



**BOARD OF
REGENTS**

STATE OF IOWA

Iowa Board of Regents

Sourcing and Procurement Business Case

August 2014

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What is a business case?

A business case is an integral part of the process for evaluating potential projects within a defined set of options. The business case should answer the questions of what is the opportunity, how much value will it create, and what will it take to implement.

Purpose

- To complete an analysis of a proposed opportunity to facilitate the decision of whether the projects should be undertaken and move into implementation

Key Objectives

- Determine the potential value of opportunities and define the costs and expected benefits of the projects
- Define the return on investment and payback period associated with an opportunity
- Identify what changes will lead to expected outcomes and provide an overview of the value drivers tied to benefits
- Facilitate decision making on a proposed opportunity
- Tie actual outcomes/benefits to the expected benefits in the business case and track progress during implementation

A business case is:

- An analysis of expected costs and benefits (both one-time and ongoing) for an opportunity
- A method of analyzing various economic and operational variables to predict the impact
- A method of logically structuring an analysis for a specific course of action or decision

A business case is not:

- A workplan
- A budgeting tool or 100% accurate
- An exhaustive list of considerations and risks

What happens after the business case?

After the Business Case is complete a decision is made by the Board whether to proceed with the opportunity. The activities that typically occur next are outlined below. Not all activities are required for all opportunities:

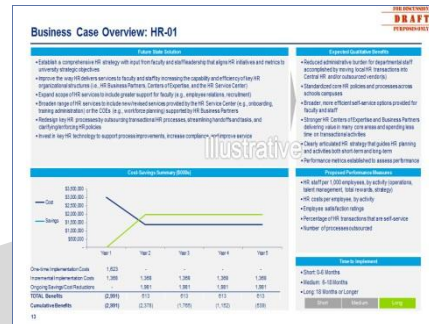


Common Implementation Tasks

- Engage working groups in support of identifying people, process, and technology changes
 - Develop process models and process descriptions
 - Establish and implement key performance indicators, metrics, and measures
 - Design the functional organization design
 - Develop job descriptions including detailed roles and responsibilities for changed positions
 - Revise high-level roles and responsibilities for staff if changes are made relating to how work is performed
 - Develop detailed implementation plan for each opportunity
 - Prepare the university for organizational and/or operational change
 - Develop and deliver training
 - Manage transition according to phased implementation plan
 - Communicate change to all affected constituencies
 - Roll-out new capabilities over a phased timeline
 - Perform system and/or process cutover
 - Execute continuous improvement plan
-

Elements of the business case

A summary of the business case fields are provided below.



| Field Name | Content Description |
|--------------------------|--|
| Current State Challenges | Describes the obstacles and impediments confronting the area being analyzed |
| Future State Solution | Describes the primary elements or changes to process, or technology or organization that are reflected in the business case |
| Qualitative Benefits | Identifies the non-quantifiable benefits which generally include areas such as service quality improvement, customer satisfaction, increased compliance, etc. |
| Cost and Savings Summary | Provides an estimate for the savings and costs associated with a specific opportunity. Areas of costs and savings generally include: technology hardware, software, licenses, vendor/professional services, training, other areas of expense and personnel |
| Time to Implement | Indicates if the opportunity is expected to be short (0-6 months), medium (6 – 18 months), or long (18 months or longer) term |
| Performance Measures | Identifies the measures which will be collected, monitored, and evaluated to determine if outcomes and results are achieved |

Elements of the business case (Continued)

A summary of the business case fields are provided below.

| Field Name | Content Description |
|--------------------------|--|
| Timeline | Indicates the summary level tasks which will occur by quarter |
| Activity Details | Provides a brief description of the primary activities taking place on the timeline |
| Within Business Case | Identifies the elements that are in scope for the business case along with a summary of what was analyzed |
| Outside of Business Case | Identifies the elements that were not in scope or reviewed as part of the business case |
| Risks / Issues | Identifies the areas that could jeopardize the success of the opportunity or degrade savings/revenue estimates |
| Assumptions | Identifies the key assumptions that affect the range of savings/revenue forecasted in the business case |
| Dependencies | Identifies the areas that must be addressed prior to fully implementing the business case and achieving the desired outcomes |
| Next Steps | Identifies the key actions which should be undertaken after the opportunity moves into implementation |

