

INDIANA DEPARTMENT OF TRANSPORTATION
Research Program Peer Exchange
OCTOBER 23-25, 2013

Indiana Department of Transportation
Office of Research and Development
1205 Montgomery Street
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EXECUTIVE SUMMARY

Research Peer Exchanges provide State Departments' of Transportation research, development, and technology programs the opportunity to examine and evaluate their programs through sharing ideas, strategies, and successful practices with peers. Exchanges are designed to benefit both the host State's program as well as the program of the peer team participants.

(State Planning and Research Guide for Peer Exchanges)

This report summarizes the outcomes of a peer exchange conducted at the request of the Indiana Department of Transportation (INDOT) on October 23-25, 2013. This exchange was an opportunity for panel members from the Minnesota, South Dakota and Virginia Departments of Transportation, a private sector transportation research management firm, the Federal Highway Administration (FHWA), and the Joint Transportation Research Program (JTRP) representatives to evaluate the INDOT Research Program and to share experiences and best practices with INDOT research staff. This is the fourth peer exchange conducted by the INDOT Research Program since 1998.

INDOT identified accelerated/concurrent implementation as the primary focus area for the exchange. Concurrent implementation takes advantage of early implementation opportunities and accomplishes them concurrently with the research phases of other implementation activities. In addition, INDOT identified three main objectives of the Peer Exchange: 1) receive peer input and perspective on accelerated/concurrent implementation and implementation marketing and communications efforts of the INDOT/JTRP research program; 2) provide strategies and recommendations for INDOT Research and Development (R&D) to develop a business plan for accelerated implementation of viable research findings; and 3) gather peer feedback on implementing the action items from the exchange.

The Peer Exchange was held over two and one half days. Day one concentrated on implementation topics. The morning and through lunch on day two concentrated on marketing and communications. The remainder of day two enabled the exchange panel to synthesize information and identify items to be included in the panel report. The morning of day three provided time for the panel to refine and prioritize its observations and to present them to executive and senior management of INDOT and FHWA.

Data gathering and fact finding occurred through presentations given by INDOT R&D and JTRP representatives and through facilitated discussions with INDOT executive management and senior staff as they addressed implementation successes and gaps, as well as through additional facilitated discussions with INDOT and JTRP marketing and communications professional.

The members of the peer exchange panel shared their respective programs' successful implementation and communications practices, thus providing potential opportunities for all participants to learn from peer organizations. FHWA and JTRP management actively participated in the facilitated discussions and successful practice sharing.

The panel identified three significant areas for presenting its observations: Key Themes of the Exchange, Strengths of the Program; and "Good to Great" Opportunities.

KEY THEMES

Themes that emerged during the discussions with INDOT executives and senior managers centered on the focus areas of accelerating implementation through concurrently accomplishing implementation activities; as well as the need for robust marketing and communications to better inform stakeholders and especially users of research outcomes/deliverables. The exchange panel notes these themes:

- Implementation is the primary product of relevant research
- Selected opportunities exist for concurrent implementation
- Decision makers' engagement and ownership is key for effective implementation
- Detailed and clear implementation plans are necessary to ensure common understanding of roles and expectations
- Marketing and communications are high impact activities that foster implementation successes
- Tracking of implementation benefits is important, and is dependent upon the availability of data and the means to capture that data

STRENGTHS OF THE PROGRAM

The panel observed that the INDOT R&D Division runs a sound program that is addressing the right needs, delivering useful products, communicating well, and making a positive impact.

A summary of the Strengths of the Program include:

- Effective top-down method for identifying relevant topics and needs for research
- Scientifically sound methods and high quality research products
- Smart leveraging of resources
- Research products with a direct, measurable impact on agency operations

- Innovative strategies for communicating research results
- Clear expectations and best practices for accelerating implementation of research results exhibited by Deputy Commissioners
- Department executives are engaged and care about implementation
- Relevant program that is making a difference
- Research activities that can assist the agency in becoming more innovative

“GOOD TO GREAT” OPPORTUNITIES

While acknowledging that the INDOT R&D program is very good, there are opportunities for improvement that can foster a great program. The following is a summary of the opportunities for consideration. They are grouped to align with the primary focus area and the associated aspect of communications.

