

FAX

To: JOHN ESTEP

From: MILLIGAN & CO LLC. KRISTIN TIGHE

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Pages: 76

Date: 7/30/26, 1:54 PM

Subject: TECHNICAL PROPOSAL

Message:

Technical Proposal Submission for CRFP 0810 DMT2600000003 Transit Program
Administration

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FAX

To: John Estep
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From: Kristin Tighe
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No. Pages: 77

Date: 7/30/2026

Subject: Response to Solicitation: CRFP 0810 DMT2600000003
Transit Program Administration

Comments:

Technical Proposal Submission for
CRFP 0810 DMT2600000003 Transit Program Administration

West Virginia Division of Multimodal Transportation Facilities (DMTF)

Transit Program Administration

Solicitation: CRFP 0810 DMT2600000003

Submitted on:	07/30/2026
Authorized Person:	John Milligan
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Company Name:	Milligan & Company, LLC
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July 30, 2026

Mr. John Estep
Department of Administration, Purchasing Division
2019 Washington St East
East Charleston, WV 25305

Re: RFQ for Transit Program Administration

Dear Mr. Estep:

Milligan & Company, LLC is pleased to submit this proposal to provide the West Virginia Division of Multimodal Transportation Facilities (DMTF) with Transit Program Administration services for DMTF's Section 5339, 5311, 5311(f), and 5310 grant programs. We appreciate the opportunity to continue supporting DMTF's mission of strengthening public transportation throughout West Virginia through effective grant administration, technical assistance, and compliance oversight.

Milligan is a full-service, veteran-owned consulting firm specializing in federal compliance, financial management, program administration, and advisory services for government agencies and nonprofit organizations. Established in 1985, our firm has grown into one of the nation's leading providers of Federal Transit Administration (FTA) compliance and oversight services, serving federal agencies, state departments of transportation, transit agencies, airports, local governments, and nonprofit organizations nationwide.

Our relationship with the FTA spans more than three decades. In the early 1990s, Milligan was selected as one of two firms to develop and implement FTA's Financial Management Oversight (FMO) Program and later became the lead contractor responsible for administering the program as it evolved into FTA's comprehensive national oversight framework. Since that time, Milligan has continued to support FTA through CORTAP Reviews (formerly State Management and Triennial Reviews), Procurement System Reviews, Civil Rights Reviews, Drug and Alcohol Program Reviews, Financial Capacity Reviews, and numerous specialized oversight initiatives. This experience provides our team with an unparalleled understanding of federal transit requirements and the practical application of those requirements at the state and local levels.

Our extensive experience working with state departments of transportation enables us to provide more than compliance oversight we help agencies strengthen internal controls, improve grant administration, reduce program risk, and enhance the delivery of technical assistance to subrecipients. We understand the unique challenges of administering both urban and rural transit programs and recognize the importance of balancing regulatory compliance with practical, customer-focused program administration.

July 30, 2026
Mr. John Estep

Milligan's qualifications are demonstrated through decades of successful performance:

- **Proven State DOT Experience.** Our team has successfully supported state DOTs and transit agencies across the country, including Missouri, Alaska, Arizona, Idaho, Massachusetts, Montana, New Jersey, New Mexico, New York, South Carolina, and Virginia by developing oversight programs, conducting compliance reviews, and providing technical assistance to FTA funding recipients.
- **National FTA Leadership.** Since 1991, Milligan has performed State Management, Triennial, Financial Management Oversight, Procurement System, Civil Rights, Financial Capacity, Drug and Alcohol, and Security Reviews for the FTA. We also maintain FTA's State Management and Triennial Review guidance and serve as instructors for FTA-sponsored training and national industry conferences hosted by organizations such as CTAA and APTA.
- **Practical Technical Expertise.** Our professionals combine extensive regulatory knowledge with firsthand experience managing transit operations, finance, procurement, grant administration, safety, and compliance. Many have held senior leadership positions within transit agencies and state DOTs, allowing us to provide practical, implementation-focused technical assistance.

Milligan has carefully reviewed the requirements of this solicitation and is confident that our experience and technical expertise, position us to successfully deliver the services requested. We understand West Virginia's transit environment, the needs of its subrecipients, and the importance of providing timely, practical, and responsive technical assistance that promotes compliance while supporting successful project delivery.

In accordance with the Request for Proposal, I certify that I have read and understand all terms and conditions associated with this procurement. Our proposal and pricing shall remain valid for 100 days from the date of receipt.

Thank you for your consideration. We appreciate the opportunity to continue serving the West Virginia Division of Multimodal Transportation Facilities and look forward to supporting DMTF's continued success. Should you have any questions regarding our proposal, please contact me at (215) 496-9100, ext. 5127.

Respectfully,



John Milligan – Managing Principal
Milligan & Company, LLC

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1. EXECUTIVE SUMMARY

A Trusted Partner for Strengthening West Virginia's Public Transportation Programs

Milligan Consulting LLC is honored to submit this proposal to the West Virginia Division of Multimodal Transportation Facilities (DMTF) to provide comprehensive Administration of Public Transit services. We recognize that DMTF is seeking more than a consultant, it is seeking a strategic partner capable of strengthening statewide transit programs, enhancing stewardship of federal investments, providing responsive technical assistance, and ensuring long-term compliance with Federal Transit Administration (FTA) requirements.

For more than 30 years, Milligan has partnered with the FTA, States Departments of Transportation, metropolitan planning organizations, and transit agencies to improve grant administration, compliance oversight, financial management, procurement, civil rights programs, transit asset management, safety planning, and organizational performance. Our experience uniquely positions us to immediately support the Division while helping your transit providers build long-term capacity and improve service delivery.

Understanding West Virginia's Vision

DMTF administers a diverse portfolio of federal transit programs that connect communities, improve mobility, and strengthen economic opportunities throughout West Virginia. We understand that success requires balancing regulatory compliance with practical operational support for rural and urban transit providers. Our philosophy is to become an extension of Division staff by providing proactive guidance, timely technical assistance, and practical solutions that strengthen the entire statewide transit network.

Experience That Delivers Immediate Value

Milligan supports the FTA by conducting Triennial Reviews, State Management Reviews, Procurement System Reviews, Financial Management Reviews, Civil Rights Reviews, Drug and Alcohol Reviews, and Tribal Transit Assessments. Recent experience includes support to the Alaska DOT State Management Review, Missouri DOT State Management Review and statewide technical assistance, FTA Region 3 Triennial Reviews, Region 8 State Management Reviews, Region 10 Tribal Transit Assessments, and corrective action implementation for the City of Clemson. These projects provide our team with firsthand knowledge of current federal expectations and proven implementation strategies.

A Philosophy Built on Partnership

Our objective is not simply to identify compliance issues, it is also to help prevent them. Milligan emphasizes collaboration, education, knowledge transfer, and continuous improvement. Through responsive communication, customized technical assistance, targeted training, and performance monitoring, we help agencies strengthen internal controls, improve organizational capacity, and maximize the value of federal transportation investments.



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Our Commitment

If selected for this initiative, Milligan will provide a dedicated Project Manager, executive oversight, rigorous quality assurance, responsive communication, and a multidisciplinary team of nationally recognized experts. We are committed to helping DMTF strengthen statewide program administration, improve subrecipient performance, reduce compliance risk, and deliver measurable benefits to the citizens of West Virginia.

The Milligan Difference

National Experience. Local Commitment. Proven Results.

Why Milligan	Value to West Virginia
30+ Years Supporting FTA Programs	Proven expertise administering complex federal transit programs.
Current FTA Oversight Contractor	Direct insight into current FTA expectations and oversight practices.
300+ Years Combined Team Experience	Immediate access to nationally recognized subject matter experts.
State DOT Experience Nationwide	Best practices refined through multiple statewide transit programs.
West Virginia Experience	Knowledge of the State's transit environment and provider needs.
Collaborative Partnership	Responsive technical assistance that builds long-term capacity.
Continuous Improvement	Performance metrics, innovation, and proactive risk management.
Executive Quality Assurance	Senior-level review of every deliverable for accuracy and consistency.

Our Promise: We promise to deliver the highest level of technical expertise, responsiveness, and partnership providing DMTF with practical solutions, timely guidance, and proactive support that strengthens compliance, builds capacity, and ensures the successful administration of West Virginia's transit programs.

2. UNDERSTANDING OF THE PROJECT

Supporting West Virginia's Vision for a Stronger Statewide Public Transportation Program

Milligan Consulting LLC understands that the DMTF serves a critical leadership role in administering, overseeing, and strengthening public transportation services throughout the State. As the designated recipient and administrator of FTA funding, DMTF is responsible for

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balancing regulatory compliance, sound financial stewardship, customer service, and strategic investment to ensure public transportation remains safe, reliable, accessible, and sustainable.

Milligan has analyzed the impact of recent regulatory changes at the US Department of Transportation (USDOT). Changes that will impact DMTF include the Proposed Rule for Office of Management and Budget (OMB) Uniform Guidance for Federal Financial Assistance in 2 CFR and the Disadvantage Business Enterprise (DBE) Interim Final Rule in 49 CFR Part 26. Both of these regulatory changes are expected to be finalized by October 1, 2026.

We recognize that this procurement seeks more than contract support. DMTF requires a strategic partner capable of helping the Division strengthen statewide transit programs, improve organizational performance, reduce compliance risk, and maximize the impact of every federal transportation dollar. Our approach aligns with that vision by combining national FTA expertise with practical implementation strategies and collaborative technical assistance to a broad range of subrecipients.

Understanding the Statewide Transit Environment

West Virginia's transit providers operate in diverse environments that range from urban centers to remote rural communities where public transportation is often the only mobility option available. These providers must administer increasingly complex federal programs while operating with limited resources and staffing.

Milligan understands that the Division's role extends beyond regulatory oversight. DMTF serves as a trusted advisor, educator, and technical resource for local transit providers. Our philosophy mirrors this role by emphasizing partnership, mentoring, and capacity building, so providers can successfully administer federal programs while delivering high-quality service to their communities.

Understanding the Complete Grant Lifecycle

Successful administration of Sections 5310, 5311, 5311(f), 5305, 5329 and 5339 grant awards requires disciplined management throughout the entire grant lifecycle. Milligan understands that excellence is achieved through careful planning, grant development, TrAMS administration, ECHO reconciliation, financial management, procurement oversight, reimbursement processing, performance reporting, technical assistance, compliance monitoring, and timely grant closeout.

Our experience has shown that investments made early in the grant lifecycle significantly reduce compliance findings, improve project delivery, and strengthen stewardship of federal resources.

Understanding Risk-Based Oversight

Milligan employs a proactive, risk-based oversight philosophy refined through our experience conducting FTA Triennial Reviews, State Management Reviews, Procurement System Reviews, Financial Management Reviews, Civil Rights Reviews, Drug and Alcohol Reviews, and Tribal Transit Assessments. Rather than waiting for deficiencies to emerge, we identify trends, monitor

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performance indicators, and provide technical assistance that help agencies resolve issues before they become findings.

Understanding the Importance of Technical Assistance

We believe technical assistance is the foundation of successful statewide transit administration. Effective assistance is responsive, practical, and tailored to the operational realities of each transit provider. Our team provides guidance on grant administration, procurement, financial management, Title VI, DBE, ADA, Drug and Alcohol compliance, Transit Asset Management, PTASP, and policy development while building long-term organizational capacity.

Understanding Performance Management and Continuous Improvement

Reliable performance information enables DMTF to prioritize resources, evaluate program effectiveness, identify emerging risks, and support strategic decision-making. Milligan integrates performance metrics, lessons learned, stakeholder feedback, and national best practices into a continuous improvement process that strengthens statewide transit programs year after year.

Our Vision for Success

Milligan believes success is measured not by completing contract tasks, but by strengthening DMTF's ability to effectively administer its transit programs long after our work is complete. We strive to equip DMTF and its subrecipients with the knowledge, tools, and confidence to manage FTA funding efficiently, consistently, and in full compliance with federal requirements.

As a trusted partner, we provide practical guidance, responsive technical assistance, and proactive solutions that strengthen program administration, reduce compliance risk, and build organizational capacity. Our focus is on helping DMTF improve performance while supporting the delivery of safe, reliable public transportation throughout West Virginia.

Ultimately, our goal is to help DMTF sustain a transit program recognized for strong stewardship, consistent compliance, and a commitment to continuous improvement.

3. WHY MILLIGAN IS THE RIGHT PARTNER

A National Leader in Transportation Program Administration and Federal Compliance

For more than three decades, Milligan Consulting LLC has partnered with federal, state, and local transportation agencies to administer complex federally funded transportation programs while strengthening organizational performance, improving accountability, and ensuring compliance with evolving FTA requirements. Transportation program administration, compliance oversight, grants management, procurement, financial management, civil rights, and technical assistance are core business lines for Milligan, allowing us to provide specialized expertise supported by nationally recognized subject matter experts.

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Milligan serves as a trusted contractor to the FTA conducting Triennial Reviews, State Management Reviews, Procurement System Reviews, Financial Management Reviews, Civil Rights Reviews, Drug and Alcohol Program Reviews, and Tribal Transit Assessments. These responsibilities provide firsthand insight into current federal oversight expectations and allow us to help clients proactively strengthen programs before deficiencies become findings.

Our value extends beyond helping agencies comply with federal requirements. We help clients strengthen internal controls, improve grant administration, reduce organizational risk, and build sustainable programs that continue delivering results long after individual projects are complete. Drawing upon lessons learned from national FTA oversight activities, we provide practical, implementation-focused solutions that improve efficiency, accountability, and long-term program performance.

Experience Supporting Statewide Transit Programs

Our professionals have supported State Departments of Transportation with grant administration; TrAMS and ECHO management, procurement oversight, financial management, civil rights compliance, Transit Asset Management (TAM), Public Transportation Agency Safety Plans (PTASP), Coordinated Public Transit Human Services Transportation Plans (CPHSTP), Title VI Plans, technical assistance, Intercity Bus Studies, construction project procurements and support, performance monitoring, corrective actions, policy development, and capacity building. These engagements have produced proven methodologies that improve efficiency, strengthen stewardship of federal funds, and reduce administrative burden.

A Multidisciplinary Organization

As demonstrated in the "Proposed Engagement Team" section of this proposal. Our team includes nationally recognized experts in grants management, procurement, financial management, Title VI, DBE, ADA, EEO, Transit Asset Management, PTASP, Drug and Alcohol compliance, project management, organizational development, and performance improvement. This multidisciplinary structure enables us to provide integrated solutions rather than isolated technical advice.

Quality Management System

Every Milligan deliverable follows a four-step Quality Management Framework consisting of Technical Review, Project Management Review, Executive Review, and Final Quality Assurance. This disciplined process ensures technical accuracy, regulatory consistency, professional presentation, and timely delivery.

Commitment to Innovation

Milligan continuously incorporates lessons learned from national FTA oversight activities into our consulting practice. We utilize performance dashboards, risk-based monitoring, grant lifecycle management techniques, data-driven decision making, and best practices from State DOTs nationwide to help clients improve program effectiveness and accountability.

