

Judson Neer

jud.neer@gmail.com | +1 937-902-7765 | San Diego, California, USA | he/him

[linkedin.com/in/judsonneer](https://www.linkedin.com/in/judsonneer) | github.com/lordjabez | makingofthings.com

Executive Summary

Technologist building systems and organizations that promote human flourishing. Public sector leader for 25 years selling and delivering policy-forward solutions for diverse government agencies including defense, elections, unemployment, wage and hour enforcement, and workforce development. Experienced generalist across sales, product management, software engineering, cloud architecture, artificial intelligence, and technical leadership. Familiar with government procurement and complex buying cycles.

Writer on the intersection of technology and humanity at [Making of Things](https://makingofthings.com). Developer of numerous open source thingamabobs on [GitHub](https://github.com), some with the assistance of Claude Code. Avid runner, amateur musician, and owner of every iteration of the Raspberry Pi.

Career Experience

Senior Industry Principal, Infosys Public Services

October 2025 – Present

- Created a new outcome-focused business vertical whose charter is to help US federal, state, and local governments achieve their workforce modernization policy goals, both for internal agency staff and the general public
- Invented novel uses of LLMs such as Claude and Gemini to safely enhance government operations and service delivery, maximize staff effectiveness, reduce cost, and ultimately improve constituent lives
- Developed a \$50M sales pipeline through customer-facing relationship-building alongside account executives, prototype development, thought leadership, and technical RFP response writing
- Piloted an agentic AI teaming model that accelerated business value, streamlined communication, automated customer requirements refinement and code writing, built repeatable patterns for future projects, and doubled project profitability

Chief Technology Officer, Research Improving People's Lives

April 2023 – October 2025

- Led ideation, selling, and building of solutions for a public sector non-profit that helped government agencies achieve their policy objectives in domains such as workforce development, wage and hour, unemployment, and public safety
- Secured \$17.1M of revenue (\$3.2M in philanthropic grants, \$3.0M in partner support funding, and \$10.9M in government contracts) through relationship-building with C-suite level policy and IT stakeholders, technical proposal writing, and implementation of demonstrable prototypes
- Designed and deployed an innovative Generative AI system for natural language querying and automated visualization of workforce data, joining platform data lake sources with Bureau of Labor Statistics datasets to provide outcome reporting directly to the governor's office
- Supported ML-based jobseeker/employer matching algorithm development, contributing to feature engineering, vector store architecture selection, and building an automated evaluation framework using large language models
- Built an application suite implementing a governor's strategic workforce initiative, serving 2M constituents; designed system architecture for unemployment insurance applications including an automated work-search tracking tool in Amazon Connect and an API wrapper for the mainframe system of record
- Championed using build partners for cross-organizational pursuit of new opportunities and elastic scaling up to 3x of capacity; developed relationships across diverse vendors such as large ISVs, cloud providers, and small development shops
- Launched initiatives using cloud-based data analytics tools, artificial intelligence, and verifiable digital credentials; presented these solutions in public and private fora to build company reputation
- Drove engineering excellence by developing a robust hiring process, establishing estimation and project cost tracking frameworks, improving CI/CD approaches (achieving full deployment automation), leading company-wide certification and training initiatives, and mentoring technical and sales staff

Delivery Practice Manager, Amazon Web Services

April 2019 – April 2023

- Led a professional services team of solutions architects and software engineers that built transformative solutions for US-based education and state & local government customers, assigning resources and balancing competing priorities across engagements, and owning P&L for the practice
- Scaled the delivery organization from 8 to 40 people, mentoring both individual contributors and front-line managers, and participating in recruiting and DEI efforts within the group
- Collaborated with executive sales teams to book and then deliver several multi-million-dollar projects in areas such as unemployment insurance, elections, health care, and online learning
- Designed a cloud-based batch process architecture to insulate an aging AS/400 system from 20x the typical user load due to the COVID-19 pandemic, and implemented both a serverless web application (on AWS Lambda) and automated phone system (on Amazon Connect) to collect claimant information; launched minimum viable product in 10 days, ahead of governor's emergency timeline, increasing throughput a hundred-fold and clearing the agency's payment backlog
- Sold and led an \$11M state government modernization through design conversations with executive stakeholders, translation to technical requirements, and cross-functional team implementation and deployment
- Interviewed 180 candidates for both technical and non-technical roles across Amazon; was primary decision maker as a Bar Raiser in 60 of them, and mentored 6 others through the Bar Raiser training program
- Developed, documented, and drove adoption of a suite of internal automation tools used by dozens of teams Amazon-wide, saving the company over \$10M annually
- Published both internal and public-facing software packages and other technical artifacts (see GitHub for details)

