

USA Chapter Update

From the USA Chapter Committee Chair

One of the things I love about the IAM is the breadth of industries that come together to learn, share and advance their asset management practices. On January 8, 2025, 153 individuals came together for the Annual General Meeting and National Branch meeting for the IAM-USA. In case you were not able to join us here are a few of the highlights from the meeting:

IAM-USA Chapter Committee Changes

I would like to extend a huge Thank You to David Kraft and George Galambos for their time, energy and contributions to the IAM-USA Chapter Committee. We look forward to their continued contributions to the IAM in other capacities in the future.

I would like to welcome Shweta Dhansinghani and Ahmet Ozman as the committee's newest members.

IAM-USA Chapter by the Numbers

Over the last 10+ years the IAM-USA Chapter has grown to **17 active branches** covering 27 states and **408 US paying memberships**. As a volunteer and non-profit organization, we depend on these members and all the volunteers to continue growing and serving the asset management community.

Asset management knowledge and competencies remain a key interest with 273 new IAM Certificate and 30 new IAM Diploma holders in the USA. We also have 3 newly registered Asset Management Professionals.



If you are not yet an IAM member, consider joining and reach out to one of the many branches to network and connect with other local asset management practitioners. If there is not a branch in your area, please reach out to Andrew Ardrey at andrew.ardrey@usa.theiam.org for information on how you can start a new branch.

2025 Chapter Goals

We are continuing to make progress on the Chapter goals which remain the same from 2024 to 2025 and include:

1. Grow and Support Branches
2. Develop and Promote Asset Management Knowledge
3. Support Diversity, Equity and Inclusion (DEI) and NxtGen
4. Grow the IAM USA Chapter

Case Studies and Webinars

To develop and promote asset management knowledge in the US we have embarked on a plan to develop multiple case studies and webinars to share lessons learned from a variety of industries. During the National Branch meeting we had the first case study shared by the Port Authority of NY/NJ Chief of EAM Robert Kumapley on Lessons Learned from a Multi-Business EAM Implementation, which provides a unified data platform for managing diverse assets such as roadways, bridges, tunnels, bus terminals, ports, and aviation facilities.

We would love to hear from you and provide the opportunity to share your experiences as an asset owner implementing asset management practices. If you are interested in sharing your story and presenting a case study, adding to the newsletter or getting more involved in the IAM-USA please reach out to Mark Knight mark.knight@usa.theiam.org, Joe Mooney joe.mooney@usa.theiam.org, or myself Tammy Whipple tammy.whipple@usa.theiam.org.

The IAM-USA depends on volunteers and all of us being engaged to advance knowledge and practices. Together we can work to ensure our assets and infrastructure are sustainable for generations to come.

Cheers,

Tammy

Tammy Whipple, AMP
IAM USA Chapter Chair

Diversity Spotlight – Jazmin Simpkins

Jazmin, EIT is a water engineer with Arcadis based in DC. Simpkins joined Arcadis in the fall of 2023 and has roughly 5 years of experience in the industry.

Miss Simpkins was originally born outside Chicago, IL and grew up living in different countries overseas (i.e. Greece, Lithuania, Russia, the Philippines) before her family settled down in Chattanooga, TN. Early on, Simpkins had a passion for environmental resources and knew that she wanted to pursue a career that had a positive impact on the communities around her. This ultimately led to her obtaining a B.S in Environmental Science and Engineering at Harvard University in Cambridge, MA. As part of her senior capstone project at Harvard, Simpkins developed a submersible water-quality monitoring device to assist in assessing the health of estuaries based on critical criteria (turbidity, salinity, pH, and temperature). Simpkins believes that water resources are crucial for public health and community infrastructure, which drew her to pursue a career in the water resiliency space. Simpkins is particularly interested in advocating for historically marginalized communities to make sure they have access to clean and functioning water resources.



