

Strategic Procurement Transformation

Status Report for 1st Quarter FY2015 Activity

I. Administrative Review Recommendations

II. Status Report: Past 90 Days

III. Attachments

- Strategic Sourcing Initiatives: Completed
- Strategic Sourcing Initiatives: In-Progress
- Travel Initiative Advisory Groups
- AP Invoice Processing Status
- Strategic Procurement Organization Chart with Position Status

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.

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| Period Covered This Report: | FY 2015 - 1st Quarter July-Sept |
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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 | <ul style="list-style-type: none"> - Strategic Procurement Staffing (updated organization chart attached) <ul style="list-style-type: none"> > The new Strategic Procurement Department is now fully staffed > Hires made during the past quarter: <ul style="list-style-type: none"> - Strategic Sourcing - Procurement Data Analyst: Sarah Hopkins - Strategic Sourcing - Contracts Coordinator: Paulette Newcomb - Procurement Services - Director: Kevin Carr - Procurement Services - Special Projects Coordinator: Anne-Marie Nadeau - Procurement Services - Training and Communications Coordinator: David Scheidt - Procurement Operations - Director: Mike Noblet > 93% of staff located on campuses - Accounts Payable <ul style="list-style-type: none"> > Continue to monitor and manage invoice processing workflow (see attached AP workflow report) > Invoice processing automation project (AP Director) implementation underway which will result in better controls and faster invoice processing at lower cost - Performance and Communications <ul style="list-style-type: none"> > Professional Development: held first department-wide Strategic procurement off-site meeting and training > Unified Process Standardization: presented overview of unified procurement process to Information Technology leadership council > Reviewed internal Customer Satisfaction survey results |
| Areas of Concern | <ul style="list-style-type: none"> - Currently on-plan as reset in January 2014 |
| Key Next Steps | <ul style="list-style-type: none"> - Strategic Procurement Staff Development <ul style="list-style-type: none"> > Moving from recruitment and hiring focus to professional development and performance management planning > Emphasis on providing consistent, effective, customer-focused procurement processes and support across the enterprise at a lower cost - Accounts Payable <ul style="list-style-type: none"> > Continue implementation activity and plan for training and communications around for the new automated invoice processing system (AP Director) - Performance and Communication <ul style="list-style-type: none"> > Release Customer Satisfaction survey results and plan for next survey > Develop training, support and communications plan to support new procurement systems implementations |

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| Period Covered This Report: | FY 2015 - 1st Quarter July-Sept |
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| Overall Project Status: | |
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| Status Color Key | |
|------------------|-------------------|
| | Project On Track |
| | Some Concerns |
| | Project Off Track |

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| Procurement: Travel and Expense |
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| Status: | |
| Key Accomplishments | |
| <p>- Travel and Expense Initiative</p> <ul style="list-style-type: none"> > Concur travel and expense system implementation activity in progress, on-target for system availability in early 2015 > Developing roll-out strategy for new Travel and Expense system > Implementing Athletic Group Travel with Shorts Travel - UM in pilot stage > Held meetings with Travel Steering Committee and the Travel Advisory Group (attached) | |

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| Areas of Concern | |
| - Currently on-plan as reset in January 2014 | |

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| Key Next Steps | |
| <p>- Travel and Expense Initiative</p> <ul style="list-style-type: none"> > Continue roll-out of Shorts Travel services for athletic travel > Meetings scheduled of Travel Advisory Group, Travel Steering committee > Continue Concur implementation activity > Identify campus based travel arrangers to be part of initial roll out for new travel and expense system | |

