



# North Texas Tollway Authority

## FY2022 Relationships and Opportunities Advancing Diversity (ROAD) Program **Class Guide**

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## *I. INTRODUCTION: What is the purpose of the Class Guide?*

The purpose of the FY2022 Relationships and Opportunities Advancing Diversity (ROAD) Program Class Guide is to outline the NTTA ROAD Program's next steps, operating guidelines, program team expectations, the role of the Business Diversity Department and upcoming key dates and meeting schedules.

## *II. BUSINESS DIVERSITY DEPARTMENT (BDD): What is the role of the BDD?*

The mission of the Business Diversity Department (BDD) is to encourage and foster the inclusion and growth of Disadvantaged, Minority-, and Women-Owned Business Enterprises' (D/M/WBEs) participation in the procurement of and contracting for goods and services with the NTTA. The BDD is responsible for the implementation and coordination of all related program activities, including outreach, monitoring, tracking, and reporting, for the disadvantaged, minority-, and women-owned business enterprise (D/M/WBE) programs. In addition, the BDD shall coordinate all compliance activities with internal and external stakeholders to ensure that the purpose and intent of the Board's Diversity Policy are fully implemented.

### **Mission Statement**

The mission of the BDD is to strengthen the Authority by the inclusion of disadvantaged, minority, and women-owned business enterprises in the procurement of goods and services.

## *III. FY2022 NTTA ROAD PROGRAM TEAMS: Selected Prime and Consultant teams*

The following teams were selected to participate in the ROAD program and were formally notified and announced at the February 2022 NTTA Board of Directors meeting:

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2022-2024 ROAD PROGRAM PARTICIPANTS

PRIME CONTRACTORS	CONSULTANTS
Archer Western Construction	Eagle Barricade, LLC
Atkins North America	EPB Associates, Inc.
BGE, Inc.	Lambeth Engineering Associates, PLLC
EJES, Incorporated	Global Civil Solutions, LLC
GEI Consultants, Inc.	iCivil Engineering
HDR Engineering, Inc.	Transcend Engineers & Planners, LLC
HNTB Corporation	Integrated Construction Management Solutions (ICMS)
Jacobs Engineering Group, Inc.	Simon Engineering & Consulting, Inc.
LJA Engineering, Inc.	Bird Advocacy & Consulting
Locke Lord LLP	Simmons Legal PLLC
Michael Baker International, Inc.	Nathan D. Maier Consulting Engineers, Inc.
RS&H, Inc.	M-TO-PROS Development, Inc.
SAM-Construction Services, LLC	Beyond Engineering and Testing, LLC
Thomas Gallaway Corporation dba Technologent	Sology, Inc. dba Sology Solutions
VRX, Inc.	DGR Consultants, LLC

## *IV. 2022 NTTA ROAD PROGRAM NEXT STEPS: Roles and Responsibilities*

### **Selected Prime and Consultant Team Responsibilities:**

Following the formal notifications and team introductions, all teams are required to submit completed program documentations. The ROAD Program teams will officially commence upon the receipt by BDD of the signed and completed agreement and development plan documents.

Teams will be required to develop and provide a copy of the ROAD Program Agreement and Development Plan along with the Goal Tracker (in provided format) signed by both the Prime and Consultant firms with a due date of Thursday, April 21, 2022 (start date). The signed agreement form will clearly outline:

- i. That both teams have agreed to abide with the spirit and guidelines of the ROAD Program.
- ii. Specific team goals and objectives.
- iii. Tangible steps and actions to achieve each goal.

### ***Business Diversity Department Responsibilities:***

- BDD will be available to review and provide feedback on the development plan draft documents if requested to do so
- BDD will also make the Agreement and Development plans available to the Business Diversity Advisory Council (BDAC) for input and feedback
- BDD will serve as a facilitator to help address and resolve any issues and concerns
- BDD will be require teams to submit quarterly progress reports based on their goals as listed on their development plan.
- BDD will be responsible for the dissemination of related ROAD Program information to the teams and will schedule 'team mixers' to share experiences and lessons learned.
- BDD will provide the format for the Agreement and Development Plan, Goal Tracker and Quarterly Reporting Document to complete and submit.

