



Board Report

File #: 2025-0929, File Type: Contract

Agenda Number: 24.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 15, 2026

SUBJECT: EXECUTIVE STRATEGIC ADVISORY SERVICES

ACTION: AWARD CONTRACTS

RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) to:

- A. AWARD a three-year firm fixed unit rate Contract No. PS131207000D1 (Discipline 1) to WSP USA, Inc. to provide strategic advisory services in the Not-To-Exceed (NTE) amount of \$1,700,000, effective February 16, 2026, subject to the resolution of properly submitted protest(s), if any; and
- B. AWARD a three-year firm fixed unit rate Contract No. PS13207001D2 (Discipline 2) to WSP USA, Inc. to provide mega events advisory services in the NTE amount of \$740,000, effective February 16, 2026, subject to the resolution of properly submitted protest(s), if any.

ISSUE

The Office of the Chief Executive Officer (OCEO) requires direct access to executive-level strategic and mega-event advisory expertise to guide enterprise-wide decision-making and ensure organizational readiness for complex, time-sensitive milestones.

BACKGROUND

Metro issued RFP No. PS131207 on April 17, 2025, to provide executive-level strategic advisory services, including mega event advisory services directly to the OCEO. These services are intended to support the OCEO in navigating agency-wide priorities, managing cross-functional risks, and coordinating regional and international event readiness efforts associated with the 2026 FIFA World Cup, 2027 Super Bowl, and the 2028 Olympic and Paralympic Games. These advisory consultants are expected to function as thought partners to executive leadership, offering an independent perspective informed by experience supporting complex public agencies and large-scale global events.

DISCUSSION

The Strategic Advisory and Mega Event Advisory Services contracts will provide the OCEO with access to specialized expertise across these two disciplines that are vital to Metro's continued growth, transformation, and readiness for upcoming milestones. As one of the largest and most complex transit agencies in the nation, Metro operates in an evolving landscape balancing service reliability, safety, equity, fiscal responsibility, and sustainability commitments while preparing for global mega events. These advisory services will strengthen Metro's ability to make timely, informed, and strategic decisions at the executive level.

- **Discipline 1: Strategic Advisory Services:** Provides independent counsel on agency-wide direction, organizational alignment, and strategic tradeoffs. This includes advising on cross-departmental coordination, executive governance, performance priorities, and emerging risks that require executive-level consideration.
- **Discipline 2: Mega Events Advisory Services:** Ensures Metro's operational and logistical readiness for global events. These services focus on executive-level planning, risk identification, and strategic coordination across internal departments and external partners to ensure Metro is prepared to support safe, reliable, and high-capacity service during global events.

Direct access to executive-level advisors enables the OCEO to draw upon technical expertise when developing agency-wide strategies, responding to emerging challenges, and implementing Board directives. The contracts will allow Metro to leverage subject-matter specialists efficiently.

DETERMINATION OF SAFETY IMPACT

This Board action has no direct impact on safety.

FINANCIAL IMPACT

Strategic Advisory Services provided by subject matter expert consultants is an ongoing need and is budgeted for each year. In FY26, funds are available in the Chief of Staff cost center: 2015; Project 100002.

Impact to Budget

The sources of funds for this action are Proposition A/C/TDA admin funds, which are not eligible for Metro bus and rail operations.

EQUITY PLATFORM

This action will provide dedicated expertise to ensure that strategic, operational, and policy decisions consider equity outcomes, potential unintended impacts, and mitigation strategies consistent with Metro's adopted equity framework.

The Diversity and Economic Opportunity Department (DEOD) established an overall eight percent (8%) Small Business Enterprise (SBE) goal for this On-Call contract. Proposers were encouraged to form teams that included SBE firms without schedules or specific dollar commitment to designated subcontractors. Overall SBE achievement will be determined using aggregate SBE participation levels.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

While this item does not directly encourage taking transit, sharing a ride, or using active transportation, it is a vital part of Metro operations. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item is consistent with the goals of reducing VMT.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

This recommendation supports Strategic Plan Goal #5: Advance Organizational Excellence, by strengthening executive capacity, improving collaboration, and ensuring accountable, evidence-based decision-making to advance Metro's mission.

