



State Auditor

Dave Boliek

RAPID RESPONSE SPECIAL REPORT

North Carolina

Office of the State Auditor

Rapid Response Division

1-800-730-TIPS

April 22, 2026

Governor's Highway Safety Program

WHY WE CONDUCTED THIS REPORT

In 2023, the Governor's Highway Safety Program (GHSP or the Program) administered approximately \$18 million in public funds to support highway safety initiatives aimed at reducing traffic crashes across North Carolina.¹ The Office of the State Auditor (OSA) launched this review to evaluate GHSP's oversight and funding decisions to determine whether its processes ensured accountability, effective spending, and proper risk management associated with grant-funded projects. As part of our review, OSA focused on one grantee, the North Carolina Alliance for Safety Transportation (NCAST), which received three consecutive years of GHSP funding starting in federal fiscal year (FFY) 2023.²

OBJECTIVE

To examine GHSP's processes for monitoring grantee performance, managing spending decisions, and addressing project risks. By selecting NCAST as a case example, OSA was able to gain practical insight into GHSP's approach to grant oversight and risk management. Our review focused primarily on NCAST's contractual activities and spending records during FFY 2023 and included an evaluation of GHSP's funding decisions for FFYs 2024 and 2025.³

WHAT WE FOUND

Finding 1

- GHSP awarded future-year funding before completing evaluations of NCAST's 2023 and 2024 project performance.
- GHSP's 2023 Final Project Evaluation Report noted that NCAST failed to meet two of three key items; in 2024, all three items were marked as not met.
- GHSP awarded NCAST \$308,000 in FFY 2024 after NCAST only partially achieved its 2023 goals, and \$342,125 in FFY 2025 despite NCAST achieving none of its goals for the previous year.
- GHSP awarded NCAST a \$272,900 grant for FY 2023; of this, NCAST spent \$159,608.65, with over \$130,000 (more than 80%) allocated to contractor retainer fees rather than direct programmatic activities.

Finding 2

- Though GHSP's Risk Assessment for NCAST identified fully funding personnel matters as a high risk, GHSP nonetheless continued to fund similar staffing models proposed by NCAST in 2023, 2024, and 2025.

¹ GHSP Grant Applications Open Jan. 1 [Press release]. Retrieved from [N.C. Governor's Highway Safety Program Grant Applications Open Jan. 1](#).

² GHSP Grant award data for FFY 2023, FFY 2024, and FFY 2025. Unpublished Excel files provided to OSA by GHSP.

³ Ibid.

WHAT WE FOUND cont.

Finding 3

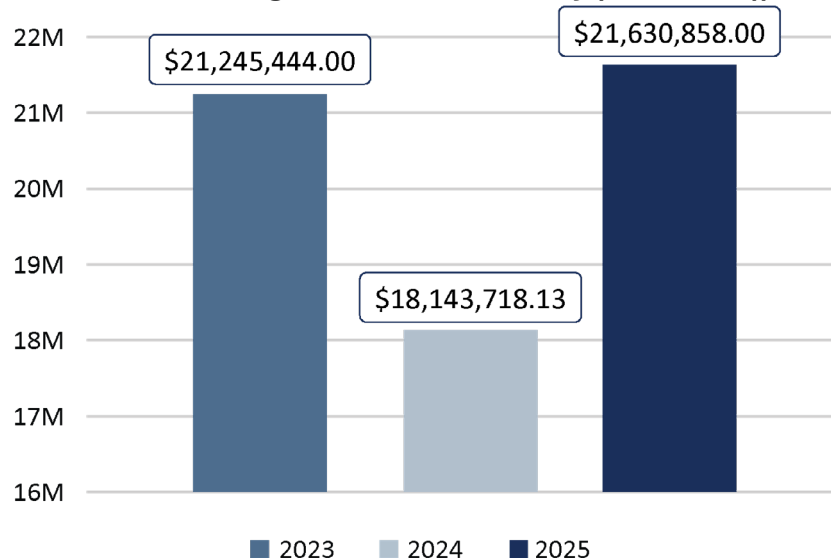
- GHSP received four Quarterly Progress Reports from NCAST in 2023, three of which were submitted late, violating GHSP’s reporting requirements and contractual obligations.

BACKGROUND

GHSP is tasked with enhancing highway safety awareness and reducing traffic crashes and fatalities across the state.⁴ To achieve this, GHSP provides grants to law enforcement agencies, local governments, community organizations, high schools, colleges and universities, and nonprofits. These grants support highway safety initiatives such as combatting impaired driving, promoting seat belt use, and encouraging safe driving practices among young drivers.⁵ While the grants offered by GHSP are funded in part by appropriations made by the North Carolina General Assembly and local governments, GHSP’s efforts are primarily funded by the U.S. Department of Transportation’s National Highway Traffic Safety Administration (NHTSA).⁶ GHSP provided documentation to OSA showing that it distributed grants totaling \$21,245,444.00 in 2023,⁷ \$18,143,718.13 in 2024,⁸ and \$21,630,858.00 in 2025.⁹

Figure 1 illustrates the total amount of grant funding GHSP distributed for FFYs 2023, 2024, and 2025.

FIGURE 1: Total GHSP Grant Funding Distributed Annually (2023-2025))



⁴ GHSP. (n.d.). Retrieved from [NCDOT: Governor’s Highway Safety Program](#).

⁵ GHSP. (n.d.). Retrieved from [NCDOT: Governor’s Highway Safety Program - Grants](#).

⁶ NHTSA works to reduce deaths, injuries, and economic losses from motor vehicle crashes in the United States. Aiming to deliver safer roads across our country, NHTSA “encourag[es] Americans to make safer choices when they drive, ride, and walk; advancing lifesaving vehicle safety technologies; and supporting state and local police in their efforts to enforce the rules of the road that protect us all.”

⁷ GHSP. (2023). Copy of FY23 Grants (004). Unpublished Excel files provided to OSA.

⁸ GHSP. (2024). Copy of FY24 Grants. Unpublished Excel files provided to OSA.

⁹ GHSP. (2025). Copy of FY25 Grants. Unpublished Excel files provided to OSA.

According to GHSP's Grant Management Manual,¹⁰ the Program awards grants annually based on the FFY calendar, which begins on October 1 and ends on September 30 of the following year.¹¹ GHSP accepts grant applications in January,¹² and its staff prioritizes funding decisions that are guided by data-driven problem identification and align with GHSP's Highway Safety Plan.¹³ Each project must address an identified emphasis area, utilize proven or promising countermeasures, and demonstrate measurable performance targets.¹⁴ Grants are administered through the Electronic Business Services (EBS) system,¹⁵ which tracks applications, claims, and reports.

OSA selected NCAST as the focus of this review because it received grants from GHSP for three consecutive years and provided a representative example for evaluating whether GHSP followed the protocols outlined in its Grant Management Manual. Our review focused on NCAST's activities in FFY 2023 and GHSP's decision-making processes for FFYs 2024 and 2025. Specifically, OSA examined GHSP's process for awarding grant funding and evaluating grantee performance to determine whether funding decisions were based on verified achievement of project goals, compliance with reporting requirements, and demonstrated impact.

According to the Secretary of State's business registration records, NCAST was formed on April 29, 2022. As a 501(c)(3) nonprofit, NCAST is committed to enhancing the safety of drivers in North Carolina.¹⁶ To do so, NCAST aims to advance traffic safety by leveraging targeted communication strategies to inform, educate, and foster community engagement on roadway safety at the grassroots level.¹⁷ NCAST established its governing board in 2022,¹⁸ which is comprised of safety advocates, insurance industry officials, and law enforcement. However, when NCAST received its first year of GHSP grant funding, it had not yet hired operational staff to lead the nonprofit's efforts.

FINDING 1 DETAILS AND RECOMMENDATIONS

GHSP awarded new grant funds before reviewing grantees' Final Accomplishments Reports for the previous year or completing its Final Project Evaluation Report of the grantees' past performance. This practice limited GHSP's ability to verify that grantees had achieved required objectives before awarding additional funding, increasing the risk that future funding decisions were made without complete confirmation of prior performance.

¹⁰ GHSP's Grant Management Manual "provide[s] consistent guidance in the administration of GHSP grant projects, so that grantees comply with state and federal regulations." [See ghsp-grant-management-manual.pdf](#), Section 1.01-page 3.

¹¹ GHSP Grant Management Manual [PDF]. Section 3.01 – page 4. Retrieved from [ghsp-grant-management-manual.pdf](#).

¹² GHSP Grant Management Manual [PDF]. Section 3.02 – page 5. Retrieved from [ghsp-grant-management-manual.pdf](#).

¹³ The Highway Safety Plan is a comprehensive document that GHSP updates annually to outline the State's strategies, goals, and funded initiatives to reduce traffic crashes, injuries, and fatalities on North Carolina's roadways. See [NC_FY24HSP-tag_0.pdf](#).

¹⁴ GHSP Grant Management Manual [PDF Section 3.01– page 4. Retrieved from [ghsp-grant-management-manual.pdf](#).

¹⁵ Electronic Business Services (EBS) is the State government's grant management system software.

¹⁶ See Appendix A, NCAST's Applications for GHSP Grant Funding.

¹⁷ Ibid.

¹⁸ Be Safer NC: North Carolina traffic safety resources. Retrieved from [NCAST | North Carolina Alliance For Safe Transportation](#).

Key Observations:

- GHSP awarded future-year funding before completing evaluations of NCAST’s 2023 and 2024 project performance;
- GHSP’s 2023 Final Project Evaluation Report noted that NCAST failed to meet two of three key items; in 2024, all three items were marked as not met; and
- GHSP awarded NCAST \$308,000 in FFY 2024 after NCAST only partially achieved its 2023 goals, and \$342,125 in FFY 2025 despite NCAST achieving none of its goals for the previous year.

GHSP's Grant Policies

The 2024-2026 GHSP Highway Safety Plan states that “all funding is performance-based” and “[requires] substantial progress in reducing crashes, injuries, and fatalities . . . as a condition of continued funding.”¹⁹ The Grant Management Manual also mandates a Risk Assessment for each applicant, including the evaluation of:²⁰

- Noncompliance with federal statutes;
- Regulations and terms and conditions of the grant; and
- The applicant’s financial stability, quality of management systems, history of past performance, and prior audit findings.²¹

If an applicant poses a risk but the application has merit, GHSP may require a pre-funding assessment meeting and/or impose specific conditions.²² These steps are intended to ensure robust oversight and accountability.

Funding Decisions Precede Evaluation

Despite these policies, GHSP makes funding decisions for the upcoming FFY before it reviews the grantee’s Final Accomplishments Report or completes its Final Project Evaluation Report. The new FFY begins on October 1, but the previous year’s final reports are not due until October 30. As a result, GHSP cannot fully verify whether grantees met goals and objectives before awarding new funds.

¹⁹ North Carolina GHSP. (2023, October). North Carolina FY 2024 Highway Safety Plan [PDF], Page 11-14. Retrieved from [NC_FY24HSP-tag_0.pdf](#).

²⁰ GHSP Grant Management Manual [PDF]. Section 3.04 D – page 12 and Section 5.08 – page 18. Retrieved from [ghsp-grant-management-manual.pdf](#).

²¹ Ibid.

²² Ibid.

Awarding funds prior to completing performance evaluations may result in continued funding to grantees that have not demonstrated project achievement.

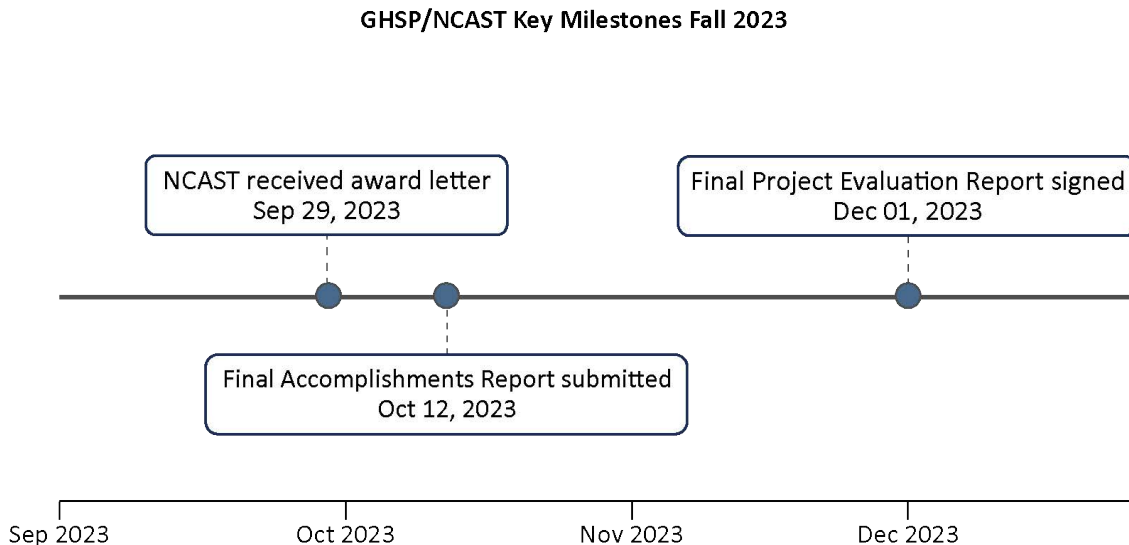
For example, in both 2023 and 2024, NCAST failed to achieve several core goals and supporting objectives as reflected in GHSP’s Final Project Evaluation Reports.²³ Nevertheless, GHSP proceeded to award NCAST significant funding for subsequent years, including \$308,000 for FFY 2024 and \$342,125 for FFY 2025, despite the lack of NCAST’s documented progress toward its goals for the previous year.²⁴

2023 Award Timeline

- September 29, 2023: NCAST received a letter from GHSP informing NCAST that GHSP had awarded it funding for FFY 2024.²⁵
- October 12, 2023: NCAST submitted the 2023 Final Accomplishments Report.²⁶
- December 1, 2023: GHSP formally signed the 2023 Final Project Evaluation Report.²⁷

Figure 2 shows the 2023 timeline of when GHSP received NCAST’s Final Accomplishments Report, completed its own Final Project Evaluation Report, and awarded FFY 2024 funding to NCAST.

FIGURE 2: 2023 Final Reports and 2024 Funding Decision Timeline



²³ See Appendix B, GHSP’s Final Project Evaluation Reports.

²⁴ GHSP. (2023–2025). Grant award data for FFY 2023, FFY 2024, and FFY 2025. Unpublished Excel files provided to OSA.

²⁵ See Appendix C, GHSP’s Award Letters to NCAST.

²⁶ See Appendix D, NCAST’s Final Accomplishments Reports.

²⁷ See Appendix B, GHSP’s Final Project Evaluation Reports.

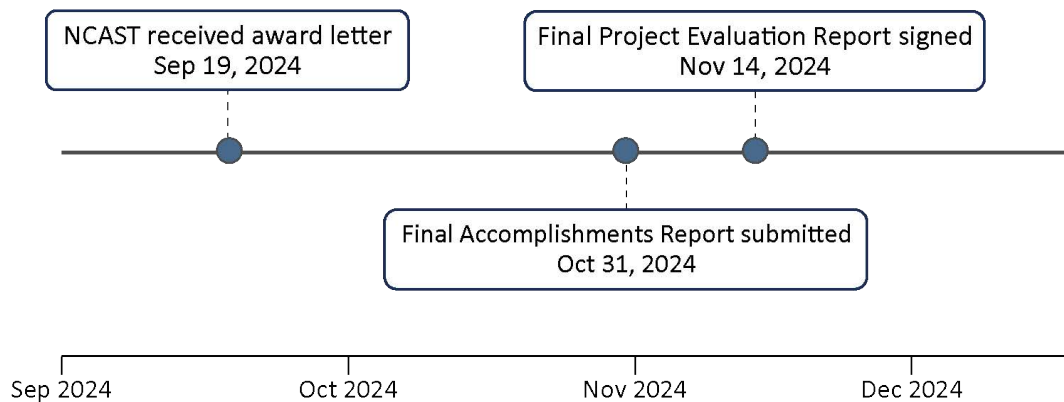
2024 Award Timeline

- September 19, 2024: NCAST received a letter from GHSP informing NCAST that GHSP had awarded it funding for FFY 2025.²⁸
- October 31, 2024: NCAST submitted the 2024 Final Accomplishments Report.²⁹
- November 14, 2024: GHSP formally signed the 2024 Final Project Evaluation Report.³⁰

Figure 3 shows the 2024 timeline of when GHSP received NCAST's Final Accomplishments Report, completed its own Final Project Evaluation Report, and awarded FFY 2025 funding to NCAST.

