

**NOTICE OF FUNDING OPPORTUNITY
YOUTH SERVICE AND CONSERVATION CORPS WORKFORCE DEVELOPMENT**



U.S. Department of Transportation
Federal Highway Administration

Notice of Funding Opportunity Number 693JJ318NF00005

“Youth Service and Conservation Corps Workforce Development”

Notice of Funding Opportunity Issue Date: November 6, 2017

Application Due Date: January 8, 2018 by 2:00 p.m. Eastern Time

Estimated Cooperative Agreement Award: April 30, 2018

***Notice of Funding Opportunity
Summary Information***

Federal Agency Name: U.S. Department of Transportation (US DOT)
Federal Highway Administration (FHWA)
Office of Acquisition and Grants Management (HCFA)
1200 New Jersey Avenue SE
Mail Drop: E62-204
Washington DC 20590

Attn: Freida Byrd, HCFA-32

Funding Opportunity Title: Youth Service and Conservation Corps Workforce Development

Announcement Type: This is the initial announcement of this funding opportunity.

Funding Opportunity Number: 693JJ318NF00005

Catalog of Federal Domestic Assistance (CFDA) Number: 20.219 Recreational Trails Program

Key Dates: Notice Issue Date is November 6, 2017
Application Due Date/Time is January 8, 2018
at 2:00 p.m. Eastern Time (or sooner)
Question Due Date/Time is December 4, 2017 by 2:00 p.m. Eastern Time

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NOTE: The FHWA uses www.grants.gov for receipt of all applications. Applicants must register and use the system to submit applications electronically. Applicants are encouraged to register in advance of the submission deadline and to register to receive notifications of updates/amendments to this Notice. Approval of user registrations for the site may take multiple weeks. It is the Applicant's responsibility to monitor for any updates to this Notice.

SECTION A - PROGRAM DESCRIPTION

The FHWA hereby requests applications for assistance to result in the award of a new Cooperative Agreement, entitled, “**Youth Service and Conservation Corps Workforce Development.**”

1. STATEMENT OF PURPOSE

The purpose of this proposed Cooperative Agreement (Agreement) is to assist the Recipient in encouraging States and regional transportation planning agencies to enter into contracts and cooperative agreements with qualified youth service or conservation corps to perform appropriate projects eligible under the Federal-aid highway program, and to expand youth workforce development opportunities while strengthening transportation career pathways.

2. LEGISLATIVE AUTHORITY

The authority to enter into a Cooperative Agreement using Recreational Trails Program (RTP) funds is found under 23 U.S.C. 133(h)(5)(B), as amended by the Fixing America’s Surface Transportation (FAST) Act, Section 1109. FHWA is authorized to use up to 1 percent of the funds reserved to the States for recreational trails projects for administration of the program:

(h) STP Set-Aside—

(5) Continuation of Certain Recreational Trails Projects.—For each fiscal year, a State shall—

(A) obligate an amount of funds reserved under this section equal to the amount of the funds apportioned to the State for fiscal year 2009 under section 104(h)(2), as in effect on the day before the date of enactment of MAP-21, for projects relating to recreational trails under section 206;

(B) return 1 percent of those funds to the Secretary for the administration of that program; and

(C) comply with the provisions of the administration of the recreational trails program under section 206, including the use of apportioned funds described under subsection (d)(3)(A) of that section.

23 U.S.C. 133

This section does not define “administration”, but earlier versions of Section 104 of Title 23 clarified the Secretary’s authority to enter into cooperative agreements to carry out ‘Administrative’ work related to the RTP:

(h) Recreational Trails Program.--

(1) Administrative costs.--Before apportioning sums authorized to be appropriated to carry out the recreational trails program under section 206, the Secretary shall deduct for administrative, research, technical assistance, and training expenses for such program \$840,000 for each of fiscal years 2005 through 2009. The Secretary may enter into contracts with for-profit organizations or contracts, partnerships, or cooperative

agreements with other government agencies, institutions of higher learning, or nonprofit organizations to perform these tasks.

23 U.S.C. 104

This language was codified in 1998 in Section 104 of Title 23 and remained until 2013 when the RTP program was modified in Moving Ahead for Progress in the 21st Century Act (MAP-21), Section 1122 but the specific instructions on administering the program were not included.

The Moving Ahead for Progress in the 21st Century Act (MAP-21), Section 1524, required the United States Department of Transportation (USDOT) to encourage States and regional transportation planning agencies to enter into contracts and cooperative agreements with qualified youth service or conservation corps to perform appropriate projects eligible under the Federal-aid highway program. It states:

SEC. 1524. USE OF YOUTH SERVICE AND CONSERVATION CORPS.

(a) In General.—The Secretary shall encourage the States and regional transportation planning agencies to enter into contracts and cooperative agreements with qualified youth service or conservation corps, as defined in sections 122(a)(2) of Public Law 101-610 (42 U.S.C. 12572(a)(2)) and 106(c)(3) of Public Law 103-82 (42 U.S.C. 12656(c)(3)) to perform appropriate projects eligible under sections 162, 206, 213, and 217 of title 23, United States Code, and under section 1404 of the SAFETEA-LU (119 Stat. 1228).

(b) Requirements.—Under any contract or cooperative agreement entered into with a qualified youth service or conservation corps under this section, the Secretary shall—

(1) set the amount of a living allowance or rate of pay for each participant in such corps at—

(A) such amount or rate as required under State law in a State with such requirements; or

(B) for corps in States not described in subparagraph (A), at such amount or rate as determined by the Secretary, not to exceed the maximum living allowance authorized by section 140 of Public Law 101-610 (42 U.S.C. 12594); and

(2) not subject such corps to the requirements of section 112 of title 23, United States Code.

This NOFO will use administrative funds to enter into cooperative agreements to encourage States and regional transportation planning agencies to use youth service and conservation corps in accordance with MAP-21 Section 1524.

3. BACKGROUND

Qualified youth service and conservation corps include any program established by a State or local government or nonprofit organization that can provide meaningful, full-time, productive experiences for individuals between the ages of 16 and 25 in an urban or public works or transportation setting. The programs give participants a mix of job and life skills, education, training, and support services in addition to providing participants with the

opportunity to develop citizenship values and skills through service to their communities and their country.

