Bipartisan Infrastructure Law
Guide for Developing Grant Proposals
(November 8, 2022 Version)

Contents

Introduction

The Infrastructure Investment and Jobs Act (IIJA), also known as the Bipartisan Infrastructure Law (BIL) was signed into law by President Joe Biden on November 15, 2021. BIL authorizes funds for Federal-aid highways, highway safety programs, transit programs as well as broad band access, clean water, and electric grid renewal.

This Guide establishes overall direction and consistency in the development of high-quality, competitive BIL grant proposals. It identifies key steps and defines relevant roles and responsibilities in the grant-development process. Ultimately, proposals must make a persuasive case that the grant is worth funding while meeting all of the specified requirements.

The Guide addresses the key considerations for the common components of most Notice of Funding Opportunity (NOFO) applications to guide the process in a straightforward and efficient manner. Where applicable, checklists and templates are provided to support the application.

In addition to covering the key components of applications, the Guide focuses on the roles and responsibilities throughout the application-development cycle. It is designed to ensure a shared understanding among those involved and to promote efficient and orderly grant applications.

The landscape for transportation funding has changed in significant ways through the IIJA/BIL legislation. While enormous opportunity has been afforded by the Act, the volume and level of competition has increased commensurately. Many state DOTs and other transportation agencies have placed increased emphasis on pursuing and securing discretionary grant funds to significantly augment traditional federal funding. In this new landscape, applications must differentiate themselves through innovation, creativity, and case-making. As such, this document is organized to support the development of the most competitive proposals possible for submissions.

It is essential to be mindful of federal emphasis areas and priorities in developing and executing a strategic approach to grant proposal development. Areas such as **equity, innovation, safety, sustainability, resiliency, and environment** must be recognized as key competitive factors and be addressed as such in proposal conceptualization, drafting, review and finalization.

The Guide includes both process steps and tools to use in approaching a grant application. Tools are identified by an icon with the process step they support, are summarized in each section, and are provided in “Tools” at the end of the Guide. The Guide will be periodically reviewed and reissued to reflect lessons learned from experience gained in actual applications.

Keys to a Competitive Grant Application

The competition for discretionary BIL grants is keen. As such, these competitive factors must be kept in view when considering and developing every grant application:

- Partnerships – the application is organized around a strong partnership approach wherever possible and to the greatest extent possible.

- Positioning and preparation – the grant applicant is positioned and prepared to develop the grant application to the greatest extent possible prior to the grant announcement and NOFO.

- Data – all possible data sources are used to support the case being made for selecting the grant—not transportation only, but non transportation benefits, data associated with grant criteria, economic impacts, equity, etc.

- Narrative—the grant application must have a compelling well-written narrative, telling a strong story as to why this grant will make a great difference (the story must have a strong connection to the Benefit Cost Analysis as well). **Use key words from the evaluation criteria in your narrative**.