Miss Simpkins's journey into asset management began when she was given the opportunity to work heavily on an asset management program development project for a client in the DMV area. This experience ignited her interest in asset management and led to Simpkins obtaining her IAM certification in the fall of 2024. Since then, Simpkins has continued to be hands on in conducting SAM+ maturity scoring, SAMP development, and project proposals for asset management work. Additionally, this experience has led Simpkins to hone her skills in public speaking and presenting, client engagement, proposal writing, and developing technical deliverables.

Looking ahead, Simpkins aims to continue progressing in the asset management space. Through continued education and networking, she hopes to become a subject matter expert and make a significant impact in the industry, keeping in mind her goal to help marginalized communities. As Simpkins continues to grow in the asset management field, she remains committed to emphasizing sustainable investment strategies that prioritize long-term growth and working closely with clients and stakeholders to achieve shared asset management goals. Additionally, Simpkins plans to take her Professional Engineer's exam in Civil Water Resources and Environmental later this year to ultimately obtain her PE license. We look forward to following her journey and the contributions she will undoubtedly make to the industry.

Meet Our Newest USA Chapter Executive Committee Members

Shweta Dhansinghani

Shweta is a Senior Consultant at AtkinsRéalis with over ten years of experience. She specializes in Strategic Asset Management, focusing on a risk-based approach, maturity assessments, gap analysis, and creating implementation roadmaps. Her background also includes engineering, design, and digital transformation in the Aviation, Property, and Transport sectors.

Starting her career as a Graduate Engineer at AtkinsRéalis in Dubai in 2014, Shweta was introduced to Asset Management. She earned her IAM Certificate in 2018 and worked on several high-profile projects in the Middle East, with organizations such as Dubai Airports and the Roads and Transport Authority.

In 2017, she was recognized as Construction Week Middle East's first Rising Star of the Year. Since then, Shweta has led digital and strategic asset management initiatives that have enhanced capital improvement planning. She holds a degree in Electronics and Communication Engineering and is an AtkinsRealis' IAM Endorsed ISO 55001 Assessor, as well as a Member of the Institute of Asset Management (MIAM).

In 2022, Shweta moved to the USA to further her career. While her primary focus remains on Asset Management, her strong project management skills enable her to effectively lead a variety of initiatives. She is results-driven, skilled in implementing ISO 55001 standards, driving organizational transformation, and developing Asset Management Roadmaps to optimize asset performance.

Shweta has successfully managed numerous projects for government clients, addressing diverse engineering challenges. In her current role with the IAM USA Chapter Executive Committee, she aims to grow and expand IAM USA by focusing on NxtGen initiatives and Communications, while also promoting knowledge sharing and best practices in Asset Management for the U.S. market.



Ahmet Ozman

Ahmet serves as a technical lead within Black & Veatch's Strategic Asset Management group and a solution lead focused on Systems and Facilities Resilience. He is focused on integration of risk and resilience aspects of infrastructure planning, capital prioritization, and asset management for water and wastewater utilities. He is a civil engineer with more than 30 years of experience in the water industry, specializing in asset management, ISO5500X, strategy and program development, risk and resilience, business case evaluations, risk-based prioritization and capital improvement planning. Ahmet is one of Black & Veatch's IAM Endorsed Assessors for asset management program assessments, is a Member of the IAM (MIAM), and holds an IAM Diploma.

His involvement with the IAM began in 2013 and he found the IAM body of knowledge to be very valuable, which draws from multiple



sectors, countries and regulatory environments. The IAM also brings together professionals from different organizations to share experiences through the USA Chapter and its branches across the US. Between 2021 and 2024, he co-founded and led the DC/Maryland/Virginia (DMV) Branch, connecting the asset management community and growing the IAM network in the region. Through his current role with the IAM USA Chapter Executive Committee, he is hoping to advance knowledge sharing across different sectors through webinars/conferences, contributing to the development of new knowledge resources tailored to US asset management, and integrating resilience and asset management best practices.