The Federal Highway Administration (FHWA) can help facilitate the use of the Corps and provide technical assistance, such as:

- Assist with setting up exploratory kick-off meetings including State Service Commissions, State DOTs, State resource agencies, and collaboration with Federal Land Management Agencies (FLMAs).
- Provide technical assistance related to the Federal-aid highway program, especially for locally administered Federal-aid projects.
- Provide technical assistance related to the management of contracts, cooperative agreements, and grants under the Federal-aid highway program.
- Work with the State DOTs and resource agencies to determine which kinds or what portions of Federal-aid projects may be appropriate for using qualified youth service and conservation corps. Ensure that these projects are ready-to-go during seasons when youth corps teams are available. For example, FHWA can work with State agencies to:
 - o Expedite projects through environmental streamlining procedures and programmatic agreements.
 - o Encourage design flexibility appropriate for smaller projects.
 - o Use the Corps to perform portions of transportation and recreation projects that can use and improve their skills, such as those listed below.
 - o Use the Corps to advance transportation safety training and education.

Transportation and recreational trail related topics include but are not limited to:

- Recreational trail construction and maintenance techniques, including basic comprehension of outdoor areas and public rights-of-way accessibility guidelines.
- Pedestrian and bicyclist safety, with an additional emphasis for issues related to schools.
- Vegetation management practices, including invasive species removal; establishing pollinators, native plants, forbs, and herbs; controlling roadside erosion; and establishing living fences to control windswept soil and snow.
- Archaeological activities and historic preservation related to transportation infrastructure and recreational trails.
- Stormwater management and wetlands protection related to surface transportation.
- Wildlife habitat connectivity related to surface transportation.
- Management of contracts, cooperative agreements, and grants, with special emphasis on agreements for States and regional transportation planning agencies to enter into contracts and cooperative agreements with qualified youth service or conservation corps to perform appropriate transportation-related and recreational trail projects.

FHWA works with State DOTs to establish apprenticeship and training programs targeting under-represented segments of the U.S. workforce, including minorities, women, and disadvantaged individuals, to ensure an available competent workforce to meet transportation workforce needs. FHWA's On-the-Job Training Supportive Services Program supports these efforts by identifying and promoting on-the-job training best practices and assisting State DOTs with developing and enhancing their own job training and apprenticeship programs.

This agreement will help incorporate Youth Service and Conservation Corps into workforce development activities.

NOTES:

- See FHWA's Youth Workforce Development Resources at www.fhwa.dot.gov/environment/transportation_alternatives/guidance/youth_workforcedev.cfm.
- See FHWA's Center for Transportation Workforce Development at www.fhwa.dot.gov/innovativeprograms/centers/workforce_dev/.

4. GOALS

The goals of this agreement are to assist the Recipient in accomplishing the following:

- **Youth Service and Conservation Corps:** Identify, develop, and distribute information to support youth service and conservation corps, expand youth workforce development opportunities, and facilitate transportation and recreation career development, including case studies, best practices, and audiovisual resources for the Corps. Identify additional infrastructure-related job training resources as pathways for youth corps members to continue training and enter into the transportation and recreation workforce.
- **States, Project Sponsors, and Industry:** Identify, develop, and distribute information to assist FHWA and encourage State DOTs, State resource agencies, national, tribal, regional, and local transportation planning agencies, project sponsors, and the transportation and recreation industry to enter into contracts and cooperative agreements with qualified youth service or conservation corps to perform appropriate projects eligible under the Federal-aid highway program, including case studies, best practices, audiovisual resources, and model contracts and cooperative agreements. Identify methods for these entities to bring youth corps members into the transportation and recreation workforce.
- **Training and Workshops:** Convene and coordinate training and workshops related to using youth service and conservation corps to support transportation and recreation workforce and career development for States, subgrantees, and the Corps.

5. STATEMENT OF WORK

Task 1: Support Youth Service and Conservation Corps

Identify, develop, and distribute information to support youth service and conservation corps, expand youth workforce development opportunities, and facilitate transportation and recreation career development, including case studies, best practices, and audiovisual resources for the Corps. Identify additional infrastructure-related job training resources as a pathway for youth corps members to continue training and enter into the transportation and recreation workforce.

The Recipient's application shall describe, at a minimum, how the Recipient proposes to identify, develop, and/or disseminate:

- Information to support youth service and conservation corps, with a focus on service related to transportation and recreational trails.
- Information to assist youth service and conservation corps in transportation and recreation workforce and career development.
- Case studies: Propose a series of 2 to 4-page case studies targeted to support Corps in transportation and recreation workforce and career development.
 - Provide sample topics or themes.
 - Provide one or more sample case study outline(s).
 - Propose a quantity and frequency of case studies (number and/or frequency per year).
- Best practices: Propose a series of 10 to 20-page best practice papers or reports targeted to support the Corps in transportation and recreation workforce and career development.
 - Provide sample topics or themes.
 - Provide one or more sample best practice report outline(s).
 - Propose a quantity and frequency of best practice papers or reports (number and/or frequency per year).
 - At least one best practice report shall cover the topic of how Corps can help members overcome transportation barriers that limit the ability to travel to their work, including transit issues, safety issues, pedestrian and bicycle connectivity, and barriers caused by transportation infrastructure.
- Audiovisual resources: Propose a series of audiovisual and social media resources targeted to support the Corps in transportation and recreation workforce and career development.
 - Provide sample formats and sample topics or themes.
 - Provide one or more sample video outline(s).
 - Propose a quantity and frequency of resources (number and/or frequency per year).

Ensure that each product developed is posted on the Recipient's website or other publicly available website. Information posted on websites must meet Federal accessibility standards (see Section F below and FHWA General Terms and conditions at <http://www.fhwa.dot.gov/aaa/generaltermsconditions.cfm>). An accessible edition must be posted simultaneously with a PDF edition.

Task 2: Encourage States, Project Sponsors, and Industry to Use Youth Corps

Identify, develop, and distribute information to assist FHWA and encourage State DOTs, State resource agencies, national, tribal, regional, and local transportation planning agencies, project sponsors, and the transportation and recreation industry to enter into contracts and cooperative agreements with qualified youth service or conservation corps to perform appropriate projects eligible under the Federal-aid highway program, including case studies, best practices, audiovisual resources, and model contracts and cooperative agreements. Identify methods for these entities to bring youth corps members into the transportation and recreation workforce.

