

Pavement Management Roadmap

Marketing Plan – Final



United States

Department of Transportation

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16. Abstract In 2010, the Federal Highway Administration (FHWA) undertook a study to develop a roadmap for managing pavement assets. Representatives from state highway agencies, metropolitan planning organizations (MPOs), local agencies, universities, industry, technology transfer centers, and FHWA came together at three workshops to identify issues that were precluding agencies from deriving the maximum benefit from their pavement management systems. They identified research, development, and technology transfer activities that should be undertaken to address those issues. Their recommendations were then presented as 47 problem statements in the Pavement Management Roadmap published by FHWA. As a follow-on to that effort, this document presents a marketing plan with a goal to broaden the awareness of transportation stakeholders to the potential the Roadmap projects hold for improving the efficiency and effectiveness of their pavement management practices and to persuade them to advocate for the development and funding of those projects.			
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SI* (MODERN METRIC) CONVERSION FACTORS

APPROXIMATE CONVERSIONS TO SI UNITS

Symbol	When You Know	Multiply By	To Find	Symbol
LENGTH				
in	inches	25.4	millimeters	mm
ft	feet	0.305	meters	m
yd	yards	0.914	meters	m
mi	miles	1.61	kilometers	km
AREA				
in ²	square inches	645.2	square millimeters	mm ²
ft ²	square feet	0.093	square meters	m ²
yd ²	square yard	0.836	square meters	m ²
ac	acres	0.405	hectares	ha
mi ²	square miles	2.59	square kilometers	km ²
VOLUME				
fl oz	fluid ounces	29.57	milliliters	mL
gal	gallons	3.785	liters	L
ft ³	cubic feet	0.028	cubic meters	m ³
yd ³	cubic yards	0.765	cubic meters	m ³
NOTE: volumes greater than 1000 L shall be shown in m ³				
MASS				
oz	ounces	28.35	grams	g
lb	pounds	0.454	kilograms	kg
T	short tons (2000 lb)	0.907	megagrams (or "metric ton")	Mg (or "t")
TEMPERATURE (exact degrees)				
°F	Fahrenheit	5 (F-32)/9 or (F-32)/1.8	Celsius	°C
ILLUMINATION				
fc	foot-candles	10.76	lux	lx
fl	foot-Lamberts	3.426	candela/m ²	cd/m ²
FORCE and PRESSURE or STRESS				
lbf	poundforce	4.45	newtons	N
lbf/in ²	poundforce per square inch	6.89	kilopascals	kPa

APPROXIMATE CONVERSIONS FROM SI UNITS

Symbol	When You Know	Multiply By	To Find	Symbol
LENGTH				
mm	millimeters	0.039	inches	in
m	meters	3.28	feet	ft
m	meters	1.09	yards	yd
km	kilometers	0.621	miles	mi
AREA				
mm ²	square millimeters	0.0016	square inches	in ²
m ²	square meters	10.764	square feet	ft ²
m ²	square meters	1.195	square yards	yd ²
ha	hectares	2.47	acres	ac
km ²	square kilometers	0.386	square miles	mi ²
VOLUME				
mL	milliliters	0.034	fluid ounces	fl oz
L	liters	0.264	gallons	gal
m ³	cubic meters	35.314	cubic feet	ft ³
m ³	cubic meters	1.307	cubic yards	yd ³
MASS				
g	grams	0.035	ounces	oz
kg	kilograms	2.202	pounds	lb
Mg (or "t")	megagrams (or "metric ton")	1.103	short tons (2000 lb)	T
TEMPERATURE (exact degrees)				
°C	Celsius	1.8C+32	Fahrenheit	°F
ILLUMINATION				
lx	lux	0.0929	foot-candles	fc
cd/m ²	candela/m ²	0.2919	foot-Lamberts	fl
FORCE and PRESSURE or STRESS				
N	newtons	0.225	poundforce	lbf
kPa	kilopascals	0.145	poundforce per square inch	lbf/in ²

*SI is the symbol for the International System of Units. Appropriate rounding should be made to comply with Section 4 of ASTM E380.
(Revised March 2003)

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INTRODUCTION

In 2010, the Federal Highway Administration (FHWA) undertook a study to develop a roadmap for managing pavement assets. Representatives from state highway agencies, metropolitan planning organizations (MPOs), local agencies, universities, industry, technology transfer centers, and the Federal Highway Administration (FHWA) came together at three workshops to identify issues that were precluding agencies from deriving the maximum benefit from their pavement management systems. They identified research, development, and technology transfer activities that should be undertaken to address those issues. Their recommendations were then presented as 47 problem statements in the *Pavement Management Roadmap*¹ published by FHWA.

Each problem statement consists of a succinct description of a problem or need to be addressed, an outline of the tasks to be conducted, product that will be yielded, objectives that will be accomplished, and an estimate of funds and time required to accomplish the activity. Much effort and thought went into identifying the needs and developing the problem statements. The critical next step is to develop a marketing plan for sharing that information, encouraging the funding and conduct of the problem statements, and tracking the progress and results of the projects.

The goal of this marketing plan is to broaden the awareness of transportation stakeholders to the potential the Roadmap activities hold for improving the efficiency and effectiveness of their pavement management practices and to persuade them to advocate for the development and funding of Roadmap projects and activities.

By *marketing*, we mean finding ways to reach those segments of the transportation community that have the most to gain from the Roadmap and creating, through a variety of means, a supportive environment for Roadmap activities. The projects cannot be expected to “sell” themselves; they are but 47 projects that will be competing for attention and funding. Through

¹ The Pavement Management Roadmap can be found at <http://www.fhwa.dot.gov/asset/hif11011/map00.cfm>

actions suggested in this marketing plan, the highway community will become aware of the Roadmap projects and urged to push those projects forward.

Research, development, and technology transfer in the transportation community is conducted through a variety of means. FHWA manages a wide-ranging national program of projects conducted internally and by consulting firms, universities, and other entities and individuals. The Transportation Research Board (TRB) administers a number of broad-based research programs that are sponsored by other organizations. Universities and university transportation centers conduct a diverse range of projects, as do individual state departments of transportation (DOT), industry trade groups, and private-sector firms. They constitute critical elements of the audience for the problem statements presented in the Roadmap.

Those engaged in the conduct of applied highway research, development, and technology transfer projects for TRB, FHWA, and others are, as expected, strong proponents of research and technology transfer activities aimed at moving the resulting products into practice. Policy makers and others, however, are often not convinced of the value of research, considering it a nonessential activity that can be jettisoned or curtailed in times of funding scarcity. Short-term priorities drive those decisions, but the long-term ramifications for the preservation of highway infrastructure assets and the safety and efficiency of our transportation system can be costly. Convincing those decision makers, many of whom serve in their position for only a relatively short period, that long-term good should not be sacrificed for short-term gains is not easy.

Potential funding for Roadmap projects is piped from several sources, and it is not uncommon for there to be no obvious connection between the pipelines—i.e., one funding agency is unaware of work being sponsored by another funding agency. This can sometimes result in wasteful duplication of effort and in missed opportunities to leverage resources.

Local agencies have had their share of transportation funds drastically cut in response to dwindling collections from user fees. Concerns about addressing urgent needs for repair and maintenance could lead to reduced support for finding Roadmap projects.

As funding for transportation expansion projects has dwindled, consulting firms and contractors are increasingly interested in participating in externally funded projects. The competition for funding is strong, the pool of organizations and institutions proposing on research projects is growing, and the amount of funds available for future transportation projects is uncertain.

That makes it even more important and timely that a marketing strategy for the Roadmap activities be implemented. The Roadmap provides the steps needed to achieve the vision of better roads and wiser investments; what is needed is a means of fostering a community of stakeholders who will champion those projects and turn the vision to reality. The fact that the end users of the Roadmap products will be state and local agencies striving to improve community roads and mobility is an asset in today's political climate, which increasingly emphasizes local decisions to solve local problems.

AUDIENCES

The audience for the Roadmap recommendations includes a variety of organizations and individuals, each of whom has its own characteristics, needs, and wants. Segmenting the stakeholders allows for a more efficient and effective allocation of marketing resources.

The audience can be divided into three primary groups:

1. Those who have a say in the funding and direction of research programs—decision and policy makers.
2. Those who are directly involved in pavement management activities and would directly benefit from the products of Roadmap projects—practitioners.
3. Those who would conduct Roadmap projects—researchers.

Decision Makers

This category includes those with responsibility for developing, coordinating, funding, and overseeing highway research projects, such as TRB, university transportation centers, FHWA offices and DOT administrations, American Association of State Highway and Transportation Officials (AASHTO), technology expert groups (such as the AASHTO Technology Implementation Group), and others. They have the difficult and important responsibility of

determining which projects will be funded, and when. They use various mechanisms for assessing, developing, funding, and publicizing these projects. Materials developed for this audience should be short, to the point, and focused on the application of the project's findings—i.e., what problem will the activity solve and what benefits will be provided to the agency.

