

Asset Management Readiness Scale Assessment Tool

Policy and governance



FEDERATION OF CANADIAN MUNICIPALITIES / FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Policy and governance: By developing this competency, your organization is putting in place policies and objectives related to asset management (AM), bringing those policies to life through a strategy and roadmap, and then measuring progress and monitoring implementation over time.

Note: To achieve each level, you must meet every requirement of each level before it.

State at Start of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project.						
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	
A: Policy and Objectives	<input checked="" type="checkbox"/> Senior management is committed to formalizing an AM program.	<input checked="" type="checkbox"/> We have drafted an AM policy.				
		<input checked="" type="checkbox"/> Senior management and council have endorsed the AM policy.	<input type="checkbox"/> We are starting to use our AM policy to guide our actions.	<input type="checkbox"/> We manage assets and services in accordance with our AM policy and organizational objectives.	<input type="checkbox"/> We continue to validate and refine our corporate, service and AM objectives based on the evolving needs of our community.	
Notes that describe how you have achieved your level at start of project.	We implemented a strategic AM policy and it was endorsed by senior management and council.					

State at End of Project

Start (from left)	Achieved	
2	Select the level your organization has achieved at the end of this project.	No change
Please provide information about how your project activities have helped you achieve your current state.		

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State at Start of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project.						
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	
B: Strategy and Roadmap	<input checked="" type="checkbox"/> We have identified the benefits that we want AM to deliver, and the benefits support organizational objectives.	<input type="checkbox"/> We have a strategy for our AM program.	<input type="checkbox"/> We have a roadmap that details the actions for implementing our AM strategy over the next 3 to 5 years.	<input type="checkbox"/> We are achieving our AM policy objectives. The necessary workflows, documents, and reporting tools are in place.	<input type="checkbox"/> We follow our roadmap and continually improve our AM practices.	
	<input type="checkbox"/>	<input type="checkbox"/> We have a draft roadmap that outlines our approach for the next 1 to 3 years.	<input type="checkbox"/>	<input type="checkbox"/> We update our roadmap to address evolving needs.	<input type="checkbox"/> We document improvements to our AM practices.	
Notes that describe how you have achieved your level at start of project.	We understand the benefits of AM and are looking to advance our program and identify gaps through the proposed AM strategy.					

State at End of Project

Start (from left)	Achieved	
1	Select the level your organization has achieved at the end of this project.	2
Please provide information about how your project activities have helped you achieve your current state.		
The new Asset Management Strategy gives us the roadmap detailing the actions for implementing over the next 1 - 3 years		

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State at Start of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project.						
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	
C: Measurement and Monitoring	<input checked="" type="checkbox"/> We have identified short-term actions that will demonstrate early progress on AM.	<input type="checkbox"/> We are collecting baseline data on our current AM practices.	<input type="checkbox"/> We have established performance measures to monitor our asset management progress, outcomes, and the benefits to our community.	<input type="checkbox"/> We use performance measures to monitor AM progress, outcomes, and benefits.	<input type="checkbox"/> We monitor performance and use the feedback to prioritize and make ongoing refinements and improvements to AM practices.	
<i>Notes that describe how you have achieved your level at start of project.</i>	We are currently working on advancing our AM program through key first activities.					

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
			<input checked="" type="checkbox"/>			

State at End of Project

Start (from left)	Achieved	
1	Select the level your organization has achieved at the end of this project.	2
<i>Please provide information about how your project activities have helped you achieve your current state.</i>		
Updating our AMP is helping to identify current AM practices.		

State Achieved
Level 2

Asset Management Readiness Scale Assessment Tool

People and leadership



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People and leadership: By developing this competency, your organization is setting up cross-functional teams with clear accountability and ensuring adequate resourcing and commitment from senior management and elected officials to advance asset management.

Note: To achieve each level, you must meet every requirement of each level before it.