Transit Program Administration
CRFP 0810 DMT 2600000003**Financial Stability and Organizational Capacity**

Milligan possesses the staffing resources, executive leadership, project management systems, and organizational depth necessary to successfully support long-term statewide transit contracts. Cross-trained staff, succession planning, executive oversight, and disciplined workload management ensure continuity and responsiveness throughout the life of the contract.

We are a well capitalized and financially sounded organization. We have more than adequate liquid assets to finance the contract. We have no debt and we have a line of credit we have never needed.

Our Commitment to West Virginia

If selected, Milligan will serve as an extension of the West Virginia Division of Public Transit by providing responsive technical assistance, executive-level project management, national transit expertise, proactive risk management, and continuous program improvement. Our commitment is to strengthen statewide transit administration while helping DMTF maximize federal investments and improve mobility for the citizens of West Virginia.

4. RELEVANT EXPERIENCE

Milligan Consulting LLC has successfully supported the Federal Transit Administration, State Departments of Transportation, and transit providers nationwide in administering federally funded public transportation programs. The following representative projects demonstrate experience that directly aligns with the West Virginia Division of Public Transit's requirements for grant administration, technical assistance, compliance oversight, financial management, procurement, civil rights, performance monitoring, and statewide program support.

Federal Transit Administration – National Oversight Support

Challenge: Provide independent oversight of FTA recipients to evaluate compliance with federal requirements.

Milligan Role: Lead Reviewers and Subject Matter Experts conducting Triennial Reviews, State Management Reviews, Procurement System Reviews, Financial Management Reviews, Civil Rights Reviews, Drug and Alcohol Reviews, and Tribal Transit Assessments.

Results: Applied consistent national oversight methodologies, identified compliance risks, developed corrective actions, and shared best practices across transit agencies nationwide.

Relevance: Provides firsthand knowledge of current FTA expectations that can immediately benefit DMTF.

Missouri Department of Transportation – Statewide Transit Technical Assistance

Challenge: Support statewide transit providers with ongoing grant administration and compliance.

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Milligan Role: Provided grant administration, procurement guidance, financial management support, technical assistance, policy development, and compliance monitoring.

Results: Strengthened statewide consistency, improved compliance, and enhanced support to local transit providers.

Relevance: Directly mirrors the statewide administration model sought by West Virginia.

Alaska Department of Transportation – State Management Review Readiness

Challenge: Prepare the State for an FTA State Management Review.

Milligan Role: Reviewed documentation, assessed readiness, coordinated interviews, and developed recommendations.

Results: Improved program readiness, documentation, and internal controls.

Relevance: Demonstrates experience helping a State DOT strengthen administration before federal oversight.

FTA Region 3 Triennial Reviews

Challenge: Evaluate urban transit agencies for compliance with FTA requirements.

Milligan Role: Conducted reviews of financial management, procurement, civil rights, safety, and program administration.

Results: Identified risks, documented strengths, and developed practical corrective actions.

Relevance: Current knowledge of evolving federal oversight priorities.

FTA Region 8 State Management Reviews

Challenge: Evaluate statewide administration of federal transit programs.

Milligan Role: Assessed grant administration, subrecipient oversight, financial controls, and program management.

Results: Provided recommendations that strengthened statewide compliance and stewardship.

Relevance: Highly relevant to DMTF's statewide responsibilities.

FTA Region 10 Tribal Transit Assessments

Challenge: Support tribal transit providers through technical assessments and compliance assistance.

Milligan Role: Performed on-site assessments, technical assistance, and organizational capacity evaluations.

Results: Strengthened local capacity while improving compliance and operational performance.



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Relevance: Demonstrates Milligan's collaborative, capacity-building philosophy.

City of Clemson – Triennial Review Corrective Actions

Challenge: Implement corrective actions following an FTA Triennial Review.

Milligan Role: Developed policies, procedures, procurement documentation, Drug & Alcohol procedures, ADA oversight processes, Title VI updates, and TAM-related documentation.

Results: Successfully addressed findings and strengthened the City's long-term compliance program.

Relevance: Illustrates Milligan's ability to move beyond identifying issues to implementing sustainable solutions.

Experience Aligned to West Virginia's Needs

DMTF Need	Relevant Milligan Experience
Statewide Transit Administration	Missouri DOT, Alaska PF& DOT, FTA State Management Reviews
Grant Administration	State DOT support, TrAMS/ECHO, grant lifecycle management
Subrecipient Oversight	FTA Triennial Reviews, State Management Reviews, Missouri, New Jersey Transit, New York State DOT, Massachusetts DOT and Alaska
Technical Assistance	Missouri DOT, Tribal Transit Assessments, New Jersey Transit, New York State DOT, Massachusetts DOT, Clemson, Alaska PF&DOT
Corrective Actions	Clemson, FTA Oversight engagements, Missouri DOT, Massachusetts DOT, Alaska DOT, New York State DOT, New Jersey Transit
Performance & Risk Management	FTA reviews, readiness assessments, statewide monitoring, Missouri DOT, Massachusetts DOT, Alaska DOT, New York State DOT, New Jersey Transit

Collectively, these engagements demonstrate Milligan's ability to administer complex transit compliance programs, support diverse transit providers, and deliver practical solutions that improve compliance, strengthen organizational capacity, and maximize the value of federal

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transportation investments. We are prepared to bring these same proven practices and lessons learned to the West Virginia Division of Public Transit.

5. OUR SERVICE DELIVERY PHILOSOPHY

A Partnership Focused on Strengthening DMTF's Program

Milligan Consulting LLC believes that successful statewide transit administration is built upon partnership, proactive communication, technical excellence, and continuous improvement. Our philosophy extends well beyond completing contractual tasks or maintaining regulatory compliance. We view every engagement as an opportunity to strengthen organizations, improve program performance, enhance stewardship of public resources, and create sustainable processes that continue to deliver value long after the engagement has concluded.

For DMTF, our goal is to become a trusted extension of Division staff. We recognize that DMTF is responsible not only for administering FTA funding, but also for providing leadership, guidance, oversight, and technical assistance to transit providers throughout the State. Our role is to support that mission by delivering responsive consulting services, practical recommendations, and measurable results that strengthen the statewide public transportation network.

Our Guiding Principles

Milligan's service delivery philosophy is built upon six guiding principles that guide every assignment:

- Partnership and collaboration
- Proactive compliance
- Technical excellence
- Responsiveness
- Continuous improvement
- Accountability

These principles ensure our work strengthens organizational capacity, improves compliance, and delivers measurable value.

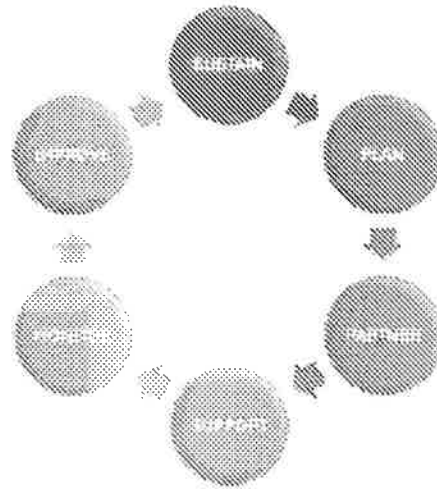


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Our Service Delivery Model

Our methodology follows a continuous improvement model:

Each phase reinforces the next, creating an integrated framework that combines planning, technical assistance, oversight, performance measurement, and continuous improvement.



Our Commitment to Customer Service

Milligan is committed to responsive communication, practical guidance, timely deliverables, proactive problem-solving, and exceptional client service. Every interaction with DMTF and its transit providers is guided by professionalism, transparency, and a commitment to helping clients succeed.

A Risk-Based Philosophy

Rather than applying identical oversight to every transit provider, Milligan employs a risk-based methodology that evaluates organizational complexity, funding levels, staffing capacity, prior review results, procurement activity, and operational risks. This allows DMTF to focus technical assistance and monitoring where it provides the greatest value while reducing unnecessary administrative burden.

The Milligan Difference

Many consulting firms define success by completing contractual tasks. Milligan defines success by strengthening organizations. Our philosophy emphasizes building organizational capacity, reducing compliance risk, maximizing federal investments, and creating sustainable improvements that continue long after the engagement concludes.

5.1 Project Governance and Management

Providing Effective Leadership Through Structured Project Governance

Milligan's governance model provides disciplined project leadership, transparent communication, executive oversight, and clearly defined accountability. Our Project Manager will serve as DMTF's primary point of contact while the Principal-in-Charge provides executive oversight and strategic direction throughout the contract.

Project Governance Structure

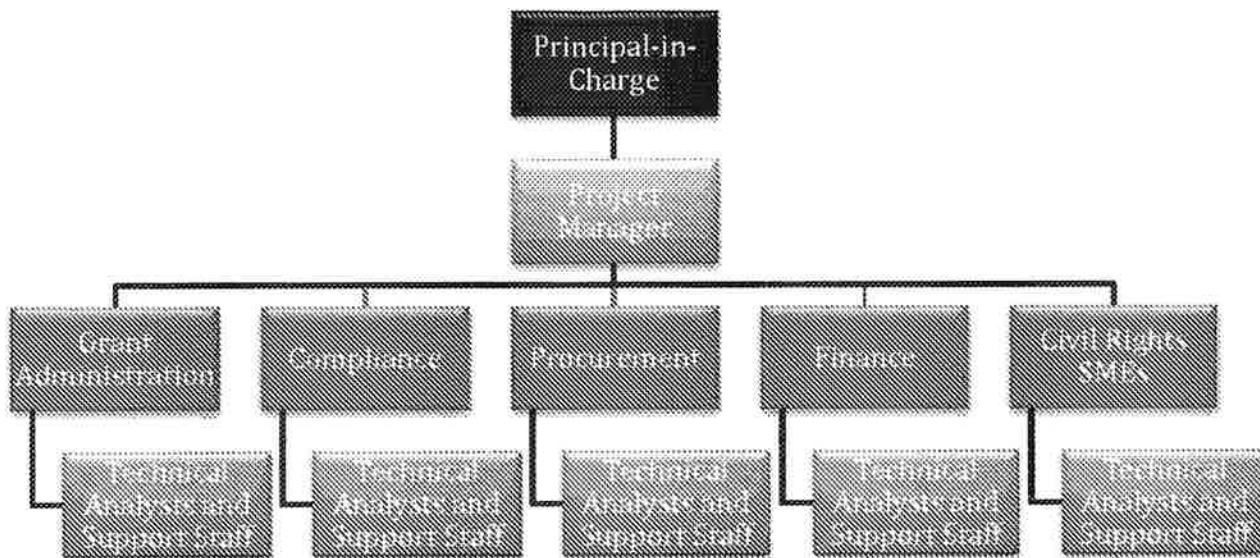
The governance structure consists of a Principal-in-Charge, dedicated Project Manager, multidisciplinary Subject Matter Experts, and technical support staff. This structure provides



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DMTF with a single point of accountability while ensuring immediate access to specialized expertise.

Governance Model



Roles and Responsibilities

Principal-in-Charge: Executive oversight, resource management, strategic guidance, executive quality reviews.

Project Manager: Day-to-day contract management, communications, scheduling, quality assurance, reporting, and coordination.

Subject Matter Experts: Technical leadership, policy development, compliance support, training, and specialized consulting.

Communication and Decision-Making

Milligan will conduct quarterly executive meetings, monthly project status meetings, technical working sessions as needed and provide monthly progress reports. This structured communication process promotes transparency, timely decisions, and collaborative problem solving.

Risk Management and Performance Monitoring

We maintain an active risk register, identify emerging issues early, develop mitigation strategies, monitor performance indicators, and provide DMTF with regular status updates. Performance measures include schedule adherence, deliverable quality, responsiveness, technical assistance activities, corrective action progress, and client satisfaction.

Quality Assurance Integration

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Every deliverable follows Milligan's four-step Quality Management Framework: Technical Review, Project Management Review, Executive Review, and Final Quality Assurance. This process ensures accuracy, consistency, compliance, and professional presentation.

Our Commitment to DMTF

Through disciplined governance, executive involvement, proactive communication, and rigorous quality management, Milligan will provide DMTF with responsive support, transparent project management, and measurable results while serving as a trusted extension of Division staff.

5.2 Transition & Contract Start-Up**Ensuring Seamless Transition from Contract Award to Full Program Support**

Milligan Consulting LLC understands that the success of this engagement begins before the first deliverable is submitted. Our transition methodology is designed to ensure continuity of operations, establish clear communication channels, and position DMTF for immediate success. Our team integrates quickly with Division staff while maintaining uninterrupted support for ongoing transit administration activities.

Transition Objectives

During the first 90 days of our contract, we will confirm governance and communication protocols, review grant portfolios, evaluate policies and procedures, meet with key stakeholders, establish reporting schedules, identify immediate technical assistance priorities, complete an initial risk assessment, and develop a Year One Work Plan.

Phase 1 – Project Initiation (Days 1–30)

Conduct a kickoff meeting, review grant files, TrAMS and ECHO information, organizational documents, previous monitoring reports, and existing guidance. Meet with DMTF leadership to confirm priorities, expectations, and immediate needs.

Phase 2 – Program Assessment (Days 31–60)

Assess grant administration, financial management, procurement, civil rights, TAM, PTASP, technical assistance needs, performance reporting, and organizational risks. Develop recommendations to improve consistency, efficiency, and compliance.

Phase 3 – Strategic Implementation (Days 61–90)

Finalize the Year One Work Plan, initiate technical assistance, launch performance reporting, begin monitoring activities, establish KPIs, and present initial recommendations to DMTF leadership.

First 90-Day Implementation Roadmap**Knowledge Transfer and Organizational Integration**



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Throughout transition, Milligan will work alongside Division staff to understand existing business processes, preserve institutional knowledge, and integrate best practices into daily operations.

Early Wins Strategy

Our team will deliver immediate value through standardized templates, improved grant tracking tools, updated guidance documents, streamlined reporting, and prompt technical assistance to address priority issues.

Transition Risk Management

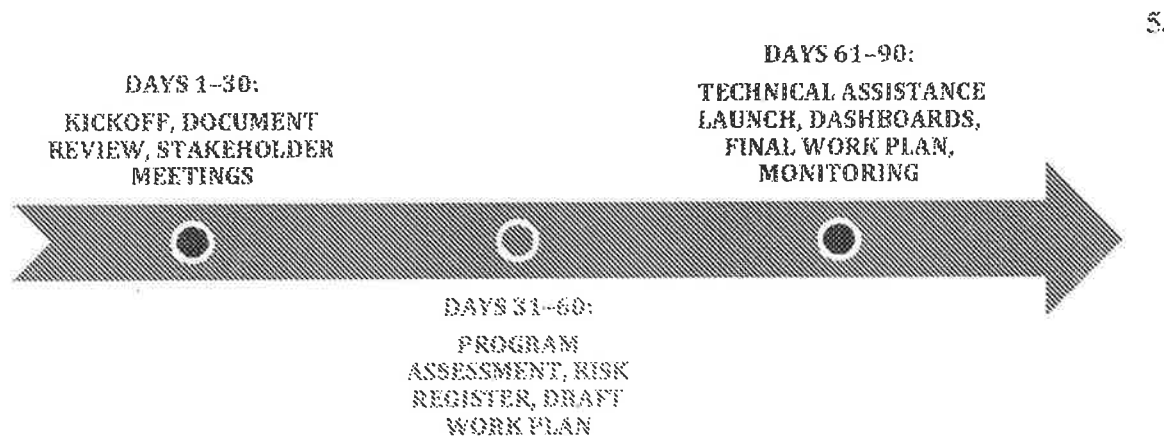
Milligan will maintain a Transition Risk Register documenting potential risks, mitigation strategies, responsible parties, and resolution status to ensure uninterrupted program delivery.