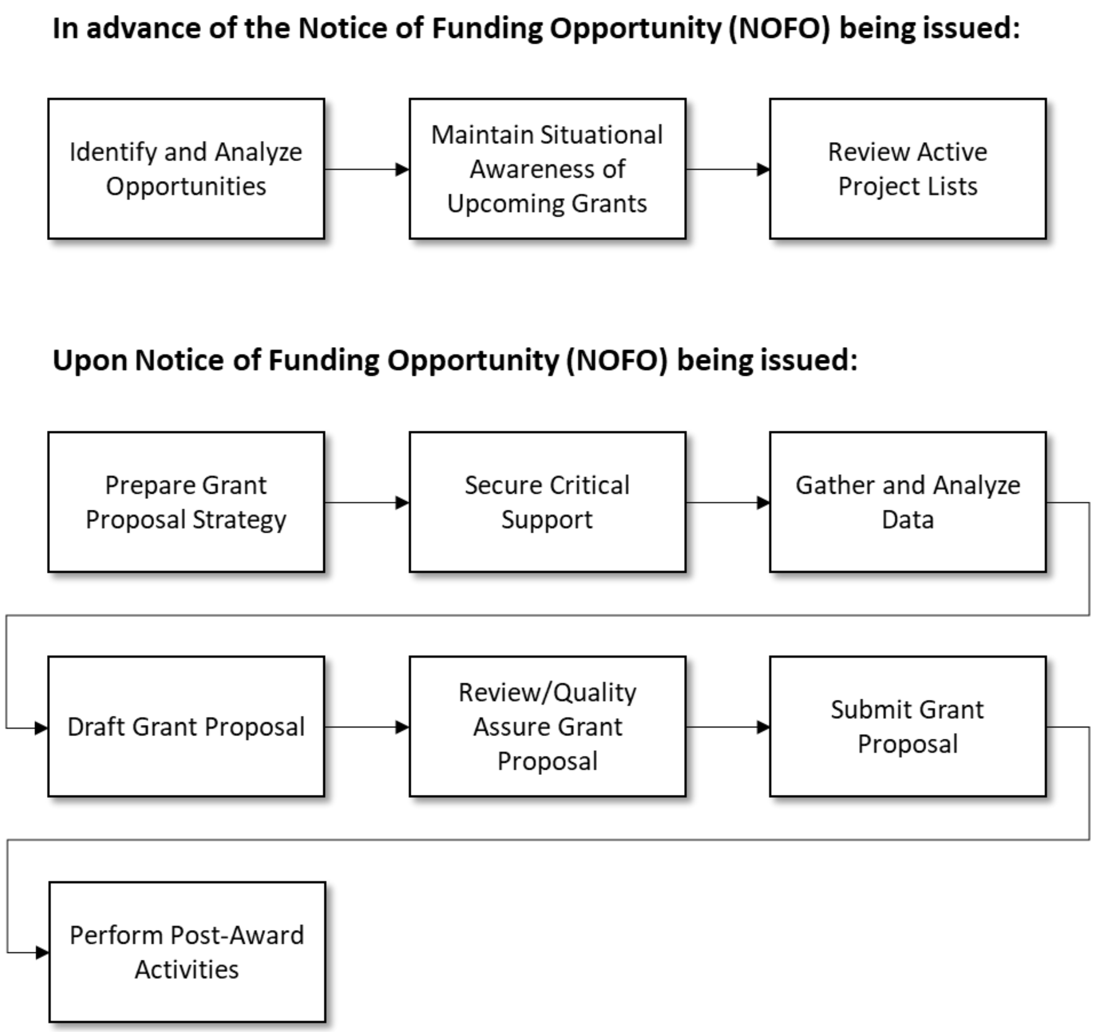
- Benefit Cost Analysis (BCA) – the BCA is entirely supported by valid data sources and is complete in the Excel file and described clearly and persuasively in the narrative.

- Letters of Support – letters are obtained from as wide a cross-section of federal, state, and local officials as possible as well as a wide range of stakeholders.

- Visuals – the application makes excellent use of tables, graphs, maps, photographs, and other images that enhance the grant application.

Grant Development Process Overview

Th high-level process flow diagram below outlines the major steps of the application preparation and development process.



Grant Development

In advance of the Notice of Funding Opportunity (NOFO) being issued:

1. Identify and Analyze Opportunities

It is imperative that opportunities be identified and analyzed in advance of the NOFO. The competitive nature of grants means that many other organizations will be proposing on the same opportunities, so any work performed before the NOFO is an investment that will pay off significantly. Analyzing prospective opportunities will provide a head start for a number of critical and time-sensitive activities in the application process, including:

A. Forming a work group

B. Identifying potential partners

C. Identifying likely stakeholders and project champions to eventually provide letters of support for specific projects and educating these individuals (in advance of the release of the NOFO) about upcoming projects and their benefits

D. Initiating dialogue with these potential project champions should begin well before formal requests for letters of support

E. Gathering data on potential projects from varied sources and screening them for matches with organizational goals on a continuous basis

F. Reaching out to federal agencies regarding prospective plans to apply for grants

2. Maintain Situational Awareness of Upcoming Grants

This is best accomplished through a systematic approach according to these major steps:

A. Develop an annual schedule for grant applications as timelines for when NOFOs will be issued are generally known and how long each grant application will be active/open.