Implementation Opportunities Address:

- Greater value creation through effective, consistent, and more rapid implementation
- Sustained awareness and engagement of executive staff
- Opportunities for concurrent implementation.
- Value-stream mapping exercises
- SACs’ (Study Advisory Committees) enhanced roles and responsibilities
- Detailed implementation plans
- More effective tracking and awareness of implementation status through collaboration with owners

Communications Opportunities Address:

- Marketing and communication components of detailed implementation plans
- Expanded communications strategies for managing implementation expectations
- Enhanced effectiveness of communication with diversity of audiences
- Continued support of INDOT Communications and Innovation and Enhancement Offices
- Continued opportunities to use research and technology to improve INDOT communications
- Leverage existing communications expertise/resources within Purdue
- Foster recognition opportunities for implementation team members

INTRODUCTION

BACKGROUND: This report summarizes the outcomes of a peer exchange conducted at the request of the Indiana Department of Transportation (INDOT) on October 23-25, 2013. The peer exchange was an opportunity to confirm successful practices and evaluate specific aspects of the INDOT research program as well as an opportunity for panel members to learn about the program and to share experiences and successes with INDOT staff. This is the fourth peer exchange conducted by the INDOT Research Program. The most recent past exchange was held November 13-16, 2006. Results of that exchange were well received and the recommendations resulting from that peer exchange were implemented within the INDOT Research Program. The success of the prior peer exchanges provided a positive foundation for the conduct of this current peer exchange.

PARTICIPANTS: Peer exchange panel membership included the following:

- Barbara T. Harder, Principal, B. T. Harder, Inc., Panel Chair
- Michael Brown, Associate Director for Structural, Pavement, and Geotechnical Engineering, Virginia Center for Transportation Innovation and Research, Virginia Department of Transportation
- Nick Busse, Marketing and Communications Manager, Research Services, Minnesota Department of Transportation
- David Huft, Research Program Manager, South Dakota Department of Transportation
- Janice Osadczuk, Team Leader Planning, Environment, Right-of-Way, Civil Rights and Local Public Agencies, Federal Highway Administration, Indiana Division
- Darcy Bullock, Director, Joint Transportation Research Program, Department of Civil Engineering, Purdue University
- Deborah Horton, Managing Director, Joint Transportation Research Program, Purdue University
- Barry Partridge, Director, Research and Development Division, Indiana Department of Transportation

- Tommy Nantung, Manager, Pavements, Materials & Construction Research, Research and Development Division, Indiana Department of Transportation
- Samy Noureldin, Program Director, JTRP, Research and Development Division, Indiana Department of Transportation

The composition of the peer exchange panel was designed to provide expertise in the areas of successful implementation practices and research program and project marketing and communications. The panel members also brought to the exchange experiences in fostering senior management engagement for research results implementation; concepts for enhancing implementation practices, successes in fostering relationships with academic and other partners, performance metrics, and strategies for creating value from research program outcomes for department decision makers.

FOCUS AND OBJECTIVES: The Peer Exchange process is designed and intended to provide opportunities to improve the management of state DOT research programs and the research outcomes they deliver. Each host state identifies one or several focus areas where it would like to concentrate efforts and then develops specific objectives to assist and guide the peer panel discussions. INDOT identified a primary focus area for special attention and defined three objectives for the peer exchange panel to accomplish.

Focus of the Exchange: Accelerated/Concurrent Implementation

Concurrent implementation takes advantage of early implementation opportunities and accomplishes them concurrently with the research phases or other implementation activities. Its primary goal is to accelerate application of research results to practice.