Our Commitment

Our objective is to ensure DMTF realizes measurable value from the first day of the contract while establishing a strong foundation for a long-term partnership.

90-Day Transition Framework

5.3



Grant Administration & Program Management

Comprehensive Grant Lifecycle Management

Milligan recognizes that effective administration of FTA Sections 5310, 5311, 5311(f), 5305, 5329 and 5339 extends well beyond grant applications. We provide full lifecycle support from planning and application development through implementation, monitoring, reimbursement, reporting, and grant closeout while ensuring compliance with FTA requirements.



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Grant Lifecycle Approach

Our methodology includes planning, application development, TrAMS administration, award management, ECHO monitoring, reimbursement processing, financial oversight, procurement support, performance monitoring, technical assistance, reporting, and grant closeout.



TrAMS and ECHO Administration

Our team will support award creation, amendments, milestone management, budget revisions, Federal Financial Reports, Milestone Progress Reports, ECHO drawdown monitoring, and reconciliation activities to ensure timely and accurate grant administration.

Grant Monitoring and Compliance

Milligan will monitor grant progress using risk-based oversight techniques, conduct desk reviews, identify emerging issues, track corrective actions, and provide technical assistance before issues become compliance findings.

Financial Stewardship

We will help DMTF strengthen stewardship of federal resources through reimbursement reviews, internal control assessments, documentation reviews, financial monitoring, and grant closeout support.

Program Management Support

Beyond grant administration, Milligan will support annual work planning, performance reporting, policy development, technical guidance, stakeholder coordination, and executive reporting to strengthen statewide transit administration.

Performance Measures

Our team will monitor grant obligation rates, reimbursement timeliness, drawdown activity, milestone completion, corrective action status, and overall program performance using meaningful management indicators.

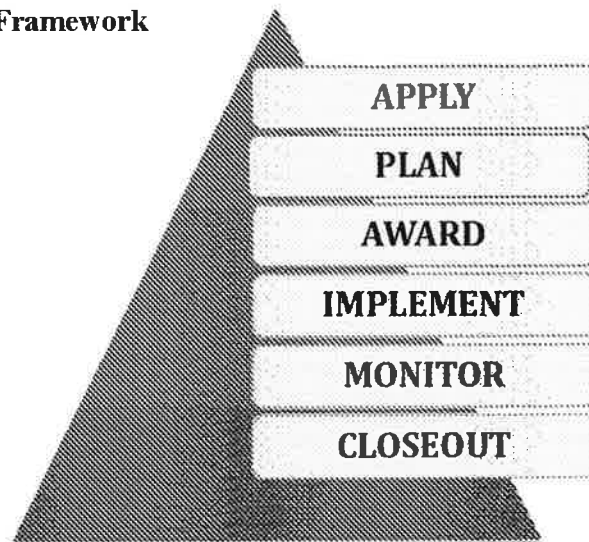
Our Commitment

Milligan's objective is to help DMTF maximize federal investments, improve grant performance, reduce compliance risk, and deliver consistent, high-quality support to transit providers throughout West Virginia.



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Grant Lifecycle Framework



5.3 Grant Management and Administration

Milligan will provide comprehensive grant management and administration services that support the West Virginia Division of Multimodal Transportation Facilities (DMTF) throughout every phase of the Federal Transit Administration (FTA) grant lifecycle. Our approach combines proven grant management methodologies, risk-based oversight, and hands-on technical assistance to ensure federal funds are administered efficiently, projects remain on schedule, and all activities comply with applicable federal statutes, regulations, FTA Circulars, and DMTF policies.

Comprehensive Grant Lifecycle Management

Milligan will serve as an extension of DMTF's staff by providing day-to-day grant administration support from project planning through grant closeout. At the beginning of each grant cycle, our team will work collaboratively with DMTF program managers to review anticipated funding opportunities, project priorities, and program objectives. We will assist in developing project scopes, confirming funding eligibility, establishing realistic project schedules, identifying local match requirements, and ensuring all required documentation is complete before grant applications are submitted.

Our team will prepare and enter grant applications into FTA's Transit Award Management System (TrAMS), ensuring all project descriptions, milestones, budgets, environmental determinations, certifications, and supporting documentation are complete, accurate, and consistent with FTA guidance. Prior to submission, every application will undergo Milligan's internal quality assurance review to verify consistency between project narratives, financial information, milestone schedules, and program eligibility requirements.

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Following award execution, Milligan will actively monitor each grant throughout its lifecycle. Rather than waiting for reporting deadlines or project issues to arise, our team will maintain ongoing communication with DMTF staff and subrecipients to monitor project progress, review milestone completion, identify schedule delays, evaluate budget performance, and recommend corrective actions before issues affect grant performance. This proactive approach allows DMTF to maintain healthy grants, reduce inactive obligations, improve project delivery, and strengthen overall grant performance.

TrAMS and ECHO Administration

Milligan's staff possesses extensive experience utilizing both TrAMS and the Electronic Clearing House Operation (ECHO) system to support grant administration for state DOTs, transit agencies, and FTA oversight contractors.

Our team will establish routine grant monitoring procedures within TrAMS to track milestone progress, obligation balances, remaining federal funds, reporting requirements, and upcoming grant deadlines. We will routinely review grant activity to identify inactive awards, delayed milestones, or grants approaching expiration and work with DMTF staff to develop appropriate corrective actions before they become compliance concerns.

Milligan will also assist DMTF in managing reimbursement requests through ECHO by reviewing supporting documentation, verifying eligible expenditures, reconciling reimbursement amounts with grant budgets, and ensuring requests are properly supported prior to submission. Our review process includes verification that expenditures are allowable, allocable, reasonable, and properly documented in accordance with the Uniform Guidance (2 CFR Part 200) and FTA financial management requirements. This quality control process helps minimize reimbursement delays while strengthening financial accountability.

State Management Plan Development and Maintenance

Milligan will maintain and periodically update DMTF's State Management Plans for Sections 5305, 5310, 5311, 5311(f), 5329, and 5339 to ensure they remain current with evolving FTA regulations, Circulars, Best Practices Procurement Manual guidance, and federal oversight expectations.

Our process begins with a comprehensive review of existing State Management Plans, current operating procedures, FTA Circular updates, State Management Review findings, legislative changes, and DMTF business practices. We will conduct interviews with program managers and key stakeholders to understand existing workflows, identify opportunities for improvement, and ensure documented procedures accurately reflect day-to-day operations.

Following this assessment, Milligan will revise policies, procedures, monitoring requirements, eligibility criteria, application processes, procurement requirements, financial management procedures, reporting expectations, and subrecipient oversight protocols. Each revised State Management Plan will include clearly documented roles and responsibilities, standardized

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procedures, internal controls, and implementation guidance that supports consistency across all federal transit programs administered by DMTF.

Risk Assessments and Subrecipient Monitoring

Federal transit requirements continue to evolve through legislative changes, new FTA Circulars, policy guidance, and oversight initiatives. Milligan will provide responsive, on-demand technical assistance that enables DMTF and its subrecipients to successfully implement new requirements while minimizing administrative burden.

Our staff will monitor changes to federal regulations and proactively notify DMTF of emerging compliance requirements that may affect program administration. We will prepare policy updates, revise procedures, develop implementation guidance, and conduct training sessions to ensure DMTF staff and subrecipients understand new federal expectations.

Milligan will also provide technical support during FTA oversight reviews, State Management Reviews, Triennial Reviews, Procurement System Reviews, Civil Rights Reviews, Single Audits, and other compliance assessments. Our team will assist DMTF with document preparation, corrective action development, response strategies, root cause analysis, and implementation planning to ensure timely and effective resolution of review findings.

In addition, Milligan will provide specialized technical assistance related to Disadvantaged Business Enterprise (DBE) goal development, procurement compliance, financial management, Uniform Guidance requirements, grant reimbursement procedures, TrAMS administration, ECHO processing, Title VI, ADA, Drug and Alcohol, Transit Asset Management, Public Transportation Agency Safety Plans, and other areas affecting federal transit programs.

Continuous Communication and Performance Management

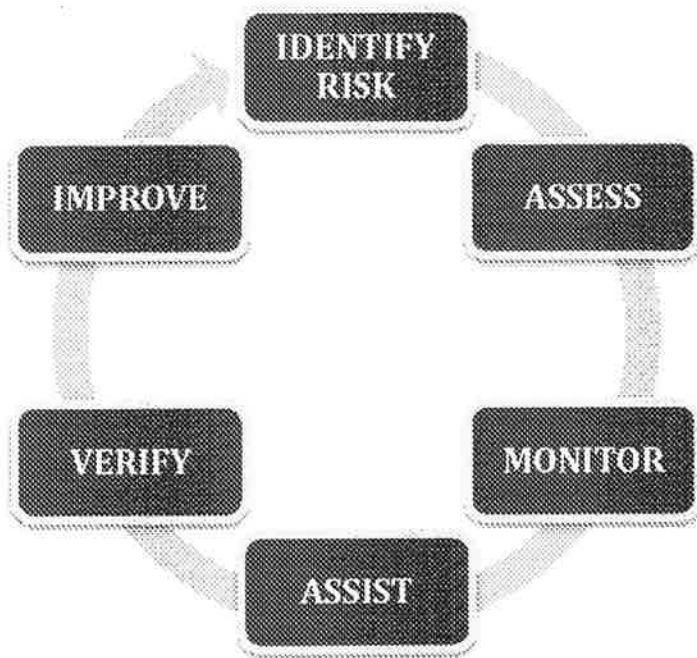
Throughout the contract, Milligan will maintain close communication with DMTF through regularly scheduled coordination meetings, status reports, action item tracking, and performance dashboards. We believe transparency and collaboration are essential to successful grant administration. Our project management approach provides DMTF leadership with timely information regarding grant status, upcoming deadlines, outstanding action items, monitoring activities, financial performance, and emerging compliance risks.

By combining proactive grant management, rigorous quality control, risk-based monitoring, and responsive technical assistance, Milligan will help DMTF strengthen program performance, improve operational consistency, reduce compliance risk, and ensure the responsible stewardship of federal transportation investments across West Virginia.



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Risk-Based Oversight Framework



Commitment

Milligan's compliance philosophy combines accountability with collaboration, helping DMTF strengthen statewide consistency while reducing administrative burden and supporting long-term compliance.

Technical Assistance & Capacity Building

Building Capacity Through Partnership

Milligan views technical assistance as the cornerstone of successful statewide transit administration. Rather than simply responding to questions, we help transit providers build the knowledge, systems, and confidence necessary to independently administer federal programs while maintaining compliance with FTA requirements.

Responsive Technical Assistance

Our multidisciplinary team will provide day-to-day assistance with grant administration, TrAMS, ECHO, procurement, financial management, Title VI, ADA, DBE, EEO, Transit Asset Management, PTASP, Drug and Alcohol compliance, reporting, and policy interpretation. Assistance will be tailored to each provider's size, experience, and operational needs.

Training and Knowledge Transfer

Milligan will develop annual training plans that include instructor-led workshops, virtual webinars, one-on-one coaching, guidance documents, templates, technical bulletins, and peer learning opportunities. Every training is designed to transfer knowledge and strengthen organizational capacity.

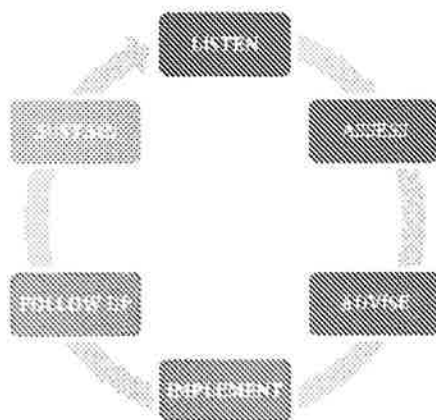
Policy and Procedure Development

Our team will assist DMTF and subrecipients in developing practical policies, procedures, templates, and checklists that standardize processes, improve internal controls, and support consistent statewide implementation of federal requirements.



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Technical Assistance Delivery Model



Expected Outcomes

- Stronger transit provider capacity
- Reduced compliance risk
- Faster resolution of program questions
- Consistent statewide implementation of FTA requirements
- Improved customer service and organizational performance

Commitment

Milligan's goal is to become a trusted extension of DMTF staff by providing responsive, practical, and solution-oriented technical assistance that strengthens transit providers and improves statewide program performance.

5.4 Compliance Reviews and Oversight

Milligan will provide comprehensive compliance review and oversight services that strengthen DMTF's stewardship of federal transit funds while helping subrecipients achieve and maintain compliance with Federal Transit Administration (FTA) requirements. Drawing upon our extensive experience conducting FTA Triennial Reviews, State Management Reviews, Procurement System Reviews, Tribal Transit Assessments, Civil Rights Reviews, and compliance monitoring engagements throughout the country, our team applies nationally recognized review methodologies tailored to DMTF's statewide transit programs.

Our philosophy extends beyond identifying deficiencies. We view every compliance review as an opportunity to educate subrecipients, strengthen internal controls, improve business processes, and build long-term organizational capacity. Through collaborative engagement and practical technical assistance, we help subrecipients understand not only what corrective actions are required, but why they are necessary and how they can be successfully implemented.

Risk-Based Compliance Review Program

Milligan will assist DMTF in implementing and maintaining a comprehensive, risk-based compliance monitoring program that allocates oversight resources where they are needed most. At the beginning of each monitoring cycle, our team will conduct risk assessments using objective criteria such as grant

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funding levels, procurement activity, financial management practices, Single Audit results, previous monitoring findings, staffing changes, reporting performance, organizational capacity, vehicle inventories, asset management practices, and prior compliance history.

The results of these assessments will be used to prioritize subrecipients for comprehensive onsite reviews, desk reviews, focused compliance assessments, or technical assistance visits. This risk-based approach enables DMTF to maximize oversight effectiveness while using available resources efficiently and in accordance with FTA expectations.

Review Planning and Preparation

Each review begins with a detailed planning process designed to ensure reviews are efficient, consistent, and well organized. Milligan will coordinate review schedules with DMTF and the subrecipient, establish review objectives, prepare review agendas, identify applicable regulatory requirements, and develop customized review plans based upon each subrecipient's programs and risk profile.

Prior to the onsite visit, our team will perform a comprehensive desk review of available documentation including grant agreements, financial records, procurement files, policies and procedures, Board meeting minutes, Title VI Programs, DBE documentation, EEO policies, ADA documentation, maintenance records, safety plans, previous review reports, corrective action status, Single Audit reports, and other supporting documentation. This review allows our team to identify areas requiring additional examination during the onsite review while minimizing disruption to subrecipient operations.

