



Annual Accomplishments and Overview

2026

PRESENTED BY SECRETARY JOE FLYNN

VERMONT AGENCY OF TRANSPORTATION

Agency of Transportation 2025 Highlights Video

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Highway Division

DIRECTOR: JEREMY REED

DEPUTY DIRECTOR: ERIN SISSON

Highway Division

Staff
Total: 324

Total FY26 Appropriation:
\$450.3 million



The Highway Division oversees prioritization, programming, design, engineering, and construction projects on the interstate and highway systems; supports municipal projects; manages the safety and needs of the Agency’s highway assets – bridges, culverts, signals, signs, pavement, and more – from budgeting and conceptualization through construction and ensuring effective operation.

Construction & Material Bureau	Operations & Safety Bureau	Project Delivery Bureau	Asset Management Bureau
<ul style="list-style-type: none">• Construction• Materials• Geo-Technical• E-Construction• Structural Services Unit	<ul style="list-style-type: none">• Traffic Signal Operations & Intelligent Transportation Systems• Transportation Management Center• Traffic Operations/Mobility• Data Management• Office of Highway Safety• Active Transportation	<ul style="list-style-type: none">• Structures/Hydraulics• Highway Safety & Design• Right of Way, Utilities & Environmental• Municipal Assistance	<ul style="list-style-type: none">• Budget & Programming• Data Management• Bridge Inspection• Corridor Management



COLCHESTER NH 028-1(31)

Colchester I-89 Exit 17

\$25 million Interchange Reconstruction and U.S. Route 2 Bridge Replacement on new alignment.

Increasing overall capacity of the interchange and adjacent intersections with U.S. Routes 2 & 7 and adding new designated bicycle lane.

Contract completion Spring 2026.



READSBORO BF 0102(16)

Bridge 25 on VT 100 over Deerfield River

\$28 million Bridge Replacement

The existing 1952 bridge being replaced to increase hydraulic capacity and remove fracture critical bridge on State system. New bridge, 370' long, 2-span 4-steel girder system including new town water main supported on bridge.

Contract completion Fall of 2027.





ROYALTON IM 089-1(63) **Rehab Bridges over VT 107, NECR, and the White River**

\$33 million Rehabilitation of I-89 NB & SB bridges at Exit 3

New concrete deck & railing barriers, Abutment & Pier Rehabilitation with Steel Repairs & Painting. NB Bridge completed Fall 2025. Phase II, SB bridge to be completed October 2027.

Contract completion in June 2028.



HARTFORD NH 020-2(45) **Quechee Gorge Bridge**

\$22 million Bridge Widening and Rehabilitation

Replacement of deteriorated structural steel members and member connections in addition to new coatings, complete deck replacement, sidewalk widening, and pedestrian safety updates.

Contract completion in June 2026.

