



# Free software for nonprofit fundraising and crowdfunding

Houdini Project - [houdiniproject.org](https://houdiniproject.org)



**Who I am?**



# What is free software about?



# Not about Software



**Yes, it's about freedom but that's not the whole story.**



**It's about PEOPLE**



# Neighbors helping neighbors since 1972.

[HOURS & LOCATIONS](#) [CALENDAR](#) [SERVICES](#) [VOLUNTEER](#) [DONATE](#) [GLEANNING](#) [ABOUT US](#)

You are here: [Home](#)

Search this website ...

Search



## Nutrition Classes

More "Plan, Shop, Save & Cook" classes scheduled!

## Donate

Your tax-deductible donation helps us put an end to hunger in Thurston County.

### Downtown Food Distribution Hours

**Mon, Wed, Fri** -- 11:00am to 3:00pm  
**2nd and 4th Wed** -- 5:00pm to 7:00pm

[Other Locations](#)

### Downtown Office Hours

**Mon - Fri** -- 8:00am to 4:30 pm

We are closed on the following state holidays:

New Year's Day, Martin Luther King Jr. Day, Presidents' Day, Memorial Day, Independence Day, Labor Day, Veterans' Day, Thanksgiving, day after Thanksgiving, and Christmas.

### FEATURED POSTS



#### TCFB Featured on Thurston County Connection

Every year there are people, including children, who struggle to make ends meet, going without adequate food, clothing, and other essentials.

[Read More...](#)



#### What do volunteers do at TCFB?

In 2016 over 11,000 community members volunteered their time at the Thurston County Food Bank, both at our downtown Client Service Center (CSC) and at the Warehouse Distribution Center (WDC).

[Read More...](#)





[ABOUT](#) [SUMMER CAMP](#) [VOLUNTEER](#) [FAMILY CAMP](#) [PROGRAMS](#) [DONATE](#)

# CAMP BRAVE TRAILS

Leadership Summer Camp For LGBTQ Youth

[APPLY NOW](#)





WELCOME  
TO

# RADIOTOPIA

FROM PRX



Meet Radiotopia

A curated network of extraordinary, cutting-edge  
podcasts



## Sign up for The Citizen!

Get audio extras, Radiotopia news, interviews with the producers, behind-the-scenes photos, live show dates and more straight to your inbox.

Email Address

GET THE NEWS



# PANZI FOUNDATION

[Donate](#)

# WE MOVE EUROPE

Join the movement of **937526** Europeans

WeMove.EU



TAKE ACTION



JOIN OUR COMMUNITY



DONATE



MORE



WeMove.EU



WeMove.EU is a citizens' movement, campaigning for a better Europe: for a European Union committed to social and economic justice, environmental sustainability and citizen-led democracy. We are people from all walks of life, who call Europe our home - *whether we were born in Europe or elsewhere.*



