



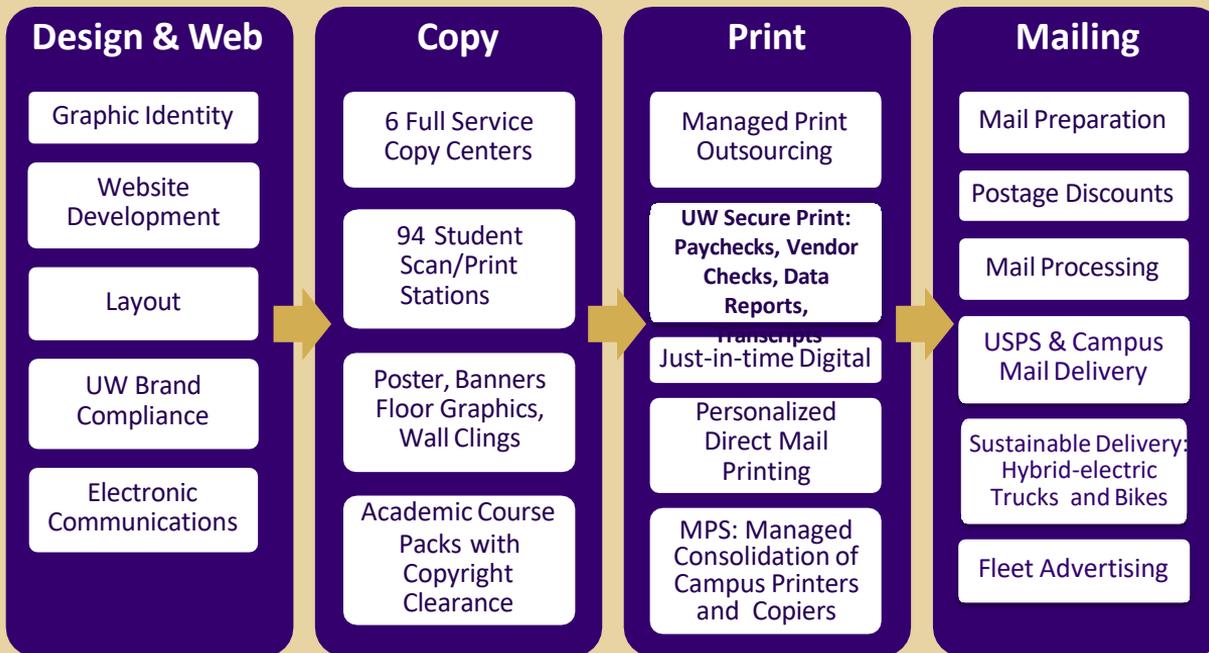
UNIVERSITY *of* WASHINGTON

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



C2

- > Who we were
- > Who we are
- > Where we've come
- > Where we're headed



Serving the UW Community



COPYING for Students, Faculty and Campus

Printing and Scanning in Libraries and Labs
Copyright Clearance of Course Materials
Course Packs
Campus Copy Centers



DESIGN & WEB for Departments

Web Design & Development
Graphic Design



PRINTING for Students and Departments

Digital & Personalized Data Printing
Large Poster & Banner Printing
Online Ordering
Project Management for Print Projects

CONTRACT MANAGEMENT for Departments

Managed Print Services
Presorted Mail
Creative Services
Print Buyouts

PROTECTING THE BRAND for Departments, the University and UW Medicine

Supporting the UW and UW Medicine
Identities & Brand Standards

MAILING for Students, Faculty and Departments

Delivery of USPS and Campus Mail
Mail Preparation
Copy & Mail Stores
UW Tower Mailing & Recoring



SUSTAINABILITY for Students, Faculty, Departments and Our World

100% Post-consumer Recycled Paper in all Copiers & Printers
Forest Stewardship Council (FSC) Certified Papers
Hybrid Electric Delivery Trucks



C2 Partners to Support Major UW Activities and Initiatives!

* “Be Boundless” Campaign * Commencement * CoMotion *

AT ITS CORE, BEING BOUNDLESS IS ABOUT BELIEVING IN POSSIBILITY. IT'S OUR UNSHAKABLE OPTIMISM AND DETERMINATION. IT'S A CONNECTION TO THOSE AROUND US. IT'S THE DRIVE TO BREAK DOWN THE BARRIERS THAT SEPARATE US FROM WHAT IS AND WHAT CAN BE. IT'S A SPIRIT. IT'S A HUNGER. AND IT'S THE ACTIONS WE TAKE TO CREATE A BETTER WORLD.

