

## Tony D. Massing

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### VICE PRESIDENT OF OPERATIONS DATA CENTER OR INFORMATION TECHNOLOGY

*Results-driven Executive* with demonstrated success in data center strategy, design, operations, and management, as well as information technology strategy, real-time decision support systems, operations, engineering, customer support, and integrations for startups to Fortune 100 global environments.

- Delivered 25% operational improvements to support tech ratios exceeding 1:5500 devices
- Executed sustainable processes to scale ops teams for the most active web site in the US.
- Establish global Tier 1 network contracts to support >100 Gbps of internet traffic
- Reduced operations run rate by 45% in 6 months; optimized storage cost performance by 87%
- Delivered integrated business and decision support system enabling single Q2C process for bottom line savings >\$90M/yr
- Spearheaded IT optimization resulting in cost savings of \$29.8M in <10 months
- Catapulted customer service portal from #28 to #3 industry ranking in <18 months

*Decisive Leader* with strong business acumen for bottom line savings in startup, explosive growth, and recession-based markets.

- Created centralized customer response center supporting forty-six data centers and >6K customers generating savings >\$2M/month
- Delivered global replacement of monitoring tools. Enhanced features and consolidated into more efficient systems in <90 days reducing costs by 30% and nearly doubling revenue within six months
- Managed consolidation of four IT organizations with <1% voluntary attrition, delivering savings exceeding \$24M annual operating plan

*Keen Strategist* with IT and data center operations expertise and track record of maximizing performance of limited resources and appropriate application of technology to solve business problems.

- Architected and delivered real-time decision support systems built on Siebel, Oracle Financials, Portal, and IT systems
- Championed development and delivery of consolidated customer service portal integrated with thirty-five backend business and third-party systems, 61% customer penetration, generating 2.7M hits/month
- Expert in delivery of integrated IT and vendor systems focused on the business. Skilled leader and motivator of teams of 10 - 375+

*Proactive Manager* adept at creating vision, developing action plans and producing results. Integrity based professional with excellent communication, negotiation, team building, and interpersonal skills.

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## Professional Experience

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Rednelly Corp, Mountain View, CA 2006 - Present

### **CEO, Data Center and IT Consultant**

- *Data Center and ITIL* focused expertise in corporate and engineering data center architecture, strategy, analysis, design, remediation, and stabilization for Nvidia and Redback Networks. Solutions include high density cabinets and in row cooling to support 30+ kW cabinet loads. Additional services include IT strategic plan development in the areas of Incident, Problem, and Change Management following ITIL v2 methodology.
- *Infrastructure Strategic Planning* focused expertise in the areas of data center, network, and operations short and long range strategic planning using ITIL v3 methodology for Jacobs Associates and Electronic Arts.
- *Datacenter Assessments* involving detailed reports of power, cooling and best practices for improving or expansion of customer datacenters. Customers include: University of Missoula (MN), Valley Medical Center (WA), University of Memphis (TN), Redback Networks, Nvidia, City of Mountain View, and Dataminium (CA), Nevada Comstock (NV), Pitney-Bowes (CT), and HopOne (IL).

Facebook, Palo Alto, CA 2009

### **Manager, Data Center Operations**

- *Recruited* to help stabilize, unify, and establish scalable, repeatable, and sustainable processes to scale the Data Center Operations teams for the fastest growing and most active web site in the US.
- *Enabled* 25% operational improvement to support ratios exceeding of 1:5500. Managed team of 20 supporting infrastructure for 350M+ users.

Vusion, Inc., Campbell, CA 2008 - 2009

### **Operations Consultant**

- *Restructured* to assist part-time leading operations and continuing to drive cost and process optimizations within the corporate IT and production data center environments to weather the short term economic challenges.

### **Vice President, 2008**

- *Recruited* to lead worldwide operations for Vusion's award winning Video Cloud Stream services. Establish global Tier 1 network contracts to support >100 Gbps of network traffic; reduced operations run rate by 45% in 6 months; optimized storage cost performance by 87%; and established industry standard hardware and software contracts for expansion procurement.

Network Appliance, Inc., Sunnyvale, CA 2006 – 2007

**Senior Director**

- *Recruited* to stabilize and rebuild the Global Hosting Operations and Engineering teams; created strategy for optimizing and expanding existing corporate and collocation data center footprint by 40%; renegotiated collocation contracts reducing spending by 32%; responsibility of \$21M/yr, sixty staff and \$50M in existing assets.
- *Implemented* Onshore/Offshore Operations and Engineering outsource teams to augment and scale existing teams.

Sun Microsystems, Inc., Santa Clara, CA 2004 – 2006

**Senior Director**

- *Recruited* to rebuild the World Wide Data Center and Infrastructure team; create strategy for optimizing and consolidating eight worldwide data centers into four, complete SOW and renegotiation of WWDCI part in a \$30M/yr managed services outsource contract; managed operations, DBA, network and production engineering teams with budget of ~\$18M. Day-to-day management of ~\$15M/yr data center operations, DBA, and network outsourced support vendor.
- *Restructured* to develop and lead AMER portion of Follow the Sun Tier 1 / Tier 2 operations organization after 22% RIF across ITOps organization. Expertise in conversion of silo to cross functional organization. Productivity increase 5X with 30% less staff in five months.

Critical Path, Inc., San Francisco, CA 2003 – 2004

**Director** (Hosted Operations)

- *Upleveled* Production Support organization; consolidated six worldwide data centers into three, enabled cost savings >\$3.5M; managed support, consolidation and deployment organization with budget of ~\$3M. Day-to-day management of \$8M outsourced support vendor.

Cable & Wireless Internet Services, Santa Clara, CA 1997 – 2003

**Vice President**, 2000 – 2003

- *Promoted* to turn around unfocused Engineering and IT organizations; replaced unprofitable products, created productivity and decision support systems, enabled cost savings >\$35M; managed support, development, engineering, and IT organizations with budgets of \$50M and teams up to 390. Technical due-diligence of \$6B acquisition helped drive completion of integration six months ahead of schedule.

**Director**, 1998 - 2000

- *Promoted* to create and manage central support organization >200 staff and \$30M+ budget resulting in >60% costs savings. Participated in merger and acquisition of four companies and led due-diligence on one.

**Manager, 1997 - 1998**

- *Recruited* to manage 24x7 area support and data center build-out. Led team of fifteen with \$3M+ budget. Experience with merger and acquisition of two companies.

Filoli Information Systems, Palo Alto, CA 1995 - 1997

**Manager, (IT Operations of Software Development Startup)**

- *Architected* and implemented systems and network changes improving reliability 35% and LAN performance 50% in <6 months. Led team of ten with \$3M budget.

Zacson Corporation, Pleasanton, CA 1994 - 1995

**Manager, (IT Operations of Teleservices Firm)**

- *Architected* and implemented network upgrade to FDDI backbone improving reliability 35% and 73% LAN performance increase in <6 months. Led team of 8 with \$2M+ budget.

Superconducting Super Collider Laboratory (URA), Dallas, TX 1990 - 1994

**Manager, (CAE Applications for Construction Division)**

- *Lead Engineer* for three primary facilities as part of \$8.25B DOE project. Led team of eight with budget of \$2M+. Provided oversight for subcontractor development of CADD and 3D models for construction.
- *Created* project-wide CADD graphics standards for construction vendors.

Previously employed by ICF Kaiser Engineers; Figg and Muller Engineers, Inc.; University of Tennessee; and Phillips and Jordan, Inc.

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## Education

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**Bachelor of Science with Honors, University of Tennessee - Knoxville**