

Zero Starts Here: A Multidisciplinary Roundtable on Applying the Safe System

Brought to you by the MCDITE Safety Committee



Safety Committee

- Emily Hufnal, emily.hufnal@delaware.gov
- Shraddha Praharaj, spraharaj@cityoffrederickmd.gov
- Marvin Ta, mta@pennoni.com

Interested in joining the committee?

- Scan the QR code;
- Email a Co-Chair; or
- Talk to us after!



Presenters



Ginny O'Connor
*Safer People /
Safer Speeds*

Team Lead, Roadway
Safety Policy
toXcel



Sushant Jagtap
Safer Vehicles

Research Engineer
IIHS



Jeff Riegner
*Safer Roads /
Safer Land Use*

Senior Principal
Kittelson & Associates



Eric Tang
Post Crash Care

Senior Highway Safety
Engineer
VHB

- Death and Serious Injuries are Unacceptable
- Humans Make Mistakes
- Humans are Vulnerable
- Responsibility is Shared
- Safety is Proactive
- Redundancy is Crucial





Safer People

Who are the road users we're designing for?

Every person who uses the road, not just drivers



Walk



Bike



Drive



Transit



Other

Risky Driving Behaviors

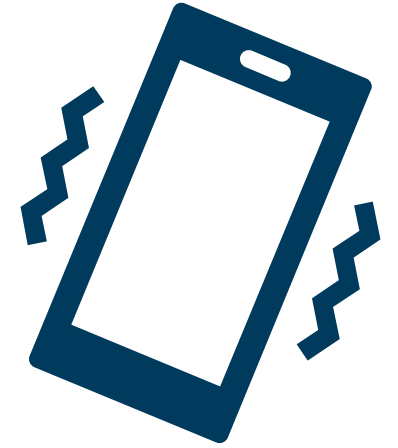
Drunk Driving – 11,904 deaths¹

Drug-Impaired Driving – 56% of KSI Drivers²

Distracted Driving – 3,208 deaths³

Speeding – 11,288 deaths⁴

Drowsy Driving – 684 deaths⁵



Some Key Risky Behaviors



DISTRACTION

Eyes off the road



IMPAIRMENT

Judgment impaired



SEAT BELT USE

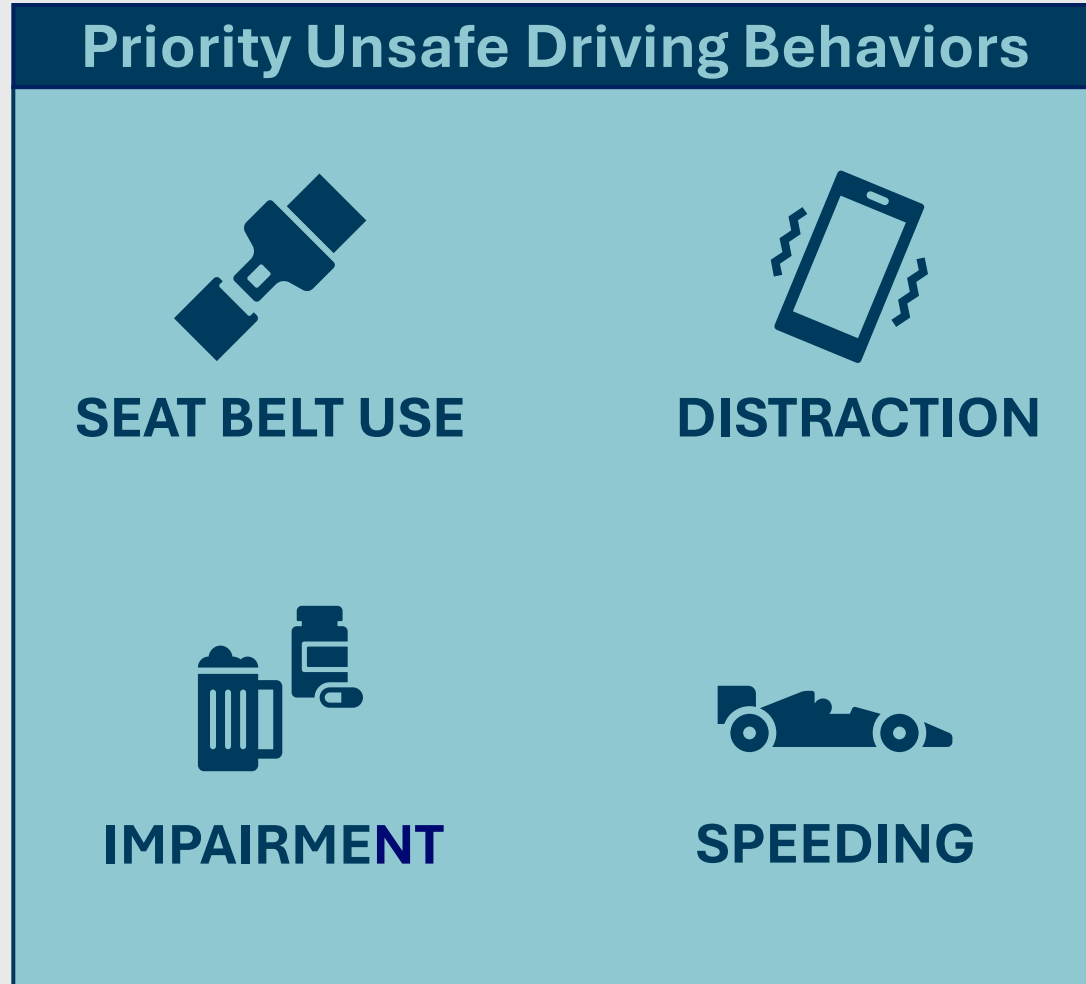
Unprotected impact



SPEEDING

Less time to react

Countermeasures and Applicable Behaviors



Examples of Enforcement, Engagement, & Education Strategies



High-Visibility Enforcement



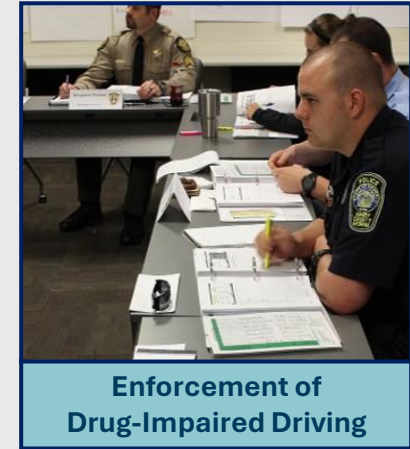
Integrated Enforcement



Handheld Device and Distracted Driving Enforcement



Employer-Based Programs



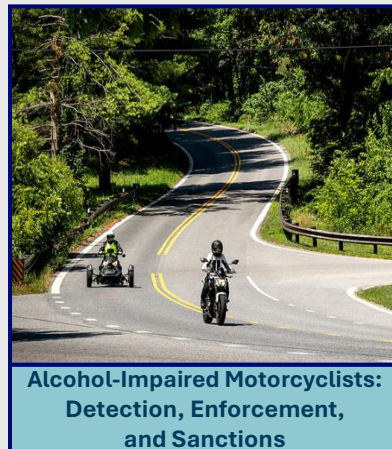
Enforcement of Drug-Impaired Driving



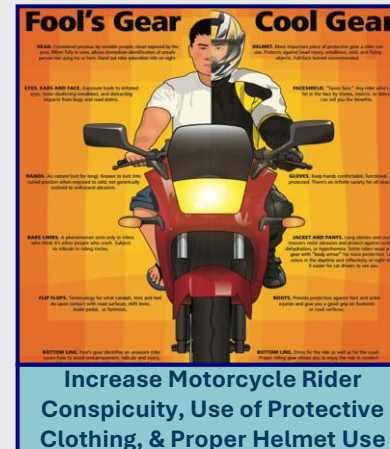
Alcohol Misuse Identification and Intervention



Alternative Transportation



Alcohol-Impaired Motorcyclists: Detection, Enforcement, and Sanctions



Increase Motorcycle Rider Conspicuity, Use of Protective Clothing, & Proper Helmet Use



Speed Safety Camera Enforcement

The Reframe

Behavioral problems are often design problems in disguise.

When enforcement doesn't stick and education campaigns don't move the needle, the road itself may be sending the wrong message.

Why Behavior Is So Hard to Change: Human Factors

- Drivers respond more to how a road feels than to signs or rules
- Wide, open roads cue higher speeds, regardless of posted speed limits
- People misjudge risk
- Design can correct behavior





The Speeding Problem

As vehicle speed increases...

1 Reaction time to avoid collisions decreases

2 Stopping distance increases

3 Roadside safety measures (guardrails, median dividers) become less effective

4 Steering control decreases

5 Injury severity increases

72%

of speed-related fatal crashes in 2022 involved vehicle occupants, showing even modern vehicle safety advances have limits.

Source: NHTSA, 2022

Safe speeds reduce impact forces, improve visibility, and allow more reaction time — preventing crashes, not just reducing severity.

Speed Limits Aren't Enough

What shapes driver speeds:

DESIGN	Lane width, shoulder & sight distance all communicate what speed to go
CONTEXT	Open rural land 'feels' fast; dense settings feel slower
PERSON	Fatigue, distraction & time pressure — often unintentional speeding

Self-Explaining Roads

Road design naturally guides driver speed

Aligns road appearance with expected speeds

Uses visual cues: narrow lanes, raised crosswalks

Prevents misleading features like wide, flat roads

Beyond the 85th Percentile

For decades, limits were set where 85% of drivers naturally traveled — reflecting behavior, not safety. The updated MUTCD no longer requires this. The new question is:

"How fast should people be driving here, given who uses this road?"

Changing the sign alone won't change behavior. Limit changes must be paired with engineering modifications and clear public communication.

Free Decision-Support Tools

USLIMITS2

FHWA • Free • Web-based

Considers operating speeds, AADT, roadway geometry, land use, crash rates, parking & pedestrian activity.
Help: help@uslimits.org

Posted Speed Limit Setting (SLS) Tool

NCHRP

Evaluates roadway features and crash risk across four facility types: limited-access, undeveloped, developed, and full-access.

Engineering, Enforcement & Education

ENGINEERING

Gateway treatments & rumble strips at speed transition zones

Lane narrowing & roundabouts: slow speeds physically

Speed humps, raised crosswalks & chicanes

Optical speed bars: visual cues prompting deceleration

ENFORCEMENT

Traditional patrol RADAR: visible deterrent at specific locations

Speed Safety Cameras (SSCs): automated, impartial, cites all violators.

Use enforcement as a bridge while engineering improvements are built

EDUCATION

Explain the safety rationale, not just the rule

Share crash data, speed compliance & before/after outcomes publicly

Equity matters: lower-income communities face higher fatality rates

Coordinate with schools, employers, health depts & media

No single strategy is sufficient. The most durable results come from all three working together.

Speed Management Action Plans

Getting Started
Understand the role of a SMAP
in achieving Safe Speeds/Vision
Zero & How to create one



Collect Information
Collect data, existing
policies/legislation, and former
studies that will impact the SMAP



Select Countermeasures
Pair speed related concerns
with speed management
countermeasures



Monitor Performance
Continue to monitor the
system and develop a plan
for addressing un-met goals



Engage Stakeholders
Identify a champion & convene
stakeholders to develop the
SMAP mission, vision, & goals



Conduct Analysis
Analyze the data and available
information to identify speed
related safety concerns



Develop Action Items
Develop a list of action items
with a champion, potential
funding source, and timeline



Update the SMAP
A SMAP is a living
document that should be
regularly updated



Public Trust & Legal Authority

Speed management fails without public support

Build Public Support

- Engage residents before solutions are proposed, not after
- Share crash data transparently and publicize results
- Demonstrate commitment to fair, data-driven enforcement

Legislation & policy shape your options

Know Your Legal Landscape

- State statutes on SSC programs
- If state DOT approval is required for local limit changes
- Statutory speed limits that override local authority
- Your State Highway Safety Plan (SHSP) emphasis areas

Safe Speeds Require a System Approach

01

Speeding is a system problem

When road design and the posted limit conflict, the road wins. Fix the system, not just the sign.

02

Three elements must work together

The right limit + self-explaining design + fair enforcement. No single strategy is sufficient.

03

A SMAP is your roadmap

Data-driven, stakeholder-supported, equity-centered. Documents commitment; supports funding.

