UW Creative Communications: A success story through engaging people
### What Services Does C2 Offer the UW?

In-house, one-stop, comprehensive shared service for the University's design, copy, print, and mailing needs

**Design & Web**
- Graphic Identity
- Website Development
- Layout
- UW Brand Compliance
- Electronic Communications

**Copy**
- 6 Full Service Copy Centers
- 94 Student Scan/Print Stations
- Poster, Banners, Floor Graphics, Wall Clings
- Academic Course Packs with Copyright Clearance

**Print**
- Managed Print Outsourcing
- UW Secure Print: Paychecks, Vendor Checks, Data Reports, Transcripts, Just-in-time Digital
- Personalized Direct Mail Printing
- MPS: Managed Consolidation of Campus Printers and Copiers

**Mailing**
- Mail Preparation
- Postage Discounts
- Mail Processing
- USPS & Campus Mail Delivery
- Sustainable Delivery: Hybrid-electric Trucks and Bikes
- Fleet Advertising
> Who we were
> Who we are
> Where we’ve come
> Where we’re headed
Serving the UW Community

DEPARTMENTS
AT BICTHILL, QUATSEY AND INDIANA CAMPUSES

FACULTY

STUDENTS

LIBRARIES

UW MEDICINE

COPYING
for Students, Faculty and Campus
 Printing and scanning in libraries and labs
Campus Bookstore

DESIGN & WEB
for Departments
Art & Design

PRINTING
for Students and Departments
Digital & Lab Services

PROTECTING THE BRAND
for Departments
Managing the Brand
Branding

CONTRACT MANAGEMENT
for Departments

SUSTAINABILITY
for Students, Faculty, Departments and Our World
Sustainable Practices

MAILING
for Students, Faculty and Departments
Delivery of UPU and Campaign Mail
📦 Packages
 dumpsters

Providing Essential Services
C2 Partners to Support Major UW Activities and Initiatives!

*“Be Boundless” Campaign * Commencement * CoMotion*
Lean at Creative Communications

- **Daily Huddles**
  - Work teams huddle every day
  - Ideas generated

- **Weekly Huddles**
  - Idea cards review
  - Update metrics
  - Recognition

- **Monthly Huddles**
  - Step back, and review process
  - Review gap to goal achievement
# Senior Managers Daily Huddle Board

**Who's Out?**

- Area 1: Out Mon, Tues
- Area 2: Out Wed, Thurs
- Area 3: Out Fri

**Coverage**

- Area 1: John Smith
- Area 2: Michael Johnson
- Area 3: Emily Davis

**Job Issues / Equipment Issues**

- Area 1: Printer issues
- Area 2: Network down
- Area 3: Fax machine broken

**Escalations**

- Area 1: IT support needed
- Area 2: Facilities issues
- Area 3: Human Resources

**Account Managers**

<table>
<thead>
<tr>
<th>M</th>
<th>T</th>
<th>W</th>
<th>Th</th>
<th>F</th>
</tr>
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<tbody>
<tr>
<td>Web</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Design</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>C2 Production</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>HR</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>Benefits</td>
<td>X</td>
<td>X</td>
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<td>X</td>
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<td>Copy Centers</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Sorting &amp; Delivery</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Mail Processing</td>
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<td>X</td>
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<tr>
<td>Mail Prep</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>UV Tower Mail &amp; Receiving</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

**ISSUES & UPDATES**

- Kody out on Thursday
- Earth Day April 2018!
- Beach party today in email
- OPEN HOUSE - Wide Format 4/24
- New VP Brian McCartan hire on 4/25

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C2 MOUNTAIN BOARD WEEKLY LEAN LEADER

KATY FOLK-WAY
SAM SOMPHET
STEVEN ROBERTS
JESSICA COLINARES
SCOTT LACEY
JACOB DOBNER
BETHANY MARTIN

PARKING LOT
Creative Communications FY19 Strategic Framework

**RELEASE POTENTIAL**
- **QUALITY • DELIVERY • COST**
- **Exceed Customer Services Expectations**
- **Provide On-Time Delivery And Increase Ease of Use**
- **Practice Financial Stewardship**

**TRANSFORM SERVICE**
- **SAFETY • MORALES**
- **Increase Capacity**
- **Implement 1850 Ideas in FY19**

**Lead with Humility**
- Customer Service rating on POS survey of 4.6 or higher
- On time delivery 100% of the time
- Ease of use rating on POS survey of 4.6 or higher
- Increase revenue by $200K
- Reduce overtime by 50%
- Reduce expenses by 4%