Savings Validation Approach

Four key activities were performed during Phase 2 for S&P with an emphasis on validating savings opportunities. These include:

- Conducted meetings that included Procurement departments and end users. More than 70 individuals consulted
- Shared Deloitte methodology for estimating annual expenses and savings. Emphasis placed on process transparency
- Shared results of estimation process with Procurement departments
- Modified estimates based on feedback from Procurement departments and end users

Business Case Overview: SP-01

| Business Case ID | Description |
|--------------------|---|
| SP-01 ¹ | <ul style="list-style-type: none">• Use the strategic sourcing process to negotiate more favorable contracts for targeted spend categories• Strengthen the procurement functions at each university by aligning staff to standard expense categories and building analytical capability and technology infrastructure where applicable• Build analytical and cross-university coordination capability for identifying and driving system-wide procurement opportunities |

Current State Challenges:

- **Savings levels below benchmarks** -- Current savings across all universities relative to benchmarks² (total savings as a percentage of addressable spend) suggest opportunity for additional savings.
- **Procurement organization structure not optimal** -- Survey results from all universities suggest opportunity for more focused organization around spend categories³ (e.g. IT, Facilities Services, etc.). An organization structure focused on key spend categories promotes greater savings identification, realization and sustainment. Having a common set of categories identified across universities will facilitate more effective cross-university sourcing
- **Limited centralized cross-university coordination support** -- Limited centralized analytical or cross-university coordination function currently in place to: 1) regularly analyze spend 2) drive sourcing initiatives 3) validate savings 4) monitor sourcing and procurement performance metrics

¹Encompasses SP02 and SP03

²Benchmarks include (Procurement Operating Budget as a percentage of total spend and Procurement Operating Budget per Procurement FTE)

7 ³A spend category is the same as an expense category (i.e. IT expense, Telecom expense, Maintenance supplies expense, etc.)