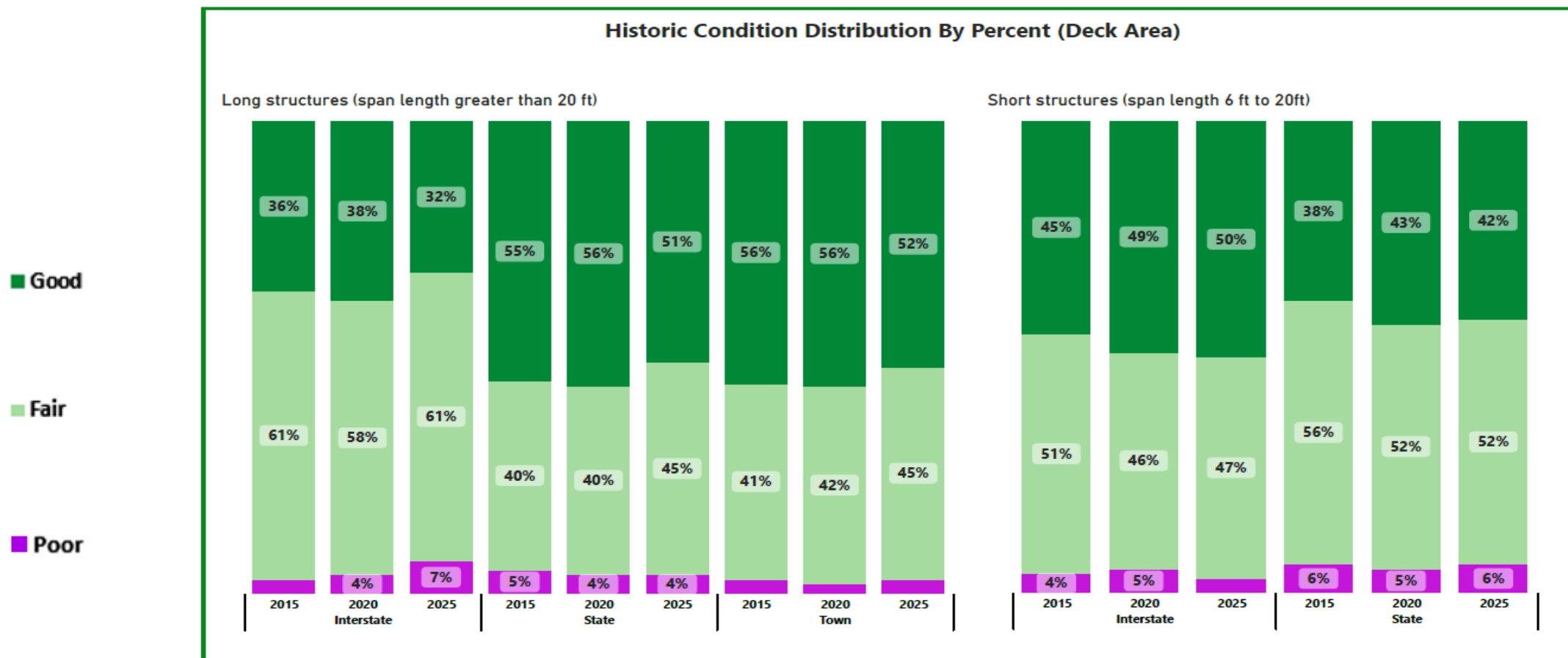


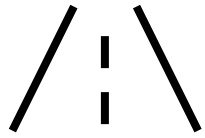


Bridge Conditions – Vermont’s bridges currently meet the Agency’s performance targets. Age, environmental conditions, and rising costs are ongoing challenges.

Targets:

- Interstate: <6% poor
- State: <10% poor
- Town: <12% poor

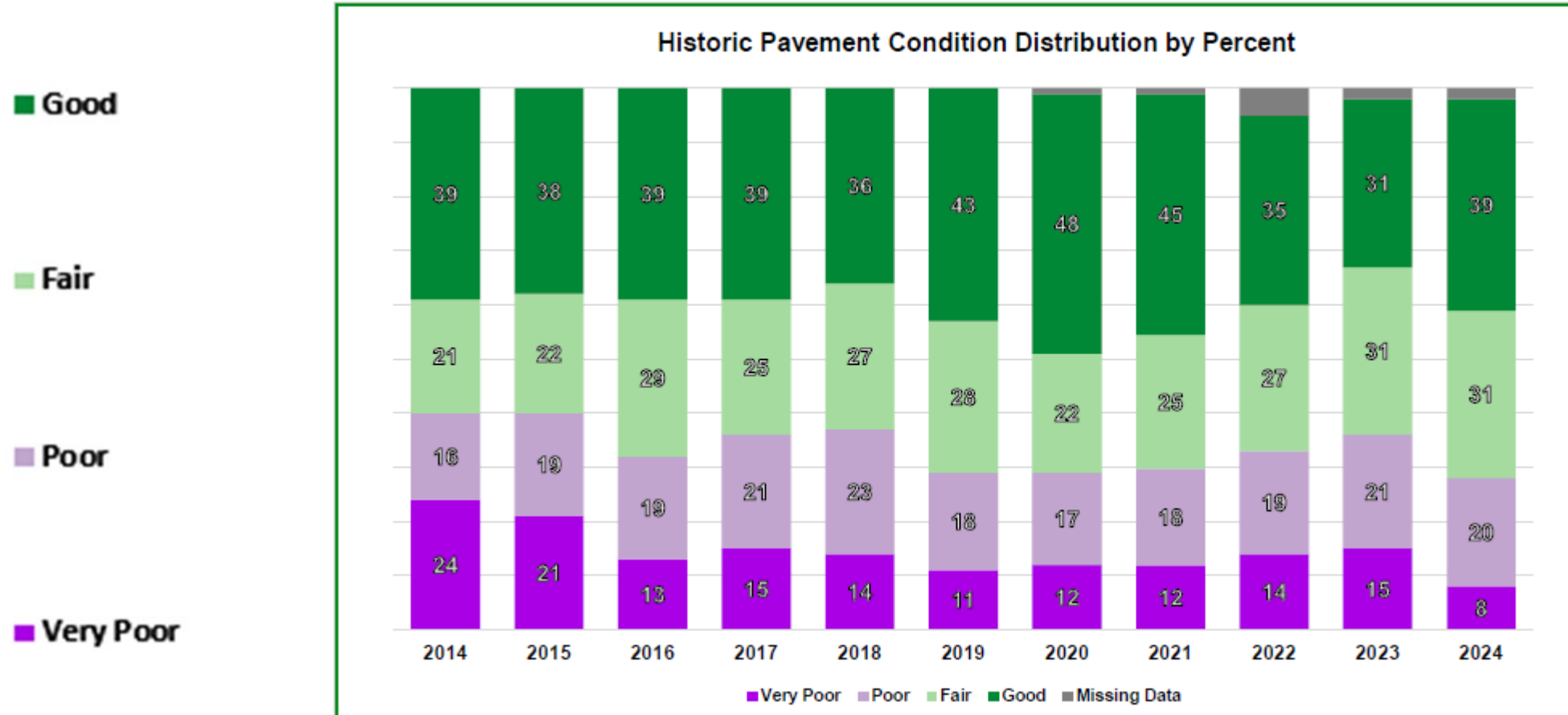




Pavement Conditions – Pavement also currently meets Agency’s performance targets. The network is managed with the dual goals of providing the best conditions to most users while providing acceptable levels of service on all roads.

