PAS DE CHOCOLAT

Project Proposal

Re-envisioning PSD's Data Infrastructure

A User-Experience Approach

Public Safety Department Data Infrastructure Improvement Project

TO REVIEW CURRENT CORRECTIONS MANAGEMENT SYSTEMS AND NEEDS OF END USERS AND MAKE RECOMMENDATIONS ON A NEW SYSTEM THAT WILL ENCOMPASS ALL OFFENDER MANAGEMENT, DATA AND REPORTING NEEDS OF THE STATE OF HAWAII DEPARTMENT OF PUBLIC SAFETY

Submitted to Research and Evaluation in Public Safety (REPS),
RFP RCUH-2014-01

Prepared for: Alexander Michael Wylie, Principal Investigator

Prepared by: Cara Oba, President, PAS DE CHOCOLAT, LLC

October 10, 2014

Appendix A

PROPOSAL LETTER TO THE RESEARCH CORPORATION OF THE UNIVERSITY OF HAWAII

We propose to provide services for the Research Corporation of the University of Hawaii, for the benefit of REPS of the University of Hawaii.

It is understood that this proposal constitutes an offer.

It is understood and agreed that we have read the Research Corporation of the University of Hawaii's specifications described in the RFP and this proposal is made in accordance with the provisions of such specifications. By signing this proposal, we guarantee and certify all items included in this proposal meet or exceed any and all such specifications, and agree to the terms and conditions in all of the documents described in Section 4.5 of the RFP, including Attachments.

We agree, if selected, to deliver goods and services which meet or exceed the specifications.

Respectfully submitted,

Authorized Signature

October 10, 2014
Date

Cara M. Oba
Printed Name

President
Title

info@pasdechocolat.com
Email Address

714-642-5011
Telephone

PAS DE CHOCOLAT, LLC
If contract is awarded, the purchase order/payment should be made to

[redacted]
Federal EIN

7018 Hawaii Kai Dr., Unit 208
Remittance Address

Honolulu, HI 96825
City, State, Zip Code

*Attach to this page: Evidence of authority of the above officer to submit an offer on behalf of the company, giving also, the names and addresses of the other officers of the company.

PAS DE CHOCOLAT
PdC
est 2011
Collaborations in science & pâtisserie

DCCA State of Hawaii

Downloaded on September 25, 2013.
The information provided below is not a certification of good standing and does not constitute any other certification by the State.
Website URL: http://hbe.ehawaii.gov/documents

Business Information

MASTER NAME	PAS DE CHOCOLAT LLC
BUSINESS TYPE	Domestic Limited Liability Company (LLC)
FILE NUMBER	108424 C5
STATUS	Active
PLACE INCORPORATED	Hawaii UNITED STATES
REGISTRATION DATE	Aug 10, 2013
MAILING ADDRESS	7018 HAWAII KAI DR #208 HONOLULU, Hawaii 96825 UNITED STATES
PARTNER TERMS	AT-WILL
MANAGED BY	MEMBER(S)
AGENT NAME	KYLE OBA
AGENT ADDRESS	7018 HAWAII KAI DR #208 HONOLULU, Hawaii 96825 UNITED STATES

Officers

NAME	OFFICE	DATE
OBA,KYLE	MEM	Aug 10, 2013
OBA,CARA	MEM	Aug 10, 2013

Table of Contents

Project Narrative

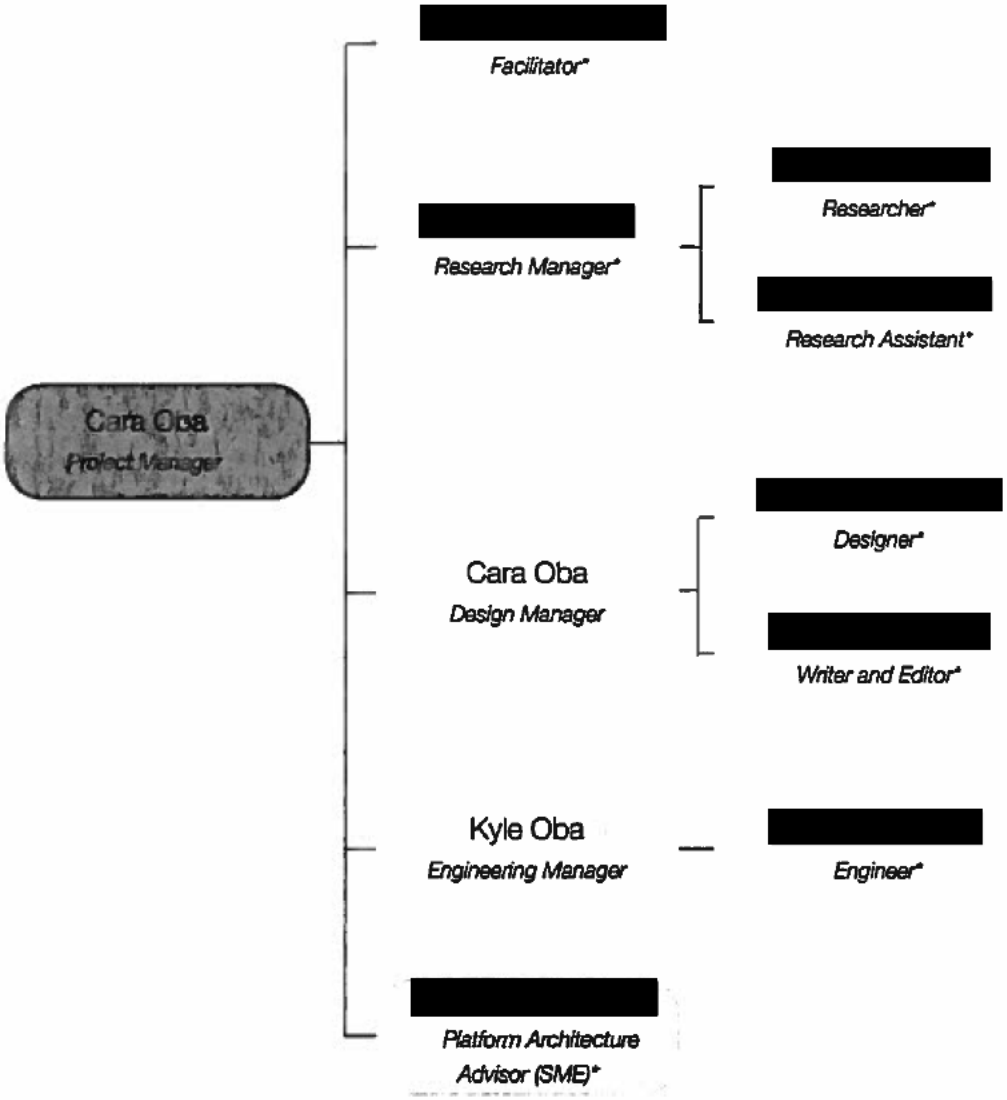
1. Abstract

a. Provide name of organization, physical address, DUNS number, Federal Taxpayer Identification No., and telephone number.

Name of organization:	**PAS DE CHOCOLAT, LLC**
Physical address:	**7018 Hawaii Kai Dr.** **Unit 208** **Honolulu, HI 96825**
DUNS number:	**07-956-1182**
Federal Taxpayer ID No.:	[redacted]
Phone number:	**(714) 642-5011**
Email address:	info@pasdechocolat.com
Website:	http://www.pasdechocolat.com

b. Organization chart

The following organization chart shows all project team members for Phase 1 of the project.



Asterisk (*) denotes subcontractors.

c. Provide your organization's mission statement and a brief summary of your organization's qualifications and experience.

Pas de Chocolat is a multidisciplinary research-design-build collective that specializes in research-based, design and technical assessments through to custom-built technology solutions. Our goal is to seek out what is possible and to build what is most appropriate to the organization's vision and means. Our broader mission is to provide end-users with new insights, opportunities, and actions by making technology accessible and placing it in service of the users' goals.

Our proposal places positive human experience at the forefront of our approach to data systems assessment and selection. Our mission for this project is to make transparent the value that PSD's data systems can offer to REPS and PSD, while strengthening positive outcomes for the offender and broader community.

In our approach, a diversely skilled team representing areas of research, design, and engineering participates from start to finish. Consideration of both human and technical requirements throughout our process enables us to deliver informed and thoughtful product and process recommendations and solutions.

The team is led by Cara Oba and Kyle Oba who bring together a wide range of skills and experience which includes research, design, process improvement, product development (physical, software front-end and back-end, mobile), product implementation, and support. They have worked with organizations of every size and understand how these dynamics may impact project outcomes. They bring together a team of skilled individuals that employ a uniquely holistic view to technology implementation.

d. Provide name of project manager and all key personnel, title, email address, resume, and contact phone number.

PROJECT MANAGEMENT OFFICE:

Cara Oba
Project Manager / Design Manager
coba@pasdechocolat.com
714-642-5011

Kyle Oba
Team Lead / Engineering Manager
koba@pasdechocolat.com
714-642-4969

PROJECT TEAM:

[redacted]
Research Manager
[redacted]

[redacted]
Researcher
[redacted]

[redacted]
Research Assistant
[redacted]

[redacted]
Designer
[redacted]

[redacted]
Writer and Editor
[redacted]

[redacted]
Platform Architecture Advisor (SME)
[redacted]

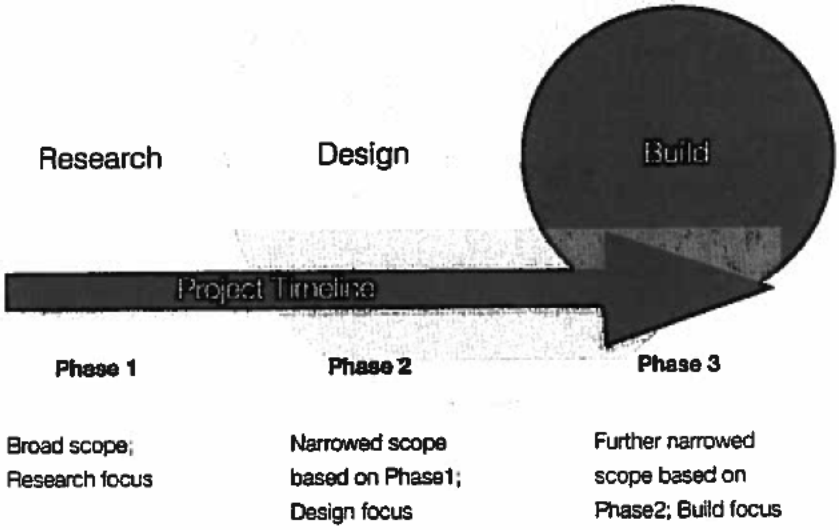
[redacted]
Engineer
[redacted]

[redacted]
Facilitator
[redacted]

Refer to Appendices for all resumes.

e. Provide a brief general description of the project strategy, the final product and methods of determining success.

