Jude Allred

Fog Creek's first and only CTO, wearer of many hats;
Senior technologist specializing in product incubation;
Servant leader who builds high-leverage teams.

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Ten Years at Fog Creek Software, Intern to CTO

Fog Creek Software, NYC — *Senior Member of Technical Staff*

June 2008 - January 2019

I started as a Software Development Intern in **2008**, working as a full-stack developer on the FogBugz Plugin API, and my work was included in the upcoming FogBugz 8 major release.

Having finished up my Master's degree, I returned to Fog Creek and NYC in **2009**, joining as a Member of Technical Staff. (All Fog Creek engineers held this title, while our roles in the company would vary depending on our immediate focus). My role was that of a full-stack developer working on FogBugz, and I focused on performance tuning and profiling within the application and its ecosystem.

I was able to improve full-text search speed by a factor of over 100, and reduce response times throughout out webapp by at least half. This continued through **2010** and in the summer I served as a mentor for my first class of interns, and repeated this activity each year since.

2011 was when I set out to directly move the needle for our business. I consulted with Patrick McKenzie (@patio11 of HackerNews fame) and dug deep into the customer acquisition funnel of our business-- work that hadn't been done before at Fog Creek. By writing and adding analytics and testing frameworks, cutting out many spurious steps from our customers' journey, and focusing in on user activation metrics, I was able to raise Fog Creek's bottom line by about 20%.

In **2012**, client-side websites were the exciting new thing and frameworks were in their infancy; I joined the FogBugz team in an initiative to convert from a classic ASP.NET MVC style app into a modern backend API coupled with a bespoke client-side webapp. Through this project I came to *really* learn the ropes of JavaScript development and advanced browser hijinks.

Hurricane Sandy struck NYC, and I joined our founders and sysadmins on-site at our FiDi Data Center to form a bucket brigade of diesel fuel from street level up to the rooftop generator. This kept FogBugz online through the duration of the power outage. There's a documentary.

To help with our Sysadmin team's post-Sandy wishlist, through **2013** I joined them as our first DevOps Engineer. This was a fairly intense year with many deep dives into AWS, and I managed to deliver high-availability across our database servers, and a cohesive hurricane-tolerant backup and restore solution for FogBugz.

2014 was a fantastic year. I founded a team, Platform, to address the problems that sat at the intersections of all the other teams at Fog Creek. During this year we shipped many large initiatives, including a cross-product accounting and pricing update (which immediately bumped up our revenue by about 15%), full automation of environment setup and configuration across all our products, killed our in-house DSL

SKILLS

Moving the needle; I seek tasks in an organization that impact its bottom line, build teams around solving them, then automate myself out of the process so I can do it again.

Product incubation; I know how to take an idea from a daydream all the way through incubation and proof, build a team for it, take it to launch, find its market fit and handle its maintenance gracefully.

Team creation and mentorship; I love highly effective engineering teams, and I teach them to focus on solving important problems instead of churning through lists of tasks.

Polyglot programmer and architect; I've written and architected code at every part of the tech stack. My list of known tools won't fit on this page, but by hours spent I'm most deeply into C/C++, C#/.NET, and most recently Javascript/ES6 + React.js. I seek to find and use the best tools for the task.

Wasabi, and built out the architecture for our new Enterprise offering, FogBugz Onsite. I scaled the team up to a peak of 8 people, then went hands off as I transitioned into CTO.

As Fog Creek's first CTO in **2015**, I had to go on a bit of a journey to figure out what it meant to bridge servant leadership with executive technical management. I [gave a talk about my findings at NYC's CTO School](#), and continued on to lead Fog Creek as CTO for the next two years. During this time I updated and overhauled our technical career ladder and salary levelling systems, managed and scaled the Glitch team up from its three founding members to a larger bedrock team, completed the FogBugz Onsite initiative and unlocked millions of dollars in Enterprise sales for Fog Creek, started up a Fog Creek Services wing to help support our new enterprise customers, lead technical hiring, and transitioned FogBugz from our company's main product to our secondary initiative as we refocused on Glitch.

