

# Strategic Procurement Transformation

## Status Report for July 2013 Activity

I. Administrative Review Recommendations

II. Status Report: Past 30 Days

III. Implementation Time Line

IV. Key Milestones - Thru FY2014

V. Attachments:

- Strategic Procurement Organization Chart with Hiring Status
- Strategic Procurement Initiatives: Core Team / Subject Matter Experts (SMEs) / Advisory Groups
- Procurement Card Spend Analysis: Graph showing Pcard spend decline

I. Recommendations

**1. Procurement of Specific Goods and Services  
a. Travel and Expense Management**

- A. Conduct a Comprehensive Assessment** to document the travel service requirements for all traveler groups and locations.
- B. Secure Travel Management Company(S) and Electronic Travel Reimbursement System** through a competitive public process to provide unified on-line and agent assisted travel services that are integrated with a paperless travel reimbursement system.
- C. Contract with Preferred Travel Providers** for favorable pricing and service guarantees for transportation, airfare, and lodging to the extent practicable in the context of the specific needs of University travelers.
- D. Update Travel and Expense Administrative Practice Letter (APL)** with clear guidelines for areas such as tipping, per diem rates in high cost destinations, and exceptions for unique travel needs.
- E. Establish Unified Travel Administration** as part of a comprehensive University system-wide procurement strategy to provide consistent policies and services for all locations with a dedicated support structure. Staff would be located at both campus and system offices with emphasis on ensuring effective campus-based presence.

**1. Procurement of Specific Goods and Services  
b. Other Commodities and Services (Strategic Sourcing)**

- A. Establish Multi-Campus Advisory Groups** with expertise in products and services being considered for competitive public bid.
- B. Develop Spend Analytics Methodology/Tools** to better identify products and services where the University system would save money and add value from a competitive public bid process.
- C. Implement Contract Management Process** to better manage suppliers, ensure consistent contract terms across the University system, eliminate redundant agreements, and identify opportunities for competitive public bids / re-bids.
- D. Conduct Competitive Public Bids** for key products and services such as electricity, IT hardware (in coordination with IT administrative review), promotional materials, custodial paper goods, scientific equipment, commercial print, temporary employment, books/periodicals, vehicle services and parts, and prospect lists.
- E. Expand the Breadth of Products** available with favorable pricing and contract Terms by increasing **MaineStreet Marketplace (MSM)** catalog suppliers and migrating procurement activity from procurement card (Pcard) to MSM as appropriate.

**2. Procurement Card (Pcard) Administration**

- A. Deliver System-Wide Pcard Service, Support and Training** for all locations as part a comprehensive support strategy for all procurement platforms (i.e., Pcard, MaineStreet Marketplace (MSM), Travel & Expense).
- B. Establish Benchmarks and Standards** for Pcard issuance and approvals to be administered consistently across the University system.
- C. Re-bid Pcard Services** following a competitive public process to better meet Pcard user requirements and administration and **include travel expense** management.
- D. Establish Unified Pcard Administration** as part of a comprehensive University system-wide procurement strategy to provide consistent policies and services for all locations with a dedicated support structure. Staff would be located at both campus and system offices with emphasis on ensuring effective campus-based presence.

**3. Structural Resources and Efficiencies (Procurement Organization Structure)**

- A. Transition to a Unified Strategic Procurement Organization** operating as a shared system-wide service reporting to the Chancellor or the Chancellor's designee and advised by the Shared Services Advisory Council and the President's Council. The organization would consist of three functional units: Procurement Operations, Procurement Services, and Strategic Sourcing with staff located at both campus and system offices with emphasis on ensuring effective campus-based presence.
- B. Create a Procurement Operations Unit** within the unified strategic procurement organization responsible for accounts payable, travel and Pcard administration, procurement systems administration, and management of procurement related data.
- C. Create a Procurement Services Unit** within the unified strategic procurement organization to provide consistent, system-wide training and support, coordinate procurement activity for individual campuses, oversee quality assurance and compliance, and conduct special projects as required by legislative and regulatory mandates.
- D. Create a Strategic Sourcing Unit** within the unified strategic procurement organization to facilitate public competitive bids, analyze spend data, develop research and reporting methodologies, establish campus-based advisory groups, monitor supplier performance, and manage contract activity.
- E. Establish Assessment Process** for each unit defining evaluation criteria and review process for achieving service, efficiency, and expense reduction goals.
- F. Improve Mechanisms for Exception Process and Feedback** that provide flexibility for unique requirements and create a better process for incorporating suggestions from shoppers about goods or services where they believe additional savings could be obtained.

