2024 SWOT ANALYSIS & INITIAL BUDGET TARGETS

AGENDA

• 2023 Through April Results
• 2024 Budget
  • Budget Process
  • Strengths, Weaknesses, Opportunities & Threats Analysis
  • Legislation & Ballot Initiative Update
  • General Fund Projections
  • Initial 2024 General Fund Support Targets
  • Budget Instruction Changes
• Next Steps
### 2023 THROUGH APRIL RESULTS

#### Revenue Comparison – General Fund

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Thru April 2022</th>
<th>Thru April 2023</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Charges for Svcs.</td>
<td>$6.6 million</td>
<td>$6.4 million</td>
<td>-$204 K</td>
<td>-3%</td>
</tr>
<tr>
<td>Interest Earnings*</td>
<td>$786K</td>
<td>$5.0 million</td>
<td>$4.2 million</td>
<td>534%</td>
</tr>
<tr>
<td>Internal Charges for Service</td>
<td>$499K</td>
<td>$382K</td>
<td>-$117 K</td>
<td>-24%</td>
</tr>
<tr>
<td>Licenses &amp; Permits</td>
<td>$141K</td>
<td>$144K</td>
<td>$3 K</td>
<td>2%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$2.9 million</td>
<td>$3.6 million</td>
<td>$657K</td>
<td>23%</td>
</tr>
</tbody>
</table>

* = At least ½ of amount will be allocated to other funds
### Key Revenue Trends – Clerk & Recorder General Fund

<table>
<thead>
<tr>
<th>Category</th>
<th>2023 vs. 2022 $</th>
<th>2023 vs. 2022 %</th>
<th>2023 Budget Pace</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recording Charges for Services</td>
<td>($321K)</td>
<td>-32%</td>
<td>($942K)</td>
</tr>
<tr>
<td>Motor Vehicle Charges for Services</td>
<td>$55K</td>
<td>3%</td>
<td>($67K)</td>
</tr>
<tr>
<td>Passport Fees*</td>
<td>+89K</td>
<td>100%</td>
<td>$100K</td>
</tr>
</tbody>
</table>

* = $0 actual revenues through April 2022
### Revenue Comparison – All Funds

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Thru April 2022</th>
<th>Thru April 2023</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Charges for Svcs.</td>
<td>$14.9 million</td>
<td>$16.8 million</td>
<td>$2 million</td>
<td>13%</td>
</tr>
<tr>
<td>Interest Earnings</td>
<td>$885K</td>
<td>$6.2 million</td>
<td>$5.3 million</td>
<td>601%</td>
</tr>
<tr>
<td>Licenses &amp; Permits</td>
<td>$4.9 million</td>
<td>$4.1 million</td>
<td>($819K)</td>
<td>-17%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>$48.7 million</td>
<td>$19.9 million</td>
<td>($28.8 million)</td>
<td>-59%</td>
</tr>
<tr>
<td>Sales &amp; Use Tax</td>
<td>$22.9 million</td>
<td>$23.1 million</td>
<td>($300K)</td>
<td>-1%</td>
</tr>
<tr>
<td>Spec Own Tax</td>
<td>$4.0 million</td>
<td>$3.9 million</td>
<td>$66K</td>
<td>2%</td>
</tr>
<tr>
<td>All Other External External</td>
<td>$4.3 million</td>
<td>$4.7 million</td>
<td>$427K</td>
<td>10%</td>
</tr>
</tbody>
</table>
### Key Revenue Trends

<table>
<thead>
<tr>
<th>Fund/Dept</th>
<th>Category</th>
<th>2023 vs. 2022 $</th>
<th>2023 vs. 2022 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Resources</td>
<td>Licenses &amp; Permits</td>
<td>($42K)</td>
<td>-2%</td>
</tr>
<tr>
<td>Ranch</td>
<td>External Charges for Services</td>
<td>+$431K</td>
<td>+25%</td>
</tr>
<tr>
<td>Health Department</td>
<td>External Charges for Services</td>
<td>+$34K</td>
<td>+14%</td>
</tr>
<tr>
<td>Transp. Expansion</td>
<td>Licenses &amp; Permits</td>
<td>($305K)</td>
<td>-60%</td>
</tr>
<tr>
<td>Building Inspection</td>
<td>Licenses &amp; Permits</td>
<td>($435K)</td>
<td>-35%</td>
</tr>
<tr>
<td>Solid Waste</td>
<td>External Charges for Services</td>
<td>+$1.1 million</td>
<td>+37%</td>
</tr>
<tr>
<td>Fleet</td>
<td>External Charges for Services</td>
<td>+151K</td>
<td>+199%</td>
</tr>
</tbody>
</table>
Today
- SWOT Analysis
- Initial General Fund Projection & Targets