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| Procurement: Strategic Sourcing |
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| Status: | |
| Key Accomplishments | |
| <p>- Key Sourcing Initiatives:</p> <ul style="list-style-type: none"> > New Enterprise Copier Agreement: <ul style="list-style-type: none"> - Executed new agreement for copiers for all campuses - Estimated 5 year savings of \$750k compared to current agreement (see attached) and includes replacement of older equipment > Sourcing Initiatives Completed: 34 Sourcing initiatives completed this quarter, 21 with multi-campus potential > Sourcing Initiatives In Progress: 27 initiatives in progress, 15 with multi-campus potential <p>- Spend Analysis and Savings Methodology</p> <ul style="list-style-type: none"> > Completed 3rd party validation of savings model methodology > Finalizing FY2014 Sourcing savings report with 3rd party validation > Finalizing project FY2015 and FY2016 project plans and estimated savings | |

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| Areas of Concern | |
| - Currently on-plan as reset in January 2014 | |

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| Key Next Steps | |
| <p>- Key Sourcing Initiatives</p> <ul style="list-style-type: none"> > Move forward with key initiatives and identify new opportunities <p>- Spend Analysis and Savings Methodology</p> <ul style="list-style-type: none"> > Finalize validated savings for FY 2014 > Finalize estimated savings and proposed projects for FY 2015, 2016 and beyond | |

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| Period Covered This Report: | FY 2015 - 1st Quarter July-Sept |
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| Overall Project Status: | |
|--------------------------------|--|

| Status Color Key | |
|------------------|-------------------|
| | Project On Track |
| | Some Concerns |
| | Project Off Track |

| Procurement Card (Pcard) | |
|----------------------------|--|
| Status: | |
| Key Accomplishments | <ul style="list-style-type: none"> - Completed enterprise role-out of replacement WEX Fuel card with better terms and savings - Began planning introduction of Travel Card as part of the roll-out of the new travel system - Negotiated new Pcard agreement with improved features and savings |
| Areas of Concern | <ul style="list-style-type: none"> - Currently on-plan as reset in January 2014 |
| Key Next Steps | <ul style="list-style-type: none"> - New Pcard / Travel Card: <ul style="list-style-type: none"> > Develop and communicate comprehensive plan for roll-out of new Pcard and Travel card in coordination with travel system |