State at Start of Project

State at End of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project						
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	
A: Cross-functional Teams	<input checked="" type="checkbox"/> We have identified the representation we need on our cross-functional AM team.	<input checked="" type="checkbox"/> We have a cross-functional AM team* that guides the planning and implementation of our AM program.	<input type="checkbox"/> Our AM team* works within our organization to lead, communicate, and support AM improvements and organizational changes.	<input type="checkbox"/> Our AM team* is permanent and tasked with guiding and supporting AM across the organization on an ongoing basis.	<input type="checkbox"/> Our AM team* guides and supports the ongoing improvement of AM within the organization.	
<i>Notes that describe how you have achieved your level at start of project</i>	We do not have a formal team structure, however, we have several members of the organization involved in our ongoing AM program development. Our Treasurer/Director of Finance is our AM champion and is supported by Public Works, Facilities and the CAO/Clerk.					
*Note: Larger organizations may have both an AM team responsible for implementation and an AM steering committee to provide direction and oversee the work. Smaller organizations may group these functions together. This outcome may be better suited to an AM team or an AM steering committee, depending on the organization. In some small communities the AM team may be as few as two people.						

Start (from left)	Achieved	
2	Select the level your organization has achieved at the end of this project	No change
<i>Please provide information about how your project activities have helped you achieve your current state</i>		

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People and leadership



State at Start of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project.						
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	
B: Accountability	<input checked="" type="checkbox"/> We have a champion who has been tasked with planning for our AM program.	<input type="checkbox"/> Our AM team* has a documented mandate to develop our AM program, which is outlined in a terms of reference and a one- to three-year roadmap.	<input type="checkbox"/> Our AM team* is accountable for implementing our AM program.	<input type="checkbox"/> We have operationalized AM roles and responsibilities across our organization.	<input type="checkbox"/> We document changes to AM roles and responsibilities as needed to support our evolving requirements.	
		<input type="checkbox"/> Our AM team is accountable to senior management and council.	<input type="checkbox"/> AM roles and responsibilities are included in staff job descriptions.			
<i>Notes that describe how you have achieved your level at start of project.</i>	Our Treasurer/Director of Finance is our champion of AM within the Town.					

State at End of Project

Start (from left)	Achieved	
1	Select the level your organization has achieved at the end of this project.	2
<p><i>Please provide information about how your project activities have helped you achieve your current state.</i></p> <p>The project developed our one- to three-year roadmap. Staff will be accountable to senior management and Council as we move forward with AM.</p>		

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People and leadership



State at Start of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project.						
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	
C: Resourcing and Commitment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<p>Council knows that resources must be dedicated to exploring the requirements for AM and for drafting an AM roadmap.</p>	<p>Council demonstrates buy-in and support for AM and allocates resources (funding or staff time) to further develop the AM program.</p>	<p>Council champions AM as a core business function and has approved funding to continue AM roadmap activities.</p>	<p>Council funds ongoing AM monitoring and enhancement.</p>	<p>The AM team measures and monitors progress.</p>	<p>Council demonstrates commitment to ongoing improvement of AM practices.</p>
<i>Notes that describe how you have achieved your level at start of project.</i>	Council is supportive of AM and understand the necessary funding and resources for ongoing program development.					

State at End of Project

Start (from left)	Achieved	
1	Select the level your organization has achieved at the end of this project.	2
<i>Please provide information about how your project activities have helped you achieve your current state.</i>		
Council demonstrated support by allocating additional funds over and above the FCM grant to continue to develop our AMP, our AM Strategy and our Lifecycle Framework.		

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
		<input checked="" type="checkbox"/>				

State Achieved
Level 2

Asset Management Readiness Scale Assessment Tool

Data and information



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Data and information: By developing this competency, your organization is collecting and using asset data, performance data and financial information to support effective asset management planning and decision-making.

Note: To achieve each level, you must meet every requirement of each level before it.