**Respect Every Individual**
- Perform 2 Marketing Events month
- Outreach Efforts- 25 meetings per month
- 250 hours of training annually (POD, Lean, External or Lynda.com)
- Cross train- All Key Business Tasks:
  - 100% KBT have at least one b/u; 50% of KBT have at least two
  - Implement 2 ideas per employee per month

**Assure Quality at the Source**

**Create Constancy of Purpose**

**Create Value for the Customer**

**QUALITY • DELIVERY • COST**

**SAFETY • MORALES**
Senior Managers Idea Board
aka ‘The Mountain’
Celebrating Ideas
Fruit for Ideas
Weekly Recognition at the Mountain Board
### Lean Huddle Times by Work Group

<table>
<thead>
<tr>
<th>Work Group</th>
<th>Daily</th>
<th>Weekly</th>
<th>Monthly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account Managers</td>
<td>8:30</td>
<td>Tues. @ 11:00</td>
<td>1st Tues</td>
</tr>
<tr>
<td>Accounting</td>
<td>9:45</td>
<td>Wed @ 2:00</td>
<td>4th Wed</td>
</tr>
<tr>
<td>C2 Leaders/ML, C2</td>
<td>9:00</td>
<td>Thurs @ 9:00</td>
<td>3rd Thurs</td>
</tr>
<tr>
<td>C2 Production Ctr</td>
<td>12:30</td>
<td>Wed @ 12:00</td>
<td>2nd Wed</td>
</tr>
<tr>
<td>IS</td>
<td>10:00</td>
<td>Thurs @ 2:30</td>
<td>3rd Thurs</td>
</tr>
<tr>
<td>Mailing Services</td>
<td>8:30</td>
<td>Tues @ 1:30</td>
<td>Last Tues</td>
</tr>
<tr>
<td>Web/Design</td>
<td>9:15</td>
<td>Thurs @ 5:30</td>
<td>3rd Thurs</td>
</tr>
<tr>
<td>Copy Centers</td>
<td>Varies by center</td>
<td>Wed @ 1:00</td>
<td>1st Wed</td>
</tr>
<tr>
<td>Mail Prep</td>
<td>8:00</td>
<td>Thurs @ 11:00</td>
<td>Last Thurs</td>
</tr>
<tr>
<td>Mail Rating</td>
<td>8:45</td>
<td>Thurs @ 11:00</td>
<td>Last Thurs</td>
</tr>
<tr>
<td>Cpy Ctr Supervisor</td>
<td>9:30</td>
<td>Wed @ 1:00</td>
<td>1st Thurs</td>
</tr>
<tr>
<td>Mail Sorting</td>
<td>17:30</td>
<td>Thurs @ 11:00</td>
<td>Last Thurs</td>
</tr>
<tr>
<td>iGen/Bindery/Shino</td>
<td>12:30</td>
<td>Wed @ 12:00</td>
<td>2nd Wed</td>
</tr>
<tr>
<td>Shipping</td>
<td>8:00</td>
<td>Wed @ 1:00</td>
<td>1st Wed</td>
</tr>
</tbody>
</table>
Mailing Services Leaders Team
Mailing Services—
Serving More People than the City of Yakima

34 employees
18 drivers, including 5 using e-Bikes
8 vehicles
703 acres of campus
22,000 faculty and staff
47,000 students
1112 individual mail boxes served
Mailing Services Lean
Daily Huddle
Cross-training
Transit Messaging Program

- An Idea Card said “Create moving billboards on our mailing trucks”
- Implemented in 2011
  - Mail truck sign spaces available each month
  - Revenue from selling sign space, as well as Design and Print
- Working with Facilities to add to their trucks
- Also manage inside ad space on the “UW Express” busses
Mail Prep 5S
Bike Team Lean Board
• Doug Stevens
• Russell Burgess
• Jason Brien
• David Williams
• Brent McVord
• Mark Pilder
RECOGNITION

- Jason did a rush delivery for Bethany +1. Thanks Jason.
  - Kelman

- Showing PSU how to run an e-bike operation and being a great host/tour guide.
  - Brent McCord

- Thanks Jason & Mark for making a late night delivery.
  - Great customer service.

