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LETTER FROM THE CHAIRMAN

October 26, 2016

Dear Highway Safety Partners,

It was an honor to be elected as Chairman of the Vermont Highway Safety Alliance at last year's Annual Meeting. Our organization continues to be strong and our commitment to reducing crashes and making our highways safer is unwavering.

As we look towards the future we must not forget our past. The year 1979 was the deadliest on Vermont's highways; 161 people died in motor vehicle crashes. Two years ago that number fell to 44. We must remember each of these numbers represents the loss of a loved one, a family member, a friend.

The good news is our data shows a 25% reduction in major crashes from 2004 to 2015. The bad news is Vermont is following the national trend of increased fatalities. During the first six months of 2016 we experienced a 68% increase in fatalities, as compared to the same period in 2015. However, due to our collaborative efforts over the past few months, our hard work has reduced that increase to 10% as compared to 2015 and 10% above the three-year average.

Unfortunately, we see many of the same factors in these crashes; impairment, speeding and occupants not wearing their seatbelts. Impairment by drugs and/or alcohol has been a factor in nearly half of this year's crashes, and over half of the people killed in crashes were not wearing their seatbelt. One must wonder how many of those people might have survived the crash if they had only taken the time to buckle up?

Other challenges for the future include making sure our vulnerable users can safely travel on our highways, addressing issues for novice drivers as well as our aging driver population, encouraging drivers to minimize distractions and focus on driving responsibly, and continuing to make improvements on all our public highways to make them safer.

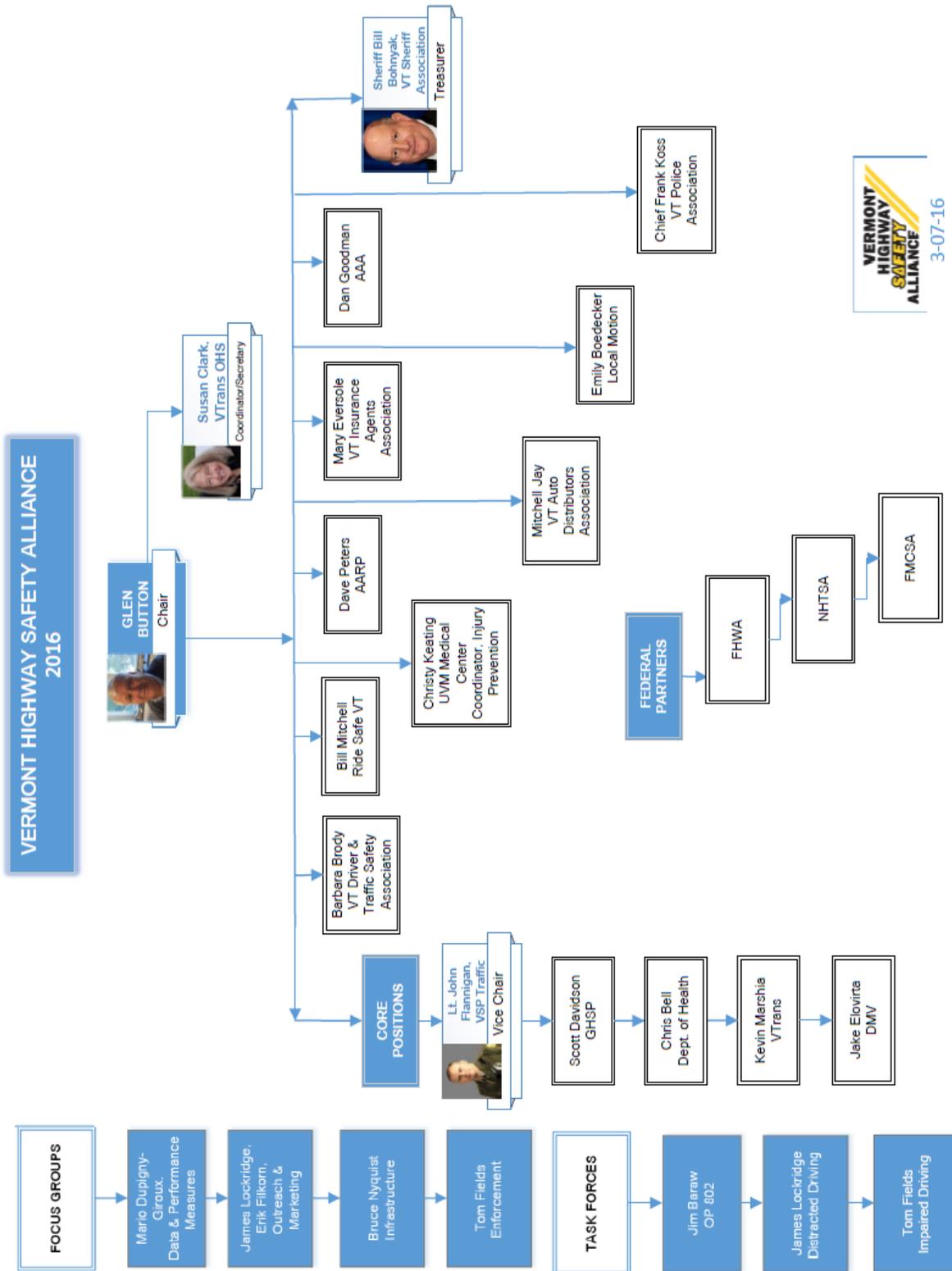
Each of you should be proud of the work you do every day to make our highways safer, I believe you are all "Highway Heroes!"

We have accomplished a lot, but there is still much to do. Through our collective efforts we will continue to work in making our highways safer and promoting the goal of Toward Zero Deaths.

Sincerely,

Glendon W. Button
Chairman
Vermont Highway Safety Alliance

ORGANIZATION CHART





Vermont Highway Safety Alliance

4th Annual Meeting

“Powerful Partnerships”

October 26, 2014

Mount Snow Resort, Dover Vermont

AGENDA

8:00 - 9:00	Registration
8:00 - 8:45	VHSA Business Meeting
9:00 - 9:10	Welcome and Opening Remarks
9:10 - 9:30	News from our Federal Partners
9:30 - 10:10	VHSA Highlights Accomplishments from Focus Groups and Task Forces
10:10 - 10:30	Break
10:30 - 11:00	Child Passenger Seat Safety in Vermont
11:00 - 12:00	Guest Speaker - David Teater: Cell Phone Distracted Driving – a National Public Health & Safety Epidemic
12:00 - 1:00	Lunch
1:00 - 1:30	AAA - New Research into Hidden Dangers Associated with Cognitive Distraction
1:30 - 1:45	State of Vermont Highway Safety Legislative Updates
1:45 - 2:00	AT&T's It Can Wait Campaign
2:00 - 2:15	Break
2:15 - 2:30	Vermont Seat Belt Data
2:30 - 2:40	VHSA Marketing/Branding Update
2:40 - 2:50	VHSA 2016 Priorities
2:50 - 3:00	Closing Remarks

GUEST SPEAKERS

Dr. Gary Margolis

President and CEO, Social Sentinel

Dr. Gary J. Margolis has more than 20 years of distinguished experience in law enforcement and public safety, and over a decade in higher education safety and security. Prior to co-founding Social Sentinel, Inc., he co-founded Margolis Healy & Associates, LLC, a professional services firm specializing in campus safety, security, and regulatory compliance for higher education and K-12.

