

FUNDING REQUESTS

**I. On-the-Job Training/Supportive Services (OJT/SS)
Funding Requests**

The OJT/SS funds can be requested to support five different types of funding initiatives including the following:

1. **Highway Community Transportation Construction Projects:** Statements of Work addressing identified community transportation construction projects are submitted to FHWA for funding approval (refer to OJT/SS Statements of Work).
2. **Supportive Services for State OJT Transportation Programs:** Statements of Work requesting supportive services (including training, child care, transportation, tools, etc.) for existing, continuing or newly created State Transportation OJT programs and based on a needs assessment (refer to OJT/SS Statements of Work).
3. **Minority Institutions of Higher Education (MIHEs) Proposals (including unsolicited proposals by MIHEs):** Proposals by MIHEs requesting funding for student internships, research projects, and scholarships promoting minority participation in transportation are submitted through the STAs and FHWA Division Offices to FHWA Headquarters Civil Rights (HCR) for funding approval. These initiatives are authorized by the following Presidential Executive Orders (EO): EO 13256 - President's Board of Advisors on Historically Black Colleges and Universities,¹ EO 13230 - President's Advisory Commission on Educational Excellence for Hispanic Americans,² EO 13270 - Tribal Colleges and Universities,³ EO 13216 - Increasing Opportunity and Improving Quality of Life of Asian Americans and Pacific Islanders; and EO 12928 - Promoting Procurement With Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals, Historically Black Colleges and Universities (HBCUs), and Minority Institutions.⁴ The OJT/SS program objective in compliance with these Executive Orders is to increase the participation of HBCUs and other MIHEs in all phases of FHWA Federal and Federal-aid programs with special emphasis on research and technology programs.
4. **Unsolicited Proposals:** Unsolicited proposals are submitted and reviewed by the Office of Acquisition Management (HAAM). Unsolicited proposals are then sent to the appropriate Federal Highway Administration office for evaluation. If the unsolicited proposals received by HAAM relates to OJT/SS funding availability, it is then forwarded to the FHWA HCR for evaluation and funding approval.

¹ Executive Order 13256 -Historically Black Colleges and Universities (HBCU) provides for a structured effort to help HBCUs access to Federally-funded programs, to strengthen the capacity of HBCUs to provide quality education, to increase the participation of HBCUs in Federal programs and activities and to set annual procurement goals for awarding grants, contracts, and co-op agreements.

² Executive Order 13230 -Educational Excellence for Hispanic Americans provides for increasing opportunities for Hispanic Americans participation in and benefit from Federal educational programs and to enhance the capacity of Hispanic Serving Institutions (HSIs) to educate the Latino community.

³ Executive Order 13270 -Tribal Colleges and Universities (TCUs) ensures that TCUs are fully recognized and establishes a mechanism for increasing TCUs access to Federal resources.

Executive Order 13216 -Asian Americans and Pacific Islanders-provides for increasing opportunity and improving quality of life for this targeted group.

⁴ Executive Order 13216 -Asian Americans and Pacific Islanders-provides for increasing opportunity and improving quality of life for this targeted group.

5. ***Educational Initiatives:*** Proposals for programs providing career orientation and/or educational experiences promoting professions within the transportation field for youths. The use of MIHE facilities/staff in implementing these programs is encouraged. Proposals should be submitted to State Transportation Agencies for recommendation. Recommended proposals are then submitted to the FHWA Division Offices which are then forwarded to FHWA HCR for review and funding approval.

MIHE PROPOSALS**II. Minority Institutions of Higher Education (MIHEs) Proposals
(including unsolicited proposals by MIHEs):**

MIHEs are encouraged to submit proposals requesting funding for student internships, research projects, and scholarships promoting minority participation in transportation. Proposals should be sent to the State Transportation Agencies for review. Recommended proposals are then submitted to the Division Offices and are forwarded to the Federal Highway Administration Office of Civil Rights for final approval and funding.

Initiatives promoting the use of MIHEs are authorized under the following Presidential Executive Orders (EO): EO 13256 - President's Board of Advisor's on Historically Black Colleges and Universities,⁵ EO 13230 - President's Advisory Commission on Educational Excellence for Hispanic Americans,⁶ EO 13270 - Tribal Colleges and Universities,⁷ EO 13216 - Increasing Opportunity and Improving Quality of Life of Asian Americans and Pacific Islanders; and EO 12928 - Promoting Procurement With Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals, Historically Black Colleges and Universities (HBCUs), and Minority Institutions.⁸ The OJT/SS program objective in compliance with these Executive Orders is to increase the participation of HBCUs and other MIHEs in all phases of FHWA Federal and Federal-aid programs with special emphasis on research and technology programs.

Examples of MIHE proposals include, but are not limited to, the following categories that resulted from agency transportation-related initiatives⁹ (see flow chart that follows):

- **Research and Development** –Studies, observations, and other activities concerned with the identification, description, experimental investigation, and theoretical explanation of social, physical, and behavioral phenomena as related to transportation.
- **Program Evaluation** –Actions to assess the effectiveness of institutional programs and activities as well as the effectiveness of Federal programs and activities as related to transportation.
- **Training** –Use of professional personnel (Federal and non-Federal) to gain or enhance transportation-related knowledge or skills of professional staff and personnel at HBCUs and other MIHEs.
- **Facilities and Equipment** –Structures, works, fixed equipment, major repairs, or alterations to: structures, works, fixed equipment, facilities, or land as related to transportation and for use by an institute of higher education.

⁵ Executive Order 13256 –Historically Black Colleges and Universities (HBCU) provides for a structured effort to help HBCUs access to Federally-funded programs, to strengthen the capacity of HBCUs to provide quality education, to increase the participation of HBCUs in Federal programs and activities and to set annual procurement goals for awarding grants, contracts, and co-op agreements.

⁶ Executive Order 13230 –Educational Excellence for Hispanic Americans provides for increasing opportunities for Hispanic Americans participation in and benefit from Federal educational programs and to enhance the capacity of Hispanic Serving Institutions (HSIs) to educate the Latino community.

⁷ Executive Order 13270 –Tribal Colleges and Universities (TCUs) ensures that TCUs are fully recognized and establishes a mechanism for increasing TCUs access to Federal resources.

⁸ Executive Order 13216 –Asian Americans and Pacific Islanders-provides for increasing opportunity and improving quality of life for this targeted group.

