

Daniel Norman

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I build databases, decision tools, and operational systems where the hard part is knowing what must stay true.

FULL HISTORY

Government-notice understanding

2026

CLIENT WORK · SHIPPED

Two-phase LLM pipeline resolving scanned government notices against a 45,000-entity ontology, then extracting fields. The model proposes; deterministic code decides. Production in ten weeks.

Warehouse-robotics simulator

2026–now

CLIENT WORK · ACTIVE

Discrete-event simulator validating robotic warehouse designs for a major international automation company. 2.1M events per 8-hour shift, deterministic; kinematic safe-interval path planning; GPU replay visualizer.

- 2.1M discrete events per simulated 8-hour warehouse shift, run-to-run deterministic (client engagement, 2026-07)

Field-service platform

2026

CLIENT WORK · SHIPPED

One Rust core compiled to web, native mobile, and server for a multi-market service operator — recurring schedules, and a from-scratch route optimizer sequencing 200 stops in under a second. Foundation built solo; the client team carried it to release.

Acquisition technical diligence

2025

CLIENT WORK · SHIPPED

Reverse-engineered a customer-data platform from 84 repositories and 2M lines with no vendor docs; scripted static-analysis pipeline; scored red/yellow-flag report to the acquirer.

- 2M lines of code audited across 84 repositories for one acquisition diligence (client engagement, 2025-12)

Ankurah

2024–now

OPEN SOURCE · ACTIVE

Offline-first reactive database in Rust: one model definition compiles to server, browser (WASM), and mobile; live queries, per-field merge, pluggable storage. 29 crates, ~73k lines, 925 tests.

- 233k all-time downloads across the ankurah crate family — ankurah, ankql, and friends (crates.io, 2026-08)

documentation: ankurah.org · source: github.com/ankurah/ankurah · crates.io: crates.io/crates/ankurah

Edvo — co-founder & CTO

2021–23

ROLE · ENDED

Spatial personal database and collaborative browser: web pages, notes, and references in conceptual proximity on an infinite canvas.

Mindbeam / mindbase

2020–22

RESEARCH · ARCHIVED

R&D on distributed hypergraph databases and knowledge representation — “a database for convergent intersubjectivity.”

mindbase source: github.com/mindbeam/mindbase

Entrepreneur in Residence — PIF.vc

2020–23

ROLE · SHIPPED

Technical due diligence across a venture portfolio: product architecture, scalability, engineering review, and vetting of physics-based claims.

- The 7 Tiers of Sensemaking** 2019
WRITING · SHIPPED
Six hundred years of information technology, and a seven-tier model of how shared understanding degrades at scale.
- CoC generator — a retrospective** 2017
WRITING · ARCHIVED
I built a Code of Conduct generator in 2017. What would I cut today? The retired artifact, annotated honestly.
- HPTS gong show — unbase** 2017
TALK · SHIPPED
Five minutes at the invitation-only High Performance Transaction Systems workshop. Slides on SlideShare.
- Rust San Diego — co-organizer** 2016–now
COMMUNITY · ACTIVE
551 members, 116 events and counting, monthly for nearly a decade.
- “Stop Making Dave Look Like an Asshole”** 2015
WRITING · SHIPPED
Causal consistency taught through out-of-order office memos — then re-run between Earth and Mars.
- unbase** 2015–18
RESEARCH · ARCHIVED
Distributed-database research: strong causal consistency, coordination-free, peer-to-peer in the browser. Presented at HPTS and Asilomar, 2017.
unba.se: unba.se · source: github.com/dnorman/unbase
- RetailOps — co-founder & CTO** 2011–19, 2023
ROLE · EXITED
Ground-up retail ERP: catalog, inventory, orders, pick-pack-ship, multi-facility routing. >\$1B GMV transacted. Successful exit via acquisition, 2023.
— >\$1B gross merchandise value transacted on the ERP platform I co-founded (RetailOps, 2023)
SCAMP protocol: github.com/gudtech/scamp
- DrJays.com — lead architect** 2004–11
ROLE · SHIPPED
Custom ERP, storefront, and multi-facility fulfillment enabling \$90M/yr gross order volume and 200k sq ft of warehouse.
- Mp3.com / Vivendi** 2000–04
ROLE · SHIPPED
World-scale media management and transcoding. Last engineer standing of a staff of 100+.
Client work is described without naming the client or the end customer.