting	• Prior to high-level direction setting	• At key milestones related to decision-making	• At key milestones related to the TAMP	• As needed

SENIOR LEADERSHIP TEAM

The Senior Leadership Team (SLT) needs sufficient information to guide policy and investment decisions in the organization. This team oversees investments that demonstrate MnDOT is serving as a good steward of the system and is managing resources wisely over the long term to reduce life cycle costs and mitigate risks. This team receives messages from the Executive Leadership Team and AMPO and conveys the information received to Central Office and District management personnel.

Senior Leadership Team Needs.

	General TAM Knowledge	TAMS Data	Decision Making	TAMP Implementation	Coordination with Stakeholders
What is the message?	• What asset management means to MnDOT and why we do it • Build a general understanding of roles, responsibilities, and how these roles need to evolve across the agency functions • How to identify and fill gaps in knowledge • Why the required level of	• Demonstrate benefits to the use of quality data • What asset info exists, what doesn't, what should in the future • Differences in official financial vs planned investments • Provide a general understanding of	• There are best (cost based) practices determined by the use of accurate data/modeling etc. • Managing performance drives decisions • Time is of the essence (right time for preventive maintenance) • Preventive maintenance is cost effective (ROI)	• We have obligations regarding the Federal statute • What the TAMP contains and how it illustrates best practices • The TAMP is not a detailed element level decision record • The TAMP embraces Maintenance and Capital	• Demonstrate that MnDOT is a good steward of assets and financial resources • MnDOT has a data-driven approach • MnDOT carefully invests in and manages data and tools

	General TAM Knowledge	TAMS Data	Decision Making	TAMP Implementation	Coordination with Stakeholders
	commitment is needed • How TAMP reduces risk	software and databases	• What needs to be understood about MnSHIP and STIP tradeoffs • Future costs and commitments should be considered when programming expansion projects • What level of funding is available for maintenance budgets • Why maintenance work planning is important	investment strategies • The TAMP articulates a MnDOT priority – Taking care of what we have •	
Why do we need to communicate the message?	• To explain that some things are required (e.g., TAMP, consistency determination) • To promote priorities established by the Senior Leadership Team	• To ensure commitment • To manage Employee expectations • To make effective use of data management resources (labor) and financial resources (software & data maintenance) • To ensure trust in data • To recoup investments (ROI)	• To demonstrate leadership • To establish transparency and credibility • To make better use of limited resources	• To promote accountability • To avoid FHWA sanctions • To ensure the SLT knows what TAMP is and is not • To make the link between data, tools, and TAMP practices	• To better respond to pressures to make new investments • To enhance credibility with the legislature • To enhance customer trust • To be granted sufficient resources to take care of assets
How should we deliver the message?	• Pre-existing YouTube or other clips • Materials or testimonials from other states • Attendance at National Asset Management Conferences to learn from peers	• Presentations at SLT meetings • Dashboards and metrics • Periodic emails • Training • YouTube video • Attendance at the AgileAssets Exchange	• Presentations at SLT meetings • Presentations during MnSHIP development	• Presentations on the TAMP at SLT meetings	• Use the Legislative Liaison • District Engineer legislative visits

	General TAM Knowledge	TAMS Data	Decision Making	TAMP Implementation	Coordination with Stakeholders
When should we deliver it? (frequency)	• Quarterly at first (1 year)	• Meetings quarterly till topics covered • Mailings quarterly • Monthly AMSC minutes	• At key milestones related to decision-making	• At key milestones related to the TAMP	• Based on forums above • At least annually

CENTRAL OFFICE MANAGEMENT

This group has primary responsibility for the development of planning and investment documents. They also oversee agency systems that provide supporting information to the Districts. In this way they help ensure that central office staff manage asset performance information to support MnDOT's efforts to achieve its strategic objectives.

