Grants awarded in FY 2021 and FY 2022 were extended and completed in 2023. GHSA awarded $589,000 to states to encourage the use of ride-hailing services rather than driving after consuming alcohol or other impairing substances, address the threat of high-risk impaired driving, combat the pervasive yet preventable problem of distracted driving, advance access to safe mobility for teens in underserved and socioeconomically disadvantaged communities, and provide safe youth mobility options like walking, biking or riding a scooter.
Chief Executive Officer’s Letter

Fellow Members and Friends:

Over the past year, the Governors Highway Safety Association has led the charge to make our roads safer for all who use them. Despite the many challenges – including an unprecedented surge in dangerous driving that began in 2020 and hasn’t abated – GHSA provided national leadership and advocacy to help reverse this awful trend on our roads and move toward a future where nobody dies in a traffic crash.

GHSA closely monitored the development and release of the National Highway Traffic Safety Administration’s (NHTSA) Final Rule making changes to state grant programs and regulations based on the Infrastructure Investment and Jobs Act (IIJA). The association worked to ensure that the Final Rule provided clarification and flexibility to help states more effectively implement their highway safety programs. Also, to improve the quality of traffic safety data, GHSA served on a National Center for Statistics and Analysis advisory committee tasked with developing the 6th edition of the Model Minimum Uniform Crash Criteria. The association looks forward to the release of this new edition next year.

GHSA has expressed concern about staffing vacancies at NHTSA in the past and continues to do so. Apart from a brief three-month period in 2022, NHTSA has been without a Senate-confirmed leader for the past six and a half years. In February, the White House nominated Ann Carlson to be NHTSA Administrator, but her nomination was withdrawn in May. As traffic fatalities remain at record-setting levels, GHSA continues to call for confirmation of a qualified individual with a strong safety background who can lead the agency at this critical time.

I’m especially proud that GHSA expanded our work to champion equity in highway safety programs and their outcomes. In February, we announced the formation of a new Equity and Engagement Committee to address key barriers to advancing equity, promote greater outreach and engagement in underserved communities and guide GHSA efforts to prioritize equity in all association initiatives. I look forward to seeing the results of the committee’s focus on advancing equitable safety outcomes for all road users.

Building on what we accomplished during our 2021 Annual Meeting in Denver, GHSA’s 2022 gathering in Louisville redefined possible and was an overwhelming success. It was great to have so many partners, friends and traffic safety experts come together to discuss pressing issues affecting our roadways and strategies to address them. I can’t wait to see all of you again this August in New York City for the 2023 Annual Meeting.

In April, GHSA debuted our Emerging Leaders in Highway Safety Seminar in Denver, which was a huge success. During the training, an engaged and enthusiastic group of State Highway Safety Office (SHSO) staff from across the country learned the core principles of leadership and tactics for applying them to highway safety administration and planning issues. I’d like to thank the students and faculty who participated in this important seminar.

We also continued to partner with business and nonprofit organizations to offer unrestricted grant funding to SHSOs. Grant programs announced over the past year focused on equitable mobility for teens, youth mobility in underserved areas, and impaired and distracted driving.

The association also continued to maintain our partnership with the Transportation Research Board and NHTSA as part of the Behavioral Traffic Safety Cooperative Research Program. Over the past year, completed research projects provided states vital information on e-scooter safety, the potential safety impacts of automated driving systems, improving traffic citation and adjudication outcomes, older driver safety and child passenger safety in ride-hailing vehicles.

GHSA continued to draw attention to the safety crisis for people on foot with our annual Spotlight report projecting state-by-state pedestrian fatalities and highlighting countermeasures that can protect people walking. We also issued reports on how to effectively communicate with cannabis consumers about safe driving and the safety issues unique to rural roads and how SHSOs can address them. We continued to sound the alarm on the increase in dangerous driving behaviors that kill people on U.S. roads every day, leading to national media coverage of the state of traffic safety and ways to make our roads safer for all.

