



zero deaths | zero serious injuries  
on Montana roadways

## On the Job Training/ Supportive Services Program (OJT/SS) Scope of Work 2018

### A. Project Title

Montana Department of Transportation On the Job Training/ Supportive Services (OJT/SS) Program

### B. Contact Person

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### C. Purpose Statement

The construction industry in Montana is expected to grow the fastest of any industry in the state and Montana does not have enough emerging workers to fill these positions. To fill this gap, the Montana Department of Transportation (MDT) is requesting \$60,475 in Federal Highway Administration (FHWA) OJT/SS funding to provide support to Montana programs that recruit, educate and train minorities, women, and disadvantaged individuals (“target population”) in the highway construction industry.

### D. Statement of Problem

Through MDT’s discussions with Contractors and Tribal Employment Rights Offices (TERO) on Montana’s Indian Reservations, we have identified a shortage of qualified CDL drivers, heavy equipment operators, and laborers for highway construction projects on or near the reservations. As indicated in the Geographic Locations section of this SOW, several regionally significant highway construction projects are anticipated on or near reservations. MDT’s OJT/SS SOW targets the problem of high unemployment rate on Montana’s Indian Reservations to address the shortage of workers for current and upcoming projects.

This Project specifically addresses the following priorities:

- Targeting areas with high rates of unemployment. The unemployment rate of the target population. The unemployment rates on Montana’s reservations range from 4.1% to 13.3% well above the national unemployment rate of 3.9% (July 2018).
- Encouraging increased participation of the target population. This program is tailored towards minorities and women.

- Providing career pathways that support the movement of targeted populations from initial or short-term employment to sustainable careers.
- Addressing gaps in areas with current or projected workforce shortages in fields related to highway construction.

#### **E. Amount Requested**

For Fiscal Year 2018, the State DOT (MDT) requests \$60,475.00 for this On-the-Job Training Supportive Services proposal.

#### **F. Needs Assessment**

The Montana Workforce Innovation Opportunity Act Combined State Plan for Program Years 2016-2019 (“Montana State Plan”), indicated Montana’s continued economic job growth is threatened by a shortage of workers due to approximately 6% of Montana’s labor force is over 65 years of age, and 97,000 workers are between the ages of 55 and 64, and close to retirement. The Montana State Plan estimated that there will be at least 130,000 retirements among the baby-boomer population within the next ten years. In contrast, it noted there are only 123,000 Montanans aged 16 to 24 with a prediction that not all of these young Montanans will be in the labor force. Thus, it concluded that there are simply not enough emerging workers in Montana to make up for the expected retirements of the baby boomer population.

The Montana Department of Labor & Industry’s *Montana Economy at a Glance, Estimating Future Workforce Needs*, July, 2016, projected Montana’s employment will “grow by approximately 7,300 jobs per year over the next two years, and then slow as the labor market gets tighter, fewer workers are available to fill open positions, and businesses struggle to expand without a readily available workforce.” It also noted that the construction industry is expected to grow the fastest of any industry in Montana at 2.7% annually. Correspondingly, MDT Statewide Transportation Improvement Program (STIP) Years 2018-2022 identifies future transportation projects. The execution of these projects is contingent upon multiple factors including federal and state funding availability. These projects consist of, but are not limited to, reconstructions, rehabilitations, resurfacing, and bridges. Qualified skilled workers in the areas of heavy equipment, truck driving, and laborers are most commonly needed to complete these and future highway construction projects.

With the projection of increased employment growth with fewer available workers, the Montana State Plan emphasized the need to (1) streamline education and workforce training programs to allow workers to learn while on the job; and (2) recruit from worker groups with lower labor force participation such as women, American Indians, and Montanans with disabilities. Contractors and TEROs are sharing similar statistics to the state employment data that indicates Montana is experiencing a shortage of highway construction workers. To meet the needs of a trained workforce for upcoming construction projects, it is vital for MDT to continue with administering the federal OJT/SS program through successful partnering with approved on-the-job training programs designed to increase the training opportunities for women, minorities, and disadvantaged individuals who have been historically underrepresented in the highway construction industry.

## **G. Goals & Objectives**

MDT's OJT/SS Program Goals and Objectives are:

- a. Recruit and enroll at least 20 members of the target population to earn at least one industry-recognized credential and documented experience in the highway construction industry.
- b. Within one year of enrollment, at least 80% will successfully complete the program and receive at least one industry-recognized credential.
- c. Place at least 13 individuals of target population program participants who successfully complete the program in the highway construction related jobs.

## **H. Scope of Work**

### **Narrative and Timeline for Activities/Services**

The OJT/SS program will include programmatic components that will enable the participants to gain and improve in the knowledge, skills, abilities, credentials, and career placement opportunities in the highway construction industry. The OJT/SS program will encompass the following:

1. Education and training in a truck driving, heavy equipment operation, and/or other highway construction program.
2. Provide participants with industry recognized certifications and/or credentials that will enable them to secure an apprenticeship or full-time/part-time jobs in the highway construction industry.
3. Include program performance measurements that include or exceed those contained in this OJT/SS SOW.
4. Identify partnerships established with key industry personnel, companies and organizations, and describe how partnerships benefit career placement activities.