ALTERNATIVES CONSIDERED

An alternative to the recommendation is not to approve the recommendation. This is not recommended as it could delay the OCEO's access to specialized advisory expertise, limit responsiveness to emerging challenges, and hinder Metro's ability to strategically plan for major regional and international events.

NEXT STEPS

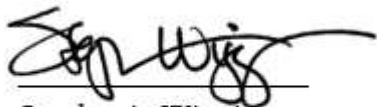
Upon Board approval, staff will execute Contract Nos. PS131207000D1 (Discipline 1) and PS131207001D2 (Discipline 2) with WSP USA, Inc. to provide strategic and mega events advisory services, respectively, effective February 16, 2026.

ATTACHMENTS

Attachment A - Procurement Summary
Attachment B - DEOD Summary

Prepared by: Elba Higueros, Deputy Chief of Staff, (213) 922-6820
Carolina Coppolo, Deputy Chief Vendor/Contract Management Officer, (213) 922-4471

Reviewed by: Nicole Englund, Chief of Staff, (213) 922-7950

A handwritten signature in black ink, appearing to read 'Step Wiggins', written over a horizontal line.

Stephanie Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

EXECUTIVE STRATEGIC ADVISORY SERVICES
PS131207000D1/ PS131207001D2

1.	Contract Number: PS131207000D1 (Discipline 1 - Strategic Advisory Services) PS131207001D2 (Discipline 2 - Mega Events Advisory Services)	
2.	Recommended Vendor: WSP USA Inc. (Discipline 1 and 2)	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: April 17, 2025	
	B. Advertised/Publicized: April 17, 2025	
	C. Pre-Proposal Conference: April 28, 2025	
	D. Proposals Due: June 2, 2025	
	E. Pre-Qualification Completed: November 3, 2025	
	F. Ethics Declaration Forms submitted to Ethics: June 9, 2025	
	G. Protest Period End Date: January 20, 2026	
5.	Solicitations Downloaded: 110	Bids/Proposals Received: 10 (Discipline 1) 5 (Discipline 2)
6.	Contract Administrator: Annie Duong	Telephone Number: (213) 418-3048
7.	Project Manager: Elba Higueros	Telephone Number: (213) 922-6820

A. Procurement Background

This Board Action is to approve Contract Nos. PS131207000D1 (Discipline 1) and PS131207001D2 (Discipline 2) issued to provide on-call strategic and mega events advisory services to Metro's Office of the Chief Executive Officer (OCEO) on critical areas that influence the future of transportation in Los Angeles County. Board approval of contract awards is subject to the resolution of any properly submitted protest(s), if any.

On April 17, 2025, Request for Proposals (RFP) No. PS131207 was issued as a competitive procurement in accordance with Metro's Acquisition Policy, and the contract type is a firm fixed unit rate. The Diversity and Economic Opportunity Department (DEOD) established a Small Business Enterprise (SBE) goal of 8%. It was also subject to the Local Small Business Enterprise Preference Program, which awards a bonus of 5 preference points for utilization of local small business firms.

Four amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on May 9, 2025, extended the RFP proposal due date from May 19, 2025 to June 2, 2025;
- Amendment No. 2, issued on May 12, 2025, revised Exhibit 2 – Rate Sheet to update the list of required labor classifications;
- Amendment No. 3, issued on May 15, 2025, updated submittal instructions and required DEOD forms; and
- Amendment No. 4, issued on May 27, 2025, clarified the contract type in the LOI-01 Notice of Invitation.

A total of 110 downloads of the RFP were included in the planholders' list. A virtual pre-proposal conference was held on April 28, 2025, and was attended by 30 participants representing 15 firms. There were 63 questions received, and responses were issued prior to the proposal due date.

A total of 15 proposals were received by the proposal due date of June 2, 2025, and are listed below in alphabetical order by discipline:

Discipline 1 (Strategic Advisory Services)

1. Alvarez & Marsal Public Sector Services LLC
2. Arup US, Inc.
3. The Boston Consulting Group, Inc.
4. CohnReznick Advisory LLC
5. Deloitte Consulting LLP
6. Guidehouse Inc.
7. Hotep Consulting LLC
8. InfraStrategies, LLC
9. McKinsey & Company, Inc. Washington, D.C.
10. WSP USA Inc.