<b>Period Covered This Report:</b>	FY 2014 - 1st Quarter: JULY
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<b>Overall Project Status:</b>	<span style="background-color: green; width: 20px; height: 10px; display: inline-block;"></span>
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Status Color Key	
	Project On Track
	Some Concerns
	Project Off Track

**Structure**

Status:	
<b>Key Accomplishments</b>	<ul style="list-style-type: none"> <li>- Transitioned current full 1.0 FTE procurement positions to the new Strategic Procurement Organization effective July 1st. No broad-based changes to Job functions of current positions at this time</li> <li>- Completed initial discussions with CFOs and designees to define transition process and ensure continuity of service and address functional concerns. Conversations will continue throughout the transition.</li> <li>- HR communications and follow-up FAQ sent to all impacted procurement employees, coordinated with ITS communications</li> <li>- HR Hiring Process (Org Chart Attached):             <ul style="list-style-type: none"> <li>&gt; Completed job descriptions including Chief Procurement Officer (CPO), Director of Strategic Sourcing, Director of Procurement Support, Strategic Sourcing Managers</li> <li>&gt; Postings and hiring process underway for Chief Procurement Officer (CPO), Pcard Administrator, Accounting Support Specialist CL3</li> </ul> </li> <li>- Established Restricted Fund Advisory Group to advise on participation in Strategic Procurement initiatives</li> <li>- Reviewed ROI and justification for procuring and implementing an add-on module for the current Accounts Payable system to increase efficiency</li> </ul>
<b>Areas of Concern</b>	<ul style="list-style-type: none"> <li>- Hiring process remains approximately 6-8 weeks behind initial schedule.</li> </ul>
<b>Key Next Steps</b>	<ul style="list-style-type: none"> <li>- Revise hiring and recruitment strategy including timing and application process for impacted employees. Adjust time line and communicate revised strategy as appropriate.</li> <li>- Complete postings or equivalent hiring actions for Strategic Sourcing Director, Procurement Services Director, Strategic Sourcing Managers, AP support Specialist Positions</li> <li>- Hold first meeting of the Restricted Funds Advisory Group</li> <li>- Make go / no-go decision regarding procurement of AP efficiency module. If decision is to move forward, then establish implementation time line.</li> </ul>

**Procurement: Travel and Expense**

Status:	
<b>Key Accomplishments</b>	<ul style="list-style-type: none"> <li>- Completed draft APL update, approved by Core Team and released for review by CPO and Treasurer.</li> <li>- Established multi-campus / multi-discipline Subject Matter Expert (SME) group to advise and review Travel Services activity</li> <li>- Completed SME interviews for Travel Services RFP requirements (per Administrative Review Recommendation 1.a.a)</li> <li>- Completed initial draft Travel Services RFP; updates in progress</li> </ul>
<b>Areas of Concern</b>	<ul style="list-style-type: none"> <li>- Tight time frame and potential issues with resource availability during the summer.</li> </ul>
<b>Key Next Steps</b>	<ul style="list-style-type: none"> <li>- Circulate revised Travel APL; discuss at next SSAC meeting; establish implementation date.</li> <li>- Review and adjust Travel RFP milestone schedule as necessary to allow for discussion at next SSAC meeting</li> <li>- Complete Travel Services RFP draft and obtain core team approval; review with SMEs, CPO, Treasurer and SSAC</li> <li>- Release Travel Services RFP</li> <li>- Establish Travel RFP response evaluation team and process</li> </ul>

<b>Period Covered This Report:</b>	FY 2014 - 1st Quarter: JULY
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<b>Overall Project Status:</b>	<span style="background-color: green; width: 20px; height: 10px; display: inline-block;"></span>
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Status Color Key	
	Project On Track
	Some Concerns
	Project Off Track

