

Strategic Procurement Transformation

Status Report for September 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 Position Status
- Travel Services Initiative: Stakeholder Groups and Feedback Process
- Stakeholder Groups: Travel, Pcard, Energy, Restricted Funding

**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.

Period Covered This Report:	FY 2014 - 1st Quarter: September
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Overall Project Status:	
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Status Color Key	
	Project On Track
	Some Concerns
	Project Off Track

Structure

Status:	
Key Accomplishments	

- Strategic Procurement Organization
 - > Filled Procurement Card (Pcard) Administrator Position, start date 10-14-13
 - > Internal posting of 4 Sourcing Manager positions closed. Interview procedure for internal candidates in process
 - > External posting for 4 Sourcing Manager positions in process as not enough internal candidates to fill the positions
 - > Posted Strategic Sourcing Director position, candidate evaluation team being formed.
 - > Determined that Accounts Payable (AP) Tech positions within Operations will have no change in current job duties so will not be posted
- New Chief Procurement Officer (CPO) met with impacted procurement employees at USM, UM, UMA, and SWS
- CPO meetings with remaining employees in process
- Held 2nd meeting of Restricted Funds Advisory Group
- Kicked off study of AP invoice processing workflow to find opportunities for efficiencies and workflow management
- Decision for procurement of AP efficiency Module on hold until AP invoice process workflow study complete

Areas of Concern

- Pace of posting and hiring improved but further improvement needed
- Accounts Payable (AP) Efficiency Module Install
 - > the AP Efficiency Module for the SciQuest system (AP Director) is a key component for significantly improved efficiency for AP processing
 - > The original Return On Investment (ROI) and cost savings estimates derived during the Admin Review process could not be validated through SciQuest
 - > An AP invoice process workflow study has been kicked off to document expected improvements and savings and to make a final determination for a go / no-go decision

Key Next Steps

- Complete Chief Procurement Officer (CPO) meetings with impacted procurement employees
- Develop and Implement transition plan for internal employees moving into new positions
- Conduct interviews of Strategic Sourcing Manager internal candidates
- Select candidates for interviews from external Sourcing Manager posting
- Select candidate for interviews for Strategic Sourcing Director position
- Complete job descriptions for Procurement Support Director and Campus Support positions
- Complete Accounts Payable (AP) invoice workflow study

Procurement: Travel and Expense

Status:	
Key Accomplishments	

- Travel and Expense Request For Proposal (RFP) posted and pre-bid conference call completed, responses due on Oct 11th
- RFP Response evaluation team formed (team membership attached to this report)
- Updated Travel and Expense Administrative Practice Letter (APL) expected to be released on Sept 30th, effective date of Nov 4th

Areas of Concern

Key Next Steps

- Establish Travel Request For Proposal (RFP) response evaluation team and process
- Receive, evaluate and score Travel RFP Responses
- Determine next steps in the Travel RFP response evaluation process

Period Covered This Report:	FY 2014 - 1st Quarter: September
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Overall Project Status:	
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Status Color Key	
	Project On Track
	Some Concerns
	Project Off Track

Procurement: Strategic Sourcing
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Status:	
Key Accomplishments	

- Energy Management / Electricity:
 - > Small campus electricity proposal in progress with third party energy consultant: CES
 - > Completed draft Consultancy Request for Qualifications (RFQ) and Core Team review in process
- Information Technology (IT) Hardware Initiative
 - > Established IT Hardware core team in collaboration with IT Standards and Procurement Committee
 - > First IT Hardware core team meeting scheduled for Oct 7th
- Spend Analysis and Savings Methodology:
 - > Received and reviewed proposals from spend analysis vendors

Areas of Concern	
<ul style="list-style-type: none"> - CES Energy Management proposal taking longer than expected due to difficulty getting data from all campuses. Work is in progress to resolve issues - IT Hardware Initiative behind schedule in order to coordinate activity with the emerging IT Standards and Procurement Committee. Target for enterprise contract reset from October to December. 	

Key Next Steps	
<ul style="list-style-type: none"> - Energy Management / Electricity <ul style="list-style-type: none"> > Receive and review CES electricity proposal on make go / no-go decision to move forward > Release consultancy Request for Qualifications (RFQ) - IT Hardware Initiative <ul style="list-style-type: none"> > Hold first core team meeting, develop project scope and project time-line, identify participant roles and responsibilities > Adjust project milestones and project plan for enterprise contract by December - Spend Analysis and Savings Methodology <ul style="list-style-type: none"> > Submit consultancy recommendation for approval and engage vendor 	

Procurement Card

Status:	
Key Accomplishments	

- Reviewed Pcard Administrative Practice Letter (APL) update with Restricted Funds Advisory Committee. Gathering additional feedback for Sept 30th release, Nov 4th effective date.
- Completed Pcard Request for Proposal (RFP) draft and began review process
- Completed compiling initial list of potential Pcard providers
- Reviewed Higher Education consortium Pcard contract as potential alternative to RFP process

Areas of Concern	
<ul style="list-style-type: none"> - Current Pcard vendor is requiring an upgrade to the current Pcard system earlier than RFP process will be completed. 	