Under his leadership as Chief of Police at the University of Vermont (1998 – 2009), UVM Police Services became a three-time internationally accredited police agency through the Commission on Accreditation for Law Enforcement Agencies (CALEA). In addition, he has served as a police executive, police academy administrator, police officer and deputy sheriff.

A highly-respected and sought after consultant, speaker, educator, and trainer, Dr. Margolis' areas of expertise include crises response and communications; security technology application; emergency response and recovery planning; and preventing sexual and gender violence. He is called upon by the US Departments of Justice, Education and Homeland Security as a campus security expert and has testified before the United States Senate Committee on the Judiciary. Shortly after the 9/11 tragedies, Dr. Margolis was appointed by former Vermont Governor James Douglas to serve on the Governor's Homeland Security Advisory Committee.

Dr. Margolis traveled to Israel as an invited guest of the Israeli Government and Jewish Institute for National Security Affairs (JINSA) to study terrorism and share his expertise with the Israel National Police and Israel Defense Forces. He has led or been involved in several national and international initiatives for the International Association of Chiefs of Police (IACP) and the International Association of Campus Law Enforcement Administrators (IACLEA).

Dr. Margolis is on the Board of Commissioners for the Commission on Accreditation for Law Enforcement Agencies (CALEA), and is a Past General Chair of the University & College Section of the International Association of Chiefs of Police (IACP), the oldest and largest police association in the world. He is a former member of the association's executive committee, and a founding faculty member of the IACP National Law Enforcement Leadership Institute on Violence Against Women sponsored by the US Department of Justice, Office on Violence Against Women.

Dr. Margolis has been a featured presenter for the National Association of College and University Attorneys (NACUA); the National Association of College and University Business Officers (NACUBO); the National Association of College Auxiliary Services (NACAS); The National Association of Student Personnel Administrators (NASPA); and the Association of College Personnel Administrators (ACPA). His work has been featured in American Council of Education (ACE), Police Chief magazine, the Campus Law Enforcement Journal magazine, and Campus Safety Magazine. He has appeared in the New York Times and various nationally recognized media outlets, including National Public Radio.

Dr. Margolis held a Research Associate Professor appointment in the University of Vermont College of Education and Social Services, and an adjunct professor at Norwich University for many years. He has taught leadership and policy studies for masters and doctoral students in UVM's Educational Leadership & Policy Studies Program, and organizational development and policy administration for master's students in Norwich University's Masters of Justice Administration program.

Dr. Margolis has a Masters Degree in Education and a Doctorate in Educational Leadership and Policy Studies from the University of Vermont. He is a graduate of the Harvard University, Kennedy School of Government Executive Education Program.



Brian Lindner

National Life, Retired

Born in Burlington and grew up with a bedroom in the base lodge at the ski area in Stowe. He graduated from UVM intending to be a history teacher but took a turn and am now retired from a career at National Life Group. He continues to serve at the Corporate Historian for National Life and also for Stowe Mountain Resort where he now works winters in the world's best retirement job as a ski patroller. In addition he spends his additional time as EMT with Waterbury Ambulance since 1986 and is currently a team leader for Waterbury Backcountry Rescue Team. Member of the Board for the VSP Archives Center and Museum which is how/why I became interested in documenting significant Vermont automobile accidents.

Anson Tebetts

WCAX, News Director

Owen Smith is Regional Vice President for Vermont and is responsible for implementing AT&T's legislative, regulatory, public policy, and philanthropic initiatives in Maine, New Hampshire and Vermont. He also represents AT&T on the boards of several organizations throughout the three-state region.

Mr. Smith has spent most of his professional life working in the telecommunication industry in Northern New England. He holds a bachelor of science in business administration from the University of Maine. He is a resident of Gorham, Maine where he lives with his wife and three children.

INFRASTRUCTURE FOCUS GROUP

VHSA Infrastructure Focus Group

Highlights of the Year

- High Crash intersection (VT 62 & Fischer Rd. & Airport Rd.) received some capacity and geometric safety upgrades this past year
- Road Safety Audits (RSARs) were conducted on 10 high crash intersections. Work orders are in the process of being generated to implement some improvements.
- FHWA conducted a process review of the Vermont Highway Safety Improvement Program (HSIP) FHWA provided recommendations and VTrans is developing responses and an implementation plan.

Key Action Items

- Field work completed for next round of HRRR
- 100% of all State highways and Class II Town highways received refreshed pavement markings.
- VTrans Traffic Signal Operations Unit expanded to three operations positions along with three electrical technicians. This will greatly expand VTrans' ability to proactively monitor and operate the state owned traffic signals
- US 302 in Berlin instituted the Road Diet concept this past summer as part of a paving project.
- A short safety training program has been developed for Local Town Road Foremen.

Unmet Needs

- Further work still needed to address a signage program for municipalities on Class II Town Highways.

Goals for Next Year

- Conduct the Town Highway Road Foreman at the regional quarterly meetings
- Update the contracting procedure for the low cost safety improvements in order to expedite the implementation of safety mitigation measures.



DATA FOCUS GROUP

Highlights of the Year

- Built and implemented Crash Data Public Query Tool (aka PQT).
- By way of the TRCC, implemented changes to the UCRForm to include expanded distracted data items. This will provide for a better understanding of the specific distractions occurring during motor vehicle crashes.
- 100% of the LE Agencies in Vermont are using Web Crash voluntarily.
- CDIP Recommendation: Implemented additional auto population data fields in Web Crash. Law enforcement can now electronically access driver and vehicle information from three state DMVs, namely Vermont, New York and Massachusetts. Auto population provides for accurate data, eliminating the possibility for typing errors.
- The Local Road Linear Reference System (LRS) was generated for 2015 with significant revisions in the methods of calibration of the routes, leveraging intersection to intersection mileage instead of origin and terminus of the full route. This data includes all highways that receive state and federal aid.

Key Action Items

- Provided crash data in support of specific emphasis areas including occupant protection, impaired driving, pedestrian and bicyclist involvement, motorcycles, work zones, and heavy vehicles.
- Crash staff continued involvement in the Police Academy training sessions.
- The VTrans Mapping Section continues to augment the master road centerline data layer used in the generation of the Local Road LRS. There has been the addition of attributes and geometry from the E911 road centerline, with 33,893 arcs of the total 74,639 (45%) completed to date. VTrans and E911 continue to work collectively on the refinement of the road centerline data schema and town boundary data.

Unmet Needs

- Local law enforcement participation on the Data FG.
- Additional data sources needed to complement current crash dataset.
- Continued update of the remaining 55% of the road centerline conflation with E911 data is remaining. Improved access of the Local Road LRS and full All Roads LRS to the VTrans GIS Users and VCGI is a key unmet need.

Goals for Next Year

- Discuss ways to encourage Focus Group active participation.
- Increase data mining activity so we can be more proactive instead of just reactive to the issues.
- Monitor feedback from the Public Query Tool (PQT): Use feedback to identify possible enhancements.
- Continue to provide PQT and Web Crash user help line support.
- Maintain involvement in the e-Citation/Ticket project. Track progress of the data integration task.
- Continue to provide crash data training at the Police Academy. Maintain focus on the need for quality data.