Onsite Compliance Reviews

Milligan will conduct comprehensive onsite reviews using methodologies modeled after FTA oversight programs while tailoring the review to DMTF's specific oversight responsibilities.

Each review will begin with an entrance conference involving DMTF representatives and subrecipient leadership. During this meeting, we will explain the purpose and scope of the review, outline the review schedule, introduce the review team, discuss documentation requirements, and answer questions regarding the review process. Establishing clear expectations at the outset promotes transparency and encourages open communication throughout the review.

During the onsite review, our experienced reviewers will conduct structured interviews with executive leadership, grant managers, finance personnel, procurement staff, maintenance managers, operations personnel, dispatchers, safety personnel, human resources staff, and other key employees, as appropriate. Interview questions will be designed to evaluate management practices, internal controls, operational procedures, and the organization's understanding of applicable federal requirements.

Milligan will also perform detailed examinations of policies, procedures, procurement files, contract administration records, financial transactions, reimbursement documentation, inventory records, maintenance files, vehicle inspection reports, asset inventories, Board records, civil

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rights documentation, safety plans, drug and alcohol program documentation, and other records necessary to verify compliance.

Facility inspections will include administrative offices, maintenance facilities, storage locations, dispatch centers, passenger facilities, vehicle fleets, accessibility features, maintenance equipment, safety systems, and other assets funded through FTA programs. Physical observations will be compared against documentation and inventory records to verify compliance with federal requirements and DMTF policies.

Comprehensive Program Evaluation

Milligan will evaluate each subrecipient across all applicable program areas to determine compliance, effectiveness of internal controls, and overall program performance. Reviews may include evaluation of:

- Legal authority and governance
- Financial management and internal controls
- Grant administration and reporting
- Procurement and contract administration
- Disadvantaged Business Enterprise (DBE)
- Title VI and Environmental Justice
- Equal Employment Opportunity (EEO)
- Americans with Disabilities Act (ADA)
- Drug and Alcohol Program compliance
- Transit Asset Management (TAM)
- Public Transportation Agency Safety Plan (PTASP)
- Vehicle maintenance and asset management
- Safety and Security
- Operating practices and service delivery
- Recordkeeping and documentation
- Performance management and organizational capacity

Rather than limiting our evaluation to regulatory compliance, Milligan also examines the effectiveness and sustainability of each subrecipient's management practices, identifying opportunities to improve efficiency, strengthen accountability, and reduce future compliance risks.

Exit Conferences and Reporting

At the conclusion of each onsite review, Milligan will facilitate a formal exit conference with DMTF and subrecipient leadership. During this meeting, we will discuss preliminary observations, acknowledge areas of exemplary performance, explain potential findings, clarify regulatory requirements, and answer questions before preparing the final report. This

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collaborative process helps eliminate misunderstandings and provides subrecipients with a clear understanding of review outcomes.

Following the review, Milligan will prepare a comprehensive monitoring report documenting the scope of the review, review methodology, observations, findings, recommendations, required corrective actions, regulatory citations, and implementation timeframes. Reports will clearly distinguish between findings requiring corrective action, recommendations for process improvement, and noteworthy practices that may benefit other subrecipients throughout the state.

Corrective Action Planning and Resolution

Milligan recognizes that the value of a compliance review is measured not by the number of findings identified, but by the successful implementation of sustainable corrective actions. For each finding, our team will work collaboratively with DMTF and the subrecipient to identify the root cause of the deficiency and develop practical, achievable corrective action plans that address the underlying issue rather than simply correcting the symptom.

Our technical assistance may include developing policies and procedures, revising procurement templates, strengthening financial controls, updating civil rights programs, improving maintenance documentation, developing training materials, creating monitoring tools, or conducting individualized coaching sessions with subrecipient staff.

Milligan will maintain a corrective action tracking system that monitors implementation progress, documents supporting evidence, establishes completion milestones, and provides DMTF with regular status updates. Corrective actions will remain open until sufficient documentation has been reviewed and verified to demonstrate full compliance with applicable federal requirements.

Continuous Oversight and Technical Assistance

Compliance monitoring does not end with the issuance of a report. Throughout the contract period, Milligan will provide ongoing technical assistance to DMTF and its subrecipients through conference calls, virtual meetings, onsite visits, policy reviews, regulatory guidance, and targeted training. We will proactively communicate changes to FTA regulations, assist with implementation of new requirements, answer compliance questions as they arise, and help resolve issues before they develop into formal findings.

By combining nationally recognized oversight methodologies, experienced reviewers, collaborative technical assistance, and a proactive risk-based monitoring philosophy, Milligan will help DMTF strengthen statewide compliance, improve organizational performance, reduce regulatory risk, and ensure continued stewardship of federal transit investments throughout West Virginia.

5.5 Sub-Recipient Support Meetings

Subrecipient Support, Performance Management, and Stakeholder Engagement

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Milligan recognizes that successful statewide transit programs are built upon strong partnerships between DMTF and its subrecipients. Our approach emphasizes continuous communication, collaborative problem-solving, and proactive technical assistance that strengthens compliance while improving the delivery of public transportation services throughout West Virginia. Rather than engaging subrecipients only during compliance reviews or grant application periods, we establish ongoing communication and support mechanisms that foster transparency, accountability, and continuous improvement.

Our team will facilitate quarterly coordination meetings, annual performance reviews, public engagement activities, and targeted training programs that provide subrecipients with the tools, knowledge, and resources needed to successfully administer FTA-funded programs while delivering safe, reliable, and efficient transit services.

Quarterly Subrecipient Coordination Meetings

Milligan will organize and facilitate quarterly meetings with DMTF and its subrecipients to maintain open communication, share regulatory updates, discuss program performance, and address emerging issues before they become compliance concerns. Each meeting will be structured around a standardized agenda while allowing flexibility to address current priorities and the unique needs of individual transit providers.

Meeting topics may include:

- FTA policy and regulatory updates
- Grant application and award status
- TrAMS and ECHO reminders
- Upcoming reporting deadlines
- Procurement updates and best practices
- Financial management requirements
- Civil Rights and DBE program updates
- Transit Asset Management and Safety requirements
- Monitoring observations and common findings
- Peer success stories and innovative practices
- Open discussion of operational challenges and technical assistance needs

Prior to each meeting, Milligan will coordinate with DMTF staff to identify agenda topics, gather input from subrecipients, and prepare presentation materials. Following each meeting, our team will distribute meeting summaries, action items, resource materials, and follow-up guidance to ensure consistent communication and accountability across the statewide transit network.

These quarterly meetings create opportunities for peer learning while allowing DMTF to communicate expectations consistently, identify statewide trends, and respond proactively to emerging compliance or operational challenges.

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Public Engagement and Stakeholder Meetings

Milligan understands that meaningful public participation is essential to effective transit planning and program administration. Our team will assist DMTF in planning, organizing, facilitating, and documenting public meetings that provide meaningful opportunities for stakeholders, transit riders, community organizations, local governments, and advocacy groups to participate in the planning process.

Working closely with DMTF, we will develop comprehensive public participation strategies that comply with applicable FTA requirements while encouraging broad and inclusive community engagement. Our approach includes identifying key stakeholder groups, developing outreach materials, coordinating meeting logistics, preparing presentation materials, facilitating discussions, documenting public comments, and preparing meeting summaries for DMTF leadership.

Recognizing that many transit users may experience barriers to participation, Milligan will recommend appropriate accessibility accommodations, language assistance, virtual participation options, and outreach strategies designed to encourage participation from traditionally underserved and disadvantaged populations consistent with Title VI, ADA, Environmental Justice, and Limited English Proficiency (LEP) requirements.

Following each public meeting, our team will analyze stakeholder feedback, identify recurring themes and service priorities, prepare summary reports, and provide recommendations that assist DMTF in incorporating public input into future planning efforts, program improvements, and funding decisions.

Annual Subrecipient Performance Reviews

Milligan will conduct comprehensive annual performance reviews that evaluate each subrecipient's operational performance, financial condition, compliance status, and organizational capacity. These reviews provide DMTF with meaningful performance information that supports informed decision-making while identifying opportunities for technical assistance and continuous improvement.

Our review methodology combines quantitative performance analysis with qualitative assessments to provide a complete understanding of each subrecipient's performance.

Performance indicators may include:

- Ridership trends and service productivity
- Vehicle utilization and fleet condition
- Preventive maintenance compliance
- Transit Asset Management performance measures
- Accident, incident, and safety statistics
- Financial performance and grant expenditures

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- Budget utilization and reimbursement activity
- Procurement activity
- Grant reporting timeliness
- Compliance review results and corrective action status
- Customer service performance
- Organizational capacity and staffing

Milligan will analyze historical trends, compare current performance against established benchmarks, identify emerging risks, and prepare performance dashboards and management reports that clearly communicate results to DMTF leadership. Rather than simply reporting performance data, our team will provide actionable recommendations that help improve operational efficiency, financial management, service delivery, and regulatory compliance.

Training, Technical Assistance, and Capacity Building

Milligan believes that education is one of the most effective tools for improving compliance and strengthening statewide transit programs. Throughout the contract, we will develop and deliver comprehensive training programs that equip DMTF staff and subrecipients with the knowledge and resources necessary to confidently administer FTA-funded programs.

Working collaboratively with DMTF, we will develop an annual training plan based upon regulatory changes, monitoring results, audit findings, recurring technical assistance requests, and identified training needs. Training may be delivered through instructor-led workshops, webinars, virtual training sessions, onsite presentations, conference sessions, and individualized technical assistance.

Training topics may include:

- FTA grant management and administration
- TrAMS and ECHO
- Procurement and contract administration
- Uniform Guidance (2 CFR Part 200)
- Financial management and internal controls
- Subrecipient monitoring
- Civil Rights requirements (Title VI, ADA, DBE, EEO)
- Transit Asset Management (TAM)
- Public Transportation Agency Safety Plans (PTASP)
- Drug and Alcohol Program requirements
- Records management and documentation
- Preparation for FTA oversight reviews
- Corrective action implementation
- Emerging federal regulations and guidance



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Milligan's training philosophy emphasizes practical application rather than regulatory theory. Every session incorporates real-world examples, case studies, sample documents, interactive discussions, and implementation strategies that participants can immediately apply within their organizations.

To further expand training opportunities, Milligan can develop self-paced e-learning modules that provide on-demand instruction for DMTF staff and subrecipients. These modules may include recorded presentations, narrated demonstrations, downloadable reference materials, knowledge assessments, and certificates of completion. E-learning resources provide flexible, cost-effective training while ensuring new employees and existing staff have continuous access to standardized instructional materials throughout the contract period.

Building Long-Term Program Success

Milligan views every meeting, performance review, and training opportunity as an investment in strengthening DMTF's statewide transit program. By maintaining continuous communication, providing meaningful performance insights, encouraging peer collaboration, and delivering responsive technical assistance, we help create a culture of compliance, accountability, and continuous improvement.

Our objective is not simply to facilitate meetings or conduct training sessions it is to build the knowledge, confidence, and organizational capacity of DMTF and its subrecipients so they can successfully administer federal transit programs, respond to changing regulatory requirements, and continue delivering safe, reliable, and accessible transportation services to communities throughout West Virginia.

5.6 Contract Development and Management

Milligan will provide comprehensive contract development and management services that ensure DMTF and its subrecipients procure goods and services in full compliance with Federal Transit Administration (FTA) requirements, federal procurement regulations, Uniform Guidance (2 CFR Part 200), and applicable West Virginia procurement laws and policies. Our team understands that effective contract administration extends far beyond preparing agreements it requires establishing transparent procurement processes, mitigating compliance risks, protecting federal investments, and ensuring procurements achieve the best value for the public.

Drawing upon decades of experience conducting FTA Procurement System Reviews, Triennial Reviews, State Management Reviews, procurement policy development, and procurement technical assistance nationwide, Milligan will assist DMTF throughout the complete procurement and contract management lifecycle from planning and solicitation development through contract administration, amendments, and closeout.

Contract Development and Review

Milligan will work collaboratively with DMTF program managers and legal counsel to develop, review, and finalize contracts, grant agreements, subrecipient agreements, and other contractual

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documents that clearly define project requirements, performance expectations, funding responsibilities, reporting obligations, and regulatory compliance requirements.

Our contract development process begins with a thorough review of the proposed procurement strategy, project scope, funding source, contract type, and applicable federal requirements. Based on this review, our team will prepare contract documents that accurately reflect project objectives while incorporating all required federal clauses, certifications, assurances, and contractual provisions applicable to the funding source and procurement method.

Each agreement will undergo a comprehensive compliance review to verify inclusion of required FTA contract clauses, Buy America requirements (when applicable), Davis-Bacon provisions (when applicable), Lobbying Certification, Debarment and Suspension requirements, Disadvantaged Business Enterprise (DBE) provisions, Civil Rights requirements, ADA provisions, Equal Employment Opportunity (EEO) requirements, termination clauses, access to records provisions, Federal Changes clauses, and all other federally required contractual language.

Before execution, every contract will undergo Milligan's internal quality assurance review using standardized compliance checklists developed from our experience conducting FTA Procurement System Reviews. This multi-level review process ensures contract language is complete, internally consistent, legally supportable, and compliant with all applicable federal and state requirements while reducing the likelihood of procurement findings during future FTA oversight reviews.

Contract Administration and Lifecycle Management

Milligan recognizes that maintaining compliance requires continuous contract administration after award. Our team will assist DMTF and its subrecipients in managing contracts throughout their entire lifecycle by monitoring contract performance, reviewing deliverables, tracking milestones, maintaining contract files, documenting key decisions, and ensuring contractual obligations are fulfilled by all parties.

We will establish standardized contract administration procedures that include monitoring contract periods of performance, documenting modifications, tracking option years, reviewing insurance and bonding requirements, monitoring subcontracting commitments, verifying deliverables, and maintaining complete procurement documentation that supports transparency and audit readiness.

When changes become necessary, Milligan will prepare and review contract amendments, modifications, change orders, extensions, renewals, and terminations to ensure each action is adequately documented, properly justified, and consistent with applicable procurement regulations and contract terms. Prior to processing any modification, our team will evaluate the proposed change to determine whether it falls within the original scope of the procurement, requires additional competition, or may create potential compliance concerns. This proactive

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review helps DMTF avoid unauthorized sole-source modifications and other procurement issues that frequently result in FTA findings.

Throughout the contract period, Milligan will maintain detailed contract tracking tools that monitor expiration dates, renewal options, amendment history, deliverable schedules, and performance milestones. These tools provide DMTF with timely reminders and management reports that support proactive contract administration and reduce the risk of missed deadlines or lapses in contractual obligations.

Procurement Planning and Solicitation Development

Milligan will provide comprehensive procurement support to DMTF and its subrecipients by assisting with procurement planning, solicitation development, evaluation processes, contract negotiations, and award recommendations. Our objective is to ensure every procurement is conducted through a fair, open, competitive, and well-documented process that withstands regulatory scrutiny while achieving the best value for the transit program.

Our procurement planning process begins by working with project staff to define project objectives, develop detailed scopes of work, establish evaluation criteria, identify applicable procurement methods, and determine the most appropriate contract structure based upon project complexity, funding source, and procurement risk.