Targets:

- Percent Very Poor not to exceed 25%



Fatal Crash Data	2025*	2024	2023	2022	2021	2020
Total Fatal Crashes	58	53	63	73	69	58
Total Fatalities (People)	61	59	69	76	74	62
Double Fatality Crashes	3	4	4	3	5	4
Triple Fatality Crashes	0	1	1	0	0	0
Quadruple Fatality Crashes	0	0	0	0	0	0
Operators Suspected as Driving under the Influence of Alcohol Only	3	5	10	11	10	11
Operators Suspected as Driving under the Influence of Drugs Only	22	13	23	20	18	14
Operators Suspected as Driving under the Influence of both Alcohol & Drugs	10	14	8	13	12	6
Active Cannabis - Delta 9 THC Confirmed**	8	14	14	15	25	14
Operators Suspected of Speeding	20	27	18	21	33	15
Operators with Suspended License/ No License	6	10	14	12	7	13
Junior License Operators involved in fatal crashes	6	5	1	2	5	2
"Older Drivers" involved in fatal Crashes (Older Driver is defined as any person age 65 or older.)	12	7	24	25	19	15
Crashes involving a Large Truck/Bus	6	2	5	11	4	3
Motorcyclist Fatalities	9	6	18	14	16	10

*2025 data is as of the date of this report. These numbers are subject to change.

**Active Cannabis - Delta-9 THC Confirmed is counted in the number of operators that had drugs only or alcohol & drugs.

***None of the identified groups above are implicated as being "at fault"

Fatalities by Vehicle Type and Restraint/Safety Equipment Used							
Road User Type	Restraint/Safety Equipment	2025	2024	2023	2022	2021	2020
Motor Vehicle Occupant	Unbelted	21	20	24	31	28	24
	- Driver	18	16	18	25	25	19
	- Passenger	3	4	6	6	3	5
	- UTV Driver	0	0	0			
	Belted	17	18	17	18	18	17
	- Driver	14	16	14	17	13	12
	- Passenger	3	2	3	1	5	5
	Improper Belt Use/Child Restraint	0	0	1	1		0
Motorcyclist/ATV	Wearing Helmet	8	7	14	14	13	10
	Non-DOT Compliant Helmet/Improper	0	0	3		2	0
	No Helmet	3	1	1	2	2	2
Vulnerable Users	Pedestrians	9	6	5	6	8	8
	Bicyclists	1	2	1	1		1
Unknown	Unknown Belt/Helmet Use	2	5	3	3	3	0
% Unbelted*		56%	52%	60%	64%	60%	59%
Total Fatalities		61	59	69	76	74	62

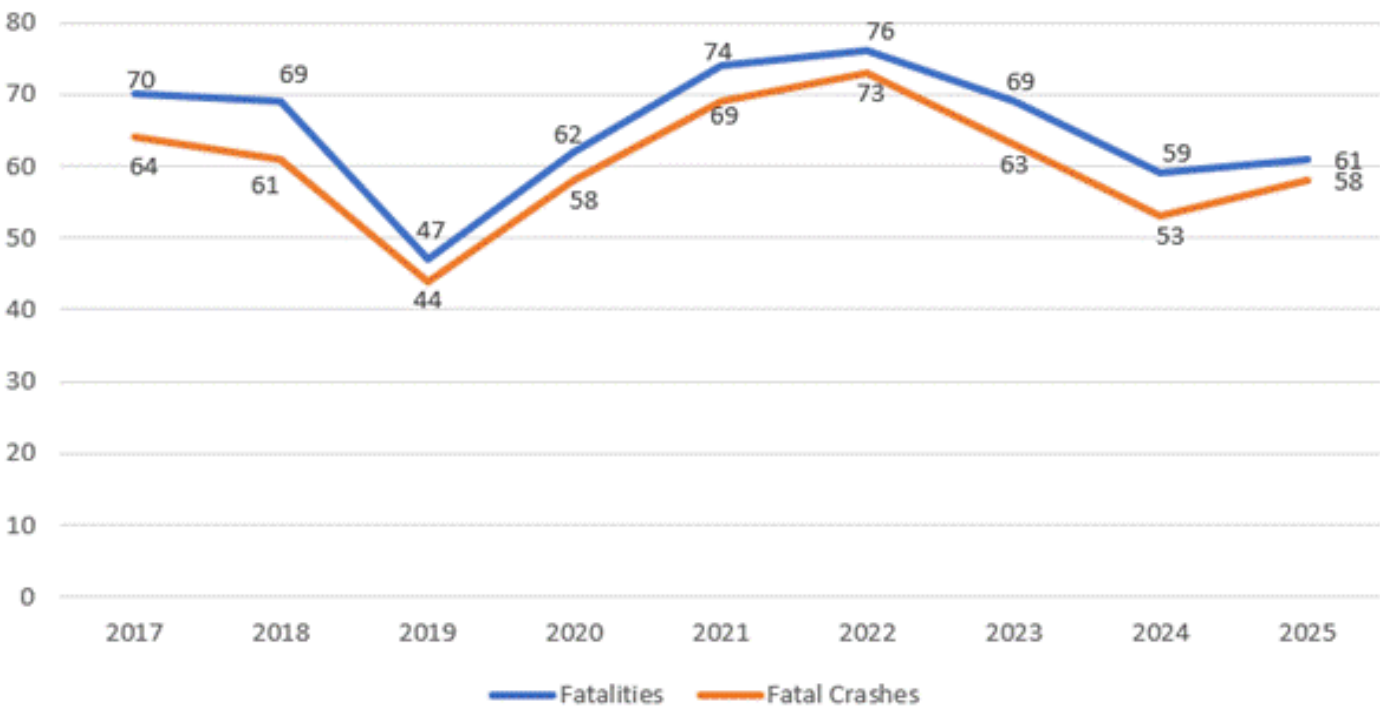
*Of all fatalities: only occupants in vehicles equipped with seatbelts are used in the calculation for unbelted percentage. Excludes: motorcycles, ATVs, pedestrians, bicyclists and unknowns. (Sum of Belted" & "Unbelted", divided into sum of "Unbelted" & "Improper Belt/Restraint")