- Identify other data sources in order to complement state crash data when identifying issues and determining resolutions.
- Consider using VTrans' summer Turning Movement staff to obtain cell phone and belt use windshield surveys.
- Identify Web Crash improvement possibilities: Improve in areas of timeliness of reporting. Identify new features to improve upon the accuracy, completeness, and uniformity of the data. Work for ways to integrate crash data w/other systems.
- Publish 2010-2014 High Crash Location report.
- Continue to serve the data needs of the VHSA.
- Continue with auto population improvements by adding another three (3) state DMV data links to Web Crash.
- 405C funds expire in 2015 and will not be renewed. Any additional efforts on the Local Road LRS project will be performed through other avenues. The core goal of this project to develop a process for the generation of a Local Road LRS has been completed and continued effort is needed with data refinement and augmentation.
- Purchase of AASHTOWare Safety Analyst by VTrans, deployment and integration into safety programs.



EDUCATION/OUTREACH & MARKETING FOCUS GROUP

Highlights of the Year

- Construction of Driver Safety Fair web site resource, yscvt.wordpress.com; planning for pilot safety fair events; press developed.
- Introduction of Terry Goguen/JoyRyde; Paul Burroughs, My Decision Driving (simulators); Beth & Hartley Bingham, TextLess LiveMore; Robert Carey, Victim Impact Panel (Lamoille Restorative Center); Amy Holloway, DOC Victim Services.
- Teen Driver Safety Month established by VT legislature.

Key Action Items

- Reviewed and updated key SHSP performance measurements.
- Shared & supported member organization resources & projects: Sharon Huntley audio PSA; TextLess LiveMore; JoyRyde mobile app; VTrans Public Query Tool; DoC Victim Services' Red Ribbon Ceremony, Local Motion VT Road Users Rally for Safety.
- Expanded Focus Group membership.
- Expanded meeting venue options beyond Washington County.

Unmet Needs

- Designation of member roles and functions within EOM FG projects.
- Indistinct opportunity for EOM project funding development beyond VTrans/GHSP.
- Vehicle for effective sharing of member organization information/opportunities.

Goals for Next Year

- EOM member organizations will play a crucial and active role within the DDTF social media outreach campaign.
- Present one or more driver safety fair events at a high school campus to generate FAQ/S.O.P. and documentary materials for safety fair web resource.
- Secure Agency of Education representative as EOM FG member.
- Expand resources available within driver safety fair web site.
- Consider youth and media-related initiatives that engage drivers in safety messaging programs.
- Consider improvements to VHSA resources that empower citizens to engage in messaging and reporting road hazards at-will.

ENFORCEMENT FOCUS GROUP

Annual Report

Highlights of the Year

- Team worked with VTRANS to develop new traffic safety messages to be displayed on the variable message boards throughout the state
- Team members and community representatives are conducting ongoing Road Safety Audits (RSARs) with the goal of completing 10 audits this year.
- Click it or Ticket Task Force members and Enforcement Focus members combined efforts with the American Red Cross in Vermont to conduct blood drawing events at Click it or Ticket press events with all of Vermont's media outlets present.
- A partnership was developed with Vermont Truck and Bus Association to provide Click it or Ticket placards to be applied to the back of trucks owned by members of the Association
- Enforcement Focus members representing Vermont's municipal police departments, sheriff's departments, State Police, DMV and Constables combined forces to conduct high visibility DUI enforcement campaigns

Key Action Items

- Additional law enforcement agencies participated in the Highway Visibility Enforcement campaigns. We achieved 82% of all agencies participating.
- Improved relationships with all media outlets in Vermont that expanded the use of earned media to raise awareness of distracted driving and speeding issues that have been directly related to increased serious and fatal crashes.
- Meetings with DUI Task Force Captains were scheduled to use the most current DUI arrest and crash data to zero-in and target specific areas of DUI enforcement.
- Identification of key points of contested traffic violations in order to provide law enforcement officers with tools to be successful in prosecuting these cases.

Unmet Needs

- The development of a venue in which court hearing officers, Superior Court staff, law enforcement and others can have a day of sharing information with the goal of improving relationships and communicating needs.
- Raising public awareness of ways to avoid crashes and how to survive a crash is always a challenge. We need to work harder on this.

Goals for Next Year

- Explore ways to get students involved in thinking about safety
- Complete a brochure for police officers that encourages them to write more traffic violations knowing that the mysteries of hearing court preparations can be avoided. Enforcement is the key.



IMPAIRED DRIVING TASK FORCE

Highlights of the Year- Many of these topics are subjects that directly relate to the recommendations of the January 2012 NHTSA sponsored Impaired Driving Assessment

- Modest beginnings of the use of saliva drug testing project.
- Increased use of the DUI Task Force teams at outdoor events such as popular fairs and concerts where alcohol is served
- Tour of the Department of Public Safety Forensic Laboratory
- There has been some movement in the project to improve the DUI processing form.
- Creation of the Impaired Driving Project Manager

Key Action Items

- More timely use of public service announcements (PSA's)
- Improved distribution of NHTSA DUI enforcement tools know as PEAK publications.
- Meetings with DUI Task Force Captains to share the most current DUI arrest and crash data to zero-in and target specific areas of DUI enforcement.
- Additional law enforcement agencies participated in the Highway Visibility Enforcement campaigns to include both the December/Holiday DUI campaign and the Labor Day/Back to School DUI campaign.
- The acquisition of an Impaired Driving Project Manager position and the hiring of a top candidate for this responsibility.

Unmet Needs

- An in-state drug testing laboratory that would eliminate the very costly out of state drug testing process.
- An improved and streamlined DUI processing form.

Goals for Next Year

- Now that a Project Manager has been hired this will provide an opportunity to achieve more of the recommendations made by the January 2012 Impaired Driving Assessment team.



DISTRACTED DRIVING TASK FORCE

Key Action Items

- Collaboration with UVM TRC to set a path toward producing a statewide driver attitude survey. UVM TRC is drafting questions now, and a proposal for the campaign strategy has been outlined.
- Rep. LaLonde attended to help the DDTF fact-find and improve its ability to accomplish safety-related messaging. Rep. LaLonde explained the inspirations and influences that resulted in H.527, which addressed several highway safety-related topics including distracted driving. The conversation informed DDTF members about the dynamics of VHSA member organizations own independent advocacy and the scale of general public and legislative recognition of VHSA as a resource for safety data and insight.

Unmet Needs

- Develop specific obligations for task force inside new VHSA structure so it can generate benefit to the VHSA methodically.

Goals for Next Year

- Determine specific VHSA need for the task force.
- Examine task force membership to effectively address VHSA needs.
- Finalize, distribute, and promote young VT driver attitude survey to create a baseline understanding of current driving distraction.



“OP802” – OCCUPANT PROTECTION TASK FORCE

Highlights of the Year

- Created and facilitated a project named “Click it in the Kingdom”
- Created a template for assisting the *Click it or Ticket* (hereafter referred to as CIOT) program in May. This project focused on seat belt compliance in the Northeast Kingdom during the statewide *CIOT* program. OP802 contributed enhanced engineering/signage support, furnished up-to-date maps and data, provided educational and handout materials, offered Law Enforcement inter department incentives, and produced all-inclusive media outreach that inundated the area with before, during, and post details. Goal was to offer a “one-stop shopping” super support for a limited mission (CIOT).