The Recipient's application shall describe, at a minimum, how the Recipient proposes to identify, develop, and/or disseminate:

- Information to encourage national, tribal, State, regional, and local agencies, project sponsors, and the transportation industry to use youth service and conservation corps in transportation and recreation projects.
- Information targeted toward agencies, project sponsors, and industry to encourage them to bring youth service and conservation corps members into transportation and recreation workforce and career development programs.
- Case studies: Propose a series of 2 to 4-page case studies to encourage transportation and recreation agencies and project sponsors to use Corps in workforce and career development.
 - Provide sample topics or themes.
 - Provide one or more sample case study outline(s).
 - Propose a quantity and frequency of case studies (number and/or frequency per year).
- Best practices: Propose a series of 10 to 20-page best practice papers or reports to encourage transportation and recreation agencies and project sponsors to use Corps in workforce and career development.
 - Provide sample topics or themes.
 - Provide one or more sample best practice report outline(s).
 - Propose a quantity and frequency of best practice papers or reports (number and/or frequency per year).
 - At least one best practice report shall cover the topic of how State and local governments can remove or bridge transportation barriers that limit the ability of Corps members to travel to their work, including transit issues, pedestrian and bicycle connectivity, and barriers caused by transportation infrastructure.
- Audiovisual resources: Propose a series of audiovisual and social media resources targeted to encourage transportation and recreation agencies and employers to bring Corps members into transportation and recreation workforce and career development programs.
 - Provide sample formats and sample topics or themes.
 - Provide one or more sample video outline(s).
 - Propose a quantity and frequency of resources (number and/or frequency per year).
- Model contracts and cooperative agreements: Develop model contracts and cooperative agreements and/or other agreements that transportation and recreation agencies and project sponsors can use to expedite contracting procedures, including appropriate references to Federal grant management requirements in 2 CFR Part 200.
 - Propose a schedule for developing this information and making it publicly available.
 - Propose a schedule for updates.

Ensure that each product developed is posted on the Recipient's website or other publicly available website. Information posted on websites must meet Federal accessibility standards (see Section F below and FHWA General Terms and conditions <http://www.fhwa.dot.gov/aaa/generaltermsconditions.cfm>). An accessible edition must be posted simultaneously with a PDF edition.

Task 3: Convene and Coordinate Training and Workshops

Convene and coordinate training and workshops related to using youth service and conservation corps to support transportation and recreation workforce and career development, with particular focus for State DOTs, State resource agencies, subgrantees, and Corps. The Recipient's application shall identify training opportunities and methods available to reach the national, tribal, regional, State, and local levels. The Recipient should consider partnerships with other agencies and organizations that have specific expertise in transportation and recreation workforce and career development to identify, develop, and provide training.

The Recipient's application shall propose options for:

- Training and workshop formats (videoconference, webinar, in-person, etc.).
- How many training opportunities and frequency.
- Training location examples (virtual, regional, national conferences, etc.)
- Information dissemination methods.
- Methods to archive training materials during the period of performance of the Agreement. Provide the electronic files to FHWA upon completion of the agreement's period of performance for archive purposes.
- Proposed budgets for options.

The Recipient shall provide and moderate a listserv or forum for professionals to share technical information related to youth corps training activities.

- Maintain a listserv or forum archive. Provide the electronic files to FHWA upon completion of the agreement's period of performance.

Ensure that each product developed is posted on the Recipient's website or other publicly available website. Information posted on websites must meet Federal accessibility standards (see Section F below and FHWA General Terms and conditions at <http://www.fhwa.dot.gov/aaa/generaltermsconditions.cfm>). An accessible edition must be posted simultaneously with a PDF edition.

Task 4: Transition

The applicant shall prepare a transition plan to close out the agreement not less than 90 days prior to the termination of the agreement. If there is a subsequent agreement, the applicant shall support a seamless transition to the Recipient of a subsequent agreement.

Deliverables:

Item	Monthly	Quarterly	Annually	Once or Other
Task 1 Case Studies				To be determined.
Task 1 Best Practice Papers or Reports				To be determined.
Task 1 Audiovisual Resources				To be determined.

Item	Monthly	Quarterly	Annually	Once or Other
Task 2 Case Studies				To be determined.
Task 2 Best Practice Papers or Reports				To be determined.
Task 2 Audiovisual Resources				To be determined.
Task 2 Model Contracts				12 months
Task 2 Model Cooperative Agreements				12 months
Task 2 Contract and Agreement updates and/or other model agreements			X	
Webinars and/or videoconferences				To be determined.
In-person training and/or conferences				To be determined.
Listserv maintenance	X			
Invoices	X			
Quarterly Progress Reports		X		
Annual Budget Review and Program Plan			X	90 days prior to each Agreement year
Transition Plan to Close out agreement				90 days prior to the end of the Agreement

SECTION B – FEDERAL AWARD INFORMATION

1. FUNDING AND NUMBER OF AWARDS

The FHWA anticipates making 1 award as a result of this Notice of Funding Opportunity.

The FHWA anticipates Federal funding up to a total amount of \$300,000 may be made available for this Agreement subject to the availability of funds.

2. TYPE OF AWARD

The planned award type is a Cooperative Agreement.

3. PERIOD OF PERFORMANCE

The period of performance for this Agreement will be 24 months from the effective date of the Agreement.

4. DEGREE OF FEDERAL INVOLVEMENT

The FHWA anticipates substantial Federal involvement between it and the Recipient during the course of this project. The anticipated Federal involvement will include:

- Technical assistance and guidance to the Recipient.
- Close monitoring of performance.
- Involvement in technical decisions.
- Participation in status meetings including kick off meeting and annual technical and budget reviews.
- Coordinate information with other FHWA offices and activities as needed.
- Participate in training and workshops as needed.
- Participate in status meetings, annual meetings, and other discussions as needed.
- Review and comment on draft documents as appropriate.

The FHWA will collaborate with the Recipient and provide the necessary guidance to help complete all work under the Agreement. The Agreement Officer's Representative (AOR) will participate in the planning and management of this Agreement and will coordinate activities between the Recipient and the FHWA.

SECTION C – ELIGIBILITY INFORMATION

1. ELIGIBLE APPLICANTS

This competition is open to government agencies, institutions of higher learning, or nonprofit organizations.

2. COST SHARING OR MATCHING

For this cooperative agreement, cost sharing or matching will NOT be required as the scope of work furthers the administration of the RTP, but cost sharing or matching is encouraged. If proposed, the Government will evaluate cost share as part of the cost/budget review. The degree of cost share and leveraging of non-Federal funds will be considered beneficial to the extent the cost share is considered feasible and demonstrates a furtherance of the goals of the program.