Key Resources

FHWA Speed Management

highways.dot.gov/safety/speed-management

USLIMITS2 & SLS Tool

Free speed limit decision support • help@uslimits.org

LTAP / TTAP

Free or low-cost technical assistance for local and tribal agencies in your state

NHI Course #380128

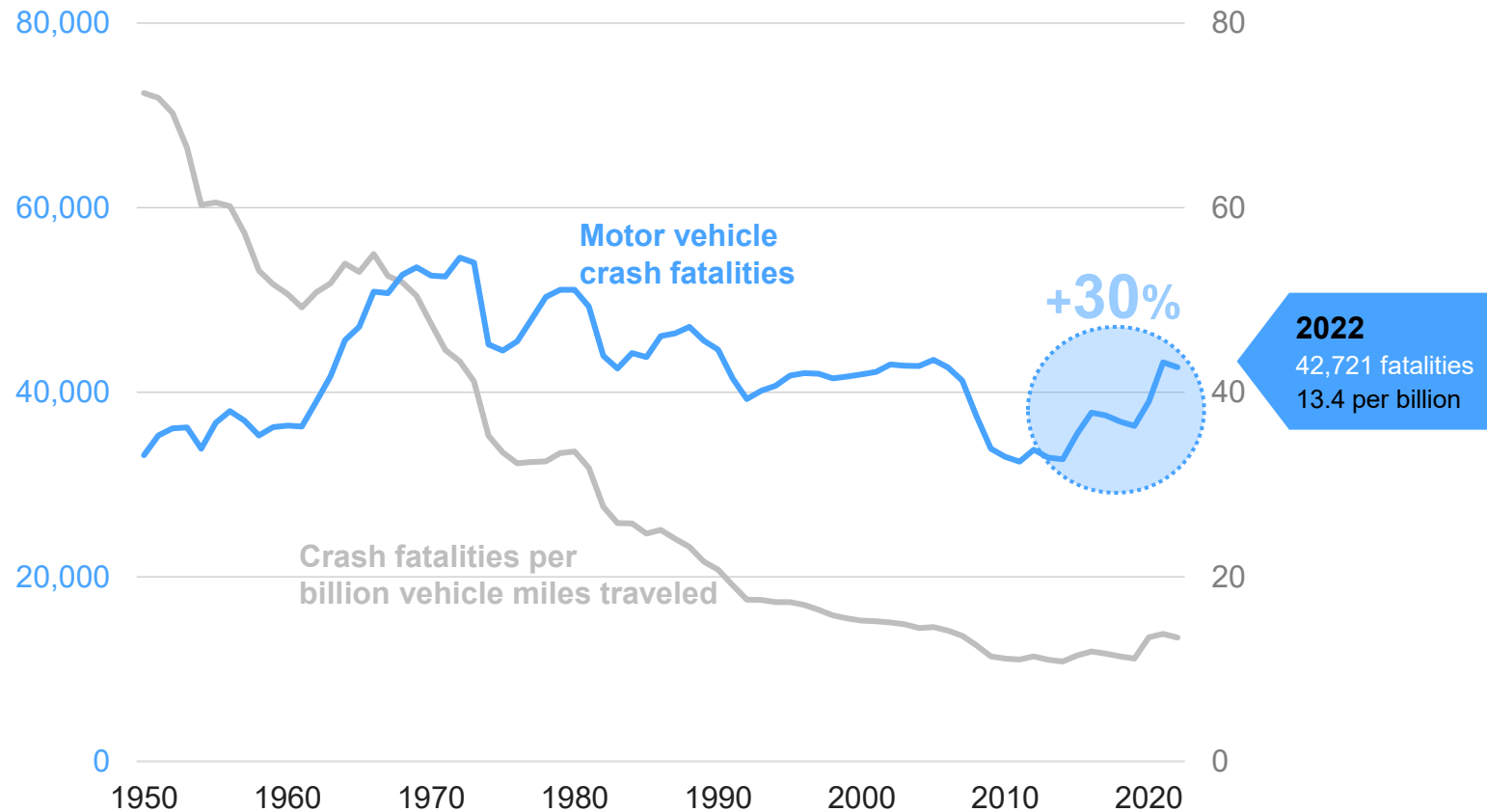
Designing and Operating Roadways for Safe Speeds



Motor vehicle crash fatality rates have **declined significantly** in the U.S. during the past 50+ years, **but...**

U.S. motor vehicle crash fatalities

1950-2022





Reduce roadway fatalities 30% by 2030

Changing the trajectory

↑ 30%

Fatalities increased
to 42,721
in 2014-2022



↓ 30%

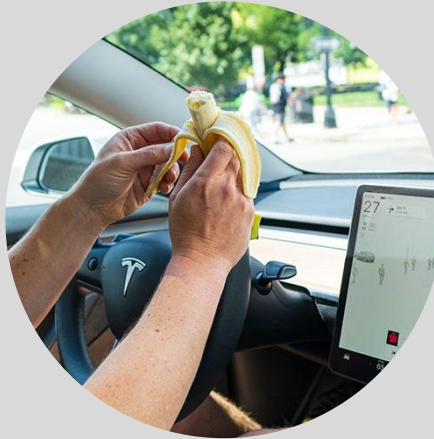
Initiative to
reduce fatalities
by 2030



30↓
X
30→

*Reduce roadway fatalities
30% by 2030*

Emphasis areas



Reducing
risky behavior

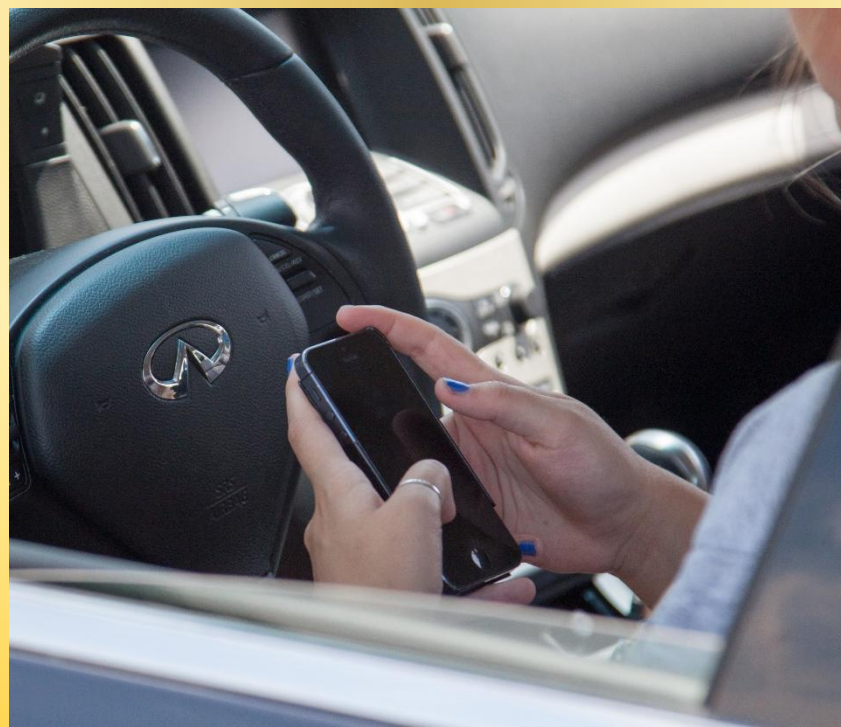


Extending safety
to everyone



Accelerating
commercial
vehicle safety

Risky behaviors



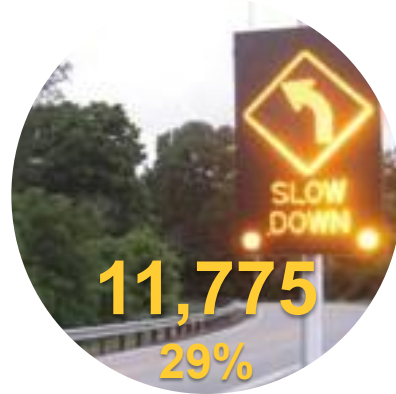
Risky behaviors

2023 fatalities



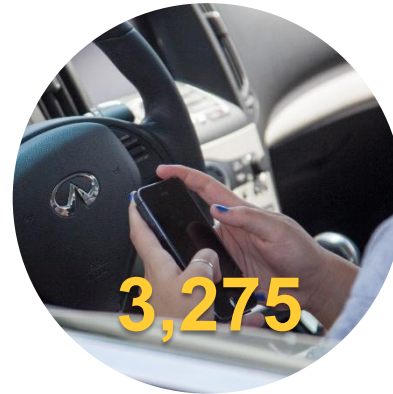
12,429

Fatalities with an **alcohol-impaired** driver



11,775
29%

Fatalities in **speeding-related** crashes



3,275

Fatalities in **distraction-related** crashes



44%

Fatally injured passenger vehicle drivers who were **unbelted**

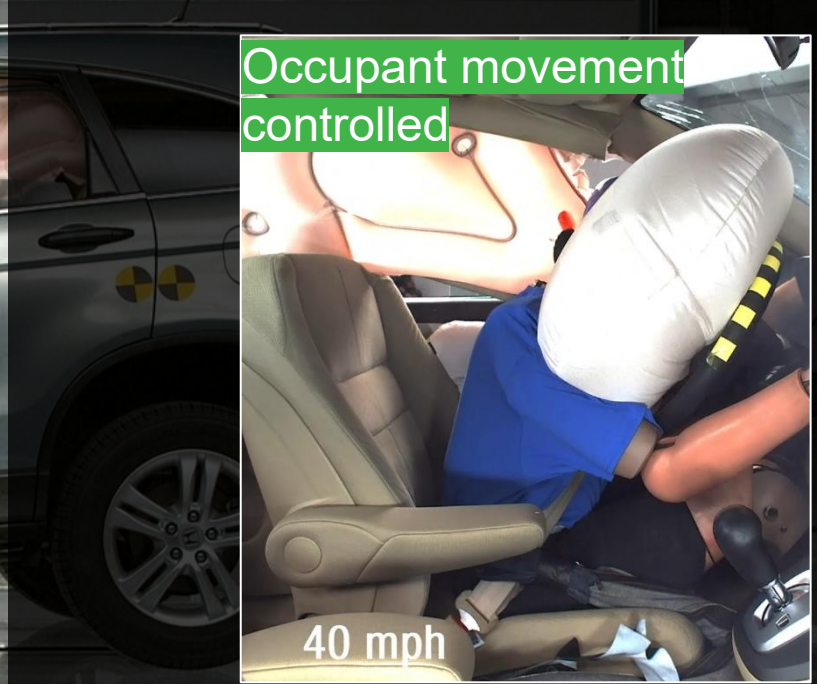
Occupant compartment
intact

40 mph



Occupant movement
controlled

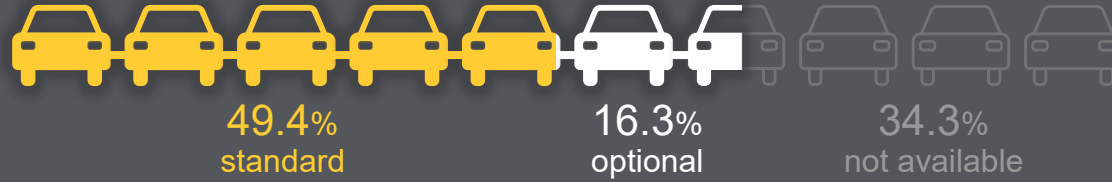
40 mph



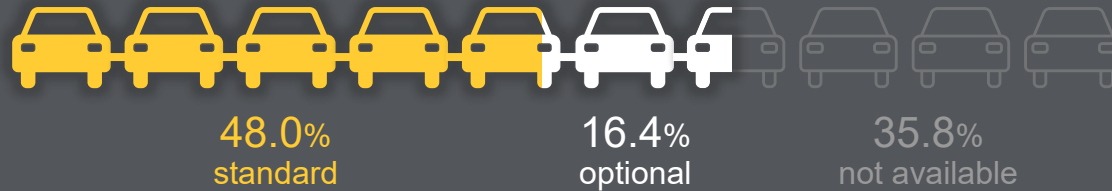
Intelligent Speed Assistance is already here

Availability on 2025 models

Speed limit display



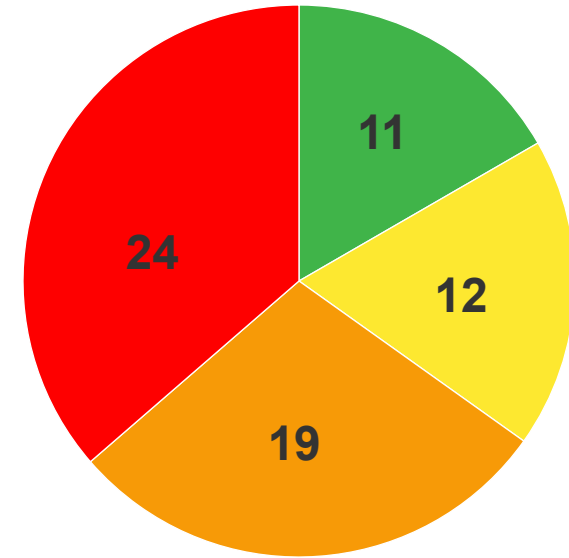
Advisory warning



Intelligent ACC

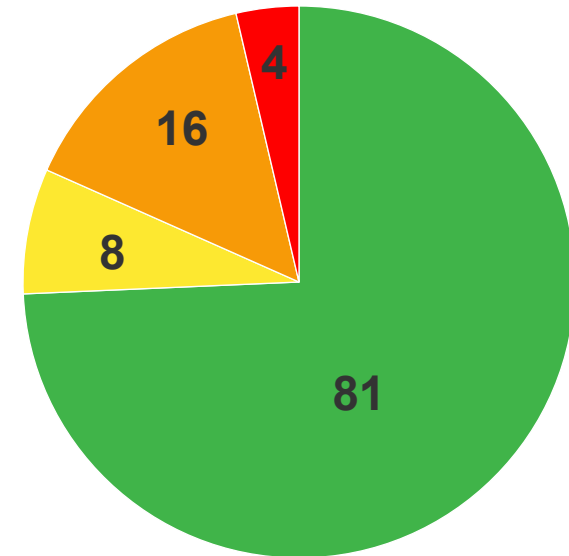


Belt reminders have improved rapidly since IIHS began rating them



2022 models

G Good **A** Acceptable **M** Marginal **P** Poor



2026 models

New paradigm for *Top Safety Pick*

Focus on interventions
aimed at the biggest safety problems

IIHS TOP SAFETY PICK

**Expected base level
safety in every vehicle**

- ▶ Crashworthiness
- ▶ Crash avoidance

IIHS TOP SAFETY PICK+

**Technologies to promote
safe driving**

- ▶ Intelligent speed assistance
- ▶ Distraction mitigation
- ▶ Impairment detection



