

Advertised: October 30, 2020

NCDOT OFFICE OF CIVIL RIGHTS

REQUEST for LETTERS of INTEREST (RFLOI)

2020 On-the-Job Training (OJT) Professional Services for Highway Construction Trades Academy Administration

TITLE: NCDOT OJT Program – 2020 Highway Construction Trades Academies - 8 Week Model

USING AGENCY: North Carolina Department of Transportation
Office of Civil Rights

ISSUE DATE: **October 30, 2020**

SUBMITTAL DEADLINE: **December 2, 2020, 12 PM (NOON) EST**

ISSUING AGENCY: North Carolina Department of Transportation
Office of Civil Rights
On-the-Job Training Program

SYNOPSIS

The FHWA On-the-Job Training (OJT) Program requires State Transportation Agencies (STAs) to establish apprenticeship and training programs targeted at moving women, minorities, and disadvantaged individuals into journey-level positions to ensure that a competent workforce is available to meet highway construction hiring needs, and to address the historical under-representation of these groups in highway construction skilled crafts.

The primary objectives of OJT/SS are to increase the overall effectiveness of each STA's approved OJT program in connection with Federal-aid highway construction projects, and to seek other ways to increase the training opportunities for women, minorities, and disadvantaged individuals. In turn, OJT/SS is used to increase the participation of women, minorities, and disadvantaged individuals in skilled and semi-skilled crafts.

The primary objective of this RFLOI process is to identify providers who can assist the NCDOT in administering and hosting the NCDOT Highway Construction Trades Academy (HCTA) Program. The HCTA recruits minorities, women and disadvantaged individuals to increase their participation in the highway construction industry by providing training opportunities, reducing barriers to employment, and providing retention assistance to ensure individuals build new skills, re-establish positions in new specialties, and gain self-sufficiency. The HCTA coordinates and collaborates with contractors, community-based entities, including educational entities, that have a stake or interest in NCDOT highway heavy construction projects.

One or more Firms will be selected to host one or all NCDOT HCTAs. The geographic location(s) for one or more HCTA are determined based on a market analysis that looked at the following:

1. Active contract award in a county (region);

2. Average project completion rate;
3. Number of open projects;
4. Tier rating of the county (region);
5. Urban development factors/community development initiatives;
6. Natural disasters impacting regional transportation needs; and
7. Using the Alternate OJT divisor used in determining contractor trainee goals from the previous year, as a based to determine the number of academy participants that have the potential to become employed in the location. The divisor used in 2020 was \$10.1 million.

Based on the market analysis, it has been determined that an HCTA is needed in the following locations:

1. Lower Coastal Region (Wilmington)
2. South Eastern Region (Robeson, Scotland, Hoke Counties)
3. Lower Mountain Region (Asheville/Morganton)
4. Triad Region (Alamance/Greensboro/Winston Salem)

Note: A disadvantaged person is defined as a resident of a North Carolina Tier 1 County or a part of another documented disadvantaged/underrepresented group.

REGISTRATION AND INSURANCE

Except as provided below any firm wishing to be considered must be properly registered with the Office of the Secretary of State. Any firm proposing to use corporate subsidiaries or subcontractors must include a statement that these companies are properly registered. If Engineers are performing the work and are in responsible charge of the work, they must be registered Professional Engineers in the State of North Carolina and must have a good ethical and professional standing. It will be the responsibility of the selected private firm to verify the registration of any corporate subsidiary or subcontractor prior to submitting a Letter of Interest. Firms which are not providing engineering services need not be registered with the North Carolina Board of Examiners for Engineers and Surveyors. Some of the services being solicited may not require a license. It is the responsibility of each firm to adhere to all laws of the State of North Carolina.

The firm must have the financial ability to undertake the work and assume the liability. The selected firm(s) will be required to furnish proof of Professional Liability insurance coverage in the minimum amount of \$1,000,000.00. The firm(s) must have an adequate accounting system to identify costs chargeable to the project. Evidence of an acceptable accounting system may be audited prior to official award.

ASSURANCE OF NONDISCRIMINATION

The North Carolina Department of Transportation, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all RESPONDENTS that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit LETTERS of INTEREST (LOIs) in response to this ADVERTISEMENT and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

SCOPE OF WORK

Prospective consultants must provide documented evidence that shows the ability to complete the tasks below. Prospective consultants should also reference the attached HCTA Operational Guide for additional guidance.

The deliverables outlined for each Goal represent the *minimal expected* for the list of associated tasks. Respondents are encouraged to offer alternative or additional deliverables if they will substantially improve the results of the project.

The schedule for completion of the deliverables will be determined between the State and the Firm after award of contract.

A. GENERAL SCOPE

Task 1: Participant Recruitment Plan: Partner with stakeholders (prime contractors, trade unions, associations, community training providers, faith-based organizations, non-profit community-based organizations, state agencies, colleges, universities, and/or workforce centers) to actively recruit a set quantity of eligible individuals.

Task2: Facilities, supplies, and equipment: Provide suitable space, computers, printers and deliver hands-on Highway Heavy Construction Training for a minimum of ten (10) participants per each eight (8) week session; or the approved CDC recommended/State allowed maximum due to social distancing due to COVID 19 protocols.

Task 3: Coordinate Soft Skills and Vocational Training: Ability to coordinate/implement a minimum of three (3) full sessions of the eight (8) week HCTA training program as described below.

Highway Construction Trades Academy Curriculum Deliverables		
Week 1: On-Boarding: Module 1 (M1): Intro to Highway Construction		
Career Interest Assessment, Work Readiness Assessment, Soft skills training, Life skills training		
Objective (O)	Activity Actions	Assessment/Deliverables
M1-O1: Introduction to HRD, Highway Construction Trades, Industry Partners and Workforce Partners	M1-O1-Actions: <ul style="list-style-type: none"> • HCTA onboarding <ul style="list-style-type: none"> ➤ Paperwork ➤ Introduce Highway Construction Trades ➤ Career Interest 	M1—O1 Assessment: <ul style="list-style-type: none"> • Assessments Completed • Complete Workforce Partner Eligibility • Complete Module Survey