Chief Engineers of state and local agencies also belong to this group. They typically prefer technical memos that present a solution to a problem in jargon-free language. They want to be able to quickly assess the issue and move to a decision (i.e., go, no go, or request more information). In the minds of some agency leaders, research is considered to consist of nonessential and nonproductive activities that can justifiably be jettisoned or curtailed. Short-term priorities that drive those decisions can lead, in the long run, to higher costs and increased traffic disruption associated with highway infrastructure preservation strategies and techniques. Convincing those decision makers, many of whom are in their position for a relatively short period of time, that long-term good should not be sacrificed for short-term gains is crucial to the success of the Roadmap.

Practitioners

This category primarily includes engineers, managers, and technicians working at state DOTs, highway contractors, and local agencies. The ranks of this group have been thinned in recent years; everyone is “doing more with less.” They seek ways to make their work more efficient and their decisions better informed, which will allow them to stretch their funding and staffing resources. They want facts and details, and they want to hear it from their peers. They are wary of anything that looks like it is being “sold” to them. They want to be able to pick up the phone or tap out a quick email to provide input on a research project or inquire about the status or findings. Jargon is okay and even preferred with this group—it means they belong to the same community of expertise and provides some assurance of commonality of interests and goals.

Researchers

This category includes universities, consulting firms, individuals, highway agencies, and others who respond to requests for proposals for Roadmap projects. They need early notice of forthcoming projects so that they have ample time to put a team together, and they like to be kept

in the loop on the status of ongoing projects. Information needs to be timely and from a recognized, respected source, and it should always include a link to more detailed information.

MARKETING MESSAGES AND VEHICLES

Marketing involves identifying what is already in the minds of the target audiences—how they currently perceive the category of what is being marketed (in this case, Pavement Management Roadmap outcomes), and thus how receptive they will be to the message. We all have preconceived ideas and opinions, and they affect how we react to new information. For example, if a highway agency believes that products “not invented here” are of no consequence, any information to the contrary will likely be disregarded—unless the information is presented in a way that addresses those notions and beliefs. A message to the highway agency might thus begin with a story about a Roadmap project initiated by one state DOT to solve a local issue, but that was then found to have value to a number of other DOTs.

Marketing takes a customer-centered approach to influence the audiences’ perceptions and initiate the desired response. In the case of the Roadmap, the marketing activities should address the targeted audiences’ views and convey information that will spur the desired actions and thus meet FHWA’s goals of preserving highway infrastructure assets. Transportation professionals are inundated with information. As they sit down at their desk each day, they are greeted with emails, journals, magazines, newsletters, internal correspondence, and news feeds—an overwhelming amount of information. That is in addition to all the information they receive elsewhere during the day—at home, during their commute, etc. The marketer’s job is to craft and deliver a message to each audience segment in the simplest, most authentic manner possible. This is not a “dumbing down” of the material, but rather conveying the information in a manner that has the greatest chance of getting through the clutter and of being understood. The goal is to engender trust and create enthusiasm—to develop a community of supporters and interested observers. This is best done by “getting inside the head” of the prospect, rather than by merely focusing on the benefits of the product; with insight into the prospect’s mind, we have the information we need to move forward.

A first step is to brand the Roadmap projects with a common look, name, and tone that will engender understanding and confidence with the target audiences. As an example, when the products developed from the first Strategic Highway Research Program (SHRP) were being introduced to the broad highway community, they were branded with the “RoadSavers: Saving Money, Time, and Lives” logo. Every piece of information that went out about the SHRP technologies included the RoadSavers logo, which created instant recognition and trust.

Messages should be kept simple, be customized for the intended audience, and focus on the audience’s wants and needs (emphasizing the benefits to be gained). The technologies, materials, and practices outlined in the Roadmap problem statements are complex, and the tendency in the highway engineering community is to present information about complex subjects in a complex manner. But what is needed here are content and tactics that will cut through the clutter, resonate with the recipients, and spur support for the Roadmap goals and projects. The delivery mechanisms will take different forms for different segments of the audience, but all with the same overarching message.

The Roadmap projects should be presented as a package of integrated, vetted plans that are ready to be converted into technologies and practices that will advance the practice of pavement management, maximize the return on investment in preservation and maintenance dollars, and address the public’s expectations for more efficient transportation facilities and services. The information and stories should be packaged to appeal to the audiences’ wants and needs - e.g., by describing how the Roadmap projects will help extend the life of their pavements, stretch scarce resources, reduce traffic delays, and improve their customers’ satisfaction. Each message should be tailored to answer the question, “What’s in it for me?” Recipients who like the answer will become evangelists for the projects, helping to build a broad base of support.

The various audiences each have a perception of “transportation research”; the marketer’s job is to craft a story that jibes with their views and thus will make it through their filters. The story must portray the benefits to be gained as outweighing the costs (what they would have to give up in terms of time, resources, etc.).

The overarching message for the Roadmap marketing is that the Roadmap spells out a clear, logical, and practical path to more efficient and effective pavement management practices.

By implementing the Roadmap, the industry will:

- *Enhance the skills of pavement managers.*
- *Improve the use of existing technology and tools.*
- *Promote the concepts of pavement management among decision makers and the public.*
- *Expand the data considered in a pavement management analysis.*
- *Explore the use of new tools and technology to improve the current approaches to data collection and analysis.*

A comprehensive suite of applied projects has been outlined; it is now time for the highway community to step up and make the Roadmap vision a reality—to ensure that the Roadmap projects are funded, conducted, coordinated, and tracked.

The story (content) must be customized for the target audience if the desired result is to be achieved. A range of delivery mechanisms are briefly described here.

- Face-to-face discussions. For engineers, this is a preferred method of communicating. The back-and-forth and the opportunity to raise questions during the conversation make this a favorite means of sharing information. Facial expressions and body language, as well as the non-permanent nature of the discussion, allows for frank and forthright information.
- Technical memos. Chief Engineers often prefer brief technical memos. They want a concise statement of the problem or issue, a recommendation on how to address the problem or issue, and the expected benefits to be gained and at what cost.
- Presentations at industry meetings. These can be a good way to publicize Roadmap results and to promote technology transfer activities, but the long lag time between when a meeting is planned and when the meeting is conducted makes this not as effective a means for inspiring others to act.
- Articles in industry publications. Customer-focused articles that include anecdotal information (putting a human face on the information) can be extremely effective. For example, when SHRP was attempting to spread the word about the innovations generated by its research projects, an industry publication (*Roads & Bridges*) agreed to let SHRP

author a column each month in the magazine. The columns were professionally written in collaboration with a leader at FHWA or a state DOT. Each month, readers of the magazine were presented with a one-page article describing the benefits to be gained from a SHRP product; the logo at the top of the column and the FHWA/DOT byline branded the information as coming from a trusted, respected source. The magazine and reader benefited from the inclusion of timely, relevant information, and SHRP benefited from access to a larger audience than otherwise possible.

- **Emails.** Quick and informal, emails can be a very useful means of distributing information and seeking input. Spam laws and email filters restrict their utility to those already engaged in the discussion.
- **Technical reports.** Technical reports provide essential, detailed information for researchers and subject matter experts.
- **Social Media.** It is unclear how acceptable and accessible social media sites are in the highway community. Agencies sometimes have policies restricting access to social media sites.
- **Websites.** Websites most effectively serve as a clearinghouse of information. They act as an easily accessible repository of news and information about a program or product. Designing and populating a site is relatively easy; keeping the information current is much more difficult.
- **Community Media.** Articles in local newspapers or on local television can be a very effective way of presenting information to members of the public, who in turn have the ear of policy makers. Roadmap activities undertaken in a community should be shared with the media; the more educated a newspaper reporter/editor is about highway issues and technologies, the more likely he/she will be to accurately frame a story. For example, a reporter that understands the value of preventive maintenance is going to do a more responsible job of writing an article that responds to motorists' complaints about "why are they working on that road—it's in good shape!"
- **Seminars and workshops.** Off-site seminars and workshops allow highway professionals to step away from the day-to-day demands of their jobs and focus on the bigger picture. The opportunity to bounce ideas around with colleagues from other agencies and organizations fosters innovation and collaboration.

- Webinars. On-line seminars, or webinars, are excellent ways of reaching a diverse audience when travel to a workshop or seminar is not feasible.
- Department meetings. In-house meetings are a great way of sharing information, but typically the conversation is confined to events and issues germane to the department or agency. Casual (brown-bag-type) meetings that are designed to allow the conversation to drift to broader issues, can, however, provide a suitable means of talking about national activities and projects.
- Case studies. By painting a concise yet complete picture, case studies can be very effective in reaching a wide variety of people. They distill the many facets of a project into an engaging story—here’s what we were up against, here’s what we did, here’s the outcome.
- Videos. Producing and distributing a video has never been easier; anyone with an iPhone or camera can do it. But doing it well requires skill and knowledge.

Table 1 summarizes the suitability of the marketing delivery mechanisms (i.e., marketing activities) listed above for the three target audience groups identified as part of this plan – decision and policy makers, practitioners, and researchers.

IMPLEMENTATION STRATEGY

The extent of the marketing activities will be driven by the funds and resources available, as well as the timeframe. An effective marketing strategy involves iterative actions; success hinges on a series of carefully planned and constructed actions, rather than one big event. Tables 2 through 5 present an array of tactics that together will help to achieve the vision of the Roadmap, together with the optimal time period and impact on target audiences.