**Procurement: Strategic Sourcing**

Status:	<span style="background-color: green; width: 20px; height: 10px; display: inline-block;"></span>
<b>Key Accomplishments</b>	
<ul style="list-style-type: none"> <li>- Energy Management / Electricity:               <ul style="list-style-type: none"> <li>&gt; Established multi-campus RFP/RFQ team (team member list attached)</li> <li>&gt; Reviewed existing CES contracts to identify changes needed so that UM, USM and UMF contracts are in alignment and co-terminus</li> <li>&gt; Review started with 3rd party of electricity invoices at smaller campuses for pilot project opportunities</li> </ul> </li> </ul>	
<b>Areas of Concern</b>	
<ul style="list-style-type: none"> <li>- Resource availability for Strategic Sourcing while the new Strategic Sourcing team is being formed.</li> </ul>	
<b>Key Next Steps</b>	
<ul style="list-style-type: none"> <li>- Energy Management / Electricity:               <ul style="list-style-type: none"> <li>&gt; Adjust CES contracts as required so that individual campus contracts are aligned and co-terminus</li> <li>&gt; Identify opportunities and initiate electricity savings pilot project(s)</li> </ul> </li> <li>- IT Hardware Initiative               <ul style="list-style-type: none"> <li>&gt; Establish Core Team, hold first meeting and establish meeting schedule, develop project time-line, and identify participant roles and responsibilities</li> </ul> </li> <li>- Spend Analysis and Savings Methodology:               <ul style="list-style-type: none"> <li>&gt; Begin effort to engage 3rd party to assist in developing Performance Assessment and Savings Reporting Methodology</li> </ul> </li> </ul>	

**Procurement Card**

Status:	<span style="background-color: green; width: 20px; height: 10px; display: inline-block;"></span>
<b>Key Accomplishments</b>	
<ul style="list-style-type: none"> <li>- Identified and confirmed campus-based Subject Matter Experts (SMEs) to help guide and advise the initiative (Core Team/SME list attached)</li> <li>- Began compiling suggestions for preliminary APL update</li> <li>- Began compiling requirements for RFP, including review of sample RFPs by Core Team</li> <li>- FY 2013 Pcard spend analysis completed:               <ul style="list-style-type: none"> <li>&gt; PCard spend reduced from peak of \$18MM/year to \$13MM/year (28% reduction) for FY13 and trending towards \$9MM/year for FY14 (50% reduction)</li> <li>&gt; Graph of Pcard spend decline attached</li> </ul> </li> </ul>	
<b>Areas of Concern</b>	
<ul style="list-style-type: none"> <li>- Tight time frame and potential issues with resource availability during the summer.</li> </ul>	
<b>Key Next Steps</b>	
<ul style="list-style-type: none"> <li>- Draft and release APL Update to address PCard-related findings of the Administrative Review Process</li> <li>- Compile PCard Provider list for RFP distribution.</li> <li>- Compile RFP requirements, including SME feedback and information received during the Administrative Review Process</li> <li>- Release Pcard/Travel card RFP</li> </ul>	