M1-O2: To assess the participants' interests/aptitudes to being successful in the highway construction industry	M1-O2-Actions: <ul style="list-style-type: none"> • Work Readiness Assessment • Soft skills training • Life skills training Highway Construction 	M1—O2 Assessment: <ul style="list-style-type: none"> • Start Portfolio • Assessments Completed • Complete Module Survey
Week 2: Module 2 (M2): Employability Skill Training		
Employment Process, Applications, Resume, Cover Letter, Thank-you letter, Interviewing Techniques, Mock Interviews		
M2-O1: To provide trainees with the skills and tools needed for employment	M2-O1-Actions: <ul style="list-style-type: none"> • Common HC hiring practices: Applications, Resume, Cover & Thank-you Letter • Interviewing Techniques • Mock Interviews 	M2—O1Assessment: <ul style="list-style-type: none"> • Finish Portfolio <ul style="list-style-type: none"> ➢ <i>Resume</i> ➢ <i>Finished CL</i> • Finish Workforce Profile • Participation in Mock interviews • Complete Module Survey • Complete weekly report • Submit daily rosters
Week 3: Module 3 (M3): Construction Safety		
OSHA10, CPR, Flagger, Math of the Trade, Using Rules, Tapes, and Squares, Fractions and Decimals; Conversion Metrics		
M3-O1: Trainees will gain knowledge of highway construction safety; Accident-prevention procedures	M3-O1-Actions: <ul style="list-style-type: none"> • OSHA 10 • CPR/First Aid • Intro Highway Construction Pt1: Work Zone Safety - Flagging - Traffic Control <ul style="list-style-type: none"> • Construction Math • (Worksite visit) 	M3—O1- Assessment: <ul style="list-style-type: none"> • Earned Credentials <ul style="list-style-type: none"> ➢ <i>OSHA10 Card</i> ➢ <i>CPR Card</i> ➢ <i>Flagger Certification</i> • Complete Module Survey • Complete weekly report • Submit daily rosters • Motivation and Retention <ul style="list-style-type: none"> ➢ <i>Soft skills building: Communication</i> ➢ <i>Case Management Check-In</i>
Week 4 &5: Module 4 (M4): Highway Construction General Labor Skills		
Intro General Highway Construction Labor		

<p>M4-O1: Trainees will develop needed foundational skills in highway construction labor</p>	<p>M4-O1-Actions:</p> <ul style="list-style-type: none"> • Intro General Labor Skills and Techniques Pt2: <ul style="list-style-type: none"> - Digging and Trenching - Grading, Leveling, and Surveying - Intro Erosion/ Soil Fundamentals 	<p>M4—O1 - Assessment:</p> <ul style="list-style-type: none"> • 80% Proficiency Rating on General Labor Skills Training Exam • Complete Module Survey • Complete weekly report • Submit daily rosters • Motivation and Retention <ul style="list-style-type: none"> ➤ <i>Soft skills building: Time Management</i> ➤ <i>Case Management Follow Up</i>
<p>Weeks 6 & 7: Module 5 (M5) Highway Construction Trades Skill Development Advanced Skill Training in Highway Construction Career Pathways</p>		
<p>M5-O1: Trainees will gain classroom and hands-on experience through a work-based learning opportunity</p>	<p>M5-O1-Actions:</p> <ul style="list-style-type: none"> • Intro Heavy Equipment Operations • Intro Trucking and Hauling • Intro Asphalt, Paving and Striping • Skills Assessment 	<p>M5—O1-Assessment:</p> <ul style="list-style-type: none"> • 80% Overall Skills Proficiency Rating • Complete Module Survey • Complete weekly report • Submit daily rosters • Motivation and Retention <ul style="list-style-type: none"> ➤ <i>Soft skills building: Emotional Intelligence</i> ➤ <i>Case Management Follow Up</i>
<p>Week 8: Off Boarding Week: Facilitated job placement assistance will be provided for trainees in this phase. Through Case Management, the academy will host a job fair, and provide intensive case management.</p>		
<p>M5-02 Training Wrap Up: Facilitated Job Search, Application Completion, Job Fair and Graduation</p>	<p>Wrap-Up Actions:</p> <ul style="list-style-type: none"> • Job Fair/Contractor Led Skills Assessment • Case management 	<p>Wrap-Up Assessment</p> <ul style="list-style-type: none"> • 80% of participants receive a Certificate of Completion • 100% Exit Evaluations • 100% of completers Job/Co-Op Placement

	<ul style="list-style-type: none"> • Interviews • Graduation • Follow up calls 	<p>in the <i>1-week time frame</i></p> <ul style="list-style-type: none"> • Submit Cohort Portfolio within 2 weeks of the end date
--	--	---

Task 4 Staffing: Ability to hire qualified subject matter experts/ instructors to facilitate training.

Task 5: Workforce Partner Collaborations: Lead collaborations with Employers and Workforce Partners to include but not limited to:

- Documented partnerships with contractors, community-based entities, including educational entities, that have a stake or interest in NCDOT Highway Heavy Construction projects.
- Documented partnership with local NC Works and Workforce Board
- Local Community College
- Facilitating an Employer Advisory Committee

Task 6: Job Placement: Development and implementation of a detailed plan to connect training completers to direct hire opportunities with Prime Contractors or place completers into a Co-Operative Work-Based Learning for up to 160 hours with work allowances not to exceed minimum wage.

Task 7: Case Management: Provide post-graduation follow-up assistance to program participants for on-going counseling, advocacy, placement, and case management for up to 12 months after graduation for each of the participants.

Task 8: Project Calendar: Provide a project timeline/calendar that details how project will implemented for review and approval.

Task 9: Budget: Provide a detailed/itemized budget using the budget template provided with this RFP.

Task10: Marketing/Branding (Program Documents): Provide a marketing plan that aligns with marketing and branding procedures as outlined in the HCTA Operational Guide.

Task 11: Reporting and Evaluation: Provide a plan that aligns with reporting requirements as outlined in the HCTA Operational Guide.

Task 12: Billing and Invoicing: Provide a plan that aligns with procedures as outlined in the HCTA Operational Guide.

B. CONSULTANT QUALIFICATIONS

Evidence that the consultant has the following experience, qualifications, and skills is necessary for a consultant to be selected and to succeed in support of the NCDOT OJT effort:

- a. Demonstrated ability to maintain cordial, effective, and productive working relationships with NCDOT officials and personnel; with the general public and with other professional consultants that may be selected to participate in the delivery of the OJT Program;
- b. In-depth knowledge of current Federal (FHWA) and State (NCDOT) regulations which impact the highway construction industry;
- c. In-depth knowledge of NCDOT related construction administration;
- d. Verifiable and confirmed contacts and experience working with NCDOT personnel, contractors, subcontractors, vendors, and suppliers;
- e. Ability to speak publicly to large, diverse, multi-focused audiences;
- f. Ability to coordinate trade shows, educational events, and outreach sessions;
- g. Demonstrated ability and experience to develop and deliver a wide variety of training, mentoring, and/or educational programs in various areas related to employment (i.e., recruitment, retention, and training);
- h. Must have experience in providing direct client services in the area of employment counseling, client needs assessment, and vocational evaluation;
- i. Ability to manage administrative programs and procedures, and to evaluate their effectiveness;
- j. Experience in improving employability (their own or that of others) by utilizing benchmarks to detect areas of improvement; by addressing improvement needs through applicable training / mentoring / education; by measuring progress and effectiveness through the implementation of follow-up assessments; and by providing employment guidance to help individuals make directional and/or strategic decisions to continue their personal and professional improvement;
- k. Ability to exercise judgment and discretion in establishing, applying and interpreting a wide range of administrative policies and procedures;
- l. Verifiable letters of reference to confirm the consultant's competence, experience, ethics, and integrity;
- m. Demonstrated understanding of this RFLOI performance as evidenced by a well-organized and complete proposal; and
- n. Workforce development and business development experience.