**It's about empowerment of people**



**In our society, nonprofits help empower people**



**Nonprofits need resources to empower people**



# Houdini Project

Fully free, nonprofit fundraising infrastructure

Primarily based upon CommitChange's SAAS

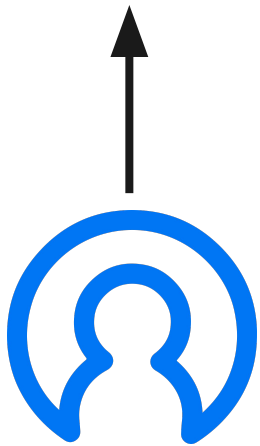




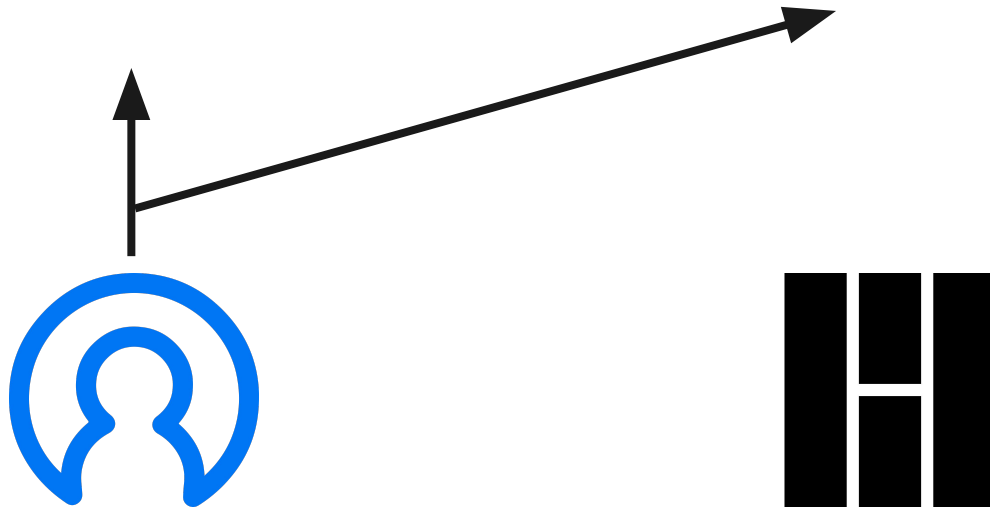




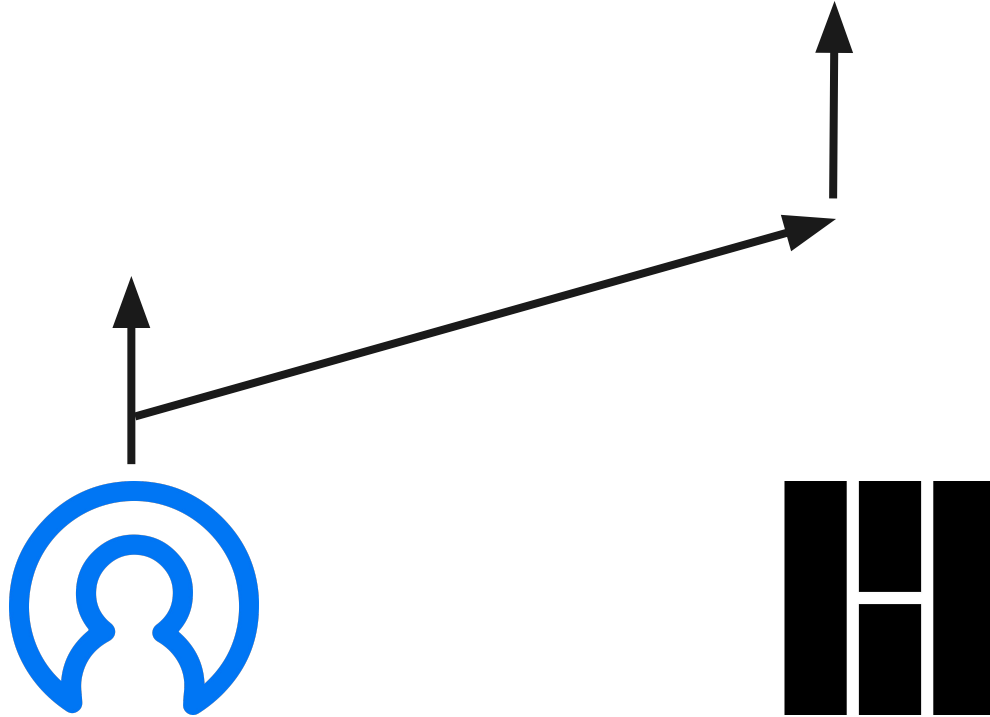
# Codebase relationship



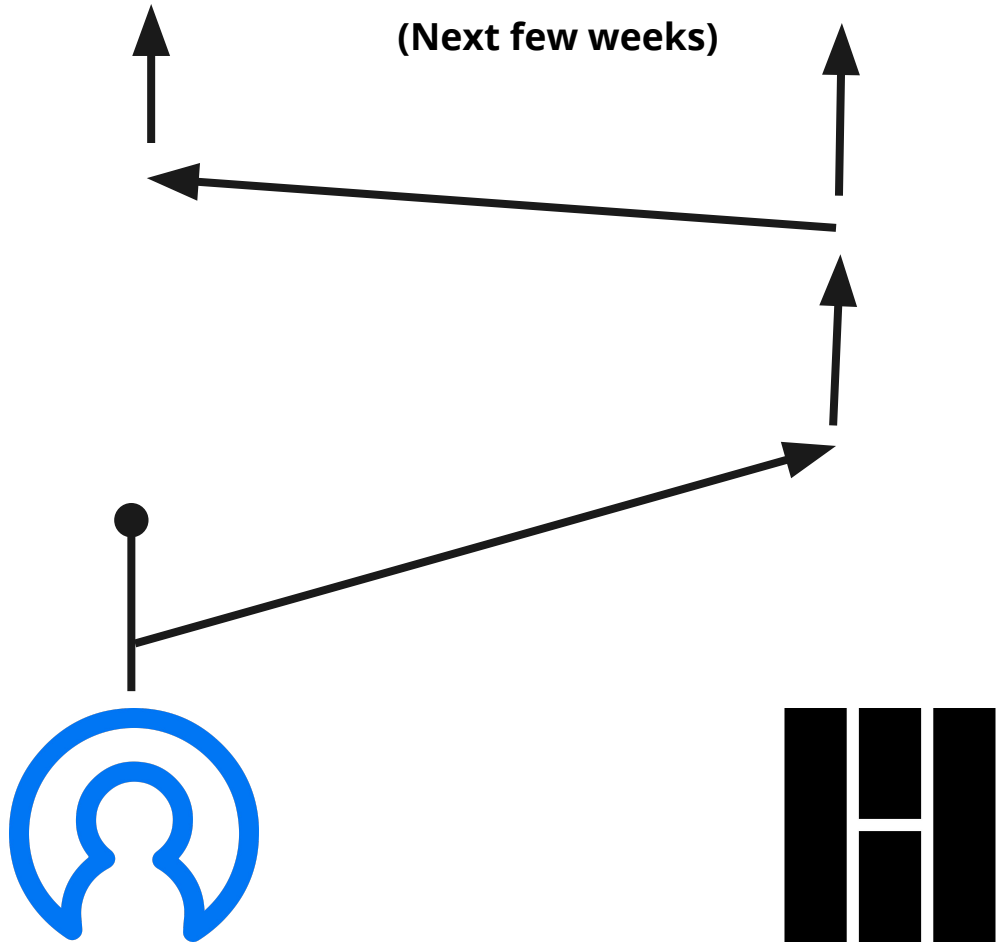
**(About two weeks ago)**



(Right now)



- Merge in changes from WeMove
- Take out hardcoded CC info
- Apply license





# CommitChange.com will stay close to Houdini

- I was drafted to serve as Project Leader
- We can't afford to NOT stay close to Houdini



# Major features



# Embeddable Donation Form

- Embedded via a small amount of Javascript you put on a page - MUCH lower PCI compliance
  - Only JS calls to Stripe API are for Card and Bank Account tokenization
- One time or recurring donations
- Support of multiple currencies
  - Only one currency per nonprofit
- Stripe Credit Card is well supported
  - Also, SEPA support through a backend used by WeMove
- Translated into eight European languages
- Support UTM for A/B testing and tracking





**Part of the page**



Donate

# Donate to Camp Brave Trails

We rely on the generosity of donors like you. Brave Trails thanks you for your support!



Brave Trails  
Leadership Summer Camp For LGBTQ You...

Amount Info Payment

Become a **sustaining, monthly** contributor

\$25 \$50 \$100

\$250 \$500 \$950

\$2000 \$ Custom Next

Amazon Wish List

WHAT WE NEED!



**Just a button**

## MAKE A TAX-DEDUCTIBLE DONATION

All gifts to CuriOdyssey are being matched dollar-for-dollar in December—so by donating today, you are doubling the impact of your gift! That means double the impact for our extraordinary animals and the people who care for them. Thank you!

