Rock Products Committee (RPC) Meeting

AGENDA

Date: April 18, 2012
Time: 1:00 PM to 4:00 PM
Location: TransLab Auditorium
5900 Folsom Blvd.,
Sacramento, CA 95819

Meeting called by:	RPC Co-Chairs: Tony Limas, Phil Stolarski, Scott Jarvis and Amarjeet Benipal
Facilitator:	Phil Stolarski
Attendees:	RPC Members (Caltrans, Industry & FHWA)
Purpose:	Share Information, Discuss and Manage the Responsibilities identified in the RPC Charter

Time	Topic	Who	Desired Outcome
1:00 – 1:05	**Welcome, Introductions and Review Agenda/ Action Items from January 18, 2012 RPC Meeting**	Phil Stolarski	Member Introductions & Review
1:10 – 1:30	**RPC Co-Chairs Update** • **Industry** • **Caltrans**	Tony Limas, Amarjeet Benipal, Phil Stolarski & Scott Jarvis	Share Information
1:30 – 2:50	**RPC Task Group Work Plan Status Updates (20 minutes for each Task Group)**	Task Group Co-Chairs	Update on Progress of RPC Projects
	• **Asphalt**	Peter Vacura Joe Peterson Jack Van Kirk Jim St. Martin	
	• **Concrete**	Bill Farnbach Dan Speer Charley Rea Ron Stickel	
	• **Pavement Foundations**	Bill Farnbach Dan Speer Sara Alzate Don Vivant	
	• **Pavement Preservation**	Peter Vacura Chuck Suszko Jim Ryan Craig Hennings	

Rock Products Committee (RPC) Meeting April 18, 2012 AGENDA			
Time	**Topic**	**Who**	**Desired Outcome**
2:50-3:00	**Break**	All	Refreshment
3:00 – 3:30	**Task Group Report for** **FY 12/13 Proposed Projects**	Task Group Co-Chairs	Update on Proposed RPC Projects
3:30 – 3:50	**New Business Items** **Follow-up on RPC Charter 2012** **Creation of watch list and follow-up annual review meeting**	RPC Co-Chairs	Discussion of Charter
3:50 - 4:00	**Capture Action Items and Dates** **Next Meeting on July 18, 2012 from 1 PM to 4 PM at TransLab, 5900 Folsom Blvd., Sacramento, CA 95819**	Phil Stolarski	Capture Action Items Share Information

Handouts:

1. January 18, 2012 RPC Meeting Action Items Status Summary
2. Minutes of December Task Group Meetings with RPC Co-Chairs
3. April 2012 RPC Management Status Report
4. The Values That Guide Our Relationship
5. Effective Communication Strategies

Rock Products Committee (RPC)

Meeting Minutes and Action Items
From Wednesday April 18, 2012
1:00 PM to 4:00 PM
TransLab Auditorium, 5900 Folsom Blvd., Sacramento, CA

Meeting Minutes Outline of Discussion

Meeting started at 1:05 PM:

Jim Ryan was acting Industry Co-Chair.

Phil mentioned that photo IDs were mailed out to Industry RPC members.

Phil provided both an agenda review and action item update.

RPC members gave self introductions.

It was noted that this is Jim St. Martin's last RPC meeting.

Caltrans/Industry Updates

Jim Ryan —

- Industry had a meeting this morning and the co-chairs discussed the information from the meeting on the 23rd. Three Industry representatives will meet tomorrow with Caltrans and this meeting should provide Industry with guidance in moving forward.

Scott Jarvis

- Provided a handout that had highlights of the on-going construction program.
- There are currently 613 on-going contracts worth $10.681 billion.
- The record high for on-going projects was $11 billion.
- Last summer there were two consecutive months where contractor payments were more than $400 million.
- The close-out category includes projects where the work is complete. Projects in this category include projects with claims, projects waiting for as-built plans or right-of-way monumentation and projects where the environmental mitigation is not complete.

