

Pavement & Materials Partnering Committee

Standard Operating Procedures

Prepared By



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Forward

These Standard Operating Procedures (SOP) were developed to establish uniform practices and procedures for the efficient and effective functioning of the Pavement & Materials Partnering Committee (PMPC). The SOP will provide consistency to the way PMPC conducts its business.

Changes and/or updates made to this SOP will be available on-line on the Caltrans PMPC website: <https://dot.ca.gov/programs/maintenance/pavement/pavement-materials-partnering-committee>.

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Nomenclature

Acronyms

1. Caltrans – California Department of Transportation.
2. CalCIMA - The California Construction & Industrial Materials Association
3. CalAPA - The California Asphalt Pavement Association
4. PMPC – Pavement & Materials Partnering Committee
5. NSSP – Non-Standard Special Provisions
6. SS – Standard Specifications
7. SSP – Standard Special Provision
8. RSS – Revised Standard Specifications
9. EC – Executive Committee
10. TG – Task Group
11. STG – Subtask Group
12. WPG – Work Product Group

Definitions

1. Designated Specification Owner

Owner is the Caltrans staff person responsible for a specification or test method.

2. Industry

Volunteers from associations or private firms related to roadway and bridge construction willing to participate in the improvement of Caltrans construction standards.

3. Performance

Performance is a measurement used to evaluate changes to materials and test methods to ensure that the changes made provide durability, usability, and resiliency. These changes are evaluated against defined performance indicators at appropriate times.

4. Pilot Projects

Pilot Projects are programmed projects that may be utilized during the development of a specification/test method or revision of a specification/test method to assist with ensuring that the specification/test method is street ready and the performance anticipated is achieved.

5. **Pavement & Materials Partnering Committee (PMPC)**

The PMPC provides a forum for Industry to coordinate efforts with Caltrans to review and propose improvements to construction standards used in the construction and preservation of transportation facilities. PMPC members will support the development and implementation of specifications and test methods for:

- Asphalt
- Concrete
- Materials

6. **PMPC Sponsors**

- Deputy Director of Project Delivery
- Deputy Director of Maintenance and Operations

7. **PMPC Steering Committee**

Caltrans Division Chiefs for:

- Maintenance
- Construction
- Engineering Services
- Research, Innovation and System Information

8. **PMPC Executive Committee**

Caltrans

- State Pavement Engineer (Chair)
- State Materials Engineer
- Deputy Division Chief, Bridge Design
- Deputy Division Chief, Division of Construction

Industry - Representatives from:

- The California Asphalt Pavement Association (CalAPA)
- The California Construction and Industrial Materials Association (CalCIMA)

9. **PMPC Groups**

a. **Task Groups (TGs)**

Groups that include Caltrans and Industry representatives to oversee the subtask groups' activities.

b. **Subtask Groups (STGs)**

Groups that include Caltrans and Industry representatives that propose work products, develop scoping documents, and oversees the delivery of work products.

c. Work Product Groups (WPGs)

Groups that include appropriate representation to develop work products approved by the PMPC Executive Committee.

10. Scoping Document

The document used to identify an issue and effort to develop or change a specification or test method. Scoping Documents require approval by the PMPC Executive Committee before work can begin.

11. Specifications

- a. Standard Specifications (SS): Specifications standard to Department construction projects. These specifications are in a book titled Standard Specifications.
- b. Revised Standard Specifications (RSS): New or revised standard specifications. The RSS are available and will be published in the next official publication of the Standard Specifications. Until published, these specifications are in a section titled Revised Standard Specifications and included in the book titled Notice to Bidders and Special Provisions completed for each project.
- c. Standard Special Provisions (SSP): Specifications specific to the project. These specifications are in a section titled Special Provisions of a book titled Notice to Bidders and Special Provisions.
- d. Nonstandard Special Provision (NSSP): An SSP developed for use if there is not an SS, RSS or SSP which pertains to the issue being specified.

12. Statewide Consistency

Consistency means that specifications and test methods will be uniformly interpreted and implemented statewide through communication, processes, and training.

13. Street Ready

Contract standards that have been sufficiently evaluated to ensure that it can be effectively implemented statewide without undue risk to the contractor or Caltrans.

14. Work Plan

A work plan is a resourced work product schedule that defines the scope, milestones, costs, and deliverables

15. Work Product

A proposed review or change to construction standards.

16. Work Product Final Report

A report produced by the working group which outlines the findings and recommendations regarding the work product they have been reviewing and/or developing.

Purpose and Goal

PMPC's goal is to operate efficiently and produce timely delivery of work products developed for the improvement of Caltrans construction standards. These work products typically include improvements to construction methods, specifications, and test methods.

During the development or modification of construction contract standards (specifications, plans and test methods), it is important to engage Industry stakeholders for input regarding the viability of the standards. This includes material suppliers, contractors, and subject-matter experts. It is, also, advantageous to engage Industry in conversations regarding emerging technology and materials. The PMPC provides a platform for engaging the Industry. Caltrans is committed to working with Industry to create a better understanding for all parties of construction practices and emerging technologies, which lead to improving Caltrans' products and services.

The purpose of the PMPC is to improve construction contract standards by:

1. Providing opportunity for Industry to bring forward issues and/or opportunities for improvement regarding construction contract standards.
2. Allowing a venue to provide input on proposed changes to construction contract standards.
3. Exchanging information regarding new technology, materials, and upcoming initiatives.
4. Providing transparency, stewardship, efficiency, and sustainability.

Organization and Responsibilities

Members of the PMPC agree to work together as a cohesive, cooperative team to support and enhance Caltrans' construction standards.

To facilitate effective governance, Caltrans or Industry members serving at the PMPC Executive Committee or Task Group level, should not serve at any other level other than the Work Product Group level. The PMPC Executive Committee recognizes the value in obtaining different perspectives at each level.

Organization

The PMPC structure is:

PMPC Sponsors

The committee is sponsored by the deputy directors of Project Delivery and of Maintenance and Operations, who provide general guidance and strategic direction.

PMPC Steering Committee

At the top of the structure of the PMPC is a Steering Committee which consists of the Caltrans Division Chiefs for Maintenance, Construction, Engineering Services, and Research, Innovation and System Information.