FIGURE 3: 2024 Final Reports and 2025 Funding Decision Timeline

GHSP/NCAST Key Milestones Fall 2024



Recommendations

To ensure funding decisions incorporate verified prior year performance, GHSP should:

1. Establish a control that blocks future awards until the prior year's Final Accomplishments Report and Final Project Evaluation Report are completed and reviewed by GHSP. If award timing cannot change, GHSP should require a formal Interim Performance Report that verifies progress towards SMART (Specific, Measurable, Attainable, Realistic, and Timely) goals and includes associated metrics. GHSP should review and sign off on the Interim Performance Report before issuing any award letters. The grantee should also sign the document and then enter it into EBS.

²⁸ See Appendix C, GHSP's Award Letters to NCAST.

²⁹ See Appendix D, NCAST's Final Accomplishments Reports.

³⁰ See Appendix B, GHSP's Final Project Evaluation Reports.

2. Require the Final Project Evaluation Report or Interim Performance Report to include a summary table for each major project goal: intended target or outcome, actual results achieved, reason for not meeting the target, corrective actions taken or planned, and how results will affect future funding decisions. GHSP can use this as a pre-award checklist for the next FFY.
3. Define minimum performance thresholds (e.g., $\geq 80\%$ of planned tasks completed; $\geq 90\%$ on-time reporting; $\leq 10\%$ variance in budget execution for major cost categories) that the grantee must meet to be eligible for continued funding; document exceptions with a justification note in EBS and a corrective action plan agreed to by the grantee.

FINDING 2 DETAILS AND RECOMMENDATIONS

In both FFY 2023 and 2024, GHSP awarded grant funds to NCAST, with the majority of expenditures allocated to contractor retainer fees for executive and program management services rather than direct programmatic activities. This pattern persisted even as GHSP's Risk Assessments identified funding personnel matters as a high risk in consecutive years. As a result, significant grant dollars were directed toward contractor support, raising concerns about the effectiveness of GHSP's risk management and the impact of its funding decisions.

Key Observations:

- GHSP awarded NCAST a \$272,900 grant for FFY 2023; of this, NCAST spent \$159,608.65, with over \$130,000 (more than 80%) allocated to contractor retainer fees rather than direct programmatic activities.³¹
- Though GHSP's Risk Assessment for NCAST identified fully funding personnel matters as a high risk, GHSP nonetheless continued to fund similar staffing models proposed by NCAST in 2023, 2024, and 2025.³²

Grant Funding and Budget Allocation

GHSP awarded NCAST a \$272,900 grant for FFY 2023.³³ According to invoices and receipts submitted by NCAST to GHSP through the EBS system, NCAST claimed and received payment for over \$130,000 in contractor retainer fees for executive and program management services. These contractor payments, fully funded by the GHSP grant, represented more than 80% of NCAST's total expenditures (\$159,608.65) for the contract period (October 1, 2022 through September 30, 2023). NCAST did not use the remaining \$113,000 in grant funds, and GHSP, as confirmed in emails sent to OSA, returned these unused funds to the original grant funding pool for future use.³⁴

³¹ OSA reviewed all invoices and payment records submitted by NCAST and paid by GHSP, as documented in the EBS system. These records are internal and not publicly available.

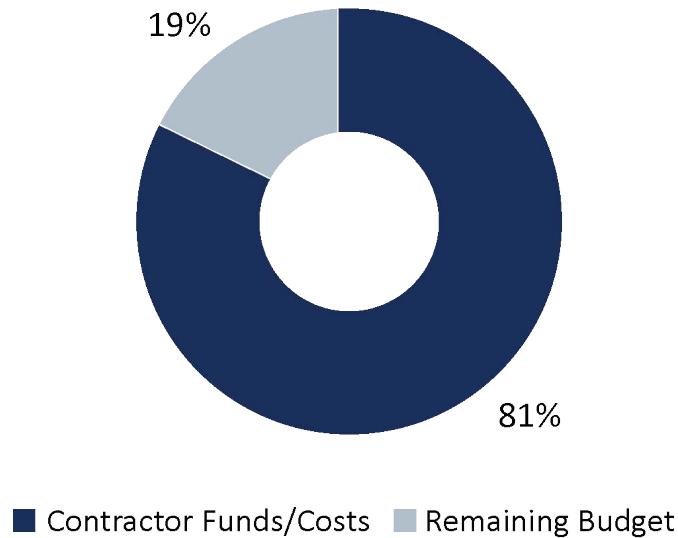
³² See Appendix E: GHSP's Risk Assessments.

³³ GHSP. (2023). Copy of FY23 Grants (004). Unpublished Excel files provided to OSA.

³⁴ GHSP email communication to OSA on October 29, 2025.

Figure 4 depicts the allocation of the total budget for FFY 2023, showing the grant dollars expended on contractor support versus other programmatic efforts.

FIGURE 4: NCAST's 2023 Allocation of Grant Funding



Examples of Grant-Funded Contractor Payments

OSA's review included an examination of NCAST's contractor payments, supporting documentation, and other related expenditures funded by GHSP during FFY 2023 and submitted through EBS.³⁵ The following examples illustrate how grant funds were used to support NCAST's leadership team, travel expenses, program management, and creative services.

Crouch Consulting

NCAST contracted Crouch Consulting to fulfill the Executive Director role under a monthly retainer from December 1, 2022 through September 30, 2023.³⁶ NCAST paid Crouch Consulting \$5,000 per month in retainer fees from December 2022 to March 2023, then increased the monthly retainer to \$10,000 from April through September 2023. Payments totaled \$80,000 for this contract period.³⁷

In August, 2023 the Executive Director attended the Governor's Highway Safety Association (GHSA) Annual Conference in New York City. The Executive Director's conference expenditures,

³⁵ OSA reviewed all invoices and payment records submitted by NCAST and paid by GHSP, as documented in the EBS system. These records are internal and not publicly available.

³⁶ See Appendix F, Crouch Consulting Engagement Letter and Appendix G, Executive Director January 2023 Timesheet.

³⁷ OSA reviewed all invoices and payment records submitted by NCAST and paid by GHSP, as documented in the EBS system. These records are internal and not publicly available.

which were reimbursed by GHSP, totaled \$3,094.72.³⁸

Greenspon Advertising

NCAST contracted Greenspon Advertising for program management services under a monthly \$5,000 retainer from December 1, 2022 through September 30, 2023.³⁹ Payments totaled \$50,000 for the contract period.⁴⁰

In November 2022, one month before NCAST entered its retainer agreement with Greenspon, GHSP also paid invoices submitted by NCAST for Greenspon's web design and creative services totaling \$10,000.⁴¹ After executing the formal retainer agreement for program management services, NCAST continued to make additional grant-funded payments to Greenspon beyond the retainer costs for web and creative services.

GHSP's Risk Assessment Limitationss

GHSP's current Risk Assessment process for grant-funded projects is limited in scope. The Risk Assessment tool tracks only four specific criteria rated prior to the start of the fiscal year, each rated as Low, Medium, or High risk:

- Whether the grant provides full funding for personnel;
- Whether the grant provides partial funding for personnel;
- Whether the grant funds equipment with an actual cost per item of \$5,000 or more; and
- Whether the grant funds equipment only with an actual cost per item of less than \$5,000.⁴²

Based on these ratings, GHSP's monitoring plan prescribes the following oversight actions:

- If High Risk: Two in-person project management reviews;
- If Medium Risk: One in-person project management review; and
- If Low Risk: Documented desk review.⁴³

³⁸ See Appendix K, NCAST's Executive Director Conference Travel Invoices.

³⁹ See Appendix H, Greenspon Advertising Contract and Appendix I, Program Manager January 2023 Timesheet.

⁴⁰ OSA reviewed all invoices and payment records submitted by NCAST and paid by GHSP, as documented in the EBS system. These records are internal and not publicly available.

⁴¹ See Appendix J, NCAST's Invoice for Web Services and Associated Campaign Data.

⁴² See Appendix E: GHSP's Risk Assessments.

⁴³ Ibid.

This approach does not account for other critical risk factors, such as organizational capacity, sustainability of staffing models, or the effectiveness of contractor-heavy spending. As a result, **GHSP's Risk Assessment does not provide a robust framework for identifying and managing project-specific risks**, as clearly shown when most grant funds are directed toward contractor support rather than direct programmatic activities.

For example, despite risk assessments consistently identifying funding personnel matters as a high risk,⁴⁴ the GHSP's 2024 Final Project Evaluation Report for NCAST did not indicate any plans to transition core leadership roles to permanent staff or address the risk of relying on part-time contractors (40 hours per month as shown in January 2023 timesheets)⁴⁵ to fill essential leadership positions. Instead, the report merely encouraged NCAST to strengthen relationships and build expertise across transportation sectors.⁴⁶

Additionally, according to GHSP's Project Management Review of NCAST in May 2025, the Executive Director's salary was projected to be fully expended by June 30, 2025, three months before the grant award period was set to end.⁴⁷ To address this shortfall, NCAST requested a \$20,000 reallocation of funds from GHSP, which allowed the position to be funded by grant dollars at approximately 90%.⁴⁸

Ultimately, NCAST's limited staffing model threatens organizational continuity and may contribute to underutilization of grant funds. Additionally, NCAST's reliance on part-time contractors to fill key leadership roles raises the risk that institutional knowledge and professional connections gained by contractors serving in those roles will not be retained within the organization after the contractors inevitably leave NCAST upon the expiration of their contracts.

Recommendations

1. GHSP should expand its Risk Assessment tool to include additional project-specific risks, such as organizational continuity and capacity, outreach and engagement challenges, data collection and outcome measurement, budget utilization, and reporting reliability. For each risk area, GHSP should assign a risk rating and require grantees to describe their mitigation strategy. GHSP should document and track these risks throughout the grant period, ensuring that both the grantee's risk rating and effectiveness of mitigation efforts are updated and reviewed each quarter. For example, if a project aims to reach hard-to-engage populations, GHSP should record this risk, engage with the grantee on monitoring the mitigation process, and adjust oversight or support as needed to address challenges as they arise.

⁴⁴ See Appendix E, GHSP's Risk Assessments.

⁴⁵ See Appendix G, NCAST's Executive Director January 2023 Timesheet and Appendix I for NCAST's Program Manager January 2023 Timesheet.

⁴⁶ See Appendix B, GHSP's Final Project Evaluation Reports.

⁴⁷ See Appendix L, GHSP's 2025 Project Management Review of NCAST.

⁴⁸ Ibid; see Appendix E: GHSP's Risk Assessments.

2. GHSP should add a mandatory section to the Final Accomplishments Report that connects each major spending category to the outcomes achieved. This information would help GHSP update the project's risk rating and make more informed future funding decisions.

As it specifically relates to NCAST, GHSP should take additional action to mitigate risks associated with NCAST's reliance on contracted staff by:

- Requiring NCAST to submit a staffing plan and timeline for transitioning from contractors to permanent staff for key leadership roles;
- Documenting NCAST's contractor performance reviews and Board discussions in EBS and include these in the Final Project Evaluation Report;
- Incorporating NCAST's staffing continuity and organizational capacity into GHSP's Risk Assessments and funding decisions; and
- Ensuring measurable outcomes for major activities, such as GHSA's Annual Conference, are linked to NCAST's sustainable organizational growth and captured in Quarterly Progress Reports and final reports.

FINDING 3 DETAILS AND RECOMMENDATIONS

OSA found that in FFY 2023, NCAST repeatedly submitted Quarterly Progress Reports to GHSP after the required deadlines. Additionally, these reports lacked clear documentation of the actual submission date, instead only displaying the dates on which the documents were signed.⁴⁹ Delays and documentation gaps limit GHSP's ability to track project progress and make well-informed funding decisions.

Key Observations:

- NCAST submitted three of four Quarterly Progress Reports to GHSP after the required 15-day deadline, in violation of GHSP's Grant Management Manual; and
- NCAST's Quarterly Progress Reports lacked clear documentation of the actual submission date, making it difficult to verify compliance.

Table 1 shows the dates NCAST signed reports and indicates whether the signature occurred within 15 days after the end of each quarter.

⁴⁹ See Appendix M, NCAST's Quarterly Progress Reports Provided to GHSP.

TABLE 1: Timeline of NCAST's Quarterly Progress Report Submissions to GHSP

| | | Report Signed Date | |
|---|------------------|---|------------|
| Quarter One Report: October – December 31, 2022 | January 15, 2023 | Date signed by NCAST: January 15, 2023 Date signed by GHSP: January 17, 2023 | YES |
| Quarter Two Report: January – March 2023 | April 15, 2023 | Date signed by NCAST: May 8, 2023 Signed by GHSP: May 8, 2023 | NO |
| Quarter Three Report: April – June 2023 | July 15, 2023 | Date signed by NCAST: July 31, 2023 Signed by NCAST: July 31, 2023 | NO |
| Quarter Four Report: July – September 30, 2023 | October 15, 2023 | Date signed by NCAST: October 23, 2023 Signed by GHSP: October 23, 2023 | NO |

Recommendations

1. At the start of each project, GHSP should establish a notification and reminder system for all reporting deadlines. Since GHSP grants typically follow a standardized schedule, GHSP can automate reminders for both staff and grantees using available tools. For deadlines that differ from the standard schedule, GHSP should create project-specific reminders using email, calendar invites, or other project management resources to ensure timely submissions.
2. GHSP should require grantees to submit at least 80% of the Quarterly Progress Reports (and other required documentation) on time to remain eligible for continued funding. GHSP should document any exceptions in EBS to maintain transparency and accountability.
3. GHSP should update all required documentation tied to specific deadlines to display both the actual submission timestamp (system-generated) and the signature dates from both the grantee and GHSP. This will clearly distinguish when documents are submitted from when they are approved.
4. GHSP should include grantee adherence to reporting timelines in its Risk Assessments and future grant evaluations. Late submissions should be considered when determining a grantee's eligibility for future funding.

RESPONSE FROM THE NC GOVERNOR'S HIGHWAY SAFETY PROGRAM



STATE OF NORTH CAROLINA DEPARTMENT OF TRANSPORTATION

JOSH STEIN
GOVERNOR

DANIEL H. JOHNSON
SECRETARY

March 10, 2026

Via email to Dave.Boliek@ncauditor.gov

The Honorable David L. Boliek
NC Office of the State Auditor
20601 Mail Service Center
Raleigh, NC 27699

Dear State Auditor Boliek:

This is in response to your Feb. 25, 2026, correspondence including a draft of the Rapid Response Report on the NC Governor's Highway Safety Program (GHSP).

The NC Governor's Highway Safety Program administers public funds to support behavioral highway safety initiatives aimed to reduce and eliminate traffic crashes across the state.

These funds are provided by the National Highway Traffic Safety Administration (NHTSA), which requires extensive financial monitoring and financial oversight in accordance with [23 CFR 1300](#). This monitoring includes comprehensive Monitoring Review (MR) audits every three years. None of the three most recent NHTSA Management Review audits have resulted in a financial or programmatic finding.

Below is a response to your Rapid Response Special Report contents.