Teams may be requested to make a presentation of their progress to the BDAC.

## V. NTTA ROAD Program Quarterly Progress Reporting:

In July 2022, BDD will require teams to begin submitting quarterly progress reports, indicating the status of their progress toward each of the goals stated in their plans. BDD will provide the report formats and make them available to the program teams. Teams will be required to submit reports in a timely fashion only in the format provided. The reports shall be signed by both the primes and consultants and will outline:

- i. Steps taken by the ROAD Program team during the previous period to further the development plan and foster the objective of the program.
- ii. List specific projects that the ROAD Program teams are working on.
- iii. The status of goals stated in the development plan, key achievements, and accomplishments.
- iv. Steps taken by the primes to assist the consultants in achieving the goals and targets outlined in the development plan.

### *ROAD Program progress report due dates:*

<b>Thursday, July 21, 2022</b>	First ROAD Program progress report
<b>Thursday, October 20, 2022</b>	Second ROAD Program progress report
<b>Thursday, January 19, 2023</b>	Third ROAD Program progress report
<b>Thursday, April 20, 2023</b>	Fourth ROAD Program progress report
<b>Thursday, July 20, 2023</b>	Fifth ROAD Program progress report
<b>Thursday, October 19, 2023</b>	Sixth ROAD Program report
<b>Thursday, January 18, 2024</b>	Seventh ROAD report
<b>Thursday, April 18, 2024</b>	Final ROAD report

## *VI. NTTA ROAD Program ‘Team Mixers’:*

The BDD will schedule a series of ROAD Program ‘team mixers’ to allow participating teams to get together to discuss and exchange ideas as well as highlight accomplishments and successes achieved in the previous quarter. The 2022-2024 ROAD Program optional ‘team mixer’ tentative dates will be shared during the class orientation and is subject to change.

## *VII. EVALUATING THE SUCCESS OF THE ROAD PROGRAM: How well is the Program working?*

As mentioned, BDD will require teams to submit quarterly progress reports (using forms provided) on accomplishments and key achievements for the year. BDD will do an annual evaluation of the success of the ROAD Program using some but not limited to the following criteria:

- i. Improved capacity of the consultant in various areas
- ii. Steps taken by the primes to assist the consultants in achieving the goals and targets outlined in the development plan
- iii. Increased opportunities to participate on a team outside of the NTTA
- iv. Demonstrated mutually beneficially relationships between the Primes and Consultants

## *VIII. NTTA BUSINESS DIVERSITY DEPARTMENT CONTACT:*

**For additional information, please contact:**

Priya Chandran

Business Diversity Department, Outreach Program Specialist

North Texas Tollway Authority

5900 West Plano Parkway, Suite 100

Plano, Texas 75093

[PChandran@ntta.org](mailto:PChandran@ntta.org) | Direct Dial: 214.224.2425

<http://www.ntta.org>



**Relationships and Opportunities  
Advancing Diversity (“ROAD”) Program**



**Request for Application and Company Profile**

**Application and Company Profile Due:  
September 16, 2021 at 2:00 p.m. Central Time**

**Hard copies: Director of Business Diversity  
Attention: NTTA ROAD Program  
North Texas Tollway Authority  
5900 West Plano Parkway, Suite 100  
Plano, TX 75093**

**Soft copy (REQUIRED): [businessdiversity@ntta.org](mailto:businessdiversity@ntta.org)  
Emailed copy does not replace the mandatory hardcopy submittals**