Milligan will prepare Requests for Proposals (RFPs), Requests for Qualifications (RFQs), Invitations for Bids (IFBs), Requests for Quotes, and other solicitation documents that clearly communicate project requirements, evaluation methodologies, submission instructions, technical specifications, contract terms, and federally required provisions. Every solicitation will be reviewed using our standardized procurement quality assurance process to ensure compliance with FTA Circular 4220.1F, Uniform Guidance, and DMTF procurement policies before release.

Proposal Evaluation and Award Recommendations

Following solicitation, Milligan will assist DMTF in administering the procurement process by coordinating pre-proposal conferences, responding to procurement questions, preparing written addenda, documenting communications, and ensuring all prospective offerors receive equal access to procurement information.

Our team will develop evaluation plans, scoring guides, evaluator instructions, conflict-of-interest certifications, and procurement documentation that support an objective and transparent evaluation process. We will facilitate evaluation committee meetings, compile evaluator scores, document consensus discussions, review cost and price analyses, verify proposer responsibility, and prepare award recommendation memoranda that fully document the procurement decision.

Where negotiations are appropriate, Milligan will assist DMTF in developing negotiation strategies, documenting negotiation activities, evaluating best and final offers, and preparing final contract documents for execution. Throughout the procurement process, our emphasis



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remains on fairness, transparency, documentation, and compliance with federal procurement standards.

Procurement Technical Assistance and Quality Assurance

Milligan's involvement extends beyond individual procurements. Throughout the contract period, we will provide ongoing procurement technical assistance to DMTF and its subrecipients by answering procurement questions, reviewing solicitation documents before issuance, evaluating proposed procurement methods, assisting with cost and price analyses, reviewing independent cost estimates, and helping resolve procurement challenges before they become compliance issues.

We will also conduct periodic reviews of procurement files to verify documentation is complete, required analyses have been performed, procurement decisions are adequately supported, and contract administration practices remain compliant with federal requirements. These quality assurance reviews mirror the methodologies used during FTA Procurement System Reviews, allowing DMTF to identify and address potential issues proactively rather than during formal oversight reviews.

Strengthening Procurement Integrity and Program Performance

Milligan's contract development and procurement management approach is designed to strengthen DMTF's procurement program while reducing regulatory risk, improving consistency, and supporting sound stewardship of federal resources. By combining experienced procurement professionals, standardized review methodologies, rigorous quality control, and proactive technical assistance, we will help DMTF and its subrecipients conduct procurements that are compliant, competitive, well-documented, and capable of withstanding the highest levels of federal oversight.

Our goal is not simply to prepare contracts or administer procurements it is to establish procurement practices that promote integrity, accountability, transparency, and long-term program success throughout West Virginia's public transportation network.

5.7 Data Analysis and Reporting

Milligan will provide comprehensive data analysis, performance reporting, and program documentation services that enable DMTF to make informed, data-driven decisions regarding the administration of West Virginia's public transportation programs. Our approach combines quantitative performance analysis, operational assessments, compliance monitoring, and strategic planning to transform data into meaningful information that supports program management, resource allocation, service improvements, and long-term transit planning.

Our team understands that effective program management requires more than collecting data—it requires interpreting trends, identifying risks, measuring outcomes, and presenting information in a manner that supports timely and informed decision-making. Through advanced data analysis, performance reporting, and continuous evaluation, Milligan will help DMTF maximize the

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effectiveness of federal and state investments while strengthening accountability and transparency across its statewide transit programs.

Performance Data Collection and Analysis

Milligan will establish a standardized methodology for collecting, validating, analyzing, and reporting operational and financial performance data from DMTF's subrecipients. Working closely with DMTF and local transit providers, we will identify key performance indicators that measure program effectiveness, operational efficiency, financial sustainability, and compliance with state and federal performance expectations.

Our team will collect and analyze a wide range of performance information, including:

- Ridership trends and passenger demand
- Service hours and vehicle revenue miles
- Operating costs and cost per trip
- Farebox recovery and revenue performance
- Vehicle utilization and fleet productivity
- Preventive maintenance performance
- Transit Asset Management performance measures
- Safety and security statistics
- Accident and incident trends
- Grant expenditures and budget utilization
- Financial performance indicators
- On-time performance and service reliability
- Compliance review results
- Customer complaints and service quality measures

Before analysis begins, Milligan will validate the accuracy and completeness of submitted data by comparing information across grant reports, reimbursement requests, operating statistics, financial records, National Transit Database (NTD) submissions (where applicable), and previous reporting periods. This quality assurance process helps ensure DMTF's decisions are based on reliable, consistent, and accurate information.

Performance Evaluation and Strategic Analysis

Milligan will perform detailed trend analyses that evaluate both individual subrecipient performance and statewide transit program performance over time. Rather than reporting data in isolation, our team will identify patterns, compare historical performance, benchmark similar transit systems, and evaluate operational efficiency to determine where improvements can be made.

Our analytical process will evaluate questions such as:

- Are service levels aligned with current ridership demand?

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- Are operating resources being utilized efficiently?
- Which services demonstrate strong performance and should be expanded?
- Which routes or programs require operational improvements or restructuring?
- Are vehicle replacement schedules aligned with Transit Asset Management objectives?
- Are financial resources being allocated effectively?
- What emerging trends may affect future funding or service delivery?

Using these analyses, Milligan will provide DMTF with practical recommendations regarding service enhancements, service reductions, route modifications, fleet utilization, funding reallocations, capital investment priorities, operational efficiencies, and long-term planning initiatives. Every recommendation will be supported by objective data, performance metrics, and sound transit planning principles to ensure decisions are transparent, defensible, and aligned with DMTF's strategic goals.

Executive Reporting and Program Documentation

Milligan will prepare clear, concise, and professionally formatted reports that communicate complex information in a manner that supports executive decision-making, program oversight, and federal reporting requirements.

Our team will develop draft reports, technical memoranda, management summaries, compliance workbooks, program manuals, monitoring reports, implementation guides, and other supporting documentation for DMTF review and submission to the Federal Transit Administration (FTA). Each deliverable will undergo Milligan's established quality assurance process to ensure technical accuracy, regulatory consistency, and clear communication before submission.

Depending on DMTF's needs, reports may include:

- Executive summaries highlighting key findings and recommendations
- Performance dashboards and scorecards
- Compliance monitoring summaries
- Financial performance reports
- Grant status reports
- Transit program assessments
- State Management Plan updates
- Corrective action tracking reports
- Policy and procedure manuals
- Standard operating procedures
- Compliance workbooks and monitoring tools
- Annual program reports
- FTA response documentation

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Milligan places significant emphasis on presenting information in formats that are easy to interpret and useful for decision-makers. Our reports combine narrative analysis, summary tables, performance indicators, graphics, and visual dashboards that allow DMTF leadership to quickly understand program performance, identify emerging risks, and prioritize management actions.

Program Evaluation and Continuous Improvement

Beyond routine reporting, Milligan will conduct periodic evaluations of DMTF's statewide transit programs to identify opportunities for increased efficiency, improved service delivery, enhanced compliance, and better utilization of available funding.

Our evaluations integrate operational performance, financial information, compliance results, customer feedback, and statewide transit needs to provide DMTF with a comprehensive understanding of overall program effectiveness. By examining relationships among performance measures, funding levels, service delivery, and compliance outcomes, we help DMTF identify systemic issues that may not be evident through individual program reviews.

Where appropriate, Milligan will develop performance benchmarks and key performance indicators that enable DMTF to monitor progress over time and measure the effectiveness of program improvements. These performance management tools support strategic planning, legislative reporting, funding decisions, and continuous program evaluation.

Data-Driven Recommendations for Service Improvement

Milligan believes data should be used not only to measure performance, but also to drive better decision-making. Our team will transform analytical findings into practical recommendations that improve transit services, strengthen financial performance, and maximize the impact of available resources.

Recommendations may address:

- Service enhancements and route optimization
- Resource allocation and funding priorities
- Fleet replacement and capital investment planning
- Operational efficiencies
- Grant funding strategies
- Financial sustainability
- Performance management initiatives
- Compliance improvements
- Risk mitigation strategies
- Customer service enhancements
- Technology and process improvements

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Each recommendation will consider operational realities, financial constraints, regulatory requirements, community needs, and DMTF's long-term strategic objectives to ensure proposed improvements are realistic, achievable, and sustainable.

Supporting Informed Decision-Making

Milligan's data analysis and reporting approach is designed to provide DMTF with timely, accurate, and meaningful information that strengthens oversight, supports accountability, and improves statewide transit program performance. By combining rigorous analytical methodologies, experienced transit professionals, comprehensive quality assurance procedures, and practical implementation strategies, we will help DMTF move beyond compliance reporting toward a culture of performance management and continuous improvement.

Our objective is not simply to prepare reports we provide DMTF with the insight, analysis, and strategic recommendations necessary to make informed decisions, optimize investments, improve service delivery, and ensure the continued success of West Virginia's public transportation programs.

5.8 Additional Services and Strategic Program Support

Milligan recognizes that the successful administration of a statewide public transportation program requires more than the completion of defined contract tasks. As federal requirements evolve, funding priorities shift, and new challenges emerge, DMTF requires a trusted partner capable of responding quickly to changing needs while providing practical, solution-oriented support. Our team is committed to serving as an extension of DMTF's staff by delivering responsive technical assistance, strategic guidance, and specialized expertise whenever additional support is required.

Because our professionals actively support transit agencies, state departments of transportation, and Federal Transit Administration (FTA) oversight programs throughout the country, we remain current on emerging federal initiatives, legislative developments, regulatory changes, and industry best practices. This knowledge enables Milligan to provide DMTF with timely recommendations that strengthen program administration, improve operational effectiveness, and maintain compliance with evolving federal requirements.

Collaborative Meeting Participation and Executive Support

Milligan understands that effective program administration depends upon continuous communication and collaboration among DMTF, FTA, subrecipients, and other stakeholders. Throughout the contract period, our team will actively participate in meetings requested by DMTF to provide technical expertise, facilitate decision-making, and ensure timely completion of assigned work.

Our staff will attend project coordination meetings, executive briefings, program management meetings, grant planning sessions, procurement discussions, financial review meetings, public

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engagement sessions, legislative briefings, FTA coordination meetings, oversight review meetings, and other stakeholder meetings identified through individual work orders.

Prior to each meeting, Milligan will coordinate with DMTF staff to establish meeting objectives, prepare agendas, develop presentation materials, review supporting documentation, and identify anticipated discussion topics. During meetings, our team will provide technical guidance, facilitate productive discussions, document decisions, and assist in resolving programmatic or compliance issues. Following each meeting, we will prepare meeting summaries, action item logs, decision records, and follow-up recommendations to ensure accountability and timely implementation of agreed-upon actions.

Our objective is to provide DMTF leadership with the information, analysis, and technical expertise necessary to support informed decision-making while maintaining effective communication among all program stakeholders.

Responsive Support for Special Projects

Transportation programs continually evolve in response to changes in federal legislation, regulatory guidance, funding opportunities, technology, and community needs. Milligan maintains the flexibility and technical expertise necessary to respond quickly to these changing priorities while minimizing disruption to DMTF's ongoing operations.

At DMTF's direction, our team will provide specialized support for a wide variety of special projects and emerging initiatives. Services may include evaluating the impacts of new federal legislation, implementing updated FTA guidance, preparing responses to regulatory changes, supporting new discretionary funding opportunities, conducting organizational or program assessments, evaluating operational performance, developing new policies and procedures, implementing process improvements, supporting transit technology initiatives, conducting environmental reviews, and providing technical assistance for innovative mobility programs.

Because Milligan employs professionals with expertise in grant administration, procurement, financial management, civil rights, safety, transit asset management, planning, and compliance, we are able to rapidly assemble multidisciplinary teams capable of addressing complex assignments that extend beyond routine program administration.

When special projects are assigned, Milligan will work collaboratively with DMTF to define project objectives, establish work plans and schedules, identify key deliverables, allocate appropriate resources, and maintain regular communication throughout project implementation. Our structured project management approach ensures every assignment is completed efficiently, on schedule, and in accordance with DMTF's expectations.

Legislative, Regulatory, and Industry Monitoring

Milligan continuously monitors federal legislation, FTA Circulars, policy guidance, Office of Management and Budget regulations, Uniform Guidance revisions, executive directives, and industry best practices that may affect public transportation programs.



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Rather than waiting for regulatory changes to impact operations, our team proactively evaluates new requirements and communicates their potential implications to DMTF. We will prepare implementation guidance, update policies and procedures, revise training materials, recommend operational changes, and assist DMTF in implementing new requirements efficiently and consistently.

This proactive approach enables DMTF to remain ahead of regulatory changes while reducing compliance risks and avoiding unnecessary operational disruptions.

Stakeholder Engagement and Relationship Management

Milligan believes successful statewide transit programs are built upon strong relationships, open communication, and mutual trust among all participating organizations. Throughout the contract period, we will cultivate productive working relationships with DMTF staff, Federal Transit Administration representatives, state agencies, local governments, subrecipients, contractors, consultants, state auditors, planning organizations, community organizations, advocacy groups, and other stakeholders involved in West Virginia's public transportation network.

Our team emphasizes responsiveness, professionalism, and collaboration in every interaction. We recognize that each stakeholder plays an important role in the successful delivery of public transportation services, and we strive to foster an environment where communication is transparent, technical assistance is readily available, and challenges are addressed collaboratively.

Milligan will serve as a trusted liaison between DMTF and its partners by facilitating communication, resolving questions, coordinating technical assistance, supporting oversight activities, and ensuring stakeholders receive timely, accurate, and consistent information regarding program requirements and expectations.

A Trusted Partner for Long-Term Success

Milligan's commitment extends well beyond completing individual work assignments. We are dedicated to helping DMTF build a resilient, efficient, and nationally recognized transit program capable of adapting to changing regulatory requirements, evolving transportation needs, and future funding opportunities.

Whether supporting executive meetings, responding to emerging federal initiatives, assisting with complex special projects, or providing day-to-day technical guidance, Milligan will deliver responsive, high-quality services grounded in collaboration, integrity, and technical excellence. Our professionals become an extension of DMTF's team, providing the expertise, flexibility, and strategic perspective necessary to strengthen program performance, support informed decision-making, and ensure the continued stewardship of West Virginia's public transportation investments.

Our objective is not simply to provide additional services when requested it is to be DMTF's trusted advisor and long-term partner, delivering innovative solutions, responsive support, and



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exceptional service that contributes to the continued success of West Virginia's statewide transit programs.

6. PROPOSED ENGAGEMENT TEAM

Milligan has assembled an experienced, multi-disciplinary team that is experienced in conducting FTA and state compliance reviews and providing technical assistance on the practical implementation of requirements. We have organized our team to ensure clear lines of authority and communication. The following table presents the technical expertise and experience that the proposed project team brings to the table.