RPC Task Work Plan Status Updates

April 2012 RPC management status report is available at:
http://www.dot.ca.gov/hq/maint/Pavement/RPC/RPC_Workplan.html

Asphalt Task Group —Comments to "Overall Progress"

Jim St. Martin made a statement that Industry had withdrawn from participating in Asphalt Sub Task Groups at the last RPC meeting but is now resuming participation in Asphalt Sub Task Groups. Jim thanked Caltrans for inviting Industry to participate in several users groups and other meetings during the last several months. The Industry members are committed to improving our relationship and working with Caltrans in the development of specifications

RPC Meeting Minutes 04/18/12 Outline of Discussion Continued
Asphalt Task Group — Additional Comments to "Overall Progress"

Comments provided by Peter Vacura and Joe Peterson:

• Project 2 Warm Mix Asphalt (WMA)	➢ WMA specifications are scheduled to be posted by Office Engineer posting in April. One additional WMA technology has recently been approved.
• Project 3 California Test Methods	➢ CT 304 will be posted soon. Major change to CT 304 is that OBC will be based on total weight of HMA mix versus dry weight of aggregates. Revised CT 304 will apply to projects with 2010 Standard Specifications specification changes necessary to implement the changes made by CT 304 should be posted by Office Engineer in April 2010.
• Project 4 Section 39	➢ Sub Task Group meetings will resume and this project should be completed by the end of the calendar year.
• Project 5 Moisture Sensitivity	➢ Revised specifications under review that include requirements for Hamburg wheel track and CT 371 testing
• Project 6 RHMA usage	➢ Binder content revised from 7.0 to 7.5 percent. Type one specification is under review and we are looking for candidate pilot projects
• Project 8 Smoothness	➢ Workplan is being revised to include five main tasks: requirements for milling and grinding projects , equipment certification, design policies and training
• Project 10 Safety Edge	➢ Safety edge specification and new standard plans were posted in January 2012 and should be appearing in projects soon.

Additional Comments

- California Test 207 needs to be revisited about washing aggregates. The 2000 version has on California Test 207 has been reposted. Until this issue is revisited
- MPQP does not get changed because of the change in asphalt binder content being based on total weight f the HMA mix. There will be a CPD to allow projects under 2006 Standard Specifications to convert to asphalt binder content based on total weight of the mix

RPC Meeting Minutes 04/18/12 Outline of Discussion Continued

Concrete Task Group —Comments to "Overall Progress"

Bill Farnbach provided the comments:

• Projects 1-4, 7, 10, 12, 15 & 21	➢ Complete
• Project 5: QC/QA Specification for Cast-in-Place Concrete	➢ This project is back on track. Draft specification is complete and is being reviewed by the Sub Task Group. The next phase in moving forward is the pilot projects phase.
• Project 6 Precast Standard Specification Section	➢ Consolidation of precast QC requirements into a separate Section has been vetoed by Office Engineer. This project will move forward with the precast requirements in each section of the Standard Specifications being grouped together within the section.
• Project 9 Aggregate Database	➢ Moving forward working with District's on implementation.
• Project 11 Precast Pavement	➢ Standards plans are drafted and are being reviewed. There are 5 pilot projects in construction.
• Project 13 Coefficient of Thermal Expansion (CoTE)	➢ Continuing collecting test results from projects.
• Project 14 Safety Edge	➢ Safety edge specification and new standard plans was posted in January 2012.
• Project 17 Pervious Concrete Pavement	➢ Turned over to Division of Design for implementation as an nSSP.
• Project 22 Recycled Concrete	➢ Workplan under development with first task to be a preliminary investigation by Caltrans research which includes a literature search on the topic.
• Project 23 CRCP Design Details -Phase 2	➢ This is a split from project 15. This phase will improve standard plans for pavement anchors and expansion joints.

Additional Comments**:** None

Pavement Foundation Task Group — Additional Comments to "Overall Progress"

Bill Farnbach —

• Project 2 Cement Treated Subbase (CTS)	➢ Specification to be posted by Office Engineer on April 20, 2012.
• Project 3 Foamed Asphalt	➢ Working on test method and requirements related to quality control and quality assurance. On scheduled to be posted in July 2012.
• Project 4 Pulverization	➢ Reviewing results of pilot projects.
• Project 5 Concrete base	➢ Specification development on schedule for posting in July 2012.
• Project 7 Geogrid	➢ Confident that base reinforcement specification to be posted in July 2012. Guidance is being reviewed.

