

**Texas Department of Transportation**  
**BOOK 2 – TECHNICAL PROVISIONS**  
**FOR**  
**US 181 HARBOR BRIDGE PROJECT**  
**DESIGN-BUILD PROJECT**

**ATTACHMENT 2-1**  
**PROJECT MANAGEMENT PLAN CONTENTS**

**Attachment 2-1 – Project Management Plan Contents**

**The Project Management Plan - Contents and Schedule for provision of the component parts**

**Legend**

**A = Submitted by Developer within 30 days of NTP1 and approved by TxDOT prior to Commencement of Design**

**A1 = Submitted by Developer within 30 days of NTP1 and concurrence by TxDOT prior to issuance of NTP2**

**B = Submitted by Developer within 90 days Approved by TxDOT prior to Commencement of Construction**

| Part  | Ref | Section             | Contents  | Required by |
|---|-----|---------------------|---|-------------|
| 1. Project Administration                         |     |                     |   |             |
|   |     | Organization        | Organization diagram  | A           |
|   |     | Personnel           | Names and contract details, titles, and job roles   | A           |
|   |     | Subcontractors      | Subcontracting Plan   | A           |
|   |     | Schedule            | Baseline Schedule in accordance with Section 2  | A           |
|   |     | Quality Control     | Procedures to establish and encourage continuous improvement  | A           |
|   |     | Audit               | Procedures to facilitate review and audit by TxDOT  | A           |
|   |     | PMP Update          | Procedures for preparation of amendments and submission of amendments to any part of the PMP  | A           |
|   |     | Document Management | The manner in which records will be maintained in compliance with the Technical Provisions, including any specific systems Developer will use.  | A           |
|   |     |                     | Document management procedures in compliance with the Technical Provisions Section 2.   | A           |
| 2. Quality Management Plan                        |     |                     |   |             |
| 2A. Professional Services Quality Management Plan |     |                     |   |             |
|   |     | Organization        | Developer's main contractual arrangements   | A           |
|   |     |                     | Organizational structure covering the activities to be performed in accordance with the Contract Documents  | A           |
|   |     | Personnel           | Resource Plan for the Developer and its Subcontractors  | A           |
|   |     |                     | Arrangements for coordinating and managing staff interaction with TxDOT and its consultants including collocation of Key Personnel and description of approach to coordinating work of off-site personnel | A           |

| Part | Ref | Section | Contents  | Required by |
|------|-----|---------|---|-------------|
|      |     |         | Names and contact details, titles, job roles and specific experience required for the Key Personnel and for other principal personnel during design | A           |

2. Quality Management Plan

2A. Professional Services Quality Management Plan (continued)

|  |  |                                   |   |   |
|--|--|-----------------------------------|---|---|
|  |  | Personnel (continued)             | Names and contact details, titles, job roles of principal personnel for Subcontractors and any third party with which Developer will coordinate activities.   | A |
|  |  | Offices and equipment             | Description of the necessary offices and office equipment to be provided by Developer during design   | A |
|  |  | Subcontractors                    | Overall control procedures for Subcontractors, including consultants and subconsultants   | A |
|  |  |                                   | Responsibility of Subcontractors and affiliates   | A |
|  |  |                                   | Steps taken to ensure Subcontractors and Suppliers meet the obligations imposed by their respective Contracts   | A |
|  |  | Interfaces                        | Interfacing between the Developer, Subcontractors and the independent certifiers during design including interfaces between the structural design auditor, the safety auditor, and the quality reviewer                               | A |
|  |  |                                   | Coordination with Utility Owners  | A |
|  |  | Environmental                     | Control of the interface between environmental requirements (including landscaping) and the design of the Project   | A |
|  |  | Procedures                        | Procedures describing how the principal activities will be performed during the design stage: to include geotechnical site investigation, surveys and mapping, environmental management, safety audit, structural audit, and checking | A |
|  |  | Quality Control/Quality Assurance | Quality control and quality assurance including a resource table for monitoring and auditing all design services, design review and certification, verification of plans  | A |
|  |  |                                   | Procedures to establish Developer's hold points in the design process where checking and review will take place   | A |
|  |  |                                   | Procedures to ensure accuracy, completion, and quality in submittals to TxDOT and Governmental Entities   | A |
|  |  |                                   | Procedures to establish and encourage continuous improvement (corrective/preventive action)   | A |
|  |  | Audit                             | Name of Developer's representative(s) with defined authority for establishing, maintaining, auditing and reporting on the PSQMP   | A |
|  |  |                                   | Name, title, roles and responsibilities of supporting quality management staff reporting to the person with defined authority   | A |

