

**FY 2010  
ON-THE-JOB TRAINING/SUPPORTIVE SERVICES  
STATEMENT OF WORK**

**TRANSMITTAL SHEET**

<b>Name/Address of Proposer:</b>	
<b>Amount (of Funding Requested):</b>	\$
<b>Congressional District(s) number(s) :</b>	
<b>Name of member(s) of Congress:</b>	
<b>Data Universal Numbering System (D-U-N-S®) #:</b>	

**PROPOSER CONTACT REPRESENTATIVES**

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**PLEASE COMPLETE AND RETURN THIS SHEET ALONG WITH YOUR STATEMENT OF WORK TO THE DEPARTMENT OF TRANSPORTATION - OFFICE OF BUSINESS AND ECONOMIC OPPORTUNITY.**

## 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).

**PLEASE NOTE:** Each SOW submitted to FHWA must be complete (including all program components-see below). Each SOW MUST include the Data Universal Numbering System (D-U-N-S@#) and Congressional District(s) number(s) along with the Name(s) of the member(s) of Congress. 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. Scope of Work (Narrative and Timeline for Activities/Services)
- B. Needs Assessment
- C. Purpose Statement
- D. Performance Goals and Measures
- E. Performance Period
- F. Monitoring and Evaluation
- G. Budgeting and Financial Requirements
- H. Reporting Requirements
- I. \*Result-Oriented Objectives
- J. \*Project Personnel, Resources and In-kind Contributions
- K. \*Partnerships

\*These SOW components are no longer required however, Proposers should provide items J and K if requested by the State DOT.

NOTE: Program Goals 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](http://www.wkkf.org) for a guide in developing a logic model)

### **A. SCOPE OF WORK (Narrative and Timeline for Activities/Services)**

Examples of Activity/Services that can be provided in order to achieve PROGRAM GOALS*
<ol style="list-style-type: none"><li>1. Recruitment</li><li>2. Skills training</li><li>3. Job placement</li><li>4. Child care</li><li>5. Outreach</li><li>6. Transportation to work sites</li><li>7. Post-graduation follow-up</li><li>8. Job-site mentoring</li><li>9. Pre-employment assessment</li></ol>

- 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:

- 1. What services participants will be receiving?
- 2. What participants will be doing?
- 3. 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).

## **B. 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:
<ol style="list-style-type: none"> <li>1. OJT participants</li> <li>2. OJT service providers</li> <li>3. Construction company owners</li> <li>4. State construction and project engineers</li> </ol>

4. Instruments to Collect Information

A variety of instruments can be used to collect information, including but not limited to, the following:
<ol style="list-style-type: none"> <li>1. Surveys</li> <li>2. Internal data collection</li> <li>3. Interviews</li> <li>4. Evaluations</li> <li>5. Observations</li> <li>6. Focus groups</li> <li>7. Assessment of skills for targeted group</li> </ol>

5. Questions the Needs Assessment **MUST** Answer

The needs assessment <b>MUST</b> answer the following questions in order to develop the OJT/SS Statement of Work:
<ol style="list-style-type: none"> <li>1. What current and future Federal-aid highway constructions projects have been identified in the community?</li> <li>2. What Federal-aid highway construction jobs have been identified based on the current and future jobs cited in question 1?</li> <li>3. What skills are required for the identified jobs cited in question 2?</li> </ol>

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 constructions 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
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

### **C. 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.*

### **D. PERFORMANCE GOALS AND MEASURES**

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 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:

1. Be written in one sentence.
2. Be clear and concise.
3. Do not have to include any measurements or timelines (these will be included in the program objectives).
4. 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* (i.e. 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
<ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>4. Provide child care services to minorities, women, and disadvantaged individuals in order to support their continued employment on Federal-aid highway construction jobs.</li> </ol>

### **E. PERFORMANCE PERIOD**

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

### **F. MONITORING AND EVALUATION**

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 H*).

## **F. 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](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.

## H. REPORTING REQUIREMENTS

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.

**PLEASE NOTE:** The following SOW components are no longer required\*:

1. Result-Oriented Objectives
2. Project Personnel, Resources and In-kind Contributions
3. Partnerships

\* However, proposals should provide items 2 and 3 if requested by the State DOT.

## I. 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 constructions 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.

**J. PROJECT PERSONNEL, RESOURCES and  
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 K).

\*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 K).

\*\*\*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 maybe 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\***

- ✓ 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)?

\*Include relevant work background, awards, acknowledgments, special recognitions, educational information, and any additional information that qualifies individuals for the positions

**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).

<b>Potential Sources for matching funds or in-kind contributions:</b>
<p>1. <b>Personnel:</b> 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.</p> <p>2. <b>Fringe Benefits:</b> 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.</p> <p>3. <b>Travel Expenses:</b> All travel must be related to the OJT/SS program and granted for key or ancillary personnel.</p> <p>4. <b>Equipment:</b> Equipment must be existing or to be purchased.</p> <p>5. <b>Supplies:</b> Supplies must be on hand from existing inventory or newly purchased.</p> <p>6. <b>Contractual:</b> Contracted consultants can lend their expertise and time to the OJT/SS program (pro bono services).</p> <p>7. <b>Construction:</b> Infrastructure work can be donated by trade professionals or volunteers.</p> <p>8. <b>Miscellaneous:</b> Utilities, telephone, printing, copying, postage and other costs can be a source of in-kind contributions.</p>

## **K. 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.

**SOW ATTACHMENTS  
ATTACHMENT A**

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

Internet resources for help in creating Logic Models:

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

PERSONNEL PLAN

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

MANAGEMENT PLAN

<b>OJT/SS PROGRAM</b>			
<b>TITLE:</b> _____			
POSITION	HOURS PER WEEK ON PROGRAM IMPLEMENTATION	REPORTS TO	FUNDED BY
<ul style="list-style-type: none"> <li>• Identify title of position.</li> <li>• Indicate in ( ) the number of people that will fill each position.</li> </ul>	<ul style="list-style-type: none"> <li>• Specify the time allocation for each individual.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify to whom this individual will report.</li> </ul>	<ul style="list-style-type: none"> <li>• Specify how the position will be funded.</li> </ul>

**AVAILABLE RESOURCES: CASH AND IN-KIND**

RESOURCE AGENCY NAME	CASH CONTRIBUTION	IN-KIND CONTRIBUTION*
<ul style="list-style-type: none"> <li>Record all resources name (monetary and in-kind) that will contribute to the OJT/SS program.</li> <li>Resources should include all organizations/persons who are helping to implement the OJT/SS program by contributing cash or in-kind services.</li> </ul>	<ul style="list-style-type: none"> <li>Specify the dollar amount for all cash contributions.</li> <li>Identify monetary State funding that can be contributed to the OJT/SS program.</li> </ul>	<ul style="list-style-type: none"> <li>Specify the value in dollars for all in-kind donations.</li> <li>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.</li> </ul>

**TIP:** \*To determine the dollar value for volunteer hours by State, see the Independent Sector website at [www.independentsector.org](http://www.independentsector.org)

**BUDGET SUMMARY**

LINE ITEM DETAIL	IN-KIND*/MATCHING FUNDS	FHWA FUNDS REQUESTED	TOTAL COSTS
<b>SALARIES</b>			
<ul style="list-style-type: none"> <li>Identify specific main budget line items (for example: personnel, fringe benefits, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>Dollar amount of in-kind contribution/matching funds</li> </ul>	<ul style="list-style-type: none"> <li>Dollar amount of requested funds</li> </ul>	<ul style="list-style-type: none"> <li>Provide the TOTAL cost per category identified in the line-item column.</li> </ul>
<b>FRINGE BENEFITS</b>			
<ul style="list-style-type: none"> <li>Identify specific main budget line items (for example: personnel, fringe benefits, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>Dollar amount of in-kind contribution/matching funds</li> </ul>	<ul style="list-style-type: none"> <li>Dollar amount of requested funds</li> </ul>	<ul style="list-style-type: none"> <li>Provide the TOTAL cost per category identified in the line-item column.</li> </ul>
<b>TRAVEL</b>			
<ul style="list-style-type: none"> <li>Identify specific main budget line items (for example: personnel, fringe benefits, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>Dollar amount of in-kind contribution/matching funds</li> </ul>	<ul style="list-style-type: none"> <li>Dollar amount of requested funds</li> </ul>	<ul style="list-style-type: none"> <li>Provide the TOTAL cost per category identified in the line-item column.</li> </ul>
<b>SUPPLIES</b>			
<ul style="list-style-type: none"> <li>Identify specific main budget line items (for example: personnel, fringe benefits, etc.).</li> <li>Examples include: office supplies, program supplies, and training supplies</li> </ul>	<ul style="list-style-type: none"> <li>Dollar amount of in-kind contribution/matching funds</li> </ul>	<ul style="list-style-type: none"> <li>Dollar amount of requested funds</li> </ul>	<ul style="list-style-type: none"> <li>Provide the TOTAL cost per category identified in the line-item column.</li> </ul>
<b>CONTRACTUAL</b>			
<ul style="list-style-type: none"> <li>Identify specific main budget line items (for example: personnel, fringe benefits, etc.).</li> <li>Examples include: accounting firms hired to handle fiscal reporting/money management; evaluation specialist hired to evaluate program; etc.</li> </ul>	<ul style="list-style-type: none"> <li>Dollar amount of in-kind contribution/matching funds</li> </ul>	<ul style="list-style-type: none"> <li>Dollar amount of requested funds</li> </ul>	<ul style="list-style-type: none"> <li>Provide the TOTAL cost per category identified in the line-item column.</li> </ul>

**BUDGET SUMMARY cont'd**

<b>OTHER/MISCELLANEOUS</b>			
<ul style="list-style-type: none"> <li>• Identify specific main budget line items (for example: personnel, fringe benefits, etc.).</li> <li>• Identify any items necessary for implementing the OJT/SS program which do not fit into any of the other categories.</li> <li>• List items by major type and show, in the budget narrative, how you arrived at the total sum requested.</li> </ul>	<ul style="list-style-type: none"> <li>• Dollar amount of in-kind contribution/matching funds</li> </ul>	<ul style="list-style-type: none"> <li>• Dollar amount of requested funds</li> </ul>	<ul style="list-style-type: none"> <li>• Provide the TOTAL cost per category identified in the line-item column.</li> </ul>
<b>INDIRECT COSTS</b>			
<ul style="list-style-type: none"> <li>• Identify specific main budget line items (for example: personnel, fringe benefits, etc.).</li> <li>• Indirect costs cover services and products such as the telephone bill, utilities, rent payments, maintenance costs, and insurance premiums.</li> <li>• Indirect costs are usually calculated as a percentage of total direct costs and can range from 5 percent to 20 percent of the budget.</li> </ul>	<ul style="list-style-type: none"> <li>• Dollar amount of in-kind contribution matching funds.</li> </ul>	<ul style="list-style-type: none"> <li>• Dollar amount of requested funds.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide the TOTAL cost per category identified in the line-item column.</li> </ul>
<p><b>TIP:</b> *To determine the <i>dollar value for volunteer hours by State</i> see the <i>Independent Sector website</i> at <a href="http://www.independentsector.org">www.independentsector.org</a>.</p>			

**PARTNERSHIPS**

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