C. SPECIAL REQUIREMENTS

I. Documented ability to implement the following Center for Disease Control and Prevention (CDC) guidelines for face to face instruction.

a. CDC Guidelines: Highway Construction Trades Academy In-Person Classes

1. Class size will be limited to nine (9) students and one (1) instructor
2. Daily monitoring of temperature for all students and instructor
3. Frequently wash hands thoroughly for 20 seconds
4. Students will wear masks over their nose and mouth to prevent them from spreading the virus and practice 6ft of social distancing
5. Minimize movement throughout the building and restrict mixing between classes. Try to keep the same student and staff groups together throughout the school day as much as possible
6. Have enough supplies to minimize the sharing of highly touched materials to the extent possible, avoid sharing electronic devices, books, games, and other learning aids
7. When students are conducting tasks where six feet of social distancing is not feasible or impractical, instructors must perform a Student Hazard Analysis (SHA) for each task, procedure, or instance

8. If process requires less than six feet distancing and has no alternative, provide suitable personal protective equipment (PPE), limit interaction to the minimum time required to perform the given task
9. Social distancing observations apply to parking lots, staging areas, and any other location identified by the Instructor
10. Discourage students from using other students' phones, desks, tools, and equipment. If necessary, clean and disinfect them before and after use

b. CDC Guidelines: Building Safety Measures

1. Stagger arrival and drop-off times, or put in place other measures to limit direct contact with students as much as possible
2. Instructors are required to monitor students during breaks, and slack periods to ensure that they are maintaining proper CDC and social distancing protocols
3. Project Coordinator will conduct random onsite inspections to ensure that the mandates are followed and implemented accordingly
4. Place wash stations or hand sanitizers in multiple locations to encourage hand hygiene
5. Restrict nonessential visitors or volunteers
6. Maintain a daily attendance log for all students and visitors
7. If anyone shows symptoms of sickness, send them home and require them to self-quarantine for at least two weeks
8. Janitorial service clean classrooms daily
9. Provide sanitizing material for instructors in the classrooms
10. Communicating with the staff regularly and if any new health and safety guidelines come out, pass them along to Staff and Students

II. Documented ability to provide virtual learning instructional format if and when needed.

PROPOSED CONTRACT TIME: ONE YEAR, RENEWABLE UP TO ONE YEAR.

PROPOSED CONTRACT PAYMENT TYPE: COST - PLUS AGAINST A CONTRACT MAXIMUM OR LUMP SUM

SUBMITTAL REQUIREMENTS

All LOIs are limited to **ten (10) pages** inclusive of the cover sheet and shall be typed on 8-1/2" x 11" sheets, single-spaced, one-sided.

LOIs containing more than ten (10) pages will not be considered.

ONLY ELECTRONIC LOIs WILL BE ACCEPTED. Paper copies are not required

LOIs should be submitted in .pdf format using software such as Adobe, CutePDF PDF Writer, Docudesk deskPDF, etc.

The LOI should be sent as a .pdf file, **through NCDOT's File Transfer System (FTS)**, to bjrobinson@ncdot.gov. The subject line should contain the Firm's Name, and **"RFLOI for 2020 On-the-Job Training (OJT) Highway Construction Trades Academy."** The FTS will send you an electronic receipt when your LOI is **uploaded** to NCDOT's FTS.

If an interested firm **DOES NOT** have an FTS account, they should send a request through regular e-mail to bjrobinson@ncdot.gov. A response will be sent via the FTS system that will provide a login username, password, and login procedures.

LOIs SHALL be received electronically no later than 12:00 P.M. (NOON) EST, December 2, 2020.

LOIs received after this deadline will not be considered.

Firms submitting LOIs are encouraged to carefully check them for conformance to the requirements stated above (and any other requirements in this Advertisement). If LOIs are submitted late, exceed the maximum number of pages, are sent by any means other than NCDOT's FTS system, or are sent to any NCDOT FTS recipient's email address other than bjrobinson@ncdot.gov, they will be disqualified.

The Department reserves the right to reject all LOIs and not proceed with procurement.

The Department reserves the right to waive any technicality in LOIs, or notify the Firm(s) of such technicality and allow the Firm(s) up to two (2) business days to rectify the technicality.

All correspondence and questions concerning this RFLOI should be directed to **Bonnie Robinson, Administrative Officer for the Office of Civil Rights at bjrobinson@ncdot.gov.**

IF APPLICABLE, questions may be submitted electronically only, to the contact above. Responses will be issued in the form of an addendum available to all interested parties. Interested parties should also send a request, by email only, to the person listed above to be placed on a public correspondence list to ensure future updates regarding the RFLOI or other project information can be conveyed. Questions must be submitted to the person listed above no later than **November 16, 2020**. The last addendum will be issued no later than **November 18, 2020**.

NOTE: To adhere to the Timeframe, a Notice to Proceed is expected to be issued shortly after (a) firm(s)/team(s) is/are selected. All firm(s)/team(s) submitting a LETTER OF INTEREST should make sure that their rates and overheads are current and have been audited by NCDOT.

SELECTION PROCESS

The following is a general description of the selection process:

A Selection Team will be convened to evaluate proposals received in accordance with the schedule and evaluation criteria stated in this RFLOI. The Selection Team will rank the consulting candidates (firms, teams and/or individuals), and will short list a group of finalists for a personal interview which will provide most qualified consultant(s) for each Task or group of tasks.

The Selection Team will then negotiate with the most qualified consultant(s) firm, based on a thorough and detailed scope of services, and will reach agreement on terms and fees for professional services valid for the period of engagement. In the event that an agreement cannot be reached, the Selection Team reserves the right to terminate negotiations with that consultant and will commence negotiations with the next most qualified consultant. All contracts will be negotiated on a lump sum or cost plus against a contract maximum basis, as determined by the Department.

The Selection Team may, at the Department's discretion, choose any number of firms to provide the services being solicited. Selection of any firm and/or team is subject to the approval of the North Carolina Department of Transportation.

