



Healthcare Finance: How Imaging Service Can Impact an Organization

About Us



4 hospitals



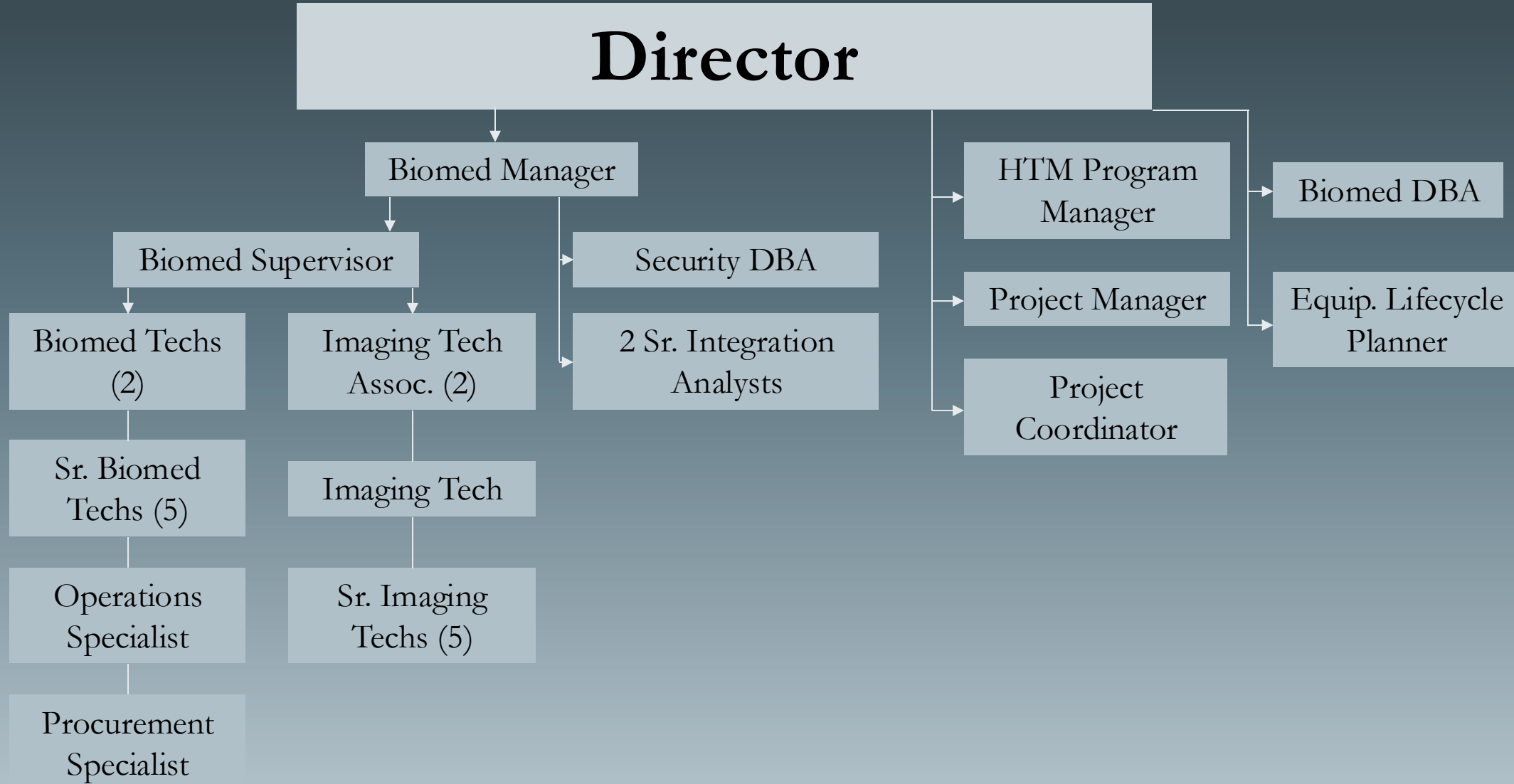
15 clinics



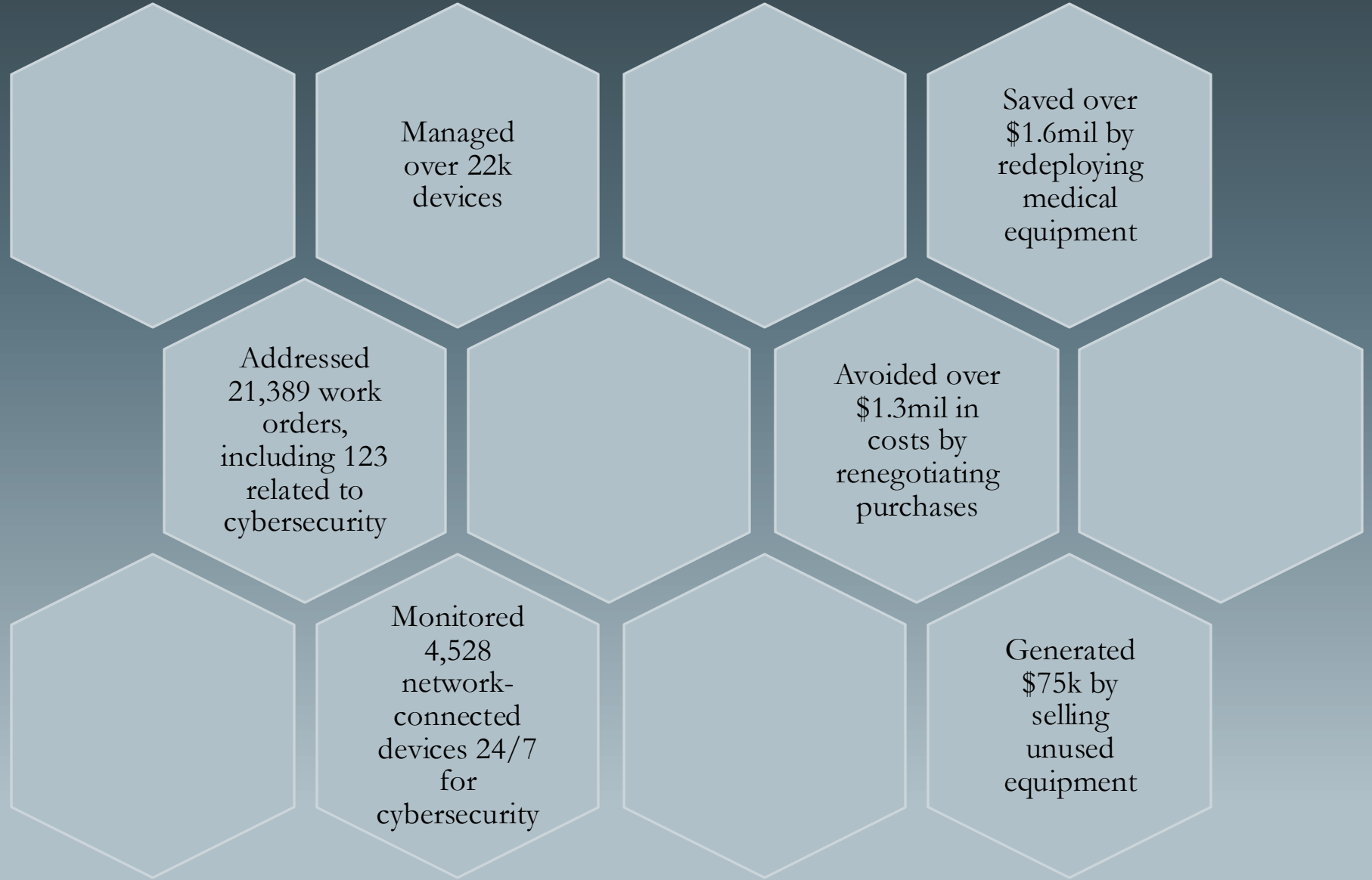
Multiple joint ventures & partnerships

ProHealth Care is a community-based, non-profit healthcare system serving Waukesha County, WI and surrounding areas

The Team



A Few Stats...



What & Why?



What is a replacement plan?

- Schedule showing when equipment should be replaced
- Tool to help facilitate/support conversation
- Means to help support organizational goals/initiatives



Why doesn't everyone have them?

- Reactive mindset
- They take time and effort
- Lack of understanding



Replacement plan benefits

- Help drive standardization
- Cost Avoidance
- Plants seen with senior leadership
- Improves odds of capital getting approved
- Relationship builder

Evolution

The Beginning

- Single imaging plan
- Minimal strategy around what to replace and when
- Limited engagement with stakeholders

