

THE BUSINESS CASE FOR TRAFFIC SAFETY CULTURE



GROWING YOUR SAFETY CULTURE

Many Toward Zero Deaths (TZD) participants have expressed the need for support with engaging and communicating with agency leadership, elected officials and others in key decision-making positions. They need decision-makers on board for program funding, to access critical data, to approve cross-jurisdictional coordination and partnerships and more. Most importantly, leaders have a major influence in a community's social structure, therefore, they have a major influence on traffic safety culture.

This guide is intended to help traffic safety practitioners develop a compelling business case to pitch traffic safety culture projects to leaders, partners and other decision-makers. The guide assumes you have a safety culture project area or program idea in mind already. The process works best on a project with specific time and resource parameters, in a specific community or geographic location, rather than a loosely defined, ongoing project with a broad reach. The idea is to start with a project of manageable size, then as you see success in your efforts, expand outward to additional communities, partnerships, initiatives, etc. as the momentum for safety culture grows in your community.

That said, if you don't have a project in mind yet, you could spend additional time in the assessment phase identifying needs in your community. On the other hand, you may have a project in mind that changes shape as you go along. This could be due to new insights gained in the assessment phase or due to energy derived from new partners joining the work in progress. By maintaining flexibility, you'll be able to leverage unexpected opportunities to impact safety culture in your community.

Your effort may require more than one attempt to get leaders on board. Leaders may require a considerable amount of up-front education on traffic safety culture before they feel confident investing in new programs and ideas. Thus, there's no standard timeframe for each phase in the process and some steps may be iterative. However, at the end of this process, you'll be able to articulate your proposal and its potential impact, and you'll have a plan to move forward.

PROCESS OVERVIEW

The business case process helps you package an executive summary traffic safety culture proposal, articulate anticipated results and plan for various approval scenarios.

PROCESS STEPS

OBJECTIVES

1 Decision-Making Process	Map out the decision-making for getting your project approved. Identify who is making and influencing the decision, how and when such decisions are made.
2 Needs Assessment	Analyze data from your community and define the traffic safety culture needs.
3 Goal	Articulate the goal your project will achieve in response to the community needs identified in Step 2.
4 Approach	Provide a summarized implementation plan for the project. Describe what the implementation will entail in terms of resources, funds, staff and time.
5 Risk Assessment	Identify any major, foreseeable risks and potential measures for mitigation.
6 Business Case Proposal	Compile the business case into a compelling proposal for decision-making audiences.
7 Decision	Proactively develop next steps for possible decisions or responses to the proposal.

1. DECISION-MAKING PROCESS

OBJECTIVE:

Map the decision-making process for getting your project approved. Identify who is making and influencing the decision, how and when such decisions are made.

The first step in developing a business case for a traffic safety culture project is to understand how approval and support are obtained within your agency. If the project is already soundly within your job description, budget and resource allocation, the business case process may just be a means to proactively prepare for questions. Usually when an agency is trying something new, there is a chain of approval to be navigated, with a proposal traveling through two or more levels of leadership before it's given a green light.

Sample Chains of Approval

HIGHWAY SAFETY OFFICE



DEPARTMENT OF TRANSPORTATION



STEP 1 DECISION-MAKING PROCESS WORKSHEET

ANSWER THE FOLLOWING QUESTIONS TO MAP OUT THE DECISION-MAKING PROCESS YOU'RE FACING.

1. Identify the chain of approval of decision-makers within your agency. Who is likely to be involved in approving your project? Draw it out here, leaving space below your chain of approval to answer additional questions:

Draw your chain of approval here:



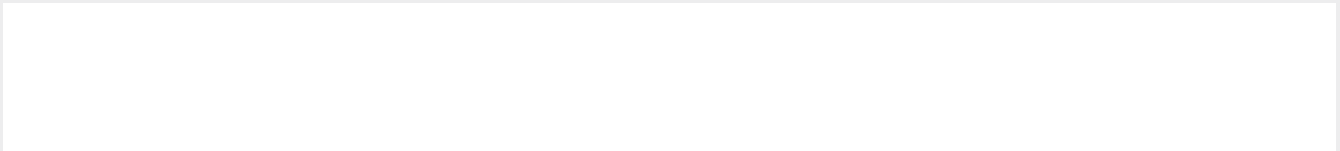
2. How well would a traffic safety culture project fit within your agency's current vision, mission, goals, values, etc.? Use the following scale to rate your agency's openness to a new traffic safety culture effort, with 1 being not receptive and 5 being very receptive.