Recommendation Focus Areas	FY2013				FY2014				FY2015				FY2016			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	<b>1 Procurement of Specific Goods &amp; Services</b>															
<b>A Travel and Expense</b>																
a Comprehensive Assessment			Blue	Blue	Blue											
b1 Travel Management Company				Orange	Orange	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Green	Green	Green	Green
b2 Travel & Expense Reimbursement System				Orange	Orange	Yellow	Blue		Blue	Blue	Blue	Blue	Green	Green	Green	Green
c Contracts with Preferred Providers								Orange	Blue	Blue	Blue	Blue	Green	Green	Green	Green
d Update T&E APL Practice Letter				Blue	Blue	Blue	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
e Unified Travel Administration				Blue	Blue	Blue	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
<b>B Other Commodities and Services / Strategic Sourcing</b>																
a Multi-Campus Advisory Groups			Blue	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
b Spend Analytics Methodology/Tools						Blue	Blue	Blue	Blue	Blue	Blue	Blue	Green	Green	Green	Green
c Contract Management System / Process									Blue	Blue	Green	Green	Green	Green	Green	Green
<b>d Competitive Public Bids:</b>																
d1 Electricity				Orange	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
d2 IT Hardware					Orange	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
d3 Custodial Paper Good							Orange	Blue	Green	Green	Green	Green	Green	Green	Green	Green
d4 Scientific Equipment							Orange	Blue	Green	Green	Green	Green	Green	Green	Green	Green
d5 Commercial Print						Orange	Orange	Blue	Green	Green	Green	Green	Green	Green	Green	Green
d6 Temporary Employment						Orange	Yellow	Blue	Green	Green	Green	Green	Green	Green	Green	Green
d7 Books / Periodicals											Orange	Blue	Green	Green	Green	Green
d8 Vehicle Services and Parts										Orange	Orange	Blue	Green	Green	Green	Green
d9 Prospect Lists										Orange	Orange	Blue	Green	Green	Green	Green
d10 Vehicles						Orange	Orange	Blue	Green	Green	Green	Green	Green	Green	Green	Green
d11 Shipping			Orange	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
d12 Sourcing Other Opportunities					Orange	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
e Expand MaineStreet Market Place	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
<b>2 Procurement Card (Pcard) Administration</b>																
a System-Wide Pcard Service, Support, Training							Blue	Blue	Green	Green	Green	Green	Green	Green	Green	Green
b Pcard Benchmarks and Standards							Blue	Blue	Green	Green	Green	Green	Green	Green	Green	Green
c Re-bid Pcard Services						Orange	Yellow	Blue	Green	Green	Green	Green	Green	Green	Green	Green
d Unified Pcard Administration				Blue	Blue	Blue	Blue	Blue	Green	Green	Green	Green	Green	Green	Green	Green
<b>3 Structural Resources and Efficiencies (Org Structure)</b>																
a Unified Strategic Procurement Org				Blue	Blue	Blue	Blue	Blue	Green	Green	Green	Green	Green	Green	Green	Green
b Procurement Operations Unit					Blue	Blue	Blue	Blue	Green	Green	Green	Green	Green	Green	Green	Green
c Procurement Service Unit					Blue	Blue	Blue	Blue	Green	Green	Green	Green	Green	Green	Green	Green
d Strategic Sourcing Unit					Blue	Blue	Blue	Blue	Green	Green	Green	Green	Green	Green	Green	Green
e Assessment Process					Blue	Blue	Blue	Green	Green	Green	Green	Green	Green	Green	Green	Green
f Exception and Feedback Process					Blue	Blue	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

**Legend**

Orange	Public Competitive Bid Process	Green	Bid / Contract process ongoing
Yellow	Implementation Activity	Light Green	Continuous Improvement
Blue	Transition Activity		
Light Green	New System / Process in Place		

IV. Key Milestones

Key Activity	FY13 Q4		
	April	May	June
<b>Structure / Organization</b>  (3A-F)*	<ul style="list-style-type: none"> <li>- Interim Leadership Task Assignments</li> </ul>	<ul style="list-style-type: none"> <li>- Presidents / CFOs Briefed</li> <li>- Meet w/ Current Procure Staff</li> <li>- Continue Interim Task Assignments</li> <li>- CPO Position Posted</li> </ul>	<ul style="list-style-type: none"> <li>- Current Procure Positions: &gt; Continued Communications</li> </ul>
<b>Procurement:</b>  Travel & Expense (1a A-E, 3F)*		<ul style="list-style-type: none"> <li>- Kick off: Travel &amp; Expense RFP</li> </ul>	<ul style="list-style-type: none"> <li>- Preliminary Travel Policy Update (APL)</li> </ul>
Strategic Sourcing (1b A-E, 3F)*	<ul style="list-style-type: none"> <li>- Sourcing Contracts in place: &gt; Shipping &gt; Added MaineSt Market suppliers: Lowes, FW Webb</li> </ul>	<ul style="list-style-type: none"> <li>- Sourcing Kick-off: Electricity / Energy Management</li> </ul>	
<b>Procurement Card</b>  (2A-D, 3F)*			<ul style="list-style-type: none"> <li>- Kick off: Pcard/Travel Card RFP</li> </ul>
<b>Key Communications</b>  (3F)*	Presidents Council: 4/10 SSAC: 4/1	Presidents Council: 5/8  BoT Finance/Facilities: 05/16 BoT: 05/19-20  Campus Visits: TBD ~05/13-17	SSAC: 6/10  ~Admin Review Mthly Rpt: 06/03