B. Identify potential projects early.

C. Ensure identified projects meet the following criteria:
- Eligible
- Scope
- Schedule
- Budget
- Competitive
- Benefit Cost Analysis (BCA)
- Readiness (including Environmental Clearance)
- Merit Criteria

D. Support competitiveness of promising projects through project development and environmental clearance activities that advance project readiness.

3. Review Active Project Lists

Review active project lists and match with grant programs projected to be active over a long-term planning horizon. Update the list periodically (e.g., quarterly) to keep opportunities in view on a five-year rolling basis.

Upon Notice of Funding Opportunity (NOFO) being issued:

1. Prepare Grant Proposal Strategy

A. Conduct review to determine whether to pursue grant based on key criteria.

A careful analysis of the criteria of the NOFO will provide adequate information to determine whether candidate projects will meet all requirements. This is a pivotal step requiring a decision to proceed. For those NOFOs that result in a "Go," proceed to the subsequent steps in this guide.

B. Establish a logical and efficient folder structure at the start of the grant proposal process for use by all work-group members on the proposal. Sample Folder Structure

C. Thoroughly review grant, noting:

- Instructions (deadlines, format, permitted/prohibited costs, performance data, etc.)
- Overarching themes, emphasis areas
- Specific requirements, including all forms and certifications to be submitted
- Selection criteria

D. Develop the grant-proposal strategy (typically as the focus of a kickoff meeting).

- Develop a high-level outline of the grant application.
- List the information requested in each part of the NOFO.
- Confirm anticipated proposal components.
- Identify potential sources of critical support.
- Identify key win themes.
- Identify critical data and sources, particularly to support the win themes.
- Use maps, photos, graphics, and other images to support a compelling narrative—allow time for their inclusion by identifying them at the start of the proposal development process.
- Develop high-level estimate of project costs.

E. Develop a Grant Application Development Summary. [Grant Application Development Summary](#)

   The tool provided for the Application Development Summary organizes critical information used in pursuing the grant and a "workback schedule" for timing considerations based on the due date.

F. Identify project parties and their roles/responsibilities.
   - Review the Responsible, Accountable, Consulted, Informed (RACI) listing and Roles Checklist to match roles and responsibilities with the requirements of the grant. [RACI Listing](#) and [Roles Checklist](#)
   - Form a work group (if not already established in advance of NOFO) to perform the critical activities (responsible role in the RACI approach) of grant development. The following roles are critical:
     - Application Manager – person assigned oversight for the overall completion of a high-quality competitive grant application
     - Section Authors – individuals assigned responsibility for section(s) of the application
     - BCA Lead – individual with oversight responsibility for completion of a thorough and defensible BCA
     - Support Letter Coordinator – individual responsible for overseeing the complete letters of support process
     - Editor – person responsible for editing to ensure a highly readable cogent application
     - QA/QC – person responsible for ensuring that all requirements have been satisfied and that all statements are substantiated
   - For critical project roles, determine:
     - What is expected of members
     - Timelines/schedule of proposal activities (including meetings)
     - Rationale for their involvement
   - Engage PennDOT districts and MPOs/RPOs from the start. They have significant relationships with regional stakeholders, and they can expedite and ensure responses from their contacts in the "Secure Critical Support" step.

G. Develop, communicate, and track assignments.
   - Provide a summary of key points from kickoff meeting according to agenda items. [Standardized Work-Group Meeting Agenda](#)
   - Clearly identify specific responsibilities for work-group members and delivery dates.
   - Emphasize long-lead items.
   - Track and report on assignments and action-item completion at frequency interval determined in the kickoff meeting.

Tools:

- Sample Folder Structure
- Grant Application Development Summary
- RACI Listing
- Roles Checklist
- Standardized Work-Group Meeting Agenda

2. Secure Critical Support

Securing critical support for the project and the grant application itself is an early action item in the application process. Letters of support from project stakeholders are essential for an application to be competitive. In addition to identifying target support organizations, consider the "political" implications when seeking support. A given opportunity may be highly visible in the communities affected, and the support requested should be consistent with support organizations' own interests, objectives, and positions. Groundwork for this "ask" should have been laid in the pre-NOFO stage, at which time the opportunities would have been introduced to stakeholders and their benefits emphasized.

