Process Improvement Initiative:

Oahu Community Correctional Center & First Circuit Court Custody Transport Process

This report documents the methodologies and process for this project.

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A Unique Story

Through a series of civic minded events in Honolulu the Hawaii Community Foundation (HCF) established a relationship with leadership at the State of Hawaii Department of Public Safety (PSD). They were very eager to share their stories of success, struggles, and desire to be seen as an agency of change in the state. We waited for the right opportunity and the right story and through an unfortunate event found that opportunity.

Coincidently at the same time, in their efforts to support the IT transformation efforts in state government, HCF was looking to partner with a state agency and showcase the benefits of IT transformation and business process reengineering.

Ultimately, HCF and PSD decided to partner up and take on the challenge of looking deeper at the symptoms plaguing this process to find root causes and potential process and technological solutions.

The project was unique in that HCF approached it not knowing much about the transportation process or PSD and JUD cultures. Leadership was open to us taking the time to uncover and identify the true issues instead of focusing on a solution first. PSD and JUD staff were also very open to being a part of a unique interdepartmental approach to identify and discuss issues and jointly develop solutions.

The project team was made up of six entities — key staff from PSD and HCF, a designer, a developer, a researcher, a facilitator experienced in the change management process, and a community organizer with a background of using technology to solve business and community issues. We were largely self-organized, and self-managed through the process. While not everyone is comfortable working in this manner, it worked well for this group. The stakeholder group included key staff from PSD and JUD involved in the daily custody transport and management process, including adult corrections officers (ACO), deputy sheriffs (DS), and First Circuit Court staff. All were supported by their managers and executives in their respective departments.

The response from the PSD and JUD stakeholders was positive. We were able to build trust and form relationships by spending a lot of

time observing the processes, listening to their concerns, and soliciting suggestions for improvement. This meant waking up early and hanging out at OCCC Module 5 interviewing and observing adult correctional officers (ACO) who start the transportation process off each morning.

We spent time inside the cell block at Circuit Court, observing deputy sheriffs (deputies) go through the process of moving custodies to and from transportation vans, cell block, and the courtrooms. We sat with Judiciary staff to understand how they interacted with both correctional officers and sheriffs. Each week we'd come back with more questions or ask for more observation time. We built solid relationships with state staff who trusted that we were serious and we were there to help. They opened up to us and shared their stories of what worked in the process and what didn't.

We were able to find some quick wins throughout the processes. One of the biggest wins was realized on the first day when we brought ACOs, deputies, judiciary staff, and administration together for a full day meeting to map out the transportation process and brainstorm ideas to improve upon the current transportation practice. That day provided great insight to all involved; we created new conversations, increased understanding and empathy of each other's situations, and set the tone for what we hoped to accomplish with this project. And from the additional conversations taking place, we are optimistic that the staff involved will continue to identify and resolve issues to increase efficiency and effectiveness in state government.

This book is our story — our research, our success, and our cross agency partnerships to work as a team outside of the state to help create process change and share the story of the men and women who work at the State Department of Public Safety and the State Judiciary.

Forest Frizzell

Hawaii Community Foundation

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Introduction

The Custody Transport Process Improvement Initiative came to pass through a unique collaboration between the State of Hawaii Judiciary and Department of Public Safety (PSD). Transportation to court appointments, specifically those pretrial custodies being transported from Oahu Community Correctional Center (OCCC) and First Circuit Court (FCC), was presented as the primary focal point. Members of PSD wanted to better understand the process and, where appropriate, address any actionable items with process or technology solutions.

Initial assessment of the project scope identified that the transport process was a complex interchange of both people and data, in the context of different organizations each with its unique set of goals, processes, procedures, locations/settings, work environments, cultures and individuals. Data and information used within this process was distributed, referenced, reused, and transformed by various individuals and institutions involved in the processing of custodies both pre and post trial. Many of the data and information processes were observed to be manual.

Goals

Members of Public Safety underscored that while data processes were of necessary priority in this project, their primary concern was with appropriate guardianship of the custodies as members of our community. The focus of the initiative was thus to first investigate and understand the transport process and then secondly to improve the logistics, distribution, and communication of data required to transport custodies from OCCC to their court appearances.

The goals for the project were to identify opportunities affecting transportation, delivery of a scoped solution, and to provide insights to the Public Safety Department to guide future developments.

The project was given a short timeline of a few months as the interest was to find something that was both impactful and clearly deliverable. A secondary desired outcome was to provide a project that was successful for all stakeholders with the aim of spurring more dialog and encouraging continued innovation and improvement within and between organizations.

Sponsors and Team

The project was supported through a grant from the Omidyar Ohana Fund of the Hawai'i Community Foundation. The project team was comprised of local independent contractors and presented a new, unique partnership between government and the public. The project thus presented a different collaborative model of work atypical of government initiatives.

Executive Sponsors

Project champions came from each of the State organizations.

Rod Maile, Administrative Director of the Courts

Ted Sakai, Director of the Department of Public Safety

Sanjeev "Sonny" Bhagowalia, State Chief Information Officer

Sponsors

Francis Sequeira, OCCC Warden

Randy Baldemor, State Deputy Chief Information Officer

Robin Nagamine, State Sheriff

Project Team

Forest Frizzell, Hawaii Community Foundation Chief Information Officer, project manager

Burt Lum, Hawaii Open Data Executive Director, project manager

Cathy Ross, PSD Performance-Based Management Coordinator, project manager

Alicia Dornadic, Pas de Chocolat via contract, anthropologist and design researcher

Cara Oba, Pas de Chocolat, designer

Kyle Oba, Pas de Chocolat, developer

Sandra Kunimoto, SK Works, facilitator

From top to bottom, left to right: Forest Frizzell, Burt Lum, Cathy Ross, Sandra Kunimoto, Alicia Dornadic, Cara Oba, Kyle Oba

Project Timeline

The project ran from September 2013 through March 2014 and was broken out into three phases as described below. Meetings with stakeholders were included in each phase.