Additional Comments**:** None

Pavement Preservation Task Group — Comments to "Overall Progress"	
Peter Vacura —	
• Project 3: Cold In-Place Recycling	➢ Sub task group has been meeting and doing evaluations of pilot projects. Outstanding issues include smoothness, cement and mix design.
• Project 4: Fog Seal	➢ Is on hold while specification is being developed in house. Project selection criteria and testing requirements are being determined. Evaluate and monitor some maintenance fog seals projects on existing open graded, chip seals and gap graded surfaces.
• Project 5: Rubberized Slurry Seal	➢ Chico State to evaluate pilot project. There was a good evaluation on the District 6 I-5 Project. Working with District 8 on another pilot project.
• Project 6 Modified Binder (PM/TR)	• Need more information to evaluate where it has been placed on pavements.
• Project 8 WMA Chip Seal	• Will review pilot project this Friday with Chico and will then decide on how to move forward.
• Project 12: Chip Seal (JITT) • Project 13: Micro Surfacing (JITT)	• Reviewing proposed training and developing revised specification to include prepaving meeting. The prepaving meeting will include training, MTAG checklist, project specific construction issues.
Bill Farnbach —	
• Project 9 Joint Sealing	➢ Joint seal specification consolidation is moving forward.
• Project 10 Partial Depth Spall	➢ Plans and specifications are not ready for review.
• Project 12 DBR Polyester Backfill	➢ Evaluation report is being written on Highway 50 project. There is another pilot project with 1100 feet of DBR proposed in District 7.
• Project 14 Quieter Concrete Pavement	➢ There have been several pilot projects placed with the next generation grind using an nSSP. We need to evaluate the performance before moving forward with an SSP.
Additional Comments	
• Jim Ryan stated that we need to define the process for new products and processes so that some of the work items of PPTG can be implemented.	

FY 2012/2013 RPC Work Plan Proposed Projects

Asphalt Task Group

Proposed projects:

- Superpave
- High RAP/RAS
- Notched Wedge and Construction Paving Joints

Status:

No progress to date on scoping documents.

Concrete Task Group

Proposed projects:

- Recycled concrete
- Roller Compacted Concrete (RCC)
- Piles in corrosive environments

Dowel bars will be worked on if others are completed.

When do we expect scoping documents?

Recycled concrete is almost complete, RCC and piles is being worked on by Sub Task Groups.

Pavement Foundations Task Group

Proposed projects:

- Full Depth Reclamation w/ alternative additives
- Lean Concrete Base Testing Requirements
- Pavement Drainage Stage 1 – Pavement Edge Drains
- Labor/Material Item for additives in Soil Stabilization and FDR
- Light Density Fill – Cellular Concrete

Status:

Lean concrete is in Sub task Group

Have a draft scoping document for additives in soil treatments.

Edge drains was given to the sub task group for review.

Cellular backfill has been given to Geotechnical services to pursue.

Pavement Preservation Task Group

Proposed projects:

- Concrete hardener specification for concrete pavement.

Status:

No progress to date on scoping documents.

RPC Meeting Minutes 04/18/12 Outline of Discussion Continued

New Business Items

RPC Charter

Amarjeet:
The group hug on March 23, 2012 for RPC Charter showed me that we were stuck in the mud.
Russ has provided some draft documents as "strawman" for us to use moving forward.
I asked Tony to select some Industry RPC members to work as a small group to produce the products we need to move the Charter forward.
We will layout tomorrow on what we need to accomplish.
Russell Snyder, Jim Ryan and Charlie Rea will represent Industry at the Charter meeting tomorrow
Russ:
What is expected from Industry tomorrow?
Amarjeet:
Give us tomorrow what is the Industry perspective.

There will be a follow-up meeting of the entire group to move ahead with the RPC Charter.

Watch List:

What are those things that we need to keep an eye on?

Open Discussion

Craig Hennings:
PPTG both black and white top focus will be to make strides in producing but we need to provide training.
Peter Vacura:
MTAG needs to be updated and then training needs to move forward.
We need to get PPTG back on the radar screen. There has not been a lot of activity the past six months.
Scott Dmytrow:
What happened to the PPTG innovation group?
Peter Vacura:
We are reviewing internally the innovation process.
Scott Dmytrow:
Are we going to have a game plan down the road for innovation/new products?
Cliff Ohlwilder:
We need to know what our status is moving forward?
Jack Van Kirk:
We need to know our role moving forward.

