July 6, 2021

Ms. Shalanda Young
Acting Director
Office of the President Office Management and Budget
Washington, D.C.

The Asset Leadership Network is honored to respond to the Executive Office of the President Office of Management Request for Information on Advancing Equity in federal agencies. We submitted an Advancing Equity Position Paper to Dr. Tony Allen at his invitation when he was on the Biden Campaign Advisory Board in December 2020. The Position Paper has been updated and attached to our response to the RFI. Also attached is a 1-page Position Paper on Requiring a Strategic Asset Management Plan when receiving federal funds to advance equity.

We take the simple position that using a structured approach to asset management results in such dramatic benefits they are a disruption and a resolution at the same time, thus providing a great advancement for equity. Involving all relevant stakeholders, as prescribed by a consensus-based, public asset management structures is what provides the dramatic improvement – thus establishing equity and contributing greatly to the organization's overall mission success.

OMB Circular A-119 requires the use of consensus-based, publicly available standards, including management standards, when they are available. An Equity Program based on the use of a publicly available asset management structure for business processes – including establishment of equity – is an extension of what OMB has already established.

1) Name of Individual(s) and/or organization responding.
   Asset Leadership Network
2) The Area sections that your materials support.
   The Asset Leadership Network has responses in Area sections 1, 2, 3, 4, and 5
3) A brief description of the responding individual(s) or organization's mission and/or areas of expertise, including any public-private partnerships with Federal, State, tribal, territorial, or local governments within the past three years that are relevant to this RFI.
   The Asset Leadership Network has the mission of helping all organizations improve their mission success with the use of a structured approach to asset management as demonstrated with the ISO 55000 structure to asset management. The Asset Leadership Network founders have extensive experience with federal agencies, so it has been actively involved with helping DoD, DHS, State, USACE, Interior and others share their success with the ISO 55000 structure for asset management at public events at the National Academy of Sciences and other venues in the past three years. In 2020, more than 10 federal agencies announced they are using the ISO 55000 structure for asset management at the ALN 2020 reStructuring America web conference.
   The Asset Leadership Network has a close relationship with DC Government because it has achieved great success with asset management as guide by its Office of the Chief Financial Officer. University Health, a county hospital in San Antonio, Texas, was the first hospital in the world to be certified as compliant with the ISO 55000 structure for asset management, is a member The Asset Leadership Network. The municipal-based Atlanta Airline Terminal Company is also certified as compliant with the ISO 55000 structure for asset management has a close relationship with the Asset Leadership Network.
4) A contact for questions or other follow-up on your response.
   Michael Bordenaro, Director, Communications, Asset Leadership Network;
   mbordenaro@AssetLeadership.net - (312) 307-3732

Methods and Leading Practices for Advancing Equity and Support for Underserved Communities Through Government

A Notice by the [Management and Budget Office](#) on [05/05/2021](#)

AGENCY:

Office of Management and Budget, Executive Office of the President.

ACTION:

Request for Information (RFI).

Information and Key Questions

OMB seeks input in the following areas:

1. Equity Assessments and Strategies. Approaches and methods for holistic and program- or policy-specific assessments of equity for public sector entities, including but not limited to the development of public policy strategies that advance equity and the use of data to inform equitable public policy strategies.

The Executive Office of the President Office of Management and Budget is looking to revise and improve Equity Policy, Strategy, Tactics and Operations. The Asset Leadership Network recommends that the Executive Office of the President Office of Management and Budget establish an Equity Policy requiring the creation of a Strategic Asset Management Plan that follows international, consensus-based standards for an entity to receive funding from the U.S. Federal Government. Requiring such a Strategic Asset Management Plan will ensure that funded entities involve all relevant stakeholders because the main international, consensus-based standard is the ISO 55000 structure for asset management requires "involvement of all relevant stakeholders." When you have a policy for strategic plans that involve all relevant stakeholders, you establish equity in a way that was not present before.

A discussion of what/who is a stakeholder includes the possibility that there are primary, secondary and other categories of stakeholders.

The real discussion is about who "gets a say" in decision making. It might be said that the government organization that involves the most stakeholders has reached the highest level of mission success on that measure. However, achieving overall organizational

mission success and involving the appropriate balance of stakeholders throughout the process is the most desirable outcome.

Getting stakeholders involved in the process does not mean everyone gets what they want, or even what they need. The aim is agreement on mission, priorities and allocation of resources for achieving value.

In government-funded activities, the measure of "Level of Service" is where equity factors into the discussion. Level of Service is the measure of meeting a minimum obligation for services such as; Water, Wastewater, Electricity, Gas, Transportation, Education, Healthcare, Justice, Parks and Recreational access, Internet access and more.

Level of Service means not only minimal service, but also sustaining the service over time and improving the service where possible. Level of Service can be viewed as involving three main issues:
1) Access;
2) Mitigating Risk/Preventing Harm; and,
3) Improvement/Optimization.

It is often considered that Level of Service solutions come from inside the organization whose key decisions makers may have professional backgrounds, subject area experience and, ultimately, fiduciary responsibility. However, the global evolution of asset management best practices states that involving all relevant stakeholders is the second step in developing a Strategic Asset Management Plan.

The ISO 55000 structure for asset management provides a guide that can allow repeatable equity solutions to be generated for almost all organizations seeking to advance equity. Part of the ISO 55000 approach is to incorporate other, consensus-based standards – as required in OMB Circular A-119. For example, an organization can specify the use of ISO 26000 on social responsibility as a method for ensuring involvement of all relevant stakeholders, as required in ISO 55001 4.2.

There are still competing priorities, physical and financial limitations to schedule. But these issues have been found to be best addressed through stakeholder involvement. Different constraints in different organizations have different structures, so each path to equity delivery will be unique.

All organizations have constraints - in operation, funding, geography, policy and too many more to list. Some constraints are fixed, some can be addressed. The ISO 55000 structure for asset management provides an ability to see the constraints more transparently and assist decision making on how to prioritize resources.

Tactical and Operational approaches to using the ISO 55000 structure for asset management have already developed by federal agencies and can be shared as best practices. Currently, at least 10 U.S. Federal Agencies have publicly stated they use the

ISO 55000 structure for asset management and are already sharing best practices. The agencies can be asked to share best practices as proofs of concept for a holistic and program- or policy-specific assessments of equity for public sector entities. Also, many state and local government organizations can do the same.

