

Shannon D. Cotulla, P.E.

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Experience

February 2021 – Present
Town of Windsor
Windsor, CA

Public Works Director and Town Engineer: Lead the engineering, utility operations, and water and environment divisions of the Department delivering wastewater, water, and transportation services to the Town of Windsor by managing 52 professional, operational, and administrative staff.

Oversee the program planning, policy development, fiscal management, and operation of functional areas, including development engineering; capital improvement program management; construction management and inspection; street operations and maintenance, transportation planning, utility operations, and environmental and regulatory compliance. Coordinate operations with other departments, officials, outside agencies, and the public; fostering cooperative working relationships with federal, state, and regional government agencies and regulatory bodies and public and private groups.

Responsible for \$20 million annual operations and maintenance budget and administering federal state and regional grant programs in transportation and water resources. Provide oversight of the planning design, and construction of capital improvement projects ensuring compliance with all federal, state, and local funding requirements and labor requirements. These grant funded projects include the Windsor Roundabout at Windsor Road and Windsor River Road, Old Redwood Highway Pavement Improvements, Connecting Windsor Old Redwood Highway and Highway 101 Improvements, Old Redwood Highway improvements funded by the California Department of Housing and Community Development, pedestrian improvements funded by Community Development Block Grants, Technical Assistance Grant from the Department of Energy, and a feasibility study funded by the Bureau of Reclamation.

December 2012 – February 2021
South Tahoe Public Utility District
South Lake Tahoe, CA

Assistant General Manager (December 2014 – Present): Led the Wastewater Operations, Engineering, Water Operations, Recycled Water Operations, and Laboratory of the South Tahoe Public Utility District by managing 84 professional, operational, and administrative staff.

Oversaw safe and cost-effective operation of a 7.7 MGD wastewater treatment plant, a 330-mile sewer collection system with 42 pump stations, a 26-mile recycled water system, a freshwater reservoir, a recycled water reservoir, a 2,600-acre farm, a 251-mile water distribution system with 13 active wells serving over 17,000 residential and commercial customers. Ensured compliance with all legal and regulatory requirements. Responsible for \$10 million operations and maintenance annual budget, \$18.8 million annual Capital Improvement Program, and \$10 million in salaries and benefits. Oversaw the planning design, and construction of capital improvement projects ensuring compliance with all federal, state, and local funding requirements and labor requirements. Maintained operations and maintenance budget below the 2008 level. Resolved complex customer issues. Oversee grant and funding applications and administration, including State Revolving Fund loans, US Forest Service grants, and California OES/FEMA grants.

Led the legislative and regulatory advocacy efforts for the District targeting issues and opportunities that have meaningful impact to the organization and region. Developed relationships on the regional, state, and federal levels that have successfully aided the District on issues of groundwater contamination, water conservation, forest management, and funding. Engaged in advocacy on state and federal water industry issues as an elected board member of the Association of California Water Agencies (ACWA).

Managed development of water demand projections for the California portion of the Lake Tahoe in collaboration with multiple water supply agencies. Leading the effort to secure long-term surface water supplies for the District. Negotiate surface water rights with stakeholders and the State Water Resources Control Board.

Led organizational change and performance improvement by guiding managers and supervisors to focus on proactive accountability resulting in rising performance standards. Collaboratively developed and led implementation of a staff development program creating cross-training and temporary leadership assignments resulting in advancement of district staff and improvement in morale. Hired, coached and mentored 5 new department heads into an effective leadership team. Led implementation of an asset management program. Oversaw development and operation of the Sustainable Groundwater Management Agency. Represented the District on negotiations team in collective bargaining and in meet and confer negotiations with labor union.

Engineering Department Manager (December 2012 – December 2014): Led the engineering, GIS, and asset management aspects of the South Tahoe Public Utility District through supervision of 8 professional and field staff. Responsible for delivering a cost-effective Capital Improvement Program ranging from \$6 million to \$14 million in projects annually for the water system, waste water collections system, waste water treatment plant, and recycled water facilities. Developed 10-year capital improvement programs. Assigned staff to projects, and ensured high-quality work was delivered safely on schedule and within budget. Procured and managed consultants. Established departmental budget, training, equipment, and personnel needs annually. Ensured that customers were well served.

Designed and managed projects from concept to closeout, performed constructability reviews, and oversaw construction of capital projects. Revised and developed specifications and insurance requirements, instituted electronic bidding on District construction contracts, and reorganized the department so that staff needing the most supervision reported directly to me. Collaborated with the US Forest Service to finalize special use permits and worked with Caltrans to relocate utilities impacted by their projects. Oversaw completion of a master plan for the District's water system, completion of a multi-year permitting process on a recycled water project, and the development of a ground water management plan.

August 2008 – December 2012

Hurt & Proffitt, Inc.

Lynchburg, VA.

Engineering Services Manager: Supervised the Civil Engineering, Materials Testing and Construction Inspection, Geotechnical, and Environmental Departments. Managed 22 professional and field staff and performed all personnel actions, including hiring, firing, disciplinary actions, annual performance reviews, mentoring, and staff development. Developed annual strategic plan for each department to establish budgets, training, equipment, and personnel needs for the year. Monitored progress of strategic plans throughout the year to ensure goals were met. Created schedule and financial tracking tools for project managers to improve project performance. Assigned staff to projects, and ensured high quality work was delivered safely on schedule and within budget. Developed proposals for projects, clients, and in response to Request for Proposals. Created presentations and delivered them at conferences, to clients, local government boards, and to staff. Designed and managed water, sewer, roadway, and dam projects. Led in-house design teams and managed sub-consultants, developed funding applications, and guided clients through complex regulatory environments dealing with environmental issues and state and federal regulations. Managed federal and state grant funded projects for clients, including funding from USDA, NRCS, FEMA, and CDBG.