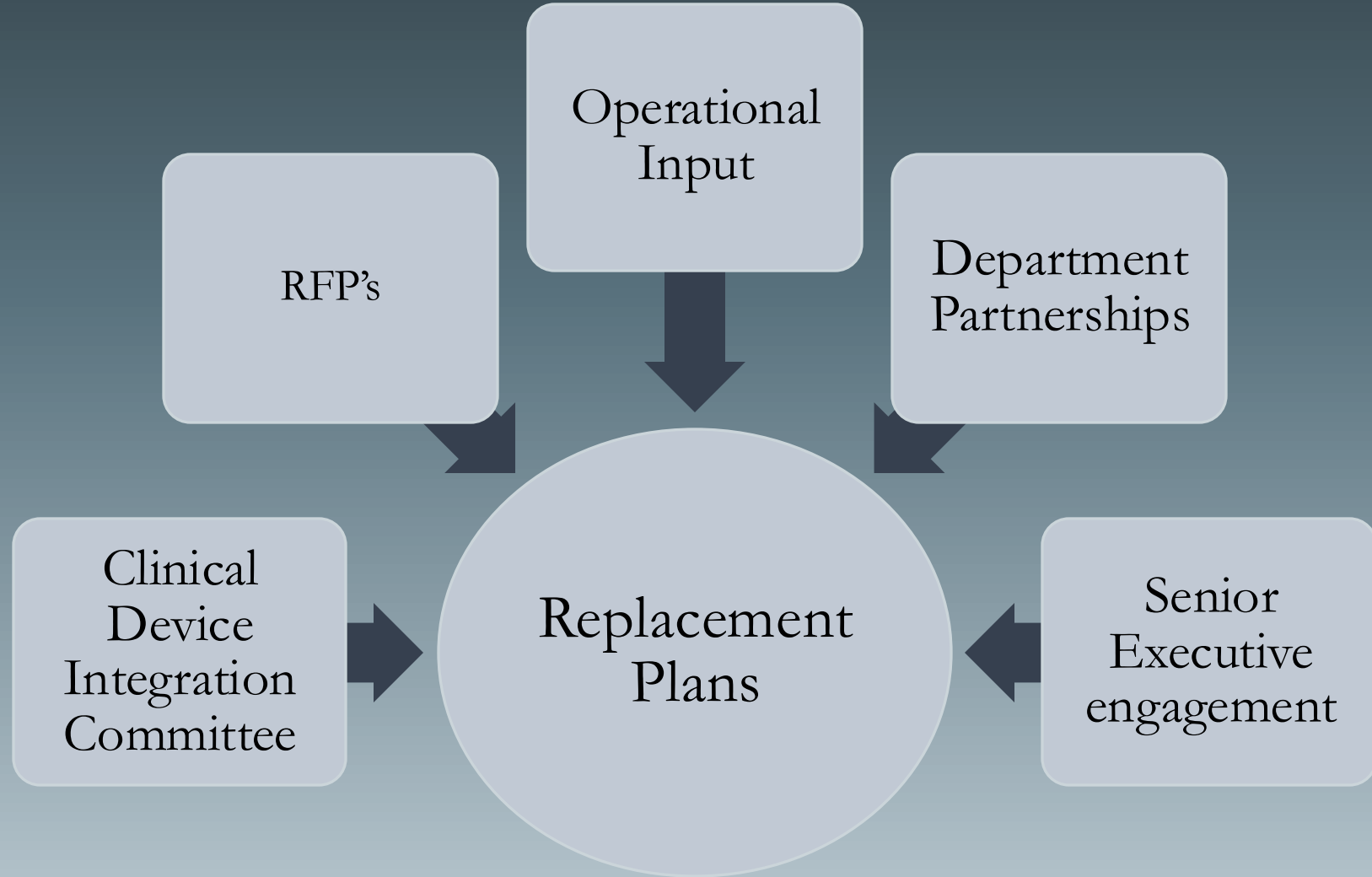
Current State

- Process changes
- Committees
 - Clinical Device Integration
- Partnerships
 - IT
 - Construction Services
 - Finance
 - Senior Executives
- Proof of concept

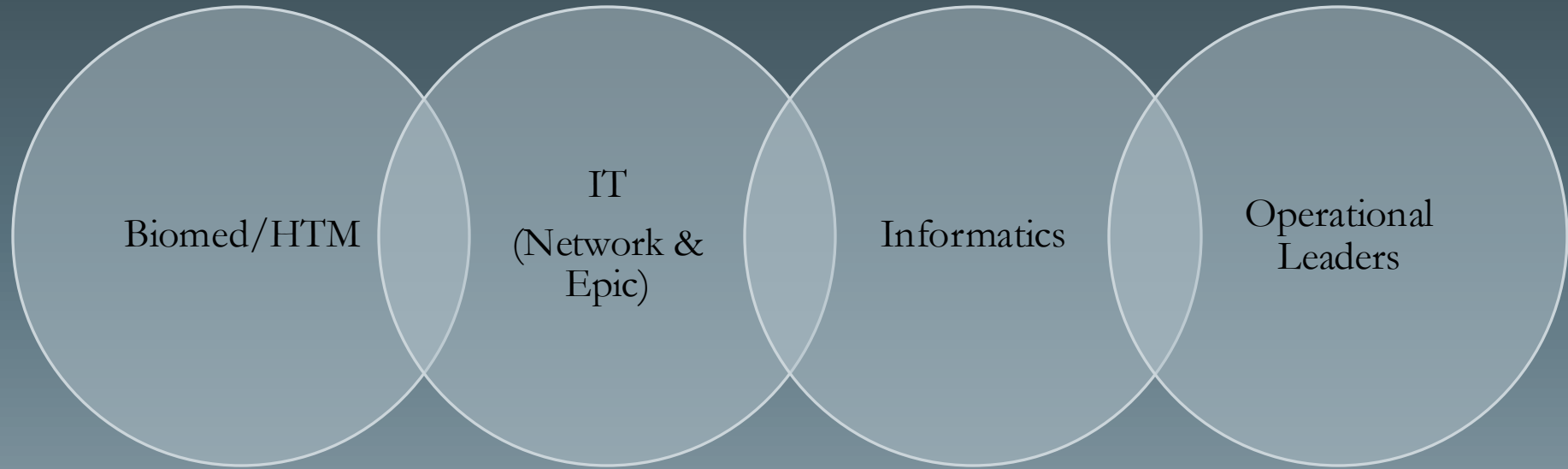
Future State

- Expand and mature our replacement plans
- Improve oversight with partners
- Continue collaborations with various vendors

Development



Device Integ.