Key Action Items

- Obtain and deliver Occupant Protection hand out materials to Law Enforcement Departments.
- Facilitate mapping and data resources for Law Enforcement Agencies.
- Variable message boards to reinforce the “CIOT” message in the area.
- Comprehensive media messages to educate and inform the area.
- Communicate with all area law enforcement.

Unmet Needs

- None

Goals for Next Year

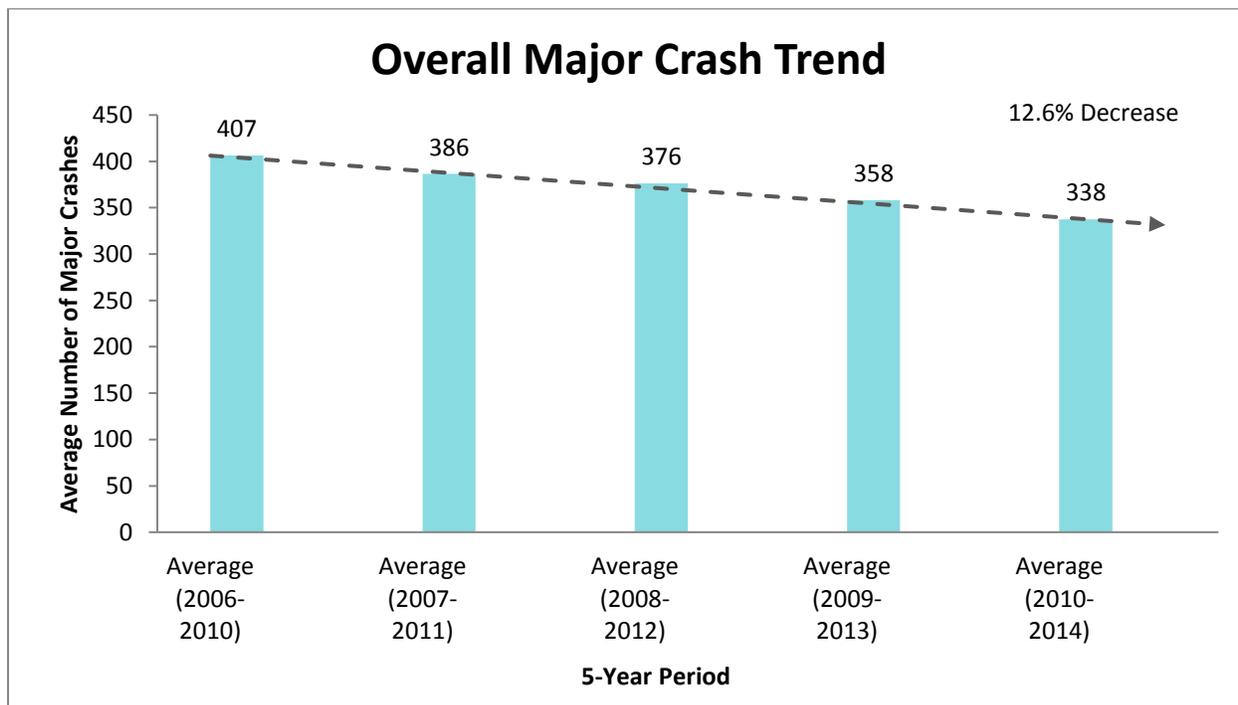
- Focused Mission: Choose a 3-county area (i.e., Windham, Windsor, Orange) for another occupant protection compliance immersion, using the methods described above.
- Include a member of the Vermont Department of Health on OP802.



CRASH DATA

The goal of the VT Highway Safety Alliance and the Strategic Highway Safety Plan (SHSP) is to reduce Major Crashes by 10% or greater by 2016. This is based on a five year average for the analysis period by comparing 2007-2011 averages to 2012-2016 averages. The following charts and data include major crash data for the Critical Emphasis Areas identified in the SHSP as well as crash data for the Significant Emphasis Areas identified in the plan. These charts indicate that while progress is being made in most areas, many opportunities exist to further reduce crashes on our highways.

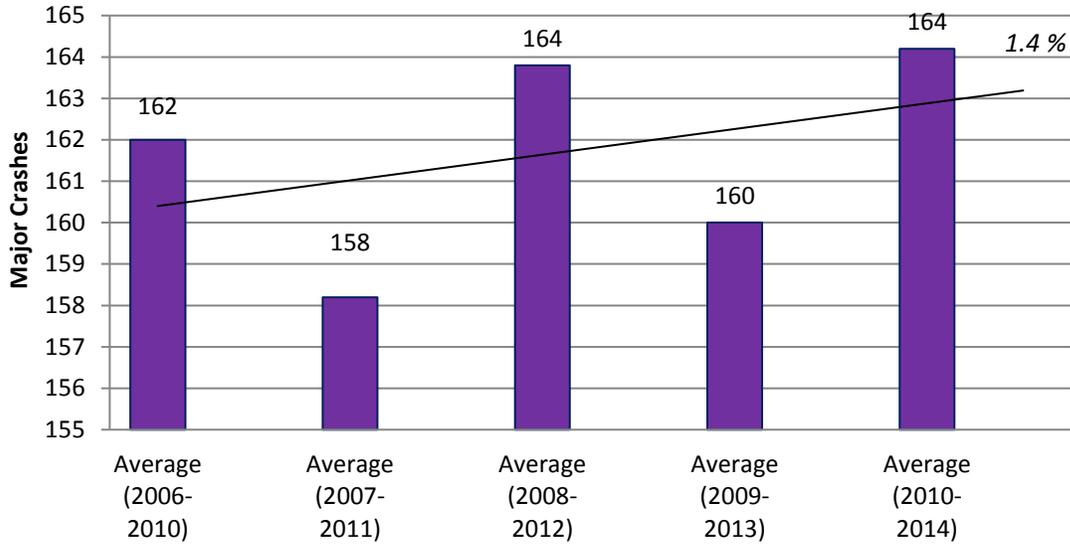
Crash Types per Year							
Year	Major Crashes		Non-Incapacitating Injury	Possible Injury	No Injury	Other*	Total
	Fatal	Incapacitating Injury					
2004	84	354	1,841	1,110	9,905	695	13,989
2005	68	394	1,786	1,015	10,908	406	14,577
2006	77	392	1,785	1,055	10,604	820	14,733
2007	62	323	1,576	856	10,926	688	14,431
2008	66	347	1,427	760	10,926	235	13,761
2009	68	308	1,333	679	9,888	375	12,651
2010	63	327	1,366	705	10,172	245	12,878
2011	48	320	1,377	657	10,228	10	12,640
2012	70	264	1,354	646	9,300	12	11,646
2013	64	258	1,251	618	9,463	2,134	13,788
2014	42	232	1,213	682	9,132	1,414	12,715
Total: 2010 to 2014	287	1,401	6,561	3,308	48,295	3,815	63,603
% of Total	0.5%	2.2%	10.3%	5.2%	75.9%	6.0%	