Alicia Dornadic taking notes at OCCC

Phase 1   Assessment, Research, Synthesis

Primarily a data gathering and synthesis phase, the activities of this phase were heavily research oriented with interviews, observations, and the initial stakeholder meeting to begin group discussions of the custody transport process.
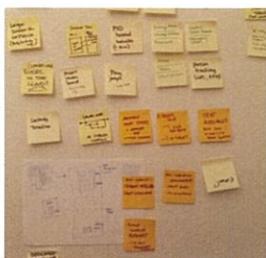
Brainstorming on topic areas

Phase 2   Ideate and Prototype

Following the research phase, the synthesis portion was closed out with another stakeholder meeting to review the findings of the process observations. This then led into the design work of ideating solutions and creating mockups for further exploration. Additional feedback on concept directions was required and thus additional interviews and observations followed. This phase was completed with a review of the final concept direction with the executive sponsors.

Prototype in situ

Phase 3   Development, Implementation, Evaluation

The final deliverable was projected to be a working prototype to serve as a starting point for future discussions. However, recommendations made at the previous stage found that acquisition of additional resources among other things were a necessary precursor. The solution (prototype) was delivered and implemented by project end. Evaluation is ongoing.

New Perspectives

The project was intentionally scoped to be short and deliver working prototype-level solutions that would allow each agency to begin to consider future opportunities for change. Ideally, the solutions provide a new vantage point from which to view and evaluate current processes while delivering some core functionality that directly addresses some of the issues originally identified in the custody transport process.

First Stakeholder Meeting

Purpose

Setting the stage for collaborative work was a necessary first step. To kick-off the project, we assembled with stakeholders to meet one another and begin group discussion about the custody transport process. The primary purpose was to introduce the project and team and provide an opportunity for face-to-face discussions and build common ground.
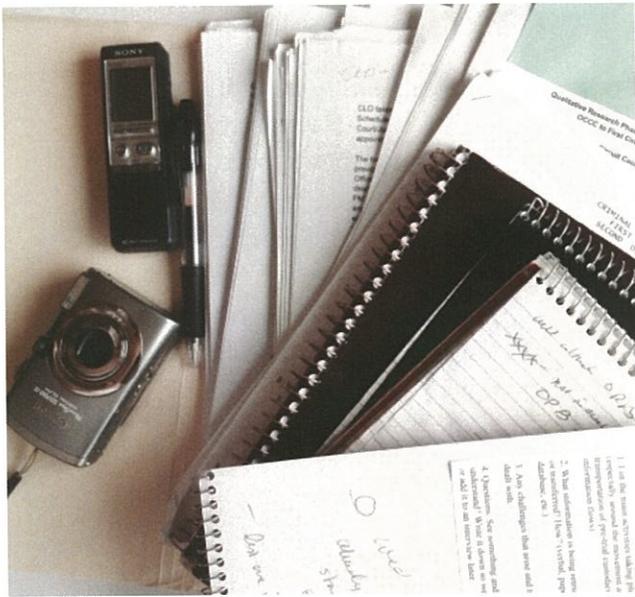
Process

Stakeholders were brought to the Hawaii Community Foundation for this first meeting in an effort to provide a neutral and safe environment. Everyone was asked to defer judgement in order to build trust and encourage collaboration. Executive sponsors Ted Sakai and Sonny Bhagowalia also welcomed the group.

Groups were created to mix organizations and together they shared project expectations, recounting stories of previous successes, and collaborated on piecing together a process map. After the map was drafted, together the group reviewed possible focus areas in the transportation process. Lastly, the group brainstormed the most critical issues for improving the system and an "it's Christmas" wish list for technical solutions. Next steps for the project were presented and follow-up interviews with the stakeholders were scheduled.

Outcome

This initial meeting was successful in bringing together different organizations to talk about the process. Together, they drafted an initial overview of the current custody transport process. This process map served as a foundation to guide the following research phase. Issues and ideas generated in this meeting would also provide a reference for pre-initiative perspectives later in the process.

Research

Purpose and Goal

The primary purpose of the research phase was to fully understand the custody transport process. Our goal was to build ourselves a solid foundation of the contexts, people, and places, together with process goals, impacts, and relationships to identify an appropriate solution.

Scope

The focus of the transport process was that of custodies to and from OCCC (Oahu Community Correctional Center) and First Circuit Court. Therefore our focus was on detailing the process observed at OCCC, Cell Block at First Circuit Court, and to a lesser extent, the court rooms themselves.

