

Arizona Governor's Office of Highway Safety
Project Monitoring Guide



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Project Monitoring

Overview

Highway safety grant project monitoring is used by GOHS project coordinators to track the progress of project objectives, performance measures and compliance with applicable procedures, laws, and regulations. The process is used throughout the duration of the contracted project and serves as a continuous management tool. Project monitoring also presents a good opportunity for developing partnerships, sharing information, and providing assistance to contracted agencies. Additionally, project monitoring outlines a set of procedures for project review and documentation.

Project monitoring also serves as a management tool for:

- Detecting and preventing problems
- Helping to identify needed changes
- Identifying training or assistance needed
- Obtaining data necessary for planning and evaluation
- Identifying exemplary projects

NHTSA Regulations

The Federal regulations cited by NHTSA for the monitoring requirement is the Common Rule at 49 CFR Section 18.40. Office of Management and Budget (OMB) circulars and other U.S. DOT and NHTSA regulations contain provisions that pertain to monitoring requirements and may also be cited in a NHTSA Management Review. State Highway Safety Offices (SHSO) are responsible for managing the day-to-day operations of sub-grant supported activities. States must monitor sub-grant supported activities to assure compliance with applicable Federal requirements and to assure that performance goals are being achieved. Monitoring must cover each program, function or activity.

Types of Monitoring

Monitoring is formal and informal, financial and operational. The most common types of monitoring are:

- Ongoing contact with the contracted grantee through phone calls, e-mails, correspondence, and meetings
- On-Site and/or In-House monitoring reviews of project operations, management, and financial records and systems
- Review of project Quarterly Reports
- Review and approval of Requests for Cost Incurred (RCIs)
- Desk review of other documents in the project-grant files for timely submission and completeness

Total Awarded Amount	Type of Monitoring
Under \$50,000.00	Desk Review/Phone Conference
\$50,000 and over	May have an In-House GOHS Review

\$100,000+	May have an on-site review
Capital Outlay Greater than \$25,000 (combined)	May have an on-site review
Desk Review and Phone Conference	Internal review of all written documentation related to contractual project including, but not limited to the Contract, Quarterly Reports, enforcement data, financial data, e-mails, letters, notes, press releases, photographs, inventories, and other written correspondence. A phone conference call conducted during the course of the project which includes the date and time of the call, the person(s) contacted, and the results. It serves as an informational review to determine progress of programmatic/financial activities. Both the designated project administrator and fiscal contact should be present, if possible, during the phone conference. If identified financial or operational problems are present, GOHS reserves the right to bring the grantee in for an in-house meeting at GOHS. Monitoring form written by Project Coordinator, any findings, areas of improvement, concern, or recognition will be provided to the grantee.
In-House Review	Documents performance review results including project activities, reimbursement claims review, equipment purchases, approvals, and other information. Reviews applicable information related to the project(s) including, but not limited to the Contract, Quarterly Reports, enforcement data, financial data, e-mails, letters, notes, press releases, photographs, inventories, and other written correspondence. Completed at GOHS in a meeting with appropriate operational and financial personnel. Monitoring form written by Project Coordinator, any findings, areas of improvement, concern, or recognition will be provided to the grantee.
On-Site Monitoring	Documents performance review results including project activities, reimbursement claims review, equipment purchases, and other information. Reviews applicable information related to the project(s) including, but not limited to the Contract, Quarterly Reports, enforcement data, financial data, e-mails, letters, notes, press releases, photographs, inventories, and other written correspondence. Conducted on-site at the grantee's Agency with monitoring form completed on-site by Project Coordinator. Any findings, areas of improvement, concern, or recognition, will be provided to the grantee.

On-site and/or In-house monitoring for grantees of designated projects with large capital outlay purchases, personnel services, and complex projects must be completed within the second or third quarter of the fiscal year. Contracted projects displaying any problems might need on-site monitoring more than once during the fiscal year.

On-site and/or In-house monitoring includes a review and discussion of all issues related to assure the effective and administration of the contracted project. The following are the most important items to review:

- Progress toward meeting goals/objectives and performance measures
- Adherence to the contract specifications, timely submission of complete and correct reports, including required documentation
- Quarterly reports
- Status of expenditures related to the outlined budget
- Accounting records
- Time sheets and overtime slips
- Supporting documentation (training documentation, inventory sheets, photographs, press releases etc)

In addition, the project coordinator will assure that any equipment purchased will be available for inspection and is being used for the purpose for which it was bought under the outlined contractual agreement.