Objectives

- Develop, monitor and maintain the strategy and infrastructure for clinical device integration
- Evaluate device integration offerings and associated infrastructure
- Recommend fleet replacements in support of EHR Integration offerings
- Provide advice and oversight for any requested device integration enhancements/issues or deferred/future functionality

RFP'S

Key Issues/Barriers

- Lack of requirements from clinical areas
- Lack of consistent RFP process
- Key stakeholders not always identified or included

What we needed

- A comprehensive RFP document ensuring all necessary data is being gathered
- Centralized management of the process
- A mechanism to track and summarize vendor responses

Why are they important to do?

- Process to help ensure the best clinical and financial decisions were being made for the organization

REP'S

Trial/Eval Title									
Cost of Ownership Summary									
Vendor - Product					Vendor - Product				
One-Time Costs					One-Time Costs				
Description	Quantity	Quoted Price	Extended Cost	Notes	Description	Quantity	Quoted Price	Extended Cost	Notes
Product			\$ -					\$ -	
Implementation fee			\$ -					\$ -	
Consulting fee			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
Total One-Time Costs			\$ -		Total One-Time Costs			\$ -	
Cost of Service (5 year cost; excluding warranty period)					Cost of Service (5 year cost; excluding warranty period)				
Major component repair costs					Major component repair costs				
Component 1					Component 1				
Component 2					Component 2				
PM Kits					PM Kits				
Training (Biomed)					Training (Biomed)				
Labor Rate					Labor Rate				
Distance/Location of closest field service rep.					Distance/Location of closest field service rep.				
Warranty					Warranty				
Total Cost of Service Costs			\$ -		Total Cost of Service Costs			\$ -	
Additional Costs					Additional Costs				
Lawson ID	Quantity	Cost	Difference		Lawson ID	Quantity	Cost	Difference	
Current Desc./# - xxx		\$ -	\$ -		Current Desc./# - xxx		\$ -	\$ -	
New Desc./# - xxx		\$ -	\$ -		New Desc./# - xxx		\$ -	\$ -	
Current Desc./# - xxx		\$ -	\$ -		Current Desc./# - xxx		\$ -	\$ -	
New# - xxxNew Desc./# - xxx		\$ -	\$ -		New# - xxxNew Desc./# - xxx		\$ -	\$ -	
Current Desc./# - xxx		\$ -	\$ -		Current Desc./# - xxx		\$ -	\$ -	
New Desc./# - xxx		\$ -	\$ -		New Desc./# - xxx		\$ -	\$ -	
Current Desc./# - xxx		\$ -	\$ -		Current Desc./# - xxx		\$ -	\$ -	
New Desc./# - xxx		\$ -	\$ -		New Desc./# - xxx		\$ -	\$ -	
Total Additional Costs			\$ -		Total Additional Costs			\$ -	
Total Cost of Ownership			\$ -		Total Cost of Ownership			\$ -	

Operational Input

Biomed/HTM

- Serviceability of equipment
- Total repair costs
- Cybersecurity risks/concerns
- Standardization

Operational

- Downtime
- Technology
- Standardization

Dept. Partnerships

- Review replacement plan for upcoming year
- Understand if any room refresh needs to occur
- Investigate infrastructure and call out any concerns
- Provide budget for construction

Construction Services

Purchasing

Biomed/HTM

- Standardization adherence
- Assists with negotiations
- Determine supply/disposable or contract/agreement impact
- Signs necessary documentation like quotes, agreements, etc.

Replacement Plan

Use this list to enter the estimated replacement equipment and ancillary expenses.			Use this section to enter the Lifecycle in years based upon utilization		
Main List data will update Using this information			Replacement Cycle		
Modality	Equip Cost (\$K)	Ancillary Cost (\$K)	HIGH	AVERAGE	LOW
CT	\$ 920	\$ -	10	11	12
MR	\$ 2,052	\$ -	10	11	12
IR	\$ 1,500	\$ -	9	10	11
Cath	\$ 1,310	\$ -	9	10	11
BMD	\$ 64	\$ -	10	11	12
NM	\$ 948	\$ -	9	10	11
PET	\$ 2,100	\$ -	10	11	12
C-Arm	\$ 206	\$ -	8	9	10
C-Arm - Mini	\$ 85	\$ -	8	9	10
Mammo	\$ 585	\$ -	9	10	11
Mammo-Bio	\$ 62	\$ -	9	10	11
O-Arm	\$ 450	\$ -	9	10	11
R&F	\$ 565	\$ -	10	11	12
U/S	\$ 130	\$ -	8	9	10
U/S - CV	\$ 175	\$ -	8	9	10
XR	\$ 325	\$ -	12	13	14
XR-Mobile	\$ 162	\$ -	12	13	14
XR-Dental	\$ 225	\$ -	12	13	14
XR-Spec	\$ 100	\$ -	12	13	14
U/S - Int	\$ 280	\$ -	8	9	10
Robotics	\$ -	\$ -	7	8	9
Lin Acc	\$ 4,200	\$ -	10	11	12