BE BOUNDLESS / UW.EDU

THE 141ST ANNUAL CEREMONY
UNIVERSITY of WASHINGTON
Commencement

SATURDAY, JUNE 11, 2016
AT HUSKY STADIUM

March 19, 2017

Dear [Name],

Let me begin by congratulating you on your admission to the University of Washington's Class of 2017. You have worked hard to get to this point, and we are excited to see what you will accomplish in your university and career studies here. The Office of Admissions is excited to welcome you to the South Campus in Seattle in 2017.

This offer of admission is on the condition that you will fulfill the conditions of your admission. I encourage you to visit the website for taking the next steps toward becoming a UW student. To get started, go to u.washington.edu.

Wagner College
Dean of Admissions
Office of Admissions

COMOTION INNOVATION • IMPACT

ABOUT | RESEARCH | TECHNOLOGY | STARTUPS | PEOPLE | NEWS & EVENTS | CONTACT

WHAT WE DO FOR YOU!

INNOVATORS ACROSS UW

UNIVERSITY OF WASHINGTON
RESEARCHERS

COLLEGE OF EDUCATION

UNIVERSITY OF WASHINGTON

MAKE YOUR UW CONNECTIONS LAST A LIFETIME

YES! SIGN ME UP FOR MY LIFE MEMBERSHIP

UW Alumni

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

C2 Leaders Daily Huddle **APRIL 16, 2018** APRIL 16 2018 APRIL 16 2018 APRIL 16 2018 APRIL 16 2018 APRIL 16 2018

	Who's Out?	Coverage	Job Issues/ Equipment Issues	Escalations	M	T	W	Th	F
ACCOUNT MANAGERS	Andrea in 7:30								
DESIGN/WEB									
PRODUCTION	Donch out T-Fri	Scott	bill knute ↓ good xrate activity ↓						
COPY CENTERS									
DAWG PRINTS/MPS	Acorn								
MAILING	MARCO - 0 Alex - 0 4:20 MIKE F - 0 4:20 ROBERTO - 0 4:40	Stanol/Dora Doug/Bigelo/Tam							
Shipping									
Sorting & Delivery									
Mail Processing									
Mail Prep	GILBERTO - 0 TRAVIS - 0	MIKO							
UW Tower Mail & Receiving	Tim & Dave - 27 Dave - 4/14-20	Sam, Dave Acating							
FINANCE & ACCOUNTING									
INFORMATION SERVICES IS/IT									
ADMIN./BLDG. ISSUES	michele out								

	M	T	W	Th	F
Account Managers					
Web					
Design					
C2 Production					
iGen					
Bindery					
Envelopes					
Posters					
Copy Centers					
Sorting & Delivery					
Mail Processing					
Mail Prep					
UW Tower MJR					
IT					
Billing					
Front Desk					

ISSUES & UPDATES

Katy out on Thursday
Earth Day April 20th!

Bethany - not today - on email or see Maggie

OPEN HOUSE - WIDE FORMAT
4:24 11-1

New VP Brian McCartan here on 4/25

C2 MOUNTAIN BOARD WEEKLY LEAN LEADER

KATY FOLK-WAY

PARKING LOT

SAM SOMPHET

STEVEN ROBERTS

JESSICA COLINARES



SCOTT LACEY

JACOB DOBNER

BETHANY MARTIN

Creative Communications FY19 Strategic Framework



- 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%
- 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

Lead with Humility Respect Every Individual Assure Quality at the Source Create Constancy of Purpose Create Value for the Customer

Senior Managers Idea Board aka 'The Mountain'

Exceed Customer Service Expectations

Provide On-Time Delivery

Practice Financial Stewardship

Increase Clarity

Optimize Efficiency

W

WEEK 1

WEEK 2

WEEK 3

WEEK 4

OVER 30 DAYS

C2

IDEACARD

NAME: _____ DATE: _____

PROBLEM: _____

IDEA: _____

CIRCLE APPLICABLE:

ASSIGNED TO: _____ DATE COMPLETED: _____

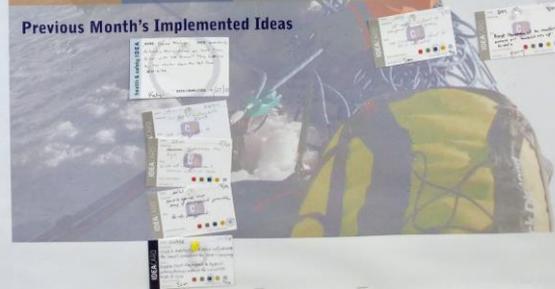
Celebrating Ideas

Completed Ideas

Current Month Implemented Ideas:



Previous Month's Implemented Ideas



Fruit for Ideas



IDEA CARD	NAME:	DATE:
	PROBLEM:	
	IDEA:	
	CIRCLE APPLICABLE:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	ASSIGNED TO:	DATE COMPLETED:

Weekly Recognition at the Mountain Board



Lean Huddle Times by Work Group

C2 Huddle Times			
	Daily	Weekly	Monthly
Account Managers	8:30	Tues. @ 11:00	1st Tues
Accounting	9:45	Wed @ 2:00	4 th Wed
C2 Leaders/Mt. C2	9:00	Thurs @ 9:00	3 rd Thurs
C2 Production Ctr	12:30	Wed @ 12:00	2 nd Wed
IS	10:00	THURS @ 2:30	3 rd THURS
Mailing Services	8:30	TUES @ 1:30	Last TUES
Web/Design	9:15	Thurs @ 3:30	3 rd Thurs
Copy Centers	Varies by center	Wed @ 1:00	1 st Wed
Mail Prep	8:00	Thurs @ 11:00	Last Thurs
Mail Rating	8:45	Thurs @ 11:00	Last Thurs
Cpy Ctr Supervisor	9:30	Wed @ 1:00	1 st Thurs
Mail Sorting	7:30	Thurs @ 11:00	Last Thurs
iGen/Bindery/Shino	12:30	Wed @ 12:00	2 nd Wed
Shipping	8:00	Wed @ 1:00	1 st Wed

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 Production Floor



Mailing Services Lean

LEAN MAILING SERVICES

TRANSFORMING IDEAS → RESULTS

Lead with Humility

Wastes

- Skills:** Underutilizing people's talents, skills & knowledge
- Transport:** Unnecessary movements of products & materials
- Inventory:** Excess product and materials not being processed
- Motion:** Unnecessary movements by people
- Overproduction:** Production that is more than needed or needed at a different time
- Waiting:** Unnecessary waiting for the next step in a process
- Defects:** Errors caused by people, machines and incorrect information
- Overprocessing:** More work of higher quality than is required by the customer

NEW IDEAS

mail TREK THE NEXT GENERATION

Week 1, Week 2, Week 3, Week 4, OVER 30

COMPLETED THIS MONTH

Metrics

Shipper Principles

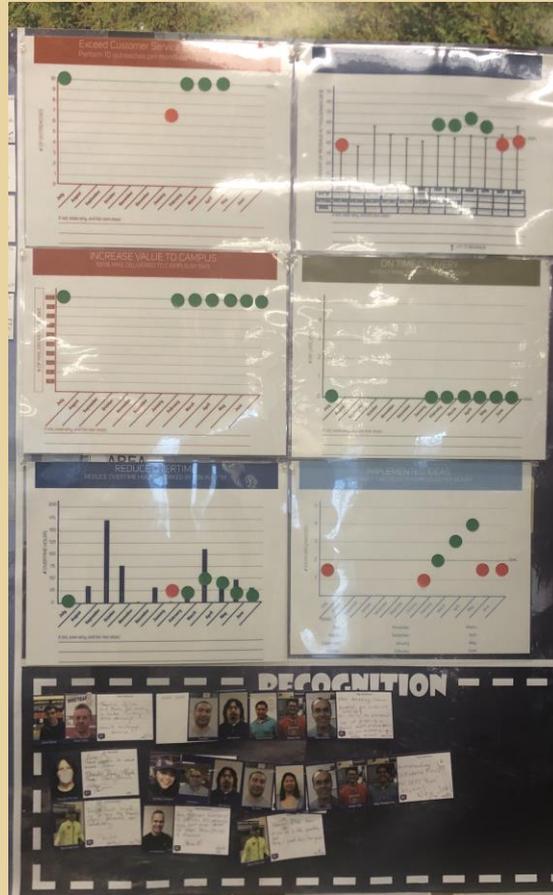
- 1. Honor the customer
- 2. Lead with Humility
- 3. Focus on Process, People, and Performance
- 4. Reduce Errors, Reduce Waste
- 5. Know your Mail History
- 6. Manage Risks at the Source
- 7. Know Yourself

