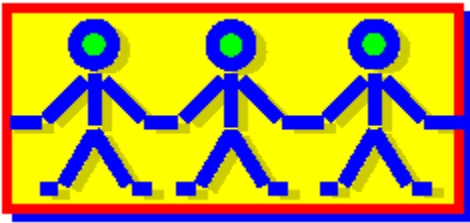


Preliminary¹ Icon Designs for AASHTO Partnering Subcommittee

2/14/03

It is anticipated that software function will be made available either on the Business Card CD, or on the Partnering Subcommittee website

<http://transportation.org/committee/partnering/index.htm> which can install a Partnering Subcommittee icon to link to the Partnering website.



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<http://www.fhwa.dot.gov/widiv/index.htm>

Front Page

AASHTO Partnering Subcommittee Resources

<http://transportation.org/committee/partnering/index.htm>



Partnering is a process of collaborative teamwork to achieve measurable results through agreements and productive relationships.

Partnering principles and practices are adopted and used nationally to promote quality.

The Partnering Subcommittee will serve as a Clearinghouse for partnering information and link with the SCoQ Clearinghouse Subcommittee.

Resources for the Standing Committee on Quality Partnering Subcommittee Members

▶▶ [ClickHere](#)

Subcommittee Products

View Our Video (web-based):

▶ ["Partnering for Better Transportation"](#)

Partnering Handbook Activities

▶ [Handbook references](#)

Data from our [Partnering Survey Results](#) (weblink)

Partnering Documents on this Disk

▶ [Document list](#)

▶ [Click here](#) for the AASHTO Partnering Desktop Icon. To place the icon on your desktop, 1) Click the link, 2) Select 'Run this program from it's current location', 3) When prompted with a security warning, choose 'Yes' to accept the file, 4) Click 'OK' when prompted to do so, and this will create a shortcut on your desktop!

Web Links:

[AASHTO](#)

[AASHTO Quality Portal Links](#)

[Other Partnering Websites](#)

If you have any questions regarding this website please contact:
<mailto:jgreham@dot.state.az.us>

updated: 2/14/02

WEBSITES

U.S. Army Corps of Engineers Best Practices in Partnering Website:

http://www.agc.org/Partnering_Project/index.asp

U.S. Army Material Command Partnering for Success website:

http://www.amc.army.mil/amc/command_counsel/partnering.html

Caltrans: Partnering on CalTrans Projects website:

<http://www.dot.ca.gov/hq/construc/partnering.html>

AzDOP's Arizona Department of Transportation Partnering Office website:

www.dot.state.az.us/ABOUT/partner

Texas DOT Construction Contract Administration Manual, November 2002, 192 pages; see Chapter 3 — Post-Award Activities, Section 3 — Partnering Process:

http://manuals.dot.state.tx.us/dynaweb/colconst/cah/@Generic_BookTextView/3;pt=8

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A Draft Marketing Plan for the AASHTO Subcommittee on Partnering

updated 10/24/02

Submitted by Mark Chandler¹ and Judith Johnson²

I. Introduction

A. Problem/need addressed by this effort

- a. General promotion of partnering as a program delivery tool by State Highway Administrations (SHAs), consultants and contractors.
 - i. Obtaining buy-in from SHAs, consultants and contractors, and increasing the percentage of states adopting partnering practices and establishing partnering programs.

B. Description of the project or effort

- a. This is the focus of the AASHTO Subcommittee on Partnering, which has a history of activities promoting partnering. There are significant efforts by several SHAs within AASHTO, FHWA, and consultants, to promote and utilize partnering.

II. Situation analysis

A. Background profile

- a. There is a significant body of partnering literature (approximately 400 current literature citations, numerous books, several SHA Partnering Handbooks, websites and web-based resources; including the public access AASHTO Partnering Subcommittee website:
<http://transportation.org/committee/partnering/index.htm>).