BIKE TEAM

Jason Brien  Mark Polder
“Let’s try bicycle delivery”
Purchase Bikes
Bike Program Expands

• In 2015 two additional conventional bikes were acquired expanding the new program, including the addition of new bicycle mail delivery staff.

• The program sparked a complete revamp of the campus mail delivery system, streamlining mail routes and shaving waste from the entire system.
Purchasing the Right Bicycling Gear
Limitations of Conventional Bikes
E-Assist Bike Testing
Campus Sustainability Fund (CFD)

UNIVERSITY OF WASHINGTON

Our goal is to create a sustainable campus & foster an environmentally conscious university culture by funding student-led projects that lessen the university’s environmental impact.
Proposal Submitted for Funding
Grant approved from Campus Sustainability Fund* in March 2017
Proposal fully funded at $88,319
Includes five bicycles, five trailers, five cargo boxes, riding gear and three years of maintenance
Replaced two vehicles resulting in annual savings of $16,000
Reduces the environmental and traffic impact of vehicles on campus and surrounding areas
Increases pedestrian safety
Effective January 2018, mail truck deliveries were eliminated from Main Campus
E-Assist Bike with Package Trailer
E-Assist Bike Team – Ready for Delivery!
Expansion of Delivery Areas

Beginning in 2018, all routes on the 703 acre main campus are being picked up and delivered using E-Assist bikes.
How Far Can We Go on E-Assist Bikes?

Hill-Crest Mansion: Home of the UW President
Well, at least across Lake Washington
Recognition & Awards

2015 HUSKY GREEN AWARD
Presented To:
Steven Roberts and Tim Fox,
UW Mailing Services

In Recognition of Exemplary Leadership,
Initiative & Dedication to Promoting the
University of Washington’s Commitment to
Environmental Stewardship & Sustainability

Electric-Assist Cargo
Bicycle Mail Delivery Team

In Recognition of Exemplary Leadership,
Initiative & Dedication to Promoting the
University of Washington’s Commitment to
Environmental Stewardship & Sustainability
E-Assist Bike Team at Awards Ceremony

2018 Husky Green Award winners!
Back to the C2 Leaders Board
Aligned Strategy
Operations Team Metrics Dashboard
located at the Senior Managers Lean Board
Accolades and Awards

- 3 Distinguished Staff Award Winners
  Including one in 2015
- April 2012 Cover Story in national trade journal
  (In-Plant Graphics Magazine) that showcased our Lean Journey and financial turn-around
- State and Regional Lean Leaders
  100+ Lean Tours for UW departments and external guests,
  including government agencies, private-sector companies, and other colleges and universities
- 2015 Husky Green Award
  New bicycle delivery program
- 2016 Facilities Services Partner of the Year Award
- 2018 Husky Green Award
  New Electric-Assist bike delivery program
The Magic is in the Huddle
# How Has C2 Transformed It’s Business?

<table>
<thead>
<tr>
<th>THEN 2009</th>
<th>NOW 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ 160 employees</td>
<td>▪ 78 employees</td>
</tr>
<tr>
<td>▪ Extensive overtime</td>
<td>▪ Reduced overtime by more than 50% through cross-training</td>
</tr>
<tr>
<td>▪ Unstable financials</td>
<td>▪ Financially self-sustaining</td>
</tr>
<tr>
<td>▪ Costly, antiquated printing equipment</td>
<td>▪ Cost effective, modern digital production with one-stop shopping</td>
</tr>
<tr>
<td>▪ Silos – Copy/Print-Mail</td>
<td>▪ Eliminated silos – team approach</td>
</tr>
<tr>
<td>▪ Low employee engagement</td>
<td>▪ Lean business practices deployed department-wide</td>
</tr>
<tr>
<td></td>
<td>▪ 17 UW student employees, many in their fields of study: Web, Design,</td>
</tr>
<tr>
<td></td>
<td>Marketing, IT and Accounting</td>
</tr>
<tr>
<td></td>
<td>▪ C2 provides “Shared Services” that other departments need: Managed</td>
</tr>
<tr>
<td></td>
<td>Print Services, Mail Stores, Accounting for External Affairs, Request</td>
</tr>
<tr>
<td></td>
<td>Tracker, UW Tower Shipping and Receiving</td>
</tr>
</tbody>
</table>
Questions?