SMALL PROFESSIONAL SERVICE FIRM (SPSF) PARTICIPATION

The Department encourages the use of Small Professional Services Firms (SPSF). Small businesses determined to be eligible for participation in the SPSF program are those meeting size standards defined by Small Business Administration (SBA) regulations, 13 CFR Part 121 in Sector 54 under the North American Industrial Classification System (NAICS). The SPSF program is a race, ethnicity, and gender-neutral program designed to increase the availability of contracting opportunities for small businesses on federal, state or locally funded contracts. SPSF participation is not contingent upon the funding source.

The Firm, at the time the Letter of Interest is submitted, shall submit a listing of all known SPSF firms that will participate in the performance of the identified work. The participation shall be submitted on the Department's Subconsultant Form RS-2. RS-2 forms may be accessed on the Department's website at NCDOT Connect Guidelines & Forms. The SPSF must be qualified with the Department to perform the work for which they are listed.

PREQUALIFICATION

The Department maintains on file the qualifications and key personnel for each approved discipline, as well as any required samples of work. Each year on the anniversary date of the company, the firm shall renew their prequalified disciplines. If your firm has not renewed its application as required by your anniversary date or if your firm is not currently prequalified, please submit an application to the Department prior to submittal of your LOI. An application may be accessed on the Department's website at Prequalifying Private Consulting Firms -- Learn how to become Prequalified as a Private Consulting Firm with NCDOT. Having this data on file with the Department eliminates the need to resubmit this data with each letter of interest.

Professional Services Contracts are race and gender neutral and do not contain goals. However, the Respondent is encouraged to give every opportunity to allow Disadvantaged, Minority-Owned and Women-Owned Business Enterprises (DBE/MBE/WBE) subconsultant utilization on all LOIs, contracts and supplemental agreements. The Firm, subconsultant and subfirm shall not discriminate on the basis of race, religion, color, national origin, age, disability or sex in the performance of this contract.

SELECTION CRITERIA

All firms who submit responsive letters of interest will be considered.

Responses to this RFLOI will be evaluated in accordance with the following criteria:

1. **20%** = Qualifications and experience of the consultant, and any sub consultants, regarding their ability to collect and analyze data, research trends, evaluate economic issues, and develop solutions that specifically impact employment and labor.
2. **40%** = Qualifications and experience of the consultant, and any sub consultants, regarding developing and delivering training, education, mentoring programs in support of or associated with the construction industry.

3. **10%** = Knowledge of Federal (FHWA), State (NCDOT) regulations, programs, associated with highway construction, highway contracts, contract administration and demonstrated ability to manage administrative programs and procedures, and to evaluate their effectiveness.

4. **20%** = Demonstrated partnerships with prime contractors, trade unions, associations, community training providers, non-profit community-based organizations, state agencies, colleges, universities and/or workforce centers

5. **10%** = The Firm's documented ability to meet the CDC guidelines for in-person training and documented ability to provide virtual instruction, when necessary.

SUBMISSION ORGANIZATION AND INFORMATION REQUIREMENTS

The LOI should be addressed to **Bonnie Robinson, Administrative Officer for the Office of Civil Rights** and must include the name, address, telephone number, and e-mail address of the prime consultant's contact person for this RFLOI.

The LOI must also include the information outlined below:

Chapter 1 - Introduction

The Introduction should demonstrate the consultant's overall qualifications to fulfill the requirements of the scope of work and should contain the following elements of information:

- Expression of firm's interest in the work;
- Statement of whether firm is on register with the NC Secretary of State;
- Statement regarding firm's(') possible conflict of interest for the work; and
- Summation of information contained in the letter of interest.

Chapter 2 - Team Qualifications

This chapter should elaborate on the general information presented in the introduction, to establish the credentials and experience of the consultant to undertake this type of effort. The following must be included:

1. Identify recent, similar projects the firm, acting as the prime contractor, has conducted which demonstrates its ability to conduct and manage the project. Provide a synopsis of each project and include the date completed and contact person.
2. If subconsultants are involved, provide corresponding information describing their qualifications as requested in bullet number 1 above.

Chapter 3 - Team Experience

This chapter must provide the names, classifications, and location of the firm's North Carolina employees and resources to be assigned to the advertised work; and the professional credentials and experience of the persons assigned to the project, along with any unique qualifications of key personnel. Although standard personnel resumes may be included, identify pertinent team experience to be applied to this project. Specifically, the Department is interested in the experience, expertise, and total quality of the consultant's proposed team. If principals of the firm will not be actively involved in the study/contract/project, do not list them. The submittal shall

clearly indicate the Consultant's Project Manager, other key Team Members and his/her qualifications for the proposed work. Also, include the team's organization chart for the Project / Plan. A Capacity Chart / Graph (available work force) should also be included. Any other pertinent information should also be listed in this section.

Note: If a project team or subconsultant encounters personnel changes, or any other changes of significance dealing with the company, NCDOT should be notified immediately.

Chapter 4 - Technical Approach

The consultant shall provide information on its understanding of, and approach to accomplish, this project, including their envisioned scope for the work and any innovative ideas/approaches, and a schedule to achieve the dates outlined in this RFLOI (if any project-specific dates are outlined below). The technical approach should also include documented ability to meet the special requirements for the HCTAs, including the CDC guidelines for face-to-face instruction and documented ability to provide virtual instruction, when necessary.

SUBMISSION SCHEDULE AND KEY DATES

RFLOI Release – **October 30, 2020**

Deadline for Questions – **November 16, 2020**

Issue Final Addendum – **November 18, 2020**

Deadline for LOI Submission – **December 2, 2020 – 12:00 P.M. (Noon) EST**

Shortlist Announced * - **December 7, 2020**

Interviews (if needed)- Week of December 7, 2020

Firm Selection and Notification ** - **December 18, 2020**

Anticipated Notice to Proceed – **February 2021**

* Notification will **ONLY** be sent to shortlisted firms.