May-June
- Budget Office Prepares Instructions & Budget Software

June-August
- Departments Prepare Budget Requests
- Requests Due in August
BUDGET PROCESS

- **Summer**
  - Public Participation Efforts
  - Community Conversations

- **June 29th**
  - HR Recommendations & BOCC Direction on 2024 Compensation Changes

- **August & September**
  - County Manager & Budget Office Meetings with Offices & Departments
BUDGET PROCESS

- **September 28th**: BOCC Retreat on 2024 Budget
- **Late September**: Assessor Submits Initial Certification of Values
- **October 15th**: County Manager Submits Proposed 2024 Budget & 2023 Revised Budget to BOCC
2024 SWOT ANALYSIS & INITIAL BUDGET TARGETS

BUDGET PROCESS

October 24th

• BOCC Work Session on Proposed Budgets

November 7th

• Hybrid Public Hearing on Proposed Budgets

November 7th

• Election Day
2024 SWOT ANALYSIS & INITIAL BUDGET TARGETS

BUDGET PROCESS

**Late November**
- Assessor deadline to submit final certified values*

**December 14th & 15th**
- Adopt 2024 County Levies & Budget (12/14)
- Taxing authorities’ deadline to submit levies* (12/15)

**December 22nd**
- Deadline to Certify Mill Levies, Submit to Assessor & State*

* = Deadline would be changed if HH is passed
BUDGET PROCESS

- 2024 Budget in Effect

• January 1st

- Amend 2024 Budget Based on HH Outcome

• After January 1st
SWOT – COUNTYWIDE PERSPECTIVE

• Strengths (Internal):
  • Experienced & dedicated leaders & workforce
  • Culture of improvement & creative solutions
  • Focus on customer service
  • Fiscally responsible - AAA bond rating
  • Collaboration between Staff, Depts, Community
  • **New focus on remote services**
  • Elected officials cooperate
  • **New focus on diversity, equity & inclusion**
2024 SWOT ANALYSIS & INITIAL BUDGET TARGETS

SWOT – COUNTYWIDE PERSPECTIVE

- Opportunities (External):
  - Technology & improvements to service, outreach
  - Regional cooperation
  - Educated population
  - Long-term capital & master plans
  - Community trust & support
  - Strategic Planning
  - Federal COVID funding
  - Re-thinking work/life balance
SWOT – COUNTYWIDE PERSPECTIVE

- Weaknesses (Internal):
  - Conflict between standardization & customization
  - Knowledge & data sharing between siloes
  - Facilities in some areas
  - Many experienced staff turning over
  - Increasing overhead costs charged to outside revenues
  - Internal communication
  - Manual processes
SWOT – COUNTYWIDE PERSPECTIVE

• Threats (External):
  • Cost of living/inflation/supply chains
  • Economic downturn
  • **Threats to revenue stability**
  • Growing/aging population
  • **Community behavioral health**
  • Unfunded mandates
  • Natural disasters
  • Childcare availability

New Items
SWOT – PUBLIC SAFETY

Strengths (Internal):

• Criminal Justice community has good internal & external relationships

• County is leader in resilience efforts & jail diversion/alternative programming

• Sharing data among County offices & departments, local agencies

• Facilities

• Competency Court

Opportunities (External):

• New urgency for electronic data sharing

• Grant funding opportunities

• New veterans court
2024 SWOT ANALYSIS & INITIAL BUDGET TARGETS

SWOT – PUBLIC SAFETY

Weaknesses (Internal):
• Recruitment and retention of personnel
• Facilities are at capacity
• **Availability of forensic pathologists in community**
• Gaps in security at county facilities
• **Lack of housing for competency docket clients**

Threats (External):
• Unfunded mandates & funding cuts
• Increased sentencing to Community Corrections at/above capacity
• Lawsuits/attitudes towards Law Enforcement
• Population growth & changes
• **Increasing drug potency**
• Continuing number & severity of disasters

New Items
2024 SWOT ANALYSIS & INITIAL BUDGET TARGETS

SWOT – COMMUNITY PLANNING, INFRASTRUCTURE & RESOURCES

• Strengths (Internal):
  • New workforce skillsets and succession planning
  • Understanding customer wants/needs & market
  • Technology improvements

• Opportunities (External):
  • Public Private Partnership (P3) opportunities for infrastructure & services
  • Infrastructure grant funding

• Weaknesses (Internal):
  • Subdivision maintenance
  • Resources for facility replacement & expansion
  • Inability to find seasonal, temporary workers & staffing off-hours

• Threats (External):
  • Unfunded mandates
  • Drought and water availability

New Items
SWOT – HUMAN & ECONOMIC HEALTH

• Strengths (Internal):
  • Strong partnerships among departments
  • Experienced & dedicated staff
  • Long-range planning
  • Recognized leader among peers
  • Equity lens and data utilization