Conducted dam breach analysis and inundation mapping for hazard classification and emergency action planning of water supply and flood control dams for state and local governments. Established and trained a team to perform the mapping and analysis. Designed modifications to flood control dams to bring them to modern standards. Worked closely with state dam safety regulators on client's behalf. Improved dam safety regulations as member of the Technical Advisory Group. Conducted workshops with dam safety engineers to educate dam owners.

September 2002 – August 2008

Virginia Department of Transportation

Lynchburg District, Lynchburg, VA

Assistant District Administrator for Preliminary Engineering (2008): Supervised the project management, design, survey, environmental, right-of-way, and planning aspects of a \$50 million annual road construction program by directing the activities of 63 professional, administrative, and field staff. Successfully implemented new project management philosophy within the organization, empowering project managers to take responsibility and holding them accountable for results. Worked closely with federal, state, and local government officials to develop funding program for primary, secondary, and urban road systems. Directly involved in resolution of problems during project development. Provided oversight of consultant selection and contract administration.

Acting Assistant District Administrator for Construction (2006 – 2007): Supervised the construction, project management, design, survey, environmental, right-of-way, materials, and planning aspects of a 10-county road construction program by directing the activities of 150 professional, administrative, and field staff. Successfully provided leadership and vision to this large and diverse organization through a period of downsizing and funding reductions. Worked closely with federal, state, and local government officials to develop funding program for primary, secondary, and urban road systems. Led implementation of federal work-zone safety regulations. Directly involved in resolution of problems during project development and construction. Approximately 90% of construction projects delivered on time and within budget.

District Location and Design Engineer (2004 – 2008): Administered the project management, roadway design, drainage design, and survey aspects of the Lynchburg District by directing the activities of 38 staff. Developed staff through mentoring and coordinating training. Mediated and resolved staff conflicts and citizen complaints. Conducted public hearings and citizen information meetings. Worked closely with federal, state, and local government officials on project development. Coordinated work of multi-disciplinary staff from other sections and consultants across the state. Administered consulting engineering contracts. Provided guidance on design-related issues and reviewed technical work for accuracy and compliance with state and federal standards. Ensured accurate cost estimates and schedules were developed and maintained, and that staff and other resources were appropriately utilized.

Associate Engineer (2002 – 2004): Designed roadway drainage systems including: storm water management basins, storm sewers, culverts, open channels, and erosion control measures for primary and secondary routes in urban and rural areas. Project Manager for widening 2.3 miles of urban primary route. Designer for widening 1.9 miles of rural primary route. Reviewed consultant designs. Designed improvements to an earthen dam in an urban setting with a primary road along the crest, developed all hydrologic and hydraulic analysis of the existing and proposed structures, evaluated flood damage in the event of dam failure, and closely coordinated with the Virginia Dam Safety Program and local government.

January 1999 – September 2002

Hurt & Proffitt, Inc.

Lynchburg, VA

Project Manager/Project Engineer: Designed and managed a broad range of projects, including: 30,700 feet of water line, 19,300 feet of sewer line, 11 residential grinder pump stations, two sewage lift stations, two earthen dams, doubled the storage capacity of a water supply reservoir, conducted a water treatment plant upgrade study, commercial site plans, bulk grading plans, subdivisions, private roads, and state roads. Ensured clients'

expectations were met in a timely and cost-effective manner, developed and managed schedules and cost estimates, wrote reports, gave presentations to clients and regulators, determined applicable regulatory requirements and ensured requirements were met. In addition to project development, on several projects also responsible for bidding and construction administration.

December 1992 – May 1994

ACB Business Services

Sacramento, CA

Accounts Receivable Specialist: Responsible for ensuring payment of past due accounts, mediation of conflicts, and dispute resolution. Supervised and trained four new employees.

July 1987 – December 1992

United States Army

Germany, Kansas, Texas

Combat Engineer Vehicle Crewman: Operated and maintained armored heavy construction tracked vehicles. Specialized in construction, demolition, and breaching of obstacles and bridges. Taught operation and maintenance of vehicles to new employees.

Certifications/Memberships

Professional Engineer, California License Number 82309	2013 – Present
Professional Engineer, Virginia License Number 04020337806	2003 – 2015
Association of California Water Agencies (ACWA)	2015 – Present
Board of Directors	2016 – 2019
Region 3 Board Member	2016 – Present
Federal Affairs Committee	2016 – Present
Finance Committee	2016 – 2019
Water Management Committee	2019 – Present
California Association of Sanitation Agencies	2015 – Present
Federal Affairs Committee	2015 – Present
Mountain Counties Water Resources Association	2015 – Present
Legislative Affairs Committee	2016 – Present
Licensed Foster Parent	2017 – Present

Education

B.S. from NCSU in Civil Engineering, Magna Cum Laude	Dec. 1998
North Carolina State University (NCSU), Raleigh, North Carolina	1996 – 1998
University of Alaska at Anchorage, Anchorage, Alaska	1994 – 1996
General Education College Courses, U.S Army, Various Locations	1988 – 1992
Lodi High School, Lodi, California	1987

Graduate Level Coursework at Virginia Tech University

Project Management	2001
Water Treatment Plan Design	2002

Additional Relevant Training Courses:

South Tahoe Public Utility District Leadership Training	2016 – 2019
California Special District Association General Manager Leadership Summit	2015

Virginia Department of Transportation Executive Leadership Program (2 years)	2006 – 2008
College of William and Mary, College of Business	
AASHTO Advanced Leadership Seminar	2006
Commonwealth Management Institute	2005
PMI Scheduling and Cost Control	2005
PMI Project Leadership	
PMI Management, and Communications	2005
Karrass Effective Negotiations	2004
Ethics in Public Contracting	2004