However, this OCCC-First Circuit Court transport process is only a fraction, albeit currently the largest proportion, of the custody transport needs. The larger context shows that despite the focus of OCCC and First Circuit Court, this also involves transport from housing locations outside of OCCC. In addition, it is

Some of our research tools and notes
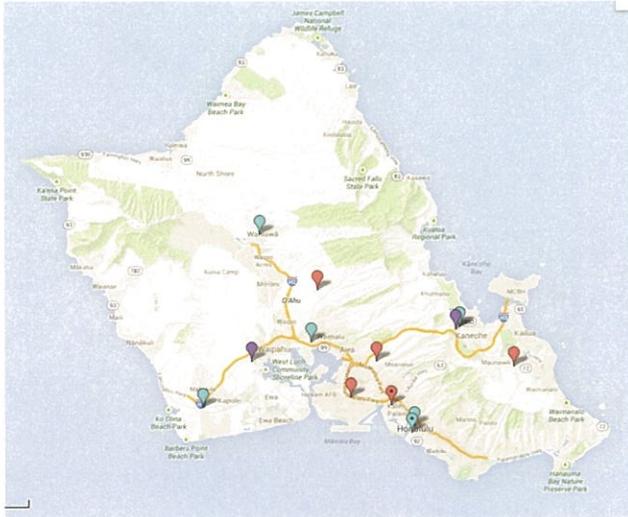
Google Map of major facilities serviced by Transportation crews (PSD in orange, Courts are teal, Health is purple)

necessary to keep in mind that there are impacts elsewhere in each organization's processes as there are locations across the island being serviced by the same transportation crews and vehicles (rural courts, mental health housing facilities, custody doctor locations).

Process and Methods

Qualitative research methods were the sole means used for capturing data. Some quantitative data mining efforts were considered but ultimately were not available for this project.

Our first step was to get better acquainted with the overall transport process. Over the course of two days, we observed the transport process from OCCC to First Circuit Court Cell Block and back, with exception of not being able to ride in transport vehicles with the custodies.

Over the course of a few weeks, members of our team talked with over 20 individuals with OCCC, the Sheriff's Division, and First Circuit Court. In addition, more than 10 in-depth interviews were conducted along with on-site participant observation.

Following these interviews and observations, we extracted findings from which recommendations and solution areas were derived.

The Custody Transport Process

We observed the process from OCCC to FCC and back over several days in October 2013.

We found that the transport process is a large system with many individuals performing tasks throughout. The following is an overview. We chose to break it up for clarity into the following 6 segments:
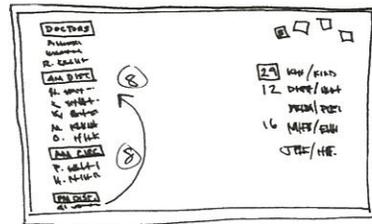

Part 1: Court Calendaring

Court appointments are the basis for custody transportation between OCCC and FCC. Court calendars distributed by court clerks identify who needs to be transported and are shared in hard copy. They require data entry and cross-checking in Cell Block and Module 5.

Part 2: Transport Preparation

The custody portion of the process begins with preparation activities in a specific OCCC Module that is responsible for the handling, transporting, and tracking of custodies and custody-specific documents (status release forms) as well as secondary items such as food and medication.

Transportation Adult Corrections Officers (sometimes called Trans ACOs or Trans Crews) each review Transportation Schedule. They make necessary preparations for the transport and staging of custodies from PSD's Oahu facilities.
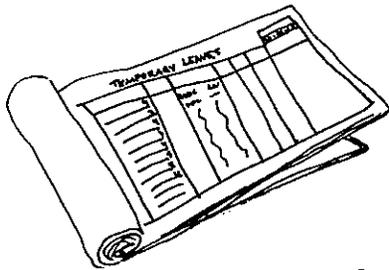
Part 3: Transportation from OCCC to First Circuit Court

The Transportation Crews go to the Housing Units and bring custodies back to Module 5 for further processing and regrouping by destination. Sometimes the crews are able to pick up a full vehicle load from one housing unit and leave directly for Court. The releasing facility keeps records of custody movement.

We were unable to directly observe custody preparation inside the Housing Units. Meals and medication are provided before leaving Housing.

Part 4: Transporting to Cell Block

Custodies are transported via OCCC's Transportation vehicles to their respective destinations. First Circuit Court may be one of many.

Upon arrival at First Circuit Court, custodies are transferred from the OCCC Trans crews to Sheriff's Deputies and held in Cell Block.
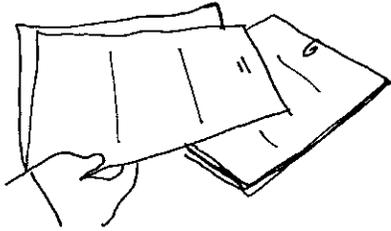
Part 5: Cell Block and the Courts

Cell Block is where all custodies awaiting their court appearance are held. It is also a transfer point for custodies brought in by the Honolulu Police Department, the Courts, or Sheriff's Patrol Deputies. For this latter group of custodies, Cell Block marks the starting point for the OCCC - FCC Custody Transport Process. Custodies may also be released from Cell Block upon order of the Courts.

Deputies have the task of guardianship of the custodies while at First Circuit Court, inclusive of both their time in Cell Block and their time in court. Custodies are always under direct supervision when they are not in Cell Block.

Deputies also manage the collection and distribution of various documents in addition to managing the custodies, their property, medication, and meals.

Part 6: Return to OCCC

Custodies that are taken in at First Circuit Court Cell Block and those that have completed their court appointment and are not released are held at Cell Block until OCCC vans return for pickup. Return trips to OCCC start around mid-day and continue until after courts close.

New and old custodies are processed at OCCC upon their return.

What's Working

During our observations, we saw a lot going right. We picked the following five things in the transportation process that are already happening, work really well in their respective contexts, and that encourage success:

Many people that we talked to in OCCC are rooting for the custodies. We found a common goal of wanting to process custodies efficiently, to release cleared custodies in a timely manner, and to keep them out of jail in the future. For example, one ACO genuinely wished a custody good luck at court.

Staff do help each other with tasks and try to keep all operations running smoothly. "We're all a team and we help each other out." We heard this and saw much evidence of it at both OCCC and Cell Block.

