



Mail Center of the Year

The NACUMS MAIL CENTER OF THE YEAR AWARD is established by the NACUMS Board to recognize any organization for outstanding contribution(s) to their institution and to the profession. This award takes into consideration accomplishments made by the Mail Center throughout the past year, but is not limited specifically to that period. Projects can entail years of planning before execution, and all activities leading up to a major accomplishment is to be provided for review. The recipient of this award is recognized by their peers who deem them worthy of being honored for their institutions professional accomplishments and for sharing their experiences with other member institutions. Any member can make nominations for this award for any other member, by completing an application. Member schools may self-nominate.

All nominations should be submitted directly via the NACUMS website. The applicant must be a member in good standing with NACUMS and current in dues payment.

Please answer the questions below to explain why you feel this institution is best qualified to receive this award. Feel free to attach a separate narrative supporting your nomination if you do not have enough room in the spaces provided. If you are not self-nominating, you are encouraged to contact the nominee to verify any information.

Nomination Information:

College/University Name: Cal Poly State University, San Luis Obispo

Department Name: Distribution Services

Address: 1 Grand Ave, San Luis Obispo, CA 93407

Phone: (805) 756-6410

1. Employee Engagement:

- a. Conference attendance – Back in January 2017, when I took on management of Cal Poly Distribution Services, I had a great view of what we did within campus, having worked with the department since 2000, but I had little view of what other schools were doing. I received a postcard from NACUMS regarding the Pittsburgh conference via mail for my former manager. I didn't even know what NACUMS was at the time. I instantly petitioned to attend. I also petitioned to bring a staff member with. Having not attended anything prior, I was granted permission for both. We have not stopped improving our operation since. I strongly believe that conferences are a very important aspect of our jobs; peer engagement, idea development, and technology research being the foremost benefits. With that, I also strongly believe that these events should not be solely for individual managers/supervisors of a department. Postal clerks, warehouse workers, etc. also benefit greatly from these events. They get to



see that their campus issues are shared by everyone. This brings them ease of mind and reduces some pressure on management. Cal Poly is committed to sending employees from all areas of the departments to these events and never alone. By sending more than one person, you're not only able to collaborate with other universities, you're also able to develop ideas for your own department in real time. Also, by bringing non-management staff, you get real engagement on new ideas from your staff back home. It's not just a manager implementing more work. It's also a great perk for staff who are otherwise typically on the lower end of the university payroll. In 2022, Cal Poly sent 3 team members (1 supervisor, 2 staff) to the NACUMS conference and 2 team members (1 management, 1 staff) to the ULSCA conference. That's 5 souls out of a 10 person team. I realize cost prohibits most schools from doing this but one of the ways we've been able to make this happen is through something we learned at the conferences we attended: revenue generation.

- b. Opportunities to provide impact – We are constantly open to new ideas and opportunities from our team. Recently, one of our staff members asked management if they could assist the Cal Poly Food Pantry with some food donation pickups from a local grocery store during the 2022 winter break. An instant 'yes' was issued as the timing of the pickups didn't affect every day departmental commitments. What started as a once a week pickup has now expanded to a 4 day per week pickup. With over 8,000 lbs. of food delivered within the first three months. Not only do these types of things reflect well on the department, they give a staff member worth and engagement in their jobs. It's important to allow staff their own opportunities to present and engage on new ideas.
- c. New equipment/technologies – We have actively engaged in modernizing the department over the last 6 years, implementing new tracking technology (SCLogic), package lockers (LuxerOne), virtual mail (SCLogic), fleet updates, and new equipment updates. Recently, we've added fold-up shelving to our delivery vans, a request from our staff to more efficiently perform their jobs. Was this vital to performing their duties, maybe not. But it showed investment in their needs and wants as staff, thus increasing buy-in and productivity.
- d. Cross training – all members of our department are cross-trained in most areas. In our fall rush, our new Surplus coordinator assisted in both our Ship-to-Room program and showed up at 4:30am multiple mornings to help with package processing catch up.
- e. Department funded food events – New revenue generation programs give us a little more expendable income to provide different employee morale events such as bbqs, breakfast, etc.

2. New Technology:

- a. Residence hall operations
 - i. Implementation
 - 1. 2018/19 (phase 1)



