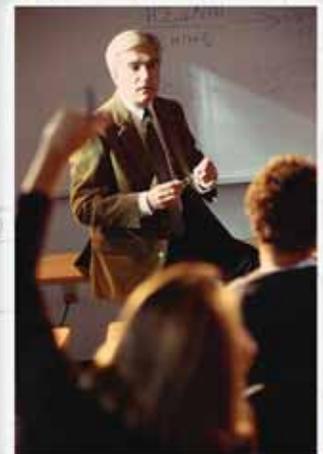


**A GUIDEBOOK FOR**  
**Lead State Teams of the**  
**AASHTO Technology**  
**Implementation Group (TIG)**  
**September 2007**



American Association of State  
Highway and Transportation Officials

American Association of State  
Highway and Transportation Officials  
444 North Capitol Street, NW, Suite 249  
Washington, DC 20001  
(202) 624-5800  
[www.transportation.org](http://www.transportation.org)

©Copyright 2007, by the American Association of State Highway and Transportation Officials. All rights reserved. This guidebook, or parts thereof, may not be reproduced in any form without written permission of the publisher. Printed in the United States of America.

ISBN: 978-1-56051-362-9

**AASHTO Technology Implementation Group  
Executive Committee  
2006–2007**

Ananth Prasad, Florida, Chair  
John Polasek, Michigan, Vice Chair  
Byron Lord, Federal Highway Administration, Secretary

Keith M. Platte, AASHTO, TIG Program Manager

Ananth Prasad (Chair)  
Chief Engineer  
Florida Department of Transportation  
605 Suwannee Street, MS 57  
Tallahassee, FL 32399  
Phone: 850-414-5240  
ananth.prasad@dot.state.fl.us

Byron Lord (Secretary)  
FHWA  
Program Coordinator  
Highways for LIFE  
Room 4136  
400 7th St. SW  
Washington, DC 20590  
Phone: 202-366-1325  
Fax: 202-366-3943  
byron.lord@dot.gov

Mike Shamma  
Member, Region 1  
Chief Engineer, Engineering Division  
New York State Department of  
Transportation  
50 Wolf Road, Executive Suite  
Albany, NY 12232  
Phone: (518) 457-4430  
Fax: (518) 457-5583  
mshamma@dot.state.ny.us

M.G. Patel  
Member, Region 1  
Chief Engineer—Highway  
Administration  
Pennsylvania Department of  
Transportation  
P.O. Box 2951 Harrisburg PA 17105  
Phone: (717) 787-6898  
mahpatel@state.pa.us

Malcolm Kerley  
Member, Region 2  
Chief Engineer  
Virginia Department of Transportation  
1401 East Board Street  
Richmond VA 23219

Phone: (804) 786-4798  
mal.kerley@vdot.virginia.gov

Harry Lee James  
Member, Region 2  
Chief Engineer and Deputy Executive Director  
Mississippi Department of Transportation  
P.O. Box 1850  
Jackson MS 39215  
Phone: (601) 359-7004  
Fax: 601-359-7070  
hjames@mdot.state.ms.us

John Polasek (Vice-Chair)  
Member, Region 3  
Engineer of Development  
Michigan Department of Transportation  
P.O. Box 30050  
Lansing MI 48909-7550  
Phone: (517) 241-3998  
Fax: (517) 241-4619  
polasekj@michigan.gov

Kevin Chesnik  
Member, Region 3  
Administrator  
Wisconsin Department of Transportation  
P.O. Box 7965  
Madison WI 53707  
Phone: (608) 266-6885  
kevin.chesnik@dot.state.wi.us

Randy Iwasaki  
Member, Region 4  
Chief Deputy Director  
California Department of Transportation  
1120 N Street  
PO Box 942874  
Sacramento CA 94274-0002  
Phone: 916-654-5791  
Fax: 916-654-6608  
randell\_iwasaki@dot.ca.gov

Amadeo Saenz  
Member, Region 4  
Assistant Executive Director, Engineering  
Operations  
Texas Department of Transportation  
125 East 11th Street  
Austin TX 78701-2483  
Phone: (512) 305-9504  
Fax: (512) 463-0283  
asaenz@dot.state.tx.us

David Huft  
Member, RAC  
Program Manager – Research & ITS Coordi-  
nator  
South Dakota Department of Transportation  
Office of Research, Rm. 164  
700 East Broadway Avenue  
Pierre SD 57501-2586  
Phone: 605-773-3358  
Fax: 605-773-4713  
dave.huft@state.sd.us

Valerie Burnette Edgar  
Member, Communications  
Director of Communications  
Maryland State Highway Administration  
707 North Calvert Street  
Baltimore, MD 21201  
Phone: (410) 545-0301  
Fax: (410) 209-5012  
vburnetteedgar@sha.state.md.us

Tara Stewart  
TIG Liaison for SCOJD  
Chief Information Officer  
Office of Information Technology  
Delaware Department of Transportation  
P.O. Box 778  
Dover DE 19903  
Phone: (302) 760-2600  
tara.stewart@state.de.us

John McCracken  
FHWA  
Director, Office of Research and Technology  
Services  
Federal Highway Administration  
6300 Georgetown Pike F-204  
McLean VA 22101  
Phone: (202) 493-3422  
Fax: (202) 493-3475  
john.mccracken@fhwa.dot.gov

Art Dinitz  
TIG Associate  
Chairman  
TRANSPO Industries, Inc.  
20 Jones Street  
New Rochelle NY 10801  
Phone: (914) 636-1000  
Fax: (914) 636-1282  
adinitz@transpo.com

Anthony Giancola  
TIG Associate  
Executive Director  
National Association of County Engineers  
440 First Street, NW  
Washington DC 20001  
Phone: 202-393-5041  
Fax: 202-393-2630  
agiancol@naco.org

Doyt Y. Bolling  
TIG Associate  
Director, Utah Local Technical Assistance  
Program  
Utah State University  
4111 Old Main Hill  
Logan, Utah 84322-4111  
Phone: (435) 797-2933  
Fax: (435) 797-1582  
doyt@cc.usu.edu

Fred Hejl  
TIG Associate  
Transportation Research Board  
500 Fifth Street, NW  
Washington DC 20001  
Phone: 202-334-2952  
Fax: 202-334-2003  
fhejl@nas.edu

Keith M. Platte (AASHTO Program Manager)  
Program Manager for Engineering  
American Association of State Highway &  
Transportation Officials  
444 North Capitol Street N.W., Suite 249  
Washington DC 20001  
Phone: (202) 624-7830  
Fax: (202) 624-5469  
kplatte@aashto.org



# **PREFACE**

This guidebook was developed to assist lead states teams operating under the executive committee of the AASHTO Technology Implementation Group. Guidance is included regarding lead states team responsibilities and activities from the time of team formation through the closeout report that concludes team responsibilities.



# Table of Contents

## Preface

### **1 Chapter One: Introduction**

- 1 Purpose of This Guidebook
- 1 Definitions
- 2 AASHTO TIG Authorization, Composition, and Funding
- 3 AASHTO TIG Vision
- 3 AASHTO TIG Mission
- 3 Formation and Support for Lead States Teams
- 3 Background
- 3 TIG Executive Committee Support
- 6 AASHTO Program Manager Support
- 6 About the Lead States Team
- 6 Lead State Designation Requirements
- 6 Lead States Team Responsibility
- 7 Team Chair
- 7 Team Members
- 8 Time Requirements
- 8 Benefits of Participation
- 8 Available Resources

### **11 Chapter Two: Activities Prior to Initial Lead States Team Meeting**

- 11 Chair's Responsibilities Prior to Initial Meeting
- 12 Team Member's Responsibilities Prior to Initial Meeting
- 13 Budget for Initial Meeting Travel

### **15 Chapter Three: Initial Lead States Team Meeting**

- 15 Meeting Objectives
- 15 Drafting the Marketing Analysis
- 16 Drafting the Marketing Plan
- 16 Work Plan
- 16 Activities
- 17 Activity Schedule
- 17 Communications Plan
- 17 Performance Measurement Plan
- 17 Budget

### **19 Chapter Four: Marketing Plan Submittal and Approval**

- 19 Submittal
- 19 Review and Approval
- 19 Commencing Marketing Plan Activities
- 19 Revisions to an Approved Marketing Plan

### **21 Chapter Five: Team Activities**

- 21 Use of the AASHTO TIG Logo
- 21 Information Gathering
- 22 TIG Web Site Information Preparation
- 22 Presentations
- 22 Articles and Papers
- 23 Demonstration Workshops
- 23 Promotional Materials
- 24 Performance Measurement
- 24 Transition Plan Development
- 24 Project Management
- 24 Lead States Team Meetings, Conference Calls, and Web Conferences
- 25 Project File and Recordkeeping
- 25 Presentations to the TIG Executive Committee

## **27 Chapter Six: Team Closeout**

- 27 Closeout Report
- 27 Marketing Activities
- 27 Performance Measurement
- 27 Lessons Learned
- 28 Transition Plan
- 28 Final Expenditure Summary
- 28 Web Site Information Transition

## **29 Chapter Seven: Expense Reimbursement and Required Documentation**

- 29 Travel Expenses
- 29 Meeting and Conference Accommodation Expenses
- 29 Purchases and Communications Expenses
- 30 Media Production and Publishing Expenses

## **31 Appendixes**

- 33 Appendix A: Information Resources
- 35 Appendix B: Surveys
- 47 Appendix C: Initial Meeting Agenda Suggestions
- 53 Appendix D: Promotional Methods and Tools
- 63 Appendix E: Marketing Analysis Example and Template
- 71 Appendix F: Marketing Plan (Budget Example)
- 73 Appendix G: Web site Information Submission Forms
- 75 Appendix H: Semi-annual Progress Report
- 77 Appendix I: Closeout Report
- 87 Appendix J: Example Invoice

## **List of Figures**

- 4 Figure 1. AASHTO Committees Reporting to the Board of Directors (AASHTO, 2005)
- 5 Figure 2. Groups Reporting to the Standing Committee on Highways (AASHTO, 2005)



# CHAPTER ONE

## INTRODUCTION

### **Purpose of This Guidebook**

The executive committee of the Technology Implementation Group (TIG) of the American Association of State Highway and Transportation Officials (AASHTO) developed this guidebook to facilitate the work of their lead states teams. The TIG executive committee is acutely aware that lead states team chairs and members are quite busy in their full-time agency capacities. To assist these volunteers, this guidebook provides clear descriptions of roles and responsibilities of all involved in lead states team activities as well as example lead states team documents and templates for creating new documents. Information and assistance is included for all lead states team activities, beginning with the selection of team members through the team closeout process.

### **Definitions**

**AASHTO Program Manager.** The staff member in the AASHTO headquarters office providing day-to-day assistance to the TIG executive committee and lead states teams.

**AASHTO TIG.** A technical service initiative established by the AASHTO Board of Directors and the Standing Committee on Highways (SCOH) to identify and expand the use of new, high-pay-off, ready-to-use technologies. Primary components of this initiative are the TIG executive committee and the lead states teams appointed by the TIG executive committee.

**AASHTO TIG Program.** Activities of the TIG executive committee and the lead states teams to identify and champion nationwide use of new, high-payoff, ready-to-use technologies.

**Budget.** A section of the marketing plan that documents the costs associated with the lead states team's activities.

**Closeout Report.** A brief documentation of lead states team activities, degree of success, lessons learned, transition plan, and final expenditure summary, prepared by the lead states team upon completion of marketing plan activities.

**Communications Plan.** A section of the marketing plan which describes lead states team communications with targeted agencies, any related AASHTO committees or groups, suppliers of the focus technology, and others who may be involved.

**Demonstration Workshop.** A well-advertised opportunity for representatives of interested agencies, industry, and other professionals to learn about a new technology and to observe a demonstration of its use. A demonstration workshop is sometimes called a technology showcase.

**Focus Technology.** A highly valuable but largely unrecognized procedure, process, software, device, or other physical entity that has been adopted by at least one agency, that is market ready and available for acquisition by other interested agencies, and that has been selected by the TIG executive committee for a lead states team nationwide implementation effort.

**Lead States Team.** A group of individuals representing a consortium of like-minded transportation agencies, industry, and other professionals, each with focus technology experience or knowledge and committed to supporting broad implementation of the focus technology.

**Local Technical Assistance Program (LTAP).** A nationwide effort which functions as a partnership to share best solutions and transfer knowledge.

**Marketing Analysis.** A written compilation of information necessary to prepare an effective and well-targeted marketing plan. The marketing analysis to be developed by each lead states team documents and evaluates the target audience, opportunities and barriers to technology adoption, and the proposed use of promotional tools to implement opportunities and overcome barriers.

**Marketing Plan.** A detailed work plan, communications plan, performance measurement plan, and budget prepared by the lead states team describing and scheduling each activity being proposed to promote expanded use of the focus technology.

**Performance Measurement Plan.** A section of the marketing plan that documents the method(s) to be used to measure the effectiveness of the lead states team's implementation activities. The outcomes of this performance measurement are included in the closeout report.

**Technology.** As defined to establish the boundaries of the Technology Implementation Group interest and involvement, a technology may be a procedure, process, software, device, or other physical entity.

**Technology Adoption.** The inclusion of a focus technology as a requirement or as an alternative or option within the policies, procedures, or specifications of an agency.

**Technology Implementation.** The use of a focus technology by an agency beyond that use required for research and development.

**TIG Executive Committee.** A steering group composed primarily of AASHTO SCOH members which provides direction and oversight for the AASHTO TIG program.

**TIG Fiscal Year.** July 1 through June 30.

**TIG Liaison.** A member or associate member of the TIG executive committee appointed to help select the lead states team chair and to provide oversight to the team.

**Transition Plan.** A section of the closeout report which lists activities recommended by the lead states team to continue technical support for implementation efforts and expanded adoption of the focus technology after deactivation of the lead states team.

**Tribal Technical Assistance Program (TTAP).** A nationwide effort which functions as a partnership to share best solutions and transfer knowledge, particularly among tribal organizations.

**Work Plan.** A section of the marketing plan that documents the activities of the lead states team.

## **AASHTO TIG Authorization, Composition, and Funding**

The AASHTO TIG initiative was authorized by the AASHTO Board of Directors under Policy Resolution AR-1-98 and Administrative Resolution AR-3-99. It was formally established by AASHTO SCOH Policy Resolution SCOH-99AM-2 in 1999. As stated in the resolution, AASHTO TIG operation commenced at the AASHTO 2000 Annual Meeting. The responsibility assigned to the

AASHTO TIG is to facilitate the implementation of high-payoff, ready-to-use, innovative technologies. As such, the TIG executive committee annually solicits AASHTO member agencies and others for nominations of new technologies that have recently been adopted and found to be highly beneficial in their locale. The TIG executive committee normally selects three focus technologies from each group of nominations and forms a lead states team for each one to plan and carry out marketing and implementation support activities.

The TIG executive committee reports regularly to the AASHTO SCOH and is chaired by a SCOH member. Membership includes two SCOH members from each of the AASHTO regions with consideration of those SCOH members who are also members of the Standing Committee on Research (SCOR). Associate members may be appointed to represent the private sector, local governments, the Federal Highway Administration (FHWA), and other transportation modes, as appropriate. The organizational structure of AASHTO as it pertains to the TIG executive committee is provided in Figures 1 and 2.

Funding for the AASHTO TIG program is provided by periodic solicitation and voluntary contributions from AASHTO member states and from FHWA.

## **AASHTO TIG Vision**

A culture where rapid advancement and implementation of high-payoff, innovative technologies is the expectation of the transportation community.

## **AASHTO TIG Mission**

To champion the implementation of technology among AASHTO member agencies, local agencies, and their industry partners to improve the nation's transportation system.

## **Formation and Support for Lead States Teams**

### **Background**

Whenever new technologies or engineering procedures are introduced, there are always several state transportation agencies ahead of the pack in adopting these innovations. These leaders may have moved ahead because the technology addresses a problem they find particularly significant, or these agencies and their industry partners may just be more comfortable with the change than their counterparts in other states. In numerous cases, the leading states played a role in developing the new technology and therefore gained a deeper understanding of the innovation and its advantages.