Key Next Steps	
<ul style="list-style-type: none"> - Release Pcard Administrative Practice Letter (APL) - Submit Pcard Request for Proposal (RFP) at October SSAC meeting - Determine viability of Higher Education consortium Pcard as alternative to RFP process - Release Pcard/Travel Card RFP or develop alternative course of action - Establish Pcard RFP response evaluation team and process 	

Recommendation Focus Areas	FY2013				FY2014				FY2015				FY2016			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	1 Procurement of Specific Goods & Services															
A Travel and Expense																
a Comprehensive Assessment			Blue	Blue	Blue											
b1 Travel Management Company				Orange	Orange	Yellow	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 Other Commodities and Services / Strategic Sourcing																
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
d Competitive Public Bids:																
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	Yellow	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
2 Procurement Card (Pcard) Administration																
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		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
3 Structural Resources and Efficiencies (Org Structure)																
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
Structure / Organization (3A-F)*	<ul style="list-style-type: none"> - Interim Leadership Task Assignments 	<ul style="list-style-type: none"> - Presidents / CFOs Briefed - Meet w/ Current Procure Staff - Continue Interim Task Assignments - CPO Position Posted 	<ul style="list-style-type: none"> - Current Procure Positions: > Continued Communications
Procurement: Travel & Expense (1a A-E, 3F)*		<ul style="list-style-type: none"> - Kick off: Travel & Expense RFP 	<ul style="list-style-type: none"> - Travel APL Update (APL) > Draft complete
Strategic Sourcing (1b A-E, 3F)*	<ul style="list-style-type: none"> - Sourcing Contracts in place: > Shipping > Added MaineSt Market suppliers: Lowe's, FW Webb 	<ul style="list-style-type: none"> - Sourcing Kick-off: Electricity / Energy Management 	
Procurement Card (2A-D, 3F)*			<ul style="list-style-type: none"> - Kick off: Pcard/Travel Card RFP
Key Communications (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
Structure / Organization (3A-F)*	<ul style="list-style-type: none"> - Current Procure Positions: <ul style="list-style-type: none"> > Same broad-based job duties > Continued Communications 	<ul style="list-style-type: none"> - 1st Wave New Positions in Place: <ul style="list-style-type: none"> > CPO and others - Procurement Operations: <ul style="list-style-type: none"> > AP Efficiency Module: Due Diligence and ROI 	<ul style="list-style-type: none"> - Procurement Operations: <ul style="list-style-type: none"> > AP Efficiency Module: Go / no go decision for upgrade
Procurement: Travel & Expense (1a A-E, 3F)*	<ul style="list-style-type: none"> - Travel & Expense RFP <ul style="list-style-type: none"> > 1st Draft Complete 	<ul style="list-style-type: none"> - Travel APL Update and RFP <ul style="list-style-type: none"> > Drafts distributed for review 	<ul style="list-style-type: none"> - Travel APL Update <ul style="list-style-type: none"> > Review complete and released - Travel Services RFP <ul style="list-style-type: none"> > Review completed and RFP posted > RFP Response Eval Team in place
Strategic Sourcing (1b A-E, 3F)*		<ul style="list-style-type: none"> - Sourcing Kick-off: IT Hardware - Engage 3rd Party to assist in developing Performance Assessment and Savings Reporting Methodology 	<ul style="list-style-type: none"> - Identify Additional Sourcing Opportunities
Procurement Card (2A-D, 3F)*		<ul style="list-style-type: none"> - Pcard APL Update drafted and distributed for review - Pcard RFP Drafted 	<ul style="list-style-type: none"> - Pcard APL Update <ul style="list-style-type: none"> > Review complete and released - Pcard RFP <ul style="list-style-type: none"> > Draft distributed for review
Key Communications (3F)*	BoT: 07/15	SSAC: 8/29	BoT: 09/23