-
- a. 250 LuxerOne package lockers installed at new residence hall distribution center (site 1)
 - b. Transition to SCLogic for tracking, virtual mail, locker integration
 - c. Box truck added to replace cargo vans
 2. 2022 (phase 2)
 - a. Installation of 490 lockers at second residence hall distribution center (site 2). COVID stalled earlier implementation.
 3. 2023 summer/fall (phase 3)
 - a. Installation of additional 44 lockers to site 2.
 - b. Full remodel of site 2 to remove old letter mailboxes and provide appropriate space for recent locker installation
 - c. Installation of an additional 228 lockers at site 1.
 4. 2025/26 (upcoming)
 - a. Additional residence halls to be added with 1400 new beds
 - b. New residence hall distribution center to replace current 3rd location (site 3)
 - c. Install of lockers projected at approx. 450-500

ii. Impacts - As stated earlier, our first visit to a NACUMS conference set off significant changes in how we do package/mail distribution at Cal Poly. Package lockers, virtual mail, and improved tracking provided the ability to completely reshape and improve our systems. We had a new residence hall complex opening in fall of 2018 and architectural plans and purchase orders were already created to establish a new residence hall distribution center, complete with thousands of old-school combination type letter mailboxes. When we returned from Pittsburgh and presented our findings, purchase orders for mailboxes were cancelled and architectural plans redrawn for our new distribution center to accommodate lockers.

The transition to package lockers also allowed us to reimagine the entire residence hall mail and package distribution system. USPS mail/packages used to be sorted by Distribution Services (DS) then delivered to residence hall front desks (10 locations) for distribution by University Housing employees using a different tracking system from DS. That is, with the exception of the newest complex which was managed by Distribution Services. This led to a lot of issues with loss of traceability, lost packages, student confusion, etc. All other couriers delivered directly to one of our 2 student resident distribution centers for distribution. These sites were not designed for delivery trucks causing traffic issues, packages left on the street, etc.. Having two separate forms of distribution also led to real confusion with our students. All in all, confusing and frustrating for everyone



involved. With the implementation of a new residential complex with new distribution center, things were only going to get worse.

Lockers and virtual mail allowed us to more effectively use space. We moved to a hub-and-spoke model of distribution, with receiving of all carriers at central receiving. Residence hall front desk distribution was eliminated, creating cost savings for University Housing through closure and consolidation of front desk operations. All mail and packages for student residents are now, as of 2022 when we completed transition, distributed from 3 centrally located distribution centers managed entirely by Distribution Services through an SLA with University Housing. A much more streamlined, safe, and effective distribution model.

Lastly, the difference in line length to pick up packages for residents and processing times due to not having to hand out as many packages were stark between our two major distribution centers (one with lockers and one without), despite having a relative same amount of student residents to assist. It was nice to get that second location outfitted with lockers this last summer. The time savings are immense, which I know is not a new thing to NACUMS anymore. The focus here is the change to our entire distribution apparatus.

- b. Main Receiving (department mail/package distribution)
 - i. 2020
 1. Iphone hand-scanners implemented – Easier to carry and operate by our staff. Recent SCLogic upgrades in the last year+ have made taking photos much easier, as well. We photo most deliveries and damaged packages.
 2. Reimplemented an on-site mail meter eliminating outsourcing of mail metering
 - a. Cost savings
 - b. Mail into the system sooner
 - c. Better accountability
 - ii. 2022
 1. New BYD forklift purchased for central receiving
 - a. Spent extra for added options
 - i. Automatic fork adjustment to vary spacing of forks (no more kicking forks to space them)
 - ii. Lithium battery (no more lead acid spills or filling batteries with water)
 - iii. Staff love the new capabilities, showing it off to anyone interested. Increase in staff morale.

3. List the supervisor/manager and all staff members of the department



including title and area:

- a. Scott Coffman: Distribution Services manager
- b. Greg Hinchman: Student residence hall operation supervisor
- c. Andrew Eto: Warehouse worker (departmental operations)
- d. Tina Creel: Warehouse worker (departmental operations)
- e. Dave Pimentel: Warehouse worker (departmental operations)
- f. Mark Reyes: Warehouse worker (departmental operations)
- g. Dan D'Entremont: Warehouse worker (departmental operations)
- h. Greg Llamas : Warehouse worker (residence hall operations)
- i. Marcus Armstrong: Warehouse worker (residence hall operations)
- j. Steve Conroy: Surplus Coordinator

4. Process & Operational Procedure Improvements:

i. Student Mail Services:

- 1. Overhaul of distribution apparatus: As detailed above, we had a major overhaul of our student mail services starting in 2018 and culminating in 2022 due to ideas and technology we obtained from groups like NACUMS and ULSCA.
- 2. Summer storage program: Implemented summer of 2022. Revenue generation
 - a. On-campus residents planning on staying on campus the following year can store items with us over summer for a fee.
 - b. Used to be outsourced through OCM
 - c. Process:
 - i. Students sign up and pay through an online marketplace linked in to our website
 - 1. \$250 for 5 items. \$50 for each additional item.
 - 2. Five 20x20x20 boxes included in purchase price. Students can substitute a bike for a box and so-on.
 - ii. Students must sign contract via AdobeSign
 - iii. Boxes, tape, and labels (generated with SCLogic, much like labels for incoming packages) are issued to students via mail/package distribution sites (notified to pickup like a normal incoming package).
 - iv. Students bring labeled and packed boxes/items to distribution sites prior



