A GUIDEBOOK

FOR

LEAD STATES TEAMS

of the

AASHTO

TECHNOLOGY IMPLEMENTATION GROUP
(TIG)

(November 2006)

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Highway and Transportation Officials
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2006–2007

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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.

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Chapter 1: 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-payoff, 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

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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.
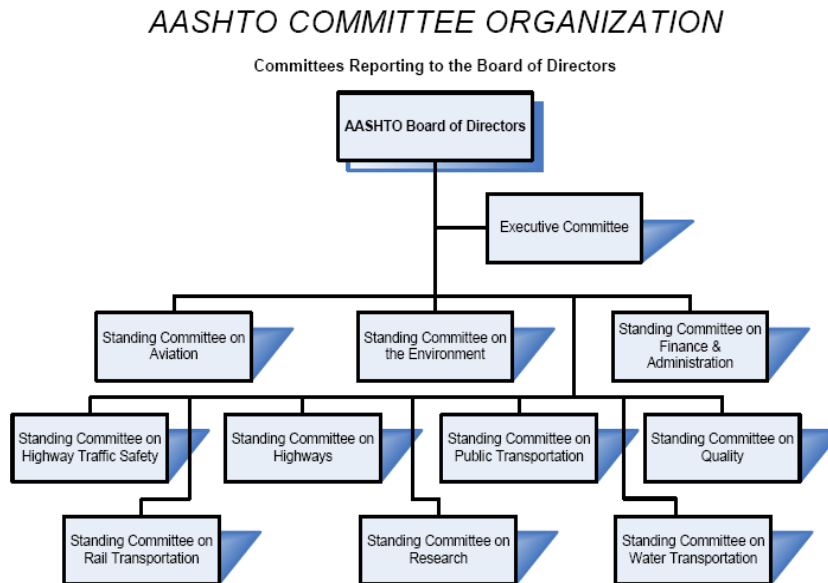

Figure 1. AASHTO Committees Reporting to the Board of Directors (AASHTO, 2005)

AASHTO COMMITTEE ORGANIZATION
Councils and Committees Reporting to the Standing Committee on Highways
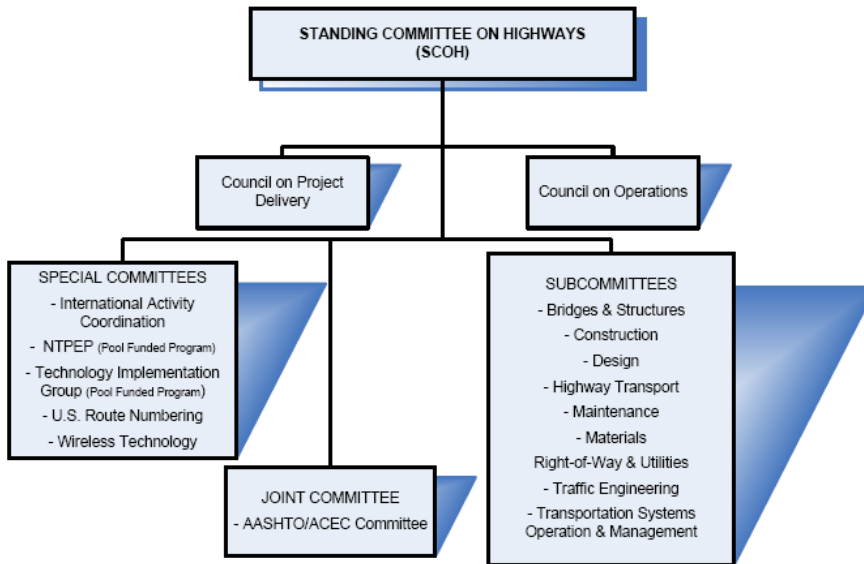
Figure 2. Groups Reporting to the Standing Committee on Highways (AASHTO, 2005)

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.

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.

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.

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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 and the AASHTO program manager, this guidebook is prepared to be a comprehensive "how-to" document, and thus an important aid. In addition to clarification of responsibilities, methods, and procedures provided in this guidebook, the appendices of this guidebook include examples and templates for many aspects of chair and team duties and responsibilities, including:

- surveys (Appendix B),
- initial meeting agenda (Appendix C),
- promotional methods and tools (Appendix D),
- marketing analysis (Appendix E),
- marketing plan (Appendix F),
- TIG web site information submission form (Appendix G),
- semi-annual progress reports (Appendix H),
- 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 USDOT 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 may also be able to assist in locating 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 2: 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 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 results to the lead states team prior to the initial meeting. See Appendix B.1 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.

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- 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. See Appendix C for an example initial meeting agenda 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?
- 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 3: Initial Lead States Team Meeting

Meeting Objectives

The initial lead states team meeting lays the foundation for all future lead states team activities. The expected products from the first meeting include a marketing analysis and a comprehensive 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. Completion of the marketing analysis, begun on an individual basis during pre-meeting preparations, is the first step in planning at 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

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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.

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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 state 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. 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 4: 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 5: 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.1), 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 state 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.2 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,
- 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

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- 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 March 1 through August 31 and September 1 through February 28 reporting periods are to be transmitted to the AASHTO program manager by *March 15* and *September 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 6: 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.

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

  - o 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
  - o 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
  - o An indication of the total number of agencies that have tried the technology, relative to the number since initiation of the lead states team

- Lessons learned

  Required elements of this section include the following items.

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- 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 7: 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.

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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 venders 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 to this guidebook.

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

Appendix B: Surveys B.1 and B.2 Example and Template
Shows an example and provide the Microsoft Word® template of the format.

Appendix C: Initial Meeting Agenda Suggestions
Provides many suggestions built in to a sample meeting agenda.

Appendix D: Promotional Methods and Tools
Describes 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
Identifies the target market, objectives, opportunities and barriers, strategies, promotional tools, and milestones; consistent with marketing plan.

Appendix F: Marketing Plan Example and Template
Shows an example and provide the Microsoft Word® template of the format.

Appendix G: Web Site Information Submission Forms
Shows an example and provide the Microsoft Word® template of the format.

Appendix H: Semi-annual Progress Report
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 Format

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

Appendix J: <u>Example</u> Invoice

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