This training was developed in partnership with the Governors Highway Safety Association. It is designed to help potential subrecipients develop data-driven programs that effectively address NV Office of Traffic Safety (OTS) priority program areas.

Training Agenda
- Finding & interpreting data
- Establishing a baseline
- Writing a clear, succinct & relevant problem statement
- Building your proposal
- Differentiating between goals & objectives
- Developing SMART objectives
- Selecting proven activities
- Evaluating outcome & process
- Scheduling activities & tasks
- Allocating resources & constructing a budget
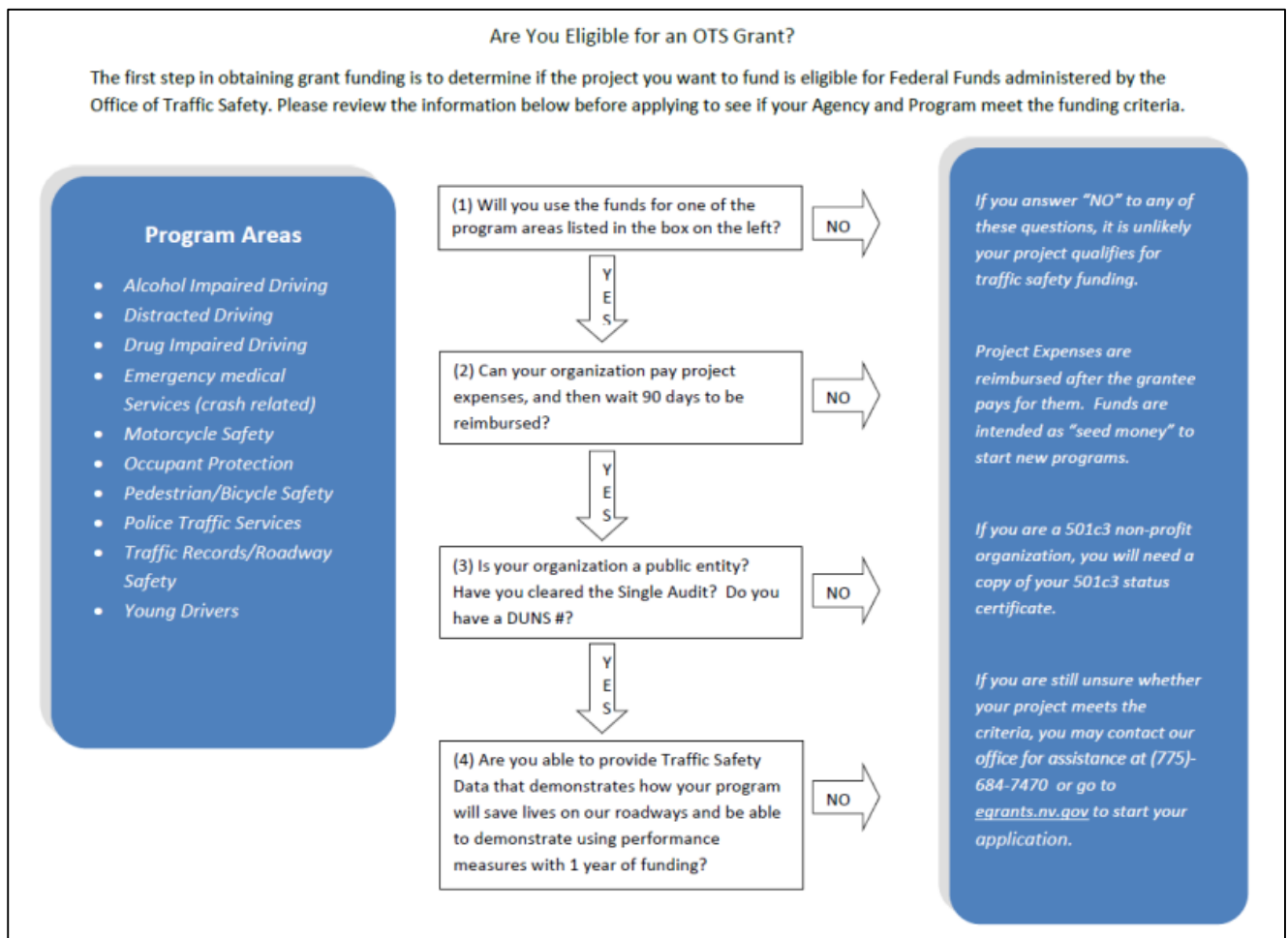- Avoiding common pitfalls

Writing a grant application is a lot like building a house – you must start with a solid foundation or the house will collapse. That foundation is data. Data should and must drive every program you develop to address a traffic safety problem. A grant application without quality data will leave the reviewers begging for mercy. We will explore where you can find data relevant to your program and how to interpret it to make a really good grant application!

We'll also discuss the importance of establishing a baseline, so you know where you're starting from and can determine if you've gotten there once your program ends. Without a baseline, how will you know if your program worked?

Next, we'll take a cue from reporters and learn how to turn that data into a clear, succinct and relevant problem statement using the five W's and H. That's your sales pitch, so it's critical that you hook the reviewers in your proposal letter or letter of interest (LOI).

This problem statement is what you'll then use to build your letter of interest or proposal letter. A new NV OTS grant application framework will take effect in the 2020 Federal Fiscal Year. This training will walk you through that framework.

Grant writing is hard work; that's why there are professionals who make a living doing it. But if you do your homework, you can craft an effective proposal and grant application that will resonate with the reviewers so you secure the funding you need to address a critical traffic safety problem.

Are You Eligible for an OTS Grant?

The first step in obtaining grant funding is to determine if the project you want to fund is eligible for Federal Funds administered by the Office of Traffic Safety. Please review the information below before applying to see if your Agency and Program meet the funding criteria.

Program Areas

- Alcohol Impaired Driving
- Distracted Driving
- Drug Impaired Driving
- Emergency medical Services (crash related)
- Motorcycle Safety
- Occupant Protection
- Pedestrian/Bicycle Safety
- Police Traffic Services
- Traffic Records/Roadway Safety
- Young Drivers

(1) Will you use the funds for one of the program areas listed in the box on the left? — NO

(2) Can your organization pay project expenses, and then wait 90 days to be reimbursed? — NO

(3) Is your organization a public entity? Have you cleared the Single Audit? Do you have a DUNS #? — NO

(4) Are you able to provide Traffic Safety Data that demonstrates how your program will save lives on our roadways and be able to demonstrate using performance measures with 1 year of funding? — NO

If you answer "NO" to any of these questions, it is unlikely your project qualifies for traffic safety funding.

Project Expenses are reimbursed after the grantee pays for them. Funds are intended as "seed money" to start new programs.

If you are a 501c3 non-profit organization, you will need a copy of your 501c3 status certificate.

If you are still unsure whether your project meets the criteria, you may contact our office for assistance at (775)-684-7470 or go to egrants.nv.gov to start your application.

Before you write one word, you must do your homework. That starts by reviewing the grant funder's eligibility requirements to fully understand what they will and will not fund.

This is where you should always go first whether you're seeking funds from the Nevada Office of Traffic Safety (OTS) or any other organization. The golden rule of granting writing is **know thy funder**!!!!! OTS will announce their priority areas with the Request for Proposal (RFP) in January. You can also visit the funding agency's website or talk to someone at the organization to learn what they focus on because you don't want to waste your time or theirs. http://ots.nv.gov/

If you find the organization is the right fit, then move forward. But proceed with caution – you must link what you want to do with what the funder is interested in. In the case of OTS, you should be asking for funds for a project addressing one of the program areas on this graphic.

Step 1 – review the top box in the middle of graphic. You still need to review steps 2 through 4 and if you answer no to any of these, OTS is not the funder for you.

Each step is important, but pay attention to the last one. Every good project starts with data and ends with evaluation. And each is linked to the other. You need to know the extent of the problem – which should be data-driven – and you need to assess the outcome by establishing a baseline so you can gauge whether you made progress addressing the problem. If you can't do that, then OTS will not fund your project.

"It's a foolproof formula for writing grant applications."
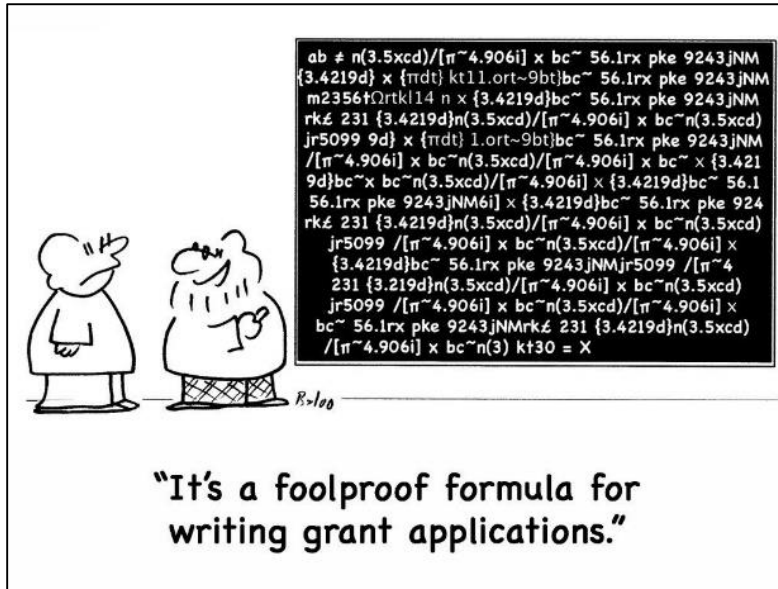
Data

Data is the foundation of a good project proposal and grant application. The people who review what you submit aren't psychics; they can only evaluate what you give them. If your letter of interest or application is based on data that doesn't clearly illustrate the problem, isn't relevant to the problem or is incomplete, you're going to turn the reviewers off. For example, if you're seeking funding to address a traffic safety problem in your community or county, the reviewers expect you to provide local data that backs up your claim. **Statewide data isn't appropriate for grant proposals that approach a problem from the local perspective.**

Where do you find data to clearly illustrate your local problem? Do you start by exploring what data is available within your own organization, in-house? Do you know what is available from your organization or from local partners? Let's capture your ideas: data sources, which may include: crash reports, citations, radar readings, heat maps, surveys, pre- and post-program tests, CPS checklists, research, breath tests, blood draws.

If you want to address a speeding problem in your community, what data sources would you most likely use to get a good snapshot that clearly illustrates the problem?

Consider looking at citations, radar readings, crashes?