The accomplishments I’ve listed over the past 12 months make me proud to lead GHSA as Chief Executive Officer. While we’ve had much success, the data clearly indicate that we have much more to do to reach our shared goal of zero roadway deaths. I remain optimistic and energized as I look forward to helping the association achieve many new accomplishments in FY 2024 and beyond. I want to extend a special thank you to the GHSA staff, Executive Board and our consultants who have worked hard to make everything we’ve achieved over the past year a reality. Lastly, I want to thank each and every one of our members for your continued dedication to traffic safety. GHSA would not be where it is today without your support.
On February 6, NHTSA released its Final Rule governing state highway traffic safety grant programs under the IIJA. The NHTSA Final Rule provides additional flexibilities for states to help them more effectively implement highway safety programs for the next three fiscal years. GHSA was an important voice strongly urging NHTSA to include these flexibilities and clarifications during the rulemaking process.

GHSA partnered with NHTSA to offer a series of training webinars between February and April to help states prepare their first triennial Highway Safety Plans for submission on July 1. As we enter this first triennium, GHSA looks forward to continued collaboration with the agency as they develop guidance on performance measures, e-grants, equity and community engagement, and other issues.

GHSA also expressed concern with the continued lack of permanent leadership at NHTSA. The association strongly supported the nomination of Ann Carlson to be NHTSA Administrator, but her nomination was withdrawn in May. In a time of elevated traffic deaths, GHSA urged the White House and Senate to act quickly to fill this position, which has remained vacant for much of the last six and a half years.

This year, GHSA served as a member of an advisory committee to the National Center for Statistics and Analysis tasked with developing the 6th edition of the Model Minimum Uniform Crash Criteria (MMUCC). We look forward to the release of this crash reporting tool next year.

Upon the one-year anniversary of the U.S. Department of Transportation’s (U.S. DOT) National Roadway Safety Strategy (NRSS), GHSA was honored to be listed as a First Mover in highway safety and we’re excited to see so many of our partners recognized as Allies in Action.
Equity and engagement have been GHSA priorities, especially during the last three years. In December, GHSA’s Executive Board established a new Equity and Engagement Committee to reinforce the association’s commitment to institutionalizing this focus in everything we do. Equity and engagement are also essential elements of the Safe System approach, a new paradigm for highway safety supported by GHSA, the U.S. DOT and many others in the traffic safety community.

One of the most important changes to state highway safety programs is a new set of federal requirements and guidelines for states to identify and engage the communities where they provide services. This includes an emphasis on outreach to disadvantaged communities and incorporating direct input from the public in highway safety planning. GHSA will continue to collaborate with the U.S. DOT to support state efforts to carry out this new engagement. The goal is to ensure that everyone has a voice in highway safety and benefits equally from safety programs.

One example of state outreach to diverse communities came in May, when the Missouri Department of Transportation and the Missouri State Highway Patrol held an innovative Equity and Engagement in Traffic Safety Summit in Jefferson City. Government and nonprofit organization officials, local pastors, college professors, law enforcement and other community leaders from across the state gathered for open dialogue about traffic safety and what should be done to make roads safer for everyone. GHSA and NHTSA were among the organizations in attendance.
GHSA selects and monitors projects under a highway safety research program chartered by Congress. The National Cooperative Research and Evaluation Program (NCREP) began in Federal Fiscal Year (FFY) 2014, changed its name to the Behavioral Traffic Safety Cooperative Research Program (BTSCRP) in 2018, and received $2.5 million annually until FFY 2024, when it increased to $3.5 million per year under the IIJA.

During FY 2023:

- The program produced final reports on:
  - Tracking state traffic citation and adjudication outcomes
  - Behavioral traffic safety messaging on variable message signs
  - Assessing the impacts of Automated Driving Systems (ADS) on the future of transportation safety
  - State practices promoting older driver safety
  - Child passenger safety in ride-hailing vehicles

- Research continued on 19 projects addressing critical safety issues such as engagement between SHSOs and Metropolitan Planning Organizations, rural roads, the effectiveness of public awareness and education efforts, drug-impaired driving, teen drivers, equity issues in bicyclist and pedestrian safety, e-scooter safety and much more.