<p>Donate</p> <p><b>\$25</b></p> <p>Sponsor one child to be a scientist for a day!</p>	<p>Donate</p> <p><b>\$25</b></p> <p>Pays for a vet checkup to keep our Gray Fox healthy and hopping!</p>	
<p>Donate</p> <p><b>\$250</b></p> <p>Covers an unforgettable field trip for 10 students from Big Brothers Big Sisters of the Bay Area!</p>	<p>Donate</p> <p><b>\$500</b></p> <p>Provide 20 low-income students with an interactive science experience that their school district can't afford.</p>	<p>Donate</p> <p><b>\$1,000</b></p> <p>Provides an entire Mid-Peninsula Boys &amp; Girls Club classroom with the Power to Take on the Future for a day!</p>

CuriOdyssey at Coyote Point

Amount Info Payment

Become a sustaining, monthly contributor

**\$25**

Next

Signed in as eric@commitchange.com Logout



# Experience for payment wizard



Test Org

Amount

Info

Payment

Become a **sustaining, monthly** contributor

\$10

\$25

\$50

\$100

\$250

\$500

\$1000

\$ Custom



Next

ate to

Campaign

ote this



Email



Test Org

Amount

Info

Payment

\$10 **one-time**

eric@commitchange.com

Eric

Schultz

9205390404

123 some street

Boston

AL

54927

US

Make this donation in honor/memory of someone.

Make this donation anonymous.

Direct Debit

Credit Card



Test Org

Amount

Info

Payment

\$10 one-time

Eric Schultz

4242 4242 4242 4242

555

4



2022



55555

Submit

🔒 Transactions secured with 256-bit SSL





Test Org

Amount

Info

Payment

\$10 **one-time**

Eric Schultz

4242 4242 4242 4242

555

4



2022



55555

🔒 Transactions secured with 256-bit SSL

Checking card...



Test Org

### **Your donation was successful!**

A receipt will be emailed to [eric@commitchange.com](mailto:eric@commitchange.com)

---

Test Org appreciates your support!

