

Panos Kokkas, P.E.

PROFESSIONAL PROFILE Results-oriented executive with over 30 years of strong leadership experience in both the private and public sectors. Strong strategic planning; business planning; budget development; and new business development expertise to further organizational goals and objectives.

Experienced in working with advisory boards; elected officials; government officials from all levels, local state and federal agencies; and the general public. Skilled in evaluating large capital projects from financial and strategic perspectives. Experienced in negotiating contracts, securing environmental/regulatory permits, directing construction, operations/maintenance activities, working with labor contracts and MOU's and developing standards & procedures. A seasoned mentor for developing leaders and an effective communicator with excellent presentation skills.

AREAS OF EXPERTISE	Strategic Planning & New Business Development	Stakeholder Management
	Engineering, Operations & Maintenance Management	Municipal Infrastructure & Fleet Services
	Contract Negotiations & Construction Administration	Operating and Capital Budget Preparation
	Environmental Permit Acquisition & Compliance	Consultant and Contractor Selection
	Capital Project/Facilities Renovation Management	Personnel Management, Professional & Union

PROFESSIONAL HISTORY

COUNTY OF YOLO, Woodland, CA

2007 - Present **Director of Public Works, Road Commissioner and County Engineer**

Direct and manage all the functions of the Public Works Division of a multi-department county agency responsible for the county's transportation & utility infrastructure system, including the countywide Fleet Services Division. Responsible for the planning, financing, management, design including EIR/CEQA, construction, operation & maintenance of public roads, bridges, & storm drain facilities within the public right of way; flood studies; surveying; and County Service Area (CSA).

Direct the development, financing, and implementation of a comprehensive ten-year Capital Improvement Program (CIP) for road, bridge, municipal utility projects, miscellaneous service area improvements, equipment and various permits for encroachment within the county road system. Have a successful record of acquiring and implementing federal, state and local funds, grants and resources for CIP implementation.

Direct the preparation and monitor the Division's annual budgets; allocate and monitor resources. Approve construction plans, employee selection, evaluation, training, promotions, and discipline for both represented and non-represented employees. A teacher, mentor and coach to operations, maintenance, fiscal and engineering staff.

Direct the comprehensive efficiency analysis of the department's operations, as well as updating the county's construction standards; implemented (department-wide) new WinCAMS cost accounting system to provide on-time fiscal view/review for all transactions, accounting summaries and state auditing capabilities; modified the operations & maintenance processes to increase attainment and efficiency.

Review & negotiate development-related issues for residential subdivisions, commercial and light industrial growth within the unincorporated county prior to Board of Supervisor's approval.

Updated the Yolo County Improvement Standards to the current industry standards/practices from the previous 1960's version. Transferred into private maintenance responsibility 35 miles of low use seasonal public roads, which resulted in over \$200,000 in annual savings. Negotiated reduction of the operating hours for the Freeport Draw Bridge over the Sacramento River, between Yolo and Sacramento counties, that resulted in over \$160,000 annual savings for each county. Directed the completion of numerous road and bridge CIP projects using over \$150 million of federal and state grant funds. Supervised the review and approval of privately funded residential and commercial projects within the unincorporated county.

Revised the review and approval process for private developments projects, to capture the total cost reimbursement for work accomplished by the county. Refined the process for securing design and testing consultants to utilize two firms, which provides the ability to spread out the work when the workload is high, and save the county time/cost, if one of the firms could not continue for the agreement period.

Directed various capital improvements at the Yolo County Airport (KDWA) ranging from overlaying the runway and taxiway, reviewing airport drainage studies, installation of precision approach path indicators (PAPIs) and approach light systems, to implementation of automated weather observing system (AWOS) and contributing to the development of the draft Master Plan. Provided assistance to the Integrated Waste Management Division to resolve technical and personnel management issues and advised on economic actions for waste management programs.

Direct the preparation of contracts and related legal documents for the design, construction, maintenance, rights-of-way, land acquisition and other activities. Direct the completion of various analytical and feasibility studies.

Make oral presentations to the Board of Supervisors, citizens groups, regulatory agencies, business and agriculture concerns, interested persons and stakeholder groups. Represent the county on local and regional committees to advance the county's interests. Manage relationships with local, state and federal agencies such as Caltrans, SACOG, Department of Water Resources, and Corps of Engineers. Coordinate the Division's activities with other county departments, adjacent counties and local agencies to achieve common objectives, share information, respond to citizen or Board of Supervisors requests and resolve common concerns within the over 1,000 square mile county.

QUAD KNOPF, INC., Roseville, CA

2005 – 2007 **Engineering Department Manager**

Led the Engineering Department for the new northern California branch office of Quad Knopf, a multi-disciplinary consulting firm. Duties included recruiting, hiring, and managing a staff of project managers, engineers, technicians, and surveyors, for the planning, design and construction administration of public works projects for public agencies. Prepared and administered budgets; allocated and monitored resources; and approved construction plans.

Developed and executed regional business plan & budget and a marketing plan to achieve organizational goals and objectives. Developed and maintained new business opportunities and client relationships with public agencies in northern California through outreach and direct sales efforts - exceeding corporate revenue goals by 50%.