What data could be pulled from citations and radar readings?
- who is speeding [gender and age]
- what type of vehicle they were driving
- where/location [roadway]
- when [time of day, day of week] most speeding is occurring
- average number of miles over the limit
- number of speed-related crashes
- injuries and fatalities involving the speeding driver and other roadway users
- percent of all crashes involving speeding

What you're doing is mind-mapping the data sources that are available to you and then extrapolating those key data points from those sources that best illustrate the problem. A mind-map is a diagram used to visually organize information. It's typically created around a single concept, drawn as an image in the center of a blank page, to which associated ideas such as images, words and parts of words are added. Major ideas are connected directly to the central concept, and other ideas branch out from those. You can do this for any traffic safety issue you're trying to address. It's a great way to home in on the data that's going to help you write a proposal letter and application that effectively illustrate the problem you intend to address.

Another exercise: You want grant funding to provide seat checks to families in a five county-area. What local data sources can you use to develop a snapshot that explains why this service is needed? In other words, how can you illustrate to the reviewers that there's a child restraint problem.

Take out a clean sheet of paper, write CPS in the middle and then take a few minutes to create a mind-map identifying relevant data sources.
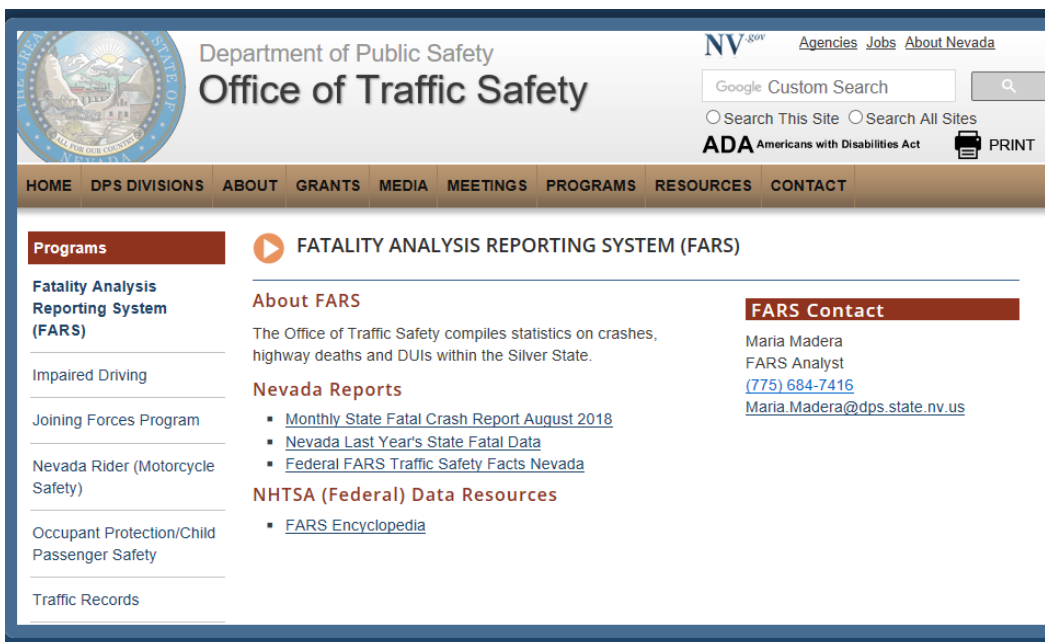
Potential data sources can include: child safety seat checklists, citations, crash reports, observations, hospitals [delivery information], daycare providers, schools.

There are other sources you can tap for local data. Or if your project is statewide in scope, then this is a case where statewide data is appropriate.

(Internet access is needed.) Go to the Nevada Office of Traffic Safety website and the Resources page. **(Link to access this page: http://ots.nv.gov/Resources/ Resources/)**

Click on the first link in the list, which gives you access to crash fatality data for Nevada. **(Link to access this page: http://ots.nv.gov/Programs/FARS/**

This report is prepared by the OTS FARS Analyst. It compares 2017 and 2018 FARS data by month through most current month for both the state and individual Counties. The County data includes fatal crashes, fatalities, occupants (drivers and passengers), unrestrained (drivers and passengers), pedestrians, motorcyclists, bicyclists, and other, which is defined as scooter, moped or ATV. Alcohol-involved crashes and fatalities are also provided, but they're not shown on this report. The information on the bottom of the page, which states that 2018 data is preliminary and does not necessarily include final reports. **NOTE:** 2017 data is not final until the end of December 2018, which is the norm in all states. **This report is distributed by the 7th of each month and there is an email distribution list, so if you would like to be on it, email tsafety@dps.state.nv.us**.

(Link to access report: ots.nv.gov/uploadFiles/otsnvgov/content/Programs/FARSdocs/2018 %20STATE%20FATAL%20REPORT%2020180907.pdf)

The second link on the page is FARS data for 2016 and 2017 set up the same way as the report we just looked at and it includes alcohol broken down by county with percentage changes. **(Link to access report: http://ots.nv.gov/uploadedFiles/otsnvgov/content/Programs/FARSdocs/2016-2017%20STATE %20FATAL%20CRASHES%2020180906 26.pdf)**

Let's look at one more data source – Federal FARS Traffic Safety Facts Nevada – which is the third link on this page.

If you click on Nevada on the map, it will take you to a series of charts that discuss the state's performance measures, injury and fatality data and other information including maps that breakdown the data by county. **(Link to access chart: https://cdan.nhtsa.gov /STSI.htm)**

You can, however, use the drop-down menu in the top right corner of this page to access county data for 2012 thru 2016, the latter is the most current year for FARS data. Remember you can get preliminary FARS data from OTS. **(Link to access chart: https://cdan.nhtsa.gov /SASStoredProcess/guest?_ program=%2FProduction%2FApps %2 FSTSI%2FSTSI)**


This is a partial shot of the Carson City FARS data. It also includes charts addressing motorcyclist fatalities by helmet use and fatalities by person type and race/Hispanic origin.

Go back to the Resources page and click on the fifth link – NDOT Traffic Safety Crash Map App. **(Link to access: http://ots.nv.gov/ Resources/ Resources/)**

If you scroll down on the NDOT page you'll see blue text that is a hyperlink. Click on that to open the NDOT Traffic Safety App, where you can explore local crash data.


(Link to access NDOT page: http://data.ndot.opendata. arcgis. com/pages/crash-data)
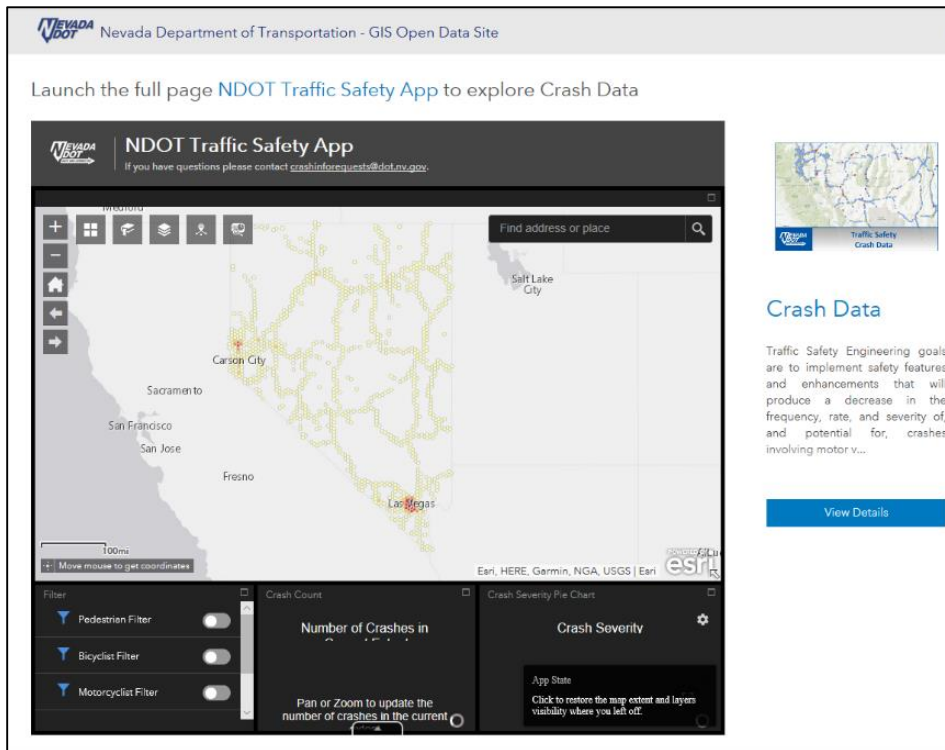
The data is pulled directly from crash reports, which are geocoded by DOT so that users can look at where crashes are occurring by looking at a geographic area or drill down to the street or intersection level.

(Link to access app: https://ndot.maps.arcgis.com/apps/ webappviewer/index.html?id=0052edb36632491d80f440cd3bdd8860)

This is the launched app, which shows where the crashes for 2015-2017 occurred. The hexbins on the screen – what look like dots, most are yellow – represent a 20-mile radius where a crash or crashes occurred during that 3-year period. The darker the color, the more crashes in that 20-mile radius. The number in the black box in the bottom center is the total number of crashes and the pie chart on the right shows the breakdown by severity – property damage only, fatal crash, injury crash. You can use the quick filters – these are the most commonly searched types – on the bottom left to change the chart to show these crash types, just click on the attribute.
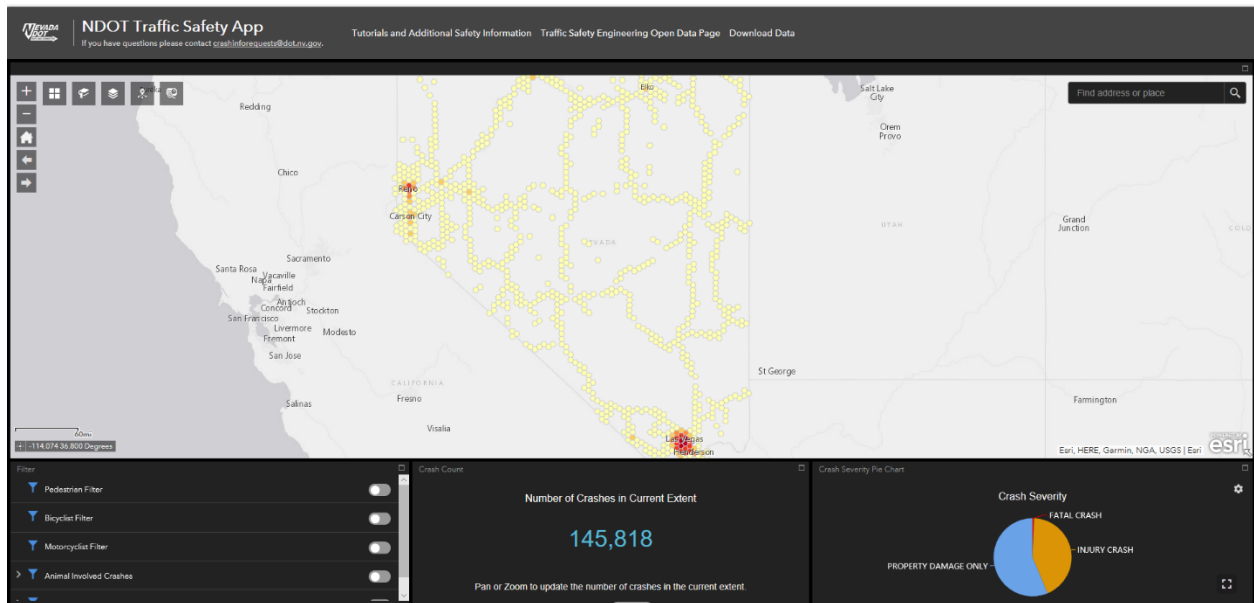

If you click on a hexbin and zoom in, it will tell you how many crashes occurred in that 20-mile radius. Note the total in the bottom changes along with the pie chart. If you want to narrow the radius you can do so by clicking on the Layers button, the third one on the top left, and go down to a 10-mile radius.