Time Period Covered in this Report

IV. Key Milestones

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

IV. Key Milestones

Key Activity	FY14 Q3		
	January	February	March
Structure / Organization (3A-F)*	- 3rd Wave New Positions in Place		
Procurement: Travel & Expense (1a A-E, 3F)*	- New Travel: > Pilot Group Implemented > New Travel Policy Available (APL)	- New Travel: Full Roll-out Begins - Implement new travel Policy (APL) as part of roll-out	- 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
Procurement Card (2A-D, 3F)*	- New Pcard / Travel Card: > New Card Policy Available (APL) > Training Available	- New Pcard/Travel Card > Roll-out Begins > Release new Card Policy (APL)	- New Pcard/Travel Card > Roll-out Continues
Key Communications (3F)*	BoT: 01/27		BoT: 03/24

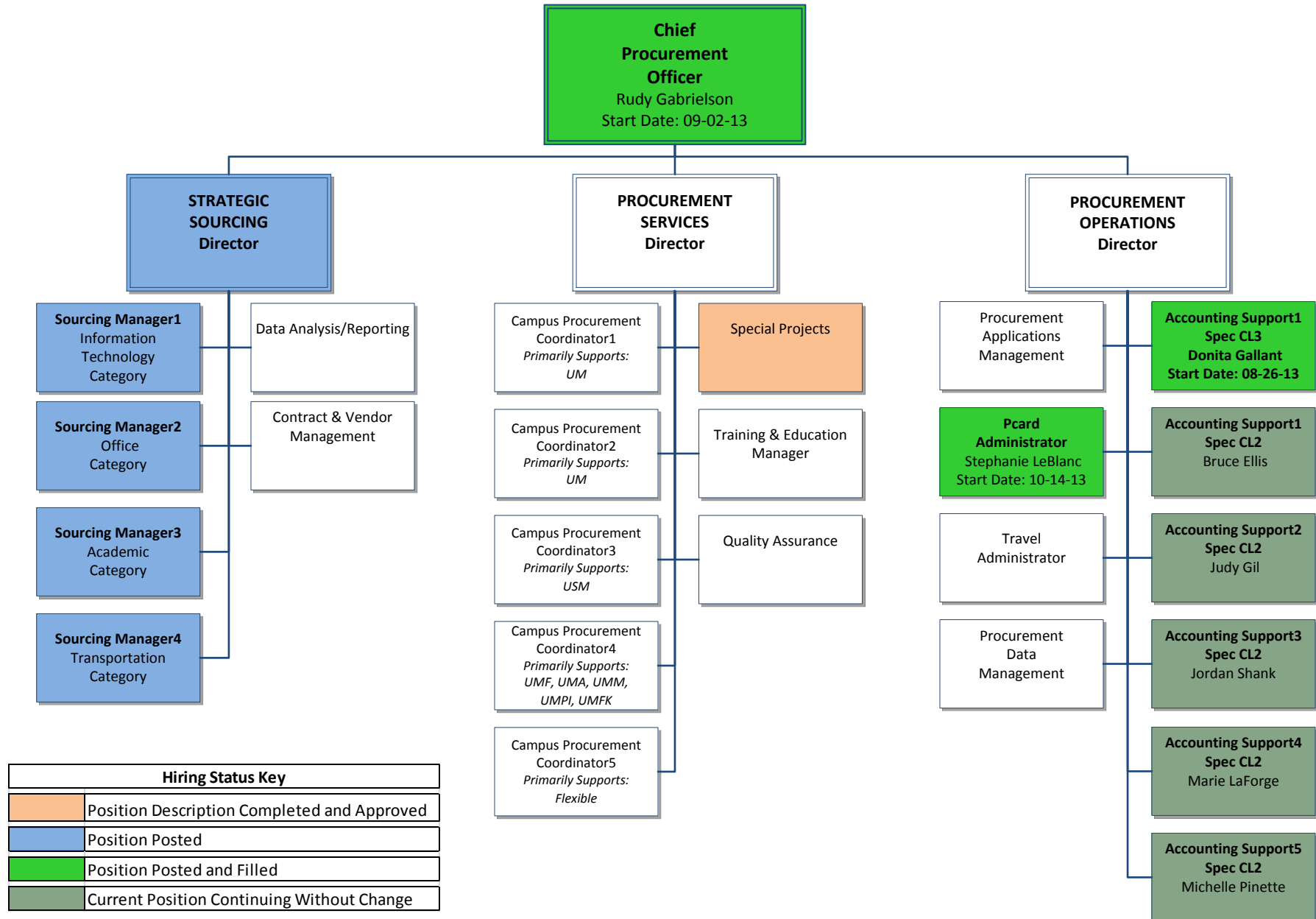
IV. Key Milestones

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

Strategic Procurement Staffing Plan

Status as of September 30, 2013

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



Travel Services Initiatives
Core Team / Subject Matter Experts (SMEs) / Advisory Groups
Summary of feedback process

