# Training for FRA Grants

## Overview

Under the Federal Railroad Administration (FRA), Office of Railroad Policy and Development (RPD), the Program Delivery Office (RPD-10) is responsible for federal investment and assistance to the rail industry.  RPD-10 plays an integral role in the implementation of federal investment programs to develop and sustain high-performance passenger and freight rail services, including support to program stakeholders to ensure program success for freight rail, intercity passenger rail, and high-speed rail.

### Background

In May 2016, the U.S. Government Accountability Office (GAO) issued a report, *Rail Grant Oversight: Greater Adherence to Leading Practices Needed to Improve Grants Management*, and recommended that FRA "analyze training needs and formalize a training plan for agency staff and grantees, which could include training on grant-specific procedures and policies."[1]  Specifically, the GAO's report included the following training recommendation:

"Develop a mechanism that allows grant recipients and agency staff to establish and maintain a level of subject-matter expertise and competence so that they can fulfill their responsibilities.
- Identify needs that allow grantees and agency staff to develop subject matter expertise specific to their role and the project being funded
- Develop training that helps grantees and agency staff obtain sufficient understanding of regulations, policies, and procedures governing their particular grant funds"[2]

### Purpose

This training plan defines FRA RPD-10's grants training and information needs, and provides details on how new and ongoing grant training and information will be developed and disseminated through sound protocols to meet the needs of FRA staff and grantees.

### Scope

The scope of this training plan is to address GAO's recommendation and include a needs assessment, as well as current, revised, and new training opportunities for RPD-10 staff and grantees on the management of grants throughout their lifecycle.  While this training plan provides an overview of training options, it is not designed to be an exhaustive list of all training activities.  This is a living document.  Therefore, the proposed activities and milestones may change from those presented in this baseline plan as conditions change.

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[1] GAO-16-544, page 30.
[2] GAO-16-544, page 21.

# Training Recipients

This training plan supports the expected grants management roles and responsibilities of FRA staff and grantees that are summarized below:

## Grantees
- Understand and adhere to both programmatic and administrative laws, regulations, policies, and procedures to effectively implement and manage projects awarded by FRA or the Department of Transportation (DOT) in accordance with the conditions of the grant agreement. Note that FRA grantees include grant applicants.

## FRA Grant Managers
- Ensure compliance with DOT, FRA, and government-wide policies and regulations, including those related to developing Notices of Funding Opportunities (NOFOs) and adhering to requirements of 2 CFR 200 (*Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*) in all stages of the grant lifecycle.
- Administer grants in accordance with FRA and RPD programmatic, financial, and administrative standards, such as assigning and managing payment statuses, amendments, and reports.

## FRA Regional/Project Managers
- Serve as the programmatic lead; monitor the grantee's performance in adherence to the project scope, schedule and budget; assist with technical issues; and serve as the project-delivery point of contact for grantees in their assigned region or project area.

## FRA Engineers
- Apply engineering judgment and principles, as well as project management and administrative skills to perform engineering studies and operations oversight of projects funded by grants, including progress reviews, site visits, and managing oversight contractors.

## FRA Environmental Protection Specialists
- Ensure that environmental policy and compliance obligations are satisfied in planning, developing, and implementing intercity passenger and freight rail programs.

# Training Goals

The following three goals focus on the training needs of RPD-10 staff and FRA grantees:

- Goal 1: Provide FRA RPD-10 staff and grantees with resources to enhance their knowledge, skills, and abilities to perform their roles and responsibilities in support of the grants management lifecycle, as well as understand each other's roles and responsibilities.

- Goal 2: Provide forums for FRA RPD-10 staff and grantees to exchange ideas and information.

- Goal 3: Provide accurate and timely information to current and prospective grantees regarding the availability and eligible uses of federal funding.

These goals along with specific training objectives are part of a training implementation plan shown at the end of this document for RPD-10 staff and grantees.

## Factors to Consider

Although this training plan focuses on meeting RPD-10 staff and grantee training needs, the planned training and activities may be subject to internal or external factors that may limit or restrict their implementation, as illustrated below:

- Training activities, tasks, and deliverables may be subject to time, budget, and resource constraints that impact implementation.
- Other significant work projects and priorities with strict deadlines may arise that impact the timeframes for implementing internal FRA-led learning activities in this training plan.
- New requirements and evolving needs may affect the design, development, and deployment of the training in the future.

# Training Needs Assessment

A needs assessment for a training program is the foundation for identifying specific performance and knowledge gaps to be addressed through training to improve grants management.  To address GAO's recommendations, the following sections detail the assessment of RPD-10 staff's and grantees' training needs.

## FRA RPD-10 Staff Needs Assessment

An assessment was conducted to identify areas where grants management training for RPD-10 staff needs to be developed and enhanced.   For this assessment, position descriptions and U.S. DOT Career Path Guides, 2014-2018 were first reviewed to determine the overall responsibilities and critical competencies of RPD-10 staff.  Competencies describe the knowledge, skills, abilities, and other characteristics that employees need to effectively do their jobs.  The competency profiles in the career path guides developed by DOT include both competencies necessary for all employees at DOT, as well as competencies specifically designated for certain occupations, which can be used to identify employee needs related to training and other developmental experiences.