Strategic Sourcing Initiatives: COMPLETED
As of October 1, 2014

| Project Start | Project Complete | Title | Description | Campus | Status | State or Consortium Contract Available? | Multi Campus? |
|---------------|------------------|--|--|-----------------|----------|---|---------------|
| 4/22/2014 | 7/14/2014 | Graduate Recruitment Services | Graduate Recruitment Services for UMaine. | UM | Complete | No | Yes |
| 7/31/2014 | 8/25/2014 | Noel Levitz | Noel Levitz MSLA | UM | Complete | No | Yes |
| 6/27/2014 | 9/4/2014 | Athletic Compliance Recruitment Software | Athletic Compliance Recruitment Service | UM | Complete | No | Yes |
| 7/1/2013 | 9/12/2014 | Collins Center & Athletic Ticketing System | UM New ticketing system for athletic and Collins Center events | UM | Complete | No | Yes |
| 4/30/2014 | 9/17/2014 | Bio-Waste Disposal | System-Wide RFB for BioWaste | UM | Complete | No | Yes |
| 3/31/2014 | 8/28/2014 | Constituent Engagement Management (CEM) | Online giving site with appeals, event invitations, etc. | UM, USM, MELAW | Complete | No | Yes |
| 12/7/2013 | 6/14/2013 | Alternative Heating Fuels | Alternative Fuels for UMA, UMF, UMM, UMPI | UMA | Complete | No | Yes |
| 6/26/2014 | 7/31/2014 | Infosilem License Agreement | Title III Grant to solve issues with declining enrollments. Assistance with development of new markets, etc. | UMA, UMF, UMFK, | Complete | No | Yes |
| 4/26/2014 | 8/20/2014 | Mini-Buses | Lease agreement for Mini-Buses | UMA, USM | Award | No | Yes |
| 6/27/2014 | 7/11/2014 | TK20 | Enterprise Software License Agreement for HigherEd Software | UMPI | Complete | No | Yes |
| 6/27/2014 | 8/12/2014 | Undergraduate Recruitment | Undergraduate Recruitment Services | UMPI, UM | Complete | no | Yes |
| 4/1/2013 | 6/24/2013 | Network Data Center Review | Define security architecture at the network, storage and system levels | UMS | Complete | No | Yes |
| 5/13/2013 | 7/16/2013 | Video Conferencing Equipment | Video Conferencing Equipment | UMS | Complete | Yes | Yes |
| 5/1/2013 | 8/20/2013 | Business Process Reengineering (BPR) for Facilities Management | Business Process Reengineering (BPR) for Facilities Management | UMS | Complete | No | Yes |
| TBD | 5/15/2014 | Electrical Supplies | Gilman Electric Ballasts and Bulbs- State of Maine Piggy back | UMS | Award | Yes | Yes |
| 11/26/2013 | 5/21/2014 | Collection Services | Collection Services | UMS | Complete | No | Yes |
| 12/2/2013 | 6/4/2014 | F&A Rate Consultant | Facilities and Administrative (F&A) Rate Proposal Services | UMS | Complete | No | Yes |
| 5/14/2014 | 6/19/2014 | CISCO Enterprise License Agreement | Support & Maintenance for Software License | UMS | Complete | Yes | Yes |
| 9/11/2013 | 6/24/2014 | Travel and Expense Management | Travel and Expense Management Solution | UMS | Complete | Yes | Yes |
| 5/28/2014 | 6/26/2014 | Enterprise Microsoft License Agreement | Enterprise Software License Agreement (systems office, all campuses except UMaine for year 1 of 3 year contract - UMaine planned for years 2 & 3. Baseline spend calculated for 3 years. | UMS | Complete | Yes | Yes |
| 5/28/2014 | 6/26/2014 | INFORME - CCAUE | Combined Charitable Appeal for University Employees (CCAUE) | UMS | Complete | Yes | Yes |
| 6/18/2014 | 7/2/2014 | Quantum | Storage upgrade | UMS | Complete | No | Yes |
| 10/7/2013 | 7/3/2014 | Personal Computers and Hardware, Services and Support | Desktop and Laptop computers - objective is one contract for windows computers and one for Mac | UMS | Complete | No | Yes |
| 5/28/2014 | 7/3/2014 | College Board | Provides SAT information - Student Search | UMS | Complete | No | Yes |
| 5/25/2014 | 7/15/2014 | Mass Alert System | Unified Mass Alert System (Omnilert) | UMS | Award | Yes | Yes |
| 11/23/2013 | 7/28/2014 | Laundry Services | Laundry services for student residents @ UM, UMF and USM. Contract will be expanded to include UMPI, UMFK & UMM | UMS | Award | No | Yes |
| 4/28/2014 | 9/5/2014 | Board Book | Provide the Board of Trustees board bank electronic solution. | UMS | Complete | No | Yes |
| 9/18/2014 | 9/23/2014 | NFORMD.NET, LLC | Sexual and Interpersonal Violence Prevention Program | UMS | Complete | No | Yes |
| 12/3/2013 | 1/13/2014 | Police Vehicles | Police Vehicle(s) SUV's | USM | Complete | Not At Time Of Need | Yes |
| 4/30/2014 | 7/1/2014 | Temporary Tradesmen | USM contract for Tradesmen Services | USM | Award | No | Yes |