<b>2022-2024 ROAD PROGRAM APPLICATION</b>																
<b>NTTA recognizes the following certification agencies:</b> (DFWMSDC)   (NCTRCA)   (WBCS) Small Business Administration (SBA) (for 8(a) certification only) TxDOT/TUCP (DBE certification only)	<b>Are you a first time applicant?</b> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>		Yes	No	<input type="checkbox"/>	<input type="checkbox"/>										
Yes	No															
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<b><u>NOTE: (Consultant Applicants) - Copy of current certificate required with submittal</u></b>																
<b>D/M/WBE Certification category:</b> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="width: 20%;"></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;">DBE</td> <td style="text-align: center;">MBE</td> <td style="text-align: center;">WBE</td> <td style="text-align: center;">SBA 8(a) certification</td> <td></td> <td style="text-align: center;">(Prime) <i>Mentor Firm</i></td> <td style="text-align: center;">(Consultant) <i>Mentee Firm</i></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	DBE	MBE	WBE	SBA 8(a) certification		(Prime) <i>Mentor Firm</i>	(Consultant) <i>Mentee Firm</i>	<b>Please select only one category:</b>	
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DBE	MBE	WBE	SBA 8(a) certification		(Prime) <i>Mentor Firm</i>	(Consultant) <i>Mentee Firm</i>										
<b><u>Please Print or Type:</u></b>																
<b>Company Name:</b>																
<b>Owner Name:</b>																
<b>Company Website:</b>																
<b>Company Street Address (no P.O. Box):</b>																
<b>City:</b>	<b>County:</b>	<b>State and Zip Code:</b>														
<b>Owner Work Phone:</b>	<b>Owner Mobile:</b>	<b>Owner Email Address:</b>														
<b>Taxpayer Identification Number:</b>		<b>Business Start Date:</b>														
<b>Industry Type/Field Example:</b> Engineering/Consulting/Goods & Services/ Construction/IT/ Legal/or other: <b><i>Please list specific services here:</i></b> <hr style="border: 0; border-top: 1px solid black; margin-top: 5px;"/>																
<b>Number of Employees:</b>	<b>Approximate Annual Revenue and Sales: \$</b> _____															

*The undersigned affirms that he or she is authorized to submit the firm's response to this ROAD Program request and execute a relationship between the firm, and the North Texas Tollway Authority. The undersigned further affirms that all of the statements and representations made in the response were made based on reasonable inquiry and are complete and accurate to the best of the knowledge of the undersigned. The NTTA reserves the right to reject any response found to contain false, misleading or inaccurate information. By signing and submitting this response the firm certifies that it understands the terms and conditions of the ROAD Program and that it agrees with such terms and conditions.*

**FIRM'S AUTHORIZED AGENT NAME:** \_\_\_\_\_ **TITLE:** \_\_\_\_\_

**AUTHORIZED AGENT'S SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**THIS FORM SHOULD BE COMPLETED AND INCLUDED WITH YOUR RESPONSE – IT SHOULD BE PLACED IN A SECTION OF YOUR RESPONSE LABELED "REQUIRED FORMS AND DOCUMENTS".**

## NTTA ROAD PROGRAM {2022-2024}

The North Texas Tollway Authority (NTTA) is committed to increasing the participation of disadvantaged, minority- and women-owned business enterprises (D/M/WBEs) through the implementation of the Relationships and Opportunities Advancing Diversity (ROAD) Program. The ROAD Program will help position D/M/WBE firms to increase their capabilities and compete for larger contracts. Developing viable relationships through the ROAD Program will facilitate NTTA's commitment to increasing diversity in procurement opportunities in order to create an equitable business environment for D/M/WBEs.

### **ROAD PROGRAM OVERVIEW:**

#### ***How the Program Works***

Primes and professional representatives from their firm will work directly with the consultant firm to develop a plan to build capacity and commit to exposing the consultant to major aspects of business relevant to his/her firm, access to resources and training in agreed upon areas that can include business development, technical and managerial proficiency, human resource development, management strategies, marketing, and project management. During the program period, consultants will participate in seminars, workshops and networking events to expose them to the most competitive firms in the industry. Primes/consultants will make notable business connections and partnerships within the North Texas community.