You can also use the Screening Tool, the last button on the top right, to look at a street or intersection.
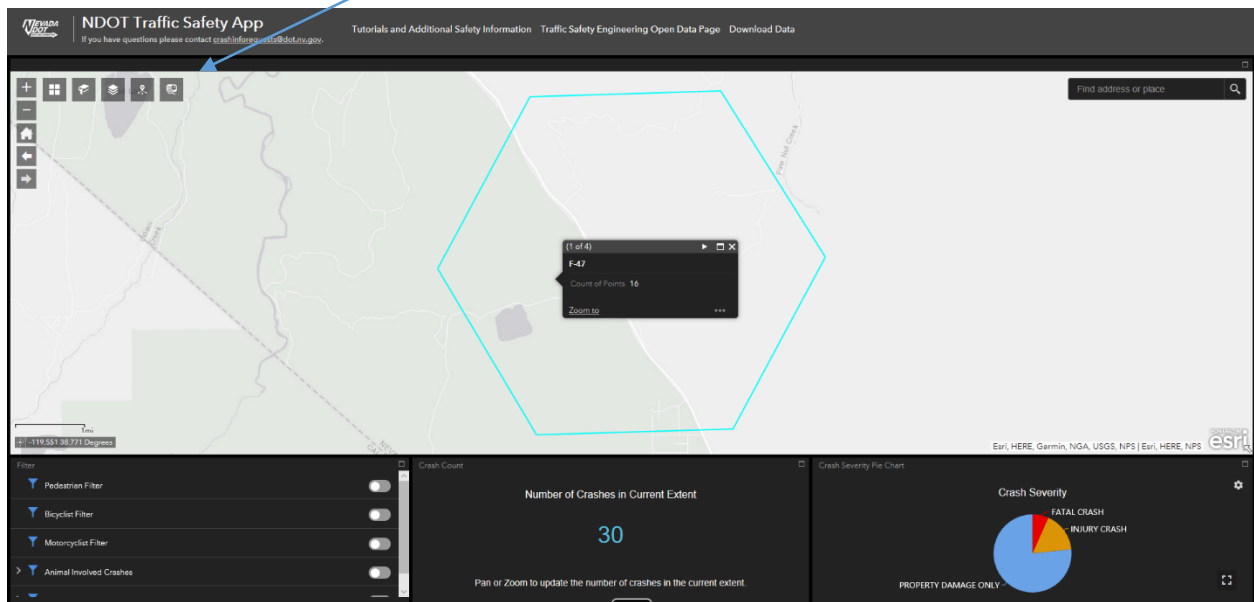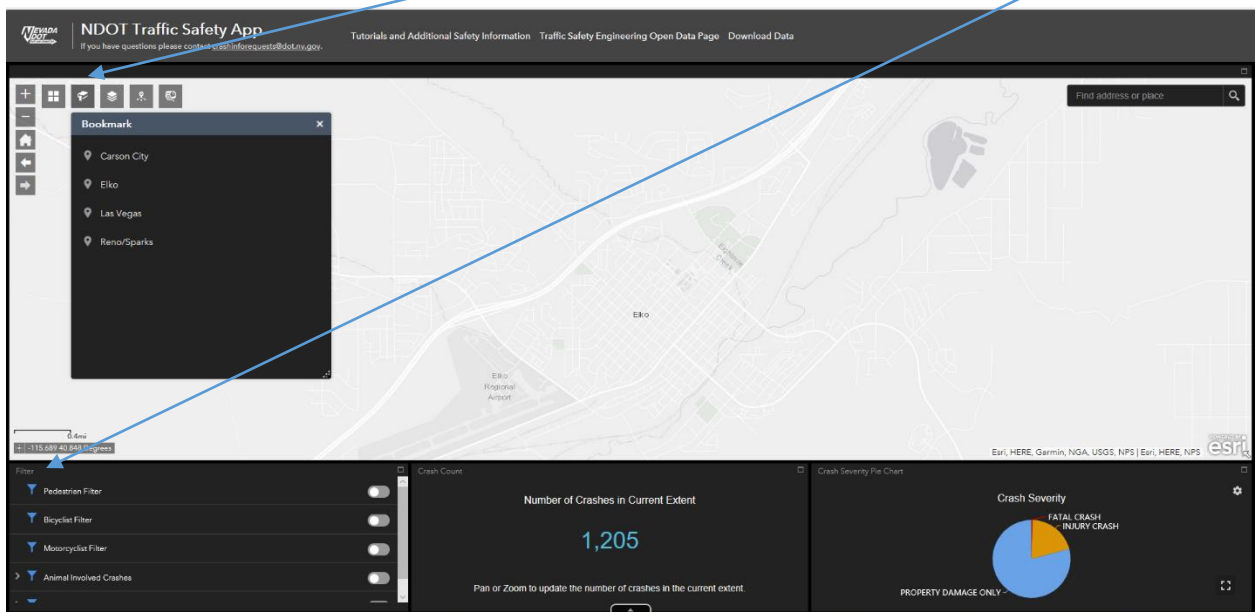
It's set up with a 200 feet buffer, but you can change that if you want. You'll see that the number of crashes at the bottom changed along with the pie chart. You can create a report by clicking on the Create Report button and it will download that into an excel file. (Example of E. 5th Street & Saliman Rd)
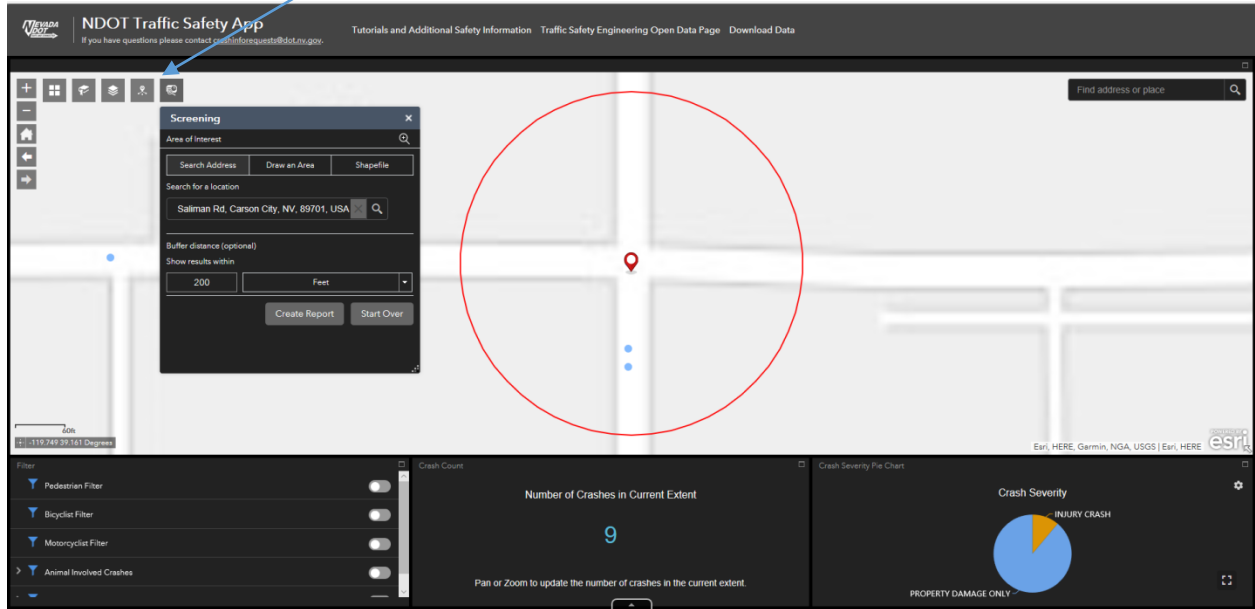
If you click on the 2nd box on the top left – Bookmarks – you can access data for Nevada's four major metro areas: Carson City, Elko, Las Vegas and Reno/Sparks. I clicked on Elko. Note that the number of crashes and the pie chart changed to reflect the crashes in this area. If you click the arrow in the bottom of the middle box, where the number of crashes are provided, it will show you the crash data.

You can download this data into an excel spread sheet. You can also click on the Options button above the data to set up filters to extract specific information from the data set.

If you need help obtaining data and aren't sure how best to retrieve it from the app, you can fill out an online form to request assistance from NDOT. DOT will acknowledge receipt of your form with an email

that also encourages you to use the app whenever possible. If you want more than three years of data, you'll need to request it since the server only supports three years at a time. Also if you want people-related information such as age or gender, need the data broken down by roadway user type – pedestrian, driver, passenger, motorcyclist – or vehicle type – SUV, passenger car, truck, as well as vehicle make and model – you'll need to request that as well. As more users access the system, NDOT anticipates expanding the filters and the available data. They're also working to get 2018 data into the system, but it must be geocoded first. Once that data is in the

system, you can request it. To learn more about how to use the app, check out the web map tutorials on the home page. (https://www.nevadadot.com/safety/traffic-crash-data)

Nevada Critical Emphasis Area Traffic Crash Fact Sheets may also be accessed via NDOT Traffic Crash Data page. They are currently being updated to include 2017 data. Click on the occupant protection fact sheet.