Words from the Knowledge Center

We have talked about building a library of case studies for a long time, but the process is now moving forward. Since the recent National Branch Meeting, we already have six case studies targeted for completion and have reached out to four of the organizations so far, three of which have agreed to participate. Hopefully that will be 4/4 soon. We plan for these to be short easy to read artifacts that address the challenge, the actions taken, and the lessons learned. I expect that by the next newsletter the case study pipeline will have grown to include more possible cases, more in development, and hopefully some published. One of the case study participants will hopefully also be giving a webinar on their topic in the Fall. We are looking for examples from all industries, all areas of asset management, and importantly all levels of maturity and progress on your asset management journey so if you have something that you might want to share please reach out to Tom Myers (tom.myers@usa.theiam.org), Ahmet Ozman (Ahmet.ozman@usa.theiam.org) or myself.

Mark Knight, AMP, FIAM

IAM USA Executive Committee
Co-Chair, Knowledge Development

Mark.Knight@USA.TheIAM.org

The IAM Discussion Forum

Do you have a question about Asset Management? Are you seeking some free advice on an issue you have encountered? Better yet, do you like to share your expertise with others in the profession who may not have your level of experience? The IAM Discussion Forum needs you!

The Forum is the IAM's interactive knowledge base, permitting anyone who is registered with the IAM website to post a question – or answer one. There are hundreds of topics out there, and hundreds of asset management professionals who have taken the time to share opinions, ideas, and solutions that might just help you solve your problem. Check it out! And become a regular contributor.

<https://forum.theiamdiscussion.org/>

SMRP Reciprocal Benefits

The Society for Maintenance and Reliability Professionals are our asset management cousins, and they offer reciprocal benefits to IAM members. This means that if you are a paying member of the IAM, you have free membership to SMRP. And if you are a paying member of SMRP, you have free membership to the IAM. If you would like to take advantage of this benefit, contact your Branch Leader. If you are not affiliated with one of the USA branches, feel free to contact me.

Joe Mooney (Joe.Mooney@USA.TheIAM.org)

When Efficiency and Effectiveness Cross Paths

We've been hearing a lot about efficiency lately, which is not a bad thing as long as it is placed in context and that context is effectiveness. Here's a quote from an asset management publication that gets to the heart of the issue and brings up a couple of important points along the way.

It is important for managers to understand what to manage, why it's important and how to do it. This is where efficiency and effectiveness come in. Efficiency and effectiveness are not the same thing. Efficiency is defined as the ability to accomplish something with the least amount of wasted time, money, and effort or competency in performance. Effectiveness is defined as the degree to which something is successful in producing a desired result; success. Managers need to appreciate the way each affects an organization.



Efficiency and Effectiveness: Know the Difference.
Andrew Gager, Contributing Writer, Facilities.Net

Efficiency is often confused with simple cost cutting, but it is the ratio of output/input and cost is more than money; it includes “competence and effort” as described above, which may also be viewed as opportunity cost. It also has a time component, which is often overlooked. Today's efficiency may create tomorrow's waste, or in our terms: stranded assets.

Then there's the question of efficiency for whom. The curb lane in an urban area is an asset. It's a convenient place to park to grab coffee or wait for someone running errands, but the next delivery truck to come along must double park and then dozens or hundreds of people are delayed in traffic. It's also a convenient staging area for construction, and we've seen lanes blocked off for months or even years. Efficient for the contractor, but not for thousands of commuters.

The curb lane problem can be solved over time, with changes in development patterns, construction practice and driver behavior. The key is to select an appropriate time frame and to focus on effective outcomes for all concerned. Cities are consolidating shopping and consumer services along pedestrian malls and courts, with off-street parking. Vertical staging and just-in-time delivery can free up the urb lane. Change takes time, attention and intention; and requires a lot of balancing.