Table 1. Suitability of delivery mechanisms for audience

Audience	Delivery Mechanism														
	Face-to-face Discussion	Technical Memos	Industry Meetings	Newsletter	Industry Publications	Emails	Technical Reports	Social Media	Websites	Community Media	Seminars & Workshops	Department Meetings	Webinars	Case Studies	Videos
Decision and policy makers		X		X	X					X				X	
Practitioners	X	X	X	X	X	X	X		X		X	X	X	X	X
Researchers			X	X	X		X	X	X		X		X		

Decision and policy makers include those who have a major say on the funding and direction of research programs.

Practitioners include those who are directly involved in pavement management activities.

Researchers include universities, consultants, highway agencies, and others.

Table 2. Create and sustain a conversation about the Roadmap

Activity ID	Tactic	Timeframe			Impact		
		Short	Medium	Long	Decision Makers	Practitioners	Researchers
1.1	Develop the Roadmap brand identity	◆			H	H	H
1.2	Set up and maintain SharePoint site.	◆	◆	◆	L	H	L
1.3	Community media articles	◆	◆	◆	H	L	L
1.4	Plan series of articles in industry publications	◆			M	H	H
1.5	Research and write articles for publications	◆	◆	◆	M	H	H
1.6	Design, develop, and maintain Roadmap website	◆	◆	◆	L	H	H
1.7	Investigate social media options for sharing information	◆			L	M	M
1.8	Develop session (boxed?) at TRB annual meeting	◆	◆	◆	L	H	H
1.9	Develop and staff exhibits at key meetings	◆	◆	◆	L	H	L

Timeframe: Short = years 1-2, medium = years 3-5, long = years 6-10.

Impact: L = low, M = medium, H = high.

Table 3. Build and sustain a network of advocates for Roadmap projects

Activity ID	Tactic	Timeframe			Impact		
		Short	Medium	Long	Decision Makers	Practitioners	Researchers
2.1	Establish a network of research sponsors	◆	◆		H	H	L
2.2	Establish and support a Roadmap ETG	◆	◆	◆	H	H	H
2.3	Plan one-day workshop to create champions	◆			L	H	L
2.4	Conduct one-day workshop	◆			L	H	L
2.5	Identify and recognize Roadmap champions at the decision maker, practitioner, and research levels.	◆	◆	◆	H	H	H
2.6	Participate in research project statement review panels	◆	◆	◆	L	H	H
2.7	Identify and support speakers to present at industry meetings	◆	◆	◆	M	H	H

Timeframe: Short = years 1-2, medium = years 3-5, long = years 6-10.

Impact: L = low, M = medium, H = high.

Table 4. Serve as a clearinghouse of information and expertise to advance the planning, conduct, and products of Roadmap activities

Activity ID	Tactic	Timeframe			Impact		
		Short	Medium	Long	Decision Makers	Practitioners	Researchers
3.1	Track news and information about Roadmap projects; post on website	◆	◆	◆	L	H	H
3.2	Respond to inquiries from decision makers, practitioners, and researchers	◆	◆	◆			

Timeframe: Short = years 1-2, medium = years 3-5, long = years 6-10.

Impact: L = low, M = medium, H = high.

Table 5. Measure progress toward Roadmap vision

Activity ID	Tactic	Timeframe			Impact		
		Short	Medium	Long	Decision Makers	Practitioners	Researchers
4.1	Set up and maintain a system for tracking implementation of Roadmap marketing activities	◆			H	H	H
4.2	Develop baseline survey	◆			H	H	H
4.3	Develop and distribute follow-on survey (after 2 years)		◆		H	H	H
4.4	Develop feedback mechanism for website	◆			M	H	H
4.5	Develop feedback mechanism for workshops and webinars	◆			M	H	M
4.6	Monthly teleconferences with FHWA TM	◆	◆	◆	H	H	H
4.7	Mid-term marketing plan assessment		◆		H	H	H

Timeframe: Short = years 1-2, medium = years 3-5, long = years 6-10.

Impact: L = low, M = medium, H = high.

The recommended marketing strategy is organized around four key *tracks*:

Track 1. Create and sustain a conversation about the Roadmap

Track 2. Build and sustain a network of advocates for Roadmap projects

Track 3. Serve as a clearinghouse of information and expertise to advance the planning, conduct, and products of Roadmap activities

Track 4. Measure progress toward Roadmap vision

The Roadmap proposes a 10-year timeline, and marketing activities should continue throughout that period (and beyond if implementation is included). A more detailed description of each of the marketing activities is presented in Appendix A, while a summary of the estimated costs associated with these activities over the 10-year period is presented in Table 6.

A summary of the suite of recommended activities for the first two years of the marketing plan is presented below:

Year 1:

1. Develop the brand—the overarching message, look, logo, etc., for the Roadmap projects.
2. Set up a Roadmap SharePoint site to serve as a collaborative workspace for the marketing team and as a repository of information for the pavement management community.
3. Meet with editors of select industry publications to discuss the objective of the Roadmap and schedule articles about the Roadmap on the editorial calendars.
4. Identify information sources for each of the projects (e.g., a state that has firsthand experience with the problem). These individuals will serve as resources when preparing the stories/information for dissemination.
5. Plan a one-day meeting for the participants in the original Roadmap workshops, with the aim of providing an update on the projects and creating a community of champions for the projects.

Table 6. Summary of marketing plan estimated costs (in \$) – Years 1 through 10

Activity No.	Activity	Year										Totals	
		1	2	3	4	5	6	7	8	9	10		
Track 1. Create and sustain a conversation about the Roadmap													
1.1	Develop the Roadmap brand identity	\$6,389	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,389
1.2	Set up and maintain SharePoint site	\$2,544	\$1,131	\$1,131	\$1,131	\$1,131	\$1,131	\$1,131	\$1,131	\$1,131	\$1,131	\$1,131	\$12,720
1.3	Community media articles	\$15,971	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,971
1.4	Plan series of articles in industry publications	\$6,055	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,055
1.5	Research and write articles for publications	\$25,890	\$25,890	\$15,534	\$15,534	\$10,356	\$10,356	\$0	\$0	\$0	\$0	\$0	\$103,561
1.6	Design, develop, and maintain Roadmap website	\$20,467	\$9,097	\$9,097	\$9,097	\$9,097	\$9,097	\$9,097	\$9,097	\$9,097	\$9,097	\$9,097	\$102,336
1.7	Investigate social media options for sharing information	\$12,016	\$7,210	\$3,605	\$3,605	\$3,605	\$3,605	\$3,605	\$3,605	\$3,605	\$3,605	\$3,605	\$48,064
1.8	Develop session (boxed?) at TRB annual meeting	\$0	\$30,456	\$0	\$0	\$30,456	\$0	\$0	\$30,456	\$0	\$0	\$0	\$91,367
1.9	Develop and staff exhibits at key meetings	\$84,672	\$42,336	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$127,008
	Subtotals:	\$174,005	\$116,118	\$29,366	\$29,366	\$54,644	\$24,188	\$13,832	\$44,288	\$13,832	\$13,832	\$13,832	\$513,470
Track 2. Build and sustain a network of advocates for Roadmap projects													
2.1	Establish a network of research sponsors	\$33,482	\$33,482	\$22,321	\$22,321	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$111,607
2.2	Establish and support a Roadmap ETG	\$33,741	\$25,306	\$25,306	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$84,354
2.3	Plan one-day workshop to create champions	\$9,483	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,483
2.4	Conduct one-day workshop	\$81,098	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$81,098
2.5	Identify and recognize Roadmap champions at the decision maker, practitioners, and research levels	\$35,297	\$35,297	\$35,297	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$105,890
2.6	Participate in research project statement review panels	\$33,489	\$33,489	\$33,489	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,468
2.7	Identify and support speakers to present at industry meetings	\$22,838	\$22,838	\$22,838	\$22,838	\$22,838	\$22,838	\$22,838	\$22,838	\$22,838	\$22,838	\$22,838	\$228,383
	Subtotals:	\$249,429	\$150,412	\$139,252	\$45,160	\$22,838	\$22,838	\$22,838	\$22,838	\$22,838	\$22,838	\$22,838	\$721,282
Track 3. Serve as a clearinghouse of information and expertise to advance the planning, conduct, and products of Roadmap activities													
3.1	Track news and information about Roadmap projects; post on website	\$29,717	\$29,717	\$29,717	\$29,717	\$29,717	\$29,717	\$29,717	\$29,717	\$29,717	\$29,717	\$29,717	\$297,168
3.2	Respond to inquiries from decision makers, practitioners, and researchers	\$30,176	\$30,176	\$30,176	\$30,176	\$30,176	\$30,176	\$30,176	\$30,176	\$30,176	\$30,176	\$30,176	\$301,764
	Subtotals:	\$59,893	\$59,893	\$59,893	\$59,893	\$59,893	\$59,893	\$59,893	\$59,893	\$59,893	\$59,893	\$59,893	\$598,932
Track 4. Measure progress toward Roadmap vision													
4.1	Set up and maintain a system for tracking implementation of Roadmap marketing activities	\$4,464	\$1,984	\$1,984	\$1,984	\$1,984	\$1,984	\$1,984	\$1,984	\$1,984	\$1,984	\$1,984	\$22,319
4.2	Develop baseline survey	\$16,057	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,057
4.3	Develop and distribute follow-on survey (after 2 years)	\$0	\$0	\$16,057	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,057
4.4	Develop feedback mechanism for website	\$14,045	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,045
4.5	Develop feedback mechanism for workshops and webinars	\$17,980	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,980
4.6	Monthly teleconferences with FHWA TM	\$6,909	\$6,909	\$6,909	\$6,909	\$6,909	\$6,909	\$6,909	\$6,909	\$6,909	\$6,909	\$6,909	\$69,091
4.7	Mid-term marketing plan assessment	\$0	\$0	\$0	\$0	\$24,805	\$0	\$0	\$0	\$0	\$0	\$0	\$24,805
	Subtotals:	\$59,455	\$8,893	\$24,950	\$8,893	\$33,698	\$8,893	\$8,893	\$8,893	\$8,893	\$8,893	\$8,893	\$180,354
	Totals:	\$542,782	\$335,317	\$253,461	\$143,312	\$171,073	\$115,813	\$105,457	\$135,912	\$105,457	\$105,457	\$105,457	\$2,014,039