 Share

 Tweet

Share

# Translated into eight European languages

at when  
olutely  
to



WeMove.EU

Importo Information Pagamento

Diventa un **sostenitore mensile regolare**

Scegli un importo per la tua donazione **mensile**

€5 €8 €10

€15 €25 €33

€50 € Altro

Avanti

at when  
olutely  
to



WeMove.EU

Betrag Information Zahlungsart

Werden Sie Förderer von WeMove.EU

Wählen Sie die Höhe der **monatlichen** Spende aus

€5 €8 €10

€15 €25 €33

€50 € anderer

Weiter



# Campaign/crowd funding

- Support for different reward tiers
- One time or recurring donation
- Full control of goal amount, goal date, and what metrics you want to show

## Give a Gift...Receive a Gift

### 221 Feeding Initiative-Providing Meals to People with Leprosy



**2 meals each month for...  
250 people with leprosy in...  
1 one year.....2018**

Let's do this together! In 2018, let's feed 250 people who have leprosy. People who can't work and provide for themselves or their family. This is **Where Grace Meets Karma**. Let's do it for the least of these!

**For each donation, you will receive a gift!** Jaipur Jewels in Texas, a 501© 3 charitable foundation, has created a line of jewelry exclusively called 221: Where Grace Meets Karma. These earrings and necklaces, shown in the picture above, are made in sterling silver and will also be offered in brass and 14K gold. These same designs will be offered with semi-precious, precious, uncut diamond and diamond gems to be placed in the center of the 221 charm. This

**44**  
supporters

**\$14,967**  
raised of \$20,000 goal

**6 days**  
remaining



**Contribute**

**1 Meal for 1 Person with Leprosy**

★ 2 Contributions

Your donation provides 1 meal for 1 person. Receive a pair of Brass 221 earrings.

**\$15** One-time    OR    **\$2** Monthly

**2 Meals for 1 Person with Leprosy**

★ 9 Contributions

You donation provides 2 meals for 1 person with leprosy. Receive a pair of Sterling Silver 221 earrings or an 18" Sterling Silver 221 necklace.

**\$35**    OR    **\$4**





# EARN YOUR BADGE WIN A RADIOTOPIA TRIP TO NYC!


YOU DID IT! WE REACHED **20,000** DONORS AND  
HAVE **UNLOCKED** ALL THE MERIT BADGE STICKERS!

UNLOCKED   UNLOCKED   UNLOCKED   UNLOCKED



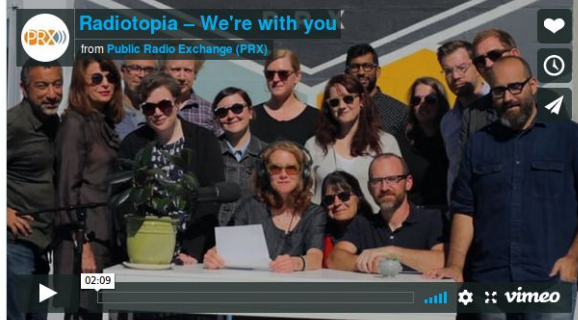
## Radiotopia Fall Campaign 2017

We completed the fundraiser with **23,502** donors!!!



### Radiotopia – We're with you!

from Public Radio Exchange (PRX)



02:09

vimeo

B I [font icons]

[Manage Gift Options](#)

This campaign has ended, but you can still contribute by clicking the button below.

[Contribute](#)

**Merit Badge Stickers Only** [Edit Gift](#)

★ 4,219 Contributions

You will receive all of the custom Radiotopia merit badge stickers that are unlocked throughout the campaign.





# Event management

- Fully custom ticketing with optional quantities
- Attendee management and reporting
- Mostly focused on gala style events

# SAN MATEO POLICE ACTIVITIES LEAGUE'S STRIDE FOR AWARENESS

Presented by  GILEAD



*Building the Bond Between Cops & Kids!*

Students: Early Bird \$20 / Regular \$25  
Adults: Early Bird \$40 / Regular \$45  
Seniors: Early Bird \$30 / Regular \$35

Register at: [www.sweattracker.com/smpal](http://www.sweattracker.com/smpal)

**WELLNESS WORKSHOP WITH PACKET PICK-UP**  
**SATURDAY, MAY 5, 2018**

Race packet pick-up with Speaker Series  
between **10-12pm** at the  
San Mateo Senior Center  
(2645 Alameda de las Pulgas)

**5K RUN/WALK & RESOURCE FAIRE**  
**SUNDAY, MAY 6, 2018**

at Seal Point Park in San Mateo (USTAF Certified)  
(1901 J. Hart Clinton Dr.)  
Rain or shine, this chip-timed race  
starts at **9am**

\*All runners receive a medal, t-shirt and goodie bag.  
[www.strideforawareness.org](http://www.strideforawareness.org) / [www.sanmateopal.org](http://www.sanmateopal.org)

To Register for 5K go to: [www.sweattracker.com/Registration/StrideForAwareness](http://www.sweattracker.com/Registration/StrideForAwareness)

On **May 6, 2018**, SFA and San Mateo PAL are hosting a **5k Run/Walk** to raise awareness about the importance of Student Health and Mental Wellness.

