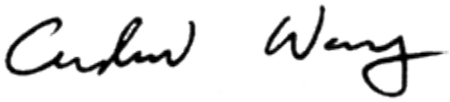
July 12, 2017

RE: Proposal for Preparing a Business Case for Developing a Highly Accessible, Open Source Voting System.

To whom it may concern:

We appreciate the opportunity to respond to this RFP. Attached is our response to the RFP and the requisite CMD forms. Please feel free to call me at 415.541.9020 or contact me via email at ajw@ajwi.com. We are a local minority owned small business with some unique skill sets. We believe we are well suited for this particular rfp. Let us know if we can clarify anything or if there are any follow up questions for us.

Sincerely,



Andrew Wong

President, AJW Inc.

Executive Summary

Andrew J Wong Inc. (AJW Inc.) has been in business in San Francisco (a Local Business Enterprise) for almost 20 years. We have been in the service of the City and County of San Francisco for that whole time having served many of the City and County Departments during these years. We also do work all over California and a few other states.

We bring unique expertise combining software planning and implementation, deep experience working with San Francisco (and other municipalities) voter rolls, extensive work in the non-profit voter engagement area, and strong experience with elections. Our first work with voter rolls from SF was in 1992 when we began by buying 18 inch magnetic tapes downloading them to an Iomega zip drive and then manipulating them on Apple's first Mac desktop computers using Filemaker Pro.

In our work as software developers we have had to document all aspects of the development process including functional specifications, work flow, business rules, mock ups, hardware specifications, security protocols, and QA testing. In each project we have had to identify costs and set project plan schedules. On staff we have a PMI certified specialist who will be part of the team for this project as well as team members familiar with some of the Administrative entities that will need to be part of the system authorization process. We are also currently working with a team that is building an open source solution for voter tracking to serve non-profits at low cost or for free. On staff with AJWI we also have a former employee of the SF Registrar's office who can be invaluable in making sure we are addressing the specific needs of this municipality.

As system designers and documentation staff we have planned systems for statewide initiatives such as First 5 California, municipal systems comparable to this one for the Office of Economic and Workforce Development, and systems with a high level of security requirements such an integrated data system (IDS) for the Mental Health Department, Human Services Agency, Juvenile Probation, and SF Unified School District. In this process we have become very familiar with the security protocols and documentation that is used to meet HIPAA requirements. This is a format that has already been created and should be reviewed for this project as well. These kinds of experience should help you meet your very condensed timeline.

Also, because we are working on a project with a grantee of the Rosenberg Foundation on an open source software package for voter tracking we are already in discussions around IP ownership options that will drive continued open source guides on future development to this package.

Lastly but most importantly, our non-profit experience has put us in touch with the Secretary of State's office on IT approval protocols linked to work we were researching for the county of Los Angeles. We have also met with Director Dean Logan around their work to create an open source system. At the time we were proposing mobile application extensions to the systems they were proposing. Our experience has also put us in touch with many of the non-profits involved with FOCE (Future of California Elections). We expect this to be a plus because it will be easy for us to gain feedback from our communities on how to best develop an open source solution that meets public interests.

As for our project plan, we suggest breaking down the work into these 8 areas of work with deliverables attached to each. We believe the documentation created out of this work plan will be sufficient for you to get a strong handle on the feasibility of building out an open source system. At the very least we can create a pathway with clear associated risks that you can judge for yourselves.

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E.1 Collect and review of third party research on open source systems
E.2 Meetings and facilitation to collect specifications
E.3 Project Planning/Feasibility Documentation
E.4 Risk Assessments
E.5 Review of industry landscape (including European companies who are years ahead)
E.6 IP and Administrative Approval Research
E.7 Cost Analysis
E.8 Cost Reduction Research

AJW Inc. is proposing this project plan as a Prime Contractor with no joint venture attached. We are a Small LBE and would meet the contracting goals completely.

Our key staff includes the following people with key expertise:
Jeannine Schumm, PMP – As a project manager professional she will be on top of the software specifications.

Vinay Patel, IT manager – As our IT manager he can address all hardware and security needs.

Andrew Wong, Legal and Administrative – As both a software designer and a non-profit leader in voter engagement work he has specialized expertise in legal, intellectual property, and administrative authorization issues.