Replacement Plan

Modality	2026			2027			2028			2029			2030			2031		
	Replace	Other	Total	Replace	Other	Total	Replace	Other	Total	Replace	Other	Total	Replace	Other	Total	Replace	Other	Total
BMD	-	-	-	\$ 128K	-	\$ 128K	-	-	-	-	-	-	\$ 64K	-	\$ 64K	-	-	-
C-Arm	-	-	-	-	-	-	\$ 618K	-	\$ 618K	\$ 1,648K	-	\$ 1,648K	-	-	-	-	-	-
C-Arm - Mini	-	-	-	-	-	-	-	-	-	-	-	-	\$ 85K	-	\$ 85K	\$ 170K	-	\$ 170K
Cath	-	-	-	-	-	-	-	-	-	\$ 1,310K	-	\$ 1,310K	-	-	-	\$ 1,310K	-	\$ 1,310K
CT	\$ 1,840K	-	\$ 1,840K	\$ 1,840K	-	\$ 1,840K	\$ 3,470K	-	\$ 3,470K	-	-	-	\$ 1,840K	-	\$ 1,840K	-	-	-
IR	-	-	-	\$ 1,500K	-	\$ 1,500K	-	-	-	-	-	-	-	-	-	-	-	-
Lin Acc	-	-	-	-	-	-	\$ 4,200K	-	\$ 4,200K	-	-	-	\$ 4,200K	-	\$ 4,200K	-	-	-
Mammo	\$ 585K	-	\$ 585K	\$ 585K	-	\$ 585K	-	-	\$ 1,755K	-	\$ 1,755K	\$ 1,170K	-	\$ 1,170K	-	-	-	
Mammo-Bio	-	-	-	-	-	-	-	-	\$ 62K	-	\$ 62K	\$ 186K	-	\$ 186K	-	-	-	
MR	-	-	-	\$ 2,052K	-	\$ 2,052K	\$ 2,052K	-	\$ 2,052K	\$ 2,052K	-	\$ 2,052K	-	-	\$ 2,052K	-	\$ 2,052K	
NM	-	-	-	\$ 2,844K	-	\$ 2,844K	\$ 948K	-	\$ 948K	-	-	-	-	-	\$ 948K	-	\$ 948K	
O-Arm	-	-	-	-	-	-	-	-	-	-	-	-	\$ 450K	-	\$ 450K	-	-	
PET	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
R&F	-	-	-	\$ 565K	-	\$ 565K	-	-	-	-	-	-	-	-	-	-	-	
Robotics	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
U/S	\$ 210K	-	\$ 210K	\$ 910K	-	\$ 910K	\$ 130K	-	\$ 130K	\$ 1,040K	-	\$ 1,040K	\$ 910K	-	\$ 910K	\$ 1,991K	-	\$ 1,991K
U/S - CV	-	-	-	\$ 175K	-	\$ 175K	\$ 1,575K	-	\$ 1,575K	\$ 1,400K	-	\$ 1,400K	\$ 525K	-	\$ 525K	\$ 350K	-	\$ 350K
U/S - Int	-	-	-	\$ 280K	-	\$ 280K	-	-	-	-	-	\$ 560K	-	\$ 560K	\$ 280K	-	\$ 280K	
XR	\$ 1,300K	-	\$ 1,300K	\$ 975K	-	\$ 975K	\$ 975K	-	\$ 975K	\$ 650K	-	\$ 650K	\$ 650K	-	\$ 650K	\$ 325K	-	\$ 325K
XR-Dental	-	-	-	-	-	-	\$ 225K	-	\$ 225K	\$ 225K	-	\$ 225K	-	-	-	-	-	
XR-Mobile	\$ 165K	-	\$ 165K	\$ 162K	-	\$ 162K	-	-	-	-	-	-	-	-	\$ 324K	-	\$ 324K	
XR-Spec	-	-	-	-	-	-	-	-	-	\$ 100K	-	\$ 100K	-	-	-	-	-	
Total	\$ 4,100K	-	\$ 4,100K	\$ 12,016K	-	\$ 12,016K	\$ 14,193K	-	\$ 14,193K	\$ 10,242K	-	\$ 10,242K	\$ 10,640K	-	\$ 10,640K	\$ 7,750K	-	\$ 7,750K

FY26:

- 1) CT: Replacement of 2 CT units; OMH CT which is 14.4 y/o and PWK CT (Rad Onc) which is 16.3 y/o.
- 2) Mammo: Replacement of 1 unit at Mukwonago which is 10.1 y/o.
- 3) U/S: Replacement of 3 ultrasounds at clinics; Barstow which is 11.3 y/o, Watertown which is 9.5 y/o and PWK which is 9.5 y/o. This will continue our standardization with GE for ultrasound.
- 4) X-Ray: Replacement of 4 X-ray systems; OMH Rad Rm. 3 which is 15.4 y/o, MFMA which is 16.3 y/o, WMH ED Rm. 1 which is 20.6 y/o and Brookfield which is 20 y/o.
- 5) X-Ray Mobile: Replacement of 1 unit at WMH which is 13.5 y/o. This will continue our standardization with GE for mobile x-ray.

