

# Michael L. Welles

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## Overview

Engineering leader with decades of experience building and scaling distributed systems, managing high-performing teams, and shipping complex product features in privacy-sensitive and regulated environments. Proven track record managing managers and developing technical talent while delivering scalable, reliable backend systems. At MediData, increased engineering velocity 2.5× through structured mentorship, process improvements, and operational excellence. Experienced collaborating cross-functionally with Product, Design, and Security to align technical execution with business strategy. Comfortable balancing strategic architecture decisions with hands-on technical leadership and incident response.

## Core Technologies

**Languages & Frameworks:** Python, Rust, Go, Typescript, Swift, Objective-C, Kotlin, Java **\*\*Data & Databases:\*\*** Databricks, Spark, PostgreSQL, DynamoDB, Elasticsearch **\*\*Cloud & Infrastructure:\*\*** Kubernetes, Docker, AWS (SQS/SNS, S3, IAM, VPC, SageMaker), Azure, Terraform **\*\*Reliability & Observability:\*\*** CI/CD, distributed tracing, metrics/logging, SLOs/alerting, incident response **\*\*Async Patterns:\*\*** Message queues, pub/sub, event-driven architecture, concurrency, idempotency, retry/backoff

## Experience

### Consulting Principal Engineer, CubeNexus.ai

*Aug 2025 - Present · Remote*

Advising on technical strategy and architecture for a geospatial intelligence platform with LLM-based querying and 3D visualization. Rebuilt ingestion pipeline to handle multi-terabyte datasets (PySpark, Pandas), added real-time telemetry streaming with event-driven architecture, hardened API backend (Python/FastAPI), and established CI/CD across repositories.

### Principal Engineer, Istari Digital

*Feb 2024 - Jul 2025 · New York, NY*

Istari Digital enables zero-trust digital collaboration for cyber-physical systems, connecting engineering tools (Cameo, CATIA, Nastran, OpenFOAM) to enable the programmatic and AI-assisted automation of digital engineering workflows.

- Led cross-functional team building secure backend registry service (Python, FastAPI, SQLAlchemy, PostgreSQL, Zanzibar, Authzed) and SDK. Partnered with Product and Security to design and ship cryptographically verified asset lineage and DoD-compliant control tagging system that enabled zero-knowledge collaboration and data sovereignty for government and commercial clients.
- Designed database schema for complex asset relationships and metadata, tuned queries for lineage traversal at scale, and managed zero-downtime migrations. Technical architecture balanced security, performance, and reliability across both cloud and on-prem deployments.
- Built comprehensive observability into distributed services with structured logging, metrics, and alerting aligned with SLO targets. Ensured CI/CD validated all compliance requirements on each release, publishing results for ATO submission to minimize approval effort for deployment on secure and classified networks.
- Cryptographic core written in Rust with bindings for Python and WebAssembly, wrapped by Python and TypeScript SDKs for automation agents and frontend. Delivered all major milestones on time and successfully relaunched product.

### Director of Software Development, Raytheon Technologies

*Sep 2021 - Nov 2023 · New York, NY*

Led development of next-generation data platform for Raytheon aerospace applications at Enterprise Data Services (formerly UTC Digital Accelerator). Managed team of 14 developers across three agile projects while supervising onboarding resources and migration support for 40+ teams adopting the new Databricks platform.

- Technical lead for pathfinder initiatives building real-time flight telemetry pipelines for Pratt & Whitney commercial jet engines. Built streaming data platform (Databricks, Spark, Python) processing thousands of engine sensors through fault detection and anomaly detection models, triggering severity-based automated alerts from emergency grounding to routine inspection scheduling.

- Designed ML model training and orchestration pipeline with comprehensive audit trails tracing every output field back to specific code revisions or model versions. Implemented parallel evaluation of multiple models without adding latency using asynchronous patterns and concurrent processing.
- Drove hiring strategy and team scaling, working closely with talent acquisition to attract and assess technical talent. Provided structured feedback, coaching, and career development paths for engineers across all experience levels.
- Led effort to "inner-source" code to address common problems: SDKs for parsing proprietary engine data formats, quickstart kits for Databricks projects, and synthetic data generators. Championed engineering best practices for code review, deployment, incident response, and technical documentation.

## **Head of Technology, Dayforward**

*Jan 2020 - Sep 2021 · New York, NY*

Head of technology and development lead for a life-insurance startup. Led a small team that designed and built the company's algorithmic underwriting and policy-management platform. Built distributed system with Go microservices on Kubernetes, federated GraphQL API, and Vue.js frontend. Collaborated closely with Product, Design, and Business Development to define scope, prioritize work, and ensure end-to-end delivery. Initial development was completed in under ten months, and the platform launched the same day the company received regulatory approval.