The day before, Saturday, **May 5th**, we are hosting a Wellness Workshop designed to educate and promote ways to guide teens toward a positive and healthy mind, body and personal community. Our goal is to encourage dialogue and provide support to teens through discussion, involvement and education.

Presenting Sponsor: **Sponsorship Opportunities**



## Get Tickets

**Date & Time**


**05/6/2018 9:00am - 11:00am**

**Location**

**Seal Point Park**  
1901 J hart Clinton Dr.  
San Mateo, CA



## SAN MATEO STRIDE FOR AWARENESS



*Building the Bond Between Cops & Riders!*

Students: Early Bird \$20 / Regular \$25  
 Adults: Early Bird \$40 / Regular \$45  
 Seniors: Early Bird \$30 / Regular \$35

Register at: [www.sweattracker.com/smpal](http://www.sweattracker.com/smpal)

at Seal Point Park in San Mateo (USTAF Certified)  
 (1901 J. Hart Clinton Dr.)  
 Rain or shine, this chip-timed race starts at **9am**

*\*All runners receive a medal, t-shirt and goodie bag.  
[www.strideforawareness.org](http://www.strideforawareness.org) / [www.sanmateopal.org](http://www.sanmateopal.org)*

### Get tickets

Tickets | Info | Finish

Ticket Level	Price	Quantity
Mile Marker Sign	\$200	0
Awareness	\$500	0
Health	\$1,000	0
Wellness	\$2,500	0
Happiness- Banner Sponsor	\$5,000	0

**Next**

To Register for 5K go to: [www.sweattracker.com/Registration/StrideForAwareness](http://www.sweattracker.com/Registration/StrideForAwareness)

On **May 6, 2018**, SFA and San Mateo PAL are hosting a **5k Run/Walk** to raise awareness about the importance of **Student Health and Mental Wellness**. The day before, Saturday, **May 5th**, we are hosting a Wellness Workshop designed to educate and promote ways to guide teens toward a positive and healthy mind, body and personal community. Our goal is to encourage dialogue and provide support to teens through discussion, involvement and education.

Presenting Sponsor: **Sponsorship Opportunities**



### Get Tickets

**Date & Time**

05/6/2018 9:00am - 11:00am

**Location**

Seal Point Park  
 1901 J hart Clinton Dr.  
 San Mateo, CA



# Donor and supporter management (CRM)

- Supporter management and payment history
- Searchable
- Supporters are taggable and can have custom fields for additional information
- Integrate with mailing list software (only Mailchimp for now)
- Can retrieve social media account information, using Full Contact API (optional)

# Supporters

Settings

**Name**

Roderick Campbell  
roderick@commitchange.com

Roderick Campbell  
roderick@brevityworks.com

Showing 2/2

Navigation icons: Home, Profile, Settings, etc.



**Roderick Campbell**  
Chief Executive Officer and Co-Founder  
CommitChange

✉ roderick@brevityworks.com

📍 Olympia, WA 98501 United States

🌐 [about.commitchange.com](http://about.commitchange.com)  
[commitchange.com](http://commitchange.com)

[Edit Supporter](#)

**Metrics**

Total Contributed	\$0
Payments	0
Recurring Donations	0

**Custom Fields** [Edit Fields](#)

<b>Date Created:</b>	3/24/2018
<b>Title:</b>	Mr.
<b>County:</b>	Cork
<b>Council:</b>	Cork South West
<b>Skill:</b>	Sociology
<b>Pledge:</b>	\$5,000

**Tags** [Edit Tags](#)

None yet

**Interests**

[+ Note](#) [+ Email](#) [+ Donation](#)

📧 Sat, March 24th 2018  
**Email thread started by roderick@commitchange.com**  
Subject: How are you?  
[View thread](#)

📝 Sat, March 24th 2018  
**Note added by roderick@commitchange.com**  
Hello World.  
[Edit](#) [Delete](#)

💰 Mon, January 1st 2018  
**Donated \$100 (offsite)**  
[View payment details.](#)



# Payments • History

History Recurring Payouts

Filter Search 13 Payments \$211.00 Total

Export

Amount	Supporter
\$100	Roderick Campbell
\$10	Jay R Bolton
\$10	Roderick Campbell
\$10	Roderick Campbell
\$1	Roderick Campbell
\$10	Scot Whitney
\$10	Roderick Campbell
\$10	Roderick Campbell
\$10	Roderick Campbell
\$10	Scot Whitney
\$10	Scot Whitney
\$10	Scot Whitney
\$10	Roderick Campbell