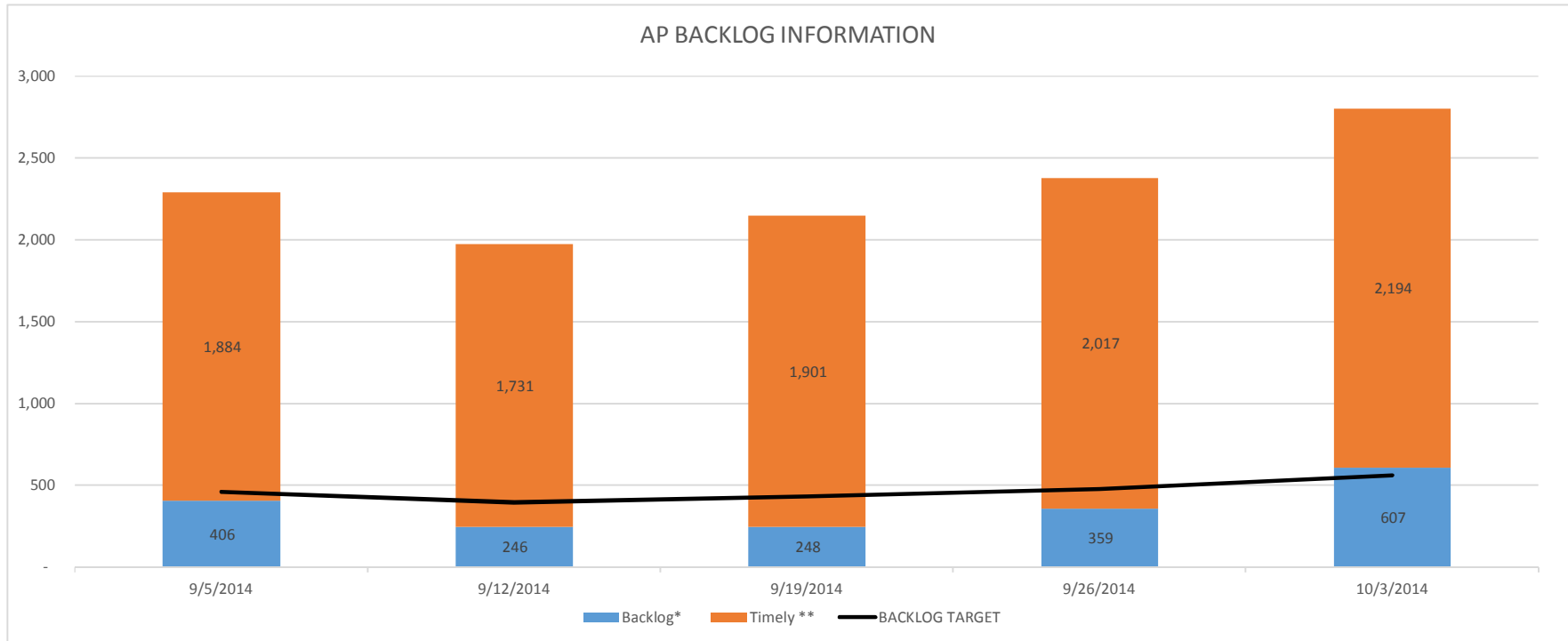
Strategic Sourcing Initiatives: COMPLETED
As of October 1, 2014