⁹ See FHWA HCR document titled "Historically Black Colleges and Universities (HBCUs) and Other Minority Institutions of Higher Education (MIHEs) Program" presented at 2004 AASHTO National Transportation Civil Rights Conference, San Diego, California, September 6, 2004.

- ***Fellowships, Internships, Recruitment, Traineeships, and Arrangements under the Intergovernmental Personnel Act*** –Cooperative education, student and faculty internships, visiting professorships, and personnel and student recruitment for transportation-related activities at institutes of higher education (i.e., Dwight David Eisenhower Fellowships).
- ***Student Tuition Assistance, Scholarships, and Other Aid*** –Federal funds awarded to an institute of higher education for students enrolled in transportation disciplines or awarded directly to such students for payment of school related expenses including tuition and room and board.
- ***Direct Institutional Subsidies*** –Federal financial support to institutes of higher education for transportation-related education and general expenses where the Federal government either places no restrictions on the uses to which the funds may be put or provides a broad range of allowable activities within which the institution has discretion to use the funds.
- ***Third-Party Awards*** –Organizations or other entities receiving Federal awards on behalf of one or more HBCU or other MIHE as related to transportation.
- ***Private Sector Involvement*** –Includes public-private partnerships, alliances, joint ventures and activities of prime contractors/contracting with MIHEs for transportation-related activities.
- ***Administrative Infrastructure*** –Management and administrative framework of an institution of higher education as related to transportation disciplines.
- ***Other*** –Awards to institutes of higher education not identified in the above categories as related to transportation disciplines.

MIHE FUNDING CATEGORIES

**III. Minority Institutions of Higher Education (MIHE)
Potential Funding Categories**



EDUCATIONAL INITIATIVES

IV. Educational Initiatives

The transportation industry will continue to require individuals who are prepared to provide leadership to build the nation's transportation system for the next century. To meet this exciting challenge, transportation professionals of tomorrow must be academically prepared and experienced in their field of study. In addition, the next generation of transportation professionals must be diverse, inclusive, and reflective of the national population. To that end, the United States Department of Transportation (USDOT) and the Federal Highway Administration (FHWA) established various educational initiatives to address a crucial workforce need for the transportation industry. With an unprecedented number of transportation employees who are eligible to retire or will soon become eligible to retire, this is a great opportunity to prepare youth for future transportation and transportation-related careers.

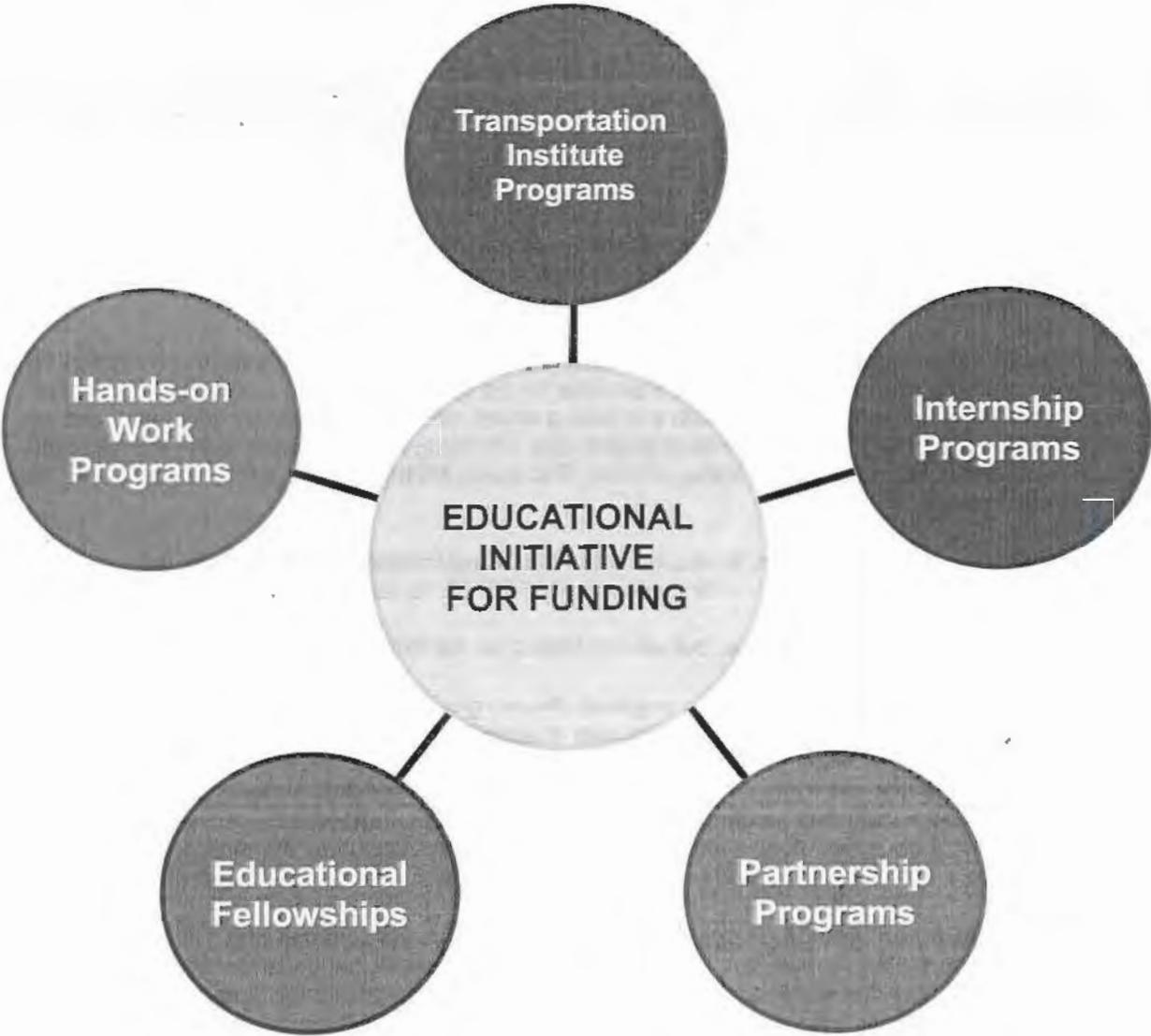
Private and public entities are invited to submit their own educational initiative proposals to compliment FHWA's own efforts in achieving a strong transportation workforce for the future. Funding is available for approved educational initiative proposals, targeting youth and young adults, which provide career orientation and/or educational experiences that foster and develop awareness, knowledge and exposure to the many career opportunities available within the field of transportation. The use of MIHE facilities/staff in implementing these programs is encouraged.