- GHSA selected five new projects for FY 2024, exploring a range of issues including engaging underserved communities in child passenger safety and other traffic safety efforts, preventing cannabis-impaired driving among teens and young adults, parent-teen supervised driving and the safety impacts of reduced traffic enforcement.
Teen Safe Mobility

Now in its 20th year, Ford Driving Skills for Life (DSFL) – a partnership between Ford Motor Company Fund and GHSA – has invested more than $60 million to provide free, advanced driver education to more than 1.25 million people worldwide. The award-winning program helps teens build critical driving skills – vehicle handling, hazard recognition, and speed and space management – that can help reduce their crash risk and reinforces their responsibility to be a safe road user. The free program features hands-on driving events as well as a website with resources for teens and their parents. In 2022, more than 3,500 teens and their caregivers attended events in Arizona, California, Colorado, the Washington, D.C. area, Kentucky, Michigan, Missouri and Texas.

In 2023, GHSA partnered with Ford DSFL to award $94,000 in grants to four states – Missouri, Montana, New York and Oklahoma – to develop and implement programs to create safer mobility journeys for teens in underserved and socioeconomically disadvantaged areas.

Non-Motorized Road User Safety

GHSA’s annual Pedestrian Spotlight reports offer the first comprehensive look at state and national trends in pedestrian deaths. The first report, Pedestrian TrafficFatalities by State: 2022 Preliminary Data, examined the first six months of state data and found that pedestrian deaths surged 18% (519 additional lives lost) between the first half of 2019 and 2022. A follow-up report issued in June included a full year of state-reported data for 2022 and an analysis of pedestrian fatalities for 2021 using NHTSA’s Fatality Analysis Reporting System (FARS). The data revealed that the number of pedestrian deaths reached an estimated 7,508 in 2022 – the highest figure since 1981.

GHSA and the National Road Safety Foundation (NRSF) provided $75,000 in funding to Colorado, Kentucky and Minnesota to work with community-based groups representing underserved populations to offer safe active mobility options for youth like walking, biking or scooting. This is the second consecutive year that GHSA and NRSF provided funding for youth transportation safety initiatives in socioeconomically disadvantaged areas with limited financial resources.
Speeding

Speeding remains one of the nation’s most pervasive and persistent traffic safety problems. GHSA Chair Barbara Rooney joined with NHTSA in July to launch a new national public outreach campaign addressing speeding, an issue the association has been sounding the alarm on for years. GHSA was honored to stand with NHTSA and other safety partners in announcing this important new campaign to shine a much-needed spotlight on how speeding wrecks lives.

Impaired Driving

GHSA, in partnership with Lyft and Responsibility.org, awarded $80,000 in funding to the Colorado, Maryland, Missouri and Texas SHSOs to support initiatives to promote ride-hailing to help prevent impaired driving during the 2022 holiday season. The program was extended into 2023 to enable the states to promote the availability of ride-hailing discounts during the Super Bowl and St. Patrick’s Day, times when impaired driving rises. A total of 8,903 safe rides were provided as a result of these states’ holiday impaired driving campaigns – meaning 8,903 fewer potentially impaired drivers were behind the wheel.

In partnership with Responsibility.org, GHSA provided $130,000 for projects in five states – Connecticut, Illinois, Louisiana, Maryland and Nevada – to implement strategies to combat alcohol-and drug-impaired driving and train law enforcement officers to detect drug-impaired drivers. Now in its eighth year, the GHSA and Responsibility.org grant program has provided nearly $1 million to states to address alcohol- and drug-impaired driving.

As use and societal acceptance of cannabis grows, GHSA, Responsibility.org and the National Alliance to Stop Impaired Driving (NASID) released a report providing guidance on how SHSOs can better communicate with cannabis consumers about safe driving. The report offers recommendations about the types of messages that do and don’t work and highlights lessons learned from outreach efforts in Colorado and Washington, the first states to legalize cannabis, as well as more recent efforts in Connecticut and Wyoming.