| Project Start | Project Complete | Title | Description | Campus | Status | State or Consortium Contract Available? | Multi Campus? |
|---------------|------------------|---------------------------------------|---|--------|----------|---|---------------|
| 4/30/2014 | 8/12/2014 | Haz-Waste Disposal- Veolia Contract | USM to piggyback on UMaine Veolia Contract. | USM | Complete | No | Yes |
| 8/15/2014 | 9/2/2014 | 360Training | OSHA RESELLING & REFERRAL AGREEMENT | USM | Complete | No | Yes |
| 6/17/2014 | 9/5/2014 | Student Retention Services (Hobson) | Naviance State Handbook Exclusive Advertising | USM | Complete | No | Yes |
| 7/1/2013 | 6/3/2014 | Energy Consultant | Energy Consultant | UMS | Award | Yes | System Wide |
| 12/20/2012 | 11/20/2013 | Time and attendance Software | Software for tracking hourly employees | UM | Complete | No | Possible |
| 12/20/2012 | 11/20/2013 | Time and attendance Software | Software for tracking hourly employees | UM | Complete | No | Possible |
| 8/7/2013 | 7/15/2014 | UMaine Elevator Maintenance | Elevator Maintenance Services for UMaine campus with option to add additional campuses during contract | UM | Award | Yes | Possible |
| 4/18/2014 | 5/21/2014 | Symplicity | Comprehensive tools to manage career services operation, in addition to connecting students/alumni to the jobs network and employers. | UMS | Complete | No | Possible |
| 5/1/2013 | 8/28/2013 | Sign Language Interpreting Services | On Call services for ASL contractors | USM | Complete | No | Possible |
| 10/18/2013 | 11/12/2013 | Elevator Maintenance | Elevator Maintenance | USM | Complete | Yes | Possible |
| 10/11/2013 | 3/26/2014 | Events Management | Events Management Solution | USM | Complete | No | Possible |
| 10/10/2013 | 4/15/2014 | Customer Relations Management (CRM) | Customer Relations Management | USM | Complete | No | Possible |
| 10/28/2013 | 4/21/2014 | Professional and Continuing Education | Professional and Continuing Education Solution | USM | Complete | No | Possible |
| 2/1/2013 | 4/11/2013 | 16,500 GVW pickup and Flatbed | 16,500 GVW pickup and Flatbed | UM | Complete | Not At Time Of Need | No |
| 3/5/2013 | 4/16/2013 | Grounds Plow Truck | single Axle Dump/Plow Truck | UM | Complete | Not At Time Of Need | No |
| 12/1/2012 | 4/16/2013 | Grounds Plow Truck | single Axle Dump/Plow Truck | UM | Complete | Not At Time Of Need | No |
| 4/1/2013 | 6/12/2013 | On-Call Services: Roofing | Roofing work for Facilities | UM | Complete | No | No |
| 1/8/2013 | 6/30/2013 | Viewbook 2013-2014 | Viewbook and first impression piece printing and mailing | UM | Complete | No | No |
| 6/6/2013 | 7/3/2013 | Telecom Mini Cargo Van | Cargo Van for telecom department | UM | Complete | Not At Time Of Need | No |
| 5/6/2013 | 7/29/2013 | Hazardous Waste Disposal Services | Hazardous Waste Disposal Services | UM | Complete | No | No |

| Project Start | Title | Description | Campus | Status | State or Consortium Contract Available? | Multi Campus? |
|---------------|--|---|--------------------|-------------------------|---|---------------|
| 8/8/2014 | Dining Services- RFP for Consultant | First step for Multi Campus RFB for Dining Services Contractor | Multi | Design | Possible | Yes |