Central Office Management Needs

	General TAM Knowledge	TAMS Data	Decision Making	TAMP Implementation	Coordination with Stakeholders
What is the message?	• What asset management means at MnDOT and why we do it • Asset management is aligned with MnDOT's strategic objectives • Good data leads to better decisions • Asset management has already improved efficiency • Asset management makes your job easier/better • Why are you the one to do this particular job (e.g., collect or enter data)? • This is how we use the information you collect • MnSHIP and the TAMP drive infrastructure investments • MnDOT's strategic priorities are…. • MnDOT's performance targets are….	• By using the data we can better time our investments to increase the life of the asset and maximize the dollars spent • Helps manage investments across the system • Field staff and other resources are optimized by focusing on highest priority work	• Field staff and other resources are optimized by focusing on highest priority work • With limited budgets, helps to focus investments on highest priorities • Assists in making better decisions on the timing of asset investments • Better timing of investments leads to longer asset life and maximizing value	• Field staff and other resources are optimized by focusing on highest priority work • With limited budgets, helps to focus investments on highest priorities • Assists in making better decisions on the timing of asset investments • Better timing of investments leads to longer asset life and maximizing value	• MnDOT considers multiple factors and trade-offs prior to committing to investments • MnDOT uses data and performance measures to influence capital investments
Why do we need to communicate the message?	• To build a general understanding of MnDOT's asset	• To build an understanding of the value of data and related tools	• To explain how TAMS data and asset management	• To ensure that program goals and investments	• To demonstrate that MnDOT is a good steward of assets and

9

	General TAM Knowledge	TAMS Data	Decision Making	TAMP Implementation	Coordination with Stakeholders
	management program and its importance among staff • To build an understanding of the importance of each individual's role in supporting asset management • To share MnDOT's asset management messaging to staff as necessary	• To document the benefits of making decisions using quality data • To illustrate that treatment effectiveness is improved by using data	principles help guide work planning • To develop an understanding of trade-offs in budget setting activities • To build skills in managing assets to performance targets	match TAMP commitments • To ensure performance expectations for each asset are achieved	financial resources • To enhance customer trust • To provide managers and supervisors with enough knowledge to be able to explain/ persuade the benefits to others
How should we deliver the message?	• Targeted email(s) from Chief Engineer • Follow up discussion or communication from respective Assistant Commissioner • Additional messaging as needed throughout office organizational levels • Flyer or Pamphlet • Video • Training • FAQs with links to answers				
When should we deliver it? (frequency)	• In sequence identified above -- • Chief Engineer, followed by Assistant Commissioner, and then appropriate Office level follow up (1 message per month/3 months)				

DISTRICT MANAGEMENT

This group uses asset management principles to guide project selection activities. This group is responsible for ensuring that asset management principles are followed at the District level and that District field staff are aware of the importance of the data they collect.

District Management Needs

	General TAM Knowledge	TAMS Data	Decision Making	TAMP Implementation	Coordination with Stakeholders
What is the message?	• What asset management means at MnDOT and why we do it • Asset management is aligned with MnDOT's strategic objectives: • Good data leads to better decisions • Asset management has already improved efficiency	• By using the data. we can better time our investments to increase the life of the asset and maximize the dollars spent • Asset management helps manage	• Field staff and other resources are optimized by focusing on highest priority work • Data helps identify better timing for asset investments • Data assists in making better	• Field staff and other resources are optimized by focusing on highest priority work • With limited budgets, data helps to focus investments on highest priorities	• MnDOT considers multiple factors and trade-offs prior to committing to investments • MnDOT utilizes data and performance measures to influence capital investments