AJW Inc. is also a Master Services Contractor for the county of Los Angeles. In this capacity and because of past non-profit work we have engaged in conversations with the County Registrar's office around their feasibility studies on open source systems referenced in your RFP materials. I believe this will be a critical connection to make in order to reduce the work of this project by using existing documentation to inform San Francisco.

One possible conflict that I hope will be seen as an asset is that Andrew Wong, the Principal for AJWI, is active politically. He also leads an organization named PowerPAC.org. The work of PowerPAC.org is to support candidates of color and promote civic engagement of voters of color. We have a deeper explanation in the Disclosure section. Because of our political work we have developed a broad set of relationships that other organizations will not have including interaction with the Secretary of State's office. We have had previous meetings with them to discuss the hurdles that must be overcome by creating a new voting system. This included both technical conversations and issues of State and Federal authorization. PowerPAC.org generally does not get active in San Francisco politics but in the past has done support work for Supervisor Norman Yee and some propositions. On our board sits Roberta Achtenberg (former Supervisor) and Steve Phillips (former School Board member).

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Project Plan

In reviewing the scope of work we have broken down the work into the following 8 categories. Based on these components we expect to deliver a completed feasibility study by January 18th, 2018 addressing all scope items you have outlined. Our past experience in California election policies, connections with Los Angeles and familiarity with the Secretary of State's office, our experience in documenting software development, and more are all deep assets we can bring to this project.

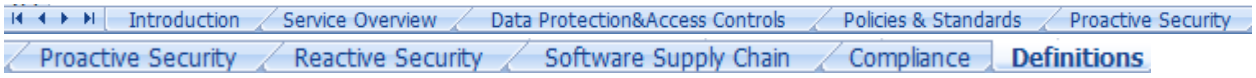
Here is a detailed description of each of these work areas and their deliverables.

E.1 Collect and review of third party research on open source systems
E.2 Meetings and facilitation to collect specifications
E.3 Project Planning/Feasibility Documentation
E.4 Risk Assessments
E.5 Review of industry landscape (including European companies who are years ahead)
E.6 IP and Administrative Approval Research
E.7 Cost Analysis
E.8 Cost Reduction Research

E.1 Collect and review of third party research on open source systems

There is plenty of existing research from County of Los Angeles, to the Open Source Election Technology Foundation, to foreign developers who have software solutions already in production. We hope to gather a strong set of existing reports that will shorten the time to deliverables for this project. In addition it would be smart to collect everything the SOS' office has done and any relevant guidelines from US EAC, NIST, and the TGDC committees on open source work. These materials may address many of the software requirements you may have. Research will also include building on all the interest that both the LA RFI and response to Houston's SOI generates.

In addition it would make sense to collect many of the guidelines in place for the City and County of San Francisco (CCSF) departments on hardware security and policies. Because of HIPAA requirements we have found healthcare to be one of the most comprehensive. We suggest taking a look at their "DPH Vendor Evaluation form" V3. It is an excel sheet that asks many of the same questions you will need to ask to secure your software system.



In addition, the Secretary of State and federal guidelines should help in nailing down requirements and protocols needed to get Administrative approval for an open source system.

You probably have already seen Los Angeles' latest news (http://vsap.lavote.net/2017/03/31/revolutionizing-the-voting-system/) that shows they have already developed a prototype. They also have outlined a public domain IP strategy.

> *The County purposely made the engineering specifications, intellectual property and functional prototypes to be nonproprietary and remain in the public domain, so that*

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other jurisdictions can take advantage of the data for upgrading their own voting systems.

http://vsap.lavote.net/2017/03/31/revolutionizing-the-voting-system/

In their news they look to launch by 2020. It would seem that partnering with LA County could save much of the time need to do the feasibility study.

Deliverables:

1. Report summarizing third party research
2. Excerpts from Los Angeles and Travis county materials that can serve CCSF purposes
3. Excerpts from state and federal guidelines relevant to decision points needed to be made by CCSF in preparation for Administrative Authorization.

E.2 Meetings and facilitation to collect specifications

Once the third party review has been done then it will be important to get a comprehensive view of the needs and requirements of SF Department of Elections staff. We will organize staff into focus groups that can be separated by function. Each group will be given an agenda, reference material drawn from the third party research will be provided for prep, and a format for specifications (hardware, software, admin. approval) to use to draw feedback from each grouping.