| 8/11/2014 | Printing Supplies | Printing Supplies for UM (and others?) | Multi | Concept | Possible | Yes |
| 9/2/2014 | Agency Based Recruitment Solution | The University of Maine System is seeking proposals for the services of nationally-recognized, international student recruitment agencies. | UM | Design | No | Yes |
| 9/17/2014 | UMaine Website Template Services | UMaine Website Template Services | UM | Design | No | Yes |
| 2/10/2014 | Retention Services | Student Retention Services | UM, USM, UMF, UMPI | Contract Drafted/Review | No | Yes |
| 7/1/2014 | Copier/MFD Project | System wide- Copiers/MFD | UMS | Design | Yes | Yes |
| 7/21/2014 | Compressed and Liquid Gasses | in-house contract vs E&I or state of Maine | UMS | Concept | Yes | Yes |
| 8/28/2014 | RFP- Voluntary Insurance | Accident and Hospital Indemnity insurance | UMS | Design | Possible | Yes |
| 8/29/2014 | RFP/RFQ for benefits consulting and actuarial services | UMS | UMS | Bid | No | Yes |
| 2/1/2014 | USM/UMA Re-Key | Re-key, update of building entry and card service. | USM | Award | No | Yes |
| 4/30/2014 | On Call Services | General Facilities and Mechanical Maintenance Bid - Pre qualify. | USM | Design | No | Yes |
| 4/30/2014 | Custodial Paper and Plastics | Multi Campus RFB for can liners and custodial papers (toilet paper, paper towels, copy paper etc.). Integrated into the project is a resource recovery plan tracking consumption, disposal. | USM | Analysis | Yes | Yes |
| 9/30/2014 | Access Control Solution | Access Control Solution | USM | Design | No | Yes |
| 4/10/2014 | Towing Services UMaine Campus | Mostly revenue contract to be the provider of choice for towing services. | UM | Design | No | Possible |
| 8/8/2014 | InComm Apple Campus Store Agreement | Apple Campus Store Agreement for Prepaid Cards | UM | Contract Drafted/Review | No | Possible |
| 6/17/2014 | Ice Breakers Hockey Tournament | NCAA Div I Hockey Tournament | UM | Analysis | No | No |
| 8/29/2014 | Specialty Paper RFB | Paper Bid for UM Print Services | UM | Design | Possible | No |
| 9/2/2014 | Bus Transportation- UM Athletics | UM Athletic Teams- transportation needs | UM | Design | Possible | No |
| 9/9/2014 | 4H Online | | UM | Contract Drafted/Review | No | No |
| 10/1/2014 | UM 8-Passenger Vans (2) | UM requesting procurement of two 8 passenger vans, preferably GMC Savana's. | UM | Design | Possible | No |
| 9/12/2014 | UMA Plow Truck | Bid for plow truck at UMA | UMA | Bid | Possible | No |
| 9/12/2014 | UMA Front Mount Mower / Snow Plow | Bid for front mount mower / snow plow at UMA | UMA | Bid | Possible | No |
| 3/17/2014 | Director of Developmental Services - Contractor | Position managed through coop agreement with UMF. Grant funded. | UMF | Design | No | No |
| 1/1/2014 | CNG UMPI | Compressed Natural Gas RFP for fuel conversion | UMPI | Bid | No | No |
| 8/20/2014 | PCI Compliance Validation Service | PCI Compliance Validation Services | UMS | Design | No | No |
| 6/9/2014 | Choral Group Travel | USM School of Music Choral Trip | USM | Bid | No | No |
| 7/28/2014 | USM Banking Center | USM to allocate space in student center for bank to lease. Initiated by UCU as means to educate students on use of SBC/ATM in student center | USM | Design | No | No |