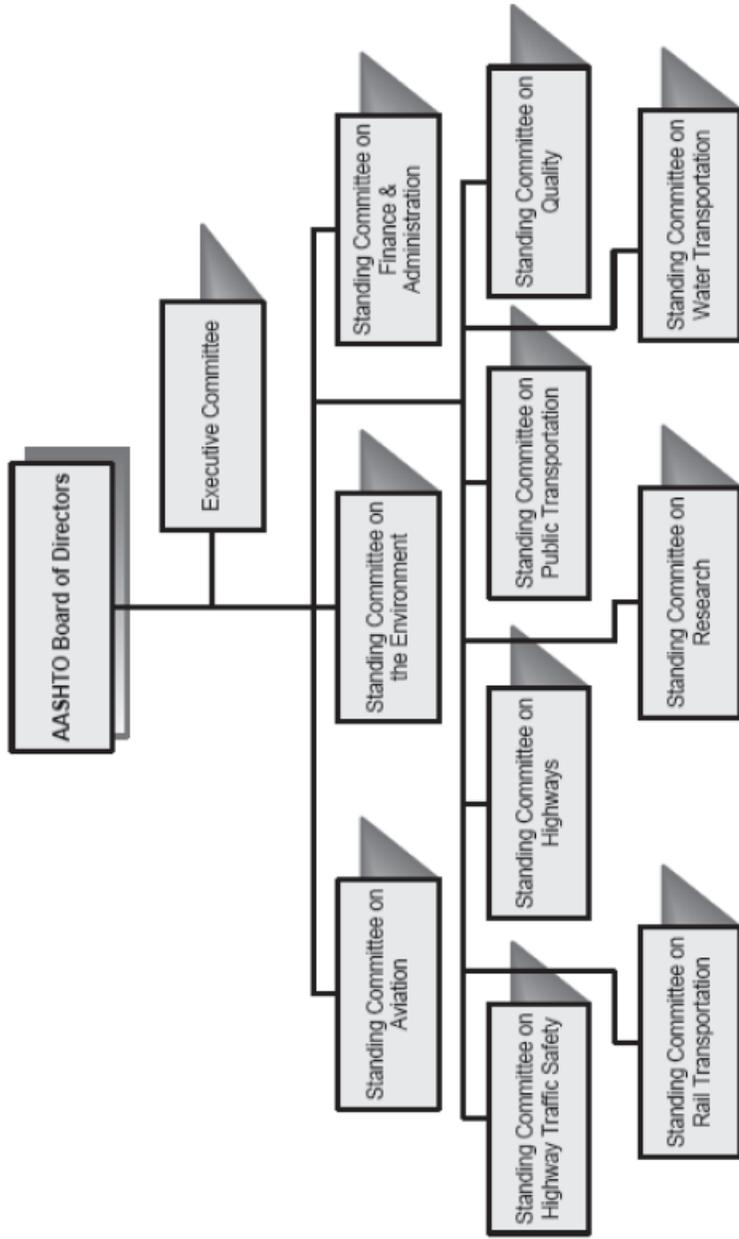
The effectiveness of forming lead states teams from representatives of these leading states, for the purpose of championing the new technologies, was demonstrated during implementation of Strategic Highway Research Program (SHRP) findings. The TIG executive committee was quick to adopt a lead states team approach very similar to that used during SHRP implementation. The TIG executive committee forms a lead states team for each new focus technology selected for nationwide championing.

Support for each lead states team is provided primarily by an individual member of the TIG executive committee, designated as the TIG liaison, and the AASHTO program manager located in the AASHTO headquarters office.

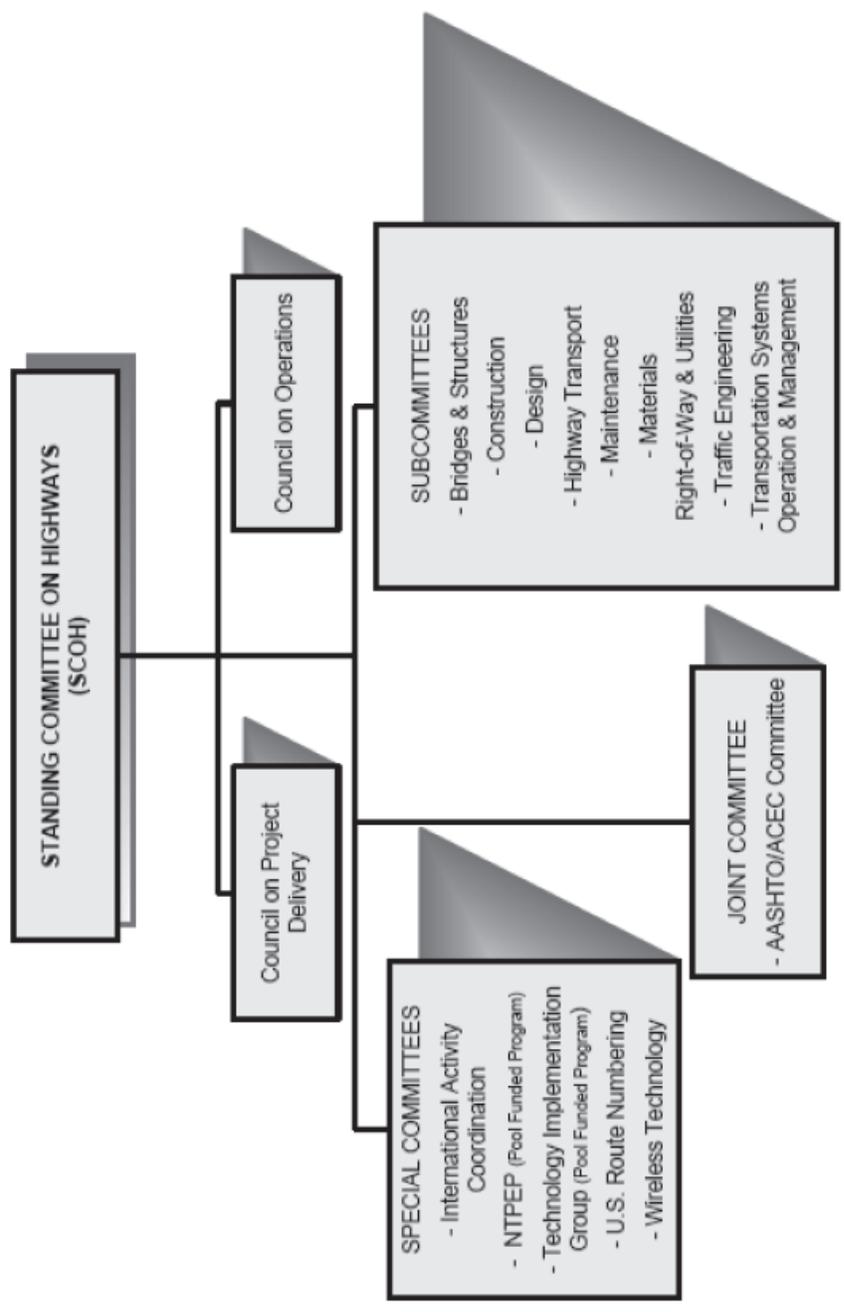
### **TIG Executive Committee Support**

Since the TIG executive committee has a number of active lead states teams at any point in time, initial communications between the TIG executive committee and the lead states teams are facilitated by appointing an individual executive committee member to be a liaison with each team. The TIG liaison is primarily involved with lead states team formation and oversight to assure proper team direction.

The TIG liaison contacts and establishes a chair for the lead states team. The chair is provided contact information for the AASHTO program manager, from whom can be obtained all previously gathered information about the focus technology. In addition, the TIG liaison provides the lead states team chair with any special initial instructions from the TIG executive committee.



**Figure 1. AASHTO Committees Reporting to the Board of Directors (AASHTO, 2005)**



**Figure 2. Groups Reporting to the Standing Committee on Highways (AASHTO, 2005)**

After the team has been formed, the TIG liaison attends portions of the initial lead states team meeting to assure that the team's assignment, responsibilities, and available assets are well understood. Meeting participation by the TIG liaison may be by telephone or video conference.

In some cases, the liaison will work closely with the lead states team throughout its life. Normally, after initiation of lead states team activities, the TIG liaison involvement diminishes to monitoring lead states team activity progress, with the AASHTO program manager becoming the primary support contact.

### **AASHTO Program Manager Support**

The AASHTO headquarters office provides staff support for AASHTO committees, including the TIG executive committee. The assigned program manager provides a wide range of assistance to the committee, including arranging committee meetings and conference calls, monitoring expenditures, managing the annual committee budget, and maintaining the committee's web site. Depending on technical background, the AASHTO program manager may also be able to provide technical input and assistance. Regardless, the AASHTO program manager plays a key role in the successful operation of the TIG executive committee.

The AASHTO program manager also provides valuable support for the lead states teams. The lead states team chair should contact the AASHTO program manager with questions, particularly concerning administrative matters. Travel reimbursement claims, invoice payments, semi-annual report submission, and web site information posting are just several examples of areas where the AASHTO program manager is able to offer assistance. The AASHTO program manager is also the contact for a number of AASHTO office services to be considered by the lead states team.

The AASHTO program manager will normally participate in at least portions of the initial lead states team meeting. Meeting participation may be by telephone or video conference. The AASHTO program manager may be joined by a Marketing Expert in the initial meeting, at request of the Lead States Chair.

### **About the Lead States Team**

#### **Lead State Designation Requirements**

For a transportation agency to be selected as a lead state, two qualities are necessary: experience with the technology and enthusiasm to share lessons learned. In most cases, the state is routinely using the technology in one or more applications. Just as importantly, the senior management of the agency is committed to the championing effort. This commitment is essential because the effort will require that one or more of the agency's most knowledgeable and valuable individuals in this technical area invest time in sharing experiences and knowledge.

#### **Lead States Team Responsibility**

The primary responsibility of a lead states team is to share their states' knowledge about the focus technology in order to advise potential users across the country of the possible benefits available to them. A secondary responsibility is to shorten the learning period for agencies choosing to implement and adopt the focus technology.

To accomplish these responsibilities, the lead states team develops a marketing plan and executes that plan within the approved budget. Detailed information about the marketing plan and its development is provided in Chapter 3.

The goal of the lead states team is to provide transportation agencies enough information about the focus technology to allow them to make sound implementation decisions. While the primary target audience for the marketing plan is other state transportation agencies, potential technology users in cities, counties, and regional and federal transportation-related agencies should also be included in communications and invitations.

## Team Chair

A chair is appointed to provide leadership and management for the lead states team. The chair should have decision-making authority in their state and be an individual who is recognized and respected by peers in other transportation agencies. The chair is often viewed as the primary champion for the technology. A proactive and enthusiastic team chair can often be the difference between technology transfer success and failure.

The responsibilities and expectations of the team chair include:

- selecting team members in conjunction with the TIG liaison,
- coordinating the development of the proposed marketing plan,
- preparing meeting agendas and chairing team meetings,
- coordinating and assigning the involvement of team members,
- managing overall team activity,
- reporting activity progress to the TIG liaison at least semiannually,
- assuring responsible use of AASHTO funding allocated to the team, and
- submitting a closeout report at the end of team activity.

The chair may also be asked to attend a TIG executive committee meeting at the outset and/or at the closeout of team activities to personally communicate with the committee as a whole.

## Team Members

Completing the formation of the lead states team is the responsibility of the lead states team chair, assisted by the TIG liaison and the AASHTO program manager. The lead states team chair should provide the AASHTO program manager with a list of the lead states team members, their organizations, and contact information as soon as the team has been formed.

Composition of lead states teams will be unique, depending on the nature of the technology, available expertise, intended user groups, and technology transfer techniques likely to be used by the team. A typical lead states team will have seven to ten members, primarily representatives of AASHTO member organizations. Each lead states team should include at least one member with professional marketing, communications, and/or technology transfer experience. The public information offices and technology transfer offices of the lead states are possible sources for obtaining this member. A leading technical expert from FHWA is included on the lead states team to ensure continuation of the implementation after team closeout. Including a representative of a Local Technical Assistance Program (LTAP) or a Tribal Technical Assistance Program (TTAP) center serving one of the lead states is also recommended whenever the new technology is applicable to the groups served by LTAP/TTAP.

Industry representatives as well as representatives of local, regional, or federal transportation agencies and other professionals may also be included on the team. Representatives of non-AASHTO member organizations should be advised that any travel expenses incurred during their involvement can not be reimbursed by AASHTO.

Industry representation is particularly recommended when private industry will be among those purchasing and using the new technology being implemented by transportation agencies. For example, including a representative of the American Road and Transportation Builders Association (ARTBA) and/or Associated General Contractors (AGC) is important if the focus technology will change conventional construction, e.g., compaction equipment. Representatives of trade associations involved with the focus technology may also be included as members. Caution should be taken if representatives of specific manufacturers are included on the team. It is not AASHTO's intent to favor any manufacturer over another, so an attempt to include all manufacturers fairly is expected. An alternative to including a trade association representative or manufacturers as team members is to notify all manufacturers of the team's existence and purpose, and to ask each of them to provide the team with a representative's contact information, should the team desire additional information about that manufacturer's product. In that manner, the team can solicit identical information and give identical levels of input to all manufacturers without including manufacturer representatives in team meetings on a routine basis.

Another consideration in selecting lead states team members is geographical distribution of lead states. Broad distribution is often advantageous during championing activities. However, consideration should be given to whether the technology is applicable and practical in all areas of the country.

Additional lead state team members may be added by the team chair at any time, as approved by the TIG liaison. The TIG liaison should notify the AASHTO program manager of changes being made in lead states team membership.

## **Time Requirements**

The length of time required to widely communicate potential benefits of a new technology varies depending on a number of factors. Typically, two to three years is found necessary. One of the first activities of the lead states team is to analyze the methods and length of time to be proposed for approval by the TIG executive committee.

Championing a new technology requires active involvement of individual lead states team members. As a rule of thumb, a team member can anticipate an annual time commitment of between 40 and 120 hours. Activities include participating in the initial meeting, during which a comprehensive marketing plan is developed. Other activities normally include participating in conference calls to plan upcoming activities, preparing and presenting information at technical meetings and conferences, designing promotional materials, and hosting demonstration workshops. The lead states team typically meets either in person or by conference call three to six times per year. Conference calls are to be utilized whenever practical for the meeting objectives.

## **Benefits of Participation**

Both the agencies being represented and the individual team members benefit considerably from lead states team participation. A principal benefit is the members' influence on national acceptance of their focus technology, facilitating the development of national standards, specifications, test methods, etc., that are consistent with their priorities. Also, the knowledge of the team member is broadened and deepened through exposure to the experiences of peer experts from other states. Besides the sharpening of technical skills, a network of technical contacts from around the country is established for future consultation.

There are less obvious benefits to be considered as well. For example, the team member will possibly for the first time be involved with the development of a technology marketing plan. Exposure to the marketing methods used by TIG lead states teams can lead to more successful internal technology marketing efforts in the future.

Finally, technical experts employed by transportation agencies generally enjoy the opportunity to share the things that they have learned. Allowing participation can increase job and career satisfaction, leading to longer employment.

## **Available Resources**

The lead states have a number of resources available to help in performing and managing these responsibilities.

In addition to support from the TIG liaison, AASHTO program manager, and the Marketing Expert (if requested), this guidebook provides a variety of other resources. It helps to clarify responsibilities, methods and procedures for each step of the process. If the chair opts not to work with the marketing expert, for example, the guidebook offers comprehensive resources for developing a marketing plan. Guidebook appendices include examples and templates for items such as:

- surveys (Appendix B),
- sample initial meeting agendas (Appendix C),
- promotional methods and tools (Appendix D),
- a marketing analysis (Appendix E),
- a marketing plan (Appendix F),
- TIG web site information submission form (Appendix G),
- semi-annual progress reports (Appendix H),

- a closeout report (Appendix I), and
- an invoice for lead state expense reimbursement (Appendix J).

When possible, a training meeting of all recently appointed team chairs will be held by the AASHTO program manager. This guidebook can be used as the outline for information to be covered. In the interest of minimizing the amount of time demand on team chairs, providing training by teleconference or web conference will be pursued when practical.

A variety of useful organizations and web sites is included in Appendix A. In addition to AASHTO resources, various FHWA and other U.S.DOT offices, Transportation Research Board (TRB) offices, and LTAP/TTAP centers are included. FHWA personnel are often able to provide a national and international perspective otherwise unavailable. FHWA resource teams should also be considered. TRB is a particularly valuable resource for recently published reports. LTAP/TTAP centers offer expertise in many methods of technology transportation, including web conferencing.