Showing 13/13

## \$10 One-Time Donation from Roderick Campbell

### Payment Info

Date	04/27/14 16:04pm PDT
Type	One-Time Donation (cash)
Gross Amount	\$10
Processing Fees	-\$0.59
Net Amount	\$9.41
Status	disbursed
ID	10269

### Donation Info

Dedication  
Designation  
Notes

### Supporter Info

Supporter Page	
Email	<a href="mailto:info@brevityworks.com">info@brevityworks.com</a>
Phone	(360) 791-1807
Address	Olympia, WA 98501 United States
Anonymous?	No

### Receipts

Send Date	04/27/14 16:04pm PDT
-----------	----------------------





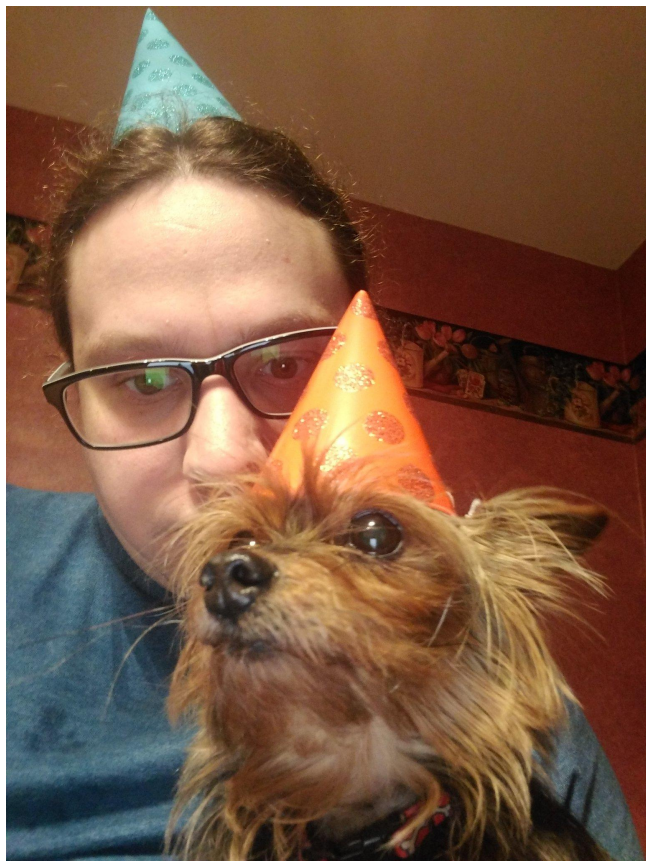
## Notable other features

- Integration with CiviCrm
- Peer-to-peer campaigns



# Technology and Licensing

- Backend: Ruby 2.3 and Ruby on Rails 3.2
  - License: AGPL3+ with an additional permission (more details later)
- Frontend: Custom Javascript frameworks (but wait for new feature discussion!)
  - License LGPL3+
- Inbound=outbound
- Independent of CommitChange
  - But we'll be involved and provide leadership and resources



(Halfway point)



# History of CommitChange

- Started in 2013 by Roderick Campbell and Jay Bolton in Washington State
- Received some outside investment
- Like many startups grew and shrank along with business model adjustments
- Now: sustainable with three employees and growing





**Inspired to solve a fundamental problem in nonprofits**



**Ending the starvation/poverty cycle**

**Mostly an issue of grant writing**



# Can CommitChange meet more needs?

-



## **What if a nonprofit isn't in the US?**

-



**What if they're in a country CommitChange  
can't do business with?**

-



**What if they have unique needs that weren't managable by CommitChange's design, i.e. SAAS based in the US?**



# A path to free and open source software

- A lot of interest from European advocacy organization, WeMove
- A few of CommitChange's nonprofits have a good understanding of free and open source software (Public Radio Exchange)
- Multi-year discussion and process
  - I was consulted in February, last year
  - I joined CommitChange full-time in July

---

# Pre-free software test

- WeMove ran a prerelease version of Houdini
  - Replaced a CiviCRM based donation system
- Added features such as:
  - Multiple currencies
  - Translations
  - SEPA Support
  - CiviCRM integration
  - UTM support (A/B testing)
- Result?







# **50% Increase in Completed Donations**



**Met their donation goals in half the time  
expected**



# Licensing



# Requirements

- Meets our partner and customer needs
- CommitChange has a small amount of proprietary Javascript that we can't remove for our use (yet)
  - In-browser editor
    - CC: Froala
    - Houdini: Quill
  - Street map software
    - CC: Google Maps
    - Houdini: -
  - Stripe tokenization code
    - CC: proprietary Stripe.JS
    - Houdini: replacement with fully free code



# Requirements

- Meets our partner and customer needs
- CommitChange has a small amount of proprietary Javascript that we can't remove for our use (yet)
- Needs to be copyleft and resist proprietarization