ILLINOIS STATE TOLL HIGHWAY AUTHORITY, Downers Grove, IL

2001 - 2005 **Senior Project Engineer - Program Manager - Planning Department**

Supervised & managed the development of strategic planning studies undertaken by the Authority including but not limited to studies of new transportation corridors, widening of existing facilities, and studies of new access to the Tollway system. These studies included the O'Hare Bypass from I-90 to I-294; the reconstruction/widening of I-90; the extension of I-355 from I-55 to I-80; the new interchange between I-57 & I-294 along with numerous similar studies surrounding Chicago and closest 12 counties in northeastern Illinois from Indiana to Wisconsin.

Managed the public involvement program and consultants to ensure that public participation is effectively integrated into the project planning process. Represented the Authority at federal, state, and local transportation planning agencies and public meetings and was a permanent member of the local MPO, Chicago Area Transportation Study (CATS). Have been a member of several committees for CATS including the Regional Transportation Plan 2030 (RTP 2030), the Transportation Management & Air Quality Task Force, the Work Program Committee, the Park & Ride Committee and an alternate member to the Policy Committee.

Supervised, planned, designed and implemented the new GIS project for the Authority, including the central administration complex, seven oasis centers, and 12 maintenance facilities throughout the 320-mile toll expressway system crossing 12 counties. The project included the conversion and archiving of microfiche files and paper record drawing into an indexed electronic format.

Directed and managed the design for the reconstruction and widening of a 4.5-mile section for I-294 from a six-lane express toll road to an eight-lane through toll road, with both high-speed automatic and off-road manual toll collection facilities. The project included reconstruction of three interchanges including the three-story I-90/I-294 interchange system and 27 bridges, costing \$30 million in design fees and over \$350 million in construction.

Provided Project Management instruction to Authority employees from the Planning, Engineering, Construction, Finance, Operations, and IT departments, at the request of the respective department Chiefs.

1998 – 2001 CEMCON LTD., Aurora, IL

Project Manager

Managed the design and construction administration of commercial, residential and municipal public works projects for both public agencies and private developers. Represented clients before city councils, planning commissions, public hearings, and coordinated projects with a multitude of agencies from project concept to completion.

Completed the planning, permit acquisition, design, and construction administration for numerous development projects including the Barrington Ridge a 320-unit single family subdivision, which included the reconstruction of the adjacent three-mile Hafenrichter Road from a rural two lane road into a four lane arterial in Aurora, IL. Completed the design, and construction inspection of Golden Eagle, a 160-unit single-family subdivision and reconstruction of the adjacent Van Dyke Road from a rural two-lane road into a four-lane arterial in Naperville, IL.

Completed the design and permit acquisition for the expansion of the Town Square Mall to include construction of several buildings, additional parking and a new access on Naperville Road. Public street improvements included the addition of a right turn lane from East Loop Road (collector) to Naperville Road (major arterial) in Wheaton IL.

Completed the design and construction oversight of the 18-mile DuPage County DOT's annual pavement rehabilitation and maintenance program for FY 1999-2000.

1995 - 1997 CITY OF BRENTWOOD, Brentwood, CA

Assistant City Engineer

Directed and managed the Engineering Division of the Public Works Department, including staff engineers, technicians, and consultants for the planning, design and construction of public works projects. Prepared and administered budgets; allocated and monitored resources; approved construction plans; completed employee selection, evaluation, training, promotions and recommended discipline and terminations for both represented and non-represented employees.

Developed and implemented the five-year, \$60 million Capital Improvement Program and division's operating budgets. Attended and presented before City Council and Planning Commission meetings; worked with legal counsel, financial institutions, and bond-issuing companies to fund facility upgrades and expansions.

Directed the design, complex environmental clearance, property acquisition, and construction affairs, for the \$3.5 million water reservoir/pumping plant and respective two-mile-long pipelines. Directed the design and environmental clearance for the \$2.1 million wastewater treatment plant upgrades. Directed and managed the design and environmental clearance for the drilling of six domestic water wells including the respective pipelines connecting to the existing system and emergency generators; and the design of several traffic signal installations.

Improved and standardized the consultant selection procedures and developed a standard Request for Proposal (RFP) format for City projects. Developed a consultant/contractor invoice tracking and payment procedure to improve contract administration, as well as to reduce the risk of litigation against the City.

1990 – 1995 CONTRA COSTA WATER DISTRICT, Concord, CA

Associate Engineer - Section Manager

Managed and directed the Contra Costa Canal's (canal) land rights and engineering section of the engineering department, for the engineering review, design and construction of numerous capital improvements, operations, and maintenance projects. Prepared and administered budgets; allocated & monitored resources; evaluated & approved construction plans, assisted in employee selection, evaluation, training, and promotions for both represented and non-represented employees. Assisted the Canal Operations Division with day-to-day technical issues as needed.

Developed the Canal Improvement Plan which outlined and described all future (ten-years) canal capacity modifications, canal rehabilitations, improvements, and management programs for the 50-mile long 350-cfs Contra Costa Canal, that later became the District's model and first Capital Improvement Program (CIP) report.