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- b. There is a stable yet changing membership in the Partnering Subcommittee, including SHA, FHWA, and consultant members. There are several products the Subcommittee has developed and delivered, including the AASHTO Partnering Video and Partnership Handbook. There is a monthly subcommittee teleconference, and active alignment with the AASHTO Subcommittee on Quality, and involvement with FHWA.
- c. There are preparations to host upcoming Partnering sessions at significant events in 2003: 1) Subcommittee on Quality conference in April and 2) 2003 AASHTO Conference.

B. Product or service profile (features, advantages, disadvantages)

- a. Various services are voluntarily provided by the subcommittee members.

C. Market profile

- a. Market characteristics and segments: The Partnering Subcommittee works within the dynamic transportation and highway industry, with national, state and local issues relating to politics, technology and funding.
- b. Key Players in the decision-making process:
 - i. Deciders – SHAs
 - ii. Influencers – FHWA, contractors, SHA
 - iii. Users – SHAs, contractors, local government units, FHWA

D. Opportunities and barriers

a. Outside AASHTO

- i. Existing opportunities that should enhance the marketing of this program.
 - 1. This Subcommittee's activities are relatively high profile and visible within AASHTO and FHWA.
 - 2. Several of the SHAs have well developed partnership and relatively long term partnership activities, including Caltrans, AzDOT, OhDOT, and others. This includes specific websites and partnering handbooks (Caltrans and OhDOT).
- ii. Existing problems that may hinder the marketing of this program.
 - 1. This is still considered something of an innovative technology in some of the SHAs. There may actually be a drifting away from what were higher levels of usage due to an influx of newer highway construction employees who don't have a memory of the high costs of litigation conflict resolution between SHAs, FHWA and highway contractors.
 - 2. Lack of knowledge of partnering activities and benefits in some SHAs.

3. Lack of guidance and training in partnering skills in some SHAs.
 4. No existing partnering program or consistent policies in some SHAs.
- b. Inside AASHTO
- i. Existing strengths that should enhance the marketing of this program.
 1. Many of the participants of the AASHTO Subcommittee on Partnering are able to influence both AASHTO and their respective SHAs related to partnering.
 2. AASHTO considers this important enough to have a separate subcommittee within the AASHTO Quality Committee.
 - c. Existing weaknesses that may hinder the marketing of the program.
 - i. As previously stated, this is still considered something of an innovative technology in some of the SHAs. There may actually be a drifting away from what were higher levels of usage due to an influx of newer highway construction employees who don't have a memory of the high costs of litigation conflict resolution between SHAs, FHWA and highway contractors.

III. Goals and Objectives

- A. Long-term goals and objectives for marketing this program or effort.
- a. Maintain support of Subcommittee by AASHTO, SHAs, FHWA, consultants; keep Subcommittee viable.
 - b. Advocacy of partnering technology to AASHTO, SHAs, FHWA, consultants and contractors by the Subcommittee.
 - i. This includes periodic and effective Technology Transfer, at the national, state, and local levels.
 - c. Commitment to partnering programs and policies by top leadership of AASHTO, SHAs, and FHWA.
 - d. Heighten awareness, champion success, and encourage knowledge sharing by AASHTO, SHAs, FHWA, consultants and contractors.
 - e. Update and maintain Partnering website.
 - i. Promote and add content to AASHTO Partnering website.
 - ii. Create a central clearinghouse of information, resources and educational materials, which is customer focused and customer driven.
- B. Short-term goals and objectives for marketing this program or effort
- a. Revamp and expand Partnering website by March 2003.
 - i. Revise format and structure.
 - ii. Refocus content and create customer-oriented website.

