

# Richard J. Letts

Cell: (206) 790-5837

Email: richard@illuin.org

## Professional Profile

IT infrastructure professional with 20+ years' experience in managing large complex IT environments.

Problem solver: Systems thinker able to synthesize information to develop innovative solutions.

Customer and business focused: Adept at developing processes and systems to meet business/customer needs.

## Experience

### Network Infrastructure

Managed network operations for UW Medical Centers, UW Campus, Pacific Northwest GigaPop, Pacific Wave, Western Regional Network, and the state K20 network (over 500 Juniper and Cisco routers; 15,000 Aruba wireless access points; 6000 switches). Responsible for tracking planned events and operations issues affecting the entire network; IP, DHCP, DNS management; BGP peering; telecom vendor relationships management; coordinating incident response.

Identified deficiencies in network infrastructure. Produced strategy to make infrastructure consistent between campuses.

Developed network infrastructure: investigated new technologies and developed implementation plans.

**Result:** Network access available in all rooms in all buildings on campus. Delivered changes with minimal disruption, on time, and under budget.

### Server Infrastructure

Managed IT infrastructure used for Electronic Document Delivery in redundant and highly resilient data centers with over 400 Linux and Windows servers in 24\*7 operation. Responsible for network infrastructure, power, cooling; security; build standards; patching; and change control. Prepared IT capital and expense budgets and managed procurement to budget.

Monitored equipment performance and reliability. Published reliability statistics on intranet, reviewed maintenance costs, planned upgrade, and replacement cycle for equipment. Prepared requirements document for tender process and replaced unreliable equipment. **Result:** Reduced downtime caused by equipment failure.

Modernized server infrastructure; migrated from individual servers to blade systems. **Result:** decreased complexity and time for server replacement. Virtualized web and application server layers using vmWare. Transitioned data centers from active/passive to active/active working. **Result:** removed single points of failure, improved system reliability, and removed impact of software updates and maintenance

### Team management

Managed multiple teams of 2-32 staff in 24\*7 operating environments.

Chaired recruitment interview panels and ensured that recruitment process met employer policies and legal requirements with regard to discrimination.

Mentored staff, performed annual reviews, and conducted performance counseling.

Managed network services teams following merger between organizations. Reorganized sections to remove duplicated responsibility and improve communication. Motivated staff members who were disconcerted about the merger. **Result:** effectively managed teams through transition and retained key staff.

Collaborated/consulted with other managers in a matrix environment on performance problems and devised solutions. Reviewed staff absence history with HR. Interviewed staff with history of absences. **Result:** Reduced absences by 50%.

### **Process Development**

Developed metrics and standardized NOC processes using ITIL incident management framework.

**Result:** ITIL incident process framework adopted department-wide.

Responsible for coordination of tactical response during major incidents that affect UW-IT operations using FEMA NIMS framework.

Key contributor on implementation of the ITIL service management framework in UW-IT. **Result:** Promoted standardized processes, metrics, and reporting for incident management. Selected ServiceNow as the ITSM tool.

Improved processes and procedures surrounding access and security: authored policy, procedures, and standards documents; managed desktop encryption project; and outsourced IDS. **Result:** Improved security protection, reduced staff burden, improved internal audit rating; passed SAS70 audits; gained (and renewed) PCI-DSS certification.

### **Monitoring and reporting**

Architect and project manager for deployment of SolarWinds Orion suite of network management applications. **Result:** Retired several in-house network management tools. Provided industry-standard tools to support monitoring, statistics collection, and configuration management.

Centralized network monitoring and data collection with SPLUNK and OpenNMS. **Result:** Reduced staff effort to collect statistics and correlate logs by more than 60%, identified inefficiencies in cooling system, reduced data center power requirements by 20%.

Developed balanced scorecards for return on investment: identified measures leading to cost savings and product or process improvements, designed method for automating production of scorecard. **Result:** Identified cost savings from product usage, reduced burden of management reporting.

Analyzed product usage at client sites: developed CSR training and promotion materials, managed delivery of pilot projects through production. **Result:** demonstrated value of product deployment and leading to additional use of employer's software at client sites.

### **Application development**

Led development team for Department of Defense procurement system: integrated software using Java native interface, and SOAP/XML; mentored consultants in development methodology and techniques. Customized software solution to improve development time. **Result:** DoD standard procurement system integrates over 700 databases across the globe.

Developed data warehouse for OSHA reporting: collected user requirements; designed data model for data warehouse; identified sources for data, including accidents and work hours; developed data extraction procedures and information for production scheduler. **Result:** reduced time and effort and increased accuracy for statutory reporting.

Analyzed data warehouse and Oracle configuration to optimize database ETL processes in large datasets. **Result:** Reduced daily runtime from over 30 hours to a few minutes, a significant impact on product acceptance.

## Consulting Assignments

“Go-to” person to save troubled projects: clarified problems faced by customers and/or their consultants, analyzed situations, and developed ideas to resolve problems.

AT&T (data warehouse optimization; provisioning, operations, and call diversion)

Softbank (Japan) (data warehouse optimization)

WindStream (call center optimization; business case development; KPI metrics)

US DoD SPS Desktop (web services integration architecture)

US Can Co. (message bus integration architecture)

CIGNA Insurance (integration architecture, data warehouse architecture)

Honda of America Manufacturing, Columbus, OH (SAS data archive, various data warehouses)

C&A, Sao Paulo, Brazil (data integration and project architecture)

Other assignments included American Express, Morgan Stanley, Sun Microsystems, Bank of America, and Northrop Grumman, BT (UK), Verizon, Bell Canada, and Telstra (Australia)

## Education

M.B.A. University of Texas, TX

B.Eng. (Hons.) University of Salford, UK

ITIL Certificates in Service Operations, Continual Service Improvement, and Service Transition

## Employment History

**University of Washington, Seattle, WA** (March 2010–present)

Manager, Network Operations Center

ITIL Incident Process Manager

ITIL Wired Network Service Manager

**Fiserv (NASDAQ:FISV), Austin, TX** (May 2007–February 2010)

IT Manager

Lead Infrastructure Engineer

**Motive (Alcatel-Lucent), Austin, TX** (November 2004–May 2007)

Senior Business Analyst

**ETI (Ignite), Austin, TX** (July 1999–November 2004)

Senior Consultant

**University of Salford (UK)** (July 1988–June 1999)

Desktop and Network Services Manager