Finding 1

▪ *GHSP awarded future-year funding before completing evaluations of NCAST's 2023 and 2024 project performance.*

Response: Federal grant timelines and reporting regulations require GHSP to operate on timelines that require awards to be made prior to completion of final reports from the previous cycle. Grants are awarded for the federal fiscal year (Oct. 1 – Sept. 30). Grants for the upcoming federal fiscal year must be approved by NHTSA prior to Oct. 1 via the Annual Grant Application (AGA), which by federal statute is due to NHTSA by Aug. 1 (<https://www.ecfr.gov/on/2023-01-01/title-23/section-1300.12>). To meet this deadline and provide an accurate picture of proposed projects for the next fiscal year, GHSP must hold an open application period well in advance of these deadlines.

(p.2)

The FFY 2023 grant cycle ran from Oct. 1, 2022, through Sept. 30, 2023. The AGA for the upcoming FFY 2024 cycle was due by Aug. 1, 2023. Those grants outlined in the 2024 AGA begin Oct. 1, 2023. The Final Accomplishments Report evaluation for each 2023 grantee is not due until Oct. 31, well after the AGA deadline, and one month into the federal fiscal year. Thus, delaying future awards until the prior year's Final Accomplishments Report and Final Project Evaluation Report are completed and reviewed by GHSP effectively means waiting well into the fiscal year before GHSP begins funding projects for that fiscal year in violation of federal requirements.

GHSP uses numerous monitoring methods to track the progress of approved SMART goals outlined in the grant agreement. Monitoring methods include Quarterly Progress Reports (QPRs) and in-person Project Management Reviews (PMRs). Such reviews sometimes necessitate mid-year or quarterly adjustments to the scope of the project. Grantees sign their Quarterly Progress Reports and Project Management Reviews, and the assigned grant specialist attaches those signed reviews to the agreement on the Enterprise Business Services (EBS) platform. These steps were completed for NCAST in every project year, including the years in question.

- *GHSP's 2023 Final Project Evaluation Report noted that NCAST failed to meet two of three key items; in 2024, all three items were marked as not met.*

Response: Grantee success is evaluated using a combination of SMART goals, objectives and tasks. Parts of the goal ("reduce traffic crashes by 10%") conform with the ambitious statewide goals outlined in the State Strategic Highway Safety Plan, and the Triennial Highway Safety Plan adopted by the state per federal guidelines. No single project can be responsible for the state's overall success or failure for such a broad goal. Objectives and tasks are a better indicator of a project's singular accomplishments. A grant may have up to 3 goals and as many objectives and tasks as they wish. If most but not all of the objectives are met, a box on the Final Evaluation Form (GHSP-17) will indicate "no" that not all objectives were met. Also, objectives and tasks may change during the year based on different working conditions and plans.

NCAST's FY23 project included goals to host three community forums. That goal was exceeded by two for a total of five community forums, which is documented in the grantee's Final Accomplishments Report. NCAST's goal to reduce serious injury crashes by 10% in five counties was met in three counties, as documented in the Final Evaluation Report.

The objective to build public communication efforts around traffic safety issues was achieved, which is documented on the Final Evaluation Report. During that year, NCAST completed 7 of 9 tasks. Two tasks were related to hiring an executive director and the NCAST Board decided to retain a contractor to serve in this role.

(p.3)

GHSP does agree that these goals and objectives were unclear. Subsequent applications from NCAST and other grantees more clearly outline the delineation of goals, objectives and tasks.

Action: GHSP will monitor grants to better delineate Goals Objectives and Tasks. The Director will be responsible for this action, which will be completed by June 1st, 2026.

▪ *GHSP awarded NCAST \$308,000 in FFY 2024 after NCAST only partially achieved its 2023 goals, and \$342,125 in FFY 2025 despite NCAST achieving none of its goals for the previous year.*

Response: Funding decisions consider progress toward objectives, program impact, and statewide safety priorities, not solely whether every individual task is completed. Goals, objectives, and tasks may change during the year based on unforeseen circumstances, thus requiring the grantee to pivot. On the Final Evaluation Report, it has been our practice to indicate “no” under “Task Completed” and “Objectives Met” if ANY part of the objectives is not met or are changed and then explain those circumstances in the “Explain” narrative below. For instance, in 2024, NCAST was unable to secure teen driver safety events with auto dealers due to the resistance from auto dealers concerning liability and promotional concerns, so this idea was scrapped, as noted in the Final Evaluation Report. Also that year, NCAST’s original plan to provide advertising through Carolina FC fell through, so NCAST pivoted to provide a similar campaign to the same audience by working with another vendor. NCAST also held community forums to help gather local input into traffic safety concerns, which helped inform future behavioral and engineering responses to local traffic safety problems.

Action: GHSP will adjust the Final Accomplishments Report to add a box for Task and Objectives that were partially completed or altered (with GHSP approval) during the fiscal year based on unforeseen circumstances. The Grants Manager will be responsible for this action, and it will be completed by July 1st, 2026.

▪ *GHSP awarded NCAST a \$272,900 grant for FY 2023; of this, NCAST spent \$159,608.65, with over \$130,000 (more than 80%) allocated to contractor retainer fees rather than direct programmatic activities.*

Response: As with most nonprofit organizations, the first year requires intensive program development on behalf of staff before other programmatic expenditures can be made responsibly. The NCAST Board of Directors opted to use a consultant rather than full-time employees to serve in the Executive Director role. The consultants were responsible for completing the program’s objectives and tasks. This is not uncommon for new nonprofit organizations. Sometimes, contractors can accomplish the program’s objectives and tasks more cost efficiently than full-time staff. In those instances, projects are allowed to use consultants.

(p.4)

Finding #2 *Though GHSP's Risk Assessment for NCAST identified fully funding personnel matters as a high risk, GHSP nonetheless continued to fund similar staffing models proposed by NCAST in 2023, 2024, and 2025.*

The Risk Assessment is to determine monitoring levels appropriate for the grant. Our risk assessment rubric categorizes all new grants and all grants with personnel as “high risk”, thus requiring at least two in- person monitoring visits. These visits are in addition to the quarterly reporting, final reporting and regular contact between grantees and their GHSP grants manager. While it is unwise to limit the personnel funding in GHSP grants, especially given the hardship this would place on North Carolina’s law enforcement agencies, it is appropriate to revise the risk assessment tool to better reflect individual risk factors.

Action: GHSP agrees that the risk assessment formula should be revised to better align true risk factors and not automatically include *all* GHSP grants with personnel costs. The GHSP grants manager will be responsible for this action, which will be completed by April 1, 2026.

Finding #3 *GHSP received four Quarterly Progress Reports from NCAST in 2023, three of which were submitted late, violating GHSP's reporting requirements and contractual obligations.*

GHSP staff uses notification and reminder systems to remind all grants of upcoming reporting deadlines. In FY 2023, NCAST submitted three quarterly reports between 8-23 days late. GHSP agrees that deadlines are important while also recognizing new grantees unfamiliar with GHSP and EBS processes may have difficulty in the early stages of their GHSP reporting. It should be noted that in recent years, NCAST has consistently met reporting deadlines.

Action: GHSP will add grantee adherence to reporting timelines in its Application Evaluation Sheet. Repeated late submissions will be considered when determining an applicant’s eligibility for future funding. The Grants Manager will be responsible for this action, which will be completed by May 1, 2026.

In summary, the report makes some concrete recommendations about ways to improve reporting. GHSP appreciates these recommendations and plans to act as outlined above.

Sincerely,



Mark Ezzell

Director, NC Governor’s Highway Safety Program

Cc: The Honorable Daniel Johnson, Secretary
Mary Cole Pike, Deputy Secretary
Jennifer Portanova, State Traffic Engineer

APPENDIX A: NCAST’S APPLICATIONS FOR GHSP GRANT FUNDING

FIGURE 5: 2022 NCAST Application for FFY 2023 GHSP Grant Funding

| North Carolina Governor’s Highway Safety Program | | | |
|---|----------------------|---|--------------------|
| SECTION A – GENERAL INFORMATION | | | |
| | | 3. Contact Person for Agency: ██████████ | |
| 4. Agency Address: ██████████ | | 5. Telephone Number: * ██████████ | |
| 7. Physical Location of Agency * ██████████ | | 8. Email of Contact Person * ██████████ | |
| 9. Federal Tax ID Number / Type of Agency Federal Tax ID Number: * ██████████ Unique Entity Identifier: ██████████ County: * STATEWIDE Type of Agency <input type="radio"/> State <input checked="" type="radio"/> Non-Profit <input type="radio"/> County <input type="radio"/> Higher Education <input type="radio"/> Municipality <input type="radio"/> Hospital | | 10. Project Year * <input checked="" type="radio"/> New <input type="radio"/> Continuation Year: <input checked="" type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4+ Fiscal Year 2023 | |
| | | 11. Allocation of Funding * Federal % 100.00 Local % 0.00 | |
| 12. Budget | | Source of Funds | |
| | Total Project Amount | Federal Amount | State/Local Amount |
| Personnel Costs | \$203,000.00 | \$203,000.00 | |
| Contractual Services | \$10,000.00 | \$10,000.00 | |
| Other Direct Costs | \$35,100.00 | \$35,100.00 | |
| Indirect Costs | \$24,800.00 | \$24,800.00 | |
| Total Project Costs | \$272,900.00 | \$272,900.00 | |
| Project Number: _____ | | CFDA#: 20. Work Type: _____ | |
| SECTION B – DESCRIPTION OF PROJECT | | | |
| <p>Statement of Problem (Provide detailed information of the highway safety problems in your area to be addressed through this project. Include countywide crash data for the last three years and any other relevant information to validate the statements. For more detailed information see "How to write an effective traffic safety project" located at: https://connect.ncdot.gov/municipalities/Law-Enforcement/Pages/Law-Enforcement-Reporting.aspx)</p> <p>Despite decades of funding, enhanced enforcement, public awareness campaigns intended to encourage better driving behaviors among North Carolina motorists, and many other related efforts, injuries and fatalities due to vehicle crashes continue to increase in North Carolina (NC Highway Safety Plan, 2021).</p> <p>North Carolina is fortunate to have many groups working specific traffic safety issues, including state and local governmental agencies, research institutions and nonprofit groups with specific-issue focus (such as Mothers Against Drunk Driving on impaired driving, and Safe Kids NC works on occupant protection, but missing is a singular effort specifically seeking to advance all areas of traffic safety by harnessing the effective use of direct and highly-targeted communication methods to inform, educate, and promote outcomes-based community engagement on traffic safety issues at the grassroots level.</p> | | | |

Proposed Solution (Begin with a one-sentence summary of your project. Then describe in detail how your proposed project will address the problem identified in the "Statement of Problem" section):

The NC Alliance for Safe Transportation (NCAST), a 501(c)(3) nonprofit entity, will provide expertise on all traffic that necessitate engaging North Carolinians, especially those in historically underserved communities, and provide a unified voice on all traffic safety issues including distracted driving, pedestrian safety, impaired driving prevention and others, that will make possible a more impactful coalition of safe driving advocates, state and local government agencies, and public policy officials.

NCAST was formed on the model of DriveSmart Virginia, a non-profit organization charge with raising awareness and changing behavior in order to improve the safety of the roadways of the Commonwealth. As with DriveSmart Virginia, NCAST's governing board is comprised of safety advocates, insurance industry officials, law enforcement, and will also have a larger Advisory Council to include representatives from a wide array of public and private sector entities and organizations.

NCAST will utilize consumer data and public opinion research and analysis, NCAST will focus efforts to identify specific target audiences and use innovative message and communication methods to achieve the highest possible impact on traffic safety issues such as speeding, distracted and impaired driving, pedestrian safety, and senior and teen driver safety. As a result, the public will be engaged through high impact and targeted public communication and engagement strategies and community based organizing in high crash areas identified through crash stat analysis.

NCAST will work with underserved parts of North Carolina to promote community engagement to reduce related fatalities by hosting community forums to encourage that works to address the factors contributing most significantly to the problem. These forums will also help NC GHSP gather community input into the HSP and the upcoming SHSP.

Budget Justification (Provide a detailed explanation of the costs associated with proposed project):

This grant would fund administrative and operational expenses of NCAST. This organization will pursue and secure additional funding from state and national insurance carriers and other organizations and businesses that support transportation-related safety efforts. This funding will help the organization expand its work into other useful areas that are beyond the scope of federal funds.

Executive Director: funding for expenses associated with the position of CEO for NCAST, who will oversee the start up and ongoing operation and administration of the organization, manage the work of the Board, recruit Advisory Council members and other allies and collaborators, create and oversee program goals, plans of action and budgets, and monitor traffic safety policy on the local, state and national levels.

Program Manager: funding for expenses associated with the staff position responsible for execution of community engagement activities and creating/maintaining partnerships with other allied organizations as well as manage the NCAST Advisory Council.

Also funding for related equipment associated with these two positions.

Four meetings: funding for three in-community meetings to solicit input from local civic and other leaders in historically underserved communities on traffic safety issues to help inform HSP development; one organizing meeting of representatives from the full array of various traffic safety partners to determine priorities and solicit NCAST Advisory Council participation. Expenses to be covered include room rental, food costs, materials, speaker costs, and other related expenses.

Travel Justification (Provide justification for all travel expenses):

Travel to in-state meetings and three out of state conferences, such as GHSA, Lifesavers, and others, to help educate NCAST staff about traffic safety solutions being implemented elsewhere and which may be replicable in NC.

To be completed by law enforcement agencies seeking first year grant:

| | |
|--|---|
| Provide the agency's number of sworn officers | |
| Does the agency currently have a dedicated traffic or DWI unit? | Yes <input type="radio"/> No <input checked="" type="radio"/> |
| If a dedicated traffic or DWI unit exists, how many officers are assigned to the unit? | |

For applicants requesting enforcement grants, please provide the following county fatality rankings:

Information can be located at:

<https://connect.ncdot.gov/municipalities/Law-Enforcement/Pages/Law-Enforcement-Reporting.aspx>

| | |
|---------------------------|--|
| Overall Fatality Ranking: | |
| Alcohol Fatality Ranking: | |

| | |
|---|--|
| Unrestrained Fatality Ranking: | |
| Speed Related Fatalities: | |
| Other Applicable Rankings: <i>(Specify)</i> | |

As part of this project all law enforcement agencies must enter traffic enforcement citations data of their agency for the past three years.

| | | | |
|---------|-------------------------------|---------------|-----------------|
| Year 20 | Occupant Protection Citations | DWI Citations | Speed Citations |
| Year 20 | Occupant Protection Citations | DWI Citations | Speed Citations |
| Year 20 | Occupant Protection Citations | DWI Citations | Speed Citations |

Goals and Objectives *(Provide at least one SMART (Specific, Measurable, Attainable, Realistic and Timely) goals and objectives. For more detailed information see "How to write an effective traffic safety project" located at: <https://connect.ncdot.gov/municipalities/Law-Enforcement/Pages/Law-Enforcement-Reporting.aspx>)*

Goal #1: Reduce serious injury traffic crashes by 10% in the historically underserved communities selected based on no fewer than three (3) community-based forums in historically underserved communities where local civic and governmental leaders and engaged and allowed to voice their thoughts and insights on concerns about traffic safety issues within their community; and, make that input available for use in the state's Highway Safety Plan and other traffic safety planning activities. (Specific: reduce serious injury traffic crashes; Measurable: serious injury crash rates year after project; Attainable: can conduct community-based forums by Sept 2023; Realistic: hosting community-based meetings is a usual method of collecting information and insight from local citizens; Timely: information from forums informs plan to reduce serious injury crashes). Five communities selected (to ensure we get at least 3) based on overall economic standing, crash/injury/fatalities ranking, high population to serious injury crashes ratio - 10% reduction in number of serious injury crashes per NCDOT statistics noted: Cumberland Co (173 to 156), Davidson Co (99 to 89), Durham Co (77.6 to 70), New Hanover Co (50 to 45), Graham Co (20 to 18).