RPC Meeting Minutes 04/18/12 Outline of Discussion Continued

New Business Items Continued

Open Discussion Continued

Russell Snyner:

All we get at these meetings is status reports. What about policy type issues? For propriety products and sole source is legal going to stop all innovation? Policy and cross cutting issue needs to be discussed.

Scott Dmytrow:

We would like to come to this meeting and get more than just a status report. Can we discuss items at this group that are hung up to resolve issues?

Jim Ryan:

We need to bring issues to RPC Co-Chairs to get resolved at this meeting.

Amarjeet Benipal:

Don't come to this meeting and throw grenades all over.

The 2+2 and the 3+1 meetings are there to resolve the issues.

How are we going to produce effective products?? This should be a big picture meeting.

We need to be moving forward and leave some of the baggage behind us so we can move ahead.

Scott Jarvis:,

We want new items in advance of the meeting so that we can do research and come to the meeting with information and move towards a solution.

Phil Stolarski:

These RPC meeting should be strategic and strategy. The goal was to make these meeting boring and have problem resolution outside this meeting.

Russell Snyder:

We have put tools in place to move us ahead.

Jim Ryan,

Maybe the agenda needs to have a section where Industry can share issues. You (RPC Co-Chairs) are the higher authority and should provide answers to us. These quarterly meetings have become cut and dry.

Russell Snyder:

As Jin St. Martin mentioned earlier at the charter meeting on March 23, 2012 our association had a planning session. Since the last charter meeting our board has now approved and endorsed that we aspire to improving our relationship with Caltrans. We are going to be working towards this goal.

Don Vivant:

I have been on this committee a long time. This committee has changed the way it operates. We have had to change the way we interact at the RPC meetings.

Amarjeet Benipal:

Any more discussion?

None

Amarjeet Benipal:

Is there a preference for next charter meeting date?

Industry:

The last week in May is not good because there is a fly in to Washington D.C. on May 30-31.

Action Items

See attached list of action items.

Meeting adjourned at 3:40 PM.

Rock Products Committee (RPC)
Action Items
From Wednesday, April 18, 2012
1:00 PM to 4:00 PM
TransLab Auditorium, 5900 Folsom Blvd., Sacramento, CA

Action Items Summary

#	MEETING	ITEM	ACTION REQUIRED	WHO	DUE	STATUS
1.	4/18/12	CPD for implementation of revised CT 304	• Notify industry when the CPD is posted	Chuck Suszko	8/01/12	
2.	4/18/12	Revise April 2012 Management Status Report Concrete Task Group Items 5 & 6 to reflect that there is no impasse.	• Scribe to revise and post April 2012 Management Status Report	Chuck Suszko	4/23/12	
3.	4/18/12	Task Groups FY 12/13 proposed projects	• Task groups to submit scoping documents for FY 12/13 to RPC Co-Chairs	Task Group Co-Chairs	6/01/12	
4.	4/18/12	RPC FY 12/13 Workplan	• Approve new projects for FY 12/13 workplan	RPC Co-Chairs	7/18/12	