In planning for the "involvement of all relevant stakeholders", OMB and Agencies should require specific answers to the questions about programs, policies, and projects (especially federally-funded infrastructure projects):

Who benefits and how?

Who could be harmed?

What changes would reduce harm and increase benefits to BIPOC communities?

MAP-21 infrastructure legislation required the creation of an Asset Management Plan for organizations to receive federal funds. The results of this requirement can be used to understand the impact of policy on equity.

Requiring a Strategic Asset Management Plan is the best way for an organization to derive the highest value from all of its assets – tangible, and intangible, including tangible and intangible financial assets. Built into the ISO 55000 structure for asset management is the realization that the highest value from assets cannot be achieved without the involvement of all relevant stakeholders. Insisting on a Strategic Asset Management Plan to receive federal funds not only addresses Equity, it provides proven value to the organization. Many U.S. Federal Agencies have spoken publicly about its benefits at Asset Leadership Network events at the National Academy of Sciences and online, including the DOD, DHS, State, USACE, Interior and others.

Not every organization sees the Equity value of the ISO 55000 asset management structure. This allows OMB to establish a leadership position about the dramatic Equity benefits available from this business process approach that is already being adopted by federal agencies.

2. Barrier and Burden Reduction. Approaches and methods for assessing and remedying barriers, burden, and inequities in public service delivery and access. **Creating a Policy requiring a Strategic Asset Management Plan that involves all relevant stakeholders would drive all federally funded entities to be transparent about existing barriers and burdens in a structured manner that would allow publicly available insights and improvements about approaches and methods to be shared. In this way, the Executive Office of the President Office of Management Budget can initiate a Renaissance of Equity advancement.**

3. Procurement and Contracting. Approaches and methods for assessing equity in agency procurement and contracting processes.

MAP-21 infrastructure legislation required the creation of an Asset Management Plan to receive funding. (See attached 1-pager.) The concepts behind this approach were based on understandings gained from the ISO 55000 asset management structure. The U.S. Department of Transportation Federal Transit Administration revealed this at an Asset Leadership Network event in the National Academy of Sciences. Investigating the value of this requirement in MAP-21 could be beneficial in understanding how a procurement and contracting requirement improved mission outcomes for federally funded projects.

4. Financial Assistance. Approaches and methods for assessing equity in the administration of agency grant programs and other forms of financial assistance.

Many organizations use the ISO 55000 asset management structure to establish a gap analysis to establish strengths weaknesses, opportunities and threats.

5. Stakeholder and Community Engagement. Approaches and methods for accessible and meaningful agency engagement with underserved communities.

The main method for achieving Stakeholder and Community Engagement is professional education for executives to use federally proven, structured business process tools and processes for asset management that involves all relevant stakeholders as a policy and strategy. Once shown a clear, repeatable path to asset management involving all relevant stakeholders is taught to federal executives, they will expand on the leading federal executives who have already implemented the ISO 55000 structure for asset management.

Public entities can continue to share best practices in an open manner that encourages cross-agency interaction and innovation. A clear, concise message from the Executive Office of the President Office of

Management and Budget will enable multiple paths to the mission of Stakeholder and Community Engagement. The Asset Leadership Network is planning another annual event with sessions at the National Academies of Science, where OMB has presented with us in the past. We have past presentations from federal executives and know who is willing to talk about their experience using the ISO 55000 structure for asset management and its impact of stakeholder involvement and community engagement.

IDENTIFYING STAKEHOLDERS

To identify stakeholders, ISO 26000 clause 5.3.2 suggests that an organization should ask the following questions:

· To whom does the organization have legal obligations?

· Who might be positively or negatively affected by the organization's decisions or activities?

· Who is likely to express concerns about the decisions and activities of the organization?

· Who has been involved in the past when similar concerns needed to be addressed?

· Who can help the organization address specific impacts?

· Who can affect the organization's ability to meet its responsibilities?

· Who would be disadvantaged if excluded from the engagement?

· Who in the value chain is affected?

The answer to any one of these questions may determine if an individual or group is a stakeholder.

Stakeholder impact is the primary consideration of <u>social responsibility</u>. All stakeholder interests should be considered and balanced for an organization to be socially responsible.

The concept of the stakeholder may be very easy for the quality professional to understand. The same considerations that are made with customers and suppliers for <u>quality assurance</u> are expanded to employees, the local community, and other potential stakeholders when approaching social responsibility.

<u>STAKEHOLDER ANALYSIS</u>

Stakeholder analysis is defined as a tool organizations can use to clearly identify key stakeholders for a project or other activity, understand where stakeholders stand, and develop cooperation between the stakeholders and the project team. The main objective is to ensure successful outcomes for the project or the changes to come.

Types of stakeholders include:

·   Primary: Those who are directly affected, either positively or negatively, by an organization's actions.

·   Secondary: Those who are indirectly affected by an organization's actions.

Stakeholder analysis is frequently used during the preparation phase of a project and is an excellent way to assess the attitudes of stakeholders towards changes or critical actions. It can be done once or on a regular basis to track changes in stakeholder attitudes over time.

The stakeholder analysis is generally considered a highly confidential document because it often contains sensitive information.

The descriptions below represent a non-exhaustive accounting of issues that may fall   each topic area. These may assist in the formulation of comments. The list is not intended to

restrict submissions. For all prompts, OMB requests that commenters incorporate examples, data, and, in particular, research or academic literature whenever possible.

For Area 1 on equity assessments and strategies:
The work of advancing equity requires a holistic assessment of agency practices and policies. Some Federal agencies will need to implement new approaches to assess whether future proposed policies, budgets, regulations, grants, or programs will be effective in advancing equity. OMB welcomes submissions that provide resources, tools, and examples of how agencies might conduct effective equity assessments, with the goal of embedding equity throughout agency practices and policies. Submissions might consider questions such as:

What are some promising methods and strategies for assessing equity in internal agency practices and policies? **Use the ISO 55000 structure for asset management to perform a gap analysis of equity related to all the relevant items listed in ISO 55001.** What knowledge, skills, or supports do practitioners need to use such tools effectively? **Knowledge and ability with the ISO 55000 structure for asset management derived from training and certification from asset management non-profit organizations and their members.**

What are some promising methods and strategies for identifying systemic inequities to be addressed by agency policy? **Use the ISO 55000 structure for asset management to allow all relevant stakeholders to express their opinions.**

Jurisdictions at the State, local, Tribal, and territorial level have implemented equity assessment tools to inform their policymaking, budgetary, or regulatory processes. What are the lessons these jurisdictions have learned from implementing or interacting with those tools**? The Asset Leadership Network knows many State and local government entities that have implemented the ISO 55000 structure for asset management who are willing to share their understanding of how it informed policymaking, budgetary or regulatory processes.**

What are some promising methods and strategies for advancing equity on urgent or immediate agency priorities? **Commitment to the ISO 55000 structure for**

asset management immediately allows all relevant stakeholders to know they will be heard, which can be of great assistance to addressing an urgent or immediate need.