Objectives of the Peer Exchange

1. Receive peer input and perspective on INDOT/JTRP research program implementation and communication about research results, and focusing on accelerated and concurrent implementation.
2. Provide strategies and recommendations for INDOT R&D to develop a business plan for implementation of viable research findings in a timely manner (ASAP) into INDOT operations, with the following considerations:
 - a. Promoting ownership to implement research results into INDOT operation (Business Owner/Implementer, Deputy Commissioners, Districts, others)
 - b. Maximizing the implementation potential (statewide)
 - i. Resources, support, policy/process issues, etc.
 - c. Measuring the outcomes of the impact of implementation
 - i. Outcomes vs. output
 - ii. Tracking, unit costs, reporting, etc.
 - iii. Qualitative & quantitative
 - iv. Performance measures
 - d. Institutionalizing concurrent/accelerated implementation, as applicable

- e. Facilitating communication of research results to decision-makers and technical staff
3. Gather peer feedback on implementing the action items and achieving the objectives

PROCESS: The exchange process began with developing the focus area and objectives for the peer exchange. Other items essential for the conduct of the exchange included the identification and invitation of exchange panel members, development of the exchange agenda, identification and invitation of INDOT executive and senior management for participation in facilitated fact-finding discussions; and selection and then distribution of background materials that were sent to the peer exchange panel one week prior to the exchange meetings. On Monday, October 21, a pre-exchange telephone conference call was held to review final details of the exchange. The attendees of this meeting were Barry Partridge, Tommy Nantung, and Samy Noureldin of INDOT, Darcy Bullock and Deborah Horton of Purdue University, and Barbara Harder, the panel chair.

Advance materials provided to peer exchange panel members included:

- Agenda
- Peer Exchange Discussion Starter Questions
- JTRP Mission
- INDOT Organizational Charts
- JTRP Organizational Charts
- JTRP Executive Committee Members 2013
- JTRP Expenditure History
- 2014 Work Program Summary
- Draft Implementation Plan Documentation

Appendix A contains the Peer Exchange Agenda.

The peer exchange spanned two and one half days. Day one presentations and discussions concentrated on implementation topics. The morning and through lunch on day two concentrated on marketing and communications. The remainder of day two enabled the exchange panel to synthesize information and identify items to be included in the panel report. The morning of the third day of the exchange provided time for the panel to refine its observations and prioritize them.

The peer exchange began Wednesday morning, October 23, with welcomes from Barry Partridge, INDOT R&D Division and Janice Osadczuk, FHWA, Indiana Division Office. Panel members provided brief descriptions of their current responsibilities and experiences in implementation, and marketing and communications of research results, as appropriate. A

comprehensive briefing book prepared by JTRP was provided to panel members which included copies of presentation slides and materials to support discussions during the exchange.

The first morning of the exchange concentrated on panel fact finding about the INDOT R&D research program and specifically about INDOT and JTRP implementation activities. During a working lunch, the panel participated in a facilitated discussion with members of the JTRP Board/INDOT executives and senior managers and the FHWA Division Office representatives.

Key questions for discussion on the topic of Accelerated/Concurrent Implementation in the INDOT/JTRP Research Program were:

- Recall the positive/negative experiences that you have had in implementing research results from the INDOT/JTRP Research Program. What promoters of and barriers to effective implementation have you seen? Any lessons learned to describe?
- What changes/additions (e.g., ownership, resources, communications, policies) are needed to improve implementation of research results?
 - Where should ownership and accountability for implementing research results reside?
 - What kind of communications would improve implementation activities?
- How do you define successful implementation?
- What suggestions/recommendations do you have to facilitate accelerated/concurrent implementation within INDOT?
- How can successful practices of accelerated/concurrent implementation be institutionalized or made part of the culture for innovation at INDOT?

Appendix B includes a list of participants.

Wednesday afternoon concluded with a recap of major points discussed during the day.

Thursday morning provided additional fact-finding opportunities for the peer exchange panel that addressed marketing and communications of the research program and research project results. In addition, senior managers of the INDOT communications offices and a JTRP communication representative joined the peer exchange panel for facilitated discussion.

Key questions for discussion on the topic of Marketing/Communicating Research Findings into INDOT Operations were:

- How do you define successful implementation?
- What marketing/communication of research results need to take place for INDOT practitioners to successfully implement research results into INDOT operations? In what format(s) and to whom? Who best can accomplish? What are the easiest and most difficult to achieve and why?