Pas de Chocolat follows a research-led design methodology that focuses on human goals within organizational and workplace contexts to make assessments on technology use and to drive design decisions.



We will have active representation from research, design, and technology throughout all stages of work with shifts in which team or teams drive the activities as the project progresses. The project's division into three phases coincides with a changing focus, scope, and ownership of the activities.

The following outlines our strategy in addressing the project in its three phases:

PHASE 1 (RESEARCH):

Objectives:

- *Understand PSD as an organization (goals, structure, culture, philosophy on corrections, and as a data system),*
- *Define Offendertrak™ as a product and system (purpose, structure, function, users, product ecosystem, process)*
- *Identify available corrections-applicable software options (features, costs, users, reviews)*

Final deliverable:

Summary report communicating findings and insights (organizational and technology)

Success to be determined by the completion of the following:

PSD stakeholders will be provided with information on the current state of PSD's data infrastructure, what PSD as an organization wants of their infrastructure and the infrastructure's impacts on operations. This information gives PSD an improved ability to make decisions about their operations.

PHASE 2 (DESIGN):

Objectives:

- *Identify data infrastructure touch points and impacts*
- *Understand primary data systems' end-user processes and experience*
- *Assess Offendertrak™ usage and experience*
- *Determine user and technical system requirements*
- *Re-evaluate opportunities including previously identified corrections-applicable software options to determine best fit*

Final deliverable:

Data systems recommendations report and summary of additional research findings

Success to be determined by the completion of the following:

PSD will be provided with actionable options for data infrastructure changes that are supported by PSD-specific as well as general research findings. Detailed data infrastructure information will also be provided that will enable PSD to make data infrastructure decisions and perform future planning.

PHASE 3 (BUILD):

DEPENDENT ON COMPLETION AND OUTCOME OF PREVIOUS PHASES AND MAY INCLUDE

Objectives:

- *Develop implementation plan*
- *Work collaboratively with PSD to develop and put in place new system(s)*
- *Support migration, rollout, and training*

Final deliverable:

Use of production system

Success to be determined by the completion of the following:

Dependent upon scope of work

2. Experience and Qualifications

a. Describe your organization's capacity, staff experience and qualifications that will allow you to carry out this work within the specified time frame.

For the Phase 1 of the REPS project, the project team is comprised of ten individuals (see 1.b. Organization Chart) with complementary skills and backgrounds, selected for their ability to work independently and efficiently within tight time frames, while supporting the work of others.

Phase 1 work is research and all primary team members have professional work experience in conducting primary and secondary research as researchers or designers or as technical consultants involved in a "discovery phase" of work. The title distinctions between researcher, designer, and engineer correspond to content responsibilities during data collection and synthesis. Research and design team members will drive the research to uncover the user experience of the products and systems. Engineering team members will focus on capturing the necessary details of the various data systems and the bigger picture of the data infrastructure. The team also has experience with taking research through to the later design, build, and support phases. They conduct research knowing what information is useful in leading to successful outcomes in future phases of work.

Much of the information gathering will be performed in group stakeholder meetings. Therefore, we have [redacted], a facilitator, to run all such meetings. She understands the necessity of building trust and participation for successful results and has specific experience working in state government both as a former [redacted] as well as in the role of a facilitator on process improvement projects.

The success of the deliverables for this phase will depend on communicating findings effectively. For this we have an editor on our team to ensure that all deliverables are clear and actionable for both those directly participating in the project and beyond the project scope to maximize the usefulness to PSD, REPS, and the project team. The deliverables of this phase provide the groundwork for future phases.

For Phase 2, the team is expected to remain the same with the addition of a few more technical members to broaden the team's software language experience, thus providing a more thorough evaluation of options available to PSD.

All work is expected to be conducted in-house using existing equipment and skills.

The following lists all team members grouped by function and with a brief bio of their relevant experience and qualifications for Phase 1:

FACILITATION

[redacted] - *Facilitator*

[redacted] is the founder and principal of [redacted] providing facilitation to assist public, private and non-profit organizations. Services are tailored for each client according to their needs including meeting facilitation, strategic planning, process improvement, change management, organizational and team development, and coaching.

RESEARCH

[redacted] - *Research Manager*

[redacted] is a freelance design researcher with a master's in Applied Anthropology, she uses a combination of qualitative and quantitative methods, with an emphasis on ethnography, for design and business strategy. She has conducted research studies in several industries including: mobile technology and applications, financial services, property-casualty insurance, medical devices, and education, holding full-time appointments at [redacted] and [redacted]. Deliverables are as diverse as the project requires: presentations, scenarios, workshops, artifacts to communicate research findings to stakeholders, mockups, paper prototypes, etc.

[redacted] - *Researcher*

[redacted] freelances as an applied researcher, conducting ethnographic and market research for various companies. She has worked on several sponsored projects intended to improve communities and services in Silicon Valley, on such topics as health and wellness, community engagement, technology, and education. She holds an M.A in Applied Anthropology, with a B.A. in Behavioral Science.

[redacted] - *Research Assistant*

[redacted]'s professional background is as an Assistant to the Director of the [redacted] at [redacted]. She oversees and coordinates planning, logistics, execution, and communications for various events and activities. She is self-directed and has strong organizational skills. She has a B.A. in Cognitive Science.

DESIGN

Cara Oba - *Design Manager*

Cara is designer and co-founder of Pas de Chocolat. She has educational backgrounds in Mechanical Engineering and Industrial Design. She worked as an engineer at IBM and Hitachi prior to entering the design field and has experience with process design. She completed Six Sigma Green Belt training, driving one project and participating as a team member on others' Six Sigma and Lean initiatives. While pursuing her design education she spent time in France and Italy working on local community development projects. Her internship experiences included both design and design research for various entities in California, including Roche. Her current projects focus on user interaction and experience design for web and mobile development as well as digital art which she builds with Pas de Chocolat co-founder and developer, Kyle Oba.

[redacted] - *Designer*

[redacted] is a freelance designer with experience in graphic and product design — including product research, concept ideation, prototyping through to bringing product to market. She has managed her own projects and has experience with contracting and managing vendors. She has a B.S. in Industrial Design.

[redacted] - *Editor*

[redacted] comes from the publishing industry with a professional background as a director of sales and marketing and circulations manager. She provides copy design, editing, and writing services and has experience with a variety of formats from web to mobile platforms as well as diverse media types. She is well-versed at client and vendor communications from providing guidance through unfamiliar processes and budget management to engendering good-will and confidence as evidenced in her program successes. She is familiar with research, creative product development, and monitoring program execution metrics. She has a degree in English.

ENGINEERING

Kyle Oba - *Engineering Manager*

Kyle is a software developer and client-services professional with experience building large-scale web and systems development projects, mobile applications, and data analytics tools. He has built several successful apps, including multiple apps in the iTunes App Store Hall of Fame. He has led community-based projects, such as an animated, realtime visualization of The Bus location data. His systems integration experience spans several industries over more than a decade. He currently builds software at Pas de Chocolat with co-founder and designer, Cara Oba.

[redacted] - *Software Engineer*

[redacted] is an independent consultant and has spent more than a decade helping businesses be more competitive in a dynamic global marketplace. His experience ranges from database design and development, to system integration, e-commerce and B2B solutions for some of the nation's most successful companies, including [redacted], [redacted] [redacted], [redacted] [redacted], and [redacted]

[redacted] - *Subject Matter Expert*

[redacted]'s knowledge and experiences span all seven layers of the "Network Stack": hardware, firmware, networking, software, systems, devops, and marketing. His current focus is on big data, Hadoop, open source, web services, Ruby on Rails, embedded devices, multimedia, and internet infrastructure. He integrates working knowledge of business issues, market needs and technological trends to create business opportunities, innovative products and services. He has created and managed several engineering organizations and has lead several design and development projects with focuses on network infrastructure, object-oriented design, sophisticated graphical user interfaces, networking, video/signal processing and significant system/hardware integration challenges. His specialties include: technological and business due diligence, architecture, design review and consulting for hardware, software and services in the internet and wireless industries, devops, scalable web services, Ruby on Rails, broadband wireless, internet infrastructure, open spectrum, and open source.

b. Describe the areas of expertise that will be required.

Phase 1 and 2* require the following areas of expertise.

**Additional areas of technical expertise may be required in Phase 2 and will be dependent upon the research findings from both phases.*

Facilitation, Team-building

Design and facilitate group meetings to collaboratively achieve goals of a specific meeting. Focus on developing trust, encouraging dialog, and building consensus.

Qualitative and Quantitative Research

Qualitative and quantitative methods to design and perform interviews and observation; capture data from surveys, group meetings and existing data; and extract themes and patterns.

Design Strategy

Developing research-based, short- and long-term actionable insights for an organization.

Product and Service Design

Design process and strategic thinking in development of digital as well as analog user experiences which includes but is not limited to research, requirements creation, concept development, usability, graphics and interaction.

Communication design

Design of information models and strategies and the development of media, primarily visual media such as graphics or text, for successful information transmission.

IT Systems Architecture and Design

Process of designing and developing IT systems as a combination hardware and software product which may include its architecture, processes, modules, interfaces, data, support and maintenance. Building systems that have a long term of service and require ease of customization, flexibility, maintainability and use of appropriate technology.

Systems Integration, CRM and ERP Customization

Process of linking components or related systems to allow coordinated functionality across the systems. Specific knowledge of the process of customizing Customer Relations Management and Enterprise Resource Planning software to meet specific organizational needs.

IT Infrastructure, Operations and Automation

Understanding of the components required in the operation of an IT system (inclusive of hardware, software, networking, and facilities) and the process from IT planning through to the execution and maintenance of software applications on specific platforms and understanding how to keep these systems operable.

Database Management

Understanding of Database Management Systems, related software development, and understanding of technical requirements required for the development of a management system ranging from data models to administration considerations.