Director of Engineering, Everyone Counts

January 2014 – February 2019

- Provided engineering leadership for a 25-person startup, regularly applying Conway's Law so the resultant products had the desired technical architecture, and promoting cloud-first CI/CD methodologies
- Hired and led a 6-person team that designed, deployed, and operated an online voting system using modern cryptographic techniques, scalable to 10M+ voters with multi-zone deployments; system achieved 99.998% uptime during 18 months of operation and was used for the largest online election in the United States as of September 2017
- Performed trade-off analysis then rearchitected and gradually rewrote a legacy platform through a strangler pattern migration to a multi-zone cloud-based Kubernetes cluster deployed using Terraform and a distributed database that mimicked typical election process for ballot submission, increasing system throughput by an order of magnitude
- Implemented a cryptographic process for ensuring vote privacy, secrecy, and integrity that was trusted to host an election of board members for a \$500 billion pension fund
- Built a zero-downtime deployment system using Jenkins and Chef that pushed updates and ran integration tests across 20+ on-premises locations, reducing turnaround time from hours to seconds; process was used on election day to fix a critical bug without disruption
- Designed and sold a state government on a multi-year rewrite project based on a consolidation in AWS GovCloud while maintaining each jurisdiction's individual business rules, then hired the cross-functional team to implement and deploy it
- Migrated a legacy voter registration web application to open-source operating systems and databases, saving \$100,000 annually in software licenses
- Served the election industry by participating in the NIST Cybersecurity and Interoperability groups, and by chairing the DHS Election Infrastructure Sector Coordinating Council's Cybersecurity Working Group
- Spearheaded company-wide security initiatives such as LastPass and YubiKey adoption workshops to build a culture of transparency, integrity, and customer success
- Guided the engineering team (and the company as a whole) through a stressful and prolonged acquisition, with no voluntary resignations during the process

Senior Software Engineer, Northrop Grumman

June 2001 – January 2014

- Invented a technique for generating real-time flight path updates optimized for changing mission constraints (e.g. aircraft performance, flight time, threat envelopes, weather), which won an internal Strategic Intellectual Property Award
- Built a web-based communication planning tool for ground and airborne radios, which allowed warfighters in Operation Enduring Freedom to maximize comm-link effectiveness while minimizing risks to mission success
- Developed a moving map display for displaying terrain, navigation aids, threats, and other tactical information that was installed on the AC-130 gunship, enabling life-saving real-time information sharing between forward-deployed forces
- Designed and implemented generic HTTP REST APIs and a common Android user interface for multiple heterogeneous radio systems, which increased operator efficiency and reduced setup errors during the stress of combat
- Championed a CI/CD process for test lab software installation that reduced the build/test/deploy cycle from multiple hours to less than one minute, balancing the requirements across 3 teams and roughly 30 engineers

Independent Entrepreneurship

Solutions Architect, KNOWiNK

February 2019 – April 2019

- Led the AWS GovCloud deployment of a statewide voter registration platform, advising on tradeoffs between regions and optimizing for security, availability, performance, and cost
- Implemented a complete CI/CD pipeline using infrastructure-as-code and scalable compute
- Collaborated with outside security teams at the Department of Homeland Security to ensure monitoring and compliance requirements were met

Co-Founder, Boxmaeker

September 2016 – April 2019

- Built an IoT device communicating with a variety of weighing scale brands, publishing measurements over Internet of Things protocols; used cloud infrastructure for data collection, status monitoring, and OTA software updates
- Developed a mobile B2B app for a third-party supplier, generating \$1.3M in sales as of 2026
- Sold the solution to a scale manufacturer for integration into their marquee product line

Selected Writings

- [Put Aside The Ranger](#): One of my favorite pieces, it's advice I share regularly with engineers who aspire to or are stepping into technical team leadership
- [Know Thyself](#): I wanted to learn more about embeddings and clustering techniques, so I used them to analyze my blog posts and wrote about the process
- [Light From Light](#): The first in a series exploring creative collaboration with artificial intelligence, drawing on Tolkien's idea of sub-creation as a metaphor for AI bearing the image of humans via training data
- [Unfunded Mandates](#): My take on the bottleneck that is human review of AI-generated content, specifically a rule-of-thumb for the human producer to not ask more of a reviewer than they ask of themselves

Skills and Competencies

- **AI/ML**: Anthropic Claude, Amazon Bedrock, Google Gemini, Microsoft Azure AI, Agentic Workflows, MCP, RAG
- **Coding**: Python, Node.js, JavaScript, TypeScript, Java, C, C++, C#, .NET, Perl, Bash, LaTeX
- **Infrastructure**: AWS, GCP, GovCloud, Networking, Docker, Kubernetes, Helm, Terraform, CDK, Linux, MacOS
- **Data**: MySQL, PostgreSQL, MongoDB, Cassandra, Elasticsearch, BigQuery, Pandas, NumPy, Data Lakes
- **Tools**: GitHub, Monday, Jira, Confluence, Excalidraw, Draw.io, Markdown, Microsoft Office, Google Workspace
- **Standards**: NIST 800-53, FedRAMP, HIPAA, OWASP, Section 508, WCAG
- **People**: Pre-Sales, Management, Interviewing, Remote Collaboration, Public Speaking, Classroom Teaching

Professional Certifications

- **Anthropic:** Claude Certified Architect Foundations, Claude Certified Associate Foundations, Claude Certified Developer Foundations, Claude Certified Architect Professional
- **Amazon Web Services:** Generative AI Developer Professional, DevOps Engineer Professional, Solutions Architect Professional, Data Engineer Associate, Machine Learning Engineer Associate, Security Specialty, Database Specialty, Advanced Networking Specialty
- **Google Cloud:** Professional Cloud Architect, Associate Cloud Engineer, Generative AI Leader, Pre-sales Technical Expert (Application Modernization, AI/ML, Data Analytics, Database Engineer, Networking, Infrastructure Modernization, Security, Workspace)
- **Microsoft Azure:** Azure AI Engineer Associate, Azure AI Fundamentals, Azure Fundamentals

Formal Education

- **Aspen Policy Academy,** Tech Executive Leadership Initiative, Medicaid Service Delivery (2026)
- **Stanford Online,** Ethics, Technology, and Public Policy for Practitioners (2023)
- **San Diego State University,** Advanced Certificate, Web and Mobile Applications Development (2013)
- **Northrop Grumman Corporation,** Emerging Leaders Program (2010)
- **Cedarville University,** Bachelor of Science, Computer Science and Mathematics (2001)