Discipline 2 (Mega Events Advisory Services)

1. Arup US, Inc.
2. The Boston Consulting Group, Inc.
3. Deloitte Consulting LLP
4. Hotep Consulting LLC
5. WSP USA Inc.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from the Office of the Chief of Staff, Chief People Office, and Government Relations Department, was convened and conducted a comprehensive technical evaluation of the proposals received for Discipline 1 – Strategic Advisory Services and Discipline 2 – Mega Events Advisory Services.

Of the 15 proposals received, both proposals submitted by Hotep Consulting LLC (Hotep) were deemed non-responsive by DEOD for failing to meet the SBE goal requirement. Hence, Hotep was excluded from further evaluation.

From June 16, 2025, through October 20, 2025, the PET independently evaluated the remaining 13 proposals based on the following evaluation criteria:

- | | |
|-------------------------------------------------------------|-----|
| • Skills and Experience of the Team | 45% |
| • Approach and Expertise | 40% |
| • Price | 15% |
| • Local Small Business Enterprise (LSBE) Preference Program | 5% |

Several factors were considered in developing these weights, giving the greatest importance to skills and experience of the team.

Of the 13 remaining proposals, five were determined to be outside the competitive range and were excluded from further consideration.

The eight firms within the competitive range are listed below by discipline in alphabetical order:

Discipline 1 (Strategic Advisory Services)

1. CohnReznick Advisory LLC
2. Deloitte Consulting LLP
3. Guidehouse Inc.
4. InfraStrategies, LLC
5. McKinsey & Company, Inc. Washington, D.C.
6. WSP USA Inc.

Discipline 2 (Mega Events Advisory Services)

1. Deloitte Consulting LLP
2. WSP USA Inc.

At the conclusion of the evaluation, the PET determined WSP USA Inc. to be the top-ranked firm for Disciplines 1 and 2.

Qualification Summary of Firms within the Competitive Range:

Discipline 1: Strategic Advisory Services

WSP USA Inc.

WSP USA Inc. (WSP) is an engineering and professional services consulting firm specializing in executive-level strategic advisory services, with a focus on finance, policy, and organizational solutions. WSP provides advocacy services and strategic guidance to transportation agencies, including a long-standing partnership with Metro.

WSP's proposed team consists of senior public-sector staff with direct experience at all levels from executive collaboration to board governance. The team offers technical expertise in management consulting, planning, design, and engineering, as well as project delivery, construction management, and operations and maintenance.

WSP has worked with the California Department of Transportation (Caltrans), the Federal Transit Administration (FTA), Metro, as well as various agencies and councils throughout the Los Angeles area on a wide range of transportation planning and engineering projects. As a strategic advisor, WSP has played a key role in developing its strategy for delivering transportation for the 2028 Olympic and Paralympic Games and in securing funding.

Deloitte Consulting LLP

Deloitte Consulting LLP (Deloitte) provides executive-level strategy and technology transformation services to Fortune 500 companies and public sector agencies at the federal, state, and local levels.

Deloitte has completed projects for the San Diego Association of Governments (SANDAG), the North County Transit District (NCTD), the Metropolitan Transportation Commission

(MTC), the Port of Long Beach, Los Angeles World Airports (LAWA), the Santa Clara Valley Transport Authority (VTA), and the Golden Gate Bridge Highway and Transportation District.

InfraStrategies, LLC

InfraStrategies, LLC (InfraStrategies) is a strategic advisory firm focused on transportation infrastructure, funding, and organizational policy. The firm provides executive-level support to public agencies nationwide to advance project delivery and organizational priorities.

Major transit agency clients include the Dallas Area Rapid Transit, Bay Area Rapid Transit, SamTrans, Chicago Transit Authority, and Metrolink, alongside city and state departments of transportation (Caltrans and Southern California Association of Governments).

Guidehouse Inc.

Guidehouse Inc. (Guidehouse) is a consulting firm providing management, technology, and risk consulting services to public and commercial sectors. The services include strategic planning, compliance and reporting, equity and sustainability assessments, and safety and security initiatives.

Guidehouse has worked with transportation agencies including FTA, Seattle Sound Transit, Amtrak, New York Metropolitan Transportation Authority, and the Washington Metropolitan Area Transit Authority. Guidehouse also led long-term strategic transformations for Tri-County Metropolitan Transportation District of Oregon (TriMet) and New Jersey Transit where they managed the long-term transition strategy for zero-emission bus fleets.