Software Development

Computer programming in the creation of a software product. This includes an understanding of development processes including design through implementation and maintenance phases.

Network Infrastructure

Design and development of a data communications system. Understanding of the differences in applicability between networking architectures (such as, but not limited to, backbone, access, and wireless), transmission mediums, and connections linking data systems through to their respective applications.

c. Describe how the team will be selected and convened.

The team will be selected based on demonstrated professional experience in one or more of the aforementioned areas of expertise, strong team-working and communication skills, self-direction and with project management experience.

If the team requires additional skills as uncovered through the execution of the project, we look first to individuals of whom the team has first-hand knowledge of their demonstrated abilities in the needed skill areas.

The team will utilize virtual collaboration software throughout the project but will have regular meetings, at minimum monthly, either in-person or via videoconference.

d. Describe past performance with project(s) similar in scope to this project. If applicable please describe any prior work with the Hawaii State Department of Public Safety. Please include work samples (e.g. links to websites, webinars, or videos) of past projects.

Experience with Hawaii State Department of Public Safety

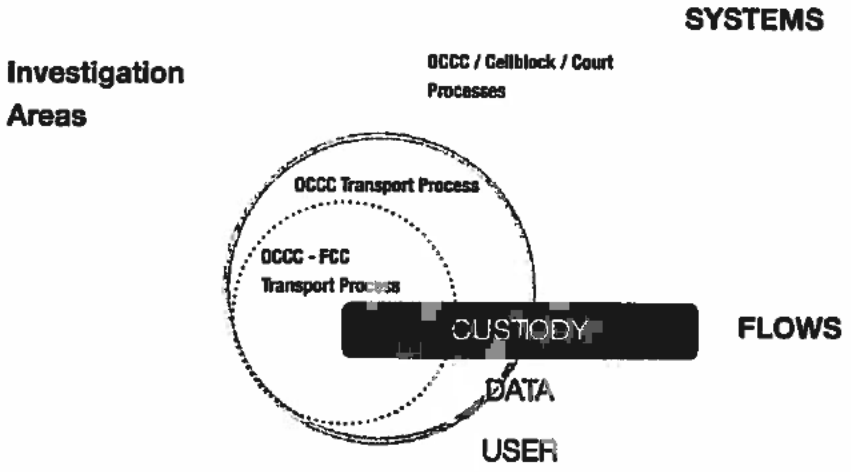
Custody Transport Process Improvement Initiative *Sep 2013-Mar 2014*

Pas de Chocolat had the opportunity to work with the Hawaii State Department of Public Safety (PSD) on a process improvement project sponsored by the Hawaii Community Foundation (HCF). The Custody Transport Process Improvement Initiative was focused on the transport process between Oahu Community Correctional Center (OCCC) and First Circuit Court (FCC), looking at getting custodies to their scheduled court appointments on time. PSD was interested in better understanding their process and interested in implementing a technology solution if and where appropriate.

A phase 1 of the project was completed with the design and implementation of a website used by Sheriff's deputies at FCC Cellblock. The project was successful as the solution was delivered in a timely manner, is still in use, required minimal training for adoption, is of low ongoing cost, and enables PSD to have more visibility into its operations. Other project successes include: increased collaborative participant discussions as a result of the facilitated stakeholder meetings, increased awareness of the full process and contributing factors to the primary issue, and providing actionable opportunities such that OCCC initiated and implemented additional process improvements supporting the overall process.

Since the implementation of the website, the number of custodies arriving on time has improved. Increased attention and focus on the transportation process with the website-provided visibility of logged transportation times may have resulted in these process improvements. However, the more important consideration is that the website provides data accessibility and begins to open more opportunities for PSD and Judiciary regarding the management and execution of their processes.

The project team was comprised of a PSD representative, an HCF representative, Alicia Dornadic (researcher), Cara Oba (designer), Kyle Oba (developer), Sandra Kunimoto (facilitator), and a community organizer. Our approach was to first thoroughly investigate the transport process as people and data flows to establish the current state of the system and identify key pieces about the organization, the end-users, the process.



The project was supported by executive sponsors Rod Maile, Ted Sakai, and Sanjeev Bhagowalia. The executive support was necessary in the execution of our approach. Much of the research was conducted as on-site observations and in-depth interviews through Corrections and Judiciary. Executive support granted us the time and access to individuals and workspaces that allowed the team to develop collaborative working relationships with participants. Facilitated stakeholder meetings assisted in the initiation of an effective research phase, increasing awareness of operations across organizations, opening communication, providing

the project team to efficiently discuss updates and gather feedback, and providing opportunities for collaboration.

From the research were able to identify various short and long-term opportunities for PSD as well as make recommendations for process improvement. The team chose a solution that would: leverage existing practices to minimize training needs and to encourage quick adoption, use technology to extend current abilities without requiring considerable maintenance in operations, and to open up to PSD more opportunities for process improvement.

For more specific information* on the solution and the process for this project, please see: http://pasdechocolat.com/work/PSD/Public_Process_Book.pdf

*Process book was reviewed by Public Information Officers from Judiciary and PSD and contains information suitable for the public.

Experience with IT Projects of Similar Scope

All members of the engineering team have had experience with projects similar in scope. Two members of the engineering team, Kyle Oba and [redacted], have worked together as systems integration project tech leads completing multiple large-scale ERP customization projects:

Applied Biosystems - *2005-2006*

Back-to-back, one-year engagements at Applied Biosystems, resulted in successful implementation of a new web portal and eCommerce storefront. This implementation included content management, product configuration, search, and sophisticated pricing and shopping cart components, and supported record revenue of $50 million in quarterly sales.

The storefront has since been rebranded as Life Technologies. https://products.appliedbiosystems.com

Kyle's contributions included design and implementation of the application architecture above the kernel level; Oracle DB system architecture, installation and configuration; Oracle application server clustering, webMethods integration tier configuration, and Apache web server load balancing. He also designed and built monitoring systems; installed, configured, and maintained automated testing and bug-tracking systems; and created build automation, source control management, and deployment

frameworks. His responsibilities included project tracking, scoping, and training of technical and business personnel.

[redacted] served as the content conversion lead, database architect, and ETL developer on the ebusiness portal implementation for Applied Biosystems. His responsibilities included the following activities: facilitation of meetings with client personnel to analyze current systems and develop strategies and plans for migrating legacy content to a new platform; design and development of tools and processes used to successfully convert legacy web content and customer transaction data from an IBM WebSphere platform into a Comergent portal; development of batch reporting process used to monitor daily web order transactions and content publishing activities; design and construction of a custom Oracle database used to produce electronic product catalogs and customer pricelists using Business Objects InfoView reports; and design and construction of batch processes used to load data from SAP, Comergent, and other systems into a consolidated reporting database.

AIMCO - *2008*

Created a content management system that runs AIMCO's nationwide service website. Project included employee training and handoff.

http://www.aimco.com/

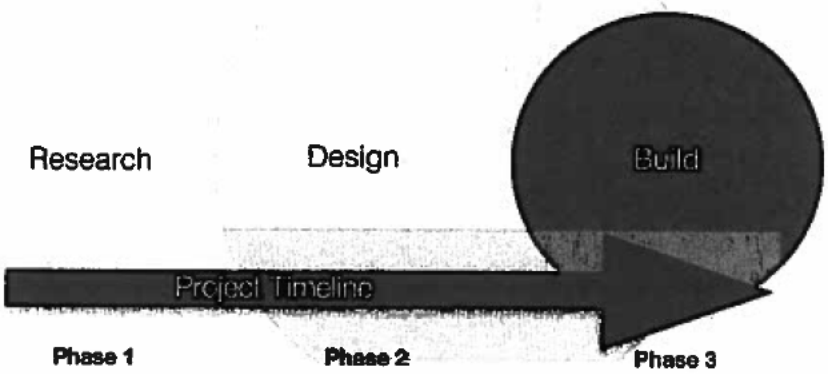
Charter Communications - *2007-2014*

Ongoing project building internal website applications to support their business team.

3. Scope of Work

a. Describe as carefully and with as much detail as possible how you will fulfill the statement of work described in Section 2.2 and Section 2.3 of this RFP. Include a strategic plan and description of a deliverable product for work to be completed in Phase 1. Also include a descriptive plan of work to be done in Phase 2 with a description of prospective deliverable(s).

"Re-envisioning PSD's Data Infrastructure"
Project Mission: Make transparent the value that PSD's data systems can offer to REPS and PSD while strengthening positive outcomes for the offender and broader community.



Phase 1	Phase 2	Phase 3
Assessment of organizational goals (administrative and operational) Initial assessment of PSD's information systems Offendertrak™ product assessment Comparative product research (includes other jurisdiction-use and other applicable software products)	Assessment of user experience goals (administrative and operational) Detailed assessment of PSD's information systems Evaluate Phase1 and 2 findings to develop system requirements Recommend options for PSD	Assist in the implementation of PSD's selected option(s) whether a customization of an off-the-shelf product, custom product development, out-of-box implementation or some combination of the above

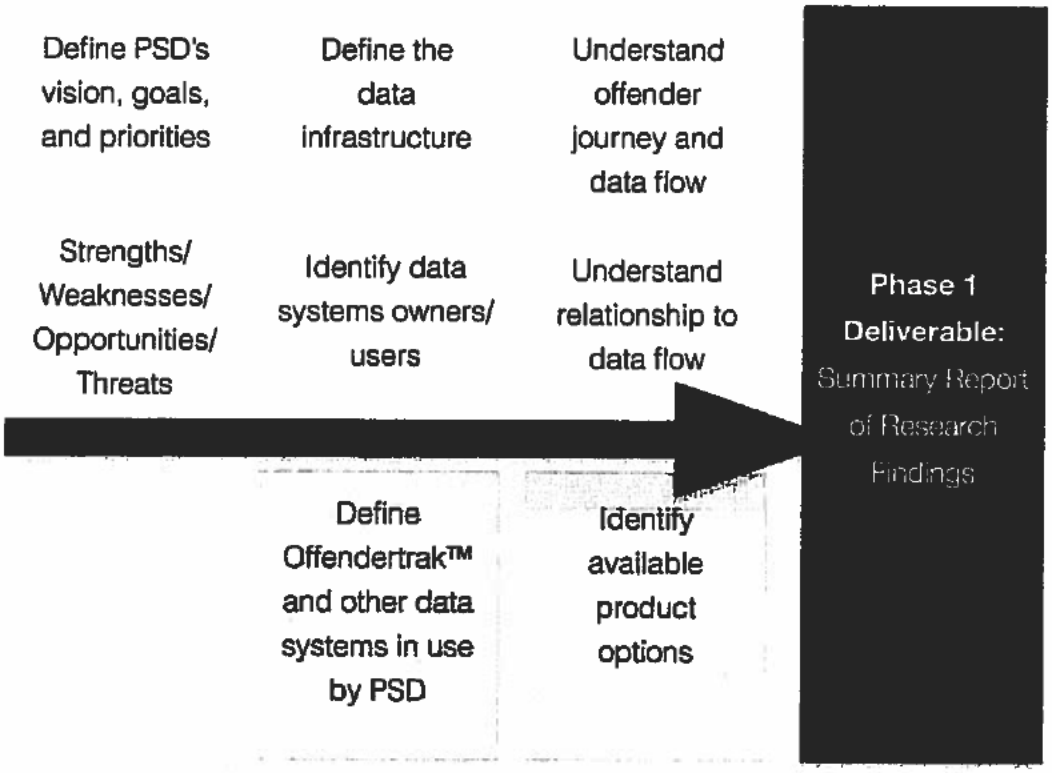
These definitions are used in the following work plans:

- *Data Infrastructure*: The digital infrastructure used to capture/share/consume data in the operations of PSD
- *Data System*: A collection of organized data and processes used for operations; can be defined as a data model; processes may be analog, digital, or some combination of the two

PHASE 1 - Research Focus

Our aim for Phase 1 is to provide PSD with a holistic understanding of their data infrastructure. At the completion of this phase, we will have communicated what comprises the data infrastructure, its impact on operations, and opportunities for change. This information will enable PSD to plan and make informed decisions about their operations.

Strategy:



Methods:

With a user-centered approach, understanding user perspectives and information are key. The primary methods in Phase 1 will be:

- Qualitative, semi-structured interviews with stakeholders who know (some part of) the offender process to obtain a high-level system view,
- Meetings (of various size) with stakeholders to understand the system together, building awareness and consensus, and
- In situ observations to understand how process principles get applied in practice

Secondary methods include quantitative and qualitative surveys as well as direct investigation/hands-on use of data systems.

Objectives, Activities, and Intermediary Deliverables:

The intermediary deliverables listed below will comprise portions of the final report.

Define PSD's vision, goals, and priorities	• Gather information on PSD and REPS general mission from existing documentation. • Identify high-level project vision and goals from meeting with project champions representing PSD and REPS. • Identify project assumptions/expectations/goals from stakeholder meetings. • Capture perspectives for SWOT analysis from stakeholder meetings. • Identify meaningful project and process measurement opportunities. • Deliverable(s): Qualitative definitions of project goals from PSD and REPS, potential project metrics, and opportunities for gap analysis assessment.

Define PSD's data infrastructure	• Gather information on PSD organizational structure from existing organizational charts and job descriptions. • Identify stakeholders, process owners, main data systems, and super users via stakeholder interviews and meetings (within and beyond PSD). • Understand processes and relationships between data systems via user interviews and meetings. • Deliverable(s): High-level map(s) of data infrastructure
Understand offender journey and data flow	• Assemble existing understanding of offender process information from meetings with PSD and REPS. • Identify stakeholders, process owners, main service (PSD to offender) touch points, and representatives with first-hand knowledge of these interfaces via interviews and meetings. • Develop personas/use cases from existing data and/or with the assistance of stakeholders to assist in further investigation of the service system. • Understand some sources of variation of the offender journey and build a model for relationships between the offender experience and the data systems via user interviews, meetings, and surveys. • Deliverable(s): Model of PSD as a service system.
Define Offendertrak™ and other data systems in use by PSD	• Gather existing product and process documentation from process owners and/or support persons. • Capture information on current usage of Offendertrak™ and other data systems to understand primary functions, use cases, contexts, integration with other systems, other technical requirements and necessary constraints from interviews and meetings. If necessary, in situ observation will be performed. • Deliverable(s): Models of Offendertrak™ and other Data Systems as functional requirements documents

Identify available product options	• Identify current products, opinions on products, and possible vendor contacts for products being used in other jurisdictions via surveys or interviews. • Identify other product offerings in the same space as Offendertrak™ and similar products outside of product space. • Gather information and estimates on product implementations based on general understanding of PSD usage via vendor contacts. • Understand main product/service differences and identify sources of cost. • Deliverable(s): Comparative matrix of specific product options and summary overview of system options.

PHASE 2 - Design Focus

Our goal for Phase 2 is to provide PSD with actionable options for data infrastructure changes. At the completion of this phase, we will have communicated data-system details, user-needs, and implementation considerations. This information will enable PSD to make data infrastructure decisions and perform future planning.

Phase 2 would initiate with research focused on gathering data system use details via site observation and/or in-depth interviews across all facilities and primary system touch points. We may want to explore desired functionality through service design activities in facilitated meetings.

We will develop data models for Offendertrak™ and other data systems to enable the creation of database schema. Additional interviews or observation of systems will be used to capture additional technical requirements.

The user and technical research would be compiled to create product requirements documents for each of the distinct data systems. This would be an intermediary deliverable that would assist PSD in understanding each specific data system. A summary of Phase 2 research findings and actionable insights would also be communicated.

After these data systems are reviewed and considered against PSD goals and desired states, new product requirements document(s) would be drafted to better state what PSD is looking for if they were to make changes to their systems. This would be used to evaluate the product options identified in Phase 1 and determine a final set of recommendations.

b. Describe what you believe to be critical success factors for the overall project and how you will meet these.

There are two critical success factors for our user-centered approach:

- willingness of the users to participate in this process and
- the users' sense of ownership for the outcome(s).

Therefore the following are key in the execution of this project:

- an Executive Sponsor who assures that this project is a high priority for PSD and is willing to assist in engaging champions in other departments if needed and supportive engagement of those champions,
- consistent communication relating pertinent project progress to as many participants as possible,
- early identification of positive project outcomes and clear communication of these outcomes to beneficiaries, and
- being mindful of the amount of additional work and responsibility placed upon participants due to their involvement with the project.

We wish to build a collaborative relationship with the Department of Public Safety and the REPS Project Team and hope to engage all participants in a positive and rewarding process.

4. Project Management

a. Develop timelines for work and describe how you will monitor timelines and deliverables or measurable standards for completion of work specified in the RFP.

Work timelines developed are found starting on page 31 of this document.

Work progress will be observed and monitored by the Project Management Office (PMO) as they will be directly involved in the execution of work.

Collaborative project management software tools such as Harvest, BaseCamp, Trello, Slack, and Google Docs will be utilized to maximize efficiency and communication among the distributed team. Activities, deliverables, and deadlines will be directed by the PMO and managed online. The PMO is held responsible for ensuring accuracy while team members are expected to drive their own tasks and deliverables. Online tools allow the PMO and team to actively track task and project progression where changes are immediately visible and accessible by the entire team. These tools will also be made available, as appropriate, to members of PSD and REPS.

Assessment of work completion is qualitative and will be dependent on whether the PMO believes that objectives have been met to the best of the team's ability suitable to the allotted timeframe and other external constraints.

b. Specify who will be responsible for meeting goals, keeping the project within the contracted cost and keeping the project within the scope of work outlined in the RFP.

The project manager, Cara Oba, with the team lead, Kyle Oba constitute the project management office. They will be responsible for meeting goals and keeping the project within the contracted cost and scope.

Subject Matter Experts

[redacted]

President/Founder of [redacted]
LinkedIn: http://www.linkedin.com/in/[redacted]

Rob is the President and Founder of [redacted], a consultancy focusing on providing technology consulting specializing in backbone networks, access networks, wireless networks, and innovative Internet/Web applications and services. [redacted] has provided services to technology start-ups as well as to top names in Internet hardware and software, and venture capital firms, including Zipdx, TelTell, Panorama Capital, SkyPilot Networks, VISA, Cisco, Ascend, iPass, and Oki Networks.

From late 2007 to early 2013, Rob was a co-founder and the CTO of [redacted], a software as a service for online merchants, leveraging Machine Learning & Big Data. [redacted] increases conversion of shoppers while on the merchant's site using real-time, individualized promotions. At [redacted], Rob led an agile DevOps effort that is pushing the state-of-the-art in personalization, machine learning, service scaling, statistical / semantic processing and AJAX technologies.

Rob has been a principal or founder in several start-up network services and equipment companies including [redacted] and [redacted] and was an Internet pioneer in the early 90s, having founded [redacted] — the first ISP to offer commercial ISDN Internet services, among other notable services. [redacted] was later acquired by [redacted]

Rob is a respected expert in IP networks and open source software and has been on the Advisory Boards of companies including [redacted], [redacted] (acquired by [redacted]), [redacted], [redacted], [redacted], [redacted], [redacted], [redacted] and [redacted]. He has been a frequent speaker on Next Generation Networks at conferences including [redacted] and [redacted]). He was also a visiting research fellow at the [redacted] in 2002-2003.

Project Budget and Budget Narrative

For project budget according to REPS provided categories, see Appendix.

Hourly Rates

The following are the hourly rates for Phase 1 and 2 of the project:

LEVEL	RATE
Senior Executive	$300
Managers	$200
Senior Consultants	$150
Consultants	$100
Analyst	$60

Phase 1

Budget Summary (for the period of November 6, 2014 to March 15, 2015)

CATEGORY	
Direct Costs	$423,630
Travel	$24,480
Supplies	$1,600
Other	$9,000
Total:	*$458,710*

Budget Narrative for Phase 1

DIRECT COSTS

Personnel	$227,600
Subcontracts	$196,030

Personnel and subcontract totals are based on hourly rates applied to work hour estimates. GET has not been applied and there are no fringe benefits. Majority of work revolves around the gathering, synthesis, and design of information developed in meetings with various stakeholders. Additional work includes on-site observation, semi-structured interviews, secondary research activities and the creation of deliverable materials.

TRAVEL

Air Fare, Out-of-State	$5,400
Per Diem	$17,280
Car Rental	$1,800

Travel in Phase 1 is dedicated to out-of-state personnel travel for the purpose of in-person participation in research activities. We have estimated for six such trips, each at 10 days. The roundtrip fares are estimated at $800 for west coast and $1000 for mountain states.

The per diem is based on the $288/day GSA rate for Oahu.

Car rental is budgeted at $30/day.