SECTION D - APPLICATION AND SUBMISSION INFORMATION

1. ADDRESS TO REQUEST APPLICATION PACKAGE

Applicants may obtain application forms at [grants.gov](https://www.grants.gov) under the Notice of Funding Opportunity Number cited herein.

The Applicant must complete and submit all forms included in the application package for this Notice as contained at www.grants.gov.

NOTE: The Grants.gov system has undergone recent updates that affect the application submission process. All applicants will be required to submit their application using the Grants.gov Workspace process. Applicants are encouraged to visit the Grants.gov website and familiarize themselves with the submission process. To submit an application through Grants.gov, applicants must have the following information:

- a. Obtain a Data Universal Numbering System (DUNS) number;
- b. Register with the SAM at www.sam.gov;
- c. Create a Grants.gov username and password; and
- d. The E-business Point of Contact (POC) at the applicant's organization must respond to the registration email from Grants.gov and login to authorize the POC as an Authorized Organization Representative. Please note that there can only be one Authorized Organization Representative per organization.

The Grants.gov registration process usually takes 2–4 weeks to complete. Late applications that are the result of failure to register or comply with Grants.gov applicant requirements in a timely manner will not be considered. For information and instruction on each of these processes, please see instructions at:

<https://www.grants.gov/web/grants/applicants/applicant-faqs.html>. If interested parties experience difficulties at any point during the registration or application process, please call the Grants.gov Customer Service Support Hotline at 800-518-4726, from 7:00 a.m. to 9:00 p.m., e.t., Monday through Friday.

2. CONTENT AND FORM OF APPLICATION SUBMISSION

- a. Applications must be prepared on 8½ x 11 inch paper except for foldouts used for charts, tables or figures, which must not exceed 11 x 17 inches. Foldouts must not be used for text, and will count as two pages.
- b. A page is defined as one side of an 8 ½ by 11 inch paper. Therefore, a piece of paper with printing on both sides is considered two pages.
- c. Text must be printed using a font size no less than 12 point font (Arial or Calibri).
- d. Tables are permitted and text in tables must be doubled spaced.

- e. Text in captions below charts, tables or figures must be not less than 10 point font, and can be 2 lines of text long (limited by the width of the chart, table or figure) and single spaced.
- f. Page margins must be a minimum of 1 inch top, bottom and each side.
- g. Page numbers may be located within the 1 inch margins
- h. A Header or Footer identifying the Applicant/Team and the Volume, may be located within the 1 inch margins
- i. No cost/price data will be included in Volume I, but must be included in Volume II.

The application package must consist of the following in this order:

- 1) **Volume 1 – Technical Application** as described below – 20-page limit (single spaced)
 - Part I – Technical and Management Approach (included in the pages limitation)
 - Part II – Experience (included in the pages limitation))
 - Part III – Staffing Approach (included in the pages limitation; resumes are not included in the pages limitation and can be an Attachment to Volume I)
- 2) **Volume 2 – Budget Application** as described below - no page limit
 - Part I – Application Forms
 - Part II – Cost Information and Other Financial Information

Submit your application in the following format:

Volume 1 - Technical Application

Volume 1 – Technical Application as described below (see page limitations above)

OPTIONAL: An Applicant may include, at their option, to facilitate displaying the organization of their application, a one-page cover page, and a second page to include both a Table of Contents and/or a Listing of Tables/Figures. These pages are for orienting evaluators to the contents of the application package and will not be evaluated and are not included in the Volume I page limitation.

In the event a technical application exceeds the page limitation, the Government will evaluate only the first pages identified within the limitation above.

- a. **Part I – TECHNICAL AND MANAGEMENT APPROACH:** A detailed technical and management plan describing in detail how you would proceed if awarded this Agreement. Discuss and describe the ability of the proposed project to meet the purpose and objectives of this program, and the manner in which they will be addressed by your project. Goals include:
 - **Youth Service and Conservation Corps:** Identify, develop, and distribute information to support youth service and conservation corps, expand youth workforce development opportunities, and facilitate transportation and recreation career development, including case studies, best practices, and audiovisual resources for the Corps. Identify additional infrastructure-related job training resources as pathways for youth corps members to continue training and enter into the transportation and recreation workforce.
 - **States, Project Sponsors, and Industry:** Identify, develop, and distribute information to assist FHWA and encourage State DOTs, State resource agencies, national, tribal, regional, and local transportation planning agencies, project sponsors, and the transportation and recreation industry to enter into contracts and cooperative agreements with qualified youth service or conservation corps to perform appropriate projects eligible under the Federal-aid highway program, including case studies, best practices, audiovisual resources, and model contracts and cooperative agreements. Identify methods for these entities to bring youth corps members into the transportation and recreation workforce.
 - **Training and Workshops:** Convene and coordinate training and workshops related to using youth service and conservation corps to support transportation and recreation workforce and career development for States, subgrantees, and the Corps.

Discuss and describe proposed performance metrics/milestones/deliverables. Provide a table listing all proposed milestones/deliverables and estimated dates, based on time from award.

- b. Part II – EXPERIENCE: A summary of the Applicant’s experience relevant to this project, listing projects of similar size and complexity over the past five years, and show which of the named key staff were involved in those projects. List the following information for a minimum of three specific past projects in which the Applicant participated as project leader and/or member of project team:

- Project title, description, value, and dates;
- Sponsor/customer point of contact to include sponsor/customer name, title, organization, email address, phone number;
- Role of Applicant in project;
- Explanation of why or how the project is considered relevant or similar to the effort required by this Notice of Funding Opportunity; and
NOTE: In determining relevancy, consideration should be given, but not limited to, such things as product/service similarity, size and complexity, Agreement type, division of company proposing, and sub-recipient interaction.
- Explanation of the project goals accomplished and any cost growth or schedule delays encountered. For any projects which did not/do not successfully achieve its goals, a brief explanation of the reason(s) for such shortcomings and any demonstrated corrective actions taken to avoid recurrence.

NOTE: Prior to award, FHWA may contact past sponsor/customers to support the agency’s risk assessment of the application.

NOTE: If an Applicant does not have a history of relevant experience, or if past performance information is not available, the Applicant’s experience will be considered to be neutral.