# Plan

- Backend = AGPL3+
- Frontend = LGPL3+



**There's a problem though**

```

<%= content_for(:title_prefix) {"#{@event.name} - #{@event.nonprofit.name}".html_safe} %>
<%= content_for(:meta_description) {raw @event.summary} %>
<%= content_for(:stylesheets) {stylesheet_link_tag 'events/show/page'} %>
<% content_for(:fixed_position_cta_hidden) {'hidden'} %>

<% @brand_color = @nonprofit.brand_color ? @nonprofit.brand_color : nil %>

<%= content_for :facebook_tags do %>
  <meta property="og:title" content="<%= raw @event.name %>" />
  <meta property="og:description" content="<%= @event.summary.present? ? raw(@event.summary) : raw(@event.name) %>" />
  <meta property="og:image" content="<%= @event.main_image_url(:normal) %>" />
<% end %>

<%= content_for :twitter_tags do %>
  <meta property="twitter:title" content="<%= raw @event.name %>" />
  <meta property="twitter:description" content="<%= raw @event.summary %>" />
  <meta property="twitter:image" content="<%= @event.main_image_url(:normal) %>" />
<% end %>

<%= content_for :javascripts do %>
  <script>
    app.event_id = <%= @event.id %>
    appl.def('event_id', <%= @event.id %>)
    app.hide_activities = <%= @event.hide_activity_feed %>
    app.header_image_url = '<%= @event_background_image %>'
    app.current_event_editor = <%= current_event_editor? %>
    app.event_url = '<%= nonprofit_event_path(@nonprofit, @event) %>'
    appl.def('event_is_deleted', <%= @event.deleted || false %>)
  </script>

  <%= render 'common/froala' if current_event_editor? %>
  <%= render 'schema', event: @event, url: @url %>
  <%= IncludeAsset.js '/client/js/events/show/page.js' %>
<% end %>

<%= content_for :head do %>
  <meta name="viewport" content="width=device-width, user-scalable=no">
  <link rel="canonical" href='<%= @url %>' />
<% end %>

```





**What license is that under?**



# The Web Template Output Additional Permission

- Runtime generated HTML is under CC0
- Runtime generated CSS and JS are under LGPL3+
- Read at [github.com/HoudiniProject/houdini](https://github.com/HoudiniProject/houdini)



# Future ideas



## Move to an API-driven System (++)

- Define API using Grape
- Swagger to generate libraries (in Typescript)
- Support OAuth authentication



# React-ify the frontend

- Rewrite the front end in React



# Accessibility improvements

- Moral obligation to fix this
- Part of the reason for choice of React



# Payment Provider Additions and Modeling

- What works:
  - Stripe with subaccounts (Stripe Connect)
  - Stripe when every nonprofit using the same account - less tested but works (some UI in backend need correction)
  - Using SEPA by delegating transactions to another system via RabbitMQ
- What doesn't
  - Stripe when every non-profit uses their own Stripe account
  - Non-credit card transactions via Stripe
  - Non-Stripe payment providers!

IMPORTANT: Stripe isn't supported everywhere due to local regulation or US trading restrictions

## Supported payment methods

You can enable any payment methods available to you within the [Dashboard](#). Activation is generally instantaneous and does not require any additional contract or lengthy process. The table below summarizes the payment methods currently supported and how they map to the key characteristics listed above with links to their specific guides.

		NONE	REDIRECT	CODE VERIFICATION	RECEIVER
PULL	SYNCHRONOUS	<a href="#">Cards</a>	<a href="#">3D Secure</a>	—	—
	ASYNCHRONOUS	<a href="#">SEPA Direct Debit</a>	<a href="#">ACH debits with authentication</a>	<a href="#">ACH debits with microdeposits</a>	—
PUSH	SYNCHRONOUS	—	<a href="#">Alipay</a> <a href="#">Bancontact</a> <a href="#">EPS</a> <a href="#">Giropay</a> <a href="#">iDEAL</a> <a href="#">P24</a>	—	<a href="#">Multibanco</a>
	ASYNCHRONOUS	—	<a href="#">Sofort</a>	—	<a href="#">ACH Credit Transfer</a>





# Payment providers can be abstracted!

- Payments increase the nonprofit account
- Refunds decrease the account
- Disputes decrease the account
- Transactions can be pending
- Push or Pull method
- Synchronous or asynchronous
- Requires 3rd party website flow (like Paypal or not)



# Let's solve payment providers support for free software!

(If this isn't solved already, of course)



# Additional Currency support

- Stripe has a lot of currencies!
- So do a lot of other providers
- Cryptocurrency?



# Integrations

- Other mailing list providers than Mailchimp
- Better CiviCRM integration
- Other CRMs (Salesforce)
- Other mapping providers (OpenStreetMap)
- Accounting software?