What types of equity assessment tools are especially useful for agencies with national security, foreign policy or law enforcement missions? **The ISO 55000 structure for asset management is used by the DOD, State, DHS, and other federal agencies with national security, foreign policy or law enforcement missions. While they may not have used it for equity assessment, they will be willing to discuss the ability to expand use of the ISO 55000 structure for asset management for equity assessment.**

How might agencies collect data and build evidence in appropriate and protected ways to reflect underserved individuals and communities and support greater attention to equity in future policymaking? **Pilot projects would generation great attention on how the ISO 55000 structure for asset management can be used to guide specific measurement of ways underserved individuals and communities can gain equity in federal activities. Existing federal agency ISO 55000 projects can be used as "in progress" pilot. U.S. GAO report 19-57 on asset management cites many federal agencies. It can be used as evidence.**

How might agencies build capacity and provide training and support for teams conducting this work? **Send federal executives to proven training and certification programs. The Asset Leadership Network is in support of a 2-week web training program that will quickly open eyes to dramatic equity improvements and other benefits, all aligned with organizational mission success.**

How can community engagement or feedback from underserved individuals with lived expertise on a given policy problem be integrated meaningfully in an agency's use of equity assessment methods? **The ISO 55000 structure for asset management is intended to meaningful integrate many business processes to ensure mission success. The second main task of the structure is to involve all relevant stakeholders. Mission success is dependent on ensuring the**

most stakeholders are heard. Everyone will immediately see the value of meaningfully integrating feedback from underserved individuals and communities.

For Area 2 on barrier and

burden reduction:

Members of underserved communities may experience a variety of external factors that may disproportionately affect their access to information about programs or program eligibility, applying for benefits, conducting post-award reporting, and recertification of eligibility. These barriers may include, but are not limited to: Non-traditional or inflexible work hours, childcare needs, housing insecurity, limited transportation access, limited proficiency in English, disability, low literacy, income or other resource constraints, stigma in accessing public programs, and limited access to technology.

Other barriers are internal to the administration of programs. While certain program rules may ensure that benefits are awarded to eligible individuals or are otherwise required by law, others are not necessary for ensuring benefits are awarded to eligible individuals and may be remedied via administrative or regulatory changes. The latter category of program rules may include: Unnecessary questions or requirements to produce documentation; complex eligibility formulas; forms or web applications that are confusingly designed; complicated instructions; long delays between application and adjudication; the need for third-party (*e.g.,* advocacy organization, legal counsel) support or consultation; frequent recertification of eligibility; processes that require multiple forms or touch-points; and duplicative or similar information collections by multiple agencies.

Responses should include, but not be limited to, information on any or all of the following points:

- How can agencies address known burdens or barriers to accessing benefits programs in their assessments of benefits delivery?

- What data, tools, or evidence are available to show how particular underserved communities or populations disproportionately encounter these barriers? Which underserved communities experience multiple, cumulative barriers and are disproportionately burdened by specific administrative processes or requirements?

- Are there specific requirements or processes (*e.g.,* in-person visits, frequency of recertification of eligibility) that have been shown in rigorous research to cause program drop-off or churn by underserved individuals and communities? Similarly, is there rigorous evidence available that certain requirements or processes have little actual effect on program integrity?

- How could agencies incorporate considerations of the psychological costs of qualifying or applying for Federal benefits programs into their assessments of equitable service delivery?

- What kinds of equity assessment tools are more useful for addressing urgent agency priorities versus making systemic change?

- What types of overarching metrics (*e.g.,* program uptake, over- or under-payments) might an agency use to measure a benefit program's outcomes [or whether it is implemented as intended?]? **List the communities and individuals you want to engage as part of your ISO 55000 structure for asset management and indicate what they say when they express it. Establish your measurement for success and report it.**

- How might an agency assess or balance prioritization of potentially competing values associated with program administration, such as program uptake, program integrity, privacy protection, and resource constraints, in the context of addressing equity for underserved individuals and communities?

- How might agencies assess if specific barriers (*e.g.,* specific questions on forms or requirements such as in-person interviews) are achieving their intended purpose?

- How might agencies incorporate into their equity assessments barriers or duplicative burdens a participant is likely to experience when seeking services from multiple agencies?

- How can agencies best balance collecting demographic information about program applicants and participants with the potential effect on program participation that these questions may cause? What does rigorous research show about the effect of demographic questions on program participation?

For Area 3, on procurement and contracting:

The Federal Government is the world's largest purchaser of goods and services, with acquisitions totaling over $650 billion per year. As the Federal Government's purchasing power is used to fight COVID-19, increase domestic productivity, combat climate change, and address other Administration priorities, agencies will need to assess opportunities to invest in underserved individuals and communities by promoting business diversity (including, but not limited to, professional services, financial services, and technology) and resiliency. Agencies will need to assess opportunities to direct more procurement and contracting dollars to underserved individuals and communities so that a broad cross-section of American businesses can share in the jobs and opportunities created by Federal buying activities. Economic research shows that investing in underserved communities and closing racial wealth gaps yields economic growth and job creation that benefits all Americans.

OMB welcomes submissions that address questions such as:

- How do we achieve equity in a procurement system that must balance competing economic and social goals, including the need to conduct procurements in a streamlined and rapid manner? **Establish the requirement for a Strategic Asset Management Plan based on the ISO 55000 structure for asset management and**

participants will be guided through a transparent process that allows procurement of most essential items to be prioritized while achieving equity by involving all relevant stakeholders.