** Notification will **ONLY** be sent to selected firms.

RECRUIT, TRAIN, RETAIN AND GROW

NCDOT

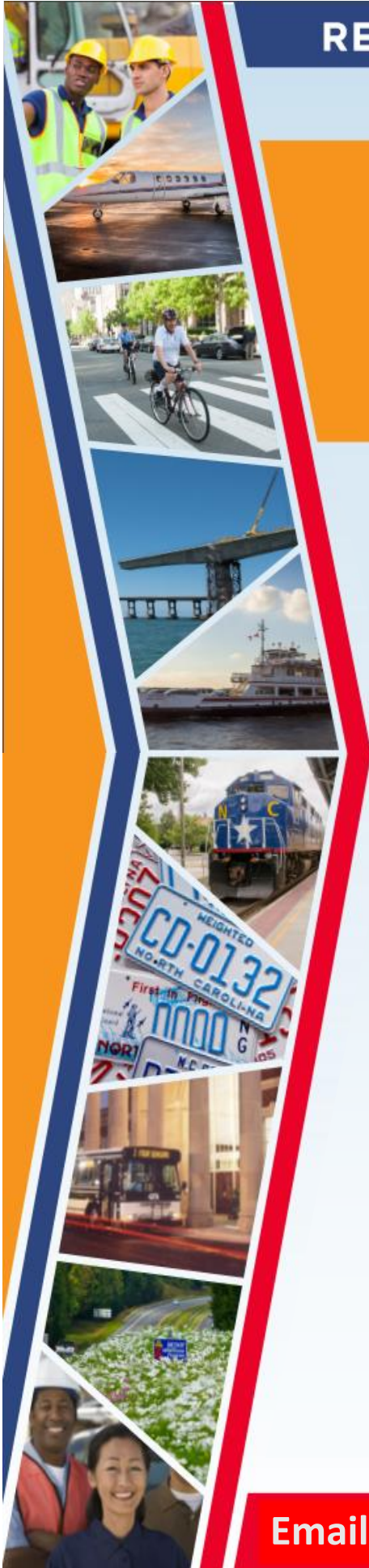
On-the-Job Training Program

**Training and Education
Supportive Services**

HCTA Operational Guide

Email: ojt@ncdot.gov

Office #: 984-236-1253



This document has been approved for use and dissemination.

DocuSigned by:

Tim Moore

8C3A123D217D4BD...

Tim Moore, OJT Manager

DocuSigned by:

Shelby M. Scales

10/7/2020

62795099ED7E472...

Shelby Scales, Director NCDOT OCR

Table of Contents

SECTION 1: INTRODUCTION	5
<i>NEED</i>	5
<i>PURPOSE</i>	5
<i>OBJECTIVE</i>	5
SECTION 2: NCDOT OJT SUPPORTIVE SERVICES	6
<i>SUPPORTIVE SERVICES FUNDING</i>	6
SECTION 3: TRAINING AND EDUCATION	7
<i>BASIC ACADEMIES (HCTA)</i>	7
<i>ADVANCED HIGHWAY SKILL TRAINING</i>	7
SECTION 4: HCTA MONITORING AND REPORTING	8
<i>ROLE AND RESPONSIBILITIES</i>	8
<i>TECHNOLOGY</i>	9
<i>FACILITIES</i>	9
<i>PARTICIPANT ENROLLMENT</i>	10
<i>REPORTING /EVALUATIONS OVERVIEW</i>	10
<i>FINAL REPORT</i>	11
<i>MARKETING AND BRANDING</i>	11
<i>PARTICIPANT FORMS</i>	11
<i>BILLING AND INVOICE</i>	11
<i>RECRUITMENT</i>	12
<i>SUGGESTED RECRUITMENT ACTIVITIES</i>	12
Section 5: Supportive Services	13
<i>PERSONAL PROTECTIVE EQUIPMENT</i>	13
<i>JOB READINESS SUPPORT</i>	13
<i>CASE MANAGEMENT SUPPORTIVE SERVICES</i>	13
<i>APPROVED WRAP AROUND SUPPORTIVE SERVICES</i>	14
<i>REQUESTING WRAP AROUND SUPPORTIVE SERVICES</i>	14
Section 6: Consultant Support	15
<i>RELATIONSHIP DEVELOPMENT</i>	15
<i>RECRUITMENT ACTIVITIES</i>	15
<i>CASE MANAGEMENT</i>	15
<i>CONTRACTOR ENGAGEMENT</i>	15

Section 7: Getting Started 17
PROGRAM PLAN 17
CHECKLIST 18

SECTION 1: INTRODUCTION

Welcome to the NCDOT/On-the-Job Training (OJT) Unit's new Highway Construction Trades Academy (HCTA) Operational Guide (OG)!

NEED

All HCTA partners should recognize the need for consistency, quality, and uniformity in the operation of Highway Construction Trades Academies. When done completely and correctly, all parties – participants, completers, providers, and hiring contractors, plus NC DOT/OJT – will benefit. The principal objective of this guide then is to provide key information to various agencies that are opening and operating HCTAs under the auspices of the NC DOT Office of Civil Rights OJT program. Not only will this enhance the efficiency and effectiveness of respective responses and programs, but it will also establish a functional baseline by providing critical information to participating HCTA provider agencies/entities across the state.

PURPOSE

The purpose of this guide is to ensure your HCTA team carries out the HCTA model the way OJT staff – and all involved parties should - want them done. The idea of this OG is to share with your team in detail how to carry out certain tasks, activities, and procedures needed for a mutually rewarding and successful Academy. Consider it a blueprint, game playbook, franchise SOP, or even cookbook if you like, that will benefit everyone.

Having standard operating guidelines, procedures, and forms, and requiring everyone to follow them, has several advantages leading to greater efficiency, consistency, and ease for providers and their staff members. If everyone follows the same operational guidelines, then we will have more uniformity and quality across HCTAs. Regardless of whether the Academy is operated by a CBO or FBO, they should be able to graduate completers with the same basic skills and level expected by hiring contractors.

Scope: The overall purpose of this Operational Guide is to help all agencies/entities including community-based organizations, as well as faith-based organizations, education entities, and other public agencies such as local government units, plus other private and/or for-profit firms, that wish to operate high-performing, effective, uniform, and results-oriented HCTAs. With this OG, your organization and team members do not have to guess at how OJT or you want them to function and operate.

OBJECTIVE

The main objective of this Operational Guide (OG) is to delineate the roles, activities, procedures, and performance measures, among others, so that HCTA agency personnel can use it to better plan and operate these critical Academies. This guide also provides additional information to entities developing proposals to potentially operate said HCTAs. This guide is required reading as it gives comprehensive guidance to those wishing to operate an approved/funded HCTA, or who are already doing so. In these pages, readers will find detailed written instructions to achieve uniformity of the performance of an HCTA and its various functions and required activities. It will help prevent and solve problems around the consistency and quality of programs and graduates and will help achieve better outcomes and results for all parties. Providers, participants, completers, and hiring contractors will all be more successful.

SECTION 2: NCDOT OJT SUPPORTIVE SERVICES

The purpose of the North Carolina Department of Transportation On-The-Job Training Program is to implement and serve as administrator of the OJT and OJT/Supportive Services (OJT/SS). The funds received by NCDOT for OJT/SS grow the highway construction workforce pipeline by providing minorities, women, and disadvantaged individuals with activities and resources to offset barriers to becoming gainfully employed in the industry.

For this program, disadvantaged individuals are defined as women, Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent Asian-Pacific Americans, or other minorities found to be disadvantaged by the U.S. Small Business Administration. Persons who are not members of one of those groups may also be considered **disadvantaged** if they can establish their "social" and "economic" disadvantage. For example, people with disabilities have disproportionately low incomes and high rates of unemployment and may be considered socially and economically disadvantaged, as are residents of any North Carolina Tier 1 County.