Extending safety to everyone



IIHS testing over 30 years



Side impact
2003



Roof strength
2009



Front crash prevention
2013



Headlights
2016



Pedestrian AEB (daytime)
2019



Seat belt reminder systems



Updated moderate overlap front



Pedestrian AEB (nighttime)
2022

1995

Moderate overlap front



2004

Head restraints



2012

Small overlap front: driver-side



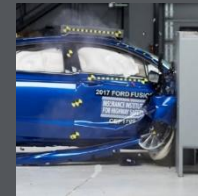
2015

LATCH ease of use



2017

Small overlap front: passenger-side



2021

Updated side impact



2024

Updated front crash prevention



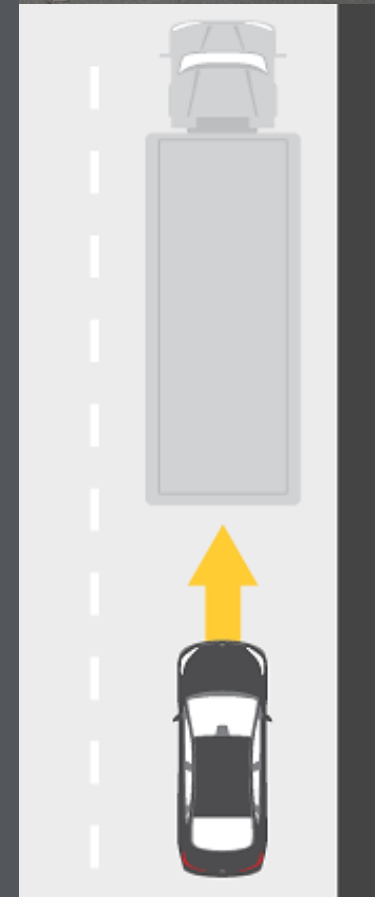
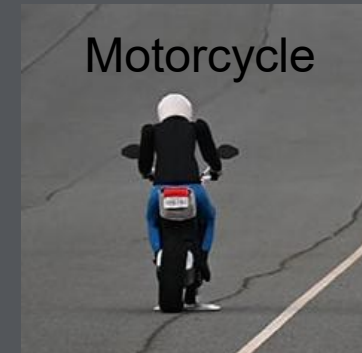
Partial automation



AEB can prevent more crashes

Expanded IIHS testing and evaluation

- ▶ Higher speeds – up to 43 mph
- ▶ Additional targets – motorcycle and semitrailer
- ▶ Part of *TOP SAFETY PICK* award criteria in 2026