Next, RPD-10 supervisors were interviewed to assess potential training needs and gaps based on their overall understanding about the specific knowledge, skills and abilities of their staff and current *Individual Development Plans* (IDPs).  Then, training needs were identified for each of the main types of training recipients.

Training needs will differ based on each staff's educational background, expertise and current duties.  Therefore, references to specific training needs are intended to be used primarily as guidance during the development and implementation of IDPs.  RPD-10 supervisors will ensure that their staff include in IDPs the necessary training to meet individual needs and hold staff accountable to attend training to enhance their knowledge and expertise.

### Grant Managers' Training Needs

For RPD-10 Grant Managers, proficiency in grants administration includes in-depth knowledge of 2 CFR 200 as well as the ability to administer grants in accordance with FRA and RPD programmatic, financial, and administrative standards for all stages of the grant lifecycle. DOT Grant Management Certification is available from DOT to all employees involved in the award and administration of DOT grants, cooperative agreements, loans, and other transactions. Grant Managers are encouraged to obtain this certification and maintain grants management competencies.

### Regional/Project Managers' Training Needs

In addition to having overall knowledge about the project roles and responsibilities related to grants management, gaining expertise in project management is a training priority for Regional/Project Managers. Proficiency in using project management methods to assist with the coordination of team and contractor activities is critical to ensuring steady work flow, maximum production, compliance with deadlines, and overall efficiency of operations for grant programs and projects. Ongoing training is encouraged for all Regional/Project Managers in RPD-10, as well as continued new and refresher training in grants management, project management and contracting officer representative processes and guidelines.

### Engineers' Training Needs

In addition to having the technical subject matter expertise outlined in the *U.S. DOT Career Path Guide 2014-2018 – Engineering Professionals*, RPD-10 Engineers ensure successful implementation of projects and programs, including the identification and deployment of best practices in railroad engineering, operations, and project planning and development. As a result, the RPD-10 Engineer training needs include a combination of technical, project management and contracting officer representative training.

### Environmental Protection Specialists' Training Needs

The critical competencies listed in the *U.S. DOT Career Path Guide 2014-2018 – Environmental Protection Specialist* provide insight into training needs for this role at the expert level. Environmental Protection Specialists provide leadership, guidance, and assistance to FRA staff, FRA grantees, and other interested parties concerning the fulfillment of National Environmental Policy Act (NEPA) requirements and related responsibilities for proposed rail projects and plans. As a result, the RPD-10 Environmental Protection Specialists' training needs include planning and environmental processes and guidelines as well as project management training.

## Grantee Needs Assessment

Information about FRA grantee training needs are communicated to FRA through its monitoring activities as well as via feedback from grantees during all stages of the grant lifecycle. In addition, FRA reviewed grant monitoring reports from FY 2013-2016, information from RPD-10 supervisors, and survey feedback from the annual Rail Program Delivery Meetings to assess grantee training needs. Grantees requested a broad spectrum of training in the following programmatic and technical training areas:

### Programmatic Training Needs

Overall, many grantees suggested that FRA could improve the dissemination of general programmatic information and guidance on how grant applications, agreements, reports, and deliverables should be developed and submitted.  Additionally, the following programmatic-specific training needs were identified:

- Grants application training
    - Information about Notices of Funding Opportunities and application requirements
    - Instructions on filling out the required FRA standard forms (e.g., SF-425, SF-270)
    - Guidance on using GrantSolutions
- General grants management training
    - Expected level of detail (which also includes examples) for quarterly reports
    - Overview of the invoicing process that includes the expected level of detail and timeframe for submitting invoicing to FRA
    - Project management requirements and expectations of FRA grantees in the development of Statements of Work, Project Management Plans, Schedules, and Financial Management Plans
    - Guidance on policies and procedures for invoicing
    - Guidance to prepare for future monitoring efforts that includes preparing site monitoring checklists
    - Project administration record
    - FRA's standards on risk management for large projects
    - Grant terms, conditions, and terminology
    - Templates or samples for completing the Annual Budget Review and Program Plan
- Compliance requirements and issues

## Technical Training Needs

Several grantees recommended the need for sharing best practices and lessons learned across the engineering departments of Amtrak and other railroads to learn from their successes and failures. Grantees also requested technical training on the topics listed below.

- Training for track inspectors on a regional basis
- Positive train control (PTC) implementation
- Maintenance and technical training for buildings and bridges
- Guidance on domestic preference issues
- The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended
- Workshops on railroad design
- Preliminary engineering
- Applicability and use of the **CONC**eptual **NE**twork **C**onnections **T**ool (CONNECT) planning tool

## Summary of Needs Assessment

As shown by this needs assessment, both programmatic- and technical-specific training needs exist for RPD-10 staff and grantees.  Moreover, establishing a central location on FRA's website for posting and accessing grants management-related information and training material would be an advantage in terms of making such resources easily obtainable.