RPC
Attendance Roster

Name	Organization	2011				2012							
		1/25	4/20	7/20	10/26	1/18	4/18						
Philip J. Stolarski	Caltrans State Materials Engineer **(Co-Chair)**	X	X	X	X	X	X						
Amarjeet S. Benipal	Caltrans State Pavement Engineer **(Co-Chair)**	X	X	X	X	X	X						
Scott Jarvis	Caltrans Asst. Chief of Construction **(Co-Chair)**	X	X	X	■	X	X						
Anthony Limas	Industry-Granite Construction Company, Inc. **(Co-Chair)**	X	X	X	X	X	■						
Bill Farnbach	Caltrans Pavement Program (Caltrans Member)	X	X	■	X	X	X						
Chuck Suszko	Caltrans Construction (Caltrans Member)	X	X	X	■	X	X						
Dan Speer	Caltrans Materials Engineering & Testing Services (Caltrans Member)	X	X	X	X	X	■						
Joe Peterson	Caltrans Materials Engineering & Testing Services (Caltrans Member)	X	X	■	X	X	X						
Roberto Lacalle	Caltrans Structures Specifications and Estimating (Caltrans Member)	X	■	■	X	X	X						
Peter Vacura	Caltrans Pavement Program (Caltrans Member)	X	X	X	X	X	X						
Tom Pyle	Caltrans Pavement Program (Caltrans Member)	X	X	■	■	■	■						
Steve Healow	FHWA Pavement Engineer (FHWA)	■	X	■	X	X	■						
Ron Stickel	Teichert Materials (Industry Member)						X						
Charley Rea	CALCIMA (Industry Member)	X	X	X	X	X	X						
Cliff Ohlwiler	Oldcastle Precast, Inc. (Industry Member)	X	■	X	X	X	X						
Craig Hennings	Southwest Concrete Pavement Association (Industry Member)	X	X	X	X	X	X						
Sara Alzate	Road Science Division of AM-CC (Industry Member)				X	X	■						
Don Vivant	Sully-Miller Contracting Company (Industry Member)	■	X	X	X	X	X						
Jim Ryan	Paramount Petroleum (Industry Member)					X	X						
Jack Van Kirk	Basics Resources, Inc. (Industry Member)	X	X	X	X	X	X						
Jim St. Martin	Asphalt Pavement Association of California (Industry Member)	X	X	X	X	X	X						
Robert P. Humer	Asphalt Institute (Industry Member)	■	■	■	X	X	X						
Russell Snyder	California Asphalt Pavement Assoc (Industry Member)	X	X	X	X	X	X						
Tom Tietz	California & Nevada Cement Assoc (Industry Member)	X	X	X	X	X	■						
Scott Dmytrow	Telfer Oil (Industry Member)					X	X						

Task Groups Meetings with Rock Products Committee (RPC) Co-Chairs

Meeting Minutes and Action Items
December 2011

Pavement Preservation Task Group

The PPTG did not meet with RPC co-chairs because the TG was not going to propose any new projects. Caltrans has two new proposed items (either one or two separate projects) that will be developed into work plans:

1. Specification for use of surface hardeners on concrete pavement that is subject to chain wear.
2. Development of strategies for repairing surface of concrete pavement where normal chain wear is leading to premature wear on the pavement.

Asphalt Concrete Task Group Meeting 12/12/11

Caltrans TG Co-Chairs:	**Industry TG Co-Chairs:**	**RPC Co-Chairs**
Peter Vacura	Jim St. Martin	Amarjeet Benipal
Joe Peterson	Jack Van kirk	Scott Jarvis
		Phil Stolarski
		Tony Limas

Q1.a. What is the status of on-going projects?
On-going projects are on track to be completed.

Q1.b. What are the resources needs to complete approved fiscal years 10/11 & 11/12 RPC Asphalt Task Group Projects?
Resource needs will be assessed by January 2012.

Q2. What are the 3 to 5 proposed new projects for fiscal year 12/13?

- Superpave
- High RAP/RAS
- Notched Wedge and Construction Paving Joints

The TG Co-Chairs will meet and confirm the proposed new projects for fiscal year 12/13 by January/February 2012. The TG will prepare scoping documents for the proposed new projects.
Action Item: The co-chairs will provide new project priority list to RPC Co-chairs by 3/19/12.

Q3. What is the priority order to address emerging issues?
The TG co-chairs had not set down to determine what project could be removed from the work plan list if a higher priority item is identified during the year.
Action Item: The co-chairs will discuss this at next co-chairs meeting and provide the RPC Co-Chairs with list of potential workplan projects that could be deleted or delayed based on emerging issues by 3/19/12.

<u>Other Questions and Comments</u>
The TG co-chairs were asked what can be improved in operation of the task group?
Industry had some concern about whether the RPC process was being followed based on several recent pilot project specifications that have been circulated to Industry.

Task Groups Meetings with RPC Co-Chairs
Meeting Minutes and Action Items
CONTINUED

Foundations Task Group Meeting 12/13/11

Caltrans TG Co-Chairs:	**Industry TG Co-Chairs:**	**RPC Co-Chairs**
Bill Farnbach	Don Vivant	Amarjeet Benipal
Dan Speer	Sara Alzate	Chuck Suszko for Scott Jarvis
		Phil Stolarski

Q1.a. What is the status of on-going projects?
On-going projects are moving along.