## IV. Key Milestones

Key Activity	FY14 Q1		
	July	August	September
<b>Structure / Organization</b>  (3A-F)*	<ul style="list-style-type: none"> <li>- Current Procure Positions:               <ul style="list-style-type: none"> <li>&gt; Same broad-based job duties</li> <li>&gt; Continued Communications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- 1st Wave New Positions in Place:               <ul style="list-style-type: none"> <li>&gt; CPO and others</li> </ul> </li> <li>- Procurement Operations:               <ul style="list-style-type: none"> <li>&gt; AP Efficiency Module Install Begins</li> </ul> </li> </ul>	
<b>Procurement:</b>  Travel & Expense (1a A-E, 3F)*	<ul style="list-style-type: none"> <li>- Travel &amp; Expense RFP Released</li> </ul>		
Strategic Sourcing (1b A-E, 3F)*		<ul style="list-style-type: none"> <li>- Sourcing Kick-off: IT Hardware</li> <li>- Engage 3rd Party to assist in developing Performance Assessment and Savings Reporting Methodology</li> </ul>	<ul style="list-style-type: none"> <li>- Identify Additional Sourcing Opportunities</li> </ul>
<b>Procurement Card</b>  (2A-D, 3F)*		<ul style="list-style-type: none"> <li>- Preliminary Pcard Policy Update (APL)</li> <li>- New Pcard RFP Released</li> </ul>	
<b>Key Communications</b>  (3F)*	BoT: 07/15	SSAC: 8/29	BoT: 09/23
<b>Time Period Covered in this Report</b>			

### IV. Key Milestones

Key Activity	FY14 Q2		
	October	November	December
<b>Structure / Organization</b>  (3A-F)*	<ul style="list-style-type: none"> <li>- 2nd Wave New Positions in Place:</li> <li>- Dept Management Tools in place:               <ul style="list-style-type: none"> <li>&gt; Performance Assessment Methodology</li> <li>&gt; Communication and Feedback Plan</li> </ul> </li> <li>- FY2015 Budget Allocation Planning</li> </ul>		<ul style="list-style-type: none"> <li>- FY2015 Budget Allocation Methodology in place</li> </ul>
<b>Procurement:</b>  Travel & Expense (1a A-E, 3F)*	<ul style="list-style-type: none"> <li>- Enterprise Contracts:               <ul style="list-style-type: none"> <li>&gt;Travel Management Company</li> <li>&gt;Travel Reimbursement System</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- New Travel:               <ul style="list-style-type: none"> <li>&gt; Roll-out Plan Developed</li> <li>&gt; Training Available</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- New Travel:               <ul style="list-style-type: none"> <li>&gt; Pilot Group Implemented</li> <li>&gt; New Travel Policy Available (APL)</li> </ul> </li> </ul>
Strategic Sourcing (1b A-E, 3F)*	<ul style="list-style-type: none"> <li>- Spend Analysis Kick-off:               <ul style="list-style-type: none"> <li>&gt; Establish Multi-year Sourcing Strategy</li> </ul> </li> <li>- Sourcing Kick-off: Temp Agencies</li> <li>- Enterprise Contract: IT Hardware</li> </ul>	<ul style="list-style-type: none"> <li>- Sourcing Kick-offs:               <ul style="list-style-type: none"> <li>&gt; Commercial Print</li> <li>&gt; Vehicles</li> </ul> </li> </ul>	
<b>Procurement Card</b>  (2A-D, 3F)*		<ul style="list-style-type: none"> <li>- Enterprise Contract:               <ul style="list-style-type: none"> <li>&gt; Pcard, Travel Card</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- New Pcard / Travel Card:               <ul style="list-style-type: none"> <li>&gt; New Card Policy Available (APL)</li> <li>&gt; Training Available</li> </ul> </li> </ul>
<b>Key Communications</b>  (3F)*	SSAC: 10/7	SSAC: 11/4  BoT: 11/17-18	