PMPC Executive Committee (EC)

The next level of the PMPC is an Executive Committee which consists of the four Caltrans Divisions and representatives of the two key materials associations. The expectation is that the two industry representatives will solicit input from other material and construction trade associations as deemed necessary. This group coordinates schedules, keeps deliverables moving and resolves issues.

For the EC, Caltrans' members will be:

- State Pavement Engineer (Chair)
- State Material Engineer
- State Bridge Engineer
- Deputy Division Chief, Division of Construction

Industry groups associations represented on the EC will be:

- The California Asphalt Pavement Association (CalAPA)
- The California Construction and Industrial Materials Association (CalCIMA)

Other Industry Associations may request representation at the EC level. Their request to join the EC should be submitted in writing to the EC chair and explain why they should be included in the committee. Their request, at a minimum, should cover the following areas:

- Why their industry Association is not adequately represented at the EC level.

- How the PMPC would benefit from having this broad Industry Association become part of the EC.
- What resources they plan to bring to help the Department and PMPC meet its mission/vision and goals.

The EC will review the request and provide a recommendation to the steering committee. The steering committee will review the request and recommendation from the EC and then provide a final recommendation to the sponsors for their consideration. The PMPC sponsors will make the final determination on these requests.

The EC will notify the Steering Committee of any changes to the EC Representatives. Any changes to a group's representatives at levels below the EC needs to be reported to the EC as soon as possible. The EC will revise the roster of these changes.

PMPC Task Groups (TGs)

There shall be two TGs made up of Caltrans and Industry. The two TGs are the Asphalt Task Group and the Concrete Task Group. Stakeholder groups will select their representatives for membership to any of the task, STGs or WGs. They will notify the EC of their representatives through the TG Single Focal Point.

PMPC Subtask Group (STGs)

Below each TG, there are STGs. These are co-chaired by Caltrans and Industry. Caltrans membership in the STG will be generally at the Senior Engineer level from units with functional responsibility for the topic. Industry representatives in the STGs are subject matter experts on the topics. Stakeholder groups will select their representatives for membership to any of the task, STGs or WPGs. They will notify the EC of their representatives through TG-Single Focal Point.

The standing STGs groups for Concrete are Concrete Pavement, Foundations, Materials & Quality Assurance.

The standing STGs groups for Asphalt are Hot Mixed Asphalt, Pavement Preservation, and In-Place Recycling.

If any items impact asphalt and concrete pavements, a joint working group will be developed drawing membership from and reporting to both TGs.

PMPC Executive Committee Level Single Focal Point (EC-SFP)

Caltrans shall appoint an Executive Committee Level Single Focal Point (EC-SFP) for PMPC. This EC-SFP will assist the PMPC in its functioning but is not considered as a member of the PMPC EC. The EC-SFP shall also help all groups under the PMPC when possible and under the guidance of PMPC EC members.

PMPC Task Group Level Single Focal Point (TG-SFP)

Caltrans shall appoint a Task Group Level Single Focal Point (TG-SFP) for PMPC. This TG-SFP will assist the PMPC in its functioning but is not considered as a member of the PMPC TG. The TG-SFP shall also help all groups under the PMPC when possible and under the guidance of PMPC TG members.

Work Product Groups (WPGs)

Work Product groups are the staff designated to carry out the work outlined in an approved scoping document. These work groups are created under the STGs to work on the work products. These groups shall be chaired by a Caltrans member of the STG. The PMPC working groups shall strive for district representation.

Roles and Responsibilities

The roles and responsibilities of all members are:

1. Serve on the committee with a focus on supporting the Caltrans Mission, Vision and Goals and the PMPC goals.
2. Strive to reach consensus resolutions that are mutually agreeable to all parties.
3. Undertake work products that provide value and improve the Caltrans construction standards.
4. Attend monthly, quarterly, or other scheduled meetings.

Individuals will be nominated for membership to any of the TG or STGs. This nomination shall be via the Participation Memo as noted in the appendices.

In an effort to maintain consistency and progress on tasks, when there are personnel changes, effort should be made to inform new personnel about the task, its progress, policy context, and their role. All participants, which include new participants to a PMPC group, need to honor the group's previous consensus agreements as identified in the group's meeting minutes and continue to move the tasks forward."

PMPC Sponsors

The committee is sponsored by the deputy directors of Project Delivery and of Maintenance and Operations, who provide general guidance and strategic direction.

PMPC Steering Committee

The PMPC Steering Committee consists of the Caltrans Division Chiefs for Maintenance, Construction, Engineering Services and Research, Innovation and System Information. The Steering Committee shall provide more detailed guidance and strategic direction to the EC members.

PMPC Executive Committee

1. Facilitate effective communication and foster trust between Caltrans and Industry.
2. Seek ways to improve the PMPC process and structure.
3. Facilitate quarterly meetings with TG members.
4. Approve scoping documents for Work Product development.
5. Monitor the performance of the TG deliverables.
6. Approve Work Product Final Reports.

Caltrans PMPC Executive Committee Members

1. Act as EC Chair (State Pavement Engineer)
2. Provide direction to Caltrans TG members.
3. Adjust workload priorities for Caltrans TG members
4. Establish systems for tracking and sharing work product status

Industry PMPC Executive Committee Members

1. Be an accountable representative for the industry and not to the company/association of their employment.
2. Gather, disseminate, and exchange information and final outcomes from PMPC to their industry members.
3. Provide direction to Industry TG members.

PMPC Executive Level – Single Focal Point (EC-SFP)

1. Coordinate PMPC meetings by developing the agenda and taking meeting minutes of EC meetings
2. Ensure the charter and standard operating procedures are current
3. Maintain the PMPC website and calendar
4. Obtain approvals for documentation from the TGs to the EC at the EC-Level

PMPC Task Group Level – Single Focal Point (TG-SFP)

1. Coordinate PMPC meetings by developing the agenda and taking meeting minutes of TG meetings
2. Obtain approvals for documentation from the TGs to the EC at the TG-Level
3. Request and compile data including work product statuses for information sharing at TG meetings

Task Group Members

1. Each TG shall consist of a maximum of four (4) Caltrans staff and a maximum of four (4) representatives from Industry.
2. Caltrans shall designate one member as a chairperson.
3. Industry shall designate one member as Industry Lead.
4. Members shall meet as needed to ensure work product deliverables are being met and to prepare for the quarterly PMPC meetings during which the status of each TG's deliverables will be discussed.
5. The roles of the TG members include these activities:
 - a. Providing high-level leadership, direction, and oversight to the STG members.
 - b. Ensure adequate resources are allocated to execute approved scoping documents.
 - c. Support partnering, facilitate effective communication and foster trust between Caltrans and Industry.
 - d. Communicating work product objectives and status to peers, colleagues, and staff.
 - e. Hold STGs accountable for delivery of prioritized Work Products and assure quality of deliverables.
 - f. Make proposals for future work products (bin list) to the PMPC EC and complete assignments.