	General TAM Knowledge	TAMS Data	Decision Making	TAMP Implementation	Coordination with Stakeholders
	• Asset management makes your job easier/better • Why are you the one to do this particular job (e.g., collect or enter data)? • This is how we use the information you collect • MnSHIP and the TAMP drive infrastructure investments • MnDOT's strategic priorities are…. • MnDOT's performance targets are….	investments across the system • Field staff and other resources are optimized by focusing on highest priority work	work planning for maintenance	• Data assists in making better decisions on the timing of asset investments • Better timing of investments leads to longer asset life and maximizing value	
Why do we need to communicate the message?	• To build a general understanding of MnDOT's asset management program and its importance among staff • To build an understanding of the importance of each individual's role in supporting asset management • To share MnDOT's asset management goals and objectives	• To build an understanding of the value of data and related tools • To demonstrate the benefits of making decisions using quality data • To show investment timing is improved by using data	• To explain how TAMS data and asset management principles help guide work planning • To build an understanding of trade-offs in budget setting activities • To explain how data assists in managing assets to performance targets	• To explain the match between program goals and the TAMP commitments • To ensure performance expectations formeach asset are achieved	• To illustrate that MnDOT is a good steward of taxpayer dollars to enhance customer trust • To provide managers and supervisors with enough knowledge to be able to explain/persuade the benefits to others • To enhance customer trust
How should we deliver the message?	• Targeted emails • Group meetings • Website • Flyer/Pamphlet • Video • Training • FAQs with links to answers				
When should we deliver it? (frequency)	• As needed				

CENTRAL OFFICE STAFF

This group uses asset management principles to guide the development of planning and investment decisions by providing supporting information and expertise. They use asset performance information to support decisions that will allow MnDOT to achieve its strategic objectives.

Central Office Staff Needs

	General TAM Knowledge	TAMS Data	Decision Making	TAMP Implementation	Coordination with Stakeholders
What is the message?	• What asset management means at MnDOT and why we do it • How each person has a role in asset management • How to answer questions from the field or other stakeholders • Good data leads to better decisions and improves efficiency	• The importance of quality data • The benefits to the use of quality data • The value of data and tools • New TAMS data requirements • General knowledge of TAMS content & functions • TAMS- How to instructions	N/A	• Provide feedback to Supervisors and the Asset Management Team regarding system errors or suggestions for process improvement • Implementation of TAMS may impact/change the way you do your job (for the better)	• How to use TAMS to better support District staff and other areas
Why do we need to communicate the message?	• To communicate the important role each individual has in supporting TAM	• To build an understanding of the importance of their role in supporting the data collection and entry processes done by field staff • To reduce the effort required to collect effective information to support decision making	N/A	• To be the voice of the TAMS users as they may likely be the ones that are first to encounter a problem in the system – the sooner a concern is identified, the sooner it can be corrected and minimize the number of users affected • To provide information on how staffs' roles may change and why so they can prepare themselves	• To demonstrate that MnDOT is a good steward of assets and financial resources • To enhance customer trust
How should we deliver the message? Note: The delivery methods and timeframes need to be integrated	• Group meetings • Communication Products: Flyer/ Pamphlet, Video, Training, FAQ's with links to answers	• One-on-one meetings with a Supervisor or TAMS trainer • Group meetings with a Supervisor or TAMS trainer • E-Learning • Email info sharing	N/A	• One-on-one meetings with a Supervisor or TAMS trainer • Group meetings with a Supervisor or TAMS trainer • E-Learning	N/A

	General TAM Knowledge	TAMS Data	Decision Making	TAMP Implementation	Coordination with Stakeholders
When should we deliver it? (frequency)	• Quarterly or at every opportunity until it is part of the culture, then annually	• Quarterly or at every opportunity until it is part of the culture, then annually (by Supervisor & TAMS staff members) • Twice annually (by Manager) • Annually (by District Engineer/Office Director) • As necessary (by Commissioner, Deputy, Assistant Commissioner, or TAMS Office Director)	N/A	• Quarterly or at every opportunity until it is part of the culture, then annually (by Supervisor & TAMS staff members) • Twice annually (by Manager) • Annually (by District Engineer/Office Director) • As necessary (by Commissioner, Deputy, Assistant Commissioner, or TAMS Office Director)	N/A

DISTRICT STAFF

This group records the field information that is used to support maintenance and preservation project selection decisions. This group needs to understand the importance of the data they record and how it can be used to improve decisions.