PennDOT may also consider providing letters of support for other grant applicants as requested. Generally, the department will provide a letter of support for regionally (MPO/RPO) supported projects if PennDOT itself is not submitting or is not prohibited from supporting by regulation. When appropriate, supporting a project will entail:

- The requirement of reviewing a draft of the grant application prior to providing the requested letter of support
- Willingness to consider draft letter of support text provided by the requesting grant applicant
- Efforts to have the PennDOT letter of support signed by the Secretary of Transportation whenever possible to reflect support at the highest level
- Recognition that the Department may choose not to provide a letter of support

PennDOT Central Office is responsible for obtaining letters of support from members of Congress and from the Chairs of the State House and Senate Transportation Committees. Districts are responsible for obtaining letters of support from other legislators and from counties, municipalities, and others (including the private sector, chambers of commerce, etc.) regionally.

A. Identify key decision makers early.

- Consider various agencies, local governments, elected officials, local civic and neighborhood associations, businesses, chambers of commerce, and other key stakeholders.

- Identify **one** appropriate member of the grant team as the primary point of contact for the various stakeholders. Remember to leverage district personnel and their contacts with regional stakeholders.
  - This ensures requests are consistent and communication can continue throughout the grant process.
  - The identified individual will also collect all letters and apprise the grant team of progress on the letters of support. This does not include letters of support from federal officials or those from the chairs of the House and Senate Transportation Committees. These letters of support are obtained through PennDOT Central Office and the Governor's Office.
- It is important to inform stakeholders of the deadline for the letters, which should be several days prior to grant submission, so that any outstanding letters can be contacted while there is time before submission.

B. A template letter (for the various stakeholders to use as a model letter) should include the following information:

- Name of the grant opportunity
- Any identifiers in the NOFO that are mandatory to add to the letter of support (i.e., unique # that is provided when the application is opened in the grant portal)
- Correct official and address of grantor agency (US DOT, etc.)
- How the grant project satisfies and achieves the criteria of the NOFO
- How the grant project benefits the individual stakeholder and/or their constituents (Encourage and allow the stakeholder to create this language to personalize the template.)

The template letter should be transmitted with basic background information on why the request is being made, the importance of the request, whom to contact for any further questions, due date, and other relevant details. In addition, a one-page cut sheet summarizing the project and its benefits can provide useful content for stakeholders to use in customizing their letters.

- Once the request is made, those providing letters of support should be asked to submit drafts of their letters well enough in advance to allow revisions, as necessary.

3. Gather and Analyze Data

Data collection and analysis is a key element of the grant application process as the information feeds directly into multiple areas of the application. The data reinforces the application and is the foundation of the Benefit Cost Analysis (BCA). Optimizing the various data is essential to "telling a compelling story," a critical component of a successful application.

Engaging in the data identification, collection, and analysis process early is paramount in the completion of the application. Data needs vary and are discussed within each NOFO. Data should be analyzed and displayed as maps, charts, and/or graphics to inform and reinforce the grant application.

A. Thoroughly review NOFO, noting:
   - Data needs:
     - Data types
     - After-award evaluation data needs

B. Develop data collection methods/sources:
   - Internal data collection plan:
     - Current data
     - Historical data
   - External data collection plan (provide lead time for external agencies):
     - Current data
     - Historical data

C. Data Analysis:

   The assessment of data and information requirements is an ideal activity to coordinate with the MPO/RPO, who may have a rich repository of detailed information that will strengthen the approach. The MPO/RPO should be considered throughout the data-gathering process outline below.
   - Analytics needed to support project
     - Modeling
     - GIS
   - External big data analytics
     - Use of third-party vendors to gather and analyze big data
     - Mobile device data, Direct-from-Vehicle data (e.g., streetlight data, Wejo)
   - Data visualization needs
     - Mapping (mapping needs should be identified as early as possible to allow time for development/obtaining the mapped information)
     - Graphic design

D. Review BCA needs, noting:
   - Proper scope of the analysis
   - Data type needs

Generalized Data Types (Will vary by grant opportunity. The sources below may also be best explored with the assistance of subject matter experts from Central Office and the MPO/RPO (in addition to the district(s). Consider both quantitative and qualitative data):