Staff care about accuracy. They go the extra mile to track down information, flag files they are unsure about, print duplicates of papers to make sure nothing gets lost.

The staff we observed were comfortable with us observing their process. They wanted to teach us about their work, seemed open to changes and had their own ideas for how it could be improved.
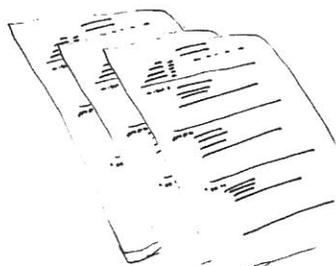
The majority of custodies are currently successfully transported daily with limited resources. Each organization is dealing with a lot of processing (of custodies, paperwork, and questions).
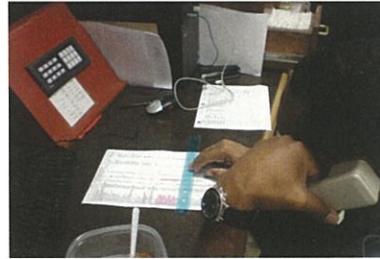
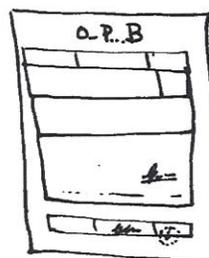**"We're all a team and we help each other out."**

Key Findings

From the observations, we found several overarching themes that had emerged from across the transport process:

Information is siloed and static.

Cell Block and OCCC do a great deal of manual data entry to reorganize the information.

Hardcopy court-sealed documents are more trustworthy than any database.

Physical documents are more accurate and reliable (meaning they will not crash during a power outage) than information in a database. Because of this, database files are cross-checked with physical folders, creating additional work.
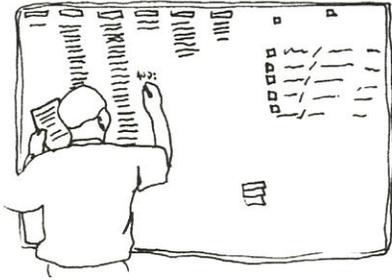
Custody loads fluctuate greatly over the day, day to day, and over time.

This causes large fluctuations in amounts of work and makes it difficult to plan for staffing, as well as facility and equipment needs.
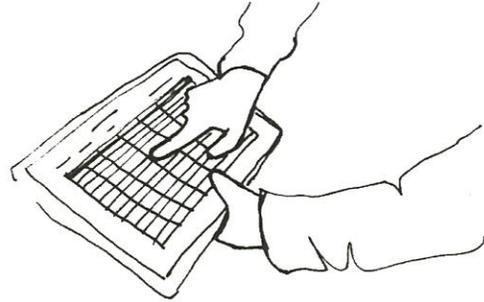
Participants in the transportation process cannot see the entire process (which is true of most large organizations).

Employees working at First Circuit Court, Cell Block, and OCCC understand and execute their own tasks, but they do not necessarily understand the work of everyone else inside that system or know how their own work impacts others.

Overarching Challenge

The courts (Judiciary) and Cell Block (PSD) are on different computer networks and routers. Courts, Cell Block and OCCC each have different database access.

Filter Criteria

The key findings represents some core attributes of the current process that we needed to consider as we evaluated our project direction.

The research phase presented many findings of varying scale that were too numerous to detail or incorporate into a single solution. We resolved to put together a set of recommendations based on the full set of findings and share this with executive level stakeholders. However, to identify project direction, we filtered the findings to pinpoint a handful of focus areas.

We returned to the underlying goals of the project for our filter criteria. We selected findings that directly impacted the timeliness of the custody transport process and the custody experience and lent themselves to "technical" solutions. "Technical" for us represented a broader definition implying that some kind of physical implementation, high- or low-tech, would be required.

Considering our skill set, we were most interested in using technologies to broaden information availability. The desire was to empower stakeholders through supporting more intelligent decision-making activities. With these general considerations as our guide, we selected the following four focus areas.

Four Focus Areas

The following is the list of the top 4 technology opportunities and corresponding solution areas:

TRANSPORTATION CREW PREPARATION FOR THE SHIFT.

Create new views or interfaces of the Transportation Schedule.

Research finding: We saw great variation in transportation loads and routes just in the few days we observed, yet little variation in the organization of the transportation schedule or route assignments. We think a more flexible or interactive view of the schedule would help prioritize who to get to court and which crews and routes are used to get there.

Solutions might consider a variety of digital interfaces for communicating the transportation schedule or ways of sorting and prioritizing the current schedule.
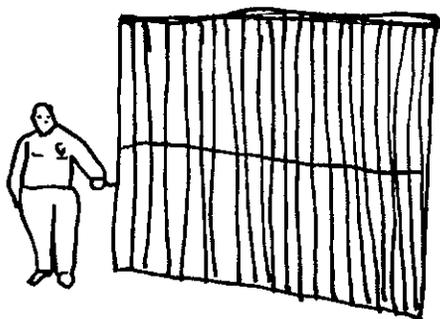
Communicate location of custodies en route to court to appropriate parties.

Research finding: Judges, attorneys, and sheriff deputies do not know when custodies will arrive. They do not who has arrived until they call Cell Block. In Cell Block, the sheriff deputies field many calls from court clerks inquiring about custody location. Attorneys come to the window in Cell Block and ask to speak to custodies who may not have yet arrived. The deputies do not have an estimated time of arrival so many inquiring parties repeatedly ask for the same custodies.