# Training Methods

To address the identified training needs based on the needs assessment, training opportunities for both RPD-10 staff and grantees have been, and will be, delivered in various ways. The format used to deliver various training programs may vary from course to course. As some of the same information may be contained in part or entirety in more than one course, there is some flexibility in taking training in various formats. The following is a list of the various types of training and learning opportunities included in this training plan:

- Internal instruction
    - Presentations by DOT/FRA personnel or contract consultants
    - DOT/FRA workshops and conferences with training sessions
    - Web-based instruction/information provided on the DOT/FRA websites
- External instruction
    - Training offered by vendors within and outside the federal government
    - Distance learning or web-based instruction/information available online
    - Workshops and conferences with training sessions offered by organizations outside of DOT
- Experiential learning that is inductive, learner-centered, and activity-oriented

# Existing Training Opportunities

The training described in the following sections provides information about existing training opportunities for FRA staff and grantees. FRA has an Employee Tuition Assistance Program where FRA employees can apply to receive tuition reimbursement for job-related courses, which may include which may include undergraduate and graduate-level courses and other training to improve on-the-job subject matter expertise.

## External Training for FRA Staff and Grantees

### Project Management and Project Risk Management Training

The overall objective of the project risk management training is to enable staff to assess the risk of any project and execute a successful response by identifying the potential risks through the preparation of a risk management plan. The overall objective of the project management training is to enable staff to learn project management principles and best practices aligned with A Guide to the Project Management Body of Knowledge and many of the GAO guides, to obtain knowledge, tools, techniques, and best practices to successfully manage a project from initiation to final closeout.

FRA staff and grantees can take project management training that leads to certification, such as the Project Management Institute's (PMI's) Project Management Professional (PMP) certification. Project and Program Managers' training is also available free of charge to FRA employees through the Federal Acquisition Institute Training Application System (FAITAS), which includes the following courses:

- Fundamentals of Project and Program Management IA (online)

- Fundamentals of Project and Program Management IB (online)
- Fundamentals of Project and Program Management II
- Fundamentals of Project & Program Management
- Fundamentals of Contracting
- Fundamentals of Business, Cost & Financial Management
- Fundamentals of Leading Projects and Programs
- Applications in Project & Program Management
- Applications in Contracting
- Applications in Business, Cost & Financial Management
- Applied Leadership in Projects & Programs
- Progressive Concepts in Program Management
- Progressive Contracting Strategies for Programs
- Progressive Business, Cost & Financial Management
- Progressive Leadership in Program Management

The description of each course listed above can be found online in FAITAS's Federal Course Catalog. Further details on certification requirements can also be found on FAI's webpage for Certification of Program and Project Managers.

## Engineer Training

Technical training for engineers is primarily available through the American Railway Engineering and Maintenance-of-Way Association (AREMA).  The following course listing represents rail-related technical training offering by AREMA:

- Bridge Inspection
- Building the Steel Interstate
- Derailment Cause Finding & Derailment Prevention
- Environmental Permitting Issues In Railroad Construction Projects
- Intermodal Terminal Design
- Introduction to Practical Railway Engineering
- PTC 101 - Introduction to Positive Train Control (PTC)
- Rail Bulk Terminal Design Seminar
- Railroad Bridge Worker Safety (Fall Protection) Orientation for Shortlines, Contractors & Consultants
- Railroad Surveying 101 Course
- FRA 214:  Roadway Worker On-Track Safety
- Seismic Design of Railroad Bridges
- Streambed Erosion Hazard Recognition & Countermeasures for Railroad Embankments and Bridges Seminar
- Track Alignment Design
- Track Assessment Tools and Techniques
- FRA 213: Track Safety Standards
- Train Accident Investigation Cause-Finding & Prevention

## Environmental Technical Training

Environmental training focuses on technical training to enhance specific expertise, as well as augment overall knowledge to build skills and enhance job performance.  Environmental training is offered

through different federal training avenues, such as other DOT modal administrations and agencies outside of DOT.  For example, the Federal Highway Administration's (FHWA's) National Highway Institute (NHI) provides relevant training listed in its course catalog that includes the following courses:

- Cultural and Historic Preservation
- NEPA and the Transportation Decision-making Process
- Public Involvement in the Transportation Decision-making Process
- Fundamentals of Environmental Justice
- Historic Preservation in Transportation Project Development
- Air Quality Planning:  Clean Air Act
- Section 4(f)

The Advisory Council on Historic Preservation (ACHP) also offers links to training and education on Section 106, as well as other related resources.  The Fish and Wildlife Service's (FWS's) National Conservation Training Center provides training on special topics of interest, such as the Endangered Species Act and Wetland Assessment.

### Grants.gov Learning Center

Listed below are training and resources that the Grants.gov Learning Center provides on the federal grants lifecycle, policies on grants management, and profiles on grant-making agencies:

- Grants 101
  - The Grant Lifecycle
  - Pre-Award Phase
  - Award Phase
  - Post Award Phase
  - Getting Started Checklist
- Grant Eligibility
- Grant-Making Agencies
- Grant Systems
- Grant Reporting
- Grant Policies
- Grant Programs
- Grant Fraud

### GrantSolutions Web Training

FRA uses GrantSolutions as its grants management system, which also offers the GrantSolutions Grantee Training Video series with the following "anytime" training sessions:
- Session 1 – Introduction to GrantSolutions for Grantees
- Session 2 – GrantSolutions Pre-Award Activities for Grantees
- Session 3 – GrantSolutions Post-Award Activities for Grantees

## Internal DOT Training for FRA Staff and Grantees

FRA provides various training opportunities and resources that help to ensure that eligible recipients understand how to apply for grants while grantees understand how to properly manage grant funds with the support and guidance from RPD-10 staff.