Andrew Wong will facilitate these meetings with Jeannine and Vinay providing expert direction and specific background in these discussions. To be successful in these discussions staff will need to be engaged and prepared. We are hoping that you have picked this specific window of time because there are not as many elections happening right now in SF. However if this is still too much of a burden then we do ask for a specific set of people who will be dedicated to reviewing the material we produce and giving timely feedback either through meetings or written. However, we would prefer a set of meetings. We hope to have two for both the software and hardware sessions and one for administrative.

For software we will have a first meeting focused on Vision and Scope as well as key requirements. Prior to the first meeting our third party research will give us information to build an initial requirements document that can help focus the conversation. The first meeting will likely spark thought amongst your staff and we will likely need to follow up with another meeting to draw out people's ideas more once they have had time to think about the requirements.

For hardware we will follow the same pattern. However, with the LA prototype out we may be able to put together at least one clear example of how such a solution can be supported. As with software we hope to have a focused meeting to introduce the topics of concern and spark conversation. We then follow with another meeting to draw out opinions once everyone has had time to think about it.

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We will also make requests to set up meeting with LA to go over these issues as much as possible. They may have suggestions of vendors to meet with who have participated in their Voting Systems Assessment Project (VASP) which, again, may help shorten time for your work in San Francisco. A video conference request should be requested with Travis County and a face to face with the OSET Institute to expand the specification research. From these conference calls we obtain written documentation from each regarding key specifications.

Deliverables:

1. Documenting software specifications specific to CCSF.
2. Documenting hardware specifications specific to CCSF.
3. Listing of additional vendor and third party specifications to be merged with CCSF specific specifications.

E.3 Project Planning/Feasibility Documentation

It would seem that Los Angeles and Travis County have done a lot of the heavy lifting. What is needed in SF will be to address specific needs here. Some you have identified such as Rank Choice Voting (RCV). Others may be opportunities that include building a Public-Private partnership that could be unique to the San Francisco Bay Area. By looking to players such as Facebook or Google there may be opportunities to circumvent some of the hurdles faced in Los Angeles such as funding and strong local tech partners.

Google founder Erich Schmidt has already invested millions in data analytics partly focused on voter data, the Civis project. The OSET Institute touts a stellar advisory board that could be engaged in this work as well. These are all unique opportunities in the Bay Area.

As part of our feasibility work we do plan to produce the traditional documentation much of which may have been done already in LA or Travis County. But to enumerate we believe you will need to have some form of the following developed to address the feasibility issues.

- Vision and Scope document outlining the high level issues
- Use Cases to inform the developers what the user experience needs to be
- Work Flow to address both voter work flow and internal department work flow
- Business Rules that help to maintain data integrity
- Software Requirements that are comprehensive and address the access requirements, language requirements, and unique functions such as RCV.
- Hardware Requirements that address state and federal guidelines
- Security including how to address workflow support such as moving precincts, moving polling places, and all the physical security that must support the legal mandates around voting. This includes early voting issues and same day registration issues.

As to developing a system in components using agile protocols is possible in the pre-production development period. Once you go to production it is unlikely that any of the basic requirements documented can be pushed back to a later phase of development. There are some optional design choices and component improvements that could be pushed off to later phases such as the type of touch screen tech to be used or limitations on places chosen for polling location based on network security considerations. In reality almost all key functions such as ADA access and language support will

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need to be ready by first public launch. AJWI uses a hybrid of agile and waterfall development protocols. We believe this hybrid in the pre-production period can lend itself to component development. Then post production you will have the opportunity to improve components without having to redesign the whole system.

The most critical non-tech challenge will be State and Federal authorization protocols. Though you have talked primarily about state requirements, last we discussed this issue with the SOS' office there were also federal issues that had to be addressed. The current situation may be different but at the time the federal process could take up to a year to address. Under a new Administration this may be a continuing problem. We can get the scoop through allies in DC that we at AJWI can engage quickly.

Lastly, assessing feasibility will demand some standardization in the market place. It will be unwise to launch a system that is unique to SF. This would require full cost of ownership of this system whether it is open source or not. Collaboration on the basic pieces with Los Angeles, Travis County, and even international players will go a long way to building the community you need to support this type of solution. Again we have unique opportunities in San Francisco where you can connect with Kapor Capital to look at models such as the Mozilla Foundation and how they were successful in establishing a stable financial model for open source sustainable with a community of developers around it.

We believe all these elements will need to go into a planning document. Los Angeles and Travis County may have done some great work on software and hardware specifications but San Francisco may take a huge leap on administration and financial sustainability to add to existing research.