Advanced Preparation Procedures for Monitoring

- Plan each On-site and/or In-house monitoring visit well in advance (preferably at least three to four weeks)
- Refer the project administrator to the appropriate procedures of the forth coming on-site monitoring
- Carefully review the contractual agreement to determine which activities in the action plan should have been accomplished by the on-site monitoring date
- Note any special terms, conditions, or problems that may need monitoring
- Review all correspondence, quarterly reports, and Requests Costs Incurred (RCIs) submitted prior to the visit
- Set up appointments with key grantee staff (administrative and fiscal)
- Provide a list of the types of documents to be reviewed, including time sheets, purchase vouchers, and forms
- Note any items requiring follow-up from any previous monitoring
- During at least one On-site and/or In-house monitoring visit, the project coordinator will review documents and evidence of task completion, depending upon the activities to be conducted and the types of costs involved in the project. Examples of documents to be included in the financial review are presented in the table below

Monitoring Procedure

Ongoing monitoring shall occur in the ordinary course of GOHS operations and includes regular management and oversight of assigned contracted projects and activities as part of their performance.

Ongoing monitoring occurs daily, weekly, or monthly. Weekly phone calls may be appropriate if there are existing or continuous problems. Monthly meetings might be needed for complex projects or those with significant problems. Written correspondence, including e-mails, should address routine matters, unless problems are encountered. Quarterly phone review meetings between the grantee and the project coordinator are required

Any item related to the progress and management of the grant might be covered in ongoing monitoring. Although usually limited to the progress of activities, ongoing monitoring should also cover the timely submission of complete and correct reports and required documentation, budget issues, fiscal issues, problems encountered, procurement procedures, potential changes, the need for any adjustments

Ongoing monitoring should involve assigned project coordinators reporting to the grant manager and other affected personnel. To document on-going grantee monitoring activities, project coordinators should provide documentation on GOHS Monitoring Form

Calls, letters, and occasional meetings are generally not sufficient to adequately monitor a project. In most cases, a project coordinator will need to go on-site to review project status, documents, and grantee grant management and financial records and systems. This type of in-depth review is “on-site project monitoring” because the project coordinator actually visits the location of the project and the offices of the grantee to conduct this monitoring. On-site monitoring should involve all project personnel with management or oversight responsibility for the project, including the project administrator and fiscal representative.

DOCUMENTS REVIEWED DURING ON-SITE MONITORING

Document Type	Information/Items Reviewed
Personnel Services & Employee Related Expenses (for Overtime Contracts)	Labor Distribution report, time sheets; payroll journal reports; payroll taxes (FICA, Medicare), worker’s compensation, LTD (disability), and pension. Reports must have the names of the individuals, overtime hours, OT rate of pay, dates worked, and ERE for each individual. If no report exists, your agency must use the GOHS Overtime Records Sheet along with paystub or payroll journal that supports overtime incurred. GOHS Overtime Records Sheet can be found on the GOHS website at https://gohs.az.gov/grant-opportunities
Professional & Outside Services; Materials & Supplies (PI&E); Capital Outlay/ Equipment; Other Expenses	Bid documents (i.e., Requests for Proposal, written quotes, awards); requisitions; purchase orders; receiving reports; invoices; copies of payment checks to vendors; and the general ledger report that verifies proof of payment.
Travel In-State & Out-of-State	Travel expense claims; hotel receipts; airline travel itineraries and receipts; conference/workshop registration fee receipts; copies of credit card receipts/ bills and/or payment checks (proof of payment).

The GOHS reserves the right to limit reimbursement of Employee Related Expenses from zero (0) to a maximum rate of 40 percent. This is the maximum ERE amount to be reimbursed. It is

agreed and understood that the contracting agency/organization shall absorb any and all expenditures over the contract amount.

Review of Project Status

The project coordinator shall review the status of project activities. Examples of evidence of progress toward task completion might include but not limited to:

- Attendance rosters for training projects or events
- Enforcement reports including activity for funded projects
- Inventory reports
- Training curriculum
- Planning agendas and internal action reports
- Newspaper clippings of events and public information activities
- Photographs
- Quarterly Reports
- Written reports and analysis of data or problem identification projects
- Personnel training records

Review of Budget Requirements

The project coordinator shall review the appropriate program and financial documents for adherence to budget requirements, including, but not limited to, determining whether:

- Expenditures are on schedule
- Costs are in the approved budget category or any subsequent change order
- Necessary prior approvals for travel, equipment purchases, or procurement rules have been followed
- Appropriate procedures have been followed for all expenditures
- Appropriate supporting documentation is available and filed

Direct Observations

On-site monitoring could also include direct observation of contracted activities performed. These might include attendance or participation in a:

- Meeting, workshop or training course
- Press conference or other media event
- Presentation to a school, organization or civic club
- Enforcement activity such as a task force, check point, saturation patrol
- Shift of Selective Traffic Enforcement Program (STEP) enforcement.

Documentation

All findings will be documented on the GOHS Monitoring Form and placed in the grantee's respective federal file. Findings will be discussed with the grantee designated contract representative (project administrator,

fiscal specialist) by phone and/or e-mail. All noted deficiencies will be provided to the grantee with guidance for improvement and solutions to problems. Grantees that exhibit significantly poor performance will be placed on a performance plan as outlined by the project coordinator. Grantee monitoring information will additionally provide documentation for potential funding in subsequent fiscal year grant proposal review.