



Paul Tomlinson

Seasoned Technology Leadership

I'm a polished, creative technology leader with nearly thirty years of professional experience, fluent in the entire product development and operations chain with deep proficiency in every aspect. I have a proven record of delivering secure, resilient, high-performance, and high-availability applications and services in back-end, front-end, B2B, and B2C environments.

I specialize in bringing complex, abstract projects to life, and am also adept at taking existing reins or turning around underperforming departments. I'm a mature people-manager who leads and mentors with compassion and empathy, striving to enable the success of others, building lasting connections, strong values, and healthy culture.

I navigate uncertainty with optimism and pragmatism, and always look to understand the bigger picture and larger context. I craft insightful and forward-thinking designs, balancing and optimizing for competing concerns such as driving growth while minimizing risk. I am passionate about continuous innovation and improvement: for invention, performance, quality, and learning.

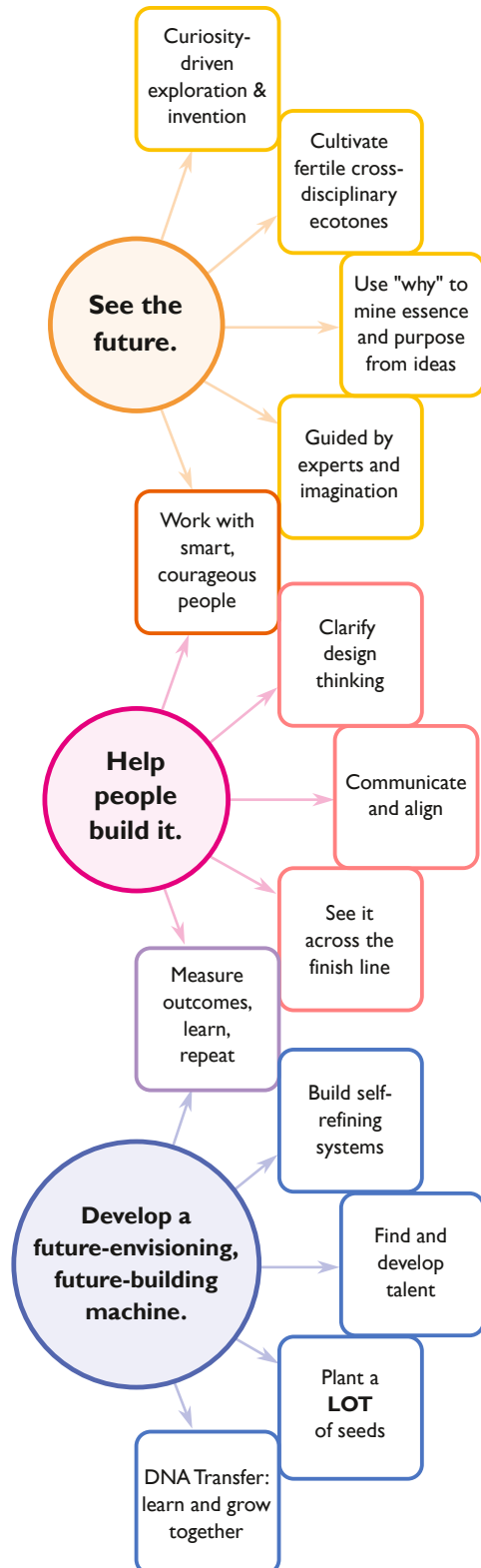
Above all, I delight in helping people elegantly solve difficult challenges, and grow in the process.

A blue ink handwritten signature of Paul L. Tomlinson, written in a cursive style.

Paul L. Tomlinson

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Mural
2022 — 2024
Visual Collaboration Tools
mural.co

“Paul consistently introduces innovative ideas and systems..., pushing boundaries and driving excellence. His dedication to continuous learning and his willingness to share his expertise have been instrumental.”

Ashley Kelly — Owner
GGN Creative Solutions
(Project Partner)

Creative Scientist, New Product Development

Played a senior technical, organizational, and scientific leadership role in the research and development of novel extended-reality applications for remote collaboration. Explored, designed, validated, and architected original products and solutions in a rapidly evolving space, coordinating the efforts of cross-functional teams while overseeing all aspects of an Agile SDLC implementation for mobile application development by diverse, multidisciplinary, globally distributed personnel.

Creation

Designed, built, and conducted thorough quantitative and qualitative research experiments to inform product goals and application concepts.

Architected secure systems integration for cross-device account management, and achieved flawless security, regulatory, and compliance reviews.

Provided internal and external thought leadership, presentation, training, and industry/community outreach as subject matter liaison and evangelist.

Realization

Used neuroscience, user experience research, and co-design to iteratively shape product development.

Recruited and developed talented artists, designers, project managers, and engineers to bring product visions to life.