Proposals should be submitted to STAs for recommendation. Recommended proposals are then submitted to the FHWA Division Offices which are then forwarded to FHWA HCR for review and funding approval.

Examples of educational initiatives include, but are not limited to, the following: (*see flow chart that follows*):

- **Internship Programs** –Programs targeting diverse groups including minorities, women, disadvantaged individuals and persons with disabilities which offer transportation research opportunities, work experience, and on-site visits introducing students to many aspects of the complex field of transportation and transportation-related careers. Transportation areas may include, but are not limited to, the following: engineering, planning, economics, transportation management, environment, hazardous materials, aviation, business, public administration, management information systems, law, criminal justice, and marketing. Programs can be developed for summer implementation.
- **Transportation Institute Programs** – Programs that provide students with 4 to 5 weeks of instruction in SAT preparation, Life Management Seminars, field trips, and student projects in either a residential or non-residential implementation model, and motivate students to consider careers in the transportation industry. Programs targeting students who have an expressed interest in engineering, science, transportation, and technology careers are encouraged.
- **Partnership Programs** –Transportation-related educational programs with an existing partnership to another private or public entity that encourages interest in transportation, engineering, and related disciplines among minorities and women, but is not exclusive.
- **Hands-on Work Programs** –Transportation-related educational programs that offer hands on projects for youth interested in the transportation field. Potential projects could include, but are not limited to, rehabilitation, reclamation, or beautification of urban public housing and public works, and transportation resources or facilities.
- **Educational Fellowships** –Programs for qualified students at colleges and universities pursuing degrees in transportation-related disciplines. Programs which would advance transportation education, research and workforce development and encompass all modes of transportation.

Educational Initiatives for Funding



V. STATEMENT OF WORK (SOW) OVERVIEW

The following is a guideline detailing the documentations State transportation agencies (STAs) must submit in order for funding to be considered and approved by the Federal Highway Administration (FHWA).¹⁰

Please note: ALL STATEMENTS OF WORK submitted to FHWA must be complete (including all program components-see below). Incomplete Statements of Work will be returned without evaluation and may cause STAs to forfeit their funding request for the current fiscal year.

The following **key program components** must be included in the STA's SOW:

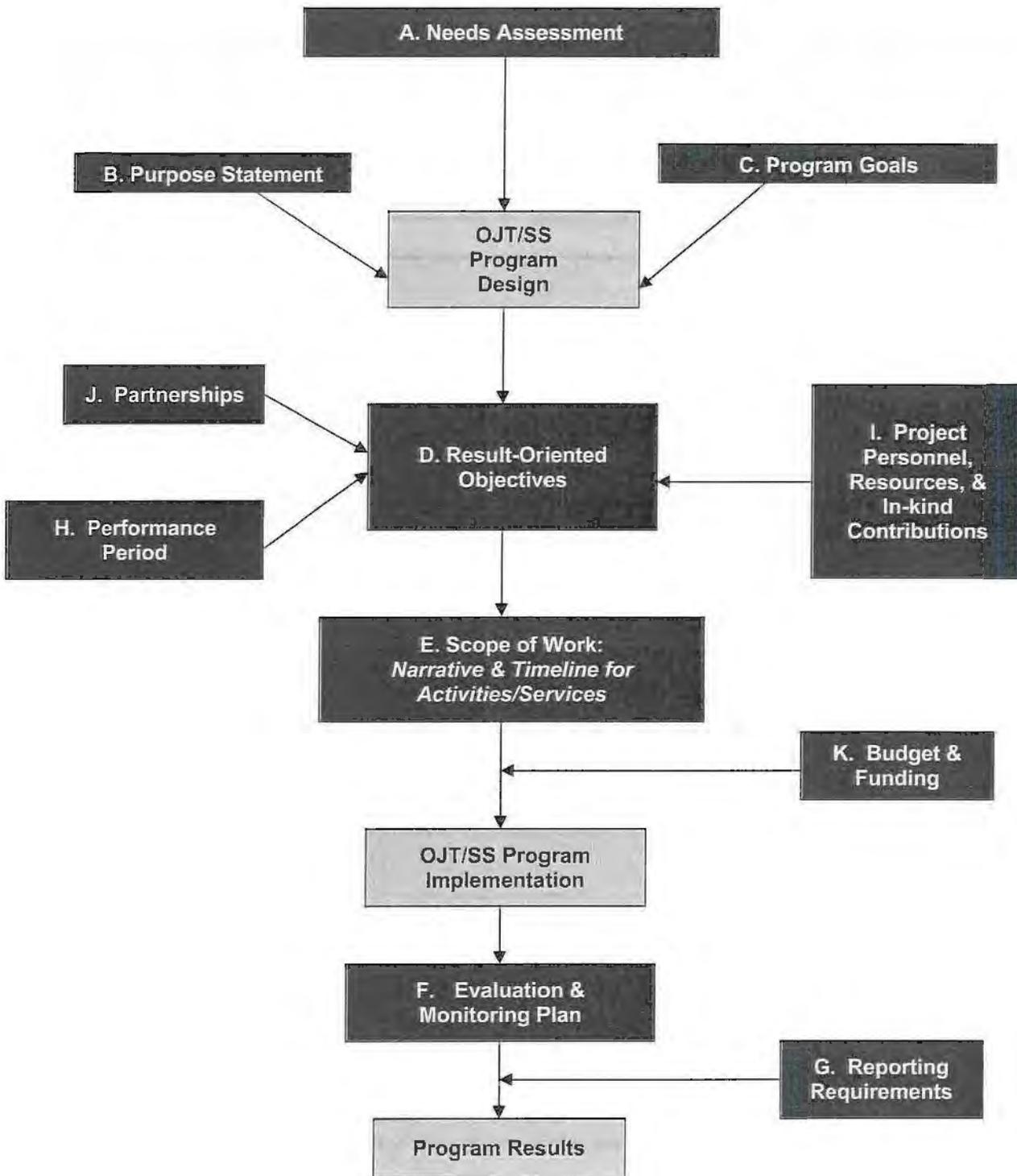
- A. Needs Assessment
- B. Purpose Statement
- C. Program Goals
- D. Result-Oriented Objectives*
- E. Scope of Work: Narrative & Timeline for Activities/Services*
- F. Evaluation and Monitoring Plan
- G. Reporting Requirements
- H. Performance Period
- I. Project Personnel, Resources, & In-Kind Contributions
- J. Partnerships
- K. Budget and Financial Requirements

* Program Goals, Result-Oriented Objectives, and Scope of Work can be presented using a Logic Model (see Attachment A; also see W.K. Kellogg Web site at www.wkkf.org for a guide in developing a logic model)

IMPORTANT: If any component in this guideline does not apply or is not necessary to your OJT/SS program, *write a response indicating why that particular component will not be attached or discussed in your SOW*. It is **NOT ACCEPTABLE** to answer not applicable (N/A).