Objectives: Secure website/social media/digital communication platforms and collaborate with data analyst experts to refine messaging and communication methodology to achieve greatest possible action-taken impact through public communication and direct engagement effort that enrolls local communities in identifying and developing strategies for addressing factors most relevant to traffic safety challenges identified through the community engagement process and gathering local input needed for HSP development.

Goal #2: Put in place an Executive Director and Program Manager (either hired into positions or made possible through contacted service provider). (Specific: hire staff; Measurable: having people in positions; Attainable: can complete hiring process within grant cycle; Realistic: hiring staff is a usual organizational process; Timely: need staff in place to accomplish goals).

Objectives: Prepared job descriptions, advertise the positions, interview qualified applicants, and hire persons/secure contracted service provider to fill the positions.

Goal #3:

Objectives:

Below are the 5-year goals of the NC Governor's Highway Safety Program (GHSP). To be eligible for funding, your traffic safety project should match one or more of the GHSP goals. Check all that apply.

- Reduce NC's traffic-related fatalities by 12% from the 2015-2019 average of 1,427 to 1,255 by December 31, 2023.
- Reduce NC's alcohol-related fatalities by 10% from the 2017-2019 average of 380 to 342 by December 31, 2023.
- Reduce NC's unrestrained fatalities by 10% from the 2105-2109 average of 406 to 365 by December 31, 2023.
- Reduce NC's speed-related fatalities by 10% from the 2107-2019 average of 352 to 317 by December 31, 2023.
- Reduce NC's young driver-involved fatal crashes by 10% from the 2015-2019 average of 166 to 149 by December 31, 2023.
- Reduce NC's motorcycle fatalities by 5% from the 2015-2019 average of 190 to 181 by December 31, 2023.
- Increase NC's seat belt usage rate 2.9 percentage points from 87.1 percent in 2020 to 90% by December 31, 2023.

SECTION C – BUDGET DETAIL

Personnel Costs

| # | Personnel Position | Salary |
|---|--------------------|--------|
|---|--------------------|--------|

| | | |
|--|--|--------------|
| 1 | NCAST Executive Director salary (or for contractual services until position is filled) | \$100,000.00 |
| 2 | NCAST Program Manager salary (or for contractual services until position is filled) | \$50,000.00 |
| Total Salaries Cost: | | \$150,000.00 |
| | | |
| 1 | NCAST Executive Director | \$35,000.00 |
| 2 | NCAST Program Manager | \$18,000.00 |
| Total Fringe Benefits Cost: | | \$53,000.00 |
| Total Personnel Costs: | | \$203,000.00 |
| | | |
| 1 | Website/social media account/digital communication design services | \$10,000.00 |
| Total Contractual Services: | | \$10,000.00 |
| | | |
| | | |
| Total Equipment Cost | | |
| Other Equipment Details : | | |
| # | Other Items and Equipment Direct Cost: | Cost |
| 1 | Computers and IT related equipment for NCAST Executive Director and Program Manager | \$5,000.00 |
| 2 | Printer | \$1,000.00 |
| 3 | Expenses for three (3) community meetings, for space rental and AV and materials | \$5,100.00 |
| Total Other Items and Equipment Direct Cost: | | \$11,100.00 |
| # | Travel | Cost |
| 1 | In-State Travel | \$12,000.00 |
| 2 | Out-of-State Travel | \$12,000.00 |
| Total Travel Cost: | | \$24,000.00 |
| Total Other Direct Costs: | | \$35,100.00 |
| Indirect Costs | | |
| # | Indirect Costs | Cost |
| 1 | Administration and operation expenses related rent, registrations, tuition, fees | \$24,800.00 |
| Total Indirect Costs | | \$24,800.00 |
| SECTION D – SCHEDULE OF TASKS BY QUARTERS | | |

List the schedule of tasks by quarters, referring specifically to the objectives in Section B. Tasks should be a bulleted list of activities to be performed in each quarter.

Conditions for Enforcement Projects Only

First Quarter (October, November, December)

Commence staff position application announcement, interview and hiring effort to fill Exec Director position; secure vendor for Website/social media account/digital communication design services; public 'launch' of NCAST associated with Teen Driver Safety Week in October.

Second Quarter (January, February, March)

Complete staff position application announcement, interview and hiring effort to fill Program Manager position; host meeting of stakeholder organizations and begin recruitment of Advisory Council participants.

Third Quarter (April, May, June)

Host at least 1 community meeting; further public launch of NCAST associated with Distracted Driving Awareness Month in April

Fourth Quarter (July, August, September)

Host at least 2 community meetings; attend state and national conferences (examples include GHSA Annual Meeting, NC Vision Zero Learning Institute, etc).

APPENDIX A: NCAST'S APPLICATIONS FOR GHSP GRANT FUNDING

FIGURE 6: 2023 NCAST Application for FFY 2024 GHSP Grant Funding

| North Carolina Governor's Highway Safety Program | | | |
|---|----------------------|---|--------------------|
| SECTION A – GENERAL INFORMATION | | | |
| | | 3. Contact Person for Agency: [REDACTED] | |
| 4. Agency Address: [REDACTED] | | 5. Telephone Number: * [REDACTED] | |
| | | [REDACTED] | |
| 9. Federal Tax ID Number / Type of Agency Federal Tax ID Number: * [REDACTED] Unique Entity Identifier: [REDACTED] County: * STATEWIDE Type of Agency <input checked="" type="radio"/> State <input type="radio"/> Non-Profit <input type="radio"/> County <input type="radio"/> Higher Education <input type="radio"/> Municipality <input type="radio"/> Hospital | | 10. Project Year * <input checked="" type="radio"/> New <input type="radio"/> Continuation Year: <input checked="" type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4+ Fiscal Year 2024 | |
| | | 11. Allocation of Funding * Federal % 100.00 Local % 0.00 | |
| 12. Budget | | Source of Funds | |
| | Total Project Amount | Federal Amount | State/Local Amount |
| Personnel Costs | \$203,000.00 | \$203,000.00 | |
| Contractual Services | \$50,000.00 | \$50,000.00 | |
| Other Direct Costs | \$205,000.00 | \$205,000.00 | |
| Indirect Costs | \$45,800.00 | \$45,800.00 | |
| | | | |
| Total Project Costs | \$503,800.00 | \$503,800.00 | |
| Project Number: _____ | | CFDA#: 20. Work Type: _____ | |
| SECTION B – DESCRIPTION OF PROJECT | | | |
| <p>Statement of Problem (Provide detailed information of the highway safety problems in your area to be addressed through this project. Include countywide crash data for the last three years and any other relevant information to validate the statements. For more detailed information see "How to write an effective traffic safety project" located at:</p> <p>https://connect.ncdot.gov/municipalities/Law-Enforcement/Pages/Law-Enforcement-Reporting.aspx)</p> <p>While North Carolina has a strong community of traffic safety advocates - including within state and local government agencies, among academic research institutions, and issue-specific organizations like MADD and Safe Kids NC - there remains the persistent challenge of combating the state's consistently high (and in some categories increasing) rates of vehicle crashes, injuries and fatalities (NC Highway Safety Plan 2021).</p> <p>While enhancements to traffic laws along with increased sanctions and targeted enforcement efforts have a place in addressing the problem, much of what's behind the rates of traffic-related injuries and deaths can be attributed to driver behavior - recklessness, inattentiveness/impairment/distraction, or inexperience are factors that are best addressed by bringing attention to the need for motorists to adopt safety-oriented behaviors when behind the wheel.</p> | | | |

There was a dramatic spike in North Carolina crash rates over the past two years, with a nearly 50% increase in fatalities in our state according to NHSTA analysis. While some of this can be attributed to pandemic dynamics (fewer vehicles meant less traffic congestion on the road that prompted some drivers to speed, and the difficult circumstances associated with COVID undoubtedly served to distract some motorists from a safety focus while behind the wheel) there is definitely a need to 'remind' the motoring public of best behaviors when operating a motor vehicle on NC roads and highways.

What's needed is a continued, sustained, and singular effort harnessing the efficiency and effectiveness of directed and highly-targeted communication methods to inform, educate, and promote the various better driving behaviors in an outcomes-based results way (at both the individual as well as community level) specifically focused on those areas of traffic safety most in need of addressing as evidenced by NCDOT crash statistics. Of particular concern are continued high rates of distracted driving crashes (NCDOT stats reveal 1-in-5 of all crashes are now caused by some form of driver distraction), and the need to continue to reinforce best safety practices for young motorists.

Proposed Solution (*Begin with a one-sentence summary of your project. Then describe in detail how your proposed project will address the problem identified in the "Statement of Problem" section*):

NC Alliance for Safe Transportation (NCAST) - a 501(c)(3) organization formed on the model of DriveSafe Virginia - successfully launched operations in October 2022 with a high-impact public service announcement promoting better driving behaviors for teen motorists that reached over 400,000 North Carolina households, demonstrating the value proposition of a directed communication approach utilizing social media and digital advertising to reach the intended audience among the motoring public.

NCAST will continue to utilize consumer data and public opinion research and analysis that helps identify the most impactful message as well as how to deliver it in the best medium to reach the greatest possible percentage of the target audience, always with the goal of improving motorist / bicyclist / pedestrian behaviors that reduce incidents that cause injuries and death. Further, NCAST will seek strategic partners that strengthen the messaging effort through heightened brand identity as well as having an existing communications relationship with the public that includes the target audience NCAST seeks to reach.

NCAST's Board of Directors has identified five traffic safety areas the organization will focus on in 2023-2024:

- *in October 2023 and January 2024, promoting safe driving behaviors among NC's teen driving population;
- *in January 2024, using the theme of New Year's resolutions, campaign called 'Resolved to Drive Safely' that reinforces established safe driving behavior messages (don't speed, obey traffic laws, avoid distractions when behind the wheel, do not drive impaired, get over for emergency vehicles on the shoulder, left lane is for passing, watch for pedestrians, parents are driving role models for their children, avoid exhibiting road rage, etc.), among all drivers;
- *starting in March 2024, working with the professional soccer team in Charlotte, Charlotte FC, that has a considerable Hispanic population within its fan base, on a Spanish language driving safety campaign;
- *a Public Service Announcement (PSA) video produced and placed on social media and digital advertisement platforms Distracted Driving Awareness Month in April 2024.

Budget Justification (*Provide a detailed explanation of the costs associated with proposed project*):

This grant would fund administrative and operational expenses of NCAST. The organization will continue to pursue and secure additional funding from state and national insurance carriers and other organizations and businesses that support transportation-related safety efforts, to help the organization expand its reach and scope in to other areas beyond what the federal funds provide for.

Executive Director: Funding for the expenses associated with the position of CEO for NCAST, who oversees the ongoing operations and administration of the organization, manages the Board and Advisory Council, directs all programs, events, meetings and public activities associated with the traffic safety projects NCAST undertakes, creates and oversees program goals, plans of action and budgets, and monitors traffic safety policy on the local, state and national levels.

Program Manager: funding for the expenses associated with the staff position responsible for organization and coordination of all communications efforts, as well as management of logistics associated with the various traffic safety projects undertaken by NCAST.

Project Specialists: funding for contractors hired to provide assistance as needed with specific NCAST projects, retained for fixed periods of time leading up to and during the events and activities associated with NCAST projects. This facilitates having manpower sufficient during times when an NCAST project necessitates, but for which there is not sufficient justification to incur the expense of adding a permanent employee within the organization.

This grant would also fund four NCAST projects:

Project 1: Promoting Safe Driving Behaviors Among NC's Teen Driving Population - this effort will take place on two fronts:

Working with the NC Auto Dealers Association and the UNC Highway Safety Research Center to promote awareness the annually-produced list of safest cars for teen drivers produced annual by Consumer Reports and the Insurance Institute for Highway Safety, will organize 5 auto dealership-based events in the Triangle area during Teen Driver Safety Week in October 2023 to which families with teen drivers will be invited to attend where they can learn the importance of selecting a vehicle for a young motorist to operate that includes appropriate safety features, as well as to reinforce important driving behaviors for teen drivers: obey traffic laws, avoid distractions when behind the wheel, practice to improve driving skills and capacity for dealing with unexpected hazards. Funds will cover the cost of producing a decal for dealers to place on vehicles on their lot that are on the list of safest cars for teen drivers that will help families shopping for a vehicle to identify the safest cars for their teen driver, as well as provide for the the cost of promoting the 5 events as well as production of collateral material promoting safe teen motorist driving behavior to hand out to families coming to the dealerships hosting on-lot event during Teen Driver Safety Week, as well as printing posters auto dealers can post at the dealership that promotes information on the Consumer Reports / IIHS website where information on the vehicle list and related teen drivers safety information is provided.

'A Top Ten List You DON'T Want to Be On' in which ten North Carolina counties with high teen crash rates per capita (top 5 urban / suburban counties, and top 5 rural counties) are identified based on most-recent NCDOT rash data. NCAST will work with local high school athletic programs in those counties on a public awareness campaign starting in January 2024 targeting teen drivers in those communities; the message is to make teens aware of the dubious distinction of being a 'Top Ten' teen crash rate county, and promote the goal of reducing that rate and getting their county 'off the list' - primary message is for teens to visit the NCAST website where they can get safe driving tips and related information. Funds will provide for development, production and distribution of informational videos via social media and digital advertising, as well as for local advertising at sports facilities as well as promotional materials handed out at games during high school basketball and baseball/softball seasons, to leverage community support for local high school athletics as well as the captive audience at games.

Project 2: A statewide Public Service Announcement (PSA) campaign, Resolve to Drive Safely, during the month of January 2024 that plays off the custom of making New Year's resolutions. Grant funds will allow NCAST to produce a series of 15 - 30 second videos reinforcing the importance of good driving behavior on a ranges of safe driving topics distributed via social media and digital advertising, and leveraging existing social media influencers (individuals engaged to push out these short video messages to their existing roster of followers) as well as other paid placements in social media and digital advertising platforms.

Project 3: A targeted communications efforts in collaboration with professional soccer team Charlotte FC to provide key traffic safety messages in Spanish that feature players on the soccer team, focusing on the significant Hispanic/Latino fanbase of the team here in North Carolina. Grant funds will allow NCAST to produce and distribute a series of videos via the soccer team's existing fan communication channels and related social media and digital advertising platforms, as well as for English/Spanish language collateral materials with the same safety messages produced and provided to fans attending the two scheduled home soccer games in April 2024 to promote Distracted Driving Awareness Month - the team's average home game attendance is around 35,000 people.

Project 4: A statewide Public Service Announcement (PSA) campaign including social media, digital advertising and billboards on high-traffic highways to highlight April as Distracted Driving Awareness Month, encouraging motorist to Play It Safe, Don't Drive Distracted, the messaging used by NCAST's collaborative partner, the Independent Insurance Agents of North Carolina (IIANC) that sponsor 8 - 10 minor league baseball games during the month of April in cities across the state; grants funds will allow NCAST to develop and produce videos and related content for social media and digital advertising platforms, utilizing the baseball team mascots and working collaboratively with the teams to also provide these messages to their existing fanbase distributions lists.

Travel Justification (Provide justification for all travel expenses):

Travel to in-state conferences such as the NCDOT Traffic Safety Conference, and to meetings and events associated with the various NCAST projects, as well as to out of state conference such as GHSA, Lifesavers, and others that help educate NCAST staff about traffic safety solutions being implemented elsewhere that may be replicable in NC.