Many campuses and industrial plants are currently driven by central steam systems using fossil fuels. An effective long-term solution is to replace a thermally inefficient and difficult to control steam system with circulating hot water, which meets many needs for heating and washing, without down-conversion; and then to apply point-of use technology where steam or high temperature water are specifically required. This system is consistent with renewable energy generation and with hot-water energy storage. It is effective in meeting process needs and over its lifetime will be more efficient than a series of short-term boiler fixes and steam system repairs.

The board members in a condominium development passed over needed repairs in many budget cycles, because they were initially too expensive; and then they became even more expensive with each successive cycle, which resulted in more delay, and we know the story of the ultimate building collapse.

Industrial Intensive agriculture can be very efficient in terms of yield per acre and has kept food prices contained. Land for planting, however, is only one variable. Other inputs include land, water, fertilizer, pesticides and herbicides, labor, machinery, transportation and infrastructure. Many of these inputs are increasing in price or facing shortages. Overuse decreases soil health, resulting in lower ability to hold water,

increased flooding and overall greater input needs. If we want to talk about efficiency, we need to look at all inputs over time.

Over the past 30 years, more than three-quarters of the Earth's landmass is drier. This *creeping dryness is not just a climate phenomenon. ... Aridity is also affected by [how people use and manage land](#)* Industrial farming techniques often prioritize short-term yields over long-term sustainability, depleting nutrients and organic matter essential [for healthy soils](#).

Why the price of your favorite chocolate will continue to rise. [Narcisa Pricope](#). Professor of Geography and Land Systems Science, Mississippi State University.

A city water utility knows that it needs new wells to replace older ones, which are contaminated or losing capacity. One of the major industrial water customers has closed and overall usage is down as multi-family development takes on a greater percentage of residences. To fund new wells and system improvement, the utility cannot rely solely on increases in use charges. It needs a significant base rate increase, which is opposed by local politicians. There are some short-term fixes available through increased interconnection of existing wells. The long-term solutions driven by effectiveness considerations, however, grow more expensive each year.

Perhaps the easiest way to sum up this discussion is to use a slightly different term. What we are after is effective outcomes. Efficiency is one element, but it needs to include all inputs over an appropriate period, which may be years or decades; and the definition of effectiveness in outcomes needs to include a consideration of "effective for whom."

Asset management decisions are becoming more complex each day and our profession should lead the way in embracing this complexity through open, honest and data driven dialogue.

Tom Smith

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North America - Women in Asset Management - Mentorship Program

The North America Women in Asset Management (NA-WiAM) is proud to announce the 2025 Asset Management Mentorship Program. The 7-month program, which runs from April through October, helps promote good asset management practices, build our professional networks, and encourages involvement in the Institute of Asset Management (IAM).

The program application period starts February 19, 2025, and will run through March 19, 2025.

What is the Asset Management Mentorship Program all about?

The [North America Women in Asset Management \(NA-WiAM\)](#) aims to develop and enhance asset management competencies through a mentoring partnership where leading asset management practitioners share advice, knowledge, and experiences with up-and-coming asset management professionals - resulting in a mutually beneficial professional relationship. The Mentorship Program also provides a venue to contribute to the growing body of knowledge in Asset Management, promotes good practice asset management across different industries and sectors, and encourages involvement in the Institute of Asset Management (IAM).

The WiAM Mentorship Program provides a forum for people interested in developing the skills necessary to achieve professional success in asset management. The program also offers support from experienced mentors, peer networking and candid conversations with successful asset management leaders.

Why should you join?

Participating in the Mentorship Program not only helps participants develop and sustain a professional career in Asset Management, but it also facilitates realization of several other benefits for both mentees and mentors such as confidence building, career direction, better interpersonal skills, and improved management, communications, and leadership skills.