- What kinds of equity assessment tools might agencies use to identify inequity in their standard practices throughout the acquisition lifecycle, including, but not limited to, the development of requirements, market research (including outreach to businesses), selection of contract type, availability of financing, incentive structure, negotiation and evaluation of interested sources, debriefings of unsuccessful offerors, management of contracts, evaluation of contractor performance, and use of past performance in selection of sources? **If the ISO 55000 structure for asset management is used as an equity assessment tool as described above and in the attached paper, you can identify inequity in all processes.**

- What kinds of tools might agencies use to determine when there is inequity in the award of subcontracts under prime contracts and the cause of such?

- How might agencies identify opportunities to engage with business owners and entrepreneurs who are members of underserved communities to promote doing business with the Federal Government? What kinds of training and capacity building within agency teams would support equitable procurement and contracting efforts?

- What kinds of benchmarks and assessment techniques might support equitable procurement and contracting efforts? **With the ISO 55000 structure for asset management, organizations establish their own benchmarks and assessment techniques to support equitable procurement and contracting efforts. Agencies can then share best practices that have been discovered.**

- What kinds of data should agencies collect and use to assess equity in their procurement practices? **With the ISO 55000 structure for asset management, organizations establish their data categories they want to collect to support equitable procurement and contracting efforts. Agencies can then share best practices that have been discovered.**

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For Area 4, financial assistance:

Federal agencies run financial assistance programs, including grant opportunities, that have the potential, and in many cases, a stated intent, to channel resources to underserved communities. OMB welcomes submissions that address questions such as:

- How might agencies identify opportunities to adjust current practices in grants and other financial assistance programs to expand access for underserved communities and to achieve equity-oriented results? What are some promising approaches to the award and administration of Federal awards (including, for example, the integration of program planning and design) that should be considered?
- What are promising practices for equitable grantmaking and the administration of financial assistance programs that agencies should consider in the course of their equity assessments?

- How might agencies engage in outreach and stakeholder engagement to identify opportunities to make Federal grants and other financial assistance processes more accessible?

- What kinds of training and capacity building within agencies would support equitable grantmaking and financial assistance efforts?

- What kinds of benchmarks and assessment techniques would support equitable grantmaking and financial assistance efforts?

- What kinds of data should agencies collect and use to assess equity in their grantmaking and financial assistance practices?

For Area 5, on stakeholder and community engagement:

Section 8 of E.O. 13985 instructs agencies to expand their use of stakeholder and community engagement in carrying out the Order. OMB seeks specific approaches to stakeholder and community engagement with underserved communities that others have successfully used and that Federal agencies could adapt or apply.

Accordingly, OMB welcomes submissions that address questions such as:

- What processes should agencies have in place to engage proactively with the underserved individuals and communities that will be most affected by agency programs, policies, rules, processes, or operations? How can agencies design and implement community engagement practices that are accessible to underserved communities? How might affected communities be engaged pro-actively and early to shape agency policy priorities and strategies? **Organizing your asset management business processes in a structured manner, as demonstrated in the ISO 55000 structure for asset management, allows an immediate focus on defining all relevant stakeholders. Involving all relevant stakeholders to contribute to asset management decision making inherently provides equity. Relevant stakeholders can be given their choice of communication method. Organizational executives can create the means and methods for listing relevant stakeholders with support from all interested parties. Involving all relevant stakeholders in some form to create a Strategic Asset Management Plan about the use of federal funds immediately generates a level of equity that has not previously existed at this level. This is because the ISO 55000 structure for asset management was created in 2014 and understanding of dramatic improvements from its use is only being recognized by leaders at this point. OMB can be seen as a clear driver of dramatic equity gains through asset management business processes.**

- What tools and best practices might agencies deploy to establish advisory boards, task forces, and commissions that are inclusive of underserved communities? **Delivering one message in language customized to the more than 140 Security Exchange Commission industries could be a good approach to rapid deployment of improved equity at federal agencies.**

- How can an agency assess the accessibility of the agency's rulemaking and policymaking commenting and engagement processes, including for individuals that experience barriers to participation? Examples of barriers may include limited language access assistance, online-only engagement, and minimal proactive notification of opportunities to provide comment.

- Do feedback mechanisms for customers, beneficiaries, and communities affected by Government programs exist to inform policy research and evaluation processes? If so, are these feedback mechanisms accessible to underserved communities? If not, what are best practices that agencies should consider?

- What tools could agencies develop for expanding stakeholder input into programmatic and regulatory changes to minimize barriers and burden? How may existing processes (*e.g.,* notice and comment on information collections) be enhanced to improve accessibility by stakeholders?
- What tools can agency offices, including communications, civic engagement, enforcement, and policymaking offices, use to better engage or reach underserved communities?

- What are some of the barriers or factors that challenge underserved communities' interactions with Federal agencies and programs?

- What practices should agencies put in place to reach underserved communities in rural areas or underserved communities that otherwise are not able to visit Washington, DC, to engage with policymakers?

Shalanda Young,

Acting Director, Office of Management and Budget.

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Advancing Equity with Asset Leadership

A Development from the 2020 reStructuring America Forum

Outline

- **Executive Overview**

- **A Structural Solution to a Structural Problem: Anecdotal Introduction**

- **Overview**
  Call to Action

- **Mission, Vision and Goals Templates**

- **The ISO 55000 Structure Overview**

- **Stakeholders in the ISO 55000 Structure**

- **ISO 55001 Equity Overlay**

- **Case Study – Portland, Oregon**

- **References**

- **Contributors, Supporters and Observers**

Executive Overview

In the last few years, we have seen increased attention to inequities in our country, including unequal investment in infrastructure which directly impacts quality of life. The Biden-Harris administration has a unique opportunity to address some of these inequities by mandating the use of international standards as a condition of funding, as has been done with other legislation.

Many federal and local governments and private organizations are improving their asset management using the tenets of the ISO 55000 structure for asset management. The structure specifies unbiased guidance that helps to address inequities by:
- Requiring actions that obtain increased value from assets, and requiring plans that support organizational objectives with robust risk management
- Requiring inclusion of all relevant stakeholders in order to adequately make risk-based decisions

Successful implementation of the ISO 55000 structure helps produce outcomes that:
- Assure historically underrepresented stakeholders are included in plans and risk assessment
- Improve equity among all stakeholders
- Optimize equitable use of resources and levels of service for all stakeholders

Precedence for the use of established standards by federal agencies is guided by the National Technology Transfer and Advancement Act, MAP-21, OMB Circular A-119, and other federal laws, regulations, and international agreements (Interagency Committee on Standards Policy (ICSP)). The Obama administration updated OMB Circular A-119 (A-119A) to state:

> Agencies shall use existing voluntary consensus standards, both domestic and international, in their regulatory and procurement activities as a means of carrying out policy objectives or activities determined by the agencies, unless use of such standards would be inconsistent with applicable law or otherwise impractical.

