

William T. Panos



Dynamic, visible, engaged organization leader and transformation strategist; integrated systems thinker and communicator who bridges relationships, creates a vision for change and makes things happen. A purpose-focused leader who thrives in innovative business, government operations and service environments. Subject Matter Expert employing algorithmic modeling to understand cost and revenue trends. An empowering producer of improvements in systems, people, revenues, and costs, who delivers above expectations.

Experience includes:

- P&L leadership
- Visioning and strategic planning
- Market and revenue growth
- Funding source development
- Integrated systems deployment
- Process innovation
- Critical infrastructure
- Government organizations
- Transportation systems
- Public-private partnerships
- Technology transfer
- US and global business
- Presentations/public speaking
- Community relations

HIGHLIGHTS OF EXPERIENCE

- Repaired key relationships, led complex multi-party negotiations, and addressed critical leadership and operational issues to facilitate transformational change in multi-faceted, multibillion-dollar Wyoming state transportation agency.
- Realigned programs and partnerships; removed barriers to contract deployment to eliminate an \$800 million construction backlog and radically improved the physical climate for Wyoming education.
- Developed new business model for City of West Sacramento port operations, incorporating increased Federal and private investment (total \$450 million) to support major improvements in port capacity and handling systems. Deepened a 45-mile channel. Revived the port system brand to expand into new Asian markets, including mainland China, with significant improvements in profitability.
- Introduced concept of high-performance construction connecting building performance to client value as executive leader of multi-site construction operations and asset finance organization for State of Washington.
- Led improvements in organization, budget, risk management and engineered systems in order to ready the City of Coeur d'Alene for anticipated five-year explosion in population. Reduced size of government while delivering measurable increases in performance.
- Brought private industry management practices and market-based strategies to the Environmental Protection Department of the State of Massachusetts, creating 30,000 private sector jobs with significantly reduced environmental challenges.
- Implemented green manufacturing practices; increased market share while reducing costs for the global auto manufacturing line of TRW's Automotive Group.
- Site selection leader for three California State University System campuses (San Marcos, Channel Islands, and Monterey Bay) ultimately serving 28,000 students. Selected Monterey Bay in concert with Federal government rebuilding of Ft. Ord following the Loma Prieta earthquake.
- Key participant, liaison with US national security and defense partners, and contributor to multiple projects and initiatives—including NASA flight launch, uranium enrichment, and advanced sensing technologies—with TRW's Space and Defense Group.

CAREER HISTORY

State of Wyoming, Cheyenne, WY (2013 – 2019)*Chief Executive Officer and Director – Wyoming Department of Transportation (2015 – 2019)*

- Leads multi-faceted organization of 2000+ employees with a \$650 million annual budget.

Director – Wyoming Department of School Facilities (2013 – 2015)

- Directed construction and maintenance of public school buildings and infrastructure.

City and Port of West Sacramento, Sacramento, CA (2007 – 2013)*Operations and Infrastructure Director*

- P&L leader for the city's historic port operations. Led public works and engineering functions.

State of Washington, Olympia, WA (2002 – 2007)*State Construction Executive*

- Controlled and managed over 220 large-scale construction projects annually.

City of Coeur d'Alene, Coeur d'Alene, ID (2000 – 2002)*Chief Administrative Officer*

- CEO/CAO overseeing full range of local government functions.

Commonwealth of Massachusetts, Boston, MA (1995 – 1999)*State Agency Program Director – Environment*

- In charge of initiatives to reenergize flagship environmental and technical assistance programs.

TRW Automotive Group, Cleveland, OH (1989 – 1995)*Manufacturing Group Manager – Facilities Engineering, Environmental Health and Safety*

- Supported global manufacturing line encompassing 65,000 employees in 26 world locations.

The California State University System, Long Beach, CA (1987 – 1989)*Special Advisor to the Chancellor – Facilities Management*

- Directed the University's response to Federal enforcement action. Led recovery from major earthquake.

TRW Space and Defense Group, Redondo Beach, CA (1981 – 1987)*Member of the Technical Staff*

- Managed and supported new technology development in challenging, creative engineering environments.
Subject Matter Expert and trainer in facilities management and environmental control.

EDUCATION

B.S. Forensic Science, California State University, Long Beach, CA

HONORS AND AWARDS

- Board Member, Intelligent Transportation Society of America
- Board Member, National Operations Center of Excellence
- Henry Toll Fellow, Council of State Governments
- Chair, National Committee on Transportation Systems Operation
- Member, President's Council on Sustainable Development (Clinton Administration)
- Harvard University-Ford Foundation Award of Excellence in American Government
- TRW's Chairman's Award for Innovation