- g. Facilitate quarterly TG meetings, prepare meeting minutes, and document status updates for all TG priorities
- h. Assure members of STGs under their functional control are participating, communicating, providing timely input, and working together to resolve issues within the STGs.
- i. Perform final review of scoping documents and deliverables at the STG level to ensure that there are no “fatal flaws” or significant omissions that cannot be supported outside of the PMPC.
- j. Caltrans members shall be responsible for providing monthly updates in the Caltrans-maintained database or single focal point.
- k. Recommend membership changes.

Subtask Groups

1. Each STG shall comprise a maximum of four (4) Caltrans staff and a maximum of four (4) representatives from Industry.
2. Caltrans shall designate one member as a chairperson.
3. Industry shall designate one member as Industry Lead.
4. STGs shall meet every three months or more frequently as needed to ensure work product deliverables are being delivered and provide updates on the WPG’s progress to the TG members.
5. Industry members may include representatives of contractors, materials suppliers and Industry associations involved in roadway construction and preservation as recommended by the TG members or stakeholders. They will notify the EC of their representatives through PMPC Single Focal Point by mail, notes, or meeting minutes.
6. Members should speak for the position of the functional unit they represent, and serve as a single-point-of-contact for the unit’s comments or stance for each activity addressed within the STG.
7. If a member cannot attend a meeting, the member may designate a proxy member who can attend on their behalf. This proxy attendance should be confirmed with the members prior to the meeting.
8. As Work Product deliverables and/or a final report are completed, the STG performs, as necessary, an additional review to ensure that the results can be supported outside the PMPC.
9. The responsibilities of the STG members include:
 - a. Make proposals for future work products.
 - b. Develop scoping documents for Work Products for those proposals approved by the PMPC EC.
 - c. Review yearly and maintain a prioritized list (bin list) of proposed work products.
 - d. Caltrans members shall be responsible for providing monthly updates to the Caltrans-maintained database.

- e. Provide industry representative suggestions to the scoping document process for participation in WPGs.
- f. Deliver the planned deliverables in accordance with approved scoping documents and work plans.
- g. Communicate work product objectives and status to peers, colleagues, and staff.
- h. Manage membership changes.
- i. Facilitate quarterly STG meetings, produce meeting minutes to be provided to PMPC EC-SFP for posting, and document status updates for all STG priorities.

Work Product Groups

Creation of a Work Product Group (WPG) shall occur only after a Work Product scoping document has been approved by the PMPC.

1. All members of the WPG shall be identified in the scoping document.
2. Work Product Groups shall be chaired by the designated specification/test method owner, or their representative as outlined in the Work Product Scoping Document.
3. The WPG shall comprise of no more than eight (8) members. Four (4) shall be from Caltrans, including a district representative if available, and four (4) from Industry.
4. Industry members included as part of the WPGs shall be subject matter experts on the topic. Industry WPG members are responsible and committed to collect and recommend consensus positions that represent the industry as a whole.
5. WPG members meet as needed in order to complete the work product on the schedule outlined in the Work Product Scoping Document.
6. WPG responsibilities are considered fulfilled upon completion of the work product deliverables and then the WPG is disbanded.

The responsibilities of the Caltrans WPG Chair include:

- Provide overall leadership and direction of the work product.
- Facilitate WPG meetings, produce meeting minutes to be provided to PMPC STG for information, and document status updates for work product deliverables.
- Make or evaluate key work product-related decisions.
- Share/provide operational knowledge.
- Identify work product risks/issues and determine which should be elevated to the STG.
- Attend STG meetings to provide work product status and solicit feedback and guidance.
- Schedule meetings with subject matter experts from other Caltrans programs, industry, federal, state, local agency, or academia.
- Reports the status of deliverables via established reporting system.

- Execute work within the timeline and scope of work documented in the approved scoping document.
- Coordinate any changes to the approved scoping document if necessary.
- Review all work product deliverables.
- Coordinate and consolidate review comments on interim and final deliverables and provide Caltrans response.
- Recommend for approval, work product deliverables in a timely manner.

Pavement & Materials Partnering Committee (PMPC)

PMPC SPONSORS

**Caltrans Deputy Director, Project Delivery
Caltrans Deputy Director, Maintenance and Operations**

PMPC Steering Committee

**Caltrans Division Chief of Maintenance
Caltrans Division Chief of Construction
Caltrans Division Chief of Engineering Services
Caltrans Division Chief of Research, Innovation and
System Information.**

PMPC Executive Committee

Caltrans

**Pavement Program
Division of Construction
Bridge Design
METS**

Industry

**CalAPA
CalCIMA**

Asphalt Task Group

Caltrans

**Pavement - Asphalt
Construction
METS**

Industry

Concrete Task Group

Caltrans
Pavement - Concrete
Construction
METS

Industry

Asphalt Task Group Subtask Groups

Asphalt
Pavement Preservation
In-Place Recycling

Concrete Task Group Subtask Groups

Concrete Pavement

Foundations

Materials & QA

Communication

The fundamental reason behind the creation of the PMPC is to maintain open communication between Caltrans and Industry. Caltrans will listen to industry input and consider those inputs for determining changes that may be needed. The PMPC strives for consensus, but ultimately Caltrans makes final decisions. Participants in the PMPC process are committing to each other, and all parties involved in this process to have open and honest communication.

In all PMPC activities, the members will:

- Exercise trust, mutual respect and engage in open communications
- Identify, develop, and agree on common goals and solutions in the best interest of the State.
- Listen to input from each other and other subject matter experts with knowledge that could benefit the group to find better solutions.
- Value integrity, commitment, teamwork, and innovation

Consensus Resolution Process

Each group within the PMPC will strive to reach consensus, where “Consensus” is defined as a decision that can be “lived with” and supported by all members outside the group. PMPC EC shall strive to empower all participants to resolve issues at the lowest level.