¹⁰ These key components as well as suggestions and tools can be used by the FHWA, STA, and others who have responsibility for implementing and managing an OJT/SS Program. Additionally, this OJT/SS Program document offers guidance for STAs to consider when revising supportive service programs funded by FHWA.

Steps Involved in Creating a Successful OJT/SS Program



A. NEEDS ASSESSMENT

1. OJT/SS Program Goal:

The broad OJT/SS program goal for all STAs requesting funding is to provide supportive services that will increase the total number of minorities, women and disadvantaged individuals (the targeted group) participating in the Federal-aid highway construction industry.

2. Purpose of the Needs Assessment:

In order to achieve the broad OJT/SS program goal, STAs must determine what **services would increase participation** of the total number of minorities, women and disadvantaged individuals in the Federal-aid highway construction industry.

In addition, STAs must **determine what the current barriers** are to the targeted group's participation on Federal-aid highway construction projects.

A needs assessment will provide data (from the targeted group and contractors) identifying the barriers that hinder the targeted group's participation in Federal-aid highway construction projects. These identified barriers demonstrate the need for the OJT/SS program. The OJT/SS program **MUST** address these barriers by offering programs, which offer solutions and enable STAs to meet the OJT/SS program goal in their community.

The needs assessment ensures the participation of every stakeholder in creating an individualized, necessary, and community-based OJT/SS program.

3. Annual Data Collection from Participants

The needs assessment is conducted **annually** with the information obtained from the **prime contractors**, the **potential OJT candidates** and the **local communities** where the projects are located or projects that are projected to start within five years.

Annual data can be collected from the following participants:

1. OJT participants
2. OJT service providers
3. Construction company owners
4. State construction and project engineers

² 23 CFR Ch.1 §230.113(b)(1), *Implementation of Supportive Services (4-1-06 edition)*.

4. Instruments to Collect Information

A **variety of instruments** can be used to collect information, including but not limited to, the following:

1. Surveys
2. Internal data collection
3. Interviews
4. Evaluations
5. Observations
6. Focus groups
7. Assessment of skills for targeted group

5. Questions the Needs Assessment MUST Answer

The needs assessment **MUST** answer the following questions in order to develop the OJT/SS Statement of Work:

1. What **current** and **future** Federal-aid highway construction **projects** have been **identified in the community**?
2. What Federal-aid highway construction **jobs** have been **identified** based on the current and future jobs cited in question 1?
3. What skills are required for the identified jobs cited in question 2?
4. What are the **current barriers** to minorities, women and disadvantaged individuals in participating on these Federal-aid highway construction projects and jobs (i.e. skills training, transportation, child care, lack of open apprenticeship programs, etc.)?

How to identify the OJT/SS Services for the target groups' ability to perform highway construction jobs once community construction jobs have been identified:

1. Identify the targeted groups' current competencies used to perform the specific tasks required for the identified construction jobs (identify current level of performance).
2. Develop a list of tasks and competencies needed by the employer/contractor in order to complete the job (identify established performance expectations).
3. Identify the barriers to job performance (what is the difference between the current level of performance and the established performance expectations).
4. Identify any additional barriers that hinder job performance (i.e. lack of child care, lack of transportation, lack of tools, lack of pre apprenticeship program availability, lack of basic skills, career planning skills, physical skills, mentoring, communication skills, job skills, etc.).
5. Identify what tasks/competencies are the most important for achieving the OJT/SS goal.
6. Develop OJT/SS program, which will provide services that will reduce/eliminate the barriers identified (obtain information needed for developing/selecting the appropriate learning strategy).

Examples of Potential Barriers and Possible Solutions as Identified in the Needs Assessment

Identified Barriers	Identified Solutions
Lack of tools	Provide tools for target group working on Federal-aid highway construction jobs
Lack of child care	Provide child care services for targeted group working on Federal-aid highway construction jobs covering hours of employment
Lack of transportation	Provide transportation to and from the worksite for the target group
Lack of Pre-apprenticeship Program	Provide pre-apprenticeship program that results in entrance to an apprenticeship program for the target group
Lack of Basic Skills	Provide basic skills necessary for Federal-aid highway construction employment for the target group
Lack of Career Planning skills	Provide resume, networking, letter writing and other career planning services which aid in the achievement of Federal-aid highway construction employment for the targeted group
Lack of physical skills	Provide strength training and instruction in physical skills needed for Federal aid highway construction for the targeted group
Lack of communication skills	Provide English for Speakers of other languages focused on language skills necessary for Federal-aid highway construction jobs for the targeted group

B. PURPOSE STATEMENT

The purpose statement is a **summary** statement which indicates the **amount of money** the OJT/SS program is **requesting**, **why** the money is being **requested** (services offered should be identified from current needs assessment) and what the money will be **used for**.

The purpose statement is based on the needs assessment.

Example of a Purpose Statement

ABC State is requesting \$200,000 in funding to provide highway construction industry skills training, tools and equipment, and child care services, as identified as current barriers in the needs assessment, to minorities, women and the disadvantaged in order to increase the targeted group's participation in the highway construction workforce.

C. PROGRAM GOALS

Performance goals are anticipated, desirable results of the project, **expressed numerically**, that are **developed annually** for each year the program is funded and are based on the outcome of the needs assessment.

The OJT/SS program goal **MUST** address where the targeted population will be when the performance period has ended.

Once goals are established, result-oriented objectives will formulate the plan for achieving these goals.

TIP: It is recommended that each OJT/SS program **identify three to six goals**, with **each goal** always having **one to three measurable objectives**.