DECK STOCK

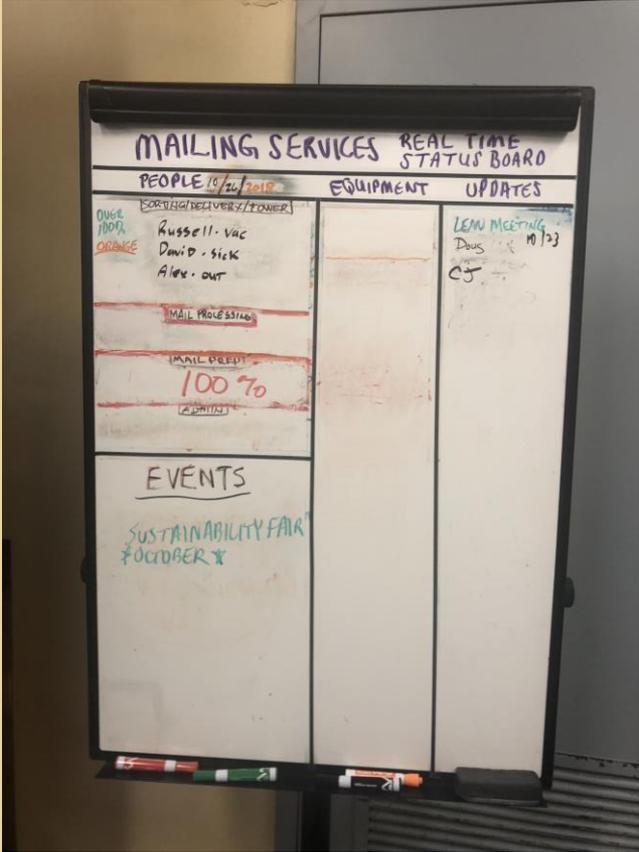
DEFECTS

DEFECTS

Metrics



Daily Huddle





SORT & DEL

1K

2K

3K

SOUTH RT

6K

7K

8K

PM BIKE

PM BIKE 2

SW

BRIEN, J

MC/D

Burgess, R.

MC/D

McCord, B

MC/D

Pilder, M

MC/D

Willams, D

MC/D

Stevens, D.

SUP

Green	Green	Green	Blue	Green	Blue	Blue	Blue	Green	Green	Green
Green	Green	Green	Green	Green	Blue	Blue	Blue	Green	Green	Green
Green	Green	Green	Blue	Green	Blue	Blue	Blue	Green	Green	Green
Green	Green	Green	Blue	Green	Blue	Blue	Blue	Green	Green	Green
Green	Green	Green	Yellow		Yellow	Red	Yellow	Green	Green	Green

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

IDEACARD	NAME:	DATE:
	PROBLEM:	
	IDEA:	
	CIRCLE APPLICABLE:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	ASSIGNED TO:	DATE COMPLETED:



Mail Prep 5S

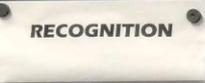


Bike Team Lean Board

NEW IDEAS



RECOGNITION



- Doug [red dot]
- Russell Burgess
- Jason Brien
- David Williams
- Brent McCord
- Mark Pilder

BIKE RACK



BIKE TEAM LEAN BOARD

Week 1	Week 2	Week 3	Week 4+
			
INCREASE EFFICIENCY			
ENHANCE CUSTOMER EXPERIENCE			
STANDARDIZED PROCESS			
5S			

COMPLETED THIS MONTH



LAST MONTH





- **Doug Stevens**
- **Russell Burgess**
- **Jason Brien**
- **David Williams**
- **Brent McCord**
- **Mark Pilder**



RECOGNITION

SERVICES - BICYCLE
SERVICES - BICYCLE
XT GENE



Jason Brien

Peak Performance

Jason did a rush delivery for Bethany + I. Thanks Jason.

-Kellan

Date: 10/25

C2

BICYCLE MAIL DELIVERY



Brent McCord

Peak Performance

Showing PSU how to run an e-bike operation and Being a great host/tour guide

Date: 7/16

C2

SERVICES - BICYCLE
SERVICES - BICYCLE
XT GENE



Jason Brien

BIKE TEAM



Mark Pilder

Peak Performance

Thanks Jason and Mark for making Luke Snow's 2024 delivery. Great customer service!!

Date: 10/2

C2

“Let’s try bicycle delivery”



IDEACARD

NAME: Jim Fox DATE: 3/14

PROBLEM: Mailing trucks are big - it's hard to find parking and slow down when students are all over during class breaks.

IDEA: Create a bike delivery program.