Solutions may include reporting departure times and/or delays such as traffic to Cell Block. This technology solution may lend itself to better routing overall and extend to scheduling pick-ups. An additional benefit is peace of mind for transportation crews.
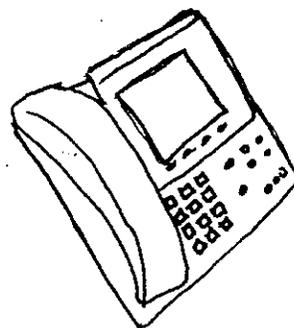
Create new ways of communicating custody status in cell block.

If this information was communicated to appropriate parties beyond the Desk position (even displayed internally in the Cell Block office) it could help increase efficiency and reduce repetition of inquires. There may also be a way to capture these data which change throughout the day to analyze resource needs.

Solutions may be as simple as sharing a view of the Daily Custody Log as it is updated in real-time, or it may be more about receiving and responding to requests.

Communicate and/or track pickups of custodies from Cell Block to OCCC.

Research finding: Currently, when OCCC vehicles arrive at Cell Block, a deputy sheriff will ask if they can take custodies back. Sometimes, OCCC has to make another run and cannot transport custodies.

Solutions may include changes to Trans crew schedule or implementing a communication tool between Cell Block and Trans crews. It may be an extension of the Daily Custody Log shared view.

These focus areas represented the summation of the research phase. Solution proposals were intentionally broad, attempting to focus on functional or operational changes. Ideally these proposals offer more opportunity for ongoing ideation and solutions as organizations evolve.

As previously mentioned, the findings and recommendations that did not make it to this final focused list were not discarded but passed on to the executive level stakeholders.
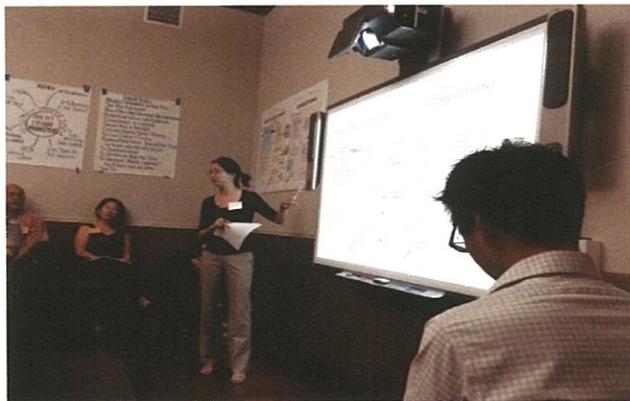
Second Stakeholder Meeting

Sharing of Research Findings

Stakeholders were reconvened for a second meeting to review some of the findings of the research stage. An updated version of the process map was shared to communicate with the larger team what was learned from the research stage and to clarify our focus areas as we moved forward.

Executive level personnel from the organizations were present and were able to comment on the findings as well as ask clarifying questions of others in the room. Through this presentation of findings and following discussion, the stakeholders and project team were able to establish a baseline, common understanding of the current state of the custody transport process from which solution ideas would be based.

Tech v. Process

The research uncovered a wide array of opportunities beyond what we were tasked with

focusing on -- actionable issues best addressed by "technical" solutions. Rather than ignoring what we could not directly address, recommendations were created and divided into process and tech lists.

Process recommendations were passed along to the executive level stakeholders directly and the tech recommendations were reviewed and narrowed to identify the focus areas that were most appropriate for this project. The main distinction between what constituted a process versus tech recommendation was in whether a technical implementation, be it hardware or software related would be required. If any tech implementation would be appropriate it was considered a tech recommendation.

These top tech findings and recommendations were presented to the group at the stakeholder meeting. While there was some disappointment that a larger piece was not being tackled, we assured the group that the purpose was to have a targeted approach that was suitable for our small team and scope of the project to ensure that we could, in fact, make some changes.

Part of the larger goal for this initiative was

to expose the organizations to a quicker turn around with smaller innovations. At this point in the project, some of organizations were already discussing the process recommendations and taking action. The discussions following the presentations assisted in bringing forth some of these that may have otherwise gone unrecognized by the larger group.
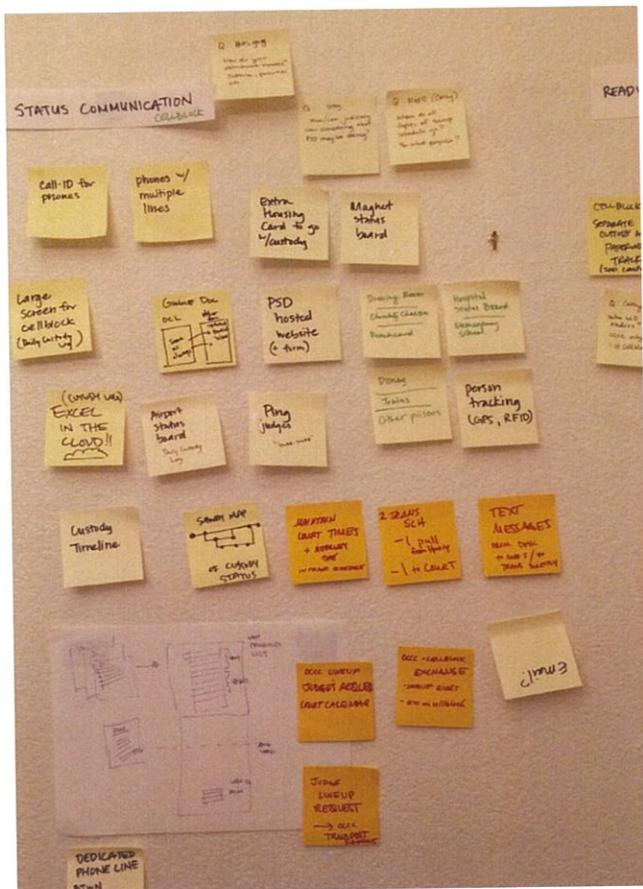
Outcome

Head nods and thoughtful discussion provided the us with the affirmation desired to comfortably head into the design phase.