When a discussion on an issue continues for over 3 months, with no movement toward consensus, the issue shall be considered disputed and the discussions at an impasse. Once impasse has been reached, the issue should be raised through the below resolution ladder.

The Dispute Escalation form should be used (refer to Appendix E). When passing up the PMPC Resolution Ladder, include all preceding levels of dispute escalation forms (for example: if the STG is escalating to the TG, the dispute escalation form provided by the WPG shall be included along with the newly created STG dispute escalation form). The problem statement shall remain as defined by the initiating WPG. The form will be rejected if it is not clear the position of each party along with a proposed resolution from each party.

In addition, the PMPC EC may initiate a third-party resolution process such as an Independent Peer Review Panel or Dispute Resolution Advisor.

PMPC Resolution Ladder

LEVEL	WHO	WHEN
I	<p>Subtask Group (STG) members</p> <p>If consensus cannot be reached between the members of a WPG, members of the WPG must define and agree on, in writing, the problem statement or specific scope of the issue and the relevant positions. The STG Co-Chairs should first try to facilitate consensus. If an issue cannot be resolved by at the STG level, the impasse will be elevated to the TG level with additional comments from the STG.</p>	At the time of Impasse
II	<p>Task Group (TG) members</p> <p>If consensus cannot be reached between the STG members (LEVEL I), the issue shall be elevated to the TG members. The scope of the issue will remain as defined in writing by the WPG members along with the STG comments. The TG will review the issue. If the issue is technical in nature, TG members will reach a consensus resolution. If the TG members cannot reach consensus on a non-technical issue, they shall add any necessary information to the issue paper in a supplemental document and elevate the issue to the PMPC Executive Committee (Level III).</p>	Within 2 Weeks of the time of STG impasse.
III	<p>PMPC Executive Committee (EC)</p> <p>If the issue is not resolved at the TG level the issue shall be elevated to the Executive Committee along with comments from the TG and WPG. The TG Chair and Lead may bring any subject matter experts to explain details of the problem statement to the EC. The PMPC Executive Committee will review the issue and a reach consensus resolution.</p>	Within 2 Weeks of the time of TG impasse.

Meetings and Schedules

Each of the TGs in the PMPC shall have regular meetings to ensure there is continuous communications. Each year, in November, the TG shall provide to the PMPC TG-SFP the anticipated meeting schedule for the next calendar year. By January 1, the PMPC EC-SFP will distribute and post the PMPC meeting calendar on the PMPC website.

All meetings shall have an agenda. All meetings shall have meeting minutes. Meeting invitations shall be sent out at least one month prior to the date of the meeting. Agendas shall be distributed one week prior to the meeting for comment. Final agenda and pertaining documents should be distributed as early as possible for a meeting. Draft minutes shall be routed for comment within one week of the meeting. The meeting minutes shall be finalized and distributed to the WPG, STG, TG, and TG-SFP within two weeks from the meeting. Meeting minutes sent to the PMPC EC-SFP via PMPC@dot.ca.gov will be posted on the PMPC website under respective TG webpage. The Caltrans Chair shall be responsible for providing a note taker that will record the meeting minutes and ensure that they are posted. STG members are responsible for reviewing the minutes of the WPGs they are responsible for to note any conflicts that need to be escalated for resolution or deliverables that are behind schedule.

All groups shall use the meeting minute template located on the PMPC website. Minutes should be folded into the same template and shall include attendance, action items and updated comment/response matrix. Minutes do not need to be extensive.

The PMPC EC will hold monthly PMPC meetings to achieve operational and strategic objectives of the PMPC. In addition, the PMPC EC will have quarterly meetings with the TG members. During these quarterly meetings, they shall:

1. Review any issues brought forward by the TG members.
2. Sign new scoping documents ready for signature.
3. Review new projects being proposed by the STG.
4. Consider suggestions to improve the PMPC process and structure.
5. Address membership changes.

In addition, quarterly, a facilitated meeting shall be held with the PMPC Steering and ECs. These meetings shall be held to:

1. Focus on specifications or test method issues that either have a significant impact on Caltrans and/or the Industry or are deemed to be at an impasse within the PMPC
2. Seek to resolve issues under discussion.
3. Discuss Caltrans' and Industry's perspectives on significant PMPC issues under discussion or are considered at an impasse.
4. Discuss progress made on outstanding issues.
5. Share strategic direction related to Caltrans pavement and materials policies

and standards.

6. Review PMPC processes and discuss ways to improve processes.
7. Document meetings with minutes and distribute to all attendees.

Agenda items can be brought to the partnering meeting by the PMPC Executive Committee members.

Each TG and STG shall meet quarterly or more frequently as necessary to track progress of the WPGs and ensure continuous communications. Caltrans TG and STG members will have additional Caltrans only meetings one month before the joint Caltrans-Industry meeting. Attendees for quarterly TG meetings shall include the STG Chair and Industry Lead. The purpose of these meetings shall be to:

1. Review WPG deliverables.
2. Allow for informal information sharing. Topics shall not include issues or questions related to current construction projects.
3. Resolve any issues where consensus could not be reached by the STG members.

STG members shall meet as necessary to track the progress of the WPGs but no less than quarterly. The purpose of these meetings shall be to:

1. Review WPG deliverables.
2. Allow for informal information sharing. Topics shall not include issues or questions related to current construction projects.
3. Resolve any issues where consensus could not be reached by the WPG members.

WPGs will meet as frequently as needed to accomplish Work Products in accordance with the schedule detailed in the approved scoping document. To accomplish effective communication and continuous progress, the WPG Chair must:

1. Monitor PMPC Work Product deliverables and provide updates on deliverables to STG members.
2. Ensure all Caltrans and industry members identified in the scoping document are given an opportunity to participate.
3. Use a comment/response matrix to address issues raised during the meetings and keep all members informed as to the disposition of each issue. The Caltrans members determine the response.
4. Use the Consensus Resolution Process when the team members cannot “live with” or support the comment responses or decisions. Meetings shall be used to accomplish specific objectives, gain consensus, review draft work, assign tasks, etc. To maintain efficient meetings, they are not intended as a workshop for the Work Products. Work should be performed outside of the meeting and brought to the meeting for status update and evaluation.

Work Product Status

Work Product information is recorded in the Caltrans Pavement Program Project Management Access Database. Information shall include the milestones, due dates, needed resources, and current activities/status.

