



# Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period

**Agency name:**

Department of Social & Health Services Developmental Disabilities Administration Rainier School with cooperation from Consolidated Maintenance Operations, Centralized Institutional Business Services, and the Department of Enterprise Services.

**Improvement project title:**

Rainier School 5S Storage System

**Date improvement project initiated:**

September 9, 2014

**Summary:**

In April 2014, Rainier School gained support to surplus and/or dispose of excess property in several storage areas. Rainier School and its partners are utilizing a Lean 5S process to improve operational capacities as well as A3 Problem Solving and Value Stream Mapping to improve operational capabilities. Included in this project are the Cedar, Kerr, and Holly Halls.

**Details:**

Description of the problem: Rainier School's storage areas were full of damaged, obsolete and/or unused equipment and material, leading to the storage of new equipment and materials placed outdoors until capacity could become available. Brainstormed discussions and root cause analysis has revealed the need for a streamlined approach to surplus excess and a centralized point to do so.

Description of the improvement: The Cedar Hall has been designated as a centralized processing point. Included is the identification of operational locations within Cedar Hall by Rainier School Programs, CIBS, and CMO. This includes a location for incoming items to be processed, a location for client property to be processed, and a location for items to be staged for immediate repurpose. The Kerr hall will be sorted and closed. The Holly Hall has been designated as a maintenance storage area.

Specific results achieved: The first phase of work included the sorting of over 900 pieces of office furniture, other furnishings, client support equipment, and appliances into what would be retained, repurposed, and disposed.

Of the items processed at the Cedar and Kerr buildings approximately 20 percent were returned to use by Rainier School programs. Another 15 percent are being staged in Cedar Hall and are available to use. The remainder of the items have been recycled or disposed of.

**How we involved customers or stakeholders in this effort:** A crucial component to this project becoming a sustainable system is clear communication and understanding of roles and responsibilities between Rainier School and Consolidated Maintenance Operations, Centralized Institutional Business Services and Department of Enterprise services.



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Rainier School Programs, Consolidated Maintenance Operations and Centralized Institutional Business Services staff has worked cohesively during the first phase to identify and sort items for retention, repurpose and disposal. The Department of Enterprise Services has provided surplus advice and recommendations to include resale and disposal. Rainier School Client Programs helped move items that were repurposed.

**Next Steps:** The next phase will include future processing at other storage locations on the Rainier School campus and a schedule to review Cedar Hall operations for sustainability and improvements. Participants for these events will include Rainier School, Consolidated Maintenance Operations, Centralized Institutional Business Services and Department of Enterprise services.

### Contact person/s:

Project Staff Include:

Project Role	Name	Title	Contact
Project Manager	Joey Worcester	DDA Projects PM	worcejj@dshs.wa.gov
Project Lead	Carol Davis	Rainier School PAT DIR	DavisCA@dshs.wa.gov
Project Sponsor	Alan McLaughlin	Rainier School Supt	mclaul@dshs.wa.gov

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## Cedar Hall

Before



After



## Kerr Hall

Before



After