- What marketing/communication (and tracking) of research results need to take place for INDOT decision-makers to fully understand the value, success or impeding issues of implementation of research results into INDOT operations? In what format(s) and to whom? Who best can accomplish? What are the easiest and most difficult to achieve, and why?
- How can successful practices of accelerated/concurrent implementation be institutionalized or made part of the culture for innovation at INDOT?

Appendix B includes a list of participants.

Thursday afternoon the panel summarized major themes that emerged from the one and one half days of information gathering and discussions and outlined observations, strengths, and opportunities to be included in the panel report. The panel also prepared a first draft of its observations to share with Jay Wasson, Deputy Commissioner, Engineering and Asset Management, who has the R&D Division as part of his responsibility.

The first draft of the panel's key themes, program strengths, and opportunities was refined during a work session Friday morning prior to the close-out meeting with INDOT, JTRP, FHWA, and research program staff. These observations were submitted to the INDOT R&D Division at the end of this session. Attendees at the close-out session are listed in Appendix B.

The following chapters summarize the panel's observations and suggestions for consideration by the INDOT R&D Division as well as the ideas that panel members will consider for application in their respective programs.

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KEY THEMES

Key themes that emerged during the conduct of the peer exchange are:

- Implementation is the primary product of relevant research
- Opportunities exist for concurrent implementation; not every project will benefit
- Decision makers' engagement and ownership is key for effective implementation
 - Engaged executives take ownership -- provide positive influence, motivation, and a means to confirm value of implementation
 - "Someone has to accept the baton and run with it"
- Detailed and clear implementation plans are necessary to ensure common understanding of roles and expectations
- Marketing and communications are high impact activities that foster implementation successes
- Tracking of implementation benefits is important, and is dependent upon the availability of data and the means to capture that data

STRENGTHS OF THE PROGRAM

The INDOT R&D Division runs a sound research program that is addressing the right needs, delivering useful products, communicating well, and making a positive impact.

Strengths of the program include:

- INDOT R&D Program uses an effective top-down method for identifying relevant research topics and needs – aligned with department goals
- INDOT conducts research through scientifically sound methods, and it produces high quality research products
- R&D Program leverages its resources -- valuable success factor; e.g., Purdue JTRP, “ePubs”, Technical Assistance Program
- Research products have a direct, measurable impact on agency operations
 - Cost savings and other benefits show value of the research investment; e.g., DamageWise, MEPDG, application of RAP
- R&D Program uses innovative strategies for communicating research results; e.g., project summary pocket cards, videos/YouTube, poster displays in executive suite
- Deputy Commissioners exhibit clear expectations and best practices for accelerating implementation of research results
 - Good model practices
 - Ownership of research results/implementation is part of employee work profile
 - “Don’t complain about a problem with resources without having gone to R&D first”
 - Treat an implementation project on same level as other operational projects
- Department executives are engaged and care about implementation
 - Deputy Commissioners’ participation throughout the exchange
 - Commissioner’s attendance at close-out session
- Relevant program that is making a difference
- Research can assist the agency in becoming more innovative

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“GOOD TO GREAT” OPPORTUNITIES

While acknowledging that the INDOT R&D program is very good, there are opportunities for improvement that can foster a great program. They are grouped to align with the primary focus area and the associated aspect of communications.

Implementation Opportunities:

- Realize the value of the research investment through effective, consistent, and more rapid implementation
- Sustain awareness and engagement of executive staff to ensure successful implementation
 - Conduct a research summit for executive level to promote implementation of research results; broaden to other audiences in future
 - Continue to align with enterprise plans and goals
 - Commit needed resources
 - Recognize research and implementation as an inherent job responsibility
- Review each research proposal for opportunities for concurrent implementation, matching implementation with deliverables and other INDOT timelines
 - Identify those who will implement early in the proposal development activities
 - Establish project expectations in light of concurrent processes
 - Identify which projects can accommodate concurrent implementation practices
- Conduct value-stream mapping exercises-- facilitated by experienced facilitator in business processes, e.g., Purdue University Technical Assistance Program—to identify specific actions to accelerate implementation
- Encourage SACs (Study Advisory Committees) to challenge the researchers to be more accountable for timely, implementable deliverables
- Develop strategies to include more detailed implementation plans that treat implementation as a project with specific deliverables
 - Roles
 - Responsibilities
 - Resources
 - Results
 - Rollout (time and scale)
- Collaborate with project owners to more effectively track and raise awareness of implementation status