The AASHTO program manager is the contact for a number of AASHTO office services to be considered by the lead states team. AASHTO has the capability to provide full scale editing, layout design, and printing services for printed materials. AASHTO editing will be provided at no cost to the lead states teams, while the layout design and printing will be performed at cost. One thing to consider when using AASHTO services is the time of year. AASHTO conducts many meetings throughout the year, and the publication and printing services staff are extremely busy around the Spring Meeting (May) and Annual Meeting (September-October). AASHTO printing services generally will be the most economical option; however, there may be limitations on the quantity and the turn-around time, depending on the type of printed material. The three main issues to be considered when determining the use of AASHTO services are: time of year, quantity, and type of printed material. AASHTO office assistance with these activities, as well as with demonstration workshop planning and coordination, should be considered by the lead states team in efforts to reduce the cost of marketing activities. The lead states team is not required to use available AASHTO services if practicality or cost dictates greater advantage to using other service providers. However, the AASHTO program manager should be contacted and this avenue explored before the lead states team considers contracting with a private entity for these or other services. The AASHTO program manager can also provide liaison with the marketing expert and other professional marketing and communications assistance for the lead states team as needed.

LTAP and TTAP centers can assist in disseminating information, planning demonstration workshops and conferences, and hosting training programs, among other activities. Over fifty of these centers are strategically located throughout the country. As their principal responsibility is to serve as technology transfer agents to local transportation agencies and tribal governments, respectively, and since a number of these centers have resident experts in key areas, LTAP/TTAP centers share a common mission and capability with AASHTO lead states teams and offer a valuable partnership opportunity in meeting mutual goals.

Within LTAP is the Product Demonstration Showcase (PDS) Program. This is an on-going effort to share real-time experiences with a new technology. The administrative procedures and supporting mechanisms are in place for LTAP centers to assist lead states teams in launching various technologies that are judged appropriate for such a technology transfer forum.

Resources available within the lead states' own public information offices should not be overlooked as valuable resources. Including one or more public information offices in planning and marketing activities may well prove mutually beneficial to both those offices and the lead states team.





## **CHAPTER TWO**

# **ACTIVITIES PRIOR TO INITIAL LEAD STATES TEAM MEETING**

The success of the initial lead states team meeting, and consequently the speed with which the team is able to undertake and complete their responsibilities, is greatly affected by actions taken prior to the initial meeting. It is extremely important that the activities described below be pursued in advance of the first meeting so that necessary information for decision making is available at that time.

### **Chair's Responsibilities Prior to Initial Meeting**

The chair's duties prior to the first meeting include a number of administrative activities. A list of these activities is shown below, generally in chronological order. While a few other activities may also be needed, based on the technology involved or special instructions from the TIG liaison, the chair will be well prepared if the following is used as a pre-meeting checklist:

- ☑ Review and become familiar with the information in this guidebook.
- ☑ In consultation with the AASHTO Program Manager, decide on the use of a Marketing Expert at the initial meeting. The decision to use an expert is strongly encouraged on all TIG projects as it focuses the expertise of team members on their strengths in the technical arena, reduces the amount of time required to acquire marketing skills, frees scarce time for appropriate skill set activities such as presentations and peer advocacy, and decreases documentation responsibilities at the initial meeting.
- ☑ In conjunction with the TIG liaison, contact prospective lead states team members and complete formation of the team within 30 days of appointment as lead states team chair.
- ☑ Contact the AASHTO program manager to obtain a copy of all focus technology information obtained to date by the TIG executive committee.
- ☑ Obtain from the AASHTO program manager a compilation of responses from the initial technology experience and interest survey sent to all AASHTO member organizations by AASHTO immediately after the technologies are selected. This survey identifies previous and planned uses of the technology and determines contact information for follow up.
- ☑ Forward results of the survey to the lead states team prior to the initial meeting. See Appendix B for survey example and template.
- ☑ Provide a copy of this guidebook and any technical information obtained from the AASHTO program manager to all team members.
- ☑ Determine team member availability and desire to host the initial team meeting. A meeting length of a day and a half is recommended. The initial team meeting should occur no later than 90 days after appointment of the lead states team chair. The earliest practical date is preferred.
- ☑ Select the meeting location in conjunction with the TIG liaison. Consider the desirability of observing the technology in use when selecting the meeting location. As for all lead states meetings and functions, the location should be selected to minimize transportation and other meeting costs. Locations which may be perceived as resort areas should not be selected for

- meetings.
- ☑ Notify all team members and the AASHTO program manager of the initial lead states meeting date and location.
  - ☑ Work with the Marketing Expert, if chosen, to establish an agenda for the initial meeting and distribute to all team members, the TIG liaison, and the AASHTO program manager. The products of the initial meeting are the team's marketing analysis and plan, including budget. If the chair chooses to work with the Marketing Expert, the initial meeting will produce input to the plan, to be completed by the Expert immediately after the meeting. See Appendix C for sample initial meeting agendas and a meeting agenda template.
  - ☑ Arrange or ensure that arrangements are made for meeting space and that a map and lodging information are provided to all meeting participants.
  - ☑ Become familiar with AASHTO travel and meeting expense reimbursement limitations and documentation requirements, and supply this information to all team members in advance of the meeting.
  - ☑ Contact all participants and ask them to prepare for the meeting as indicated in the next section.

### **Team Member's Responsibilities Prior to Initial Meeting**

The team members, including the chair, must prepare for the meeting and bring considerable information with them for the meeting to be successful. A checklist of each team member's meeting preparations is shown below:

- Review and become familiar with the information in this guidebook, particularly regarding the objectives and responsibilities of the lead states team and the objectives for the initial team meeting.
- Gather and distribute to other team members information about your agency's experience and benefits from using the focus technology. Distribute other technical descriptions or data that may not already be available to others on the team.
- Become familiar with the initial survey responses and technical information provided by others in advance of the meeting.
- Prepare brief written comments addressing each one of the following pre-meeting information requests. This is critically important to initial meeting success. Team members should be prepared to contribute their notes to create a compiled list early during the initial meeting. The team chair may request receipt of these notes in advance so that a compilation may be prepared in advance of the initial meeting.
  - What is the need or value of this technology to potential users?
  - At what level or levels within transportation organizations will the decision be made whether or not to implement or adopt this technology (i.e., executive director, state maintenance engineer, state materials engineer, etc.)? Another way to state this question is "Who must the lead states team convince within transportation agencies that the technology is worth at least a trial?"
  - List the information about the technology that most of the identified decision makers will want to know before making the decision (i.e., cost of first use, changes to specifications, cost of a single unit, number of units necessary for statewide implementation, number of manufacturers, patent situation, etc.).
  - List and quantify actual benefits and potential future benefits to your transportation agency from implementing this technology. Tools available in the Research Performance Measurement (RPM) System are recommended to estimate quantifiable benefits. State transportation agency representatives may contact their AASHTO Research Advisory Committee (RAC) member for access to the RPM System.
  - List expected barriers to implementing this technology in an agency (i.e., not included in the current year budget, training must be developed, specification revision is needed, etc.).
  - Is the focus technology applicable and practical in all areas of the United States? If not, where or under what circumstances is it inapplicable or impractical?
  - If your team will not be working with the Marketing Expert, review Appendix D and

- select the marketing methods and tools you believe most applicable and well suited for this technology. Where possible, gather basic local information and make a rough cost estimate of the potential marketing methods or tools.
- List potential marketing partners. Will manufacturers or suppliers that you have dealt with in your agency be willing to provide free trial use of the technology for demonstration purposes in other states? Will they provide technical assistance?
  - Does this technology require hands-on or actual visual demonstration to adequately convey the benefits or challenges of implementation?
- Prepare travel plans in accordance with AASHTO travel reimbursement guidance. (See TIG Info, Travel Guidelines, available on the AASHTO TIG web site located at <http://www.aashtotig.org>.)

### **Budget for Initial Meeting Travel**

As a standard operating procedure, the TIG executive committee provides each lead states team with an initial budget for reimbursing travel expenses to attend the initial team meeting. Total team travel expenses to be reimbursed cannot exceed \$10,000 without approval of the TIG liaison and the AASHTO program manager. Travel expense reimbursement is only available for the expenses of AASHTO state member representatives. Documentation of travel expenses is required as indicated at TIG Info, Travel Guidelines, available on the AASHTO TIG web site located at <http://www.aashtotig.org>.

Lead states provide non-travel needs and expenses related to the initial meeting, such as meeting facilities and photocopying. The use of upfront funding for non-travel expense reimbursement may be requested and approved by the AASHTO program manager for extenuating circumstances. While eligible expenses are normally reimbursed after the initial meeting, the AASHTO program manager may be contacted for direct payment of expenses by AASHTO.





## CHAPTER THREE

# INITIAL LEAD STATES TEAM MEETING

### Meeting Objectives

The initial lead states team meeting lays the foundation for all future lead states team activities. As detailed in the previous chapter, the Lead States Team Chair may choose to receive the assistance of a Marketing Expert in the initial meeting to help facilitate the discussion, set achievable marketing goals, and identify the strongest possible marketing tactics, tools, timeline and budget to accelerate the adoption of the focus technology. The expert can then assist the team with implementation of the marketing plan. Many of the steps, details and responsibilities set out in this chapter are streamlined with the help of the marketing expert, who also assumes responsibility for producing much of the documentation resulting from the initial meeting. This resource is offered to the Lead States Team in recognition that volunteer team members have many demands on their time and expertise and generally prefer to focus their TIG contributions on the strengths of their skill sets.

Whether or not the chair chooses to work with a Marketing Expert, the expected minimum products of the initial meeting include a draft marketing analysis and a draft marketing plan. Each will be described in this chapter.

### Drafting the Marketing Analysis

The purpose of the marketing analysis is to assure that the team has considered all important factors prior to developing the proposed marketing plan. The marketing analysis process identifies the target audience and barriers to technology adoption and assists the team in selecting promotional tools suitable for overcoming or addressing these barriers. Development of the marketing analysis, begun on an individual basis during pre-meeting preparations, is the first step of the initial team meeting.

The completed marketing analysis is a straightforward series of statements or short paragraphs, each answering a question of importance to developing an effective marketing plan. The marketing analysis is to be submitted to the TIG executive committee along with the team's proposed marketing plan. While this document is not intended to be a publication-quality document, it is provided to the TIG executive committee to provide additional insight into the proposed marketing plan.

The seven questions below will lead the team efficiently through the analysis process and provide the basis for the marketing analysis document. An example marketing analysis and a template for preparing new marketing analyses are provided in Appendix E.

- **What is the need for this technology?** List the benefits available to organizations implementing the focus technology.
- **Who are the broad target agencies for the lead states team?** In response to this question, the team should consider whether or not the technology is applicable everywhere in the country, as well as if certain agencies or areas of the country may benefit more from implementation and should receive special marketing attention. Local transportation agencies

- should be considered.
- **Who are the target decision makers in the primarily targeted agencies?** The goal of this consideration is to determine the level or levels within the target agencies where the decision to implement will most likely be made for a technology of this type.
  - **What information will decision makers want to know to reach a conclusion about trying or adopting this technology?** Team members should place themselves in the positions of decision makers considering initial use of the new technology. List all information which decision makers may want or need to know to feel comfortable approving use of the new technology. Note that decisions makers at different levels in the organization may desire or need different information. The goal of this analysis is to develop a list of information to be included in marketing pieces, thereby allowing decision makers to make quick and sound decisions for their agencies.
  - **What are actual and perceived barriers to be overcome to do a trial or to adopt this technology as a standard?** List as many factors as possible that might logically appear problematic in the eyes of the decision makers, even if they are not actually problematic. Factors such as increased construction cost for first use, negative impact on contractor relationships, sole source procurement rules, need for specification changes and new training courses, perceived environmental impacts, and limited product availability are only a few of many potential barriers to be recognized early if they are possible factors with this focus technology. Consider initial survey responses of why agencies do not believe this technology will provide substantial benefit to their agencies and why agencies that have tried the technology are not planning to use it in the future.
  - **What marketing opportunities already exist?** List annual conferences, meetings, and other events that bring together target decision makers. Web sites frequented by decision makers may also present marketing opportunities.
  - **Who are our potential partners in marketing this technology?** List stakeholders that could assist with marketing, e.g., manufacturers, suppliers, and other technology transfer organizations such as LTAP. The goal of this analysis is to develop a list of potential partners and their potential supporting activities.

## Drafting the Marketing Plan

The next step in the planning process is development of the lead states team's marketing plan. An example marketing plan and a template for creating new marketing plans are provided in Appendix F. The marketing plan will include a work plan, a communications plan, a performance measurement plan, and a budget.

### Work Plan

The work plan will include a description of all proposed lead states team activities, including planned promotional tools and information distribution methods to be used and the scheduling of these activities.

#### Activities

Reviewing the information developed in the marketing analysis and considering the promotional tools available to the team, the team selects activities to pursue. Promotional tool selection is influenced by the nature of the new technology, the target decision makers, the type of information to be communicated, the marketing partners, and the talents of the individuals on the team. The lead states team should attempt to address each prioritized opportunity and barrier to implementation with one or more tools. Appendix D includes descriptions and other helpful information about an assortment of possible promotional tools.

The goal and scope of each activity should be clearly stated in the marketing plan. For instance, if color brochures are to be used, the total number of brochures to be produced, planned distributions, and desired response should be stated. A general description of brochure content is appropriate. If regional workshops are planned, the tentative workshop length, tentative host locations, and thoughts on agencies to be invited to each workshop should be included. A general description of agenda content should be provided for planned workshops. Each proposed

activity is to be described in adequate detail to substantiate the cost estimate for the activity.

### Activity Schedule

Once the tentative group of promotional tools has been selected, and after reviewing the lists of barriers and marketing opportunities that were developed during the marketing analysis, a timetable for the marketing effort is formed. A time frame for use of each promotional tool is scheduled. The timetable concludes with a proposed date for team closeout reporting to the TIG executive committee.

### **Communications Plan**

A required section of the marketing plan describes planned communications. This section is a comprehensive list of transportation agencies, manufacturers, suppliers, and other affected organizations with whom the team currently plans to communicate during the marketing effort. A brief description of the intent of the communication(s) with each group is to be provided. The primary purpose of the communications section is to assure that the lead states team has analyzed, developed, and documented a comprehensive list of agencies and organizations to be contacted for various purposes. Any planned communications with the TIG executive committee, including semi-annual progress reports, should also be included.

### **Performance Measurement Plan**

An important part of the marketing plan is a recommendation on the method for assessing the degree of marketing success. Performance measures selected by the lead states team will be assessed and achievement will be reported by the team in the closeout report. See “Performance Measurement” in Chapter 5 for additional information.

### **Budget**

The team will develop a proposed budget for the activities listed in the marketing plan. The example proposed budget and automated template for creating new proposed budgets, provided in Appendix F, should assist the lead states team in preparing this budget.

The budget must show the estimated total cost for each marketing activity included in the work plan, and be assigned to a fiscal year. The travel expenses for lead states team members not to be covered by their state transportation agencies should also be shown. Estimates of costs to be borne by lead states, without reimbursement by AASHTO, should be shown on the budget for a complete expense history but should not be included in the budget request total.

AASHTO headquarters offers services that may be used for lead states team activities. The team should consider the use of these services to reduce cost during budget preparation. The AASHTO program manager is the contact regarding availability and costs, if applicable. Possibilities for AASHTO services include:

- professional communications assistance,
- document design layout,
- editing,
- printing services, and
- meeting and workshop planning.

As shown in the example, the budget request must be developed on a TIG fiscal year basis (July 1 through June 30).





## **CHAPTER FOUR**

# **MARKETING PLAN SUBMITTAL AND APPROVAL**

### **Submittal**

The proposed marketing plan along with the informational marketing analysis document should be submitted to the AASHTO program manager within 30 calendar days of the initial lead states team meeting. Submittal by email attachment is preferred. The marketing analysis and plan should be submitted in the formats made available in the appendices of this guidebook.

### **Review and Approval**

After a cursory review for completeness, the AASHTO program manager forwards the proposed marketing plan and supporting market analysis to all TIG executive committee members. The TIG review will be concluded either during a conference call or during discussion at the next scheduled TIG executive committee meeting. The intent of the executive committee is to respond to the proposal within 30 days of receipt. Approval will be transmitted by email to the lead states team chair from the AASHTO program manager.