- iii. Use website to encourage customer development and build customer relationships.
 - iv. Create central information center and premiere educational resource for partnering.
 - b. Produce CD ROM business card by March 2003. Business card includes introduction, video, resources, and link to website. (Handbook will be added when finalized.)
 - c. Develop a Partnering Brochure with die-cut insert for CD ROM business card by March 2003.
 - d. Develop Speakers Bureau, or resource contacts, for each state by March 2003.
 - e. Develop plan to roll out products (new website, business card, video, draft handbook, and possibly Speakers Bureau) in April at SCoQ conference, as part of the Partnering Workshop.
 - f. Present the video at selected events and tradeshow leading up to the April meeting.
 - i. Use video as an introductory marketing piece to heighten awareness and encourage interest.
 - ii. Promote the video always as part of a package, including the website and the handbook.
 - iii. As part of video promotions, market upcoming Partnering Workshop to be presented at the SCoQ.
 - g. Get draft AASHTO Partnering Handbook organized by end of 2002.
 - h. Get final version of AASHTO Partnering Handbook organized by 2003 AASHTO Annual Conference.
 - i. Keep subcommittee members engaged.

C. Marketing strategy

- a. Utilize information marketing techniques.
 - i. Develop direct marketing campaign and public relations strategies to promote website and deploy business card, video, and handbook.
 - ii. Print and deploy Partnering Handbook.
 - iii. Conduct Partnering Workshop session at 2003 AASHTO Annual Conference.
- b. Develop or expand specific marketing targets
 - i. Refocus on contractor, consultant, or local agencies.
 - ii. Develop module for use in university course(s).
 - iii. Develop National Highway Institute course and instructors.

D. Target markets

- a. Leadership; promote to top transportation leaders encouraging support, commitment, and policymaking
- b. SHAs; promote to managers and provide tools to users.
- c. FHWA; promote to managers and provide tools to users.
- d. Consultants; promote to managers and provide tools to users.
- e. Contractors; promote to managers and provide tools to users.
- f. Educational institutions.

g. Professional societies.

E. Recommended communication methods

- a. Review non-personal methods (audio-visuals, brochures, newsletters, printer promotions, newspaper and magazine articles, publicity, research reports, websites, web-based documents etc.), and determine if any can be currently utilized.
- b. Review personal methods (exhibits and presentations at conferences, direct technical assistance, demonstration projects, personal promotion, training courses, etc.) .), and determine if any can be currently utilized.
 - 1. Significant activity will be Partnering Workshop for 2003 AASHTO Conference.
 - 2. Is there an opportunity for distance training in the future?

F. Potential funding source for this effort

- a. Funding comes from FHWA.
- b. AASHTO and members provide in kind services.
- c. FHWA, SHAs, consultants volunteer services.

G. Goal-oriented, time-phased activity schedule and role players

H. Action items and dates

Action Item	Date
1. Draft video activities	2002
2. Develop plan to present video and promote upcoming products and training at selected events and tradeshows.	Late 2002
2.1. Develop business card CD ROM, which includes video, resources, other products, and link to Partnering website.	Late 2002, early 2003
2.2 Revamp format and contents of the Partnering website; place video, resources, and other products on website.	Later 2002, early 2003
2.3 Roll out new website, video, draft handbook at ScoQ meeting in April.	
3. Development of draft Partnering Handbook	2002
4. Develop and approve Marketing Plan	Late 2002
5. Development of final version of Partnering Handbook	Late 2002
5.1 Pre-release promotional activities	Late 2002, early 2003
5.2 Official release of final Partnering Handbook	By 2003 AASHTO Annual Conference
5.3 Official release promotions	
6. Web-based deployment of AASHTO Partnering Handbook	By 2003 AASHTO Annual Conference
7. Preparation for Partnership Workshop at AASHTO 2003 Annual Conference	Fall, Winter 2002; Spring 2003

7.1 Marketing for Partnership Workshop	Winter 2002; Spring 2003
7.2 Web-based deployment of Partnership Workshop materials	After 2003 Annual Conference
8.	
9.	
10.	

- I. Follow-up Plan
 - a. Assign responsibility of Marketing Plan to one or more Subcommittee members; Review on a Quarterly basis; make recommendations for updates and changes to Partnering Subcommittee; major annual review and update.