(https://zerofatalitiesnv.com/safety-plan-what-is-the- shsp/safety-plan-fact-sheets/)
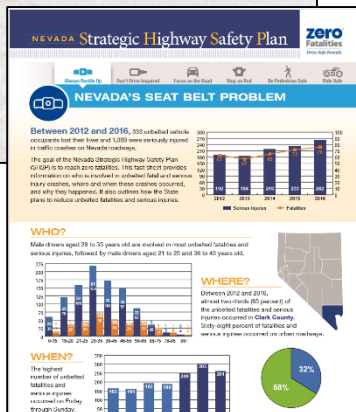
Here are several other data resources. The first is OTS' annual Highway Safety Performance Plan, which can be accessed via the Resources page under Archive. The HSP includes statewide data as well as some county and/or city data by problem area. It's a great resource for learning about the kinds of programs that OTS funds and the counter- measures or activities that grant recipients use to address OTS program areas. Look at the section that applies to the problem you want to address. It includes data that has been analyzed to identify who is most likely to engage in an unsafe behavior, along with when and where. The 2018 Highway Safety Plan is currently on the website. OTS will post sections of the 2019 plan before the end of this year. (Revise this to reflect latest HSP.)

OTS is also planning to produce a traffic crash report highlighting 2017 data, that will be posted on the website before year's end. It will be produced annually.
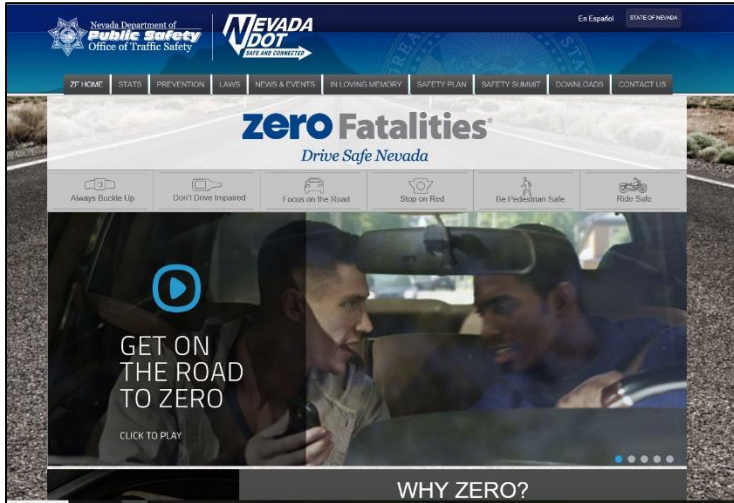
OTS also conducts an annual statewide observational survey to gauge seat belt use. You can access this via the Zero Fatalities website by clicking on the Safety Plan button on the top. Then click on Resources on the left side.

Once on the Resources page scroll down to seat belts and the latest observational survey results can be found in the third link.
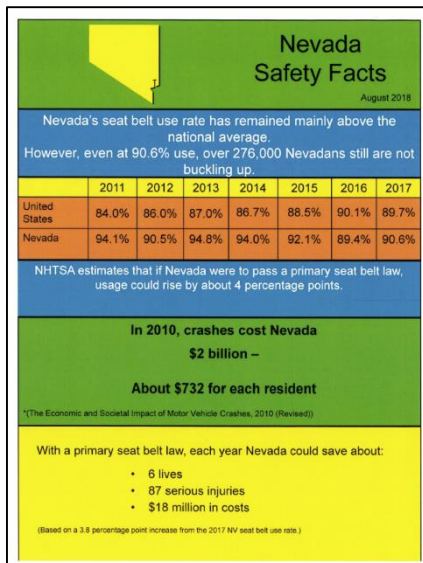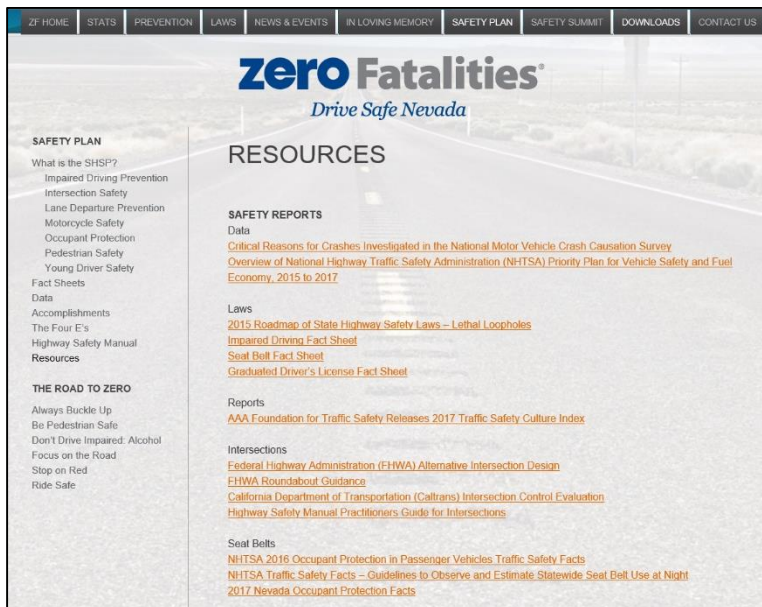
The findings include the statewide usage rate along with the financial impact of crashes, lives saved, the type of vehicles most likely to have unrestrained occupants, and the rate of unrestrained daytime and nighttime fatalities. The findings are posted on the Zero Fatalities website at https://zerofatalitiesnv.com/wp-content/uploads/2018/07/NV-Safety-Facts.pdf

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Final thoughts on data.

- **Data is essential** for gaining support of your funding request. It is your foundation!

- But be judicious – **more is not always better**. A deluge of data can muddy your proposal or application and frustrate the reviewers to the point that they tune out. Whittle data down to the elements that provide the most compelling supporting information.

- **Check your data source**. Only use data you trust and understand. You don't want reviewers to question one of your data sources and not be able to defend it.

<u>Baseline</u>

Data is not only critical for illustrating your local or statewide problem, but also for determining if you're making progress. As you zero in on your data sources and pull those data points that will help you clearly and succinctly illustrate the traffic safety problem you plan to address, you also need to establish a baseline.

What's a baseline? It's a point of reference that's used to compare where you're starting from before launching your program and where you are after you've implemented it. Think about this way, if you don't know where you started from, how will you know if you got there? A baseline is critical for setting realistic goals and objectives and is tied directly to evaluation. Your evaluation plan will be much stronger with a point of reference; without you just have a point in time and that won't tell you if you've made improvements.

Let's look at seat belt use. (https://zerofatalitiesnv.com/wp-content/uploads/2018/07/NV-Safety-Facts.pdf)

Nevada's 2016 seat belt use rate was 89.4% according to the OTS report we looked previously. That is the baseline that OTS used to establish a statewide seat belt use performance measure that called for an increase in that rate. The goal is 100% compliance, so everyone buckles up every trip. This baseline served as the yardstick to measure if the initiatives OTS either directly implemented or funded during the 12 months following the survey helped to bolster the statewide seat belt use rate. The results of the most recent survey found that the rate increased from 89.4% in 2016 to 90.6% in 2017. That 1.2% increase may not seem like a big deal, but it really is significant. Let's do the math – the current population in Nevada is approximately 3 million, so if 89.4% were buckling up in 2016 that's 2.68 million people. A 1.2% increase in belt usage equates to 36,000 more Nevadans buckling up.

Let's consider several other traffic safety issues. If you wanted to secure grant funding to

address speeding on roadways in your community, what might you use as a baseline to measure progress? What about determining the average number of miles over the posted speed limit motorists are driving? What data sources could you use to determine the baseline? (radar, citations, crash reports) That number is your baseline and you use that to gauge whether your program is making a difference. That means that you need to continue to monitor that number during your program and at the end to see if it dropped.
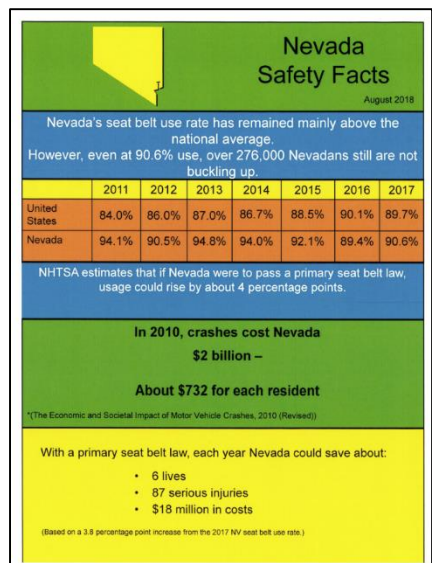
What if your project's focus is to reduce speed-related crashes? What would the baseline be? (number of crashes). Just like the previous example, you'll need to monitor the speed-related crashes during the program and at the end to see if they did drop. Could you also establish a baseline

related to enforcement of speed limits? What could you use? (number of man hours devoted to speed enforcement, number of officers trained to run radar and that actually did?)

What if your aim is to reduce young-driver related crashes in your community? What baseline might you use to measure progress (number of young-driver crashes, % of youth complying with NV's GDL requirements)?

What if your program is directed to parents of young drivers? What baseline might you use then (knowledge of Nevada's GDL law, families that have parent/teen driving agreements, parents participating in a novice driver education program)? How would you obtain this kind of data? What about a survey, pre- and post-tests? In this case, you may not have a baseline at the start of your program, so you may need to cite research that examined parental involvement in teen driving or you might seek guidance from the OTS program managers working on this issue. Once you've completed your program, you will have baseline data that you can use in future proposals and grant applications.

Your organization wants to lower the child safety seat misuse rate in your area. How can you determine the current misuse rate? Review child safety seat check forms? Observational survey data? Examine misuse data from Safe Kids or NHTSA?

Final thoughts on establishing a baseline

- As you gather the data you need to illustrate your safety problem, **look for those baselines that can serve as definitive points of reference against which you can assess whether your proposed program will be successful.**

- Remember, **a baseline is your starting point and will come into play when you establish your objectives and evaluation plan.**

Problem Statement

You've got your data, including your baseline, and now you must figure out how to write it up so that OTS will say, *YES, we like your proposal and want to fund it!* Here's what you need to do – **think like a reporter**. A reporter is trained to explain the **Who, What, When, Where, Why and How**. These elements make for a compelling story and a winning grant!!!

The Five W's & H
- **Why** are you requesting funds?
- **Who** is involved and impacted?
- **Where** and **When** is this occurring?
- **What** will you do with the funds?
- **How** much money do you need?

Organizations seeking grant funds should answer the questions you see on the screen in the Letter of Interest that must be submitted to OTS.

Why are you requesting funds refers to what? This is where you explain the traffic safety problem you intend to address. Use your compelling data to help illustrate the problem.

Who is involved and impacted refers to what? This speaks directly to the audience you plan to target – the people causing the problem – as well as other people who may be impacted by the problem but aren't the cause. Again, use your compelling data.

Where and when is this occurring refers to what? Location which may be a roadway, a corridor, an intersection, a community, a region. And **when** is time of day, day of week, year-round, when there's a concert, during prom season. You want OTS to know that you have done your homework. Also, you will take this information into account when you select the countermeasures or activities you intend to use to address the problem.