| Part   | Ref | Section                           | Contents  | Required by |
|--|-----|-----------------------------------|---|-------------|
|  |     |                                   | Procedures for scheduling and conducting audits of the Developer's compliance with the PSQMP, including subcontractors, with provision that auditors are independent of the activity being audited        |             |
|  |     | Document Management               | The manner in which records will be maintained in compliance with the Technical Provisions, including any specific systems Developer will use   | A           |
|  |     |                                   | Document management procedures in compliance with the Technical Provisions Section 2  | A           |
| 2B. Construction Quality Management Plan             |     |                                   |   |             |
|  |     | Organization                      | Developer's main contractual arrangements   | A           |
| 2B. Construction Quality Management Plan (continued) |     |                                   |   |             |
|  |     | Organization (continued)          | Organizational structure covering the activities to be performed in accordance with the Contract Documents  | A           |
|  |     | Personnel                         | Resource Plan for the Developer and its Subcontractors  | B           |
|  |     |                                   | Arrangements for coordinating and managing staff interaction with TxDOT and its consultants including collocation of Key Personnel and description of approach to coordinating work of off-site personnel | B           |
|  |     |                                   | Names and contact details, titles, job roles and specific experience required for the Key Personnel as related to construction  | A           |
|  |     |                                   | Names and contact details, titles, job roles of principal personnel for Subcontractors and any third party with which Developer will coordinate his activities  | B           |
|  |     |                                   |   |             |
|  |     | Offices and equipment             | Description of the necessary offices and office equipment to be provided by Developer during construction   | A           |
|  |     | Subcontractors                    | Overall control procedures for Subcontractors, including consultants and subconsultants   | B           |
|  |     |                                   | Responsibility of Subcontractors and affiliates   | A           |
|  |     |                                   | Steps taken to ensure Subcontractors and Suppliers meet the obligations imposed by their respective Contracts   | B           |
|  |     | Interfaces                        | Interfacing between the Developer, Subcontractors, and independent certifiers during construction, including any testing contractor   | A           |
|  |     | Procedures                        |   |             |
|  |     |                                   | Traffic Management Plan   | B           |
|  |     | Quality Control/Quality Assurance | Procedures for construction quality control and quality assurance   | B           |
|  |     |                                   |   |             |

| Part  | Ref  | Section                                       | Contents  | Required by |
|---|------|---|---|-------------|
|   |      |   |   |             |
|   |      |   | Control, identification and traceability of materials, including any material or samples temporarily or otherwise removed from site for testing or other reasons.   | B           |
|   |      |   | Examinations and audit of Construction Work, review of examination and audit, issue of certificates   | B           |
|   |      |   | Observation and reporting of all tests in compliance with Section 2   | B           |
|   |      |   | Procedures for tests and inspections for the purpose of the Subcontractor certifying that prior to burying, each part of the Works is complete and conforms to the Contract Documents                                 | B           |
|   |      | Quality Control/Quality Assurance (continued) | Quality control and quality acceptance procedures including a resource table for monitoring and auditing during construction any work and testing undertaken by Subcontractors and Suppliers both on and off Site     | B           |
| <b>2B. Construction Quality Management Plan (continued)</b> |      |   |   |             |
|   |      |   | Procedures to establish Developer's hold points in construction   | B           |
|   |      |   | Procedures to ensure accuracy, completion, and quality in submittals to TxDOT and Governmental Entities   | B           |
|   |      |   | Procedures to establish and encourage continuous improvement (Corrective/Preventive Action)   | A           |
|   |      | Audit   | Inspection and test plans that identify the performance and/or databases to be used for recording the inspection and test results and methodology for transmitting acceptance testing and inspection reports to TxDOT | B           |
|   |      |   | Name of Developer's representative with defined authority for establishing, maintaining, auditing and reporting on the CQMP   | A           |
|   |      |   | Name, title, roles and responsibilities of supporting quality management staff reporting to the person with defined authority.  | B           |
|   |      |   | Procedures for scheduling and conducting audits of the Developer's compliance with the CQMP, including subcontractors, with provision that auditors are independent of the activity being audited                     |             |
|   |      | Document Management                           | The manner in which records will be maintained in compliance with the Technical Provisions, including any specific systems Developer will use   | B           |
|   |      |   | Document management procedures in compliance with the Technical Provisions Section 2  | A           |
| <b>2C. Maintenance Management</b>                           |      |   |   |             |
|   | 2C.1 | Procedures                                    | Procedures describing how the principal activities will be performed during the Work including general maintenance and operations obligations   | A           |
|   |      |   | Procedures for managing records of inspection and maintenance activities  | A           |