- J. Criteria to measure effectiveness and accomplishments
 - a. To be determined.

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The **Standing Committee on Quality Partnering Subcommittee**

<http://transportation.org/committee/partnering/index.htm>

will hold teleconferences on the fourth Friday of each month; except during the months of November and December.
The Teleconferences will be held at 8am (Pacific) until 9:30am (Pacific).

11/22/02
12/2002 - To be determined
1/24/03
2/28/03
3/28/03
4/25/03
5/23/03

Instructions: Dial In #: 1-888-232-0365
Participant Code#: 733909

[Sub-Committee Member List](#) (website link)
[Membership Packet](#) (website link)
[Sub-Committee Marketing Plan](#) (hypertext link to document on disk)

Meeting Minutes (website links):

[May 2001 to March 2002](#)
[April 2002 Portland Notes](#)
[May 2002](#)
[June 2002](#)
[July 2002](#)
[August 2002](#)
[September 2002](#)
[October 2002](#)

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Partnering Related WEBSITES **and** HANDBOOK REFERENCES³
for AASHTO SCoQ Sub-committee on Partnering⁴

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WEBSITES

U.S. Army Corps of Engineers Best Practices in Partnering Website:

http://www.agc.org/Partnering_Project/index.asp

U.S. Army Material Command Partnering for Success website:

http://www.amc.army.mil/amc/command_counsel/partnering.html

Caltrans: Partnering on CalTrans Projects website:

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AzDOP's Arizona Department of Transportation Partnering Office website:

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Texas DOT Construction Contract Administration Manual, November 2002, 192 pages; see Chapter 3 — Post-Award Activities, Section 3 — Partnering Process:

http://manuals.dot.state.tx.us/dynaweb/colconst/cah/@Generic_BookTextView/3;pt=8

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³ Updated 12/5/02

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Partnering-Related Document List with Hypertext Links

(Note: in this document, this are not available ask links)

- 1) Arizona Department of Transportation [Partnering Construction Statistics](#) June 2002
- 2) Arizona Department of Transportation [Final Construction Project Cost](#) Compared To Original BID Amount Fiscal Year 2002
- 3) Arizona Department of Transportation [Construction Arbitration/Litigation Analysis](#)
- 4) Arizona Department of Transportation Intermodal Transportation Division Partnering Group [Partnering Report](#)
- 5) Caltrans [Partnering Fieldguide](#)
- 6) [Deciding Whether or Not to Partner Small Projects](#): A Guide for U.S. Army Corps of Engineers Managers
- 7) Maryland Department of Transportation [Partnering Project Rating Form](#)
- 8) NCHRP Web Document 39 (Project SP20-24[14]): [Contractor's Final Report](#)
- 9) NCHRP Web Document 39 (Project SP20-24[14]): Contractor's Final Report, [Appendix B: List of Partnerships and Partnering Relationships](#)
- 10) Ohio Department of Transportation [Partnering Handbook](#)

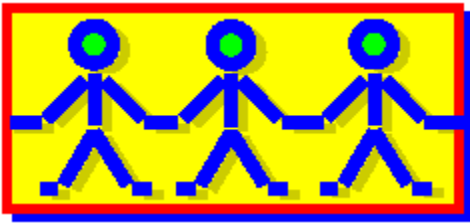
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Preliminary Icon Designs for AASHTO Partnering Subcommittee⁵

2/14/03

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<http://transportation.org/committee/partnering/index.htm> which can install a Partnering Subcommittee icon to link to the Partnering website. Two Icon designs are shown below.