• Opportunities (External):
  • Improve communication to the public about County services
  • Work/life balance & staff resilience
2024 SWOT ANALYSIS & INITIAL BUDGET TARGETS

SWOT – HUMAN & ECONOMIC HEALTH

• Weaknesses (Internal):
  • Transition planning & knowledge transfer
  • **Increasing demand for services**
  • Limits on diversity of service providers
  • Reliance on short-term grants & outside funding

• Threats (External):
  • Childcare & housing
  • Unfunded mandates/outside funding stability
  • **Discontinuation of COVID disaster declaration**
  • Changing needs of population & growth

New Items
SWOT – PUBLIC RECORDS & INFORMATION SERVICES

• Strengths (Internal):
  • Experienced, collaborative & accessible leaders & elected officials
  • Emphasis on customer service
  • Increased focus on data-sharing and collaboration

• Opportunities (External):
  • Artificial Intelligence & increased productivity

• Weaknesses (Internal):
  • Space issues
  • Information technology project implementation backlog
  • Employee retention & recruitment

• Threats (External):
  • Economic downturn
  • One-size fits all State mandates
  • Difficult integration with State systems

New Items
SWOT – SUPPORT SERVICES

• Strengths (Internal):
  • Forward-thinking staff and leadership
  • Market-based compensation system
  • Collaboration within Service Category
  • Master Plans & dedication to implementation
  • Resources to react to unexpected issues/needs
  • Cybersecurity for remote work

• Opportunities (External):
  • Infrastructure to support alternative fuels and energy
  • E-Government

New Items
2024 SWOT ANALYSIS & INITIAL BUDGET TARGETS

SWOT – SUPPORT SERVICES

• Weaknesses (Internal):
  • Aging workforce without succession & knowledge transfer plans
  • Workforce planning in support services to keep up with growing service levels & needs in customer departments, connectedness
  • **Fraud detection**
  • **Implementation of Climate program**
  • Decentralized structure & geography of some facilities

• Threats (External):
  • Increasing infrastructure/capital costs
  • Cybersecurity
  • **Collective bargaining**
  • **Rising insurance costs**
  • Fewer responses to purchasing opportunities

New Items
SB 23-303

- Reduces taxable value growth from ≈40% (29% SB22-238) to ≈ 21%
- Requires initiative HH related to TABOR retention
- Provides backfill to schools, fire districts, and local governments
- Reduces assessment rates in nearly all categories for 10 years
  - Creates owner occupied/investment property split (6.7% vs. 7.1%) in tax year 2025/budget year 2026
- Increases residential exemption from $15K to $50K for ‘24 then $40K
- Creates senior residential tax exemption of $100K beginning in tax year 2025/budget year 2026
- Sets tax revenue cap of 2023 levy + CPI, with some exemptions
- Governing body (Board of County Commissioners) may go above revenue cap with public hearing & vote
Ballot Initiatives – all constitutional (>55% yes required)

- Initiative 21
  - 3% cap on taxable value of property
  - $100 million backfill for fire protection

- Initiative 35
  - 3% cap on taxable value of residential property <$2 million, non-residential property <$3 million
  - $100 million backfill for fire protection

- Initiative 36
  - 3% cap on taxable value of property <$2 million
  - $100 million backfill for fire protection
Expenses:

• Salary pressures ease slightly – up 3.5%
• Benefits mostly flat
• Operating costs up 1.5%
• Election cycle increases net costs by $2.5 million
• Community Justice Alternatives Expansion: +$610k
• Jail Expansion: Final Staffing Being Reevaluated
GENERAL FUND PROJECTION

Expenses:

- 1.0 FTE in Office of Emergency Management moving to General Fund from CARES funds
- $1 million for service proposals in 2024 only
Other Revenues:

- Office of Clerk & Recorder down 8% from 2023
  - Recording revenues down 32% in 1st 3 months of 2023
  - Motor Vehicle revenues forecast to be below budget in 2023
- Sales Tax & Use Tax Increase 2.5% for 2024
  - $77.5 million collected in 2022
  - 2023 budget is $80.6 million
- Interest Earnings up 6% in ‘24
- Most other Revenues flat or up slightly
Property Tax Revenues – 3 Potential Scenarios

• Scenario 1: SB23-303/Initiative HH cap
• Scenario 2: Initiative 21 cap
• Scenario 3: Neither Initiative Passes

ARPA Revenues:

• Other than interest, no assumption transfer to General Fund
Scenario 1 – SB23-303/Initiative HH Cap

Projected General Fund Ending Balance

- Ending Balance
- 10% Minimum
- 20% Maximum
### Scenario 1 – SB23-303/Initiative HH Cap