Where does **per-**  the OJT/SS program aim to be after the performance period ends and funds are expended?

Using the data collected from the needs assessment, the STA should identify the specific program goals for their OJT/SS program. Program goals identify where the OJT/SS program hopes to be at the end of the performance period and are **based on the information gained from the needs assessment**.

OJT/SS PROGRAM GOALS MUST:

- Be written in one sentence.
- Be clear and concise.
- Do not have to include any measurements or timelines (these will be included in the program objectives).
- Goals should identify the targeted population.

Examples of Topics for PROGRAM GOALS

1. Develop and implement **recruitment services** in order to increase minorities, women and disadvantaged individual's participation in the highway construction industry.
2. Provide highway construction hands-on **training and apprenticeship** programs to increase the level of skills needed in the highway construction industry for minorities, women and disadvantaged individuals.
3. Provide **employment counseling and related services** to increase job placement in the highway construction industry for minorities, women and disadvantaged individuals.
4. Provide **supplemental services** (ie. child care, remedial education, etc.) as identified by minorities, women and disadvantaged individuals in order to support their continued employment on Federal-aid highway construction jobs.
5. Provide **continuous support (as identified by the needs assessment)** to minorities, women and disadvantaged individuals in order to increase and maintain their ability to remain in the highway construction workforce.
6. Provide **transportation** for minorities, women and disadvantaged individuals in order to enable them to travel to and from work sites.
7. Provide **post-graduation follow-up assistance** for minorities, women and disadvantaged individuals in order to support their ability in continued participation in the highway construction workforce.
8. Provide **job site mentoring** to minorities, women and disadvantaged individuals working on Federal-aid highway construction projects to support the targeted group's continuation in the highway construction workforce.
9. Provide **pre-employment assessment** for minorities, women and disadvantaged individuals in order to support their ability in continued participation in the highway construction workforce.
10. Provide **mediation** for minorities, women and disadvantaged individuals in order to support their ability to continue participating in the highway construction workforce.
11. Provide **pre-and post-employment counseling** for minorities, women and disadvantaged individuals in order to support their ability in continued participation in the highway construction workforce.
12. Provide **skills training** aimed at increasing the overall participation of minorities, women and disadvantaged individuals in the highway construction industry.
13. Provide **child care** to participants in a FHWA or State Highway Administration (SHA) OJT Program aimed at increasing the continued participation and increased participation of minorities, women and disadvantaged individuals in the highway construction workforce.
14. Develop and implement a **recruitment marketing plan** aimed at increasing the overall participation of minorities, women and disadvantaged individuals in the highway construction industry.

Examples of PROGRAM GOALS

1. Provide hands-on highway construction training and apprenticeship programs to increase the level of skills needed in the highway construction industry for minorities, women, and disadvantaged individuals.
2. Provide basic education skills and GED preparation instruction to OJT/SS participants in order to complete the prerequisite requirements necessary to enter the apprenticeship program.
3. Provide construction tools and equipment to minorities, women, and disadvantaged individuals in order to support their continued employment on Federal-aid highway construction jobs.
4. Provide child care services to minorities, women, and disadvantaged individuals in order to support their continued employment on Federal-aid highway construction jobs.

D. RESULT-ORIENTED OBJECTIVES



What are the major steps that the program will take in order to reach each goal?

The **objectives** serve as *benchmarks for what the program plans to achieve during the performance period*. The objectives must be **result-based** to demonstrate accountability.

Result-based objectives are specific, measurable, attainable and time-bound (**showing a measurable change** as a result of the OJT/SS program and **identifying a time period** for measurement of each objective).

IMPORTANT: Result-Oriented Objectives need to be written in *specific* and *measurable terms* and have a given *time frame* for achievement.

Writing Program Objectives in Specific, Measurable Terms with Time Frames for Achievement

STEP 1. First restate each identified program goal (See 3A).

STEP 2. Determine what services/activities the OJT/SS program will provide in order to reach each goal (see chart p.15).

STEP 3. Determine a realistic and attainable measurement for achievement that the program should achieve by the end of the performance period.

STEP 4. Identify the specific time (date) each objective will be measured and achieved.

Examples of Measurable, Specific Objectives

Objective: Increase the number of minorities, women and disadvantaged individuals who apply for Federal-aid highway construction jobs by 50 percent through implementation of a recruitment program to be achieved by December 1, 2010.

Objective: Provide on-the-job highway construction training in cement paving to at least 125 members of the targeted group with 100 percent of graduating participants gaining full or part time employment on Federal-aid highway construction jobs by June 1, 2010.

Objective: Provide child care services for 100 percent of the targeted population whom have gained full time or part time employment on Federal-aid highway construction jobs.

Objective: Provide construction tools for 100 percent of the targeted population whom have gained full time or part time employment on Federal-aid highway construction jobs.

Objective: Provide a pre-apprenticeship program for at least 75 members of the targeted population with 100 percent of graduating participants moving into apprenticeship programs by 2010.

E. SCOPE OF WORK: *Narrative & Timeline for Activities/Services*

Examples of Activity/Services that can be provided in order to achieve PROGRAM GOALS*

1. Recruitment
2. Skills training
3. Job placement
4. Child care
5. Outreach
6. Transportation to work sites
7. Post-graduation follow-up
8. Job-site mentoring
9. Pre-employment assessment
10. Mediation
11. Pre-and post-employment counseling
12. Pre-Apprenticeship Programs

***All of these services must be connected to a Federal-aid highway construction project in order to receive funding.**

The narrative portion of the scope of work * **MUST** provide enough detail so that readers can easily understand the following:

- What services participants will be receiving?
- What participants will be doing?
- What benefits participants will be gaining from the services?

* **Replication of the program should be possible based upon a reading of the scope of work narrative.**

The timeline of the scope of work must specify when **ALL** activities/services identified in the objectives will begin and end during the performance period.

The timeline portion of the scope of work must include the following information:

1. **Identify ALL key tasks or activities** that will be carried out to implement the program successfully.
2. **Identify ALL tasks** that will be carried out from the **first to the last day of the performance period**.
3. Provide a realistic **timeframe** identifying when specific tasks will occur.
4. **Identify evaluation and monitoring instruments** that will be used to measure activities and provide dates for administration of these instruments.
5. **Identify dates for submission of evaluation and monitoring data results** to FHWA (**MUST** be done on a monthly or quarterly basis, as well as an annual report submitted within 60 days of the programs completion).