Which leads to the next question, **what** will you do with the funds? This one is obvious, right? This speaks directly to the countermeasures or activities you plan to use to address the why, who, where, and when.

And finally, **how** much money do you need? This is your budget. This is the dollar amount you're requesting to implement the activities that you intend to use to address this problem.

What you're doing is developing a snapshot that clearly and succinctly illustrates to OTS and the grant reviewers the traffic safety problem you'll focus on and how you intend to address it. Your proposal letter is your initial sales pitch – it gets you in the door. Once you're in, your proposal letter – which addressees the W's and H – serves as the keystone of your proposal on which all else depends.

But always remember that data is what wins grant proposals. As I said earlier, reviewers aren't psychics – they can only evaluate your grant based on what you give them. If you don't have data to illustrate your local or statewide problem, then you can't make the case for funding.

<u>SAMPLE LETTER OF INTEREST (LOI)</u>

Proposal/Project Description
The JCPD will use the proven countermeasure of high visibility enforcement, supported by earned media, to combat speeding. Officers in marked police vehicles will run radar during rush hour and on weekend evenings on roadways identified through ongoing data analysis as high-speed corridors and/or speeding-related crash hot spots. These officers will be supplemented with saturation patrols that are specifically focused on stopping and citing speeding drivers as well as other motorists who violate state traffic safety laws that put roadway users at risk. The JCPD will work with the local press to educate them about this problem by conducting a kick-off press event, providing monthly campaign updates with enforcement results and other data, and offering opportunities to participate in ride-a-longs and observe road-side radar operations to generate press coverage about speed enforcement and the dangers of speeding.

Relevant Data/Impact on Safety
In 2016, there were 6,275 crashes in Jones County. Speeding was a factor in 60% of these incidents. A review of three years (2014-2016) of Jones County Police Department (JCPD) crash reports found that number has remained constant. This data analysis also determined that male drivers 25-46 years of age were most likely to be involved in these speed-related crashes that typically occurred on weekdays during the evening rush hour and Friday and Saturday evenings between 6 and 11 p.m. The average rate of speed they were traveling over the posted limit was 15 miles per hour. Three roadways – Route 62, Becker Highway and Mills Road – were identified as speed-related crash hot spots in Jones County.

This problem not only impacts the safety of those who are speeding, but also their passengers, other drivers, pedestrians, and bicyclists. Our data analysis found that 8 people lost their lives in speed-related crashes in 2014 and that number increased to 12 and 15, respectively, in 2015 and 2016. In each of these years, more than half of the people who were killed in these crashes were roadway users other than the driver.

In addition to examining crash data, citation data involving speeding drivers was also reviewed for the same three-year period. Male drivers 18-46 were identified as most likely to be cited for speeding, with 16 miles per hour over the posted speed limit as the average. These citations were issued on numerous roadways throughout the County but most often during afternoon and evening hours on weekdays and weekends.

Estimated Funding Needed
The JCPD is requesting $50,000 for this project with 100% of the funds allocated to enforcement. All earned media activities and training necessary to conduct this enforcement will be provided as match by the JCPD.

- Did Jones County PD address the five W's and the H? (yes)

- Why are they requesting funding? (To combat speeding, enforce speed limits)

- Is the problem clearly stated? (yes) Does the data provide a clear snapshot? (yes)

- Is there a baseline against which they can measure progress? (Several baselines depending on the project goal and objectives: # of speeding-related crashes, # of speeding-related fatalities, average #mph over the posted limit of drivers involved in speeding-related crashes, average #mph over the posted limit of drivers cited for speeding)

- Who is the target audience? (males 18-46) Are others impacted? (Their passengers, other drivers, pedestrians, bicyclists) Is there supporting data? (yes) Are these reliable data sources? (yes)

- Where is this occurring and when? (Three roadways identified as hotspots: Route 62, Becker highway & Mills Road. Weekdays during rush hour and Friday and Saturday between 6-11 p.m.) How do they know this? (Review of crash and citation data).

- What will the Police Department do with the funds? (Conduct HVE supported by earned media)

- What proven countermeasures will they use? (Run radar in marked vehicles, saturation patrols, earned media activities that educate the press)

- Does the Police Department state how much they need? (yes and they also <u>mention a match</u>!)

<u>Project Application</u>

Don't reinvent the wheel. If your letter of interest or proposal letter addresses the five W's and H using relevant and compelling data, then you've got much of the critical content for your grant application.

You will need to provide project information including the title, which OTS program area your project will address, and agency contact information. You'll also need to confirm that your organization is in compliance with federal policies and audit requirements. After that comes the meat and potatoes of your application.

First, you'll need to **provide a brief project description that should be no more than 1 or 2 sentences**, which OTS will use in the annual Highway Safety Plan. The problem statement and data are next along with the specific countermeasure you'll be using. In the case of the latter,

OTS is asking you to provide the title and number for the chosen countermeasure from NHTSA's publication, *Countermeasures That Work*.   Next, you'll identify the project goals and objectives, describe the selected activities, and explain the evaluation plan. Finally, you'll provide an activity and task schedule, explain how the project will become self-sustainable, and complete a budget table that is supported by a brief narrative discussing the resources that will be allocated to the project. This new framework is designed to streamline the grant writing and review process making it easier for you and OTS.

The project description should describe what the organization is going to do (goal), with how much funding, as well as when, were and how. Let's take another look at the Jones County PD proposal letter.   IMPORTANT

> *To reduce speeding, the Jones County Police Department will use $50,000 to conduct high visibility enforcement, supported by earned media, on high speed and speeding crash corridors during rush hour and weekend evenings between November 1, 2019 and August 31, 2020.*

This answers all the questions. This brief project description is like an abstract, which is used to briefly describe a research paper or peer-reviewed article. An abstract gives the reader a brief overview of what the research or article will address including key findings.

Let's turn our attention to the problem statement and data. Your application should describe the problem your project will address using relevant data identified by source. It should also define where the problem is occurring – the location – and the target population and how they're impacted by the problem.

The problem statement should also identify how the problem will be addressed – the activities or countermeasures that will be used. And finally, if the project is a continuation of a previous OTS grant, it should explain why the additional funds are needed and if progress has been made to date addressing the problem.

Your proposal letter is your problem statement – with a few tweaks, as necessary.

Let's take another look at Jones County PD's sample proposal letter to determine what information they can pull from this to craft the application's problem statement.

(Yellow highlight denotes key information that should be included in the problem statement.)

In 2016, there were 6,275 crashes in Jones County. Speeding was a factor in 60% of these incidents. A review of three years (2014-2016) of Jones County Police Department (JCPD) crash reports found that number has remained constant. That same data analysis also determined that male drivers 25-46 years of age were most likely to be involved in a speed-related crash that typically occurred on weekdays

Describes the problem, supported by relevant local data that's identified by source; identifies the location and he target population.

during the evening rush hour and Friday and Saturday evenings between 6 and 11 p.m. The average rate of speed they were traveling over the posted limit was 15 miles per hour. Three roadways – Route 62, Becker Highway and Mills Road – were identified as speed-related crash hot spots in Jones County.

Identifies the population the project will serve and how they're impacted by the problem, supported by relevant local data identified by source.

This problem not only impacts the safety of those who are speeding, but also their passengers, other drivers, pedestrians, and bicyclists. Our data analysis found that 8 people lost their lives in speed-related crashes in 2014 and that number increased to 12 and 15, respectively, in 2015 and 2016. In each of these years, more than half of the people who were killed in these crashes were roadway users other than the driver.

In addition to examining crash data, citation data involving speeding drivers was also reviewed for the same three-year period. Male drivers 18-46 were identified as most likely to be cited for speeding, with 16 miles per hour over the posted speed limit identified as the average. These citations were issued on numerous roadways throughout the County but most often during afternoon and evening hours on weekdays and weekends.

Describes the problem, supported by relevant local data that's identified by source; identifies the target population.

Explains how the problem will be addressed pointing to a proven activity.

The JCPD will use the proven countermeasure of high visibility enforcement, supported by earned media, to combat this problem. Officers in marked police vehicles will run radar during rush hour and on weekend evenings on roadways identified through ongoing data analysis as high-speed corridors and/or speeding-related crash hot spots. These officers will be supplemented with saturation patrols that are specifically focused on stopping and citing speeding drivers as well as other motorists who violate Nevada traffic safety laws that put roadway users at risk.

The JCPD will work with the local press to educate them about this problem by conducting a kick-off press event, providing monthly campaign updates with enforcement results and other data, and offering opportunities to participate in ride-a-longs and observe road-side radar operations.

The JCPD is requesting $50,000 for this project with 100% of the funds allocated to enforcement. All public outreach and training costs will be provided as a match.

We must assume this is not a grant continuation, since there was no reference to it in the proposal letter.

However, what if it was a continuation? What information would you need to include in both the proposal letter and problem statement to ensure that OTS and the reviewers have sufficient information? Should they indicate what was done and changes for the new grant period? How about any changes in speeding citations issued, speeding crashes, average rate of speed?

Final thoughts on problem statements

- **A well written problem statement is like a snapshot, it captures the entirety of the project** without leaving the reviewers puzzled or begging for mercy!

- It has all the **essential pieces**, so the reviewers can **quickly grasp why you're requesting funding and what you intend to do with those funds.**

- Your goal is to **make their job easy by giving them everything they need so they can only say yes!**
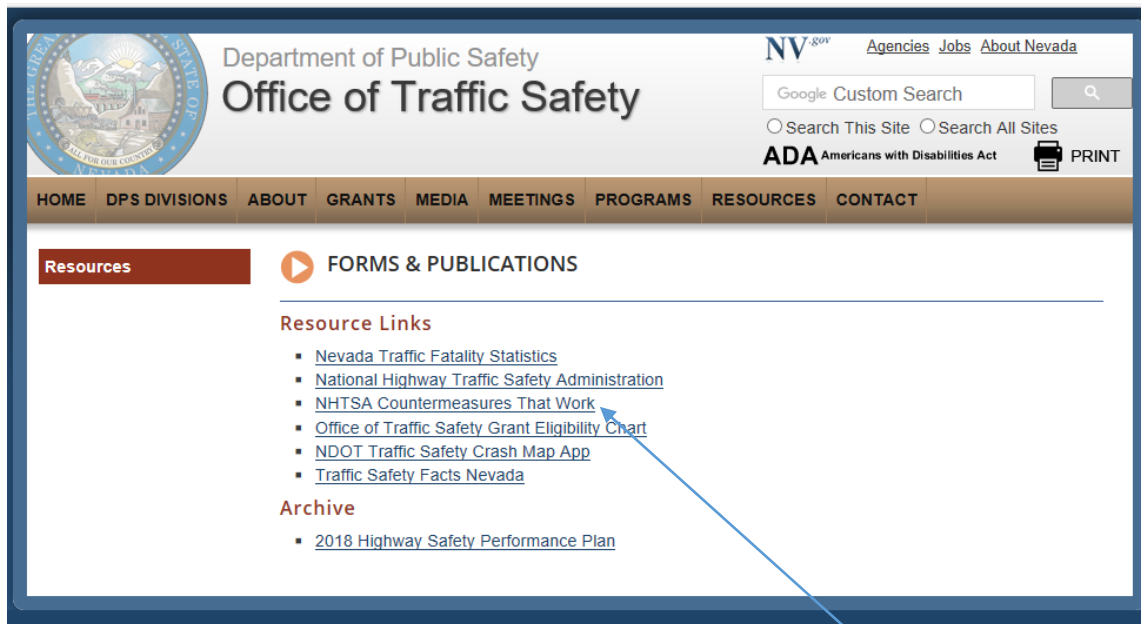
(Pull up the OTS webpage with the link to the 9th Edition of *Countermeasures That Work* and click on the link to access the document.)