"...working as though we are one organization"

-Rod Maile

Design

Ideation

Brainstorming solutions for the focus area marked the beginning of Phase 2 or Design Phase for the project, starting in late October 2013.

After establishing the new baseline with the stakeholders, we reviewed the focus areas and began to brainstorm on solution areas.

On this further review, it became evident that the solutions could be grouped as two slightly different solution spaces — 1) communication between organizations and 2) information flows.

The communication solutions focused on the timeliness of information shared between organizations. By contrast, the information flows solutions addressed the process and delivery of communications in meeting the various needs of its recipients.

Looking at these solution spaces, we considered and were open to a variety of technology implementations, big and small, that could address each opportunity area.

Picking a Direction

We did further research into understanding the costs, availability, and appropriateness for the variety of technology implementations. In addition, we received updates from Public Safety about changes already underway so that we could focus on the areas that were not yet being addressed.

Using the additional technology research and brainstormed concepts, we discussed a variety of possible options and began to discuss what would be our best direction. The following represented our primary criteria:

The opportunity must be actionable

There are many opportunities but it makes sense for us to choose one which is the most actionable. For example, some considerations which fell under this category included opportunities that required fewer permissions, have a largely visible process, are not too interwoven with specific procedures as dictated by SOPs and post orders. Part of the objective for us was to identify what part of the process made the most sense to target.

The opportunity must be appropriate for the project team

A technical solution was expected as one of the deliverables. The project was intended to be short so we were looking for a scoped opportunity. It needed to be sufficiently defined so that we could realistically build a functional prototype

in a short time frame. The opportunity area also needed to be well-suited to our skill set. Lastly, we needed to consider costs and materials associated with building a prototype.

The solution must be impactful

While we wanted the opportunity area to be well-scoped, we wanted to ensure that we could directly influence the original project goals for improving the timeliness of the transport process while being mindful of the custodies. Ideally, the solution would be able to address these bottom line issues and also have a significant reach in influencing positive outcomes for as many of the stakeholders as possible.

The solution must be appropriate for the organization

The challenge of training was raised as an issue at the first stakeholder meeting and was confirmed in the research phase. Therefore we wanted to minimize any additional work or processes to only that which is absolutely necessary. We were aware that there may be constant shifts in personnel and that scheduling specific training periods were challenging and disruptive to the work flow. We wanted the adoption of any solution to be as close to frictionless as possible and provide some quickly evident benefit.

Similarly, knowing that the prototype would be handed off to either Judiciary or the Department of Public Safety meant that we wanted to keep the tools fairly simple, straightforward, flexible

and available — open source and or inexpensive. We did not want to create a system that would have heavy maintenance or support costs and it should be able to evolve along with the needs of the organizations.

The Proposed Solution

After considering the variety of opportunities and implementation considerations, we identified communication of some of the data captured in an internally-used Cell Block document as an ideal candidate for prototyping. The solution concept was to create a web-version where currently an Excel spreadsheet exists.

The Excel version of the document

The web-version would make pertinent information accessible to its respective viewers in Cell Block, OCCC, and First Circuit Court. It would also allow for export to support existing processes and contingency plans.

The proposed solution presented a proportionally larger impact for a targeted scope; was an appropriate utilization of technology benefits (near to real-time updates, customizable interfaces, opportunities for data capture,

flexibility in security and permissions); scaled to project team capabilities and timeline; could be reasonably supported by PSD or Judiciary organizations; of reasonable cost; and customized to make training, transition, and rollout as low friction as possible.

Benefits to the Custody Transport Process

Timely and appropriate communication of this information could provide the following benefits:

- reduce queries that slow down operations,

- increase time that may be used towards preparation and coordination of activities,

- indirectly minimize potential incidents, and

- increase opportunities for more transparent communication.

Considerations for Training and Transition

The design of the prototype is intended to be as similar to the current process as possible to make the new tool feel intuitive. The main difference would be in changing the data entry method from Excel to the web-based application. The Excel export feature would extract the data from the website and place it into the same format that is currently used. The training would therefore be focused on the data entry. Ideally, the changes for other stakeholders would be seamless as they would be provided with more information and convenience than is currently provided.

Considerations for Data Collection

An additional consideration was the provision for the ability to build in data collection of possible success measures. Beyond qualitative measures, it is helpful to be able to validate process changes quantitatively. By putting the data into a customized web application, it allows for the capture of both the data being entered

by the user as well as metrics on that data such as time stamping and time-related calculations or simple counts. There are a variety of possible metrics that could serve all three organizations — OCCC, Cell Block, and the Court.
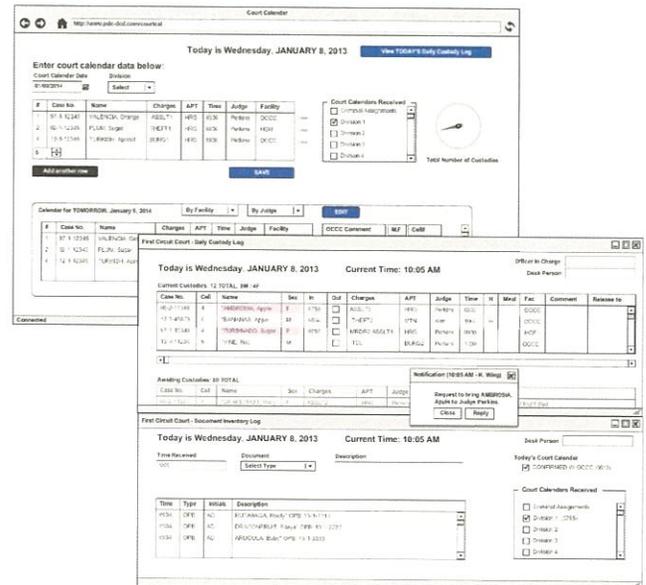
Mockups