District Staff Needs

	General TAM Knowledge	TAMS Data	Decision Making	TAMP Implementation	Coordination with Stakeholders
What is the message?	• What asset management means at MnDOT and why we do it • Good data leads to better decisions and improves efficiency • This is how we use the information you collect	• The importance of quality data • The benefits to the use of quality data • New data and tools have improved efficiency; improved processes; use examples such as damage restitution process improvements	N/A	• Provide feedback to Supervisors and the Asset Management Team regarding system errors or suggestions for process improvement • Implementation of TAMS may impact/change the way you do your job (for the better)	N/A
Why do we need to communicate the message?	• To share the important role each individual has in supporting TAM	• To build an understanding of the importance of their role in the data collection and entry process and its criticality in ensuring staff put forth the effort to enter accurate and timely information	N/A	• To be the voice of the TAMS users as they may likely be the ones that are first to encounter a problem in the system – the sooner a concern is identified, the sooner it can be corrected and	N/A

	General TAM Knowledge	TAMS Data	Decision Making	TAMP Implementation	Coordination with Stakeholders
				• minimize the number of users affected • To provide information on how staffs' roles may change and why so they can prepare themselves	
How should we deliver the message? Note: The delivery methods and timeframes need to be integrated	• Group meetings • Communication Products: Flyer/ Pamphlet, Video, Training, FAQ's with links to answers	• One-on-one meetings with a Supervisor or TAMS trainer • Group meetings with a Supervisor or TAMS trainer • E-Learning • Email info sharing	N/A	• One-on-one meetings with a Supervisor or TAMS trainer • Group meetings with a Supervisor or TAMS trainer • E-Learning	N/A
When should we deliver it? (frequency)	• Monthly or at every opportunity until it is part of the culture, then annually	• Monthly or at every opportunity until it is part of the culture, then annually (by Supervisor & TAMS staff members) • Twice annually (by Manager) • Annually (by District Engineer/Office Director) • As necessary (by Commissioner, Deputy, Assistant Commissioner, or TAMS Office Director)	N/A	• Monthly or at every opportunity until it is part of the culture, then annually (by Supervisor & TAMS staff members) • Twice annually (by Manager) • Annually (by District Engineer/Office Director) • As necessary (by Commissioner, Deputy, Assistant Commissioner, or TAMS Office Director)	N/A

Implementation Recommendations

To assist AMPO in addressing the messaging needs at all levels of the organization, a staged implementation process was introduced earlier that starts at the top of the communication pyramid and evolves to meet the needs at each level of the pyramid. This approach helps ensure that as resources are being implemented for one audience, resources are being developed for the next stage based on lessons learned. This allows resources to be developed as the plan is implemented and should result in a collection of useful materials that can be used or modified to satisfy the needs at each level of the organization.

With the staging approach as the model, the following implementation actions are recommended.

RECOMMENDATION 1

Communicate Roles and Develop Initial Resources

Completion Target: June 30, 2021

Under this action item, AMPO will complete the following activities:

- Add any additional communication needs generated by the work groups to the messaging needs introduced earlier.
- Confirm membership in an on-going Communication Work Group to provide AMPO feedback during the rollout of the communication plan.
- Prepare initial materials to serve as the basis for the communication rollout.
- Include general information about what asset management is and why it is important to MnDOT.
- Provide examples showing how TAMS has benefited MnDOT.
- Establish a central, shared portal for posting communications materials.
- Present the communication plan to the Senior Leadership Team and obtain feedback on sample materials.
- Revise materials based on the feedback received.
- Work with the Senior Leadership Team to provide information to share with the Executive Leadership Team describing the planned activities.