To be completed by law enforcement agencies seeking first year grant:

| | |
|--|---|
| Provide the agency's number of sworn officers | |
| Does the agency currently have a dedicated traffic or DWI unit? | Yes <input type="radio"/> No <input checked="" type="radio"/> |
| If a dedicated traffic or DWI unit exists, how many officers are assigned to the unit? | |

For applicants requesting enforcement grants, please provide the following county fatality rankings:

Information can be located at:

<https://connect.ncdot.gov/municipalities/Law-Enforcement/Pages/Law-Enforcement-Reporting.aspx>

| | |
|---------------------------|--|
| Overall Fatality Ranking: | |
|---------------------------|--|

| | |
|---|--|
| Alcohol Fatality Ranking: | |
| Unrestrained Fatality Ranking: | |
| Speed Related Fatalities: | |
| Other Applicable Rankings: <i>(Specify)</i> | |

As part of this project all law enforcement agencies must enter traffic enforcement citations data of their agency for the past three years.

| | | | |
|---------|-------------------------------|---------------|-----------------|
| Year 20 | Occupant Protection Citations | DWI Citations | Speed Citations |
| Year 20 | Occupant Protection Citations | DWI Citations | Speed Citations |
| Year 20 | Occupant Protection Citations | DWI Citations | Speed Citations |

Goals and Objectives *(Provide at least one SMART (Specific, Measurable, Attainable, Realistic and Timely) goals and objectives. For more detailed information see "How to write an effective traffic safety project" located at:*

<https://connect.ncdot.gov/municipalities/Law-Enforcement/Pages/Law-Enforcement-Reporting.aspx>)

Goal #1: Reduce overall serious injury traffic crashes by 10% with focus on key motorist segments of teen drivers. (Specific: reduce serious injury traffic crashes; Measurable: serious injury traffic rates after the projects have been completed; Attainable: can conduct awareness events and place social media / digital advertisements; Realistic: events and advertisements are a usual method for educating and motivating better driving behavior; Timely: information provided informs motorist how to reduce likelihood of serious injury crash). Conduct no fewer than 5 teen driver events at auto dealers in the Triangle area (target counties with crash reduction goal note: Wake (367 to 330), Johnston (209 to 98), Harnett (66 to 59)), in October 2023, reaching no less than 20,000 households that contain teen drivers (or soon to be drivers); conduct in 10 counties, 5 urban/suburban and 5 rural, with higher-than-average teen crash rates (suggested counties: Cabarrus (60 to 54), Harnett (66 to 59), Lenoir (27 to 24), Randolph (74 to 67), Rowan (72 to 65), Iredell (91 to 82), Pitt (84 to 76), Forsyth (30 to 27), Buncombe (65 to 59) Johnston (109 to 98) with an awareness campaign targeting high school athletic competitions, reaching no less than 300,000 households in targeted counties that contain teen drivers and providing collateral materials at high school sporting events that promote and reinforce safe driving behaviors for teen motorists.

Objectives: Secure agreements with auto dealers and high school athletic programs, prepare collateral materials and identify athletic competitions where they will be distributed, develop communication strategy and content (videos, web ads, social media and digital advertising content); collaborate with data analyst experts to refine all messaging and communication efforts to achieve greatest possible action-taken impact by the motoring public.

Goal #2: Support reducing by 10% the overall number of serious injury crashes, from 4,411 to 3,969, by reading no fewer than 800,000 households in North Carolina with messaging that encourages better driving behaviors and provides those messages in Spanish for motorists for whom English is not their primary language. (Specific: reduce serious injury traffic crashes; Measurable: serious injury traffic rates after the projects have been completed; Attainable: can conduct awareness events and place social media / digital advertisements; Realistic: events and advertisements are a usual method for educating and motivating better driving behavior; Timely: information provided informs motorist how to reduce likelihood of serious injury crash). Conduct awareness campaigns that utilize social media and digital advertising early in January (to leverage a time when folks are consider what ways they want to be 'better' in the New Year) and in April (during Distracted Driving Awareness Month).

Objectives: Secure collaborative agreement with Carolina FC, prepare collateral materials to be distributed during the two home games played in April, develop communication strategy and content (video, web ads, social media and digital advertising content); collaborate with data analyst experts to refine all messaging and communication efforts to achieve greatest possible action-taken by the motoring public.

Goal #3:

Objectives:

Below are the 5-year goals of the NC Governor's Highway Safety Program (GHSP). To be eligible for funding, your traffic safety project should match one or more of the GHSP goals. Check all that apply.

- Reduce NC's traffic-related fatalities by 17.58% from the 2016-2020 average of 1458.6 to 1,202 by December 31, 2024.
- Reduce NC's alcohol-related fatalities by 5% from the 2016-2020 average of 417.2 to 396 by December 31, 2024.
- Reduce NC's unrestrained fatalities by 5% from the 2016-2020 average of 430.4 to 408 by December 31, 2024.
- Reduce NC's speed-related fatalities by 10% from the 2016-2020 average of 427.2 to 384 by December 31, 2024.

- Reduce NC's young driver-related fatal crashes by 5% from the 2016-2020 average of 172.4 to 163 by December 31, 2024.
-
-

Personnel Costs

| | | |
|----------------------|---|--------------|
| | | |
| 1 | NCAST Executive Director salary or for contractual services to fulfill duties of the position | \$100,000.00 |
| 2 | NCAST Program Manager salary or for contractual services to fulfill duties of the position | \$50,000.00 |
| Total Salaries Cost: | | \$150,000.00 |

| | | |
|-----------------------------|--------------------------|--------------|
| | | |
| 1 | NCAST Executive Director | \$35,000.00 |
| 2 | NCAST Program Manager | \$18,000.00 |
| Total Fringe Benefits Cost: | | \$53,000.00 |
| Total Personnel Costs: | | \$203,000.00 |

Contractual Services

| | | |
|-----------------------------|---------------------|-------------|
| | | |
| 1 | Project Specialists | \$50,000.00 |
| Total Contractual Services: | | \$50,000.00 |

Equipment Costs

| | | |
|----------------------|--|--|
| | | |
| Total Equipment Cost | | |

Other Equipment Details :

| # | Other Items and Equipment Direct Cost: | Cost |
|--|---|--------------|
| 1 | Collateral materials and messaging content for Teen Driver Safety with 5 Auto Dealers on Safest | \$25,000.00 |
| 2 | Collateral materials and messaging content for 10 Counties on Top Ten List You DON'T Want to B | \$50,000.00 |
| 4 | Development and production of materials of social media and digital advertising for Resolve to Dr | \$50,000.00 |
| 5 | Collateral materials and messaging content for Spanish language traffic safety messages in partn | \$50,000.00 |
| Total Other Items and Equipment Direct Cost: | | \$175,000.00 |

| # | Travel | Cost |
|---------------------------|---------------------|--------------|
| 1 | In-State Travel | \$20,000.00 |
| 2 | Out-of-State Travel | \$10,000.00 |
| Total Travel Cost: | | \$30,000.00 |
| Total Other Direct Costs: | | \$205,000.00 |

Indirect Costs

| # | Indirect Costs | Cost |
|----------------------|--|-------------|
| 1 | Administration and operation expenses related to rent, registration, tuition, fees | \$45,800.00 |
| Total Indirect Costs | | \$45,800.00 |

SECTION D – SCHEDULE OF TASKS BY QUARTERS

List the schedule of tasks by quarters, referring specifically to the objectives in Section B. Tasks should be a bulleted list of activities to be performed in each quarter.

Conditions for Enforcement Projects Only

By checking this box, the above agency agrees to the terms below as additional activities to be performed as part of this project.

- A minimum of one (1) nighttime and one (1) daytime seat belt initiative per month;
- A minimum of one (1) impaired driving checkpoint per month;
- A minimum of 50% of seat belt initiatives must be conducted at night between the hours of 7:00 p.m. and 7:00 a.m.;
- Participation in all "Click It or Ticket" and "Booze It & Lose It" campaigns;
- Participation in any event or campaign as required by the GHSP;
- Attempt to utilize one of the Forensic Tests for Alcohol Branch's Mobile Breath Alcohol Testing (BATMobiles) units during at least one of the impaired driving checkpoints.

First Quarter (October, November, December)

Hold 5 Teen Driver events at car dealerships in the Triangle area; develop and produce content and communication plan for Top 10 List You DON'T Want to be On and Resolved to Drive Safely, projects, and April Distracted Driving Awareness Month project (Spanish language materials for Charlotte FC and minor league baseball project).

Second Quarter (January, February, March)

Launch public awareness projects Top 10 List You DON'T Want to be On (participate in at least two sporting events in each of the targeted counties) and Resolve to Drive Safely; prepare for April Distracted Driving Awareness Month projects

Third Quarter (April, May, June)

Continue public awareness project Top 10 List You DON'T Want to be On (participate in at least two sporting events in each of the targeted counties), conduct Spanish language driving safety messaging project including providing collateral materials at two home games of Charlotte FC, and for minor league baseball project with collaborative partner IIANC.

Fourth Quarter (July, August, September)

Attend state and national conferences (such as GHSA Annual Meeting, NC Vision Zero Learning Institute, etc.

APPENDIX B: GHSP's Final Project Evaluation Reports for NCAST

FIGURE 7: GHSP's 2023 Final Project Evaluation Report of NCAST

GHSP-17

**North Carolina Governor's Highway Safety Program
Final Project Evaluation Report – Form GHSP-17**

REPORT FOR FISCAL YEAR 2023

PROJECT NUMBER(S): [REDACTED]

TITLE OF PROJECT: *NC Alliance for Safe Transportation (NCAST)*

NAME OF AGENCY: *NC Alliance for Safe Transportation (NCAST)*

YEAR OF PROJECT: 1ST 2ND 3RD 4+

AMOUNT PROGRAMMED: \$272,900.00 EXPENDED: \$159,608.65 LIQUIDATION RATE: 58.5%

QUARTERLY AND FINAL REPORTS (dates received):

Quarterly: 1ST - 1/15/23 2ND - 5/8/23 3RD - 7/31/23 4TH - 10/10/23

Final Accomplishments Report: 10/10/23

TASKS COMPLETED? YES NO (EXPLAIN) *One task involving hiring an executive director was not completed as the Board decided that a contractor could complete the same tasks and help establish the new non-profit to make it more attractive to good candidates in future.*

OBJECTIVES MET? YES NO (EXPLAIN)

GOALS MET? YES NO (EXPLAIN) *The goal involved reducing serious injury crashes by 10% in each of five counties. This goal was met in three of two counties (Cumberland, New Hanover, and Graham).*

RECOMMENDED FOR FUTURE FUNDING? YES NO (EXPLAIN)

ADDITIONAL COMMENTS: *NCAST Board and contract staff organized and hosted five community forums in the non-profit's first year. They also created and launched a number of traffic safety marketing resources and campaigns. They have built many relationships, including a particularly helpful partnership with the NC High School Athletics Association, and are growing awareness of the organization and its' mission.*

GRANT DOCUMENTATION AUDIT:

Application: Review Sheet attached? YES NO (EXPLAIN)

Agreement: QPRs attached? YES NO (EXPLAIN)

PMRs: Number required: 2 Number completed: 2

Attached? YES NO (EXPLAIN)

Final Report attached? YES NO (EXPLAIN)

APPENDIX B: GHSP's Final Project Evaluation Reports for NCAST

FIGURE 8: GHSP's 2024 Final Project Evaluation Report of NCAST

GHSP-17

**North Carolina Governor's Highway Safety Program
Final Project Evaluation Report – Form GHSP-17**

REPORT FOR FISCAL YEAR 2024

PROJECT NUMBER(S): [REDACTED]

TITLE OF PROJECT: NC Alliance for Safe Transportation - Year 2

NAME OF AGENCY: NC Alliance for Safe Transportation (NCAST)

YEAR OF PROJECT: 1ST 2ND 3RD OTHER

AMOUNT PROGRAMMED: \$308,000 EXPENDED: \$253,603 LIQUIDATION RATE: 82%

QUARTERLY AND FINAL REPORTS (dates received):

Quarterly: 1ST – 1/23/2024 2ND – 4/10/2024 3RD – 7/18/2024 4TH – 10/10/2024

Final Accomplishments Report: 10/29/2024

TASKS COMPLETED? YES NO

EXPLAIN: All tasks were completed except the task in the first quarter to hold at least 5 teen driver safety events with auto dealers. Dealers were resistant to potential liability associated with promoting any one vehicle as being safer than another, which was the main idea behind the events, so the project was scrapped.

OBJECTIVES MET? YES NO

EXPLAIN: Objective for Goal 1 to work with auto dealers did not happen but work with high school athletic programs was completed.
Objective for Goal 2 to implement a Spanish-language education and marketing campaign was completed. Carolina FC refused to sign the Federal Provisions, so NCAST pivoted to Norsan Media to implement to campaign.
Objective for Goal 3 to “collaborate with data analysts and experts to refine messaging and methodology to achieve greatest possible action and begin working to execute comprehensive studies on issues that are identified during forums” was partially achieved.

GOALS MET? YES NO

EXPLAIN: Goal 1 to reduce serious injury crashes by 10% through young driver education was not met. The project to hold young driver events in partnership with auto dealers was scrapped.
Goal 2 to reduce serious injury crashes by 10% through a Spanish-language marketing campaign was not met, though the education campaign was successfully implemented.

Goal 3 to reduce serious injury crashes by 10% by holding six community forums was not met. Forums were held in four counties and crash goals were only met in one county.

RECOMMENDED FOR FUTURE FUNDING? YES NO (EXPLAIN)

ADDITIONAL COMMENTS: One of NCAST's most notable accomplishments in FY24 was quickly adapting when Carolina Football Club refused to sign the Federal Provisions during contract negotiations. NCAST quickly pivoted to working with Norsan Media and was able to execute the Spanish-language education campaign in FY24 as planned. Print, radio, and tv spots have reached 880,000 households with traffic safety education.

In FY25, NCAST will add a new project to conduct after-action campaigns with communities in which community forums were held in order to address the top traffic safety concerns in the community. This strategy will be essential to making community engagement efforts more successful by responding to community concerns.

NCAST should continue to focus their strategic plan and pursue projects that advance specific traffic safety goals in North Carolina. NCAST should also continue to build relationships and expertise across transportation sectors.

GRANT DOCUMENTATION AUDIT:

Review Sheet attached? YES NO

QPRs attached? YES NO

PMRs: Number required: 2 Number completed: 2

Attached? YES NO

MEDs: Number required: 0 Number completed: 0

Attached? YES NO (EXPLAIN) Not applicable

FAR attached? YES NO

APPENDIX C: GHSP's Award Letters to NCAST

FIGURE 9: GHSP's FFY 2024 Award Letter to NCAST



STATE OF NORTH CAROLINA
DEPARTMENT OF TRANSPORTATION

ROY COOPER
GOVERNOR

J. ERIC BOYETTE
SECRETARY

September 29, 2023

[REDACTED]
NC ALLIANCE FOR SAFE TRANSPORTATION

[REDACTED]

[REDACTED]

Dear [REDACTED],

The Governor's Highway Safety Program (GHSP) has received notification from the National Highway Traffic Safety Administration that the North Carolina Highway Safety Plan for Fiscal Year 2024 has been approved. You are authorized to proceed with implementation of the above referenced Agreements as described in its narrative and budget detail and subject to the conditions stated in the Agreement of Conditions.

The Approved Contract Period will begin on October 1, 2023 and end September 30, 2024. Only allowable costs incurred during this approved period are eligible for reimbursement. All costs must be incurred by September 30, 2024. Requests for reimbursement for costs incurred after September 30, 2024 will be denied. Additionally, GHSP must receive final claim for reimbursement no later than October 31, 2024.

Any changes in the nature, scope, or funding of this grant must be in writing and have the prior written approval of the GHSP. Any proposed changes must be submitted via the Partner connect/Grants Management System on a Change Request and be received by the GHSP at least 30 days prior to the effective date of such revision. The deadline for budget revisions is June 30, 2024 .

Should you need additional information or for assistance in scheduling a press event announcing the award of this grant, please contact your Highway Safety Specialist. I look forward to a successful project and I thank you for your commitment to highway safety.

