



OFFICIAL LETTER OF RECOGNITION

IN APPRECIATION OF THE SHSP CHALLENGE AREA LEADERS

Dear Hong Zhang,

On behalf of the Strategic Highway Safety Plan (SHSP) Executive Leadership and Steering Committees, please accept our deepest appreciation for your participation in the SHSP as a key leader in your Challenge Area. Over the course of the SHSP development and implementation, you have gone above and beyond to organize and engage your team members, to identify, develop and implement safety actions, to update the tracking tool with action progress and to provide timely communication about the implementation of actions to the Steering Committee.

We know this is no small undertaking. Your dedication and commitment to the SHSP is inspiring, and the specific expertise and leadership you provided to your Challenge Area Team have been invaluable to the development and implementation of the SHSP.

As a key leader of your Challenge Area Team, you serve a vital role in leading and collaborating with a variety of interests representing federal, state, regional, local, tribal, and advocacy organizations. We are grateful to have support and input from a diverse pool of safety professionals and subject matter experts with a shared goal of improving the safety of all public roads throughout California. Your knowledge of and commitment to proven as well as innovative approaches ensures the SHSP will strategically drive down fatalities and serious injuries.

With this letter we recognize the time, expertise, and dedication you have given towards the California SHSP.

We are truly honored that you have chosen to be part of this team and deeply respect your commitment to ensuring safety on all public roads for all Californians.

Sincerely,

David S. Kim

DAVID S. KIM
Secretary
California State Transportation Agency



CERTIFICATE OF APPRECIATION

This certificate of appreciation is presented by SHSP Steering Committee and Executive Leadership

Hong Zhang

to thank _____

for your participation in and dedication to the California Strategic Highway Safety Plan. As a key leader in your Challenge Area your expertise has supported positive safety improvements in California.

CHALLENGE AREA: _____ *Motorcyclists* _____

DATE: _____ *February 25, 2021* _____ SIGNED: _____ *David S. Kim* _____