6.1 Team Member Experience

Team Member	Experience
Contract Manager	
<i>Ketnah Parchment, Engagement Project Manager</i>	Ms. Parchment will serve as the Engagement Project Manager. In this capacity, Ms. Parchment is responsible for the day-to-day management of the project, assignment of staff, and overall execution of tasks. Ms. Parchment has 20 years of experience and is an expert in FTA compliance including 2 CFR 200 and FTA Circular 5010.1F. Currently she manages and leads all aspects of State Management Reviews and Triennial Reviews for FTA including training and technical assistance.
Reviewers and Subject Matter Experts	
<i>Kelly Scalf</i>	Ms. Scalf will serve as a Reviewer on this project. Ms. Scalf has over 35 years of experience performing federal grant compliance, including FTA grant funded programs. She has extensive experience managing projects of this scale, providing financial management services, conducting oversight reviews, interpreting FTA requirements, and providing management and technical support to FTA grantees.
<i>Barbara Savary</i>	Ms. Savary will serve as a Reviewer on this project, providing quality assurance, technical assistance, and oversight to support DMTF's administration of FTA-funded programs. She will continue her current role conducting compliance reviews, developing and delivering training, and providing technical assistance to ensure subrecipients comply with all applicable federal and state grant

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requirements. Ms. Savary joined Milligan in 2022 after more than 30 years with the Washington State Department of Transportation, where she gained extensive experience in public transportation program administration and grant management.

Ms. Savary currently supports Milligan's statewide transit programs in Missouri and Alaska, where she develops training materials, compliance tools, and technical assistance resources to strengthen program performance. She has played a key role in training state staff on TrAMS, including grant applications, amendments, reporting, and federal grant administration. She will also facilitate the grant reimbursement process by reviewing reimbursement requests, ensuring supporting documentation is complete, and assisting DMTF and its subrecipients with timely and accurate reimbursement submissions.

*Kristin Tighe,
AICP*

Ms. Tighe will serve as Subject Matter Expert for civil rights and procurement issues and will support the DMTF in this area as needed. Ms. Tighe is a certified planner and has over 20 years of grants and contract management and civil rights oversight experience. She is the manager and lead reviewer for the firm on the FTA Triennial, DBE, EEO, Title VI, ADA and Procurement System Review engagements.

Terry Brown, CPA

Ms. Brown will serve as the Financial Management Subject Matter Expert and Reviewer for this project, providing technical oversight on financial management, grant administration, and federal compliance. She joined Milligan after a distinguished 30-year career with the Virginia Department of Rail and Public Transportation (DRPT), where she served as Special Assistant for Statewide Projects and managed the implementation of Virginia's FTA-funded transit programs. A Certified Public Accountant (CPA), Ms. Brown brings extensive experience coordinating FTA State Management Reviews, overseeing statewide grant administration, and ensuring sound stewardship of federal funds. She also led major statewide initiatives, including the development and implementation of the Virginia Breeze intercity bus service. Her expertise in financial management, grant oversight, and FTA compliance will help ensure DMTF's transit programs are administered in accordance with



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federal requirements and industry best practices. She will also facilitate the grant reimbursement process by reviewing reimbursement requests, ensuring supporting documentation is complete, and assisting DMTF and its subrecipients with timely and accurate reimbursement submissions.

Seidah Durante,
CPA, CFE

Ms. Durante will serve as a Subject Matter Expert for financial issues. She has over 25 years of relevant experience managing FTA Financial Management Oversight reviews, evaluating indirect cost rate proposals and financial capacity assessments. In addition to managing the firm's FMO and FCA engagements with FTA, she is also responsible for overseeing the performance of audits, reviews, and compilations, preparing financial statements, and providing accounting services for nonprofit and governmental organizations. Ms. Durante is a Certified Public Accountant licensed in Pennsylvania and Florida, and a Certified Fraud Examiner.

John Clare

Mr. Clare is a subcontractor and subject matter expert in FTA procurement and construction requirements. He has over 45 years of experience in the public transit industry and project management. Before becoming a consultant, he provided project management oversight of several design and construction projects and held several senior management positions with the Central New York Regional Transportation Authority in Syracuse, New York. He has conducted subrecipient site visits and procurement support for Missouri, New York, West Virginia, Alaska, and New Mexico. For the Transportation Research Board, he developed a guidebook for small urban and rural agencies overseeing facility construction projects.

John Milligan,
CPA, CIT

Mr. Milligan will serve as the Engagement Principal. He is responsible for developing and executing the strategic goals and initiatives of Milligan & Company and Milligan Consulting, LLC. He brings 40 years' experience in the management and execution of large, complex, and multi-faceted projects. He is sought after for his expertise in state and federal transit requirements implementation and focuses his attention in supporting our clients' special projects such as transit studies, facility construction projects, program policy update and development, rolling stock procurement, new regulation



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training and many more. Mr. Milligan is a Certified Public Accountant and a Certified Information Technology Professional.

Reviewers

Michael Southard

Mr. Southard will serve as a Reviewer. He has been leading and supporting subrecipient oversight reviews for Missouri since 2023. Mr. Southard has five years of contract compliance expertise and holds a juris doctor. He has also served as a reviewer on the firm's FTA CORTAP contract conducting State Management Reviews and Triennial Reviews.

Ayomide Komolafe

Ms. Komolafe will serve as a Reviewer. She has five years of experience in the transit industry. She currently conducts State Management Reviews and Triennial Reviews. Ms. Komolafe currently supports the MoDOT contract with monthly analysis of awards in TrAMS. Ms. Komolafe also has nine years of government and compliance experience performing activities for a variety of state and federal compliance processes. This includes data analysis and summarization of observations on complex oversight projects that align with client goals and objectives.

Micaela Miozzi

Ms. Miozzi will serve as a Reviewer. She has six years' experience in the compliance industry as a compliance specialist, loan and grants assistant project manager, and strategy analyst. She currently serves as a Senior Compliance Analyst for civil rights compliance as a Title VI Subject Matter Expert and reviewer for Disadvantaged Business Enterprise (DBE) and Equal Employment Opportunity (EEO) compliance. Ms. Miozzi manages subrecipient Title VI oversight for the Missouri Department of Transportation.

Milligan will seek prior DMTF approval before assigning other staff to the project.

6.2 Engagement Team Resumes

Resumes of the proposed engagement team begin on the next page.



KETNAH PARCIMENT

RELEVANT PROJECT EXPERIENCE

Manager, Milligan & Company and Milligan Consulting LLC | 2005 – Present

Ms. Parchment is a Manager and Lead Reviewer on the firm's engagements with FTA for Triennial Reviews and State Management Reviews. She is a Subject Matter Expert who provides review preparation, training, and technical assistance on federal regulatory compliance to FTA recipients including States and transit agencies of all sizes.

Project Manager and Technical Lead | CORTAP Program | Federal Transit Administration
Serves as the primary contact responsible for the performance of all personnel, production staff and support staff assigned as well as all contractual matters for the Comprehensive Oversight Review and Technical Assistance Program (CORTAP):

- * Technical Project Manager and Team Leader on the firm's Triennial Review and State Management Reviews.
- * Leads the development and maintenance of program guidance to assist in facilitating the execution of tasks.
- * Leads the coordination and implementation of workshops and technical assistance to client staff and stakeholders, including the FTA's Contractor Manual development and revision.
- * Provides training and technical support for FTA workshops, transit conferences, and recipients.
- * Oversees the firm's reporting schedules, ensuring submission of the required monthly invoices and progress reports to the respective client representative.
- * Establishes and monitors staff assignments and schedules, dissemination of information to team members and providing technical direction.
- * Facilitates the development of the annual reports on contract and program performance for work completed.

Reviewer and Subject Matter Expert | State Departments of Transportation | Various Tasks | Various Locations

Subject Matter Expert and Reviewer on the firm's engagements with the State DOTs of Alaska, Massachusetts, Missouri, New Jersey, and New York to provide grants management, internal control, and FTA compliance review and technical assistance for State Management Review preparation.

Project Manager | Professional Services for Triennial Review | Capital Area Transportation Authority (CATA)

Responsible for evaluating whether CATA is administering FTA-funded programs in accordance with applicable federal regulations and guidance:

- * Reviews internal policies and procedures.
- * Reviews internal files and documentation.
- * Ensures proper planning for the upcoming FTA review.

Proposed Role:	Engagement Project Manager
Education:	Bachelor of Business Administration, Temple University
Years of Experience:	20



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- * Prepares Work Plans and Schedule.
- * Facilitates the Draft Recipient Information Request (RIR) review, audit of draft RIR, and completes the final RIR response.
- * Provides training.
- * Post-FTA Triennial Review.
- * Future Follow-Up Review.

Professional Associations and Certifications

Conference of Minority Transportation Officials, Philadelphia Chapter - Treasure



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KELLY SCALF

RELEVANT PROJECT EXPERIENCE

Manager, Milligan & Company and Milligan Consulting LLC | 2022 – Present

Ms. Scalf is responsible for managing all aspects of the firm's engagements with State Departments of Transportation. She has worked directly with Missouri DOT, Alaska DOT, NJ Transit, NYS DOT, and MassDOT. As Project Manager, Ms. Scalf is responsible for ensuring the successful implementation and completion of contract tasks and identifying and allocating the resources needed to complete such. She provides:

- Grants management, internal controls, and FTA compliance.
- Subrecipient oversight tasks, including capital project implementation from real estate acquisition to design and construction.
- Rolling stock procurement.
- Public Transportation Agency Safety Plan and Transit Asset Management Plan development.
- Capital improvement program update.
- Workshop planning and delivery.

Ms. Scalf also serves as Project Manager, Reviewer, and Workshop Instructor for FTA's Tribal Transit Assessment task order:

- Coordinates with FTA's regional office to schedule, conduct, and design content for workshops.
- Develops, coordinates, manages, and executes the workplan for the conduct of assessments, deployment of technical assistance, and presentations to industry conferences.
- Assists with contract administration functions, such as collecting data for monthly performance reports and invoices, conducting quality assurance and control of worksheets and reports, in addition to report distribution.

CEO/General Manager | Okanogan County Transit Authority

Created and administered all aspects of a public transit authority, including budget, HR, federal and state compliance, training, hiring, marketing, public relations, accounting and personnel policies, supervising staff, planning activities, purchasing, contract negotiations, creating partnerships, advertising, and facility development.

Planning & Transportation Division Director | Rural Resources Community Action

Directed and administered a rural transportation program serving seniors, persons with disabilities, Head Start children, families, and the public. Supervised 25 staff and volunteers, including hiring, training, motivating, evaluating, recognizing, and corrective action. Responsible for managing a 1.8 million annual budget. Researched needs and presented visionary solutions for community transportation and social service projects. Lead management and agency staff in developing plans and projects for funding proposals to private and government sources.

Proposed
Role:

Education:

Years of
Experience:

Reviewer

Bachelor of Science
Degree, Whitworth
College, Spokane

35

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Supervised ten staff in the Community Services Department providing mental health and chemical dependency counseling, substance abuse prevention activities, Indian Child Welfare services, community health education and advocacy, senior nutrition, and licensed childcare. Managed a budget of one million dollars.

Instructor | Eastern Washington University

Grant Proposal Development 439

Professional Associations and Certifications

- * Innovative Practices for Transit Planning at Small to Mid-Sized Agencies | The National Academies Press (trb.org)
- * Transit Next Leaders Institute, Washington State Transit Association
- * Certified Community Transportation Manager, CTAA
- * Stanford University, Non-Profit Management Institute
- * Willamette University, Atkinson Graduate School of Management, Transit and Community Transportation Management
- * Pepperdine University, Graziadio School of Business and Management, Para transit/Transit Management Program
- * Eastern Washington University, Economic Development in Indian Country
- * NEW Regional Transportation Planning Organization, Policy Board and Technical Advisory Committee
- * Community Transportation Association of America, Washington State Delegate
- * Community Transportation Association of the Northwest, Executive Committee, Past President, Legislative Committee
- * Rural Resources Community Action, Governing Board
- * Division of Developmental Disabilities, Board of Directors



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BARBARA SAVARY

RELEVANT PROJECT EXPERIENCE

Senior Consultant, Milligan & Company and Milligan Consulting LLC | 2022 – Present

Ms. Savary is a Reviewer on the firm's engagements with State Departments of Transportation. She has worked directly with Missouri DOT, and Alaska DOT. Ms. Savary is also a Lead Reviewer and Workshop Instructor for FTA's Tribal Transit Assessment task order. In her role, Ms. Savary provides:

Proposed Role:	Reviewer
Education:	Bachelor of Science in Accounting and Public Administration, Capital Business College
Years of Experience:	35

- * Coordination and instruction at the state annual oversight workshops.
- * Creates the annual review schedule and establishes review profiles.
- * Prepares Monthly Oversight Reports.
- * Develops the Standard Operating Procedures used for conducting reviews
- * Develops Annual Reports.
- * Creates forms and templates to assist subrecipients with compliance.
- * Updates the document library including the Standard Operating Procedures, review workbook, and workshop materials.
- * Conducts FTA Drug and Alcohol Oversight Reviews for 5311 subrecipients.
- * Conducts FMCSA Drug and Alcohol Oversight Reviews for 5310 subrecipients.
- * Provides technical assistance to various subrecipients on procurement, asset management, drug and alcohol, and financial oversight.
- * Provides the State with Technical Assistance during federal and state audits (State audit, FTA State Management Review, FTA Drug and Alcohol Program Audit).
- * Subject Matter Expert for the DMTF oversight program for Drug and Alcohol Compliance.

Special Projects & Compliance Analyst, Grants Coordinator, Safety and Asset Management Specialist, Rural Programs Specialist, Grant Management Analyst | Public Transportation Division | Washington State Department of Transportation

Ms. Savary's responsibilities at WSDOT encompassed a wide variety of functions within the Public Transportation Division. This included:

- * Working with multi-disciplinary teams and local jurisdictions to build consensus.
- * Analyzing state and federal legislation and advising executive staff on potential impacts.
- * Representing the division on multi-jurisdictional teams and committees.
- * Subrecipient and contractor oversight.
- * Developing and providing training and technical assistance to industry professionals.
- * Representing the department on emergency management activities.
- * Managed the FTA Drug and Alcohol testing oversight program.
- * Managed all facets of the Federal Transit Administration (FTA) grants administration.
- * Developed business requirements associated with the division's electronic grants management system.



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- * Analyzed and documented all the division's grant management processes.
- * Provided oversight and guidance to staff on administration of federal grants.
- * Analyzed federal and state grants management regulations.
- * Oversaw financial compliance and administrative compliance.
- * Developed and provided training and technical assistance to grant recipients and internal staff.
- * Represented the division in federal and state audits.
- * Ensured the division had the tools needed to responsibly manage federal and state grant programs.

Administration & Finance Manager | Island Transit

Responsible for all aspects of financial management as well as federal and state grant management; coordinate and oversee agency procurements; liaison with federal and state auditors; develop and update the Transit Development Plan; represent the agency on the Washington State Transit Insurance Pool Board and on other multi-jurisdictional committees; presenting technical information to the board of directors and represent the agency at public meetings; oversee human resources, including management of the agency's Drug & Alcohol Testing Program, the agency's vanpool program, risk management activities and procurement; provided leadership and guidance to seven staff members.