Pedestrian AEB ratings for 2023 models

Not available **6%**

Basic **4%**

Advanced
30%

Superior
58%

Daytime

Not available

10%

No credit
7%

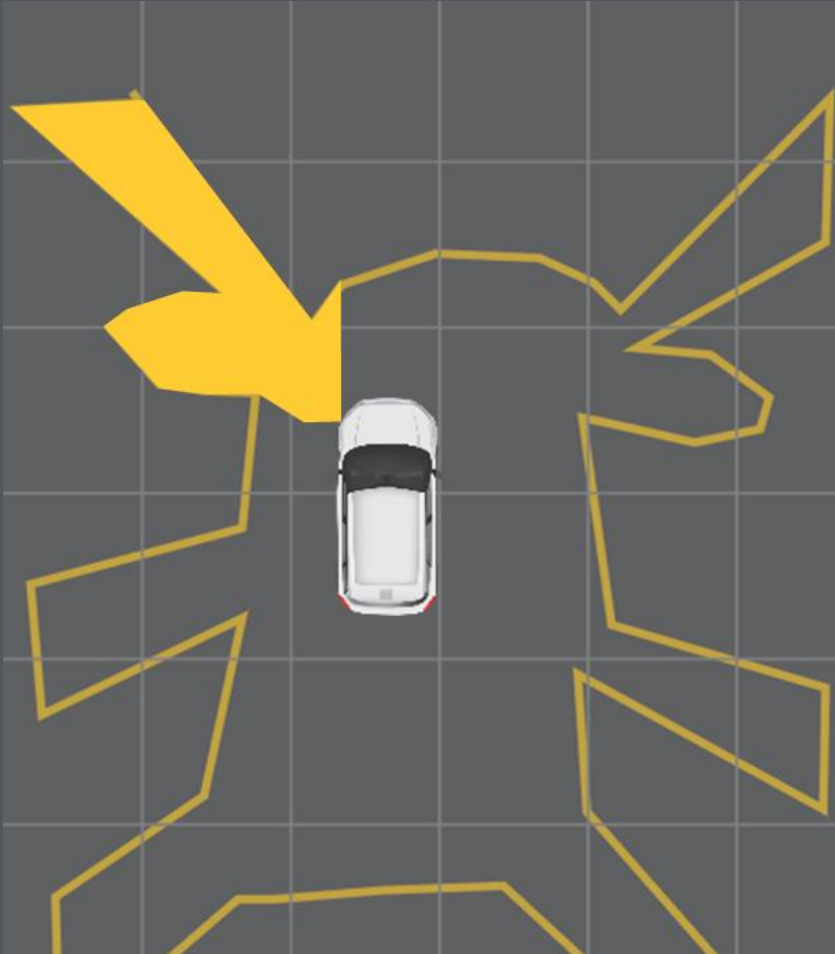
Basic
15%

Advanced
32%

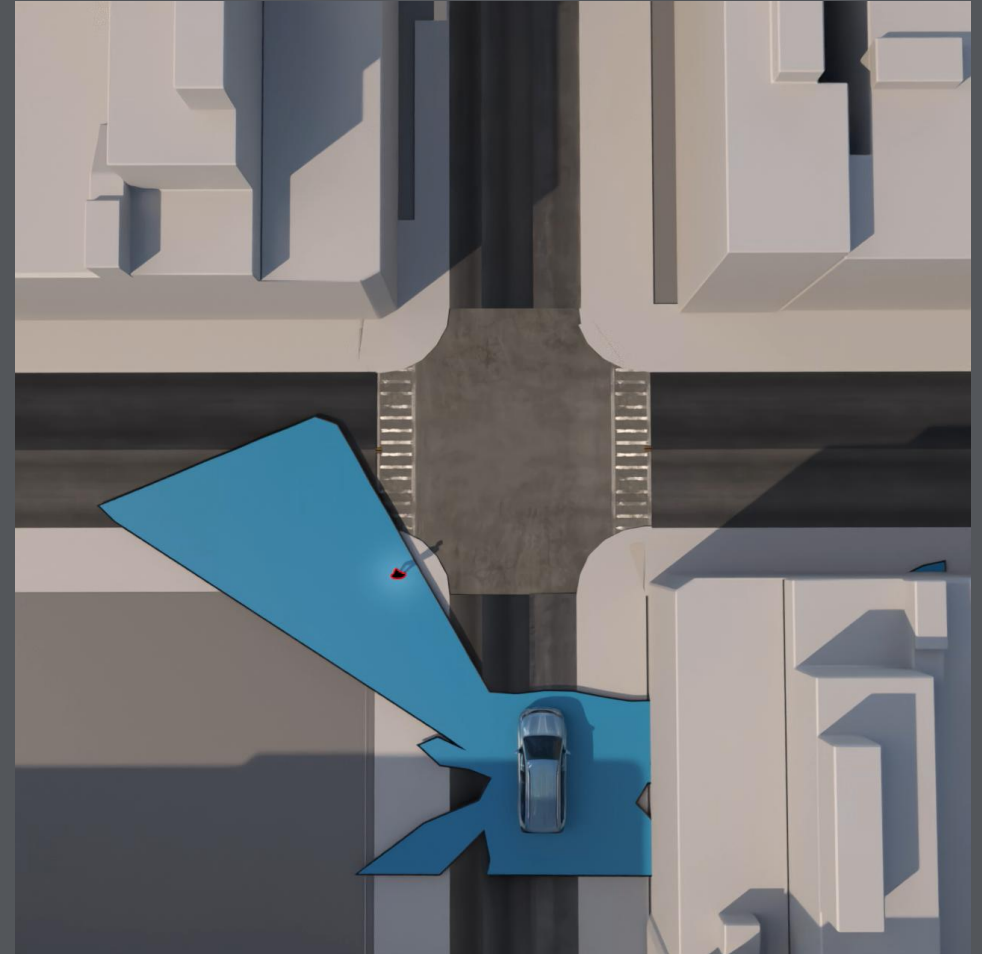
Superior
36%

Nighttime

Left-turning blind zone research



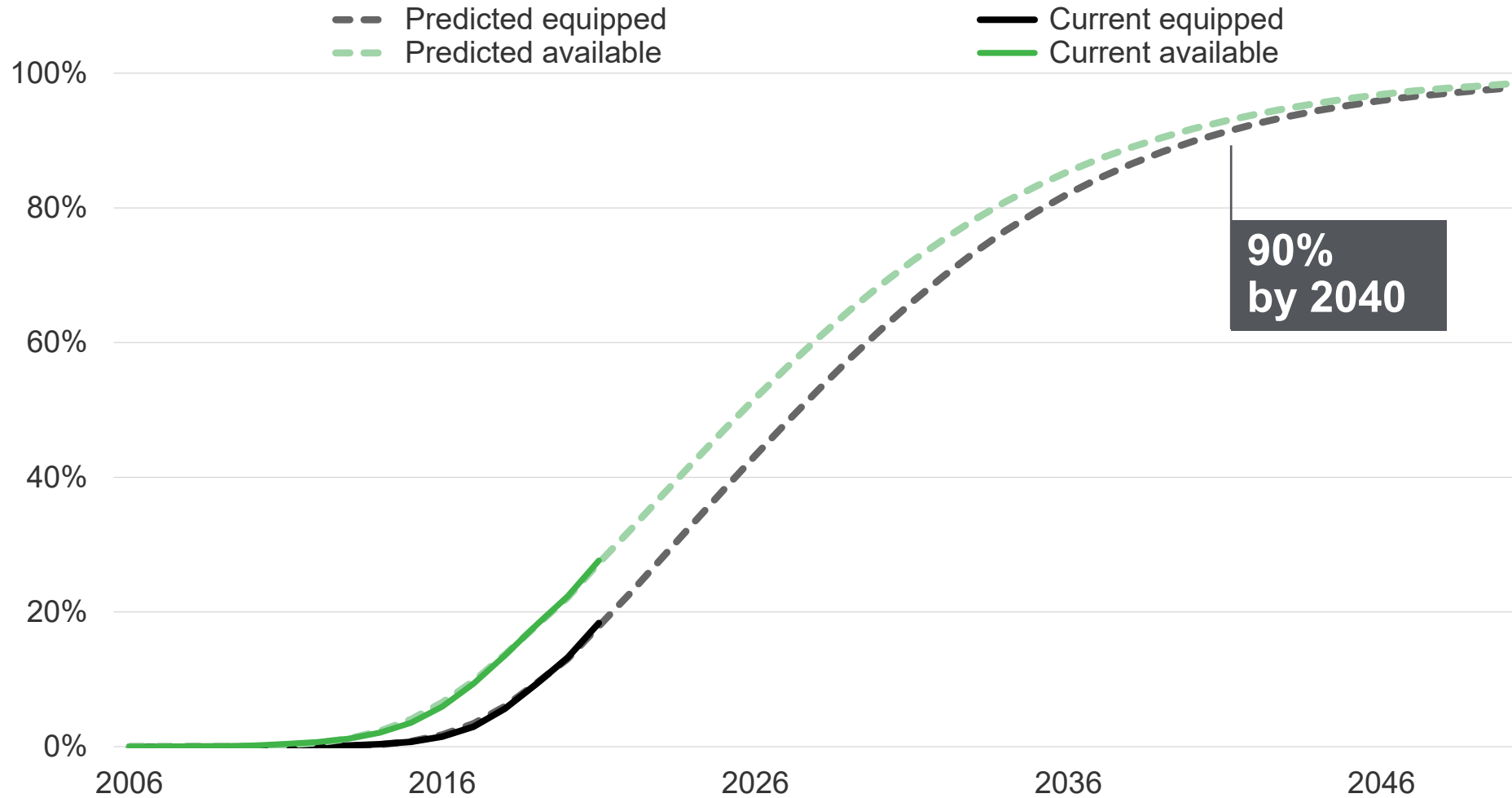
Blind zone map of a vehicle



Dynamic interaction simulation with a crossing pedestrian

Predicted percentage of registered vehicles with automatic emergency braking

By calendar year



90%
by 2040

Accelerating commercial vehicle safety

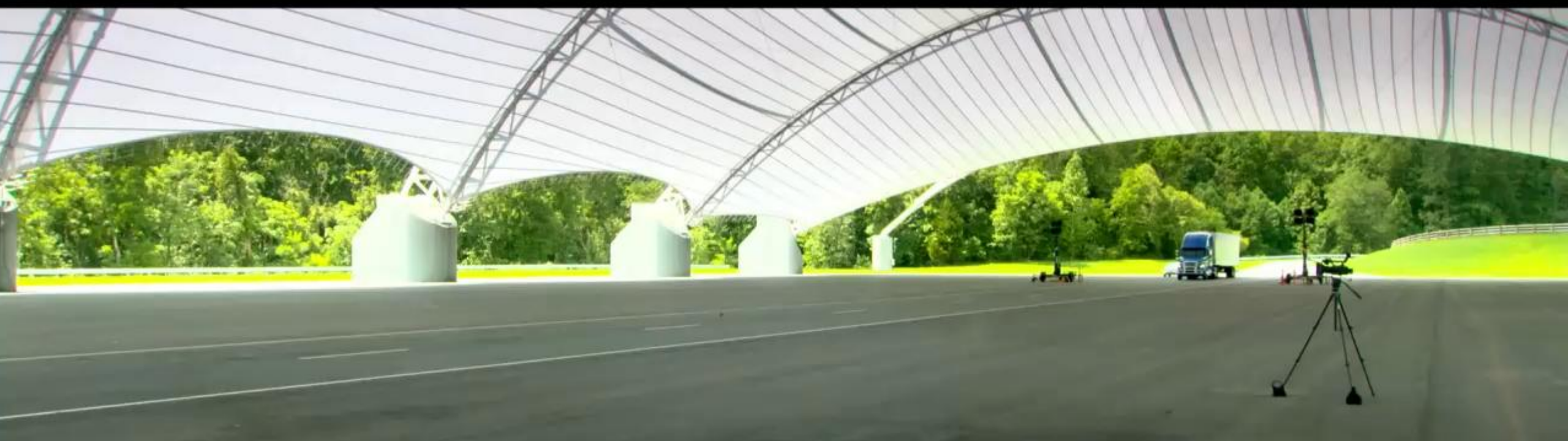




16%

OF ALL FATAL CRASHES

involve cargo vans, medium- or heavy-duty vehicles





**IIHS is evaluating ADAS
and other safety features
in cargo vans**

Results expected spring 2026



SAFER INFRASTRUCTURE

The Transportation-Land Use Connection



Jeff Riegner

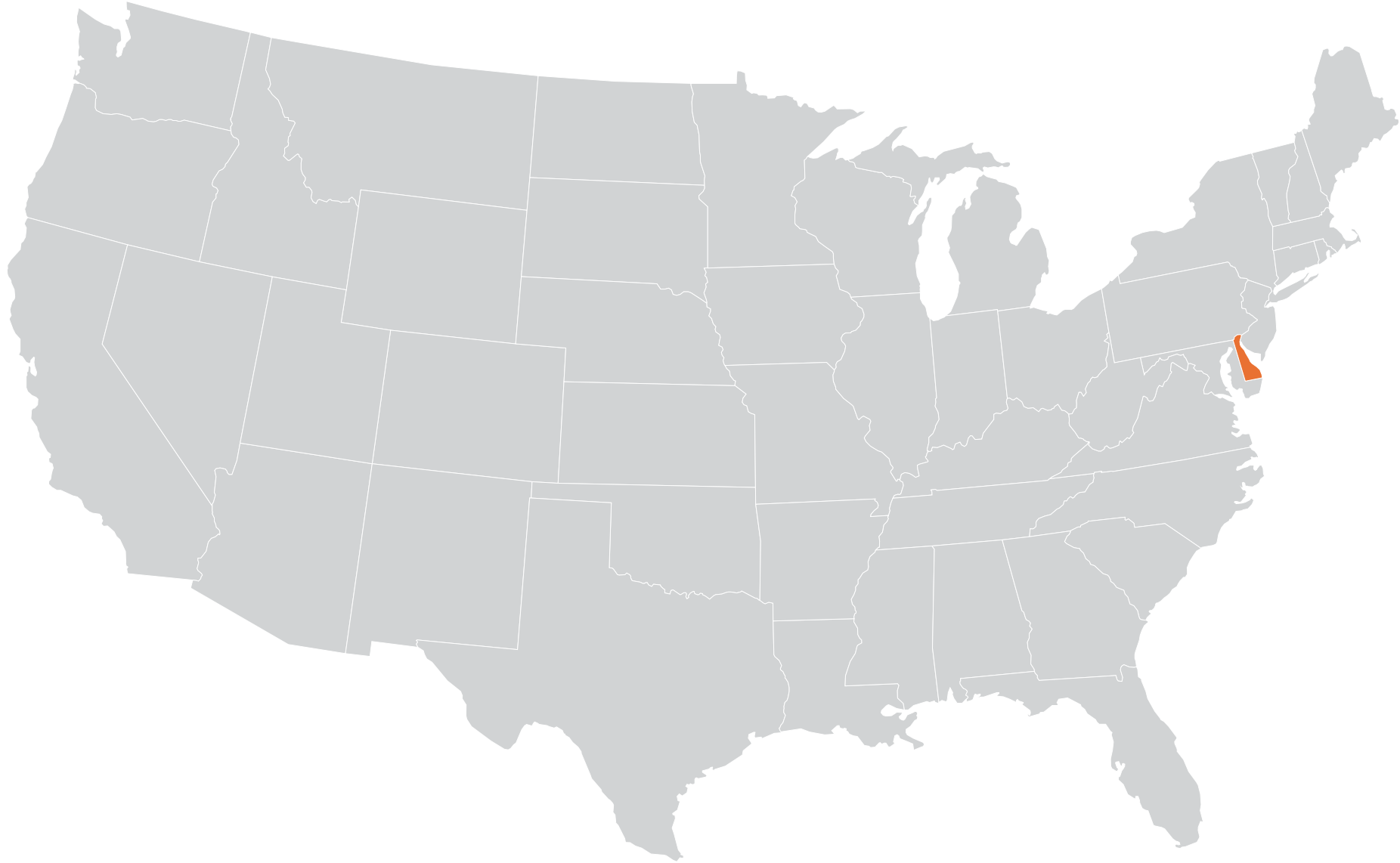


Kittelson & Associates

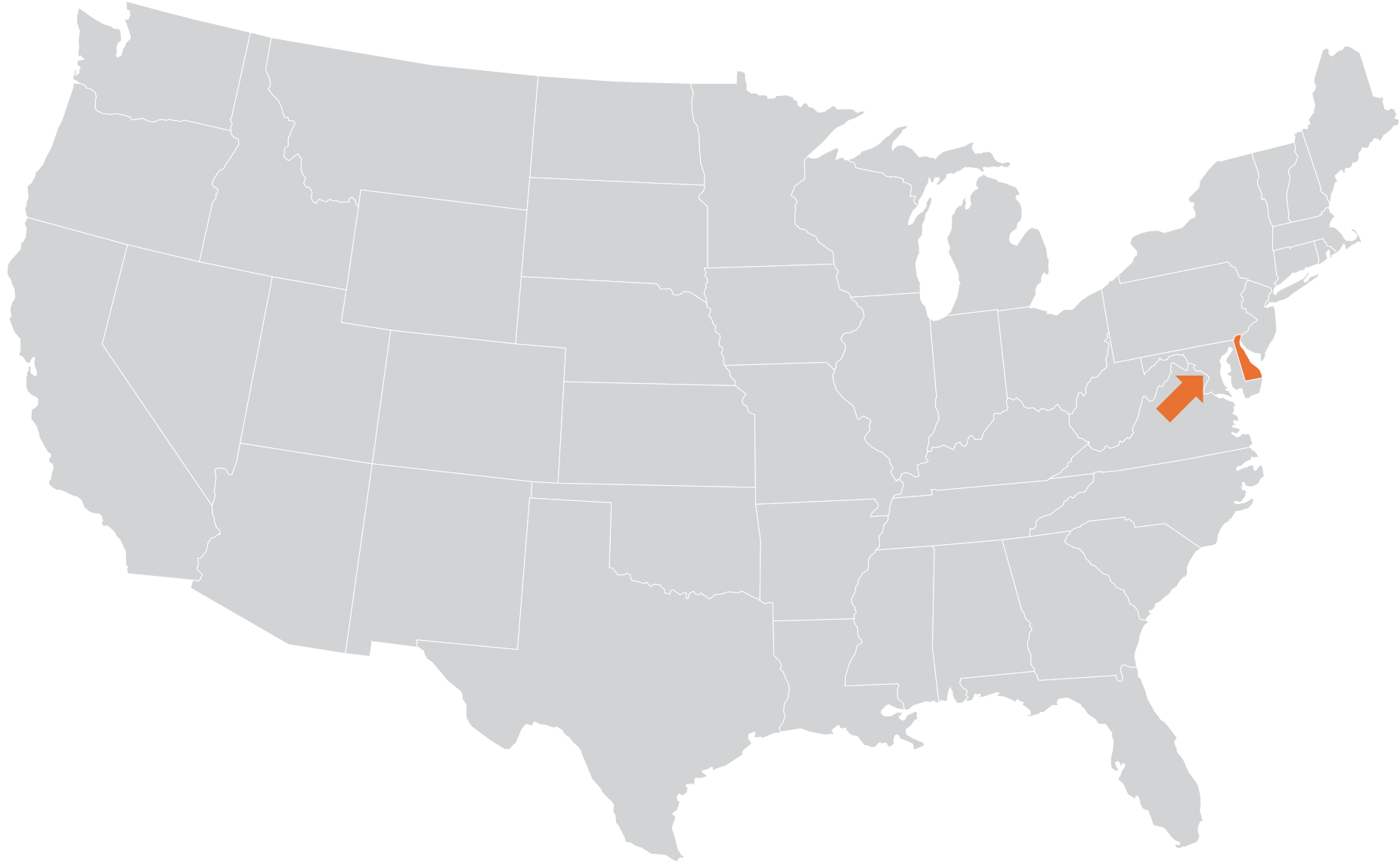


April 17, 2026

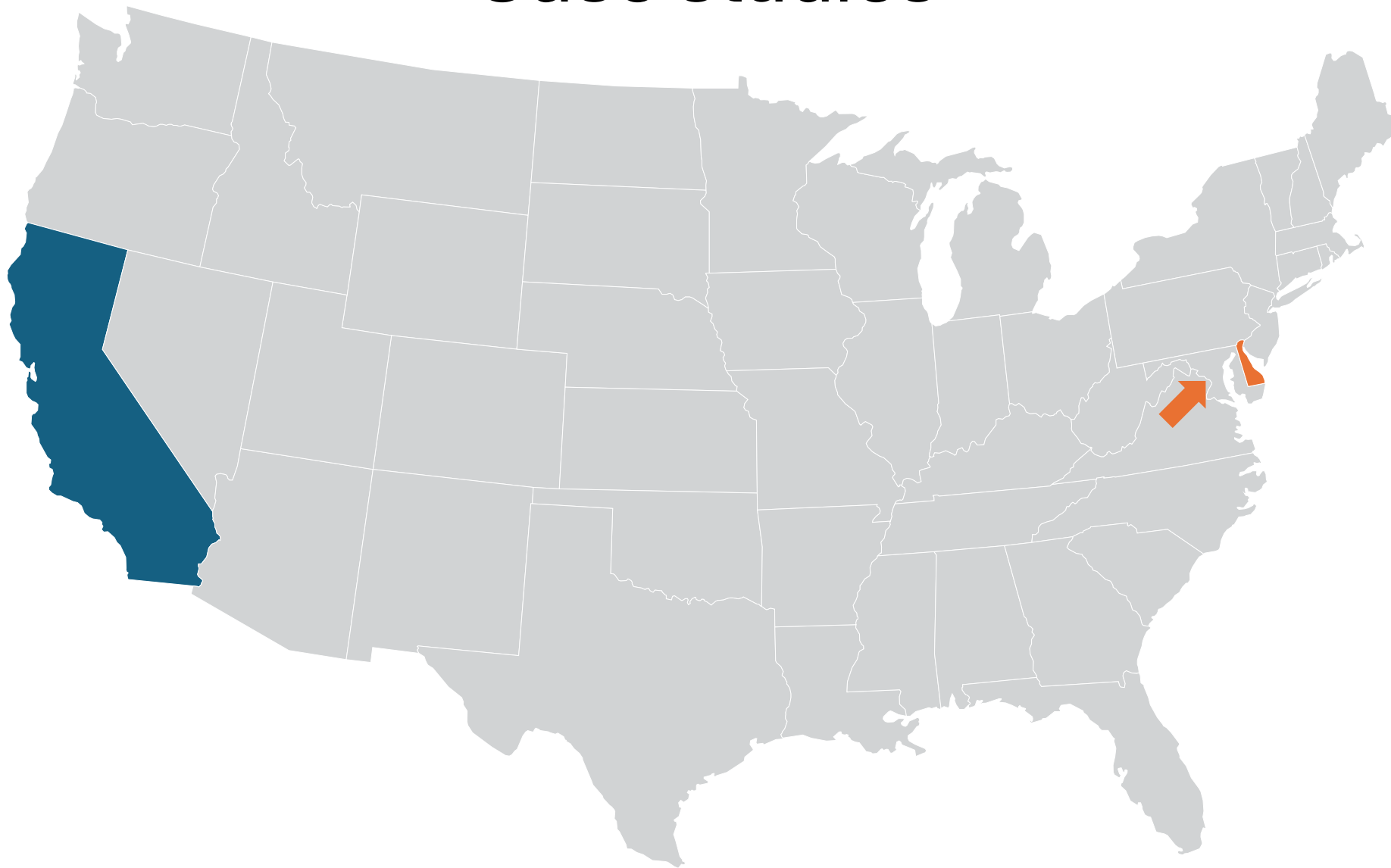
Case studies



Case studies



Case studies

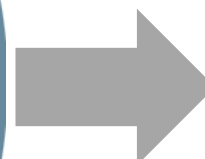


Case studies



Case studies





Source: Delaware Department of Transportation

Integration of Safer Land Use into SHSPs

DELAWARE



Safer Land Use



Integration of Land Use and the Safe System Approach

- Reduced distances between destinations
- Managing access to the transportation system
- Close consultation between transportation officials and local land use authorities
- Consideration of the Safe System Approach in comprehensive plans
- Land use design principles for active transportation

