



CITY OF GLENDALE, CALIFORNIA  
Office of the City Council

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**SYSTEM SAFETY AND  
OPERATIONS COMMITTEE  
SEPTEMBER 20, 2012**

August 22, 2012

Ms. Michele Jackson, Board Secretary  
LACMTA  
One Gateway Plaza, 99-3  
Los Angeles, CA 90012

Dear Ms. Jackson:

The purpose of this letter is to formally nominate Council Representative Kathryn Engel to a new term as the representative of the Eastern Cluster of San Fernando Valley cities on the San Fernando Valley Service Council.

Ms. Engel's term would commence upon Metro Board of Director's appointment and would be effective through June 30, 2014.

A copy of Ms. Engel's resume is enclosed for your reference. Please let me know if you have any questions, or if there is any additional information you need regarding Ms. Engel's proposed service on the San Fernando Valley Service Council.

Best Regards,

  
Ara Najarian  
Councilmember

## KATHRYN E. ENGEL

### SUMMARY

A high energy and results oriented municipal administrator with more than 27 years of cross-functional experience. Special expertise in public transit management including enterprise fund administration, service contract management, grants administration, service development, capital improvement projects, compliance reporting, and legislative advocacy. An effective problem solver with proven analytical, design, resource management, and technical skills. Major strengths include systems and process analysis, comprehensive administrative skills, and ability to provide innovative solutions to complex technical issues. A strong leader and mentor with exceptional written and verbal communication skills who works well independently as well as in a team.

### PROFESSIONAL EXPERIENCE

#### **Department of Public Works, City of Glendale, California, 2008 to Present**

Transit Manager: manages contract operation of the City's fixed route and demand response services. Responsibilities include administration of multi-jurisdictional transportation programs; implementation of short and long range transit planning and service development; represent the City in local, regional, and state technical and policy groups; collaboration with county transit operators and agencies to ensure regional coordination of services, operations, fare programs, policies and procedures.

- Solicited new operating contracts for fixed route and demand response service resulting in improved quality of vehicle maintenance and operations at one of the lowest cost per hour in the region.
- Developed fixed route service plans that implemented an 18% reduction of revenue service while maintaining high productivity and geographical coverage.
- Implemented a multiyear fare increase program that more than doubled the farebox recovery.
- Implemented a cost-effective alternative fuel fleet replacement program that met air quality regulations, reduced maintenance costs and nearly eliminated in-service road calls.

#### **Kathryn Engel Consulting, Glendale, California, 2004 to 2008**

Principal of consulting firm providing professional management services to municipalities and transit agencies. Services include transit operations and maintenance administration; contracts administration; data collection, analysis and reporting; capital projects; short and long range planning; government relations, financial and operating policy and procedure, marketing and customer service.

##### City of Norwalk, Transportation and Finance Departments

- Developed service plans for fixed route and demand response transit system resulting in improved operating efficiency, generation of additional regional operating funds, and reduction of overall operating costs.
- Designed and implemented financial and reporting systems to address Federal Management Oversight Audit findings and maintain compliance with Federal Transit Administration requirements.
- Developed and implemented \$22M operating and capital enterprise budget, including chart of account restructuring to improve external reporting and financial auditing.
- Provided ongoing internal audit function for procurement, contract administration, data systems, fleet maintenance and reporting.
- Provided ongoing grants administration, capital planning, and compliance reporting to external funding agencies, including NTD, AQMD, State Controller, SCAG, and regional reports.

#### City of La Mirada, Finance and Community Services Departments

- Provided capital improvement project management for acquisition and development of new federally funded transit operations and maintenance facility.
- Recommended transit policy and provide ongoing staff training on transit operating and maintenance policies and procedures.
- Developed operating and maintenance plans for contracted general public demand response service.
- Provided short and long range transit planning, and capital improvement program.
- Provided compliance reporting to external funding agencies including NTD, AQMD, State Controller, SCAG, and regional reports.

#### Long Beach Transit

- Coordinated quality control effort between service planning and customer service to produce an improved transit guide and website for fixed route and demand response services.
- Provided temporary management staffing for marketing function and ongoing training for marketing and customer service staff.
- Published innovative southeast regional transit guide that promotes use of public transit provided by eight regional bus and rail operators and 26 municipal transit systems.