Fatalities and Fatal Crashes by Calendar Year

*Data Current Through 1/05/2026

Fatalities and Fatal Crashes by Calendar Year

*Data Current Through 1/5/2026



District Maintenance and Fleet Division

DIRECTOR OF MAINTENANCE: ERNIE PATNOE

DIRECTOR OF FLEET: TODD LAW

DEPUTY DIRECTOR: ASHLEY ATKINS

District Maintenance & Fleet Division

Staff

Total: 506

District Maintenance Funding

Total FY26 Appropriation:
\$117.2 million

Central Garage Funding

Internal Service Fund Appropriation:
\$25.7 million

AOT has a significant public investment in its transportation infrastructure. The **District Maintenance and Fleet Division** – with more than 500 employees – Our workforce is dedicated, hard-working, and proud of what they do.



The new Swanton Garage has 12 bays, a salt storage shed, liquid salt storage tanks, and separate office building all within easy access to the interstate.



SOUTHWEST		SOUTHEAST		CAPITAL	NORTHWEST		NORTHEAST	
District 1	District 3	District 2	District 4	District 6	District 5	District 8	District 7	District 9
Bennington East Dorset Marlboro Readsboro Wilmington	Brandon Castleton Clarendon Ludlow Mendon Middlebury Rutland Sudbury	Ascutney Chester Dummerston Jamaica Londonderry Rockingham Springfield	Randolph Reading Rochester Royalton Thetford Tunbridge White River Jct Windsor Woodstock	Middlesex Morristown N. Montpelier Orange Waitsfield Williamstown	Chimney Corners Colchester New Haven	Cambridge Eden Enosburg Georgia Highgate Montgomery N. Hero St. Albans	Bradford Lunenburg Lyndon Newbury St. Johnsbury W. Danville	Barton Bloomfield Canaan Derby Irasburg Island Pond Westfield Westmore

July 10th

On the exact same day, three years in a row, Vermont was hit by severe flooding, especially in the Northeast part of the state.

July 2023 (VT23-1) - \$188M

July 2024 (VT2-3) - \$69M

July 2025 - \$454,147 (Not FHWA eligible)

(Note: These estimates continue to change due to the permanent projects progressing, etc.)

Crews were dispatched to assess the damage and report back, so the best plan of action could be made to make sure all roads were repaired and reopened as soon as humanly possible.



The picture with the debris and part of road slope gone is at a box culvert on VT 114 East Haven. The picture of the bridge approach that is mostly gone is on US 5 in Lyndon.