#### ***Selection Process***

The ROAD Program Oversight Committee will recommend all interested primes and consultants. Participants will complete an application and submit a company profile for consideration in the program. Company profiles will be evaluated on the basis of their responses to all provisions of this document. The Authority may use some or all of the criteria in its evaluation and comparison of applications and Company Profiles submitted. Upon completion of Company Profile evaluations, NTTA reserves the right to select participants based on the availability of applicants. During the evaluation process, NTTA reserves the right to enter discussions with applicants in order to clarify responses. All applicants will be accorded fair and equal treatment with respect to any opportunity for discussions. If necessary, respondents will make a formal presentation to the oversight committee. Once approved, consultants are paired with primes based on developmental need.

#### **Eligibility and Qualifications**

##### **Prime Firms (Mentors) are required to:**

- Possess at least three years of experience in a prime role as an approved contractor in transportation or related industry.
- Demonstrate a commitment to volunteer in assisting the D/M/WBE firm with all aspects of business development.
- Possess good business character.
- Not appear on the federal list of debarred or suspended contractors.
- Impart value to a consultant firm from lessons learned and practical experience gained or through its general knowledge of government contracting.

##### **Consultant Firms (Mentees) are required to:**

- Possess at least two years of experience in the transportation industry or related services.
- Be open to assistance in all aspects of the ROAD Program, including management, communication, technical, financial and business development.
- Be a certified D/M/WBE by an entity recognized by the NTTA at the time of submittal.
- Possess good business character.
- Not appear on the federal list of debarred or suspended contractors.

**INQUIRIES:** Questions about the ROAD Program or this request for Application and Company Profile submittal should be directed in writing, via e-mail to Director of Business Diversity at [businessdiversity@ntta.org](mailto:businessdiversity@ntta.org), no later than 4:00 p.m. CDT on **September 9, 2021**. Correspondence with individuals other than those listed herein will not be allowed.

I. **REQUIRED RESPONSE CHECKLIST:** The following checklist is provided as a convenience to aid applicants with their Company Profiles. The items shown in the checklist must be included in your response.

- 2022-2024 ROAD Program Application.
- If applicable, submit a copy of your current D/M/WBE certificate from one of the certifying agencies recognized by NTTA (certificate will not count towards your page count).
- Company Profile, as requested

**(SEE COMPANY PROFILE SUBMITTAL GUIDELINES BELOW) (Maximum of 6 pages as outlined below).**

**COMPANY PROFILE SUBMITTAL GUIDELINES:**

Company Profiles should be as brief and concise as possible, providing relevant information and excluding marketing materials. Responses are limited to six (6) pages (8.5x11), single sided and will include typed text, graphics, charts and photographs. Charts and Exhibits may be a larger size but must be folded to the standard size when submitted.

**IMPORTANT! Each Company Profile must include all of the following content in each of the following sections (these sections do count toward the six (6) page count limit):**

1. **Cover Letter:**

A brief cover letter should summarize key elements of the Company Profile. **(1 Page)**

2. **2022-2024 ROAD Application Page:** An individual authorized to enter a relationship with the NTTA must sign the ROAD application page. **(1 Page)**

3. **Firm Qualifications:** *Briefly describe your firm, its history and qualifications. (Limit to 2 pages)*

- a. The number of years your organization has been in business under the present name.
- b. The number of years the business organization has been under the current management.
- c. Whether your firm has performed any work for a transportation or related agency.
- d. A brief description of your firm's background and organizational history.
- e. Listing of awards, certifications and recognitions received that are applicable to your industry or field.
- f. Details of any failed agreements, and/or refusal to complete an agreement within the last (5) years. If an agreement has been cancelled or terminated, provide name, address and phone number of the client who terminated the agreement. Explain reasons for cancellation.