- c. Part III – STAFFING APPROACH: Provide a project organizational chart identifying proposed staff members assigned to the project. The chart must be supported with narrative text to include the title and a brief description of each position’s responsibilities, as well as the proposed level of effort and allocation of time (percentage in relation to their other duties) for each position on a yearly basis and in summary format. The level of effort may be displayed (single spaced) in a table format. One table can be presented if the level of effort will be constant over all years, and the table is annotated as such. The hours in this table must be consistent with the information presented in Volume II, Parts I and II, as part of the detailed budget plan. Provide brief *tailored* resumes for the proposed Program Manager/Principal Investigator and other key personnel to include name, experience, education and proposed role in project.

Volume 2 - Budget Application

Volume 2 – Budget Application as described below - no page limit

OPTIONAL: An Applicant may include, at their option, to facilitate displaying the organization of their application, a one-page cover page, and a second page to include both a Table of Contents and/or a Listing of Tables/Figures. These pages are for orienting evaluators to the contents of the application package and will not be evaluated and are not included in the Volume I page limitation

a. Part I - APPLICATION FORMS

1. SF424

NOTE: Applicants may leave fields 5a, 5b, 6, 7, and 13 blank on the form.

2. SF424A

NOTE: Section A:

- Block 1(a): Print opportunity title listed on page 1;
- Block 1(b): Print CFDA number listed on page 1;
- Block 1(c): Print Total Federal Funds Requested in dollars; and,
- Block 1(d): Print Total Cost Share in dollars, and leave columns (e), (f), and (g) and rows 2, 3, and 4 blank.

3. SF424B

4. SFLLL

NOTE: The form must be completed and submitted even if no lobbying to report. If no lobbying to report insert none or n/a in the relevant blocks.

b. Part II – COST INFORMATION AND OTHER FINANCIAL INFORMATION

Provide a separate detailed budget plan for each year and summarize the information for all years for all activities. Spreadsheets can be formatted similarly to the format in DOT Form 4220.44, located at: http://www.fhwa.dot.gov/aaa/pdfs/frm4220_44.pdf.

The detailed budget plan must include each of the following items/sub-items:

1. Detailed excel (or compatible) workbook containing spreadsheets/tabs (formatted to be printed out) and supporting information clearly delineating and supporting all estimated costs: with columns for Federal Share, Cost Share (if applicable) and Total Costs (per year and in summary form) as follows:
 - a. Labor Rates- Direct labor-by-labor categories to include hours, rates and escalation. Anticipated promotions for any personnel must be included with the escalation calculation. The annual direct labor escalations rate

and its basis should be clearly stated with the proposal. Discuss your proposed rate as compared to historical experience and include when and how escalation will be calculated/implemented.

- b. Indirect Rates- Discuss your proposed rates for all years. Identify all the various specific indirect rates including what they are (pool and base), and what they are based on (e.g.; labor overhead based on direct labor dollars) and how they are applied/calculated. Provide dollar values as well as percentages. Please also provide any audit information to support these rates (for example, a copy of signed Department of Health of Human Services rate agreement).

NOTE: Per 2 CFR 200.414(f), Indirect (F&A) Costs, an Applicant may elect to propose a de minimis indirect rate of 10% of modified total direct costs.

- c. Other Direct Costs- Applicants must provide a breakout and justification of Other Direct Costs by Category (travel, equipment, etc.)
 - d. If subcontractors/sub-recipients (lower-tiered organizations and/or individual consultants) will be used in carrying out this project, the following minimum information concerning such, must be furnished:
 - i. Name and address of the organization or consultant.
 - ii. Description of the portion of work to be conducted by the organization or consultant.
 - iii. Cost details for that portion of work.
 - iv. Applicant's cost/price analysis of each sub-recipient/contractor(s) showing how their price is fair and reasonable; and Applicant's cost/price analysis of each sub-recipient/contractor(s) showing how their price is fair and reasonable (this includes any sub-recipient/contractor(s) that will be included in the Federal share or the non-Federal share); and
 - v. Letter of commitment from each sub-recipient/contractor(s) (this includes any sub-recipient/contractor(s) that will be included in the Federal share, the non-Federal share or in a non-paid (volunteer) capacity).
 - e. Provide detail and support for cost share as part of overall project budget.
 - f. Clearly delineate cost share match versus Federal share.
2. Identify any exceptions to the anticipated award terms and conditions as contained in Section F, Federal Award Administration Information. Identify any preexisting intellectual property that you anticipate using during award

performance, and your position on its data rights during and after the award period of performance.

3. The use of a Dun and Bradstreet (D&B) Data Universal Numbering System (DUNS) number is required on all applications for Federal grants or cooperative agreements. Please provide your organization's DUNS number in your budget application.
4. A statement to indicate whether your organization has previously completed an A-133 Single Audit and, if so, the date that the last A-133 Single Audit was completed.
5. A statement regarding Conflicts of Interest. The Applicant must disclose in writing any actual or potential personal or organizational conflict of interest in its application that describes in a concise manner all past, present or planned organizational, contractual or other interest(s), which may affect the Applicants' ability to perform the proposed contract in an impartial and objective manner. Actual or potential conflicts of interest may include but are not limited to any past, present or planned contractual, financial, or other relationships, obligations, commitments or responsibilities, which may bias the Applicant or affect the Applicant's ability to perform the agreement in an impartial and objective manner. The Agreement Officer (AO) will review the statement(s) and may require additional relevant information from the Applicant. All such information, and any other relevant information known to DOT, will be used to determine whether an award to the Applicant may create an actual or potential conflict of interest. If any such conflict of interest is found to exist, the AO may (a) disqualify the Applicant, or (b) determine that it is otherwise in the best interest of the United States to contract with the Applicant and include appropriate provisions to mitigate or avoid such conflict in the agreement pursuant to 2 CFR 200.112.
6. A statement to indicate whether a Federal or State organization has audited or reviewed the Applicant's accounting system, purchasing system, and/or property control system. If such systems have been reviewed, provide summary information of the audit/review results to include as applicable summary letter or agreement, date of audit/review, Federal or State point of contact for such review.
7. Terminated Contracts - List any contract/agreement that was terminated for convenience of the Government within the past 3 years, and any contract/agreement that was terminated for default within the past 5 years. Briefly explain the circumstances in each instance.
8. Describe how your organization will obtain the necessary resources to fund and fulfill the proposed cost share, as applicable.