The lead states team chair may be requested to participate in the conference call or attend the TIG executive committee meeting. If meeting attendance is requested for plan and budget review purposes, the travel expenses of the chair will be reimbursable by AASHTO, separate from the lead states team budget.

### **Commencing Marketing Plan Activities**

No proposed marketing activities may be initiated prior to approval of the marketing plan by the TIG executive committee. The TIG liaison and/or AASHTO program manager for the TIG should be contacted immediately by the lead states team chair if a marketing opportunity is approaching prior to approval.

### **Revisions to an Approved Marketing Plan**

Modifications to the approved marketing plan may be requested at any time. These requests should be discussed with the TIG liaison prior to submittal to the AASHTO program manager. As with the original proposal documents, the preferred submittal method is by email attachment. Also, requested changes in the marketing plan require approval of the TIG executive committee prior to any actions being taken under the modification.

Timely budget modifications are specifically requested if the lead states team believes that as much as 20 percent of their approved budget may remain unspent at the conclusion of the currently approved marketing plan.

Unanticipated budget overruns should be reported to the TIG liaison and AASHTO program manager immediately.





## **CHAPTER FIVE**

### **TEAM ACTIVITIES**

Activities described in the marketing plan require TIG executive committee approval prior to action being taken by the lead states team. The official approval of the marketing plan will be transmitted by email to the lead states team chair from the AASHTO program manager.

The majority of marketing activities will involve the development and use of selected promotion tools. Methods for using various tools are described below. Additional information about the tools is available in Appendix D.

#### **Use of the AASHTO TIG Logo**

The AASHTO and AASHTO TIG logos should be obtained from the AASHTO program manager and should be appropriately shown on all presentations, brochures, and other approved marketing plan materials. These logos may not be altered in any manner except size. Display of the TIG logo is restricted to products of the lead states team as approved in the marketing plan. Any questions regarding the proper use of the AASHTO or AASHTO TIG logo should be forwarded to the AASHTO program manager.

#### **Information Gathering**

Whether stated as a separate marketing plan activity or not, the information gathering performed prior to the initial meeting should be continued throughout the life of the lead states team. A list of the most beneficial references pertinent to the focus technology will be included in the closeout report.

Information-gathering techniques may vary from technology to technology, but information from manufacturers and suppliers should be collected in all cases. A search of the Transportation Research Information Services (TRIS) database should be performed. See Appendix A for the TRIS website address.

Another available means for gathering information is by conducting a survey of transportation agencies. One of the first duties of the lead states team chair will be to work with the AASHTO program manager to forward to all team members the results from an initial survey of all AASHTO member organizations that identifies previous and planned uses of the focus technology and that gathers contact information for follow up. AASHTO will administer this survey prior to team formation (see initial survey template in Appendix B), using electronic distribution and possibly employing web site response collection methods. Results of the survey will be available to the lead states team prior to their initial meeting. The lead states team's survey follow-up plans should be identified in the marketing plan to be approved by the TIG executive committee.

The lead states team chair will also work with the AASHTO program manager to send a final survey that assesses the success of their activities prior to team deactivation. The closeout report will include a comparison of final survey responses and initial survey responses. See Appendix B for final survey template.

Any additional survey needs should also be identified in the marketing plan, including purpose for proposed survey and the intended survey group.

## **TIG Web Site Information Preparation**

General information about each focus technology is to be made available on the AASHTO TIG web site. This web site is administered by the AASHTO program manager. To facilitate the lead states team in providing needed information to the AASHTO office, a form for submitting this information has been developed and is provided in Appendix G. Submittal of this form as an email attachment is preferred.

Preliminary technology information and lead states team contact information should be submitted to the AASHTO program manager at the earliest feasible time and no later than 30 calendar days after the initial lead states team meeting. Additional information may be forwarded to the AASHTO program manager at any time thereafter. However, information on the web site should be checked for currency by the lead states team at least quarterly, with specific instructions submitted to the AASHTO program manager on needed changes, deletions, and additions.

## **Presentations**

A common means of disseminating information among transportation agencies is through formal and informal presentations at meetings, technical conferences, workshops, and other gatherings. It is anticipated that preparing and presenting information at already available venues will be a part of every lead states team's marketing plan. Presentations at meetings of AASHTO committees and task groups with responsibilities for a given type of technology are usually an essential part of a marketing plan. Meetings or conferences of organizations which may become technology users are also primary candidate venues. To reach private industry, trade association meetings often present the most cost-effective opportunities, and these meetings avoid the appearance of showing favoritism within the industry.

The specific content of formal and informal presentations does not require review or approval of the TIG executive committee or TIG liaison. However, the AASHTO program manager should be contacted should there be a question about the appropriateness of the information to be presented. While no approval of presentation content is required, there are several stipulations that apply to content when the presentation is part of a TIG-approved and -funded marketing plan. The following messages are believed appropriate to be included in every case:

This technology has been selected by the AASHTO TIG as a new, high-payoff technology worthy of broad implementation and adoption consideration by member agencies.

The AASHTO TIG executive committee annually solicits nominations of new technologies that have been proven to provide considerable benefits to transportation agencies and the traveling public. Information about how to nominate a new technology as well as other information about the AASHTO TIG may be found on the AASHTO TIG web site located at <http://www.aashtotig.org>.

Information about this technology, including this presentation if it is a formal presentation, is or soon will be available on the AASHTO TIG web site.

The AASHTO TIG does not favor individual manufacturers or suppliers. If any specific manufacturers or suppliers are prominently mentioned, a comprehensive list of manufacturers or suppliers should be provided to the audience.

The Microsoft PowerPoint® presentation or similar descriptive document containing the presentation information should be forwarded to the AASHTO program manager at the earliest opportunity for uploading to the TIG web site for that focus technology. An electronic version should be provided by either email or via CD.

## **Articles and Papers**

When articles or papers are included in the marketing plan, careful consideration should be given to the anticipated readership of selected publications. Publications tend to be circulated among differing audiences, and so the publication selected should correspond particularly to a specific segment of the lead states team's target audience. And the message in that particular article or paper should be tailored to the interests and questions that that audience is most likely to have.

For instance, a common means of disseminating information to broad audiences is through articles placed in trade journals and magazines. While these publications are also distributed among transportation agencies, articles written for them should be particularly suited to reaching

the contracting communities and private industry, and answering their probable questions.

There are also opportunities to communicate broadly with a focus on transportation agencies. FHWA's Focus newsletter, Public Roads magazine, TRB's TR News magazine, and the AASHTO Journal are all possible means of disseminating information to primarily public transportation agencies.

Published technical papers are another tool worthy of consideration by lead states teams when formulating a marketing plan. Published papers may be suitable, or even critical, if adequate technical documentation about the technology does not already exist in the technical literature.

Similar to presentations prepared and given by the lead states team, no approval of article or paper content is required. Also, similarly, the following stipulations apply to content when the article or paper is part of a TIG-approved and -funded marketing plan. The following messages are believed appropriate to be conveyed in some way in every case:

- This technology has been selected by the AASHTO TIG as a new, high-payoff technology worthy of broad implementation and adoption consideration by member agencies.
- The AASHTO TIG executive committee annually solicits nominations of new technologies that have been proven to provide considerable benefits to transportation agencies and the traveling public. Information about how to nominate a new technology as well as other information about the AASHTO TIG may be found on the AASHTO TIG web site located at <http://www.aashtotig.org>.
- Additional information about this technology is or soon will be available on the AASHTO TIG web site.
- The AASHTO TIG does not favor individual manufacturers or suppliers. If any specific manufacturers or suppliers are mentioned, a comprehensive list of manufacturers or suppliers should be provided in the article or paper.
- If agreements with the publisher allow placing the article or paper on the AASHTO TIG web site, or placing a link to it there, this information should be forwarded to the AASHTO program manager at the earliest opportunity.

### **Demonstration Workshops**

Demonstration workshops should be a part of the marketing plan whenever demonstration of the technology is feasible and an effective means of communicating function and benefits. A single national workshop or regional workshops may be proposed. Both the size of the target audience and its geographical distribution should be considerations when weighing the cost-effectiveness of a single national workshop versus that of regional workshops.

Every effort should be made to have presentations and demonstrations performed by construction contractors and/or agency personnel with experience using the focus technology.

Travel expenses of lead states team presenters at the workshops are reimbursable if included in the marketing plan budget and if the presenters are from AASHTO member organizations.

The target audience should be those having influence to make changes in their states. Scholarships for travel assistance to increase target audience attendance may be offered only as specifically described in the marketing plan and as approved by the TIG executive committee. Travel reimbursement assistance requires strong justification in the marketing plan. Generally, the TIG executive committee views reimbursement of 50 percent of travel expenses as a maximum because of their desire for an agency sending a representative to have a high interest in the focus technology.

A participant list should be created for each demonstration workshop, and feedback from attendees should be obtained and included in the closeout report to be submitted at the end of the marketing project.

### **Promotional Materials**

A host of possible promotional materials and methods may be considered by the lead states team for inclusion in the marketing plan. Some of the possibilities are:

- press releases,
- brochures,

- posters,
- technical packets,
- promotional videos,
- instructional videos,
- web-based seminars
- DVDs, and
- interactive CD-ROMs.

Use of color and quality paper is suggested for brochures. An example brochure format is provided in Appendix D.

Videos, DVDs, and interactive CD-ROMs must be short (e.g., 5-10 minutes in length) and created specifically for a given target audience. A general outline of proposed content and anticipated video or CD-ROM distribution should be included in the marketing plan if their production is proposed. Examples of video clips may be viewed at <http://www.fhwa.dot.gov/bridge/prefab/videos.htm>.

### **Performance Measurement**

An important aspect of the closeout report is measurement of the success that was achieved. The means for measuring the degree of success is a required section of the marketing plan. A number of possible performance measures may be proposed. Several possibilities are listed below. The first three performance measures are expected in every marketing plan.

- Total number of agencies that have adopted the focus technology as a requirement, option, or alternate by the date of the closeout report, relative to the number since initiation of the lead states team.
- Total number of agencies that plan to adopt the focus technology as a requirement, option, or alternate by the date of the closeout report, relative to the number since initiation of the lead states team.
- Total number of agencies that have tried the focus technology for the first time by the date of the closeout report, relative to the number since initiation of the lead states team
- Total number of agencies that are planning to try the focus technology for the first time by the date of the closeout report, relative to the number since initiation of the lead states team.
- Total number of new applications tried or currently being planned by the date of the closeout report
- Number of agencies attending demonstration workshops.
- Degree of satisfaction documented in feedback from demonstration workshop attendees.

### **Transition Plan Development**

The lead states team will remain active for only a limited period of time. As the lead states team drafts the closeout report and prepares to be deactivated, it is important that the team transfers oversight of the focus technology to the proper technical committees or agencies. A few of the possible future caretakers are AASHTO committees and subcommittees, FHWA offices, American Society for Testing and Materials (ASTM) technical subcommittees, and industry and trade associations. The transition plan is included as a section of the closeout report, which is further described in Chapter 6.

The TIG executive committee normally deactivates the lead states team upon approval of the closeout report.

### **Project Management**

Sound project management is a necessity for efficient team activity, cost-effectiveness, and success. The team chair provides this through timely communications, results reporting, budget oversight, and records management.

### **Lead States Team Meetings, Conference Calls, and Web Conferences**

The chair of the lead states team determines the most efficient and cost-effective method for the team to perform planning and coordinating functions. While travel and a traditional meeting

are anticipated for the initial lead states team meeting, the use of conference calls, web conferences, and other less travel-intensive options should be considered and used whenever possible. The TIG executive committee's interests are to both reduce the amount of time required of team members and reduce the cost of lead states team activities.

Lead states team meeting dates and locations, as well as plans for key conference calls and web conferences, should be provided to the TIG liaison and the AASHTO program manager to allow their optional participation.

### **Project File and Recordkeeping**

The chair of the lead states team is responsible for maintaining a project file containing the following items, as a minimum. The project file is to be retained by the lead states team chair for a minimum of three years after deactivation of the lead states team.

- Marketing analysis
- Approved marketing plan
- Copies of reimbursement requests sent to AASHTO
- Copies of survey responses
- Closeout report
- Semi-annual Progress Reporting

The primary method of lead states team communication with the TIG executive committee is the semi-annual progress report. The semi-annual report format has been designed to make reporting as easy as possible. An example semi-annual progress report and a template for preparing new reports are available in Appendix H. As shown in the example, simple statements of progress are the interest of the TIG executive committee. Semi-annual reports are not intended for publication, so editorial review is unnecessary.

Semi-annual progress reports for the February 1 through July 31 and August 1 through January 31 reporting periods are to be transmitted to the AASHTO program manager by **February 15 and August 15**, respectively, of each year. These submittal dates are prior to normally scheduled TIG executive committee meetings. The initial semi-annual progress report should be submitted even though considerably less than six months may have transpired since approval to proceed.

### **Presentations to the TIG Executive Committee**

Upon request of the TIG executive committee, the lead states team chair or designee will attend a TIG executive committee meeting or participate in a conference call to report progress on the marketing plan. Most commonly selected points in time for chair presentation to the TIG executive committee are after approximately one year of marketing activity and upon submission of the closeout report.

The AASHTO TIG will separately provide for the reimbursable expenses of the chair or designee when travel to TIG executive committee meetings is required. This travel should not be included in the marketing plan budget prepared by the lead states team.





## **CHAPTER SIX**

### **TEAM CLOSEOUT**

#### **Closeout Report**

One of the several required actions associated with closing out lead states team activities is the submission of a closeout report. The purpose of the closeout report is to document the activities of the lead states team and the related degree of success that was achieved. Great detail is therefore not a requirement. A closeout report will have the following sections:

#### **Marketing activities**

A very brief description of each activity should be included. Required elements of this section include the following items:

- If demonstration workshops were held, the dates and locations should be listed, and the agendas, attendance lists, and a summary of feedback from attendees should be included in the appendices.
- If brochures, posters, or similar items were produced, the total number of each type and a general description of how they were distributed should be provided. A reproduction of each should be included in the appendices.

#### **Performance measurement**

The degree of success obtained by the lead states team should be shown using the performance assessment methods described in the performance measurement plan section of the approved marketing plan. Required elements of this section include the following items as of the date of the closeout report:

- An indication of the total number of agencies that have adopted the technology as a requirement, an option, or an alternate, relative to the number since initiation of the lead states team
- An indication of the total number of agencies that plan to adopt the technology as a requirement, an option, or an alternate, relative to the number since initiation of the lead states team
- An indication of the total number of agencies that have tried the technology, relative to the number since initiation of the lead states team

Other performance measures may also be reported, as discussed in Chapter 5.

#### **Lessons learned**

Required elements of this section include the following items.

- An indication of the most effective tools and methods used by the lead states team, and why they were deemed most effective

- A list of any unique elements or methods in the marketing plan that other lead states teams should consider using, and why these elements or methods should be used by others
- A list of actions which were less productive than desired, and lead states team recommendations concerning future use of these methods or activities

## **Transition Plan**

Required elements of this section include the following items:

- A list of the most beneficial reference materials pertinent to the focus technology.
- The FHWA office and current contact person to assume responsibility for any foreseen future technology transfer activities.
- The technical committee, subcommittee, group, or association to assume primary responsibility for continuing the implementation of the focus technology, e.g., preparing or approving national specifications and revisions to national specifications.
- Identification of the technical committees, subcommittees, groups, and associations who have been contacted by the lead states team about assuming a future responsibility involving the focus technology, and what the response from each organization was. Some of the possible responsibility roles to be considered and pursued by the lead states team include national specification approval, training development and provision, technician certification, and equipment calibration and certification.
- A list of future activities foreseen as desirable or necessary, a time frame for each action, and the best-positioned organization or agency to perform each action. Some of the possible future actions include preparation of new specifications or specification revisions, the pursuit of additional producers or suppliers to improve competition, hosting of additional workshops, and provision of technical support.

When applicable, the address of the web site where the focus technology will be transferred prior to closeout of the lead states team or where information on this technology will be available later.

## **Final Expenditure Summary**

Required elements of this section include the following items:

- A list of marketing plan expense claims yet to be submitted for reimbursement from AASHTO, if any
- An estimate of the final total of expenses involved with executing the marketing plan
- Copies of all submitted expense claims in an appendix

All expenses must be submitted to the AASHTO program manager within three months following closeout. A closeout report template with additional guidance for creating the closeout report is provided in Appendix I.