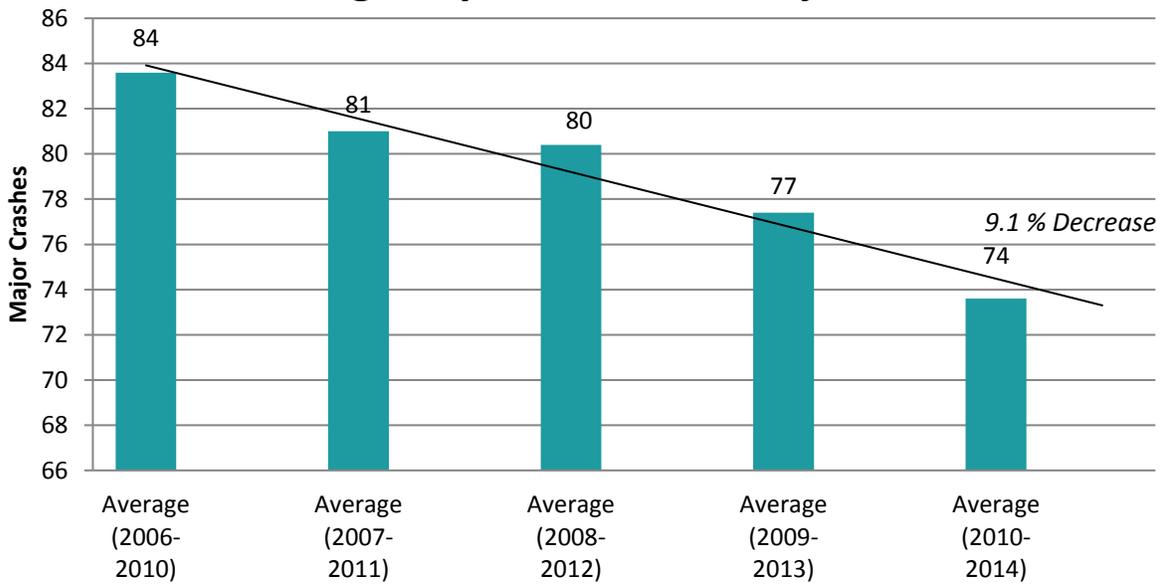
CRITICAL EMPHASIS AREAS:

CEA 1A - Lane Departure Major Crashes



RanOffRoad or hit guard rail, tree, pole, sign, ledge/boulder, or other fixed object. Does not include overturned vehicles.

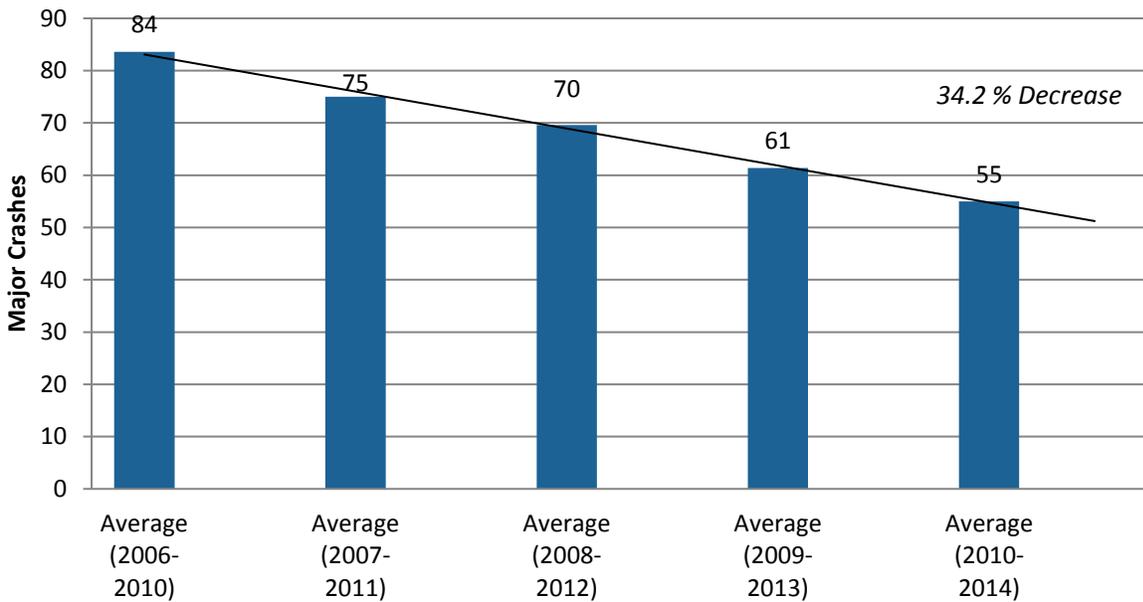
CEA 1B - Highway Intersection Major Crashes



Includes T-intersection, four way intersection, Y-intersection, traffic circle, roundabout, or any intersectino with three or more approaches.

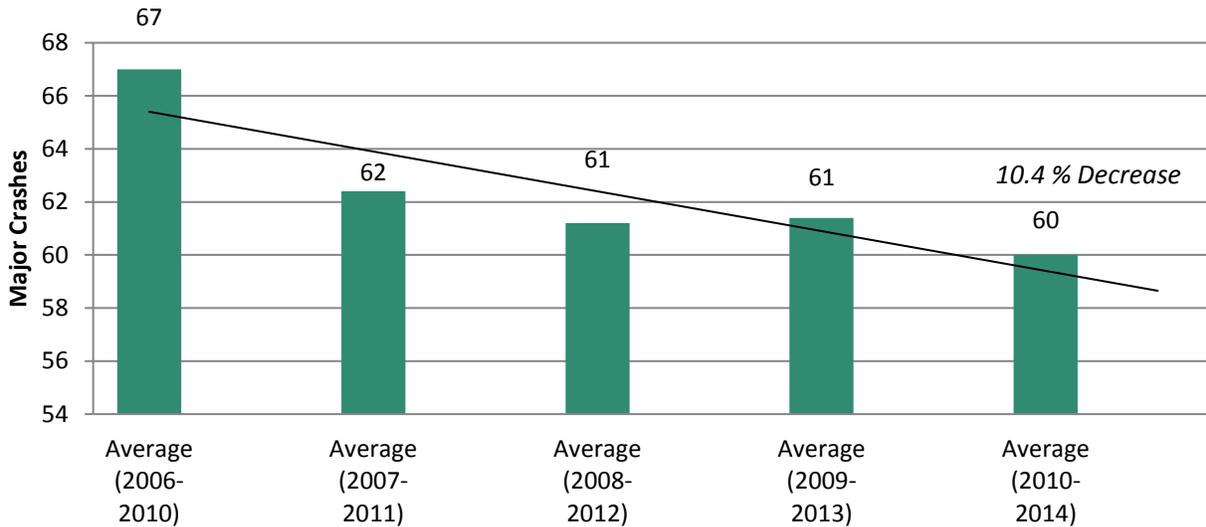


CEA 2A - Young Driver Major Crashes



Young driver is defined as a driver under the age of 21.