State at Start of Project

State at End of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project.							
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5		
A: Asset Data	<input checked="" type="checkbox"/> We have asset inventory data , including approximate quantities of assets within most asset groups.	<input checked="" type="checkbox"/> We have a basic inventory of most critical assets , including information on general asset properties such as size, material, location and installation date.	<input type="checkbox"/>	<input type="checkbox"/> We have a consolidated, basic inventory of all assets .	<input type="checkbox"/>	<input type="checkbox"/> We have expanded inventory data for some assets.	<input type="checkbox"/> We have expanded inventory data for most assets.
	<input checked="" type="checkbox"/> We have some anecdotal information on asset condition. Some age information exists.	<input checked="" type="checkbox"/> We are moving our data to a centralized location for use by the AM team (note: this does not require AM software).	<input type="checkbox"/>	<input type="checkbox"/> We have defined life cycle investment requirements for critical assets .	<input type="checkbox"/>	<input type="checkbox"/> We have expanded inventory data for some assets.	<input type="checkbox"/> We have expanded inventory data for most assets.
	<input type="checkbox"/>	<input type="checkbox"/> We are moving our data to a centralized location for use by the AM team (note: this does not require AM software).	<input type="checkbox"/>	<input type="checkbox"/> We have standardized condition rating systems defined for most asset groups.	<input type="checkbox"/>	<input type="checkbox"/> We have evaluated the life cycle investment requirements associated with critical assets .	<input type="checkbox"/> We have evaluated the life cycle investment requirements associated with most assets.
	<input type="checkbox"/>	<input checked="" type="checkbox"/> We have defined critical assets and have some information on asset condition for these assets.	<input type="checkbox"/>	<input type="checkbox"/> We have asset condition information on all critical assets .	<input type="checkbox"/>	<input type="checkbox"/> We update data according to cycles defined in our AM plans or strategy .	
Notes that describe how you have achieved your level at start of project.	We have a basic inventory of our assets with some age and assessed condition, housed in our AM software tool. We have general information included such as size, material, location, etc.						

Start (from left)	Achieved
2	Select the level your organization has achieved at the end of this project.
<i>Please provide information about how your project activities have helped you achieve your current state.</i>	

Asset Management Readiness Scale Assessment Tool

Data and information



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State at Start of Project

State at End of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project.

Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5
B: Performance Data	<input checked="" type="checkbox"/> We have informal or anecdotal approaches for measuring asset or service performance.	<input checked="" type="checkbox"/> We have some information on performance of critical assets, collected from a variety of sources.	<input type="checkbox"/> We have defined level of service measurements for some service areas.	<input type="checkbox"/> We have defined level of service measurements for critical service areas.	<input type="checkbox"/> We have defined level of service measurements for most or all service areas.
			<input type="checkbox"/> We have captured data on current level of service performance for some service areas.	<input type="checkbox"/> We communicate the results from our level of service measurement program to staff and council regularly.	<input type="checkbox"/> We continually improve how we collect data on level of service performance.
			<input type="checkbox"/> We have reviewed service levels and asset performance with council.		
<i>Notes that describe how you have achieved your level at start of project.</i>	We have some performance information on our assets, generally collected throughout data collection.				

Start (from left)	Achieved
2	Select the level your organization has achieved at the end of this project.
<i>Please provide information about how your project activities have helped you achieve your current state.</i>	

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Data and information



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State at End of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project.						
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	
C: Financial Information	We have financial information on our assets, supporting minimum PS-3150 reporting requirements.*	<input type="checkbox"/>	We have major capital renewal and operating & maintenance (O&M) expenditure data for some assets.	<input type="checkbox"/>	We have capital (new and renewal) and O&M expenditure data for most assets.	We understand the cost of sustaining current levels of service for all critical assets
		<input type="checkbox"/>	We have linked AM and financial information for all critical assets.	<input type="checkbox"/>	We understand the trade-offs between investment and the level of service we deliver and use this to optimize our financial plans.	
		<input checked="" type="checkbox"/>	We have a strategy to link AM and financial information.	<input type="checkbox"/>	We can demonstrate the gaps between forecasted infrastructure needs and current spending levels.	
<i>Notes that describe how you have achieved your level at start of project.</i>	We mostly have capital financial information that supports PSAB reporting. We are currently using our AM software to link our financial and asset information.					
*PS-3150 is the Public Sector Accounting Board's standard guiding the treatment of tangible capital assets.						

Start (from left)	Achieved	
1	Select the level your organization has achieved at the end of this project.	No change
<i>Please provide information about how your project activities have helped you achieve your current state.</i>		

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
		<input checked="" type="checkbox"/>				

State Achieved
Working on Level 1

Asset Management Readiness Scale Assessment Tool

Planning and decision-making



Planning and decision-making: By developing this competency, your organization is documenting and standardizing how the organization sets asset management priorities, conducts capital and operations and maintenance (O&M) planning, and decides on budgets.

Note: To achieve each level, you must meet every requirement of each level before it.