1	2	3	4	5
<i>Completely New Concept for Our Agency</i>			<i>Traffic Safety Culture is Key to Our Mission</i>	

3. How well do the decision makers in your agency understand traffic safety, as well as the concept of traffic safety culture? Rate on a scale of 1 to 5 for how well you think they understand traffic safety culture. Rate 1 for little/no understanding and 5 for strong understanding. You may choose to rate each person/group in your chain individually, if they have varying levels of understanding.

1	2	3	4	5
<i>Little/No Understanding</i>			<i>Strong Understanding</i>	

4. Are there special considerations or policies that factor into leadership decisions? For example, do certain budget levels require a certain level of approval? Are staffing requests handled separately from the chain you drew? Do formal or informal community partnerships require approval? Make any notes about special considerations and policies here.



5. Besides the individuals mentioned in your chain of approval, who influences leadership support of projects? Check next to the influencers that apply to your situation, and/or add your own below.

Examples of Internal Influencers:

- Finance Department
- Project Development
- Operations Management
- Regional Agency Leadership
- Government Relations/Communications

Examples of External Influencers:

- Governor's Office
- State Legislators
- Advocacy Groups
- Business/Economic Development Community

Other:

STEP 1 DECISION-MAKING PROCESS WORKSHEET (CONTINUED)

6. Who among agency decision-makers/influencers could serve as a sponsor, advisor or champion or who would provide great feedback ahead of the official pitch? List one or two potential advisors/champions.

7. When should you make your pitch? Does it need to align with an annual budgeting process? Is it better to avoid “busy” seasons such as budgeting? Does it strengthen your pitch to time it just after an annual safety report? Does the project itself lend to ideal timing, such as a school transportation project pitched just ahead of the start of a new school year? Note any particulars about timing for your pitch.

8. Are there any other nuances involved in the decision-making process in your agency that will help you succeed? It may help to discuss the process with someone who has been successful at gaining approval in a similar capacity from your agency’s leadership.

How does the decision-making process you’ve described impact the way you’ll pursue your proposed project?

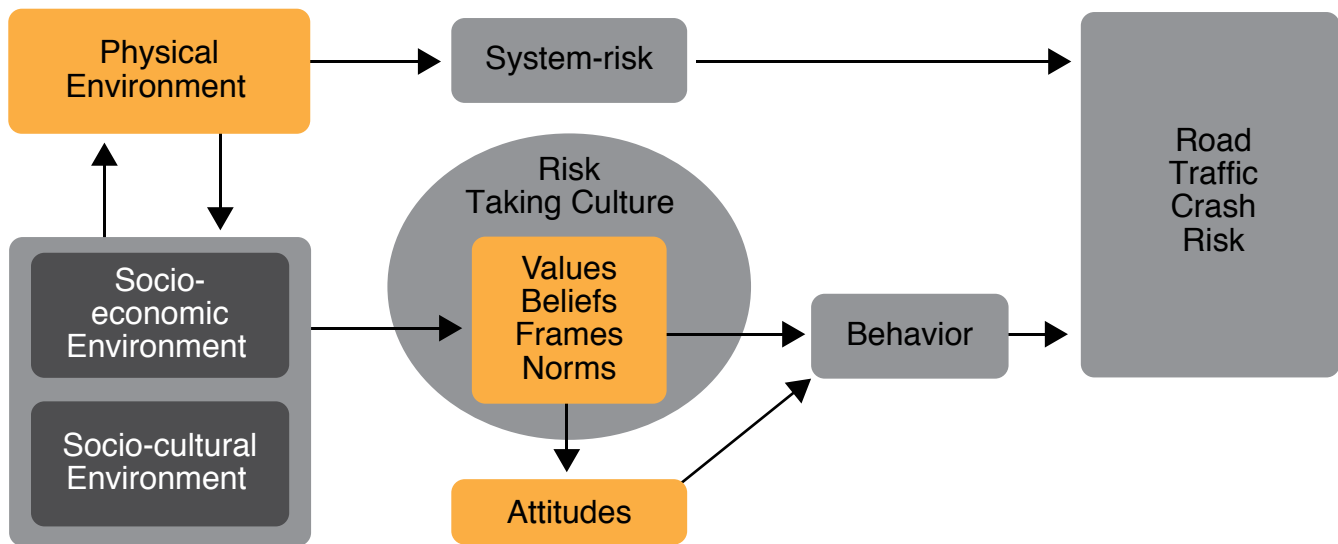
2. NEEDS ASSESSMENT

OBJECTIVE:

Analyze data from your community and define the traffic safety culture needs.

During this step, you'll gather data about the traffic safety culture issue in your community and its impact. This step will help you zero in on the data-driven purpose underlying your project.

The traffic safety culture model focuses on the influence of social factors in a community. These factors affect how people prioritize traffic safety and accept its strategies.