6. Establish a network of key managers from potential sponsors (FHWA, TRB, etc.) and work closely with them so they understand the purpose of the Roadmap and how it can be used to leverage their resources and prevent duplication of effort. Provide a means for quick responses to queries and for provision of information updates (for example, through an email list and shared dropbox). Hold a quarterly briefing with these leaders (ideally, face-to-face) to share information and ensure the Roadmap retains its visibility in this community.
7. Establish a Roadmap Expert Task Group to provide input and guidance on the marketing activities.
8. Design and develop a website for the Roadmap. This will be the public face of the project—i.e., customer service and information. Assign a webmaster who is charged with ensuring the content is updated weekly and that the content remains fresh. Before the site is designed, invest time in considering what information will be posted and what activities should be available (for example, do we want users to be able to submit inquiries? To be able to link directly to RFPs?) so that those elements will have been thought out before the site design is initiated.
9. Begin researching and writing articles for various audiences; invite select pavement management leaders (from FHWA and DOTs) to serve as authors of the articles. Invite responses to the articles; set up and monitor a customized email account, and ensure responses to input are sent within 5 days of receipt.
10. Evaluate options for using social media as a means of disseminating information and soliciting input.
11. Work with TRB and its committees to develop a highlighted session on the Roadmap at the annual meeting in January the following year. Possible co-sponsors would include AFD10, Pavement Management Committee, AFD20, Pavement Monitoring and Evaluation Committee, and ABC40, Asset Management Committee – all of the current committee Chairs are very supportive of the Roadmap and all were involved in its development.
12. Identify key conferences/meetings (such as the Regional Pavement Preservation conferences, the International Conference on Managing Pavement Assets, and Council of

University Transportation Centers) at which a presentation on the Roadmap would have appeal.

13. Prepare a brief survey to send to pavement management engineers and Chief Engineers, key staff at FHWA, state DOTs, and local agencies. The purpose is to develop baseline information about the community's recognition of the need for and potential of the Roadmap. This survey will be repeated in Year 3 to measure the effectiveness of the marketing program.
14. Implement system for tracking all marketing activities.

Year 2:

15. Early in the second year, conduct the one-day meeting that was planned in Year 1. Write news-style articles summarizing the meeting and results for publication in industry publications.
16. Identify a cadre of champions for the Roadmap, who will serve as points of contact for inquiries about the Roadmap recommendations. Allocate travel funds to this task, which will allow them to accept invitations to speak before small groups. (These champions could be many of the individuals identified in Year 1 under activities 5 and 6).
17. Develop case studies that tell the stories of how Roadmap projects address specific needs, solve pressing problems, and improve safety, comfort, and efficiency of motorists. The case studies should be made broadly available to practitioners, policy makers, and the media.
18. Identify two or three Chief Engineer-level champions for the Roadmap projects and assist them in getting on the agenda of top-leadership sessions at meetings held by AASHTO, National Association of County Engineers, and others. Provide the necessary support to ensure that the information is clear, concise, and uniform. Provide handouts that reinforce the message (which could be as simple as designed bookmarks with the Roadmap message and website).
19. Continue series of articles in industry publications.
20. Identify speakers and assist them in developing presentations for key conferences and meetings identified in Year 1 (these could be some of the same people identified under activities 5, 6 and 16, but do not have to be); provide travel funding for speakers.
21. Monitor and assess implementation activities; revise marketing plan accordingly.

22. Keep Roadmap website updated (refresh at least every other week). Provide links to associated projects (such as Concrete Pavement Road Map and the Long-Term Pavement Performance Program Data Analysis Strategic Plan).
23. Develop graphical way of charting progress toward Roadmap vision; post on web and include in all marketing materials (e.g., “we are making progress—and we need your help to keep moving forward...”).

The total cost associated with the above suite of marketing activities is \$878,099, which far exceeds the available budget of \$58,606 for Years 1 and 2. Accordingly, the following initial subset of marketing activities is recommended:

Activity ID	Activity Name	Cost, \$	Comments
1.1	Develop the Roadmap brand identity	\$6,389	None
1.4	Plan series of articles in industry publications	\$2,505	Approximately 1/3 of proposed effort to be consistent with activity 1.5
1.5	Research and write articles for publications	\$12,935	Limited to 1 (instead of 6) article in Year 1 and 2 (instead of 6) in Year 2
1.6	Design, develop, and maintain Roadmap website	\$17,104	Updates will be done every other week rather than weekly
1.8	Develop session (boxed?) at TRB annual meeting	\$7,488	Support FHWA with 2013 TRB box session; does not cover travel costs
2.2	Establish and support a Roadmap ETG	\$4,321	Work with FHWA/TRB to establish subcommittee (ETG) under AFD10 and participate in 2013 meeting
3.1	Track news and information about Roadmap projects; post on website	\$7,864	Bulk of effort will be done in Year 2 and will be limited to ~1/3 of proposed effort
Total:		\$58,606	

MONITORING OF IMPLEMENTATION PLAN

The previous section of this document detailed the Roadmap marketing plan, including the proposed marketing activities for each target audience as well as the importance, outcomes, schedule and cost of each activity. Although the plan has been prepared as a collective and complementing set of activities (i.e., not intended for picking and choosing a la carte), budget

availability will determine whether or not the FHWA decides to proceed with all of the activities proposed in the plan or just a subset of them, as recommended at the end of the previous section.

Once a plan has been approved by the FHWA, a critical element in its implementation will be to ensure that the marketing activities selected for each target audience are carried out in accordance with the approved plan. Accordingly, monitoring or tracking the progress of the marketing activities as well as of the overall plan is an important task if the plan is to be a success. In turn, this monitoring requires consideration of three key elements:

1. Progress,
2. Schedule, and
3. Budget.

The first element is illustrated in Table 7, which shows the target versus actual completion of the subset of marketing activities recommended for Years 1 and 2 of the plan that fit within the available budget. Given the nature of the activities, progress is being tracked for each activity as a function of the overall plan. In this example, progress on the implementation plan would be considered to be on target if the work accomplished represents about eight months of work and about a third of the budget for Year 1, hence the importance of tracking schedule and budget too.

To monitor the above referenced three elements, the task order team proposes to use tables similar to that shown in the Table 7 example; one for each key tracking element—progress, schedule and budget. These tables will be set up once the final implementation plan has been approved by the FHWA.

It is fully recognized that the proposed tracking mechanism will only capture what has been accomplished relative to the plan targets, but it does not provide the best means for measuring the actual success of those activities. One approach to measure actual success is to carry out surveys tailored to each target audience and marketing activity, such as:

- Web-based survey on the PM Roadmap website, which is targeted for all audiences, to allow users of the website to comment on its usefulness, contents, etc., as well as to provide input about the website.

Table 7. Monitoring of implementation plan: Year 1 target versus actual completion

Activity ID	Activity Name	Target Measure	Target Number	Number to Date	Percent Complete
1.1	Develop the Roadmap brand identity	Established and FHWA approved brand identity	1	1	100.0%
1.4	Plan series of articles in industry publications	Identify and confirm with publishers for publication of 4 articles	4	3	75.0%
1.5	Research and write articles for publications	2 articles in each of Years 1 and 2 or total of 4 articles	4	1	25.0%
1.6	Design, develop, and maintain Roadmap website	600 web site hits per year or total of 1,200 hits	1200	300	25.0%
1.8	Develop session (boxed?) at TRB annual meeting	One box session at 2013 TRB annual meeting	1	0	0.0%
2.2	Establish and support a Roadmap ETG	One AFD10 subcommittee meeting at 2013 TRB annual meeting	1	0	0.0%
3.1	Track news and information about Roadmap projects; post on website	120 articles/pieces of information for posting on web site per year or total of 240 articles/pieces of information	240	120	50.0%
Totals:			1451	425	29.3%

- Web-based surveys targeted to those individuals receiving e-mails, technical reports, technical memoranda, case studies, and videos soliciting their input on topics such as value of information provided, additional information needs, and ways to improve quantity and level of information being provided. These surveys will also be used for individuals participating in the webinars.
- Paper-based surveys targeted to those individuals participating in meetings, seminars, and workshops soliciting their input on topics such as value of information provided, additional information needs, and ways to improve quantity and level of information being provided.
- Face-to-face or telephone interviews of key stakeholders to solicit their objective and/or subjective assessment of the implementation plan's success. It is anticipated that one or two individuals within each of the target audiences will be selected for an interview, and every six months another group of individuals will be selected for an interview.