## FRA Rail Program Delivery Video Series

Webinar training videos are available online at the FRA Rail Program Delivery Video Series site and cover different aspects of the existing rail planning and program delivery processes as well as applicable federal laws and regulations.  The first seven training videos are listed below and are available on-demand to not only RPD-10 staff and grantees but the general public as well:

- Environmental Review
- Grant Closeout
- The Davis-Bacon Act
- The Americans with Disabilities Act (ADA) Compliance for Rail Stations
- Service Planning
- Preliminary Engineering
- Buy America

Railroad 101 Videos that introduce basic railroad concepts are also available on FRA's website:

- Railroad 101: Train Types and Performance
- Track Configuration
- Basic Operations
- Signal Systems

## Additional Rail Engineering and Project Development Training

The following internal training and information guidance covering rail engineering and project development is also available:

- Basic Track
- Tractive Effort
- Train-Track Dynamics
- Railway Track Alignment Design
- Railroad Corridor Transportation Plans – A Guidance Manual
- Capital Cost Estimating Guidance

## FRA's Rail Program Delivery Meeting

FRA's objectives for this meeting are to help grantees successfully deliver projects, mitigate risks, and improve FRA's stewardship of taxpayer dollars.  This event brings together project directors, managers, and other key personnel on FRA-funded rail projects; rail industry leaders and experts; federal oversight contractors; and federal staff.

The Rail Program Delivery Meeting along with the training materials presented provides an important mechanism for addressing many of the training needs identified by grantees.  The training materials, presentation slides, and other program information from these events are archived online at: https://www.fra.dot.gov/Page/P0712.

Additionally, FRA provides annual webinar training on the improper payment testing required by the Improper Payment Elimination and Recovery Act of 2010 (IPERA) and the Improper Payment Elimination and Recovery Improvement Act of 2012 (IPERIA).

### FRA Grants and Loans Website

The "Grants and Loans" section on FRA's website provides information about FRA's discretionary grant programs with links to Notices of Funding Opportunities, application documents, and additional resources for grantees.

### FRA Grant Administration Overview Website

The "Grant Administration Overview" section on FRA's website provides the following essential resources and guidelines on how to apply for grants and administer grants:

- Applying for Grants
- Grant Readiness Checklist
- Electronic Grant Application Process
- Application Forms
- Statements of Work
- Example Notice of Grant Award
- Reporting Requirements
    - Progress reports on a quarterly basis (FRA Quarterly Progress Report)
    - Federal financial reports on a quarterly basis (Federal Financial Report – SF-425)
    - Final report on or before the end of the period of performance (Final Performance Report)
- Grantee Reporting
- Grant Closeout

### FRA Environment Website

The "Environment" section on FRA's website provides details on FRA's environmental procedures and other NEPA-related information, which grantees may use for environmental compliance purposes.

### FRA Grant Oversight Guidance Website

The "Oversight Guidance" section on FRA's website provides information on overseeing grant projects, as well as links to the Railroad 101 Videos, Rail Program Delivery Meetings, Monitoring Procedures, Capital Cost Estimating Guidance , and FRA Rail Program Delivery Video Series.

### FRA Buy America Website

The "Buy America" section on FRA's website provides information to grantees about the Buy America provision of 49 USC § 24405(a), and its waiver requests.  Grantees may also access online the webinar presentation and FAQs on Buy America that explain procedures on how to apply this provision.

## Additional Training for FRA Staff

As shown by competency profiles, training needs may overlap among RPD-10 staff.  This section describes existing learning activities that are directed to all RPD-10 staff.

### RPD-10 Monthly Program Delivery Meetings

RPD holds monthly meetings for the entire RPD staff to present current and upcoming work by the Program Delivery Office; RPD also has other ad hoc meetings to exchange internal information, including the latest updates on RPD processes.

### RPD-10 Training Program Series

In July 2016, RPD-10 initiated a Training Program Series on a biweekly basis to provide employees with an overview of RPD-10 program areas and other selected processes.  New RPD-10 employees are strongly encouraged to attend the internal FRA presentations while other RPD-10 employees are welcome to attend these sessions as refresher training.

### Program Management Tracker (PMT) Resources and Training

As an efficient and effective way for tracking and sharing critical information about FRA's grant portfolio, RPD-10 uses the Program Management Tracker (PMT) on FRA's SharePoint site to organize, update, and view data, documents, and reports related to all FRA grant program projects.  PMT reference guides, job aids and FAQs are available to all RPD staff, as well as the following internal on-demand training videos on FRA's SharePoint site:

- PMT Foundations Training
- PMT Training for Environmental Protection Specialists
- PMT Training for Regional Managers and Project Managers
- Deliverables Management
- Data & Analytics eLearning

### U.S. DOT Acquisition and Financial Assistance Conference

In the spring of each year, Grant Managers attend the annual *U.S. DOT Acquisition and Financial Assistance Conference*, which provides over four hours of internal training sessions that have included grants management related topics, such as: Office of the Inspector General (OIG) - Lessons Learned for the Future, Grants Oversight and New Efficiency (GONE Act), and the Art of Evaluation Criteria.