Note: A disadvantaged person is defined as a resident of a North Carolina Tier 1 County or a part of another documented disadvantaged/underrepresented group.

SUPPORTIVE SERVICES FUNDING

Supportive Services dollars are requested from the Federal Highway Administration as a part of the annual OJT Statement of Work. The annual SOW is a comprehensive plan of supportive services activities, activity budgets, and annual program objectives.

All supportive services funds should be used to support disadvantaged individuals participating in NCDOT OJT sponsored training activities and trainees enrolled in the OJT Program.

Supportive Service funds are available for the following activities and resources:

1. Education and training activities
2. Supplies related to employment or training
3. Transportation needs related to employment or training
4. Housing needs related to employment or training
5. Child care needs related to employment or training
6. Allowances/stipends (as approved by FHWA) related to employment or training
7. Other assistance that is approved by the OJT Manager

SECTION 3: TRAINING AND EDUCATION

A major supportive service activity of the NCDOT OJT/SS is Adult Education and Training. The purpose of Adult Education and Training is to prepare disadvantaged individuals over the age of 18 for work in the highway construction industry. Adult Education and Training falls into one of two categories that have been written into the previous SOW—basic highway construction trades academies or advanced skill training (AdT).

BASIC ACADEMIES (HCTA)

Academies are established by NCDOT at host sites throughout the state. The curriculum for each academy follows the FHWA approved curriculum; a specific, detailed curriculum may be provided by NCDOT. The academy models are as follows: Community-Based Highway Construction Trades Academy, Pre-Release Highway Construction Trades Academy, Specialized Highway Construction Trades Academy, and Advanced Highway Skill Training. Each is described below:

Community-Based Highway Construction Trades Academy: The CBHCTA is for adult students who are at least 18 years old and are a part of minority ethnicity, a woman, and/or a disadvantaged person. The HCTA introduces the industry that includes hands-on experience. Completers are provided case management, training allowances, hiring fairs, and guided pathways to employment with prime contractors. Completers can also gain access to Advanced Highway Construction Training and supportive services.

Pre-Release Highway Construction Trades Academy: The PHCTA is a concept trades academy that will potentially be in partnership with the N.C. Department of Public Safety. This academy will attempt to provide inmates eligible for work release an opportunity to be trained and employed with a partnering contractor during the 12 months before release. The purpose is to decrease recidivism through steady employment before release.

Specialized Highway Construction Academies: Specialized Highway Construction Academies for adult students who are at least 18 years old who is a part of the target recruitment population. Examples include, but are not limited to Native Americans, minority college students for professional service careers related to highway construction, Hispanic communities, and veterans. Participants of the SHCTAs must meet the demographics required by HCTAs—ethnic minority, woman, or socio-economic disadvantaged person.

ADVANCED HIGHWAY SKILL TRAINING

Advanced Highway Skill Training will focus on advanced skills. Participants who have attended an HCTA will have the opportunity to receive additional skill training in one of seven critical need areas. Advanced Highway Skill Training will not be in an academy, but a partnership with contractors to assist with upskilling OJT Trainees and other workers. Areas of training focus are:

- Demolition/Hauling, Disaster Recovery
- Guardrail, Bridgework
- Asphalt/Paving
- Landscaping/Erosion, Trenches/Piping
- Traffic Maintenance

SECTION 4: HCTA MONITORING AND REPORTING

Contractual monitoring will be included in each contract to ensure the HCTA is meeting performance-based expectations as outlined in the agreement. The Education and Training Program coordinator will maintain active and on-going communication with selected HCTAs to identify issues and concerns throughout the contract period. The academy performance measures and deliverables will be monitored by the Education and Training Program coordinator, who will report to the OJT manager and the deputy director. This will determine the continuance of the contract term.

ROLES AND RESPONSIBILITIES

Role	Responsibilities
Partner Required Proposal Documents	
Oversight/Funding Agency <i>NCDOT OJT</i> <ul style="list-style-type: none"> • <i>Program Deliverables</i> • <i>Final Contract</i> • <i>Notice to Proceed</i> 	<ul style="list-style-type: none"> ➤ Award contract ➤ Reimburse all allowable activities and expenses ➤ Evaluate program deliverables
Project Oversight Administrator/Community Sponsor <i>OJT HCTA Host Site</i> <ul style="list-style-type: none"> • <i>Cover Letter of Interest</i> • <i>Proposal</i> <ul style="list-style-type: none"> - <i>Budget</i> - <i>Partnership Agreements</i> - <i>Staffing Assignments</i> - <i>Plan of program delivery</i> 	<ul style="list-style-type: none"> ➤ Billing Funding Agency ➤ Compensating program staff and training providers ➤ Approve all project calendars ➤ Approve all expenses ➤ Hire project staff ➤ Contract vocational training staff ➤ Coordination of recruitment efforts: Recruitment efforts will include interest sessions in project service area; print media marketing campaigns; radio time; participating in community events; providing information to community partners; seeking out populations and opportunities to share training information and schedule ➤ Selection of program participants: Creation of participant application; interviewing participants, selecting participants from a waiting list when appropriate ➤ Negotiating all contracts related to facility use and hiring of staff, training providers ➤ Finalizing training calendar ➤ Project administrator/host invoices NCDOT for all allowable services, activities, and expenses
Industry Partners <i>Prime and Subcontractor with Employment Opportunities in Highway Construction</i>	<ul style="list-style-type: none"> ➤ Participate in job fairs ➤ Participate in career exploration activities ➤ Facilitate worksite visits and job shadow ➤ Serve on Advisor Committee

	<ul style="list-style-type: none"> ➤ Provide job placement for training completers ➤ Give input into training design
<p>Workforce Partners (MOU/MOA of Support)</p> <ul style="list-style-type: none"> ➤ <i>Workforce Development Board</i> ➤ <i>WIOA Funds</i> ➤ <i>NC Works Career Centers</i> ➤ <i>Vocational Rehabilitation</i> 	<ul style="list-style-type: none"> ➤ Providing blended funds and services to help offset barriers to training and employment ➤ May also assist with recruitment
Vocational Partners/Trainers	Various vocational training partners will be used to provide evidence-based training with measurable outcomes and industry-recognized credentials as available.
<p>Community Partners</p> <ul style="list-style-type: none"> ➤ <i>Local Reentry Council</i> ➤ <i>City Community Development Manager</i> ➤ <i>County Community Development Manger</i> ➤ <i>Various Self Sufficiency Agencies</i> ➤ <i>Grassroots Nonprofits</i> ➤ <i>Local Educational Agencies</i> ➤ <i>DSS</i> ➤ <i>Area Staffing agencies</i> 	<ul style="list-style-type: none"> ➤ Refer Participants ➤ Serve on Advisory Committee
NCDOT Consultants	<ul style="list-style-type: none"> ➤ Contractor Engagement ➤ Recruitment Activities ➤ Case Management

TECHNOLOGY

Agencies providing contract deliverables using technology will be responsible for the rental/ lease of laptops (if applicable).