KRISTIN TIGHE, AICP

RELEVANT PROJECT EXPERIENCE

Manager, Milligan & Company and Milligan Consulting LLC | 2009 – Present

Ms. Tighe is a Manager and Lead Reviewer who oversees the firms' engagements in procurement and federal civil rights regulations. She is a Subject Matter Expert in Procurement, Title VI, Disadvantage Business Enterprise (DBE), Airport Concessions DBE (ACDBE) Equal Employment Opportunity (EEO) and Americans with Disabilities Act (ADA).

Project Manager, Lead Reviewer and Subject Matter Expert | Federal Transit Administration, Office of Transit Civil Rights | Various Locations

Project Manager, Lead Reviewer and Subject Matter Expert for ADA, Title VI, DBE, EEO, Procurement System, and Triennial and State Management Review compliance analyses. Conducts nationwide on-site reviews and provides technical assistance to local and state transit agency recipients. Conducts ADA Complementary Paratransit compliance assessments; ADA Key Station review of policies, procedures, and physical review of amenities for ADA compliance based on requirements of 2010 ADAAS.

Project Manager, Lead Reviewer, and Subject Matter Expert | Procurement | Federal Transit Administration, Office of Transit Safety & Oversight | Various Locations

Project Manager, Lead Reviewer and Subject Matter Expert for federal procurement compliance oversight of transit agencies. Conducts nationwide Procurement System Reviews (PSR) and provide technical assistance to local and state transit agency recipients in accordance with 2 CFR Part 200 and 42201G. Responsible for annual update of PSR manual and conducting annual procurement workshop training for transit agencies receiving federal assistance.

Reviewer | Title VI Oversight | Missouri Department of Transportation

Provides Title VI program oversight for the Missouri Department of Transportation (DMTF), managing subrecipient compliance reviews and ensuring adherence to federal civil rights requirements. Manage Title VI analyst in guiding day-to-day activities which support DMTF in maintaining federal compliance and advancing equitable access to transportation programs and services. Provides technical assistance to subrecipients. Drafted DMTF's Title VI program submission in 2018.

Project Manager | Procurement Policies and Procedures | Southeastern Pennsylvania Transportation Authority (SEPTA)

Managing a complete update of SEPTA's Procurement Manual including new Build America, Buy America (BABA) requirements and new checklists working closely with SEPTA's procurement

Proposed Role:

Subject Matter Expert

Education:

Master of City Planning, Community & Economic Development, University of Pennsylvania

Master of Government, Public Policy/Non-Profit Management, The Johns Hopkins University

Bachelor of Arts, Political Science/Hispanic Languages and Literature, University of Pittsburgh

Years of Experience:

20



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department and legal department. Developed and provided a Buy America Training and specialized BABA training to SEPTA staff.

Professional Associations and Certifications

- * American Institute of Certified Planners (AICP), Number: 020271
- * American Planning Association



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TERRY BROWN

RELEVANT PROJECT EXPERIENCE

Senior Consultant, Milligan & Company and Milligan Consulting LLC | 2021 – Present

Ms. Brown is a financial and TAM Plan Subject Matter Expert, Lead Reviewer, and workshop instructor on the firm's engagements with FTA and State Departments of Transportation. She has worked directly with Missouri DOT and Massachusetts DOT. Ms. Brown held a senior role at the Virginia Department of Rail and Public Transportation.

Proposed Role:

Subject Matter Expert

Education:

Bachelor of Science in Business Administration, University of Richmond

Master of Arts, Virginia Commonwealth University

Years of Experience:

35

Lead Reviewer | CORTAP Program | Federal Transit Administration

- * Lead reviewer for conducting State Management Reviews and Triennial Review.
- * Conducts FTA State Management Review workshop presentations.

Subject Matter Expert | Various State Departments of Transportation | Various Tasks | Various Locations

- * Subject Matter Expert for the DMTF's oversight program reviewing the details supporting funds reimbursed.
- * Developed TAM Plan for Massachusetts DOT.

Special Assistant to Chief of Transit & Manager of Financial Programming | Virginia Department of Rail and Public Transportation (DRPT)

Oversaw the federal and state grant contracting process, including grant applications, contracts with subrecipients, reporting to FTA and FHWA, and appropriate grant closeout.

- * Served as agency lead in compliance with FTA Civil Rights programs – Title VI, DBE, EEO, ADA
- * Project Manager of Virginia's first Intercity Bus route – the Virginia Breeze
- * Project Manager of TAM Plan implementation, as required by the FTA. Included developing the Transit Asset Management system (TAM) under a pilot program grant from FTA.
- * Agency leader in the creation of SmartScale, an award-winning program to prioritize the allocation of highway funding.
- * Key staff member in the two-year process of developing, passing, and implementing legislation to change the methods used to allocate DRPT's state funding to maximize taxpayer funding impact
- * Reviewed federal, state, and local legislation activities to determine potential impacts on transportation
- * Coordinated with local officials, stakeholders, regional planning organizations, and the public throughout the Commonwealth to increase transportation opportunities available for taxpayers
- * Implemented strong financial management policies in transit providers
- * Managed professional staffs of operating and financial personnel



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- * Developed business plan and strategic plan, develop and monitor department budget
- * Participate on consultant selection committees, setting scopes and work schedules and reviewing fee proposals
- * Review and recommend several hundred grant applications from transit providers across the Commonwealth
- * Develop and manage the DRPT Six Year Improvement Program which allocates over \$2 billion annually to transit and rail properties, regional planning organizations and rideshare organizations throughout the Commonwealth of Virginia

Professional Associations and Certifications

- * Certified Public Accountant



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SEIDAH DURANTE, CPA, CFE

RELEVANT PROJECT EXPERIENCE

Director, Audit and Assurance, Milligan & Company and Milligan Consulting LLC | 1999 – Present

Ms. Durante is a CPA and Certified Fraud Examiner (CFE) with over 25 years' experience servicing government and non-profit organizations. She is the firm's Audit and Assurance Director responsible for all Financial Management Oversight (FMO) reviews and technical assistance assignments of FTA's grant recipients. She is also responsible for our engagement to examine concessionaire activity at Boston Logan, Ronald Regan, and Dulles airports.

She has trained federal grantees on the requirements of the Uniform Guidance: 2 CFR Part 200 and assisted several agencies with implementing federal financial compliance initiatives, such as the preparation of indirect cost rate proposals and writing policies and procedures for preparation of grant financial status reports. Seidah also managed our contract to perform financial capacity assessments (FCAs) of FTA grantees seeking New Starts Funds for major capital projects. FCAs involved comprehensive assessments of the grant applicants' capital and operating financial plans and developing independent financial models of these plans by performing stress tests of different financial scenarios.

Seidah serves as the Subject Matter Expert over any assignment that involves financial analysis or financial reporting.

Professional Associations and Certifications

- * Certified Public Accountant
- * Certified Fraud Examiner

Proposed

Role:

Subject Matter Expert

Education:

Bachelor of Science in Economics, Major Accounting, University of Pennsylvania

Years of Experience:

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JOHN CLARE

RELEVANT PROJECT EXPERIENCE

Senior Consultant, Milligan & Company and Milligan Consulting LLC | 2010 – Present

Mr. Clare has over 45 years of experience in the transit industry and private consulting. His areas of expertise include contract administration, training, project management, and procurement. He leads reviews for the firm's contracts for Procurement System Reviews and provides State DOTs with procurement guidance and training.

Reviewer and Subject Matter Expert | Various State Departments of Transportation | Various Tasks | Various Locations

- * Reviewer for the DMTF's oversight program.
- * Developed bus specifications for state-wide procurement at DMTF.
- * Reviewer for the NYSDOT oversight program.
- * Developed procurement policies and procedures and conducted training for Alaska and West Virginia.
- * West Virginia Department of Transportation – Prepared the Mid-Ohio Valley Transit Authority, Ohio Valley Regional Transportation Authority, Eastern Panhandle Transit Authority, and the City of Weirton for Triennial Reviews. Provided technical support to the Eastern Panhandle Transit Authority with the management of FTA-funded construction projects, the development of a DBE program, grant management, and other tasks. Assisted Mid-Ohio Valley Transit Authority with the development of a DBE program.
- * North Carolina Department of Transportation – Provided support in the management of the FTA transit programs.
- * New Mexico Department of Transportation – Provided support to subrecipients in connection with various federally funded procurements.
- * Land Acquisition and Relocation – Assisted FTA grant recipients in West Virginia, New Mexico, and Alaska with property acquisition and business relocation issues.
- * National Environmental Policy Act (NEPA) – Assisted FTA recipients in New Mexico and Alaska with the preparation of NEPA environmental information for capital projects to obtain a categorical exclusion.
- * Procurement Training – Developed and provided training workshops on FTA procurement requirements for the FTA, Maryland Transit Authority and its subrecipients, Pace Suburban Bus, and Metro-North Railroad. Developed a model procurement manual for subrecipients in West Virginia and Alaska.

Proposed Role:	Subject Matter Expert/ Subcontractor
Education:	Master's Degree in Public Administration, State University of New York at Albany Bachelor of Arts, Political Science, American University, Washington, D.C.
Years of Experience:	45

Transit Program Administration
CRFP 0810 DMT 2600000003**Lead Reviewer and Procurement Specialist Project | CORTAP & Procurement System Review Programs | Federal Transit Administration**

- * Served as a lead reviewer and instructor for Triennial Reviews.
- * Served as a lead reviewer and instructor for Procurement System Reviews.
- * Provided technical assistance for transit agencies with significant Triennial Review or State Management Review compliance issues.

Project Management Consultant | Onondaga County

Provided oversight to the County of Onondaga related to five major capital improvement projects. Included preparation, selection, and negotiation of professional service contracts; review of bid documents; and oversight of design engineers and contractors to ensure projects were done in compliance

Vice President of Administration | Central New York Regional Transportation Authority

Oversaw project development, project management, contract administration, procurement, proposal preparation, selection and negotiation of professional service contracts, capital planning and construction, grant preparation, grant administration, governmental relations, and marketing.

- * Assured compliance with FTA regulations and point person responsible for several FTA Triennial Reviews and Procurement System Reviews.
- * Developed, implemented, and evaluated a wide range of innovative programs to improve the efficiency and effectiveness of transit operations, including research and demonstration projects to evaluate demand responsive transportation systems, bus air conditioning effectiveness programs, brake retarder demonstration, an automated bus diagnostic system, and a wheelchair lift life cycle cost project.



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JOHN MILLIGAN, CPA, CITP**RELEVANT PROJECT EXPERIENCE****Managing Principal, Milligan & Company and Milligan Consulting LLC | 1985 – Present**

Mr. Milligan is a CPA and Certified Information Technology Professional (CITP) professional with 40 years' experience servicing government and non-profit organizations. He is the founder and Managing Principal of Milligan & Company/Milligan Consulting. Mr. Milligan initiated our first financial management oversight engagement with the FTA and led its development into a national oversight program. He also plays a leading role in situations where our firm is entering new relationships to ensure that there is a clear understanding of the engagement scope and challenges, that the engagement is adequately planned, and that we have provided appropriate expertise and number of resources required to complete the assignment as expected by our client. As a CITP he places emphasis on fully utilizing technology to maximize the efficiency and effectiveness of the engagement. He is also a member of the Association of Airport Internal Auditors.

Professional Associations and Certifications

- Certified Public Accountant
- Certified Information Technology Professional

Proposed Role:	Engagement Principal
Education:	Bachelor of Science, Business Administration/ Accounting, Temple University
Years of Experience:	50



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MICHAEL SOUTHARD

RELEVANT PROJECT EXPERIENCE

Compliance Analyst, Milligan & Company and Milligan Consulting LLC | 2023 - Present

Mr. Southard is responsible for supporting a variety of projects that include planning, technical assistance, training, studies, and engagement with the public. These projects inform strategies, initiatives, and funding that impact how our clients meet the needs of their stakeholders.

Proposed
Role:

Reviewer

Education:

Juris Doctor, Cecil C.
Humphreys School of Law
Bachelor of History,
Arkansas State University

Years of
Experience:

5

Reviewer | State Departments of Transportation | Various Tasks | Various Locations

- * Reviewer performing oversight of subrecipients of the state for compliance with FTA and state requirements for Missouri DOT and Alaska DOT.
- * Conducts briefing meetings with transit leadership regarding the status of open issues/concerns.
- * Provides technical assistance, training, and overall direction to transit agencies to achieve federal compliance.
- * Prepares key deliverables concerning deficiency findings, including site visit reports, monthly status reports, and comprehensive quarterly reports for submittal to State Clients and other applicable stakeholders

Reviewer | CORTAP Program | Federal Transit Administration

- * Reviewer on team conducting FTA Triennial Reviews and State Management Reviews.
- * Reviews recipient documents for compliance with federal regulations.
- * Prepares compliance assessment.
- * Prepares deficiency findings and corrective actions for draft report.

Contract Manager | Adswerve Inc.

- * Prepared complex reseller and agency contracts through Alphabet, Inc.
- * Negotiated and managed a contract portfolio in excess of \$500,000 quarterly.
- * Collaborated with Account Managers, Sales Representatives, and Corporate Counsel.

Extern | General Counsel's Office of the Army Corps of Engineers

- * Performed the final check of federal standard-form land contracts.
- * Wrote initial response documents to Merit Systems Protection Board claims.
- * Authored a research memo on unusual landlord duties.



Transit Program Administration
CRFP 0810 DMT 2600000003

AYOMIDE KOMOLAFE

RELEVANT PROJECT EXPERIENCE

Senior Consultant, Milligan & Company and Milligan Consulting LLC | 2021 – Present

Ms. Komolafe is responsible for supporting the team and supervising the work of junior staff on assignments; contributing to reports and technical memoranda; preparing and reviewing deliverables for assigned tasks to ensure completion and accuracy; assisting in the development of program and training content in alignment with client policy and guidance; participating in conference calls, meetings, and conferences as needed; attending and providing expertise during workshops; and other responsibilities to ensure successful execution of all work assignments.

Proposed

Role:

Education:

Years of

Experience:

Reviewer

Bachelor of Science,
Economics and Business
Administration Houdegbe
North American
University, Republic of
Benin

9

Lead Reviewer | CORTAP Program | Federal Transit Administration

- * Lead Reviewer for conducting FTA Triennial Reviews and State Management Reviews.
- * Reviews recipient documents for compliance with federal regulations.
- * Coordinates follow up between recipient and FTA.
- * Manages all aspects of on-site or virtual compliance reviews including recipient interviews.
- * Prepares deficiency findings and corrective actions
- * Briefs recipient and FTA on the review findings and corrective actions.
- * Provides technical assistance to recipients.
- * Prepares draft and final reports.
- * Drafts updates to the CORTAP contractor's manual.
- * Provides workshop training to recipients.

Fraud Investigation Analyst | GuideHouse

Reviewed large dollar loan files to assess eligibility against specific criteria and identify potential indications of fraud, misrepresentation, or abuse. Reviewed loan files flagged by proprietary algorithms that focus on fraud indicators or anomalies, misrepresentations and conducted applicable research to assess whether further investigation is warranted. Conducted in-depth financial investigations that may include extensive research, analysis of financial statements, deciphering of payroll records and analysis of other books and records.