Current U.S. Federal Government Agency successes can be expanded and repeated with informed, bi-partisan leadership.

A Structural Solution to a Structural Problem: Anecdotal Introduction

Before he learned of the ISO 55000 structure for asset management, Hugh Sinclair, Washington Suburban Sanitary Commission, Asset Management Section Manager, frequently stated,
"A structural problem requires a structural solution."

Mr. Sinclair now considers the ISO 55000 approach to be part of the structural solution to societal asset inequity.

The Asset Leadership Network (ALN) is grateful to Mr. Sinclair for clearly and simply stating the complexity and breadth of societal injustice and inequity reflected in the current application of 'value' in funding distribution across projects in our nation. It is a structural problem.

To Mr. Sinclair's simply implied mission of "improve societal justice," this paper aims to provide a simple, but equally complex and broad, response - "Use the ISO 55000 structure for asset management and you will make great strides in achieving your mission."

We answer with that response to almost all organizations looking to dramatically improve management of any asset type. Yes, the ISO 55000 standards can help diminish societal inequities and injustice through its structured approach to realizing value and minimizing risk for all stakeholders. This is due, in part, to the use of international, consensus-based standards that help to eliminate bias, and the requirement for involving "all relevant stakeholders."

Justice is an intangible asset promised in the United States of America. When the tremendously important issue of societal justice is addressed with a structural approach, it will help reduce the extremity of many other problems we face as a society.

While we know this is a bold statement, we have the courage of our convictions and offer bipartisan assistance to any organization interested in learning more.

The ALN is honored to convene the Advancing Equity with Asset Leadership Committee and welcomes all interested participants.

We thank original participation, involvement and observation from members of the National Urban League; Washington Suburban Sanitary Commission; Portland, Oregon, Parks & Recreation; and, diverse owners of private organizations. And special thanks to the New York City Metropolitan Transportation Authority, which is using the ISO 55000 principals and reports transformation at every level of the organization.

Overview

The ALN established the Advancing Equity with Asset Leadership Committee to explore and promote advanced approaches organizations can use to gain value from assets to improve equity among stakeholders. Adoption of such principles will contribute to overall prosperity and justice.

The Advancing Equity with Asset Leadership Committee established this document to help organizational leaders who use the ISO 55000 structure understand ways to include improved equity language in their Strategic Asset Management Plans.

This document includes:
- template language with equity language for use in an organizational mission statement, vision and goals;
- a concise understanding of the ISO 55000 structure;
- structuring a Strategic Asset Management Plan with a focus on the role total stakeholder inclusion can play;
- template language for using ISO 55001 to write a Strategic Asset Management Plan; and,
- a case study from Portland, Oregon.

The critical element in this approach is the involvement of all "relevant stakeholders" as prescribed by the ISO 55000 structure for asset management. This proposed method expands the definition of "relevant stakeholder" to ensure inclusion of those historically excluded. It is possible to achieve measurable equity for all and assist the establishment of social justice through the application of unbiased, well-structured standards.

<u>Call to Action</u>

When this proposed method for the application of the ISO 55000 structure is understood and applied, it is possible for an organization to increase value from assets and reduce overall risks while increasing stakeholder equity in achievement of mission success.

Mission, Vision and Goals Templates

The Advancing Equity with Asset Leadership Committee has established a Mission Statement Template to help organizations include equitable language when establishing their guiding principles.

The ISO 55000 structure for asset management requires that a Strategic Asset Management Plan is created in alignment with organizational goals. "Organizational Goals" is another way of saying "Mission, Vision and Goals."

A structural problem requires a structural solution. Our structural solution - application of the ISO 55000 structure - can help organizations revisit their Mission, Vision and Goals to expand equity for all stakeholders through use of the following Mission, Vision and Goals Templates.

<u>**Mission Statement Template**</u>

Advancing Equity with Asset Leadership will help the [U.S. Federal Government] drive equity and equality for all Americans' well-being by advocating for adoption of the ISO 55000 asset management structure.

<u>*Vision Statement Template*</u>

The wide-spread adoption of the ISO 55000 asset management structure will provide unbiased frameworks for optimization and equitable use *of resources built upon risk-based decision making to drive out inequality, which is a systemic risk to providing a fair stake for all.*

<u>Goals Template</u>

1 - Implementation of international, consensus-based standards by public and private entities supports a cultural mindset that will help ensure a sustainable, intergenerational future where service delivery optimizes [America's] assets for all.

2 - Broaden the definition of 'relevant' when considering stakeholders to establish measures that drive equity and equality in organizational outcomes.

The ISO 55000 Structure Overview

The ISO 55000 Structure is based in the decades-old approach to management standards created by the International Organization for Standardization (ISO).

Approaches to Quality Management, Risk Management, Environmental Management, Energy Management, Sustainability Management and more have been available from ISO since the 1980s. All of the management standards follow a similar numbering system and can be cross-referenced when appropriate to strengthen an organization's effective operation.

In 2014, the ISO 55000 series of Asset Management standards was first published. It is well suited to be the overarching standard that allows an organization to collect all of its successful management approaches under a single umbrella. Other standards can be used in a similar way, but the focus on gaining value from assets makes the ISO 55000 structure highly relatable and provides a single language that can be applied to all asset categories. This creates opportunities for uniting people focused on different areas of an organization.

All ISO management standards have three foundational documents that have a similar numbering system. The following is how they are represented in the ISO 55000 series.

ISO 55000 is the document that contains the overview, principles and terminology.
ISO 55001 is the document that includes more than 170 requirements in 7 main sections, including Context of the Organization, Leadership, Planning, Operation, and Measurement.
ISO 55002 is the guidance document.

It is common to refer to the trilogy of foundational documents by the "000" number. The ALN finds referring to the "ISO 55000 structure for asset management" as useful introduction language.

Using an ISO approach to manage any type of asset allows an organization to restructure its approach to quality, risk, energy, environment and more. This restructuring has proven to be transformative and successful to many organizations, including many in the U.S. Federal Government.