Deliverables:

1. Set of standard software documentation as outlined above.
2. Document breaking down component development using agile and waterfall processes in pre-production development.
3. Pathway document with proposed time line for Administrative Authorization. This should also cover the pathway in case of modifications.

E.4 Risk Assessments

We believe there are two main challenges and areas of risk that face a new election system. The first is state and federal authorization. The second will be sustainability and post development phase issues. This later risk area includes the issue of determining the right IP protections.

Out of work on E.3 we will have a pathway document showing the steps towards Administrative Authorization from State and if necessary Federal agencies. We will identify key risk points and factors in this pathway. These may include but are not limited to:

- Changes in the law.
- Changes in Administration or staffing of key agencies.
- Authorization or denial of other systems being submitted to the SOS.
- Missed deadlines based on problems on the development side.
- Issues based on disagreements over process between CA State agencies and Federal agencies.
- Changes in CCSF Administration or staffing.
- Modifications to the system.
- Additional items to be determined.

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The second major risk area will be matching the right IP ownership and licensing guidelines to fit the decided upon business model for the recommended solution. If CCSF opts to take full ownership of the software then that will define the right IP protections. If the software is to be owned by a third party non-profit entity then that may define a different set of IP protections. Key risks to research are:

- What is enforceable?
- How does the decided upon IP protections fit the business model?
- If CCSF is a key funder of the development of the software will CCSF be liable for any problems that arise in SF or any other jurisdiction that uses the software? Regardless of the chosen open source IP protections.

Finally whatever business model is chosen as the most feasible that will determine some of the other areas of risk.

- Depending on business model is CCSF responsible for maintenance and maintenance costs?
- Depending on the business model will CCSF be responsible for cost overruns or is that the responsibility of a third party non-profit or some other kind of consortium with other jurisdictions.
- Making sure there is a clear hardware specification that takes into account software compatibility issues.
- Common software risk factors such as maintaining data integrity and security.
- Liability risks based on how security and privacy issues are addressed such as audit trails and legal rights of the voter or front line user.

Deliverables:

1. Document outlining the breakdown of risk factors associated with Administrative Authorization.
2. Document outlining the breakdown of risk factors associated with IP ownership.
3. Document outlining the breakdown of pre and post production software risk factors. This includes both project based risk factories and liability issues.

E.5 Review of industry landscape (including European companies who may be years ahead)

Two bodies of work that can help determine the landscape for industry progress in voting software. The first set is again the responses being garnered by Los Angeles and Travis Counties. The second is the work being done in foreign countries already engaged in off the shelf system supported voting systems. Though the international market may not have advanced open source systems yet there is existing talent that has worked on online voting systems and that may be an important talent sector to research.

Since Los Angeles and Travis counties have started with an RFI and SOI process it would be useful for CCSF to look at alternative methods for researching the industry and attracting talent. Since we are in the heart of Silicon Valley it would make sense to draw upon leaders such as the Mozilla Foundation, Google, and Facebook to get them involved in the talent search as well. Starting with Kapor Capital there is a gateway for CCSF to look at both Mozilla and Facebook. Both are initiatives in which Kapor has invested and helped develop. Of course it would be smart to also discuss talent and industry development with Google. They are in a very good position to provide ideas on attracting talent.

Lastly because OSET is a non-profit institute it would be in their interest to partner with CCSF to further their goals in setting up an open source system. Looking at ways to jointly work with OSET could offer a win win for drawing talent to theirs and CCSFs efforts.

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From what we know it would not make sense for CCSF to own the software IP. It is not the business of the CCSF Registrar to be a software provider. This is why we suggest delving as much as possible into industry models supporting open source systems that can be modified to either partner with or serve both government and the private sector at the same time. It is possible that something can also be learned from Salesforce, another Bay Area based firm. By providing both a for-profit solution and a non-profit solution they are able to build a robust and sustainable business model. Though this is not directly applicable to this space we may be able to learn from their example and even get some new ideas that will inform CCSF. Included in their model has been a robust community of widgets built by third parties that help to enhance their systems. It would be helpful to look at the economics of this sector of developers to see if it can add a sustainable pool of talent that does not take huge capital to provide ongoing support.

AJWI's unique position in moving this work forward is familiarity with and potential access to these resources. We have worked with donors from Google on civic engagement efforts and would solicit their support in working with CCSF on this important project. On staff with Kapor Capital is Ben Jealous who previously ran the Rosenberg Foundation in San Francisco and sat on the board of non-profits run by Andrew Wong. We have also already met with OSET on their work and I am sure they would be happy to connect with us around this work.