Prior to the end of each month, the Caltrans WPG Chair is responsible to provide a current update in the Pavement Program Project Management database along with updating the percentages complete on the individual milestones. If there is no update, this shall be noted.

If a WPG Chair has determined that a work product or milestone will not meet the original target date, an email must be sent from the WPG to the STG for approval. After STG approval, then it is routed to the TG-SFP to obtain TG approval.

- The email must include the work product name, current milestone dates, updated milestone dates, and the explanation why the delay occurred and a justification for the revised date.
- If the delay affects the final milestone, and the TG approves, the TG-SFP will route the email to the EC-SPF.

Document Posting

As the PMPC has members from outside the Caltrans organization, important documents need to be posted on the PMPC internet website. At a minimum, the following documents will be posted on the PMPC website

(<https://dot.ca.gov/programs/maintenance/pavement/pavement-materials-partnering-committee>).

The following is a list of documents to be posted on the PMPC website, but it is not all inclusive:

1. PMPC Charter
2. PMPC Organizational Structure with member names.
3. PMPC Standard Operating Procedures
4. PMPC Meeting Calendar
5. Scoping Documents
6. Work Product Final Reports
7. Work Product Status
8. Meeting Minutes with agenda and meeting attendees

Development and Processing of New PMPC Work Products

A proposal to review or modify a construction contract standard or investigate new technology or construction practices related to roadways can be submitted by any member of the PMPC at any time to be considered for the proposed Work Products (bin list) list. The proposal shall include the issue, and the objectives to be achieved. The template for Work Product Scoping Document shall be used and filled out through the Background section. When an issue is submitted, these steps will be taken:

1. The proposal will be submitted to the appropriate STG for discussion.
 - a. The issue will be discussed with the designated construction standard owner. The proposal document provides an opportunity for the owner to provide comments. If the owner or his/her designee feels that the Work Product isn't warranted, an explanation shall be provided on the Proposed Work Product document.
 - b. The Proposed Work Product scoping document will be elevated to the TG members for review
 - i. If the TG agrees with the proposal, the document will be signed and forwarded to the Executive Committee for review.
 - ii. If the TG does not concur with the proposal, this shall be noted in the document.
 - c. After the TG members have reviewed the proposal, the Proposed Work Product scoping document shall be submitted to the PMPC Executive Committee for their review.
2. If the PMPC Executive Committee concur that the Work Product should be considered, the proposal will be returned to the TG to add to their list of proposed Work Products (bin list).
3. If all members do not concur with the proposal, the Consensus Resolution Process will be invoked.
4. If it is determined that if the new work product is of urgent need, a review of the necessary resources is completed. If the resources are available, the TG will be instructed by the Executive Committee to develop a scoping document. If necessary, existing work products may be delayed. The risk and potential delays to other work products will be considered by the Executive Committee.

In all cases, a scoping document must be completed and approved before any work can begin on a work product. A work product scoping document template is included in the appendices. If, during the life of the work product, the WPG chair determines there is a need to modify the scope or schedule, a supplemental work product scoping document shall be prepared and submitted through the same processes as the original work product scoping document for concurrence and

approval by the TG and the PMPC Executive Committee. Any anticipated changes shall be in the monthly status to provide advance notice to PMPC Executive Committee.

Annually, the PMPC EC shall review the resource needs for the ongoing work products and determine if work will begin on any new Work Products. To complete this task these steps are to be followed:

1. TG members will maintain the prioritized list of existing and potential work products (bin list).
2. TG members will present and discuss the prioritized work products list and current capacity with PMPC EC during the TG/EC first quarter meeting each year.
3. Workload capacity for Caltrans divisions involved in the work product shall be confirmed.
4. STG members will prepare work product scoping documents and work product work plans with resource estimates for new work products approved by the PMPC EC. The TG members will submit the new scoping documents to the PMPC EC for approval at the second quarterly meeting each year.
5. As Work Products are completed throughout the year, the PMPC EC may consider initiating WPGs for projects on the bin lists.

Work Product Short Scoping Document

A Short Scoping document is required for every work product. The Short Scoping Document is a proof of concept and can be expanded into a full scoping document. This document requires the approval of the PMPC Executive Committee prior to work beginning/continuing the full Scoping Document.

The object of this phase is to identify the scope of work to be completed by the WPG. The Short Scoping Document is a proof of concept.

To be included on the Short Scoping Document:

- Statement of Effort/Improvement
- Purpose
- Background
- Expected Project Duration

The Scoping Document Template can be used to create the Short Scoping Document by removing the sections that are not necessary. When it comes time to create the full Scoping Document, it can be expanded to the original template.

Work Product Scoping Document

A Scoping Document is required for every work product. In addition, a supplemental scoping document will be needed if the WPG changes the scope (decrease or increase), adjusts the required resources, or modifies the schedule. Both documents require the approval/signatures of the PMPC Executive Committee prior to work beginning/continuing the work product.

The objective of this phase is to define the scope of the work product and develop a detailed work product plan to accomplish the agreed upon objectives. For large efforts, more detailed Work Plans may be attached to the scoping document for approval.

When developing the scope consider:

- What is the problem we are trying to solve?
- The expected outcome
- Guiding Principles – Street Ready, Consistency, and Performance
- Roles & Responsibilities
- The schedule of deliverables and target dates of completion.
- The time required to complete the specification or test method development process.
- The list of deliverables.
- Internal and external stakeholders that will be working on the work product
- Required resources
- If pilot projects are necessary, identify whether a pilot project will require a long-term follow up

The specification and test method development processes include the time needed to route the draft to all mandatory stakeholders, the time needed for the owner to resolve comments, the time for routing of the final draft to all mandatory stakeholders for concurrence, and the time needed to request publishing.

The Industry STG members shall submit the names of appropriate representatives to act on Industry's behalf as part of the WPG.

Once the scoping document is approved by the PMPC Executive Committee, it will be posted on the PMPC website and the WPG will be notified to start work.

A template for scoping documents and work plans is included in the appendices.

Work Product Work Plans

All Work Product scoping documents shall include an outline of the deliverables, milestones, and resources. The scoping document template includes sections for this input. It is recommended that no more than eight major milestones be tracked. The following guidance aids the team developing the scoping documents. It can also be used to provide additional deliverables in an expanded Work Plan with milestones to keep the team on schedule.