RECOMMENDATION 2

Initiate District Rollout

Completion Target: December 31, 2021

Under this action item, AMPO will complete the following activities:

- Develop materials targeted to Districts focused on the importance of TAMS data to decision making.
  - Customize examples used to each District for relevance.
  - Include a variety of formats for presenting the information, including PowerPoints, handouts, posters, how-to training, and a short video.
- Review and finalize the materials with the assistance of the Communication Work Group.
- Post the final materials on the shared portal.
- Meet with District Management to explain the communication objectives, present the materials available to support these efforts, and explain how to access the information on the portal.
- Working with each District, establish a plan for sharing available information with District personnel and identifying other communication needs.

RECOMMENDATION 3

> *Initiate Central Office Rollout*

Completion Target: March 2022

Under this action item, AMPO will:

- Meet with Central Office Management personnel to explain the communication objectives, present the materials available to support these efforts, and explain how to access the information on the portal. Seek ideas for additional materials needed to support Central Office functions.
- Develop additional communication materials in collaboration with the Communication Work Group to address the needs identified by District and Central Office Management.
- Share the additional information developed with District and Central Office Management.

RECOMMENDATION 4

> *Initiate the MnSHIP and TAMP Rollout*

Completion Target: December 2022

Under this action item, AMPO will:

- Work with the MnSHIP and TAMP PMTs to identify specific communication topics that need to be shared with various audiences specified in the communication plan.
- Develop the suggested materials in collaboration with the Communication Work Group and the PMT members.
- Develop a plan for distributing the materials to the appropriate audiences using formats suggested in this document.
- Communicate the roles and responsibilities for rolling out the MnSHIP and TAMP materials to the appropriate audiences.
- Monitor the activities specified in the rollout plan and provide needed support when appropriate.
- Assess the success of the rollout and make any necessary adjustments.

RECOMMENDATION 5

> *Conduct On-Going Communication Efforts*

Completion Target: December 2025

Under this action item, AMPO will:

- Monitor District and Central Office management activities to promote asset management and provide support where appropriate.
- Present results to the Executive and Senior Leadership Teams to maintain on-going support for asset management efforts.
- Annually review the success of the communication plan and make needed adjustments to address specific issues that arise.
- Continue to develop and share communication materials to support the use of asset management.
- Update the shared portal with current examples that illustrate the benefits provided by TAMS and other uses of asset management at MnDOT. Coordinate these efforts with the activities suggested in the Pavement Preservation Action Plan Recommendation #3

Communications Materials

Based on the information generated by the Communications Work Group, the following materials are suggested for development. It is envisioned that the materials will be stored on a central portal that makes access to the information easy and provides a forum for individuals to add materials to the site as the communication plan is rolled out.

SLIDES

It was suggested that a library of PowerPoint slides be developed for use in making presentations or for modifying to fit specific needs. Topics to be addressed within each of the five theme areas are listed with the top priority falling into the General TAM Information and TAMS Data categories.

- General TAM Information, including:
  - What TAM means at MnDOT (targeted to specific roles to foster understanding)
  - What elements are required by law and the importance of avoiding penalties
  - Why we do TAM at MnDOT
  - Why marketing and communicating TAM is important
  - How TAM fits with MnDOT's strategic priorities
  - How TAM fits with MnDOT's performance targets
  - Links between data, tools, and TAMP practices
  - Asset Management Strategic Implementation Plan recommendations (Add slides related to what other working groups have developed or are recommending)
- TAMS Data, including:
  - Improved efficiencies and effectiveness at MnDOT due to TAM, such as:
    - ROI on TAMS and TAM
    - Examples of best practices on use of data and modeling for decision-making
    - Importance of making good investment decisions ASAP rather than waiting
    - Importance of ensuring performance expectations of each asset are achieved
    - How TAM brings greater transparency and credibility
    - Field staff and other resources are optimized by focusing on highest priority work
    - Making equitable investments throughout the state is important