Q1.b. What are the resources needs to complete approved fiscal years 10/11 & 11/12 RPC Foundations Task Group Projects?
Bill said that he had resource requirements for fiscal year 10/11 projects with agreement from other functional areas but did not have resource needs for fiscal year11/12 proposed new projects. The Foundation
Action Item: The TG will update the project resource needs in January 2012.

Q2. What are the 3 to 5 proposed new projects for fiscal year 12/13?
The TG co-chairs had not set down together to discuss new projects for next year but had a list with both Caltrans and Industries proposed new projects as follows:

- Full Depth Reclamation w/ alternative additives
- Lean Concrete Base Testing Requirements
- Pavement Drainage Stage 1 – Pavement Edge Drains
- Labor/Material Item for additives in Soil Stabilization and FDR
- Light Density Fill – Cellular Concrete

Action Item: The co-chairs will discuss this at next co-chairs meeting in January/February and have a new project priority .list to RPC Co-Chairs by 3/19/12.

Q3. What is the priority order to address emerging issues?
The TG co-chairs had not set down to determine what project could be removed from the work plan list if a higher priority emerging issue is identified during the year.
Action Item: The co-chairs will discuss this at next co-chairs meeting and will provide the RPC Co-Chairs with a priority list for deleting or delaying approved projects because of emerging issues by 3/19/12.

<u>Other Questions and Comments</u>
The TG co-chairs were asked what is going well with the task group?
Both Don and Sara said that the sub task groups were working together well and that progress was being made on all deliverables.

Task Groups Meetings with RPC Co-Chairs
Meeting Minutes and Action Items
CONTINUED

Concrete Task Group Meeting 12/16/11

Caltrans TG Co-Chairs:
Bill Farnbach
Dan Speer

Industry TG Co-Chairs:
Bruce Carter
Charlie Rea

RPC Co-Chairs
Amarjeet Benipal
Chuck Suszko for Scott Jarvis
Phil Stolarski
Tony Limas

Q1.a. What is the status of on-going projects?
Concrete TG has 21 projects on workplan. Five projects have been completed and six more will be completed by end of fiscal year.

Q1.b. What are the resources needs to complete approved fiscal years 10/11 & 11/12 RPC Concrete Task Group Projects?
Dan said that his resources are stretched thin. Will have resource needs assessment by January 2012.

Q2. What are the 3 to 5 proposed new projects for fiscal year 12/13?
The TG co-chairs had not set down together to discuss new projects for next year but had a Caltrans list and Industry list with proposed new projects for fiscal year 12/13. Dan Speer presented the list of Caltrans potential new projects. Bruce Carter identified two new potential projects, Recycled Concrete and Evaluation of Shrinkage Specifications for Concrete, that should be submitted to Technical Advisory Panel (TAP) to perform a literature search of existing research and information the topics before finalizing the scoping documents. There was also some discussion about a proposed item Curing PC Prestressed Piles to be Placed in Corrosive Environment which Industry confirmed should be a priority item. The TG Co-Chairs plan to meet in January/February 2012 to reach consensus on new projects for next fiscal year.
Action Item: The co-chairs will discuss this at next co-chairs meeting in January 2012 and have a new project priority list to RPC co-Chairs by 3/19/12.

Q3. What is the priority order to address emerging issues?
The TG co-chairs had not set down to determine what project could be removed from the work plan list if an emerging issue is identified during the year.
Action Item: The co-chairs will discuss this at next co-chairs meeting and provide the RPC Co-Chairs with a priority list for deleting or delaying approved projects for emerging issues by 3/19/12.

<u>Other Questions and Comments</u>
The TG co-chairs were asked what is going well with the task group?
Dan Speer said that it has been a pleasure working with the Industry Co-Chairs. Overall Bruce Carter stated that Industry was satisfied with RPC direction and efforts.

Caltrans/Industry Rock Products Committee

The values that guide our relationship

We, the partners in the California Rock Products Committee (RPC), agree to work together as a cohesive, cooperative team to deliver quality specifications for use by Caltrans, the industry and other related parties that will result in delivering higher quality projects to for the taxpayers and transportation system users of the state of California.