MDT will solicit qualified contractors to recruit, train, and place individuals within the highway construction industry. The successful contractor(s) will have 1 year for individuals to gain industry-recognized credentials and experience and to gain employment. The timeline for the aforementioned activities and services are outlined in this SOW under the sections entitled: Period of Performance, Evaluation and Monitoring Plan, Budget Proposals, and Final Deliverables.

### **Budget Proposals & Financial Requirements**

Based on the Needs Assessment, federal regulations, and the intent of the program, MDT has prioritized Personnel Salaries, Fuel Supplies, Equipment, Materials, and Parts as the line item categories to receive the majority of the OJT/SS federal funding. These categories are most critical to goal success and program intent when considering the needs and barriers in Montana. Contractors will be required to restrict expending OJT/SS federal funding to these categories

only. While these categories are somewhat specific, reasonable flexibility within these categories can be exercised; however, the expenditures must logically fit and meet the intent of the program. This breakdown is an estimate of anticipated statewide costs and may vary.

<b>Line Item</b>	<b>FHWA Funds Requested</b>	<b>In-Kind Contributions</b>	<b>Funding Purpose</b>	<b>Total Cost</b>
Personnel Salaries	\$10,000	Contractor resp.	One FTE Employee	\$10,000
Fringe Benefits	\$2,475	Contractor resp.	Insurance for one FTE	\$2,475
Fuel Supplies	\$12,000	Contractor resp.	Equipment/Truck Fuel	\$12,000
Equipment	\$12,000	Contractor resp.	Hardhats/Vests/Tools Misc.	\$12,000
Materials & Parts	\$12,000	Contractor resp.	Classroom/ Jobsite Misc.	\$12,000
Maintenance/Repairs	\$12,000	Contractor resp.	Equipment/I.T. Upkeep	\$12,000
<b>Totals</b>	<b>\$60,475</b>	Contractor resp.		<b>\$60,475</b>

### 1. In-Kind Donations

MDT will encourage each potential contractor to utilize all available avenues for funding in support of the program. While funds that supplement the federal OJT/SS allotment are not required, these funds typically position contracting entity to deliver a more comprehensive and successful OJT/SS program.

### 2. Budget Expenditures

MDT will require all OJT/SS contractors to include billing statements with the quarterly reports and the final report. Billing statements will include the following information necessary to support the expenditures:

- a) All administrative costs, including staff time, will show names of employees and number of hours worked during the billing period;
- b) Fringe benefits should detail what is included in the benefit package and the dollar expended for each benefit;
- c) Receipts and/or invoices will be required for all fuel, equipment, materials, parts, maintenance and repair expenditures related to federal-aid funding expenditures;
- d) A brief narrative will be required for each expenditure; and
- e) Timesheet records must be maintained for the life of the Contract plus three years.

MDT will also require that all OJT/SS Contractors include a final budget statement within the Final Report, due within thirty days of the close of the contract.

### I. Geographic Locations, Target Groups, & Emphasis Areas

MDT’s STIP indicates upcoming projects and is located on our website: [https://www.mdt.mt.gov/publications/docs/plans/stip/2018stip\\_final.pdf](https://www.mdt.mt.gov/publications/docs/plans/stip/2018stip_final.pdf). The document lists Regionally Significant Projects, which are summarized below. Of the 16 projects listed, 15 of them are either located on or near one of Montana’s seven Indian Reservations.

Project Name	Scope	Letting Date (FFY)	Estimated Cost (Construction)	On or Near Reservation
Ronan – North	Reconstruct	2022	\$10,800,000	On Reservation
US 93 – Ronan (Urban)	Reconstruct	>2022	\$23,900,000	On Reservation
Mountainside to MP 133	Reconstruct	2022	\$11,500,000	Near Reservation
Airport & Foy's Lake Intch - Kal	Reconstruct	>2022	\$9,200,000	Near Reservation
Russell St - Dakota to Mount	Reconstruct	>2022	\$22,900,000	Near Reservation
US-93 N - Post Creek Hill	Reconstruct	>2022	\$20,200,000	On Reservation
Belt - N & S - Phase 3	Reconstruct	2021	\$20,200,000	> 1 hour from Reservations
Bainville - East	Reconstruct	>2022	\$27,100,000	Near Reservation
Rockvale - Laurel (NB Lanes)	Reconstruct	>2022	\$7,800,000	Near Reservation
Billings Bypass - Five Mile Road	Reconstruct	2019	\$4,300,000	Near Reservation
Billings Bypass - Yellowstone River	Reconstruct	2020	\$48,700,000	Near Reservation
Billings Bypass - Five Mile Rd to US 87	Reconstruct	>2022	\$15,700,000	Near Reservation
Billings Bypass - RR O'Pass	Reconstruct	2022	\$14,000,000	Near Reservation
Billings Bypass - Johnson Ln Intch - RR O'Pass	Reconstruct	2022	\$8,400,000	Near Reservation
Billings Bypass - Johnson Lane Interchange	Reconstruct	>2022	\$25,700,000	Near Reservation
I-90 Yellowstone R - Billings	Bridge	2021	\$65,600,000	Near Reservation

Since these projects with multiple hiring opportunities are located either on or near a reservation, MDT’s OJT/SS Program will target minority populations, women, and disadvantaged individuals. By implementing programs where trainees gather industry-recognized credentials, it provides a trained workforce for upcoming projects and secures a steady stream of labor for the construction labor pool.