SUPPLIES

Office Supplies	$1,600

Office supplies includes consumables (pens, markers, paper, post-its, notebooks, etc.) in the use of research, general work activities, and meetings (for use by participants and project team).

OTHER

Printing	$800
Software	$4,000
Food Supplies	$4,200

Printing includes printing/copying of documents/diagrams/posters to be utilized in the execution of work and the creation of materials for meetings and deliverables.

Software included here is for the subscription to project specific applications including communications software, research tools, and design tools.

Food supplies are the food and related supplies to be furnished at facilitated meetings that are scheduled for 4 or more hours. We have budgeted for a total of 14 of such meetings in Phase 1.

Phase 2

Budget Summary (for the period of March 15, 2015 to June 30, 2015)

CATEGORY	
Direct Costs	$430,970
Travel	$68,884
Supplies	$1,100
Other	$3,306
Total:	*$504,260*

Budget Narrative for Phase 2

DIRECT COSTS

Personnel	$209,600
Subcontracts	$221,370

Personnel and subcontracts numbers are based on hourly rates applied to work hour estimates. GET has not been applied and there are no fringe benefits. Majority of work revolves around the gathering, synthesis, and design of information from on-site observations and interviews (40 estimated). Additional work includes facilitated stakeholder meetings, secondary research activities and the creation of deliverable materials.

TRAVEL

Air Fare, Out-of-State	$10,400
Air Fare, In-State	$2,400
Per Diem, Oahu	$34,560
Per Diem, Neighbor Island	$16,784
Car Rental	$4,740

Out-of-state travel is for out-of-state project members to participate in research activities. We have estimated for 11 such trips. The roundtrip fares are estimated at $800 for west coast and $1000 for mountain states.

In-state travel is for project team visitation of PSD's neighbor island (Hawaii, Maui, and Kauai) facilities. We have estimated for 4 team members per visitation and 1 trip per island.

The per diem figures are based off of the $288/day GSA rate for Oahu, $213/day for Hawaii, $390/day Maui, and $446/day on Kauai.

Car rental is budgeted at $30/day.

SUPPLIES

Office Supplies	$1,100

Office supplies includes consumables (pens, markers, paper, post-its, notebooks, etc.) in the use of research, general work activities, and meetings (for use by participants and project team).

OTHER

Printing	$720
Software	$1,536
Food Supplies	$1,050

Printing includes printing/copying of documents/diagrams/posters to be utilized in the execution of work and the creation of materials for meetings and deliverables.

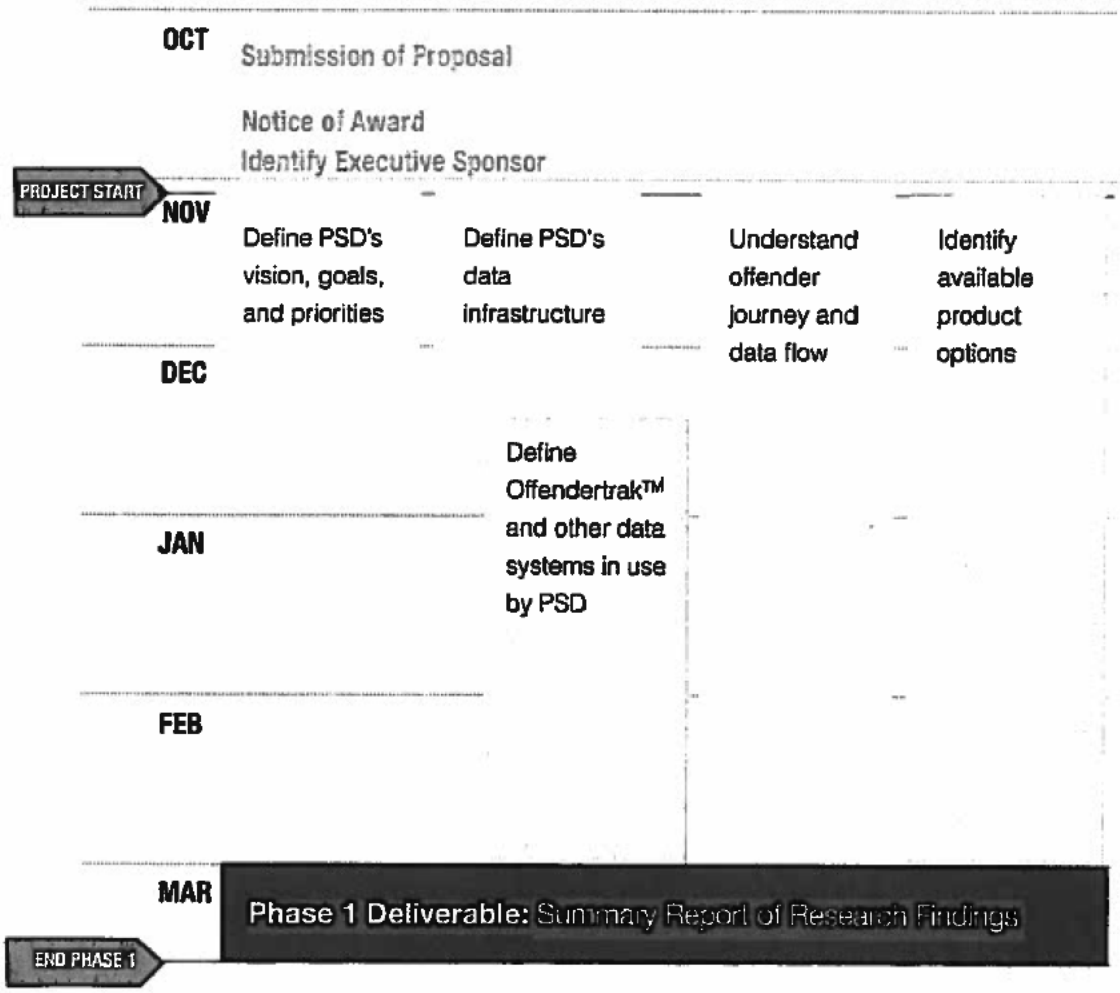
Software included here is for the subscription to project specific applications including communications software, research tools, and design tools.

Food supplies are the food and related supplies to be furnished at facilitated meetings that are scheduled for 4 or more hours. We have budgeted a total of 2 of such meetings.

Deliverable Summary and Schedule

Phase 1

The timeframe of Phase 1 (Nov 6 - Mar 15) overlaps multiple holidays and we foresee that scheduling the interviews/meetings may be a challenge. Therefore, as necessary, we will shift activities from facilitated meetings to on-site observation to keep to our schedule.



Target	Activities and Milestones	October	November	December	January	February	March
	Gather information on PSD organizational structure from existing organizational charts and job descriptions						
	Gather information on PSD and REPS general mission from existing documentation.						
	Project team meeting w/ representatives from PSD and REPS to initiate Phase 1						
	Identify stakeholders, process owners, main data systems, and super users						
	Assemble existing understanding of offender process information						
	PSD administrative stakeholder meeting/interview						
	Meeting with MIS						
	Create schematics/maps of starting view of system						
	Project Kickoff meeting						
	SWOT analysis of data infrastructure						
	Synthesis and documentation of Project Kickoff meeting outcomes together with other early administrative interviews/meetings						
	Create and post/submit survey for other jurisdictions (provide sufficient time for response)						
12/8	**Define PSD's vision, values and goals**						
	Review and synthesize survey results from other jurisdictions						
	Develop research protocol, instruments for analysis, and implementation plan						
	Meetings/interviews with IT personnel with Judiciary, HPD, Attorney General, Hawaii Paroling Authority and other identified related services that may currently or have interest in interfacing with Corrections IT						
	Facilitated sub-group meetings to develop high-level understanding of data systems (goals, purpose, SWOT)						
	Create high-level map(s) of data infrastructure						
12/19	**Define PSD's data infrastructure**						
	Identify PSD system touch points and individuals with detailed knowledge of process and interfaces						
	Develop personas/use cases from existing data and/or with assistance of stakeholders						
	Develop model for relationship between offender experience and data systems (service experience)						
	Identify critical (greatest/widest potential impact in case of failure) service touch points for PSD administration/operations and offender						
	Facilitated sub-group meetings, on-site observation, interviews and/or surveys as needed to develop high-level understanding of system interface needs at major/critical service touch points						
	Synthesize and document processes and relationships between data systems; Create model of PSD as a service system						

Target	Activities and Milestones	October	November	December	January	February	March
	relationships between data systems; Create model of PSD as a service system						
	Gather existing product and process documentation from process owners and/or support persons						
	Capture information on current usage of OffenderTrak and other data systems to understand primary functions, use cases, contexts, integration with other systems, other technical requirements and necessary constraints						
	Synthesize and document data systems analysis to create models of OffenderTrak and other primary data systems as functional requirements documents (consider as-is v. as-desired)						
2/20	**Define OffenderTrak and other data systems in use by PSD**						
	Identify current products, opinions on products, and possible vendor contacts for products being used in other jurisdictions						
	Identify other product offerings via online research						
	Gather information and estimates on product implementations based on general understanding of PSD usage via vendor contacts						
	Synthesis of product research to develop insights and considerations for PSD						
	Identify main product/service differences between different options and sources of cost						
3/2	**Identify available product options**						
	Assemble and synthesize research findings to create final report and presentation						
	Present and review findings in stakeholder meeting						
3/13	**Deliver Phase 1 final report**						

Phase 2

The following is a projection of activities and schedule for Phase 2. The team will begin a deeper dive into data and user experience to better understand the interfaces between user operations and the data systems within the infrastructure. This phase is a continuation from Phase 1 building upon previous work.