McKinsey & Company, Inc. Washington, D.C. (McKinsey & Company)

McKinsey & Company is a management consulting firm that advises senior executives on strategy and operations across public and regulated sectors. The firm utilizes proprietary analytical tools to accelerate the development of long-term transit strategies.

McKinsey & Company has served California state agencies, departments, local governments, and universities, including: California Health and Human Services, Office of Technology and Solutions Integration, University of California Irvine Health, California Department of Health Care Services, California Department of Health Services, Bay Area Rapid Transit, San Francisco County Transportation Authority, Los Angeles World Airports, Department of Motor Vehicles, and Metro.

CohnReznick Advisory LLC

CohnReznick Advisory LLC (CohnReznick) is an advisory, assurance, and tax firm with experience supporting major capital infrastructure programs specializing in the finance and management of large-scale infrastructure and community development. CohnReznick provides financial oversight and compliance monitoring for high-value governmental projects. Its capabilities include strategic planning, procurement support, risk management, and grant administration.

CohnReznick has provided strategic advisory and advocacy services for the Washington Union Station Expansion project, Gateway Development Commission, Hudson Tunnel Project, the California High Speed Rail Authority, Diridon International Stations, Bay Area Rapid Transit, Southeast Gateway Light Rail System, Airport Metro Connector project, and the Zero-Emission Buses Procurement Program.

Discipline 2: Mega Events Advisory Services

WSP USA Inc.

WSP USA Inc. (WSP) specializes in executive-level strategic advisory services, focusing on finance, policy, and organizational solutions required for major infrastructure and global events. It has nearly a century of expertise in transportation planning, engineering, and program management.

WSP has supported ten Olympic Games, including the 1984 Los Angeles, 2000 Sydney, and 2012 London Games, as well as World Cups and Super Bowls. The firm served as the lead transportation planning consultant for several milestone events, including the 2000 Olympics in Sydney, the 2011 Rugby World Cup in New Zealand, the 2012 London Olympic Games, and the 2018 Commonwealth Games in Australia. As the lead transportation planner for these events, WSP designed the high-capacity mobility networks required to move millions of spectators across complex urban environments.

WSP assists transit agencies nationwide in preparing for the FIFA World Cup 2026 including the Southeastern Pennsylvania Transportation Authority, Sound Transit, New Jersey Transit, and Santa Clara Valley Transportation Authority.

WSP provides a multidisciplinary team with extensive mega event expertise, organized to deliver strategic advisory support across all aspects of major event transportation planning and operations.

Deloitte Consulting LLP

Deloitte Consulting LLP (Deloitte) has experience in large-scale event management, including organizational and digital strategy roles for the London 2012 Olympic Games and the 2022 FIFA World Cup. It specializes in technology transformation, stakeholder engagement, and business resiliency to ensure seamless event delivery.

As a Worldwide Olympic Partner through 2032, Deloitte provides management and business consulting directly to the International Olympic Committee (IOC). Deloitte is involved in over 50 large-scale events, offering digital and organizational expertise to address the complex challenges facing public agencies.

The following is a summary of the PET scores:

Discipline 1: Strategic Advisory Services

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	WSP USA Inc.				
3	Skills and Experience of the Team	87.78	45.00%	39.50	
4	Approach and Expertise	87.50	40.00%	35.00	
5	Price	71.07	15.00%	10.66	
6	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
7	Total		105.00%	85.16	1
8	Deloitte Consulting LLP				
9	Skills and Experience of the Team	74.44	45.00%	33.50	
10	Approach and Expertise	72.50	40.00%	29.00	
11	Price	97.40	15.00%	14.61	
12	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
13	Total		105.00%	77.11	2
14	InfraStrategies, LLC				
15	Skills and Experience of the Team	83.33	45.00%	37.50	
16	Approach and Expertise	71.68	40.00%	28.67	
17	Price	57.33	15.00%	8.60	
18	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
19	Total		105.00%	74.77	3
20	Guidehouse Inc.				
21	Skills and Experience of the Team	73.33	45.00%	33.00	
22	Approach and Expertise	60.85	40.00%	24.33	
23	Price	100.00	15.00%	15.00	
24	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
25	Total		105.00%	72.33	4
26	McKinsey & Company, Inc. Washington D.C.				
27	Skills and Experience of the Team	82.22	45.00%	37.00	
28	Approach and Expertise	76.68	40.00%	30.67	
29	Price	19.07	15.00%	2.86	
30	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
31	Total		105.00%	70.53	5