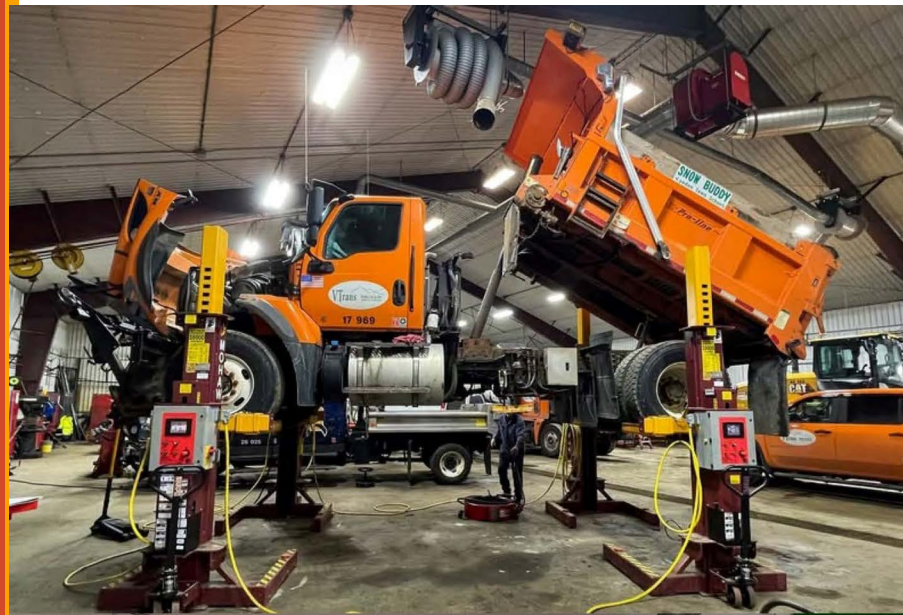


Central Garage

With responsibility for the Agency's fleet management and maintenance, Central Garage is AOT's advocate, caretaker, and technical resource for 691 pieces of mid-size and heavy-duty highway and bridge maintenance vehicles and equipment, including multi-use plow and dump trucks, and specialized heavy and construction equipment.

This includes 253 active dump trucks, 172 pickups with plows, 66 loaders, and 5 graders.

Central Garage also supports the DMV Enforcement and Safety and AOT's Operations, Aviation, Rail, and Bridge Inspection equipment through intra-agency agreements.





After the July 2023 flood, the Central Garage Berlin staff has been temporarily relocated to the former storage building and District 6 office on the existing parcel.

Last year the legislature approved the purchase of the property on Paine Turnpike North.

Subsequently, project design was completed in 2025.

The Paine Turnpike CG Relocation Project went out to bid on November 19, with a Bid Opening date of December 22.

Concurrently, AOT accepted a fixed cost offer from FEMA.

Central Garage Flood Update



The fixed cost offer has two components, Public Assistance, and hazard mitigation. The Public Assistance portion of the offer will be used for the Paine Turnpike project.

Total Fixed cost offer: \$21.8M
Fed Share: \$18.3M
State Share (10%): \$2.2M

The state share will be provided from the AOA appropriation for non-federal share for the DR4720 damages.

Pending the outcome of several FEMA decisions and contract negotiations, we anticipate being able to award a contract soon.

Policy, Planning, and Intermodal Development Division (PPAID)

DIRECTOR: MICHELE BOOMHOWER

ASSISTANT DIRECTOR: TRINI BRASSARD

Policy, Planning, and Research

Staff

24 FTE and 1 temporary

Total FY26 Appropriation:

State Funds: \$3.74 million

Federal Funds: \$11.22 million

Interdepartmental Transfer: \$82K



- 238 municipalities actively engaged in regional and statewide Transportation Planning Initiative (TPI)
- One Better Connections municipal study ongoing (Waterbury) and announcement of two new projects pending
- Completed Legislative Studies: Ultra-low Volume, Kit-cars and Homebuilt Motor Vehicles Registration Report (with DMV), Cancellation of Locally Managed Projects Report (with Highways), Municipal Grant Program Efficiencies Report (with Highways), and Act 181 Transportation Support Study
- Processed 450 permits for driveways, utilities, and other work in highway right-of-way (Sec. 1111)
- Reviewed 262 Act 250 applications, prepared 45 comment letters, and assessed 13 Act 145 Fees
- Processed the 2025 mileage certificates and published and mailed to municipalities 315 updated town highway maps
- Completed the State Rail Plan, Freight Plan near complete, and initiated update of the Long-Range Transportation Plan

Environmental Policy and Sustainability

2025 Staffing

3 Full Time Permanent
1 Full Time Limited Service
1 Part Time Temporary Intern

Total FY26 Appropriation:

State Funds: \$389K
Federal Funds: \$8.15 million
Local Funds: \$952.5K

- Contracted for the construction of 8 NEVI-compliant electric vehicle charging infrastructure sites (bringing the total to 9) and obligated the full \$21.2M NEVI appropriation to build up to an additional 19 locations
- Contracted for the development and implementation of a Mileage Based User Fee (MBUF)
- Allocated an additional \$7.3M of Carbon Reduction Program funding for a total allocation of \$26M of an available \$32M. Project types include bike and pedestrian facilities, transit operations, fleet EV charging equipment, park and ride facilities, and other traffic efficiencies
- Contracted for the design of two Hazard Mitigation grant award locations; developed a framework for incorporating nature-based solutions into projects; and allocated the remaining \$8.5M of the total \$37M IJA PROTECT funds to address identified Resilience Improvement Plan vulnerabilities
- From 2020 to 2025, AOT offered five clean-transportation incentive programs that distributed almost 7,000 incentives that gave Vermonters more than \$23.5 million to reduce transportation emissions and reduce transportation costs and energy burden. 67% of the incentives and 79% of the funding went to lower-income Vermonters.