Traffic safety culture model, Toward Zero Deaths: A National Strategy on Highway Safety

Data that gives insight into the risks of road traffic crashes can be found throughout these familiar sources:

- Observational surveys
- Public perception surveys (self-reporting behavior)
- Law enforcement data/incident reports
- Health department/EMS data

This guide assumes you have already identified a crash risk from a reliable data source. This assessment phase helps you measure the values, beliefs, frames, norms and attitudes surrounding that risk. Your approach—to be developed later in this process—will address the cultural elements you're measuring.

STEP 2 NEEDS ASSESSMENT WORKSHEET, PART 1

ANSWER THE FOLLOWING QUESTIONS TO PREPARE FOR YOUR NEEDS ASSESSMENT.

EXAMPLE:

Describe the traffic safety risk for your safety culture project.	Describe the community or location of your traffic safety culture effort.	Add supporting data points.	List the source(s) of your data points.
<i>Not wearing a seat belt is a leading risk factor for death and serious injury in Utah.</i>	<i>Rural Utah counties: Box Elder, Cache, Carbon, San Juan, Sanpete, Sevier, Tooele</i>	<i>Over the past 10 years, over 30% of crash deaths in Utah have involved unrestrained occupants.</i> <i>Unrestrained crash occupants were 40 times more likely to be killed than restrained crash occupants.</i> <i>Seat belts are used less frequently in rural areas of Utah than in urban areas.</i>	<i>1. Utah Department of Public Safety, Highway Safety Office. (2015). Utah Crash Summaries. Salt Lake City, UT. Utah Department of Public Safety. Retrieved from: http://highwaysafety.utah.gov/Crash-Data/Utah-Crash-Summaries/</i> <i>2. Perkins, MPH, Ron. (2015). Utah observational surveys on seat belt use.</i>

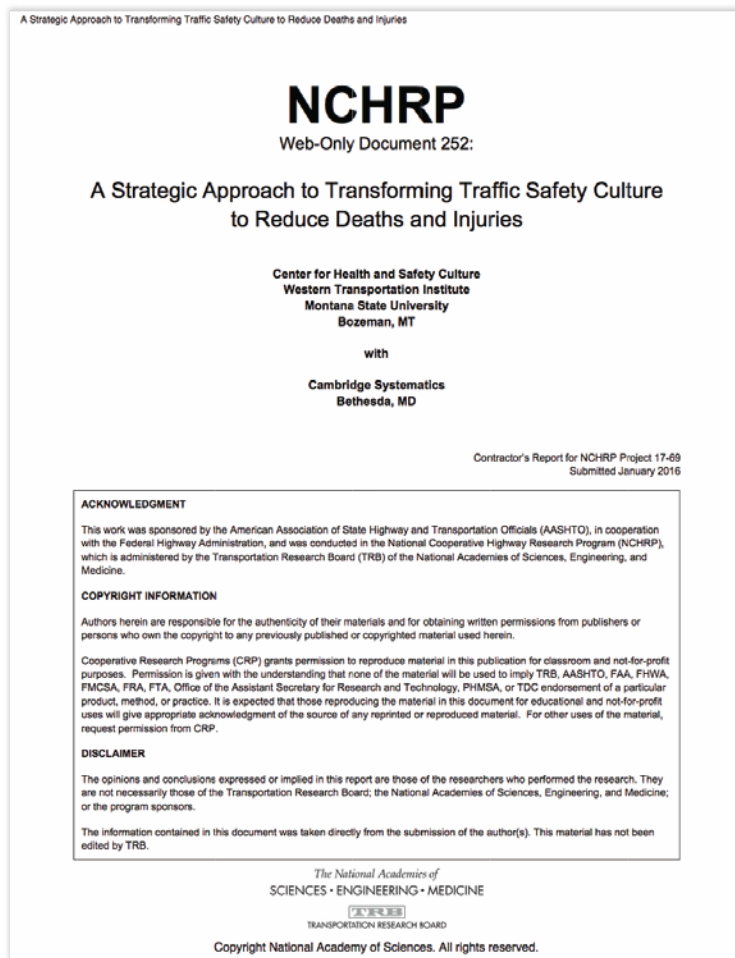
Source: Together For Life: Increasing Seat Belt Use in Rural Utah, TogetherForLifeUtah.org, Utah Department of Public Safety & Partners.

Describe the traffic safety risk for your safety culture project.	Describe the community or location of your traffic safety culture effort.	Add supporting data points.	List the source(s) of your data points.

