

Strategic Lean Project Report



For Reporting Period: January 1, 2016 through June 30, 2016

I. General Information:

Lead agency name: Department of Services for the Blind

Partner agencies: List other agencies involved in the project

Improvement project title: VPN Certificate Deployment

Date improvement project was initiated: 1/4/2016

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan
- Other

If applicable, specify the alignment:

Goal 5: Efficient, effective & accountable government

Click here to type in the goal(s) or performance measure(s).

Click here to enter details.

Report reviewed and approved by: Lou Oma Durand, Executive Director

II. Project Summary:

The Department of Services for the Blind improved the Virtual Private Network (VPN) Connectivity options, resulting in streamlined connections for staff and reduced costs for the agency.

III. Project Details:

Identify the problem: The agency was utilizing VPN tokens from key fobs or RSA SecureID software to log in to the State Government Network remotely. We discovered that the state had implemented an option for certificate-based VPN connectivity at a reduced cost which would ease the complexity of connecting to the network remotely for those who always utilized agency equipment.

Problem statement: Users were experiencing many issues with their token-based VPN solution. Blind and visually impaired users were challenged to enter their tokens before the token assignment changed. The help desk received VPN issues regularly. In addition, we had been paying \$17.45 per month per user for hardware tokens and \$9 per month per user for software tokens. With the change to certificate based VPN 95% of our users were switched to Certificate-based VPN at a reduced cost of \$6 per month per user.

Improvement description: We took a look at the user base and discussed options with users. We ran a short pilot project to ensure that the certificate-based solution would be more efficient. The pilot grew quickly as users realized that the change would ease the connectivity process. The majority of our staff have now switched and we have reduced our VPN costs by approximately 40%.

Customer involvement: We started by engaging telecommuters and those who work in the field often. They became our pilot users and once they discovered the ease of the certificates – other users contacted us to become part of the pilot.

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IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Cost	Decreased the cost of VPN fobs and RSA Software tokens from \$17.45 per month per user or \$9 per month per user to \$6 per month.	40% reduction in costs	Final
<input checked="" type="checkbox"/> Quality	Increased the ease of connecting remotely from a time consuming process prone to issues to a simple way of connecting with fewer challenges.	90% Reduction in help desk tickets due to ease in process	Final
<input checked="" type="checkbox"/> Time	Decreased time necessary to connect remotely in to the network from 3-4 minutes to 1-2 minutes.	Increased staff productivity by 100%	Final
<input checked="" type="checkbox"/> Customer Satisfaction	Increased DSB staff satisfaction from frustration due to the challenges involved with connecting remotely to staff promoting the use of the VPN system.	Increased staff satisfaction	Final

V. Contact information:

Name: Mary Craig

e-mail: mary.craig@dsb.wa.gov

Phone number: 360-725-3839

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For Reporting Period: January 1, 2016 through June 30, 2016

I. General Information:

Lead agency name: Department of Services for the Blind

Partner agencies: N/A

Improvement project title: Invoice Retention Process

Date improvement project was initiated: 1/21/2016

Project type: New Project

Project is directly connected to:

- Results Washington performance measure

If applicable, specify the alignment:

Goal 5: Effective, Efficient & Accountable Government

Report reviewed and approved by: Lou Oma Durand, Executive Director

II. Project Summary:

In the spirit of lean process improvements, the Rehabilitation Technicians, Customer Service Leaders and the Fiscal team collaborated on a consistent agency invoice retention process.

III. Project Details:

Identify the problem: All invoices required printing and filing paper copies that resulted in reams of paper needing to be handled and stored/retained.

Problem statement: Paper and time were wasted, and filing of paper created storage and retention issues.

Improvement description: Effective January 21, 2016, there is no need to keep a hard copy of an invoice after it has been attached to the authorization in System 7 and payment has been made. This applies to ALL invoices the agency pays including client, agency/admin, and contract related invoices. Record and retention requirements are satisfied by the electronic copy saved in our case management system, and fiscal has their own set of payable record retention requirements that they are already fulfilling.

Customer involvement: In the spirit of lean process improvements, the Rehabilitation Technicians, Customer Service Leaders and the Fiscal team collaborated on a consistent agency invoice retention process.

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IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Cost	Decreased	Cost of paper, storage, staff handling of paper.	Final
<input checked="" type="checkbox"/> Quality	Increased	Increase if efficiency and effectiveness of process.	Final
<input checked="" type="checkbox"/> Time	Decreased	Eliminated time for printing of paper copy, filing, and handling paper again in the future.	Final
<input checked="" type="checkbox"/> Customer Satisfaction	Increased	Fiscal unit received several emails with favorable feedback. The staff was thrilled.	Final
<input checked="" type="checkbox"/> Employee Engagement	Increased	The project was collaboration across agency programs and personnel—vocational rehabilitation service delivery staff, management staff, and fiscal.	Final

V. Contact information:

Name: Mary Bilderback

Phone number: 360-725-3840

e-mail: mary.bilderback@dsb.wa.gov

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For Reporting Period: January 1, 2016 through June 30, 2016

I. General Information:

Lead agency name: Department of Services for the Blind

Partner agencies:

Improvement project title: Website Maintenance Process Improvement

Date improvement project was initiated: 6/15/2015

Project type: New Project

Project is directly connected to:

If applicable, specify the alignment:

Agency Strategic Plan

Supports agency strategic plan initiative to enhance recruitment, retention, and succession.

Report reviewed and approved by: Lou Oma Durand

II. Project Summary:

The Department of Services for the Blind improved website maintenance and content creation, resulting in an increase in staff capability from one to three and a decrease in posting time from six to 12 hours to less than one hour.

III. Project Details:

Identify the problem: The website had developed accessibility issues over time due to changing standards, outdated software, and inexperienced staff. These factors lead to slow responsiveness in website updates, staff frustration with software inability to implement necessary updates, and reduced customer access to website content. Unfortunately, the agency's web software was out of date and unable to produce the required results, resulting in the use of external contractors to maintain the site. Additionally, access to website was exclusive to a single workstation and there was only one staff member capable of implementing updates.

Problem statement: Currently, one staff member compared to our target of three, which we want to reach by 6/30/2016.

Improvement description: The decision was made to move from web development software to an open-source content management system (CMS) and provide content editor level training to additional staff

Customer involvement: N/A

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IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Time	Decreased website upload posting time from 6 to 12 hours to less than one hour.	Updates available to public up to 12 hours quicker.	Final
<input checked="" type="checkbox"/> Employee Engagement	Increased staff involvement in website updates from one trained staff member to three trained staff members..	2 additional staff members received training	Final

V. Contact information:

Name: LaDell Lockwood

e-mail: ladell.lockwood@dsb.wa.gov

Phone number: 206-906-5529