-
- v. Distribution staff place boxes/items on package shelves, scanning labels to shelf location.
 - vi. A week before fall move-in, Distribution Services' staff place boxes/items in student resident's new room.
 - 1. Packages are scanned to the location, picture taken, and email sent to the resident detailing delivery.
 - 2. We also include any packages received prior to the date items are delivered to their room.
 - d. Benefit:
 - i. Meets our low impact vs. high reward model of revenue generation.
 - ii. Utilizes space in our distribution locations not often used during summer quarter.
 - iii. Most labor occurs over a short period and during times of low impact.
 - iv. Improved relations with student residents, parents, and our University Housing partners. A very well received program.
3. Fall ship-to-room program: Implemented fall of 2022.
- Revenue generation
- a. New or returning student residents can ship items to campus prior to move-in and have them placed in their rooms before they arrive
 - b. Used to be outsourced through OCM.
 - c. We borrowed this idea from Tulane during the NACUMS New Orleans conference
 - d. Process:
 - i. Students sign up and pay through an online marketplace linked in to our website
 - 1. \$150 base cost
 - ii. Students must sign up prior to September 1st (move in typically around mid-September)
 - iii. All items to be placed in rooms must be received one week prior to their move-in date.
 - 1. Packages are scanned to the location, picture taken, and email sent to the resident detailing delivery.
 - e. Benefit
-



-
- i. Meets our low impact vs. high reward model of revenue generation.
 - ii. Most labor occurs over a short period and during times of low impact.
 - iii. Improved relations with student residents, parents, and our University Housing partners. A very well received program.
 - iv. Especially well received by out-of-state students having to ship large amounts of items.
 - 4. Future initiatives
 - a. Implementing University Surplus into student distribution centers
 - i. Sales of small abundant items like phone chargers, HDMI cables, desk organizers
 - ii. Flash sales of larger items using retail operation at student distribution centers
 - iii. Office chairs, small furniture, computers, etc.

5. Describe inter- and intra-departmental processes implemented by the Mail Center:

- i. Student Mail Services: Major overhaul of distribution apparatus detailed above. 2018-2022
 - 1. Consolidation of distribution
 - 2. Better tools/technology to make distribution more effective.
- ii. Departmental Mail Services: Detailed above.
 - 1. Return of in-house mail metering. Eliminating outsourcing 2020
 - 2. Better tracking technology and tools 2018-2020
 - a. All packages (items with barcodes) scanned from receipt to delivery.
 - i. Public access to tracking
 - b. Delivery photos taken in most instances.
 - c. Damaged packages photo'd for greater accountability.
- iii. Reduction of mail delivery to 3 days a week for certain low mail volume locations
 - 1. Allowed for use of student hours in other areas of operation.

6. Cost Reduction:

- a. Reimplementation of mail metering in 2020.



-
-
- i. Outsourcing costs were too high. Allowed for revenue generation to pay for meter cost.
 - b. Modified department mail deliveries for low mail areas to 3 days per week.
 - i. reduced student budget on departmental side, allowing for additional resources for Surplus and Res Hall operations
 - c. Cost reduction through revenue generation opportunities (low impact / high reward model)
 - i. 2022
 1. Student resident summer storage program
 2. Fall ship-to-room program
 - ii. 2019
 1. Campus storage program
 - a. Utilization of pallet racking above central receiving work areas.
 - b. Allow departments to store items long term.
 - c. \$15/pallet/month fee.
 - d. Keeps items on campus.
 - e. Keeps dollars on campus.
 - iii. Future initiatives
 1. Implementing University Surplus into student distribution centers
 - a. Sales of small abundant items like phone chargers, HDMI cables, desk organizers
 - b. Flash sales of larger items using retail operation at student distribution centers
 - i. Office chairs, small furniture, computers, etc.

7. Industry and community involvement:

- a. Describe any contributions to our industry, education and the community in general. These were the contributions to the community and/or our industry.
- b. Members of NACUMS and ULSCA.....soon to join a University Surplus group.
 - i. Will be hosting the ULSCA conference in October of 2023.
 - ii. Received ULSCA Innovation in Logistics award in 2019
 - iii. Presented at ULSCA conference in 2019

8. Name and phone # of someone in nominee's institution who can confirm the information submitted:

- a. Name: Bernadette Monterrosa
- b. Title: Director of Procurement Operations
- c. Telephone #: 805-756-5190
- d. Name: Juliette Duke
- e. Title: Senior Director of University Housing / Residential Life & Experience
- f. Telephone #: 805-756-9315
- g. Name: Suzanne Aguirre



-
- h. Title: Associate Director of University Housing / Facility Operations
 - i. Telephone #: 805-756-9323

Nomination submitted by:

Phone: 805-756-6410

Email: scoffman@calpoly.edu

Address: Distribution Services, 1 Grand Ave, San Luis Obispo, CA 93407