**STRATEGIC PROCUREMENT INITIATIVES
Governance and Advisory Groups**

| Travel and Expense: Implementation | |
|---|------|
| Travel Steering Committee | |
| Rudy Gabrielson - Lead | UMS |
| Marty Parsons | UMPI |
| Chip Gavin | UMS |
| Cindy Mitchell | UMS |
| Claire Strickland | UMS |
| Tracy Elliott | UMS |
| Amy Blaisdell | USM |
| Travel Advisory Group | |
| Bob Rice | UM |
| Emmanuel Boss | UM |
| John Mahon | UM |
| Patti McPheters | UM |
| Sue Randall | UM |
| Jamie Beaudoin | UMF |
| Leslie Guerrette | UMFK |
| Tom Potter | UMM |
| Vanessa Pearson | UMPI |
| Bill Kelley | UMS |
| Ellen Doughty | UMS |
| Al Bean | USM |
| Lori Arsenault | USM |
| Marjorie Jarry | USM |
| Tammy Blair-Kirk | USM |

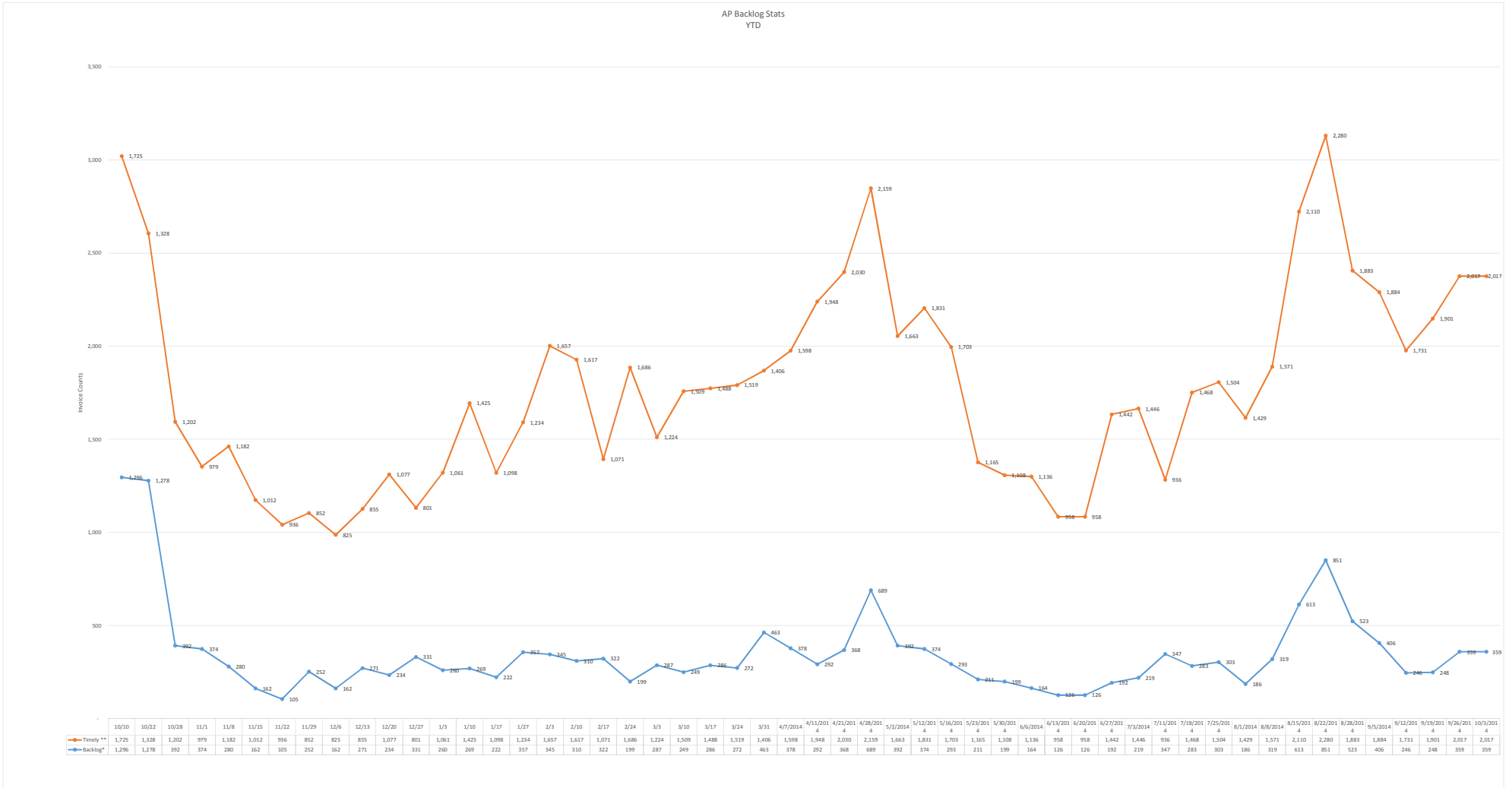


| Date | 9/5/2014 | 9/12/2014 | 9/19/2014 | 9/26/2014 | 10/3/2014 |
|---------------------------------------|----------|-----------|-----------|-----------|-----------|
| Backlog* | 406 | 246 | 248 | 359 | 607 |
| Timely ** | 1,884 | 1,731 | 1,901 | 2,017 | 2,194 |
| Total Invoices to be Processed | 2,290 | 1,977 | 2,149 | 2,376 | 2,801 |

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|-----------------------|-----|-----|-----|-----|-----|
| BACKLOG TARGET | 458 | 395 | 430 | 475 | 560 |
|-----------------------|-----|-----|-----|-----|-----|

* Backlog: Invoices in the queue longer then 21 days from invoice date.