**J. Strategic Partners**

MDT will solicit for qualified Contractor(s) to provide highway construction training for individuals in the target population to earn industry-recognized credentials. MDT is committed to working closely with the Contractor(s) to successfully recruit and train students in the highway construction industry. Further, MDT partners with the Contractor(s) and the State of Montana Department of Labor and Industry, Montana Registered Apprenticeship, Workforce Service Job Service Centers, and the Tribal Employment Rights Offices (TERO) for the reservations to help ensure successful placement of students following graduation from OJT programs.

**K. Project Management**

MDT has three program staff that provide oversight to the OJT/SS Contractor(s) to ensure the goals and objectives of the program are met. Staff coordinate with the

Contractor(s) on at least a quarterly basis, which includes a review of quarterly reports. Staff also conduct a minimum of one on-site review with the Contractor(s). If concerns arise, MDT staff will work with the contractor(s) to either implement measures or remove barriers to help the Contractor achieve the outlined goals. MDT staff will meet with the FHWA Division Office to discuss progress throughout the contract and will forward quarterly reports to the FHWA Division Office. See the Evaluation and Monitoring Plan section for further details on MDT's project management plan.

#### **L. Project Staff, Resources, & In-kind Contributions**

MDT Office of Civil Rights staff will include involvement from the Operations Chief (Patti Schwinden), Supervisor (Nicole Cosby), and EEO and Compliance Specialist (Chris Ferguson). Patti has over 25 years of experience in program management in areas related to education, job-readiness, and employment skills. Nicole and Chris have over 20 combined years of experience in providing non-discrimination training, highway construction labor compliance training, program management, and job-readiness skills that can be tailored to needs identified by OJT/SS recipients and their partners.

MDT will conduct an open, competitive solicitation for qualified contractors that can meet the objectives of the OJT/SS Program. MDT will work collaboratively with the Contractor(s) to ensure success of the program and will encourage each potential contractor to utilize all available avenues for funding in support of the program.

#### **M. Period of Performance**

Once funding is approved, MDT will announce an open, competitive solicitation to qualified contractors that can complete the tasks identified in MDT's OJT/SS program. MDT will sign a contract with the successful contractor(s) and they will have one year from the date the contract is signed to achieve the OJT/SS Program Objectives.

#### **N. Performance Measures**

MDT will use the following performance measurements as compared to the goals and objectives to determine success of the OJT/SS Program:

- a) Tabulation of number and percent of target group participants by ethnicity and gender enrolled each academic or programmatic quarter;
- b) Number of target population members completing training, program, and/or certificate course track;
- c) Number of target population members that complete their training, program, and/or certification course track and their success in securing apprenticeship, full-time, part-time jobs in highway construction-related careers; and
- d) Results of semi-annual on-site assessment(s) reviews.

The performance measures will be reported in the quarterly and final reports. The Final Report will include a determination if the goals and objectives were met, lessons learned, and a summary of how the OJT/SS Program affects other entities and programs.

## **O. Evaluation and Monitoring Plan**

As outlined below, MDT's evaluation and monitoring plan will require the OJT/SS Contractor(s) to submit quarterly reports and the final report to the MDT OJT/SS Program Manager. MDT will also conduct at least one on-site review of the Contractor(s). With MDT's involvement with the Contractor(s), we are able to provide more services or assistance if issues or concerns arise that may indicate they will be unable to achieve their goals.

### **1. Contractor Performance Assessments**

- a. MDT will assess Contractor performance by the review of quarterly reports, semi-annual on-site assessment(s), and the final report. These assessments will analyze the Contractor's performance in attaining the established goals, objectives, and intent of the OJT/SS program and contract.
- b. The OJT/SS program Contract may be terminated for two or more poor Contractor performance assessments and/or for a pattern of failure to attain established goals and objectives. Contractors will have the opportunity to respond to poor performance assessments.
- c. MDT will make a final decision to terminate Contractor's Contract based on:
  - i) assessment and any related information;
  - ii) response; and
  - iii) severity of any negative performance. The Contractor will be notified of Contract termination as outlined in the agreed upon Contract. Contractor's prior performance assessments may be considered in future solicitations.

## **P. Final Deliverables**

Contractors will prepare written quarterly progress reports and a final report to document achievement of work tasks, any adjustments needed, and budget expenditures. The Final Report will document achievement of goals and objectives, lessons learned, and a summary of how the OJT/SS Program affects other entities and programs within the highway construction industry.