32	CohnReznick Advisory LLC				
33	Skills and Experience of the Team	76.67	45.00%	34.50	
34	Approach and Expertise	70.83	40.00%	28.33	
35	Price	47.27	15.00%	7.09	
36	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
37	Total		105.00%	69.92	6

Discipline 2: Mega Events Advisory Services

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	WSP USA Inc.				
3	Skills and Experience of the Team	86.67	45.00%	39.00	
4	Approach and Expertise	85.00	40.00%	34.00	
5	Price	71.53	15.00%	10.73	
6	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
7	Total		105.00%	83.73	1
8	Deloitte Consulting LLP				
9	Skills and Experience of the Team	72.22	45.00%	32.50	
10	Approach and Expertise	65.00	40.00%	26.00	
11	Price	100.00	15.00%	15.00	
12	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
13	Total		105.00%	73.50	2

C. Cost Analysis

The proposed firm fixed fully burdened hourly rates have been determined to be fair and reasonable based on cost analysis, technical evaluation, fact-finding, and negotiations. Staff successfully negotiated a reduction in the fee of 2%.

D. Background on Recommended Contractor

WSP USA Inc. (WSP) has been in business for over 100 years and maintains a significant local presence in Los Angeles, supported by a vast national network. It provides integrated strategic advisory, planning, engineering, and program management services across the transportation, infrastructure, and energy sectors.

For Discipline 1 (strategic advisory services), WSP's team includes five Metro-certified SBE firms. The team is led by a Project Manager with more than 20 years of experience in leading organizational change within public transportation agencies, including serving as project manager for Metro's recent Strategic Action Plan Update.

For Discipline 2 (mega events advisory services), WSP's team includes two Metro-certified SBE firms. The team is led by a Project Manager with over 11 years of experience in public agency leadership, program management, and strategic planning, specifically focused on

preparing transit systems for high-impact global events. The team has managed high-priority initiatives for the FIFA World Cup 2026 such as leading strategic event planning for the Southeastern Pennsylvania Authority and conducting readiness reviews for Washington's Sound Transit:

WSP has provided services for Metro and performance has been satisfactory.

DEOD SUMMARY

**EXECUTIVE STRATEGIC ADVISORY SERVICES
PS131207000D1 / PS131207001D2**

The Diversity and Economic Opportunity Department (DEOD) established an overall eight percent (8%) Small Business Enterprise (SBE) goal for this On-Call contract. Proposers were encouraged to form teams that included SBE firms without schedules or specific dollar commitment to designated subcontractors. Overall SBE achievement will be determined using aggregate SBE participation levels.

A. Small Business Participation – Discipline 1

WSP USA, Inc. (WSP) met the goal by making an overall 8% SBE commitment for Discipline 1 and will be required to identify SBE subcontractor activity and actual dollar value commitments as work is assigned.

Small Business Goal	8% SBE	Small Business Commitment	8% SBE
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	SBE Subcontractor	% Committed	LSBE	Non-LSBE
1.	Estolano Advisors	TBD	X	
2.	Insight Strategies	TBD	X	
3.	Intueor Consulting	TBD		X
4.	Praxis HR	TBD		X
5.	Trifiletti Consulting	TBD	X	
	Total Commitment	8%		

B. Small Business Participation - Discipline 2

WSP met the goal by making an overall 8% SBE commitment for Discipline 2 and will be required to identify SBE subcontractor activity and actual dollar value commitments as work is assigned.

Small Business Goal	8% SBE	Small Business Commitment	8% SBE
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	SBE Subcontractor	% Committed	LSBE	Non-LSBE
1.	Estolano Advisors	TBD	X	
2.	Intueor Consulting	TBD		X
	Total Commitment	8%		

C. Local Small Business Preference Program (LSBE)

WSP USA Inc. (WSP), a non-LSBE prime, did not meet the LSBE requirement and is ineligible for LSBE Preference.