Integration of Safer Land Use into SHSPs

DELAWARE



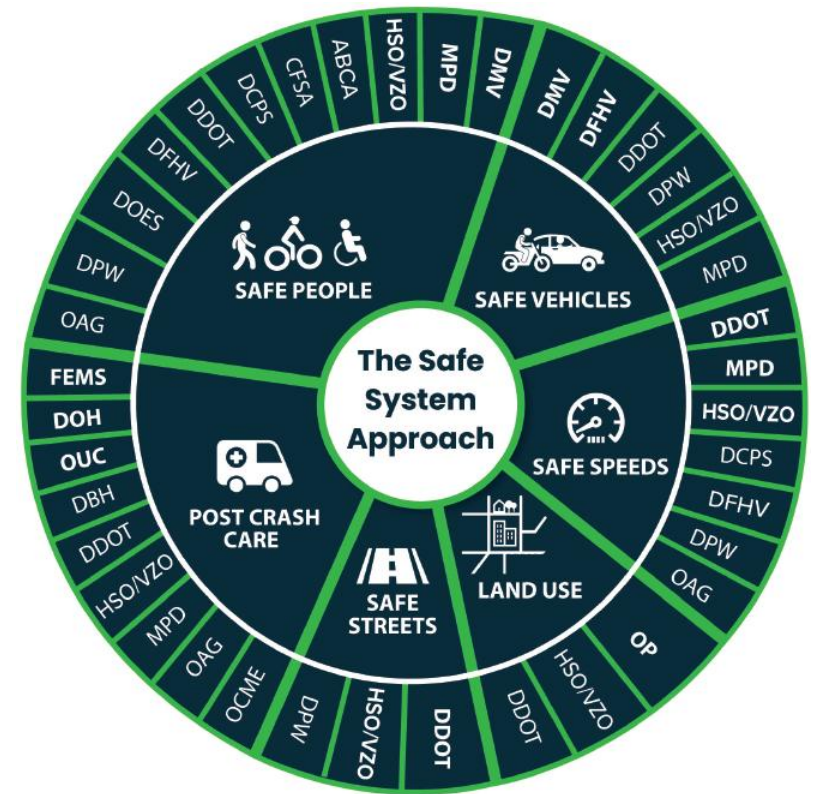
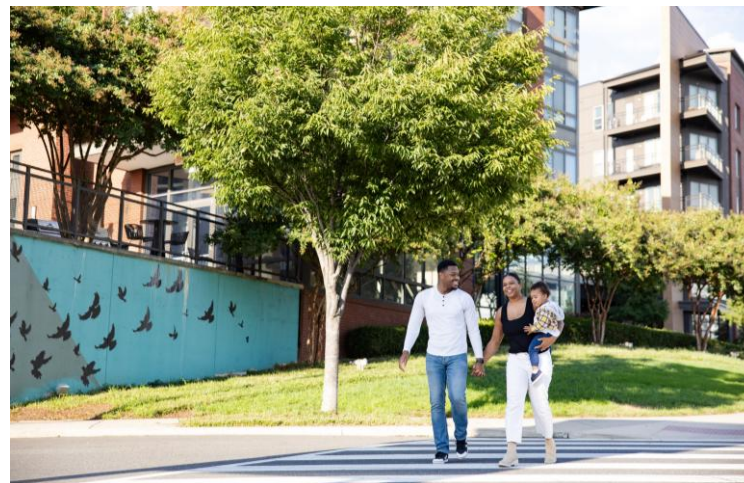
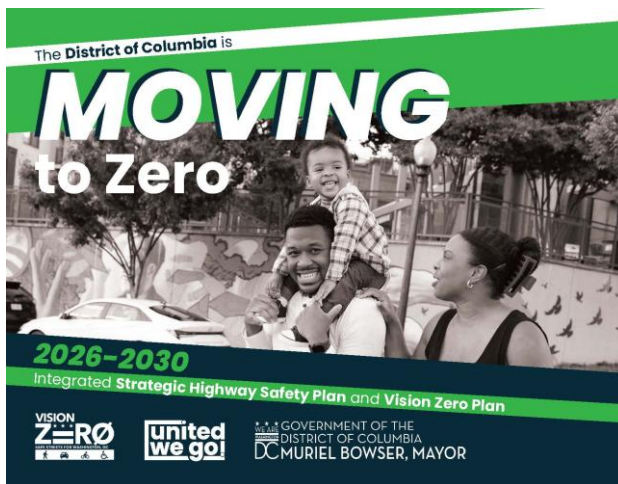
Safer Roads	Update or establish design policies and guidance to foster design principles that accommodate human error and reduce crash forces.
	Implement projects to improve the transportation system that provide safety benefits for all road users, based on the functional classification of the roadway, surrounding land use, and future development.
	Implement proven safety countermeasures that are intended to reduce fatalities and serious injuries at locations identified through a data-driven analysis.
	Prioritize high-crash locations for diagnosis and investment.
Safer Land Use	Coordinate with local land use agencies to develop policies and guidelines to improve linkages between land use and transportation to improve safety for all road users.
	Coordinate with county and local governments to incorporate the Safe System Approach into future comprehensive planning documents.

Integration of Safer Land Use into SHSPs

DISTRICT OF COLUMBIA

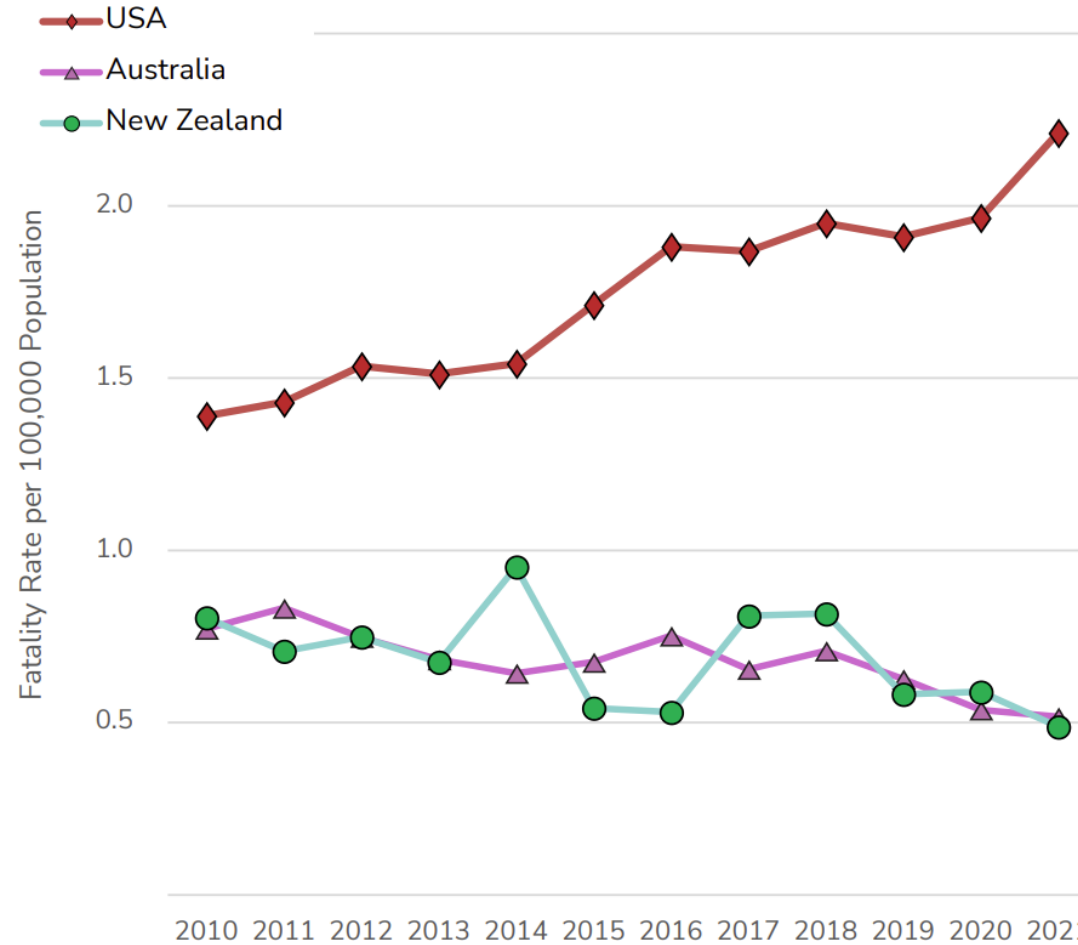


- Nation's first integrated SHSP and Vision Zero Plan
- Partnership with DC's Office of Planning
- Incorporated into the District's 25-year comprehensive plan, **DC 2050**