Stakeholders in the ISO 55000 Structure

The ALN understands that the ISO 55001 requirements document is where the work of an organization is focused. ISO 55001 references "stakeholders" five times. That is only about 3% of the more than 170 requirements, but a focus on stakeholders can be the foundation of any organization's asset management plans. Many may believe that stakeholders should be the foundation of an organization.

The following section explains how to advance equity by focusing on the five requirements for meeting the needs of stakeholders. Systematically including people who have historically been excluded from equitable sharing of assets is a very good start for an organization, such as a government entity, that wants to establish societal justice.

While this is a simple statement, and obvious to many, when combined with appropriate responses to many other simple statements in a structured approach to asset management, the results can be dramatically beneficial in a measurable way, and in some cases, transformational, as experienced by the New York City Transportation Authority and multiple U.S. Federal Government Agencies, including, the U.S. Department of State, U.S Air Force, U.S. Army Corps of Engineers, Western Area Power Administration, Bonneville Power, U.S. Department of Homeland Security and others.

One measure can be the increased number of stakeholders in a project. When historically underrepresented people participate in the value from government assets, mission statements, visions and goals that value the level-of-service to all stakeholders can be adopted. When level-of-service to all stakeholders is fundamental to an organization, dramatic improvements can be realized. New York City Metropolitan Transit Authority executives say that transformational improvements can be made.

A discussion of what/who is a stakeholder includes the possibility that there are primary, secondary and other categories.

The real discussion is about who "gets a say" in decision making. It can be said that the government organization that involves the most stakeholders has reached the highest level of mission success on that measure. Achieving overall organizational mission success and involving the appropriate balance of stakeholders throughout the process is the desired outcome.

Getting stakeholder involved in the process does not mean everyone gets what they want, or even what they need. The aim is agreement on mission, priorities and allocation of resources for achieving value.

In government funded activities, the measure of "Level of Service" is where equity factors into the discussion. Level of Service is the measure of meeting a minimum obligation for services such as; Water, Wastewater, Electricity, Gas, Transportation, Education, Healthcare, Justice, Parks and Recreation, Internet and other public services

Level of Service means not only minimal service, but also sustaining the service over time and improving the service where possible.

Level of Service can be viewed as addressing three main items:

Access
Mitigating Risk/Preventing Harm
Improvement/Optimization

It is typically considered that Level of Service solutions came from inside the organization whose key decisions makers may have professional backgrounds, subject area experience and, ultimately, fiduciary responsibility. However, the global evolution of asset management best practices states that involving all relevant stakeholders as the second step in a developing Strategic Asset Management Plan.

The ISO 55000 structure for asset management provides a guide that can allow repeatable equity solutions to be generated for almost all organizations seeking to advance equity.

There are still competing priorities, physical and financial limitations to schedule. But these issues have been found to be best addressed through stakeholder involvement.
Different constraints in different organizations have different structures, so each path to equity delivery will be unique.

All organizations have constraints. Constraints in operation, funding, geography, policy and too many more to list. Some constraints are fixed, some can be addressed. The ISO 55000 structure for asset management provides an ability to see the constraints more transparently and therefore assist decision making.

ISO 55001 Equity Overlay:
A Guide for Organizations to Increase Stakeholder Equity

In order to financially support the extensive work needed to create international, consensus standards, ISO has strict copyright requirements that must be respected in order to continue its successful contributions to the world. This section will only briefly mention sections of ISO 55001. Your organization can buy ISO 55000, 55001 and 55002 for $100 each from ISO or its affiliated national members.

Start with ISO 55001 4.2 – before 4.1

ISO management standards list the core activities to be completed to achieve success. Most organizations that follow ISO standards are successful in their efforts.

Rarely do organizations follow the exact order of their chosen ISO standard. Typically, they check off the list of things they are already doing well. They check off the things they are doing in a satisfactory manner. Then they list the things they aren't doing well and the things they don't do at all. It is only then when it is decided what to do first. For organizations interested in advancing equity in their organization, it could be very useful to start with ISO 55001 4.2, which is the section that is most focused on stakeholders.

ISO 55001 4.2 is titled, "Understanding the needs and expectations of stakeholders."

While other sections mention stakeholders, 4.2 is focused on them. It requires:
- listing stakeholders;
- establishing stakeholder requirements and expectations;
- establishing decision making processes; and
- establishing information sharing requirements of stakeholders.

ISO 55001 4.1 is titled "Understanding the organization and its context." A key part of this section is to ensure a Strategic Asset Management Plan is aligned to organizational objectives. This is another way of saying - activities must focus on the organizational mission.

The Advancing Equity with Asset Leadership Committee believes that when you involve stakeholders who have historically been excluded from organizational equity, the mission of the organization is likely to be adjusted. Therefore, it is recommended that organizations looking to improve social justice begin their approach to the ISO 55000 structure with ISO 55001 4.2 - "Understanding the needs and expectations of stakeholders."

An organization can also explicitly consider equity and inclusion to avoid disparities by asking, "Who is involved?" "What is the quality level requirement across the spectrum of end users?" "What are their capabilities, competency and band width to be able to access value from the assets being managed?" Actively seeking answers to these questions, and more, will help an organization increase the equity value from their assets.

Once you understand the needs and expectations of stakeholders – some of whom may have never been heard from before – your next steps may be very different than expected. Be prepared to reexamine your mission statement. Reaffirming, or realigning, an organizational mission statement can have immediate benefits by heightening the focus of all involved.

Other "Stakeholder" references

The next reference to stakeholders is in 4.3 - "Determining the Scope of the Asset Management System." This section references requirements in 4.2, which means stakeholder have to be included in establishing the Scope of an asset management system. This is another simple and strong step to be taken in advancing equity.

It is recommended that organizations provide explicit direction when writing this section of their Strategic Asset Management Plan. Language that can be used includes, "Assure concerns, disparities and issues of all communities are reflected in the Scope." This can help address of systematic racism and sexism.

In section 5.2 – "Policy" there is a requirement for top management to ensure the policy is available to stakeholders as appropriate. Organizations may want to do more than make policy available. Organizations may want to ensure their policy development includes stakeholders to.
use asset management as a way to combat the systematic racial, socio-economic and other historic internal and external biases.

Section 6.0 addresses Planning. This section explicitly states that when establishing objectives, the organization shall consider requirements of relevant stakeholders. It also states that objectives be established and updated using section 4.2 and communicated to relevant stakeholders

Making materials available in appropriate languages, using experts to establish how materials can be best communicated using both contemporary and traditional information management tools and processes, and more, will engage the most stakeholders. Communication and Information management are two other key sections of ISO 55001 that relate directly to this Planning section. The Information management section even references stakeholders.