FACILITIES

The facilities chosen to accommodate the training must provide full access to program staff, participants, and trainees. At a minimum, the facility will have the ability to provide:

- Wi-Fi
- Multiple classrooms
- Tables/chairs/desk
- Computers (with all associated components) and printer
- Restroom
- Common area
- Staff/instructor office space

PARTICIPANT ENROLLMENT

For this document, the following definitions apply for reporting and reimbursement:

1. An **enrolled participant** is anyone who has completed all the necessary paperwork and documentation and attended at least one day of class.
2. An **actively enrolled participant** is anyone with continuous attendance.
3. A **graduate** is a participant who completes all the requirements of the program as laid out.

REPORTING /EVALUATIONS OVERVIEW

For this contract, the following forms will be used for reporting purposes. These forms and evaluations must be completed for reimbursement. Each OJT Host Site will be provided with both a hard copy and digital links to the approved documents during the Kickoff/Onboarding Meeting.

Type of Report/Form	Purpose	Who	When
Enrollment Form/SharePoint	Serve as official HCTA registration <ul style="list-style-type: none"> ➤ Gather demographics and information ➤ Trigger training supportive service to each participant <ul style="list-style-type: none"> • Boots (shoe size) • Vest (size) • Hard Hat (size) • Work gloves (s/m/l) • Safety Goggles • Earplugs • Face Mask 	OJT HCTA Host Site NCDOT Consultant	First day of class
Weekly Report	Enrollment updates and case management needs <ul style="list-style-type: none"> ➤ Weekly Status Report attendance upload into SharePoint (instructions will be provided) 	OJT HCTA Host Site	End of each training week
Close Out Report/Fillable PDF	Collect data related to outcomes <ul style="list-style-type: none"> ➤ Final course evaluation ➤ Final documentation reporting ➤ Proof of delivery of training and credentials earned 	OJT HCTA Host Site	With the final billing packet
Participant Evaluation/Form Link	Collect participant feedback <ul style="list-style-type: none"> ➤ Each participant will be responsible for submitting a weekly training evaluation: HCTA Evaluation 	NCDOT OJT NCDOT Consultant	End of each training week
Site Evaluation /Form Link	Collect program host feedback	NCDOT OJT	End of each training week

FINAL REPORT

The NCDOT OJT Program Final Report reflects the summary of an academy after completing their 12-month contract. A final report template will be provided. This final report from your organization must include:

- Participants Enrolled
- Participants Actively Enrolled
- Participants Graduation
- Participants Employed
- Names of Contractor Participation
- Outreach Events
- Participant Evaluation and Surveys
- Documentation of Credentials

MARKETING AND BRANDING

Only pre-approved academy templates, brochures, and flyers may be used. The organization's logos can be added. Each OJT Host Site will be provided with both a hard copy and digital version of the approved documents during the Kickoff/Onboarding Meeting.

- Flyer template
- Brochure
- One-pager

PARTICIPANT FORMS

Participant forms will be included in the HCTA Welcome Packet and must be completed before participants are considered officially enrolled in the training. The forms should be returned to and maintained by NCDOT. Each OJT Host Site will be provided with both a hard copy and digital version of the approved documents during the Kickoff/Onboarding Meeting.

- Welcome and Informational Documents
- Commitment/ Disclosure Form
- Computer Usage Policy
- Media Release

BILLING AND INVOICE

This is a reimbursement funded program. All expenses should have documented payment history attached to billing. Only expenses on the approved budget can be reimbursed by NCDOT. Invoices need to be submitted via email to the OJT program by the 10th of each month. Each OJT Host Site will be provided with both a hard copy and digital version of a sample billing packet and invoicing template during the Kickoff/Onboarding Meeting. Items needed for the billing packet:

- Invoice cover sheet with contract manager signature
- Invoice should include
 - a. A distinguishing invoicing numbers
 - b. The address associated with the NCDOT vendor number

- c. The NCDOT vendor number
- d. The project contract number
- Running balance sheets
- Timesheets of each employee with signature
- Roster with participant each day of class
- Vocational training roster with the signature of participants
- Receipts for each item that is requested for reimbursement

RECRUITMENT

- There must be a minimum of two (2) information sessions before the start of the training academy.
- Recruitment should include collaborations with local workforce partners, prime contractors, and community agencies.
- Suggested recruitment partners include:
 - NC Works Career Center
 - Local Reentry Council
 - Vocational Rehabilitation
 - Local Staffing Agencies
 - Identified Prime and DBE Contractors
 - Churches and other FBOs
 - Housing Authority
 - Community Organizations

SUGGESTED RECRUITMENT ACTIVITIES

- Creation of an advisory committee to serve as a roundtable for ideas, marketing, and program support. An advisory committee will consist of representatives from all collaborative sectors related to training, workforce development, employment services, and employment opportunities
- Flyers, webpage, Facebook
- Radio announcement
- Development of relationships with local contractors
 - Identify NCDOT projects in the training area
 - Provide contractors with information and opportunities to recommend employees

Section 5: Supportive Services

Supportive Services are a major component of the HCTA model, designed to help training participants complete the vocational training and maintain gainful employment by removing barriers that impede the application of life and social skills required for training and employment success. The definition of training and employment success for this project is the completion of all aspects of the training program and becoming gainfully employed. Case management will include, but not be limited to:

PERSONAL PROTECTIVE EQUIPMENT

Personal protective equipment is required on all NCDOT highway construction sites. HCTA participants will need to wear the issued PPE when visiting sites. The standard PPE that is provided by the NCDOT OJT Unit as a part of HCTA participant enrollment includes:

- Steel-toe boots
- Hard hat
- Safety goggles
- Earplugs
- Safety shirt vest

JOB READINESS SUPPORT

Job Readiness Supports are those supportive services that impact HCTA participants becoming gainfully employed or participating in hands-on /operator pieces of training. Examples of JRS are:

- Drug screenings:** Required to perform hands-on training or as a part of new hire onboarding.
- a. Each HCTA Host Site has the option to include a drug screen as an overall program requirement.
 - b. An HCTA Host Site conducting hands-on training is required to conduct a urine-based drug screening the day of the hands-on activity.
- Background checks:** As needed for new hire employment
- Driving records:** As needed for some training opportunities and new hire onboarding
- Transportation:** As needed to get to and from training or work
- Housing:** As needed to support training or an employment opportunity for up to 30 nights
- Childcare:** As needed to support training or employment opportunities