## **Web Site Information Transition**

The extensive information on each focus technology that will be collected on the TIG web site during lead states team activities cannot be maintained by the AASHTO TIG after the team is closed out. Prior to closeout, the lead states team should transfer this extensive web site information to the FHWA or other office that is assuming responsibility for continued technology transfer activities.

Some additional information may be needed by the AASHTO program manager to finalize the abbreviated information about the focus technology that will remain on the TIG web site. The lead states team chair should contact the AASHTO program manager to determine if additional information is needed and to supply that information.



## **CHAPTER SEVEN**

# **EXPENSE REIMBURSEMENT AND REQUIRED DOCUMENTATION**

AASHTO will reimburse the lead states and lead states team members upon submittal of a reimbursement claim with proper accompanying expense documentation. All expenses must be in the approved marketing plan to be reimbursed.

Appendix J provides an invoice example. In general only incidental expenses are to be submitted by the lead states team chair to the AASHTO program manager using this invoice. Any contracts with hotels, printing services, and marketing firms will be invoiced directly to AASHTO instead of to one of the lead states.

### **Travel Expenses**

Guidelines for travel and reimbursement procedures are found on the AASHTO TIG web site at <http://www.aashtotig.org/?siteid=57&pageid=966>. Lead states team members should carefully note the expense limitations and the requirements for receipts for certain types of expenses.

The form for submitting individual lead states team member travel reimbursement requests is also found on the AASHTO TIG web site and must be used when submitting claims.

Completed travel reimbursement claims are to be legible and submitted in a timely manner, with all required documentation. The completed forms and attachments should be mailed to the AASHTO program manager at the following address within 30 days of the travel.

AASHTO  
444 North Capitol Street, N.W.  
Suite 249  
Washington, DC 20001

Questions regarding lead states team travel limitations, documentation, and reimbursement claims should be directed to the AASHTO program manager.

### **Meeting and Conference Accommodation Expenses**

Lead states team meeting facilities should be provided by the hosting lead state. All costs that are associated with conferences and demonstration workshops hosted by the lead states team and that do not lend themselves to use of the lead state's facilities may be included in the budget plan and reimbursed by AASHTO following approval by the TIG executive committee.

### **Purchases and Communications Expenses**

Purchases of supplies; communications requirements such as facsimile, telephone, and Internet; and other necessary expenses associated with approved marketing plan activities are reimbursable by AASHTO. A receipt and a description of each expense item and its use are required. An example claim for purchase reimbursement is shown in Appendix J.

## **Media Production and Publishing Expenses**

Several of the promotional tools suggested for lead states team consideration in Appendix D require media production or the publishing of paper documents and materials. When lead states are not bearing the cost of these items, the lead states team is expected to consider use of AASHTO office capabilities for obtaining these services. The AASHTO program manager should be contacted to obtain information about services available from AASHTO.

The lead states team is not obligated to use the AASHTO services if lower cost or other significant advantages are obtainable with other providers. The lead states team is expected to obtain estimates from at least two local vendors when a local vendor is used, and to purchase services from the vendor offering acceptable services at the lowest cost.



## APPENDICES

The following is a description of the appendices for this report.

### **Appendix A: Resource List**

Appendix A includes information about the following areas:

Available administrative, technical, and informational resources:

1. TIG Executive Committee (roster with contact information, including identification and contact information of AASHTO, FHWA, and TRB liaisons for this technology)
2. AASHTO—printing services, TIG web site control, meeting/workshop planners, and travel expense reimbursement
3. FHWA—technical expertise, national perspective, and international contacts
4. TRB—TRIS, TRB library, liaison with relevant TRB committees and task forces, and international contacts
5. AASHTO TIG web site for other technologies
6. Listing of state department of transportation technology transfer representatives
7. LTAP centers and contacts listing
8. TTAP centers and contacts listing

### **Appendix B: Survey Example and Template**

Show an example and provide the Microsoft Word® template of the format.

### **Appendix C: Initial Meeting Agenda Example and Template**

### **Appendix D: Promotional Methods and Tools**

Describe each type of method and tool, when it is most appropriate or useful, cost range, tips, and examples where appropriate. For demonstration workshops, show an example announcement and the participant's feedback form.

### **Appendix E: Marketing Analysis Example and Template**

Target market, objectives, obstacles, strategies, promotional tools, and milestones; consistent with marketing plan.

### **Appendix F: Marketing Plan Example and Template**

Show an example and provide the Microsoft Word® template of the format.

### **Appendix G: TIG Web Site Information Example and Template**

Show an example and provide the Microsoft Word® template of the format.

### **Appendix H: Semi-annual Progress Report Example and Template**

Content: status of work plan items, budget expenditures, changes needed, accomplishments/successes, and failures. Use tabular format and fill in the blank.

**Appendix I: Closeout Report Template**

Provide a Microsoft Word® template of the format, including explanatory notes and guidance for users.

**Appendix J: Invoice Examples and Template**

Show an example and provide the Microsoft Word® template of the format.

# APPENDIX A

## INFORMATION RESOURCES

Listed below are various web sites with explanations of the technical and administrative assistance that can be obtained from each organization. Featured are the American Association of State Highway and Transportation Officials (AASHTO) including the AASHTO Technology Implementation Group (TIG), the United States Department of Transportation (US DOT) including the Federal Highway Administration (FHWA), the Transportation Research Board (TRB), the Local Technical Assistance Program (LTAP), and the Tribal Technical Assistance Program (TTAP).

### AASHTO Resources

#### General

1. General AASHTO information is available through their home page at <http://www.transportation.org>.
2. Links to all State Department of Transportation home pages are available at <http://www.transportation.org/?siteid=37&pageid=1627>, which may assist the lead states team in locating contacts within these organizations.
3. The Style Manual for AASHTO Publications is available at [http://downloads.transportation.org/AASHTO\\_Style\\_Manual.pdf](http://downloads.transportation.org/AASHTO_Style_Manual.pdf). This manual provides guidance for preparing AASHTO documents whenever preparation of formal documents might be appropriate in the work of the lead states team.

AASHTO's Innovative Highway Technologies website may be accessed at <http://leadstates.transportation.org/>. This web site provides information on technologies resulting from the original Strategic Highway Research Program (SHRP). A review of activities involved with implementing these technologies may benefit an AASHTO TIG lead states team.

#### AASHTO TIG

1. General TIG information is available through their home page at <http://www.transportation.org/?siteid=57>. Included is information concerning your lead states team's focus technology and other AASHTO TIG focus technologies.
2. AASHTO TIG Travel Reimbursement Guidelines can be found at <http://www.transportation.org/?siteid=57&pageid=966>. Included is a link to the AASHTO TIG Travel Expense Form, which is available for download in an Excel® format.
3. The AASHTO TIG web site offers downloads of example marketing methods and tools as well as other helpful information at <http://tig.transportation.org/?siteid=57&c=downloads>.

### US Department of Transportation Resources

#### General

General information about the US DOT's Technology and Innovation Committee is found at <http://t2.dot.gov/>.

Links to other technology transfer programs and resources can be viewed at <http://t2.dot.gov/programs.html>.

## **FHWA**

### **General**

FHWA information is available through their home page at <http://www.fhwa.dot.gov/>.

1. FHWA resource center technical contacts are listed by resource center location and then by area of expertise at <https://fhwaapps.fhwa.dot.gov/foisp/keyfield.jsp>. The lead states team should contact individuals in the pertinent technological area to determine if additional information might be available from FHWA.
2. FHWA assesses technological innovations developed in foreign countries. The lead states team may find international experience with their focus technology to be of assistance to their marketing efforts in the United States. Publications available regarding these international innovations are located at <http://international.fhwa.dot.gov/links/pubs.cfm>.
3. The Highways for Life Program web site, <http://www.fhwa.dot.gov/hfl/>, contains information about a number of technologies. This web site may provide the lead states team additional ideas for methods of marketing their focus technology.
4. The most recent FHWA Priority Technologies and Innovation List can be found at <http://www.fhwa.dot.gov/crt/lifecycle/ptisafety.cfm>. This web site may provide the lead states team additional ideas for methods of marketing their focus technology.

### **TRB Resources**

General TRB information is available through their home page at <http://www.trb.org/>.

1. TRB's Research in Progress (RiP) database contains information on over 9,000 research projects which are currently being conducted or which have recently been completed. This database may be searched for information of interest to the lead states team at <http://rip.trb.org/>.
2. TRB's Transportation Research Information System (TRIS) is the most comprehensive bibliographic resource on transportation research topics in the world. The database may be accessed and searched for information related to the focus technology at <http://tris.trb.org/about/>.
3. TRB library's publication index may also be used to locate current technical publications containing information about the focus technology. The search capability is located at <http://pubsindex.trb.org/>. The library's capabilities and contact information is at <http://www.trb.org/TRB/publications/Library.asp>.

### **National LTAP and TTAP Resources**

LTAP and TTAP have common and parallel goals to those of AASHTO TIG and lead states teams. These organizations offer considerable experience and capabilities with technology transfer. Lead states teams should seek to coordinate efforts whenever mutual benefit is possible.

1. The general web site for the national LTAP and TTAP organization is found at <http://www.ltapt2.org/>. From this home page you can navigate through the site to find information regarding the centers, the LTAP clearinghouse, available training materials, and other useful resources.
2. Specific contact information for all LTAP and TTAP representatives is listed at <http://www.ltapt2.org/centers/>.

# APPENDIX B

## SURVEYS



### Technology Experience and Interest Survey

AASHTO Technology and Implementation Group (TIG)

#### FY 2007 AASHTO TIG Focus Technologies

Three technologies have recently been determined by the AASHTO TIG to have substantial potential for benefiting transportation agencies. Please reply to the brief request for information below concerning your agency's experience with each of these technologies. Your survey information will not be transmitted until you click the **Submit Survey** button after the last technology.

Lead states teams are being formed by the AASHTO TIG to assist agencies interested in learning more about these technologies. This information will be provided to these lead states teams.

---

**Technology Name:** \_\_\_\_\_

**Description:**

---

1. Our agency's technical contact for this technology is:  
(Please list name, mailing address, phone number and email)

2. Please check all boxes where the information describes your agency's experience with this technology:

- We have not used this technology.
- We have limited or no knowledge of this technology, and we are interested in receiving additional information about it.
- We are fairly familiar with this technology but have not yet tried it.
- We plan to try this technology on an upcoming project.

- We have tried this technology and are evaluating its benefits.

We have adopted this technology:

- and require its use as standard practice,
- and require its use in occasional situations,
- And allow it use as an option or alternative to other methods,
- in a different manner than above. Please Describe:



- We would consider serving as a Lead State Team.

We plan to adopt this technology:

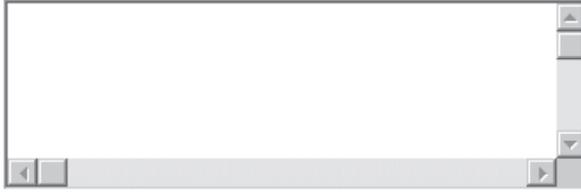
- and require its use as standard practice,
- and require its use in occasional situations,
- And allow it use as an option or alternative to other methods,
- in a different manner than above. Please Describe:



- We would consider serving as a Lead State Team.

- Based on information we have received about this technology, we do not believe that it will provide substantial benefit to our agency.

Briefly describe why you do not believe this technology will provide benefit to your agency.



- We have experience using this technology and do not plan to use it in the future.

Briefly describe the reason you do not plan future use.



---

**Technology Name:** \_\_\_\_\_

**Description:**

---

1. Our agency's technical contact for this technology is:  
(Please list name, mailing address, phone number and email)



2. Please check all boxes where the information describes your agency's experience with this technology:

- We have not used this technology.
- We have limited or no knowledge of this technology, and we are interested in receiving additional information about it.

- We are fairly familiar with this technology but have not yet tried it.
- We plan to try this technology on an upcoming project.
- We have tried this technology and are evaluating its benefits.

We have adopted this technology:

- and require its use as standard practice,
- and require its use in occasional situations,
- And allow it use as an option or alternative to other methods,
- in a different manner than above. Please Describe:



- We would consider serving as a Lead State Team.

We plan to adopt this technology:

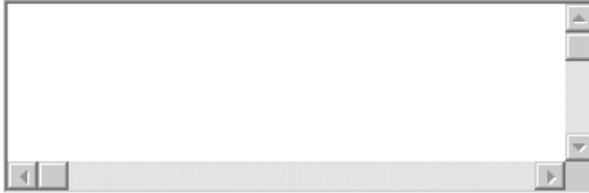
- and require its use as standard practice,
- and require its use in occasional situations,
- And allow it use as an option or alternative to other methods,
- in a different manner than above. Please Describe:



We would consider serving as a Lead State Team.

Based on information we have received about this technology, we do not believe that it will provide substantial benefit to our agency.

Briefly describe why you do not believe this technology will provide benefit to your agency.

An empty rectangular text input box with a light gray border. It features a vertical scrollbar on the right side and a horizontal scrollbar at the bottom, both with standard arrow and track icons.

We have experience using this technology and do not plan to use it in the future.

Briefly describe reason you do not plan future use.

An empty rectangular text input box with a light gray border. It features a vertical scrollbar on the right side and a horizontal scrollbar at the bottom, both with standard arrow and track icons.

---

**Technology Name:** \_\_\_\_\_

**Description:**

---

1. Our agency's technical contact for this technology is:  
(Please list name, mailing address, phone number and email)



2. Please check all boxes where the information describes your agency's experience with this technology:

- We have not used this technology.
- We have limited or no knowledge of this technology, and we are interested in receiving additional information about it.
- We are fairly familiar with this technology but have not yet tried it.
- We plan to try this technology on an upcoming project.
- We have tried this technology and are evaluating its benefits.

We have adopted this technology:

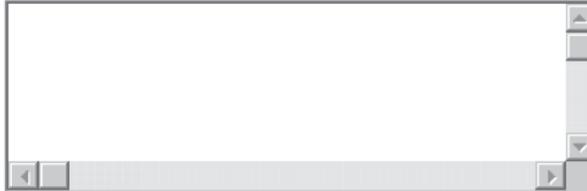
- and require its use as standard practice,
- and require its use in occasional situations,
- And allow it use as an option or alternative to other methods,
- in a different manner than above. Please Describe:



- We would consider serving as a Lead State Team.

We plan to adopt this technology:

- and require its use as standard practice,
- and require its use in occasional situations,
- And allow it use as an option or alternative to other methods,
- in a different manner than above. Please Describe:



- We would consider serving as a Lead State Team.

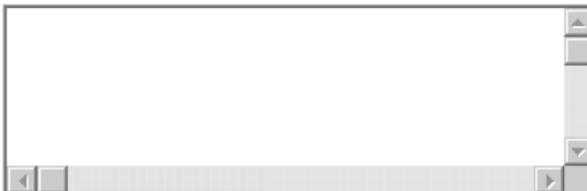
- Based on information we have received about this technology, we do not believe that it will provide substantial benefit to our agency.

Briefly describe why you do not believe this technology will provide benefit to your agency.



- We have experience using this technology and do not plan to use it in the future.

Briefly describe reason you do not plan future use.



## Follow-Up Technology Use Survey

AASHTO Technology and Implementation Group (TIG)

### Lead States Team After-Action Survey

Our lead states team has actively distributed information and provided additional opportunities for transportation agencies to become familiar with the technology described below. Please reply to this brief information request to help us assess the current level of technology use.

---

**Technology Name:** \_\_\_\_\_

**Description:**

\* Go to <http://www.aashtotig.org> for additional information about this technology.

---

Please check all boxes where the information describes your agency's experience with this technology:

- We have not used this technology.
- We have limited or no knowledge of this technology, and we are interested in receiving additional information about it.

Our contact's name, mailing address, phone number, and email address are:

- We saw information presented by the lead states team at a conference or meeting presentation.
- We are fairly familiar with this technology but have not yet tried it.
- We plan to try this technology on an upcoming project.

- We hosted an AASHTO TIG demonstration workshop on this technology.
- Information made available by the Lead States Team was helpful to us as we planned our initial use of this technology.