- ✶ With limited budgets, TAM helps to focus investments on highest priorities
- ✶ Assists in making better decisions on the timing of asset investments
- ✶ Better timing of investments leads to longer asset life and maximizing value
- ✶ How the TAMP reduces risk
- ◆ Implementation of TAMS may impact/change the way you do your job (for the better)
  - ✶ Provide information on how staff's roles may change and why so they can prepare themselves for those changes
- ◆ Information specific to TAMS data collection, such as:
  - ✶ Importance of quality data
    - ▪ Good data leads to better, more informed decisions, that reduce risk and costs (Provide examples)
  - ✶ Benefits to the use of quality data
    - ▪ New data and tools increase efficiency; improve processes
      - » Example: Damage Restitution Process improvements
      - » Provide additional examples tailored to specific audience
      - » How the data that is collected is used (be specific about the data and its use)
  - ✶ What asset info exists, what doesn't, what should in the future (Matrix group)
- ◆ Information on why TAMS is important and how TAMS data is used at MnDOT, such as:
  - ✶ How investing in TAMS will:
    - ▪ Achieve MnDOT's objectives
    - ▪ Help manage risks
    - ▪ Lower long-term costs
  - ✶ How TAMS data and TAM principles help guide work planning
  - ✶ Value of good data and tools
- ◆ How-to information on TAMS, such as:
  - ✶ How to use TAMS and where to go to learn how to use it
  - ✶ General overview of TAMS
  - ✶ High-level knowledge of TAMS content & functions
- • Decision making to support project and treatment selection, such as:
  - ◆ Why program goals and investments should match TAMP commitments
  - ◆ Understanding trade-offs in budget setting activities
    - ✶ Get more value from limited funds, preserve assets, deliver more value to traveling public
    - ✶ MnSHIP and STIP tradeoffs
    - ✶ MnDOT considers multiple factors and trade-offs prior to committing to investments
  - ◆ Factoring future operating/maintenance/management costs when programming projects
  - ◆ TAMP implementation, such as:
    - ✶ Program and investments should reflect TAMP commitments
    - ✶ Investment plans and performance expectations by District (from the TAMP)
    - ✶ Information on long-term performance expectations to be achieved with TAM

- Coordination with stakeholders, such as:
  - ✶ Demonstrate that MnDOT is a good steward of assets and financial resources
  - ✶ How asset management can make a difference in local agencies

HANDOUTS AND FLYERS

The development of handouts or flyers provides a way to convey a message via email or the items can serve as a take-away after a presentation at a meeting. The intention is to make 1-page handouts based on content from the PowerPoint slides. To be most effective, these materials should be tailored to the specific audience. Potential topics include those listed below.

- TAMS is Making a Difference
- Quality Data Matters!
- The Data You Collect Makes a Difference!
- What Asset Management Means at MNDOT

VIDEOS

Short, animated videos can be very effective in conveying a message uniformly to different audiences. For example, the Ohio DOT has an animated video posted on its website that explains why the agency invests in asset management and how it's making a difference on their bottom line. Michigan DOT has a more sophisticated video available that speaks to the importance of preservation to reduce the cost of maintaining the system. Potential topics for MnDOT to consider focus on the following:

- What asset management means and why it is important to reduce life cycle costs.
- How data collection efforts are improving the way MnDOT does business.

OTHER MATERIALS

In addition to the items listed, MnDOT may find it beneficial to develop posters that can be hung in District offices to convey the importance of the data they are collecting and how it is making a difference in improving efficiency, providing access to needed information, and lowering the cost of managing the system. Depending on other needs, dashboard posters may be desired to monitor progress towards District goals to keep staff motivated. The Ohio DOT developed a football-themed *Playbook* that targeted specific steps that were being taken to implement asset management and what the expected results would be. The release of the *Playbook* included trading cards as a way to raise awareness for the campaign. As the Ohio DOT example illustrates, there is no limit to the imaginative way that a message can be conveyed.