S [REDACTED]

[REDACTED]
Director

APPENDIX C: GHSP's Award Letters to NCAST

FIGURE 10: GHSP's FFY 2025 Award Letter to NCAST



STATE OF NORTH CAROLINA
DEPARTMENT OF TRANSPORTATION

ROY COOPER
GOVERNOR

J.R. "JOEY" HOPKINS
SECRETARY

September 19, 2024

[REDACTED]
NC ALLIANCE FOR SAFE TRANSPORTATION

[REDACTED]

Dear [REDACTED],

Your grant application for FY 2025 has been approved as part of North Carolina's comprehensive Annual Grant Application with the National Highway Traffic Safety Administration. You are authorized to implement the above-referenced Agreements as described in its narrative and budget detail and subject to the conditions stated in the Agreement of Conditions.

The Approved Contract Period will be from October 1, 2024 through September 30, 2025. This means you can begin incurring expenses for the grant activities starting on October 1st. All costs must be incurred by September 30, 2025. Requests for reimbursement for costs incurred after September 30, 2025 will be denied. Additionally, GHSP must receive final claim for reimbursement no later than October 31, 2025. Only allowable costs incurred during the approved contract period are eligible for reimbursement.

Any changes in the nature, scope, or funding of this grant must be in writing and have GHSP's prior written approval before changes are made. Any proposed changes must be submitted via the Grants Management System on a Change Request and be received by the GHSP at least 30 days prior to the effective date of such revision. The deadline for budget revisions is June 30, 2025.

Should you need additional information or assistance in scheduling a press event announcing the award of this grant, please contact your Grants Specialist. I look forward to a successful project and I thank you for your commitment to highway safety.

Si [REDACTED]

[REDACTED]
Director

**North Carolina Governor's Highway Safety Program
Final Accomplishments Report – Form GHSP-10**

REPORT FOR FY 2023

1. **PROJECT NUMBER:** ██████████
2. **TITLE OF PROJECT:** NC Alliance for Safe Transportation (NCAST)
3. **NAME OF AGENCY:** NC Alliance for Safe Transportation (NCAST)
4. **WORK COMPLETED DURING THIS PROJECT**

Project grantees should refer to Section B of the Project Contract and address each goal and objective individually. If you need additional space, continue documenting on plain paper and attach it along with this form.

GOAL # 1: Reduce serious traffic crashes by 10% in the historically underserved communities selected base on no fewer than three (3) community-based forums in historically underserved communities where local civic and governmental leaders engage and are allowed to voice their thoughts and insights on concerns about traffic safety issues within their community; and make that input available for use in the state's Highway Safety Plan and other traffic safety planning activities.

ACCOMPLISHMENTS: We held five community forums across the state of NC in the following counties: Cumberland, Davidson, Robeson, New Hanover, and Watauga during this past year. Community members and leaders provided feedback about their local traffic safety concerns and NCAST provided that information to GHSP. NCAST has also spent significant time creating our website, establishing our media presence, and communicating our brand on various social media platforms in order to gather local input and secure community engagement on traffic safety issues.

Additionally, we held a teen focus group around distracted driving and used the feedback collected to launch a marketing and communications campaign around Teen Driver Safety Week.

GOAL # 2:

ACCOMPLISHMENTS:

GOAL # 3:

ACCOMPLISHMENTS:

APPENDIX D: NCAST's Final Accomplishments Reports Provided to GHSP

FIGURE 12: NCAST's 2024 Final Accomplishments Report Provided to GHSP

GHSP-10

**North Carolina Governor's Highway Safety Program
Final Accomplishments Report – Form GHSP-10**

REPORT FOR FY 2024

- 1. **PROJECT NUMBER:** [REDACTED]

- 2. **TITLE OF PROJECT:** North Carolina Alliance for Safe Transportation

- 3.e **NAME OF AGENCY:** North Carolina Alliance for Safe Transportation

- 4.e **WORK COMPLETED DURING THIS PROJECT**

Project grantees should refer to Section B of the Project Contract and address each goal and objective individually. If you need additional space, continue documenting on plain paper and attach it along with this form.

GOAL # 1: Reduce overall serious injury crashes by 10% with a focus on key motorist segments of teen drivers (Specific: reduce serious injury traffic crashes; Measurable: serious injury traffic rates after the projects have been completed; Attainable: can conduct awareness events and place social media / digital advertisements; Realistic: events and advertisements are a usual method for educating and motivating better driving behavior; Timely: information provided informs motorist how to reduce likelihood of serious injury crash). Conduct no fewer than 5 teen driver events at auto dealers with goal of reaching no less than 300,000 households in targeted counties that contain teen drivers and providing collateral materials at high school sporting events that promote and reinforce safe driving behaviors for teen motorists.

Objectives: Secure agreements with auto dealers and high school athletic programs, prepare collateral materials and identify athletic competitions where they will be distributed, develop communication strategy and content, collaborate with data analyst experts to refine all messaging and communication efforts to achieve greatest possible action-taken impact by the motoring public.

ACCOMPLISHMENTS: During the 2024 year, NCAST partnered with the North Carolina High School Athletic Association to create traffic safety materials and develop social media communications campaigns that focused on the teen driver population. Our efforts to hold events at various auto dealer locations did not happen as they were concerned about liability if they supported one type of automobile over another from a safety perspective. The 2023 fiscal year data had 4,220 serious injury crashes. In 2024, there were 4,207 serious injury crashes. Unfortunately, NCAST did not meet its goal here.

GOAL # 2: Support reducing by 10% the overall number of serious injury crashes, from 4,411 to 3,969, by reaching no fewer than 800,000 households in North Carolina with messaging that encourages better driving behaviors and provides those messages in Spanish for motorists for whom English is not their primary language. (Specific: reduce serious injury traffic crashes; Measurable: serious injury traffic rates after the projects have been completed; Attainable: can conduct awareness events and place social media / digital advertisements; Realistic: events and advertisements are a usual method for educating and motivating better driving behavior; Timely: information provided informs motorist how to reduce likelihood of serious injury crash). Conduct awareness campaigns that utilize social media and digital advertising early in January (to leverage a time when folks are consider what ways they want to be 'better' in the New Year) and in April (during Distracted Driving Awareness Month).

Objectives: Secure collaborative agreement with Carolina FC, prepare collateral materials to be distributed during the two home games played in April, develop communication strategy and content (video, web ads, social media and digital advertising content); collaborate with data analyst experts to refine all messaging and communication efforts to achieve greatest possible action-taken by the motoring public.

APPENDIX E: GHSP's Risk Assessments of NCAST

FIGURE 13: GHSP Grant Management Manual Risk Assessment Section

RISK ASSESSMENT

Prior to awarding a grant agreement, GHSP must evaluate and document the risk for each applicant selected for federal grant funding. GHSP will assess the applicant's risk of noncompliance with federal statutes, regulations and the terms and conditions of the grant as well as the applicant's financial stability, quality of management systems, history of past performance, and prior audit findings, if applicable. If the applicant does pose a risk, but the application has merit, GHSP may, as a condition of awarding grant funds, conduct a pre-funding assessment meeting with the applicant and/or impose specific terms or conditions. This information will be used to determine the appropriate level of monitoring if a grant is awarded.

APPENDIX E: GHSP's Risk Assessments of NCAST

FIGURE 14: GHSP's 2023 Risk Assessment of NCAST

Risk Assessment

Agency: North Carolina Alliance for Safe Transportation

Title: NC Alliance for Safe Transportation (NCAATS)

Application #: [REDACTED]

Project #: [REDACTED]

Monitoring Plan:

High: Two in person project management reviews

Medium: One in person project management review

Low: Documented desk review

| Assessment Criteria\Risk | Low | Medium | High |
|---|-----|--------|------|
| Does grant provide full funding for personnel? | | | YES |
| Does grant provide partial funding for personnel? | | NO | |
| Does grant fund equipment with an actual cost per item of \$5,000 or more? | | NO | |
| Does grant fund equipment only with an actual cost per item of less than \$5,000? | YES | | |

If any one of the issues below is present the monitoring plan escalates to the next level. If two or more are present, it escalates to high risk:

- (1) Indication of Financial instability;
- (2) Lack of quality of management systems and ability to meet the management standards;
- (3) History of poor performance;
- (4) Reports and findings from audits performed; Newly formed Non-Profit Organization
- (5) The applicant's lack of ability to effectively implement statutory, regulatory, or other requirements imposed on non-Federal entities

APPENDIX E: GHSP's Risk Assessments of NCAST

FIGURE 15: GHSP's 2024 Risk Assessment of NCAST

Risk Assessment

Agency: North Carolina Alliance for Safe Transportation

Title: NC Alliance for Safe Transportation (NCAST)

Application #: [REDACTED]

Project #: [REDACTED]

Monitoring Plan:

High: Two in person project management reviews

Medium: One in person project management review

Low: Documented desk review

| Assessment Criteria\Risk | Low | Medium | High |
|---|-----|--------|------|
| Does grant provide full funding for personnel? | | | YES |
| Does grant provide partial funding for personnel? | | NO | |
| Does grant fund equipment with an actual cost per item of \$5,000 or more? | | NO | |
| Does grant fund equipment only with an actual cost per item of less than \$5,000? | YES | | |

If any one of the issues below is present the monitoring plan escalates to the next level. If two or more are present, it escalates to high risk:

- (1) Indication of Financial instability;
- (2) Lack of quality of management systems and ability to meet the management standards;
- (3) History of poor performance;
- (4) Reports and findings from audits performed; Relatively new Non-Profit Organization
- (5) The applicant's lack of ability to effectively implement statutory, regulatory, or other requirements imposed on non-Federal entities

APPENDIX E: GHSP's Risk Assessments of NCAST

FIGURE 16: GHSP's 2025 Risk Assessment of NCAST

Risk Assessment

Agency: NCAST

Title: NC Alliance for Safe Transportation - Year 3

Application #: [REDACTED]

Project #: [REDACTED]

Monitoring Plan:

High: Two in-person project management reviews

Medium: One in-person project management review

Low: Documented desk review

| Assessment Criteria\Risk | Low | Medium | High |
|---|-----|--------|------|
| Does grant provide full funding for personnel? | | | NO |
| Does grant provide partial funding for personnel? | | YES | |
| Does grant fund equipment with an actual cost per item of \$5,000 or more? | | NO | |
| Does grant fund equipment only with an actual cost per item of less than \$5,000? | NO | | |

If any one of the issues below is present the monitoring plan escalates to the next level. If two or more are present, it escalates to high risk:

- (1) Indication of Financial instability;
- (2) Lack of quality of management systems and ability to meet the management standards;
- (3) History of poor performance;
- (4) Reports and findings from audits performed; Relatively new Non-Profit Organization. Recommend two PMRs.
- 5) The applicant's lack of ability to effectively implement statutory, regulatory, or other requirements imposed on non-Federal entities

APPENDIX F: NCAST's Crouch Consulting Engagement Letter

FIGURE 17: Engagement Letter Between NCAST and Crouch Consulting

Engagement Letter

Date : November 18, 2022

Re: Employment of [REDACTED] Crouch by North Carolina Alliance for Safe Transportation

I appreciate the opportunity to work with the North Carolina Alliance for Safe Transportation and its Board of Directors on the establishment of a nonprofit organization designed to provide expertise on all traffic safety issues in North Carolina. This letter is to confirm the terms and objectives of our engagement as well as the nature of the services provided.

Parties to this agreement

Entering into and agreeing to the terms of this Contract for Services are the following parties: (1) [REDACTED] hereinafter referred to as Crouch; and (2) North Carolina Alliance for Safe Transportation Healthcare Association, hereinafter referred to as NCAST.

Scope of Work

Crouch shall provide services associated with the duties of the Executive Director position of NCAST in accordance with the NCAST bylaws and in coordination with the Board, and under the supervision of the Chair of the Board. Specifically, she will oversee the start-up and ongoing operation and administration of the organization, manage the work of the Board, recruit Advisory Council members and other allies and collaborators, manage programs and projects associated with grants and other funds received by NCAST, and monitor traffic safety policy on the local, state and national levels.

Term

The parties agree to operate under the terms of this Contract for Services on a monthly basis from December 1, 2022 – September 30, 2023.

Fees

NCAST shall pay Crouch Five Thousand Dollars (\$5,000.00) per month for services. Should Crouch incur out-of-pocket expenses related to this Contract of Services,

such as travel or lodging, those expenses must be approved by NCAST in advance and shall be reimbursed by NCAST to [REDACTED] after timely and proper documentation is presented.

Monthly Billing and Payment

Crouch’s fee will be billed monthly and statements are payable upon presentation. [REDACTED] Crouch reserves the right to postpone, defer, or discontinue services if billed amounts are not paid when due. NCAST reserves the right to refuse payment of fee if [REDACTED] Crouch fail to provide services to NCAST.

Termination

Either party may terminate this Contract for Services with a 30-days' written notice, with or without cause. Such termination shall not, however, relieve NCAST of the obligation to pay for services rendered and costs or expenses paid or incurred on its behalf prior to receipt of notice of termination.

Table 2 summarizes the roles, responsibilities, and contract terms for NCAST’s Executive Director consultant, based on the engagement letter.

TABLE 2: Crouch Consulting and NCAST Contract Summary

| Area | Responsibilities |
|--------------------------------|--|
| Overall Role | Serve as Executive Director for NCAST, in accordance with NCAST bylaws and under the supervision of the Board Chair. |
| Organizational Leadership | Oversee start-up and ongoing operation and administration of NCAST. |
| Board Management | Manage the work of the Board of Directors. |
| Recruitment | Recruit Advisory Council members and other allies/collaborators. |
| Program and Project Management | Manage programs and projects associated with grants and other funds received by NCAST. |
| Policy Monitoring | Monitor traffic safety policy at local, state, and national levels. |
| Reporting and Coordination | Coordinate with the Board and report to the Chair. |
| Term | Details |
| Contract Duration | Monthly contract from December 1, 2022, to September 30, 2023. |
| Compensation | \$5,000 per month. |

APPENDIX G: NCAST’S Executive Director January 2023 Timesheet

Timesheet submitted by the Executive Director indicating payment of \$5,000 for 40 hours worked during January 2023.⁵⁰

FIGURE 18: Executive Director January 2023 Timesheet

| DATE | HOURS | PROJECT |
|--------------|-----------|--|
| 1/3/23 | 2 | Social media content review |
| 1/7/23 | 1 | Meeting w/NCAST Board Member |
| 1/9/23 | 4 | NCAST board meeting |
| 1/11/23 | 2 | Meeting with Greenspon Advertising - social planning |
| 1/12/23 | 2 | Meeting w/ [REDACTED] |
| 1/12/23 | 2 | Meeting with [REDACTED] |
| 1/12/23 | 2 | Meeting with AARP representatives |
| 1/16/23 | 2 | NC Executive Committee for Highway Safety Call |
| 1/18/23 | 1 | Meeting with Greenspon Advertising - google calendar |
| 1/18/23 | 6 | NC Transportation Summit |
| 1/19/23 | 6 | NC Transportation Summit |
| 1/20/23 | 2 | Discussion re Community Forum in Watauga |
| 1/20/23 | 2 | Discussion re Community Forum in Durham |
| 1/22/23 | 1 | Discussion re Community Safety Forum in New Hanover |
| 1/23/23 | 2 | Touch Base with [REDACTED] |
| 1/25/23 | 1 | Discussion w [REDACTED] |
| 1/25/23 | 2 | AENC Reception |
| 1/30/23 | 1 | Touch Base with [REDACTED] |
| 1//31/23 | 1 | NCAST presentation development w/Greenspon Advertising |
| TOTAL | 40 | |

⁵⁰ OSA reviewed all invoices and payment records submitted by NCAST and paid by GHSP, as well as timesheets provided by NCAST contractors as documented in the EBS system. These records are internal and not publicly available.

APPENDIX H: NCAST'S Greenspon Advertising Contract

FIGURE 9: Contract Agreement between Greenspon Advertising Inc. and NCAST



NCAST MONTHLY COMMUNICATIONS CONSULTANT

RETAINER OVERVIEW

Beginning December 2022-September 2023, Greenspon Advertising will provide the following communication consultant services to NCAST:

-Greenspon Advertising hourly rate card: \$150/hr.