| Part  | Ref  | Section                                | Contents   | Required by |
|---|------|--|--|-------------|
|   |      |  | Procedures setting out Developer's response to maintenance issues such as mitigation of hazards, and defects that require prompt attention or are a safety concern   | A           |
|   | 2C.2 | Performance Standards                  | Procedures to be followed by Developer pursuant to the Technical Provisions to comply with all applicable maintenance requirements for the Term  | A           |
|   | 2C.3 | Emergency Response                     | Procedures setting out how Developer will respond to accidents and Incidents on the Project  | A           |
| <b>3. Comprehensive Environmental Protection Program (CEPP)</b>             |      |  |  |             |
|   |      | Organization                           | Developer's main contractual arrangements  | A           |
|   |      |  | Organizational structure covering the activities to be performed in accordance with the Contract Documents   | A           |
|   |      |  | Environmental Contact Tree   | A           |
|   |      | Personnel                              | Resource Plan for the Developer and its Subcontractors   | B           |
|   |      |  | Arrangements for coordinating and managing staff interaction with TxDOT and its consultants, including collocation of Key Personnel and description of approach to coordinating work of off-site personnel | A           |
| <b>3. Comprehensive Environmental Protection Program (CEPP) (continued)</b> |      |  |  |             |
|   |      |  | Names and contact details, titles, job roles and specific experience required for Key Personnel and for other environmental personnel  | A           |
|   |      |  | Implement Environmental Protection Training Program for all employees in accordance with Section 4   | A           |
|   |      | Subcontractors                         | Overall control procedures for Subcontractors, including consultants and subconsultants  | A           |
|   |      |  | Responsibility of Subcontractors and Affiliates  | A           |
|   |      | Environmental                          | Establishment of the component parts of the Environmental Compliance and Mitigation Plan (ECMP)  | B           |
|   |      |  | Procedures for implementation of the Environmental Protection Training Program for all Developer employees and subcontractors  |             |
|   |      |  | Procedures for environmental compliance  |             |
|   |      | Quality Control and Quality Acceptance | Procedures to ensure accuracy, completion, and quality in submittals to TxDOT and Governmental Entities  | A           |
|   |      |  | Procedures to establish and encourage continuous improvement (Corrective/Preventive Action)  | A           |
|   |      | Audit                                  | Name of Developer's representative(s) with defined authority for establishing, maintaining, auditing and reporting on the CEPP   | A           |

| Part   | Ref | Section               | Contents   | Required by |
|--|-----|-----------------------|--|-------------|
|  |     |                       | Procedures for scheduling and conducting audits of the Developer's compliance with the CEPP, including subcontractors, with provision that auditors are independent of the activity being audited          |             |
|  |     | Document Management   | The manner in which records will be maintained in compliance with the Technical Provisions, including any specific systems Developer will use  | A           |
|  |     |                       | Identify environmental documentation and reporting requirements  | A           |
| <b>4. Public Information and Communications Plan</b>             |     |                       |  |             |
|  |     | Organization          | Developer's main contractual arrangements  | A           |
|  |     |                       | Organizational structure covering the activities to be performed in accordance with the Contract Documents.  | A           |
|  |     | Personnel             | Resource Plan for the Developer and its Subcontractors   | A           |
|  |     |                       | Arrangements for coordinating and managing staff interaction with TxDOT and its consultants, including co-location of Key Personnel and description of approach to coordinating work of off-site personnel | A           |
|  |     |                       | Names and contact details, titles, job roles and specific experience required for Key Personnel and for other principal personnel  | A           |
|  |     |                       | Names and contact details, titles, job roles of principal personnel for Subcontractors and any third party with which Developer will coordinate his activities   | A           |
|  |     | Offices and equipment | Description of the necessary offices and office equipment to be provided by Developer during design  | A           |
|  |     | Subcontractors        | Overall control procedures for Subcontractors, including consultants and subconsultants  | A           |
|  |     |                       | Responsibility of Subcontractors. and affiliates   | A           |
| <b>4. Public Information and Communications Plan (continued)</b> |     |                       |  |             |
|  |     | Subcontractors        | Steps taken to ensure Subcontractors and Suppliers meet the obligations imposed by their respective Contracts  | A           |
|  |     |                       | Procedures for implementation of Environmental Protection Training Program for employees of Subcontractors   | A           |
|  |     | Interfaces            | Procedures for liaison with the public, the media and other Customer Groups in accordance with Section 3 and the press media policy of TxDOT   | A           |
|  |     |                       | Procedures to coordinate with Project Stakeholders such as municipalities, counties, MPOs, RMAs and other Customer Groups  | A           |
|  |     | Procedures            | Procedures describing how the principal activities will be performed   | A           |
|  |     | Quality Control       | Quality control procedures including a resource table for monitoring and auditing all public information and communication services  | A           |
|  |     |                       | Procedures to ensure accuracy, completion, and quality in submittals to TxDOT, Governmental Entities and Customer Groups   | A           |