### Waste Fraud and Abuse Training

In the fall of each year, FRA staff and grantees attend the annual *Waste Fraud and Abuse Training* co-hosted by DOT's Office of the Inspector General and FRA.  It focuses on safeguarding federal funds and increasing staff awareness about potential abuses in the grants management process.  This training covers critical topics, including how to identify and report issues of fraud and waste.

### FRA Grant Administration Training

In addition to having access to information and tools via FRA's SharePoint site, such as the Grants Management Manual that standardizes RPD-10's policies, processes, and procedures for performing specific activities across the grant lifecycle, Grant Managers also take internal training specific to the financial system and new processes used at FRA, including:

- Internal Quarterly Progress Report  (QPR) Training
- Auto Payment Training
- Grantee Reimbursement Training

## Grants Management Certification Training

In 2016, DOT developed a grants management certification program to ensure that employees administering and managing federal investment programs have the necessary skills and knowledge to effectively and efficiently manage them. The primary objective of the program is to develop and maintain a highly qualified, knowledgeable, accountable, and efficient grants management workforce through a formal, standardized certification program.

**Table 1.  DOT Grants Management Certificate Requirements**

| DOT - GMC | Experience | Training |
|---|---|---|
| **Entry** Level I | None | • Introduction to Grants and Cooperative Agreements<br>• Monitoring Grants and Cooperative Agreements<br>• Uniform Administrative Requirements |
| **Intermediate** Level II | DOT-GMC Level I **AND** At least 1 year of grants management experience within the last 5 years | All Level I Training Plus:<br>• Cost Principles for Grants<br>• Ethics in the Grants Environment<br>• Closeout of Grants<br>• 2 Electives |
| **Advanced** Level III | DOT-GMC Level II **AND** At least 3 years of grants management experience within the last 5 years | All Level II Training Plus:<br>• 2 Pre-Award Courses<br>• 1 Post-award Course<br>• 2 Electives |

Although the certification program was internally developed, DOT does not currently provide internal training for the certification program. The DOT Grants Management Certificate requirements correspond with external commercially available grants management training courses centered on all phases of the grants management lifecycle. For example, there are available courses on:

- Performance Monitoring of Grants and Cooperative Agreements
- Indirect/F&A Cost Rate Proposals Under 2 CFR 200
- Uniform Administrative Requirements for Federal Grants: 2 CFR 200 (Subparts A-D)
- Cost Principles for Federal Grants: 2 CFR Part 200 (Subpart E) and FAR 31.2
- Ethics in the Grants Environment
- Auditing of Federal Grants and Cooperative Agreements: 2 CFR 200 (Subpart F)
- Fraud, Waste & Abuse on Federal Grant Projects
- Closeout of Grants

Once the certification requirements are met after approximately three to five years of training, certified Grant Managers must maintain 40 hours of continuous learning every two years at each level.

DOT's grants management certification integrates conventional leadership and technical competencies with a focus on financial assistance management. Continuous learning (including required electives) can be completed through DOT-developed courses, as well as courses offered by the Federal Acquisition Institute (FAI), Defense Acquisition University, or commercial vendors.

### Contracting Officer's Representative Certification

RPD-10 staff may pursue Contracting Officer's Representative (COR) Certification to enhance their subject matter expertise in this area as most grantees hire contractors to complete project construction work.  FAITAS' course catalog indicates COR training is available through FAI free of charge to FRA employees with registration in FAITAS.  A 40-hour COR training course that covers COR roles and responsibilities as well as fundamental contract rules and regulations is required for initial certification. After the completion of initial training, 40 hours of continuous learning points (CLP) every two years is required to maintain this certification.  According to the *Guidance on Meeting the Requirement for Continuous Learning Points*, a broad range of activities and training may be used to obtain CLPs.

## Summary

This training plan reflects the results of RPD's efforts to assess FRA staff and grantee training needs to develop subject matter expertise regarding regulations, policies and procedures governing the management of grant funds.  The training plan will continue to be modified to incorporate new learning resources as they become available to support grants management training.

# Appendix A: Course Directory

The following directory identifies recommended training classes for the target audience. The courses identified in this directory are those that have been offered or are planned to be offered on a recurring basis. Several courses are provided on an "on-demand" basis. This directory will be used by RPD-10 staff, supervisors, and others in identifying training needs and communicating standard courses.