As for the question of one contractor or many, it would seem once we have a better handle on the industry landscape it will be easier to answer this question. However there could be some critical challenges to CCSF's existing model for data management and system maintenance once you begin to look at sustainability models. These will include but limited to:

- Should CCSF's Registrar continue to manage the data internally and maintain a full IT staff?
- How can public-private partnership function over the long term? Will a non-profit entity managing the software solution along with data management roles be more efficient?
- What other industry models may make some internal CCSF Registrar operations obsolete?
- Such research and findings will have an impact on the level of training on maintenance will be needed for staff of the Registrar's office.

Deliverables

1. Documentation on the industry landscape.
2. Recommendations on public-private partnerships.
3. Document outlining options on contractor configuration and level of training needed to support a system based on decisions made regarding contractor support.

E.6 IP and Administrative Approval Research

To adequately address this subject matter it will be critical to engage with IP lawyers on which open source agreements are best practices currently. We happen to be working with a software team developing civic engagement software supported by the Rosenberg Foundation. They have already engaged a legal team to advise this software group around open source licensing. It may be possible to get foundation funding to support answering the IP questions thereby reducing your costs around this issue.

Again because we are in SF there are numerous resources such as Rosenberg including the Mozilla Foundation and any of a number of civic minded companies that could be engaged in answering the IP questions. We suggest starting with the Rosenberg research and expanding to other interested private

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sector companies that would be willing to provide consultation pro-bono. This may end up including law firms that have deep experience in this area of the law.

As for the Administrative Approval issues, this is unfortunately a very complex and twisty path to follow. We would start with the SOS who will have comment on federal processes. The federal issues will likely be governed by whether HAVA funds are being or will be used in establishing this new voting system. If not then there may be ways to bypass the federal authorization processes. However, if any federal funds are to be used then the process gets more involved.

As we state we begin by working with the SOS' office to figure out what a timeline may look like for approval. We will need to identify risks involved in this such as changes in administration, timing of other parties getting approval, whether other approvals help or hurt CCSF's chances for approval, etc… We will provide both a projected timeline and a risk analysis to go with that. At the same time this research is taking place it will be important to talk with other counties about their approach to the approval process. In the past a number of counties have submitted electronic voting machines for approval. This will be a new situation since they have not been presented with an open source system supported by the off the shelf hardware components. It will be important to see if LA or other counties such as Sacramento or Orange have more experience in testing this ground. Since our current SOS is from LA it is likely that they have already done some thinking about this and may have suggestions on how to streamline a process with us.

Deliverables:

1. Document outlining the options for open source IP protections and the implications of each option.
2. Document breaking down process for Administrative Authorization into a step by step process.

E.7 Cost Analysis

Cost analysis will have to be broken down into options. The least likely would be for CCSF to completely own the software. There is likely no scenario in which this is sustainable. The second would be a public-private partnership in which other jurisdictions share ownership and private industry helps in funding either through foundations or industry direct support. The last is a complete third party non-profit that sits outside of government and has a business model that allows them to expand their share of the elections market while develop complementary or derivative products.

We will explore each of these models and see if there are hybrids or alternatives to these that demonstrate promise. Though we do not think that a CCSF owned system would be advisable we should do a cost analysis (unless LA has done one already) as a baseline. Then each of the other options can be measured against the baseline to demonstrate the advantages and disadvantages of each.

The analysis should breakdown into pre-production development, post production, and multi-year projected maintenance costs. The analysis should also provide some guidance on how funding of the project can be broken down based on the model.

Deliverables:

1. Document outlining the baseline business model and associated costs.
2. Document outlining a public-private partnership and associated costs and funding potential.
3. Document outlining a non-profit owned business model with associated costs to CCSF. The feasibility of this model should be outlined in section E5.

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E.8 Cost Reduction Research

Designing and deploying such a mission critical software/hardware solution is both time and money intensive. Any methods for reducing the costs to CCSF would be important to the feasibility of this project. There are a few basic areas of research all which have been mentioned above. But because it is a critical piece for decision making on the part of CCSF we are breaking it out in a bit more detail here.

As far as we can see there are three key funding sources that could be leveraged to pay for development, production, and maintenance. These are private sector support, foundation and philanthropic support, and the last is revenue generation. We are not covering government agency funding since you have models for that currently. Once we have provided options for funding of this project you can match that up with internal agency funding to see if it can cover any of the cost areas.