Directed the \$3.6 million design and construction for the Seismic Retrofit for 12 steel storage reservoirs to eliminate future structural damage, and to maintain water supply after an earthquake. Details of this new prototype were published and presented at the tenth World Conference on Earthquake Engineering in Madrid Spain in July of 1992.

Completed the design and construction administration for the \$1.4 million sediment removal project for the four-mile long earth section of the Contra Costa Canal, using hydraulic dredging methods to remove excess sediment.

Supervised the design and construction of the \$2.2 million multi-year fencing project that included property identification, boundary surveys and construction of property line fences.

Supervised the design and construction of the \$2.4 million multi-year Canal Slope Repairs Project.

Supervised the design and construction of the repairs and improvements for several canal pumping plants (350 cfs), and related canal facilities, for the 50-mile Contra Costa Canal, which provides municipal and industrial water to central & eastern Contra Costa County.

Updated the Standard Operations Procedures (SOP) manuals to include the new Supervisory Control and Data Acquisition (SCADA), a computerized microwave control and data system, used for operations and communications.

Collected over \$150,000 in lost annual review fees from public and private developers, by revising the existing regulations to incorporate new identification and collection methods for work involving private developers for projects within or adjacent to the Contra Costa Canal property. The following year, the same cost allocation and fee collection methods were also implemented by the Sacramento branch of US Bureau of Reclamation for its cost savings and revenue-generating benefit.

- 1988 – 1990 TOWN OF DANVILLE, Danville, CA
Assistant Civil Engineer - Project Manager
 Managed the review and approval of developer funded commercial and residential projects in the fast growing community with an average building rate of over 1,500 homes per year. Reviewed improvement plans, final maps, grading plans, and resolved on site construction problems as necessary between contractors, developers, and town agencies. Reviewed flood plain studies and environmental reports and coordinated with federal, state, and local agencies regarding effects of new developments.
 Developed, reviewed, and negotiated conditions of approval, for numerous new residential developments ranging in size from 25 to 500 single-family lots for construction in the newly annexed areas of the Town. Developed, reviewed, and negotiated conditions of approval, for numerous new commercial and light-industrial developments ranging from small restaurants to large retailers such as Costco.
- 1985 – 1988 BISSELL KARN INC., Pleasanton, CA
Project Manager
 Managed or completed the design and permit acquisition for numerous commercial, residential and municipal public works projects for both private developers and public agencies.
 Designed the street and utilities, prepared hydraulic studies, grading plans, and dealt with many technical permit acquisition issues for the 850-acre Hacienda Business Park Phase II, in Pleasanton.
 Managed the design of several commercial and residential projects including Meridian Hills, a 101 single family and 112 multi-family unit subdivisions, which included the successful relocation of Dougherty Road and major power supply lines in Danville. Completed the design of Camino Tassajara, which widened a two lane rural road to a six-lane five-mile long major arterial road in Danville.
 Completed the design and construction permit acquisition for several commercial sites including the 61-acre AT&T western headquarters site in Hacienda Business Park. Part of the work involved raising a portion of the adjacent Rosewood Drive by 12 feet to allow the construction of an additional floor in the multi-building complex.
- 1984 - 1985 KERIN & ASSOCIATES, Bozeman, MT
Assistant Engineer - Project Manager
 Completed the design and permit acquisition for commercial, residential, and municipal public works projects for both private developers and public agencies.
 Completed the structural analysis and design, for the new Rax and McDonald's restaurants in Bozeman Montana; Park Condominiums at Big Sky Resort in Big Sky, Montana; A&D Autobody in Bozeman; Westridge Meadow Townhouse and Riverside Townhouse developments in Bozeman, along with numerous custom homes in the area.
 Completed field topographic surveys, water distribution analysis and design, well & pump design for hydro pneumatic tanks, sewage collection analysis, leach field design and construction inspection for Spring Hills Estates a rural development south of Livingston Montana; for Cottonwood Creek Estates Subdivision a rural development at Gallatin Gateway, Montana and for Spring Creek Fish Camp south of Big Timber, Montana.
 Completed field verification & data collection along with the engineering analysis for both the domestic water supply and wastewater disposal network for the Town of Columbus water and sewer rate study in Columbus Montana.
- LICENSURE** Registered Professional Engineer in California, Montana, and Illinois.
- AFFILIATIONS** American Public Works Association; County Engineers Association of California (*Board of Directors and Special Projects Committee Chair*); American Society of Civil Engineers.
Adjunct Professor of Management, DeVry University, Addison, IL, 1998 – 2005.
- PUBLICATIONS** Bureau, G., & Kokkas, P. "Seismic retrofit of liquid storage tanks." *Earthquake Engineering: Tenth World Conference*, Madrid, Spain, July 1992.
- EDUCATION** Masters of Business Administration (MBA), ST. MARY'S COLLEGE OF CALIFORNIA, Moraga, CA, 1992
 Bachelor of Science (BS) Civil Engineering, MONTANA STATE UNIVERSITY, Bozeman, MT, 1984