Risk Consultant I | Assyst Inc

Evaluated high risk transactions and customer relationships for money laundering activities, identified red flag issues and escalated concerns to management for further review. Conducted investigations on both internal/external databases to analyze and evaluate the risk posed by the client based upon the client's business functions and its financial activity. Evaluated cases to determine if Suspicious Activity Reports (SAR) were required and filed in a timely and accurate manner.



Solicitation: CRFP 0810 DMT2600000003

MICAELA MIOZZI**RELEVANT PROJECT EXPERIENCE****Senior Compliance Analyst, Milligan & Company and
Milligan Consulting LLC | 2023 – Present**

Ms. Miozzi is responsible for supporting a variety of projects that include planning, technical assistance, training, studies, and engagement with the public. These projects inform strategies, initiatives, and funding that impact how our clients meet the needs of their stakeholders. In this capacity she:

- * Effectively analyzes, evaluates, and assesses client practices and policies in support of the project plan and contract objectives.
- * Assesses root causes of issues, researches multiple issues simultaneously, and writes comprehensive, accurate, and concise reports in a timely fashion, as well as gives professional oral presentations.
- * Documents findings; applies critical thinking and data management skills to collect and compile accurate statistical data.
- * Makes recommendations on compliance and client improvements, appropriately applying an in-depth knowledge of regulatory requirements and standard procedures.
- * Prepares and presents project reports that demonstrate a robust attention to detail, a clear and innovative approach to data presentation, accurate technical findings, and sound business recommendations.
- * Demonstrates initiative in the thorough and accurate completion of project tasks and accepts accountability for assigned work in support of team objectives.

Proposed**Role:****Reviewer****Education:**

Master of Public
Administration, Cleveland
State University

Bachelor of Science in
International Relations,
Walsh University

Years of**Experience:**

8

Reviewer | Federal Transit Administration, Office of Transit Civil Rights | Various Locations

Reviewer for all civil rights areas and Subject Matter Expert for Title VI. Reviews Title VI, DBE, and EEO program plans on behalf of FTA. Provides compliance determinations for CORTAP corrective Actions.

Title VI Analyst | Title VI Oversight | Missouri Department of Transportation

Senior Analyst and Title VI Subject Matter Expert providing day-to-day Title VI program oversight for the Missouri Department of Transportation (DMTF), managing subrecipient compliance reviews and ensuring adherence to federal civil rights requirements. Provides training and direct technical assistance to subrecipients.

Professional Associations and Certifications

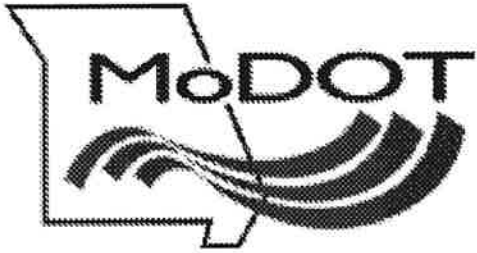
- * Graduate Certificate, Public and City Management, Cleveland State University



Solicitation: CRFP 0810 DMT2600000003

7. REFERENCES

Contract Description	
<i>Firm Name</i>	Missouri Department of Transportation
<i>Address</i>	105 W. Capitol Avenue Jefferson City, MO 65102
<i>Phone Number</i>	573-751-2523
<i>Firm Owner Names</i>	N/A – Work performed for a state agency
<i>Addresses</i>	
<i>Location of Work Performed</i>	Missouri
<i>Description of Work</i>	FTA and State Compliance Oversight (see below)
<i>Dates of Contract/Performance of Service</i>	2015 - Present
<i>Client POC Name & Email</i>	Christy Evers; Christy.Evers@modot.mo.gov
<i>Address</i>	105 W. Capitol Avenue Jefferson City, MO 65102
<i>Phone number</i>	573-751-2523



Milligan provides periodic transit grant sub-recipient on-site compliance reviews in conformance with FTA requirements for the respective program(s) of which those agencies have received grant funds and /or grant funded equipment. Milligan conducts annual workshops for MoDOT staff and subrecipients on recent updates in federal requirements, in addition to

re-introducing the oversight program to subrecipients. Milligan provides technical assistance to subrecipients for compliance areas initially found deficient and follow-up with such agencies until full compliance is achieved.

MoDOT has more than 130 subrecipients and they are required to provide oversight of these subrecipients to fulfill their responsibility to FTA. Our contract began MoDOT's oversight plan to outsource this function. As a result, Milligan has been instrumental in setting the foundation, introducing the process to stakeholders and deploying a timely successful program. While conducting reviews, Milligan has provided support to MoDOT by recommending changes to its state management plan and oversight program, in addition to the implementation of new FTA programs such as Section 5339.

Milligan also provides oversight support to MoDOT on construction projects, vehicle procurements and develops procurement documents (RFP, RFQ, RFB, IFB), develops real estate acquisition management plans, project management plans to support project oversight.

Throughout the contract, Milligan has also conducted intercity bus service analysis, assisted subrecipients in updating Title VI plans, and responded to a variety of service questions.



Solicitation: CRFP 0810 DMT2600000003

Contract Description

<i>Firm Name</i>	Alaska Department of Transportation and Public Facilities
<i>Address</i>	P.O. Box 112500, Juneau, AK 99811-2500
<i>Phone and Fax Number</i>	Phone (907) 465-2315; Fax: (907) 465-6415
<i>Firm Owner Names</i>	N/A – Work performed for a state agency
<i>Addresses</i>	
<i>Location of Work Performed</i>	Alaska
<i>Description of Work</i>	FTA Compliance Monitoring – See below
<i>Dates of Contract/Performance of Service</i>	October 1, 2017 – March 30, 2024 April 1, 2024- Present
<i>Client POC Name & Email</i>	Sara Lucey, Statewide Planning Chief: sara.lucey@alaska.gov
<i>Address</i>	P.O. Box 112500, Juneau, AK 99811-2500
<i>Phone number</i>	Phone (907) 456-2315 Fax: (907) 465-6415

Milligan provides the **Alaska Department of Transportation and Facilities** with comprehensive oversight services and program support. We developed compliance and performance review program procedures and questionnaires and continue to conduct oversight reviews, prepare reports, follow-up with grantees on the implementation of compliance plans, conduct agreed-upon procedures reviews, provide technical assistance to subrecipients and submit quarterly status reports. Assistance to subrecipients has included developing model procurement policy and procedures, Title VI plan template, ADA complementary paratransit eligibility determination program, ADA reasonable modification procedures, and ADA complaint procedures. We have provided training at the annual state transit conference in FTA requirements and best management practices. We worked with Alaska to update its state management plan, develop a grant draw plan, prepare for its 2016, 2019 and 2023 State Management Reviews, and, with a technology partner, developed an on-line oversight management system. We assist Alaska in responding to validation questions in DAMIS and NTD reporting as well as training staff on various FTA requirements as requested. We have conducted agreed-upon procedures reviews relating to financial management and conflicts of interest for three subrecipients.





Solicitation: CRFP 0810 DMT2600000003

Contract Description

<i>Firm Name</i>	Massachusetts Department of Transportation
<i>Address</i>	10 Park Plaza, Room 4160, Boston, MA 02116
<i>Phone and Fax Number</i>	Phone (857) 368-8665; Fax: (857) 368-0617
<i>Firm Owner Names</i>	N/A – Work performed for a state agency
<i>Addresses</i>	
<i>Location of Work Performed</i>	Massachusetts
<i>Description of Work</i>	Community Transit Grant Program - Compliance Monitoring/Site Visit Services– <i>See below</i>
<i>Dates of Contract/Performance of Service</i>	October 2014 – December 2018 May 9, 2019 – March 2, 2024
<i>Client POC Name & Email</i>	Trevor Bayard-Murray; Trevor.bayard.murray@state.ma.us
<i>Address</i>	10 Park Plaza, Room 4160, Boston, MA 02116
<i>Phone number</i>	Phone (857) 368-8665; Fax: (857) 368-0617

Milligan provides comprehensive oversight services and program support. Milligan works with **Massachusetts Department of Transportation** to ensure that all subrecipients of Community Transit Grant Program funds maintain compliance with state and federal grant requirements and adhere to applicable programmatic requirements. Milligan's responsibilities included: developing an updated compliance monitoring site visit checklist, updating Massachusetts' State Management Plan, scheduling, and conducting subrecipient compliance reviews, identifying deficiencies, and working with subrecipients on resolving deficiencies, and providing technical assistance and training. Milligan assisted the state with preparing for its 2016, 2019 and 2023 State Management Reviews. We worked with the State to develop a Section 5310 program guide, internal standard operating procedures, TAM plan, and PTASPs for applicable subrecipients. We also assisted the Massachusetts Bay Transportation Authority, a department of the state, with its response to its Title VI Program Voluntary Compliance Plan with FTA.



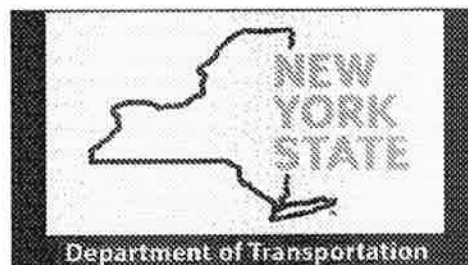


Solicitation: CRFP 0810 DMT2600000003

Contract Description

<i>Firm Name</i>	New York State Department of Transportation
<i>Address</i>	Public Transportation Bureau, 50 Wolf Road POD 5-4, Albany, NY 12232
<i>Phone and Fax Number</i>	(518) 408-6361
<i>Firm Owner Names</i>	N/A – Work performed for a state agency
<i>Addresses</i>	
<i>Location of Work Performed</i>	New York State
<i>Description of Work</i>	DOT Oversight, Title VI, DBE & EEO Training – See Below
<i>Dates of Contract/Performance of Service</i>	January 2017 – December 2023
<i>Client POC Name & Email</i>	Beth Brown; beth.brown@dot.ny.gov
<i>Address</i>	Public Transportation Bureau, 50 Wolf Road POD 5-4, Albany, NY 12232
<i>Phone number</i>	Phone (518) 408-6361

The Milligan team provided the **New York Department of Transportation** with program support and oversight services. Our team members worked with the state to develop its oversight program, including oversight checklists for the Section 5310 and 5311 programs. Additional tasks included conducting reviews of Section 5311 providers, assisting the state in closing deficiencies, providing training to the state and subrecipients in FTA requirements, updating the compliance review checklists annually to incorporate new FTA requirements and policy initiatives, and advising the state on compliance with FTA requirements. Milligan provided training in Title VI, DBE, and EEO requirements to subrecipients. The team conducted a study of the availability of public transportation services in rural counties and assisted the state in preparing for its last four State Management Reviews.





Solicitation: CRFP 0810 DMT2600000003

8. ADDENDA

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFP DMT2600000003

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge the addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

☒ Addendum No. 1	☐ Addendum No. 6
☐ Addendum No. 2	☐ Addendum No. 7
☐ Addendum No. 3	☐ Addendum No. 8
☐ Addendum No. 4	☐ Addendum No. 9
☐ Addendum No. 5	☐ Addendum No. 10

I understand that failure to confirm the receipt of the addenda may be cause for rejection of this bid. I further understand that that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Milligan and Company LLC

Company


Authorized Signature

July 1, 2026

Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.

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Milligan and Company LLC

Company



Authorized Signature

July 9, 2026

Date

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ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFP DMT2600000003

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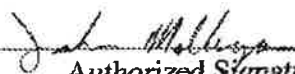
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Milligan and Company LLC

Company



Authorized Signature

July 9, 2026

Date

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Solicitation: CRFP 0810 DMT2600000003

9. FORMS

REQUEST FOR PROPOSAL

Transit Program Administration

Attachment E:

Bid Form #1

CERTIFICATION OF PRIMARY PARTICIPANT REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS

The Primary Participant (applicant for an FTA grant or cooperative agreement, or potential contractor for a major third party contract),

Milligan and Company, LLC (COMPANY NAME) certifies to the best of its knowledge and belief, that it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
2. Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (2) of this certification; and
4. Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

If the primary participant (applicant for an FTA grant, or cooperative agreement, or potential third party contractor) is unable to certify to any of the statements in this certification, the participant shall attach an explanation to this certification.)

THE PRIMARY PARTICIPANT (APPLICANT FOR AN FTA GRANT OR COOPERATIVE AGREEMENT, OR POTENTIAL CONTRACTOR FOR A MAJOR THIRD PARTY CONTRACT),

Milligan and Company, LLC CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. SECTIONS 3801 ET SEQ. ARE APPLICABLE THERETO.


Signature and Title of Authorized Official

REQUEST FOR PROPOSAL

Transit Program Administration

Bid Form #2**CERTIFICATION OF RESTRICTIONS ON LOBBYING**

The undersigned (Vendor, Contractor) certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. [as amended by "Government Wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, et seq.)]
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure. [Note: Pursuant to 31 U.S.C. § 1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

The Vendor, Milligan and Company, LLC, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Vendor understands and agrees that the provisions of 31 U.S.C. § 3801, et seq., apply to this certification and disclosure, if any.

7/15/2026

Date


Authorized SignaturePrincipal

Title

REQUEST FOR PROPOSAL

Transit Program Administration

BID FORM #3

REQUIRED BID FOR TO BE SUBMITTED WITH BID

VENDOR'S CERTIFICATION OF

UNDERSTANDING AND ACCEPTANCE

The Vendor hereby certifies that all Technical Specifications and Contract Terms and Conditions have been carefully reviewed, are fully understood and shall be adhered to in the performance and completion of any contract resulting from this bid.

7/15/2026

Date


Authorized Signature

Principal

Title

Milligan and Company, LLC

Company Name

SPECIFICATION COMPLIANCE

NOTE: Please check if what is offered is in exact compliance with specifications. Any discrepancies must be listed as an attachment to the bid proposal. Exact dimensions and/or descriptions must be provided as a part of the Vendor's bid proposal when submitted.

X

Bid proposal submitted meets and/or exceeds all specification requirements.

Bid proposal submitted contains deviations from specification requirements. Detailed descriptions of these deviations have been provided with this bid proposal.

REQUEST FOR PROPOSAL

Transit Program Administration
BID FORM #4

DISADVANTAGED BUSINESS ENTERPRISE

VENDORS/ MANUFACTURERS CERTIFICATION

REQUIRED BID FOR TO BE SUBMITTED WITH BID

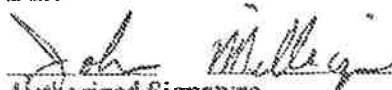
(Check appropriate statement)

The Vendor, if a transit vehicle manufacturer, hereby certifies that it has complied with the requirements of 49 CFR Section 26.49 by submitting an annual DBE goal to the Federal Transit Administration (FTA). The goal has either been approved or not disapproved by FTA.

- X The Vendor, if a non-manufacturing supplier, hereby certifies that the manufacturer of the transit vehicle to be supplied has complied with the above-referenced requirement of 49 CFR Section 26.49.

7/15/2026

Date


Authorized Signature

Principal
Title

Milli an and Company, LLC
Company Name