Engaging with industry at the front end regarding specifications and industry landscape will be an opportunity to also ask if there is interest, either for business or philanthropic purposes, in supporting this type of a project. There are examples of this already in construction and other areas of economic development. Could lessons learned there be modeled for this area of work? This may be breaking new ground but what better place to model this than in Silicon Valley.

Second is engaging with foundation and other philanthropic organizations to see whether there is interest in supporting an open source project. Lessons may be learned from the Mozilla model and other non-profit software organizations. It will likely necessitate showing that the solution is commercially viable as well as a major contribution to the social good.

Lastly we will need to explore revenue generation. In any model chosen it will be important that this software is able to proliferate through the market enough to garner a significant position. This can be aided by partnerships with other agencies and building derivative solutions that can fill needs in the government sector and even in the private sector. This is why partnering with LA and Travis counties would be of huge benefit. You already may know the potential in the government sector market. Based on you initial knowledge we will build a research model that can address how attractive the open source model is to jurisdictions all over the country. We could begin just in CA and TX to gauge the level of interest and the size of interested jurisdictions buying power.

Deliverables:

1. Document assessing the level of interest of industry leaders in supporting a business model around an open source voting system. Lessons from the OSET model may be relevant here.
2. Document assessing the level of interest from foundations and philanthropic organizations.
3. Document assessing potential for revenue generation with a sense of what a minimal market penetration may look like and a maximum.

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Contractor Qualifications

AJW is a minority owned local San Francisco business that has been serving the City and County of SF for close to 20 years. We have contracted with many of the various departments including Department of Behavioral Health, Human Services Agency, Office of Economic and Workforce Development, Mayor's Office of Housing, and the Department of Children Youth and Their Families. We have also worked on data projects with the SF Police Department, Juvenile Probation Department, and the San Francisco Unified School District. Our work has also taken us around the country including working for the State of New York, in Connecticut, and Washington D.C.

AJW Inc. has been providing data management solutions for over 15 years with almost a decade of work focused on systems supporting large enterprise entities such as collaborations of local government agencies, county-wide agencies such as First 5 LA and LA Universal Preschool, as well as statewide organizations serving as many as 52 counties. We have been a part of defining data catalogs for many of our clients including negotiations between evaluators, program staff, and on-the-ground line workers. In most of our large projects we have also provided documentation and planning support focusing on software specifications that included functional specifications, UX design, data structure, reporting, business rules, work flow and security. We have also played a support role in setting up governance structures and managing these leadership bodies through information asset management and definition of data management protocols for front-line staff.

In our work on integrated data systems (IDS) we have served as negotiators with municipal legal representation providing documentation of our security designs and data flow to meet local, state, and federal guidelines on privacy. We are well versed in gaining legal authorizations for our systems and have successfully negotiated six municipal agreements for IDS work. We were recently contracted by the National League of Cities (NLC) to consult around the country on the legal basis for IDS work. The NLC has documented some of our work on their website at http://www.nlc.org/resource/the-case-for-data-sharing-san-franciscos-shared-youth-database-forging-ahead-on-a. Our work has also been chronicled by Harvard (http://datasmart.ash.harvard.edu/news/article/getting-big-data-to-the-good-guys-140) and a book by John A. Calhoun outlining cutting edge data strategies to serve youth in need.

We work with and/or staff high level governing bodies including technical, legal, and policy to establish data management plans that fit real world work flow demands for both effectiveness and privacy standards.

1. AJW Inc provides support for negotiating and clarifying data architecture, catalog, and federal/state policies with legal counsel to establish basis for data integration models.
2. Work with department leadership (Deputy Superintendent, Chief of Probation, lead researcher for Child Welfare, Judges, Chief of Police, Program Director of Behavioral Health) to make policy decisions and authorize service protocols.
3. Work with line and research staff to recommend service protocols to leadership based on both existing staff culture and internal agency analysis needs.
4. Work with technical staff to implement protocols set by leadership and working groups.

However what is most unique about our staffing is that we have a mix of technical professionals including a PMI certificated PMP, a hardware specialist having worked in IT for over a decade, and a policy specialist whose expertise spans legal, government regulations, and non-profit advocacy around voting rights. Because we have this unusual mix of professionals we believe we are uniquely positioned to provide a well thought out and multi-faceted product for this RFP.