# Better relationship management for donors

- Better understanding of who donors are and why they give
- Know when it's okay to ask again and when it's not
- Additional public information systems like Full Contact as appropriate



# Translations

- Only donation form is translated
- Only into eight European languages



# Documentation improvement

- Migrate help articles to Houdini from CommitChange



# Why consider Houdini?





# Why consider Houdini?

- It's proven to work
  - Over \$20 million in donations processed through [CommitChange.com](https://www.commitchange.com)
  - Run on two continents, two different organizations
  - Multiple other organizations eager to develop



# Why consider Houdini?

- Outside development happening already
  - GDPR compliance - WeMove
  - Peer-to-peer campaign improvements - YMCA of Silicon Valley
    - Digression: free software is easier for grant fundraising
  - API-ization- Public Radio Exchange

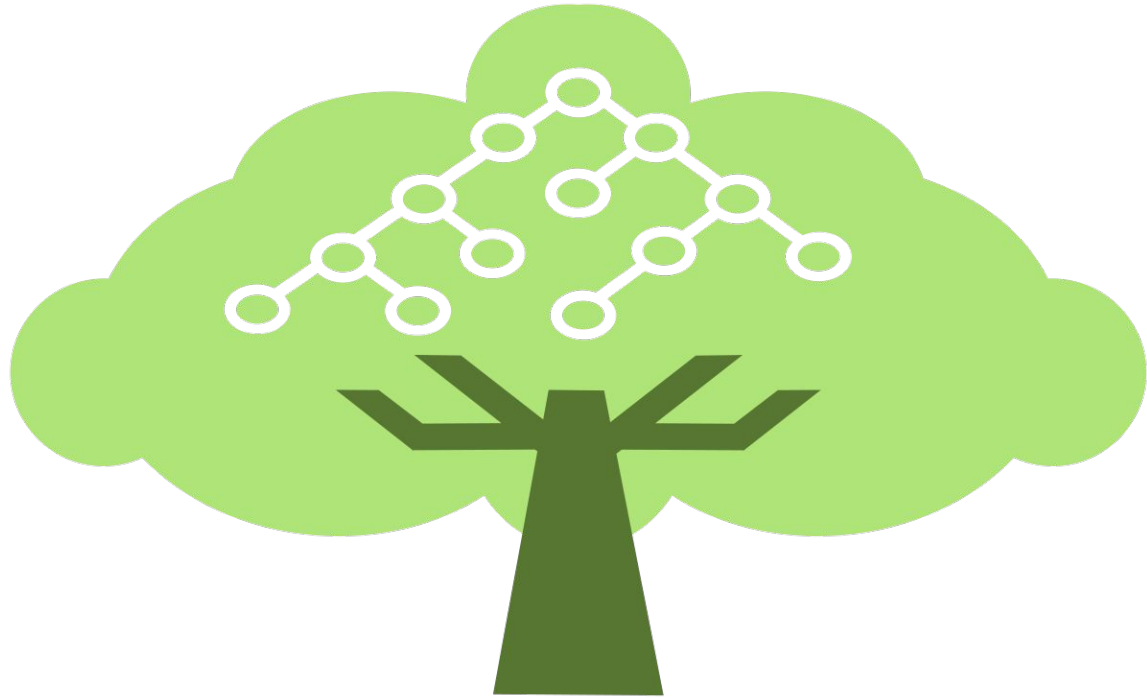


# Why consider Houdini?

- Sustainable company will be developing it practically full-time.
  - If you want to host yourself, great!
  - If you want assistance to get features added, great!
  - If you want someone else to run it but use an API, great!
  - If you want to pay to pass off the effort of maintenance on someone else, great!



**It's for the common good**



software freedom  
**conservancy**



# Why SFC?

- No one involved is “corporate people”
- Copyleft was a requirement
- Committed to positive change in free and open source software
- Charity makes sense
- Understand, and fight to strengthen, the connection between free software and empowerment
  - LibreHealth
  - Linux Kernel Enforcement
  - Outreachy



**It's about empowerment**



# Call to action

[houdiniproject.org](https://houdiniproject.org)

[github.com/HoudiniProject/houdini](https://github.com/HoudiniProject/houdini)

[houdini.zulipchat.com](https://houdini.zulipchat.com)

[@wwahammy](#)

[eric@commitchange.com](mailto:eric@commitchange.com)





# Credits

- Slide 7: Thurston County Food Bank
- Slide 8: Camp Brave Trails
- Slide 9: PRX-Radiotopia
- Slide 10: Panzi Foundation
- Slide 11: WeMove.eu
- Slide 16: Public Domain
- Slide 26: Brave Trails
- Slide 28: Curiodyssey
- Slide 37: Jaipur Jewels
- Slide 40: San Mateo PAL
- Slide 56: Xavier Dutoit and Kasia Jarmońkiewicz, respectively



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