MEANS+MEASURES

Down through systems. Up through people.

Capability Statement

meansandmeasures.com

Means+Measures builds, audits, and fixes the mechanics of public institutions. We deliver fixed-scope solutions to boundaries where people need access, software demands governance, decisions mandate oversight, and internal processes struggle against preservation. You work directly with the principal who does the work, ensuring diagnosis and execution happen in the same head.

The Interface Map

Different-looking problems are often the same phenomenon at different boundaries. We diagnose by interface, then build to suit the relationships at hand.

- **Human : Institution**
  When a person needs to find, understand, or get through a system.
  Resource directories · multilingual navigation · plain-language interfaces · accessibility-forward intake · confidence-tiered records
- **Institution : Software**
  When automated systems act inside an institution and accountability has to survive the automation.
  AI-governance frameworks · governed agent memory · provenance review · stop-lifecycle design · source-faithful data models
- **Institution : Oversight**
  When a decision has to be reconstructable by someone who wasn't in the room.
  Record-sufficiency review · decision traceability · public-comment preparation · procurement documentation
- **Institution : Itself**
  When an institution can't see its own operation — process in someone's head, records in a heap.
  Process mapping · knowledge preservation · records organization · modernization assessment

Representative Deliverables

- Resource directories & navigation hubs
- Records review & sufficiency packages
- Public data portals & open-data exports
- Data dictionaries & provenance models
- AI governance frameworks & policies
- Process maps & system documentation
- Public comment packages & filings
- Procurement & acquisition support docs

Differentiators

- **One coherent operational model** — diagnosis and build happen in the same head; nothing is lost in translation. Size is the feature, not the caveat.
- **Document-forward and static-first** — deliverables are inspectable, citable, and durable; not locked behind a dashboard or login.
- **A published boundary** — explicit ethical exclusions and a record-sufficiency standard let a reviewer know in advance what we will and will not build.
- **An operating instrument already in the field** — a bi-state public-resource directory covering all nine MARC counties, with daily exports and a five-tier confidence model.

Selected Projects

- **KC Metro Resource Directory**
  Regional civic-information infrastructure covering all nine MARC counties, with daily machine-readable exports and confidence-tiered records. Served 45,000 unique visitors over first 3 months in a 2.4 million-person metro.
- **Forecast**
  Provenance-preserving observational data platform built for temporal integrity and source fidelity. Integrates realtime METAR translations into operational outlooks.
- **OpenCognition**
  Reference implementation of governed AI memory, provenance review, and agent-lifecycle controls.
- **Federal Public-Record Comments**
  Multi-register submissions to federal rulemaking on record sufficiency, traceability, and public accountability.

Security Clearance

SECRET ELIGIBILITY

Access inactive

Entity

LEGAL	Means and Measures LLC
TYPE	Missouri LLC · for-profit
UEI	TMUKBK9UY3H2
CAGE	21XA2
EIN	39-2829761
SAM	For-Profit · LLC · Sole Prop
SOCIO-EC	**Veteran-Owned Small Business**
BASE	Kansas City, Missouri

NAICS & PSC Codes

541690 (primary NAICS)
518210 · 541511 · 541512 · 541611 · 541618 · 541720 · 813410

R617 · R702 · B510 · B529 · DA01 · DF01 · R408 · R425 · R499 · R699 · AJ12 · U004

Why Means+Measures

A principal-led practice, deliberately. The diagnosis and the build happen in the same head, so you get senior output at a fraction of a multistate firm's cost — without the account layer, the markup, or the half-product assembled by whoever was on the bench. Specialists join when an engagement needs a discipline we don't hold; the operational model stays singular.

What We Won't Build

A published line, not a sales promise: no surveillance, predictive policing, discriminatory screening, dark-pattern intake, or systems that make vulnerable people easier to punish. You know the limits before you sign — and so does every partner we bring.

Contact

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Three acquisition families. *Pick the problem, not a SKU.*

Each family is one region of the interface map, expressed in acquisition terms. Every engagement is a discrete, **fixed-scope package** — a defined deliverable set and **acceptance criteria agreed before work begins**, so "done" is never a matter of opinion. Machine-readable outputs ship in open formats by default, and any package can be scoped directly to your solicitation.

01 Information Infrastructure

HUMAN ↔ INSTITUTION

When people need to find, use, or trust public information.

- Public resource directories
- Data portals & open-data exports
- Information-architecture assessments
- Accessibility & plain-language reviews
- Community resource-ecosystem assessments

TYPICAL DELIVERABLES

Structured service inventory · searchable public surface · data dictionary · CSV/JSON exports · maintenance documentation.