D. Living Wage and Service Contract Worker Retention Policy Applicability

The Living Wage and Service Contract Worker Retention Policy is not applicable to this contract.

E. Prevailing Wage Applicability

Prevailing wage is not applicable to this contract.

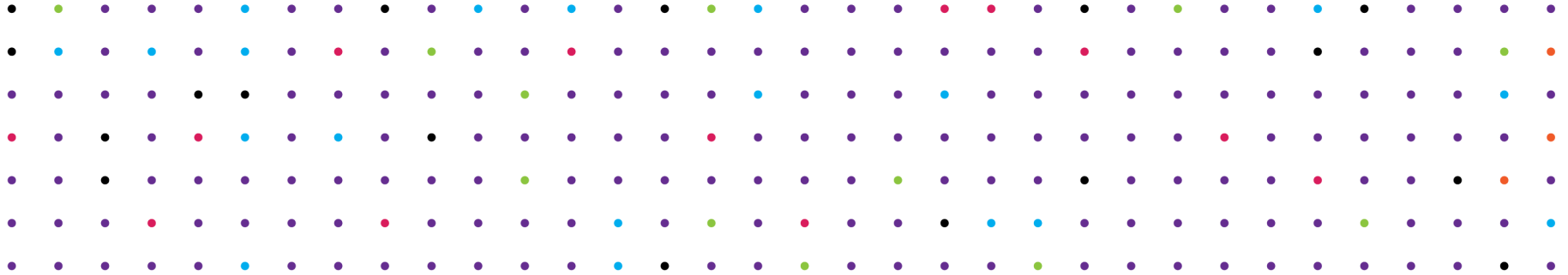
F. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. PLA/CCP is applicable only to construction contracts that have a construction related value in excess of \$2.5 million.

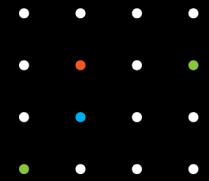
G. Manufacturing Careers Policy

The Manufacturing Careers Policy (MCP) does not apply to this contract. The MCP is required on Metro's Rolling Stock RFPs, with an Independent Cost Estimate of at least \$50 million.

Executive Strategic Advisory Services



RECOMMENDATION

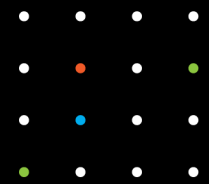


RECOMMENDATION

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- B. AWARD a three-year firm fixed unit rate Contract No. PS13207001D2 (Discipline 2) to WSP USA, Inc. to provide mega events advisory services in the NTE amount of \$740,000, effective February 16, 2026, subject to the resolution of properly submitted protest(s), if any.

ISSUE & DISCUSSION



Discipline 1 Awardee - WSP USA Inc.

Number of Bids - 10

- WSP USA Inc.- \$1,700,000

Discipline 2 Awardee - WSP USA Inc.

Number of Bids - 5

- WSP USA Inc.- \$740,000

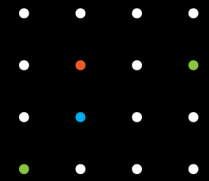
DEOD Commitment – The Diversity and Economic Opportunity Department (DEOD) established an overall eight percent (8%) Small Business Enterprise (SBE) goal for this On-Call contract. Proposers were encouraged to form teams that included SBE firms without schedules or specific dollar commitment to designated subcontractors. Overall SBE achievement will be determined using aggregate SBE participation levels.

Issue

The Office of the Chief Executive Officer (OCEO) requires direct access to executive-level strategic and mega-event advisory expertise to guide enterprise-wide decision-making and ensure organizational readiness for complex, time-sensitive milestones.



ISSUE & DISCUSSION



DISCUSSION

The Strategic Advisory and Mega Event Advisory Services contracts will provide the OCEO with access to specialized expertise across these two disciplines that are vital to Metro's continued growth, transformation, and readiness for upcoming milestones. As one of the largest and most complex transit agencies in the nation, Metro operates in an evolving landscape balancing service reliability, safety, equity, fiscal responsibility, and sustainability commitments while preparing for global mega events. These advisory services will strengthen Metro's ability to make timely, informed, and strategic decisions at the executive level.