Since the inception of the RPC the goal has been a partnership between industry and Caltrans so that specifications can be continuously improved, developed and modified in the most effective manner possible. Many things have changed since that inception – there are more people, from more diverse backgrounds, with less experience working on today's projects, projects that are more complex than ever before. We can no longer accept that unresolved issues and claims are the norm. We will no longer accept that we are adversaries in a war of wills - the cost in dollars, resources and lost productivity is too great. We are here to say to all parties involved in this process that partnering is the way we do business – anything short of a full commitment to partnering is not acceptable. [i]

It is everyone's job to be fair and to act in good faith while seeking resolution to all issues and problems concerning the development and implementation of the performance objectives of the RPC If we keep this objective in mind we will never be too far from finding a solution. Even if all the parties cannot agree on what is fair, by using fairness as our benchmark we will know where we are heading, keep a dialogue open, and dramatically improve our chances for resolving the problem.[ii]

In a partnering relationship:

- Trust and open communication are encouraged and expected from all participants. Mutual respect and trust between all parties will be the expected standard.
- All parties address and resolve issues and problems promptly and at the lowest possible level. Partners strive to develop solutions that are agreeable and meet the needs of everyone involved or that could be affected by the outcome (a win-win approach).

- All parties have identified common goals for the partnership and at the same time are aware of and respect each other's goals and values.
- Partners seek input from each other and, in the case of the RPC, others with knowledge that could benefit the partners in an effort to find better solutions to the problems and issues at hand. This creates synergy in the relationship that fosters cooperation and improves the productivity of the partnership.[iii]
- Attitude, attitude, attitude is the key to a successful partnership.

Win-Win Negotiations: Too often people think of a win-win solution as "splitting the difference" so both parties share the pain. In fact, a win-win solution is where both parties get all or most of what they need and their true interests in the outcome have been satisfied.[iv]

Partnering Values: What we value, we do. The following is a list of partnering values, attributes of the way we want to do business as partners. As leaders and supervisors, our job is to instill these values into our projects and to identify and overcome any barriers that interfere with their achievement.

• Attitude
• Fairness
• Cooperation
• Trust
• Open and Honest Communication
• Teamwork
• Joint Problem Solving
• Working for Mutual Gain
• Rapid Dispute Resolution at the Lowest Level

Partnering values are very important to instill in your team. It is from our values that our attitudes emerge and from our attitudes come our behavior. These are integral to creating the right atmosphere in which partnering can succeed.[v]

Caltrans/industry Rock Products Committee:

Effective communication strategies

Tip #1 Seek to Understand the Problem

Ask probing questions to try to flesh out all aspects of the problem - no matter how angry or hostile the other parties seem to be. Do not become defensive; you are trying to understand the problem and the assumptions each of the other stakeholders have. This will give you a clearer picture of what the real issues are.

Tip #2 Don't Make It Personal

Take an objective, neutral point of view – do not become engaged in the battle. Take the role of negotiator or fact finder. The more people get wrapped up in the battle and in trying to win, the more likely they are to start feeling that the issue is a personal matter. But remember, it is a project issue, and your success will depend on your ability to not take things personally.

Tip #3 Don't Seek to Blame

Don't seek to blame - instead, seek solutions and understanding. What were the underlying assumptions? People generally act logically; your job is to find the logic behind their actions. It is always there and often has nothing to do with the stated problem. Pointing fingers makes everyone defensive, stopping communication. No project problem was ever solved by blaming someone. We are all in this project together - we will succeed or fail together.

Tip #4 Agree on the Problem

Work to gain agreement on what the problem is before you attempt to find solutions. If we do not agree on what the problem is, how can we ever agree on the solution?
If we follow these four steps, we will go a long way to having productive problem solving on our projects.[vi]

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[i] Adapted from the "Field Guide to Partnering on Caltrans Projects," California Department of Transportation, Division of Construction, July 2008, Page 11

[ii] Adapted from the "Field Guide to Partnering on Caltrans Projects," California Department of Transportation, Division of Construction, July 2008, Page 11

[iii] Adapted from the "Field Guide to Partnering on Caltrans Projects," California Department of Transportation, Division of Construction, July 2008, Page 12

[iv] Adapted from the "Field Guide to Partnering on Caltrans Projects," California Department of Transportation, Division of Construction, July 2008, Page 13

[v] Adapted from the "Field Guide to Partnering on Caltrans Projects," California Department of Transportation, Division of Construction, July 2008, Page 14

[vi] "Field Guide To Partnering on Caltrans Construction Projects," California Department of Transportation, Division of Construction, July 2008, Page 33