Design considerations were worked out through mockups to help us understand the scope of likely process changes, possible issues, and future opportunities. Mockups are quick and cheap visual representations of design concepts. They allow designers to think through and test their idea before spending time and money building a fully functional tech solution.

In this process, we determined that keeping to the existing Cell Block Daily Custody Log format as much as possible would reduce any possible confusion. It was also decided that adopting the web entry was the primary goal not to be superceded by features that could easily be put to future projects if desired. The value would first need to come from this sharing of information.

There are numerous fields that are currently captured and rather than changing or adding fields, we focused on ensuring that the data captured was consistently formatted so that the opportunity to do analysis was possible. In addition, simple automated features would be incorporated that could take the place of some of the more manual operations on data entry.

From the mockups, we were also able to explore how the concept could evolve to incorporate a variety of additional features for different user groups.

Some mockups consider possible uses

Setup for Success

In order to facilitate the adoption of any prototype or process change, we felt it necessary to set a tone of positive change. Part of the proposal included considerations to setup the environment with appropriate hardware to make the most of the software solution.

Executive Meeting

Status Checkpoint

The executive level meeting held in early December 2013 marked the end of the formal design phase. The custody dashboard concept was presented to the executive level stakeholders. Proposed next steps required their buy in for support and action. We also appraised the executives of our status with the project as well as activities within their organizations that supported the initiative.

Feedback

The feedback on the dashboard concept and implementation direction was overwhelmingly positive. The executives understood and supported the approach and were interested in participating in rollout activities. This included looking into setting the environments up for success with facilities and hardware improvements. We received confirmation to continue with the proposed next steps and begin the building of the prototype.

Build

Overview

We built the proposed dashboard prototype as a secure web-based application which provides Judiciary, Sheriff's Deputies, and OCCC members access to dedicated views of the data based on their role and permissions. The dashboard includes an export feature that puts the entered data into the same Excel format that is currently being used.

Selection of Tools

Wherever possible, in order to meet project build time constraints, and to facilitate ease of adoption of the project by other technical staff, we utilized off-the-shelf, open source, industry standard frameworks and libraries.

Prototyping

The prototyping process for this system occurred over a few months, beginning with paper prototyping (sketching screens on paper for

quick and inexpensive feedback). Prototyping in software began in November 2013. We were engaged with the Deputies, OCCC, and the Judiciary to solicit feedback on the operation of the prototypes screens, as well as the overall rationale for the design of the system.

Deliverables

The project assumed two main deliverables from the outset — a technical solution and research findings and recommendations.

The Custody Dashboard represents the functional, technical prototype and on March 12, 2014 members of Judiciary and PSD had been debriefed on its use and were able to view the prototype in use with live data.

No formal training was required for end users and any support issues were handled by Pas de Chocolat until the project is formally ended.

A detailed report of research findings and recommendations will be provided to the Department of Public Safety.

Feedback

The concept for the dashboard prototype was presented to the Executive Stakeholders on December 3, 2013. At that stage, the overall architecture for the system and mockups of its

screens were discussed. From there, the Custody Dashboard input screen was created and updated with several rounds of feedback from the Sheriff Deputies in Circuit Cell Block. Feedback was also garnered from representatives of Judiciary and OCCC on the Court and OCCC transport views. This iterative process of revision, demonstration and subsequent revision, has continued through March 2014.

Many changes came through this process. Most of these were customizations that brought the prototype even closer to the existing process, further improved the usability of the prototype, and opened the features to users' ideas for future opportunities.

Meeting with end-users, stakeholders, and system experts was part of the development process

Rollout & Training

The prototype feedback process allowed us to initiate users on use of the prototype from as early as December 2013. No formal training was required in the rollout. A finalized version of the prototype was ready for live data use in the

beginning of March 2014. Users were simply walked through the features and use of the prototype and started independent use with or without support present the next day. Informal peer training is the expected means for training and has so far been successful. Documentation is available within the app and we made ourselves available for direct questions and support for the duration of the project.

Presently the First Circuit Court Cell Block is using the Dashboard daily. OCCC is using their custom view. Judiciary and Cell Block are not fully setup (hardware and software) to maximize the use of the prototype in their communications with one another at this time. Discussions were initiated for taking this further from both the PSD Management Information Systems (MIS) and Judiciary IT sides. Administrative users have been identified in Cell Block, OCCC, and the Courts to create and administer new users.

Future Opportunities and Considerations

In many ways, this prototype represents what we hope to be an opportunity for all of the organizations to evaluate their current practices going forward, in particular, consider how to leverage existing information. The project experience provides a starting point for each organization to consider how they may initiate change. We hope that this prototype is not assumed to be an ending but a beginning. We encourage everyone to keep the discussion going.

"Thank you, loving it. Am watching our people get to court on time, real time."