The example on the previous page shows a traffic safety crash risk (not wearing seat belts), a geographic location (rural Utah), data to support the risk and sources for the data. With that information in hand, you are prepared to move forward with a safety culture assessment. The Utah Department of Public Safety and its partners conducted a community survey of adults on seat belt use in the rural counties. They confirmed that Utah residents share similar values about seat belt use. Their surveys showed that most Utah adults in rural counties strongly agree:

- It's important to protect themselves by always wearing a seat belt.
- They want the people they care about to always wear a seat belt.

Based on these and other insights from their community surveys, Utah developed counter-strategies with a unique set of tools for each rural county to address seat belt use.



Essentially, you'll conduct a survey, focus group, key person interviews or a combination of research methods to understand which cultural elements in your community are influencing traffic safety behavior. For guidance on choosing and evaluating research methods, developing questionnaires, analyzing data, etc., refer to NCHRP 17-69: A Strategic Approach to Transforming Traffic Safety Culture to Reduce Deaths and Injuries. Helpful sections include:

- **Section 1.6: Measuring Traffic Safety Culture**
- **Section 1.7: Analyzing Traffic Safety Culture Data**
- **Step 2.1: Gather Prevalence and Consequence Data**
- **Step 2.2: Assess Traffic Safety Culture**
- **Step 2.3: Assess Existing Strategies/System Interactions**
- **Appendix B: Guidelines for Design of Surveys**
- **Appendix D: Existing Traffic Data Sources**
- **Appendix E: Guidance on Best Practices for Data Collection**
- **Appendix F: Recommendations for Information Included in RFPs for a Survey of Traffic Safety Culture**

¹ Center for Health and Safety Culture. (2013). Utah community survey of adults on seat belt use in Box Elder, San Juan and Sanpete Counties. Montana State University, Bozeman, Montana. (N=1338).

Center for Health and Safety Culture. (2016). Utah community survey of adults on seat belt use in Cache, Carbon, Sevier and Toole Counties. Montana State University, Bozeman, Montana. (N=1831).

STEP 2 NEEDS ASSESSMENT WORKSHEET, PART 2

ANSWER THE FOLLOWING QUESTIONS ONCE YOUR NEEDS ASSESSMENT IS COMPLETE.

1. Describe the top 3-5 insights gained from your needs assessment:

-
-
-
-
-

2. Did you learn anything new about your community members? For example, did you see a significant difference in survey responses based on demographics (age), socioeconomic status (income, housing, job), etc.? How will you apply that information to your safety culture project?

3. Based on the data you've obtained in the needs assessment, what values, beliefs, etc. will you try to leverage with your safety culture project?

3. GOAL

OBJECTIVE:

Articulate the goal your project will achieve in response to the community need identified in Step 2.

The goal of your safety culture project should tie directly to the results of the needs assessment you conducted in the previous step. For the purposes of this process, the goal can be a visionary statement. You may choose to pursue more than one goal. For example, the Utah Highway Safety Office developed a rural seat belt effort “Together For Life Utah,” with the following goals:

1. Confront the seriousness of not wearing a seat belt; and
2. Build hope that communities can work together to reduce risk and create positive change

To create a compelling business case that will persuade leadership to support your project, you may want to align the goal with your agency’s overarching vision, mission, goals, etc. For example, the Utah Highway Safety Office’s mission is to “develop, promote and coordinate traffic safety initiatives designed to reduce traffic crashes, injuries and fatalities on Utah’s roadways.” By comparing the project goal and HSO mission side by side, we can see a clear alignment:

- The seat belt project inherently develops and promotes a traffic safety initiative
- The seat belt project coordinates the traffic safety initiative with the rural county communities, even seeking to “build hope that communities can work together to reduce risk and create positive change”
- Wearing a seat belt is directly tied to reducing injuries and fatalities on Utah’s roadways

Together For Life Utah Goals	Utah Highway Safety Office Mission
<i>Confront the seriousness of not wearing a seat belt; and build hope that communities can work together to reduce risk and create positive change</i>	<i>Develop, promote and coordinate traffic safety initiatives designed to reduce traffic crashes, injuries and fatalities on Utah’s roadways</i>

Although your goal is a visionary statement, it’s important to determine how you’ll measure success after implementing your project. Similar to targets set in a Strategic Highway Safety Plan (SHSP), you should plan to track measurable objectives during and after implementation. For example, in tracking high visibility enforcement of seat belt laws, the Federal Highway Administration (FHWA) suggests measuring the seat belt citations, observed seat belt use and/or public awareness of seat belt laws and enforcement. See FHWA’s SHSP Guidance for additional direction on measuring progress and performance.

STEP 3 GOAL WORKSHEET

BASED ON THE INSIGHTS FROM STEP 2, NEEDS ASSESSMENT, OUTLINE YOUR PROJECT GOAL AND MEASURABLE OBJECTIVES.