-NCAST/non-profit hourly rate: \$100/hr.

Invoiced at beginning of each month, net 30 terms: \$5,000

- **Strategy/Account Management: 30 hours**

Includes meetings with client and supporting client associates (HSRC,GHST,etc) coordination of all NCAST creative and social media postings. Overall brand strategy, planning and direction of NCAST. Monthly reporting of Greenspon Advertising retainer hours. Monthly reporting of media metrics when campaigns are live.

- **Creative: 15 hours**

Includes all digital, traditional, electronic media and website creative. On a monthly basis, video production hours can be included if hours are available.

NCAST website management: 5 hours

Monthly services include:

- 12-month Hosting Package: WordPress site hosted on DreamPress. DreamPress is a specialized server for WordPress websites. It has additional backup and security for WordPress sites.
- Website monitoring
- Email Support
- Plugin Updates
- Content Updates
- Image Updates
- Offsite backup
- Speed Optimization
- Broken Link Monitoring
- SSL Certificate

***Any hours not used during a month will roll over to the next month**

***Retainer does not include media commissions. In most cases, ad agency receives a 15% commission from the media partner. In those cases where a commission is not given, 15% commission will be added to the net cost of the media expenditure.**

NC Alliance for Safe Transportation (NCAST)

MEDIA PURCHASE AGREEMENT

Greenspon Advertising, Inc. ("AGENCY") hereby agrees to provide the services described in this Media Purchase Agreement ("Agreement"), dated November 25th, 2022, to **NC Alliance for Safe Transportation Inc. (NCAST)** ("CLIENT") in accordance with and subject to the following terms and conditions.

1. Services and Billing Rates

AGENCY will perform the following services on behalf of CLIENT ("Services") at the following cost and expense:

General services of communication, marketing, advertising

- **Total Monthly Retainer: \$5,000 per month**
- **Agreement length: December 1st, 2022-September 30th, 2023**

2. Invoicing

All monthly expenses will be invoiced in advance by the AGENCY. All costs of productions will be invoiced as incurred by the AGENCY. The AGENCY will state separately in each invoice all sales and other excise taxes AGENCY is required to collect, if applicable. Invoices are due Net 30 by check, ACH transfer, or credit card. Credit card payments will have a processing fee of 1.5% fee added. Late payments will have a 1.5% late fee added to the amount due.

3. Non-Cancelable by CLIENT

This Agreement is non-cancelable by the CLIENT without the written agreement of the AGENCY. If, however, the AGENCY agrees to cancel this Agreement, in full or in part, the CLIENT will be responsible for the cost of any work performed or media or other materials purchased on behalf of CLIENT, including the cost of Services and any amounts the AGENCY owes or has paid to any third-party on the CLIENT's behalf. The AGENCY will invoice all amounts in accordance with the provisions herein.

4. Termination by AGENCY

The AGENCY, in its absolute discretion, may terminate its relationship with the CLIENT for the breach of any of the terms hereof, including without limitation a breach based on the failure on the part of the CLIENT to pay each invoice as and when due. Should the AGENCY terminate its relationship with the CLIENT, the AGENCY shall be entitled to invoice the CLIENT for (a) all charges (including late fees and processing fees) incurred by the AGENCY through the termination date, and (b) the amount, if any, the AGENCY owes to any third-party on the CLIENT's behalf pursuant to a non-cancelable contract for performance of Services through the end of the Term.

5. Agent Relationship; Indemnification

Subject to the terms and conditions of this Agreement, the AGENCY will be authorized to act as the CLIENT'S agent in purchasing, on CLIENT's behalf, the materials and services reasonably required to perform the Services described herein. In providing the Services pursuant to this Agreement, the AGENCY is acting solely as an agent for its principal, CLIENT, and as an agent shall have no responsibility or liability to any third-party. **The parties expressly agree that CLIENT shall be solely liable for all media costs and expenses incurred pursuant to the AGENCY's performance of the Services pursuant to this Agreement.** All third-party vendor statements or invoices shall reflect that the AGENCY is acting solely as an agent for CLIENT. The CLIENT hereby warrants and represents that the AGENCY has full right and authority to purchase the media and perform the Services, as an agent, on behalf of the CLIENT. Any payment by the AGENCY to a third-party shall not discharge the CLIENT'S liability to the AGENCY or such third-party. The CLIENT agrees to reimburse the AGENCY for its costs and attorneys' fees in collecting any unpaid expenses and costs of production. The CLIENT further agrees to indemnify, save, and hold harmless the AGENCY from any and all damages, liabilities, costs, losses, or expenses arising out of any third-party claim, demand, or action to the extent arising out of the AGENCY'S performance of the Services.

6. CLIENT Content

The CLIENT may provide to the AGENCY from time-to-time CLIENT or third-party logos, materials, and other content (collectively, "Client Content"). The CLIENT shall be responsible for ensuring that it has sufficient rights in the Client Content to be entitled to provide it to the AGENCY and to authorize the AGENCY to use it in performing the Services.

7. Limitation of Liability

Notwithstanding anything in this Agreement to the contrary, in no event shall either party hereto or their respective officers, directors, affiliates or employees be liable to the other for any special, indirect, incidental, or consequential damages of any kind, including but not limited to loss of profits or damage to business reputation however caused and on any theory of liability, whether in an action for contract, strict liability or tort (including negligence) or otherwise, whether or not such party has been advised of the possibility of such damage and notwithstanding the failure of essential purpose of any remedy.

8. Waiver

No waiver by the AGENCY of any covenant or condition of this Agreement shall constitute a waiver by the AGENCY of any subsequent breach of such covenant or condition or authorize the breach or nonobservance on any other occasion of the same or any other covenant or condition of this Agreement.

9. Authority

Each person signing this Agreement warrants that he or she has power and authority to bind the party for which he or she signs to all of the terms and conditions of this Agreement.

10. Choice of Law; Choice of Venue

This Agreement will be governed by and construed in accordance with the laws of the State of North Carolina without regard to its conflicts of laws principles. The parties hereby submit and consent to the exclusive jurisdiction and venue of the Superior Court, Mecklenburg County, North Carolina in any action arising out of or related to this Agreement.

11. Entire Agreement

This Agreement contains the entire understanding of the parties and supersedes all prior agreements and understandings, whether verbal or written, and any such other prior or contemporaneous agreements or understandings with respect thereto are hereby revoked. Amendment or modification of this Agreement shall be only by mutual written consent of the parties.

Table 3 summarizes the roles, responsibilities, and contract terms between NCAST and Greenspon Advertising.

TABLE 3: Greenspon Advertising and NCAST Contract Summaryy

| Section | Details |
|--------------------|--|
| Parties | Greenspon Advertising Inc. (“Agency”) and NC Alliance for Safe Transportation (“Advertiser”/NCAST) |
| Agreement Dates | Effective: Dec 1, 2022 – Sep 30, 2023 |
| Monthly Retainer | \$5,000 per month (Net 30 terms; invoiced at beginning of each month) |
| Hourly Rates | Standard: \$150/hour; Nonprofit: \$100/hour |
| Services Included | <ul style="list-style-type: none"> - Strategy/Account Management (30 hours/month) - Creative (15 hours/month) - Website Management (5 hours/month) - Monthly reporting of retainer hours and media metrics |
| Website Services | <ul style="list-style-type: none"> - Hosting (WordPress/DreamPress) - Monitoring, support, updates, backups, optimization, SSL |
| Unused Hours | Roll over to next month |
| Media Commissions | 15% commission from media partner; if not given, 15% added to net cost |
| Additional Charges | No commission on packing, shipping, travel, etc. Special projects billed at hourly rate or estimate |

APPENDIX I: NCAST’S Program Manager January 2023 Timesheet

Timesheet submitted by the Program Manager indicating payment of \$5,000 for 40 hours worked during January 2023.⁵¹

FIGURE 20: Program Manager January 2023 Timesheet

| DATE | HOURS | PROJECT |
|---------|-----------|---|
| 1/3/23 | 2 | Internal strategy meetings-NCAST initiatives |
| 1/4/23 | 3 | Website security updates |
| 1/6/23 | 4 | Creation of NCAST Carolina Panther plan and creative |
| 1/7/23 | 7 | NCAST launch overview for board meeting |
| 1/9/23 | 4 | NCAST board meeting |
| 1/11/23 | 2 | Meeting with Executive Director-social media planning |
| 1/12/23 | 5 | SEO updates to website |
| 1/16/23 | 2 | Internal strategy meetings-NCAST initiatives |
| 1/18/23 | 1 | Meeting with Executive Director-NCAST Google calendar |
| 1/19/23 | 4 | Creation of NCAST Google calendar |
| 1/21/23 | 2 | Creation of Facebook feed on NCAST website |
| 1/22/23 | 1 | Meeting with internal digital team-Twitter/Facebook tactics |
| 1/23/23 | 1 | April Distracted Driving Month creative planning |
| 1/31/23 | 2 | Meeting with NCAST board members-Development of presentations and new video |
| TOTAL | 40 | |

⁵¹ OSA reviewed all invoices and payment records submitted by NCAST and paid by GHSP, as well as timesheets provided by NCAST contractors as documented in the EBS system. These records are internal and not publicly available.

APPENDIX J: NCAST’S Invoice for Web Services and Associated Campaign Data

Figure 21 shows the invoice NCAST submitted to GHSP for Greenspon Advertising’s services related to website development and campaign.

FIGURE 21: Invoice NCAST submitted to GHSP for Web Servicees

| P.O. No. | Terms | Project | Rep |
|----------|-------|---------|-----|
| | | | |

| Item | Description | Qty | Rate | Amount |
|-------------------------|---|-----|-----------|---------------|
| Creative Services | Development of a NCAST brand (logo, et al), landing page and social media identity. To be used in conjunction with Teen Driver safety campaign. \$10,000 See attached for itemized invoice breakdown | 1 | 10,000.00 | 10,000.00 |
| | NC Sales Tax | | 7.25% | 0.00 |
| Subtotal | | | | USD 10,000.00 |
| Balance Due | | | | USD 10,000.00 |
| Payments/Credits | | | | USD 10,000.00 |

If you are interested in receiving your invoices by email, please let us know by emailing a request to [REDACTED]

Table 4 shows Greenspon Advertising’s November 23, 2022 through December 23, 2022 campaign data for contract work related to NCAST’s internet advertisement and video campaigns.⁵²

TABLE 4: NCAST's Internet Advertisement and Video Campaigns

| Platform/Channel | Impressions | Clicks | Engagements | Video Views |
|-------------------------|--------------------|---------------|--------------------|--------------------|
| Google Search Ads | 333 | 51 | 17 conversions | |
| Google Display Ads | 206313 | 79 | 0 conversions | |
| Video Campaign | 16217 | | | 10607 |
| Facebook Ads | 768274 | 8145 | 225189 | |
| TikTok Ads | 326564 | 2940 | 4111 | 326564 |

⁵² OSA summarized a digital marketing and internet advertising report prepared by Greenspon Advertising, which presented campaign performance metrics, including impressions, clicks, engagements, conversions, and video views across multiple platforms, for the period November 23, 2022 through December 23, 2022.

APPENDIX K: NCAST’S Executive Director Conference Travel Invoice


NCAST's invoice details expenditures totaling \$3,094.72 for expenses incurred while attending the Governor’s Highway Safety Annual Conference.

FIGURE 22: Conference Travel Invoice

| INVOICE | | | | | |
|---|---------------|---|----------|------------|--------------------|
| BILL TO | | | INVOICE | | |
| North Carolina Alliance for Safe Transportation | | | 8 | | |
| | | | DATE | 09/01/2023 | |
| | | | TERMS | Net 30 | |
| | | | DUE DATE | 10/01/2023 | |
| DATE | ACTIVITY | DESCRIPTION | QTY | RATE | AMOUNT |
| 08/13/2023 | Reimbursement | GHSA Conference - Airport Transportation - Taxi | 1 | 115.00 | 115.00 |
| 08/15/2023 | Reimbursement | GHSA Conference - Breakfast | 1 | 15.90 | 15.90 |
| 08/16/2023 | Reimbursement | GHSA Conference - Breakfast | 1 | 13.12 | 13.12 |
| 08/16/2023 | Reimbursement | GHSA Conference - Airport Transportation - Uber | 1 | 60.90 | 60.90 |
| 08/16/2023 | Reimbursement | GHSA Conference - Marriott Marquis - 3 nights | 1 | 1,567.00 | 1,567.00 |
| 08/16/2023 | Reimbursement | GHSA Conference - Delta Airfare - Roundtrip | 1 | 312.80 | 312.80 |
| 08/16/2023 | Reimbursement | GHSA Conference Registration | 1 | 990.00 | 990.00 |
| 08/31/2023 | Reimbursement | AENC Annual Membership Dues | 1 | 295.00 | 295.00 |
| 09/01/2023 | ED Services | Retainer for August 2023 | 1 | 10,000.00 | 10,000.00 |
| BALANCE DUE | | | | | \$13,369.72 |

APPENDIX L: GHSP's 2025 Project Management Review of NCAST

FIGURE 23: GHSP's 2025 Project Management Review

| North Carolina Governor's Highway Safety Program Project Management Review Form GHSP - 15 | |  |
|---|---|---|
| Project Number: | [REDACTED] | Grant Amount: \$366,850 |
| | | Date: 5/22/2025 |
| Project Agency: | NC Alliance for Safe Transportation (NCAST) | |
| Project Title: | NC Alliance for Safe Transportation (NCAST) | |
| Project Director: | [REDACTED] | Site Location: [REDACTED] |
| Participants' Names & Titles | | |
| 1. | [REDACTED] | 3. _____ |
| 2. | [REDACTED] | 4. _____ |
| 1. Preparation for Visit | | |
| Project Contract reviewed? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Quarterly Progress Reports reviewed? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Reimbursement Claims reviewed? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Grant correspondence and other required documents reviewed? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Monthly Enforcement Data reports reviewed? | <input type="checkbox"/> Yes | <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A |
| 2. Purpose of Visit | | |
| <input checked="" type="checkbox"/> Routine review | | |
| <input type="checkbox"/> Monitoring in response to identified problems. If checked, please explain. | | |
| <input type="checkbox"/> Other, please explain. | | |
| 3. Participation | | |
| Are Objectives and Tasks being met? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Are enforcement activities being completed per contract? | <input type="checkbox"/> Yes | <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A |
| If no, please explain: | | |
| 4. Performance Information | | |
| Are all reports complete and submitted as required? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No <input type="checkbox"/> N/A |
| If no, please explain. | | |
| Is documentation satisfactory to justify activities and reimbursement? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No <input type="checkbox"/> N/A |
| If no, please explain. | | |

| 5. Reimbursement Claims and Supporting Documentation | | | |
|--|--|---|---|
| Are Reimbursement Claims submitted on time, correct, and accompanied by documentation for expenditures? | | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No <input type="checkbox"/> N/A |
| If no, please explain. | | | |
| Were any problems identified with the financial reporting to date? | | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A |
| If yes, please explain. | | | |
| 6. Equipment Management | | | |
| Has any equipment been purchased with grant funds? | | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| If yes, please explain for what purpose. | | | |
| If yes, does the grantee have a system in place to institute and maintain required inventory records for the property? | | <input type="checkbox"/> Yes | <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A |
| Location of records | | | |
| Check of equipment purchased conducted? | | <input type="checkbox"/> Yes | <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A |
| 7. Summary of Visit | | | |
| Is technical assistance or training needed? | | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| If yes, please explain. | | | |
| Are corrective actions recommended? | | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| If yes, please explain. | | | |
| 8. GHSP comments: | | | |
| <ul style="list-style-type: none"> • Quarterly progress reports are complete and have been submitted on time. • Budget liquidation is at 27% after 7 claims. Some budget lines have not yet been utilized but will have expenses in third and fourth quarters. <ul style="list-style-type: none"> ◦ ED salary is on track to run out by June 30. NCAST will file change request to move \$20k to help cover this shortfall. NCAST has not yet identified other funding to support the ED position. Moving \$20k will mean the position is supported at 90%. ◦ Project specialist line to support community engagement has not been utilized and [REDACTED] has been doing the work of scheduling and facilitating community forums. • Project updates: <ul style="list-style-type: none"> ◦ Hispanic outreach campaign with Norsan media: Materials have been approved by GHSP, implementation will begin in third quarter. ◦ Community engagement: Virtual session with BikeWalkNC on June 5, sessions with Triangle-area Chinese and Indian communities to be scheduled this summer with community partners. ◦ After-action campaigns: Greenspon developing media targeted at the issues identified in community forums in Watauga and Davidson counties. Media will air in these markets. ◦ Traffic Resource Materials – Focus has shifted to the monthly newsletter, created by a contractor. Will seek to repurpose this budget line via change request. ◦ Travel: IST and OST opportunities discussed include DriveSmart Virginia Distracted Driving Conference in Williamsburg, VA in August; GHSA in Pittsburgh in August; NCDOT Transportation Conference in Raleigh in September; and BikeWalkNC Summit in Hickory in September. • FY26 Project: <ul style="list-style-type: none"> ◦ Further discussed details of proposed projects, including planning approaches and partners to contact. ◦ Will likely need to do change request early in FY26 to account for any changes to plans between now and Oct. • Reminded grantee of upcoming FY25 deadlines, including deadline for change requests on June 30. | | | |