- ☐ Safety Data
- ☐ Operations Data
- ☐ Traffic Data
- ☐ Bike/Pedestrian Data
- ☐ Freight/Commerce Data
- ☐ Multimodal Freight Data
- ☐ Transit Data
- ☐ Bridge Condition Data
- ☐ Pavement Condition Data
- ☐ Environmental Data
- ☐ Environmental Justice Data
- ☐ USDOT Transportation Disadvantage Census Tracts
- ☐ Equity and Demographic Data
- ☐ Public Health Data
- ☐ Economic Data
- ☐ Housing Data
- ☐ Employer Data
- ☐ Workforce Development Board Data
- ☐ Chamber of Commerce Data
- ☐ Additional Grant-Specific Data
- ☐ Project Costs (Past, Present, Future)

4. Determine Mapping Requirements

Grant applications can be enhanced substantially using maps. Maps of the project location are invaluable and most effective when they present the project in both a local and broader regional context.

A. Determine the mapping requirements as well as mapping enhancements at the start of the grant development process.

- Some maps may be required, such as those that document underserved populations, etc.
- Maps should be drafted as early as reasonably possible to ensure data completeness and accuracy.
- Maps should be part of the overall strategic messaging and win themes approach. Determine how maps can most effectively bolster each.

B. Consider the GIS resources of the various organizations involved to determine what data layers might help in telling the story of the proposed project’s merit.

5. Draft Grant Proposal

The sections below address a typical NOFO. Note that grant proposal outlines will vary depending on the NOFOs issued. Terminology used to refer to these sections may also differ (in some cases, multiple titles are provided for this reason). To the extent permitted by the grant applications' instructions in the NOFO, the grant proposal should make use of eye-catching graphics and formatting to persuasively make the case for grant award to this project.

A. Cover Page/Title Page

- Follow the required format for the cover page.
- Use specified forms/templates to summarize administrative and fiscal data.

B. Project Description/Abstract/Summary

- The Project Description highlights the most important content from each section.
- Tips:
    - This section should be no more than a half of a page and a few paragraphs in length.
    - Every critical point of the proposal should be found in abbreviated form.
    - This area should provide a brief overview of the project, the request, the match/community/local investment, and the benefits.
    - This is the opportunity to "sell" the project's value and benefits as though it might appear as the news release upon selection (covering the major benefits should also be reinforced as elaborated in the BCA).

C. Project Location

- Provide locational context.
- Make strategic use of mapping as possible for visualization and reference.

D. Project Sponsor(s)/Organizational Background/Qualifications/Introduction

- Describe the organization in terms of location, demographics, mission, relationship to the service and past successes.
- Document the capability to successfully accomplish the goal and objectives of the grant.
- Establish credibility with relevant organizational information.

E. Challenge and Solution/Problem Statement/Statement of Need/Needs Assessment

- Document the problem, opportunity, or need with hard data, linking it to the funding source's goals and priorities.
- Provide options to address the problem and their expected outcomes.
- Conclude the statement of need by summarizing how the proposed project will address the documented needs.

F. Project Requirements/Program Goals and Objectives (Outcomes)

- Identify anticipated outcomes and benefits in measurable terms. How is the situation expected to change as a result of the grant?
- Summarize the goal, or goals, into one sentence that describes the foundational purpose for addressing the primary need within the target population or audience.
- Goal tips:
  - Make the goals SMART (specific, measurable, achievable, relevant, time-bound).
  - Describe the primary need from the target population, user, or audience's perspective.
  - Identify the geographic area this grant will serve (if applicable).

G. Project Outcome Criteria/Methods/Implementation Plan/Work Plan

- Explain how the grant will be accomplished.
- Include a timeline for critical activities and responsible parties.

H. Evaluation Plan

- Present a plan for determining the success of the project at interim points and completion.
- Provide a framework to measure/monitor grant adherence and goal achievement.

I. Financial Plan Update/Future Funding/Sustainability

- Describe how expenses not supported by the grant will be covered and how the project effort will continue after the grant ends.
- Provide evidence of financial sustainability, including documentation of funds budgeted/committed to cover the non-federal share of project expenses.