| Training/Course Name | Course Code | Participants | | | | |
|---|---|---|---|---|---|---|
| _Symbol Key:_<br>○ = Applicable for the Participant(s)<br>Blank = Not available or applicable for the Participant(s)<br><br>_Course Codes:_<br>A = Available via internal FRA or DOT source<br>E = Available via external source<br>P = Planned course | | Grantees | Regional/Project Managers | Grant Managers | Environmental Protection Specialists | Engineers |
| **RPD Training Program Series Meetings** | A/P | | ○ | ○ | ○ | ○ |
| **Program Management Tracker (PMT) Resources and Training** | | | | | | |
| PMT Foundations | A | | ○ | ○ | ○ | ○ |
| PMT Training for Environmental Protection Specialists | A | | ○ | ○ | ○ | ○ |
| PMT Training for Regional Managers and Project Managers | A | | ○ | ○ | ○ | ○ |
| Deliverables Management | A | | ○ | ○ | ○ | ○ |
| Data & Analytics eLearning | A | | ○ | ○ | ○ | ○ |
| **FRA Grant Administration Training** | | | | | | |
| Internal Quarterly Progress Report (QPR) | A | | ○ | ○ | | |
| Auto Payment Training | A | | ○ | ○ | | |
| Grantee Reimbursement | A | | ○ | ○ | | |
| **FRA Rail Program Delivery Video Training** | | | | | | |
| ADA Compliance for Rail Stations | A | ○ | ○ | ○ | ○ | ○ |
| Alternatives Analysis | P | ○ | ○ | ○ | ○ | ○ |
| Buy America | A | ○ | ○ | ○ | ○ | ○ |
| Cost Estimating | P | ○ | ○ | ○ | ○ | ○ |
| Environmental Review | A | ○ | ○ | ○ | ○ | ○ |
| Equipment Procurement | P | ○ | ○ | ○ | ○ | ○ |
| Grant Closeout | A | ○ | ○ | ○ | ○ | ○ |
| Preliminary Engineering | A | ○ | ○ | ○ | ○ | ○ |
| Real Estate | P | ○ | ○ | ○ | ○ | ○ |
| Regional Planning | P | ○ | ○ | ○ | ○ | ○ |

| Training/Course Name | Course Code | Participants | | | | |
|---|---|---|---|---|---|---|
| _Symbol Key:_<br>○ = _Applicable for the Participant(s)_<br>Blank = _Not available or applicable for the Participant(s)_<br><br>_Course Codes:_<br>A = _Available via internal FRA or DOT source_<br>E = _Available via external source_<br>P = _Planned course_ | | Grantees | Regional/Project Managers | Grant Managers | Environmental Protection Specialists | Engineers |
| Service Planning | A | ○ | ○ | ○ | ○ | ○ |
| State Rail Planning | P | ○ | ○ | ○ | ○ | ○ |
| The Davis-Bacon Act | A | ○ | ○ | ○ | ○ | ○ |
| **FRA's Rail Program Delivery Meeting** | | | | | | |
| 2014 FRA Rail Program Delivery Meeting | A | ○ | ○ | ○ | ○ | ○ |
| 2015 FRA Rail Program Delivery Meeting | A | ○ | ○ | ○ | ○ | ○ |
| 2016 FRA Rail Program Delivery Meeting | A | ○ | ○ | ○ | ○ | ○ |
| 2017 FRA Rail Program Delivery Meeting | P | ○ | ○ | ○ | ○ | ○ |
| **FRA Railroad 101 Videos** | | | | | | |
| Basic Operations | A | ○ | ○ | ○ | ○ | ○ |
| Signaling Systems | A | ○ | ○ | ○ | ○ | ○ |
| Track Configuration | A | ○ | ○ | ○ | ○ | ○ |
| Train Types and Performance | A | ○ | ○ | ○ | ○ | ○ |
| **Grants Management Courses** | | | | | | |
| Grant Closeout | E | ○ | ○ | ○ | ○ | ○ |
| Cost Principles | E | ○ | ○ | ○ | ○ | ○ |
| Ethics in the Grants Environment | E | ○ | ○ | ○ | ○ | ○ |
| Monitoring Grants and Cooperative Agreements | E | ○ | ○ | ○ | ○ | ○ |
| Uniform Administrative Requirements | E | ○ | ○ | ○ | ○ | ○ |
| Appropriations Law | E | ○ | ○ | ○ | ○ | ○ |
| Cooperative Agreements and Substantial Involvement | E | ○ | ○ | ○ | ○ | ○ |
| Developing and Monitoring Indirect/F&A Cost Rate Proposals Under 2 CFR 200 | E | ○ | ○ | ○ | ○ | ○ |
| Evaluating Federal Funds Management Capabilities of Recipients and Sub-recipients | E | ○ | ○ | ○ | ○ | ○ |
| Federal Assistance Law | E | ○ | ○ | ○ | ○ | ○ |
| Understanding National Policy Requirements Affecting Grants | E | ○ | ○ | ○ | ○ | ○ |
| Audit of Federal Grants and Cooperative Agreements: 2 CFR 200 (Subpart F) | E | ○ | ○ | ○ | ○ | ○ |