1. What is your goal for this traffic safety culture project?
2. How does your project goal align with your agency's mission, vision and/or goals?
3. How will you measure the success of your project?

Method	Target/Timeline
Example: Observational seat belt survey	3% improvement over five years

4. APPROACH

OBJECTIVE:

Provide a summarized implementation plan for the project. Describe what the implementation will entail in terms of resources, funds, staff and time.

Now that you've determined your project goal, you're ready to outline your approach to the project. For now, your outline should have enough detail to provide a "proof of concept" to decision-makers, giving them confidence that the idea will be well-planned and well-executed. However, you'll want to avoid an outline that is too detailed to allow for flexibility once you're moving forward with the project and have more partners and stakeholders involved.

After you've received approval for your project, you'll develop a detailed implementation plan. (For detailed implementation planning, NCHRP 17-69 provides helpful guidance on Strategy Development and Piloting). For now, you'll outline your approach by breaking down your goal into broad tasks. You'll then approximate the resources, staff, cost and time it will take to develop each task.

Here's an example of some of the tasks and resources from the Utah rural seat belt project.

Together for Life Utah Goals

Confront the seriousness of not wearing a seat belt; and build hope that communities can work together to reduce risk and create positive change.

Task	Resources
<i>Identify a champion and recruit local partners in each rural county</i>	<i>Contacts with law enforcement, education, local NETS program, public health department</i>
<i>Assess the local environment in depth with surveys and key person interviews (adults, students, law enforcement, key leaders, etc.)</i>	<i>Survey questionnaires</i>
<i>With local partners, develop key actions for every group in the system: families, schools, workplaces, etc.</i>	<i>Partner meetings/workshops plan</i>
<i>Train local leaders and partners prior to project implementation</i>	<i>Training presentation and toolkit materials (see below)</i>
<i>Develop toolkits for local partners (FAQs, news releases, social media content, etc.)</i>	<i>Info about Utah's seat belt law Local media list FAQs template News release template Social media content template Funding for toolkit development</i>
<i>Implement the program</i>	<i>Program plan to developed in partner meetings/workshops listed above</i>
<i>Evaluate the program</i>	<i>Survey questionnaires</i>
<i>Find long-term funding for the program</i>	<i>Include program strategies in SHSP</i>

In addition to resources, you'll list potential staff, cost estimates and timelines next to each task.

Another important element of the approach step is identifying your core team for the project, with both internal and external team members. Your team may include:

- Agency executive/leader willing to advise the project (see Step 1)
- A leader in the community willing to champion the cause
- Staff listed in your task worksheet
- A representative from each audience targeted by your project (schools, employers, etc.)
- Subject matter experts, both internal and external
- Representatives of partners involved in implementation

For your business case, the core team you propose does not need to be a comprehensive list of all the stakeholders you're going to engage with. The core team list is simply to give an idea to leadership, partners, etc. of who would be involved in implementing the project. Highlight anyone on your core team who you've already approached and who is on board.



STEP 4 APPROACH WORKSHEET

1. Restate the goal of your project here:

2. List your core team members here:

3. Outline your approach here, using additional pages if needed:

Task required to reach goal	Resources needed to complete task	Staff proposed to complete task	Estimated cost	Estimated time frame

Now, re-order your tasks into a GANTT chart. List the tasks in the first column, in order of completion. Fill in the months/weeks in the top row. Fill in the row next to each task by estimating the time the task will take from start to finish. You may prefer to do this exercise in a data sheet (Excel, Google Sheets) or in scheduling software for ease of editing. This would also allow you to add more months, weeks and tasks to your plan.

EXAMPLE:

Task	Month 1				Month 2				Month 3			
	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4
Recruit core team & partners												
Local surveys/need assessment												
Develop key actions/implementation plan												
Etc. ...												

CREATE YOUR GANTT CHART BELOW:

Task	Month 1				Month 2				Month 3			
	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4

5. RISK ASSESSMENT

OBJECTIVE:

Identify any major, foreseeable risks and potential measures for mitigation.

This step in the development of your business case will bolster your proposal by demonstrating that you've anticipated and planned mitigation for risks to the project. This step is not intended to create a comprehensive register of all possible risks, but is intended to create a high-level overview of the risks that would be of most concern to leadership or partners. If your agency already has a defined process for risk assessment, you may wish to substitute that process here or schedule risk assessment for a point in the project that aligns best with your agency's typical procedures.

An executive-level risk assessment should mainly include risks that are relevant to your decision-making audience. An easy way to gauge relevance is to ask yourself, if these risks were to occur, would these decision makers normally be apprised of or involved in the situation? If it's not the type of situation they would normally be involved in, it is probably not necessary to include that risk in your business case proposal. Also, if a situation is very unlikely to occur, it is probably not necessary to include it in your proposal.