- Consider concise, dashboard depiction
- Track progress
- Quantify benefits, work with owners to identify and capture benefits data

Communications Opportunities:

- Include a marketing and communication component within the detailed implementation plan – providing timely information to stakeholders and customers
- Use communications strategies to more effectively manage implementation expectations
 - Provide clarity in expressed intention of outcomes at the beginning of the research project
 - Define the implementation well; incorporate message into the research proposal and in greater detail in the implementation plan
 - Note: “one size does not fit all” for implementation plan development
- Use a variety of communication vehicles for decision makers, technical experts, and public, e.g., webinars YouTube, social media, newsletters, pocket cards, posters
 - People have preferences in how they want to receive information
 - Develop a suite of communications directed at the respective levels/audiences
- Continue to provide support to the INDOT Communications and Innovation and Enhancement Offices, e.g., South Split construction time lapse videos
- Continue to find opportunities to use research and technology to improve INDOT communications; e.g., South Split bridge impacts video
- Leverage existing communications expertise/resources within Purdue to better communicate research successes; e.g., webinars, videos
- Foster recognition opportunities for implementation team members by highlighting implementation successes; e.g., lunch with the Commissioner

PEER EXCHANGE PANEL MEMBER REPORTS

The Peer Exchange Panel Member reports are as follows:

Barbara T. Harder, Principal, B. T. Harder, Inc., Panel Chair

Items for Considerations:

- Promote executive management ownership and engagement for research programs with which I work. Stress the critical nature of such influence, recognition, and endorsement.
 - Investigate strategies and tools to promote executive management engagement.
- Discuss with colleagues and peers the potential for an NCHRP synthesis on the impact of management engagement on research program success.
- Investigate the elements of more detailed implementation plans such as those contained in South Dakota DOT's research program.
- Review and comment on the Draft Implementation Procedures being prepared by Virginia DOT.
- Share the pocket research summary cards with the PennDOT Research Division.
- Become more knowledgeable in the value-stream mapping process and its application.
- Promote a higher level of implementation funding from SP&R or other state monies for research programs in the state DOTs with which I do work. Emphasize the necessity for a greater level of implementation funding.
- Investigate how I can impact those states with which I work to incorporate implementation accountability language in work profiles.

Michael Brown, Associate Director for Structural, Pavement, and Geotechnical Engineering, Virginia Center for Transportation Innovation and Research, Virginia Department of Transportation

Items for Consideration:

Communications

- From INDOT/JTRP – outsourcing options for the report publication development and dissemination process
 - Editorial management system
 - Use of ePubs
 - Amazon print on demand services
- From MNDOT – Consultant options for marketing documents
 - Technical summaries
 - Newsletters
 - Annual report
- From INDOT – Closer interaction with DOT Communications Director to:
 - Craft and target the message for stakeholders
 - Create media content (Bridge Greatest Hits video)
 - Generate greater visibility for research/implementation inside and outside agency
 - Generate content that shows innovation within the agency
- Innovation-related branding for high-impact innovations with a public face
 - MNDOT – “Zipper merge”
 - INDOT – “DamageWise”

Research

- From INDOT – Determine ROI and MIRR summary for research projects through a special project by economists and financial division
- From SDDOT – Executive Review Board that is briefed on the results of all completed research
- From INDOT – Posters of research and implementation posted in executive suite
- From INDOT – Peer Exchange held at CO location where executives can easily participate

