

Kelly M. Bates, EIT, PMP
Facilities Engineering Program Manager
Base Operating Support (BOS) / Operations & Maintenance (O&M)

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EDUCATION:

- M.S. Industrial & Systems Engineering, USC, Pueblo, CO, 2001, GPA: 4.00
- E.I.T. (Professional Engineer Intern/In Training), October 1999
- B.S. Mechanical Engineering, Clarkson University, Potsdam, NY, 1993, GPA: 3.61

CERTIFICATIONS & CLEARANCES:

- CPMM (Certified Plant Maintenance Manager), Association for Facilities Engineering, November 2009
- PMP (Project Management Professional), Project Management Institute, June 2003
- DoD **TOP SECRET (TS)** Clearance, current through June 2010

EXPERIENCE:

Facilities Engineering O&M/BOS Program Manager. Aug 2007 to Present: [Defense Information Systems Agency](#) (DISA) Computing Services, Facilities Engineering (CD521).

CD521 provides comprehensive facilities engineering and management services for approximately 20 geographically diverse (CONUS and OCONUS) data centers in a mission-critical processing environment directly supporting the warfighter.

I have program & team lead responsibility for the BOS (Base Operating Support) program, providing operational, programmatic, and contract support for all Operations & Maintenance (O&M) requirements to keep facilities operational and efficient. My program management function is to tie the logistics, resource management, and technical facilities requirements together into a cohesive enterprise-wide entity.

All operational technical requirements (standards development & maintenance, mechanical, HVAC, electrical, SCIF and computer room design and build-out, life safety, environmental, fire suppression, security systems, operations support, and computer room raised floor management) are the sole responsibility of the CD521 BOS team.

- ***Program Management:*** Organize and execute an enterprise master plan for the future of DISA datacenters. Provide all necessary operational, logistics, contractual, maintenance, and resource management support to keep mission-critical datacenters online & operational 24x7x365.
- ***Project Management:*** Systematically plan, organize and control allocated resources to accomplish project cost, time and performance objectives. Conduct detailed requirements analysis. Develop & manage operations-enhancement projects to support new external customer workloads, programs, and construction/build-out initiatives. Direct and focus requirements to manage a \$39.4 million annual budget each year to support the O&M/BOS program.
- ***Strategic Enterprise Planning:*** Analyze enterprise goals and senior management vision. Develop standards-based five-year plans for datacenters to provide infrastructure support requirements in key utilities (mechanical, electrical, and communications) technologies to provide support for the future transformation of the datacenters. Develop specific standards and specifications for flexible and sustainable equipment and systems that will support future enterprise needs at optimal redundancy levels, in order to ensure maximal reliability for undefined future operational requirements.
- ***Green Datacenter Implementation:*** Implement the requirements of EPA Act 2005 and Executive Order 13423. Initiated automation systems projects at five datacenters to reduce power consumption by 3,360MWh/year (377 average US households), saving in excess of \$284,000 annually.
- ***Support Site Contract Requirements:*** Complete and communicate requirements analyses for complex and integrated facility systems as they relate to other facility and organizational systems. Coordinate with internal customers (site Facility Managers) to gain understanding of site-specific

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requirements and conditions. Use facility management background, knowledge of individual site unique situational requirements, DISA short- and long-term operations and modernization plans, and experience with industry and trade sources to develop clear, concise, and correct Statements of Work (SOWs) for contractors and host organization support agencies to follow in order to accomplish the stated and implied requirements as well as to meet other functional area needs (such as security and networking). Provide ongoing technical representation of requirements through the entire acquisition life cycle.

- **Support Site BOS Agreements:** Review site requirements and host installation services both on written Interagency Support Agreements (ISAs) and with site personnel. Conduct and attend meetings with host installation support agencies to discuss proffered support options and to negotiate appropriate services and reimbursements for services offered. Provide technical input to ISA reviews and updates.
- **Engineering Expertise:** Function as Subject Matter Expert (SME) for a variety of facilities-related issues, provide input, and make recommendations based on guidance from applicable Codes, standards, regulations, instructions, and other guidance. Develop specifications, justifications, plans, and perform analytical studies for non-Capital projects and initiatives. Communicate SME knowledge to management and stakeholders as it relates to their needs. Develop, author, and maintain Facilities Engineering technical and services standards.
- **BOS Process Improvement:** Understand DISA short- and long-term operational and modernization plans relating to BOS activities at DISA datacenters. Develop tools, techniques, and procedures to stabilize and improve existing and future processes and standards to accomplish work and to enhance communications within the organization. Critically review and work on continuous improvement of BOS process factors to enhance support effectiveness.
- **Specific O&M/BOS Initiatives:** Develop enterprise-wide technical SOWs for such facilities systems as Building Automation System (BAS) systems, underfloor cleaning and sealing, security escort support, Roof Asset Management (RAM) program, Computerized Maintenance Management System (CMMS) systems, and TIM (comprehensive mechanical & electrical O&M support - the implementation of the CSD 360-95-3A enterprise services standard).

