

Kelly M Bates, PMP, CPMM

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Primary Work Accomplishments

- Built, from the ground up, a sustainable, standards-based operations & maintenance (O&M) program for a global datacenter enterprise.
- Independently developed and executed programmatic vision for enterprise O&M support based on current and future corporate enterprise executive vision.
- Developed and published comprehensive Facilities Standards and Enterprise O&M Services Standards for a global datacenter enterprise.
- Independently built all supporting tools and structures necessary to allow successful implementation of the Facilities Engineering O&M program.
- Developed and executed metrics & performance indicators to provide program direction and to show progress in exceeding organizational goals.
- Consistently top-rated in annual performance evaluations.

Work Experience

Program Manager, National Data Center Program (NDCP)

Department of Veterans Affairs (VA) – 09/2013 to Present

Job Description:

Responsible for strategic & tactical planning and program execution of the VA's enterprise data center program.

Facilities Engineering Enterprise O&M Program Manager

Defense Information Systems Agency (DISA) Enterprise Services – 07/2004 to 09/2013

Job Description:

This position leads and manages comprehensive operations, maintenance, and contracting support to keep a worldwide network of mission-critical Department of Defense datacenters and their supporting administrative facilities operational on a continuous 24x7 basis. The interdisciplinary scope of the role includes mechanical, HVAC, electrical, classified and computer room design and build-out, life safety, environmental, fire suppression, security systems, operations support, and computer room raised floor management, contract acquisition, and contract lifecycle management.

I have taken a run-to-failure, reactive maintenance system and successfully designed and implemented a comprehensive, enterprise-wide, standards-based O&M program that provides structured preventative and predictive maintenance, while simultaneously developing evolving datacenter Facilities Standards covering the technical standards and specifications necessary to design, build, operate, and maintain a sustainable data processing & communications enterprise.

- Led 130 enterprise support staff including both headquarters O&M facilities engineering team and remote facility O&M support teams.
- Managed up to 50 concurrent support contracts to provide outsourced, standards-based services necessary to effectively operate and maintain the datacenters.

- Increased datacenter infrastructure availability from an enterprise average of 97% to in excess of 99.98% in facilities ranging from 19 to 71 years of age.
- Envisioned and implemented a unique comprehensive infrastructure O&M services contract that reduced supplies & services acquisition time from 6 months to 3 weeks.
- Provided coherent, long-term vision and strategy to develop and achieve programmatic goals.
- Determined O&M requirements necessary to optimally maintain mission-critical data centers and supporting infrastructure equipment.
- Developed and acquired dozens of performance-based commercial support contracts to provide initial level of services, in order to begin transition to a standards-based support program.
- Wrote multiple Facilities Standards to implement a broader, more effective, manageable condition-based O&M program, & contracted the enterprise-wide programs to provide these services.
- Established and implemented organizational configuration management (CM) of equipment information, record documents, and maintenance management to allow measurement and management of the enterprise more effectively and at lower cost.
- Implemented computational fluid dynamics (CFD) modeling & simulation software to, along with CM information, minimize cooling utility expenditures in a highly dynamic datacenter environment.

Senior Project Engineer, Facilities Engineering

ManTech Advanced Systems International – 11/1997 to 07/2004

Job Description:

Facilities engineer & engineering program manager responsible for all aspects of projects, from conceptualization to design to construction and implementation to maintenance. Worked as primary technical contact for Department of Defense clients, developing new projects, providing scheduling, and ensuring the clients were fully informed and satisfied with the design and progress of each project. Liaised with existing and prospective clients to start new projects, and developed new customer relationships.

- Analyzed operations and conceptualized new projects for customers to meet their identified needs and goals. Prepared and presented engineering studies for new projects to customer principals.
- Worked with facility engineers, computer & human security personnel, and Air Force satellite system sustainment program managers to develop effective & timely solutions to problems and anticipated growth requirements.
- Provided customers with cost-effective alternative solutions to meet their stated requirements & implied goals.
- Designed and presented complete engineering solutions for new electrical, lighting, HVAC, fire protection, life safety, networking, environmental, and security projects.
- Custom engineered solutions for challenging design problems (e.g. NFPA & life safety, statics, fluid mechanics, kinematic simulation, geosynchronous satellite antenna placement factors).
- Negotiated with and selected subcontractors to perform tasks to standard.
- Managed project and vendor budgets based upon individual program accounts.
- Scheduled and supervised multiple contractors to meet project schedule and performance deadlines.
- Developed O&M programs for installed equipment and programs.

Process & Quality (Operations) Engineer

Trane Company, Water Chiller Business Unit – 05/1997 to 10/1997

Job Description:

Primary manufacturing engineer responsible for daily decisions concerning form, fit, and function during manufacture of 130 to 450 ton capacity water chiller units. Identified process problems and worked with operations, manufacturing engineers, and materials to improve current processes. Designed and implemented mechanical changes to welding fixturing to improve functionality, ease of use, and safety to operators.

Captain, Infantry, US Army

Department of Defense (DoD) – 05/1993 to 05/1997

Job Description:

Company Executive Officer (XO). Coordinated maintenance and supply logistics for a 107-soldier mechanized unit with 23 combat vehicles. Controlled procurement and managed an annual budget of \$720,000. Assumed the role of the Company Commander in his absence. Improved maintenance average operational readiness of 14 armored vehicles from 91% to 95%. One of 8 out of 400 soldiers awarded the Expert Infantryman Badge (EIB) in 1996 annual testing.

Battalion Training/Liaison Officer. Primary assistant to the operations officer in development and execution of training and combat operations. Coordinated all training resources for a 750-man combined arms Task Force. Liaised with higher, lateral, and lower levels in support of and to deconflict unit missions. Planned and managed annual ammunition schedules to increase annual budgeted expenditures from 81% to in excess of 95%. Developed, wrote, and produced a multi-level tactical standard operating procedure (TacSOP) used as the unit standard. Responsible for planning and resourcing over 120 training events in a 12-month period, an operational tempo increase of over 60%.

Platoon Leader. Overall responsible for training, personnel management, welfare, and safety of a 35-soldier platoon equipped with Bradley fighting vehicles and equipment valued at \$4 million. Developed junior leaders through extensive group and team training and counseling. Developed and wrote a company-level TacSOP used by infantry companies.

Education

University of Southern Colorado, Pueblo, CO

M.S., Industrial & Systems Engineering, January 2001, GPA: 4.0

My focus in this graduate program was in facility location and layout theory, an application of applied mathematics and operations research.

Clarkson University, Potsdam, NY

B.S., Mechanical Engineering, May 1993, GPA: 3.61

Training & Accomplishments

- DoD & DISCO Top Secret (TS) clearance, current through 06/2015.
- Certified Plant Maintenance Manager (CPMM), Association for Facilities Engineering, October 2009. Current through 11/2015.
- Project Management Professional (PMP), Project Management Institute, June 2003. Current through 6/2016.
- NACC Fiber Optics & CAT5/5E/6 planning & installation certification, 12/2002.
Allen Tel & Group IV CAT6 planning & installation certifications, 2002.
- EIT (Professional Engineer Engineer In Training), 10/1999.
- Emergency Medical Technician (EMT) basic, 04/1997.

United States Army: Army Commendation Medal; Army Achievement Medal (2); Expert Infantrymans' Badge (EIB); Infantry Officer Basic Course (IOBC) Platoon Honor Graduate; Distinguished Military Graduate (DMG).

Undergraduate School: Army ROTC Cadet Staff (Battalion Commander and Battalion Executive Officer); Army ROTC 3-year scholarship; Member, National Honor Society; High School Salutatorian.

Professional Activities: Owner, DeepEarth Photography (www.deearthphotography.com).

Publications: *Investigations of Alternative Solution Methods to the 1-Median Location Problem on a Sphere*, thesis for MSISE degree, 5 May 2001.