9. The Applicant is directed to review Title 2 CFR §170 (http://www.ecfr.gov/cgi-bin/text-idx?c=ecfr&tpl=/ecfrbrowse/Title02/2cfr170_main_02.tpl) dated September 14, 2010, and Appendix A thereto, and acknowledge in its application that it understands the requirement, has the necessary processes and systems in place, and is prepared to fully comply with the reporting described in the term if it receives funding resulting from this Notice. The text of Appendix A will be incorporated in the award document as a General Term and Condition as referenced under this Notice's Section F, Federal Award Administration Information.
10. Disclose any violations of Federal criminal law involving fraud, bribery, or gratuity violations. Failure to make required disclosures can result in any of the remedies described in 2 CFR 200.338 entitled Remedies for Noncompliance, including suspension or debarment. (See also 2 CFR Part 180 and 31 U.S.C. 3321).
11. If the Applicant has nonprofit or not-for-profit status, please provide evidence of this status preferably from the Internal Revenue Service.

3. UNIQUE ENTITY IDENTIFIER AND SYSTEM FOR AWARD (SAM)

The Applicant is required to: (i) be registered in SAM before submitting its application; (ii) provide a valid unique entity identifier in its application; and (iii) continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The Federal awarding agency may not make a Federal award to an Applicant until the Applicant has complied with all applicable unique entity identifier and SAM requirements. If an Applicant has not fully complied with the requirements by the time the Federal awarding agency is ready to make a Federal award, the Federal awarding agency may determine that the Applicant is not qualified to receive a Federal award and use that determination as a basis for making a Federal award to another Applicant.

4. SUBMISSION DATES AND TIMES

The application must be received electronically through www.grants.gov by the application due date/time listed on page 1 of this Notice of Funding Opportunity.

The deadline stated on page 1 is the date and time by which the agency must receive the full and completed application, including all required sections.

A late application will not be reviewed or considered unless the AO determines that doing so is in the FHWA's best interest.

5. INTERGOVERNMENTAL REVIEW

An application under this Notice of Funding Opportunity is not subject to the State review under E.O. 12372.

6. FUNDING RESTRICTIONS

The FHWA will not reimburse any pre-award costs or application preparation costs under this proposed Agreement.

7. OTHER SUBMISSION REQUIREMENTS

In the event of system problems or technical difficulties with the application submittal, Applicants should contact the FHWA point of contact designated on page 1. If Applicants are unable to use the system due to technical difficulties, Applicants must e-mail applications to the FHWA point of contact listed on page 1 no later than the application deadline cited above.

SECTION E - APPLICATION REVIEW INFORMATION

1. CRITERIA

The Government will evaluate applications on following criteria:

MERIT: The FHWA will evaluate the application against the following technical evaluation criteria which are of equal importance. These criteria are distinct from eligibility criteria (see Section C) that are addressed before an application is accepted for review.

TECHNICAL:

- Demonstration of a sound, adequate, clear and realistic technical approach to performing the work required in Section B, Statement of Work, Tasks 1 through 4. In particular:
 - Adequacy of technical approach to complete the tasks, including the timeline to complete the tasks.
 - Adequacy of the approach to identify, develop, and/or disseminate materials, training, and events to be developed under this Agreement.
 - Demonstrated ability to develop information resources such as newsletters, magazines, case studies, and best practice documents related to youth service and conservation corps.
- Demonstration of staff with the relevant experience, education, and expertise to perform the work required in Section B, Statement of Work, Tasks 1 through 4.
 - Work developing case studies, best practice documents, and audiovisual resources related to youth service and conservation corps.
 - Demonstrated experience of the technical information needs relating to youth service and conservation corps at the national, tribal, State, regional, and local agencies and other potential project sponsors.
 - Demonstrated experience with national, State, regional, and local agencies and other potential project sponsors and the transportation and recreation industry.
 - Demonstration of the capability to form and guide relationships with national, State, regional, and local agencies and organizations.
 - Experience providing training through various forms, including social media, webinars, videoconferences, in-person training and workshops, and national conferences.
- Demonstration of a management and staffing plan to recruit and retain experienced and qualified Key Personnel, management and staff support including a risk mitigation strategy for replacing staff.
 - Demonstrate qualifications relating to transportation, recreation, conservation, service corps, workforce development, and/or other areas related to this Agreement.

- o Ensure adequate replacement potential for all key personnel.

COST: Relative cost will be considered in the award decision. The budget application will be analyzed to assess cost reasonableness and conformance to applicable cost principles. This evaluation factor will not be rated.

If applicable, the degree of cost share and leveraging of non-federal funds will be considered in the award decision. Applicants must provide the required matching funds, and supporting details for these funds. Additional cost sharing will be considered beneficial to break ties among applications with equivalent ratings after evaluation against all other factors.

Funding availability will also be considered in the award decision.

2. REVIEW AND SELECTION PROCESS

The FHWA will utilize the following merit review process to evaluate applications:

A panel of agency experts will evaluate all eligible technical applications using the merit criteria listed above. The panel will individually evaluate the technical applications. The panel will then collectively assign an adjectival rating to each eligible technical application using the following merit ratings: Outstanding, Good, Satisfactory, Marginal, and Unacceptable.

Agency personnel from the FHWA Office of Acquisition and Grants Management will evaluate the cost criteria listed above, and conduct a risk assessment of the Applicant prior to award as described below.

The Government will accept the application(s) that is (are) considered the most advantageous to the Government using the criteria cited above, and subject to the results of an Applicant risk assessment. Applications selected for possible award using the criteria cited above, will undergo the following risk assessment prior to award. The Government reserves the right to not make an award to an Applicant based on the results of the risk assessment.

The AO is the official responsible for final award selection. The Government is not obligated to make any award as a result of this notice.

Risk Assessment

The Government will assess the risks posed by an Applicant before they receive an award. This Risk Assessment will include evaluation of some or all of the following items relative to the Applicant and/or sub-applicants as applicable:

- (1) Applicant's financial stability;

(2) Applicant's quality of management systems and ability to meet the management standards prescribed in 2 CFR Part 200;

(3) Applicant's history of performance;

NOTE: History of performance includes the Applicant's record in managing Federal awards, if it is a prior Recipient of Federal awards, including timeliness of compliance with applicable reporting requirements, conformance to the terms and conditions of previous Federal awards, and if applicable, the extent to which any previously awarded amounts will be expended prior to future awards. The Government will evaluate the relevant merits of the Applicant's history of performance based on its reputation and record with its current and/or former customers with respect to quality, timeliness and cost control. The history of performance will be reviewed to assure that the Applicant has relevant and successful experience and will be considered in the risk assessment. In evaluating history of performance, the Government may consider both written information provided in the application, as well as any other information available to the Government through outside sources.