02 Governance & Accountability

INSTITUTION ↔ OVERSIGHT · INSTITUTION ↔ SOFTWARE

When a decision has to be traceable, contestable, or audit-ready.

- Record-sufficiency reviews
- AI-governance reviews
- Decision-traceability frameworks
- Provenance & data-lineage assessments
- Procurement documentation support
- Public-comment & regulatory-review support

TYPICAL DELIVERABLES

Assessment & gap analysis · risk findings · governance framework · human-review controls · executive summary.

03 Institutional Operations

INSTITUTION ↔ ITSELF

When the work lives in someone's head, the process is opaque, or the records are a mess.

- Process mapping & documentation
- Institutional knowledge preservation
- Civic-information modernization assessments
- Public-records organization

TYPICAL DELIVERABLES

Current-state process maps · responsibility mapping · modernization roadmap · operational playbooks · audit-ready archive design.

THE DELIVERABLE STANDARD — EVERY PACKAGE, NO EXCEPTIONS

Fixed scope
Agreed in writing before work begins. No scope creep, no surprise invoices.

Defined deliverables
A named artifact list you can point to — not a vague "consulting engagement."

Visible acceptance criteria
How "done" is judged, written down and shared up front.

Open & inspectable
Machine-readable outputs in open formats; provenance preserved throughout.

ENGAGEMENT MODELS

BUY IT AS

Fixed-scope build	Assessment / memorandum	Maintenance retainer	Per-item (comment, notice)	Prime or subcontract

HOW AN ENGAGEMENT RUNS

01
Interface diagnosed
Which boundaries are in play

02
Scope & criteria agreed
In writing, before any work begins.

03
Build & deliver
The named artifact list, nothing vague.

04
Review against criteria
Acceptance is measured, not argued.

05
Accept & hand off
With an optional maintenance retainer.

> **Fifteen standard deliverable packages** sit beneath these three families, each with its own fixed scope, defined deliverable list, and acceptance-criteria checklist — see the attached appendix for full specifications, or scope directly against your solicitation's statement of work.

Every system below is real, built, and publicly inspectable — operating infrastructure you can open in a browser right now, not slideware. Each one demonstrates delivered capability across civic information infrastructure, records and review, AI governance, and observational data.

KC Metro Resource Directory

LIVE

SOLE DEVELOPER & OPERATOR · 2025–present · meansandmeasures.com/kc

People-first survival and navigation directory covering all nine MARC counties (five Missouri, four Kansas) across a metro of ~2.4M. Five-tier confidence model, plain-language access notes, Spanish localization, accessibility controls, and daily machine-readable exports (JSON/CSV/plain-text) free to mirror and redistribute. **More than 45,000 unique visitors since launch.**

Civic information infrastructure · Multilingual navigation · Confidence-tiered records · Open-data publishing

Forecast

LIVE

SOLE DEVELOPER · forecast.meansandmeasures.com

Time-resolved, multi-source observational field infrastructure. Environmental and civic observations preserved with source fidelity, geographic resolution, and temporal integrity; custom data model built for downstream analysis without erasing provenance.

Observational data systems · Provenance-preserving modeling · Temporal integrity

OpenCognition

PUBLISHED

SOLE AUTHOR / ARCHITECT · github.com/bjl13/open-cognition

Sole-authored reference substrate for governed agent memory: immutable canonical objects, scoped references, stop lifecycle, attributable state transitions, and accountable memory state.

AI governance & provenance · Attributable state design

hkdf-derive

PUBLISHED · MIT

SOLE AUTHOR · github.com/bjl13/hkdf-derive-1.0.0

Deterministic HKDF key-derivation utility with strict secret handling, an environment-aware correlation identifier, structured audit logging, systemd integration, and a documented migration playbook. Evidence of applied-cryptography and security rigor — an orchestration layer over OpenSSL primitives, not a FIPS-validated module.

Identity & trust infrastructure · Security architecture

Federal Public-Record Comments

FILED

AUTHOR · USCIS biometrics (×3) & NWK-408 · meansandmeasures.com/artifacts

Docket-ready public comments on USCIS biometrics policy in three registers (academic, civil-rights, professional) and a public-record comment on NWK-408. Hosted as durable, downloadable public artifacts.

Records & review systems · Record-sufficiency analysis · Multi-audience drafting

Record Sufficiency Matrix

PUBLISHED

AUTHOR · meansandmeasures.com/artifacts/record-sufficiency-matrix

Analytical instrument for evaluating whether a system preserves enough record for affected stakeholders to understand, contest, and review consequential actions — applicable to public records, agency decisions, procurement materials, and AI-mediated summaries.