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Our work in Los Angeles (including being a master services contractor there) will enable us to outreach to the LA Registrar easily and enhanced whatever conversations you have already started with them on a partnership. We also happen to have connections to non-profit and government officials in Houston TX that can be helpful in outreaching to the Travis County agency. You may also have a need to navigate the Administrative maze at the Federal level. On our board is former Assistant Secretary of HUD Roberta Achtenberg. Though the Administration has changed I am certain that our board members can help pave the way if we need to interact at the national level.

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References

CORPORATE REFERENCES			
Reference Company/Organization: SF Office of Economic and Workforce Development			
Address:		**Contact:** Alfredo Fajardo	
		Telephone: (415)701-4895	
E-Mail: alfredo.fajardo@sfgov.org		**FAX:**	
Project Name/Description: Workforce Central			
Prime Contractor on Project: AJW Incorporated			
Brief Project Details: AJWI implemented and is supporting a county-wide system tracking all WIOA clients. This requires desktop, tablet, and kiosk support as well as bar codes tracked via scanner at all locations. This last piece helps track key metadata about services used by clients throughout the county. This system is designed to meet state and federal requirements for WIOA and JTP data collection and performance tracking. Because of the need to meet these requirements, a lot of time was focused on data profiling and data quality work. Required to document work flow, functional specifications, and plan and meet cost projections.			
Project Performance			
Project Start Date:	January 2009	**Planned Project Budget:**	$150,000
Planned Completion Date:	Ongoing	**Actual Project Budget:**	$150,000 Just renewed 2017

CORPORATE REFERENCES		
Reference Company/Organization: SF Behavioral Health Department, Public Health		
Address:	**Contact:** Steve Solnit	
	Telephone: (628) 206-3430	
E-Mail: steve.solnit@sfdph.org	**FAX:**	
Project Name/Description: Shared Youth Database (SYDB)		
Prime Contractor on Project: AJW Incorporated		

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Brief Project Details: Data warehouse and case management system supporting health, schools, child welfare, and probation data. Infrastructures needed to comply with guidelines from Welfare and Institutions Codes, HIPAA, and FERPA. AJW Inc. was able to design a highly secure application and hardware infrastructure for managing and transferring data between systems with highly granular rules and rights for governing access to sensitive data sets. In the course of implementing this system we also developed protocols for integrating third party products into proprietary EHR systems such as AVATAR, as well as a process for running secure query and sorting functions safely behind agency firewalls with a "double-blind" matching protocol. Required to develop security protocols that met HIPAA, FERPA, and State guidelines for privacy. Interacted with municipal lawyers to finalize system authorization.

Project Performance			
Project Start Date:	July 2008	**Planned Project Budget:**	$750,000
Planned Completion Date:	Ongoing	**Actual Project Budget:**	$750,000

CORPORATE REFERENCES	
Reference Company/Organization: Los Angeles Universal Preschool (LAUP)	
Address:	**Contact:** Amy Williams Banfield
	Telephone: (213) 416.18333
E-Mail: ABanfield@laup.net	**FAX:**
Project Name/Description: Los Angeles Universal Preschool (LAUP)	
Prime Contractor on Project: AJW Incorporated	
Brief Project Details: AJWI developed a case management system for the LAUP Workforce Development Initiative that serves schools throughout Los Angeles County. To create this system we worked with LAUP to profile their data and establish a data management plan and implement it. The work required documentation of work flow, business rules, UX mock ups, and functional specifications.	

Project Performance			
Project Start Date:	June 2013	**Planned Project Budget:**	$250,000
Planned Completion Date:	June 2016	**Actual Project Budget:**	$250,000

RFP: Business Case for Developing an Accessible, Open Source Voting System

Appendix D

MINIMUM QUALIFICATIONS WORKSHEET

SECTION IV. A.	REQUIREMENT	RESPONSE
1.	Experience in three or more large projects within the last ten years for which the proposer evaluated options for developing or implementing technologies or software to meet specific operational requirements.	Number of Projects: 17 Year began such projects: 2001
2.	Experience within the last ten years in preparing three or more written assessments of development models for large technical and/or software development projects, which included costs and timelines.	Number of Projects: 12 Year began such projects: 2001

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Disclosures

a. Disclose any pending investigation, enforcement, or disciplinary actions of the Contractor or subcontractors by any regulatory body.