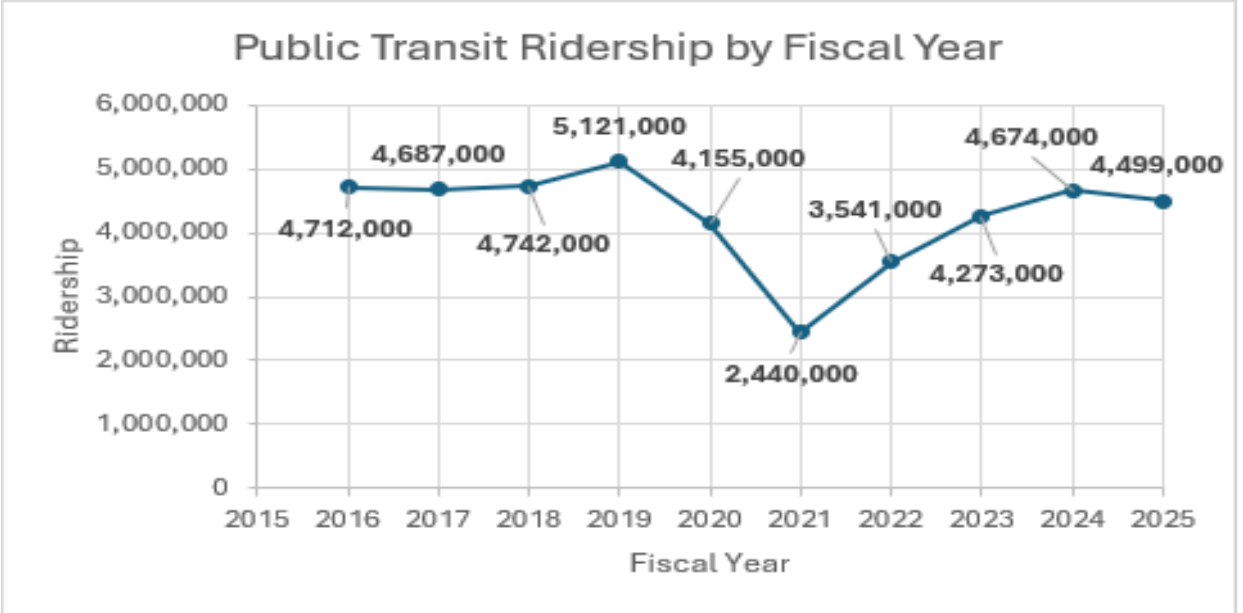


Public Transit Program



Program Manager: Ross MacDonald
4 FTE staff (down from 5.5 in FY '25)
State Funds: \$9,939,025
Federal FTA: \$21,542,700
Federal FHWA: \$25,065,000 (\$3M CRP)

- **Program Overview:** Services include 106 fixed routes, demand response (dial-a-ride) in every town, Go! Vermont, Mobility and Transportation Innovation Grant Program. 7 Regional providers supporting over 400 jobs throughout VT.
- **Statewide Route Adjustments in SFY25:** Service changes amounted to cost savings of \$1.6M in Rural and \$2M in the one Urban region. Attempting to re-establish sustainable levels of service.
- **FTA 5339 Competitive Award:** \$6.9M awarded to GMT-Urban for vehicles and facility needs.
- **Rural Transfer:** GMT-Rural to be replaced by RCT (Franklin/GI) and TVT (Washington County). Goal is for GMT to focus on urban services with lower costs in rural regions. Also results in fewer providers requiring VTrans oversight (6 from 7).
- **MTI:** Grant program awarded \$600k with Section 24 to providers for Volunteer Driver recruitment, and \$419,351 to other recipients.



Rail Program

Staff
17 FTE

Total FY26 Appropriation:
State Funds: \$15.07 million
Federal Funds: \$31.89 million



- **Rail Program Projects**

- Rail Bridge BUILD Projects: 29 rail bridges were completed with bridges now rated to carry 286,000 lbs. This completes the FRA grant.

- **Rail Bridge Program**

- In 2010, 13 of 174 bridges met 286,000 lbs. loading rating capacity, the industry standard. Today, 161 meet this standard.
- Annual Rail Bridge Inspections of the 174 rail bridges are complete.

- **Rail Crossing Program**

- Inspect 420 Public, At-Grade Rail-Highway Crossings each year
- Crossing Safety Improvement Projects: 6 complete, 4 designed

- **Amtrak**

- Amtrak Ridership from FFY 2024 to 2025 increased by 3% for the Vermonter and 4% for the Ethan Allen Express.
- AOT continues to work with Amtrak and Canadian officials on the feasibility study for the preclearance facility at Montreal Central Station.
- White River Junction platform reconstruction complete

- **July Storm Event Response: 2024**

- 115 sites were damaged during the July Storm Event.
- 12 sites from this event are ongoing projects.