Business Case Overview: SP-01

| Future State Solution | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|------------|--------|--------|--------|--------|---------|---------|---------|---------|---------|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|----------------|-------|-------|---|---|---|---|---|---|---|---|--------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----------------------------------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------------|------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------------------------|------------|--------|--------|--------|--------|---------|---------|---------|---------|---------|
| <p>Strategic Sourcing</p> <ul style="list-style-type: none"> Strategically source targeted categories to drive \$16-\$40 million in savings over the next 18-24 months across three sourcing waves Sourcing conducted across three waves beginning in August 2014. Each wave last approximately six months with a 4-6 week break between waves. The preliminary wave I categories include: Office Supplies; Furniture; Food; Maintenance Material (MRO); Small Package (e.g. FedEx, UPS, etc.) ; Temp Labor. Lab Supplies may replace one of the preliminary six categories <p>Organization</p> <ul style="list-style-type: none"> Implement a common expense taxonomy (categorization) across all universities in order to promote more effective identification, realization and sustainment of cross-university sourcing opportunities Evaluate the option of adding analytical and coordination resources at the university level and Board Office to support ongoing cross-university sourcing efforts and sustain savings | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Expected Qualitative Benefits</p> <ul style="list-style-type: none"> Strategic sourcing knowledge transfer to existing Procurement personnel. Knowledge transferred includes: tools, templates, analytical approaches and sourcing strategies More effective analysis of cross-university savings opportunities by standardizing expense categorization across universities Enhanced capability at the Board Office for ongoing coordination of strategic sourcing efforts Enhanced analytical capability at each university to support sourcing efforts | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cost-Savings Summary (\$000s) ¹ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th></th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> <th>Year 6</th> <th>Year 7</th> <th>Year 8</th> <th>Year 9</th> <th>Year 10</th> </tr> </thead> <tbody> <tr> <td>One-time Costs</td> <td>4,000</td> <td>2,000</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Incremental Costs²</td> <td>473</td> <td>473</td> <td>473</td> <td>473</td> <td>473</td> <td>473</td> <td>473</td> <td>473</td> <td>473</td> <td>473</td> </tr> <tr> <td>Ongoing Savings / Cost Reductions</td> <td>4,708</td> <td>17,537</td> <td>22,673</td> <td>22,673</td> <td>22,673</td> <td>22,673</td> <td>22,673</td> <td>22,673</td> <td>22,673</td> <td>22,673</td> </tr> <tr> <td>TOTAL Benefits</td> <td>233</td> <td>15,064</td> <td>22,200</td> <td>22,200</td> <td>22,200</td> <td>22,200</td> <td>22,200</td> <td>22,200</td> <td>22,200</td> <td>22,200</td> </tr> <tr> <td>Cumulative Benefits</td> <td>233</td> <td>15,297</td> <td>37,497</td> <td>59,697</td> <td>81,897</td> <td>104,097</td> <td>126,297</td> <td>148,497</td> <td>170,696</td> <td>192,896</td> </tr> </tbody> </table> | | | | | | | | | | | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | One-time Costs | 4,000 | 2,000 | - | - | - | - | - | - | - | - | Incremental Costs ² | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 473 | Ongoing Savings / Cost Reductions | 4,708 | 17,537 | 22,673 | 22,673 | 22,673 | 22,673 | 22,673 | 22,673 | 22,673 | 22,673 | TOTAL Benefits | 233 | 15,064 | 22,200 | 22,200 | 22,200 | 22,200 | 22,200 | 22,200 | 22,200 | 22,200 | Cumulative Benefits | 233 | 15,297 | 37,497 | 59,697 | 81,897 | 104,097 | 126,297 | 148,497 | 170,696 | 192,896 |
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| One-time Costs | 4,000 | 2,000 | - | - | - | - | - | - | - | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Incremental Costs ² | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 473 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ongoing Savings / Cost Reductions | 4,708 | 17,537 | 22,673 | 22,673 | 22,673 | 22,673 | 22,673 | 22,673 | 22,673 | 22,673 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL Benefits | 233 | 15,064 | 22,200 | 22,200 | 22,200 | 22,200 | 22,200 | 22,200 | 22,200 | 22,200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cumulative Benefits | 233 | 15,297 | 37,497 | 59,697 | 81,897 | 104,097 | 126,297 | 148,497 | 170,696 | 192,896 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Proposed Performance Measures</p> <ul style="list-style-type: none"> Savings: realized hard-dollar savings Payback: number of months to recover investments Small Biz Targets (e.g. Woman-owned, Minority-owned, Iowa-based, Veteran-owned, etc.) Supplier Service Level Agreements (e.g. on-time delivery, order fill rates, etc.) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Time to Implement</p> <ul style="list-style-type: none"> Short: 0-6 Months Medium: 6-18 Months Long: 18 Months or Longer <div style="display: flex; justify-content: space-around; margin-top: 10px;"> Short Medium Long </div> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

8 ¹Savings in "Cost Summary Savings" assume run-rate compliance of 80% achieved after 4-8 months and remains at that level
²Includes incremental costs ~\$240K for coordination and analytical resources at the Board level

Business Case Summary: SP-01

| Timeline ¹ | | | | | | | |
|-----------------------|--------------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|--------------------------------|--------------------------------|
| Key Activity | Quarter 3 Jul 14– Sept14 | Quarter 4 Oct14– Dec14 | Quarter 1 Jan 15– Mar 15 | Quarter 2 Apr 15–Jun 15 | Quarter 3 Jul 15– Sept 15 | Quarter 4 Oct 15– Dec 16 | Quarter 1 Jan 16– Mar 16 |
| Sourcing Wave 1 | ■ | ■ | ■ | | | | |
| Sourcing Wave 2 | | | ■ | ■ | ■ | | |
| Sourcing Wave 3 | | | | | ■ | ■ | ■ |

| Opportunity Scope | |
|---|---|
| <p>Within Business Case</p> <ul style="list-style-type: none"> Includes all three universities: University of Iowa, University of Northern Iowa, Iowa State University All non-personnel expenditures with external suppliers from all schools and administrative departments. This includes expenditures that use general funds and grant funds | <p>Outside of Business Case</p> <ul style="list-style-type: none"> Expenditures captured as Non-Addressable, e.g.: <ul style="list-style-type: none"> Taxes Sponsored Research Investments University of Iowa Hospital² |