(4) Applicant's audit reports and findings from audits performed on the Applicant pursuant to 2 CFR Part 200 Subpart F—Audit Requirements or the reports and findings of any other available audits;

(5) Applicant's ability to effectively implement statutory, regulatory, or other requirements imposed on non-Federal entities;

(6) Applicant's potential for conflict of interest if applicable; and

NOTE: The FHWA will review information provided by the Applicant, and any other relevant information known to DOT, to determine whether an award to the Applicant may create an actual or potential conflict of interest. If any such conflict of interest is found to exist, the AO may (a) disqualify the Applicant, or (b) determine that it is otherwise in the best interest of the United States to award to the Applicant and include appropriate provisions to mitigate or avoid such conflict in the Agreement pursuant to 2 CFR 200.112.

(7) Applicant's eligibility to receive Federal funding. Per the guidelines on government-wide suspension and debarment in 2 CFR Part 180, the Government will confirm that the Applicant and any named sub-applicants are not debarred, suspended or otherwise excluded from or ineligible for participation in Federal programs or activities.

Pursuant to 2 CFR Part 200.205, prior to making a Federal award, the Federal awarding agency is required to review information available through any OMB-designated repositories of government-wide eligibility qualification or financial integrity information, such as Federal Awardee Performance and Integrity Information System (FAPIIS), Dun and Bradstreet, and "Do Not Pay." At a minimum, the information in the

system for a prior Federal award recipient must demonstrate a satisfactory record of executing programs or activities under Federal grants, cooperative agreements, or procurement awards; and integrity and business ethics.

If FHWA does not make a Federal award to a non-Federal entity because the official determines that the non-Federal entity does not meet either or both of the minimum qualification standards as described in 2 CFR 200.205, the FHWA will report that determination in FAPIIS.

NOTE: If an applicant is determined to be high risk by the Government, the resulting award may include special conditions to mitigate the risk.

3. ANTICIPATED ANNOUNCEMENT AND FEDERAL AWARD DATES

The FHWA anticipates making award on or about April 2018.

SECTION F – FEDERAL AWARD ADMINISTRATION INFORMATION

1. FEDERAL AWARD NOTICES

If your organization's application is selected for award, you will be notified and sent an award document for signature. Applicants not selected for award will be notified in writing by FHWA.

Only the AO can commit the FHWA. The award document, signed by the AO, is the authorizing document. Only the AO can bind the Federal Government to the expenditure of funds.

Notice that an Applicant has been selected as a Recipient does not constitute approval of the application as submitted. Before the actual award, FHWA will enter into negotiations concerning such items as program components, staffing and funding levels, and administrative systems, if necessary. If the negotiations do not result in an acceptable submittal, the FHWA reserves the right to terminate the negotiation and decline to fund the Applicant.

2. ADMINISTRATIVE AND NATIONAL POLICY REQUIREMENTS

General terms, conditions, and governing regulations that apply to this agreement are available online at:

<http://www.fhwa.dot.gov/aaa/generaltermsconditions.cfm>

Special terms and conditions follow:

A. PUBLIC ACCESS TO DOCUMENTS

The Applicant agrees that the resulting deliverables/documentation submitted to the FHWA under this Agreement may be posted online for public access and/or shared by FHWA with other interested parties. The FHWA anticipates the documents cited herein may be posted on an FHWA website or other appropriate website.

B. INDIRECT COSTS

Indirect costs are allowable under this Agreement in accordance with the Recipient's Federally Negotiated Indirect Cost Rates as documented in writing and approved by the Recipient's cognizant Government agency. In the absence of such Government-approved indirect rates, the following rates are hereby approved for use under this agreement as shown below:

<i>Type*</i>	<i>Indirect Rate</i>	<i>Period</i>	<i>Rate (%)</i>	<i>Base</i>

(*** Information to be filled in at award ***)				

*Types of Rates: Pred - Predetermined; Fixed - Fixed; Final – Final; Prov: Provisional/billing; or De minimus.

In the event the Recipient determines the need to adjust the above listed rates, the Recipient will notify the AO of the planned adjustment and provide rationale for such adjustment. In the event such adjustment rates have not been audited by a Federal agency, the adjustment of rates must be pre-approved in writing by the AO.

This Indirect Cost provision does not operate to waive the limitations on Federal funding provided in this document. The Recipient's audited final indirect costs are allowable only insofar as they do not cause the Recipient to exceed the total obligated funding.

C. DATA RIGHTS

The Recipient must make available to the FHWA copies of all work developed in performance with this Agreement, including but not limited to software and data. Data rights under this agreement shall be in accordance with 2 CFR 200.315, Intangible property.

D. PERSONALLY IDENTIFIABLE INFORMATION (PII)

Personally Identifiable Information (PII) as defined at CFR Part 200.79 and 2 CFR 200.82 will not be requested unless necessary and only with prior written approval of the AO with concurrence from the AOR.

E. AVAILABLE FUNDING

The total estimated amount of Federal funding that may be provided under this Agreement is \$_____ (to be filled in at award) for the entire period of performance, subject to the limitations shown below:

- (1) Currently, Federal funds identified on page 1 of the award document, are obligated to this agreement.
- (2) Subject to availability of funds, and an executed document by the AO, the difference between the current funding and the total estimated amount of Federal funding may be obligated to this Agreement.
- (3) The FHWA's liability to make payments to the Recipient is limited to those funds obligated under this Agreement as indicated above and any subsequent amendments.

F. KEY PERSONNEL

Pursuant to 2 CFR 200.308(c)(2), the Recipient must request prior written approval from the AO for any change in Key Personnel specified in the award. The following person(s) are/have been identified as Key Personnel:

Name	Title/Position
(*** to be filled in at award ***)	

G. PROGRAM INCOME

Pursuant to 2 CFR 200.307, Program income earned during the agreement period must be added to the Federal award and used for the purposes and under the conditions of the Federal award, unless otherwise approved by the AO. Program income must not be used to offset the Federal or Recipient contribution to this project.