Cannabis Consumers and Safe Driving: Responsible Use Messaging

GHSA Chair and California Office of Traffic Safety Director Barbara Rooney speaks in Los Angeles at a press conference to launch a national anti-speeding campaign.
**Distracted Driving**

GHSA, in collaboration with General Motors (GM), provided a total of $210,000 to SHSOs in Colorado, Kentucky, Maryland, Massachusetts, Missouri, Montana and Nebraska to implement distracted driving activities outlined in a comprehensive report released by GHSA and GM.

To highlight Distracted Driving Awareness Month, GHSA and GM teamed up for a social media campaign to urge drivers to stow their phone every time they got behind the wheel in April. Recognizing that people can develop lifelong habits by doing something repeatedly over a period of time, the campaign’s intent was to help drivers form a new safety habit that will protect them, their passengers and everyone they share the road with.

**Automated Vehicle Technology**

Through funding provided by Waymo, GHSA is partnering with the Emergency Responder Safety Institute to develop, pilot and evaluate an introductory autonomous vehicle (AV) training program for first responders. The training will help prepare law enforcement officials, emergency medical technicians, firefighters, tow truck operators and crash reconstructionists for the rapidly changing safety protocols associated with AV technology.

**Rural Road Safety**

Rural roads are beautiful, but they’re hiding a deadly secret – nearly half of all fatal crashes occur on them, even though only 19% of the U.S. population lives in rural areas. A report from GHSA, funded by State Farm®, explores the extent of the rural road safety problem and dives into the data to determine who dies in these crashes and what risky driving behaviors are key contributors. *America’s Rural Roads: Beautiful and Deadly* also offers nearly three dozen recommendations for SHSOs and their partners to help make rural roads safer.
Expanding and Delivering Member Services

Consulting Services Initiative (CSI)
GHSA’s CSI continued to provide technical assistance to SHSOs on a variety of projects. Consultants have been working with 13 states to update policy and procedure and FARS manuals, conduct staffing and Pre-Management Reviews, analyze high visibility and traffic safety enforcement programs and grant-making processes, provide technical support for a statewide traffic safety council, help advance an e-citation and data integration plan, and develop or conduct a peer review of the Triennial Highway Safety Plan and Annual Grant Application. CSI consultants also developed a speed review checklist to help SHSOs inventory their current speed management efforts and build and/or enhance a multidisciplinary program to address this persistent problem.

2022 Annual Meeting
More than 700 highway safety professionals joined GHSA in Louisville, Ky., for the 2022 GHSA Annual Meeting. The theme, “Redefining Possible: Traffic Safety in a Changing World,” spoke to the critical need to adjust to the changes caused by the COVID-19 pandemic and the associated rise in dangerous driving behaviors. The conference was a hit with attendees with sessions on the Safe System approach, distracted driving, rural roads, pedestrian safety and much more.

Exhibit Hall at the GHSA 2022 Annual Meeting.

Winners of the 2022 GHSA Highway Safety Awards. (L to R: former MADD National President Alex Otte; Families for Safe Streets Co-Founder Amy Cohen; former National Transportation Safety Board Chair Debbie Hersman; Impact Teen Drivers Executive Director Kelly Browning; and former Governor’s Representative and Administrator of the Oregon Department of Transportation’s Safety Division Troy Costales.)

GHSA CEO Jonathan Adkins and Jane Pauley at the GHSA 2022 Annual Meeting.
Executive Seminar and Leadership Development Training Program

GHSA held its first Emerging Leaders in Highway Safety Seminar in April in Denver. GHSA and SHSO faculty members engaged with 21 dynamic students from across the country for two and half days of learning, sharing and networking. The program is designed for non-director level SHSO staff who exhibit a strong desire to pursue a career in highway safety.