CASE MANAGEMENT SUPPORTIVE SERVICES

Case management is provided by NCDOT OJT Consultants. A consultant will be assigned to each HCTA site to assist with case management that includes, but not be limited to:

- a. Working with workforce partner to secure resources to eliminate training and employment barriers
- b. Community resource referrals
- c. Assistance with job placement
- d. Creation of success plan
- e. Creation of a training portfolio
- f. Evaluations
- g. Employer engagements

APPROVED WRAP AROUND SUPPORTIVE SERVICES

- Drug screenings: Limit to two per HCTA participant
- Background checks: Limit to two per HCTA participant
- Driving records: Limit to two per HCTA participant
- Transportation: At state rate of \$.575 per mile
- Housing: At state rate of \$75.10 per night for a maximum of 30 nights
- Childcare: At approved rate

REQUESTING WRAP AROUND SUPPORTIVE SERVICES

In most cases, the expenses associated with providing Wrap Around Supportive Services are not included in the HCTA Site Operational Budget. The NCDOT OJT Unit has wrap-around supportive services funds available, and these funds must be requested. There is an annual maximum dollar amount allocated per HCTA participant that is pre-determined. The NCDOT OJT POC for each contract will make the site is aware of the allocated participant amount associated with each contract. Steps to receive allocated supportive services funds are as follows:

1. Immediately after receiving the official Notice to Proceed, the HCTA Host Site is to create a Supportive Services Request that identifies three vendors that will be used to provide reimbursable wrap-around supportive services in each approved service. Each OJT Host Site will be provided with both a hard copy and digital version of the approved documents during the Kickoff/Onboarding Meeting.
2. Provide the following supportive vendor documentation:
 - a. A letter of collaboration on company letterhead listing
 - Point of contact
 - Service rate
 - b. Secretary of State Notice of Good Standing
 - c. Brochure/marketing materials
3. The NCDOT OJT POC will provide written approval for the use of the vendors.
4. Only the vendors that have been preapproved for services will be reimbursed.

SECTION 6: CONSULTANT SUPPORT

NCDOT OJT program contracts consultants to assist with supportive services. The involvement of the consultants varies based on the contract. Generally, the support given by consultants to an HCTA will fall into one of the areas identified in this section.

RELATIONSHIP DEVELOPMENT

- All HCTA site coordinators will be expected to establish strong and positive working relationships with all NCDOT OJT contracted consultants assigned to their academy/region/participants for the seamless provision of various supportive services for participants.
- All consultant contact information will be provided to HCTA POCs, and vice versa, early on and initial introductions made via the OJT HCTA program coordinator to help initiate this critical relationship.
- It is expected that regular and periodic (at least weekly) communication and coordination be conducted between the two entities.

RECRUITMENT ACTIVITIES

The HCTA host will work with the OJT consulting firm to document outreach activities before the start of each HCTA cohort that touches at least 100 people. Activities include program screening, and community events (establish relationships with workforce development programs in the HCTA community).

**There may be limits to recruitment efforts based on the structure of the academy host. Some community-based organizations have target populations they must serve and recruit.*

CASE MANAGEMENT

Required HCTA participant case management activities to be conducted by consultants are:

- a. Scheduling time and visiting the first day of class to drop off welcome bags and conduct an onboarding assessment that consists of:
- b. Completing SharePoint enrollment
- c. Collecting and loading signed forms (commitment, media release, and computer usage) into SharePoint
- d. Conducting weekly participant check-in
 - All weeks: Participants completing a weekly evaluation
 - Assist all participants in creating a professional/career development plan by end of the four-week training (this can be done virtually).

CONTRACTOR ENGAGEMENT

The academy host with the assistance of the assigned consulting firm will be responsible for creating an employer engagement plan. The plan must consist of:

1. A communication plan (emails and phone call schedule)
2. A marketing plan (to send out promotional information)
3. Job Fair to be held at the end of each training cycle

4. Visits to the training
5. A participant profile guide for hiring
 - i. To be presented to employers who attend the job fair
6. Finding opportunities for work experience
7. Facilitating an employer advisory committee
8. Working with host sites to coordinate worksite visits based on the training calendar
9. Coordinate contractor visits to host site during training
10. Assist with coordinating hiring events

**NCDOT OJT Unit will provide the HCTA Site host the contact information of the prime contractors with active projects in the site area. The active projects should serve as opportunities for site visits and potential employment.*

SECTION 7: GETTING STARTED

PROGRAM PLAN

Each OJT HCTA Host Site is required to develop a comprehensive program plan. The plan is due and must be approved by NCDOT OJT before beginning training activities. The OJT HCTA Site Program Plan must contain:

1. Recruitment Plan
2. Employer/Contractor Engagement Plan
3. Training Calendar
4. Customized Marketing Material
5. Supportive Services Vendor Request
6. Consultant Coordinated Site Case Management Plan/Activities

CHECKLIST

Implementation Checklist		
	1. Receive a Notice to Proceed (NTP)	
	2. Attend Onboarding/Kick-Off Meeting	
	3. Meet with Consultants within 2 weeks to discuss <ul style="list-style-type: none"> - Implementation of required case management activities - Recruitment efforts - Employer Engagement Plan 	
	4. Develop Program Plan within the first 4 weeks of receiving NTP <ul style="list-style-type: none"> - Recruitment Plan - Employer/Contractor Engagement Plan - Training Calendar - Customized Marketing Material - Supportive Services Vendor Request - Consultant Coordinated Site Case Management Plan/Activities 	
	5. Submit Final Program plan to NCDOT OJT for approval	
	6. Receive approval of Program Plan	
	7. Start Activities	
Weekly Training Checklist		
Week 1 Checklist		
	1. Are there 8 enrolled participants on the first day of class?	
	2. Did consultants provide Welcome Bags the first day?	
	3. Did the consultants complete participant enrollment in SharePoint the first day?	
	4. Did participants complete the week 1 evaluation?	
	5. Did the site coordinator complete the week 1 report?	
Week 2 Checklist		
	1. Did participants complete the week 2 evaluation?	
	2. Did the site coordinator complete the week 2 report?	
	3. Was the case management provided by consultants?	
Week 3 Checklist		
	1. Did participants complete the week 3 evaluation?	
	2. Did the site coordinator complete the week 3 report?	
	3. Was the case management provided by consultants?	
Week 4 Checklist		
	1. Did participants complete the week 4 evaluation?	
	2. Did the site coordinator complete the week 4 report?	
	3. Was the case management provided by consultants?	
Closeout Checklist		
	1. Was the final report included in the billing packet?	
	2. Was the final evaluation completed?	