Core Team		Subject Matter Experts (SME)		RFP Response Evaluation Team			Restricted Funds Advisory Group	
Gregg Allen	USM	Marjorie Jarry	USM	John Brown	SWS	Technology	Mike Hastings	UM
Margaret Dyer	UMM	Peter Watson	USM	Nina Adams	SWS	Travel Administration	Greg Kolvoord	UM
Stephanie LeBlanc	UMF	Vanessa Pearson	UMPI	Joyce Blanchard	UMA	Travel Arranger	Robert Lad	UM
Beth Morin	UM	Jamie Beaudoin	UMF	Susan Randall	UM	Athletic Group Travel	Rick Guthrie	UM
Nina Adams	UMS	Joyce Blanchard	UMA	Beth Morin	UM	Travel Administration	William Otto	UMM
Kevin Carr	UMS	Emmanuel Boss	UM	Tammy Blair	USM	Muskie School Travel	Trish Bola	USM
Rudy Gabrielson - Team Lead	UMS	John Mahon	UM	Susan Cota	USM	Travel Administration	Larry Waxler	USM
Alison Cox - ITS Project Manager	UMS	Patti McPheters	UM					
John Brown - ITS	UMS	Sue Randall	UM					
		Ellen Doughty	UMS					
		Bill Kelley - Risk	UMS					
		Tracy Elliott - Finance	UMS					

Travel Services Feedback Process	
Event	Date
Core Team Kick off meeting - establish project goals and time frames	6/17/2013
Core Team Meetings to review status and provide feedback	Weekly
Interviews of Core Team and SMEs for travel services RFP requirements completed	7/15/2013
Draft APL completed and approved by Core Team	7/30/2013
Draft RFP completed and approved by Core Team	8/13/2013
Draft RFP and APL submitted to Restricted Funding Advisory Group for review and comment	8/14/2013
Draft RFP summary and Draft APL sent to SMEs for review and comment	8/22/2013
Draft RFP and APL submitted to SSAC for review and comment	8/29/2013
Draft full RFP submitted to SMEs for review and comment	9/2/2013
RFP Response Evaluation Team in place	9/26/2013
Next Steps	
RFP response review and scoring by Evaluation Team	Wk of Oct 14th
Additional evaluation activity of topped ranked proposals (presentations, reference checks)	Oct 21-31
Participation invites will include Core Team, SMEs, RFAG, Evaluation Team	

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

Administrative Review:
Strategic Procurement

Travel Services		Procurement / Travel Card		Energy Management / Electricity		Restricted Funds	
Core Team		Core Team		Core Team		Advisory Group	
Gregg Allen	USM	Susan Cota	USM	Will Dunlay	USM	Mike Hastings	UM
Margaret Dyer	UMM	Lisa Fournier	UMFK	Peter St. Michel	UMA	Greg Kolvoord	UM
Stephanie LeBlanc	UMF	Kim Moody	UMA	Paul Kuplinski	USM	Robert Lad	UM
Beth Morin	UM	Kelly Bannen	UM	Mike Swartz	UM	Rick Guthrie	UM
Nina Adams	UMS	Rudy Gabrielson	UMS	Mike Noblet - Team Lead	UM	William Otto	UMM
Kevin Carr	UMS	Kevin Carr - Team Lead	UMS	Andy Jacobs	UMFK	Trish Bola	USM
Rudy Gabrielson - Team Lead	UMS	Alison Cox - ITS Project Manager	UMS			Larry Waxler	USM
Alison Cox - ITS Project Manager	UMS						
John Brown - ITS	UMS						
Subject Matter Experts (SME)		Subject Matter Experts (SME)					
Marjorie Jarry	USM	Dianna (Dee) Dipaolo	USM				
Peter Watson	USM	Nicole Vinal Harvie	USM				
Vanessa Pearson	UMPI	Robert Spencer	USM				
Jamie Beaudoin	UMF	Asita Albert	UMFK				
Joyce Blanchard	UMA	Lisa M Ellrich	UMF				
Emmanuel Boss	UM	Lauren Dubois	UMA				
John Mahon	UM	Diane Blanchette	UMA				
Patti McPheters	UM	Jodie Feero	UM				
Sue Randall	UM	Ranae Byard	UM				
Ellen Doughty	UMS	Hiedi Chan Buck	UM				
Bill Kelley - Risk	UMS	Owen Smith	UM				
Tracy Elliott - Finance	UMS	Bill Kelley - Risk	UMS				
		Tracy Elliott - Finance	UMS				
RFP Response Evaluation Team							
John Brown	SWS						
Nina Adams	SWS						
Joyce Blanchard	UMA						
Susan Randall	UM						
Beth Morin	UM						
Tammy Blair	USM						
Susan Cota	USM						