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Notes From Phone Call with AASHTO's David Dubov & FHWA's
Mark Chandler for AASHTO SCoQ Partnering Subcommittee

2/5/03

I began the discussion explaining that the Partnering Subcommittee was interested in looking into a Web Portal to replace our existing website (<http://transportation.org/committee/partnering/index.htm>), David discussed the background on current the AASHTO SCoQ Quality Portal (<http://quality.transportation.org/community/quality/portal.nsf/Home?OpenForm>), and mentioned. Pete Rahn, then Secretary MN DOT, interested in promoting best practices in neighboring states. This lead to decision on how to push best practices, and the Baldrige Criteria was selected as an organizing structure. There are a couple of related references available, 'AASHTO: Transportation Center of Excellence' Preliminary Report Oct. 17, 2001, 52 pages and 'AASHTO Transportation Web Portal Concepts' Final Report, June 2001, Project 20-07/Task 131C, FY01, approx. 40 pages.

How to keep Quality Portal material updated and fresh a challenge, like in other organizations and environments. This includes the internal FHWA Corporate Management Strategies (CMS) Community of Practice (CoP) that Mark Chandler is the Team Lead for, as well as the other internal and external (Highway Community Exchange, <http://www-fhwa1.ornl.gov/cops/hcx.nsf/home>) CoP sites. David mentioned FHWA was funding a position for 10 hrs/wk for someone to gather Quality best practices for the Quality Portal. This – or a variation on the theme - may be something the Partnering Subcommittee may consider. We might look to FHWA for funds, and more realistically may be to go out and find an academic cooperator. FHWA (Mike Burk in particular, as well as Mark Chandler) have worked on this. Some degreed programs (both Master's and undergraduate) require some significant research and/or activity, and we could make what would seem to be an attractive opportunity available for this type of academic requirement.

The mechanics of a Partnering Portal were discussed. The easiest way is to replicate the Quality Portal, and 'Partnerize' it with our content. The process of replication would probably take a couple of weeks, and there would be no cost to the Partnering Subcommittee, but the activity would have to be scheduled with AASHTO. Judonne Greham could continue to manage the new Partnering Portal if she were interested. I suggested to David that the Partnering Subcommittee is pretty tied up through the AASHTO Kentucky Conference in early April (<http://www.transportation.org/quality/default.htm>). But then we would be interested in reconnecting with David, and getting the process going. I suggested we had developed a large amount of 'new' partnering material that would be available for Partnering Portal content, which came out of our Partnering Handbook draft content preparation. So about late spring or early summer, we could probably be looking to deploy a new Partnering Portal.

A Draft Marketing Plan for the AASHTO Subcommittee on Partnering

updated 10/24/02

Submitted by Mark Chandler¹ and Judith Johnson²

I. Introduction

A. Problem/need addressed by this effort

- a. General promotion of partnering as a program delivery tool by State Highway Administrations (SHAs), consultants and contractors.
 - i. Obtaining buy-in from SHAs, consultants and contractors, and increasing the percentage of states adopting partnering practices and establishing partnering programs.

B. Description of the project or effort

- a. This is the focus of the AASHTO Subcommittee on Partnering, which has a history of activities promoting partnering. There are significant efforts by several SHAs within AASHTO, FHWA, and consultants, to promote and utilize partnering.

II. Situation analysis

A. Background profile

- a. There is a significant body of partnering literature (approximately 400 current literature citations, numerous books, several SHA Partnering Handbooks, websites and web-based resources; including the public access AASHTO Partnering Subcommittee website:
<http://transportation.org/committee/partnering/index.htm>).