Implementation

- From SDDOT – Formulation of detailed implementation plans
 - Formal approval by business owners and executives
- From INDOT – Executives placing emphasis on implementation
 - Include in business plans and employee work profiles

Nick Busse, Marketing and Communications Manager, Research Services, Minnesota Department of Transportation

Items for Consideration:

- Implementation strategies need to be incorporated into the earliest stages of project initiation. Research proposals should define what a successful implementation would look like and also address any relevant communication strategies.
- Ownership is a critical factor in implementing research results. Each research project should have a business owner (technical liaison, in MnDOT terminology) fighting to ensure that the project addresses a concrete business need for the agency.
- Business owners (technical liaisons) and other project panel members need to engage stakeholders throughout the project to ensure that the end product is suitable for implementation.
- Tracking and accountability must be built into implementation plans. Buy-in from top agency executives is important, but is not by itself a guarantee of successful implementation.
- The real story of transportation research is not the research results themselves, but rather the quantifiable benefits that come from implementation. INDOT has done an excellent job quantifying the value of their research in terms of cost savings, accidents prevented, etc.
- Although quantifying the benefits of research projects is often difficult, DOTs should do it to the greatest extent possible. Quantifying benefits for even a handful of projects might be sufficient to prove a net positive impact of a research program.
- A broad set of communication strategies should be considered to aid in implementing research results, including presentations, webinars, open houses, videos, newsletters, technical summaries, etc. The media should match the audiences' needs.

David Huft, Research Program Manager & Intelligent Transportation Systems Coordinator, South Dakota Department of Transportation

Items for Consideration:

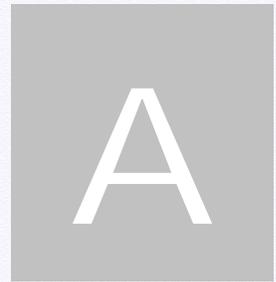
- Complete software update of SDDOT's research database and web site to enable more effective tracking of research and implementation progress and more convenient access to research information and deliverables.
- Establish methodology to estimate financial value of SDDOT's implemented research.
- Develop implementation status summary report for SDDOT executive and middle managers.
- Explore electronic publication options for SDDOT-generated documents and other significant documents.
- Incorporate Digital Object Identifiers in SDDOT electronic documents.

- Regularly place feature articles on research and implementation activities in SDDOT employee newsletter and SDLTAP newsletter.
- Present webinars at key points of select research and implementation projects.
- Expand face-to-face presentations to SDDOT and partner agencies.

Janice Osadczuk, Team Leader Planning, Environment, Right-of-Way, Civil Rights and Local Public Agencies, Federal Highway Administration, Indiana Division

Items for Consideration:

- Do not forget Local Public Agencies – inform them of research projects and how to implement.
- If possible, a newsletter would help disseminate the results of research projects and how to implement.
- Consider inviting LTAP to attend JTRP meetings. (They do now on occasion.)



APPENDIX A – PEER EXCHANGE AGENDA

WEDNESDAY – October 23, 2013

9:00 – 9:15 am	Welcome (INDOT, FHWA) Review of Peer Exchange Agenda Brief self Introductions	Partridge/Osadczyk Harder All
9:15 – 9:30 am	Peer Exchange Focus and Objectives Focus and expectations for the Peer Exchange	Partridge/Harder All
9:30 – 10:30 am	INDOT R&D/JTRP Program Overviews Program description with focus on current/existing implementation and communication of implementation	Partridge/Bullock
10:30 – 10:45 am	Break	
10:45 – 11:45 am	Implementation of Research Results: Successes and Gaps Team discussion, sharing of experiences and focus on forward-looking vision for INDOT that stimulates team input	Harder, facilitator Partridge/All
11:45 – 1:30 pm	Working Lunch and Facilitated Roundtable Discussion Discussion questions provided in advance to JTRP Board Executive Staff members and Direct Reports	Harder, facilitator INDOT/JTRP Board Direct Reports
1:30 – 1:45 pm	Break	
1:45 – 2:30 pm	Identify Questions from Morning Discussion Team discussion	Harder, facilitator All
2:30 – 3:15 pm	INDOT Implementation Processes Discussion Fact check, clarifying questions	Harder, facilitator All
3:15 – 3:30 pm	Break	
3:30 – 4:15 pm	Strategies and Recommendations for an Implementation Business Plan Discussion Team discussion – concurrent/acceleration of implementation activities	Harder, facilitator All