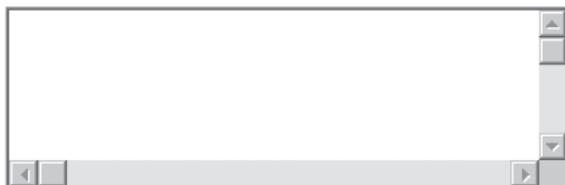
We have adopted this technology:

- as a requirement,
- as an option in the plans, to be used at the contractor's discretion,
- as an alternate in the plans, to be bid against conventional methods,
- in a different manner than above.

We plan to adopt this technology:

- as a requirement,
  - as an option in the plans, to be used at the contractor's discretion,
  - as an alternate in the plans, to be bid against conventional methods,
  - in a different manner than above.
- Based on information we have received about this technology, we do not believe that it will provide substantial benefit to our agency.

Briefly describe why you do not believe this technology will provide benefit to your agency.



- We have experience using this technology and do not plan to use it in the future.

- We have tried this technology and are evaluating its benefits.
- We hosted an AASHTO TIG demonstration workshop on this technology.
- Information made available by the Lead States Team was helpful to us as we planned our initial use of this technology.

We have adopted this technology:

- as a requirement,
- as an option in the plans, to be used at the contractor's discretion,
- as an alternate in the plans, to be bid against conventional methods,
- in a different manner than above.

We plan to adopt this technology:

- as a requirement,
- as an option in the plans, to be used at the contractor's discretion,
- as an alternate in the plans, to be bid against conventional methods,
- in a different manner than above.

- Based on information we have received about this technology, we do not believe that it will provide substantial benefit to our agency.

Briefly describe why you do not believe this technology will provide benefit to your agency.



- We have experience using this technology and do not plan to use it in the future.

Briefly describe reason you do not plan future use.

An empty rectangular text input field with a light gray border. It features a vertical scrollbar on the right side and horizontal scrollbars at the bottom, indicating it is a multi-line text area.

- We have used this technology in a manner beyond the TIG – recommended scope of use.

Briefly describe use.

An empty rectangular text input field with a light gray border. It features a vertical scrollbar on the right side and horizontal scrollbars at the bottom, indicating it is a multi-line text area.

Submit Survey



# APPENDIX C

## INITIAL MEETING AGENDA SUGGESTIONS



### AGENDA

#### Initial Technology Name Lead States Team (LST) Meeting Without Marketing Expert

**Location**  
**Address**  
**City, State**  
**Dates**

**Day One, Date; 8:00 A.M. to 5:00 P.M.**

- |  | <b>Lead</b>                            |
|--|--|
| <b>Task Assignment</b>   |  |
| • Welcome . . . . .  | LST Chair and Host                     |
| • Self Introductions (including experience with technology) . . . . .  | All                                    |
| • Agenda Review and Goals of the Meeting . . . . .   | LST Chair or AASHTO<br>Program Manager |
| • Overview of the LST Guidebook and QA about the Process . . . . .   | Marketing Expert                       |
| • TIG Liaison Perspective on the Technology and LST Tasks . . . . .  | TIG Liaison                            |
| <br><b>Develop Market Analysis</b> (Chapter 3 and Appendix E of the lead states team guidebook.)   |  |
| • Assign an LST member to draft each Market Analysis paragraph . . .   | LST Chair                              |
| • Discussions led by each LST member. (Suggest limiting discussions to no more than 15–30 minutes.)  |  |
| • Defining the Need for and Benefits Provided by the Technology  | LST Member                             |
| • Identifying Broad Target Audiences . . . . .   | LST Member                             |
| • Identifying Decision Makers . . . . .  | LST Member                             |
| • Information Needed by Decision Makers . . . . .  | LST Member                             |
| • Identifying Perceived and Actual Barriers to Implementation . . .  | LST Member                             |
| • Identifying Existing Marketing Opportunities . . . . .   | LST Member                             |
| • Identifying LST Partners . . . . .   | LST Member                             |
| • Individual work time to prepare draft paragraphs, based on discussions. Provide drafts to LST Chair to compile into a first draft Market Analysis document. (Suggest one hour) |  |
| • Review of draft document by full LST, revision as needed, and approval for submission to the AASHTO TIG Executive Committee . . . . .  | LST Chair                              |

**If time permits, proceed to items on the Day Two agenda.**

**Adjourn for the Evening**

**Day Two/Date: 8:00 A.M. to 5:00 P.M.**

**Lead**

**Develop Marketing Plan** (Chapter 3 and Appendixes D and F of the lead states team guidebook.)

- **Select Marketing Methods** ..... LST Chair
  - Rank probable effectiveness of marketing methods and tools. (Consideration should include but is not limited to the methods described in Appendix D of the lead states team guidebook.)
  - Compare tentative list of marketing methods to the list of broad target audiences. (Are all audiences adequately addressed using one or more methods?)
  - Compare tentative list of marketing methods to the list of target decision makers. (Do selected marketing methods adequately communicate to all decision makers?)
  - Prioritize perceived and actual barriers to implementation.
  - Prioritize existing marketing opportunities.
  - Compare tentative list of marketing methods to prioritized lists of barriers and opportunities. (Are prioritized barriers adequately addressed by one or more marketing methods, and have marketing methods been selected to take best advantage of existing marketing opportunities?)
  
- **Determine the Message** ..... LST Chair
  - Review information that was gathered while defining the need for the technology. Determine how each need or benefit can best be communicated, and which marketing methods should emphasize or include each need or benefit.
  - Review list of information needed by decision makers. (Assign each information item to each marketing method where it should be part of the message.)
  - Review prioritized barriers and opportunities. (Attempt to address every prioritized barrier and opportunity with factual information and assign information items to appropriate marketing methods.)
  - Review list of partners. Determine how each partner can best assist with the need and marketing methods.
  
- **Determine the Marketing Activities** ..... LST Chair
  - Brainstorm potential marketing activities considering the market analysis, the prioritized barriers and opportunities, the potential marketing methods/tools, and the intended message.
  - Prioritize and select potential marketing activities.
  - Develop the goal and scope of each selected marketing activity.
  - For each selected activity, determine promotional tools and information distribution methods.
  - Decide which LST member will coordinate each selected activity.
  - Show each selected activity as a task in the work plan section of the Marketing Plan. Clearly state the goal and scope of each activity, including planned promotional tools and information distribution methods. Provide adequate detail to substantiate the associated cost estimate in the budget. The last task should be the closeout report. Identify the coordinator for each task.
  
- **Schedule the Marketing Activities** ..... LST Chair
  - Determine the length of time required for each task and the relative timeline among tasks

- for the duration of your LST’s activities.
- Place each task in chronological order on the Activity Schedule in the Marketing Plan. A rearrangement of tasks may be required to achieve an appropriate chronological order of tasks. Consider audience and message priorities and continuity when scheduling.
- Prepare the Budget ..... LST Chair
  - Estimate expenditures to accomplish each task. Separately tabulate expenses for which the AASHTO TIG will be invoiced and those that the lead states or other organizations will cover. The final step in the budgeting process is to determine the individual fiscal year budgets by assigning each task’s budget or portions of each task’s budget to the AASHTO fiscal year into which the activities are planned to occur.
- Develop the Communications Plan ..... LST Chair
  - Develop the communications plan by completing the table of information shown in the Marketing Plan template, Appendix F of the lead states team guidebook. Show the offices to be contacted within large organizations. For example, under the category of all AASHTO member agencies, show the offices to be contacted, such as the chief engineers, the state bridge engineers, the state materials engineers, etc.
- Develop the Performance Measurement Plan..... LST Chair
  - Select the means by which the LST plans to determine the degree of success achieved at the end of planned activities by completing the table of information shown in the Marketing Plan template, Appendix F of the lead states team guidebook.

**Assemble the Marketing Plan**

Assign LST members to prepare each section  
of the Marketing Plan in final form LST. ....Chair

Individual work time to prepare draft sections of the plan, based on discussions. Provide drafts to LST Chair to compile into a first draft Market Plan document. ....All

Full LST review, revision, and approval of the proposed Marketing Plan  
to be submitted to the AASTHO TIG Executive Committee. LST Chair

**Travel Claim Submittal Guidance** ..... AASHTO  
Program  
Manager

**Adjourn**

**AGENDA**  
**Initial Technology Name Lead States Team (LST) Meeting**  
**With Marketing Expert**

Location  
Address  
City, State  
Dates

**Day One, Date; 1:00 P.M. to 5:00 P.M.**

- |   | <b>Lead</b>                            |
|---|--|
| <b>Task Assignment</b>  |  |
| • Welcome. . . . .  | LST Chair and Host                     |
| • Self Introductions (including experience with technology) . . . . . | All                                    |
| • Agenda Review and Goals of the Meeting . . . . .                    | LST Chair or AASHTO<br>Program Manager |
| • Overview of the LST Guidebook and QA about the Process . . . . .    | AASHTO Program<br>Manager              |
| • Overview of the Marketing Plan Development Process. . . . .         | Marketing Expert                       |
| • TIG Liaison Perspective on the Technology and LST Tasks . . . . .   | TIG Liaison                            |

**Brainstorm Market Analysis**

- Background on the use of this technology . . . . . LST Chair
- “Why This Technology, Why Now?” . . . . . Marketing Expert
  - ❖ Discussion of the Benefits
  - ❖ Who else wants this technology now?  
◇ *Potential Partners*
- “Why *Not* This Technology, Why Now?” . . . . . Marketing Expert
  - ❖ Discussion of the Barriers to adoption

**If time permits, proceed to items on the Day Two agenda.**

**Adjourn for the Evening**

*Optional Pre-Meeting Light Breakfast*

**Day Two, Date; 8:00 A.M. to 5:00 P.M.**

**Lead**

- **Development Marketing Plan: Goals/Audience/Message** . . . . . Marketing Expert
  - ❖ General Goals
    - ◇ What are we trying to accomplish?
  - ❖ Audience Identification
    - ◇ Who do we need to reach and convince in order to do that?
      - *Where do they get their information? (Forums/Info Sources)*
      - *How do they get their information? (Forums/Info Sources)*
- Message Development
  - ❖ What do they need to learn to adopt the use of this technology?
- High Value Goals & Actions
  - ❖ What specific goals and actions will most effectively and measurably accelerate adoption of this technology within 1–3 years?

**LUNCH**

- **Review Marketing Plan Input/Decisions** . . . . . Marketing Expert/LST Chair
  - ❖ Revisions and/or additions
- **Additional Marketing Plan Input** . . . . . Marketing Expert
  - ❖ Develop Performance Measurement Plan
  - ❖ Develop Schedule/Milestones, including LST leads
  - ❖ Develop First Draft of Budget
- **Meeting Wrap Up/Review** . . . . . AASHTO Program Manager
  - ❖ Set Up Team Meeting Schedule
  - ❖ Travel Claim Submittal Guidance

**Adjourn**



# APPENDIX D

## PROMOTIONAL METHODS AND TOOLS

Numerous promotional methods and tools are available for consideration and use by lead states teams. The various methods and tools have unique characteristics and advantages, making some better suited for communicating a certain message to a certain audience than other options. Helpful information about a variety of available methods and tools is provided herein, along with examples and templates in many cases.

### Overview of Appendix D

Table D-1: Comparison of Promotional Methods and Tools. This table provides a quick review of advantages, disadvantages, and suggestions for the following types of marketing methods and tools:

1. Brochures
2. PowerPoint Presentations
3. Demonstration Workshops
4. Web-based Seminars
5. CDs, DVDs, and Videos
6. Conference Exhibits
7. Posters
8. FAQ Sheets
9. Testimonial Sheets

**Figure D-2:** TIG Branded Template for Brochure Design. A standard template has been developed for TIG focus technology brochures. The AASHTO Program Manager can provide artwork for this template. The example shown displays a generally recommended organization of information and required components (such as LST contact information and logos). The template can be expanded or contracted as needed to accommodate information that will best promote the focus technology. However, adherence to the template design (including fonts) is required to maintain consistent identification with AASHTO and AASHTO TIG. The LST should consult with the AASHTO Program Manager to select a color scheme for its promotional material, so that it will not duplicate that used on other focus technology brochures.

**Figure D-2:** TIG Branded Template for PowerPoint Slides. A standard design template is provided and may be used by LSTs in creating presentations for conferences or demonstration workshops. The AASHTO Program Manager can provide artwork for this template. Adherence to the template design (including fonts) is necessary to maintain consistent identification with AASHTO and AASHTO TIG. The LST should consult with the AASHTO Program Manager to select a color scheme for its promotional material, so that it will not duplicate that used on other focus technology brochures.

**Figure D-3:** Generic Workshop Save-the-Date Card and **Figure D-4:** Generic Workshop Evaluation Form. These templates show how continuity may be employed in graphic theme for a demonstration workshop.

**Table D-1. Comparison of Promotional Methods and Tools**

Method of Tool	Advantages and Suggestions	Disadvantages	Template or Example Provided
<p><b>Brochure</b></p>	<p>Professionally producing and distributing a colorful brochure is one of the most cost-effective means of putting basic information into the hands of a large number of potential technology users. Advantages include ease of distribution and that the recipient may review it at leisure after brief personal interaction with distributor.</p> <p>Personal distribution at meetings, conferences, and similar opportunities is more effective than mailing. If mailed, consider preparing a FAQ sheet and/or a compilation of user testimonials to accompany the brochure and letter.</p> <p>Writing, design, editing, and printing cost for a full-color brochure using the TIG branded template is in the \$1,000-\$5,000 range, depending upon length and quantity. Brochures can also be posted on a website for download and printing by end users.</p>	<p>High-quality brochures are widely used. If not professionally designed, credibility of the information being presented can suffer.</p>	<p>Figure D-1</p>
<p><b>PowerPoint Presentation</b></p>	<p>Preparation of a PowerPoint presentation allows the expedient delivery of a carefully scripted message to large and small audiences alike.</p> <p>PowerPoint presentations are a standard means of communication in lead states team efforts. Photographs should be used to convey information about the technology whenever possible. Presenter notes are essential in order to script the message and maintain the overall consistency of presentation.</p> <p>The cost to produce such presentations is relatively small, using the TIG branded template. The presentation can be updated regularly and customized by each presenter to the intended audience. Travel costs are incurred only by the presenter.</p>		<p>Figure D-2</p>

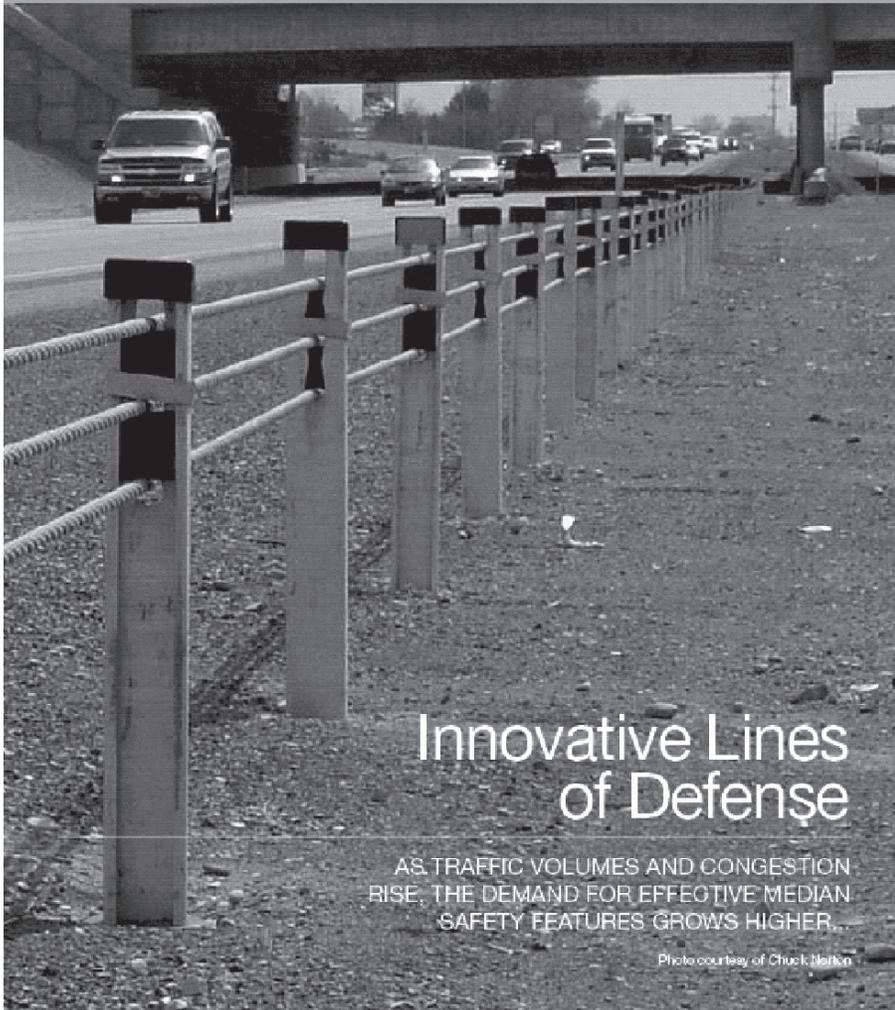
**Table D-1. Comparison of Promotional Methods and Tools (continued)**