The Caltrans Approach

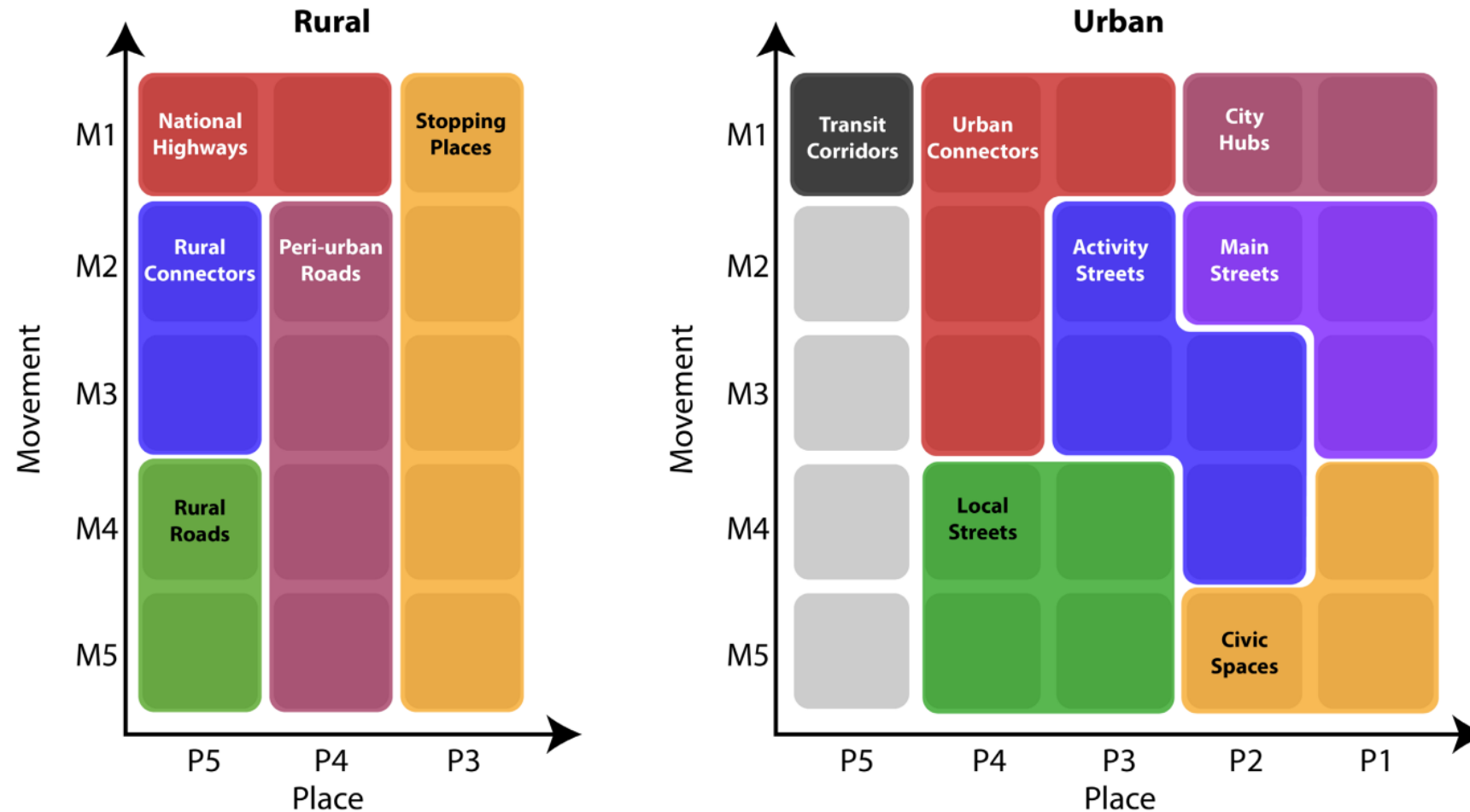
MOVEMENT AND PLACE FRAMEWORK



Source: Federal Highway Administration

The Caltrans Approach

MOVEMENT AND PLACE FRAMEWORK



The Florida DOT Approach

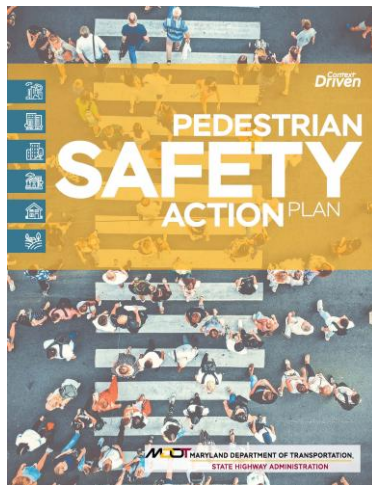
CONTEXT CLASSIFICATION GUIDE



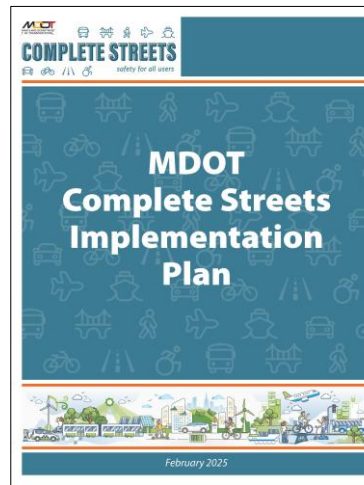
The Maryland DOT Approach



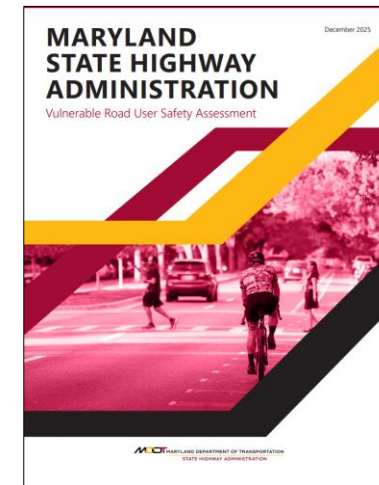
Context Driven: Access and Mobility for All Users (2020)



Pedestrian Safety Action Plan (2023)

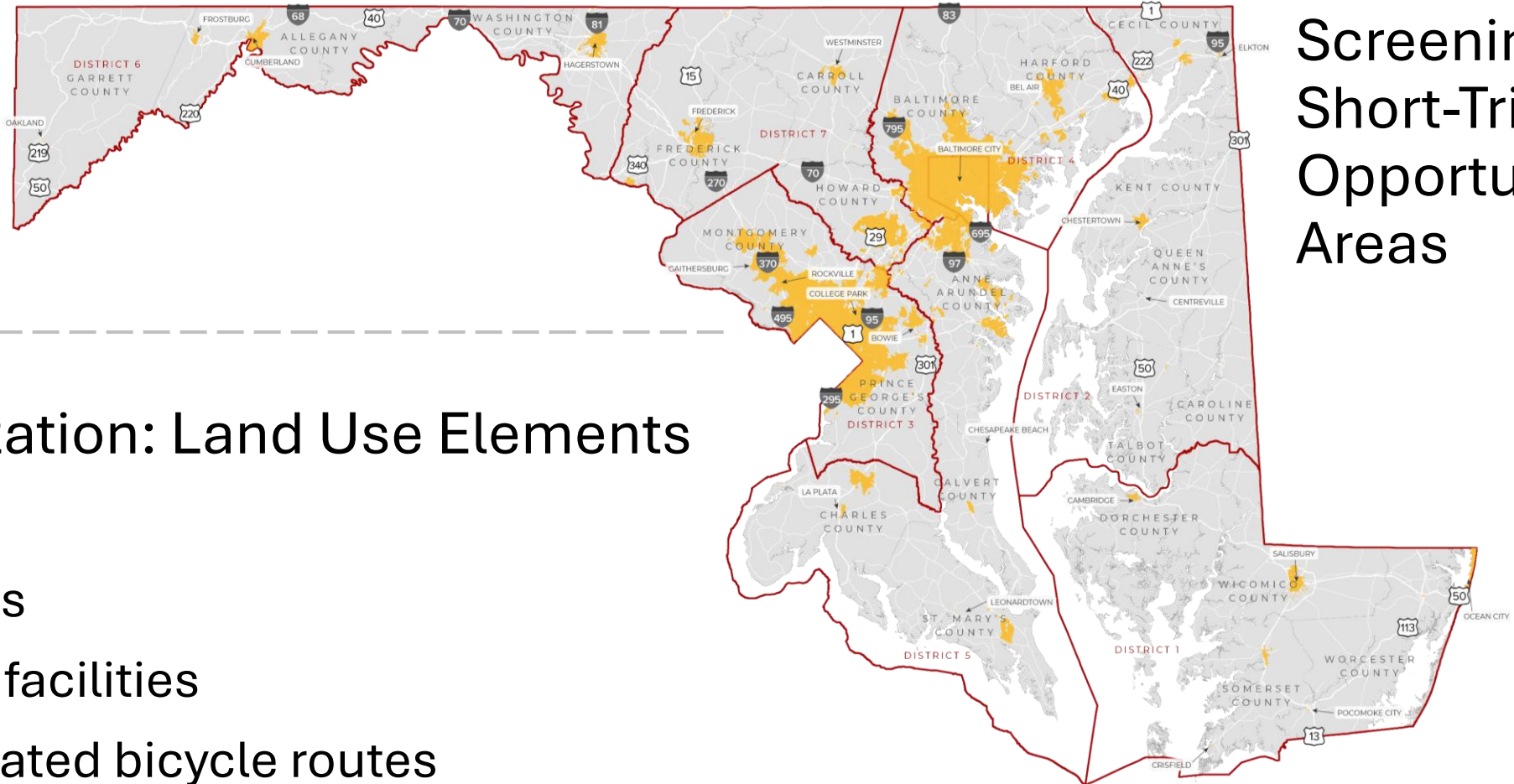


Model Complete Streets Initiative (2023-2025)



Vulnerable Road User Safety Assessments (2023, 2025)

The Maryland DOT Approach



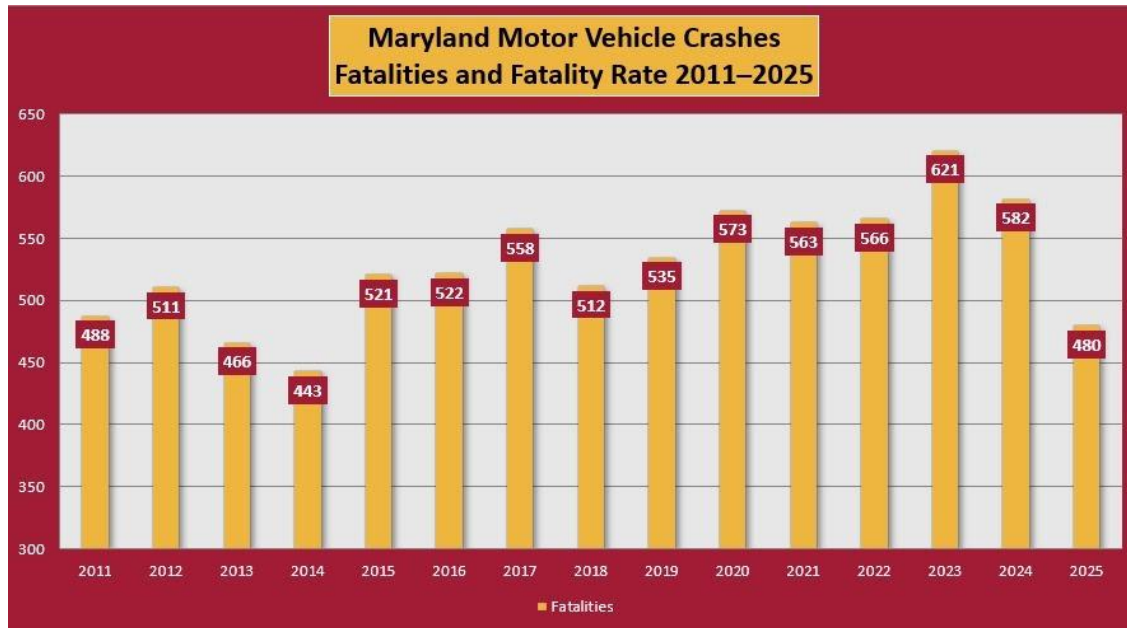
Screening:
Short-Trip
Opportunity
Areas

Prioritization: Land Use Elements

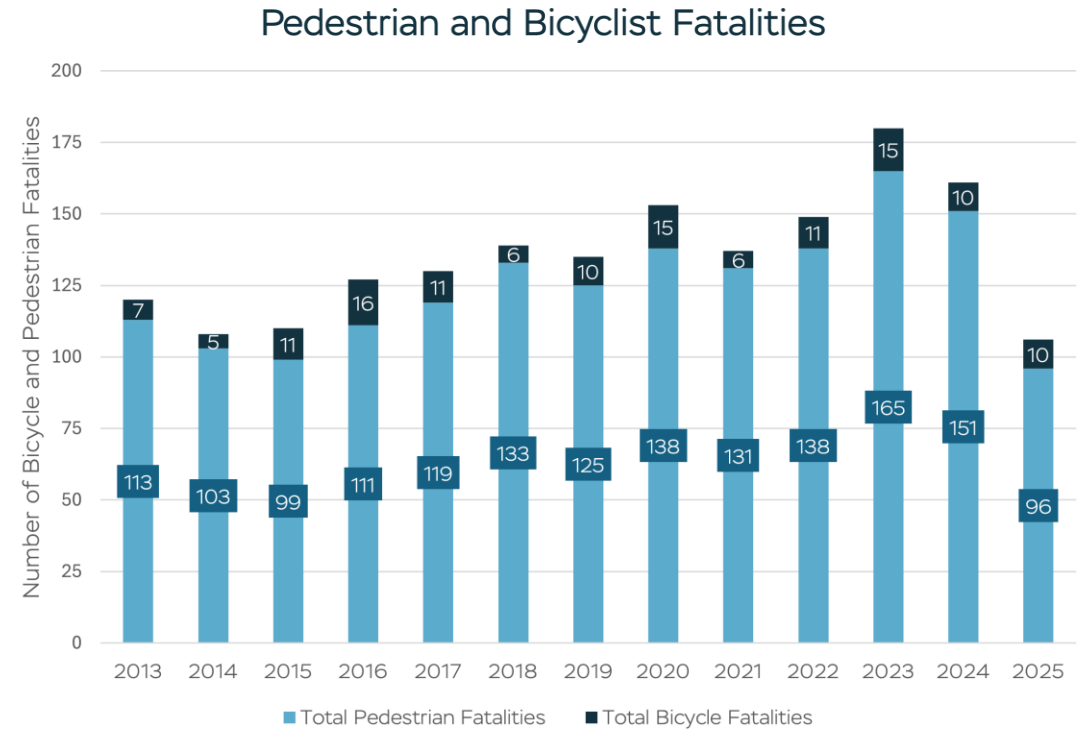
- STOAs
- Schools
- Transit facilities
- Designated bicycle routes