Assumptions

The following assumptions were made in developing this Work Product Work Plan:

1. The WPG will be responsible for developing the deliverables described in this document.
2. The WPG will have support from Caltrans and Industry leadership, management, and employees.

Work Product Resource Requirements

To deliver the work product efficiently and timely, the following estimated resources are necessary:

Caltrans Staff

Caltrans Work Product Group Members	Time Period Required	Hours Required
Pavements		
Construction		
METS		
District		

Industry Representatives

Industry Work Product Group Members	Time Period Required	Hours Required

Outside Resources

Resource Type	Time Period Required	Cost
UCPRC		
Chico State		
A & E Consultant		
Other		

Schedule

Start	Description of Task	Target Completion Date
Task 1		
Task 2		
Task 3		
Task 4		
Task 5		
Task 6		

Additional Information and sample are included in the appendices.

Work Product Completion

Once a WPG has completed work on the Work Product, the following steps shall be completed.

1. All Work Products shall have a final report. This final report shall include:
 - a. A copy of the scoping document.
 - b. Any updated scoping documents if applicable.
 - c. Any additional work plans developed.
 - d. Results of research and testing.
 - e. Recommendation Analysis.
 - f. Comment/response matrix
 - g. Decisions.
 - h. Final Work Product (revised specification, test method, etc.).
 - i. Next steps, including follow up on pilot projects if necessary
2. The final report shall be reviewed by both the STG and TG for concurrence with recommendations before forwarding the report to the Executive Committee. Once the Executive Committee has approved the final report, the completion date shall be entered into the database and the Work Product closed. Then the WPG shall be disbanded, and its efforts recognized by Caltrans.
3. The Work Product will be retained on the monthly work product status report and monitored by the appropriate TG until all remaining milestones or steps have been completed.
4. The work product can be placed on the tracking product list for pilot projects and mandatory stakeholder review process for specifications/test methods for monitoring to publication or posting. Work products will be removed from the tracking list once the specification is published and/or the pilot project has completed the tracking the project.
5. If changes are made or concerns are raised by mandatory stakeholders during their review, the TG will request the appropriate STG and members of the WPG to review, comment and determine the next steps. If the issue is within the scope of the current scoping document, it should be resolved in that context. If an issue goes beyond the original scope of scoping document, then there may be a need for the development of new Work Product Scoping Documents.
6. If no modifications are needed and the work product has completed Mandatory Review for publication, the TG shall be informed, and the Work Product will be removed from the monthly tracking status list.

Decision Document

A Decision Document is suited for changes that have agreement between Industry and Caltrans.

A Decision Document will:

- Reduce the time and resources spent by both Industry and Caltrans to expedite solutions.
- Provide support documentation with relevant background and insight into the decisions that were made to justify changes and preserve knowledge.
- Provide opportunities to strengthen partnership within the PMPC, drive progress, and expedite common deliverables, such as items that require quick resolution to address safety, fatal flaws, etc.

Decision Document Pre-Approval and Approval Process:

1. A PMPC member consults Appendix F: Proposal Evaluation Checklist to identify if a potential change qualifies for a Decision Document.
2. The PMPC member may propose changes that qualify for the development of a Decision Document to the STG, then the STG can propose it to the TG for approval during regularly scheduled PMPC TG meetings.
3. If the proposed change achieves cursory STG agreement, the STG chair or lead will present at a TG meeting.
4. If the TG gives approval for the STG to proceed with the development of the Decision Document, the STG will identify at least one Caltrans and one Industry STG member as STG Decision Document Champions (DDCs) to develop the Decision Document. If the TG declines the Decision Document, it needs to be added to the STG's bin list and be prioritized
5. The TG must notify the EC of the planned development of the Decision Document.

Decision Document Development Process:

1. The appointed DDCs must use Appendix G: Decision Document template to provide details on the proposed changes.
2. DDCs provide progress updates at TG and STG meetings as necessary.
3. Upon completion of the proposed Decision Document, the DDCs must provide the completed Decision Document to the STG and all PMPC relevant stakeholders for review and comment.
 - a. If an impasse is reached during development, the TG will be notified. The TG will discuss if the impasse can be resolved or if the proposed changes will be added to the bin list or developed into a scoping document.

- b. If the STG and all PMPC relevant stakeholders achieve agreement, submit the Decision Document to the TG for approval.
4. The TG must review and may approve the Decision Document. If the TG reaches an impasse, the DDCs may add the proposed change to the bin list, develop a scoping document, or close out the proposed change. The EC will not provide dispute resolution support.
5. Upon TG approval, provide the completed Decision Document to the EC for awareness. If the EC identifies a fatal flaw, they may reject the Decision Document.
6. If the EC does not reject the Decision Document, the DDC's are responsible for implementing the proposal outlined in the Decision Document and providing progress updates to the TG.

Implementation of an approved Decision Document must comply with all existing Caltrans policies and procedures for implementation of the changes, i.e., RSS and Standard Specification timeframes including reviews by Mandatory Specification stakeholders.


Pilot Projects

The Work Product Final Report may include a recommendation that pilot projects be completed prior to full adoption of the work product to confirm that the new or modified construction standard is street ready and meets the intended performance. If so, the WPG will consider their work complete and disband. The appropriate TG in conjunction with the Construction Standard owner shall submit a report regarding the pilot projects' performance. The list of pilot projects will be posted on the Caltrans website.

When defining pilot projects in a scoping document or final report, the following should be considered:

- Whether the pilot projects are necessary.
- The type of projects that best fit the Work Product being evaluated.
- Expected outcomes for the projects.
- Contractor outreach before bid.
- How the WPG will monitor the projects.
- What results will be evaluated.
- How performance will be monitored.

Appendix A: Meeting Agenda and Minutes Template

	(Indicate Group) Meeting Agenda/Minutes* Date: Time: Location:
Attendees	
	Topics
	Old Business – Update on previous meetings Action Items
	New Business 1. Status of Projects 2. Open Discussion
	Review Bin List (if appropriate)
	Summarize New Action Items
	Next meeting(s)

***Add notes regarding each item under the topic for minutes. Minutes should primarily document decisions made and actions to be taken.**

Appendix B: PMPC Work Product Scoping Document

Pavement & Materials Partnering Committee WORK PRODUCT SCOPING DOCUMENT

(New/Revised)
(Insert Title)
(Insert Date)

Task Group

<STG Name, TG Name>

Title

<Title of Document>

Statement of Effort/Improvement

Purpose

Background

Approach

1. Street Ready Assurance
2. Performance Tracking/Management
3. Consistently Implemented
4. Pilot Projects and Data Collection & Evaluation Plan

Problem Process

- Annual
- Expedited
- Emerging Initiative

5. Research Needs

Team Members (Indicate CT Chair and Industry Lead)

CT / Industry	Division / Firm Name	Member Name
CT – Chair		
Industry – Lead		
Caltrans		
Caltrans		
Caltrans		
Industry		
Industry		
Industry		

Team should not include any more than 4 Caltrans staff and 4 members from Industry. See PMPC Standard Operating Procedures for more information.