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- b. There is a stable yet changing membership in the Partnering Subcommittee, including SHA, FHWA, and consultant members. There are several products the Subcommittee has developed and delivered, including the AASHTO Partnering Video and Partnership Handbook. There is a monthly subcommittee teleconference, and active alignment with the AASHTO Subcommittee on Quality, and involvement with FHWA.
 - c. There are preparations to host upcoming Partnering sessions at significant events in 2003: 1) Subcommittee on Quality conference in April and 2) 2003 AASHTO Conference.
- B. Product or service profile (features, advantages, disadvantages)
- a. Various services are voluntarily provided by the subcommittee members.
- C. Market profile
- a. Market characteristics and segments: The Partnering Subcommittee works within the dynamic transportation and highway industry, with national, state and local issues relating to politics, technology and funding.
 - b. Key Players in the decision-making process:
 - i. Deciders – SHAs
 - ii. Influencers – FHWA, contractors, SHA
 - iii. Users – SHAs, contractors, local government units, FHWA
- D. Opportunities and barriers
- a. Outside AASHTO
 - i. Existing opportunities that should enhance the marketing of this program.
 - 1. This Subcommittee’s activities are relatively high profile and visible within AASHTO and FHWA.
 - 2. Several of the SHAs have well developed partnership and relatively long term partnership activities, including Caltrans, ADOT, OhDOT, and others. This includes specific websites and partnering handbooks (Caltrans, ADOT and OhDOT).
 - ii. Existing problems that may hinder the marketing of this program.
 - 1. This is still considered something of an innovative technology in some of the SHAs. There may actually be a drifting away from what were higher levels of usage due to an influx of newer highway construction employees who don’t have a memory of the high costs of litigation conflict resolution between SHAs, FHWA and highway contractors.
 - 2. Lack of knowledge of partnering activities and benefits in some SHAs.

3. Lack of guidance and training in partnering skills in some SHAs.
 4. No existing partnering program or consistent policies in some SHAs.
- b. Inside AASHTO
- i. Existing strengths that should enhance the marketing of this program.
 1. Many of the participants of the AASHTO Subcommittee on Partnering are able to influence both AASHTO and their respective SHAs related to partnering.
 2. AASHTO considers this important enough to have a separate subcommittee within the AASHTO Quality Committee.
 - c. Existing weaknesses that may hinder the marketing of the program.
 - i. As previously stated, this is still considered something of an innovative technology in some of the SHAs. There may actually be a drifting away from what were higher levels of usage due to an influx of newer highway construction employees who don't have a memory of the high costs of litigation conflict resolution between SHAs, FHWA and highway contractors.
 - d. Succession plan for Partnering Subcommittee leadership transfer within the subcommittee.
 - i. The officers will be members of a SHA. There is a Chair and a Vice Chair. A person who is elected as the Vice Chair agrees to a 3-year commitment. Vice Chair (1 year), Chair (1 year), Immediate past Chair (1 year). This approach ensures continuity and fresh leadership.

III. Goals and Objectives

- A. Long-term goals and objectives for marketing this program or effort.
 - a. Maintain support of Subcommittee by AASHTO, SHAs, FHWA, consultants; keep Subcommittee viable.
 - b. Advocacy of partnering technology to AASHTO, SHAs, FHWA, consultants and contractors by the Subcommittee.
 - i. This includes periodic and effective Technology Transfer, at the national, state, and local levels.
 - c. Commitment to partnering programs and policies by top leadership of AASHTO, SHAs, and FHWA.
 - d. Heighten awareness, champion success, and encourage knowledge sharing by AASHTO, SHAs, FHWA, consultants and contractors.
 - e. Update and maintain Partnering website.
 - i. Promote and add content to AASHTO Partnering website.
 - ii. Create a central clearinghouse of information, resources and educational materials, which is customer focused and customer driven.