The 2022 GHSA Executive Seminar for Program Management was held in Portland, Maine, and featured a slate of new faculty members. The 2023 Executive Seminar will be held in Grand Rapids, Mich., October 1-4, and will feature an extensive discussion of many of the new NHTSA regulatory requirements for state highway safety programs.

Directions in Highway Safety

GHSA’s digital newsletter got a new look and feel this year, providing readers a simple way to quickly catch up on the latest traffic safety information with links to more information for those who want to do a deeper dive. Directions is now distributed to more than 3,500 SHSOs, Associate Members and others who have signed up for GHSA updates.

Webinars

To promote research reports, grant opportunities, the GHSA 2022 Annual Meeting and to share breaking news, GHSA hosted 14 discussion-focused webinars with more than 1,200 attendees. SHSO-specific webinars provided guidance on federal and state policy, tips for grant applications, examples of successful grant-funded programs, and discussions about equity, older drivers, impaired driving detection technology, recommendations on equitable traffic enforcement, counterfeit auto parts and other pressing traffic safety issues.

Website

The GHSA website continues to be a valuable traffic safety resource for SHSO and Associate Members, others in the traffic safety community, the general public and the media. The site features our latest reports that dive deep into a range of safety issues, upcoming events and other learning opportunities, a database of federally funded research projects, current traffic safety career opportunities, recent media coverage and much more. New pages on the GHSA website highlight the importance of equity in traffic safety and the Safe System approach.

The GHSA Members Only website includes additional information and resources exclusive to State and Associate Members. This includes a directory of SHSO leadership and staff, timely updates highlighting relevant traffic safety issues and member activities, and a first look at GHSA requests for proposal.
State Members

Alabama Department of Economic and Community Affairs
Alaska Highway Safety Office
American Samoa Department of Public Safety
Arizona Governor’s Office of Highway Safety
Arkansas Highway Safety Office
California Office of Traffic Safety
Colorado Office of Transportation Safety
Connecticut Department of Transportation
Delaware Office of Highway Safety
District of Columbia Highway Safety Office
Florida State Safety Office
Georgia Governor’s Office of Highway Safety
Guam Office of Highway Safety
Hawaii Department of Transportation
Idaho Office of Highway Safety
Illinois Department of Transportation
Indiana Criminal Justice Institute
Iowa Governor’s Traffic Safety Bureau
Kansas Bureau of Transportation Safety
Kentucky Office of Highway Safety
Louisiana Highway Safety Commission
Maine Bureau of Highway Safety
Maryland Highway Safety Office
Massachusetts Office of Grants and Research, Highway Safety Division
Michigan Office of Highway Safety Planning
Minnesota Office of Traffic Safety
Mississippi Office of Highway Safety
Missouri Highway Safety and Traffic Division
Montana State Highway Traffic Safety Office
Nebraska Department of Transportation Highway Safety Office
Nevada Office of Traffic Safety
New Hampshire Office of Highway Safety
New Jersey Division of Highway Traffic Safety
New Mexico Traffic Safety Bureau
New York Governor’s Traffic Safety Committee
North Carolina Governor’s Highway Safety Program
North Dakota Department of Transportation Highway Safety Division
Northern Mariana Islands Highway Safety Program
Ohio Traffic Safety Office
Oklahoma Highway Safety Office
Oregon Transportation Safety Office
Pennsylvania Department of Transportation
Puerto Rico Traffic Safety Commission
Rhode Island Office of Highway Safety
South Carolina Office of Highway Safety and Justice Programs
South Dakota Office of Highway Safety
Tennessee Highway Safety Office
Texas Traffic Safety Section
Utah Highway Safety Office
Vermont State Highway Safety Office
Virgin Islands Office of Highway Safety
Virginia DMV Highway Safety Office
Washington Traffic Safety Commission
West Virginia Governor’s Highway Safety Program
Wisconsin Bureau of Transportation Safety
Wyoming Highway Safety Program

Associate Members

GHSA appreciates the contributions of these nearly 180 individuals and organizations that support the association’s mission.