There are no pending investigations or actions against AJWI by any regulatory body.

b. Describe any client relationship that could be viewed as a potential conflict of interest relevant to this project. Please interpret this question broadly.

Andrew Wong, principal for AJW Inc., also directs a political action committee called PowerPAC Voter Fund and its associated c4 PowerPAC.org. Though the activities of these seldom involve elected officials in San Francisco they have supported Supervisor Norman Yee in his bid for election in the past and donated to local propositions. These committees are also active in California politics having worked with various non-profits on lobbying on policy and supporting and opposing state propositions. These committees are totally independent of AJW Inc.

On the board of AJW Inc. are Roberta Achtenberg, former SF Supervisor, and Steve Phillips, former SF Unified School District Board Member.

These relationships are not in direct conflict but may be perceived as a conflict. However we believe that many of these relationships can be helpful in determining issues related to state and federal administrative authorization for an open source voting system.

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Fee Proposal

Outlined here are breakdowns of deliverables for each line item and the estimated cost calculation.

E.1 Collect and review of third party research

Deliverables:

1. Report summarizing third party research
2. Excerpts from Los Angeles and Travis county materials that can serve CCSF purposes
3. Excerpts from state and federal guidelines relevant to decision points needed to be made by CCSF in preparation for Administrative Authorization.

Approximately 120 hours at $175 per hour = 120 x $175 = $21,000.00

E.2 Meetings and facilitation to collect specifications

Deliverables:

1. Documenting software specifications specific to CCSF.
2. Documenting hardware specifications specific to CCSF.
3. Listing of additional vendor and third party specifications to be merged with CCSF specific specifications.

Approximately 120 hours at $175 per hour = 120 x $175 = $21,000.00

E.3 Project Planning/Feasibility Documentation

Deliverables:

1. Set of standard software documentation as outlined above.
2. Document breaking down component development using agile and waterfall processes in pre-production development.
3. Pathway document with proposed time line for Administrative Authorization. This should also cover the pathway in case of modifications.

Approximately 200 hours at $175 per hour = 200 x $175 = $35,000.00

E.4 Risk Assessments

Deliverables:

1. Document outlining the breakdown of risk factors associated with Administrative Authorization.
2. Document outlining the breakdown of risk factors associated with IP ownership.
3. Document outlining the breakdown of pre and post production software risk factors. This includes both project based risk factories and liability issues.

Approximately 60 hours at $175 per hour = 60 x $175 = $10,500.00

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E.5 Review of industry landscape
Deliverables

1. Documentation on the industry landscape.
2. Recommendations on public-private partnerships.
3. Document outlining options on contractor configuration and level of training needed to support a system based on decisions made regarding contractor support.

Approximately 80 hours at $175 per hour = 80 x $175 = $14,000.00

E.6 IP and Administrative Approval Research
Deliverables:

1. Document outlining the options for open source IP protections and the implications of each option.
2. Document breaking down process for Administrative Authorization into a step by step process.

Approximately 80 hours at $175 per hour = 80 x $175 = $14,000.00

E.7 Cost Analysis
Deliverables:

1. Document outlining the baseline business model and associated costs.
2. Document outlining a public-private partnership and associated costs and funding potential.
3. Document outlining a non-profit owned business model with associated costs to CCSF. The feasibility of this model should be outlined in section E5.

Approximately 120 hours at $175 per hour = 120 x $175 = $21,000.00

E.8 Cost Reduction Research
Deliverables:

1. Document assessing the level of interest of industry leaders in supporting a business model around an open source voting system. Lessons from the OSET model may be relevant here.
2. Document assessing the level of interest from foundations and philanthropic organizations.
3. Document assessing potential for revenue generation with a sense of what a minimal market penetration may look like and a maximum.

Approximately 80 hours at $175 per hour = 80 x $175 = $14,000.00

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RFP: Business Case for Developing an Accessible, Open Source Voting System

Appendix E

Fee Worksheet

ITEM	QUALIFICATION	RESPONSE
E.1	Review of third party research	$21,000.00
E.2	Meetings and facilitation to collect specifications	$21,000.00
E.3	Project Planning/Feasibility Documentation	$35,000.00
E.4	Risk Assessments	$10,500.00
E.5	Review of industry talent landscape	$14,000.00
E.6	IP and Administrative Approval Research	$14,000.00
E.7	Cost Analysis	$21,000.00
E.8	Cost Reduction Research	$14,000.00
	Total	$150,500.00

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