MAR

START PHASE 2

APR

MAY

Understand user experience of PSD's data infrastructure

Develop product specifications for PSD's data systems and infrastructure

JUN

END PHASE 1

Phase 2 Deliverable: Infrastructure Recommendations

Target	Activities and Milestones	March	April	May	June
	Phase 2 team meeting w/ representatives from PSD and REPS to level set on activities				
	Meeting with MIS or contracted Offendertrak support personnel to get details on data model				
	Develop research protocol, instruments for analysis, and implementation plan				
	Conduct on site observations (estimate two Oahu facilities, multiple visitations each) to capture user experience and data/process flow details				
	Schedule and perform Oahu-only on-site observations following identified pieces of offender process (estimating 20 unique visits across all of PSD's Oahu facilities) to capture technical and user needs				
	Schedule and perform Neighbor Island-only on-site observations following offender process (estimating 15 unique visits across all of PSD's neighbor island facilities) to capture technical and user needs				
	Synthesize findings from observation and interviews for communication with PSD at next meeting				
	Stakeholder meeting to review findings and working together to identify product specs				
	Synthesize all research (Phase 1 and 2) together with results from stakeholder meeting and create final presentation/report				
6/26	Final stakeholder meeting presentation of findings and recommendations				

Appendices

The following are included in this document in the order as listed:

Appendix A - Proposal Letter (Page i, start of document)

Attachment C. Standards of Conduct Declaration

Appendix C - References

Appendix D - Budget

Appendix B - Offeror's Profile

Resumes for all project team members

Attachment C. Standards of Conduct Declaration

For the purposes of this declaration:

"Employee" means any nominated, appointed, or elected officer or employee of the State, including members of boards, commissions, and committees, and employee under contract to the State or of the Constitutional Convention, but excluding legislators, delegates to the Constitutional Convention, justices and judges.

"Controlling interest" means an interest in a business or other undertaking which is sufficient in fact to control, whether the interest be greater or less than fifty per cent.

On behalf of PAS DE CHOCOLAT , LLC, CONTRACTOR, the undersigned does declare, under penalty of perjury, as follows:

1. CONTRACTOR (is) (is not) a legislator or an employee or a business in which a legislator or an employee has a "controlling interest".

2. CONTRACTOR has not been assisted or represented by a legislator or employee for a fee or other compensation to obtain this Agreement and will not be assisted or represented by a legislator or employee for a fee or other compensation in the performance of the Agreement, if the legislator or employee had been involved in the development or award of the Agreement.

3. CONTRACTOR has not been assisted or represented for a fee or other compensation in the award of this Agreement by a RCUH employee, or in the case of the Legislature, by a legislator.

4. CONTRACTOR has not been represented or assisted personally on matters related to the Agreement by a person who has been an employee of the RCUH within the preceding two years and who participated while in state office or employment on the matter with which the contract is directly concerned.

5. CONTRACTOR has not been represented or assisted on matters related to the Agreement, for a fee or other consideration by an individual who, within the past twelve months, has been a RCUH employee.

6. CONTRACTOR has not been represented or assisted in the award of this Agreement for a fee or other consideration by an individual who, (a) within the past twelve months, served as a RCUH employee, and (b) participated while an employee on matters related to this Agreement.

CONTRACTOR understands that the Agreement to which this document is attached is voidable on behalf of the RCUH if this Agreement was entered into in violation of any provision of chapter 84, Hawaii Revised Statutes, commonly referred to as the Code of Ethics, including the provisions which are the source of the declarations above. Additionally, any fee, compensation, gift, or profit received by any person as a result of a violation of the Code of Ethics may be recovered by RCUH.

Dated: October 10, , 20 14 .

CONTRACTOR

Cara J. McBride

By

President

Its (Title)

Appendix D
BUDGET

Applicant/Provider: PAS DE CHOCOLAT, LLC
RFP No.: RCUH 2014-01
Contract No. (As Applicable):

	BUDGET CATEGORIES	Budget Request (a)	(b)	(c)	(d)
A.	PERSONNEL COST				
	1. Salaries	$227,600	$209,600		
	2. Payroll Taxes & Assessments	0	0		
	3. Fringe Benefits	0	0		
	TOTAL PERSONNEL COST	$227,600	$209,600		
B.	OTHER CURRENT EXPENSES				
	1. Airfare, Inter-Island	0	$2,400		
	2. Airfare, Out-of-State	$5,400	$10,400		
	3. Audit Services	0	0		
	4. Contractual Services - Administrative	0	0		
	5. Contractual Services - Subcontracts	$196,030	$221,370		
	6. Insurance	0	0		
	7. Lease/Rental of Equipment	0	0		
	8. Lease/Rental of Motor Vehicle	0	0		
	9. Lease/Rental of Space	0	0		
	10. Mileage	0	0		
	11. Postage, Freight & Delivery	0	0		
	12. Publication & Printing	$800	$720		
	13. Repair & Maintenance	0	0		
	14. Staff Training	0	0		
	15. Substance/Per Diem	$17,280	$51,344		
	16. Supplies	$1,600	$1,100		
	17. Telecommunication	0	0		
	18. Transportation	$1,800	$4740		
	19. Utilities	0	0		
	20 Software	$4,000	$1,536		
	21. Food Supplies	$4,200	$1,050		
	22.				
	23.				
	TOTAL OTHER CURRENT EXPENSES	$231,110	$294,660		
C.	EQUIPMENT PURCHASES	0	0		
D.	MOTOR VEHICLE PURCHASES	0	0		
TOTAL (A+B+C+D)		$458,710	$504,260		

Budget request column (a) represents figures for Phase 1.
Budget request column (b) represents figures for Phase 2.
For budget narratives, see page 27 of the proposal.

Appendix B

OFFEROR PROFILE

(All items on entire page must be provided to be considered.)

Company Name PAS DE CHOCOLAT, LLC **Type of Company** CONSULTING

Address 7018 HAWAII KAI DR. UNIT 208 **Total # Full Time Employees** 2

HONOLULU, HI 96825 **Phone Number** 714-642-5011

Email info@pasdechocolat.com **Federal ID #** [redacted]

Company Start Date 4/19/2011 (in CA) **State ID #** W65821532-01

Project Manager / Principal Contact (Attach Bio) Cara Oba

Assigned Employees (Attach Bios) Kyle Oba

(Attach Additional Listings)

Signature Cara J N Oba **Date** 10/10/2014

Position/Title President

***Attach to this page: Resumes for all project team members.**

Cara Oba

7018 Hawaii Kai Dr. #208
Honolulu, HI 96825

coba@pasdechocolat.com
http://pasdechocolat.com

T (714) 642-5011
F (509) 756-4890

PROFILE

As co-founder and designer of Pas de Chocolat, I manage in-house research, design, and software development projects. My professional experience allows me to make informed decisions in requirements analyses, scheduling, and budgeting activities. My past experiences as a team lead on multidisciplinary, cross-functional, and international teams support the coordination of work in a functional team environment.

EDUCATIONAL EXPERIENCE

San Jose State University, *BS, Industrial Design*
San Jose, CA | Aug 05 - Dec 09
Exploration of design process, focused on research through concept development to final model creation

ENSCI, Les Atéliers, *Semester Study Abroad*
Paris, France | Sep 08 - Jan 09
Proposed opportunities to improve community living in high-density housing project through design interventions

Torino World Design Capital, *Summer School*
Pollenzo, Italy | Jul 08
Re-envisioned health and well-being for local community and hospital

Northwestern University, *BS, Mechanical Engineering*
Evanston, IL | Sep 96 - Jun 00
Concentration in manufacturing and design

EXHIBITIONS AND TALKS

2013 *Noise Machine #1*
[Pas de Chocolat]
Honolulu Museum of Art, Spalding House
Honolulu, HI

2012 *Interactive Design Technologies, Guest Lecture*
[Pas de Chcoolat]
University of Hawaii, American Institute of Architecture Students
Honolulu, HI

2011 *Piecing Together Ethnography and Design by Hand, Artifact Presentation*
[w/ Alicia Dornadic]
Ethnographic Praxis in Industry Conference
Boulder, CO

PROFESSIONAL EXPERIENCE

Designer, Co-Founder **Pas de Chocolat**
Honolulu, HI | Apr 11 - current
Project manager and designer of iOS apps and interactive digital experiences. Specialize in projects which promote agency, awareness, and community.

Educator **Iolani School**
Honolulu, HI | Aug 13 - Jun 14
Taught high-school students introductory research and design process and skills as part of iPad app development course.

Researcher **Kaiser Permanente-sponsored Initiative**
San Jose, CA | Mar 08 - Jul 09
Healthy Eating and Active Living, San Jose State Univ.
Performed research, identified patterns and themes towards understanding campus usage and experience. Organized and participated in interdisciplinary ideation session, extracting patterns and design implications to inform future campus development.

Design Intern **Roche New Concept Incubator**
Palo Alto, CA | Jun 08 - Aug 08
Diabetes Care Extracted themes from research, researched existing markets, generated and developed concepts through to storyboarding of products and services encouraging healthy lifestyles.

Research Intern **Human Aspirations and Design Lab**
San Jose, CA | Jun 07 - Sep 07
Panasonic Corporation of North America Created and performed interviews to identify media usage behaviors, patterns, themes, and future implications.

Mechanical Engineer **Hitachi GST (previously IBM)**
San Jose, CA | Apr 01 - May 08
Failure Analysis, QA, Server Hard Drives Performed and led teams in root cause analysis, coordinating test plans and analysis for cross-functional teams. Six Sigma Green Belt trained with lean and six sigma project experience as both project owner and team member. ISO 9001/14001 trained, department coordinator. Served as local program database support person.

Mechanical Engineer **IBM Printing Systems Division**
Boulder, CO | Jun 00 - Apr 01
Reliability, Availability, Serviceability Engineer Designed end-user and service technician experience for hardware failures. Created troubleshooting service guides and proposed manufacturing design changes. Collaborated with cross-functional team from multiple geographies.

Brand Consultant Intern **Interbrand**
Chicago, IL | Nov 99 - Mar 00
Researched brand value and developed product names and strategies. Responsible for coordinating activities, creating, and submitting project pitch to major corporation.

Kyle Oba

714-642-4969 koba@pasdechocolat.com 7018 Hawaii Kai Drive, #208, Honolulu, HI 96825

Kyle is a software developer and client-services professional with experience building large-scale web and systems development projects, as well as iOS applications software. He has built several successful apps, including multiple Apps of the Week, and multiple apps in the iTunes App Store Hall of Fame. He currently builds software at Pas de Chocolat, with co-founder and designer, Cara Oba.

Experience

OWNER & DEVELOPER – PAS DE CHOCOLAT **HONOLULU, HI – 2011-PRESENT**

Owner and principle developer at a design/build shop, specializing in research-based, human-centered application development. Projects span mobile development, server and web applications, the public sector, and art installations & interactive experiences.

CO-FOUNDER & DEVELOPER – 955 DREAMS **MOUNTAIN VIEW, CA – 2010-2011**

Co-founded a mobile applications design and development shop which produced several successful mobile apps, including The History of Jazz, an Interactive Timeline, which was included in the iTunes App Store Hall of Fame.