None of the above surveys have been included as part of the task order effort, either because activities such as webinars and workshops will not be pursued or the available funding does not permit it. However, once a month key members of the task order team will meet with the FHWA Task Monitor (TM) via conference call to subjectively assess the success of the individual marketing activities as well as of the overall plan. The monthly meeting will also serve as a feedback mechanism in order to continuously strive to improve how the marketing activities are being carried out—i.e., determine the need for revisions, additions, and/or deletions to the plan.

APPENDIX A:
DETAILED DESCRIPTION OF MARKETING ACTIVITIES

Activity Goal: Create and sustain a conversation about the Roadmap
Activity Name: **Develop the Roadmap brand identity**
Activity ID: 1.1 (Year 1)

Description: The objective of this marketing activity is to develop the Roadmap brand—the overarching message, look, logo, etc., for the Roadmap projects.

Audience & Benefits: This marketing activity is intended for all three targeted audiences—decision & policy makers, practitioners and researchers. The primary benefit to be gained from the proposed branding is instant and easy recognition of the Roadmap projects and associated activities by the entire pavement community; i.e., making the Roadmap a household name.

Roles & Responsibilities: Collaborative effort between FHWA and consultant personnel, including marketing specialist.

- Work Activities:**
1. Coordination, preparation and conduct of a one-day brainstorming meeting involving FHWA and consultant personnel to develop Roadmap brand.
 2. Preparation of draft meeting minutes and recommended Roadmap brand by consultant.
 3. FHWA review and comment.
 4. Preparation of final meeting minutes and Roadmap brand by consultant.
 5. Dissemination and implementation of Roadmap brand by FHWA with support from consultant.

Level of Effort (Consultant):

Work activity 1:	20 hours
Work activity 2:	8 hours
Work activity 3:	0 hours
Work activity 4:	4 hours
Work activity 5:	<u>8 hours</u>
Total:	40 hours

Estimated Budget:

Level of effort:	\$6,306
Travel:	\$83 (150 miles travel for 2 vehicles; \$0.55/mile)
ODCs:	<u>\$0</u>
Total:	\$6,389

Activity Goal: Create and sustain a conversation about the Roadmap
Activity Name: **Set up and maintain SharePoint site**
Activity ID: 1.2 (Years 1 through 10)

Description: The objective is to set up an online, restricted access site to facilitate the coordination, implementation, tracking, and assessment of the Roadmap marketing activities and the Roadmap projects. The site will be hosted on the AMEC IT infrastructure at no cost.

Audience & Benefits: This activity is intended to serve as a collaborative worksite that will allow those charged with implementing the Roadmap marketing plan (consultant and FHWA) to share information, solicit input, revise the plan as necessary, and track progress toward the development and funding of the Roadmap projects.

Roles & Responsibilities: Consultant personnel with FHWA review and input.

Work Activities:

1. Create SharePoint site.
2. Update site with project materials.

Level of Effort (Consultant):

Work activity 1:	16 hours
Work activity 2:	<u>116 hours</u>
Total:	132 hours

Estimated Budget:

Level of effort:	\$12,720
Travel:	\$0
ODCs:	<u>\$0</u>
Total:	\$12,720

Activity Goal: Create and sustain a conversation about the Roadmap
Activity Name: **Community media articles**
Activity ID: 1.3 (Year 1)

Description: This activity is aimed at creating several “canned” articles about the Roadmap and its projects. The articles would be offered to community affairs staff at state DOTs, who could then customize them for their community and send them to their local newspapers. Local (community) newspapers welcome non-technical articles that shed light on issues of importance to the community, such as the condition of roads and highways. A community more informed about the role pavement management strategies play in preserving highway infrastructure will be more receptive to the need for Roadmap projects, and their opinions find their way to community transportation leaders.

Audience & Benefits: Members of the public and decision-makers at state and local transportation organizations. The benefit is increased public support for research, development, and technology transfer projects, which often translates to continued or increased support for Roadmap-type activities among the top leaders at state and local transportation organizations.

Roles & Responsibilities: Consultant personnel, with input from subject matter experts (e.g., a quote that could be included in the article) and FHWA, and with follow-on work by community affairs staff at state and local transportation organizations.

Work Activities:

1. Determine appropriate topics and messages for a lay audience.
2. Craft two short articles on pavement management’s importance in preserving our highways and bridges and the Roadmap’s role in transitioning the practice of pavement management from today’s to tomorrow’s needs.
3. Procure mailing lists from AASHTO and NACE; augment as needed.
4. Write a cover letter, signed by a Roadmap champion(s), and send the letter and articles to pavement management engineers and community affairs professionals at state and local highway agencies. The letter would include suggestions for customizing the article for the local community, as well as resources if more information is needed.
5. Follow up with community affairs personnel to determine if and how articles were used, as well as any feedback from the community.

**Level of Effort
(Consultant):**

Work activity 1:	24 hours
Work activity 2:	48 hours
Work activity 3:	16 hours
Work activity 4:	16 hours
Work activity 5:	<u>16 hours</u>
Total:	120 hours

Estimated Budget:

Level of effort:	\$15,971
Travel:	\$0
ODCs:	<u>\$0</u>
Total:	\$15,971

Activity Goal: Create and sustain a conversation about the Roadmap
Activity Name: **Plan series of articles in industry publications**
Activity ID: 1.4 (Year 1)

Description: This activity involves outlining a schedule of articles about the Roadmap for publication in industry magazines and newsletters (print and online). A theme and story line will be identified for each article, customized to the needs of the publication’s audience. Conversations will then be held with the editor of each publication to solicit and confirm their interest in publishing the article(s) and to agree which issue(s) (i.e., month or week of publication) would be most appropriate.

Audience & Benefits: Editors and publishers of key industry publications, and ultimately key segments of the pavement management community.

Roles & Responsibilities: Consultant personnel with FHWA review and input.

- Work Activities:**
1. Identify the optimal publications for Roadmap articles.
 2. Develop list of article topics for each publication, together with optimal publication date, based on publication’s audience.
 3. Contact editor of each publication to discuss proposed article(s) and how it would meet the needs of their readers.
 4. Develop editorial calendar—for each article, list the title of publication, deadline for article to be submitted in order to meet scheduled publication date, audience/readers, tone (e.g., is it for more of a lay audience or is it for a highly technical audience), and optimal length of article.

Level of Effort (Consultant):

Work activity 1:	4 hours
Work activity 2:	12 hours
Work activity 3:	16 hours
Work activity 4:	<u>8 hours</u>
Total:	40 hours

Estimated Budget:

Level of effort:	\$6,005
Travel:	\$0
ODCs:	<u>\$50</u> (telephone calls and mail)
Total:	\$6,005

Activity Goal: Create and sustain a conversation about the Roadmap
Activity Name: **Research and write articles for industry publications**
Activity ID: 1.5 (Years 1 through 10)

Description: The articles identified in activity 1.4 will be researched and written. The research will involve pulling together the information needed to flesh out a story and make it a compelling case for the Roadmap projects (for example, soliciting and shaping remarks from a highway official seeking answers that could be provided by a Roadmap project). It is anticipated six articles would be prepared and published in each of the first two years, that four articles would be published in each of years three and four, that two articles would be published in each of years five and six – a total of 24 articles.

Audience & Benefits: The broad highway community, including pavement management engineers and technicians, equipment manufacturers, top agency officials, consultants, and researchers.

Roles & Responsibilities: Consultant personnel, with input (quotes) from FHWA TM, Roadmap champions, and subject matter experts.

- Work Activities:**
1. Research (i.e., determine how to frame each article for each audience, talk to one or more champions or subject matter experts to garner quotes and input for the article, determine what the content of the article should be for that audience) and write an article for publication. Find photos and figures to accompany the article.
 2. Revise article after review by FHWA TM. Determine, with FHWA TM, whose name should appear on the published article; send the article to bylined author for review.
 3. Submit the article and graphics to publication by target date.

Level of Effort (Consultant):

Work activity 1:	720 hours
Work activity 2:	96 hours
Work activity 3:	<u>24 hours</u>
Total:	840 hours

Estimated Budget:

Level of effort:	\$103,061
Travel:	\$0
ODCs:	<u>\$500</u> (telephone calls and mail)
Total:	\$103,561

Activity Goal: Create and sustain a conversation about the Roadmap
Activity Name: **Design, develop, and maintain Roadmap website**
Activity ID: 1.6 (Years 1 through 10)

Description: This activity involves development of a website that will serve as a repository of information about the Roadmap and its activities, including the Roadmap report, a status report on the Roadmap projects, and links to articles and information about the Roadmap projects. It will also serve as an electronic file cabinet for individuals and organizations seeking additional information about the Roadmap.