Coordinated with other senior leadership to mature proof-of-concept solutions into enterprise-grade integrations with existing infrastructure.

Managed all third-party service budgeting, licensing, and procurement.



GRANT STREET GROUP

Grant Street Group

2015 — 2022

Government Finance Solutions

www.grantstreet.com

\$60B+ annual transactions

\$12T Government Securities Auctions

0 Days Down

Strategic & Cultural Engineering

Worked with a team of stellar professionals to inspire a high-performance culture of transparency, respect, and humanity. Connected people with each other and the resources they needed to succeed, and crafted the tools and processes to support them in those efforts.

Conceived, designed, built, and maintained a variety of systems and services for client integration, electronic payment processing, reporting and data warehousing, financial certification, APIs, and back-office operations.

Community

Lead with authenticity, transparency, accountability, ownership, and joy: recognized and honored the humanity of colleagues and clients, created a positive and growth-minded atmosphere, and acted as a catalyst for the success of others.

Attracted, screened, hired, trained, and supported top-tier talent; built and maintained company culture by emphasizing fit and strong working relationships.

Served as ambassador to the OSS community, as sponsor representative and speaker at events and conferences, and through our open-source release pipeline.

Invention

Created and maintained new services, solutions, and product lines. Envisioned, defined, and fulfilled multi-year objectives for department and company roadmaps.

Seamlessly replatformed, migrated, and replaced several components of flagship products using updated technologies, architectures, and services.

Bridged technology and communication gaps between different products and teams, revitalized struggling projects, and generated cohesion around common goals.



Endurance International Group
 2012 — 2015
 Web Hosting & Related Services
www.enduranceinternational.com



Special Projects Development & Operations

Led all aspects of information technology for select EIG properties. Collaborated with other senior leaders and corporate governance to establish technical vision, and oversaw the development, implementation, maintenance, and improvement of related departments, teams, processes, and systems. Provided subject matter expertise as internal mentor and external representative to partners and industry alike. Balanced strategic and operational concerns with a focus on effectiveness, quality, and efficiency.

Execution

Merged an existing business unit with an acquisition to grow and monetize its audience, netting \$1.4 million in the first year with a projected growth of 40% annually in customers and 300%+ in revenue.

Built relationships with 35+ corporate brand entities, integrating services across their platforms and properties.

Established and oversaw PMO, Agile SDLC, QA, and financial integration principles, processes, tools, and supporting materials.

Drive

Counseled business leadership on organizational management, customer engagement, and data-driven decision making.

Revitalized stalled departments, projects, and systems to recover from lagging performance and satisfy objectives with resources on hand.

Promoted values, attitudes, and mindsets through mentoring and coaching to develop a responsive and resilient culture.



DATAMARK

Datamark
2010 — 2012
Education Enrollment
www.datamark.com

“Clear communication, results oriented approach, sensitivity to timelines, and creativity in identifying quality but expedited solutions.”

*Shannon Scheiwiller — Sr. Director
Ambassador Programs
(Datamark Client)*

Director of IT Development

Responsible for the entire Information Technology Software Development and Quality Assurance organizations including full budgeting and P&L, processes, personnel, technical direction, and systems integration. Led the technology division from unpredictability to CMMI level 4 inside of four months, tripling total productivity while mitigating historical risks and migrating culture to a business-driven sense of customer service.

Strategy

Coordinated with CEO and VP of Operations to set technical direction in line with corporate vision for short, mid, and long- term financial and strategic goals.

Worked with discipline leaders to inform capabilities, risks, resources, and timelines for internal initiatives and balance relative priorities for execution.

Continually evaluated emerging trends and communicated distilled analysis and recommendations to the Executive Board.

Growth

Helped to establish and actively participated in the New Solutions Development committee to sponsor, set, and execute company wide technical direction.

Worked with high profile established and potential partners and clients to deliver seamless business exchange.

Launched new business verticals with appropriate blends of proprietary and third-party intellectual property.

Mitigated historical personnel and architectural risks, expanded department by thirty percent, and transformed SDLC to certified Agile methods.



Amazon.com
2008 — 2009
Online Retail
www.amazon.com

“Provided inspired leadership to a high-profile team covering key operations, focused on meeting challenges in an innovative and cost-effective manner.”

*Chetan Deshpande — Technical Program Mgr.
Amazon.com*

Sr. Manager of Software Development

Assumed leadership of Amazon distribution centers' inbound logistics programs during ramp-up to seasonal peak, including physical and software processes and related development and support organizations. Revitalized coordination with all related supply chain divisions including retail, purchasing, vendor management, transportation, labor management, and warehouse operations, in order to see cross-department projects through completion without disrupting ongoing operations.

Ownership

Responsible for the management and accounting processes of inbound freight at more than forty distribution centers world-wide, comprising 300+ personnel and a \$70 million operating budget.