CIRCLE APPLICABLE:

ASSIGNED TO: Steven R. DATE COMPLETED:

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



Bike Team



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



FUNDED!

- 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

* Campus Sustainability Fund, managed by student committee, funded by Student Activity Fees (SAF)



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

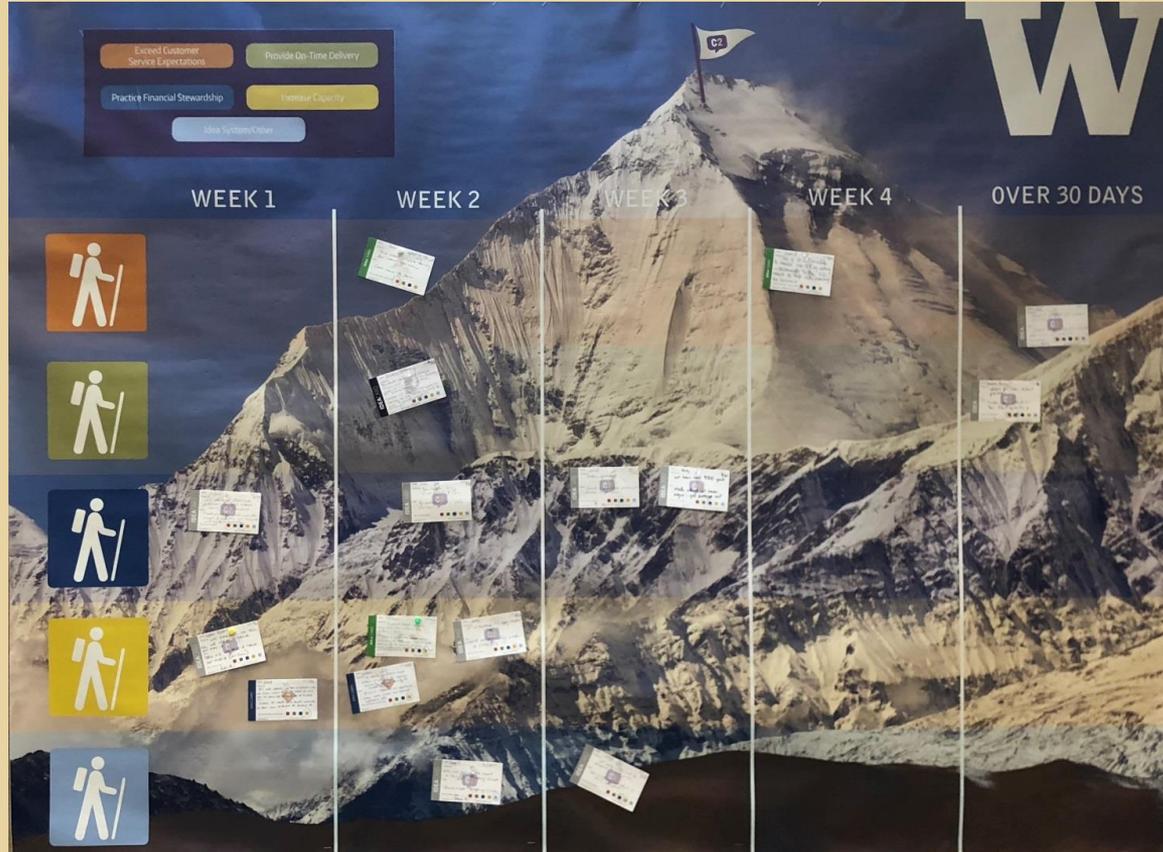


E-Assist Bike Team at Awards Ceremony

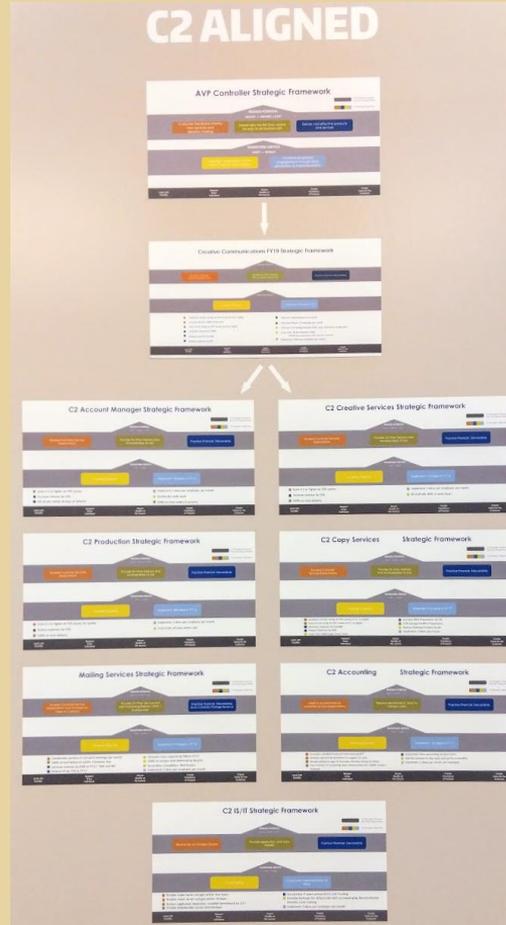


2018 Husky Green
Award winners!

Back to the C2 Leaders Board



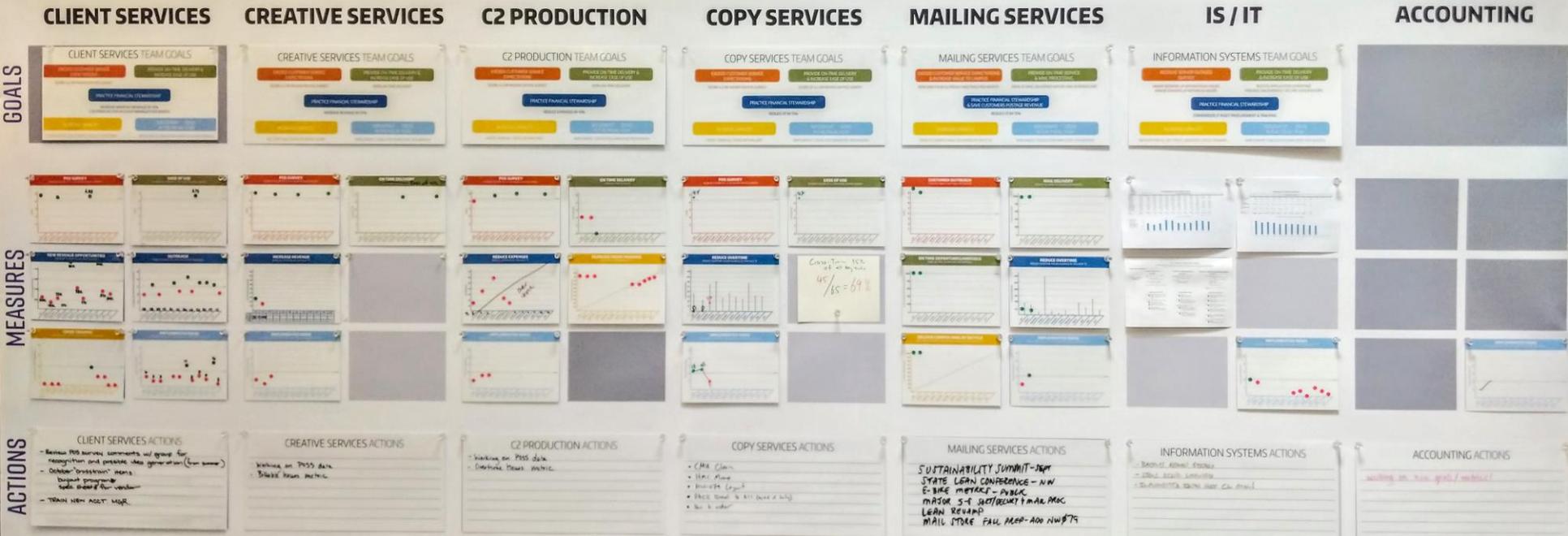
Aligned Strategy



Operations Team Metrics Dashboard

located at the Senior Managers Lean Board

CREATIVE COMMUNICATIONS OPERATIONS TEAM – AT A GLANCE



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?

THEN 2009

- 160 employees
- Extensive overtime
- Unstable financials
- Costly, antiquated printing equipment
- Silos – Copy/Print/Mail
- Low employee engagement



NOW 2018

- 78 employees
- Reduced overtime by more than 50% through cross-training
- Financially self-sustaining
- Cost effective, modern digital production with one-stop shopping
- Eliminated silos – team approach
- Lean business practices deployed department-wide
- 17 UW student employees, many in their fields of study: Web, Design, Marketing, IT and Accounting
- C2 provides “Shared Services” that other departments need: Managed Print Services, Mail Stores, Accounting for External Affairs, Request Tracker, UW Tower Shipping and Receiving



Thank you C2 Team!



Questions?