Principal Engineer, Facilities Engineering Program Manager. Jun 2007 to Aug 2007: [TechWise](#), assigned to [Defense Information Systems Agency](#) (DISA) Computing Services.

Systems Engineering Leader, Facilities Engineering Program Manager. Jul 2004 to Jun 2007: [Computer Sciences Corporation](#) (CSC), assigned to [Defense Information Systems Agency](#) (DISA) Computing Services.

Facilities engineering (facility operations, planning, & design) Principal Engineer, 2004-Jun 2007.
Base Operating Support (BOS) project engineering, 2004-Jun 2007.

Senior Project Engineer, Facilities Engineering. November 1997 to July 2004: [ManTech](#) National Security Systems Group (NSSG), Systems & Mission Assurance Division.

Mechanical (industrial systems) & Electrical engineering, 1997-2004.

Engineering project management, 1998-2004.

Facilities engineering (facility planning and design), 1999-2004.

Network planning, installation, and integration, 1999-2004.

Information technology (IT) Systems Administrator, 2001-2004.

Engineering project management and engineering:

- Analyze current operations and conceptualize new projects to meet identified needs and goals, including complete requirements & functional area analysis
- Prepare and present engineering studies for new projects to customer principals
- Provide customers with cost-effective alternative solutions to meet their stated requirements and implied goals
- Provide comprehensive engineering cost estimates of proposal alternatives
- Design and present complete facilities engineering solutions for new projects
- Negotiate with and select contractors to perform tasks to standards
- Manage project and vendor budgets and schedules

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- Primary technical contact for clients, developing new projects, providing scheduling, and ensuring clients are informed and satisfied with the design and progress of each project
- Conduct project close-out with all deliverables and continue configuration management on facility and program systems.

Specialized network design roles:

- Plan, install, terminate, test, and certify complete Ethernet LAN networks, from user data ports to managed switches, including UTP copper (CAT5e/6) and SM/MM fiber optics
- Design and build custom data cabling and hardware interfaces for unique military terminal and test equipment.

Special Training: *Mechanical Drafting and CAD - four years training, seven years working experience; NACC Fiber Optics & CAT5/5E/6 certifications; Allen Tel & Group IV CAT6 planning and installation certifications*

Process & Quality (Operations) Manufacturing Engineer. May 1997 to Oct 1997: The Trane Company, Water Chiller Business Unit, Pueblo, CO.

Special Training: *Demand Flow Technology*

Captain, United States Army, Infantry. May 1993 to Apr 1999. Assigned to 2/12 Infantry (mechanized) and 1/12 Infantry (mechanized) in the 4th Infantry Division, 2nd Combat Brigade. Assigned to 5025th Garrison Support Unit (GSU) in operations officer (S-3) role during active reserve component time.

Special Training: *Airborne School; Air Assault School; Mountain Warfare School; Pathfinder School; Airlift Planners School; Emergency Medical Technician (Basic)*

ACTIVITIES:

Professional Activities:

- Owner & Photographer, [DeepEarth Photography](#).
- Owner, [Unusual Physics, LLC](#).
- Owner/Operator, [DataCenterEngineer.com](#).
- Ordained [Minister](#). [Doctor of Divinity](#).

Publications:

- ["Investigations of Alternative Solution Methods to the 1-Median Location Problem on a Sphere."](#) Thesis for MSISE degree, publication 5 May 2001.
- [CSI 360-95-3, DISA Computing Services Facilities Standards](#). (*Restricted document*.)
- [CSI 360-95-3A, Enterprise Operations & Maintenance Services Standards](#). (*Restricted document*.)
- Quoted in [Military Information Technology](#), Issue 12, Volume 10 for article "[Powering Down](#)," as subject matter expert on datacenter energy efficiency.

REFERENCES: Available upon request. Please see my [LinkedIn profile](#) for public recommendations and references.