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4. **References:** Provide the names and contact person(s) of your firm's two (2) most relevant references for which your firm has provided services. At a minimum, the following information should be included for each reference: **(1 Page)**
  - a. Name, address and contact information of references, including email address (reference should be the appropriate staff member associated with the project).
  - b. Description and scope of work your firm performed.
5. **Company at a Glance:** A personnel roster of key staff at your firm **(1 Page)**

II. **PROPRIETARY INFORMATION:**

Any proprietary information such as trade secrets or commercial, or financial information, contained in the Response shall be so indicated with the following notation in **BOLD** letters at the top and bottom of the page, **THIS PAGE CONTAINS PROPRIETARY INFORMATION**. A general statement that the entire content or major portion, of the Response is proprietary will not be honored. Firms should be aware that all information submitted is subject to public disclosure under the provisions of the Texas Public Information Act (Chapter 552 of the Texas Government Code).

**A. SUBMISSION OF THE APPLICATION AND COMPANY PROFILE:**

The Applicant shall submit two (2) hard copies, and one (1) electronic (soft) copy of the complete written Application and Company Profile to NTTA. Please note a softcopy of the complete written Application and Company Profile is **required** to be emailed to: [businessdiversity@ntta.org](mailto:businessdiversity@ntta.org) in addition to your hardcopy submittals. However, the emailed copy **does not** replace the required hardcopy submittals. **ALL REQUIRED DOCUMENTS LISTED IN THIS SECTION AND IN SECTION [-I.A.-] ABOVE MUST BE RECEIVED BY THE STATED DUE DATE IN ORDER TO MEET THE SUBMITTAL GUIDELINES.**

**Hard copy:** Director of Business Diversity  
Attention: NTTA ROAD Program  
North Texas Tollway Authority  
5900 West Plano Parkway, Suite 100  
Plano, TX 75093

**Soft copy:** [businessdiversity@ntta.org](mailto:businessdiversity@ntta.org)

Sealed documents marked **NTTA ROAD Program** will be received by the Director of Business Diversity Department, North Texas Tollway Authority, 5900 West Plano Parkway, Suite 100, Plano, TX, 75093. Applications and Company Profiles will be accepted until 2:00 p.m. central time (standard or daylight savings time, as applicable) on **September 16, 2021**. **Applications and documents submitted after this date and time will NOT be opened nor returned to the submitting firm/individual. The Authority will require strict compliance with the sealing, marking and timely delivery of all submittals.** NTTA is not responsible for delays caused by the U.S. Postal Service, the internal mail delivery system of the NTTA, or any other means of delivery employed by the Respondent. Similarly, the NTTA is not responsible for, and will not open, any responses which are received later than the date and time indicated above.

**B. OFFICIAL TIME CLOCK**

The time stamp device in the customer reception lobby is the official time clock used for the purpose of the due date and time of the Application and Company Profile. Any discrepancies between this official time clock and any other time keeping devices are not the responsibility of the NTTA.

**C. PROPERTY OF NORTH TEXAS TOLLWAY AUTHORITY**

All copies and contents thereof of any Application and Company Profile, attachment, and explanation thereto submitted in response to this REQUEST, except copyrighted material, shall become the property of the Authority regardless of the Applicant selected. All copyrighted material must be clearly marked indicating the copyrighted status. NTTA shall be held harmless from any claims arising from the release of proprietary information not clearly designated as such by the proposing firm.

**D. EVALUATION OF APPLICATIONS**

Applications and Documentation will be evaluated on the basis of their responses to all provisions of this Request. The Authority may use some or all of the criteria in its evaluation and comparison of Applications and documentation submitted. The criterion listed is not necessarily an all-inclusive list. The order in which they appear is not intended to indicate their relative importance. Company Profiles submitted without adhering to the Company Profile Submittal Guidelines will not be evaluated. The Authority will require strict compliance with the COMPANY PROFILE SUBMITTAL GUIDELINES.