DEVELOPER – RUNA **MOUNTAIN VIEW, CA – 2009-2010**

Developed Ruby on Rails web application and Clojure server application, supporting sophisticated real-time pricing service for online merchants. Runa was acquired by Staples, Inc.

DEVELOPER – INDEPENDENT CONSULTANT **MULTIPLE LOCATIONS – 2001-PRESENT**

Developer and tech lead on multiple consulting engagements, serving clients such as Applied Biosystems, AIMCO, Agilent Technologies, and Charter Communications.

Education

Northwestern University, Evanston, IL – BS, Materials Science & Engineering

Skills

Significant experience building large systems with Ruby on Rails & Clojure. Web development experience with modern tools, such as ClojureScript & Om/React. Experimental projects include art installations with Kinect, Clojure, Overtone (SuperCollider), OpenCV, & Quil (Processing). I enjoy Arch Linux & open source projects, and help organize the local ClojureHNL & OUDL collaborative learning meetups.

Making great products, services, and UX for real people.

EXPERIENCE

Freelance Design Researcher (Feb 2012-present)
Partner w/ Pas de Chocolat, Honolulu, HI

(Jan-June 2013)
Projects: Photography; Connected Car (in 4 countries); Micro-coordination; Mapping, for a mobile tech company

(July, October 2012)
Projects: Radiation therapy medical device for a medical device company; Acquisitions strategy for a financial software company

(since 2012)
Projects: short (8-20 hour) online or in-store market research reports on various products

, an anthro-design work group, studying busyness in Silicon Valley (since 2009)

Senior Staff Research Analyst (May 2010-Feb 2012)

Design Researcher (summer 2008; Jul 2009-May 2010)

Anthropology Lead (Dec 2007-Oct 2009)

EDUCATION

WRITING & THINGS

2013. Writer for , blog.
Artefacts Session Curator.

2012. Paper at
Curator.
Panel

2011. Artifact
Workshop.

2010. Conference.

WORK SUMMARY

As an independent consultant, I have spent more than a decade helping businesses be more competitive in a dynamic global marketplace. My experience ranges from database design and development, to system integration, e-commerce and B2B solutions for some of the nation's most successful companies, including , , , and

PROFESSIONAL EXPERIENCE

March 2007 – Present

Independent Consultant / Technical Architect

Primary technical lead for the design and development of custom GIS applications used by to locate and qualify business prospects.

- Designed and developed custom address parsing, standardization, and geocoding routines using the USPS AMS API, Pitney Bowes MapMarker, and the Google geocoding web service.
- Designed and developed web services for address serviceability requests used by external systems, channel partners, and inside sales teams.
- Developed J2EE web applications using Oracle ADF, the Google Javascript API, and Oracle 11g Spatial to render and manipulate cable plant data.
- Completed batch and real-time integration components for the CSG billing system and Salesforce.com.
- Provide on-going user support, application maintenance, system monitoring, and software administration in multiple environments.

February 2005 – December 2006

Independent Consultant

Served as content conversion lead, database architect, and ETL developer on large ebusiness portal implementation for

- Facilitated meetings with client personnel to analyze current systems and develop strategies and plans for migrating legacy content to a new platform.
- Designed and developed tools and processes used to successfully convert legacy web content and customer transaction data from an IBM WebSphere platform into a Comergent portal.
- Developed batch reporting process used to monitor daily web order transactions and content publishing activities.
- Designed and built a custom Oracle database used to produce electronic product catalogs and customer pricelists using Business Objects InfoView reports.
- Designed and built batch processes used to load data from SAP, Comergent, and other systems into a consolidated reporting database.

September 2004 – February 2005

Independent Consultant

Implemented electronic billing applications and developed a web-based tool used to track accounting processes required for Sarbanes-Oxley compliance.

- Assisted in the design and development of a J2EE electronic billing application using CheckFree i-Series software
- Supported sales efforts by answering technical architecture and product functionality questions in sales meetings
- Developed ASP pages used to analyze Oracle financial data and report areas within the organization that are not compliant with Sarbanes-Oxley
- Designed and developed Oracle database functions and triggers used to track user activity within the application
- Designed custom reports used by internal auditors to manage issues and risks and report to executive management team

[redacted] July 2000 – March 2004

Senior Consultant

Extensive experience integrating BroadVision web platforms with external applications. Led multiple consultant and client teams in execution of integration designs, data modeling, and legacy content conversions.

- Developed work plans and coordinated web content migration activities with multiple business units
- Developed custom programs for converting legacy web content into a centralized BroadVision platform
- Designed and implemented back-end processes for automatic web content publishing
- Developed order management processes for sending and receiving customer web order information with a third-party fulfillment warehouse
- Developed custom Access and Excel VBA applications used to interface with BroadVision and Oracle
- Team leader for three consultants who created custom C++ components to integrate BroadVision platform with external systems using Activeworks middleware and XML messages

[redacted] April 1998 – June 2000

Senior Consultant

Primary focus on SAP R/3 implementations, custom ABAP/4 development, system conversions, and web interface development for healthcare and manufacturing clientele

- Team lead for web interface development to integrate BroadVision web application with SAP
- Developed design specifications for batch interfaces between a BroadVision One-To-One Retail Commerce web application and an SAP sales and distribution system
- Developed C++ interface programs using Oracle Pro*C and the BroadVision API
- Developed design specifications for SAP FI, CO, HR and PM conversions and interface programs

[redacted] January 1996 – April 1998

Consultant

Strong emphasis on application development and process reengineering based on business integration methodologies.

- Developed Excel VBA applications used to manage project processes
- Designed and developed logical and physical data models using Oracle Designer 2000
- Assisted in the development of a Java client application used to track service problems for local telephone customers
- Developed custom Oracle distributed database replication enhancements in PL/SQL
- Provided technical support for business users at 96 remote sites
- Developed custom reports in SQL and Business Objects used by executives for decision support

EDUCATION, TRAINING and CERTIFICATIONS

[redacted]	1995
[redacted]	1995
CheckFree i-Series 5.4.0 DesignXpress and SmartXpress Training	2004
BroadVision Server-Side Scripting	2000
Structured Thinking and Communication, Ernst & Young	1998
SAP R/3 Partner Academy - Certified in FICO modules	1998
SAP BC400, BC410	1998
Oracle PL/SQL Training Course	1997

Cara Oba

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http://pasdechocolat.com

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F (509) 756-4890

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Pollenzo, Italy | Jul 08
Re-envisioned health and well-being for local community and hospital

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Evanston, IL | Sep 96 - Jun 00
Concentration in manufacturing and design

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2013 *Noise Machine #1*
(Pas de Chocolat)
Honolulu Museum of Art, Spalding House
Honolulu, HI

2012 *Interactive Design Technologies, Guest Lecture*
(Pas de Chcoolat)
University of Hawaii, American Institute of Architecture Students
Honolulu, HI

2011 *Piecing Together Ethnography and Design by Hand, Artifact Presentation*
(w/ Alicia Dornadic)
Ethnographic Praxis in Industry Conference
Boulder, CO

PROFESSIONAL EXPERIENCE

Designer, Co-Founder **Pas de Chocolat**
Honolulu, HI | Apr 11 - current
Project manager and designer of iOS apps and interactive digital experiences. Specialize in projects which promote agency, awareness, and community.

Educator **Iolani School**
Honolulu, HI | Aug 13 - Jun 14
Taught high-school students introductory research and design process and skills as part of iPad app development course.

Researcher **Kaiser Permanente-sponsored Initiative**
San Jose, CA | Mar 08 - Jul 09
Healthy Eating and Active Living, San Jose State Univ.
Performed research, identified patterns and themes towards understanding campus usage and experience. Organized and participated in interdisciplinary ideation session, extracting patterns and design implications to inform future campus development.

Design Intern **Roche New Concept Incubator**
Palo Alto, CA | Jun 08 - Aug 08
Diabetes Care Extracted themes from research, researched existing markets, generated and developed concepts through to storyboarding of products and services encouraging healthy lifestyles.

Research Intern **Human Aspirations and Design Lab**
San Jose, CA | Jun 07 - Sep 07
Panasonic Corporation of North America Created and performed interviews to identify media usage behaviors, patterns, themes, and future implications.

Mechanical Engineer **Hitachi GST (previously IBM)**
San Jose, CA | Apr 01 - May 08
Failure Analysis, QA, Server Hard Drives Performed and led teams in root cause analysis, coordinating test plans and analysis for cross-functional teams. Six Sigma Green Belt trained with lean and six sigma project experience as both project owner and team member. ISO 9001/14001 trained, department coordinator. Served as local program database support person.

Mechanical Engineer **IBM Printing Systems Division**
Boulder, CO | Jun 00 - Apr 01
Reliability, Availability, Serviceability Engineer Designed end-user and service technician experience for hardware failures. Created troubleshooting service guides and proposed manufacturing design changes. Collaborated with cross-functional team from multiple geographies.

Brand Consultant Intern **Interbrand**
Chicago, IL | Nov 99 - Mar 00
Researched brand value and developed product names and strategies. Responsible for coordinating activities, creating, and submitting project pitch to major corporation.

[redacted]

EDUCATION

[redacted]

WORK EXPERIENCE

Lecturer, [redacted] -August 2014-present

Lecturer for Anthropology 11, introduction to Cultural Anthropology, exploring basic themes, issues, and methodologies of anthropology, considering contributions anthropologists make in diverse fields.

Researcher, Freelance Contractor-January 2012 to Present

Ethnography, UX, and market research for companies such as; [redacted], [redacted], [redacted].

-Conducted user research in Chicago and New York for large mobile gaming company, uncovered insights in order to design a VIP experience for top 1% of players

-Contracted to help an international fragrance company improve their human resources program. Conducted filmed, in-depth interviews, as well as shadowing activities with 3 employees in San Francisco to identify barriers to workplace success.

Research Manager [redacted] -September 2009 to May 2011 San Jose, CA
Funded by the John and James K. Knight Foundation, this project was an investigation of individuals involved in grassroots civic engagement in Silicon Valley in order to understand distinct models of organizing and technology use.

Research Assistant [redacted] -February 2008 to February 2009
This project explored the link between built-environment and wellness on a college campus, in order to design structures and policies that support a healthy campus.