IV. Key Milestones

Key Activity	FY14 Q3		
	January	February	March
<b>Structure / Organization</b>  (3A-F)*	- 3rd Wave New Positions in Place		
<b>Procurement:</b>  Travel & Expense (1a A-E, 3F)*	- New Travel: Full Roll-out Begins - Implement new travel Policy (APL) as part of roll-out	- New Travel: Roll-out Continued	- New Travel: Roll-out Continued
Strategic Sourcing (1b A-E, 3F)*	- Completed: Spend Analysis Multi-year Sourcing Strategy Established  -Sourcing Kick-off: Custodial Paper - Enterprise Contract: Temp Agencies	-Sourcing Kick-off: Science Equip	- Enterprise Contract: Vehicles
<b>Procurement Card</b>  (2A-D, 3F)*	- New Pcard/Travel Card > Roll-out Begins > Release new Card Policy (APL)	- New Pcard/Travel Card > Roll-out Continues	- New Pcard/Travel Card > Roll-out Continues
<b>Key Communications</b>  (3F)*	BoT: 01/27		BoT: 03/24

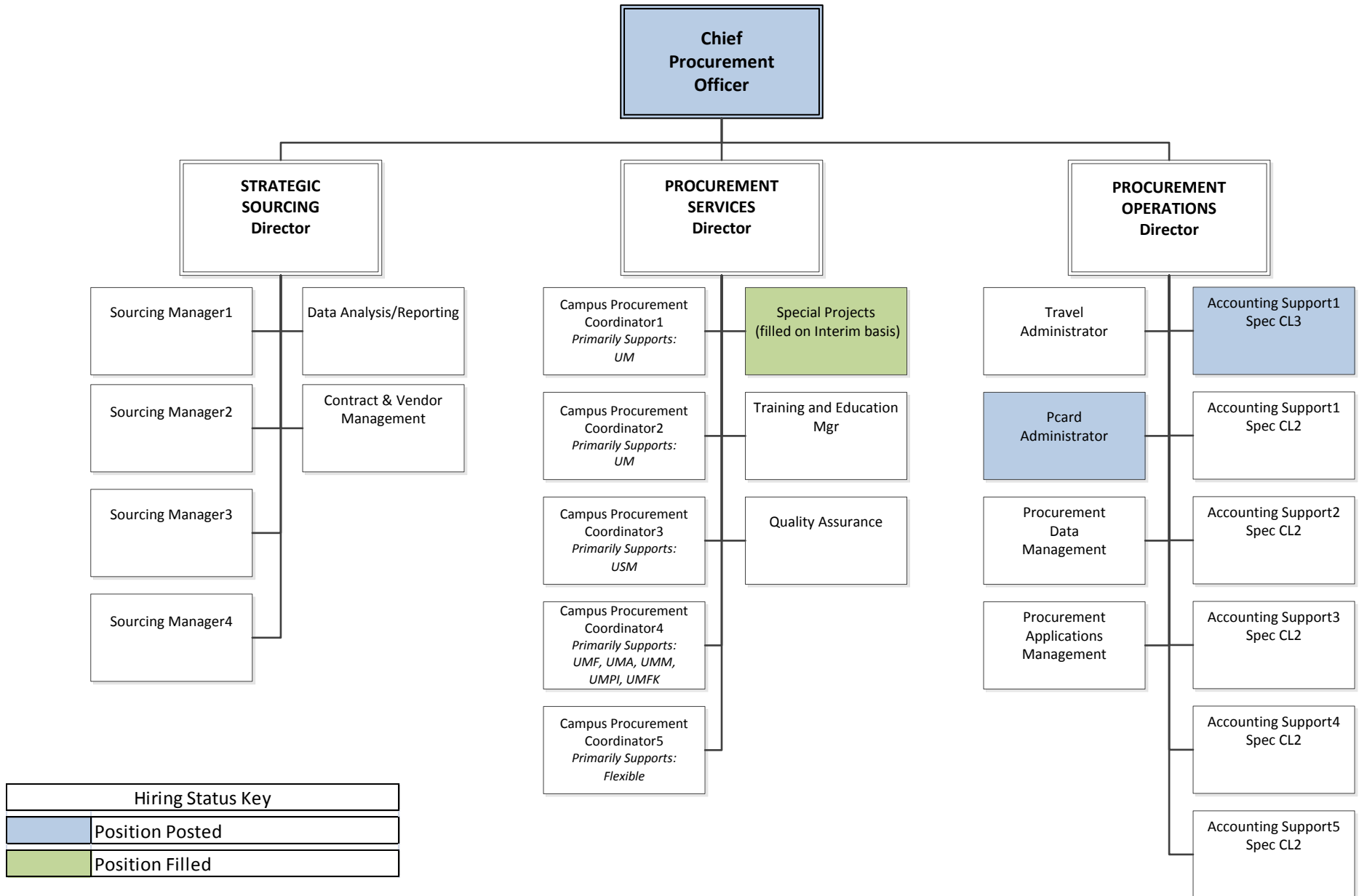
## IV. Key Milestones

Key Activity	FY14 Q4		
	April	May	June
<b>Structure / Organization</b>  (3A-F)*	- Final Wave New Positions in Place		- Compile Performance Assessment Report
<b>Procurement:</b>  Travel & Expense (1a A-E, 3F)*	- New Travel: Roll-out Continued - Enterprise Contracts: > Travel Services (Air, Car, Hotel)	- New Travel: Roll-out Continued	- New Travel: Roll-out Continued
Strategic Sourcing (1b A-E, 3F)*	-Enterprise Contract: Custodial Paper	- Enterprise Contracts: > Commercial Print > Science Equip	- Enterprise Contracts: TBD
<b>Procurement Card</b>  (2A-D, 3F)*			
<b>Key Communications</b>  (3F)*		BoT: 05/18-19	

# Strategic Procurement Staffing Plan

Hiring Status as of July 31, 2013