NTTA will contact any Applicant to clarify any response; contact any current user of an Applicant's services; solicit information from any available source concerning any aspect of the Application and Company Profile; and will review any other information deemed pertinent to the evaluation process.

After Applications and the required documentation have been reviewed, discussions with prospective firms may or may not be required. If scheduled, the oral interview will be in question/answer format for the purpose of clarifying the intent of any portions of the Company Profile. An acceptance letter will be sent to the company selected. Selection is contingent upon the successful negotiation of the ROAD partnerships. If partnerships cannot be concluded successfully, the Authority may negotiate a teaming arrangement with another company or withdraw the Request.

**III. ADDITIONAL TERMS & CONDITIONS**

**A. OPEN RECORDS**

Respondents are advised that information included in the Application and Company Profile is subject to the Texas Public Information Act, Chapter 552 of the Texas Government Code (the Act). Information a third party submits to or prepares on behalf of NTTA is subject to the Act and must qualify for an Exception provided by the Act to be withheld from public disclosure. Information is not confidential under the Act simply because the party submitting the information anticipates or requests that it be kept confidential. NTTA cannot bring information within an exception to disclosure under the Act merely through a contract or agreement to keep the information from disclosure. Accordingly, a Respondent whose Company Profile may include information that the Respondent believes in good faith to be proprietary or commercial or financial information and that the Respondent otherwise keeps confidential for competitive reasons is responsible for identifying and proving that such information qualifies for an exception to public disclosure under the Act. Each item of such information must be separately and conspicuously labeled "Confidential Proprietary Information." NTTA, its directors, officers, employees, agents, and attorneys shall not be liable for any disclosure of any information submitted in a response to this REQUEST. By submitting an Application and Company Profile, the Respondent waives any claim against, and releases from liability, NTTA, its directors, officers, employees, agents, and attorneys with respect to disclosure of any information included in the Application and Company Profile, including information labeled as "Confidential Proprietary Information." The Respondent also authorizes NTTA, at its sole option, to submit any information contained in the Application and Company Profile, including information the Respondent has labeled as being proprietary, to the Office of the Attorney General for a determination as to whether any such information submitted by the Respondent may be excepted from public disclosure under the Act, either by its provisions alone or in conjunction with other law. For the purpose of asking the Office

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of the Attorney General to determine whether an exception to disclosure exists for information the Respondent deems to be proprietary, NTTA will submit to the Attorney General only that information the Respondent has specifically labeled "Confidential Proprietary Information."

### **B. CLARIFICATION**

Respondent may be requested to provide additional information and/or clarify contents of their Application and Company Profile submittal. Other than information requested by the Authority, no Applicant will be allowed to alter the submitted documentation or add new information after the application deadline.

### **C. EQUAL OPPORTUNITY**

Each applicant submitting an Application and Company Profile agrees not to refuse, discharge, promote, demote, or to otherwise discriminate against any firm otherwise qualified solely because of race, creed, sex, national origin, ancestry or physical handicap.

### **D. NTTA ROAD PROGRAM INFORMATION**

A copy of the ROAD Program overview, application and frequently asked questions can be located on the NTTA's webpage: <https://www.ntta.org/procurement/busdiv/programs/Pages/ROAD-Program.aspx>.

The Authority reserves the right to reject any and all Applications and Company Profiles, to waive any irregularities in any Company Profile, to request clarification or additional information from any institution and to effect any agreement with one or more institutions, as the Authority may determine to be in its best interest. All materials submitted in response to this Request become the property of the Authority and will not be returned. The Authority will not reimburse institutions for any costs or expenses associated with the preparation or submittal of any response to this Request.

### **SCHEDULE OF EVENTS:**

ROAD Program Informational Session:  
**July 29, 2021 at 12:00 p.m.**

ROAD Program Application Opens:  
**August 2, 2021**

Deadline for submitting questions:  
**September 9, 2021 at 4:00 p.m. central time**

REQUESTED Application and Required Documents due:  
**September 16, 2021 at 2:00 p.m. central time**