F. EVALUATION and MONITORING PLAN

The evaluation/monitoring plan is one of the most important portions of the SOW. FHWA requires all recipients of funding to use one or more evaluation/monitoring instruments, which track progress and demonstrate achievement of the program objectives.

The OJT/SS SOW **MUST** include a narrative explaining the evaluation/ monitoring plan that will be implemented for the OJT/SS program. This plan should include how data will be gathered, evaluated, and monitored. In addition, copies of the evaluation/monitoring instruments **MUST** be attached to the SOW.

IMPORTANT: All OJT/SS programs approved for funding must show accountability for the Federal dollars they receive. This will be achieved through on-going evaluation, monitoring and analysis of the OJT/SS program.

Evaluation/Monitoring Plan* **MUST** include the following:

1. A review of each program objective and a narrative explaining how you will determine whether each objective has been achieved (what evidence will demonstrate that program objectives have been achieved).
2. The type of information you will collect for evaluation purposes.
3. Identification of the frequency for which the information will be collected (monthly or quarterly).
4. Identification of the person(s) responsible for collecting the information.
5. Identification of the person(s) responsible for analyzing the information and reporting the results to FHWA.

***Evaluation/Monitoring instruments MUST be attached to your SOW (see also Section G).**

G. REPORTING REQUIREMENTS for Program Goals and Objectives

Performance goal(s) and objective(s) data **MUST be completed and submitted to FHWA** on a **monthly or quarterly** basis as well as in an **annual performance report** upon the completion of the one-year program implementation.

The OJT/SS SOW report **MUST** describe the data collection process and analysis methods that will be used to measure each program objective.

The OJT/SS SOW report **MUST** describe the extent to which progress has been made in achieving the program's written objectives, as well as, any problems and possible solutions for overcoming those problems.

The reports should include the following:

1. Identify each objective and the **progress achieved** as of the reporting date (Data showing progress should be measurable and include numerical data, include the number of participants the program impacted, how the program impacted them, what overall difference did the program make, etc.).
2. Identify all successes to date for the OJT/SS program (What did you accomplish?).
3. Identify any problems to date for the OJT/SS program and offer possible solutions in overcoming these problems (What changes could be made to improve the program? Is this program worth funding again?).
4. Include any additional information (i.e. questions, concerns, improvements/recommendations for administration of the program, etc.) that might be helpful.

H. PERFORMANCE PERIOD

The total performance period for each OJT/SS SOW is **not to exceed one year**.

I. PROJECT PERSONNEL, RESOURCES & IN-KIND CONTRIBUTIONS (See Attachment B)

1. Identify the OJT/SS Project Administrator*

Job Description: The OJT/SS project administrator is the individual who is **responsible for the management of the OJT/SS program**. The project administrator should allocate an adequate portion of his/her work time (depending on the individual program needs) to oversee the implementation of the OJT/SS program. In addition, the project administrator will attend meetings with personnel, the project director, and community organization partners (See Section J).

*Resume for OJT/SS Project Administrator **MUST** be attached to SOW.

Duties: The project administrator is responsible for implementing the OJT/SS statement of work according to the funding requirements** of the FHWA Office of Civil Rights.

All approved (funded) OJT/SS programs will receive a letter from FHWA indicating any changes that **MUST be made on the OJT/SS SOW submitted. The project administrator is responsible for revising the SOW and implementing the program following the requirements by the FHWA Office of Civil Rights.

2. Identify the OJT/SS Project Director***

Job Description: The OJT/SS project director is the individual who is **responsible for the day-to-day operation of the OJT/SS program**. In addition, the project director will attend meetings with personnel, the project administrator, and community organization partners (see Section J).

***Resume for OJT/SS Project Director **MUST** be attached to SOW.

Duties: The project director is responsible for implementing the OJT/SS statement of work according to the funding requirements**** of FHWA Office of Civil Rights and reports directly to the project administrator.

****All approved (funded) OJT/SS programs will receive a letter from FHWA indicating any changes that **MUST** be made on the OJT/SS SOW submitted. The project administrator is responsible for revising the SOW and implementing the program following the requirements by the FHWA Office of Civil Rights.

NOTE: The project administrator and project director may be the same individual.

3. Identify any Additional OJT/SS Program Personnel who will be paid using FHWA funding

List all other personnel who will be hired or assigned for implementation of the OJT/SS program. In addition, specify contact information (including phone numbers and email addresses) for all identified personnel.

4. Provide a Management Plan for OJT/SS Program Personnel (See Attachment C)

The program management plan identifies who is accountable to whom. The program management plan provides FHWA with the names of personnel to contact should any questions arise regarding the OJT/SS program and its implementation.

Checklist for Identifying Key OJT/SS Personnel*
<ul style="list-style-type: none">✓ What are the project administrator's qualifications?✓ What are the project director's qualifications?✓ Who are the personnel who will carry out the day-to-day OJT/SS services/activities?✓ Do the project's personnel have extensive experience in the implementation of an OJT/SS program or related area?✓ What percentage of time for each individual will be charged to the OJT/SS program?✓ Is the time allocation for each individual sufficient in order to carry out the duties described in the OJT/SS SOW?✓ Will individual's time be paid for with FHWA funding or through an in-kind contribution?✓ What is each individual's line of accountability (to whom will each individual report)?
<p>*Include relevant work background, awards, acknowledgments, special recognitions, educational information, and any additional information that qualifies individuals for the positions</p>

5. Identify Available Resources: In-Kind Contributions (See Attachment D)

In order to implement a successful OJT/SS program, additional resources (above FHWA's funding allocation) will be necessary. The OJT/SS SOW **MUST** demonstrate the proposed program's adequacy of resources.

The SOW **MUST** identify all monetary and in-kind resources (specify the name of the partner agencies, the type of funding and the dollar value of the contribution). In-kind funding includes human and material resources that the STA will make available to the OJT/SS program. In-kind contributions include materials, equipment or services that are given without charge to the program or organization.

Identification of available resources can be provided in either a narrative or table format (See **Attachment D**).