Direct control of key systems handling tens of millions of inventory transactions daily in a distributed, redundant, fault-tolerant and high-availability environment.

Ultimately accountable for the health and efficacy of the division in meeting corporate objectives including P&L, productivity, and quality.

Vision

Established a three year vision and implementation plan for inbound systems, for dramatic increases in productivity and quality and several million dollars in savings.

Vetted corporate objectives and overlapping department projects for financial justification and stack ranking in accordance with the prevailing direction.

Cultivated training opportunities and trade association exposure for the team to share and develop best-in-industry solutions.



Director of Software Development

Led Overstock.com's retail ERP software development division in the transition from startup (\$238 million/yr) to Enterprise (\$806 million/yr), out of a situation of perpetual crisis management and into an architectural position capable of sustaining multiple years of 100%+ growth.

Overstock.com
2003 — 2006
Online Discount Retail
www.overstock.com

“His knowledge and helpfulness served as a valued resource; it was a pleasure working with him.”

*Jim Abbot — Sr. IT Project Mgr.
Overstock.com*

Performance

Achieved the smoothest running, most profitable Q4 in company history resulting in an all-time high share price and beating earnings estimates by fifty percent.

Increased project completion throughput nearly ten fold through flexible team structures and matured software development lifecycle.

Dropped on-call alerts to Network Operations and Database Administrators over eighty percent by enhancing code efficiency and stability.

Refactored database and systems integration touchpoints to cut large data processing times by more than half.

Leadership

Screened, interviewed, recruited and trained software development staff, successfully quadrupling in-house talent without slowing active projects.

Lowered effective training curve for new engineers over ninety percent through managed risk assignments.

Directed multiple outsource contracts on a combination of development, maintenance, and documentation undertakings to reduce demands on local staff.



United Health Group
2007 — 2008
Insurance and Healthcare
www.unitedhealthgroup.com

Special emphasis on regulatory compliance, financial management, and cooperation with external partners.

Software Development Manager

Took control of an existing development group, managing day-to-day execution of software engineering and support activities in line with corporate standards and long-term department and individual goals. Salvaged ailing offshore relationships and established a record of accurate project estimation and quality delivery.

Maturity

Participated in process design reviews to implement and improve complete SDLC and Project Management controls.

Integrated acquired businesses and resources with corporate processes and standards for regulatory compliance (HIPAA) and quality.

Reviewed requirements and tailored best practices and architectures to realistically improve application performance and reliability.

Oversaw department budget and staffing based on business needs analysis and forecasts.

Implementation

Gathered and approved requirements, created project phases and schedules, and tracked and reported progress to customer, business, and executive representatives.

Managed activities of direct reports and offshore teams to meet project requirements and timelines.

Conducted performance reviews and compensation administration including hiring, meritorious recognition, and corrective action.



Principal Engineer

Architected and developed high-volume enterprise analytics solutions, provided legacy system maintenance, and saw new projects through the full SDLC as a senior contributing architect and developer.

United Online
2006 — 2007
Internet Based Services
www.untd.com

“Paul is a brilliant chap, his insight into both technical and managerial matters has proven thoughtful and helpful.”

*Joseph Hall — QA Engineer
United Online*

Expertise

Quickly came up to speed on eight years worth of legacy code base in an Open Source heavy environment.

Designed and developed a SOX-compliant log analytics platform utilizing self-assembling cluster and plug-in architectures capable of handling 200 million+ records daily on simple commodity hardware.

Courted relationships with third-parties, evaluated products for viability, reviewed agreements with vendors, and deployed arrangements in high-volume environments.

Matured email marketing initiatives including VERP implementation, ISP sender certification and scoring, data analysis, and disparate systems integration increasing deliverability by over forty percent.

Contribution

Supported and extended a legacy code stack responsible for actively serving over eight million websites.

Delivered several high-visibility new development projects both independently and cooperatively across departments.

Mentored and trained other developers in code competency, SDLC intricacies, and data management best practices.

Executive Summary

Highly respected Technology Executive with a proven ability to build and manage effective cultures and strong teams. Success in defining and implementing policies, controls, architectures, and in leading and delivering critical projects across departments and stakeholders: meeting complex challenges with elegant, pragmatic solutions.

Mural	2022–2024
Grant Street Group	2015–2022
Endurance International Group	2012–2015
Datamark	2010–2012
Amazon	2008–2009
United Health Group	2007–2008
United Online	2006–2007
Overstock.com	2003–2006
<i>Dot-com Crunch:</i>	
ChiroElite (IT Team Lead)	2002–2003
Atmedica USA (Sr. Developer)	2001–2002
iLumin Corporation (QA Lab Manager)	2001
Metastorm, Inc. (Sr. Developer)	2000–2001
ErgoWeb (Developer)	1999–2000
Independent Contracting (hardware & software)	1995–1999

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