J. Grant Funds, Sources and Uses of all Project Funding/Budget

- Description:
  - Complete the budget worksheet/table and budget narrative.
  - Define project costs and provide an explanation of each expense. Attempt to address all cost related items as early as possible and recognize that there may be key considerations such as the level of non-federal share that may be strategically important to the competitive position of the grant.
  - Identify the costs to be met by the funding source and the methods used to determine costs.
- Tips:
  - Use a worksheet or table to list budget item.
  - Check and recheck the NOFO instructions, with careful attention to allowable allocations for salary, equipment, travel, marketing, and other items.

K. Benefit-Cost Analysis (BCA)

When required by the NOFO, a compelling and defensible BCA is essential for the grant proposal to be competitive. The benefit-cost narrative supports the quantitative components of the BCA by telling the story of the proposed project's merit.

- The BCA is submitted in two parts that must be mutually supportive: the Excel spreadsheet, and the discussion of the BCA in the grant proposal narrative. In addition, the key benefits of the project and the major findings of the BCA should be summarized in the main grant narrative, in the event a grant reviewer overlooks the BCA.
- The BCA framing should consider the entire range of benefits, including those related to the immediate community, environmental considerations, statewide, regional, and national, as applicable. The analysis should follow the latest BCA methodology guidance from USDOT, which is generally updated annually.
- The following checklist items are to be followed and enhanced, as applicable.

BCA Checklist

☐ Document all assumptions and methodology used to produce the BCA.
☐ Use present-value methodology in analysis.
☐ Link benefits with expected outcomes.
☐ Review and reference the current BCA Guidance for Discretionary Grant Programs (link below).
☐ Ensure that those assigned to draft the BCA are fully qualified with the requisite experience of preparing BCAs.
☐ Establish a list of all known direct and indirect benefits and the associated data (quantitative and qualitative) that will be used for each. Establish a list of all known direct and indirect benefits and the associated data (quantitative and qualitative) that will be used for each.
☐ Link to the "win narrative" for the overall proposal, typically presented in the project overview, and ensure BCA alignment.
☐ Review the list of benefits with the Department and the work group as early as possible to identify the associated data sources (quantitative and qualitative) and the contacts for each.
☐ Prepare a schedule for BCA development that fits with the overall grant proposal schedule and that is completed in successive drafts as early as possible, as the completed BCA can positively shape the narrative.
☐ Verify data accuracy and reliability. Verify the calculations in the spreadsheet and its completeness and logic.
☐ Present the BCA to the Department/work group for review and comment.

Link to current BCA Guidance for Discretionary Grant Programs:
https://www.transportation.gov/office-policy/transportation-policy/benefit-cost-analysis-guidance-discretionary-grant-programs-0

L. Appendices

May include items such as:

- Letters of support
- All data/information gathered throughout the process that supports the narrative and approach
- Maps and data sets
- Links to data platforms (e.g., SharePoint) to facilitate access to and the exchange of large files

6. Review/QA (Quality Assure) Grant Proposal

The schedule should be developed and managed to ensure ample time for quality review and the identification of any flaws. There should be knowledgeable reviewers who are not so close to the drafting that they would miss problems.

The review must ensure that all NOFO requirements have been satisfied. Draft elements of the proposal should be reviewed against the initial win themes identified to ensure that each has been sufficiently demonstrated in the proposal.

NOFO direction may result in some repetition of text between the project application and the supporting narrative. It is important to minimize text duplication to that which is necessary to reinforce key win themes or major points. Redundancy could detract from an otherwise strong proposal by undermining the clarity of the message.

7. Submit Grant Proposal

Submission of the proposal must be done by confirming that all elements are completed and ready for uploading. This includes but is not limited to:

A. Project Application

B. Supporting Narrative

C. Letters of Support

D. Forms

8. Perform Post-Award Activities

After grant awards are announced, recontact project champions/stakeholders to thank them for their support and inform them of the grant decision, whether the project is selected or not.

If not selected, keep stakeholders/champions apprised of the intent, if appropriate, to pursue the project at a later date, but maintain confidentiality on details.

