

Case Study

King County Housing Authority Implements Citrix Scanning

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“We wanted to fundamentally change the way we did business.”

Gary Leaf, Chief Information Officer, King County Housing Authority



The Customer

While providing housing assistance to over 18,000 households in Seattle for the last 75 years, King County Housing Authority (KCHA) has continued to improve their IT technologies with Fujitsu scanners, Citrix’s XenApp software and Hyland’s OnBase.

The Goal:

Six years ago, Gary Leaf joined KCHA as the Chief Information Officer (CIO) with a mandate to process cases faster and more efficiently. As only a small portion of the residents have access to the Internet—typically through only their cell phone device, not computer—filling out forms by hand and dropping them off to a local office, or sending them via snail mail, will be the norm well into the future. Paper reduction was not possible, but workflow efficiency was.

In the 19 management offices located throughout the large Washington County, paper was stacked on desks, filing cabinets and sometimes even on the floor. Retrieval and the temporarily misplaced documents wasted time. The process of sharing information between departments was too slow, and the growing mounds of paper were amplified by fax duplication. Security was also a concern as the forms often contained sensitive information such as social security numbers.

Unlike the private sector, the goal was not to reduce head count but to serve more people more efficiently. “We wanted to fundamentally change the way we did business,” said Gary Leaf, “Our goal was to affect flow—backlogs were only a part of it.” Hiring deferral was also a benefit, but simultaneous access to information was the biggest gain—one division could talk to a property manager while another could communicate with the resident with access to the same key information. “No more digging. No more faxing. Better service.”

Technology Choices:

Making the right hardware and software choices proved to be both easier and harder than expected.

Through the ECM Master’s course, the Association for Information and Image Management (AIIM) provided a great introduction to various ECM solutions, providing the decision makers information about the

The Customer

Country: United States
Industry: Government
Founded: 1939
Employees: 330
Website: <http://www.kcha.org/>



The Challenge

Low bandwidth, mobile employees and hardware budgets created a need for smart terminals

The Solution

Utilize FUJITSU Document Scanners fi-7160, along with simple ECM and workflow software to catch-up on backlogged paperwork and create a foundation for capturing and digitizing paperwork on a daily basis.

The Benefit

- Scanned and secured 2.5 million documents in the system
- Caught up on the entire backlog of documents in 24 months
- Supports 50 users per Citrix Server and 230 knowledge workers

benefits of different tiers of software available. KCHA discovered they did not need a full SAP/Oracle/FileNet Enterprise System. A local sister agency had previously implemented Hyland's OnBase with great success; this proven and economical implementation allowed KCHA to bypass the arduous Request for Proposal (RFP) process and go straight to purchase, then installation.

Scanner wise, the agency had some older Fujitsu ADF/flatbed scanners which never had any problems. Additionally, in the OnBase training sessions, all of the classroom scanners were Fujitsu. This made it apparent that Fujitsu was the manufacturer that set the standard. During implementation, KCHA tried to setup stations using the more expensive MFPs that were already installed at each office, but this quickly proved unfeasible. "It was an 'Ah Ha' moment. The MFPs were great at printing and the image quality was fine, but it took too long to scan in duplex, deal with skews, correct jams, and feed thick documents. Scanners were the better solution for scanning. Fujitsu scanners just worked," said Gary Leaf.

"No more digging. No more faxing. Better service."

The next step was improving IT efficiency and hardware costs. Expensive full desktop PCs were connected to an old AS400 system, and the terminal service logins were very slow. Citrix's XenApp, a virtual application delivery system, accelerated log in times--more work to be done faster--and required very little bandwidth in the outlying offices which had poor connectivity, avoiding costly LAN acceleration. KCHA had hoped to install inexpensive, pure thin client Wyse PCs, but several departments required specific software packages; instead "Baby Dell" PCs provided the processing power needed while only being slightly more expensive than the thin client machines.

The only hiccup with Citrix dealt with licensing. The majority of applications just worked on the virtual server. Others like Snagit needed a special build, but the benefits of XenApp greatly outweighed these minor issues. Employees who changed location often could now access their software from any terminal without IT moving equipment or changing profiles. The county itself is huge at 21,000

Products and Services

Hardware:	FUJITSU Document Scanners fi-7160 Baby Dell PCs
Software:	Citrix XenApp Hyland OnBase Microsoft Lync

square miles with the northern most office taking three hours to reach. The new software delivery system saved on travel times.

Another benefit to improved bandwidth usage allowed the combined installation of Microsoft Lync which replaced two 14-year old PBXs. "People have really embraced Lync and use many of its communication tools. We have instant messaging, video, and conference call capabilities all controlled from Outlook," said Gary Leaf, "Our bandwidth situation would not have allowed this without Citrix."

The Rollout:

In a typical fashion, the OnBase pilot was cut short due to the pressing needs of the business and full production was implemented in the first few months after purchase. "All the employees were excited about the use of the new system," said Gary Leaf. The enthusiasm did not last as long as expected as employees quickly forgot how much work the paper system was and discovered the indexing was manual in nature. While Hyland provided stellar support and consultation services, KCHA's implementation of forms was too granular. "We created 200 unique document types. In retrospect, we should have grouped more documents in packets with shared information and less manual indexing. Now we scan in packets and allow users to electronically thumb through individual pages," added Gary Leaf.

Overall, the ECM has been a great success with 2.5 million documents securely in the system. Citrix XenApp easily supports 50 users per server. Using Fujitsu hardware, software, and the PaperStream IP TWAIN driver, KCHA captured the entire back log of documents quickly, leaving a yearly intake of over 400,000 new forms. In the largest single department scan stations with FUJITSU Document Scanner fi-7160, PC and monitor are placed in strategic areas around the offices along with heavy users having a scanner at their personal desk.

The Future

Besides installing more stations for 230 knowledge workers, the IT department will begin fulfilling requests for other areas of the organization, including Human Resources, Asset Management, and Resident Services. "We are not finished with improvements," said Gary Leaf, "Fujitsu and our software partners have helped us achieve many of our goals. Our workflows are significantly better and will be better yet in the years to come."

In collaboration with



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