Aviation Program

Staff

19 FTE

Total FY26 Appropriation

State Funds: \$7.47 million

Federal Funds: \$5.94 million



NEK Int'l Terminal Building

• Project Highlights

- **W.H. Morse State Airport, Bennington:** Approximately 22,000 Sq. Ft. of pavement was replaced on the terminal apron during summer of 2025. In addition, drainage and grading improvements were made.
- **Hartness State Airport, Springfield:** Trees and encroaching vegetation that had been identified as critical safety issues were removed to improve safety for pilots utilizing the airport.
- **NEK International Airport:** Completed the construction of a new public terminal building at the airport. Terminal construction was funded in part by Northern Borders Regional Commission (NBRC) grant funding.
- **FAA Capital Improvement Plan:** Ongoing coordination with FAA to identify improvements to the VT airport system. 22 Capital Improvement projects in various stages in FY 26

• Maintenance Activities

- Winter snow removal operations and seasonal vegetation management at 10 state airports.
- Continued efforts to maintain and improve 42 State owned buildings – public terminal buildings, snow removal equipment buildings, and aircraft maintenance and storage hangars.

• Property Management

- Maintaining 300+ private and commercial lease agreements and looking for opportunities to airport usage and increase economic opportunity at each airport.

• Statewide Airport Policy Modernization

- Ongoing large-scale effort to amend and update AOT's various airport use policies, lease classification categories, lease general conditions, and commercial operator minimum standards. Policy updates are being conducted with feedback from airport stakeholders.

• Unmanned Aircraft Systems (UAS) Program

- UAS services provided throughout AOT and other state agencies for project design, development and subsequent maintenance, and emergency response scenarios.

Administration Division

DIRECTOR: JAYNA MORSE

DEPUTY DIRECTOR: MAUREEN PARKER



Finance and Administration Division

Staff
132

Funding
Total FY26 Appropriation: \$26.5 million

The Division works to maximize financial and human resources while improving business practices to meet the needs of internal and external customers. Functional areas of the division include:

Innovation	Emergency Management Response	Contract Administration
Audit	Budget Operations	Financial Operations
Civil Rights & Labor Compliance	Learning, & Development	Occupational Safety
Hearings	Vermont Local Roads	Facilities Management

AOT Facilities Highlights

ST. ALBANS DMV BRANCH RENOVATION

- DMV recently moved into the former AOT District 8 office location.
- Full renovation was completed including new heat pumps for heat/A/C, lighting upgrades, and new ADA bathroom.



DANVILLE RAIL TRAIL GARAGE

- Garage will house the equipment for maintenance and operations of the Rail Trail.
- Site is located directly next to the Lamoille Valley Rail Trail.
- Construction will be completed in Spring 2026.



Training Opportunities

Entry Level Drivers Training Program

15 AOT Certified CDL Trainers Across Vermont

2025

CDL A - 43

CDL B - 32

CDL B->A Upgrades - 17

CDL In-progress – 19

\$666,000 cost savings

2022-2025

302 Total

Completions

\$1,812,000 cost savings



Vermont Local Roads

VT's Local Technical Assistance Program (LTAP) Center

117 total training sessions provided, estimated cost savings to municipalities = **\$244,000**

64 VLR Workzone Flagger Certification, estimated cost savings to municipalities = **\$10,050**

21 ELDT municipal completions, estimated cost savings municipalities = **\$126,000**



Department of Motor Vehicles

COMMISSIONER: ANDREW COLLIER

DEPUTY COMMISSIONER: MATTHEW ROUSSEAU

Operations

171+/- Employees

The Operations division is comprised of following sections:

Branch Operations and Information Processing–

Operate branch locations across the state providing in-person and through the mail. Services including vehicle registration, titling, issuance of credentials, including administration of regular and commercial examinations.

Driver Control and Information – Issues driver license suspensions and reinstatements, process crash reports, manage Ignition Interlock program, including Commercial Driver program. Assist customer inquiries via email, web requests and phone.

E-Services- NMVTIS (The National Motor Vehicle Title Information System), process online credentials. Online knowledge exams (driving permit) and online transactions, verifying and retrieving documentation required to support all business functions.

The New Customer Self-Check-In Kiosk - Designed with customer ease in mind.

Walk-Ins & Appointments: Whether you are a walk-in customer or have a scheduled appointment, the kiosk allows you to quickly check in and notify us of your arrival.

Future Planning: Need to come back later? The kiosk also allows you to browse available times and schedule a future appointment right on the spot.

We are transforming how transactions are completed to bring forth maximum efficiency and convenience.

One-Stop Service: Our enhanced employee workstations now allow for the complete transaction to take place in one location, including taking necessary photos (like the one pictured above). This eliminates the need for you to move to a separate area for photo capture, saving valuable time.



Maximizing Efficiency:

- By integrating the camera directly into the employees' work area, we significantly maximize efficiency and reduce the overall time spent on your visit.
- Our two largest offices, Montpelier and South Burlington, have been equipped with cameras at every working counter.