## **Director of Software Engineering, UTC Aerospace Systems**

*Feb 2019 - Jan 2020 · Brooklyn, NY*

Managed a team of 17 engineers at the UTC Digital Accelerator in Brooklyn. Oversaw multiple project teams—from IoT sensors and mobile apps for industrial refrigeration to standardized design systems and developer tools. As the frontend engineering director, led efforts to normalize, document and evangelize engineering processes, standards and best practices. Fostered an environment of trust, collaboration, learning, and continuous improvement across teams.

## **Lead Engineer / Chief Technologist, Riverdrop**

*Jan 2018 - Feb 2019 · New York, NY*

Served as chief technologist for an early-stage startup and led a team of three senior engineers to build a specialized product search engine for a specific vertical market.

- Designed and implemented ML-driven ETL pipeline (Python, spaCy, NLTK, scikit-learn) for product identification and NLP-based entity extraction, with image recognition and classification models on AWS SageMaker using OpenCV and scikit-image for preprocessing and color analysis.
- Built asynchronous data flow using AWS SQS/SNS for event-driven processing with DynamoDB for metadata storage, implementing retry logic, dead-letter queues, and idempotency for reliable processing. Developed search API in Go against Elasticsearch indexes and React.js/TypeScript frontend.
- Architected system as cloud-native microservices with discrete transformation steps, each packaged as Docker images and deployed via CI/CD to Kubernetes (built and managed with Terraform). Implemented comprehensive observability with distributed tracing, metrics, and structured logging.

## **Director of Engineering (Mobile), MediData**

*Feb 2017 - Jan 2018 · New York, NY*

Led engineering teams responsible for the Patient Cloud platform, which collects clinical trial data directly from patients and clinicians via mobile devices and wearable sensors.

- Managed products including ePRO (iOS/Android patient outcomes), Patient Cloud (iOS clinician outcomes), AppConnect (native SDK), Sensor Link (wearables platform), and supporting backend. Launched two major mobile initiatives and migrated all native development to Swift and Kotlin.
- Instituted organizational and process improvements that increased average team velocity by 2.5×. Provided coaching, structured feedback, and career development for engineers at all levels through 1:1s, performance reviews, and mentorship programs.

## **Principal Architect / Director of Mobile, Huge**

*May 2013 - Feb 2017 · Brooklyn, NY*

- Led cross-functional team of 20+ iOS, Android, and backend engineers, QA analysts, designers, and product managers. Managed emerging engineering managers, providing mentorship on people management, technical leadership, and career development.
- Instituted engineering guild system for cross-office knowledge sharing and formal sponsorship of guild-proposed R&D initiatives. One guild-led initiative generated a new product proposal that secured a \$5M development contract. Championed continuous learning and technical excellence across the organization.

- Evangelized agile best practices, continuous integration and continuous delivery. Championed innovation through new technology investigations (interior way-finding, Arduino and embedded system prototypes), engineering blog, meetups, and open-source contributions.
- Directed notable client projects including smart Bluetooth audio/video accessories with live streaming and voice commands, companion app for AAA game publisher that scanned players into avatars, and numerous B2B and B2C mobile commerce applications.

## **Manager of Mobile Technology, Consumer Reports**

*Jul 2011 - May 2013 · Yonkers, NY*

Founded mobile applications group and built in-house team for iOS/Android development. Drove hiring strategy to attract technical talent. Developed and launched flagship ratings application and managed external vendors maintaining portfolio of legacy apps.

## **Senior Software Engineer – iTunes Store Video Workflow Group, Apple**

*Mar 2008 - May 2011 · Cupertino, CA*

Senior engineer on a team of five responsible for encoding and assembling all iTunes video media. Owned the encoding toolchain used by the processing cluster, specified deliverable media formats, developed validation test suites, and created reference media for hardware compliance testing. Led two major workflow rewrites for HDTV launch and international video expansion.

## **Senior Software Architect, The New York Times**

*Aug 2007 - Mar 2008 · New York, NY*

Created tools for managing releases and production deployment. Oversaw offshore CMS development.

## **Founder, Partner, Bangstate**

*Jun 1999 - Mar 2008 · New York, NY*

Founded and managed a small five person development consultancy. Oversaw the business and delivered projects for clients including The Associated Press, American Bar Association, Atlantic Records, Forbes Magazine, CIR/SEIU and Time Inc.

## **Education**

### **Bachelor of Arts in History, The University of Chicago**

*Chicago, IL*