Methodological / evaluative · Institutional analysis

Open any link and inspect the work yourself — that is the whole point. A lean shop delivering senior work directly, at a fraction of a multistate firm's cost, with output you can audit instead of take on faith. References and engagement metrics on request.

Brian J. London

Founder & Principal, Means+Measures

Kansas City, Missouri

A systems operator whose career has run through emergency medicine, public health, military service, professional governance, and public-interest technology. Those look like domain changes. They aren't — each was the same discipline applied at a different boundary: where an institution meets a person, a machine, an overseer, or itself. The rare principal who has worked at both the consequence end of that problem as a flight medic and at the structural end as an infrastructure builder, researcher, and governance designer. Means+Measures is the discipline of interfaces, named and practiced deliberately.

Education & Credentials

- **MPH** — Master of Public Health · Univ. of Kansas *(in progress)*
- **MS** — Biomedical & Physical Sciences (Population Health) · Univ. of Kansas School of Medicine, 2025
  Thesis: Policy Capacity in Governmental Public Health Agencies
- **BA** — French Language & Culture · Univ. of Kansas, 2015
- **BA** — Applied Behavioral Science: Community Health & Development · Univ. of Kansas, 2015
- **Preclinical Medicine** — completed MD-curriculum preclinical education
- **Instructorships** — AHA-certified ACLS · PALS · NRP · BLS *(training design & delivery, not just certification)*
- **Security clearance** — Secret eligibility, favorably adjudicated *(access inactive)*

Experience & Domains

Public Health & Research

Population-health researcher in policy capacity, workforce competency, and public-health systems. Master's thesis reviewed how policy capacity is defined, measured, and governed across U.S. state and local health departments.

Clinical & Emergency Services

Former Flight Medic, 10+ years EMS including critical-care and specialty transport — operating across rural, urban, correctional, military, and federal environments, from austere field medicine to quaternary-level care. State-level recognition through the Kansas EMS Association community.

Military Service

Officer, U.S. Navy Reserve; Health Professions Scholarship Program participant; military medical, operational, and interagency experience. Honorably discharged.

Professional Leadership & Governance

Regional leadership and policy-development roles in the American Medical Association; bylaws and governance-review contributor; published author of parliamentary-procedure educational resources.

Technology & Infrastructure

Cloud-native infrastructure, automation, and identity-management systems; distributed systems, PKI, and security architecture. Sole author of a unique **hkdf-derive** (published, MIT) — concrete evidence of the security-architecture work.

AI & Systems Research

Sole author of **OpenCognition**, a governed agent-memory substrate. Separately, an early community participant in the OpenCog ecosystem — a distinct project (participation, not authorship). Knowledge representation, cognitive architectures, and multi-agent provenance.

The through-line isn't a technology or a sector. It's the habit of asking where the interface is needed before asking what to build — recognizing that tools and systems suffer the same phenomenon at different boundaries.

Down through systems.
Up through people.

Technical Proficiencies

Static-first web · Data-pipeline & schema/export design · Multilingual content systems · Accessibility · Cloud-native infrastructure & automation · PKI / identity & trust · security architecture · AI-governance & agent-memory design · Usefully resilient architecture

Specialized Areas

Epidemiology · Health policy · Emergency medicine · Systems theory · Organizational governance · Distributed systems · AI & cognitive architectures · Public-sector technology · Information provenance · Community resilience

Public Record

USCIS biometrics comments ×3 · NWK-408 comment · *Abstraction Harm* · *Situated Inference* · *The Gospel of Metrics* · Record Sufficiency Matrix

Contact

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Standard Deliverable Packages

The full specification behind the three-family Service Catalog: **fifteen packages**, each with a fixed scope, a named deliverable checklist, and visible acceptance criteria agreed before work begins. Each family is one region of the interface map. Any package can be scoped directly against a solicitation's statement of work; none are sold as open-ended "consulting engagements."

Fixed scope
Agreed in writing before work begins.

Defined deliverables
A named artifact list, not a vague engagement.

Visible acceptance criteria
How "done" is judged — written down, shared up front.

Open & inspectable
Machine-readable outputs; provenance preserved.

01 **Information Infrastructure**
HUMAN ↔ INSTITUTION · 5 packages

02 **Governance & Accountability**
INSTITUTION ↔ OVERSIGHT / SOFTWARE · 6 packages

03 **Institutional Operations**
INSTITUTION ↔ ITSELF · 4 packages

01 Information Infrastructure

HUMAN ↔ INSTITUTION

When people need to find, use, or trust public information.