- B. Short-term goals and objectives for marketing this program or effort
 - a. Revamp and expand Partnering website by March 2003.
 - i. Revise format and structure.
 - ii. Refocus content and create customer-oriented website.
 - iii. Use website to encourage customer development and build customer relationships.
 - iv. Create central information center and premiere educational resource for partnering.
 - b. Produce CD ROM business card by March 2003. Business card includes introduction, video, resources, and link to website. (Handbook will be added when finalized.)
 - c. Develop a Partnering Brochure with die-cut insert for CD ROM business card by March 2003.
 - d. Develop Speakers Bureau, or resource contacts, for each state by March 2003.
 - e. Develop plan to roll out products (new website, business card, video, draft handbook, and possibly Speakers Bureau) in April at SCoQ conference, as part of the Partnering Workshop.
 - f. Present the video at selected events and tradeshow leading up to the April meeting.
 - i. Use video as an introductory marketing piece to heighten awareness and encourage interest.
 - ii. Promote the video always as part of a package, including the website and the handbook.
 - iii. As part of video promotions, market upcoming Partnering Workshop to be presented at the SCoQ.
 - g. Get draft AASHTO Partnering Handbook organized by end of 2002.
 - h. Get final version of AASHTO Partnering Handbook organized by 2003 AASHTO Annual Conference.
 - i. Keep subcommittee members engaged.
- C. Marketing strategy
 - a. Utilize information marketing techniques.
 - i. Develop direct marketing campaign and public relations strategies to promote website and deploy business card, video, and handbook.
 - ii. Print and deploy Partnering Handbook.
 - iii. Conduct Partnering Workshop session at 2003 AASHTO Annual Conference.
 - b. Develop or expand specific marketing targets
 - i. Refocus on contractor, consultant, or local agencies.
 - ii. Develop module for use in university course(s).
 - iii. Develop National Highway Institute course and instructors.
- D. Target markets
 - a. Leadership; promote to top transportation leaders encouraging support, commitment, and policymaking

- b. SHAs; promote to managers and provide tools to users.
- c. FHWA; promote to managers and provide tools to users.
- d. Consultants; promote to managers and provide tools to users.
- e. Contractors; promote to managers and provide tools to users.
- f. Educational institutions.
- g. Professional societies.

E. Recommended communication methods

- a. Review non-personal methods (audio-visuals, brochures, newsletters, printer promotions, newspaper and magazine articles, publicity, research reports, websites, web-based documents etc.), and determine if any can be currently utilized.
- b. Review personal methods (exhibits and presentations at conferences, direct technical assistance, demonstration projects, personal promotion, training courses, etc.) .), and determine if any can be currently utilized.
 - 1. Significant activity will be Partnering Workshop for 2003 AASHTO Conference.
 - 2. Is there an opportunity for distance training in the future?

F. Potential funding source for this effort

- a. Funding comes from FHWA.
- b. AASHTO and members provide in kind services.
- c. FHWA, SHAs, consultants volunteer services.

G. Goal-oriented, time-phased activity schedule and role players

H. Action items and dates

<u>Action Item</u>	<u>Date</u>
1. Draft video activities	2002
2. Develop plan to present video and promote upcoming products and training at selected events and tradeshow.	Late 2002
2.1. Develop business card CD ROM, which includes video, resources, other products, and link to Partnering website.	Late 2002, early 2003
2.2 Revamp format and contents of the Partnering website; place video, resources, and other products on website.	Later 2002, early 2003
2.3 Roll out new website, video, draft handbook at ScoQ meeting in April.	
3. Development of draft Partnering Handbook	2002
4. Develop and approve Marketing Plan	Late 2002
5. Development of final version of Partnering Handbook	Late 2002
5.1 Pre-release promotional activities	Late 2002, early 2003
5.2 Official release of final Partnering Handbook	By 2003 AASHTO Annual Conference
5.3 Official release promotions	

6. Web-based deployment of AASHTO Partnering Handbook	By 2003 AASHTO Annual Conference
7. Preparation for Partnership Workshop at AASHTO 2003 Annual Conference	Fall, Winter 2002; Spring 2003
7.1 Marketing for Partnership Workshop	Winter 2002; Spring 2003
7.2 Web-based deployment of Partnership Workshop materials	After 2003 Annual Conference
8.	
9.	
10.	

- I. Follow-up Plan
 - a. Assign responsibility of Marketing Plan to one or more Subcommittee members; Review on a Quarterly basis; make recommendations for updates and changes to Partnering Subcommittee; major annual review and update.

- J. Criteria to measure effectiveness and accomplishments
 - a. To be determined.