Method of Tool	Advantages and Suggestions	Disadvantages	Template or Example Provided
<p><b>Demonstration Workshop</b></p>	<p>Demonstration workshops are most beneficial when attendees can actually use or experience the benefits of the technology being promoted. They are also highly effective in communicating processes.</p> <p>Contractor or department personnel demonstrating the technology should have prior experience and be confident and knowledgeable in its use.</p>	<p>Workshop planning is time intensive and workshops must be scheduled and advertised well in advance. Travel expense can be high for attendees, thereby limiting attendance.</p> <p>Overall cost is high compared to most other methods.</p>	<p>Figures D-3 and D-4</p>
<p><b>CD and DVD</b></p>	<p>Preparation and distribution of these tools is particularly valuable when video or large volumes of data or information must be provided for the potential technology users to understand the technology being promoted. Short video length is recommended due to time constraints of the usual target audiences.</p> <p>Video clips and PowerPoint presentations can be creatively used and distributed by CD.</p> <p>Example video clips are available at:  <a href="http://www.fhwa.dot.gov/bridge/prefab/videos.htm">http://www.fhwa.dot.gov/bridge/prefab/videos.htm</a> and  <a href="http://fig.transportation.org/?siteid=57&amp;pageid=697">http://fig.transportation.org/?siteid=57&amp;pageid=697</a></p> <p>Professional development of a 5-minute video can cost in the range of \$3,000 to \$15,000, depending on the availability of existing source material. High-quality original video production is usually in the \$3,000 per finished minute area of that range. Reproduction costs for CDs or DVDs generally range from \$2 to \$5 each, depending upon quantity and packaging.</p>	<p>As with brochures, because of the prevalence of quality video materials, professional design and production is highly desirable.</p> <p>Cost is relatively high compared to most other methods.</p>	

**Table D-1. Comparison of Promotional Methods and Tools (continued)**

Method of Tool	Advantages and Suggestions	Disadvantages	Template or Example Provided
	<p>The primary advantage of a conference exhibit is that it offers the opportunity for one-on-one conversation with potential users of the technology. Also, as exhibits do not require conference agenda time, they sometimes present the best available means of taking advantage of large gatherings of potential technology users.</p> <p>A lead states team member should be available at the exhibit to answer questions as well as to establish personal contact with potential technology users. Brochures and FAQ sheets should be considered for distribution to maximize exhibit benefit. Whenever possible, the actual technology or products of the technology should be available at the exhibit in addition to appropriate poster information.</p> <p>Professional development of a mounted or mountable 36" X 48" color exhibit poster ranges from \$100 to \$300, not including writing and graphic design. A 48" X 83" vertical display panel with apparatus can be manufactured for \$1,200 to \$2,500 (apparatus and prints outsourced to trade show display company). Lower cost options include life-size "pop-up" mounted posters; these are easily transported in a small carrying tube and cost from \$400 to \$800 to produce, excluding writing and graphic design. A combination of these options is often necessary for an effective exhibit.</p>		
<b>Poster</b>	<p>Useful for exhibits as described above.</p> <p>Professional development of a 36" X 48" color poster ranges from about \$100 to \$300, excluding writing and graphic design.</p>		
<b>FAQ Sheet</b>	<p>AQ sheets are particularly useful in conjunction with brochures, providing high interest information in an easily browsed written document. They are quickly prepared and easily distributed.</p> <p>Cost is minimal if distributed in text form. FAQ sheets may also be posted on a website for download by interested parties.</p>		
<b>Compilation of User Testimonials</b>	<p>User testimonials can be incorporated into brochures, PowerPoint presentation, separate written documents for distribution with FAQ sheets, and particularly videos. Contact information for obtaining additional details should always be provided. Cost to produce is minimal if gathered and distributed in written form.</p>		

**CMB** | CABLE MEDIAN BARRIER



**Figure D-1. TIG Branded Brochure Template—Cover**

Cable median barriers (CMB) are a life saving, adaptable traffic device ideally suited for use in existing medians to prevent cross-over crashes.

**Why CMB? Why Now?**

Cable median barriers are one of the most effective safety measures State transportation departments can deploy to protect motorists on today's congested highways. Across the country, agencies that have installed these barriers report a significant decrease in fatalities and in the severity of cross median crashes. Tests verify these results. When struck, a cable median barrier is more "forgiving" to the motorist. It

deflects impact laterally and reduces the force transmitted to vehicle occupants.

Cable median barriers work as a retrofit on existing, wide, relatively flat median areas and are also effective on sloped terrain. They generally cost less to install than other barrier systems and repair and maintenance costs are easily offset by their life saving and injury-reducing benefits.



Fatal Crashes from Cross Median Collisions

	Before CMB	After CMB
NC <sup>a</sup>	4	2
WA <sup>b</sup>	4.4	0.4
OH <sup>c</sup>	9	0
TX <sup>d</sup>	47	1

<sup>a</sup>Number of CMB installations when a fatal crash occurred in the median area was reduced. Cable per foot prices and for the first 1000 feet were installed 4-7 years of data and after installation 2-4 years. Annual average annual miles traveled (AAMT) for WA is 136.7 million of CMB installed over several years. Annual average annual miles traveled (AAMT) for OH is 100 million. Annual average annual miles traveled (AAMT) for TX is 100 million.

<sup>b</sup>One of the most effective safety devices installed in the median area. Single vehicle median failure resulted in vehicle struck, killing driver in median and over-corrected lanes.

TIG's Lead States Team on the project includes DOT representatives who can help you evaluate the use of cable median barrier in your State.

**How do I learn more?**

AASHTO's Technology Implementation Group – or TIG – is leading the effort to promote appropriate use of cable median barriers.

TIG's Lead States Team on the project includes DOT representatives who can help you evaluate the use of cable median barrier in your State. The team's goal is to develop "best practice" guidelines that include roadway design and maintenance issues as well as CMB evaluations, benefits and challenges. Contact team members for insight, expertise, and advice.

You can also visit [www.aashtotig.org](http://www.aashtotig.org) to explore cable median barrier research, analysis, program design, installation, and vendors.

CMB Innovative Lines of Defense

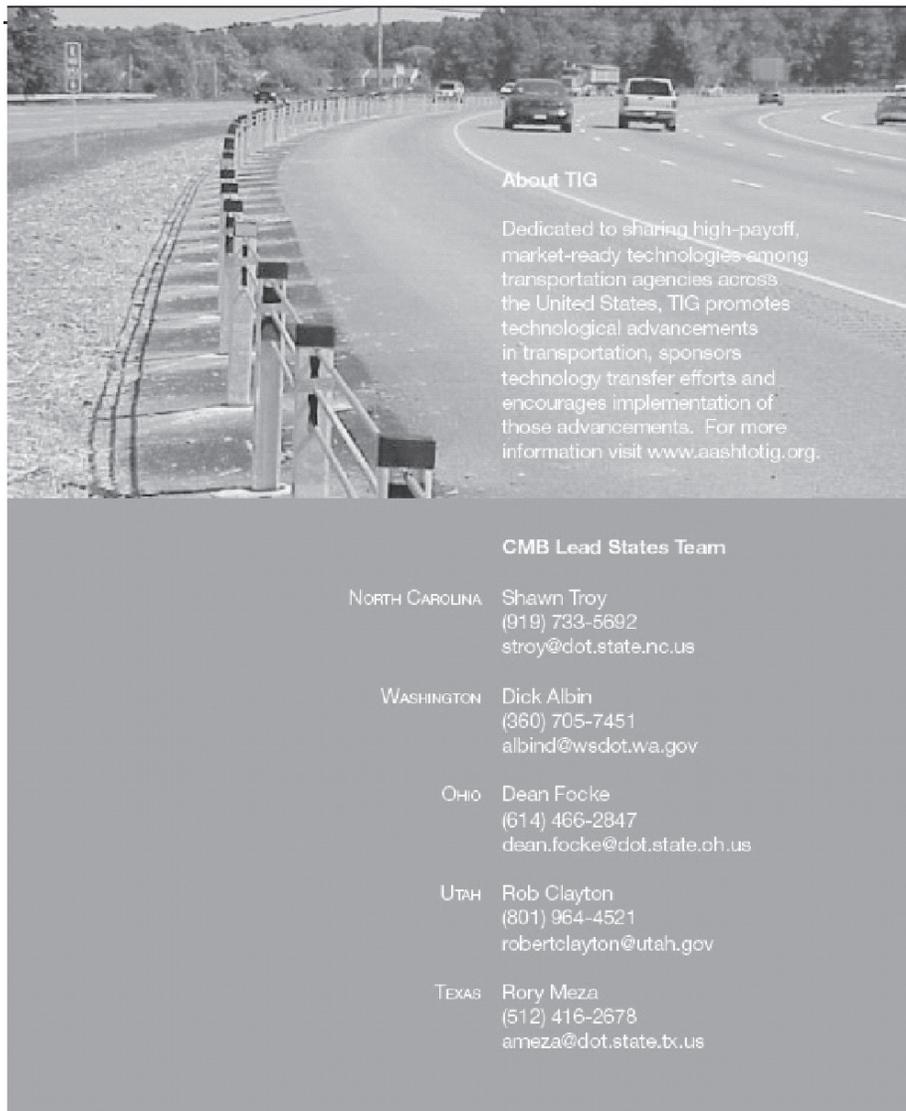
**Barrier Costs\***

- Cable Median Barrier \$190,000-\$300,000 per mile
- W-Beam Guardrail \$240,000-\$600,000 per mile
- Precast Concrete Barrier \$300,000-\$2,700,000 per mile

\* Based on Washington State DOT barrier installation costs, including preliminary and construction engineering, storm drainage, environmental mitigation, erosion control, traffic control and sales tax. Upper end of range reflects costs for extensive grading.



Figure D-1. TIG Branded Brochure Template—Spread



**About TIG**

Dedicated to sharing high-payoff, market-ready technologies among transportation agencies across the United States, TIG promotes technological advancements in transportation, sponsors technology transfer efforts and encourages implementation of those advancements. For more information visit [www.aashtotig.org](http://www.aashtotig.org).

**CMB Lead States Team**

**NORTH CAROLINA** Shawn Troy  
(919) 733-5692  
stroy@dot.state.nc.us

**WASHINGTON** Dick Albin  
(360) 705-7451  
albind@wsdot.wa.gov

**OHIO** Dean Focke  
(614) 466-2847  
dean.focke@dot.state.oh.us

**UTAH** Rob Clayton  
(801) 964-4521  
robertclayton@utah.gov

**TEXAS** Rory Meza  
(512) 416-2678  
ameza@dot.state.tx.us



PUBLICATION DATE: AUGUST 2007

**Figure D-1. TIG Branded Brochure Template—Back Cover**

**CMB | CABLE MEDIAN BARRIER**

**WHY MEDIAN BARRIERS?**

- 23,139 Road Departure Fatalities
- 16,214 From Run-Off-The Road (ROR) Crashes
- 740,000 Road Departure Injury Crashes
- 2,600,000 Road Departure Crashes
- 267 Fatalities Involving Crossover Median Head-On Collisions

Source: Federal Highway Administration, "Median Barriers" (2001)

**Figure D-2. TIG Branded PowerPoint Slide Template**

# SAVE THE DATE.

Cable median barriers (CMB) are a life saving, adaptable traffic device ideally suited for use in existing medians to prevent cross-over crashes. Learn why they are one of the most effective safety measures your agency can deploy to protect motorists on today's congested highways.

## Cable Median Barrier Workshop September 22, 2008 College Station, TX

Join your colleagues for a comprehensive workshop led by AASHTO TIG Lead States Team representatives with extensive experience in the deployment of cable median barrier solutions. Find out how your agency can reduce injuries and fatalities from cross-median crashes. Explore the opportunities and challenges presented by your applications. Visit [www.aashtotig.org](http://www.aashtotig.org) and click on CMB, or watch your mailbox for more information.



**Figure D-3. Example Save-the-Date Card Layout**

### WORKSHOP EVALUATION

1. The information presented and discussed at this workshop proved useful for you and your agency. agree  disagree  unsure

2. The speakers provided the correct balance between overall concepts and technical information. agree  disagree  unsure

3. The workshop format (i.e., presentations) was appropriate for this type of technology. agree  disagree  unsure

4. In light of this workshop, your agency plans on implementing this technology agree  disagree  unsure

5. Please evaluate the following items:

• Workshop Location: satisfied  unsatisfied  no opinion

• Number of Attendees: satisfied  unsatisfied  no opinion

• Amount of Networking Time: satisfied  unsatisfied  no opinion

• Length of Workshop: satisfied  unsatisfied  no opinion

6. Please share any additional thoughts:

• Likes: \_\_\_\_\_

• Dislikes: \_\_\_\_\_

• Comments: \_\_\_\_\_



**Figure D-4. Example Workshop Evaluation Format**

**APPENDIX E**  
**MARKETING ANALYSIS EXAMPLE**  
**AND TEMPLATE**

**(Hypothetical Example)**

**AASHTO TIG**  
**Lead States Team**  
**Marketing Analysis**

**for**

**AIR VOID ANALYZER TEST EQUIPMENT**  
**(Name of Technology)**

**March 25, 2005**  
**(Date of Analysis)**

**MARKETING ANALYSIS**

**Template Cover**

(Hypothetical Example)  
**MARKETING ANALYSIS**

**What is the need for this technology?** Describe all types of benefits that organizations and individuals may derive from using or allowing use of this technology.

This test equipment allows determination of the amount of effective air content in Portland cement concrete. Means of measuring only the volume of air in fresh concrete does not adequately determine if the concrete will have adequate durability. The cost of inadequate protection from cyclic freezing and thawing in concrete pavements and concrete structures can be in the tens of millions of dollars and more in a single structure.

**Who are the broad target audiences for the LST?** Indicate the organizations that may benefit considerably from use of this technology.

Agency	Primary Target	Secondary Target
All AASHTO member agencies	X	
Metropolitan counties		X
Cities over 1 million population	X	
U.S. Military		X
Concrete producers	X	
General contractors		X

**Who are the decision makers in the primarily targeted agencies?**

Agency	Decision-making Office
All AASHTO member agencies	State Materials Engineer, State Construction Engineer
Speciality Contractors	Concrete Pavement Association, Ready-mix Concrete Producers Association

**What information will decision makers want to know to reach a conclusion about trying or adopting this technology?**

Information	Probable Interest Level	
	Critical	Desirable
What does the test equipment cost?	X	
Will manufacturers provide loaner test equipment for a trial?		X
How do results compare to those from a pressure meter?		X
Does research clearly show that the technology is sound?	X	
Do generic specifications exist for the test equipment?		X
Are there worker safety issues?	X	
Who has used it, and with what results?	X	
Is training needed?	X	
Where can we get training?	X	
Do contractors in my area have any experience with it?		X

**What are actual and perceived barriers to be overcome to do a trial or to adopt this technology as a standard?**

Barrier	Type	
	Actual	Perceived
Budget and cost	X	
Our contractors have no experience	X	
Our contractors won't want to try it	X	X
Construction specifications will have to be developed for our agency	X	
We will have to buy quality control equipment	X	
We will have to develop a training course		X
Worker safety issues exist with chemicals		X

**What marketing opportunities already exist?**

Opportunity	Dates
AASHTO SOM Meeting—Memphis	November 22–23, 2004
National Ready-Mix Concrete Association Meeting	February 12–15, 2005
AASHTO SOC Meeting—TBD	TBD

**Who are our potential partners in marketing this technology?**

Potential Partner	Possible Supporting Activities
LTAP and TTAP	Workshop coordination and training
NACE	Information distribution
Johnson Equipment Co.	Technical information source
University of Florida	Technical information source
National Concrete Pavement Association	Information distribution and support with contractors
NICET	Training and addition to certification program

**What is the need for this technology?** Describe all types of benefits that organizations and individuals may derive from using or allowing use of this technology.