State at Start of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project.							
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5		
A: Documentation and Standardization	<input checked="" type="checkbox"/> Our asset planning approaches vary across the organization.	<input checked="" type="checkbox"/> Our departments follow a similar but informal asset planning approach.	<input type="checkbox"/>	<input type="checkbox"/> We have a structured asset planning approach, but application is inconsistent.	<input type="checkbox"/>	<input type="checkbox"/> We employ a consistent structured asset planning approach for each of our critical services.	<input type="checkbox"/> We employ a consistent structured asset planning approach for all services.
		<input checked="" type="checkbox"/> We evaluate investment needs and priorities based on a mix of structured and ad-hoc practices and criteria.	<input type="checkbox"/>	<input type="checkbox"/> We set priorities using criteria based on organizational goals and objectives.	<input type="checkbox"/>	<input type="checkbox"/> We set priorities using criteria that are fully aligned with our organizational goals and objectives.	<input type="checkbox"/> We adapt our planning approach and criteria to align with evolving organizational goals and objectives.
<i>Notes that describe how you have achieved your level at start of project.</i>	Our departments follow an informal but similar approach to asset planning. We currently use our software and actual data to a degree, but generally evaluate investment needs based on a mix of practices.						

State at End of Project

Start (from left)	Achieved	
2	Select the level your organization has achieved at the end of this project.	No change
<i>Please provide information about how your project activities have helped you achieve your current state.</i>		

Asset Management Readiness Scale Assessment Tool

Planning and decision-making



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State at End of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project.						
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	
B: Asset Management Plans	<input checked="" type="checkbox"/> Our approach to asset renewal focuses on reacting to basic needs (e.g. growth, regulation and known problems).	<input checked="" type="checkbox"/> We have draft AM plans for some asset classes, with forecasted financial needs based on estimated data.	<input checked="" type="checkbox"/> We have AM plans for critical services, based on a mix of estimated and actual data.	<input type="checkbox"/> We have AM plans for most services based on actual data.	<input type="checkbox"/> We have AM plans for all services based on actual data.	
	<input checked="" type="checkbox"/> We evaluate priorities based on available information, staff experience, and input from council and management.		<input type="checkbox"/> Our AM plans include available information about level of service (current and target) and risk management.	<input type="checkbox"/> Our AM plans include basic needs forecasting and risk management strategies for critical assets.	<input type="checkbox"/> Our individual AM plans are integrated across services.	
			<input type="checkbox"/> Our AM plans identify short-term issues and priorities.	<input type="checkbox"/> Our AM plans are based on both short- and long-term issues and priorities. They balance short-term service objectives with longer-term goals and risks.	<input type="checkbox"/> Our AM plans include needs forecasts and risk management strategies for most assets. Plans address risks to both service and business goals.	
Notes that describe how you have achieved your level at start of project.	We updated our last AM plan in 2019 and it contained all our asset categories and had a mixture of estimated and actual data.					

Start (from left)	Achieved	
2	Select the level your organization has achieved at the end of this project.	No change
<i>Please provide information about how your project activities have helped you achieve your current state.</i>		
Although we are showing no current change, as part of our bigger AM project, we are also developing levels of service and will be able to identify short-term issues and priorities.		

Asset Management Readiness Scale Assessment Tool

Planning and decision-making



State at Start of Project

State at End of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project.						
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	
C: Budgets and Financial Planning	<input checked="" type="checkbox"/> We prepare annual capital and operating budgets based on historical values		<input type="checkbox"/> We prepare an annual capital budget based on an annual assessment of current needs.	<input type="checkbox"/> We prepare annual needs-based capital and operating budgets that are based on an annual assessment of risks and current needs.	<input type="checkbox"/> We prepare multi-year needs-based capital and operating budgets that are based on our short- and mid-term needs.	
	<input checked="" type="checkbox"/> We deal with new needs reactively, as they occur.	<input checked="" type="checkbox"/> We prepare annual capital and operating budgets based on a mix of historical values and new priorities.	<input type="checkbox"/> We have a 3-year capital plan that addresses short-term issues and priorities.	<input type="checkbox"/> We have a 5-year capital plan* and update it annually.	<input type="checkbox"/> We update our long-term financial plan (at least 10-year) annually and understand the risks associated with our investment gap.	<input type="checkbox"/> We take a structured approach to address in-cycle changes.
Notes that describe how you have achieved your level at start of project.	We prepare our annual capital and operating budgets based on a mix of historical values and new priorities.					
*Communities may benefit from long-term capital plans that extend beyond five years to ten years or more.						