Objectives/Deliverables/Due Dates

Description:

Details:

Milestones	Name - Responsible Party	Due Date (Start/Complete)
1. Performance Evaluation Plan		
2. Research Plan		
3. Training and Guidance		
4. Specification or Test Method Development		
5. Finalize Specification or Test Method		
6. If pilot projects are needed, Data Collection and Evaluation Plan		
7. Other milestones		
8. Final Report		

*Some milestones listed above may not be necessary; final report is mandatory.

Resources To Develop and Implement

Work Scope	Caltrans Hours	Industry Hours
Development		
Pilot (if used)		
Implementation		
Long Term performance		
Other Resources		

Benefits

Estimated Impact to Caltrans and Contractor

Impediments to Completion of Deliverables

Recommendation and Approval

This scoping document for "<Scoping Document Title>" was prepared by the <STG Name> to address a priority issue with statewide significance and is within the Pavement & Materials Partnering Committee mission as described in the Pavement & Materials Partnering Committee Charter. The Subtask Group members have determined the scope, resources required and timeline for delivery of this project so that the deliverables are achievable. A signature here indicates that each Task Group and PMPC Executive Committee is committed to providing the resources to support this effort within the prescribed timeframes. Furthermore, it is everyone's responsibility to ensure that the final effort/improvement will be:

- 1) Street-Ready,
- 2) Monitored and reported for performance,
- 3) Successfully implemented statewide as appropriate.

Scoping Document Recommendation and Industry Concurrence by PMPC TG:

Caltrans Name (Recommendation)		Industry Name (Concurrence)	
_____ <Name, Office Name> Caltrans Task Group Chair	_____ Date	_____ <Name> Industry Task Group Lead	_____ Date
_____ <Name, Office Name> Caltrans Task Group Member	_____ Date	_____ <Name> Industry Task Group Member	_____ Date
_____ <Name, Office Name> Caltrans Task Group Member	_____ Date	_____ <Name> Industry Task Group Member	_____ Date
_____ <Name, Office Name> Caltrans Task Group Member	_____ Date	_____ <Name> Industry Task Group Member	_____ Date

Scoping Document Approval and Industry Concurrence by PMPC EC:

Caltrans Name (Recommendation)		Industry Name (Concurrence)	
_____ <Name, Office Name> Caltrans Executive Committee Chair	_____ Date	_____ <Name> Industry Executive Committee Member	_____ Date
_____ <Name, Office Name> Caltrans Executive Committee Member	_____ Date	_____ <Name> Industry Executive Committee Member	_____ Date
_____ <Name, Office Name> Caltrans Executive Committee Member	_____ Date		
_____ <Name, Office Name> Caltrans Executive Committee Member	_____ Date	Approval Date: _____	

Appendix C: PMPC Work Product Short Scoping Document

Pavement & Materials Partnering Committee WORK PRODUCT SHORT SCOPING DOCUMENT

<Title of Document>

<Month DD, YYYY>

Task Group

<STG Name, TG Name>

Title

<Title of Document>

Statement of Effort/Improvement

Purpose

Background

Estimated Duration

Problem Process

- Annual
- Expedited
- Emerging Initiative

Recommendation and Approval

Scoping Document Recommendation and Industry Concurrence by PMPC TG: **Caltrans Name (Recommendation)** **Industry Name (Concurrence)**

_____ <Name, Office Name> Caltrans Task Group Chair	_____ Date	_____ <Name> Industry Task Group Lead	_____ Date
_____ <Name, Office Name> Caltrans Task Group Member	_____ Date	_____ <Name> Industry Task Group Member	_____ Date
_____ <Name, Office Name> Caltrans Task Group Member	_____ Date	_____ <Name> Industry Task Group Member	_____ Date
_____ <Name, Office Name> Caltrans Task Group Member	_____ Date	_____ <Name> Industry Task Group Member	_____ Date

Scoping Document Approval and Industry Concurrence by PMPC EC: **Caltrans Name (Recommendation)** **Industry Name (Concurrence)**

_____ <Name, Office Name> Caltrans Executive Committee Chair	_____ Date	_____ <Name> Industry Executive Committee Member	_____ Date
_____ <Name, Office Name> Caltrans Executive Committee Member	_____ Date	_____ <Name> Industry Executive Committee Member	_____ Date
_____ <Name, Office Name> Caltrans Executive Committee Member	_____ Date		
_____ <Name, Office Name> Caltrans Executive Committee Member	_____ Date	Approval Date: _____	

Appendix D: Additional Work Plan Guidance

All scoping documents shall include a work plan which outlines the deliverables, milestones, and resources. The scoping document template includes sections for this input. It is recommended that no more than eight major milestones be tracked. The following guidance aids the team developing the scoping documents. It can also be used to provide additional deliverables with milestones to keep the team on schedule.

Assumptions:

The team can note any assumptions made in developing the work plan such as availability of staff, frequency/number of meetings, etc.

Work product Resource Requirements:

To deliver the work product efficiently and timely the following estimated resources are necessary:

Caltrans Staff

Caltrans Sub Task Group Member	Person Years (PY's)	Hours Required
Pavements		
Construction		
METS		
District		

Industry Representatives

Industry Sub Task Group Member	Time Period Required	Hours Required

Subject Matter Experts (SME)

SME Name	Time Period Required	Hours Required

Outside Resources

Resource Type	Time Period Required	Cost
UCPRC		
Chico State		
A & E Consultant		

This section describes each phase of the work product, the expected outcome of each phase, the methods of completing each phase, and the work products produced. The table below also identifies the participants to complete the work product phases.