For the purposes of your business case, you'll answer three questions for each risk:

- What is the risk?
- How serious is the risk, in terms of potential impact to the project?
- How will you manage the risk?

Group interaction may enhance your risk assessment. Consider holding a risk assessment brainstorming meeting. Invite internal and external colleagues, and involve a multi-disciplinary group. Ask the executive-level advisor listed on your Step 1 worksheet to attend the brainstorm or to give feedback on your work.

EXAMPLE:

Risk	Rating Scale: 1—Minor impact to project 2—Moderate impact to project 3—Major impact to project	Mitigation
<i>Overlooking a key stakeholder</i>	2	<ul style="list-style-type: none">• Work with local community with knowledge of the area to identify as many potential stakeholders as possible• Maintain flexibility in implementation plan to add new stakeholders
<i>Not being able to recruit a local champion</i>	3	<ul style="list-style-type: none">• Work through local stakeholders to identify alternates• Hold off on project until a local champion is on board and local support is secured
<i>Major funding partner backs out of project</i>	3	<ul style="list-style-type: none">• Develop sustainable/long-term funding plan as part of implementation planning process• Diversify implementation plan with low-cost actions alongside funded actions

STEP 5 RISK ASSESSMENT WORKSHEET

COMPLETE THE FOLLOWING TABLE BY IDENTIFYING RISKS TO THE PROJECT THAT ARE RELEVANT TO YOUR DECISION-MAKERS. ASSESS THE IMPACT EACH RISK MIGHT HAVE ON THE PROJECT AND DEVELOP IDEAS TO MITIGATE EACH RISK.

Risk	Rating Scale: 1—Minor impact to project 2—Moderate impact to project 3—Major impact to project	Mitigation

6. BUSINESS CASE PROPOSAL

OBJECTIVE:

Compile the business case into a compelling proposal for decision-making audiences.

This step is the culmination of all the work you've put in to preparing your business case. During this step you'll prepare, solicit feedback, revise and finally present your proposal to decision-makers.

All the information needed for your business case is included in the work you completed in the previous steps of this process. This section will show you how to translate that information into presentation slides.

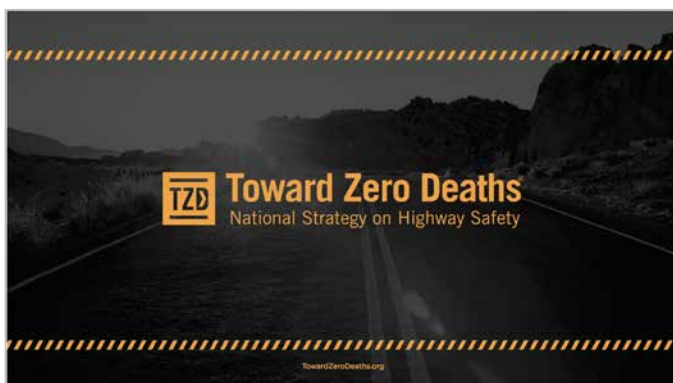
After you've created the draft presentation for your proposal, ask trusted colleagues and/or your executive-level advisor to review it. If some of your core team is already assembled, you may want to give the presentation to that group as a trial run, soliciting their feedback. A group rehearsal would also provide an opportunity to brainstorm questions that the decision-makers might ask and develop answers to those questions.

Consider adapting your presentation for each stage in the decision-making process you outlined in Step 1. For example, your first meeting might be a sit-down, in person meeting that won't require slides, but a slide presentation might be appropriate for your second meeting. You may need to adjust your proposal to fit within a time limit on a meeting agenda. Also, you'll likely revise your proposal between steps in the decision-making process, incorporating the feedback you receive from decision-makers at each step along the way.

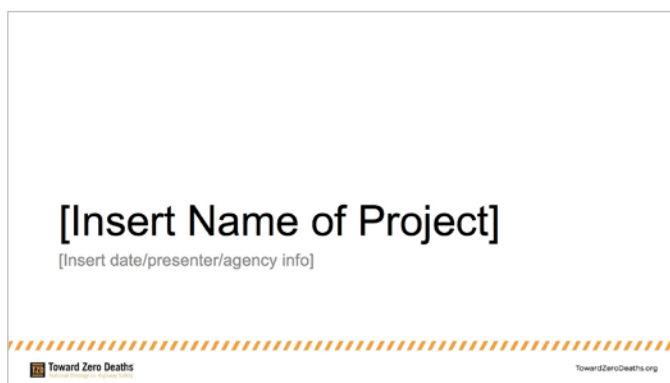
Following the rule of one slide per minute, this sample presentation is approximately 15 minutes long.