Benefits of the Mentorship Program

As a Mentee

- Learn and improve asset management skills and competencies through a structured approach to learning asset management
- Guidance and support in your profession
- Receive professional feedback
- Identify professional and leadership development opportunities
- Participate in networking opportunities

As a Mentor

- Energize other asset management professionals by sharing your knowledge, passion, and experience
- Learn from a mentee's perspective
- Foster leadership and improve management skills

- Contribute to the overall development of the asset management body of knowledge
- Encourage others to help pave the path for asset management

For the Organization or Company

- Provide an opportunity for the employee's professional development
- Enhance the employee's asset management, leadership, and interpersonal skills
- Cultivate new ideas for continuous improvement
- Promote diversity and inclusion
- Improve employee satisfaction and retention as the employee feels valued
- Strengthens employee engagement and transfer of knowledge from subject matter experts

Who is this For?

For mentees, the mentorship program is open to everyone in North America regardless of their level of experience in asset management.

For mentors, in terms of expertise level, you should be a leading practitioner in asset management. A leading practitioner is someone who holds senior responsibility in an asset management role and typically is, or has been, one of more of the following:

- leader of a team responsible for developing/delivering an organization's asset management plan, the operational performance of assets under their control, risk management, or managing asset knowledge
- project leader responsible for the technical and commercial delivery of asset management consultancy projects to clients
- senior consultant or academic responsible for specific research and development projects or the creation and delivery of structured training in asset management in a company or educational establishment

Before applying for the mentorship program, ask yourself the following questions:

For the mentee:

- Are you ready to commit approximately 50-60 hours for the duration of the seven-month program?
- Are you willing to prepare before the start of each session?
- Are you ready to listen and participate even if it's not what you want to hear?
- Are you clear on what help you need in your asset management journey?
- Are your expectations for your mentor flexible?
- Are you willing to look at situations from all angles?
- Are you willing to be open, honest, and trust a mentor?

For the mentor:

- Are you ready to commit to twenty-four contact hours for the duration of the seven-month program?
- Do you have the time and energy to commit to mentoring?
- Do you have the drive to help assist, advice, and motivate the next generation of asset management professionals?
- Are you open, and willing to support, and challenge your mentee?

- Are you ready to learn more about yourself? Mentors often experience indirect learning benefits from reflecting on how they got to their current position and articulating the vision of what they want next from their careers.

If you answered yes to the questions, you are ready to apply for the mentorship program!

How am I paired with my mentor or mentee?

Through an application process, the mentors and mentees are matched based on a combination of their mutual professional interests and their location. With assistance from the WiAM Mentorship Committee mentor-mentee teams develop a series of goals and objectives to achieve during the course of the seven-month Mentorship Program.

What is the commitment?

Mentor-mentee teams meet on a monthly basis to work towards their mutually agreed upon goals and objectives. Teams will attend “group sessions” where the mentor-mentee teams can interact with other teams, participate in group learning & development, meet the WiAM Board, share experiences and provide feedback in an informal setting. Mentor-mentee teams provide formal feedback on their progress via evaluation forms at the midway point and prior to mentee-graduation and program close.

When does the mentorship program start?

Application opens **February 19 to March 19, 2025**. The program runs from April to October. Graduation is held in October.

Where do I sign up?

For mentees apply [here](#) or copy paste this URL to your browser: <https://forms.office.com/e/utV6GDMd8J>

For mentors apply [here](#) or copy paste this URL to your browser: <https://forms.office.com/e/uGYf0GbVky>

Questions? Please reach out to:

Amy Lindblom - amy.lindblom@amcl.com

Katty Flemming - katterinne.flemming@usa.theiam.org

Upcoming IAM USA Chapter Events

Great Lakes Branch Meeting

Topic: Quarterly Meeting with Knowledge Sharing

Date: February 19

Time: 1300 – 1430 CST

Location: On-Line – Zoom (See IAM Website for details)