| Part                                      | Ref | Section             | Contents  | Required by |
|---|-----|---------------------|---|-------------|
|   |     | Quality Control     | Procedures to establish and encourage continuous improvement (Corrective/Preventive Action)   | A           |
|   |     | Audit               | Name of Developer's representative with defined authority for establishing, maintaining, auditing and reporting on the PICP   | A           |
|   |     | Document Management | The manner in which records will be maintained in compliance with the Technical Provisions, including any specific systems Developer will use   | A           |
|   |     |                     | Document management procedures in compliance with the Technical Provisions Section 2  | A           |
|   |     |                     | Identify environmental documentation and reporting requirements   | A           |
| 5. Health and Safety                      |     |                     |   |             |
|   |     |                     | Policies, plans, training programs, Work Site controls, and Incident response plans to ensure the health and safety of personnel involved in the Project and the general public affected by the Project                                     | A1          |
|   |     |                     | Procedures for immediately notifying TxDOT of all incidents arising out of or in connection with the performance of the Work  | A1          |
| 6. TxDOT – Developer Communications Plan  |     |                     |   |             |
|   |     |                     | The manner in which the Developer's organization will respond to unexpected requests for information, communicate changes or revisions to necessary Developer personnel, and notify affected stakeholders before and after changes are made | A           |
|   |     |                     | Processes and procedures for communication of Project information between the Developer's organization and TxDOT  | A           |
| 7. ROW Acquisition Management             |     |                     |   |             |
|   |     | Organization        | Developer's main contractual arrangements   | A           |
|   |     |                     | Organizational structure covering the activities to be performed in accordance with the Contract Documents  | A           |
| 7. ROW Acquisition Management (continued) |     |                     |   |             |
|   |     | Personnel           | Resource plan for the Developer and its Subcontractors  | A           |
|   |     |                     | Arrangements for coordinating and managing staff interaction with TxDOT and its consultants, including collocation of Key Personnel and description of approach to coordinating work of off-site personnel                                  | A           |
|   |     |                     | Names and contact details, titles, job roles and specific experience required for the Key Personnel as related to ROW acquisition and Utility Adjustment activities.  | A           |
|   |     |                     | Names and contact details, titles, job roles of principal personnel for Subcontractors and any third party with which Developer will coordinate activities  | A           |