The application calls for you to identify the countermeasure(s) you've selected to address this problem. OTS recommends that you refer to the National Highway Traffic Safety Administration's publication, *Countermeasures That Work*. The publication is authored by one of the most respected traffic safety professionals working today and NHTSA continues to update it regularly. It provides guidance for selecting evidence-based activities that address nine traffic safety program areas. This includes the activity's effectiveness, cost and implementation time.

The Jones County PD has elected to use high visibility enforcement, supported by earned media, to address speeding. Below you'll find sample language that indicates that high visibility enforcement and the use of speed measuring equipment such as radar are proven countermeasures for addressing this problem. Notice that the language references the countermeasure titles and numbers used in the NHTSA publication.

High visibility enforcement (HVE) is designed to create deterrence and change unlawful behavior. It combines highly visible and proactive law enforcement tactics such as saturation patrols, roadside checkpoints, enforcement waves, and multi-jurisdictional activities with visibility elements such as roadside signage, marked vehicles, mobile command posts and publicity (e.g. press releases, billboards, flyers, social media) that educates the public about the danger of unsafe driving behaviors and stepped up enforcement addressing those behaviors to promote voluntary compliance with the law.

Another resource is OTS's annual Highway Safety Plan, which we also talked about when we were identifying data sources. The plan, which can be found on the OTS Resources page under Archive, references initiatives that OTS is funding for the current Federal Fiscal Year and includes justification for their selection. And there are many other resources you can use to justify your selection based on the program area you're addressing. The key is to make sure they're relevant and current.

If you're using a proven, promising or innovative countermeasure that isn't included in the NHTSA publication, you will need to provide a very brief description of the countermeasure and, if available, cite a publication, research or other source that supports your selection.

<u>Goals and Objectives</u>

The next two components on the OTS application are project goal and objective. Goals and objectives are different. But it's very common for people to use the terms interchangeably. It's important that you understand the difference, because they are separate but related concepts. In fact, a goal without objectives can never be accomplished, while objectives without a goal will never get you to where you want to be.

A goal is aspirational, you might even say it's an intangible concept. A goal is purpose driven and long-term. Since the word "go" is in goal, the aim is to move forward toward a specific outcome. However, goals are more about everything you accomplish on your journey, rather than getting to that distant point. Goals will often go into undiscovered territory, so you may not know where the end will be.

Since goals are somewhat nebulous, they're difficult to measure. For that reason, while you may feel you're closer to achieving your goal, you can't really say for sure that you've achieved it.

- I want to be a better baseball player.
- I want to learn more about Chinese history.
- I want to maximize my professional performance.

Here are three examples of goals. Now ask yourself if anyone of these were my goal, how would I know I achieved it? Think about it! How will you know when you're the best baseball player you can be? Can you ever really know everything about Chinese history? And how will know when you've maximized your professional performance? They're all great things to aim for, but wouldn't you agree they are clearly aspirational?

For purposes of this task, let's consider what the Jones County PD might be aiming for with their speeding project. A **project goal should link to the problem statement** the project is seeking to address.

One goal is plenty, but if it's a complex problem you might identify more than one.

Here are a few ideas:

- Reduce speeding.
- Increase compliance with posted speed limits. **(Let's use this one.)**
- Convince motorists that speeding is dangerous, so they slow down.

If a goal is aspirational, objectives are the opposite – they're concrete. You can achieve an objective by following a certain number of steps.

Objective includes the word "object," which is something you can hold in your hand. It's tangible. For this reason, your objectives can be clearly outlined with timelines, budgets and personnel needs.

Objectives are the steps you need to take to reach your goal. For that reason, they're written without emotion and are measurable and quantifiable. If you phrase the objective "I want to accomplish x by y amount of time" as a question, it then becomes "Did I accomplish x in y amount of time?" When you do that, you can easily answer yes or no. When your objectives are easy to write and can be answered yes or no, it's typically a sign that your overall project plan is on the right track.

The OTS application calls for project objectives to be SMART meaning: specific, measurable, achievable, relevant, and time specific.

Typically, objectives start with or have the word "to" in them followed by an action verb that describes what will be done and by when. Because objectives need to be measurable, they link directly to your evaluation plan. They're how you measure success and progress toward achieving what you set out to do. And here's the kicker – your funder wants you to succeed and expects you to let them know if you did or didn't! That's why objectives are critical!

- I want to memorize the periodic table before my next quiz.
- I want to increase my sales by 10% this month.
- I want to learn to play Freebird on the guitar for my class reunion.

Here are three examples of objectives. Are these SMART objectives – specific, measurable, achievable, relevant and time specific? Can you frame it in the form of a questions and answer yes or no.?

Now let's think traffic safety. What are the objectives for the Jones County PD's speeding project, keeping in mind that the goal is to increase compliance with posted speed limits. Remember, the objectives are steps you take to get to your goal. And, your objectives should be SMART and action-oriented.

Typically, a project will have more than one objective, but only as many as are appropriate keeping in mind the SMART guidelines. Let's look at some potential objectives for the Jones County PD speeding project that were constructed based on what is in the project description included in the Letter of Interest. **NOTE**: Measurable usually requires a number associated with it.

- *Conduct a minimum of two speed enforcement saturation patrols on high speed and speeding crash corridors every week during the campaign to identify and cite violators.*

  (If the campaign period is 10 months, that's 80 patrols over 40 weeks – realistic? To identify and cite drivers who are violating the posted speed limit and other traffic safety laws and increase motorists' awareness of speed enforcement.)

- *Train 15 additional officers during the first two months of the grant period to run radar throughout the campaign.*

  (To ensure radar is run consequently during the campaign so that speeding motorists are identified and cited and aware that speed limits are enforced.)

- *Run radar on high speed and speeding crash corridors during at least one rush hour and one weekend evening every week during the campaign to identify and cite violators.*

  (If the campaign period is 10 months, that's 80 radar runs over 40-weeks – realistic? To identify and cite drivers who are violating the posted speed limit and increase motorists' awareness of speed enforcement.)

- *Develop and distribute a monthly campaign update, with ride-along and radar observation opportunities, to all media outlets serving Jones County to generate press coverage about speeding enforcement and the dangers of speeding.*

  (To increase public awareness of the deadly consequences of speeding, increase motorist awareness of speed enforcement, and influence behavior.)

Constructing goals and objectives is probably one of the most difficult parts of project development.   Below identify which is a goal and which is an objective. Remember, what you just learned about goals being long-term and difficult to measure and quantify, while objectives are those measurable and quantifiable tasks that will help you get closer to achieving your goals.

1. Deliver SFST training to all officers during the first quarter of the grant period to increase impaired driving arrests by 5% over the previous year. **Objective**

2. End distracted driving. **Goal**

3. Increase media coverage of traffic safety issues. **Goal**

4. Reduce speeding-related crashes from 25 to 20 by conducting a minimum of four weekly saturation patrols during the grant period. **Objectives**

5. Reduce DUI recidivism rates from 10% to 8%. **Goal**

6. Enact a mandatory seat belt law. **Goal**

7. Expand the court-ordered pedestrian violators program. **Goal**

8. Present a minimum of one traffic safety education program a month at a workplace, community service or senior center during the grant period where motor vehicle laws and safe driving practices are discussed. **Objective**

9. Establish a Latino community traffic safety education program. **Goal**

10. Empower tribal communities to implement evidence-based strategies and build capacity to conduct traffic safety activities. **Goal**

11. Provide technical assistance to at least three Tribes during the grant period to increase the number of applications they submit in 2019 for local, state or federal grant funding. **Objective**

12. Increase parent's knowledge of Nevada's GDL law and their role as their teen's most important driving coach by conducting one education program a month during the grant period. **Objective**

13. Increase arrests for underage alcohol violations by 10% over the previous year by conducting weekend ID checks and entertainment district patrols. **Objective**

14. Ensure that every child riding in a motor vehicle is properly restrained. **Goal**

15. Deliver child safety seat training and information to parents enrolled in monthly hospital pre-natal classes to increase their knowledge of proper restraint for infants and children under age five. **Objective**

16. Increase statewide seat belt use from 90.1% to 93%. **Goal**

17. Turn novice drivers into safe drivers. **Goal**

18. Deliver behind the wheel training to 5,000 young drivers annually to demonstrate safe driving practices. **Objective**

Final thoughts on goals and objectives

- Goals and objectives are **tools for accomplishing what you want to achieve.**
- **Goals are long-term**, **objectives are** accomplished in the **short- or mid-term**.
- **Goals are nebulous**, you can't exactly say when you have accomplished them, while **objectives can be measured**.
- **Goals are hard to quantify** or put on a timeline, but **objectives should have a deadline** to be effective.

Activities/Countermeasures

Activities or countermeasures are things your organization will do to address the problem you identified in your problem statement. And these activities should be incorporated into your objectives, so once again, you're not reinventing the wheel when it comes to writing your grant application. In fact, if you look back at the Jones County PD proposal letter you'll see that they've elected to use high visibility enforcement, supported by earned media, to combat their speeding problem – that is their countermeasure.

But is that statement specific enough for an OTS grant application and particularly the Selected Activities section? The OTS says that the application should describe the proven, innovative and/or promising countermeasures or activities along with why there were chosen, how they'll be implemented and by whom.

Let's once again look at Jones County PD's proposed speeding project. Does this text adequately explain what they plan to do?

> *The JCPD will use the proven countermeasure of high visibility enforcement coupled with earned media to combat this problem.*

It could use more detail. JCPD needs to define what the high visibility enforcement will include and what they'll do to generate earned media. But wait, didn't they do that in the project description included in their Letter of Interest? That means, they don't have to reinvent the wheel, they can pull that information directly from their proposal letter. Take a look at that project description and see if it meets the criteria in the OTS Framework:

(Yellow addresses what they'll do. Blue identifies how they'll carry it out. Green indicates who will do it.)