Detail of Chart 14, Page 46 of Administrative Review Report  
<http://thinkmissionexcellence.maine.edu/strategic-procurement/>



**STRATEGIC PROCUREMENT INITIATIVES**  
**Core Team / Subject Matter Experts (SMEs) / Advisory Groups**

Administrative Review:  
 Strategic Procurement

<b>Travel Services</b>	
<b>Core Team</b>	
Gregg Allen	USM
Margaret Dyer	UMM
Stephanie LeBlanc	UMF
Beth Morin	UM
Nina Adams	UMS
Kevin Carr	UMS
Rudy Gabrielson - Team Lead	UMS
Alison Cox - ITS Project Manager	UMS
<b>Subject Matter Experts (SME)</b>	
Marjorie Jarry	USM
Peter Watson	USM
Vanessa Pearson	UMPI
Jamie Beaudoin	UMF
Joyce Blanchard	UMA
Emmanuel Boss	UM
John Mahon	UM
Patti McPheters	UM
Sue Randall	UM
Ellen Doughty	UMS
John Brown	UMS
Bill Kelley - Risk	UMS
Tracy Elliott - Finance	UMS

<b>Procurement / Travel Card</b>	
<b>Core Team</b>	
Susan Cota	USM
Lisa Fournier	UMFK
Kim Moody	UMA
Kelly Bannen	UM
Rudy Gabrielson	UMS
Kevin Carr - Team Lead	UMS
Alison Cox - ITS Project Manager	UMS
<b>Subject Matter Experts (SME)</b>	
Dianna (Dee) Dipaolo	USM
Nicole Vinal Harvie	USM
Robert Spencer	USM
Asita Albert	UMFK
Lisa M Ellrich	UMF
Lauren Dubois	UMA
Diane Blanchette	UMA
Jodie Feero	UM
Ranae Byard	UM
Hiedi Chan Buck	UM
Owen Smith	UM
Bill Kelley - Risk	UMS
Tracy Elliott - Finance	UMS

<b>Energy Management / Electricity</b>	
<b>Core Team</b>	
Will Dunlay	USM
Peter St. Michel	UMA
Paul Kuplinski	USM
Mike Swartz	UM
Mike Noblet - Team Lead	UM
Andy Jacobs	UMFK

<b>Restricted Funds</b>	
<b>Advisory Group</b>	
Mike Hastings	UM
Greg Kolvoord	UM
Robert Lad	UM
Rick Guthrie	UM
William Otto	UMM
Trish Bola	USM
Larry Waxler	USM