Phase	Expected Outcome	Deliverables	Method	Participants
Develop Draft Deliverables	The purpose of this phase is the development of draft deliverables by the Sub Task Group. The deliverable must be complete and have Sub Task Group consensus.	<ul style="list-style-type: none"> • Specifications • Standard Plans • Test Methods • Guidance Documents 	<ul style="list-style-type: none"> • Interview Subject Matter Experts • Determine best practices • Determine requirements • Develop draft documents 	<ul style="list-style-type: none"> • Sub Task Group • Caltrans Subject Matter Experts • Industry Subject Matter Experts
Stakeholder Input	This phase submits draft deliverables for review and comment to stakeholders.	<ul style="list-style-type: none"> • Documentation of comments received and resolution • Final Document 	<ul style="list-style-type: none"> • Circulation of documents to targeted stakeholders and subject-matter experts for review and comments. • Resolution of comments received by the Sub Task Group. • Documentation of comments and resolutions. 	<ul style="list-style-type: none"> • Sub Task Group • Caltrans Subject Matter Experts • Industry Subject Matter Experts • Stakeholders • Task Group • Work product Sponsor
Pilot Implementation	This phase reduces risk for both Caltrans and Industry while fine	<ul style="list-style-type: none"> • Revised documents 	<ul style="list-style-type: none"> • Try specification or test method on a limited number of pilot work products 	<ul style="list-style-type: none"> • Sub Task Group • Work product Sponsor

	tuning new requirements in documents.	based on pilot results	<ul style="list-style-type: none"> Analyze pilot work product results. If major revisions to the draft specification are needed, prepare new draft document then repeat process until no major revisions are needed. 	
Final Deliverables	Ready for publication specifications, standard plans, test methods and guidance documents.	<ul style="list-style-type: none"> Specifications Standard Plans Test Methods Guidance Documents Implementation Plan Communication Plan Training plan 	<ul style="list-style-type: none"> Present deliverables to Task Group for recommendation to Sponsor 	<ul style="list-style-type: none"> Sub Task Group Caltrans Subject Matter Experts Industry Subject Matter Experts Task Group Work product Sponsor

Below is a table with suggested deliverables.

Deliverable	Description	Anticipated Date
1. Draft Specification	The draft specification will include general objectives, submittals, quality control, materials, construction, measurement, and payment. <i>(Insert additional text)</i>	<i>Insert Date</i>
2. Draft Standard Plan	The draft standard plan <i>(Insert additional text)</i>	<i>Insert Date</i>
3. Draft Test Method	The draft specification test method will include <i>(Insert text)</i>	<i>Insert Date</i>
4. Draft Guidance Documents	The following guidance <i>(Insert text)</i>	<i>Insert Date</i>
5. Final Specification	The specification will be <i>(use either published on the Office Engineer web page or a nonstandard special provision available for use with specification owner approval)</i> .	<i>Insert Date</i>
6. Final Standard Plan	Posting of the standard plan on the Office Engineer webpage.	<i>Insert Date</i>
7. Final Test Method	Posting of the test method on the METS webpage	<i>Insert Date</i>
8. Final Guidance Documents	The guidance document will be <i>(Insert text)</i> .	<i>Insert Date</i>
9. Implementation Plan	The implementation plan will <i>(Insert text)</i> .	<i>Insert Date</i>
10. Communication Plan	Communication of the change will be by <i>(use Construction Policy Bulletin (CPB) or Construction Procedures Directive (CPD) or insert text)</i>	<i>Insert Date</i>
11. Training Plan	Training will include <i>(Insert text)</i>	<i>Insert Date</i>

Appendix E: PMPC Dispute Escalation Form

Pavement & Materials Partnering Committee Dispute Escalation Form

To	
From	
Task Group	
Subtask Group	
Work Product Title	
Position 1 Representative	
Position 2 Representative	

Problem Statement:

Position 1:

Proposed Resolution:

Position 2:

Proposed Resolution:

Appendix F: PMPC Proposal Evaluation Checklist

Pavement & Materials Partnering Committee PROPOSAL EVALUATION CHECKLIST

The following checklist provides conditions that indicate the need for a scoping document. If any of the following conditions apply to the proposed changes at any time, a scoping document is required. If each condition is marked "No" the proposed change may be eligible for implementation utilizing a Decision Document. Upon completion of a Decision Document, the Subtask Group Decision Document Champions must also complete and sign a copy of this checklist. If the scope of an effort changes, re-evaluate the proposed change with this checklist.

Requestor(s):

Proposed Decision Document Title:

Condition Checklist:

- | Yes | No | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | A new Specification, Test Method, or Construction Method is required |
| <input type="checkbox"/> | <input type="checkbox"/> | Pilot Project(s) are required |
| <input type="checkbox"/> | <input type="checkbox"/> | Significant resources or cost is required to develop and implement modifications to specification(s), test method(s), and/or construction method(s) |
| <input type="checkbox"/> | <input type="checkbox"/> | Subtask Group members have reached an impasse |
| <input type="checkbox"/> | <input type="checkbox"/> | Additional research is required |
| <input type="checkbox"/> | <input type="checkbox"/> | The proposed change requires tracking and management to ensure expected performance |
| <input type="checkbox"/> | <input type="checkbox"/> | Significant effort is required for the proposed change to be street ready |
| | | <input type="checkbox"/> Decision Document <input type="checkbox"/> Scoping Document |

NAME	Date	NAME	Date
Title		Title	

Appendix G: PMPC Decision Document Template

Pavement & Materials Partnering Committee Decision Document

<Title of Document>

<Month DD, YYYY>

Problem Statement

Background

Recommendation

Fiscal Impact

Stakeholder Impact

Policy Impact

Risks

Proposed Implementation Schedule

Implementation Coordinator(s)

APPROVAL RECOMMENDED BY:

<Name> Date
Caltrans Decision Document Champion
<Office Name>

<Name> Date
Industry Decision Document Champion
<Company Name>

APPROVED BY <Task Group Name>

Caltrans Name (Recommendation)

Industry Name (Concurrence)

<Name> Date
Caltrans Task Group Chair
<Office Name>

<Name> Date
Industry Task Group Lead

<Name> Date
Caltrans Task Group Member
<Office Name>

<Name> Date
Industry Task Group Member

<Name> Date
Caltrans Task Group Member
<Office Name>

<Name> Date
Industry Task Group Member

<Name> Date
Caltrans Task Group Member
<Office Name>

<Name> Date
Industry Task Group Member