1 Public Resource Directory Package

FIXED-SCOPE BUILD + RETAINER

Build a searchable, confidence-tiered public directory of services for a defined population or jurisdiction.

DELIVERABLES

- ☐ Structured service inventory
- ☐ Searchable public directory
- ☐ Data dictionary
- ☐ CSV/JSON export
- ☐ Maintenance documentation

ACCEPTANCE CRITERIA

- Every listed service carries a confidence tier and a documented evidence basis
- Directory is searchable and filterable by the agreed categories
- Export validates against the published data dictionary with zero schema errors
- Maintenance documentation lets a third party run the correction workflow unassisted

2 Public-Facing Data Portal Package

FIXED-SCOPE BUILD

Stand up a machine-readable public data surface with documented schema and update cadence.

DELIVERABLES

- ☐ Data publication framework
- ☐ Metadata standards
- ☐ Downloadable datasets
- ☐ Provenance documentation
- ☐ Publishing procedures

ACCEPTANCE CRITERIA

- Datasets validate against the published metadata standard
- Every dataset traces to a documented source and transformation history
- Stated update cadence is met on the first scheduled cycle
- Publishing procedure is reproducible by agency staff without the original builder

3 Public Information Architecture Assessment

ASSESSMENT / MEMORANDUM

Assess how the public actually navigates an existing information surface, and where it fails them.

DELIVERABLES

- ☐ Navigation analysis
- ☐ User journey mapping
- ☐ Content inventory
- ☐ Accessibility review
- ☐ Improvement roadmap

ACCEPTANCE CRITERIA

- Navigation analysis names specific failure points, not general impressions
- Journey maps reflect real, representative user paths, not assumed ones
- Content inventory accounts for all in-scope content with nothing unclassified
- Roadmap items are individually scoped and sequenced, not a single undifferentiated list

4 Accessibility & Plain-Language Review

FIXED-SCOPE

Audit a public-facing surface against accessibility standards and plain-language readability, and rewrite what fails.

Deliverables

- ☐ Content audit
- ☐ Accessibility findings
- ☐ Plain-language revisions
- ☐ Style guidance
- ☐ Compliance recommendations

Acceptance Criteria

- Findings cite the specific standard and criterion violated (e.g., WCAG 2.1)
- Every flagged item ships with a remediation, not just a citation
- Revised content is rewritten to the agreed reading level, not merely flagged
- Style guidance is usable by agency staff for future content without further review

5 Community Resource Ecosystem Assessment

ASSESSMENT / MEMORANDUM

Map the actual landscape of services available to a population — including the gaps and dead referrals nobody admits to.

Deliverables

- ☐ Service landscape analysis
- ☐ Gap identification
- ☐ Referral mapping
- ☐ Coordination recommendations
- ☐ Public report

Acceptance Criteria

- Landscape analysis is sourced to dated, verifiable evidence per the confidence-tier standard
- Identified gaps are specific to population, service type, and geography
- Referral paths are actually tested, not assumed functional
- Public report is publishable as delivered, not an internal draft

02 Governance & Accountability

Institution ↔ Oversight · Institution ↔ Software

When a decision has to be traceable, contestable, or audit-ready.

6 Record Sufficiency Review

FIXED-SCOPE MEMORANDUM

Assess whether a system's records let affected stakeholders understand, contest, and review a consequential decision.

Deliverables

- ☐ Record sufficiency assessment
- ☐ Gap analysis
- ☐ Risk findings
- ☐ Remediation recommendations
- ☐ Executive summary

Acceptance Criteria

- Assessment is scored against every Record Sufficiency Matrix axis (traceability, provenance, attribution, notice, contestability, reviewability, retention)
- Every gap finding maps to a specific axis and a specific remediation
- Risk findings separate high-impact / insufficient-record cases from lower-stakes gaps
- Executive summary stands alone for a reviewer who reads nothing else

7 AI Governance Review

FIXED-SCOPE MEMORANDUM

Assess an AI-mediated workflow's risk profile, attribution clarity, and control points.

Deliverables

- ☐ AI system inventory
- ☐ Risk assessment
- ☐ Governance framework
- ☐ Human-review controls
- ☐ Implementation guidance

Acceptance Criteria

- System inventory accounts for every AI-mediated decision or output point in scope
- Human- vs. AI-authored outputs are explicitly distinguished at every point identified
- Governance framework specifies named stop/halt conditions, not general principles
- Implementation guidance is actionable by agency staff without a Means+Measures hand-hold

8 Decision Traceability Framework

FIXED-SCOPE BUILD

Build the structure that lets any consequential decision be reconstructed and reviewed after the fact.