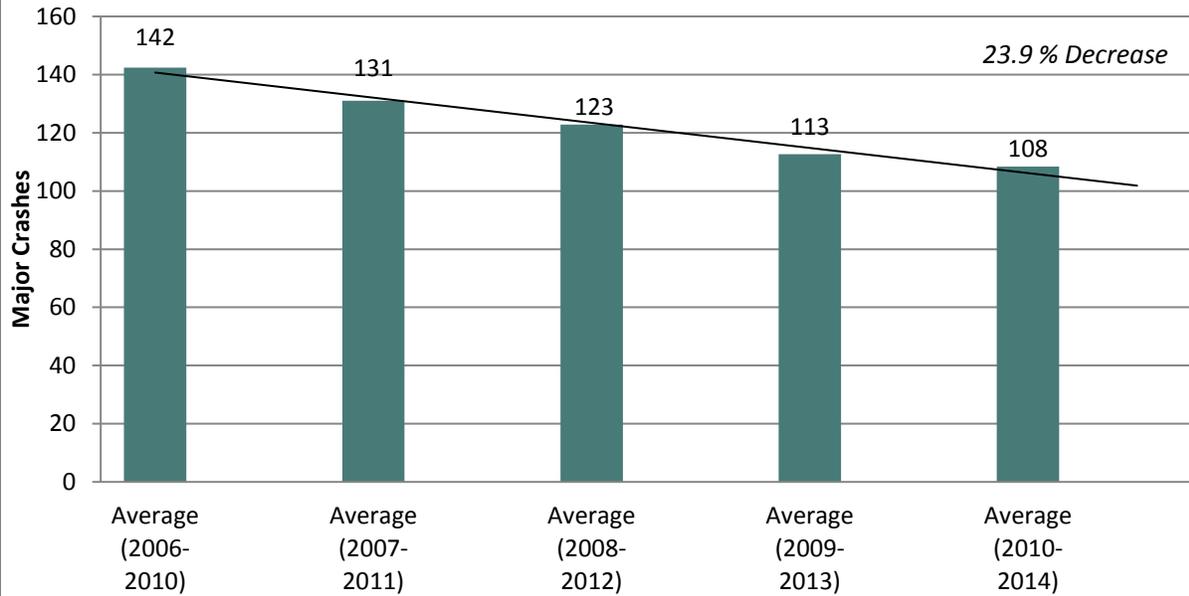
CEA 2B - Older Driver Major Crashes



Older driver is defined as a driver who is 65 years of age or older.

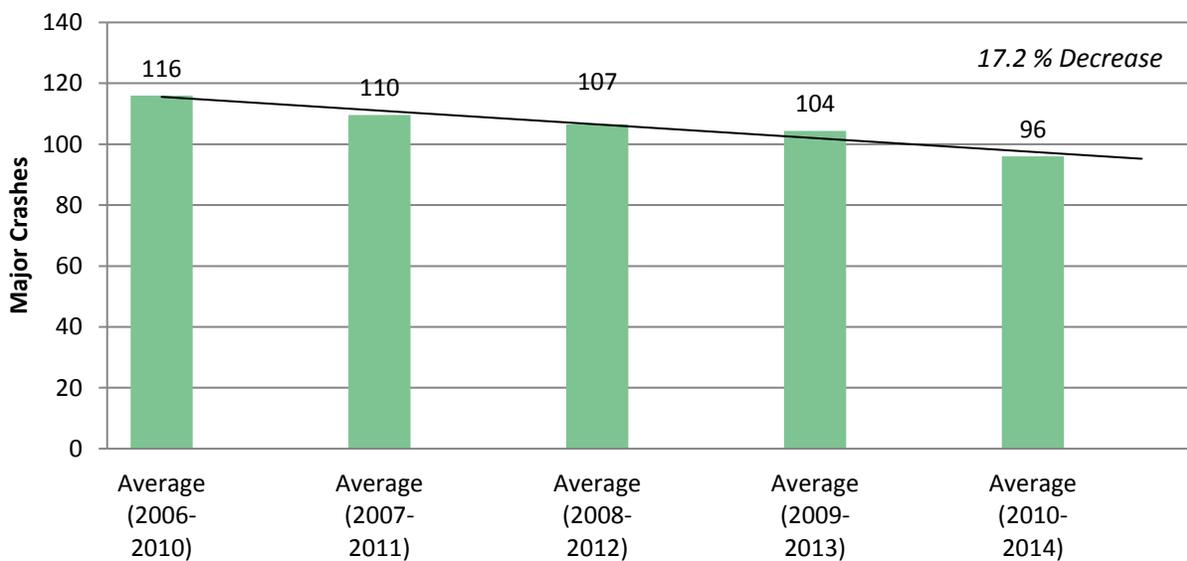


CEA 3 - Speeding/Aggressive Major Crashes



Speeding is defined as exceeding the authorized speed limit or driving too fast for conditions. Aggressive driving is operating a vehicle in an erratic, reckless, careless, negligent or aggressive manner.

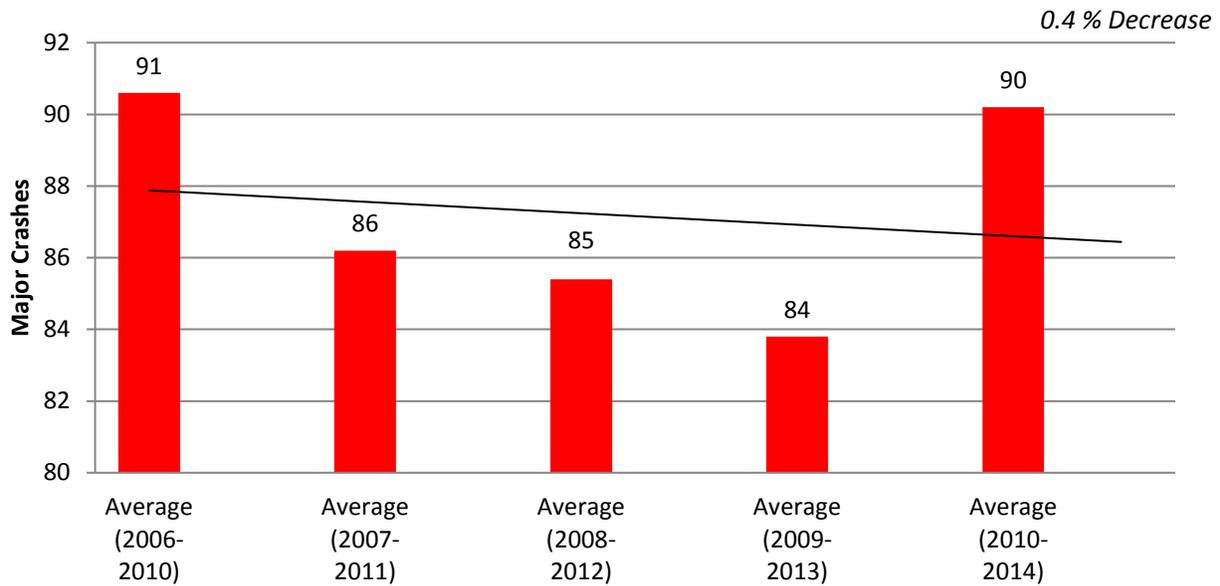
CEA 4 - Occupant Protection Major Crashes



Improper or no use of occupant protection.