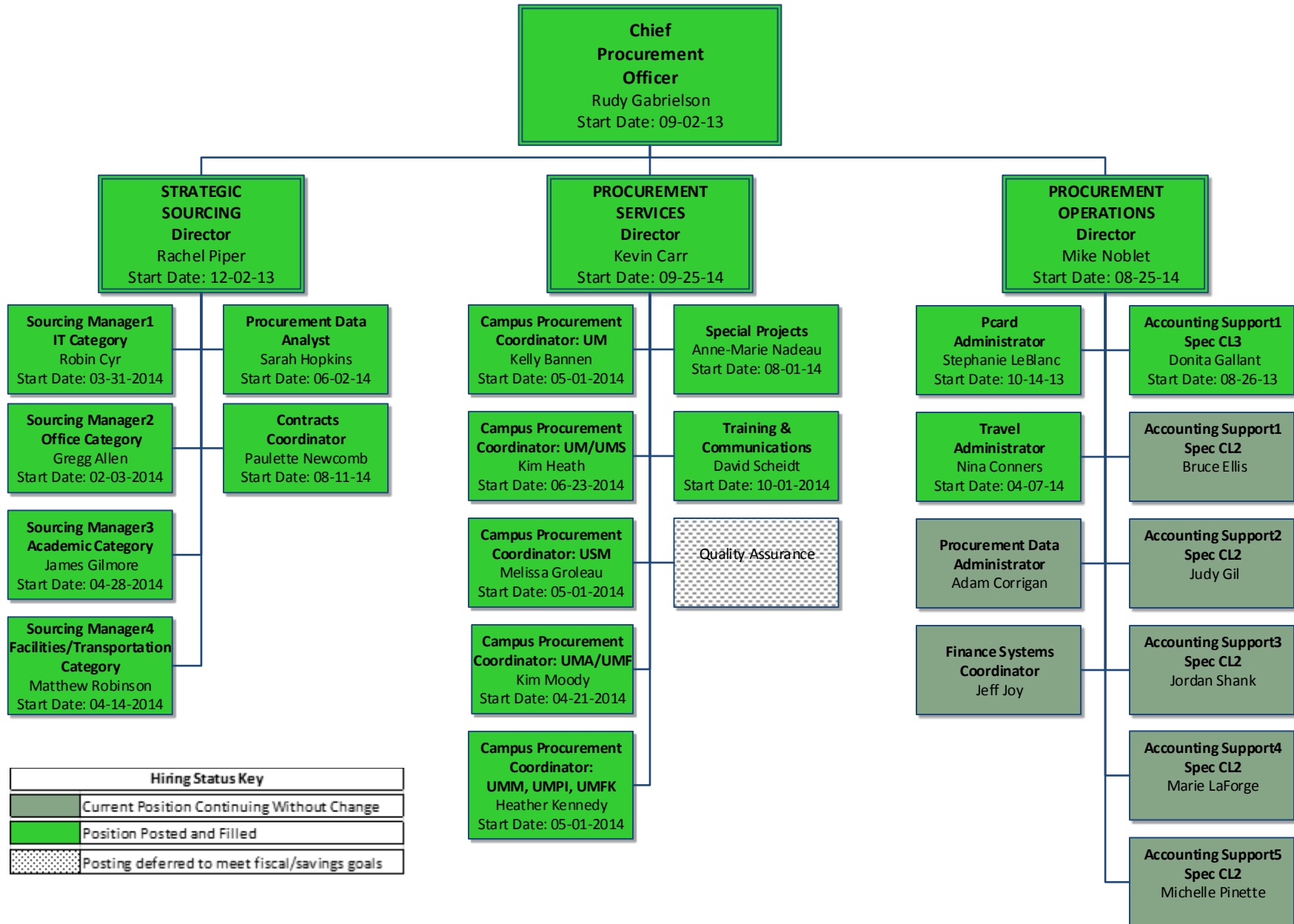
** Timely: Invoices expected to be processed on time



Strategic Procurement Staffing Plan

Status as of October 1, 2014

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



| Hiring Status Key | |
|-------------------|---|
| | Current Position Continuing Without Change |
| | Position Posted and Filled |
| | Posting deferred to meet fiscal/savings goals |