CREATING YOUR PRESENTATION

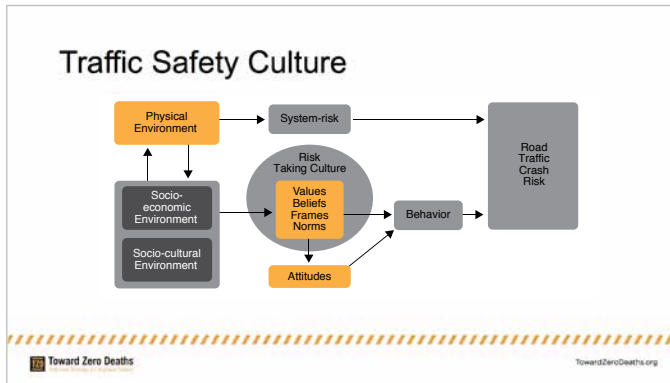
Gather the worksheets from Steps 2-5 and fill in your presentation as follows. This example uses a presentation template from Toward Zero Deaths, available for download from the Toward Zero Deaths website.



Start with this title slide or a slide with the name of your agency/sponsoring program. This is a holding slide to display until you're ready to start your presentation.



*Add a title slide.
Speaker notes: Introduce yourself and the purpose of your presentation.*



Based on your Step 1, Decision-Making Process worksheet, consider how much background information on safety culture is needed for your presentation. Add slides as needed.

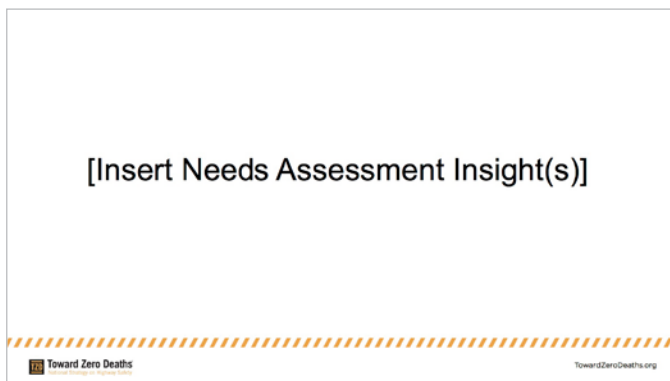


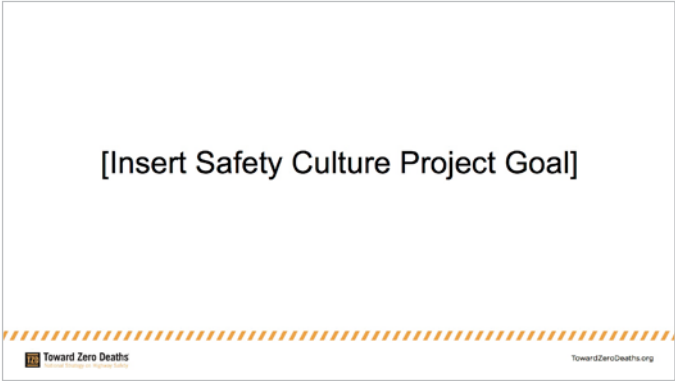
Describe the problem from Step 2, Needs Assessment. Cover the highlights of the data gathered in this phase.



- Supporting data point
- Supporting data point
- Supporting data point

Share the insights from Step 2, Needs Assessment, Worksheet Part 2.





Show the project goal you developed in Step 3, Goal.

Speaker notes: Share the goal of your project and what success will look like.



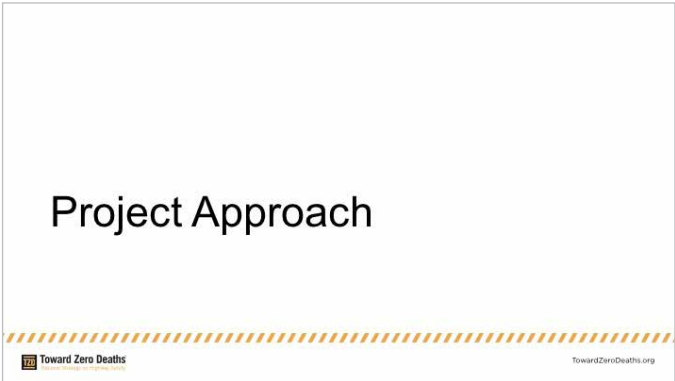
Optional slide: Show your project goal side-by-side with your agency's vision, mission or goal.

Speaker notes: Demonstrate how the goal fits in with your agency's overall mission/goals.



From Step 3, Goal, list your objectives. Be sure to include the quantitative measure and the timing for measurement.