Glitch was growing and gaining traction, and we wanted the product to have a face and a strong voice in the market. At the end of **2016**, we hired in Anil Dash as CEO at Fog Creek, then dissolved our executive team (including myself as CTO) to refocus our expertise in getting our hands dirty in bringing Glitch most strongly to market.

My first half of **2017** was spent leading an initiative to help bootstrap our Glitch community by seeding it with apps and microservices to serve as starting points for or users, as well as to help Fog Creek practice heavy dogfooding of Glitch in order to help guide the product's feature trajectory. I worked to build integrations, microservices, and starter kits for Slack, Google, Github, Twitter, Stripe, a variety of OAuth providers, and FogBugz.

After a brief stopover in St. Louis to attend and speak at Strange Loop 2017, I rejoined the FogBugz team as an interim team lead in order assist them in getting a struggling product launch out the door. Within the next month, we launched Manuscript (an integration-focused rebranding of FogBugz) as a last hurrah for FogBugz, generating buzz and attention in order to help bolster short-term revenues and also to help us better position the product to be sold.

Entering **2018**, I'd shifted back to Glitch and had begun leading the technical architecture for the Glitch Frontend. Within the coming months I partnered with Jenn Schiffer in leading the team and by year-end we had quickly scaled up to 8 members. Along the way, we completed a full conversion of Glitch.com from bespoke jadelet/coffeescript to a modern ES6+ Javascript and React.js frontend running on a node.js backend, shipped the foundational features of the community product (user and project pages, team pages, app collections, featured and curated projects), and [published the codebase to github](#) as an open-source initiative.

On September 25, 2018, Fog Creek Software was officially [renamed to Glitch](#) Inc. Having sold FogBugz(/Manuscript) that summer, we've transitioned away from the bootstrapped product-incubation powerhouse that brought you FogBugz, Stack Overflow, Trello, and Glitch. We're now into a modern tech startup focused on a single product and racing along with every bit of fire and motion we can muster.

It's **2019**, and with thanks for the many hats I learned to wear, many paths I've walked, and many friends I've made, I now strike out to build something new.

University of Colorado at Boulder — BS/MS CompSci

August 2004 - May 2009

Completed a concurrent Bachelor's/Master's degree program in Computer Science with the College of Engineering and Applied Sciences.

I received the **Outstanding Graduate for Service** award, given to one student across entire College of Engineering for outstanding community service and contributions.

Research and Publications

Bachelor's Thesis: *A Recipe for Game Development Assignments in CS2*

Master's Comp. Exam: *No Silver Lecture: Essence and Accidents of Computer Science Education*

ACM SenSys 2007: *SensorFlock: An Airborne Wireless Sensor Network of Micro-Air Vehicles*

Leadership Activities and Achievements

- President, CU Game Developer's Club, 2007 - 2009, Officer since 2006, Member since 2005
    - Functioned as project manager, advisor, and mentor for student game development projects.
- Imagine Cup Software Design Invitational National Finalist 2008 & 2009, Regional Finalist 2007
- University of Colorado Engineering Fellow, 2007 – 2009
- Committee Member of CU Engineering Excellence Fund, helping to manage ~$400,000 in annual student grants, 2006 – 2009
- Chairman, CU Computer Science Undergraduate Advisory Committee, 2006 – 2009
- Treasurer, CU Student Chapter of the ACM, 2006 – 2007
- Lead a programming team to develop an educational gamelet, teaching object-oriented programming logic to students at the U.S. Air Force Academy in Colorado Springs.
- Team ranked 4th out of 52 in 2006 ACM Regional Programming Contest, ranked 1st out of ~15 locally
- University of Hawai`i 2003 Science Fair: Best in Category: Physics

NASA, Atlanta GA— *NASA SHARP Apprentice*

June 2003 - August 2003

Apprenticed under Professor Stephen Ruffin in the field of Computational Fluid Dynamics at Georgia Tech.

Co-authored *Validation of the NASCART-GT Flow Solver*, documenting our experiments with NASCART-GT validated against published airfoil data.