- Major Denise Johnston, OCCC
First day with live data at 8:36am

Automation, Information Sharing, Timely Communication

Many of the processes throughout the transport custody process could benefit from more automation, sharing of information, and timeliness of communications. Use of the prototype should provide some concrete starting points for discussions of what is possible.

Conclusion

We Can Do

The majority of custodies are transported successfully from OCCC to FCC every day. Although circumstances are not optimal and improvements can be made, people behind the process are making it work. We challenge everyone to think about making things work together.

We were told at the outset of this project that everyone has a "can-do" attitude and we definitely found this to be true. While we wish that the individual-level positive attitude continues, we hope that this project encourages increased dialogue and collaboration to initiate more informed and collaborative decision-making.

Moving Forward

Opportunities abound in the larger context of the custody transport process and we recommend starting small. As a whole we found that individuals were capable and willing but the lack of open discourse made ideas stagnate and motivation dissipate. When ideas were given opportunity to be freely discussed, we saw evidence of innovative thinking and valuable progress.

We don't deny that there are real hurdles involved in funding and procurement as we encountered such issues ourselves. However, teamwork and flexible thinking can sometimes be sufficient to push past these roadblocks and help to make progress towards objectives.

Thanks
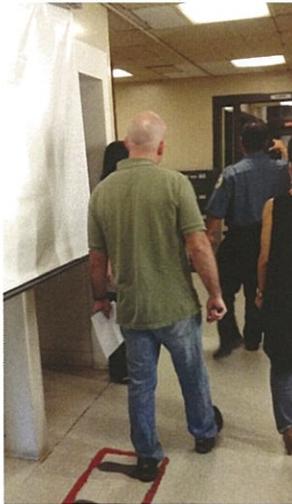
To the Participants

Many thanks go out to all the stakeholders, corrections officers, deputies, and numerous others that opened their doors to us, showed us around, and extended to us their time, expertise, opinions, ideas, and most of all, good will. You are the reason that this project was possible and any successes are attributable to your efforts. We want to recognize you for your current work and we wish that you continue sharing your ideas and promote innovation beyond this initiative.

We all learned a lot not only about the transport process but about all of you working behind the scenes. We were happy to have made your acquaintance. Thank you for making us feel welcome in your places of work and we wish all of you the best.

Contact Information

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Alicia is a freelance design researcher. With a master's in Applied Anthropology, she uses a combination of qualitative + 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 Roche Diagnostics and Allstate Insurance. Deliverables are as diverse as the project requires: PPTs, scenarios, workshops, artifacts to communicate research findings to stakeholders, mockups, paper prototypes,etc. and she enjoys working with teams on implementing solutions.

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Forest Frizzell

Forest is the Chief Information Officer for the Hawaii Community Foundation. Current projects include: developing processes to ensure HCF has an extensive and integrated information resource management strategy; leading HCF communications strategy for digital channels and mobile applications; and leading stakeholder engagement and overseeing HCF engagement around State OIMT strategic plan. When he was at the Department of Information Technology, City and County of Honolulu, they were awarded the number 1 digital city for 2011 by the Center for Digital Governance and selected as one of eight 2012 Code for America cities. In 2012 he was awarded with Pacific Business News' 40 under forty as well as selected for the inaugural class of the Pierre Omidyar Fellowship program. He has a Bachelor's Degree in Communications from the University of Hawaii. He has over 13 years of experience in the tech industry.

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Sandra Kunimoto

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Burt Lum

Burt Lum is Executive Director of Hawaii Open Data, a non-profit dedicated to advancing the principles of open data. He has more than 30 years in Hawaii's technology and communications sector. He is an Instructor at University of Hawaii in the Information & Computer Science Dept. and teaches Intro to Social Media. He also teaches Social Media for Emergency Response and Recovery for the National Disaster Preparedness Training Center. At the City and County of Honolulu, he was the City's Community Manager for their Open Data - Citizen Engagement Initiative. Burt currently produces and co-hosts a weekly science and technology show on Hawaii Public Radio called Bytemarks Cafe. For the last 5 years he as also planned and coordinated an annual grass roots technology event called the Unconferenz.

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Cara is designer and cofounder of Pas de Chocolat, a small design and development company based in Honolulu. Her work currently focuses on digital product and experience design. She has educational backgrounds in Mechanical Engineering and Industrial Design and project experience with process improvement, design research, and local community development. She currently co-teaches an iPad Application Design and Development course at Iolani School.

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Kyle Oba

Kyle develops software on web and mobile platforms, as well as for data analytics. He has built multiple iOS apps in the iTunes App Store Hall of Fame and built software systems across multiple industries. In Honolulu, he contributes to local meetups for collaborative learning, such as OUDL and ClojureHNL. Together with designer/CEO, Cara, he cofounded Pas de Chocolat, a local design and development company. He currently co-instructs a course in iPad Application Design and Development at Iolani School.

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For More Information

For additional information about this project, including additional copies of this process book, please contact the Department of Public Safety.

Cathy Ross

Cathy is a dedicated public servant concerned about our communities. Cathy is currently the Performance-Based Management Coordinator at the Department of Public Safety. She spent most of her career in public health working on policy, systems, and environmental changes to improve health and academic outcomes for Hawaii's keiki. Her work focused on understanding complex systems and designing strategies to improve program performance and outcomes. At PSD she continues to infuse public health strategies to support performance management and improvement, and program development and evaluation. She embraces technology and information systems to modernize state processes and procedures through transformation and innovation. She has her Master's in Public Health with an emphasis in Community Health Education and Development and an Executive Masters in Business Administration from the University of Hawaii Shidler College of Business.

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