PUBLICATIONS

[redacted]. International Encyclopedia of the Social and Behavioral Sciences (co-authors [redacted]

[redacted] EPIC 2012, Savannah, GA (Co-Author [redacted]

[redacted]

[redacted]

[redacted]

RESEARCH METHODS
Ethnography
In-Depth Interviewing
Participant Observation
User Research
Surveys
Personas
Shadowing
Workshops
A/B testing

PROFESSIONAL SKILLS
Project management
Research
Evaluation
Coordination
Analysis
Leadership
Administration
Production/editing

TOOLS
Apple O.S
Microsoft Office
Excel
SPSS
PowerPoint
AVID

PERSONAL SKILLS
International experience
Multi-cultural awareness
Adaptable/flexible
Strong work ethic
Creative problem-solver

INTERESTS
Community Engagement
Social Justice
Education
Technology
Policy/Service Design
Open Access

[redacted]

Designer

[redacted] phone: [redacted]

Profile

I am a self-starter yet team player and a resourceful industrial designer with a strong graphic design background and industrial design expertise. Mature outlook and proactive work ethic allow me to work independently and efficiently. I am seeking graphic design contract work or full-time work opportunities. I am well traveled and fluent in English and Dutch. Interests include exploring different cultures, traveling, reading and exercising just to name few.

Education

[redacted] [redacted]

Computer/Design Proficiencies

Adobe InDesign	Rhinoceros	Google Sketchup	Microsoft Office
Adobe Illustrator	SolidWorks	Keyshot Render	Gmail
Adobe Photoshop	Unigraphics	Maxwell Render	Google Calendar

Relevant Experience and Employment

[redacted] (co-founded)

Vice Chair May 2012- February 2014

I designed promotional event posters, planned and organized speaker events sponsors/volunteers

Freelance projects

Graphic design work January 2012- present

I designed logos and business cards, generated and prototyped packaging concepts, designed and prototyped laptop branding, designed icons, buttons, infographics and brochures for websites

[redacted]

Freelance Designer, March 2011 – February 2012

I researched, ideation, prototyped concepts, CAD renderings a product to be mass produced for the use in the hair industry. I designed the Logo, business cards and product packaging.

[redacted]

Freelance Designer, 2011

I designed a mascot for the [redacted] group to be used for printing on promotional items.

[redacted]

Freelance Designer, 2010

I generated concepts, designed, and prototyped the logo signage; managed and contracted a vendor to build and install signage for a medical equipment company. I was also consulted regarding the typography and graphics for the electrical nerve stimulator.

[redacted]

Freelance Designer, 2009

I designed a corporate logo, letterhead, and business cards for a business-to-business company.

[redacted]

Intern, 2009

Prepared PowerPoint presentations, researched, ideation concepts, sketched and CAD renderings for consumer products. I presented generated concepts and prototypes to the team and managers.

[redacted]

[redacted] • [redacted]

WORK EXPERIENCE

Assistant to the Director of the [redacted] *10/2013-present*

- Schedule and manage calendar of classes, meetings, conferences, and events held in the building.
- Coordinate both internal and external events, overseeing the planning and execution of logistics and operations of events including [redacted], and the [redacted].
- Manage and update the website; write and edit content including news, events, and features.
- Create advertising collateral to communicate the message and purpose of the building.
- Assisted with the execution of the summer [redacted] by coordinating the schedules of 60 students and scheduling field trips and activities.

[redacted] **Office Assistant** *1/2013-9/2013*

- Communicated professionally and effectively with students, teachers, parents, and staff to ensure all aspects of [redacted] ran smoothly.
- Prepared [redacted] database for online registration and ensured easy navigation of the MyBackPack Online Registration for parents.
- Experienced in troubleshooting and problem solving within [redacted]; gathered necessary information through reports and detail export.
- Created daily escort schedules to keep track of all students enrolled in [redacted] programs; moved this and other files to a cloud based system for ease in sharing, especially to roaming campus escorts.
- Processed [redacted] registrations for over 1500 students grades 6-12 using [redacted], and guided parents of varying technical proficiencies through online registration via phone and email.
- Developed strong interpersonal skills by coordinating and guiding communication between students, counselors, teachers, parents, and [redacted] to ensure students were registered for appropriate classes.

Bookstore Assistant *7/2011-8/2011, 6/2012-1/2013*

[redacted]

- Drove sales for books, apparel, and other merchandise through the use of strong customer service skills, which led to positive relationships with parents, students, teachers, and alumni.
- Organized and led a marketing campaign to promote a variety of [redacted] items and commemorative [redacted] apparel.
- Tracked and monitored store inventory through detailed analysis and organization using [redacted]
- Aided in the overhaul of the online store by editing website images and descriptions; managed and filled online orders.

LEADERSHIP

[redacted] **Leader** *8/2006-5/2008, 10/2012 -present*

- Responsible for the character development, positive self-image, and overall growth of 10 young women.
- Advises and guides young women as they work to earn the [redacted], after having completed the [redacted]

[redacted] *8/2008-5/2012*

President 2011-2012, Vice President 2010-2011, General Member 2008-2010

- Planned and coordinated annual [redacted] and other cultural events by establishing and developing communications with various contacts and departments; saw a 20% increase in attendance.
- Secured over $4000 in funding for the [redacted] and other events, such as cultural speakers.
- Worked with the [redacted] to organize and recruit volunteers for the annual phone-a-thon, which resulted in a 70% increase in accepted [redacted] students attending [redacted]

[redacted] **Chair** *8/2011-5/2012*

- Created and implemented a selection process and application for new members of the [redacted]; improved selection process from previous year.
- Coordinated events to introduce prospective members to the organization, resulting in a 25% increase of applicants.
- Developed strong communicative skills by serving as the liaison for all applicants as well as the [redacted]
- Planned and conducted tapping, new member orientation, and the initiation ceremony for incoming members and oversaw and facilitated election of new officers.
- Trained successor to fulfill role requirements, while providing tangible feedback.

EDUCATION

[redacted] *5/2012*

Honors and Awards: [redacted]

[redacted]

EDUCATION

Aug. 1996 - May 1999 [redacted]

- [redacted]

June 1995 - Aug. 1995 [redacted]

- [redacted]

Aug. 1990 - June 1996 [redacted]

- [redacted]

AWARDS

- [redacted] Finalist, [redacted] June 2014
- [redacted] Role: editor and co-photographer, May 2014
- [redacted] Award, June 2013
- [redacted] May 1999
- [redacted] 1997

WORK EXPERIENCE

October 2005 - present [redacted]

Director of Sales & Marketing

- Responsible for all aspects of marketing and PR for all titles published (new, current and backlist), including communicating with media, arranging for book signing events and creating and executing promotional programs; primary contact for authors regarding sales and promotion of their books
- Responsible for managing company's social media communications (Twitter accounts, Facebook accounts, blogs, electronic newsletter)
- Sales duties include monitoring and increasing sales in traditional (bookstores) and non-traditional (warehouse clubs, specialty shops) retail outlets and online, both independently and in conjunction with book distributors
- Additional duties: updating and maintaining company website [redacted]; seeking out new title opportunities; ad creation and production; editing and proof reading of manuscripts; serving as liaison between [redacted] and bookstores/distributors; consult and guide authors through editorial and production process
- Instituted company's electronic book (e-book) program; manage conversion process from print format to e-book format; responsible for making titles available on e-reader platforms including Amazon Kindle, Barnes & Noble Nook and Apple's iBookstore
- Took lead role in developing policies, procedures and business plan for new self-publishing division [redacted] including writing copy for website and promotional materials, as well as uploading and managing all website content [redacted]

[redacted]

- Sampling of titles managed: [redacted]; the [redacted] series from [redacted]

June 1999 – October 2005
[redacted]

Circulation Manager for all [redacted] titles, including: [redacted] and [redacted] Sales & Meeting Planners

- Responsible for: all aspects of circulation and distribution of publications, including subscriptions and magazine sales marketing; creation and administration of department budget; customer service; [redacted] for two audited publications [redacted] designing and writing copy for all circulation promotional pieces
- Oversaw transition of [redacted] from 100% paid circulation to paid/controlled circulation, effectively doubling circulation
- Headed [redacted] most successful individual-paid subscription program with [redacted] more than 1,000 subscriptions were purchased by [redacted] agents within 6 months
- Created and maintained Microsoft Access subscription databases for three titles over 5-year period; converted original database from MS-DOS format; created and maintained Microsoft Access databases for [redacted] advertising traffic department and [redacted]
- In July 2000, appointed to the position of [redacted] Responsible for coordinating editorial/design meetings, overseeing sales staff, maintaining communications between the [redacted] and [redacted] Company discontinued the franchise in November 2001, eliminating the position. Position was held concurrently with [redacted]

June 1998 - Aug. 1998
[redacted]

Editorial Intern

- Updated website weekly. Responsible for compiling and updating biographies for [redacted] project. Researched and wrote an article for the Sept. 1998 issue. Helped editorial staff research, proof and transcribe articles for publication.

SKILLS AND EXPERIENCE

- HTML (website coding) and web-publishing programs, including Wordpress
- Microsoft Office programs: Word, Excel, PowerPoint and Access
- Adobe Illustrator, Photoshop, Lightroom and InDesign (graphics software), and Adobe Premiere and iMovie (video editing software)
- Photography; images have been published in books, magazines and on websites. Work samples available upon request or visit [redacted]
- Event planning and management, including ticket sales and sponsor/vendor coordination

SIGNIFICANT EXPERIENCE

Facilitator **2012 – present**

Owner; Facilitates meetings, strategic planning, process improvement, organizational development, change management, and coaching. Works with private, public, non-profit, and university organizations.

Chairperson of the **2003 – 2010**

Chaired the 10-member and directed the with $35 million budget and overseeing 300 employees across the state.

Administrator of the Business Development and Marketing Division **2001 - 2002**

Expanded economic opportunities for firms; Division encompassed marketing, business development, and state representative offices in Beijing and Taipei.

Director of Marketing and Business Development; Assistant to the President **1995 - 2001**

Developed new business segment for the company; turned around projects to achieve profitability by facilitating team building; strategic planning, management coaching.

Vice President of Administration **1989 - 1993**

Directed marketing, budgeting and accounting, MIS, contracts, insurance, bonds, and human resources; negotiated terms for leases and construction subcontracts with values up to $10 million.

General Manager **1987 - 1989**

Full general management responsibility including administration, finances, coordinating supply, packing, sales and distribution of product with staff of 25.

EDUCATION

Professional Internship: