

Ray Heath

Information Technology and
General Management

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Senior Level Software/Management Consultant

Objective

Creating strategic competitive advantage—turning great ideas into innovative products and services, building intangible assets (brands, networks, intellectual property, and talent), and putting profitable results on balance sheets and income statements.

Summary

Ensuring your success—A highly diversified, entrepreneurial background has perfected the expertise to construct value out of nothing and order out of chaos. I can help you build effective teams, get your products to market, maximize profits, and advance corporate strategy.

- **Leadership, Collaboration & Ethics**
- **Strategic Analysis & Planning**
- **Profit & Loss Management**
- **Partner Development & Negotiations**
- **Marketing & Brand Management**
- **Recruitment & Mentoring**
- **Information Technology Management**
- **Software Architecture & Development**
- **Process Reengineering & Automation**
- **Operations Management**
- **Product & Project Management**
- **Energy, Competence, Creativity & Judgment**

Selected Achievements

- **Created Intellectual Property to enable strategic partnerships** (Estimated NPV: \$25MM) as Co-Inventor of system capable of processing medical images produced by diverse medical image acquisition modalities (US Patent Application No. 10/722,138; filed 11/26/2003).
- **Transformed under-funded startup company to industry leader** with highest national/regional sales for primary product lines.
- **Grew revenues twelve-fold within one year** for foreign engineering software company – primarily by conceiving and leading execution of an inexpensive, but effective international marketing campaign.
- **Negotiated and coordinated capital asset allocation** (*where all others had consistently failed*) for Skydiving Competition – leading to creation of an internationally recognized and profitable drop-zone at the site.
- **Established efficient IT team training to develop and motivate engineering talent**, dramatically reducing production costs, increasing strategic capabilities, and promoting an attitude of ownership in associates.
- **Led System Architecture** for web-based Medical Information System – ensuring competitive advantage by achieving tight integration between Management Firm and Clinics for rapid, flexible services.
- **Obtained highest performance rating** awarded to anyone within Capital One's leading IT group; responsible for the Enterprise Business Class API – utilized globally for mission-critical line operation applications (approximately 20,000 employees); commended for strategic contributions and leadership.

Get help now—Team up with me and gain a tech-savvy, business-savvy partner dedicated to your success.

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Endorsements

Ray knows more about the theory, practice and application of software to making businesses run better than anyone I know.

- Ken Winans (*Director of Product Engineering and Validation, iCAD*)

“His knowledge and expertise have helped me tremendously and allowed me to grow my business in ways I would have never thought possible.”

- Peter Pullara (*CEO, Urban Horticulture Services, Inc.*)

“I have never seen anyone else work so hard to learn professional skills, or spend so much personal time and money to do it. I routinely rely on Ray’s advice on the most difficult systems architecture issues.”

- Brian Fielding (*World Class Software Architect*)

“Ray’s greatest strength is his ability to think strategically. He practices and champions high ethical standards; and has fought to protect the company’s future. Ray never blames anyone else for a problem, but solves it then educates the associate. Ray never misses a deadline or commitment; he particularly excels at getting the job done. He is a capable leader; superior dedication, superb motivation and exemplary integrity.”

- *excerpted from Official Capital One Performance Appraisal*

Professional Experience:

Summary: Over 12 years of professional software development experience; over 20 years of business-management experience.

Information Technology / General Management Consultant

1996 – Present

The firm specializes in Information Technology & C-Level Management consulting, attending clients from a wide variety of industries (traditional and high-tech). Work consists primarily of business development, strategic analysis and planning, IT systems and software development, and product/project management. I typically serve Boards of Directors and Senior Management. My current technical focus is primarily on software development utilizing Microsoft .NET 3.0/3.5 platforms (WPF, WCF, WF, CardSpace, LINQ, lambda-expressions, etc.).

Project Manager / Senior Software Engineer

2002 – 2004

iCAD, Inc. (NASDAQ: ICAD) produces Medical Devices that perform Computer Assisted Detection. Products operated in isolation, unable to communicate with external systems. I was recruited to lead integration efforts (enabling communication between the devices and external systems), manage projects, and mentor development staff. Responsibilities included participation in strategic planning meetings, process improvement, software development, contract negotiation, managing/reviewing technical work of others, and technical liaison to business partners and European Beta sites. Proper diligence was at all times given to adherence to IEC & FDA Quality Guidelines. I served Senior and Upper Management (CEO, VP Engineering, and Advocacy).

Principal Software Architect

2002

Symeron Technologies primarily served its parent, Bredel Corporation (a Healthcare Consulting & Management Firm) and affiliated companies BayCare & Trillium (which operate a number of hospitals and clinics). I was brought in by the CTO to help build the corporation’s technical abilities and architect IT systems focused on giving the conglomerate strategic advantage against their competitors. Common tasks also included participation in Strategic Planning, Profit & Loss analysis, Budgeting, and establishment of formal Development Processes. In addition to primary responsibility for architecture of the proprietary MIS, I led in the application of Exchange Server and other commercial enterprise systems. I served Senior Corporate Management (CEO, CIO and CTO).

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Project Manager / Internet Development

2000

Buy, Sell or Hold, Inc. is an Internet-based company providing automated technical stock analysis and portfolio tools. At the time, the firm held the reputation for employing the best computer science talent in the Tampa Bay area. I was recruited to lead strategic partnership capability initiatives, requiring application of both business acumen and emerging technologies. After departure of the CTO, I was tasked with managing all technical staff; and continued to assist the firm well after evaporation of investment sources - until such time a merger could be executed. I served Senior Management (CEO).