Core Modernization Project

Partnered with FAST Enterprises to implement a commercial off-the-shelf solution in a two-phase project to replace existing, disparate systems with a single online system

Phase 1: Vehicle Services – June 13, 2022, to November 13, 2023

Replaced many aging systems in vehicle registration and titling, revenue collection and categorization, image scanning and retrieval, and dealer licensing

Phase 2: Driver Services – June 5, 2024, to November 11, 2025

Replaced driver's license issuance and driver control systems, expansion of online services

- Completed Driver Services phase on time and under budget
- Implemented the use of tablets at all customer service stations paving the way to transition to paperless transactions in the future
- Created online pre-application process for identification transactions, saving time at the counter
- Integrated eligibility checks into credential issuance transactions saving time, better protecting Vermonters' identities, and reducing potentials for error





Enforcement and Safety

51 Employees (including BSU)

Commercial Vehicle Enforcement – Sworn uniformed officers whose primary mission is the enforcement of laws and regulations pertaining to commercial vehicle safety and highway safety initiatives

Investigations – Sworn and non-sworn investigators whose primary mission is the regulation of inspection stations, Total Abstinence Program and investigation of fraudulent or illegal activities occurring within the operations of DMV

Education and Safety Office – Provide oversight of driver and CDL training schools and programs, motorcycle and school bus driver training, third-party testing, and train DMV Examiners.

Administration – Support all units in the division and its programs, including dealer and inspection station licensing, inspection mechanic certification, rider education program information requests, abandoned vehicles and vessels, and reporting to Federal Motor Carrier Safety Administration

- Supported the Governor's 10-Point Plan by participating in the ATF Task Force, assisting Vermont State Police by securing crime scenes, and conducting early morning snow patrol.
- Continued the High Enforcement Activity Team (HEAT) to focus on CMV moving violations/ high crash corridors, as well as provided daily targeted work zone enforcement.
- DMV welcomes three new K-9 Inspectors, Lucy, Omen and Knight. Omen and Knight are going to be trained tracking and drugs/narcotics detection while Lucy is trained in tracking and gunshot powder residue detection to support the handler's role as a Task Force Officer with the ATF.
- Increased our participation in highway safety initiatives through federal funding provided by the VTRANS State Highway Safety Office.
- The Investigations Unit has been successfully utilizing VTRIPS to identify a broad spectrum of fraudulent activity that went previously undetected.
- Trained an AOT Employee to provide the CDL Skills Exam to AOT Employees. This will reduce waiting time for AOT Employees to take the Skills Exam especially during the winter.

Finance

24 Employees

Finance – Comprised of the Accounts Payable and Accounts Receivable units. Responsible for the protection of the financial resources of the Department, including development and management of departmental budget, categorization of revenues, payroll administration, and payment activities.

Policy & Procurement – Comprised of Contract management, Procurement, and Policy development. Responsible for grants and contracts management, purchasing activities, and policy development.

Compliance – Perform investigative and audit work related to state and federal fuel tax regulations, primarily covering International Registration Plan, Purchase & Use tax, and International Fuel Tax Agreements.

Facilities Management and Logistics – Responsible for management of real estate, Continuity of Ongoing Operations plan, security functions, and the stockroom and mailroom.

- **Compliance and Audit Enhancements:** We restructured the Audit Division by creating a new Compliance Division, consolidating oversight of the Audit Division and Commercial Vehicle Operations to streamline governance and strengthen accountability. We completed IFTA and IRP peer reviews, resulting in best-practice documentation to enhance internal controls. Additionally, we expanded the range of audited tax types to further reinforce program oversight and integrity
- **Created a dedicated Policy and Procurement Team** to develop, update, and standardize departmental policies while improving efficiencies in the procurement process. Review of existing 246 policies to determine next steps: update to align with statute and current business practices, or other action, dependent on current business practices. Development of new policies to meet business needs and provide guidance to staff & customers.
- **VT Buys:** The Accounts Payable and Procurement Teams have been working diligently to implement the VT Buys system for the DMV.
- **Conducted a comprehensive review of revenue sources** to ensure statutory compliance and proper fee collection, including the Max Tax (P&U), temporary permits, and inspection sticker fees.
- **Relocated the St Albans branch** to the AOT site, facilitating the consolidation of services within the agency. As a result, three out of four mobile sites are now housed on AOT properties.



Strategic Planning & Legislative Affairs

10 Employees

Training & Development – Development, coordination, and delivery of comprehensive training programs for DMV staff to ensure they are well-equipped to improve customer service and operational efficiency.

Production Support – Evaluation of business processes and enhancements in the VT TRIPS application, partnership with development staff to create & test solutions, improvements, and routine system updates.

Special Programs – Coordination of legislative activities and modification of administrative rules, management of the Department's social media pages and internal and public websites, collaboration with senior management to identify and implement enhancements to business practices and improve customer experiences, and strategic planning.

- Social media outreach engaged more than 1 million individuals and delivered more than 5 million views, strengthening public awareness and engagement with various DMV campaigns and projects.
- Began accessibility and website re-design projects to ensure compliance with new federal accessibility rules that take effect in April 2026, while prioritizing ease of navigation and improved access to DMV resources.
- Created 187 training modules and in-system help topics to support Driver Services Rollout.
- Teams were extensively involved in the development, testing, and support of the system modernization project.