#### City of Santa Clarita, Transit Services Division

- Develop and implement a \$2.2 million bus stop improvement program including development policy, streetscape and amenity design, public art program, license agreements and capital project management.
- Provide planning and project development support for regional Call for Projects process.

#### City of Montebello, Transportation Department

- Developed Bus Operator employee handbook that coordinated federal and state transit operations policy; city personnel policies; and department operating, safety and security policy into an easily understood guide for fixed route and demand response transit personnel.

### **Department of Transportation, City of Montebello, California, 1994 to 2004.**

Manager of Strategic Planning and Intergovernmental Relations: provided leadership, supervision, and staff development for planning section staff and architectural and engineering contractors. Areas of responsibility included administration of enterprise operations and capital budgets and multi-year capital improvement program; obtaining discretionary funding and providing long-range financial forecasts to achieve transportation project viability; and review local development and regional transportation plans, review and comment on EIRs.

- Developed fixed route service plans that implemented a 46% expansion of bus service over the previous four years with plans for a 22% operational expansion during the next two years.
- Developed and administered fully funded \$18 million annual operations budget and \$19 million capital budget.
- Secured \$2 million in discretionary funding, and construction managed a bus stop improvement program, contracting for annual repair and maintenance of stops and stations.
- Represented the City with LACMTA, AQMD, Caltrans, FHA/FTA and other government agencies. Led legislative, regulatory, and funding efforts while twice chairing the Regional Bus Operations Subcommittee and as a member of the MFA's Technical Advisory Committee.
- Implemented a cost-effective alternative fleet replacement program that met AQMD regulations and extended the useful life of the fleet.
- Implemented a broad range of customer communications programs and materials earning an Image Award from the California Transit Association in 2003.

Transit Administration Manager: provided supervision, training and work evaluation for staff assigned to grants and projects administration, grants accounting, revenue counting, payroll, and customer relations. Prepared requests for proposals and contract documents, and recommend award of contracts.

- Developed grant reconciliation system that improved accuracy and consistency in reporting to Federal, State, and regional funding agencies. Process improvements were recognized with a citation from the FTA in recognition of the first agency to achieve 100% compliance on a Triennial Performance Audit.
- Improved service quality, cost effectiveness and customer satisfaction resulting in award of Outstanding Public Transportation System from the American Public Transportation Association.
- Planned, designed, and implemented a variety of management information and reporting systems which resulted in increased efficiency and lower operating costs.
- Assisted warehouse with the redesign of storage and inventory systems and stock reorganization that reduced shrinkage to fewer than 3% annually and increased operational efficiency.
- Provided systems analysis and coordinated operational improvements to city automated fueling system, improving vehicle maintenance and timely processing of charge backs to departments.
- Developed public information campaign that earned the AdWheel Grand Award from American Public Transportation Association in 1999.

Grants & Projects Administrator: planned, procured, allocated and monitored grant funding for fixed route, demand response and capital improvement transit programs. Conducted surveys and studies, and analyzed and interpreted operational data. Developed short-range transportation plans.

- Secured \$12 million in regional discretionary funds to fund construction of new administration and operations facility that provided capacity to expand services.
- Secured \$1 million in LACMTA call for projects and administered construction of a transit center in conjunction with a new Metrolink station.
- Led the public art committee for artist and design selection and fabrication of six transportation related public art installations.
- Applied for grant funds, monitored grant awards, reported on use of funds and conducted grant close outs, never lapsing available funding.

### **Administration Department, City of San Gabriel, California, 1993 to 1994.**

Assistant to the City Administrator: conducted research and reported findings on a variety of municipal issues. Planned and implemented a variety of complex capital improvement and economic development programs including the downtown revitalization project and mixed use transit facilities. Developed plan and collateral materials to promote utilization of City development opportunities.

- Project manager with planning and engineering staff on the Mission District Revitalization Project, leading the streetscape design and public art components. Project received the Helen Putnam Award, League of California Cities and the James C. Howland Award, National League of Cities.
- Researched and wrote city ordinances; and developed administrative policies and procedures for a variety of departments.
- Prepared requests for qualifications, recommended award of contracts, and monitored contracts for city services.

## **EDUCATION**

Master of Science in Public Administration.

California State University, Los Angeles. Specialization in inter-governmental law, public finance, and personnel administration.

Bachelor of Science in Recreation Administration and Biology

Honors graduate California State University, Los Angeles.