| Assumptions | Dependencies including Technology |
|---|---|
| <ul style="list-style-type: none"> Execution of Wave I categories will require resources beyond the current resources in the Procurement Estimated savings (in “Cost-Savings Summary”) assume the average of the high and low savings ranges Savings in “Cost –Savings Summary” assume run-rate compliance of 80% achieved after six months and remains at that level Sourcing waves occur in 20 week intervals, and waves are implemented within 6 weeks of each other Special programs (e.g. Small Biz; Environmental/Green, etc.) will be preserved | <ul style="list-style-type: none"> Alignment on Wave I categories Availability of execution resources |

| Activity Details |
|--|
| <ul style="list-style-type: none"> Each sourcing wave comprises the following activities <ul style="list-style-type: none"> Define sourcing team and align on categories to source. Finalize unit-level category data and align on baseline Refine category sourcing strategies Develop and distribute RFPs Evaluate RFPs and negotiate final terms with suppliers Develop supplier transition plans Implement new suppliers |

| Potential Issues/Risks |
|--|
| <ul style="list-style-type: none"> Categories like Lab Supplies and Office Supplies may require the universities to negotiate with suppliers independent of consortia or other entities Responsiveness of suppliers in getting unit-level data to establish spend baselines and develop accurate bid sheets Focused implementation of new suppliers (and any accompanying process changes) will need to be aggressively managed UNI staffing to support sourcing waves |

| Next Steps |
|---|
| <ul style="list-style-type: none"> Align with Procurement, stakeholders and leadership team on Wave I categories Define teams for Wave I categories Request unit level data from suppliers in order to establish accurate baselines for savings calculations and bid sheet development |

9 ¹Wave I assumed to begin in August 2014. Actual start time still to be determined.

² Specifics of what will be out of scope still being finalized (e.g. hospital supplies related to patient care)

Category Sourcing UNI:

Describe Option Here: **Savings from category sourcing**

| All figures in \$K US | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Total | Assumptions | |
|---|----------------------------------|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---|
| Model Description | Implementation Costs | | | | | | | | | | | | | |
| | Vendor Costs | - | - | - | - | - | - | - | - | - | - | - | - | |
| | FTE Costs (Severance) | - | - | - | - | - | - | - | - | - | - | - | - | |
| | FTE Costs (Increase in Force) | 92 | 92 | 92 | 92 | 92 | 92 | 92 | 92 | 92 | 92 | 92 | 918 | Annual FTE cost for analytical resource (average salary of purchasing agents at university) and Board resources |
| | Technology Costs | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Training Costs | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Space Costs | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Other Costs | 405 | 163 | - | - | - | - | - | - | - | - | - | 568 | Consulting fees for all three waves to be paid in proportion to the savings |
| | Total | 497 | 255 | 92 | 92 | 92 | 92 | 92 | 92 | 92 | 92 | 92 | 1,486 | |
| | Costs Reduction / Savings | | | | | | | | | | | | | |
| | FTE Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Vendor Savings | 585 | 1,620 | 2,040 | 2,040 | 2,040 | 2,040 | 2,040 | 2,040 | 2,040 | 2,040 | 2,040 | 18,527 | Savings from category sourcing |
| | Technology Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Capital Project Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Space & Utilities Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Other Non-FTE Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | New Revenue | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Total | 585 | 1,620 | 2,040 | 2,040 | 2,040 | 2,040 | 2,040 | 2,040 | 2,040 | 2,040 | 2,040 | 18,527 | |
| | Impact | | | | | | | | | | | | | |
| | Annual benefit | 88 | 1,365 | 1,949 | 1,949 | 1,949 | 1,949 | 1,949 | 1,949 | 1,949 | 1,949 | 1,949 | 17,041 | |
| Cumulative benefit | 88 | 1,453 | 3,402 | 5,350 | 7,299 | 9,247 | 11,196 | 13,144 | 15,093 | 17,041 | | | | |
| Payback Period (in months) ¹ | 8 | | | | | | | | | | | | | |

¹Weighted average payback for each implementation wave. Weight based on estimated savings from each wave

Category Sourcing SUI:

Describe Option Here: **Savings from category sourcing**

| All figures in \$K US | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Total | Assumptions | |
|---|----------------------------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|---|
| Model Description | Implementation Costs | | | | | | | | | | | | | |
| | Vendor Costs | - | - | - | - | - | - | - | - | - | - | - | - | |
| | FTE Costs (Severance) | - | - | - | - | - | - | - | - | - | - | - | - | |
| | FTE Costs (Increase in Force) | 243 | 243 | 243 | 243 | 243 | 243 | 243 | 243 | 243 | 243 | 243 | 2,425 | Annual FTE cost for analytical resource (average salary of purchasing agents at university) and Board resources |
| | Technology Costs | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Training Costs | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Space Costs | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Other Costs | 2,230 | 1,475 | - | - | - | - | - | - | - | - | - | 3,704 | Consulting fees for all three waves to be paid in proportion to the savings |
| | Total | 2,472 | 1,717 | 243 | 243 | 243 | 243 | 243 | 243 | 243 | 243 | 243 | 6,129 | |
| | Costs Reduction / Savings | | | | | | | | | | | | | |
| | FTE Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Vendor Savings | 2,501 | 11,325 | 15,120 | 15,120 | 15,120 | 15,120 | 15,120 | 15,120 | 15,120 | 15,120 | 15,120 | 134,786 | Savings from category sourcing |
| | Technology Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Capital Project Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Space & Utilities Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Other Non-FTE Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | New Revenue | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Total | 2,501 | 11,325 | 15,120 | 15,120 | 15,120 | 15,120 | 15,120 | 15,120 | 15,120 | 15,120 | 15,120 | 134,786 | |
| | Impact | | | | | | | | | | | | | |
| Annual benefit | 29 | 9,608 | 14,877 | 14,877 | 14,877 | 14,877 | 14,877 | 14,877 | 14,877 | 14,877 | 14,877 | 128,656 | | |
| Cumulative benefit | 29 | 9,637 | 24,514 | 39,392 | 54,269 | 69,147 | 84,024 | 98,901 | 113,779 | 128,656 | | | | |
| Payback Period (in months) ¹ | 6 | | | | | | | | | | | | | |

¹Weighted average payback for each implementation wave. Weight based on estimated savings from each wave

Category Sourcing ISU:

Describe Option Here: **Savings from category sourcing**

| All figures in \$K US | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Total | Assumptions | |
|---|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---|---|
| Model Description | Implementation Costs | | | | | | | | | | | | | |
| | Vendor Costs | - | - | - | - | - | - | - | - | - | - | - | - | |
| | FTE Costs (Severance) | - | - | - | - | - | - | - | - | - | - | - | - | |
| | FTE Costs (Increase in Force) | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 1,385 | Annual FTE cost for analytical resource (average salary of purchasing agents at university) and Board resources | |
| | Technology Costs | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Training Costs | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Space Costs | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Other Costs | 1,366 | 362 | - | - | - | - | - | - | - | - | - | 1,728 | Consulting fees for all three waves to be paid in proportion to the savings |
| | Total | 1,504 | 501 | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 138 | 3,113 | |
| | Costs Reduction / Savings | | | | | | | | | | | | | |
| | FTE Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Vendor Savings | 1,620 | 4,592 | 5,512 | 5,512 | 5,512 | 5,512 | 5,512 | 5,512 | 5,512 | 5,512 | 5,512 | 50,312 | Savings from category sourcing |
| | Technology Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Capital Project Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Space & Utilities Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Other Non-FTE Savings | - | - | - | - | - | - | - | - | - | - | - | - | |
| | New Revenue | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Total | 1,620 | 4,592 | 5,512 | 5,512 | 5,512 | 5,512 | 5,512 | 5,512 | 5,512 | 5,512 | 5,512 | 50,312 | |
| | Impact | | | | | | | | | | | | | |
| | Annual benefit | 116 | 4,091 | 5,374 | 5,374 | 5,374 | 5,374 | 5,374 | 5,374 | 5,374 | 5,374 | 5,374 | 47,199 | |
| Cumulative benefit | 116 | 4,207 | 9,581 | 14,955 | 20,329 | 25,703 | 31,077 | 36,451 | 41,825 | 47,199 | | | | |
| Payback Period (in months) ¹ | 8 | | | | | | | | | | | | | |

¹Weighted average payback for each implementation wave. Weight based on estimated savings from each wave