| Part                                      | Ref | Section             | Contents  | Required by |
|---|-----|---------------------|---|-------------|
|   |     | Subcontractors      | Overall control procedures for Subcontractors, including consultants and subconsultants   | A           |
|   |     |                     | Responsibility of Subcontractors and affiliates   | A           |
|   |     |                     | Steps taken to ensure Subcontractors and Suppliers meet the obligations imposed by their respective Contracts   | A           |
|   |     |                     | Procedures for implementation of the Environmental Protection Training Program for employees of Subcontractors in accordance with Section 4   | A           |
|   |     | Interfaces          | Interfacing between the Developer, Subcontractors and independent certifiers during Project ROW acquisition including the interfaces between Project ROW acquisition, Project design, and any quality reviewer          | A           |
|   |     |                     | Coordination with Utility Owners  | A           |
|   |     |                     | Utility Adjustment Plan   | B           |
|   |     | Relocation          | Relocation Plan (Right of Way)  | B           |
|   |     | Environmental       | Control of the interface between environmental requirements (including Hazardous Materials and demolition) and Project ROW acquisition activities   | A           |
|   |     |                     | Applicable procedures for the Hazardous Materials Management Plan in accordance with Section 4  | A           |
|   |     |                     | Applicable procedures to implement the Stormwater Pollution Prevention Plan (SW3P), recycling program and waste management in accordance with Section 4   | A           |
|   |     |                     | Address Project Environmental Mitigation Plan (PEMP) requirements   | A           |
|   |     | Schedule Procedures | Logic linked ROW acquisition activities on a parcel-by-parcel basis as part of the Project Baseline Schedule, including adequate time periods for TxDOT review and condemnation activities in accordance with Section 7 | A           |
|   |     |                     | Procedures describing how the principal activities will be performed during the Project ROW acquisition, whether directly undertaken or subcontracted   | A           |
|   |     | Quality Control     | Procedures to ensure accuracy, completion, and quality in submittals to TxDOT and Governmental Entities   | A           |
|   |     |                     | Procedures to establish and encourage continuous improvement  | A           |
|   |     |                     | Quality control procedures and quality review standards for Project ROW acquisition in accordance with Section 7  | A           |
|   |     |                     | Procedures for environmental compliance   | A           |
| 7. ROW Acquisition Management (continued) |     |                     |   |             |
|   |     | Audit               | Name, title, roles and responsibilities of supporting quality management staff reporting to the person with defined authority   | A           |

| Part                           | Ref | Section                       | Contents   | Required by |
|--------------------------------|-----|-------------------------------|--|-------------|
|                                |     | Document Management           | The manner in which records will be maintained in compliance with the Technical Provisions, including any specific systems Developer will use  | A           |
|                                |     |                               | Document management procedures in compliance with the Technical Provisions Section 2   | A           |
|                                |     |                               | Identify environmental documentation and reporting requirements  | A           |
| <b>8. Risk Management Plan</b> |     |                               |  |             |
|                                |     |                               | Procedures for identifying, assessing, analyzing, controlling and managing project risks to meet its obligations under the Agreement.  | A           |
| <b>9. Sustainability Plan</b>  |     |                               |  |             |
|                                |     | Energy and Energy Efficiency  | Describe plans for maximizing energy efficiency throughout the Project, including: <ul style="list-style-type: none"> <li>Minimizing energy and fuel usage during construction.</li> <li>Innovative ideas for incorporation of energy generation and use of renewable energy sources.</li> </ul>   |             |
|                                |     | Community Environment         | Describe the commitment to environmental quality and enhancement above and beyond the requirements of the EIS, including: <ul style="list-style-type: none"> <li>Minimizing air quality degradation during construction.</li> <li>Commitment to sustainable storm water management, specifically the incorporation of permanent Best Management Practices for storm water management.</li> <li>Commitment to providing durable permanent Best Management Practice features that minimize long term maintenance.</li> <li>Proposals for quantifying and minimizing the project's carbon footprint.</li> </ul> |             |
|                                |     | Green Building                | Describe plans for locating the Project Management Office in existing, currently unused office space, and plans (if any) for the use of a LEED (Leadership in Energy and Environmental Design) certified Green Building for the Project Management Office.   |             |
|                                |     | Waste Reduction and Recycling | Describe the approach to minimizing the amount of waste generated by the project. The plan shall also describe the Developer's plans for maximizing the re-use of materials, including construction material from structures and facilities demolished as part of this project. The Developer may also include plans to incorporate into the project recycled materials generated off site. Any such plan must be in conformance with Contract Documents.  |             |

| Part | Ref | Section              | Contents  | Required by |
|------|-----|----------------------|---|-------------|
|      |     | Sustainability Level | Identification of the number of points that the Project will score as determined in a joint Developer/Department/FHWA INVEST workshop following the INVEST 1.0 Project Development Module and using the Urban Extended scorecard. The Proposer shall indicate the number of points that the Project will score as follows: points scored that are attributable to previous Department work, points scored by the Developer executing the Project Scope, and points that will be provided by the actions of the Developer. |             |