Audience & Benefits: Pavement management engineers, researchers, university transportation centers, industry organizations, industry journalists, state and local departments of transportation.

Roles & Responsibilities: Consultant personnel with FHWA review and input.

Work Activities:

1. Develop clear, attractive design for website, in conformance with Section 508 guidelines.
2. Create initial version of the website, with links to appropriate materials and related websites.
3. Update website on a weekly basis, ensuring that content is up to date.

Level of Effort (Consultant):

Work activity 1:	40 hours
Work activity 2:	120 hours
Work activity 3:	<u>1,040 hours</u>
Total:	1,200 hours

Estimated Budget:

Level of effort:	\$98,736
Travel:	\$0
ODCs:	<u>\$3,600</u> (hosting 10 years @ \$30/month)
Total:	\$102,336

Activity Goal: Create and sustain a conversation about the Roadmap
Activity Name: Investigate social media options for sharing information
Activity ID: 1.7 (Years 1 through 10)

Description: Social media channels (e.g., Facebook, Linked In, and Twitter) are increasingly being used to create and sustain conversations about products and technologies. It is unclear how acceptable those channels are within the highway community. This project will involve assembling information (anecdotal and quantitative) about the highway community’s use of social media and determining if these channels could be viable means of sharing information about the Roadmap.

Audience & Benefits: This marketing activity is intended for all three targeted audiences—decision and policy makers, practitioners, and researchers. The chief benefit is improved communication with the target audiences.

Roles & Responsibilities: Consultant personnel with FHWA review and input.

- Work Activities:**
1. Assemble a list of possible social media sites/technologies for communicating with decision and policy makers, practitioners, and researchers.
 2. Talk with partner organizations and select representatives of the groups to determine opportunities and challenges in using social media.
 3. Develop recommendations on the use of social media to market the Roadmap.
 4. As recommended, set up social media avenues for the Roadmap.
 5. Update social media sites on a continuous basis (at least monthly – 4 hours per month).

Level of Effort (Consultant):

Work activity 1:	4 hours
Work activity 2:	16 hours
Work activity 3:	40 hours
Work activity 4:	60 hours
Work activity 5:	<u>480 hours</u>
Total:	600 hours

Estimated Budget:

Level of effort:	\$48,064
Travel:	\$0
ODCs:	<u>\$0</u>
Total:	\$48,064

Activity Goal: Create and sustain a conversation about the Roadmap
Activity Name: **Develop session (boxed?) at TRB annual meeting**
Activity ID: 1.8 (Years 2, 5 and 8; estimated budget reflects this)

Description: This activity involves developing and proposing a special session at the TRB annual meeting in 2013, 2016 and 2019. The intent is to reach out to a broad audience—to not only those who are directly involved in pavement management but also those who make decisions regarding the funding of pavement management programs.

Audience & Benefits: This marketing activity is intended for all three targeted audiences—decision & policy makers, practitioners and researchers. The primary benefit is that of getting a large, diverse group of pavement professionals and decision-makers in the same room, hearing the same information, engaging in discussion, and leaving with a shared understanding of the Roadmap and its potential.

Roles & Responsibilities: Consultant staff and FHWA TM, plus four or five Roadmap champions who will serve as speakers at the session.

- Work Activities:**
1. Talk to TRB staff to learn the optimal means of suggesting a boxed session at the 2013, 2016 and 2019 annual meeting. Draft boxed session agenda — messages and speakers. Talk to prospective speakers about their availability and willingness to participate. Develop and submit proposal to TRB.
 2. Assuming the proposal is accepted, work with speakers to develop presentations that will convey Roadmap message, engage a diverse audience of transportation professionals, and encourage the implementation of Roadmap projects. Provide travel assistance, if needed, to speakers.
 3. Reach out to partner organizations (AASHTO, CUTC, etc.) to provide information that they can use to encourage their members to attend the session.

Level of Effort (Consultant):

Work activity 1:	120 hours
Work activity 2:	240 hours
Work activity 3:	<u>24 hours</u>
Total:	384 hours

Estimated Budget:

Level of effort:	\$67,458
Travel:	\$24,000 (travel and per diem; 4 people per session)
ODCs:	<u>\$0</u>
Total:	\$91,458

Activity Goal: Create and sustain a conversation about the Roadmap
Activity Name: **Develop and staff exhibits at key meetings**
Activity ID: 1.9 (Years 1 and 2, but could be extended into future years; estimated budget reflects this)

Description: This activity involves developing a tabletop exhibit about the Roadmap and pavement management, and providing the funds to send an individual knowledgeable in the Roadmap and skilled in outreach to staff the exhibit at select industry meetings.

Audience & Benefits: This marketing activity is primarily intended for practitioners and researchers. It provides an opportunity for those who do not customarily come to the TRB annual meeting and who are not familiar with the Roadmap projects to talk with a representative of the Roadmap and get their questions answered. It enlarges the network of “those in the know,” which will lead to increased support for the Roadmap projects.

Roles & Responsibilities: Consultant staff and FHWA TM.

- Work Activities:**
1. Develop content for the exhibit in support of the Roadmap message (text and graphics).
 2. Develop a list of candidate conferences/workshops where the exhibit would reach an important component of the Roadmap audience.
 3. If FHWA has exhibit hardware that can be used, request quotes from vendors for the design and fabrication of exhibit panels. Otherwise, request quotes from vendors for hardware and panels. Design the exhibit and coordinate fabrication of the exhibit.
 4. Develop guidance manual for individual(s) who will be setting up and staffing the exhibit. Manual will include directions for exhibit set-up and take-down, information on the Roadmap project, answers to frequently asked questions, and suggestions on how to readily engage individuals passing by the exhibit booth in a conversation about the Roadmap.
 5. Schedule and staff exhibit at up four conferences/workshops in each of years one and two; travel to 8 locations over the two-year period.

Level of Effort (Consultant):	Work activity 1:	80 hours
	Work activity 2:	16 hours
	Work activity 3:	24 hours
	Work activity 4:	40 hours
	Work activity 5:	<u>320 hours</u>
	Total:	480 hours

Estimated Budget:	Level of effort:	\$91,135
	Travel:	\$16,000 (travel and per diem in Years 1 and 2)
	ODCs:	<u>\$20,000</u> (exhibit preparation)
	Total:	\$127,135

Activity Goal: Build and sustain a network of advocates for Roadmap projects
Activity Name: Establish a network of research sponsors
Activity ID: 2.1 (Years 1 through 4)

Description: This activity involves establishing a network of key managers from potential project sponsors (FHWA, TRB, etc.) and working closely with them to convey the purpose of the Roadmap and how it can be used to leverage their resources and prevent duplication of effort. Sustaining the network will require regular (at least quarterly) meetings where information can be shared and common issues can be discussed to ensure that the Roadmap retains its visibility and relevance in the pavement management community. The network will also serve as a means of providing timely responses to queries from members of the network and informative updates.

Audience & Benefits: This marketing activity is intended primarily for key administrative and management personnel at transportation organizations that sponsor research, development, and technology transfer projects. The benefits include increased awareness of the Roadmap vision and projects and a leveraging of resources.

Roles & Responsibilities: Consultant staff and FHWA TM.

Work Activities:

1. Develop a list of key leaders in the sponsorship and administration of transportation research.
2. Invite those individuals to a half-day meeting at a convenient office in the DC area, at which they will gain increased knowledge of the Roadmap vision and goals, discuss common interests and concerns, and outline steps for fostering more collaborative efforts to advance Roadmap goals. Develop the meeting agenda. Take and circulate notes from the meeting.
3. Hold subsequent quarterly meetings (face to face, telephone, web) over the first four years to build and maintain interest in the Roadmap, share information, leverage resources, and avoid duplication of effort. Take and circulate notes from the meetings.

Level of Effort (Consultant):

Work activity 1:	8 hours
Work activity 2:	40 hours
Work activity 3:	<u>480 hours</u>
Total:	528 hours

Estimated Budget: Level of effort: \$103,407
 Travel: \$8,000 (travel and per diem; \$2,000/year)
 ODCs: \$200 (telephone calls and mail)
 Total: \$111,607

Activity Goal: Build and sustain a network of advocates for Roadmap projects
Activity Name: **Establish and support a Roadmap expert task group**
Activity ID: 2.2 (bulk of work in Years 1 through 3; estimated budget reflects this)

Description: The expert task group will be composed of pavement management engineers at state and local DOTs and industry who are enthusiastic proponents of the Roadmap and leaders in the preservation of highway infrastructure assets. The ETG members will be called on, as needed, to provide input on the Roadmap marketing plan during the first four years of implementation. A member of the ETG might also be asked to make a presentation or staff an exhibit at a conference. Most of work would take place during the first three years.

Audience & Benefits: This marketing activity is intended to primarily involve practitioners. The benefits relate to having an on-call group to provide guidance and input as necessary on the Roadmap marketing plan.

Roles & Responsibilities: FHWA TM and consultant personnel.