| Training/Course Name | Course Code | Grantees | Regional/Project Managers | Grant Managers | Environmental Protection Specialists | Engineers |
|---|---|---|---|---|---|---|
| *Symbol Key:*<br>○ = *Applicable for the Participant(s)*<br>*Blank = Not available or applicable for the Participant(s)*<br><br>*Course Codes:*<br>*A = Available via internal FRA or DOT source*<br>*E = Available via external source*<br>*P = Planned course* | | | | | | |
| Detecting and Preventing Fraud on Federal Grant Projects | E | ○ | ○ | ○ | ○ | ○ |
| Internal Controls for the Federal Grants Community | E | ○ | ○ | ○ | ○ | ○ |
| Performance Measurement for Federal Grants Under 2 CFR 200 | E | ○ | ○ | ○ | ○ | ○ |
| **Other Grants Manager Training** | | | | | | |
| Annual Federal Grants Update | E | ○ | ○ | ○ | ○ | ○ |
| U.S. DOT Acquisition and Financial Assistance Conference | A | | ○ | ○ | ○ | ○ |
| Waste Fraud and Abuse Training Meeting/Webinar | A/P | | ○ | ○ | ○ | ○ |
| **FRA Grants Administration Training** | | | | | | |
| Internal Quarterly Progress Report (QPR) Training | A | | | ○ | | |
| Auto Payment Training | A | | | ○ | | |
| Grantee Reimbursement Training | A | | | ○ | | |
| **Project Management Training and Certification (Non-governmental)** | | | | | | |
| Project Management Principles Training Course | E | ○ | ○ | ○ | ○ | ○ |
| Project "Risk" Management Training Course | E | ○ | ○ | ○ | ○ | ○ |
| PMI Project Management Professional (PMP) Certification | E | ○ | ○ | ○ | ○ | ○ |
| **Project Management Training and Certification (Governmental - FAI)** | | | | | | |
| Fundamentals of Project and Program Management IA (online) | E | | ○ | ○ | ○ | ○ |
| Fundamentals of Project and Program Management IB (online) | E | | ○ | ○ | ○ | ○ |
| Fundamentals of Project and Program Management II | E | | ○ | ○ | ○ | ○ |
| Fundamentals of Project & Program Management | E | | ○ | ○ | ○ | ○ |
| Fundamentals of Contracting | E | | ○ | ○ | ○ | ○ |
| Fundamentals of Business, Cost & Financial Management | E | | ○ | ○ | ○ | ○ |
| Fundamentals of Leading Projects and Programs | E | | ○ | ○ | ○ | ○ |
| Applications in Project & Program Management | E | | ○ | ○ | ○ | ○ |
| Applications in Contracting | E | | ○ | ○ | ○ | ○ |
| Applications in Business, Cost & Financial Management | E | | ○ | ○ | ○ | ○ |
| Applied Leadership in Projects & Programs | E | | ○ | ○ | ○ | ○ |
| Progressive Concepts in Program Management | E | | ○ | ○ | ○ | ○ |
| Progressive Contracting Strategies for Programs | E | | ○ | ○ | ○ | ○ |

| Training/Course Name | Course Code | Grantees | Regional/Project Managers | Grant Managers | Environmental Protection Specialists | Engineers |
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| Progressive Business, Cost & Financial Management | E | | ○ | ○ | ○ | ○ |
| Progressive Leadership in Program Management | E | | ○ | ○ | ○ | ○ |
| **AREMA Technical Training** | | | | | | |
| Bridge Inspection | E | ○ | ○ | ○ | ○ | ○ |
| Building the Steel Interstate | E | ○ | ○ | ○ | ○ | ○ |
| Rail Electrification and Expanding Capacity of U.S. Railways for Express Freight and Passenger Service | E | ○ | ○ | ○ | ○ | ○ |
| Derailment Cause Finding & Derailment Prevention | E | ○ | ○ | ○ | ○ | ○ |
| Environmental Permitting Issues in Railroad Construction Projects | E | ○ | ○ | ○ | ○ | ○ |
| Intermodal Terminal Design | E | ○ | ○ | ○ | ○ | ○ |
| Introduction to Practical Railway Engineering | E | ○ | ○ | ○ | ○ | ○ |
| PTC 101 - Introduction to Positive Train Control (PTC) | E | ○ | ○ | ○ | ○ | ○ |
| Rail Bulk Terminal Design Seminar | E | ○ | ○ | ○ | ○ | ○ |
| Railroad Bridge Worker Safety (Fall Protection) Orientation for Shortlines, Contractors & Consultants | E | ○ | ○ | ○ | ○ | ○ |
| Railroad Surveying 101 Course | E | ○ | ○ | ○ | ○ | ○ |
| FRA 214:  Roadway Worker On-Track Safety | E | ○ | ○ | ○ | ○ | ○ |
| Seismic Design of Railroad Bridges | E | ○ | ○ | ○ | ○ | ○ |
| Streambed Erosion Hazard Recognition & Countermeasures for Railroad Embankments and Bridges Seminar | E | ○ | ○ | ○ | ○ | ○ |
| Track Alignment Design | E | ○ | ○ | ○ | ○ | ○ |
| Track Assessment Tools and Techniques | E | ○ | ○ | ○ | ○ | ○ |
| FRA 213: Track Safety Standards | E | ○ | ○ | ○ | ○ | ○ |
| Train Accident Investigation Cause-Finding & Prevention | E | ○ | ○ | ○ | ○ | ○ |
| **Engineering and Project Development Training** | | | | | | |
| Basic Track | A/P | | ○ | ○ | ○ | ○ |
| Tractive Effort | A | | ○ | ○ | ○ | ○ |
| Train-Track Dynamics | A | | ○ | ○ | ○ | ○ |
| Railway Track Alignment Design | A | | ○ | ○ | ○ | ○ |