AAA
Acusensus Inc.
Adult Driver Services/Driver Safety Consultants, Inc.
Agate Software, Inc.
Alabama Transportation Institute
Alliance Highway Safety
Allstate
Amazon
American Association of Motor Vehicle Administrators
American Honda Motor Company
American Property Casualty Insurance Association
American Traffic Safety Services Association
Anheuser-Busch
Atlee Hall
Audi of America
Aurora
Auto Glass Safety Council
Automotive Coalition for Traffic Safety
B.R.A.K.E.S.
Beer Institute
Begum & Cowen Injury & Accident Lawyers
Belt & Bruner, P.C.
Bisnar Chase Personal Injury Attorneys, LLP
Blue Line Solutions, LLC
Brown-Forman
Buckfire & Buckfire, P.C.
Cambridge Mobile Telematics
Cambridge Systematics, Inc.
Casanova Powell Consulting
Catch You Later Foundation
Cavnue
Chesapeake Region Safety Council
Chris Cochran Communications
Clemson University Institute for Global Road Safety & Security
Coalition of Ignition Interlock Manufacturers
Cognivue, Inc.
Commercial Vehicle Safety Alliance
Connecting Clients Consulting LLC
Cruise Automation Inc.
David Ennis
Davis Injury Lawyers, PLLC
DCCCCA
Defensive Driving by IMPROV
Diagnostic Driving, Inc.
Dolman Law Group
Dräger Safety Diagnostics, Inc.
DRIVE SMART Virginia
Driving in the Real World
Driving-Tests.org
Ehline Law Firm Personal Injury Attorneys, APLC
Emergency Safety Solutions
EndDD.org
Erie Insurance
Family, Career and Community Leaders of America
FIA Foundation
Ford Motor Company Fund/Ford Driving Skills for Life
Foundation for Advancing Alcohol Responsibility
General Motors (GM)
Globosocks, LLC
Glotzer & Leib, LLP
HAAS Alert
Hayden AI
Hecht, Klaeger & Damashek, P.C.
Heinrich Marketing, Inc.
Hensley Legal Group
Heritage Environmental Services, LLC
Hero Digital Network
Highway Safety North
Hound Labs
Iliago, LLC
Impact Teen Drivers
Institute for Traffic Safety Management & Research
Institute of Police Technology & Management
Insurance Institute for Highway Safety (IIHS)
Intoxalock by Consumer Safety Technology
Intoximeters, Inc.
Jennings Consulting, LLC
John A. Webber
Kara Macek Consulting LLC
Kemmy Law Firm
Kentucky Distillers’ Association
Kimley-Horn
Kirk Kerkorian School of Medicine at UNLV
Kisling, Nestico & Redick
KLS Engineering, LLC
KPooole Strategic Relations
Kustom Signals, Inc.
Laser Tech
Leanna Depue
LexisNexis Risk Solutions
Lorrie Laing
Lyft
Marketing Solutions
Maas Law Firm
Mazda North American Operations
Mercer Consulting Group LLC
Michelin Mobility Intelligence
Michigan Auto Law
Minnesota Network of Employers for Traffic Safety
Missouri Safety Center
Mothers Against Drunk Driving
Motorcycle Safety Foundation
NASCAR
National Association of State Motorcycle Safety Administrators
National Association of Mutual Insurance Companies
National Association of Women Highway Safety Leaders
National Coalition for Safer Roads
National Safety Council (NSC)
National Sheriffs’ Association
Nationwide Insurance
Network of Employers for Traffic Safety
NORC at the University of Chicago
North Dakota State University
Nuro Inc.
Onoz & Ericsson Injury Lawyers
Pacific Institute for Research & Evaluation
Patterson Law Group
PluggdIn
Plus AI
PursuitAlert Digital Siren
RADD
Randall & Stump, PLLC
Reflection Band, LLC
Rekor Systems
Robert F. Dallas, Esq. - Attorney
Transportation Policy & Law
Rookie Rides
Rosenfeld Injury Lawyers
Ryan Klitzsch
SADD, Inc.
Safe Kids Worldwide
Safer New Mexico Now
SaferStreet Solutions
SKIDCAR SYSTEM, INC.
Smart Start, Inc.
SmartSimple
Sprattler Group
Stalker Radar/Stalker Street Dynamics
State Farm
Staver Accident Injury Lawyers, P.C.
Stellantis
Steven M. Sweat Personal Injury Lawyers APC
Stratacomm
Sultiff & Stout, Injury & Accident Law Firm
Tactis
TEAM Coalition
Terry A. Pence Consulting
Texas A&M Transportation Institute
The Champion Firm, P.C.
The Keri Anne DeMott Foundation
The Law Office of Richard M. Kenny
The Magic of Life Foundation
The National Road Safety Foundation, Inc. (NRSF)
The Platta Law Firm
ThinkFirst National Injury Prevention Foundation
Thomas Gianni
toXcel LLC
Toyota Motor Sales U.S.A., Inc.
Traffic Injury Research Foundation
Traffic Safety Partners, LLC
Transportation Improvement Association
Travelers Marketing
Troy Costales
TrypScore by Medidas
U.S. Tire Manufacturers Association
Uber
Verra Mobility
Virginia Tech Transportation Institute (VTTI)
Volvo Car USA, LLC
Washington Regional Alcohol Program (WRAP)
Waymo
Westat
Zoox
Our Team