Speaker notes: Describe how you'll track progress toward the goal, and how and when you'll measure the project's success.



Insert a divider slide to introduce a new topic, the proposed approach to your project.

Core Team

- List potential project team members/partners
- List potential project team members/partners
- List potential project team members/partners
- List potential project team members/partners

List members of your core project team from your Step 4, Approach worksheet.

Speaker notes: Clarify which team members are already involved/have pledged support and which team members would be recruited.

Approach

[Insert GANTT chart showing tasks & timeline]

Tasks	Month 1			Month 2			Month 3		
	1	2	3	1	2	3	1	2	3

Insert the GANTT chart from your Step 4, Approach worksheet.

Speaker notes: Rather than read the contents of the slide, summarize your approach by stating the main tasks and the approximate timeline to get your project up and running, and the time it will take to implement until you measure the success of the project.

Cost Estimate

[Insert high-level cost estimate]

[Task 1]	[\$_____]
[Task 2]	[\$_____]
[Task 3]	[\$_____]
[Task 4]	[\$_____]
Total	[\$_____]

Insert a summary of the costs you estimated in Step 4, Approach. Keep the information high-level.

Speaker notes: Include, in your cost discussion, the proposed/requested source of funds and any major contingencies/requirements for accessing those funds.

Resources Required

- List other major resources needed to complete tasks
- List other major resources needed to complete tasks
- List other major resources needed to complete tasks
- List other major resources needed to complete tasks
- List other major resources needed to complete tasks

Mention any other major resources that may be required to complete your project.

Speaker notes: Don't read an exhaustive list of every potential resource. Mention the resources most salient to your audience of decision-makers. You may want to note whether the resources already exist, have been promised by partners or whether any resources might be difficult to acquire.

Risk Mitigation

[Insert table of relevant risks]

Risk	Rating	Mitigation

From Step 5, Risk Assessment, share the major risks that are relevant to the decision-making audience.

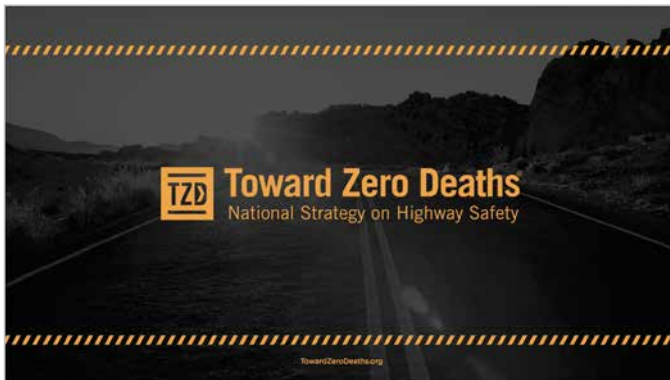
Speaker notes: Don't forget to mention your plans to mitigate risks.

[Insert name of proposal]

[Restate your proposal:
What you need, when you need it,
and costs/resources needed]

In closing, restate the goal of your project and what you believe it will accomplish.

Speaker notes: Clearly state your request: What you're asking for (approval, funds, etc.) and the recommended timing.



Duplicate your very first title slide and use it as a holding slide for questions and answers, discussion, etc.

7. DECISION

OBJECTIVE:

Proactively develop next steps for possible decisions or responses to the proposal.

The last step in the business case development process is to anticipate and prepare for possible decision scenarios. What are your next steps, given the possible responses of your decision-makers? Consider and create a plan for each scenario before giving your presentation. Your core team and executive advisor can help you consider options and evaluate your situation before and after your presentation.

Decision	Preparing Your Response
Yes	<i>The business case helped you prepare a high-level, proof-of-concept plan for your safety culture project. Now that you have approval, consider reviewing NCHRP 17-69 for guidance on developing a more detailed implementation plan.</i>
No	<i>What is the reason for the “no” answer and how could those obstacles be overcome? For example, do the decision-makers need greater understanding of traffic safety culture? Is more political support needed? Do you need a stronger plan for sustainable funding? Is it a matter of timing and can you re-propose your project at a later time?</i> <i>What would it take to have the project re-evaluated? How would you meet those conditions?</i> <i>Would a different type of safety culture project be accepted? How would it differ from this proposed project?</i> <i>What have you learned from this process that you could apply to your next request?</i>
Maybe	<i>How can you adjust your plan to meet the conditions for approval?</i>

Now that you’ve created a plan for a business case, remember why you’re doing this. Your community is relying on you. Your hard work and passion are going to create a culture of safety by changing attitudes and behaviors for the better.



Toward Zero Deaths[®]

National Strategy on Highway Safety

TowardZeroDeaths.org