Potential Sources for matching funds or in-kind contributions:
<ol style="list-style-type: none">1. Personnel: Individuals who will provide direct or indirect services for the OJT/SS program but whose services will not be paid through the OJT/SS program's budget expenditures. This may include volunteers. Dollar amounts for each individual must be included.2. Fringe Benefits: Fringe benefits for administrative, clerical, contracted, and facilities personnel. Eligible fringe benefits can be prorated based on the actual amount of time contributed to the OJT/SS program.3. Travel Expenses: All travel must be related to the OJT/SS program and granted for key or ancillary personnel.4. Equipment: Equipment must be existing or to be purchased.5. Supplies: Supplies must be on hand from existing inventory or newly purchased.6. Contractual: Contracted consultants can lend their expertise and time to the OJT/SS program (pro bono services).7. Construction: Infrastructure work can be donated by trade professionals or volunteers.8. Miscellaneous: Utilities, telephone, printing, copying, postage and other costs can be a source of in-kind contributions.

J. PARTNERSHIPS (See Attachment F)

In order to ensure that every community stakeholder becomes a participant in achieving the goal of having a diverse skilled highway construction workforce, long-term partnerships should be established and maintained for the future. These partnerships will help in planning a successful program, providing necessary solutions, and collaborating resources.

Possible partnerships include educators, contractors, government agencies, workforce advocates, contractor associations, unions, trade organizations, apprenticeship programs, community-based organizations, lending and financial institutions, community educational institutions, community/economic development organizations, youth organizations, community leaders, etc.

The SOW should identify all OJT/SS Program partners and include: Name of organization, organization's location, organization's role (what services/monetary support have they agreed to supply, and whether they have agreed to continue the partnership in the future.

In addition, the SOW **MUST** include an official letter from a chief officer of **EACH** partnership organization stating their commitment to the OJT/SS program and the services/monetary contribution the organization has agreed to furnish.

K. BUDGET AND FINANCIAL REQUIREMENTS (See Attachment E)

The OJT/SS program budget must be linked directly to the program's objectives. In order to achieve the objectives, the OJT/SS program will implement a series of services/activities. The line items in the budget are the costs of what is necessary to carry out the OJT/SS services/activities and which will lead to the program objectives being successfully achieved.

1. Budget Summary

The budget summary is a skeletal outline showing how the OJT/SS program's total cost is allocated to line items. The budget summary should provide the main budget line item categories, identification of whether funds are in-kind* or requested and the total amounts for each category in a table format. (See *attachment E*)

TIP: *To identify the *dollar value for volunteer hours by State* see the Independent Sector website at http://independentsector.org/programs/research/volunteer_time.html .

2. Budget Narrative

The budget narrative follows the budget summary table in the OJT/SS SOW. Everything included in the budget narrative should have been discussed previously in the OJT/SS SOW.

Budget Narrative Components**

1. Personnel portion

- Describe in detail the costs for the OJT/SS program staff and fringe benefits that will be paid from the FHWA funds, paid by the STA funds, and any other funds (which are NOT FHWA funds) as well as the value of volunteer hours.*
- OJT/SS program funds may **NOT** be used to pay for salaries or training for STA staff in administering an "in-house" OJT/SS program.

2. Requested Contributions

- Describe in detail any funds the STA is seeking to obtain from outside organizations for the OJT/SS program.

3. Travel

- Describe in detail any local travel (mileage reimbursement) or out-of-town travel that OJT/SS program personnel will be reimbursed for (including cost of transportation, lodging, meals, and ground transportation).
- In addition, include the number of trips planned, number of persons attending each trip, name of event, purpose of the trip, location, and other costs (i.e. the daily allowance given to OJT/SS personnel to spend on meals and incidentals while traveling).

4. Equipment

- OJT/SS program funds may **NOT** be used to purchase equipment.

5. Supplies

- Identify all materials and supplies needed for the daily implementation of the OJT/SS program.
- Examples include office supplies, program supplies, and training supplies.

6. Contractual

- Identify any person hired for the OJT/SS program who is not a member of the OJT/SS program staff.
- Examples include accounting firms hired to handle fiscal reporting/money management; evaluation specialist hired to evaluate program; etc.

7. Other/Miscellaneous

- Identify any items necessary for implementing the OJT/SS program which do not fit into any of the other categories.
- List items by major type, and show, in the budget narrative, how you arrived at the total sum requested.

8. Indirect Costs/Overhead

- Indirect costs cover services and products such as the telephone bill, utilities, rent payments, maintenance costs, and insurance premiums.
- Indirect costs are usually calculated as a percentage of total direct costs and can range from 5 percent to 20 percent of the budget.

TIP*: See the General Services Administration web site for the *State link to domestic per diem rates* at http://www.gsa.gov/Portal/gsa/ed_content/view.do?programId=5704&channelId=159435&oid=15363&contentId=179438&pageTypeId=8203&contentType=GSA_BASIC&programPage=%2Fper%2Fprogram%2FgsaBasic.jsp&P=14TF

IMPORTANT:** OJT/SS program funds may **NOT** be used for non-highway related activities.

SOW ATTACHMENTS

ATTACHMENT A

Program Implementation Plan			Program Anticipated Outcomes	
Resources	Activities/ Services	Objectives	Goals	Impact
<ul style="list-style-type: none"> List all of the resources needed to operate the OJT/SS program. Resources include: staff, money, volunteers, facilities, equipment, supplies, community partnerships. 	<ul style="list-style-type: none"> List all of the planned activities/ services (ones listed on the timeline). Identify what the OJT/SS program will do with the resources in order to fulfill your goals. 	<ul style="list-style-type: none"> List the objectives that will be the direct results of the activities/ services provided. 	<ul style="list-style-type: none"> Anticipated benefits for the target group as a result of the program activities/ services. Include all short-term, mid-term, long-term goals that are anticipated during and after the program's implementation. 	<ul style="list-style-type: none"> List the intended changes to the targeted population, community, partners, etc. as a result of the program's implementation.