Topic/Presentation: The Fuel that powers Your AMP - By Harry Sellars

Harry Sellars, long-time asset manager, will discuss the importance of asset maintenance history in supporting successful results from your Asset Management Plan. Additional Information available on the IAM Website (<https://theiam.org/events>)

Carolinas Branch Meeting

Topic: Asset Management – Chaos to Control (Josh Parker, Asst. Director for Asset Management, UNCC)

Date: February 20, 2025

Time: 1700 – 1900 EST

Location: Charlotte Water, 5100 Brookshire Avenue, Charlotte, NC 28216

Come along for a face-to-face meeting of the Carolinas Branch and hear about the Charlotte-Mecklenburg Storm Water Services asset management journey. Guest speaker, Corky Botkin, will be presenting. We will also have a small part of the time committed to talking about the IAM, the Big Picture, and other news. Additional Information available on the IAM Website (<https://theiam.org/events>)

Agenda:

- *Welcome and Introductions*
- *Presentation by Corky Botkin*
- *Closing and networking*

Austin Branch Meeting

Topic: Asset Management – Chaos to Control (Josh Parker, Asst. Director for Asset Management, UNCC)

Date: March 27, 2025

Time: 1500 – 1600 CST

Location: Austin City Limits, Room 1905, 19th Floor, 111 Congress Avenue

In this sixth branch meeting, we will be learning about CapMetro's approach to developing a strategic plan for management of its transit assets. We will also receive an overview of Liftango's data-driven approaches to assessing transit system demand across a region. This will be a hybrid meeting. Additional Information available on the IAM Website (<https://theiam.org/events>)

Agenda:

- *Welcome and Introductions*
- *Presentation by Susan Mwangi, CapMetro*
- *Presentation by Jacob Greig, Liftango*
- *Closing and networking*

IAM USA Asset Management Professionals

The Asset Management Professional designation is the highest honor someone in our industry can receive from the IAM. The IAM website contains information on becoming a Registered Asset Management Professional.

<https://theiam.org/professional-development/asset-management-professionals/>

| Name | State | Nearest Branch |
|---------------------|----------------|-----------------------|
| Len Caputo | New York | NYC |
| Lou Cripps | Colorado | Colorado |
| John Daly III | Michigan | Great Lakes |
| Fabiola De Carvalho | Texas | Austin |
| Mark De Clercq | Michigan | Great Lakes |
| George Galambos | Georgia | Atlanta |
| Craig Gotthardt | Texas | Austin |
| Kristyl Horton | California | Bay Area |
| Nancy Johnson | Massachusetts | New England |
| Martin Jones | Georgia | Atlanta |
| Mark Knight | Massachusetts | New England |
| Bob Leitch | Maine | New England |
| Amy Lindblom | Washington | Pac NW |
| Tom Myers | North Carolina | Carolinas |
| Jonathan Okafor | Virginia | DMV |
| Christian Roberts | Virginia | DMV |
| Simon Smith | New York | NYC |
| Tammy Whipple | Washington | Pac NW |
| Matthew Wood | Texas | Austin |

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| Co-Director of Membership and Branch Development | Andrew Ardrey, MIAM | Andrew.Ardrey@USA.theIAM.org |
| Director, At Large | Ahmet Ozman, MIAM | Ahmet.Ozman@USA.theIAM.org |
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| Women in Asset Management (WiSM) North America Mentoring Program | Anca Popa Katty Fleming, MIAM | Anca.popa@ttc.ca Katterinne.Fleming@USA.theIAM.org |
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Social Media – Follow IAM USA on Linked In:

Our Linked In groups periodically share articles of interest beyond the IAM news. If you come across something that you feel is worth sharing, please consider sharing it via one of our LinkedIn Groups.

- IAM USA: <https://www.linkedin.com/groups/8259429>
- The IAM Discussion Group: <https://www.linkedin.com/groups/965657/>
- IAM USA NxtGen Discussion Group: <https://www.linkedin.com/groups/8792401/>