Additional FY26 Comments:

- 1) WMH OR15, WMH R&F and WMH Rad Rm. 3 X-Ray replacements were originally slated for replacement in FY26, but have been moved into the IPS project.
- 2) PWK Linac replacement was slated for replacement in FY26, but due to price and bundle approach by Varian the request will move to an operational request, therefore removed from my FY26 list.

Sr. Exec. Review

Title	Vendor	Requested Capital Amount	Equipment Capital Amount	VP/SET Member	Equipment Summary	Release of Fund
FY25 Imaging Replacement Plan - C Arms	GE	\$ 398,000.00	\$ 398,000.00	Pete Bacon	Replacing 2 units; 1 at OPC IVP that is almost 8 y/o; by replacing this unit IVP leadership has agreed to go down to 1 C-Arm at OPC. The other unit is at OMH Radiology and is over 15 y/o.	Q1
FY25 Imaging Replacement Plan - CT Upgrade	GE	\$ 25,000.00	\$ 25,000.00	Jesse Fleming	Upgrade of PWK Rad Onc CT console which will eliminate a part GE is having issues replacing. This may afford us the ability to also delay replacement another year, but will need to monitor over FY24	Q1
FY25 Imaging Replacement Plan - Ultrasound	GE	\$ 45,000.00	\$ 45,000.00	Jesse Fleming	Replacing 1 unit used by Dr. Pettit, that is over 14 y/o. The BIS unit is running Windows XP which poses a security risk as Microsoft is no longer putting out security patches for Windows XP.	Q1
FY25 Imaging Replacement Plan - R&F	GE	\$ 1,028,865.00	\$ 560,000.00	Pete Bacon	Replacing 1 unit at OMH that is almost 16 y/o. We have been experiencing detector issues with this unit and feel it needs to be replaced.	Q1
Case Cart Windows Upgrades	GE	\$ 15,840.00	\$ 15,840.00	Alan Johnson	Upgrading 9 case carts to Windows 10; currently running OS 8.1	Q1
FY25 Fleet Replacement Plan - Cardiac Patient Monitoring	GE	\$ 1,645,100.00	\$ 1,645,100.00	Mimi Pfitzinger	Continuation of our 7 year patient monitoring replacement plan. The replacements for FY24 will allow us to continue with our planned Carescape platform upgrade slated for FY25/FY26.	Q1
FY25 Fleet Replacement Plan - EKG	GE	\$ 285,000.00	\$ 285,000.00	Alan Johnson	Continuation of replacing aging equipment and accounting for the need to do Pediatric EKG in the clinics. We will have discussions regarding doing EKG bedside in the hospital to try and reduce the hospital fleet size.	Q1
FY25 Fleet Replacement Plan - Infant Warmers	GE	\$ 330,000.00	\$ 330,000.00	Mimi Pfitzinger	Replacement of the final group of aged fleet with an average age of 11 y/o.	Q1
FY25 Fleet Replacement Plan - Sterile Processing	Steris	\$ 1,066,500.00	\$ 1,066,500.00	Brad Treichel	Replacement of aging equipment at OMH & WMH. Sterilizer at OMH will no longer make the sterilization cassettes for the unit as of Dec. '24 & the ChemDaq systems, which monitor for gases in the air, at OMH & WMH are running a version that is no longer supported. Also, looking to replace one ETO sterilizer as canisters for existing ETO units not available after June '24.	Q1
FY25 Imaging Replacement Plan - WMH Cath Lab	Phillips	\$ 2,865,653.00	\$ 2,000,000.00	Alan Johnson	Replacing unit at WMH Cath Lab that is almost 19 y/o. Unit is running Windows NT which poses a security risk as Microsoft is no longer putting out security patches for Windows NT.	Q2
FY25 Imaging Replacement Plan - Ultrasound Interventional	Phillips	\$ 265,000.00	\$ 265,000.00	Alan Johnson	Replacing 1 units at WMH that is 8 y/o. End of Service/Support is 12/24 and per Biomed would like to be replaced in FY25.	Q2
FY25 Imaging Replacement Plan - X-Ray	Canon	\$ 953,648.00	\$ 425,000.00	Tom Wozniak	Replacing 1 unit at New Berlin. While Biomed could potentially support for 1 more year, Phillips support has not been reliable and could cause an issue if they refuse assistance where service software is required. We have tried looking for a 3rd party to assist, but have not had luck.	Q2
FY25 Fleet Replacement Plan - Anesthesia Machines	Draeger	\$ 974,120.00	\$ 974,120.00	Alan Johnson	Replacement of the units at OMH & OB units at WMH that have an average age of over 13.5 y/o. Per Dr. Strosin we will standardize to a single model throughout the organization.	Q2
FY25 Fleet Replacement Plan - Surgical ESU	TBD	\$ 414,300.00	\$ 414,300.00	Alan Johnson	Replacement of units across the organization that have an average age of 21 y/o.	Q2
FY25 Fleet Replacement Plan - Stryker Endoscopy	Stryker	\$ 40,000.00	\$ 40,000.00	Alan Johnson	Replacement of aging equipment that Biomed feels needs to be replaced in FY25	Q3
FY25 Fleet Replacement Plan - External Pacemakers	Medtronic	\$ 124,000.00	\$ 124,000.00	Alan Johnson	Replacement of aging fleet with an average age of almost 6.5 y/o.	Q3
FY25 Fleet Replacement Plan - Nebulizers	TBD	\$ 26,625.00	\$ 26,625.00	Jesse Fleming	Replacement of aging fleet with an average age of almost 15 y/o. Would like to try and standardize manufacturer/model as we have a variety in use.	Q3