If this Planning section is followed appropriately, an organization will take another large step in advancing equity with their asset management approach.

ISO 55001 7.5 Information requirements

Among the 11 main information requirements in ISO 55001 7.5, one of them focuses on consistent and traceable data that considers stakeholder requirements.

At a time in human history when information is so extensively available, valuably used, and its use is still evolving rapidly, appropriate consideration of stakeholder information requirements can be a tremendous equity builder.

For the 2016 ALN Transition Committee Position Paper, the Information Work Committee established that information was an asset. Giving stakeholders information in a manner that they can use productively is giving people an asset with which they can create equity that provides value to them and to the organization.

Again, this is self-evident and has been expressed in many ways for many years by many people. It is when the mission of improving organizational mission success through greater value from assets can repeatedly create equity for all organizational stakeholders that the thoughts and words of many people can be harnessed to assist creation of measurable, dramatic benefit.

It is especially clear to see through the lens of information requirements that the reason for including all relevant stakeholders in the process of asset management is to not only correct historic injustices, but to also increase organizational value.

When organizational leaders realize there is a repeatable path to improved stakeholder equity through involvement in increased asset value, multiple organizations can realize a Renaissance in mission success. When the multiple organizations are agencies inside the U.S. Federal Government, bipartisan actions can be taken to improve the mission success of the United States of America through Executive and Legislative Branches.

The ISO approach to business management structures is designed to provide interconnectivity. Therefore, it is possible to use other ISO structures as part of your approach to equity. For example, the ISO 26000 structure for social responsibility can be used to identify stakeholders.

Identifying Stakeholders

In order to identify stakeholders, ISO 26000 clause 5.3.2 suggests that an organization should ask the following questions:
· To whom does the organization have legal obligations?
· Who might be positively or negatively affected by the organization's decisions or activities?
· Who is likely to express concerns about the decisions and activities of the organization?
· Who has been involved in the past when similar concerns needed to be addressed?
· Who can help the organization address specific impacts?
· Who can affect the organization's ability to meet its responsibilities?
· Who would be disadvantaged if excluded from the engagement?
· Who in the value chain is affected?
The answer to any one of these questions may determine if an individual or group is a stakeholder.
Stakeholder impact is the primary consideration of social responsibility. All stakeholder interests should be considered and balanced for an organization to be socially responsible.
The concept of the stakeholder may be very easy for the quality professional to understand. The same considerations that are made with customers and suppliers for quality assurance are expanded to employees, the local community, and other potential stakeholders when approaching social responsibility.

Stakeholder Analysis
Stakeholder Analysis is defined as a tool organizations can use to clearly identify key stakeholders for a project or other activity, understand where stakeholders stand, and develop cooperation between the stakeholders and the project team. The main objective is to ensure successful outcomes for the project or the changes to come.

Types of stakeholders include:
· Primary: Those who are directly affected, either positively or negatively, by an organization's actions.
· Secondary: Those who are indirectly affected by an organization's actions.
Stakeholder analysis is frequently used during the preparation phase of a project and is an excellent way to assess the attitudes of stakeholders towards changes or critical actions. It can be done once or on a regular basis to track changes in stakeholder attitudes over time.
The stakeholder analysis is generally considered a highly confidential document because it often contains sensitive information.

Case Study – Portland, Oregon

After much important, but somewhat esoteric, language, we are fortunate to have a case study from the municipality of the Portland, Oregon. While this is not a federal case study, it shows that with a structured approach and leadership support, government assets can be measurably used in ways to enrich historically underserved stakeholders in a way that benefits the entire municipality.

Interestingly, the Case Study did not start out based in ISO 55000 structure, but with a standard from the Institute of Public Works Engineers Australia (IPWEA). However, the ISO 55000 structure was designed to allow incorporation of other standards, and the IPWEA has since incorporated ISO 55000 concepts into its standards. Also, best practices can be "captured" in the ISO 55000 structure and set up as a template for repeatable success.

The following case study shows how Portland, Oregon successfully incorporated a bigger circle of stakeholders in Parks & Recreation funding to improve a park asset in a significant way to dramatically increase value to an underserved community and helped the municipality achieve its mission of respecting diversity and inclusion.

Case Study: Systematically Identifying and Addressing Risk

In 2016, Portland, Oregon took an additional step in its application of Asset Management (AM) by completing a system-wide condition assessment of all its 138 Playgrounds. The assessment process followed an international standard called the **IPWEA Practice Note 10.1**, by the same organization that publishes the **International Infrastructure Management Manual**, and used mobile technology tools from the US technology company ESRI to collect and map the resulting information.
Systemwide asset condition assessments depart from traditional methods of documenting and prioritizing financial investment in the following ways:
1. Instead of relying on complaints, advocacy, or only fix-when-it-breaks prioritization methods, a comprehensive approach considers all needs systematically.
2. The updated information provides a basis to forecast lifecycle needs for an entire
3. Brings situational awareness of multiple facets of service level performance including condition, function, and provision as well as *who* is benefitting and who is not from public resources.

The playground assessment uncovered a system in need of substantial investment with:

Assessment Results	
1%	Very Good Condition
10%	Good Condition
42%	Fair Condition
31%	Poor Condition
6%	Very Poor Condition

Equally important to this overall understanding, Portland used these assessment results in public involvement to highlight where the risks were most acute and using ***Likelihood of Failure***, ***Consequence of Failure***, while considering ***Equity***. Some thought ***Equity*** could be a *component* of Consequence of Failure. Though that calculation may be possible, Portland found it vital to keep it separate and highly visible when contemplating the entire list of unfunded needs. These public engagements and asset information were used to prioritize investment for part of a voter-passed Bond. The elected Commissioner-in-Charge of this Program also broadcast it on social media.
As an example using this criteria, one playground that previously wasn't on the prioritized list was at Gilbert Primary Park. It had equipment removed due to existence of lead-based paint, had some of the oldest equipment remaining, and it was not conducive to wheelchair access. Gilbert Primary Park serves

an area that includes: 33.7% People of Color, 26.1% youth, and 23.2% of households below the federal poverty level – all three indicators exceeding the City of Portland averages.

Through the prioritized investment, Portland modernized this playground for better ADA access, reduced daily maintenance, and a much safer play experience to give the neighborhood youth the breadth of physical activities needed for full childhood development.