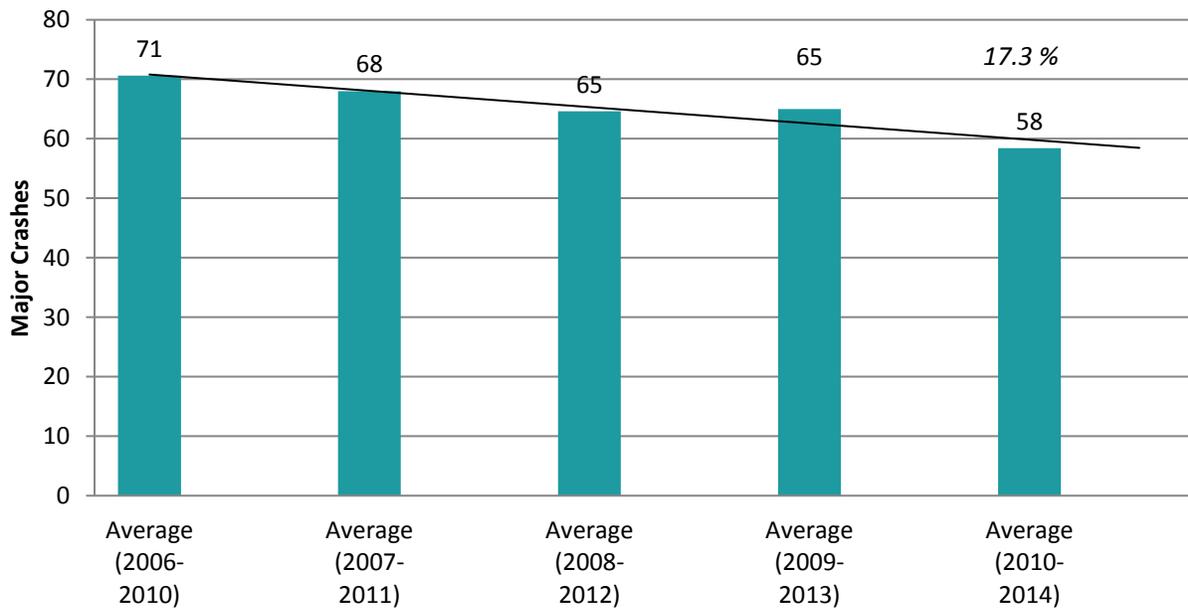
CEA 5 - Alcohol and/or Drugs Indicated*



Alcohol &/or Drugs INDICATED: Major Crashes where Contributing Circumstances 1 or 2 is Under the Influence or Apparent Operator Condition 1 or 2 was Under The Influencd or Had Been Drinking or Operator BAC = 0.01+ or DrugTestResults indicate positive findings.

*Previously referred to as Impaired Driver Major Crashes.

CEA 6 - Alert/Distracted Driver Major Crashes

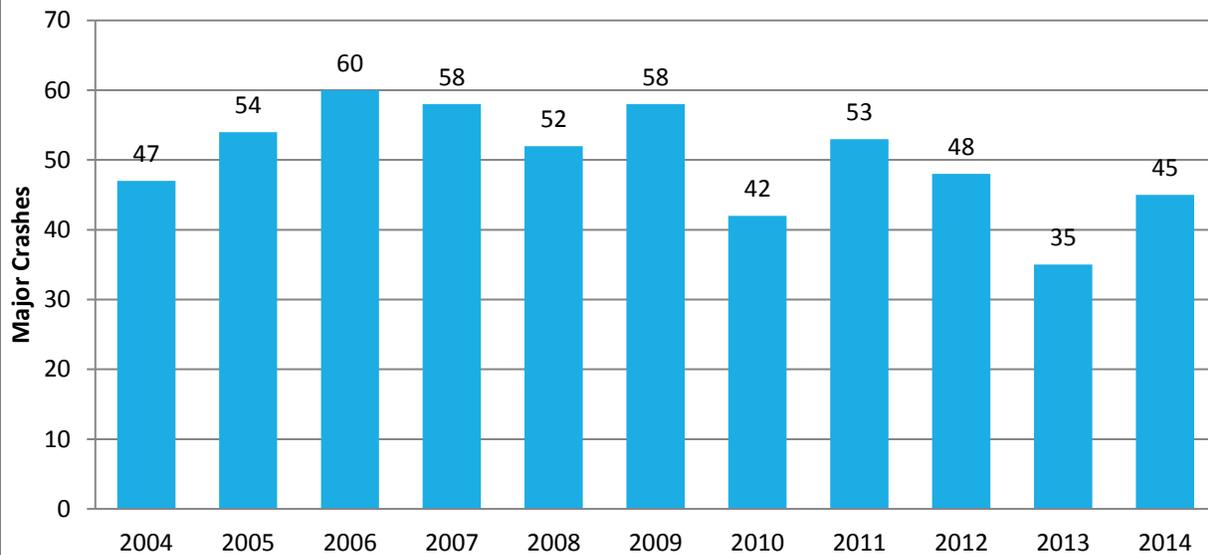


Contributing Circumstances-Driver were Inattention, Distracted, or Fatigue, Asleep.

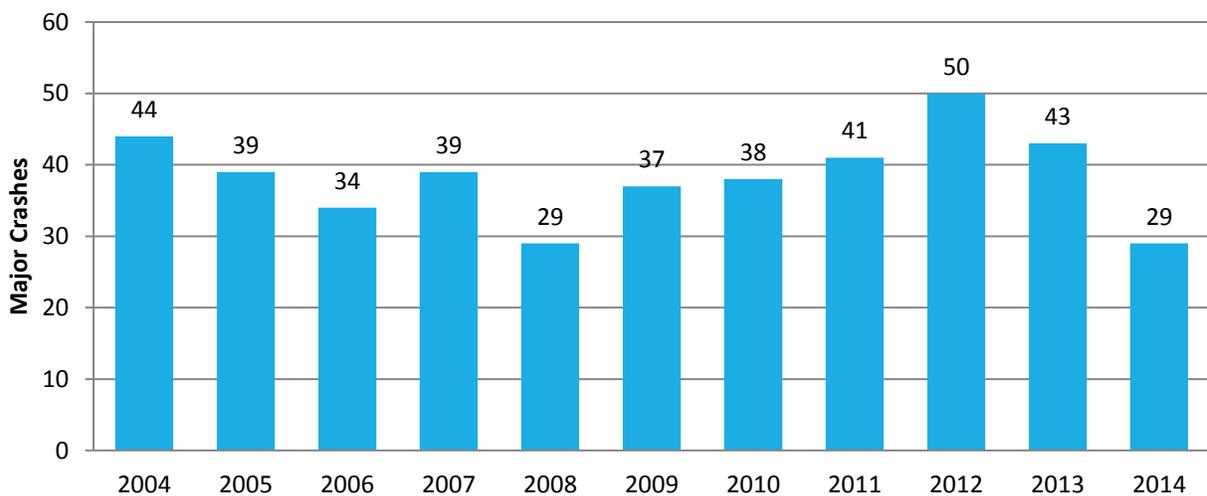


SIGNIFICANT EMPHASIS AREAS:

SIGNIFICANT EA 1: Motorcycle Major Crashes



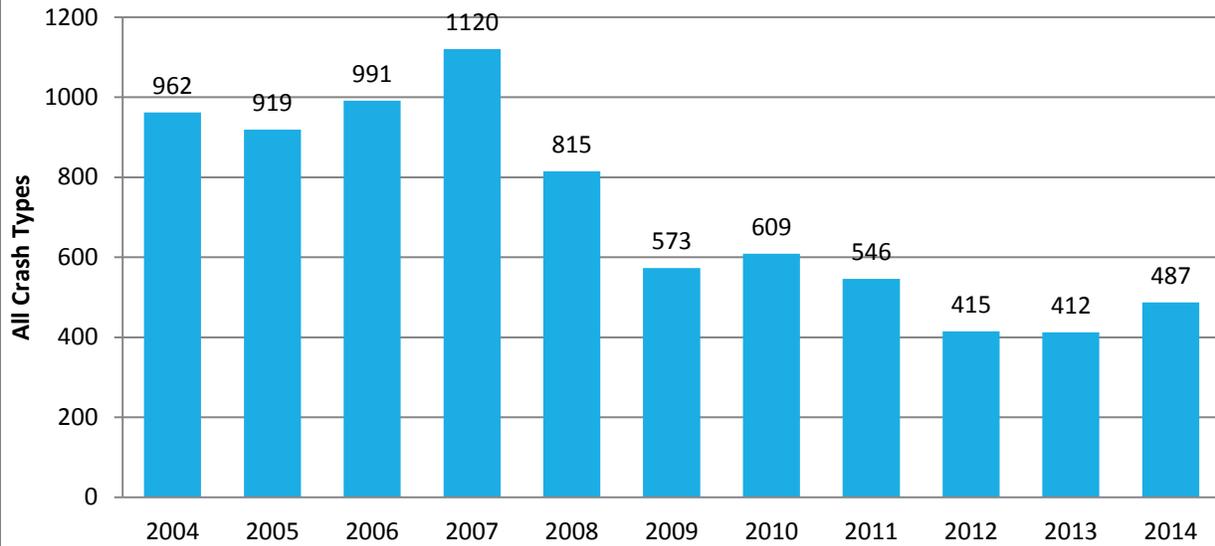
SIGNIFICANT EA 2: Pedacycle & Pedestrian Major Crashes



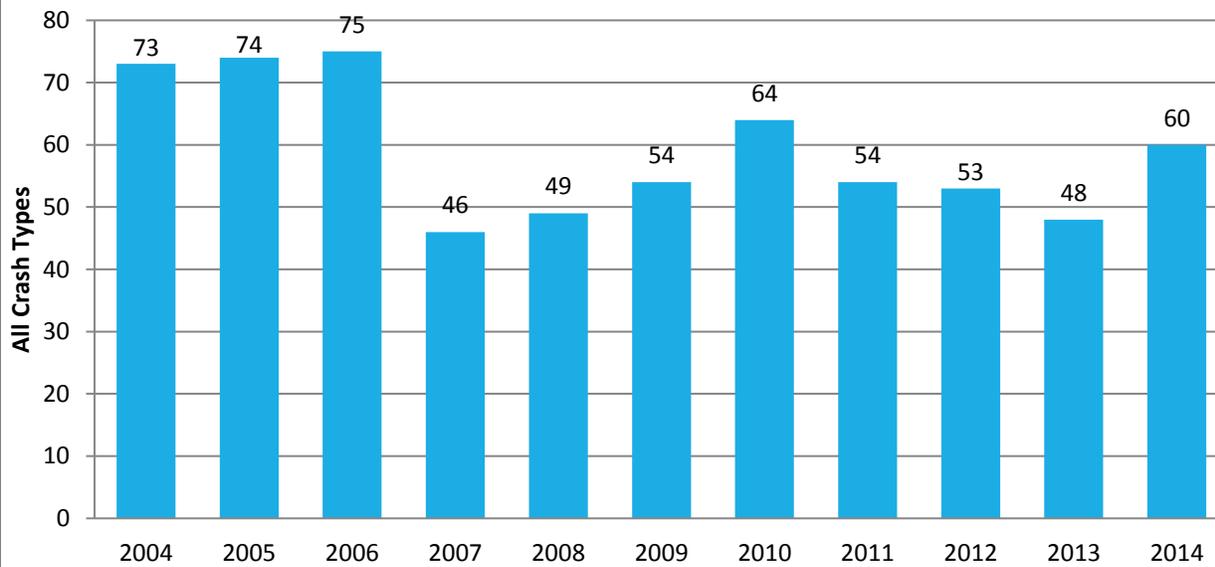
A Pedacycle is a non-motorized other road vehicle propelled by pedaling.
(Includes bicycle, tricycle, unicycle, pedalcar.)



SIGNIFICANT EA 3: Medium & Heavy Vehicle Crashes



SIGNIFICANT EA 4: Work Zone Crashes





MEETING NOTES

3rd Annual Meeting

Monday, October 26, 2015

8:08 AM

Jay Peak Resort, Jay, VT

Lead: Kevin Marshia

Note Taker: Susan Clark

Also in attendance: Chrissy Keating, Nancy Andrus, Bill Mitchell, Roger Thompson, Ted Minall, Glen Button, Lt. Garry Scott, Scott Davidson, Karen Sentoff, Ken Millman, Bruce Nyquist

Purpose of the Annual Meeting from bylaws.

Topics required for discussion are covered at the business meeting, in the annual report, and during the conference.

Bylaws

1. Art 3 Sec 2: "Applicants shall become members upon submission of a completed application." To be changed to "Applicants shall become members upon submittal of request to the Secretary for review and approval."
Dave moves, Bill seconds; Unanimous acceptance

Board Membership

1. Vacancies: VLCT; NHTSA membership to be determined; Kevin to fill AOT core position; reaching out to Truck and Bus and Auto Dealers; Scott taking GHSP; AOE is still vacant; 3 open positions due to VLCT vacancy; and Chair and Vice Chair;
 - a. Proposals to add Glen; Local Motion through Emily Boedecker; Mary Eversole of Vermont Insurance Agents Associations; addition of a chief and a sheriff. Glen reached out to both Chiefs and Sheriffs. Both have expressed interested in having a member on the Board
 - b. Ted's potential position as the NHTSA representative to be determined after his discussion with Angie Byrne
 - c. Voting
 - i. Kevin's position: Ted nominates Glen, Bill seconds, unanimous
 - ii. Ted's position: Local Motion: Dave nominates Local Motion to be filled by Emily Boedecker, Chrissy seconds, unanimous
 - iii. VLCT: Dave moves to fill with Sheriff; Bill Bohnyak; unanimous
 - iv. Insurance: to be determined
 - v. Motion by Bill, second by Garry to add Chiefs; Frank Koss will be the Chiefs representative to the Board
 - d. Taking action to expand the Board
 - i. Dave moves to expand Board, Bill seconds, unanimous to expand Board to 17 members
2. Term limits, to be determined at next Board meeting
 - a. VLCT--2 year term
 - b. Chair--3 year
 - c. Vice--2 year



3. Priorities
 - a. Occupant Protection, Distracted Driving, Impaired Driving—continue these priorities into 2016
 - b. Include Speed as a fourth priority
 - c. Suspended drivers: there will most likely be legislation on this; Needs to be on our radar but may not be a priority; VHSA should be ready on messaging
 - d. Dave moves to accept the four priorities of Occupant Protection; Distracted Driving; Impaired Driving; and Speed and Aggressive Driving. Chrissy seconds, unanimous
4. Legislation
 - a. AOT members have been asked to develop the list of legislative initiatives to go to the 2016 legislature
 - i. Belts, DUI, GDL, Diminished skills,
 - ii. Let Kevin know if you have ideas on legislation
5. Adjourn at 8:49



SCHEDULE OF VHSA BOARD MEETINGS

Where: AOT – National Life Building; Fourth Floor, Room 413, Montpelier, VT

When: 8 am – 10 am

To be held the first Wednesday, every second month, commencing on December 3, 2015:

December 2, 2015

February 3, 2016

April 6, 2016

June 1, 2016

August 3, 2016