Internet resources for help in creating Logic Models:

- National Center for the Dissemination of Disability Research: www.ncddr.org
- Centers for Disease Control and Prevention: www.cdc.gov/eval/resources.htm
- U.S. Department of Housing and Urban Development: www.ngma-grants.org/docs/2004conference/attachments/sessionE3.ppt#1
- W.K. Kellogg Web site: www.wkkf.org

Attachment B

PERSONNEL PLAN

POSITION TITLE	PERSONNEL ASSIGNED	HOURS ASSIGNED TO PROGRAM IMPLEMENTATION	FUNDING SOURCE (FHWA or In-Kind)	QUALIFICATIONS
<ul style="list-style-type: none"> • List the job title. 	<ul style="list-style-type: none"> • Provide name of person assigned to position. • Provide contact information for each individual (phone, email). 	<ul style="list-style-type: none"> • Provide the time required for each individual assigned to implement the program. • Provide time in hours per week. 	<ul style="list-style-type: none"> • Provide the funding source for the time. • FHWA or In-Kind. 	<ul style="list-style-type: none"> • Provide person's relevant work experience and/or educational and professional achievements.

MANAGEMENT PLAN

OJT/SS PROGRAM			
TITLE _____			
Position	Hours Per Week On Program Implementation	Reports To	Funded By
<ul style="list-style-type: none"> • Identify title of position. • Indicate in () the number of people that will fill each position. 	<ul style="list-style-type: none"> • Specify the time allocation for each individual. 	<ul style="list-style-type: none"> • Identify to whom this individual will report. 	<ul style="list-style-type: none"> • Specify how the position will be funded.

Attachment D

AVAILABLE RESOURCES: CASH AND IN-KIND

Resource/On Agency/ In-kind	Cash Contribution	In-kind Contribution
<p>Record all resources name (monetary and in-kind) that will contribute to the OJT/SS program.</p> <p>Resources should include all organizations/persons who are helping to implement the OJT/SS program by contributing cash or in-kind services.</p>	<p>Specify the dollar amount for all cash contributions.</p> <p>Identify monetary State funding that can be contributed to the OJT/SS program.</p>	<p>Specify the value in dollars for all in-kind donations.</p> <p>In-kind resources includes administrative services, access to materials and supplies, use of equipment and facilities, printing support services, etc. which will be available to the OJT/SS program and its personnel at no cost.</p>

TIP: *To determine the *dollar value for volunteer hours by State* see the Independent Sector website at www.independentsector.org

BUDGET SUMMARY

Line-Item Detail	In-Kind*/ Matching Funds	FHWA Funds Requested	Total Costs
SALARIES			
<ul style="list-style-type: none"> Identify specific main budget line items (for example: personnel, fringe benefits, etc.). 	<ul style="list-style-type: none"> Dollar amount of in-kind contribution/matching funds 	<ul style="list-style-type: none"> Dollar amount of requested funds 	<ul style="list-style-type: none"> Provide the TOTAL cost per category identified in the line-item column.
FRINGE BENEFITS			
<ul style="list-style-type: none"> Identify specific main budget line items (for example: personnel, fringe benefits, etc.). 	<ul style="list-style-type: none"> Dollar amount of in-kind contribution matching funds 	<ul style="list-style-type: none"> Dollar amount of requested funds 	<ul style="list-style-type: none"> Provide the TOTAL cost per category identified in the line-item column.
TRAVEL			
<ul style="list-style-type: none"> Identify specific main budget line items (for example: personnel, fringe benefits, etc.). 	<ul style="list-style-type: none"> Dollar amount of in-kind contribution matching funds 	<ul style="list-style-type: none"> Dollar amount of requested funds 	<ul style="list-style-type: none"> Provide the TOTAL cost per category identified in the line-item column.
SUPPLIES			
<ul style="list-style-type: none"> Identify specific main budget line items (for example: personnel, fringe benefits, etc.). Examples include: office supplies, program supplies, and training supplies. 	<ul style="list-style-type: none"> Dollar amount of in-kind contribution matching funds 	<ul style="list-style-type: none"> Dollar amount of requested funds 	<ul style="list-style-type: none"> Provide the TOTAL cost per category identified in the line-item column.
CONTRACTUAL			
<ul style="list-style-type: none"> Identify specific main budget line items (for example: personnel, fringe benefits, etc.). Examples include accounting firms hired to handle fiscal reporting/money management; evaluation specialist hired to evaluate program; etc. 	<ul style="list-style-type: none"> Dollar amount of in-kind contribution matching funds 	<ul style="list-style-type: none"> Dollar amount of requested funds 	<ul style="list-style-type: none"> Provide the TOTAL cost per category identified in the line-item column.

OTHER/MISCELLANEOUS

<ul style="list-style-type: none"> • Identify specific main budget line items (for example: personnel, fringe benefits, etc.). • Identify any items necessary for implementing the OJT/SS program which do not fit into any of the other categories. • List items by major type and show, in the budget narrative, how you arrived at the total sum requested. 	<ul style="list-style-type: none"> • Dollar amount of in-kind contribution matching funds 	<ul style="list-style-type: none"> • Dollar amount of requested funds 	<ul style="list-style-type: none"> • Provide the TOTAL cost per category identified in the line-item column.
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INDIRECT COSTS

<ul style="list-style-type: none"> • Identify specific main budget line items (for example: personnel, fringe benefits, etc.). • Indirect costs cover services and products such as the telephone bill, utilities, rent payments, maintenance costs, and insurance premiums. • Indirect costs are usually calculated as a percentage of total direct costs and can range from 5 percent to 20 percent of the budget. 	<ul style="list-style-type: none"> • Dollar amount of in-kind contribution matching funds 	<ul style="list-style-type: none"> • Dollar amount of requested funds 	<ul style="list-style-type: none"> • Provide the TOTAL cost per category identified in the line-item column.
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TIP: *To determine the *dollar value for volunteer hours by State* see the Independent Sector website at www.independentsector.org.

PARTNERSHIPS

Partnerships	Services/ Contributions	Time Commitment to OJT/SS Program
<ul style="list-style-type: none"> • Include the following information for EACH partner: 1. Organization Name 2. Contact person 3. Contact information (email and phone) 4. Location 	<ul style="list-style-type: none"> • What has partner committed to provide the OJT/SS program? <u>Examples:</u> ABC Company has committed to provide cash support in the amount of \$ to be used for ABC Company has committed to provide meeting space to be used for... ABC Company has committed to provide # of volunteers to provide.... ABC Company has committed to provide technical assistance to be used for... ABC Company has committed to provide construction equipment to be used for... ABC Company has committed to provide construction training to be used for.... 	<ul style="list-style-type: none"> • How much time has the partner committed to the OJT/SS program (the entire performance period, beyond the performance period, etc.)? • Give a reference number indicating where the official letter of commitment can be found in the OJT/SS SOW.