(Continued)

Playground Before Prioritized Investment:

Playground After Prioritized Investment:

Additionally, in developing the project, Portland sought and included input from the neighboring community through culturally-specific outreach efforts.

By relying on Asset Management information, tools, and inclusive techniques; agencies and jurisdictions have a reliable ally in advancing equity and their missions.

Advancing Equity with Asset Leadership

Do	Don't
✓ Use AM information and tools to drive-out unintentional bias from decision processes and to illuminate hidden risks. ✓ Share decision-making, including striving to provide translation services, childcare, stipends, and convenience to public meeting participants who need it most. ✓ Consider the increased marginal utility of asset benefits for those with less access. For example, providing municipal parks and trees near lower-income housing often provides more lifecycle public benefit than ones near large, treed, single-family residential lots. ✓ Research and learn how your sector, community, and profession has contributed to, and *can correct,* today's disparities.	✗ Selectively use nor manipulate AM information and tools to justify pre-made decisions. ✗ Engage in tokenism nor presume one organization speaks for an entire demographic. ✗ Use faulty, hidden assumptions that perpetuate disparate outcomes. For example, reliance on property value in benefit-cost analyses can steer scarce investment to those who need it less. ✗ Perpetuate inequities by failing to examine intergenerational and demographical disparities in asset benefits.

Know Your Sector – Parks, Recreation, Natural Areas, and Trees

- Disparities regarding tree canopy and other heat-stress reducing land cover have been documented in research papers and in local analysis.
- *Inclusive Play* brings important childhood development experiences of proprioceptive play, vestibular motion, social interaction and multiple levels of challenge to *all* abilities.
- Asset practitioners can expand their awareness and knowledge through independent research. For example, in the book *Contested Waters*, Jeff Wiltse chronicles the evolution of municipal swimming pools in the U.S. through a social history lens.

Asset Leadership Network

References

ISO 26000 Social Responsibility
https://www.iso.org/iso-26000-social-responsibility.html
ISO 26000 helps clarify what social responsibility is, helps businesses and organizations translate principles into effective actions and shares best practices relating to social responsibility. It is intended for all types of organizations regardless of their activity, size or location. ISO 26000 provides guidance rather than requirements, **so it cannot be certified to unlike some other well-known ISO standards.** It can be useful for organizations interested in advancing equity with improved use of their assets

The United Nation's
Managing Infrastructure Assets for Sustainable Development:
A handbook for local and national governments
https://www.assetleadership.net/wp-content/uploads/2021/02/IAMH_2021_0.pdf
While intended for nations, any organization can find something useful in the more than 400-page PDF available for free. The document mentions the ISO 55000 structure, but provides its own approach to Asset Management Action Plans, a Diagnostic Tool, templates, case studies, a glossary and more.

The U.S. Government Accountability Office
Federal Real Property Management
Agencies Could Benefit from Additional Information on Leading Practices
http://www.assetleadership.net/wp-content/uploads/2018/11/gao-study.pdf
While intended for U.S. Federal Government Agencies, the document provides a inciteful look into the ways any organization can benefit for advanced asset management practices, as represented by the use of ISO 55000. Case studies of Canadian asset management practices are mentioned as are references to Asset Leadership Network Board Members and Senior Fellows.

Asset Leadership Network

Contributors, Supporters and Observers

The Asset Leadership Network would like to acknowledge and thank the following people for their contributions, support and observation of this document creation process:

Hugh Sinclair, Washington Suburban Sanitary Commission, Asset Management Section Manager

Marc Morial, President, National Urban League

Tina Pizzamenti, Vice President, Presidential Operations, National Urban League

PeterPaul Manonsong, Associate, Office of the President, National Urban League

Cecilia Mowatt, President, Strategies In Site, Inc.

Mildred Chua, Director and Program Executive, Enterprise Information and Asset Management, New York City Metropolitan Transportation Authority

Marlene Millemaci, ALN Senior Fellow

Tia Maragos, Principal, Andrew James Advisory Committee, an ALN Organizational Member

Lindsay Zeigler, Principal, Andrew James Advisory Committee, an ALN Organizational Member

Jennifer Zach, ALN Board Member and CMO, Uberlytics, an ALN Organizational Member

Daniel Ortiz Plata, ALN Senior Fellow and President, Ortiz Ruiz Consultores

Marty Rowland, ALN Senior Fellow

Nick Knoke, Director, Technology, Asset Leadership Network

Michael Bordenaro, Director, Communications, Asset Leadership Network

Jim Dieter, CEO, Asset Leadership Network

2021 ALN Equity Position Paper
on
Strategic Asset Management Plan Requirement to Receive Federal Funds

Executive Offices working to support projects in an equitable manner will serve their mission well by including language that requires the submission of a Strategic Asset Management Plan for an entity to receive the resources.

A Strategic Asset Management Plan is document that aligns organizational mission with project outcomes to ensure the greatest value is achieved with allocated resources.

There is federal precedent for this type of language. The Moving Ahead for Progress in the 21st Century Act (MAP-21) funded transit authorities, but only if they established and submitted an Asset Management Plan that indicated how they were going to use allocated funds. MAP-21 also provided education and training funds to help transit authorities understand asset management principles and practices needed to establish Asset Management Plans. This good governance not only assisted with the use of the funding, but helped the transit authorities understand how to apply asset management best practices in all other aspects of their operations going forward.

The Asset Leadership Network posted MAP-21 Section 5326 on its website at this link because it includes the asset management language that is most relevant and most repeatable.

The following are U.S. Federal Agencies with executives who have spoken at the Asset Leadership Network on the value of structured asset management and may be willing to talk with the Office of the President Office of Management and Budget about the value of creating and adhering to a Strategic Asset Management Plan:

- U.S. Department of Defense;
- U.S. Air Force;
- U.S. Department of State;
- U.S. Department of Homeland Security;
- U.S. Department of Energy;
    Western Area Power Administration
    Bonneville Power Administration
- U.S. Army Corps of Engineers Civil Works;
- NASA;
- U.S. Department of the Interior;
    Bureau of Reclamation
- Office of Management and Budget; and,
- U.S. Government Accountability Office.

The Asset Leadership Network suggest that Executive Offices include language requiring organizations to submit a Strategic Asset Management Plan to receive funds.

www.AssetLeadership.net