Start (from left)	Achieved	
2	Select the level your organization has achieved at the end of this project.	No change
<i>Please provide information about how your project activities have helped you achieve your current state.</i>		
No change however we can check off "We prepare an annual capital budget based on annual assessment of current needs". We do also try to identify as many capital projects for the next 5 years as we can and update this annually when the capital budget is prepared.		

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

State Achieved
Working on Level 1

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice



Contribution to asset management practice: By developing this competency, your organization is supporting staff in asset management training, sharing knowledge internally to communicate the benefits of asset management, and participating in external knowledge sharing.

Note: To achieve each level, you must meet every requirement of each level before it.

State at Start of Project

State at End of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project.							Start	
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5		1	Achieved
A: Training and Development	<input checked="" type="checkbox"/> Our AM training and development approach is informal and largely driven by the personal initiative of staff.	<input checked="" type="checkbox"/> Our AM training and development requirements are defined by management based on short-term needs.	<input type="checkbox"/> We provide all staff with basic AM awareness training.	<input type="checkbox"/> We define AM knowledge and skill requirements. A training plan is in place for all positions.	<input type="checkbox"/> We train select staff members as internal experts to support the ongoing development of organizational capacity.			
	<input checked="" type="checkbox"/> Some staff conduct targeted research, seeking out basic information on AM concepts and techniques.	<input checked="" type="checkbox"/> Selected staff are trained on basic AM concepts.	<input type="checkbox"/> Some staff undergo training on advanced AM concepts specific to their roles and responsibilities.	<input type="checkbox"/> Council, management and staff receive role-appropriate AM training to establish needed capacity across the organization	<input type="checkbox"/> Proactive, role-based training serves as a support for career development and succession planning.			
Notes that describe how you have achieved your level at start of project.	Staff have attended some training (AM Ontario, engineering seminars, webinars, conferences, etc.), which is generally defined by senior management.							
							<p>Please provide information about how your project activities have helped you achieve your current state.</p> <p>Caouncil has been provided opportunities to increase their understanding of AM concepts.</p>	

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice



State at Start of Project

State at End of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project.						
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	
B: Internal Communication and Knowledge Sharing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Notes that describe how you have achieved your level at start of project.</i>	We are using our AM software to better document our asset information, mitigating the risk of losing information held in the minds of long-term staff.					

Start (from left)	Achieved	
2	Select the level your organization has achieved at the end of this project.	No change
<i>Please provide information about how your project activities have helped you achieve your current state.</i>		

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice



State at Start of Project

State at End of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project.						
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	
C: External Communication and Knowledge Sharing	<input checked="" type="checkbox"/>	We are investigating AM-related organizations and resources.	<input checked="" type="checkbox"/>	Staff or elected officials attend AM-related events.	<input type="checkbox"/>	We are members of one or more AM organizations and actively share our AM experience.
			<input type="checkbox"/>	We share basic information on current capital projects with the public.	<input type="checkbox"/>	We share basic information on our assets, the services we provide, and future needs with the public.
			<input type="checkbox"/>	We are actively involved in AM organizations and present at AM events.	<input type="checkbox"/>	We are a thought leader on AM within the municipal sector.
We share information with our peers on our experience, innovations and lessons learned.	<input type="checkbox"/>	We are active in coaching other organizations to improve the overall body of AM knowledge.	<input type="checkbox"/>	We rely on the data from our AM program to explain decisions to the public.	<input type="checkbox"/>	We communicate the benefits of AM to the public.
Notes that describe how you have achieved your level at start of project.	Staff have attended training sessions, seminars and conferences. Our AM policy and our budgets are posted on the website. Further, we will post about upcoming capital projects.					

Start (from left)	Achieved	
2	Select the level your organization has achieved at the end of this project.	No change
<i>Please provide information about how your project activities have helped you achieve your current state.</i>		

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
		<input checked="" type="checkbox"/>				

State Achieved
Level 2