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PROFESSIONAL EXPERIENCE

ChainSafe, Toronto/SF　　　　　　　　　　　　　　　　　　　　　　　*June 2023 - Feb 2025*
Technical Program Manager, Infrastructure

- Hired to unify pre-existing staking initiatives and DevOps work under an official Infrastructure program, based around revenue generation via staking and providing internal and community infrastructure/DevOps services. Gathered information and feedback from potential stakeholders and sponsors. Determined program OKRs based on company mission/vision with execs. Set up automated reporting which was used as inputs for communication (sponsors, newsletter, execs, etc). Result was program launch for 2024-Q4, with CS Infra went from ~US$500MM → ~US$1B AUM within the first year and the program grew from 2 to 6 FTEs.

- Risk management: decentralization initiatives related to two problems. ① single provider outage (causing financial + reputational damage). ② Geth (execution layer client) supermajority bug (slashing risk). Mitigation involved testing alternate EL clients as well as other providers, monitoring tweaks, and updating our deployment IaC. Results were multi-provider multi-location validators connected to multiple EL client types (Nethermind/Besu/Geth), with the ability to quickly migrate validators, and enough capacity to absorb additional load in case of outages. Related initiatives decreased incident time-to-resolve (TTR) by 31%, reduced incidents requiring intervention by 10%.

- Talent development: empowered team members to grow while making as much of my own role redundant as possible (reducing bus factor). I ensured that initiatives had a DRI/Driver: a single person who clearly owns and is accountable for it, with support from myself and anyone else who can help them achieve the initiative. This resulted in the promotion of two team members (from IC → EM, and IC → Lead). Also resulted in numerous successful IC-led initiatives (such as Ethereum Ephemery testnet nodes, L2 Rollup IaC), tied to company goals (via program objectives) which directly increased revenue and/or improved ChainSafe's reputation.

TextNow, San Francisco　　　　　　　　　　　　　　　　　　　　　　　*Oct 2020 - Feb 2023*
Technical Program Manager

- As the first TPM at TextNow (a remote-first company as of 2020), was hired to standardize processes across the engineering and product orgs, facilitate cross-functional communications, improve visibility into how teams select what to work on, and eventually scale the TPM org. After two months, I hired a 2nd TPM and after 6 months had Unification Framework completed; resulted in accolades from leadership regarding smoother communication when teams worked together or handed off work as well as greater visibility due to improved roadmaps.

- iOS app rewrite using Swift UI: Worked cross-functionally to create unified roadmaps and milestones, 30% of my time with PMs to break down domain specific work, and 40% of my time with PMs and EMs to resource and estimate. Tracked progress and identified risks and blockers, such as bugs related to unexpected complexity, and competing priorities with other company objectives causing forecasted timelines to slip. Set expectations based on previous data points and updated forecasts (probabilistic: Monte Carlo). Direct result: forecasts became more accurate resulting in a more realistic timeline. In Beta, the result of the new app is 50-75%+ less lines of code, easier and faster for developers to add features, and reduced crashes and bugs.

- Jira Analysis Tool: wrote a custom Python-based tool to perform analyses via Jira API. It can calculate and visualize time in progress, estimation accuracy analysis (days per point), generate network graphs of tickets, output per-developer throughput charts, etc. Result has been greater understanding of the relationships between tickets in Jira and using per-developer workload and throughput in forecasting for greater accuracy.

Independent Consulting, Toronto/San Francisco   *Sept 2019 - Oct 2020*
Agile Coach/TPM

- Taught Agile/Scrum/Kanban portion of Software Development Methodologies course, Blockchain Development Program at George Brown College. Visual instruction and hands-on activities resulted in high participation and satisfaction from students.

- Facilitated SDLC coaching for OptyFi (multi-blockchain, multi-protocol DeFi yield strategy tool). Remotely worked with a team of 3-7 engineers plus leadership. After two months, I had established best practices, a product roadmap, and onboarded a new PM.

BlockX Labs, Toronto   *June 2018 - Aug 2019*
Technical Project Manager

- I was brought on as the first TPM to implement Scrum process, translate client requirements and feature requests into user stories, and do technical deep-dives. Within the first two months, had completed our MVP of a mobile client for Radar Relay (a decentralized cryptocurrency exchange) meeting the target launch date. Also developed the BlockX Labs Project Management Framework, which streamlined the entire project lifecycle and cut project setup time in half.

- With Universal Wallet, a mobile and desktop wallet for Polkadot, additionally designed and built interactive product wireframes to provide development teams with a clear understanding of how products should work. In combination with writing improved Acceptance Criteria, the result was a 100% improvement in estimation accuracy, reducing variance in sprint-to-sprint velocity and enabling more accurate forecasting

Telna, Toronto   *Feb 2018 - June 2018*
Infrastructure Engineering Manager

- Was promoted to EM role on the Infrastructure team. Within the first month, reduced work in progress (WIP) by facilitating communication between various teams through co-creating backlog items as well as established team velocity to reasonably estimate team's ability to complete work, resulting in 2x team output. Within three months, I had hired and trained three new team members while building comprehensive onboarding documentation and service catalog.

Telna, Toronto   *2014 – 2018*
Infrastructure & Deployment Architect

- Proposed, planned, managed, and executed migration from self-managed physical servers to private cloud resulting in vastly reduced provisioning time and maintenance effort. This was in combination with implementing redundant, load-balanced web infrastructure, which enabled A/B testing, as well as enabled scaffolded deployments which reduced downtime from around 120 mins/month to zero.

- Tools: developed a custom key management and deployment system complimented by a quick-connect tool which enabled developers to save seconds each time they connected to servers. Wrote custom Python-based sensors to improve our status monitoring system, and designed sensor visualization maps which made it easier and faster for business and support teams to diagnose and fix problems. Developed a web-based shipping portal that automated manual tasks, which scaled up the shipping operation by automating confirmation emails and linked support agents with relevant shipping details. Developed a JavaScript app that displayed customer information within the ZenDesk support interface, saving our agents around 20 seconds each time they accessed a support ticket.

EDUCATION

ScrumMaster Certification   *2018*
agile42

Bachelor of Education   *2011 - 2012*
Ontario Institute for Studies in Education, University of Toronto

Bachelor of Arts   *2004 - 2008*
Faculty of Information and Media Studies, University of Western Ontario