Executive Board Officers

CHAIR
Barbara L. Rooney
Director, California Office of Traffic Safety

VICE CHAIR
Lauren Stewart
Director, Maine Bureau of Highway Safety

TREASURER
Michael Hanson
Director, Minnesota Office of Traffic Safety

SECRETARY
Amy Davey
Administrator, Nevada Office of Traffic Safety

Regional Representatives

<table>
<thead>
<tr>
<th>Region</th>
<th>Designate</th>
<th>Alternate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lauren Stewart, Maine</td>
<td>Vacant</td>
</tr>
<tr>
<td>2</td>
<td>Joe Cristalli, Connecticut</td>
<td>Daphne O’Neal, U.S. Virgin Islands</td>
</tr>
<tr>
<td>3</td>
<td>John Saunders, Virginia</td>
<td>Mark Ezzell, North Carolina</td>
</tr>
<tr>
<td>4</td>
<td>Lora Hollingsworth, Florida</td>
<td>Jason Ivey, Tennessee</td>
</tr>
<tr>
<td>5</td>
<td>Craig Flynn, Minnesota</td>
<td>Emily Davidson, Ohio</td>
</tr>
<tr>
<td>6</td>
<td>Lisa Freeman, Louisiana</td>
<td>Vacant</td>
</tr>
<tr>
<td>7</td>
<td>Jonathan Nelson, Missouri</td>
<td>Bill Kovarik, Nebraska</td>
</tr>
<tr>
<td>8</td>
<td>Carrie Silcox, Utah</td>
<td>Karson James, Wyoming</td>
</tr>
<tr>
<td>9</td>
<td>Barbara Rooney, California</td>
<td>Kari Benes, Hawaii</td>
</tr>
<tr>
<td>10</td>
<td>Janet Kenny, Montana</td>
<td>Shelly Baldwin, Washington</td>
</tr>
</tbody>
</table>

Committee Chairs

ANNUAL MEETING COMMITTEE
Carol Gould, Colorado
Edica Esqueda, Washington

EQUITY AND ENGAGEMENT COMMITTEE
Shelly Baldwin, Washington
Licet Gaveau, New York

FEDERAL RELATIONS COMMITTEE
Lauren Stewart, Maine

FINANCE, OPERATIONS AND AUDIT COMMITTEE
Mike Hanson, Minnesota

MEMBER SERVICES AND DEVELOPMENT COMMITTEE
Amy Davey, Nevada
Mike Schwendau, Wisconsin

RESEARCH COMMITTEE
Mark Ezzell, North Carolina

GOVERNANCE COMMITTEE
Tom Glass, Pennsylvania