Lead Software Developer

1998 – 2000

Capital One Financial (NYSE: COF) is a Fortune 500 Company providing financial services (most notably credit cards) primarily to consumers, and operating large call centers. I was the lead developer for most of the Distributed Services Business Class Library projects (object-oriented middleware, used globally for mission-critical line operation applications). Additional responsibilities and contributions included: team leadership, establishment of formal processes and procedures for geographically distributed development, Y2K investigation analysis and testing, mentoring, developer training, and recruitment. I served mid-level management.

International Advertising Manager

1995 – 1996

PaceTech is a medical device manufacturer focused on emergency monitors. I was recruited to establish in-house international advertising and public relations capabilities – setting goals, policies and procedures. Responsibilities included budgeting, negotiations, database design, establishing digital content creation capabilities including installation and configuration of associated computer systems, ad development, photography, service bureau relations, ad placement, printing, press releases, etc. I served Senior Management (CEO, and VP International Marketing).

CEO / COO

1988 – 1997

Wetstone, Inc., was a profitable, service-oriented firm; and represented my second serious business venture. Initially, the company's income was largely derived from remanufacture of Musical Instruments, servicing music stores throughout the state of Florida. High-Mix/Low-Volume Manufacturing operations leveraged Six Sigma and other quality processes. The firm made heavy use of Computers for accounting, inventory, graphics, CRM, and engineering applications. After the EPA began to regulate requisite chemicals, a transition was made to emerging Information Technology and Management Consulting services (1993). This extremely entrepreneurial period sharpened powerful negotiation and strategic skills. Clients ranged across a wide variety of industries. Ultimately, I suspended most operations (between 1997 and 2000) in order to accept an offer from Capital One, extending expertise of systems development within large corporations. I served Entrepreneurs and Senior Management.

CEO / COO

1983 – 1988

Beachwood Music Corporation was a full-line music store and my first serious business venture. Founded on a shoe-string budget, Beachwood grew to become the largest Guild Dealer in the country and the largest Dean Markley Dealer in the Southeast. The company was an early adopter of Technology, employing use of PC-based point-of-sale and accounting software; and had an esteemed, state-of-the-art instrument repair facility. This was where I (as the owner) began to appreciate the realities of competitive environments. The experiences formed the turning point where I transitioned from a Musician running a business to a highly competitive manager focused on creating strategic competitive advantage. I served Musicians, other Music Stores, and Music Educators.

Professional Musician

1976 – 1998

While mainly focused on Guitar and Lead Vocals, performance also included percussion, keyboard, and various stringed instruments. Concurrent employment included work as a music arranger, guitar instructor, luthier, sound engineer, sales representative, and store manager.

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Technical Skills

Specific areas of most recent* professional technical work include (but are not limited to) the following:

- Applications:** SQL Server, IIS, Exchange, Office (Project, Excel, Visio, Word, Outlook, Share Point, etc), Adobe CS (Acrobat, Illustrator, Photoshop, etc), Quick Books, Various Custom Enterprise Applications (CRM, ERP, etc), Various HIS/RIS/Medical-Imaging
- Dev Processes:** RUP, Agile and XP, OO, IEC & FDA-Compliant Quality Processes
- Languages:** Assembly (IA-64), C/C++ (including STL & .NET), C# (including ASP.NET), HTML/DHTML, Java, JavaScript, Perl, PHP, SQL, UML, VB.NET, XML and related (e.g., XAML, XSLT)
- Dev Tools:** Visual Studio, Various Frameworks & SDKs (EntLib, CAB, WCF, WF, WPF, ASP.NET Security, CardSpace, GAT, etc.), Intel Tools & Libraries (C++ Compiler, IPP, Threading Tools, VTune, etc), Source Safe, Patterns (e.g. GOF), DVT
- Networking:** WCF, Internet, TCP/IP, Ethernet, WAN, LAN, Active Directory/LDAP, Low-level APIs (e.g. IO Completion Ports), Higher-Level APIs (e.g. Sockets), Web Services (including SOAP), COM\DCOM, .NET Remoting, Custom Marshaling, Medical: DICOM, IHE, PACS, HL7
- Hardware:** Intel Workstation/Server (x86, x64 quad core, Itanium2), AMD, Pocket PC, Mobile, Cisco Routers, Wireless Routers, VPNs, numerous peripheral & specialty devices, Medical Acquisition
- OS:** Vista, Longhorn, Windows 2003 Server (32 & 64 bit), Windows XP Pro, Windows 2000, Windows Mobile, Red Hat Enterprise Linux AS (64 bit), Cisco IOS

* There is a *strong emphasis* on recent. **The previous list includes only areas where I have personally made significant hands-on use within the past five years as an integral part of professional responsibilities.** *Less recent, incidental and non-professional* involvement with numerous other disciplines and technologies were not included. Please feel free to inquire if you require more detail than is addressed here. My experience with software development goes back to the early 1970's (Basic, Assembly & Fortran IV on the DEC PDP 11\10 and IBM 360), and I have been consulting/contracting as a professional software developer since the early 1990's.

College

Eckerd College —Business Management	1999 – 2000
Hillsborough Community College —Business Management	1999
University of South Florida —Music Composition / Physics / Electrical Engineering	1973 – 1976

Professional Studies

I am a dedicated learner, and frequently attend professional training courses. My personal library contains approximately 100 programming books and countless business-related books. I read several programming and business publications on a regular basis, such as Dr Dobb's Journal and the Harvard Business Review (which I have read consistently over the last 10 and 17 years respectively).

Additional Info

Ability to travel approaches 100%.

Please contact me directly for more comprehensive information. You may also wish to visit my website:

www.rayheath.com.