APPENDIX M: NCAST's Quarterly Progress Reports Provided to GHSP

FIGURE 24: Quarterly Progress Report: First Quarter Due by January 15, 2023 ⁵³

GHSP-09

North Carolina Governor's Highway Safety Program Quarterly Progress Report – Form GHSP-09

REPORT FOR THREE MONTH PERIOD ENDING December 31, 2022

1. PROJECT NUMBER: [REDACTED]
2. TITLE OF PROJECT: NC Alliance for Safe Transportation
3. NAME OF AGENCY: NCAST

4. WORK COMPLETED DURING THIS QUARTER BY TASK
Project grantees should refer to Section D of the Project Contract and address each task in the applicable 90-day interval. Discuss the work completed during the past quarter in this section and any work that was not completed in Sections 5 and 6. If you need more space, continue on plain paper and attach to this form.

Work completed included securing vendor for website/social media account/communication design services; public launch of NCAST associated with Teen Driver Safety Week in October.

NCAST secured the services of Greenspon Advertising [REDACTED] for the development of an NCAST logo, and securing a website domain (www.ncallianceforsafetransportation.org) and setting up a website. The firm also provided production services associate with the creation of a teen driving safety video (<https://youtu.be/-vMT5GGB3gc>) that was hosted on the NCAST website as well as pushed out via social media, digital advertising, and a statewide cable news buy (on Capital Tonight on Spectrum News).

The deployment of this ad (intended to reinforce for parents the importance of the vehicle driven by teens having key safety features, and to remind teen drivers of key safe driving behavior of avoiding distractions while behind the wheel) also served to leverage recognition of the accompanying announcement of NCAST's launch as a traffic safety organization (a media advisory was sent out to newspaper, television and radio stations across the state, to inform key stakeholders and community leaders of the formation of NCAST).

The results of that efforts as attached to this report.

5. WORK SCHEDULED FOR THIS QUARTER BUT NOT COMPLETED

The functions of the NCAST Executive Director position are able to be accomplished through vendor relationships at this time (with [REDACTED] of Greenspon Advertising on monthly retainer contracts); the NCAST Board met with [REDACTED] to develop a strategic plan for the organization, as well as a program and event scheduled for 2023 (that includes the community meetings which are a part of this grant)

⁵³ GHSP Grant Management Manual [PDF]. Section 5.04 – page 16. Retrieved from [ghsp-grant-management-manual.pdf](#).

6. CIRCUMSTANCES OR PROBLEMS PREVENTING COMPLETION

As a non-profit organization just getting up and running, it was the thinking of the Board of NCAST that to attract the best quality candidates for staff positions there needed to be more time provided to build identity for the organization and its mission, as well as provide more opportunity to lay important fundraising ground work.

The use of contract vendors more than provides the necessary personpower for NCAST to be successful at this juncture of operations.

7. PROJECTED PROJECT EXPENDITURES FOR THIS 90-DAY INTERVAL \$ 33,000
- ACTUAL PROJECT EXPENDITURES FOR THIS 90-DAY INTERVAL \$ 33,000
- TOTAL REIMBURSEMENT FILED TO DATE \$ 33,000
- ARE CLAIMS FOR REIMBURSEMENT ON SCHEDULE? YES NO (Explain)

Note: Project officials are reminded that Federal Guidelines do not permit reimbursement of costs incurred after September 30 of the project year. Projects cannot be extended beyond September 30 of the project year.

RETURN PROGRESS REPORT TO
 Your Assigned Grants Management Specialist via email, or by mail at:
 Governor's Highway Safety Program
 750 N. Greenfield Parkway
 Garner, NC 27529

| | |
|---|---|
| <p><u>GRANTEE OFFICIAL FILING REPORT</u></p> <p>NAME: [REDACTED]</p> <p>TITLE: Board Chair, NCAST</p> | <p><u>SIGNATURE</u></p> <p>[REDACTED]</p> <p>DATE: January 15, 2023</p> |
| <p>FOR GHSP USE ONLY</p> | |
| <p><u>HIGHWAY SAFETY SPECIALIST</u></p> <p>DATE: 1.17.2023, 20</p> <p>[REDACTED]</p> | <p>COMMENTS:</p> |

FIGURE 25: Quarterly Progress Report: Second Quarter Due April 15, 2023 ⁵⁴

GHSP-09

North Carolina Governor's Highway Safety Program Quarterly Progress Report – Form GHSP-09

REPORT FOR THREE MONTH PERIOD ENDING March, 2023

1. PROJECT NUMBER: [REDACTED]
2. TITLE OF PROJECT: NC Alliance for Safe Transportation (NCAST)
3. NAME OF AGENCY: NC Alliance for Safe Transportation
4. WORK COMPLETED DURING THIS QUARTER BY TASK
Project grantees should refer to Section D of the Project Contract and address each task in the applicable 90-day interval. Discuss the work completed during the past quarter in this section and any work that was not completed in Sections 5 and 6. If you need more space, please provide a typed response and attach to this form.
 - NCAST has successfully secured a contractor to serve the Executive Director role.
 - NCAST successfully secured a vendor for its website/communication design services.
 - NCAST has established its website, brand and social media presence.
 - NCAST has begun recruitment of Advisory Council participants through email outreach as well as an informational meeting with stakeholder organizations and individuals that was held at the Department of Insurance on March 9, 2023. Outreach and recruitment continues into the third quarter for the Advisory Council participants, with an official launch meeting set for September.
 - NCAST has held two community forums in March - one in Watauga County and one in New Hanover County. Additional community forums are scheduled to take place in the third quarter in Cumberland, Davidson and Robeson counties.
5. WORK SCHEDULED FOR THIS QUARTER BUT NOT COMPLETED
 - Complete staff position application announcement, interview and hiring effort to fill Program Manager position.
6. CIRCUMSTANCES OR PROBLEMS PREVENTING COMPLETION
 - NCAST Board is currently assessing how best to apply grant funds to provide for the duties and responsibilities of the Program Manager position, as the capacities of the individual contractor serving in the Executive Director position and the additional communications vendor relationship provides for much of what was imagined would be provided by a Program Manager.

GHSP-09

7. PROJECTED PROJECT EXPENDITURES FOR THIS 90-DAY INTERVAL \$ 30,000
- ACTUAL PROJECT EXPENDITURES FOR THIS 90-DAY INTERVAL \$ 30,000
- TOTAL REIMBURSEMENT FILED TO DATE \$ 33,000
- ARE CLAIMS FOR REIMBURSEMENT ON SCHEDULE? YES NO (Explain)

⁵⁴ GHSP Grant Management Manual [PDF]. Section 5.04 – page 16. Retrieved from [ghsp-grant-management-manual.pdf](#).

Note: Project officials are reminded that Federal Guidelines do not permit reimbursement of costs incurred after September 30th of the project year. Additionally, projects cannot be extended beyond September 30th of the project year.

RETURN PROGRESS REPORT TO
Your Assigned Grants Management Specialist via Email or At:
Governor's Highway Safety Program
1508 Mail Service Center
Raleigh, NC 27699-1508

| | |
|---------------------------------------|--------------------------------------|
| GRANTEE OFFICIAL FILING REPORT | |
| NAME: [REDACTED] | [REDACTED] |
| TITLE: Executive Director, NCATJ | DATE: 5/8.2023 |
| FOR GHSP USE ONLY | |
| HIGHWAY SAFETY SPECIALIST | COMMENTS: |
| DATE: _____ 20__ | [REDACTED] |
| SIGNATURE | [REDACTED] |
| | Date: 2023.05.15 10:02:43 -04'00' |

FIGURE 26: Quarterly Progress Report: Third Quarter Due by July 15, 2023 ⁵⁵

GHSP-09

**North Carolina Governor’s Highway Safety Program
Quarterly Progress Report – Form GHSP-09**

REPORT FOR THREE MONTH PERIOD ENDING June , 2023

1. PROJECT NUMBER: [REDACTED]
2. TITLE OF PROJECT: NC Alliance for Safe Transportation (NCAST)
3. NAME OF AGENCY: NC Alliance for Safe Transportation
4. WORK COMPLETED DURING THIS QUARTER BY TASK
 Project grantees should refer to Section D of the Project Contract and address each task in the applicable 90-day interval. Discuss the work completed during the past quarter in this section and any work that was not completed in Sections 5 and 6. If you need more space, please provide a typed response and attach to this form.
 - NCAST continues to build public awareness of its mission and public purpose through its traffic safety messaging pushed out through social media platforms and on its website.
 - NCAST furthered awareness for the organization with various messaging around Distracted Driving Awareness month in April, partnering with Independent Insurance Agents of NC (IIANC) in sponsoring of Distracted Driving Awareness Night at 8 minor league baseball games in Asheville, Hickory, Winston-Salem, Greensboro, Kannapolis, Charlotte, Fayetteville, and Raleigh.
 - NCAST continues to identify and recruit potential Advisory Council members, and looks to host a meeting for the group in September
 - NCAST had held two additional community forums. One in Cumberland County and one in Robeson County. Additional community forums are scheduled to take place in the fourth quarter in Davidson and Graham counties. NCAST is also hoping to hold a joint community forum with Cumberland and Robeson counties in the fourth quarter.
 - NCAST held its quarterly Board meeting in June and planning for events, activities and public awareness communications around 2023 Teen Driving Safety Week in October has begun.
5. WORK SCHEDULED FOR THIS QUARTER BUT NOT COMPLETED
 - None.
6. CIRCUMSTANCES OR PROBLEMS PREVENTING COMPLETION
 - None.

GHSP-09

| | | | |
|--|-----|-----------|------------------|
| 7. PROJECTED PROJECT EXPENDITURES FOR THIS 90-DAY INTERVAL | \$ | 45,000 | |
| ACTUAL PROJECT EXPENDITURES FOR THIS 90-DAY INTERVAL | \$ | 45,000 | |
| TOTAL REIMBURSEMENT FILED TO DATE | \$ | 44,503.49 | |
| ARE CLAIMS FOR REIMBURSEMENT ON SCHEDULE? | YES | X | NO (Explain) |

⁵⁵ GHSP Grant Management Manual [PDF]. Section 5.04 – page 16. Retrieved from [ghsp-grant-management-manual.pdf](https://www.ncdhhs.gov/ghsp-grant-management-manual.pdf).

Note: Project officials are reminded that Federal Guidelines do not permit reimbursement of costs incurred after September 30th of the project year. Additionally, projects cannot be extended beyond September 30th of the project year.

RETURN PROGRESS REPORT TO
Your Assigned Grants Management Specialist via Email or At:
Governor's Highway Safety Program
1508 Mail Service Center
Raleigh, NC 27699-1508



| | |
|---|--|
| GRANTEE OFFICIAL FILING REPORT | |
| NAME: TITLE: |  DATE: 7/31, 20 ⁰ 23 |
| FOR GHSP USE ONLY | |
| HIGHWAY SAFETY SPECIALIST DATE: August 4, 2023 SIGNATURE:  | COMMENTS: |

FIGURE 27: Quarterly Progress Report: Fourth Quarter Due by October 15, 2023 ⁵⁶

GHSP-09

**North Carolina Governor's Highway Safety Program
Quarterly Progress Report – Form GHSP-09**

REPORT FOR THREE MONTH PERIOD ENDING September 30, 2023

1. PROJECT NUMBER [REDACTED]

 2. TITLE OF PROJECT: NC Alliance for Safe Transportation (NCAST)

 3. NAME OF AGENCY: NC Alliance for Safe Transportation (NCAST)

 4. WORK COMPLETED DURING THIS QUARTER BY TASK
Project grantees should refer to Section D of the Project Contract and address each task in the applicable 90-day interval. Discuss the work completed during the past quarter in this section and any work that was not completed in Sections 5 and 6. If you need more space, continue on plain paper and attach to this form.
 - NCAST continues to build public awareness of its mission and public purpose through its traffic safety messaging pushed out through social media platforms on its website.
 - NCAST continues to identify and recruit potential Advisory Council members and will host another meeting of the group on October 19, 2023.
 - NCAST held additional community forums in Cumberland, Robeson and Davidson counties.
 - NCAST attended the GHSA conference in New York City, NY in August 2023.
 - NCAST held its quarterly Board meeting in September.
 - NCAST will launch various events, activities and public awareness communications around 2023 Teen Driving Safety Week from October 15-21, 2023.

 5. WORK SCHEDULED FOR THIS QUARTER BUT NOT COMPLETED
 - None.

 6. CIRCUMSTANCES OR PROBLEMS PREVENTING COMPLETION
 - None.
- GHSP-09
7. PROJECTED PROJECT EXPENDITURES FOR THIS 90-DAY INTERVAL \$ 69,975.20
ACTUAL PROJECT EXPENDITURES FOR THIS 90-DAY INTERVAL \$ 69,975.20
TOTAL REIMBURSEMENT FILED TO DATE \$ 159,616.10
ARE CLAIMS FOR REIMBURSEMENT ON SCHEDULE? YES NO (Explain)

⁵⁶ GHSP Grant Management Manual [PDF]. Section 5.04 – page 16. Retrieved from [ghsp-grant-management-manual.pdf](#).

Note: Project officials are reminded that Federal Guidelines do not permit reimbursement of costs incurred after September 30 of the project year. Projects cannot be extended beyond September 30 of the project year.

RETURN PROGRESS REPORT TO
Your Assigned Grants Management Specialist via email, or by mail at:
Governor's Highway Safety Program
750 N. Greenfield Parkway
Garner, NC 27529

| | | | |
|---------------------------------------|--|--------------------|--|
| GRANTEE OFFICIAL FILING REPORT | | SIGNATURE | |
| NAME: [REDACTED] | | [REDACTED] | |
| TITLE: Executive Director | | DATE: 10/23, 20 23 | |
| FOR GHSP USE ONLY | | | |
| HIGHWAY SAFETY SPECIALIST | | COMMENTS: | |
| DATE: October 23, 2023 | | | |
| [REDACTED] | | | |

Ordering Information

Copies of this report may be obtained by contacting:



Office of the State Auditor
State of North Carolina
20601 Mail Service Center
Raleigh, North Carolina 27699

Telephone: 919-807-7500
Fax: 919-807-7647
Internet: www.auditor.nc.gov

**To report alleged incidents of fraud, waste or abuse in state government
contact the Office of the State Auditor's Tipline:**

Telephone: 1-800-730-8477

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