4:15 – 5:00 pm	Identify questions and issues	Harder, facilitator All
6:00 pm	Group Dinner	

THURSDAY – October 24, 2013

8:45 – 9:15 am	Recap of Wednesday Comments, observations	Harder, facilitator All
9:15 – 9:45 am	Overview of INDOT/JTRP Implementation Communications Activities	Morris/Bullock
9:45 – 10:00 am	Break	
10:00 – 11:00 am	Implementation Communications: Facilitated Roundtable Discussion Discussion questions provided in advance to INDOT Communications/Marketing Staff Team discussion and clarifying questions	Harder, facilitator INDOT Marketing All
11:00 – 11:30 am	Integration of Marketing and Communications into Implementation Business Plan Discussion Team discussion	Harder, facilitator All
11:30 – 12:00 noon	Morning Recap	Harder, facilitator
12:00 – 1:00 pm	Lunch	
1:00 – 3:00 pm	Identify Priority Items that Emerged from Presentations and Discussions	Harder, facilitator All
3:00 – 3:15 pm	Break	
3:15 – 5:30 pm	Draft Elements and Contents of Team Report including Team Key Takeaways	Harder, facilitator All
6:00 pm	Informal Gathering of Team for Dinner	

FRIDAY – October 25, 2013

8:30 – 10:30 am	Report Finalization Presentation assignments	Harder, facilitator
10:30 – 11:30 am	Close-out Presentation to INDOT Executives & Management, FHWA Division Office Representative(s) <ul style="list-style-type: none"> Strategies for Accelerated and Concurrent Implementation/Application to practice 	Harder, facilitator All

- Enhanced Effectiveness for Communicating Innovations
- Program Strengths and Successes; Areas for Improvement

11:30 – 11:45 am

Peer Exchange Wrap-up
Reimbursement process

Partridge/Harder
Horton



APPENDIX B – SESSION ATTENDEES

Name	Affiliation	Title	Oct. 23 Working Lunch & Facilitated Roundtable	Oct. 24 Facilitated Roundtable	Oct. 25 Close-out
Karl Browning	INDOT	Commissioner			X
Jay Wasson	INDOT	Deputy Commissioner of Engineering and Asset Management	X		X
Bob Tally	INDOT	Executive Advisor	X		X
Troy Woodruff	INDOT	Chief of Staff			X
Ryan Gallagher	INDOT	Deputy Commissioner of Operations	X		X
Sam Sarvis	INDOT	Deputy Commissioner of Capital Program Management	X		X
Ted Pollack	INDOT	Director of Innovation and Enhancement	X	X	X
Jim Sturdevant	INDOT	Division Director	X	X	X
Mark Miller	INDOT	Director & Chief Engineer, Construction Management	X		X
Anne Rearick	INDOT	Bridge Design, Inspection, Hydraulics & Tech Support Director			X
Dave Holtz	INDOT	Director of Pavement	X		X
Dan Brassard	INDOT	Chief Financial Officer			X
Rick Drumm	FHWA	Safety Engineer	X		
Jim Handy	Purdue	Sr. Manufacturing Services - Account M	X		
Teresa Morris	Purdue	JTRP Communication Specialist		X	
Charles Watkinson	Purdue	Director Purdue University Press		X	
Linda McGrannahan-Roberson	INDOT	Executive Communication Director			X
Will Wingfield	INDOT	Public Information Officer		X	X
Jim Stark	INDOT	Deputy Commissioner of Innovative Project Delivery			X
Matthew Voors	INDOT	Chief Legal Counsel			X
Karen Bobo	FHWA	Assistant Division Administrator			X
Kimberly Pearson	INDOT	Deputy Commissioner Human Resources			X