> *The JCPD will use the proven countermeasure of high visibility enforcement, supported by earned media to combat this problem. Officers in marked police vehicles will run radar during rush hour and on weekend evenings on roadways identified through ongoing data analysis as high-speed corridors and/or speeding-related crash hot spots. These officers will be supplemented with saturation patrols that are specifically focused*

on stopping and citing speeding drivers as well as other motorists who violate Nevada traffic safety laws that put roadway users at risk.

The JCPD will work with the local press to educate them about this problem by conducting a kick-off press event, providing monthly campaign updates with enforcement results and other data, and offering opportunities to participate in ride-alongs and observe road-side radar operations.

This demonstrates a good job of explaining the activities.

Does it explain why the JCPD chose high visibility enforcement coupled with earned media? I would like to point out that it says "proven,"

Proven by whom? (See Countermeasure section of the grant application from JCPD below.) But is that sufficient?

In NHTSA's Countermeasures That Work, 9th Edition, the Speeding and Speed Management Section (A.3) identifies High Visibility Enforcement (2.2) and Other Enforcement Methods such as speed measuring equipment (2.3) as potential countermeasures for addressing this problem.

High visibility enforcement (HVE) is designed to create deterrence and change unlawful behavior.

It combines highly visible and proactive law enforcement tactics such as saturation patrols, roadside checkpoints, enforcement waves, and multi-jurisdictional activities with visibility elements such as roadside signage, marked vehicles, mobile command posts and publicity (e.g. press releases, billboards, flyers, social media) that educates the public about the danger of unsafe driving behaviors and stepped up enforcement addressing those behaviors to promote voluntary compliance with the law.

Take a look at the first sentence above and decide if adding this sentence to justify why HVE was chosen is sufficient? Will the reviewers be satisfied with that?

It is recommended to take it one step further by giving the reviewer a little more information about just what HVE is. It's your job to make sure the reviewer knows what HVE is! Spell out the acronym at least the first time you use it.

Go back to the letter of interest. Does the JCPD explain how HVE will be carried out?

Who within the JCPD will take responsibility for educating the press? Do they have a PIO or a traffic safety officer who has this expertise? Do they have the necessary expertise in place to carry out this activity, because it is included in the objectives that will be undertaken to achieve the project goal.

The project also calls for use of radar and the need to train officers to use it. Those are both project objectives. Would the reviewers want to know who will conduct that training? Is there someone on staff who can do this? It's your job to give the reviewers a clear picture of your project! Play devil's advocate with your grant to ensure that you've addressed all potential questions.

Are you feeling comfortable with what OTS is asking you to do when it comes to justifying and explaining how and who will implement project activities? The Selected Activities section of your grant application should answer these three key questions:
- What is your justification for selecting this activity?
- How will it be carried out?
- Who will do it?

Evaluation

It's time to talk about evaluation. Evaluation can be a project's Achilles heel, but it doesn't have to be. Remember, that your project should have at least one goal that is supported by **SMART** objectives. The latter is what you'll look at to determine if you were successful. OTS' new grant application Framework requires you to describe how your proposed project will be evaluated to determine progress. Your evaluation plan should answer the following questions:

- What data will I collect?
- How often will I collect and analyze that data?
- Did the project reach the target audience?
- Did the project do what it intended to do?

The last question is one that's most significant to any grant funder. OTS wants to know if your project was successful. Since OTS' focus is on behavioral issues that means did your project change a behavior or attitude, educate roadway users, help reduce crashes, prompt adoption of a safety practice, or some other action that will positively impact safety by relating back to your project goals and objectives? These are **outcomes**.

The revised OTS framework calls for your application to clearly delineate outcome versus process evaluation. Outcome evaluation is determining if you achieved your objectives that you've undertaken in support of your goal.

- Are the activities being conducted as planned?
- Are timely and complete activity reports being submitted?
- Is our quarterly claim complete and was it submitted to OTS on time?

Process evaluation, on the other hand, examines whether you're implementing your project as intended. To conduct process evaluation, you need to ask question such as what's shown on the screen.

You should be regularly assessing how well you're doing implementing the operational aspects of your project so that you can make the necessary adjustments. If you wait until your project is over; however, there's a good chance that it won't be as effective or that it could even fail.

Let's once again look at the objectives for the Jones County PD speeding project to identify what data they should be collecting, how they'll collect it and the frequency. And let's consider how they'll use that data to determine if the program is reaching the intended audience and having a positive impact on safety**.**

- *Conduct a minimum of two speed enforcement saturation patrols on the high speed and speeding crash corridors every week during the campaign to identify and cite violators.*

  Data: # of patrols conducted weekly on each crash corridor (date, time of day and # of officers involved), # of stops made by each officer w/warnings & citations issued identified by the offense, # of crashes occurring during these patrols identifying causation factor

  How collected: Special campaign form, citations, crash reports

  Frequency: Reported weekly and reviewed bi-weekly or monthly

  Audience reached: # of speeding drivers stopped, # of motorists traveling the corridor during the patrols (obtain this travel data via the appropriate roadway authority)

  Outcome: Did speeding decrease? Were speeding drivers identified and cited? Did speed-related crashes in the high crash corridors decrease when compared to the same period last year?

  Process: Are officers conducting saturation patrols as planned? Are they submitting complete and timely reports? Is bi-weekly analysis being conducted?

- *Train 15 additional officers during the first two months of the grant period to run radar throughout the campaign.*

  Data: # of officers trained during the two-month period

  How collected: Attendance form, verbal report from instructor

  Frequency: Immediately following or 48 hours after training is provided

Audience reached: # of officers trained

Outcome: Are officers using this training to run radar in support of the project resulting in the identification and apprehension of speeders? Is the radar showing any declines in travel speeds on high speed and speeding crash corridors?

Process: Did 15 officers get trained and was the training delivered as intended?

- *Run radar on the high speed and speeding crash corridors during at least one rush hour and one weekend evening every week during the campaign to identify and cite violators.*

    Data: # of radar details conducted each week during the designated periods (date, time of day, officers involved), # of motorists traveling over the posted speed limit and their rate of speed over the posted limit, number of warnings and citations issued for speeding and other offenses, # of crashes occurring during the radar run period identifying causation factor.

    How collected: Radar reports, warnings and citations, crash reports

    Frequency: Radar reports submitted after each shift, all reports and data reviewed bi-weekly

    Audience reached: # of speeding drivers stopped, # of motorists traveling the corridor during the radar run (obtain this travel data via the appropriate roadway authority)

    Outcome: Did awareness that speed is being enforced increase among roadway users? Did the average rate of speed motorists are traveling over the limit decrease?

    Process: Did officers run radar as planned? Are they submitting complete and timely reports? Is bi-weekly analysis being conducted?

- *Develop and distribute a monthly campaign update, with ride-along and radar observation opportunities, to all media outlets serving Jones County to generate press coverage about speed enforcement and the dangers of speeding.*

    Data: Campaign speed enforcement results (# of radar runs & average speed over the limit with roadway location, # of man-hours devoted to speed enforcement, # of warnings & citations by type, # of speed-related crashes); # of ride-alongs and radar observational events conducted, date/time, officers and press involved; news stories generated per month

    How collected: Special campaign form, citations, radar and crash reports, press monitoring service or Google alert

Frequency: Data collected and analyzed weekly or bi-weekly for compilation in monthly campaign reports, press clips checked weekly, Google alerts reviewed as received

Audience: Members of the press, the public

Outcome: Did the media generate press coverage addressing the deadly consequences of speeding and/or stepped up speed enforcement? Did the media's awareness of the problem of speeding increase?

Process: Was the necessary data provided to produce the monthly campaign report? Was it delivered as planned to all media outlets? Did they feel the information in the report was useful, clear, of interest? Were ride-alongs and radar runs promoted and made readily available to the press as promised? Did the press take advantage of these opportunities?

Surveys or questionnaires are frequently used to evaluate traffic safety programs. They can help determine outcome as well as process for a project. But remember the difference between the two. If you survey people to ask if they liked your program, feel the content was helpful, or how you can improve the delivery mechanism, you're conducting what? (Process evaluation)

If, on the other hand, you want to gauge whether participation in your program changed the audience's behavior or increased their knowledge that's, what? (Outcome evaluation). However, before you can gauge outcome, you must first determine what the audience did or knew before delivering the program. You'll need to establish a baseline. To do that, you must develop and administer a pre-test and analyze the data.

After you deliver the program, you then ask the participants the same questions again. That's the post-test. Let me reiterate, that last point – the pre- and post-test ask the same questions – they should be the same. If you ask different questions, your data won't be valid and you can't say that your intervention was responsible for any changes. You can include some process-related questions on the post-test, but the outcome-related questions must be the same.
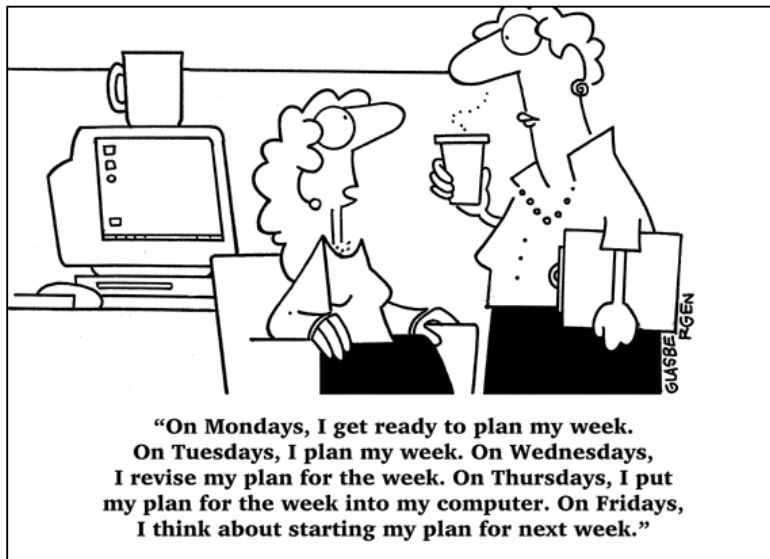
One other area I want to touch on are outcomes that are essentially a widget count. Thinking about the Jones County PD speeding project, these could be outcomes like we conducted 400 hours of speed enforcement, we issued 1,000 tickets, 10 members of the press participated in ride-a-longs. Those numbers confirm that the project happened, but how do they relate to the project's overall goal to reduce speeding?