H. SUBAWARDS/SUBCONTRACTS

NOTE: Recipients with a procurement system deemed approved and accepted by the Government or by the AO are exempt from the requirements of this clause. See 2 CFR 200.317 through 200.326.

Unless described in the application and funded in the approved award, the Recipient must obtain prior written approval from the AO for the subaward, transfer, or contracting out of any work under this award. This provision does not apply to the acquisition of supplies, material, equipment, or general support services.

The following subawards/subcontracts are currently approved under the Agreement:

Name
(*** to be filled in at award ***)

Approval of each subaward/subcontract is contingent upon a fair and reasonable price determination, and approval by the AO for each proposed subcontractor/sub-recipient. Consent to enter into subawards/subcontracts will be issued through a formal amendment to the Agreement.

I. ORDER OF PRECEDENCE

The Recipient's technical and budget applications are accepted, approved, and incorporated herein as Attachments A and B. In the event of any conflict between this agreement

document and the Recipient's proposal and/or application, this Agreement document shall prevail.

J. DESIGNATION AS RESEARCH OR NON-RESEARCH AGREEMENT

This agreement is designated as: NON-RESEARCH

K. CONFERENCE SUPPORT RESTRICTIONS

The Recipient must obtain written approval from the AOR prior to incurring any costs for conference support. See the definition of conference as contained in 2 CFR 200.432.

Food and beverage costs are not allowable conference expenses for reimbursement under this Agreement.

NOTE: Costs of meals are allowable as a travel per diem expense for individuals on travel status and pursuant to the Travel clause of this Agreement.

L. AGREEMENT PERFORMANCE REQUIREMENTS SUMMARY

Not Applicable.

M. DISPUTES

The parties to this Agreement will communicate with one another in good faith and in a timely and cooperative manner when raising issues under this provision. Any dispute, which for the purposes of this provision includes any disagreement or claim, between the FHWA and the Recipient concerning questions of fact or law arising from or in connection with this Agreement and whether or not involving alleged breach of this Agreement, may be raised only under this Disputes provision.

Whenever a dispute arises, the parties will attempt to resolve the issues involved by discussion and mutual agreement as soon as practical. In no event will a dispute which arose more than three months prior to the notification made under the following paragraph of this provision constitute the basis for relief under this article unless FHWA waives this requirement.

Failing resolution by mutual agreement, the aggrieved party will document the dispute by notifying the other party in writing of the relevant facts, identify unresolved issues and specify the clarification or remedy sought. Within five working days after providing written notice to the other party, the aggrieved party may, in writing, request a decision from one level above the AO. The AO will conduct a review of the matters in dispute and render a decision in writing within thirty calendar days of receipt of such written request. Any decision of the AO is final and binding unless a party will, within thirty calendar days, request further review as provided below.

Upon written request to the FHWA Director, Office of Acquisition and Grants Management or designee, made within thirty calendar days after the AO's written decision or upon unavailability of a decision within the stated time frame under the preceding paragraph, the dispute will be further reviewed. This review will be conducted by the Director, Office of Acquisition and Grants Management. Following the review, the Director, Office of Acquisition and Grants Management, will resolve the issues and notify the parties in writing. Such resolution is not subject to further administrative review and to the extent permitted by law, will be final and binding. Nothing in this Agreement is intended to prevent the parties from pursuing disputes in a United States Federal Court of competent jurisdiction.

3. REPORTING

A. QUARTERLY PROGRESS REPORT

The Recipient must submit an electronic copy of the SF-PPR, to the AOR and the Agreement Specialist on or before the 30th of the month following the calendar quarter being reported. Final PPRs are due 90 days after the end of the Agreement period of performance. The SF-PPR is available online:

http://www.whitehouse.gov/sites/default/files/omb/grants/grants_forms.html.

Calendar quarters are defined as:

1st: January – March
2nd: April – June
3rd: July – September
4th: October – December

Reports due on or before:

April 30th
July 30th
October 30th
January 30th

The quarterly progress report must include the required certification pursuant to 2 CFR 200.415.

The quarterly progress report must consist of the SF-PPR cover page and all of the following required attached information:

To fulfill the SF-PPR Block 10, Performance Narrative requirement, the Recipient must complete the Quarterly Reporting Template (expand as necessary) that will provide a formatted report of:

- a. Work performed for the current quarter;
- b. Work planned for the upcoming quarter;
- c. Description of any problem encountered or anticipated that will affect the completion of the work within the time and fiscal constraints as set forth in the Agreement, together with recommended solutions to such problems; or, a statement that no problems were encountered;
- d. A tabulation, clearly delineated by Federal share, cost share and total, of the current and cumulative costs expended by cost element (labor, travel, indirect costs, sub-recipient/subcontractor, etc.) by quarter versus budgeted costs;

- e. Work performed in support of the FHWA and DOT Strategic Goals; and
- f. Budget revisions.

In the SF-PPR Block 11, Other Attachments, include the following information as attached pages:

- a. SF-425, Federal Financial Report, and
- b. SF-425A, Federal Financial Report Attachment (if applicable).

B. ANNUAL BUDGET REVIEW AND PROGRAM PLAN

The Recipient must submit an electronic copy and one hard copy of the Annual Budget Review and Program Plan to the AOR and one electronic copy and one hard copy to the Agreement Specialist 60 days prior to the anniversary date of this Agreement. The Annual Budget Review and Program Plan must include the required certification pursuant to 2 CFR 200.415. The Annual Budget Review and Program Plan must provide a detailed schedule of activities, estimate of specific performance objectives, include forecasted expenditures, and schedule of milestones for the upcoming year. If there are no proposed deviations from the Approved Project Budget, the Annual Budget Review must contain a statement stating such. The Recipient must meet via teleconference or web conference with the FHWA to discuss the Annual Budget Review and Program Plan. Work proposed under the Annual Budget Review and Program Plan must not commence until AO's written approval is received.

SECTION G – FEDERAL AWARDING AGENCY CONTACTS

Address any questions to:

Freida Byrd, Agreement Specialist
Federal Highway Administration
Office of Acquisition and Grants Management
Email Freida.Byrd@dot.gov
Phone **202-366-6547**

Secondary point of contact is:

Rick Murray, AO/Team Leader (Acting)
Federal Highway Administration
Office of Acquisition and Grants Management
Email Rick.Murray@dot.gov
Phone **202-366-4250**

SECTION H – OTHER INFORMATION

N/A