| Training/Course Name | Course Code | Grantees | Regional/Project Managers | Grant Managers | Environmental Protection Specialists | Engineers |
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| Railroad Corridor Transportation Plans – A Guidance Manual | A | | ○ | ○ | ○ | ○ |
| Capital Cost Estimating Guidance | A | | ○ | ○ | ○ | ○ |
| **Contracting Officer's Representative (COR) Certification (FAI)** | | | | | | |
| 40 Hour COR Training Course | E | | ○ | ○ | ○ | ○ |
| **Environmental Protection Specialist Training (NHI, ACHP, and FWS)** | | | | | | |
| Cultural and Historic Preservation | A | | ○ | ○ | ○ | ○ |
| NEPA and the Transportation Decision-making Process | A | | ○ | ○ | ○ | ○ |
| Public Involvement in the Transportation Decision-making Process | A | | ○ | ○ | ○ | ○ |
| Fundamentals of Environmental Justice | A | | ○ | ○ | ○ | ○ |
| Historic Preservation in Transportation Project Development | A | | ○ | ○ | ○ | ○ |
| Air Quality Planning:  Clean Air Act | A | | ○ | ○ | ○ | ○ |
| Section 4(f) | A | | ○ | ○ | ○ | ○ |
| Section 106 Training (ACHP) | E | | ○ | ○ | ○ | ○ |
| National Conservation Training (FWS) | E | | ○ | ○ | ○ | ○ |
| **FRA Grants and Loans Training** | | | | | | |
| Grant Administration Overview | A | ○ | ○ | ○ | ○ | ○ |
| Applying for Grants | A | ○ | ○ | ○ | ○ | ○ |
| Reporting Requirements | A | ○ | ○ | ○ | ○ | ○ |
| Grant Closeout | A | ○ | ○ | ○ | ○ | ○ |
| **FRA Buy America** | | | | | | |
| Buy America FAQS | A | ○ | ○ | ○ | ○ | ○ |
| Buy America Webinar Presentation | A | ○ | ○ | ○ | ○ | ○ |
| **FRA National Environmental Policy Act (NEPA) Procedures** | | | | | | |
| NEPA Guidance | A | ○ | ○ | ○ | ○ | ○ |
| **Grants.gov Learning Center** | | | | | | |
| Grants 101 | E | ○ | ○ | ○ | ○ | ○ |
| Grant Eligibility | E | ○ | ○ | ○ | ○ | ○ |
| Grant-Making Agencies | E | ○ | ○ | ○ | ○ | ○ |
| Grant Systems | E | ○ | ○ | ○ | ○ | ○ |

| Training/Course Name | Course Code | Participants | | | | |
|---|---|---|---|---|---|---|
| *Symbol Key:*<br>○ = *Applicable for the Participant(s)*<br>*Blank = Not available or applicable for the Participant(s)*<br><br>*Course Codes:*<br>*A = Available via internal FRA or DOT source*<br>*E = Available via external source*<br>*P = Planned course* | | Grantees | Regional/Project Managers | Grant Managers | Environmental Protection Specialists | Engineers |
| Grant Reporting | E | ○ | ○ | ○ | ○ | ○ |
| Grant Policies | E | ○ | ○ | ○ | ○ | ○ |
| Grant Terminology | E | ○ | ○ | ○ | ○ | ○ |
| Grant Community | E | ○ | ○ | ○ | ○ | ○ |
| Grant Programs | E | ○ | ○ | ○ | ○ | ○ |
| Grant Fraud | E | ○ | ○ | ○ | ○ | ○ |
| **GrantSolutions Web Training** | | | | | | |
| Session 1 – Introduction to GrantSolutions for Grantees | E | ○ | | ○ | | |
| Session 2 – GrantSolutions Pre-Award Activities for Grantees | E | ○ | | ○ | | |
| Session 3 – GrantSolutions Post-Award Activities for Grantees | E | ○ | | ○ | | |
| **Auditing/Compliance Training** | | | | | | |
| Improper Payment Testing | A/P | ○ | | ○ | | |
| **Grants Management Website Resources** | | | | | | |
| FRA's Grants and Loans  website | A | ○ | | | | |
| FRA's Grant Administration Overview website | A | ○ | | | | |
| FRA's Buy America website | A | ○ | | | | |
| FRA's Environment website | A | ○ | | | | |
| Development of NEPA Analysis Guidance and Training | P | ○ | | | | |
| EA and FONSI Template Development | P | ○ | | | | |
| Guidance for Installing Double Track | P | ○ | | | | |
| Station ADA and Level Boarding Guidance | P | ○ | | | | |
| Final Performance Report Guidance | P | ○ | | | | |
| Uniform NEPA Guidance | P | ○ | | | | |
| Service Planning Guidance | P | ○ | | | | |
| Regional Service Planning Guidance | P | ○ | | | | |
| Notice of Funding Opportunities for FY 2017 Discretionary Grant Programs | P | ○ | | | | |