**Who are the broad target audiences for the LST?** Indicate the organizations that may benefit considerably from use of this technology.

Agency	Primary Target	Secondary Target

**Who are the decision makers in the primarily targeted agencies?**

Agency	Decision-making Office

**What information will decision makers want to know to reach a conclusion about trying or adopting this technology?**

Information	Interest Level	
	Critical	Desirable

**What are actual and perceived barriers to be overcome to do a trial or to adopt this technology as a standard?**

Barrier	Type	
	Actual	Perceived

**What marketing opportunities already exist?**

Opportunity	Dates

**Who are our potential partners in marketing this technology?**

Potential Partner	Possible Supporting Activities



# APPENDIX F

## MARKETING PLAN (BUDGET EXAMPLE)

### Annual Lead States Team Budget

(To be prepared for each fiscal year\* of Marketing Plan activity)

**Focus Technology:**        Enter name of product here

**Budget Period:**        Enter start and end dates here

Cost Type / Description	Estimated Non-reimbursed Costs to Lead States	Costs to be Reimbursed by AASHTO	Additional Description	Subtotals of Costs to AASHTO
<b>Labor</b>				
Lead States Team Members				
Others from Lead States				
Other				
<b>Total Labor</b>	\$ -			
<b>Expendable Goods &amp; Supplies</b>				
Describe item				
Describe item				
Insert additional goods and supplies rows here				
<b>Total Expendable Goods &amp; Supplies</b>	\$ -			\$ -
<b>Operating and Other Expenses</b>				
Travel for Task #				
Travel for Task #				
Travel for Task #				
Insert additional travel rows here				
Long Distance Telephone Charges				
Reproduction				
Shipping				
Insert additional operating or rental rows here				
Equipment Rental				
<b>Total Operating and Other Expenses</b>	\$ -			\$ -
<b>Equipment Purchases</b>				
Describe item				
Describe item				
Insert additional equipment purchase rows here				
<b>Total Equipment Purchases</b>	\$ -			\$ -
<b>Subcontracts**</b>				
Describe subcontract				
Describe subcontract				
Insert additional subcontract rows here				
<b>Total Subcontracts</b>	\$ -			\$ -
<b>TOTAL LEAD STATES CONTRIBUTION</b>	\$ -			
<b>TOTAL AASHTO BUDGET REQUEST FOR THIS FISCAL YEAR</b>				<b>\$ -</b>

\* AASHTO's fiscal year is July 1 through June 30.

\*\* Subcontracts should be established directly with AASHTO. Contact the AASHTO TIG Program Manager for assistance.

**Notes:**

1. The proposed AASHTO reimbursed budget is not to include salary and fringe benefits for lead states team members providing services.
2. Travel expenses for lead states team members representing industry are not reimbursable by AASHTO.
3. Appropriate indirect charges may be included in the individual cost estimates above.

Focus Technology: Enter name of product here

LEAD STATES TEAM ACTIVITY SCHEDULE

TASKS	FY 200?												FY 200?												FY 200?											
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
1 Title:																																				
2 Title:																																				
3 Title:																																				
4 Title:																																				
5 Title:																																				
6 Title:																																				
7 Title:																																				
8 Title:																																				

Legend

****	Original Schedule
▨	Revised Schedule
■	Work Completed

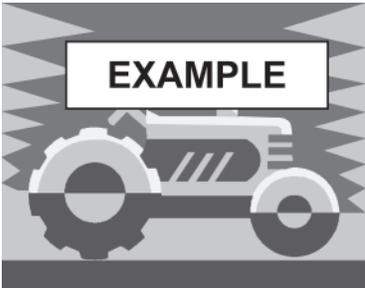
# APPENDIX G

## WEB SITE INFORMATION SUBMISSION FORMS

### Web Site Information Submission Forms

Three lists of information are provided to assist the lead states teams in delivering information to the AASHTO TIG program manager for posting on the AASHTO TIG web site. Email submission is preferred.

Immediate Information List. Preliminary technology information and lead states team contact information should be submitted as early as possible to the AASHTO program manager for posting, and no later than 30 calendar days after the initial lead states team meeting. The table below may be used to transmit this information.

Table of Information Needed for Immediate AASHTO TIG Web Posting
<p><b>Name of Technology:</b></p> <p>(Please affirm the name of the technology as shown on the nomination form or as recommended to be updated by the TIG executive committee. A generic name for the technology should be used rather than a name associated with a single manufacturer or service provider.)</p>
<p><b>Description:</b></p> <p>(The description of the technology can be the description shown on the nomination form, but the LST is asked to closely review that information to assure good communication for the web site.)</p>
<p><b>Benefits:</b></p> <p>(The LST may choose to provide a list of benefits or prepare the information in paragraph form. The objective of the list is to show the types of benefits potentially available to users. Examples are reduced crashes, saved lives, reduction in state DOT labor requirements, reduced cost of providing services, reduced life-cycle cost of the structure, improved construction/maintenance worker safety, reduced traffic congestion, and similar descriptive phrases. The descriptors do not need to be mutually exclusive, as some may overlap.)</p>
<p>Photograph(s):</p> <div style="text-align: center; margin: 10px 0;">  </div> <p>Photo of Bulldozer Equipped with the Gyro Box</p> <p>(Please provide one or more digital photographs or graphics depicting the technology and a desired caption for each.)</p>

**Lead States Team Contact Information:**

<name> <title> <affiliation> <phone number> <email address>	

**Later Information List.** Please submit these information items to the AASHTO TIG program manager for web site posting as soon as the information becomes available:

1. Brochures and other marketing publications suitable for electronic posting.
2. PowerPoint presentations prepared by the lead states team.
3. List of workshops and demonstration (past and planned), if applicable.
4. Announcement flyers for upcoming workshops or demonstrations.
5. Reference material list, with a document PDF, web URL, or the name of the publisher for each item.
6. New or changed LST member contact information.
7. Completed projects. For each project, include the project name, location, completion date, and contact information. The project description should include a paragraph that briefly describes how the technology was used, the project size, the length of time from project start to completion date, etc. The contact information should include name, title, affiliation, phone number, and email address.

**Optional Information List.** Additional items may also be submitted for posting on the AASHTO TIG web site. Items which have been found of value by some lead states teams include:

1. FAQs list
2. Additional media—photos, videos
3. Reviews by technology users
4. Links to related technology information

# APPENDIX H

## SEMI-ANNUAL PROGRESS REPORT



### Semi-Annual Progress Report

(Revised May 2007)

Name of Technology: \_\_\_\_\_

- Period covered by this report:     February 1 through July 31  
     August 1 through January 31

Date of this report:

**1. Activities during this reporting period.**

<b>Task 1</b>	Task Title:
Progress:	
<b>Task 2</b>	Task Title:
Progress:	
<b>Task 3</b>	Task Title:
Progress:	
<b>Task 4</b>	Task Title:
Progress:	
<b>Task 5</b>	Task Title:
Progress:	
<b>Task 6</b>	Task Title:
Progress:	
<b>Task 7</b>	Task Title:
Progress:	
<b>Task 8</b>	Task Title:
Progress:	

**2. Activities planned for next reporting period.**

Task 1.
Task 2.
Task 3.
Task 4.
Task 5.
Task 6.
Task 7.
Task 8.

**3. Requested changes to the approved Marketing Plan, if any.**

<p><b>Requested Change(s):</b> Briefly describe each change being requested in the approved work plan, communications plan, performance plan, or budget portion of the Marketing Plan.</p> <p><b>Reason for each requested change(s):</b></p>
---

**4. Requested change in LST activity termination date, if any.**

<p>The requested new termination date for LST activities is _____ .</p> <p>Note: Requested changes in termination date must include the submission of revised or new annual budgets if either a new fiscal year will now be involved or if an existing annual budget will be increased or reduced.</p> <p><b>Reason for change:</b></p>
---

**5. Miscellaneous.**

Other relevant information to be reported or requested by the LST to the AASHTO TIG Executive Committee.
--

Send this progress report to the AASHTO program manager by the 15th of the month following the reporting period.

# APPENDIX I

## CLOSEOUT REPORT

### CLOSEOUT REPORT

Submitted by the AASHTO TIG Lead States Team  
For the following technology:

Lead States Team Members and Agencies:

Chair

Member name

Member name

Member name

Member name

Member name

Member name

Date:



### DISCLAIMER

The contents of this report reflect the views of the authors, who are responsible for the facts and the accuracy of the data presented herein. The contents do not necessarily reflect the official view or policies of the American Association of State Highways and Transportation Officials (AASHTO) or any individual member organization of AASHTO.

Where the names of products or manufacturers appear herein, their inclusion is considered essential to the objectives of this report. AASHTO does not endorse products or manufacturers.

## TABLE OF CONTENTS

Introduction .....	79
Marketing Activities .....	80
Hosted Demonstration Workshops.....	80
Presentations at Conferences and Meetings.....	80
Publications .....	80
Performance Measurement.....	81
Lessons Learned .....	82
Effective Tools and Methods .....	82
Unique Tools and Methods .....	82
Ineffective Tools and Methods.....	82
Transition Plan .....	82
Reference Materials.....	82
Technology Transfer .....	83
Primary On-going Implementation Responsibility .....	83
Other Planning Efforts for On-going Implementation .....	83
Specific Future Actions .....	83
On the Web.....	83
Appendix A: Demonstration Workshop Information .....	84
Appendix B: Marketing Media.....	85

# CLOSEOUT REPORT

Submitted by the AASHTO TIG Lead States Team for  
the following technology:

## **Introduction**

(Provide a brief synopsis of the responsibility assigned to the lead states team.)

This closeout report is divided into five sections:

1. Marketing Activities
2. Transition Plan
3. Lessons Learned
4. Performance Measurement
5. Final Expenditure Summary

Marketing Activities  
 (Provide an introductory marketing approach paragraph.)

**Hosted Demonstration Workshops**

Date (in chronological order)	Workshop Title	Location	Total Attendance
<add lines as needed>			

Comments and Observations on Demonstration Workshops

(Provide any LST comments and observations in a paragraph or paragraphs here.)

A copy of agenda(s), attendee list(s), and summaries of participant feedback are located in the appendices to this report.

**Presentations at Conferences and Meetings**

Date (in chronological order)	Conference or Meeting Name, Location	Presenter Name, Organization	Presentation Title	Written Paper? (Y/N)

Comments and Observations on Presentations

(Provide any LST comments and observations in a paragraph or paragraphs here.)

Summaries of participant feedback are located in the appendices to this report.

**Publications**

(Publications listed should include any production of the lead states team which was distributed to or made available for viewing by prospective users of the technology. Typically these may include brochures, posters, video productions, facts sheets, and similar informational pieces. Workshop announcements and similar invitations, as well as papers written in conjunction with the presentations listed above, do not need to be listed or attached in the appendices.)

Date Produced	Publication Type	Total Number Produced	Reipients and Distribution Method

Except as described above, a copy of each publication has been included in an appendix to this report.

**Performance Measurement**

(Describe the degree of success obtained using the performance assessment methods described in the performance measurement plan section of the approved marketing plan.)

The following table compares responses to the initial and final technology experience surveys.

Survey Information	Initial Survey	Final Survey
Number of survey recipient organizations		
Number of survey responses received		
Number of agencies that have not used this technology		
Number of agencies with limited knowledge of this technology		
Number of agencies fairly familiar with this technology but have not yet tried it		
Number of agencies planning to try this technology on an upcoming project		
Number of agencies that have tried this technology and are evaluating its benefits		
Number of agencies currently using this technology on a routine or standard basis		
Number of agencies that plan to adopt this technology as a requirement		
Number of agencies that have adopted this technology as a requirement		
Number of agencies that plan to adopt this technology as an option in the plans, to be used at the contractor’s discretion		
Number of agencies that have adopted this technology as an alternate in the plans, to be bid against conventional methods		

Survey Information	Initial Survey	Final Survey
Number of agencies that plan to adopt this technology as an alternate in the plans, to be bid against conventional methods		
Number of agencies that have adopted this technology as an option in the plans, to be used at the contractor's discretion		
Number of agencies who do not believe that this technology will provide substantial benefit		
Number of agencies who have tried this technology and do not plan to use it in the future		

**Summary Responses from Surveys**

(Provide brief summaries of why some agencies believe that this technology will not provide substantial benefit to their agencies, and why some agencies do not plan to use the technology in the future.)

**LESSONS LEARNED**

**Effective Tools and Methods**

(From the viewpoint of your lead states team, which were the most effective marketing tools and methods they used, and why were they believed to be the most effective.)

**Unique Tools and Methods**

(List any particularly creative or unique elements or methods used by your lead states team that other lead states teams should consider using.)

**Ineffective Tools and Methods**

(From the viewpoint of your lead states team, which tools and methods were much less productive than desired, and provide your team's recommendations concerning future use of these methods or activities.)

**General Comments**

(Provide any lessons learned not included above.)

**TRANSITION PLAN**

**Reference Materials**

(Provide a list of the most beneficial reference materials pertinent to this technology.)

Reference	Publisher	URL (if available on internet)

**Technology Transfer**

(Name and contact information for the primary FHWA office to become the on-going contact for technology transfer for this technology.)

Contact	Office Name, Location	Phone	Email

**Primary On-going Implementation Responsibility**

(Name and contact information for the technical committee/group/association to assume primary responsibility for continuing implementation of this technology.)

Contact	Committee Name, Organization	Phone	Email

**Other Planning Efforts for On-going Implementation**

(Identification of technical committees/groups/associations that have been contacted by the lead states team about assuming a future responsibility involving this technology, and the response received from each organization.)

Contact	Committee Name, Organization	Responsibility Discussed and Response

**Specific Future Actions**

(If there are specific future implementation activities foreseen as desirable or necessary, list that information here.)

Future Activity	Time Frame	Recommended Organization to Perform

**On the Web**

(List the URL if a web site has been identified where the information on this technology has been transferred, or where later information on this technology can best be obtained.)

**APPENDIX A:  
DEMONSTRATION WORKSHOP INFORMATION**

(Agendas and attendance lists)

**APPENDIX B:  
MARKETING MEDIA**

(Copies of brochures, posters, and other reproducible media used in marketing activities)



# APPENDIX J

## EXAMPLE INVOICE

<b>BUSINESS OFFICE</b> <b>YOUR AGENCY'S NAME</b> City, State 00000-0000 Phone: (000) 000-0000		
<b>AASHTO</b> Attn: AASHTO TIG Program Manager 444 N. Capitol St. NW Suite 249 Washington, DC 20001	Invoice No. M555555 Date 12/28/06 Customer No. XX000000000000	
Lead States Team Name: Name of your team's technology here		Complete this box when applicable
Comments: This is the first invoice submitted by the MDSS lead states team.		Name of Agency Federal ID# 74-9999999 Vendor ID# 777777777777
Request for Reimbursement is made as follows.		
Description	Account	Amount
Reimbursable expenses incurred to sponsor to prepare notebooks and participant materials for the first of 3 regional workshops included in Task 3 of the approved marketing plan. The workshop was held in Austin, Texas on November 17, 2006.	44444-44-A	\$1,516.20
<b>Reimbursement Category Summary</b>		
Supplies (describe): 200 Three-Ring Binders		692.76
12 Reams White Paper		71.24
Other Services (describe): DOT Audio-Visual Rental Charge		300.00
Other (describe):		0.00
Other (describe):		0.00
Total Direct Cost		1,064.00
Optional Agency Indirect (Overhead) Percentage: 42.50%		
Total Indirect Cost		452.20
Total Amount Due		\$1,516.20
<b>Invoice Total</b>		<b>\$1,516.20</b>
<b>TERMS:</b> Payment in full due on receipt of invoice. Please return one copy of invoice with your payment and note invoice number on your remittance. <b>Make check payable to Your Agency Name Here.</b>		
Mail payment to: Business Office Your Agency Name City, State 00000-0000		







**American Association of State  
Highway and Transportation Officials**  
444 North Capitol Street, N.W., Suite 249  
Washington, DC 20001  
(202) 624-5800  
[www.transportation.org](http://www.transportation.org)



**Publication code: GLST-1**

**ISBN: 978-1-56051-362-9**