Identifying shortcomings and improvement steps can be carried out through a disciplined After Action Review (AAR) among work group members exclusively. (An AAR can be conducted for successful applications as well, where the focus will be on Step 4 in the guidance provided below on carrying out the review.) Grant Application After Action Review Form

To conduct an AAR, begin by requesting a debrief from the grant agency to help establish why the project was not selected and factors that could help make the project more competitive for future applications. Debriefs are a recognized part of the process. Many projects apply for multiple cycles of grants before eventually succeeding, and debriefs help to make any future grant proposal more competitive.

Assemble the work group as soon as you have received an agency debrief to critically and creatively analyze the processes used.

The AAR identifies both practices to continue and practices to discontinue/change. The following questions can guide your AAR:

1. What was the intended result?
   - Define the intended outcome clearly, concisely, and comprehensively.
   - Beyond a successful application, what components were required for success? The agency debrief will inform this line of questioning. For example, a successful application requires strong, visible support from key stakeholders. What would be the result of this requirement being satisfied? Is it the number of letters of support provided, their content, the profiles of those providing them?
2. What were the actual results?
   - Compare the actual results with the well-defined outcomes of Step 1.
   - For each component of success, how well did the application measure up? In the example for letters of success, how many letters did we request, and how many did we receive. What did they contain? Who supported the effort, and who did not?
3. What are the gaps between intended and actual outcomes?
   - Consider the root causes of the shortcomings.
   - Your line of inquiry might examine whether processes and procedures were effective. Did we allow enough time for critical activities? In the example for letters of success, did the prospective supporters understand the benefits to their communities and constituents? Did the benefit-cost analysis yield favorable outcomes?

4. What processes were effective and should be repeated?
   - List the areas where results were aligned with expectations so that they can be replicated on other applications.
   - Consider ways to ensure the successful practices are sustained, or even expanded on.

5. What has to change?
   - Identify and list ways to address shortcomings throughout the relevant application-development steps.
   - Determine where submitted information was missing, inadequate, or confusing.
   - Consider ways to highlight critical information that was provided, but which did not "get through" to reviewers. Could it be more graphically striking? Was there possible doubt or confusion about claims made, particularly with the benefit-cost analysis.
   - Specify the steps that will be taken in research, writing, calculations, support-generation, and editing/proofreading to address inadequacies and strengthen future applications and their chances of success.

Tool:

Grant Application After Action Review Form

Tools

Sample Folder Structure

The folders listed below will serve as a “starter” structure for organizing grant information. Setting up these folders in a shared environment will help make grant information easily accessible to all who will work on the application. Additional folders and subfolders can be added as the application develops.

- 🗀 Background Materials and Data
- 🗀 Benefit-Cost Analysis
- 🗀 Drafts
- 🗀 Final Deliverables for Upload
- 🗀 Letters of Support
- 🗀 Maps and Visuals
- 🗀 Meetings
- 🗀 NOFO and Related Guidance

Grant Application Development Summary

NOFO:	
Project Name:	
Owner:	
Key Stakeholders:	
Brief Description:	
Grant Application Workback Schedule	
Key Step	**Target Date**
Go/No-Go Decision (If Go, proceed with summary)	
Due Date and Time	
Final Draft Application QA/QC	
Final Draft Application Review	
Draft Application QA/QC (Draft with BCA and forms completed)	
Draft Application Review	
Annotated Outline Review	
Annotated Outline	
Data Collection Requests with Deadlines	
Letter of Support Requests with Deadlines	
Outline	
Team Roles	
Application Manager	
Section Authors	
BCA Lead	
Support Letter Coordinator	
Editor	
QA/QC	

Grant RACI Approach – Major Roles and Responsibilities in Grant Development

The multiple roles in the grant-development process are organized by the RACI (Responsible, Accountable, Consulted, Informed) categories below. The RACI roles will be further defined in the grant-proposal strategy. Potential players in the categories of Responsible, Consulted, and Informed are listed in the Roles Checklist that follows.

- **Accountable** –Process "Owners" who submit the proposal:
    - Deputy Secretary for Planning
    - Deputy Secretary for Multimodal
    - Joint Applicant* (in some cases)
- **Responsible** – Perform grant-development activities, including:
    - Department or Joint Applicant Lead
    - Work Group
    - Department Personnel (Central Office and Districts)
    - Consultants
    - Others TBD as required by particular grants
- **Consulted** – Engaged as appropriate throughout the process, including:
    - Governor's Office
    - Critical Supporters
    - Stakeholders (selectively)
- **Informed** – Kept apprised of grant pursuit and developments, including:
    - Executives
    - Stakeholders

*Potential Joint Applicants include local governments, MPOs/RPOs, and transit operators.