The Maryland DOT Approach

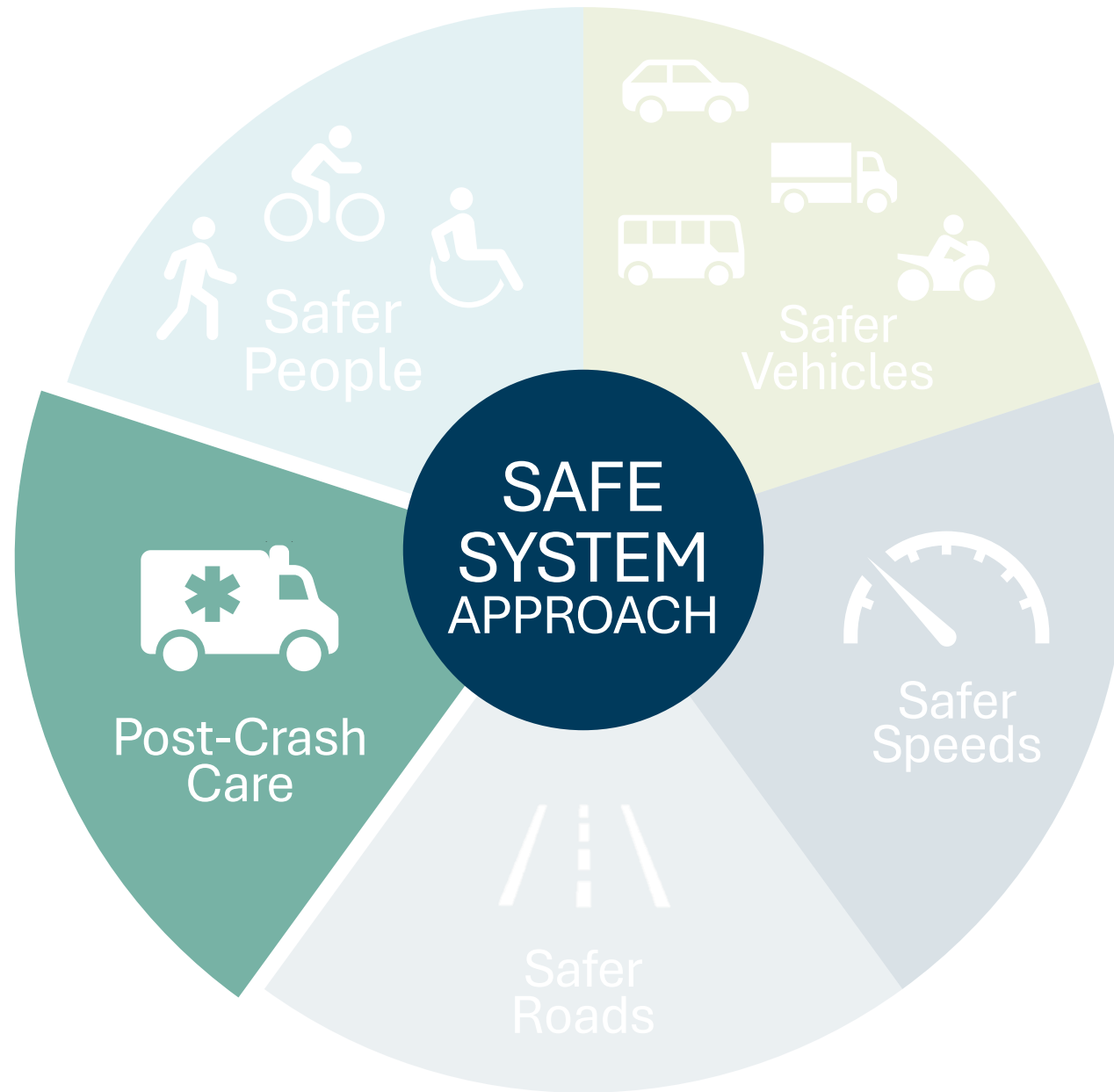
THE RESULTS SPEAK FOR THEMSELVES



↓ **23% in two years**



↓ **41% in two years**



Post-Crash Care Insights

Eric Tang, PE, RSP2IB



MCDITE Annual Meeting, Lancaster, PA

April 17, 2026



IN 2022, 911
DISPATCHED EMS TO
1.5 MILLION CRASHES¹

National EMS Information System (NEMSIS)



169,462

EMS RESPONSES TO
SERIOUSLY INJURED
CRASH PATIENTS¹

NEMSIS



55,226

INCIDENTS INVOLVED
VEHICLE EXTRICATION³

National Fire Incident Reporting System (NFIRS)



8,747

EMS RESPONSES TO CRASHES
IN WHICH A VEHICLE OCCUPANT
WAS PARTIALLY OR
COMPLETELY EJECTED²

NEMSIS

42,514

PEOPLE DIED
IN TRAFFIC CRASHES...⁴

Fatality Analysis Reporting System (FARS)



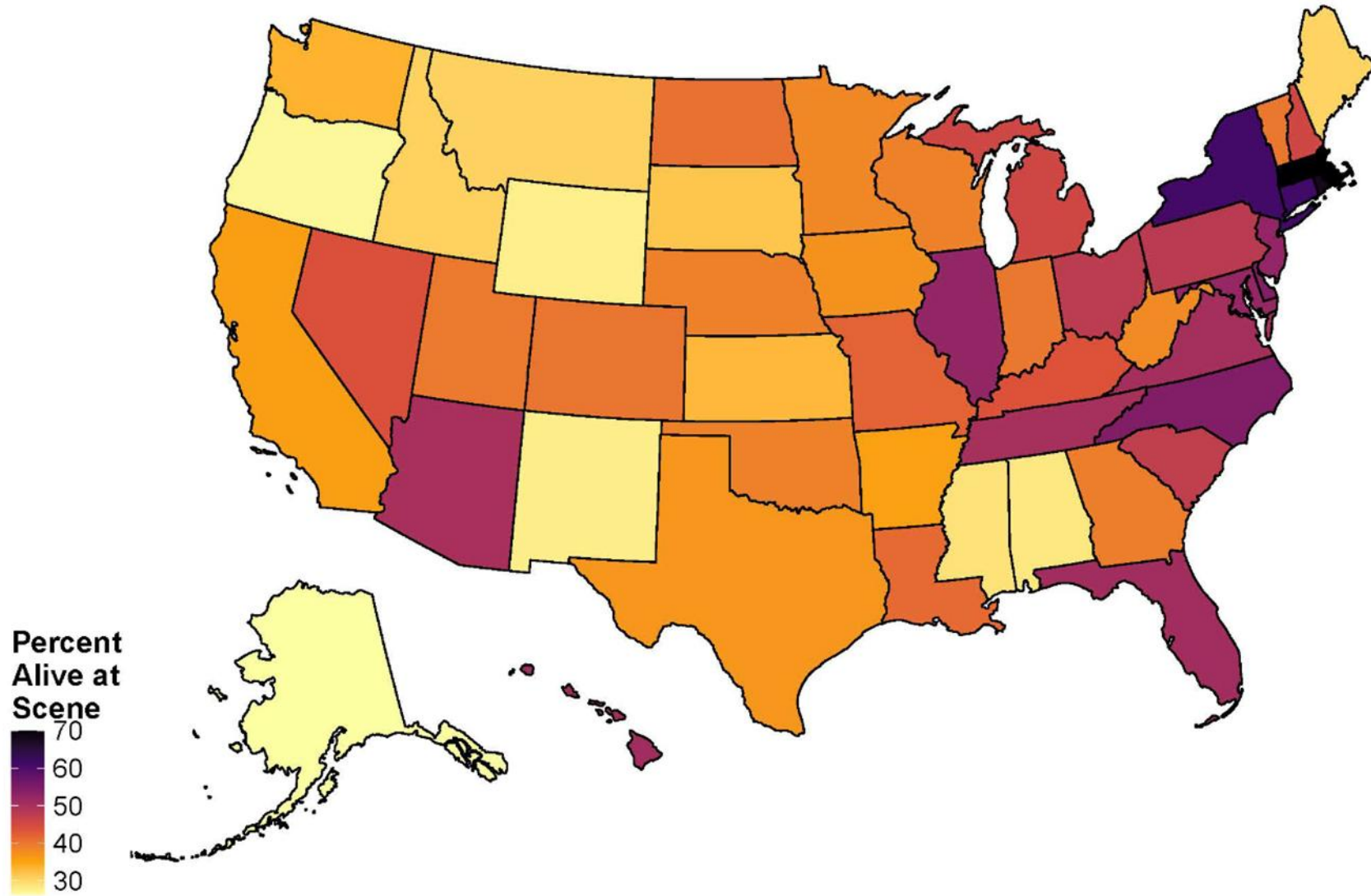
...BUT 42%

OF THOSE
WERE ALIVE WHEN FIRST
RESPONDERS ARRIVED.⁴

FARS

Image Credit: NHTSA

Percent of Motor Vehicle Crash Fatalities Who Were Alive At Scene Post-Crash by State, 2019-2023



Nationally, 43% of motor vehicle crash fatalities between 2019 and 2023 were alive at the scene when emergency services arrived but later died (within 30 days of the crash). Of these, about one-third occurred in rural areas and two-thirds in urban areas.

Why People Die in a Crash



The **number-one preventable cause of death** in trauma-related injuries is blood loss.²



People die when they don't have enough oxygenated blood in their body.³



When someone bleeds internally or externally, they can die in as **little as five minutes**.⁴

Emergency Medical Response Strategies



**EMERGENCY
MEDICAL
DISPATCH**
(EMD) 911 PROTOCOLS



**TIMELY
ON-SCENE CARE**
USING MODEL EMS
CLINICAL GUIDELINES



**TRANSPORTATION
TO A TRAUMA CENTER**
BASED ON NATIONAL FIELD TRAUMA
TRIAGE GUIDELINES



**PERFORMANCE
MEASUREMENT**
FOR CONTINUOUS QUALITY
IMPROVEMENT AND SEAMLESS,
LINKED AND DATA-DRIVEN CARE

Dispatch Strategies



ADVANCED AUTOMATIC CRASH NOTIFICATION TO CENTERS

911 centers with optimal technology will receive crash location and severity information, which has the potential to **save 360 to 721 lives annually.**⁵



GEOGRAPHIC INFORMATION SYSTEM (GIS) DATA AVAILABLE TO 911

911-standard compliant addressing **data provides telecommunicators exact crash and caller location** to inform the most efficient dispatch of first responders.

911 Advances



911 OPERATIONS

- Structured protocols guide the dispatch of the appropriate emergency response and can include instructing bystanders to provide immediate care before help arrives.⁵
- Adequately staffed 911 centers with telecommunicators trained in Traffic Incident Management, help reduce the duration and impacts of traffic incidents, like secondary crashes.⁶



DATA COLLECTION

- Standardized data collection can help to better understand and prevent crashes.⁷



INTEROPERABILITY

- Enhancement of Computer Aided Dispatch interconnections (CAD-to-CAD) support 911 dispatch of the most appropriate unit.⁸
- Advanced Automatic Crash Notification technology allows 911 centers to receive critical information, including severity, having the potential to save 360 to 721 lives annually.⁹



GEOGRAPHIC INFORMATION SYSTEMS (GIS)

- Next Generation 911-compliant addressing data provides telecommunicators with exact incident location.¹⁰

On-Scene Strategies



CALL-TAKING PROTOCOLS

Just **43% of 911 centers** follow Emergency Medical Dispatch protocols, which guide telecommunicators to both dispatch the appropriate emergency responders and help callers provide immediate care before help arrives.⁶



BYSTANDER CARE

Witnesses to a crash can **quickly provide lifesaving care**, such as applying a tourniquet,² using an AED or delivering CPR.



PREHOSPITAL BLOOD TRANSFUSION

Severe blood loss is the **leading cause of preventable death** in trauma cases, and nearly half of patients die before they reach the hospital. Prehospital blood transfusion is proven to **reduce mortality by 37%** among trauma patients.²