Sr. Exec. Review

Estimated PO Issuance	Design Duration	DHS/DSPPS/City Review & Approval Duration	Construction Duration	Total Duration	Estimated Equipment Delivery	Equipment Billing Terms	Equipment Payment Term	Estimated Equipment Invoice Payment	Comments
Dec '24/Jan '25	N/A	N/A	N/A	N/A	January '25	100% at delivery	Net 45	February '25	7/29/24: Fiscal year runs Jan.-Dec.
December '24	N/A	N/A	N/A	N/A	January '25	100% at delivery	Net 30	February '25	7/29/24: Fiscal year runs Jan.-Dec.
December '24	N/A	N/A	N/A	N/A	January '25	100% at delivery	Net 30	February '25	7/29/24: Fiscal year runs Jan.-Dec.
December '24	4 months	3 months	5 months	12 months	November '25	100% at delivery	Net 30	November/December '25	7/29/24: Fiscal year runs Jan.-Dec.
December '24	N/A	N/A	N/A	N/A	February '25	100% at delivery	Net 30	March '25	7/29/24: Fiscal year runs Jan.-Dec.
December '24	N/A	N/A	N/A	N/A	February '25	80% at delivery 20% upon acceptance	Net 45	80% February '25 20% March/April '25	7/29/24: Fiscal year runs Jan.-Dec.
December '24	N/A	N/A	N/A	N/A	May '25	100% at delivery	Net 30	June '25	7/29/24: Fiscal year runs Jan.-Dec.
December '24	N/A	N/A	N/A	N/A	February '25	100% at delivery	Net 30	March '25	7/29/24: Fiscal year runs Jan.-Dec.
December '24	Please see "FY 25 SPD Capital Req" spreadsheet	Please see "FY 25 SPD Capital Req" spreadsheet	Please see "FY 25 SPD Capital Req" spreadsheet	Please see "FY 25 SPD Capital Req" spreadsheet	Please see "FY 25 SPD Capital Req" spreadsheet	100% at shipment	Net 30	Please see "FY 25 SPD Capital Req" spreadsheet	7/29/24: Fiscal year runs April-March
January '25	No Design	No DHS	3 months	3 months	June '25	80% at delivery 20% upon acceptance	Net 30	80% June '25 20% July '25	7/29/24: Fiscal year runs Jan.-Dec.
January '25	No Design	No DHS	3 months	3 months	June '25	80% at delivery 20% upon acceptance	Net 30	80% June '25 20% July '25	7/29/24: Fiscal year runs Jan.-Dec.

Sr. Exec. Review

Vendor	Total Spend	% of Overall Spend
GE	\$3,772,805.00	30.6%
Philips	\$3,130,653.00	25.4%
Steris	\$1,066,500.00	8.7%
Draeger	\$974,120.00	7.9%
Canon	\$953,648.00	7.7%
Centrak	\$932,835.00	7.6%
TBD	\$742,738.00	6.0%
Baxter/Mizuho	\$478,000.00	3.9%
Medtronic	\$124,000.00	1.0%
Boehringer	\$51,200.00	0.4%
Stryker	\$40,000.00	0.3%
Pronk	\$8,100.00	0.1%
Blank	\$25,700.00	0.2%

Anticipated Funding Release Amount	Q1	Q2	Q3	Q4
Fleet	\$ 4,839,305.00	\$ 5,472,721.00	\$ 719,825.00	\$ -
Biomed	\$ 627,835.00	\$ 320,613.00	\$ 330,500.00	\$ -
Total Quarterly Spend	\$ 5,467,140.00	\$ 5,793,334.00	\$ 1,050,325.00	\$ -

Plan Execution

Centralized capital request process

- Improved chances of capital getting approved
- Ability to enforce standardization
- Leverage discounting for great cost savings/avoidance

Engaging Finance

- Review capital/operational breakdown of spend
- Shepherd release of funds request through process with Senior Executives

Project Management

- Design and planning with Construction Services
- Vendor engagement
- Managing both external and internal stakeholders and their expectations
- Equipment Planner engagement
- Equipment disposition for sale of equipment, if applicable