Roles Checklist

The listing or potential roles that follows is intended to be fairly comprehensive, recognizing that involvement will be dictated by the specifics of the opportunity. The list may serve best as a means of ensuring that no valuable player has been overlooked, rather than as a set of required roles.

- **Grant-Development Activities**
    - Oversight (QA/QC) – consultants in a purely oversight role
    - Consultants in a development role
    - Required disciplines
    - Technical/Engineering expertise (see below)
    - Staffing (internal and external) and timing commitments
    - Program Center Contract Management Unit
    - Editorial and graphics
    - Benefit cost analysis
- **Subject Matter Expertise** (as required by grants)
    - Planners
    - Engineers
    - Environmental specialists
    - Economists (e.g., benefit/cost analysis)
    - Writers/Editors
    - Graphics specialists
    - GIS
    - QA/QC
- **Department Organizations and Positions**
    - Planning Deputate
    - Program Center
    - District Executives
    - Districts
    - Legislative Liaison (State Reps, Senators, and Transportation Committee Chairs)
    - Governors BIL Liaison (U.S. Congress and Senate)
    - Multimodal Deputate (owns grants.gov rights)
    - Highway Administration Deputate
    - Office of Communications
    - Municipal Services Representatives
    - Office of Chief Counsel
    - Fiscal
    - Alternative Funding Office

- **External Stakeholders/Advisory**
    - State Transportation Commission (STC)
    - MPOs/RPOs
    - Local development districts
    - Local governments
    - Local government associations
    - Transit agencies
    - Airport and port authorities
    - Freight rail
    - Amtrak
    - Chambers of Commerce
    - Employers/Industry
    - Workforce development boards
    - Economic development agencies
- **Interagency and Intergovernmental**
    - Governor's Office
    - DCNR
    - PHMC/SHPO
    - DCED
    - PEMA
    - Department of Agriculture
    - Department of Health
    - Department of Human Services
    - State Police
    - Turnpike Commission
    - Resource/Regulatory agencies
        - Fish & Boat Commission
        - PA Game Commission
        - DEP
    - Federal agencies
        - USDOT
            - FHWA
            - FTA
            - FRA
        - USACE
        - USCG
        - USDOD

- **General** (Depending on the project, the following entities may be able to strengthen the approach by identifying benefits and outcomes for their respective communities and constituencies.)
    - Municipal Advisory Committee
    - Transportation Advisory Committee
    - Modal Advisory Committees
    - State Transportation Innovation Council
    - Public/Private nonprofit beneficiaries in the project area including educational and healthcare institutions
    - Organizations supporting minority and diversity, equity, and inclusion interests
    - Other supportive project champions/stakeholders

Sample Work-Group Meeting Agenda

1. Project Overview
2. Team (Work-Group Composition)
    a. Roles and responsibilities
3. Schedule and Milestone Reviews
4. NOFO Requirements Review and Facilitated Walk-Through
5. Grant Proposal Strategy
    a. Data available and data needed
    b. Mapping
    c. Win themes
    d. Benefit-cost analysis
    e. Critical support—including but not limited to letters of support
    f. Communication, document sharing, collaborative platform
    g. Other (may add other items to this list)
6. Scheduling Team/Work-Group Meetings in Line with Schedule
7. Other

Grant Application After Action Review Form

Grant application (title and program):				
Step 1: Intended Results	**Step 2: Actual Results**	**Step 3: Gaps**	**Step 4: Repeat**	**Step 5: Change**
Define clear, concise, and comprehensive intended outcomes	Describe actual results for each.	Define the gap, considering root causes of the shortcomings if applicable.	List the areas where results were aligned with expectations.	Identify and list ways to address shortcomings.

References and Guidance

Benefit-Cost Analysis Guidance for Discretionary Grant Programs
https://www.transportation.gov/sites/dot.gov/files/2022-03/Benefit%20Cost%20Analysis%20Guidance%202022%20%28Revised%29.pdf