- Work Activities:**
1. Invite a dozen or so pavement management engineers and leaders to serve on the ETG.
 2. Conduct, as needed, periodic conference calls, webinars, and face-to-face meetings to discuss the marketing plan and to garner feedback that will be useful in updating the plan.
 3. Conduct follow-on activities, including circulating meeting notes, responding to inquiries, modifying the marketing plan.

Level of Effort (Consultant):

Work activity 1:	8 hours
Work activity 2:	120 hours
Work activity 3:	<u>120 hours</u>
Total:	248 hours

Estimated Budget:

Level of effort:	\$48,054
Travel:	\$36,000 (travel and per diem; \$12,000/year)
ODCs:	<u>\$300</u> (telephone calls and mail)
Total:	\$84,354

Activity Goal: Build and sustain a network of advocates for Roadmap projects
Activity Name: **Plan one-day workshop to create champions**
Activity ID: 2.3 (Year 1)

Description: This activity involves planning a one-day workshop to bring those involved in the development of the Roadmap, as well as others who represent organizations that will play key roles in furthering the implementation of the Roadmap projects, up to date on the Roadmap projects and to inspire a cadre of advocates/champions for the Roadmap.

Audience & Benefits: Those involved in the development of the Roadmap, as well as representatives of research organizations (TRB, CUTC, etc.).

Roles & Responsibilities: Consultant staff and FHWA TM.

Work Activities:

1. Develop workshop agenda and determine ideal location (city) and date.
2. Prepare and distribute RFP for hotels/conference facilities; evaluate proposals and negotiate contract.
3. Develop list of invitees (speakers and participants).

Level of Effort (Consultant):

Work activity 1:	24 hours
Work activity 2:	32 hours
Work activity 3:	<u>12 hours</u>
Total:	68 hours

Estimated Budget:

Level of effort:	\$8,483
Travel:	\$1,000 (travel and per diem for one trip)
ODCs:	<u>\$0</u>
Total:	\$9,483

Activity Goal: Build and sustain a network of advocates for Roadmap projects
Activity Name: **Conduct one-day workshop**
Activity ID: 2.4 (Year 1)

Description: This is the follow-on to activity 2.3. It involves convening the one-day workshop for approximately 50 pavement management professionals at a site conveniently accessible to travelers from throughout the United States, and making the presentations available on-line for those who cannot travel to the meeting.

Audience & Benefits: This marketing activity is intended for all three targeted audiences—decision & policy makers, practitioners and researchers. The primary benefit to be gained is to advance the Roadmap project from problem statements to reality, through a conversation with representatives of key stakeholder groups.

Roles & Responsibilities: Consultant staff, FHWA TM plus designated speakers.

- Work Activities:**
1. Prepare and send letters of invitation to participants. Track responses. Send confirmation letters with workshop details.
 2. Prepare workshop materials (name badges, tent cards, agendas, etc.). Confirm all arrangements at workshop site.
 3. Facilitate workshop discussions.
 4. Take notes on discussions; prepare summary report. Post notes and presentations on Roadmap website.

Level of Effort (Consultant):

Work activity 1:	40 hours
Work activity 2:	40 hours
Work activity 3:	16 hours
Work activity 4:	<u>80 hours</u>
Total:	176 hours

Estimated Budget:

Level of effort:	\$23,098
Travel:	\$50,000 (travel and per diem; 50 people)
ODCs:	<u>\$8,000</u> (meeting space)
Total:	\$81,098

Activity Goal: Build and sustain a network of advocates for Roadmap projects
Activity Name: **Identify and recognize Roadmap champions at the decision maker, practitioner, and researcher level**
Activity ID: 2.5 (bulk of effort in Years 1 through 3; estimated budget reflects this)

Description: This activity is a follow-on to activity 2.4. Once champions have been identified, they need to be provided with information and guidance that will encourage them to wear their Roadmap “hat” and take a lead in promoting the importance and value of the Roadmap projects.

Audience & Benefits: This marketing activity is intended for all three targeted audiences—decision & policy makers, practitioners and researchers. The primary benefit to be gained is an energized, well-informed team of champions who will speak up for the Roadmap at industry meetings and in pavement management discussions and planning.

Roles & Responsibilities: Consultant staff with FHWA review and input.

- Work Activities:**
1. Identify Roadmap champions and announce them on the Roadmap website and through other means.
 2. Develop a toolkit for the champions (speaking points, fact sheets, a consistent message and format, etc.). Provide champions with regular and timely information to ensure they remain motivated and to facilitate feedback.
 3. Coordinate activities of champions to ensure adequate representation at key industry meetings; provide travel support as necessary.
 4. Develop an “Ask Me About the Roadmap” lapel pin/badge ribbon/other to distinguish Roadmap champions at industry meetings, etc.

Level of Effort (Consultant):

Work activity 1:	40 hours
Work activity 2:	80 hours
Work activity 3:	624 hours
Work activity 4:	<u>24 hours</u>
Total:	768 hours

Estimated Budget:

Level of effort:	\$96,696
Travel:	\$9,000 (travel and per diem; \$3,000/year)
ODCs:	<u>\$300</u> (pins/badge ribbons, etc.)
Total:	\$105,996

Activity Goal: Build and sustain a network of advocates for Roadmap projects
Activity Name: **Participate in project statement review panels**
Activity ID: 2.6 (bulk of effort in Years 1 through 3; estimated budget reflects this)

Description: Roadmap champions (i.e., as identified under activities 2.2, 2.3, and 2.5) should be encouraged to volunteer to sit on panels that develop RFPs and review proposals for Roadmap projects, as well as oversee such projects. Their knowledge and passion make them ideal candidates for such panels.

Audience & Benefits: This marketing activity is intended for practitioners. Their input on and oversight of research, development, and technology transfer projects will help ensure Roadmap priorities are addressed, projects coordinated, and resources are leveraged.

Roles & Responsibilities: Consultant staff and FHWA TM to coordinate and manage; Roadmap champions to serve as panel members.

- Work Activities:**
1. Monitor project opportunities (calls for problem statements, calls for panel members, RFPs, etc.) and determine which are relevant to the Roadmap's priorities.
 2. Encourage, through emails and phone calls, Roadmap champions to volunteer to serve on review and oversight panels.
 3. Track participation by and collect input from Roadmap champions serving on panels.

Level of Effort (Consultant):

Work activity 1:	288 hours
Work activity 2:	288 hours
Work activity 3:	<u>144 hours</u>
Total:	720 hours

Estimated Budget:

Level of effort:	\$100,268
Travel:	\$0
ODCs:	<u>\$300</u> (telephone calls and mail)
Total:	\$100,568

Activity Goal: Build and sustain a network of advocates for Roadmap projects
Activity Name: **Identify and support speakers to present at industry meetings (AASHTO, NACE, UTCs, etc.)**

Activity ID: 2.7 (Years 1 through 10)

Description: The objective is to identify a group of articulate, persuasive, and knowledgeable speakers and provide support for their participation in industry meetings where they will make presentations and engage in discussions about the Roadmap.

Audience & Benefits: This marketing activity is intended for all three targeted audiences—decision & policy makers, practitioners and researchers. The benefits include increased awareness and support for Roadmap projects.

Roles & Responsibilities: Consultant staff and FHWA TM, with participation by Roadmap champions.

- Work Activities:**
1. Develop a calendar of key industry meetings and determine which meetings offer the most potential for reaching the desired audience. Budget assumes four meetings per year.
 2. Discuss with meeting sponsors how to get a Roadmap champion on the meeting agenda. Invite a champion to make a presentation at each meeting.
 3. Provide, as needed, travel costs and support (materials, updated information, etc.).

Level of Effort (Consultant):

Work activity 1:	120 hours
Work activity 2:	400 hours
Work activity 3:	<u>600 hours</u>
Total:	1,120 hours

Estimated Budget:

Level of effort:	\$147,383
Travel:	\$80,000 (travel and per diem; \$8,000/year)
ODCs:	<u>\$1,000</u> (telephone calls and mail)
Total:	\$228,383

Activity Goal: Serve as a clearinghouse of information and expertise to advance the planning, conduct, and products of Roadmap activities***

Activity Name: **Track news and information about Roadmap projects; post on website**

Activity ID: 3.1 (Years 1 through 10)

Description: This activity involves using the information collected in activity 1.2 to periodically post news and status reports on the Roadmap website. It will also include Roadmap related news from other organizations. The aim is to ensure that the content of the Roadmap website is timely and comprehensive.

Audience & Benefits: This marketing activity is intended for all three targeted audiences—decision & policy makers, practitioners and researchers. The Roadmap website will serve as a one-stop-shop for information on the Roadmap and related activities.

Roles & Responsibilities: Consultant staff and FHWA TM.

Work Activities:

1. Monitor industry publications to collect information on Roadmap activities and priorities. Invite champions to submit (via email, phone, or fax) information.
2. Prepare brief reports (news items) and post them on the Roadmap website. Respond to any inquiries that result.
3. Archive all news items on the website.