What was the result of those 10 members of the press participating in the ride along – news stories, greater awareness of the problem? What about those 400 hours of speed enforcement? Using the baseline of average # of mph over the speed limit speeding drivers were traveling, did that average # decrease? Dig into those numbers to try and better

understand how they relate to what you're trying to accomplish. Think like a reporter! It's your job to make the link between this data and objectives and goal.

Determine if each of these findings is process evaluation or outcome evaluation.

- 85% of participants liked how the program was delivered and would recommend it to a friend. (Process)

- Students' knowledge of the dangers of distracted driving increased from 55% pre-intervention to 92% post-intervention. (Outcome)

- After completing the SFST training, officers reported a 15% increase in their ability to identify an impaired driver. (Outcome)

- All quarterly project reports were submitted on time. (Process)

- 50 novice teen driving presentations were conducted reaching 7,500 teens and 1,000 parents. (Outcome & Process)

- Speeding-related crashes involving the target age group fell 10% after completion of the campaign. (Outcome)

- 95% of participants attending the teen-driving program feel that it should be a mandatory component of driver education. (Process)

"On Mondays, I get ready to plan my week.
On Tuesdays, I plan my week. On Wednesdays,
I revise my plan for the week. On Thursdays, I put
my plan for the week into my computer. On Fridays,
I think about starting my plan for next week."

Task Schedule

Activity and Task Schedule are important to convey your process. Scheduling is an integral part of the project planning process. A project can't run without a plan. Scheduling forces you to establish deadlines, identify what resources you'll need such as personnel, supplies and equipment, and money. The latter is important. **These are reimbursement grants**, so it's critical that you think about the capitol you'll need and when you'll need it, because **you don't get the money upfront!**

A key ingredient in developing a project schedule is experience. It's important that someone who is experienced doing what the project calls for is tapped to help estimate the time needed to complete each activity or task. The depth of this "experienced input" is vital for determining if the project schedule is realistic or more of a wish list.   If it's not a well-thought out schedule, your project could fail. If you don't feel you have the necessary expertise within your agency to do this, consult with a member of the OTS program staff or an agency that has run a similar project. Be realistic; don't over commit.

A schedule is also vital for project management and provides a pathway for success. It identifies deliverables and milestones which must be achieved on a timely basis. It's also a monitoring tool – if an activity or task isn't accomplished as planned, it should prompt you to find out why and make the necessary adjustments to ensure that the project moves forward either as intended or with a modified scope.

The OTS application calls for you to identify by month or quarter each activity and task that will be performed in support of your project. These activities should align with your project objectives and the list of tasks should include evaluation and reporting. Once again, you're not reinventing the wheel but pulling this information from other sections of your grant application.

<u>Sustainment</u>

There's no guarantee that grant funds will be available for your proposed project from one year to the next. So, OTS and its reviewers want to know if your proposed project will continue when grant funds are no longer available.

OTS expects proposed projects to demonstrate self-sustainment or sufficiency as soon as possible. Your application should include a timeline and a summary of a plan to continue the project when grant funds are either no longer available or significantly reduced. When it comes to providing continued funding for projects that require more than one year to become self-sufficient, OTS will consider performance, whether reporting requirements are met, and availability of funds. For that reason, diversified funding strategies are strongly encouraged to sustain a project over the long-term.

<u>Budget and Resources</u>

Finally, let's talk about resources and budget. You should first identify the resources that will be allocated to your project. This includes manpower, behavioral-related safety supplies and equipment, and trainings, as applicable.

You must also include an explanation of how safety supplies, equipment and training will be used to support the project. For example, if your project calls for the purchase of an in-car camera system for DUI enforcement, provide an explanation of how it will be used for the proposed project.

"Purchasing an in-car camera system will allow our agency to better collect evidence that will be used to improve the rate of DUI convictions."

NHTSA's definition of allowable equipment: It is new and replacement equipment with a useful life of more than one year and acquisition cost per unit of $5,000. All equipment requires pre-approval by OTS and NHTSA before acquisition. Allowable equipment is dependent on the funding source and must be used to directly address the problem identified in the grant application. In other words, the equipment must be needed to carry out work under the grant and kept for use by the program. **No project may be created solely to purchase equipment.**

If your agency would like to use grant funds to send the child passenger safety technicians to a national conference, you need to explain the need.

"Three staff members will attend the 2019 Lifesavers Conference to secure the CEUs required to maintain their Child Passenger Safety Technician Certification. This will ensure that our agency is able to continue providing free child safety seat checks and occupant protection information to families in our service area. "

All resources should also be accounted for in your budget chart. Keep in mind, that a well-constructed budget justifies all proposed expenses. Be specific in your budget, provide the best estimates possible and only include costs that are necessary and reasonable.   These include personnel; professional fees; supplies and equipment; travel, meeting and conference expenses; indirect costs; program income; and match or in-kind funds.   If you're not sure about a budget item, reach out to an OTS program manager for guidance.

Here are some additional budget reminders:

- Budget items should be explained, listed and the cost broken down for each expense.
- Travel is reimbursed at the General Service Administration or GSA rates, which can be found online at www.gsa.gov.
- A 20% match of **the TOTAL project cost** is required for every grant and the source should be identified.
- Overtime requests should list hourly wages and approximate hours required.

Budget narrative example:
Personnel - $ 5,550 - Includes overtime for DUI saturation patrol. DUI Enforcement will be held in each Command throughout the year and targeted to those times and locations with the highest risks of impaired driving as driven by the data.

The average officer overtime rate is $35.00 per hour @ Approximately 100 hours for the year ($3,500)
The average Sergeant overtime rate is $41.00 per hour @ Approximately 50 hours for the year. ($2,050)

Travel - $ 706 -   Travel costs for coordinator and technician to conduct two seat belt observational surveys at identified locations by the data (Carson City north and city of Yerington).
Lodging 2 nights at GSA rate of $ 94 x 2 staff = $188 x 2 events = $ 376.
Perdiem $ 41.25 first and last day = $ 82.50 x 2 staff = $ 165 x 2 events = $330

Match funds - $ 1,564 - will be provided by other on duty officers also working on the DUI enforcement and from the mileage expenses used during travel.

Total Federal funds requested $ 6,256   = 80 % of the project cost
Total Matching funds by agency $ 1,564 = 20 % of the project cost
Total Project cost $ 7,820 = 100% of the project cost

If you currently have an OTS grant and have budget and/or equipment questions, contact your OTS Program Manager for guidance.   If you're a potential applicant, email your questions to OTS at tsafety@dps.state.nv.us.

Common Pitfalls

Below are some common pitfalls that could easily derail your grant application. This list was developed by OTS, so pay careful attention… you've been advised, so there's no excuse for making any of these mistakes:

- Insufficient justification of problem or activities.
- No baseline data provided.
- Not enough detail in general.
- Objectives are not measurable.
- No mention of how or what data will be collected for reporting and evaluating the program.
- Travel rates outside of GSA rates.
- Budget does not add correctly or does not contain enough detail.
- Evaluation is weak.
- Project does not address the NV Office of Traffic Safety program areas.
- Using outdated or non-relevant statistics rather than the most current local statistics.
- Assuming reviewers are familiar with an existing project and not providing information on what will change in the upcoming year.
- Not including a plan timeline or schedule or allotting time for the governing body to accept and provide authority for the award budget.
- Using big words or jargon
- Not spelling out acronyms the first time they are used (i.e., Jones County Police Department [JCPD])
- Not proofreading and correcting grammatical or spelling errors.

Review Panel

We've covered a lot of information. Here are some final tips – the 5B's -- that will earn you points with the reviewers.

- **Be relevant**. Know what OTS or any other grant maker you decide to pursue will fund. If it's not on the list or you simply don't fit their parameters, forget about it!!!

- **Be concise**. Yes, the details are important. We've spent a lot of time this morning talking about the details that need to be in your proposal letter and grant application. But only include relevant data and information and think like a reporter – remember the 5 W's and H.

"Is it just me or are these review panels getting a lot tougher?"
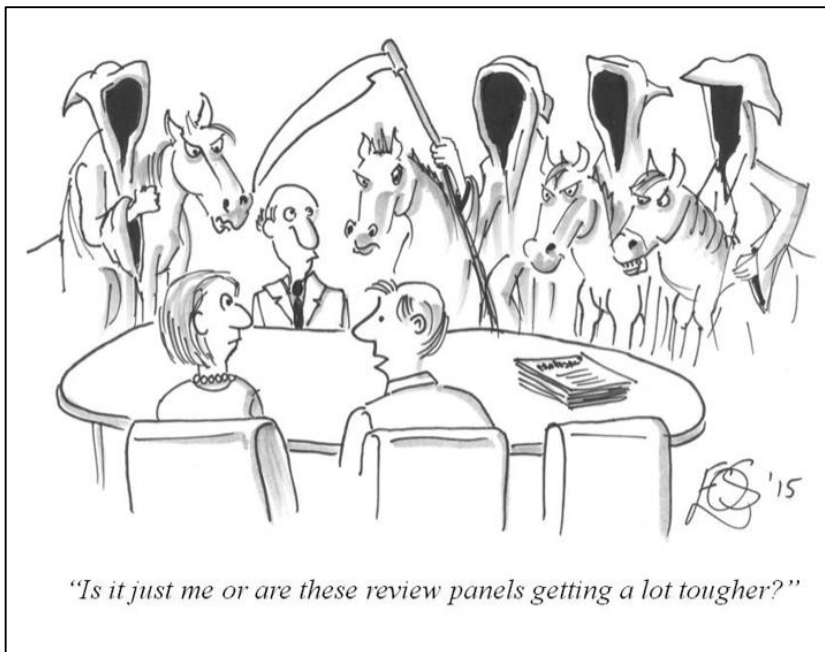
- **Be clear.** Write so that your audience – the reviewers – can easily understand what your project is about. Avoid jargon or big words. Studies have found that when writers use big words it tends to make text unnecessarily complex, so your goal should be to make your application easy to understand and digest. Not to belabor the point, but the author of a document that's more simplistic, appears more intelligent than his or her loquacious counterpart.

- **Be correct**. Ensure your facts and data are accurate. Assumptions and hearsay won't fly with the reviewers, so don't go there!

- **Be careful**. Thoroughly proofread your letter of interest and application for spelling, punctuation and grammatical errors before submitting them to OTS or any other funding source. I can't overstate the importance of proofreading. It is strongly recommend asking a colleague outside your organization to give your documents a critical review. If they understand what you're planning to do – then the reviewers will, too! Allow plenty of time for this step, so that you can then make the necessary revisions and still get your proposal and application in on time.

Be sure to contact the Office of Traffic Safety with any questions you have regarding completion and submission of a letter of interest (LOI) or the grant application.   The staff are available to assist you. tsafety@dps.state.nv.us   or call (775) 684- 7470.

operations/training/subs101/nvgranttrainingforwebsite.docx