Deliverables

- ☐ Decision-record template
- ☐ Responsibility mapping
- ☐ Documentation workflow
- ☐ Review procedures
- ☐ Governance guide

Acceptance Criteria

- Template captures inputs, reasoning, authorship, and outcome for every decision class in scope
- Each decision class names a specific accountable role, not a department
- A sample decision can be reconstructed end-to-end using only the records it produced
- Review procedure states who can initiate review and on what basis

9 Provenance & Data Lineage Assessment

FIXED-SCOPE MEMORANDUM

Trace how data moves through a system and confirm nothing is silently losing its source.

Deliverables

- ☐ Source inventory
- ☐ Data flow mapping
- ☐ Lineage documentation
- ☐ Integrity findings
- ☐ Governance recommendations

Acceptance Criteria

- Source inventory accounts for every system or feed providing data in scope
- Every output field traces to a named originating source — no orphaned fields
- Integrity findings flag every point where provenance is currently lost or unclear
- Recommendations are specific enough to implement without further scoping

10 Procurement Documentation Support Package

PER-SOLICITATION

Assemble or review the documentation package a specific solicitation requires.

Deliverables

- ☐ Statement of Work review
- ☐ Requirements analysis
- ☐ Evaluation support
- ☐ Traceability matrix
- ☐ Procurement record package

Acceptance Criteria

- SOW review surfaces every ambiguous or unscoped requirement before submission
- Traceability matrix maps every stated requirement to a response element, with no gaps
- Record package is submission-ready in the solicitation's required format
- Evaluation support is usable by a non-author reviewer without further explanation

11 Public Comment & Regulatory Review Support

PER-ITEM

Produce docket-ready public comment on a specific rulemaking or regulatory action.

Deliverables

- ☐ Source review
- ☐ Evidence synthesis
- ☐ Draft comments
- ☐ Supporting appendices
- ☐ Citation package

Acceptance Criteria

- Every factual claim in the draft is cited to a verifiable, dated source
- Draft is formatted to the docket's submission requirements
- Citation package allows independent verification without contacting Means+Measures
- Comment is filing-ready as delivered, not a discussion draft

03 Institutional Operations

Institution ↔ Itself

When the work lives in someone's head, the process is opaque, or the records are a mess.

12 Process Mapping & Documentation Package

FIXED-SCOPE

Document how a process actually runs — including the workarounds nobody put in the manual.

Deliverables

- ☐ Current-state process maps
- ☐ Decision points
- ☐ Stakeholder responsibilities
- ☐ Bottleneck analysis
- ☐ Future-state recommendations

Acceptance Criteria

- Current-state map is validated against direct observation or staff interview, not policy alone
- Every decision point names who decides and on what basis
- Bottleneck analysis identifies specific, named constraints, not general inefficiency
- Future-state recommendations are sequenced and individually scoped

13 Institutional Knowledge Preservation Package

FIXED-SCOPE BUILD

Get what's in one person's head onto paper before they leave and take it with them.

Deliverables

- ☐ Knowledge inventory
- ☐ Documentation standards
- ☐ Operational playbooks
- ☐ Retention recommendations
- ☐ Transition materials

Acceptance Criteria

- Knowledge inventory is validated by the source-holder as complete for the scoped function
- Playbooks are usable by a new hire with no prior institutional context
- Retention recommendations specify duration and rationale per record class
- Transition materials are tested against an actual handoff scenario before delivery

14 Civic Information Modernization Assessment

ASSESSMENT / MEMORANDUM

Assess an aging civic information system and chart a realistic path off it.

Deliverables

- ☐ Current-state assessment
- ☐ System inventory
- ☐ Stakeholder interviews
- ☐ Modernization roadmap
- ☐ Prioritized implementation plan

Acceptance Criteria

- System inventory includes informal/shadow systems found during the assessment
- Stakeholder interviews represent every affected role, not leadership alone
- Roadmap items are individually scoped, sequenced, and costed at a planning level
- Implementation plan distinguishes must-do from nice-to-have, with stated rationale

15 Public Records Organization Package

FIXED-SCOPE

Turn a disorganized records holding into an indexed, audit-ready archive.

Deliverables

- ☐ Record inventory
- ☐ Classification structure
- ☐ Retrieval framework
- ☐ Documentation standards
- ☐ Audit-ready archive design

Acceptance Criteria

- Record inventory accounts for the full scoped holding, with no unclassified residual
- Classification structure is applied consistently across the full inventory
- A named record can be located within the agreed retrieval-time standard
- An outside reviewer can locate and verify a sampled record without the original builder's help