RAPID EXTRICATION

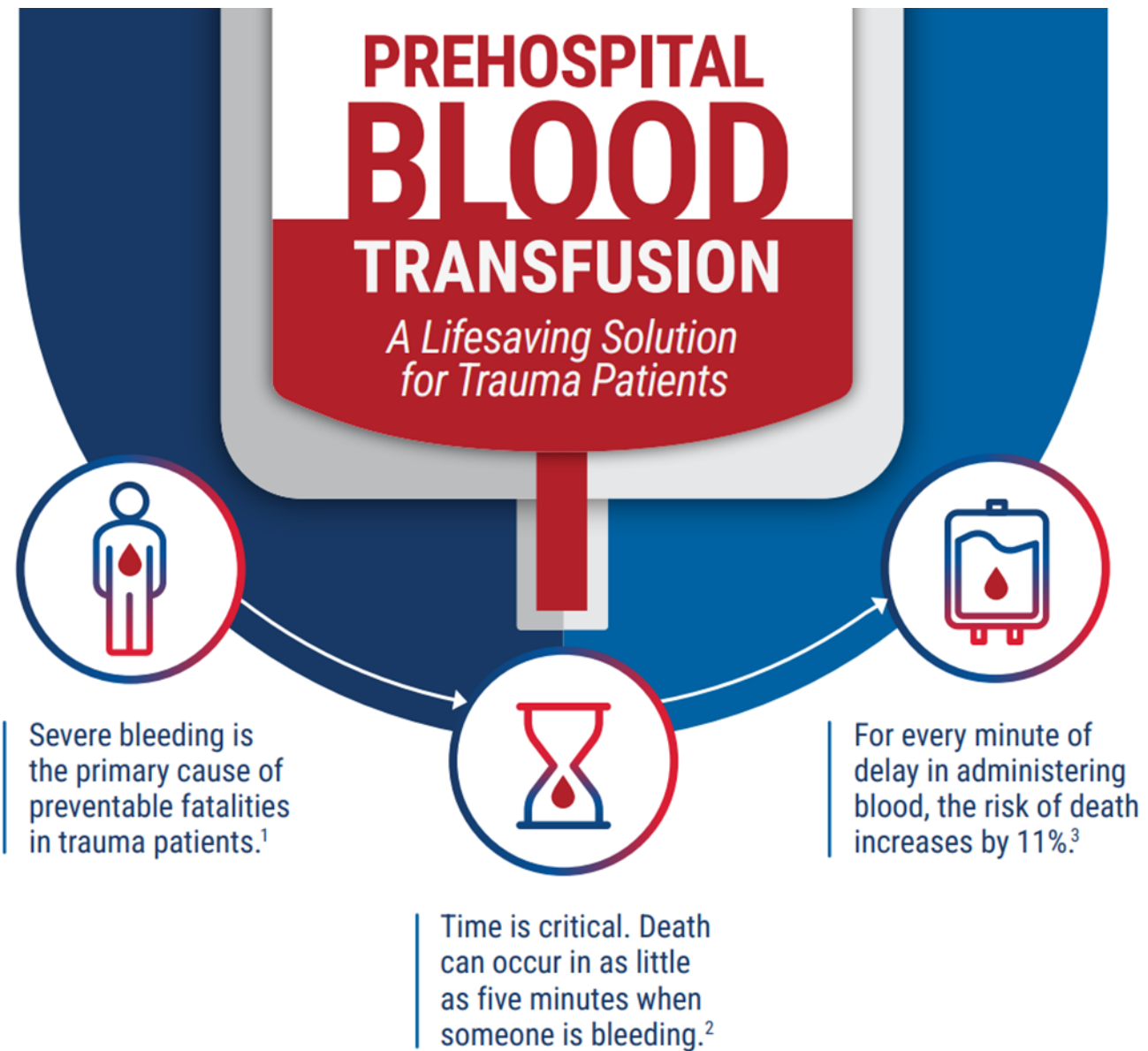
Crash victims who are trapped in a vehicle are **more likely to die** and have time-critical injuries requiring intervention.⁷

Prehospital Blood Transfusion Program

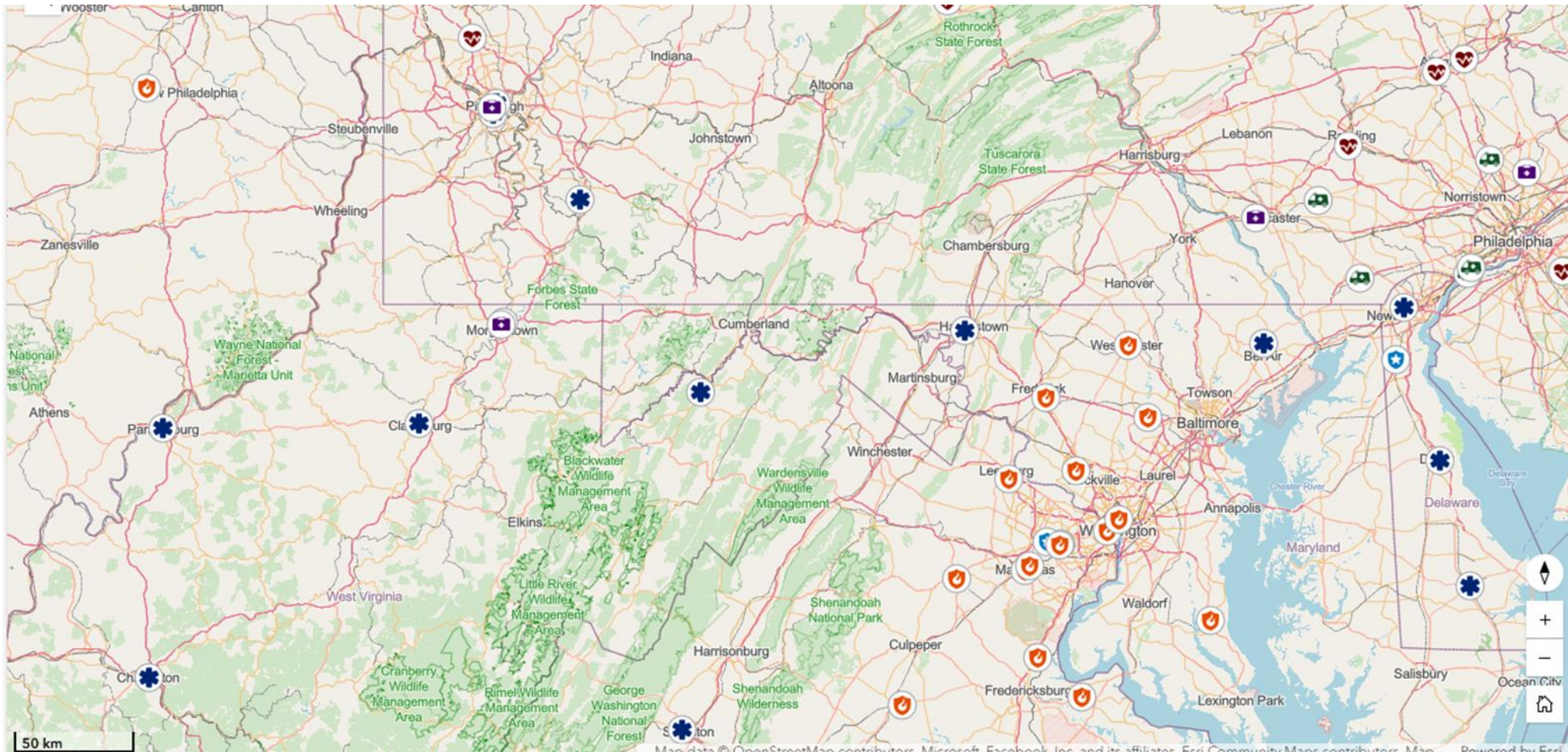
EMS clinicians deliver whole blood or components (packed red blood cells, plasma, platelets) to severely bleeding patient

- Stakeholder Committee
- Equipment
- Education and Training
- Blood-Sharing Network
- Data
- Guidelines

Check with regulatory agency about licensures and requirements to allow paramedics and other EMS personnel to administer blood in the field










Prehospital Blood Transfusion Location Map



PHBT EMS Locations February 2026

Type of Agency

-  Fire-Based EMS
-  Hospital-Based
-  Law Enforcement
-  OMD
-  Private
-  Third Service
-  University-based EMS Training Academy

Success Stories



CoP EMS Celebrates the Formal Launch of Whole Blood in the Field

Published on September 26, 2025

The collaborative program—a partnership between the City, UPMC, and Vitalant—provides a major life-saving benefit to our city



Pittsburgh, PA –The City of Pittsburgh Bureau of Emergency Medical Services (EMS) is proud to announce the launch of whole blood in the field being deployed by paramedics across the city of Pittsburgh. This cooperative program is a joint effort between Pittsburgh EMS, UPMC prehospital services, and Vitalant and sees whole blood being administered directly to patients in the field.

Pittsburgh EMS led the way in Pennsylvania by launching a pilot program in 2022 that paired paramedics with prehospital physicians to transfuse blood to patients in the field and save lives right at the scene.

Through New Jersey Department of Health waivers, NJ paramedics now provide emergency blood transfusions

Delaware State Police Partners with Blood Bank of Delmarva to Announce Pre-Hospital Whole Blood Program During Trauma Care

Date Posted: Monday, February 17th, 2025

Life-saving improvisation sparks new prehospital blood program in rural West Virginia

A traumatic crash and weather-grounded helicopter pushed Mineral County EMS to rethink how blood reaches patients

GW Hospital Celebrates One Year of Providing Whole Blood to DC EMS

July 21, 2025 | News

Prince William County Fire and Rescue Launches Advanced Care Field Operations Program to Save Lives

Friday, 07 Nov 2025 | Department of Fire and Rescue

The logo for Washington County Emergency Services. It is a shield-shaped emblem with a red border. The top part is yellow with the words "EMERGENCY SERVICES" in red. The center features a fire hydrant and a fire truck. The bottom part is yellow with the words "WASHINGTON COUNTY, MD" in red.

Washington County Division of Emergency Services Launches Whole Blood Program

Transport Strategy



TRANSPORT VICTIMS TO APPROPRIATE CARE ACCORDING TO NATIONAL FIELD TRIAGE GUIDELINES.

Organized trauma care systems **reduce mortality from motor vehicle crashes by 8%.**⁸

Programmatic Strategies



HIGHWAY SAFETY PLANNING THAT INCLUDES POST-CRASH CARE

By working together on strategies that improve prehospital care, EMS agencies and State Highway Safety Offices can **reduce the number of motor-vehicle crash fatalities.**⁹



TRAFFIC INCIDENT MANAGEMENT (TIM) TRAINING FOR 911 & EMS

Approximately 30% of EMS professionals were TIM-trained by 2022.¹⁰



FULLY STAFFED AND RESOURCED 911 AND EMS SYSTEMS

More than half of 911 centers¹¹ and many EMS systems¹² are experiencing a staffing crisis.



APPLYING DATA FOR CONTINUOUS IMPROVEMENT

Access EMS crash data through the National EMS Information System (NEMIS) database to identify problems and opportunities for improvement and prevention.

Post-Crash Care in Safety Planning

- Look at opportunities to improve your State or locality's EMS data
- Work with EMS officials and Highway Safety Offices to identify crash prevention and post-crash care challenges
- Integrate Post-Crash Care into your safety plan

Delaware SHSP Post-Crash Care

FRAMEWORK TO REDUCE FATALITIES AND SERIOUS INJURIES

Post-Crash Care

The Post-Crash Care Emphasis Area of the Safe System Approach represents the integration of first responders and medical care into the transportation safety realm. This Emphasis Area also includes crash investigations, development and maintenance of traffic records and data analysis, as well as traffic incident management at crash scenes.

Emergency service is one of the four E's of traffic safety. Rapid and efficient emergency response and traffic incident management can often be the difference between a serious injury and a fatality. Quick clearance of a crash can minimize the risk of secondary crashes and improve first responder access to the crash scene, improving their ability to rapidly transport the injured persons to nearby medical facilities. Secondary crashes commonly occur within the impact area of the preceding crash and may contribute to increased congestion and restrict first responders' access to a crash scene.

From an emergency medical services standpoint, Delaware has been making strides to improve injury outcome for crash victims. The Office of EMS Preparedness has implemented a successful program to have whole blood on site at crash scenes and other traumatic events to treat patients who have experienced blood loss. Delaware is the first state with every 911 responding paramedic agency administering whole blood. The pilot program was so successful that the program was implemented statewide with all paramedic agencies, including the Delaware State Police aviation unit which has on-board



Emergency Response



Traffic Records and Data Analysis



Traffic Incident Management

Delaware has also been working to improve clearance times for crash scenes. Historically, it can take up to four hours to clear a fatal crash scene. This includes treatment and transport of injured persons, stabilizing and removing the vehicles involved, and overall crash investigation. Fatal crash scenes are considered crime scenes so the investigation is extremely detailed including identification of all vehicle related skid marks, vehicle locations, and debris locations. This has historically been done through the use of aerial photography. Recently, law enforcement has been using drone technology which can lead to clearance times being reduced.

Post Crash Care

Implement the actions of the Traffic Records Strategic Plan to continue improvements to the timeliness, accuracy, completeness, uniformity, accessibility and integration of traffic records data.

Continue the development of improvements to on-scene care and injury surveillance to improve injury outcomes for victims of crashes.

Review programs and consider improvements to ensure that first responders are able to manage the safety of on-scene personnel, have appropriate resources to manage incident traffic control, and can monitor traffic impacts to improve first responder safety, improve incident clearance, and minimize secondary incidents.

SS4A Funding for Post-Crash Care

- 2025 USDOT Safe Streets and Roads for All
 - 48 projects involving EMS and/or whole blood projects
 - Centre Region COG connected vehicle digital safety alert tech pilot
 - Westmoreland County TIM system
- Prehospital Blood Transfusion Response Models
- Emergency Response Coordination and Communications Improvements
- Post Crash Care and Trauma Response System Enhancements

Resources

- USDOT Post-Crash Care website
 - <https://www.transportation.gov/safe-system-approach/post-crash-care>
- EMS
 - <https://www.ems.gov/issues/ems-highway-safety-and-post-crash-care/>
- 911
 - <https://www.911.gov/>
- Prehospital Blood Transfusion Coalition Map
 - <https://prehospitaltransfusion.org/blood-program-interactive-map/>

Roundtable / Questions



Thank You!

SAFER PEOPLE / SAFER SPEEDS

Ginny O'Connor, PE, PTOE, RSP2I
virginia.oconnor@toxcel.com

SAFER VEHICLES

Sushant Jagtap
sjagtap@iihs.org

SAFER ROADS / SAFER LAND USE

Jeff Riegner, PE, AICP, PTOE, RSP1
jriegner@kittelson.com

POST-CRASH CARE

Eric Tang, PE, RSP1, RSP2B
etang@vhb.com

MODERATOR

Emily Hufnal
emily.hufnal@delaware.gov