Financial Breakdown

Quote LP	SAA PRICE	Rebate Value	Multi Modality Price	Selected Optional Item	Multi Modality Price w/ Selected Options	Capital Cost	Life Assurance Portion	Operational Cost Portion (Training)	Trade-In Amounts	Capital ID Amount Need	FY25 Budgeted Amounts	Quote #	Expiration Date
\$291,412	\$199,313.66	\$3,050.02	\$191,127.44	\$0.00	\$191,127.44	\$186,127.44	\$27,000.00	\$5,000.00	\$22,400.00	\$208,527.44	\$1,645,100.00	2011254393.4	12/31/2024
\$249,477	\$170,900.74	\$2,743.38	\$162,903.20	\$0.00	\$162,903.20	\$157,903.20	\$21,000.00	\$5,000.00	\$16,800.00	\$174,703.20		2011254396.3	12/31/2024
\$138,129	\$92,594.16	\$1,486.53	\$88,443.90	\$0.00	\$88,443.90	\$88,443.90	\$13,500.00	\$0.00	\$12,600.00	\$101,043.90		2011254399.3	12/31/2024
\$161,172	\$109,320.70	\$1,747.08	\$104,824.55	\$0.00	\$104,824.55	\$104,824.55	\$16,500.00	\$0.00	\$15,400.00	\$120,224.55		2011254011.4	12/31/2024
\$162,752	\$109,739.60	\$1,810.59	\$105,179.00	\$0.00	\$105,179.00	\$100,179.00	\$18,000.00	\$5,000.00	\$16,800.00	\$116,979.00		2011254019.4	12/31/2024
\$480,779	\$323,935.44	\$6,345.09	\$309,640.10	\$0.00	\$309,640.10	\$304,640.10	\$46,500.00	\$5,000.00	\$43,400.00	\$348,040.10		2011272423.3	12/31/2024
\$270,541	\$161,415.36	\$2,648.77	\$178,445.40	\$0.00	\$178,445.40	\$170,945.40	\$9,000.00	\$7,500.00	\$9,600.00	\$180,545.40		2011272849.3	12/31/2024
\$137,763	\$144,233.60	\$2,315.31	\$137,762.52	\$0.00	\$137,762.52	\$137,762.52	\$21,000.00	\$0.00	\$19,600.00	\$157,362.52		2011272782.3	12/31/2024
\$20,499	\$14,104.24	\$237.47	\$12,596.52	\$0.00	\$12,596.52	\$12,596.52	\$1,500.00	\$0.00	\$1,400.00	\$13,996.52		2011275764.4	12/31/2024
\$13,609	\$15,781.68	\$315.63	\$13,609.44	\$0.00	\$13,609.44	\$13,609.44	\$0.00	\$0.00	\$0.00	\$13,609.44		2011275819.3	12/31/2024
\$7,736	\$5,724.64	\$44.49	\$5,492.56	\$0.00	\$5,492.56	\$5,492.56	\$0.00	\$0.00	\$0.00	\$5,492.56		2011222786.5	12/31/2024
\$185,696	\$148,101.22	\$2,927.02	\$142,706.10	\$0.00	\$142,706.10	\$142,706.10	N/A	\$0.00	\$0.00	\$142,706.10		2010688985.6	12/31/2024
\$181,243	\$145,242.68	\$2,834.85	\$140,060.80	\$0.00	\$140,060.80	\$140,060.80	N/A	\$0.00	\$0.00	\$140,060.80	\$330,000.00	2010689054.6	12/31/2024
\$26,768	\$21,361.32	\$417.23	\$20,568.98	\$0.00	\$20,568.98	\$20,568.98	N/A	\$0.00	\$0.00	\$20,568.98	2010688954.6	12/31/2024	
\$353,512	\$276,445.30	\$5,385.96	\$262,090.70	\$0.00	\$262,090.70	\$262,090.70	N/A	\$0.00	\$8,250.00	\$270,340.70	\$285,000.00	2009810458.6	2/8/2025
\$19,800	\$15,840.00	\$316.80	\$15,840.00	\$0.00	\$15,840.00	\$15,840.00	N/A	\$0.00	\$0.00	\$15,840.00	\$15,840.00	2009696917.7	12/31/2024
\$105,606	\$54,915.12	\$533.55	\$53,889.06	\$0.00	\$53,889.06	\$52,358.21	N/A	\$1,530.85	\$0.00	\$52,358.21	\$45,000.00	2010305834.6	12/27/2024
\$3,906,558.00	\$2,585,918.57	\$51,952.24	\$2,479,861.48	\$10,175.00	\$2,490,036.48	\$2,441,005.63	\$174,000.00	\$49,030.85	\$166,750.00	\$2,607,755.63	\$2,880,940.00		

Financial Results

	FY19	FY20	FY21	FY22	FY23	FY24
Cost Avoidance	\$ 19,764.00	\$ 390,584.88	\$ 1,904,104.99	\$ 649,070.62	\$ 1,518,334.27	\$ 1,389,447.26
Redeployment Avoidance	\$ -	\$ 3,989.50	\$ -	\$ -	\$ -	\$ -
Total	\$ 19,764.00	\$ 394,574.38	\$ 1,904,104.99	\$ 649,070.62	\$ 1,518,334.27	\$ 1,389,447.26

What's Next?

Continue
expanding
our plans

Enhance
partner
engagements

Continue
working with
developers

Lessons Learned



Change is difficult

Life happens

Timing is important

Questions