Level of Effort (Consultant):

Work activity 1:	624 hours
Work activity 2:	1,248 hours
Work activity 3:	<u>312 hours</u>
Total:	2,184 hours

Estimated Budget:

Level of effort:	\$297,168
Travel:	\$0
ODCs:	<u>\$0</u>
Total:	\$297,168

Activity Goal: Serve as a clearinghouse of information and expertise to advance the planning, conduct, and products of Roadmap activities

Activity Name: **Respond to inquiries from decision makers, practitioners, and researchers**

Activity ID: 3.2 (Years 1 through 10)

Description: This project involves designating an individual who is knowledgeable about the Roadmap and involved in its marketing efforts to serve as the point of contact for inquiries and input from practitioners, decision makers, and researchers. This aim is to ensure that all inquiries are promptly answered and that relevant new information is shared with those leading the Roadmap implementation efforts.

Audience & Benefits: This marketing activity is intended for all three targeted audiences—decision & policy makers, practitioners and researchers. A single point of contact for Roadmap inquiries and input will help ensure the priorities and plans outlined in the Roadmap are appropriately addressed and considered by the pavement management community.

Roles & Responsibilities: FHWA TM and consultant staff.

- Work Activities:**
1. Respond to telephone calls, letters, emails, and other inquiries about the Roadmap within 16 hours of receipt (initial response, with detailed response requiring input of others within 40 hours). Reach out to Roadmap champions and network of project sponsors, as appropriate, to request their assistance in answering inquiries. Keep a log of all questions and answers.
 2. Post frequently asked questions on the Roadmap website.

Level of Effort (Consultant):	Work activity 1:	1,600 hours
	Work activity 2:	<u>200 hours</u>
	Total:	1,800 hours

Estimated Budget:	Level of effort:	\$301,764
	Travel:	\$0
	ODCs:	<u>\$0</u>
	TOTAL:	\$301,764

Activity Goal: Measure progress toward Roadmap vision

Activity Name: **Set up and maintain a system for tracking implementation of Roadmap marketing activities**

Activity ID: 4.1 (Years 1 through 10)

Description: This activity focuses on tracking how the Roadmap marketing activities selected for implementation are progressing relative to plan, including schedule and budget.

Audience & Benefits: This activity is primarily aimed at the FHWA and consultant personnel.

Roles & Responsibilities: Consultant personnel with FHWA review and input.

Work Activities:

1. Design and develop tracking mechanism
2. Track progress of Roadmap marketing activities selected for implementation and update tracking mechanism once a month.

Level of Effort (Consultant):

Work activity 1:	24 hours
Work activity 2:	<u>120 hours</u>
Total:	144 hours

Estimated Budget:

Level of effort:	\$22,319
Travel:	\$0
ODCs:	<u>\$0</u>
Total:	\$22,319

Activity Goal: Measure progress toward Roadmap vision
Activity Name: **Develop baseline survey**
Activity ID: 4.2 (Year 1)

Description: A brief survey will be distributed in Year 1 to pavement management engineers and chief engineers, key staff at FHWA, state DOTs, and local agencies in order to determine the community's recognition of the need for and potential of the Roadmap. The survey will be repeated in Year 3 to measure the effectiveness of the marketing program.

Audience & Benefits: This marketing activity is intended for all three targeted audiences—decision & policy makers, practitioners and researchers. The survey would allow establishment of a baseline for the Roadmap marketing effort and measure how well the marketing efforts are working.

Roles & Responsibilities: Consultant staff with FHWA review and input.

Work Activities:

1. Develop brief survey (email survey).
2. Identify survey sample and means of distributing survey (to encourage high rate of response while complying with email best practices and laws).
3. Send out survey and collect responses.
4. Prepare summary report.

Level of Effort (Consultant):

Work activity 1:	40 hours
Work activity 2:	40 hours
Work activity 3:	16 hours
Work activity 4:	<u>40 hours</u>
Total:	136 hours

Estimated Budget:

Level of effort:	\$16,057
Travel:	\$0
ODCs:	<u>\$0</u>
Total:	\$16,057

Activity Goal: Measure progress toward Roadmap vision
Activity Name: **Develop and distribute follow-on survey (after two years)**
Activity ID: 4.3 (Year 3)

Description: This survey is a follow-on to activity 4.2. It allows an assessment of the effectiveness of the Roadmap marketing program. It is conducted in Year 3.

Audience & Benefits: This marketing activity is intended for all three targeted audiences—decision & policy makers, practitioners and researchers.

Roles & Responsibilities: Consultant staff with FHWA review and input.

Work Activities:

1. Update Year 1 survey (email survey).
2. Identify survey sample and means of distributing survey (to encourage high rate of response while complying with email best practices and laws).
3. Send out survey and collect responses.
4. Prepare summary report.

Level of Effort (Consultant):

Work activity 1:	40 hours
Work activity 2:	40 hours
Work activity 3:	16 hours
Work activity 4:	<u>40 hours</u>
Total:	136 hours

Estimated Budget:

Level of effort:	\$16,057
Travel:	\$0
ODCs:	<u>\$0</u>
Total:	\$16,057

Activity Goal: Measure progress toward Roadmap vision
Activity Name: **Develop feedback mechanism for website**
Activity ID: 4.4 (Year 1)

Description: The feedback mechanism for the Roadmap website will ensure that pavement management practitioners, researchers, and decision makers will have the ability to comment on the utility of the website.

Audience & Benefits: This marketing activity is intended for all three targeted audiences—decision & policy makers, practitioners and researchers. It will ensure that the content and architecture of the Roadmap website meets the needs of the pavement management community.

Roles & Responsibilities: Consultant staff with FHWA review and input.

Work Activities:

1. Determine best means of encouraging and collecting feedback on content and architecture of site and implement feedback mechanism.
2. Evaluate input and modify site as necessary.

Level of Effort (Consultant):

Work activity 1:	60 hours
Work activity 2:	<u>60 hours</u>
Total:	120 hours

Estimated Budget:

Level of effort:	\$14,045
Travel:	\$0
ODCs:	<u>\$0</u>
Total:	\$14,045

Activity Goal: Measure progress toward Roadmap vision
Activity Name: **Develop feedback mechanism for workshops and webinars**
Activity ID: 4.5 (Year 1)

Description: Through this activity workshop and webinar participants will have a means of providing feedback on the workshops and webinars, and that information is valuable in enhancing the utility and quality of future Roadmap activities.

Audience & Benefits: This marketing activity is intended for all three targeted audiences—decision & policy makers, practitioners and researchers. It will allow for mid-course corrections that will help ensure that the Roadmap objectives are met.

Roles & Responsibilities: Consultant staff and FHWA TM.

Work Activities:

1. Develop a feedback mechanism for workshops and webinars.
2. Distribute survey/feedback mechanism and collect responses for each event.
3. Prepare summary report for each workshop/webinar. Use information to enhance future activities.

Level of Effort (Consultant):

Work activity 1:	40 hours
Work activity 2:	24 hours
Work activity 3:	<u>60 hours</u>
Total:	124 hours

Estimated Budget:

Level of effort:	\$17,980
Travel:	\$0
ODCs:	<u>\$0</u>
Total:	\$17,980

Activity Goal: Measure progress toward Roadmap vision
Activity Name: **Monthly teleconferences with FHWA TM**
Activity ID: 4.6 (Years 1 through 10)

Description: The purpose of this activity is to ensure on-going communications between the FHWA and consultants about the progress of the Roadmap marketing activities, which in turn will help ensure that the activities in question are successfully accomplished.

Audience & Benefits: This activity is primarily aimed at the FHWA and consultant personnel to ensure the marketing activities selected for implementation are successfully accomplished.

Roles & Responsibilities: Consultant personnel with FHWA review and input.

Work Activities:

1. Plan and coordinate schedule of monthly teleconferences.
2. Carry out monthly teleconferences.
3. Prepare monthly teleconference minutes and distribute to participants.

Level of Effort (Consultant):

Work activity 1:	8 hours
Work activity 2:	240 hours
Work activity 3:	<u>120 hours</u>
Total:	368 hours

Estimated Budget:

Level of effort:	\$66,691
Travel:	\$0
ODCs:	<u>\$2,400</u> (teleconferencing)
Total:	\$69,091

Activity Goal: Measure progress toward Roadmap vision
Activity Name: **Mid-term marketing plan assessment**
Activity ID: 4.7 (Year 5)

Description: The activity involves a review and discussion of the Roadmap marketing plan activities conducted to date and progress toward adoption of the Roadmap. The results of the assessment will be used to refine and update the marketing plan.

Audience & Benefits: The audience will be consultant personnel and FHWA, but the outcome will benefit all Roadmap stakeholders.

Roles & Responsibilities: FHWA TM and consultant personnel.

Work Activities:

1. Assemble information on Roadmap marketing activities that have been implemented and status of Roadmap projects.
2. Develop presentation that will serve as the basis for discussion.
3. Conduct meeting of contractor personnel and FHWA TM to discuss progress, priorities, and plans. Prepare meeting summary.
4. Modify marketing plan as necessary to go forward.

Level of Effort (Consultant):

Work activity 1:	60 hours
Work activity 2:	40 hours
Work activity 3:	16 hours
Work activity 4:	<u>16 hours</u>
Total:	132 hours

Estimated Budget:

Level of effort:	\$24,722
Travel:	\$83 (150 miles travel for 2 vehicles; \$0.55/mile)
ODCs:	<u>\$0</u>
Total:	\$24,805