<table>
<thead>
<tr>
<th>Item</th>
<th>2023B</th>
<th>2024F</th>
<th>2025F</th>
<th>2026F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$182.8</td>
<td>$190.3</td>
<td>$195.2</td>
<td>$203.5</td>
</tr>
<tr>
<td>Expenses</td>
<td>$197.2</td>
<td>$206.6</td>
<td>$208.4</td>
<td>$217.5</td>
</tr>
<tr>
<td>Net</td>
<td>($14.4)</td>
<td>($16.3)</td>
<td>($13.2)</td>
<td>($14.0)</td>
</tr>
</tbody>
</table>
Scenario 2 – Initiative 21 Cap

Projected General Fund Ending Balance

- Ending Balance
- 10% Minimum
- 20% Maximum
### Scenario 2 – Initiative 21 Cap

<table>
<thead>
<tr>
<th>Item</th>
<th>2023B</th>
<th>2024F</th>
<th>2025F</th>
<th>2026F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$182.8</td>
<td>$185.5</td>
<td>$185.9</td>
<td>$192.3</td>
</tr>
<tr>
<td>Expenses</td>
<td>$197.2</td>
<td>$206.6</td>
<td>$208.4</td>
<td>$217.5</td>
</tr>
<tr>
<td>Net</td>
<td>($14.4)</td>
<td>($21.1)</td>
<td>($22.5)</td>
<td>($25.2)</td>
</tr>
</tbody>
</table>
Scenario 3 – Initial Assessed Value Change

Projected General Fund Ending Balance

County Commissioners could approve annual property tax credits within this range beginning in 2024 to protect taxpayers and maintain sustainable budget.

Expanding large Tax Increment Financing districts in 2030.

Ending Balance

Ending Balance

Ending Balance

Ending Balance

Ending Balance

Ending Balance

Ending Balance

Ending Balance

Ending Balance

Ending Balance
## 2024 SWOT ANALYSIS & INITIAL BUDGET TARGETS

### 2024 INITIAL GENERAL FUND TARGETS

<table>
<thead>
<tr>
<th>Office/Dept.</th>
<th>2024 Target</th>
<th>$Change</th>
<th>%Chg</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessor</td>
<td>$5,387,190</td>
<td>$176,904</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Clerk &amp; Recorder</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>$2,831,650</td>
<td>$1,113,165</td>
<td>69%</td>
<td>Reduction in Recording Fees</td>
</tr>
<tr>
<td>Election</td>
<td>$3,416,400</td>
<td>$2,389,067</td>
<td>233%</td>
<td>Election cycle</td>
</tr>
<tr>
<td>Board of Equalization</td>
<td>$2,570</td>
<td>($80,050)</td>
<td>-97%</td>
<td>Assessment Cycle</td>
</tr>
<tr>
<td>Coroner</td>
<td>$2,109,890</td>
<td>$66,618</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>County Attorney</td>
<td>$1,596,540</td>
<td>$43,811</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>County Manager &amp; BOCC</td>
<td>$2,259,110</td>
<td>$58,069</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Performance Budget &amp; Strategy</td>
<td>$1,995,560</td>
<td>$53,613</td>
<td>3%</td>
<td>New Office</td>
</tr>
<tr>
<td>Human Resources</td>
<td>$4,702,020</td>
<td>$37,847</td>
<td>9%</td>
<td>New Software License</td>
</tr>
<tr>
<td>Strategic Plan</td>
<td>$331,000</td>
<td>$16,000</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>
## 2024 Initial General Fund Targets

<table>
<thead>
<tr>
<th>Office/Dept.</th>
<th>2024 Target</th>
<th>$ Change</th>
<th>%</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extension</td>
<td>$957,780</td>
<td>$21,010</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>$3,419,100</td>
<td>$88,432</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Engineering</td>
<td>$5,171,700</td>
<td>$186,582</td>
<td>4%</td>
<td>FEMA funding ending</td>
</tr>
<tr>
<td>Community Justice</td>
<td>$11,503,980</td>
<td>$917,292</td>
<td>9%</td>
<td>Facility expansion staffing</td>
</tr>
<tr>
<td>Alternatives</td>
<td>$11,059,340</td>
<td>$323,438</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Emergency Management</td>
<td>$918,320</td>
<td>$141,070</td>
<td>18%</td>
<td>FTE Shifting from Disaster Fund to General Fund</td>
</tr>
<tr>
<td>Financial Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting &amp; Reporting</td>
<td>$2,000,670</td>
<td>$53,469</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Purchasing</td>
<td>$702,870</td>
<td>$20,350</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>ADA Operations</td>
<td>$101,590</td>
<td>$2,634</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>ADA Capital</td>
<td>$150,000</td>
<td>$150,000</td>
<td>0%</td>
<td></td>
</tr>
</tbody>
</table>
## 2024 Initial General Fund Targets

<table>
<thead>
<tr>
<th>Office/Dept.</th>
<th>2024 Target</th>
<th>$ Change</th>
<th>%</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human &amp; Economic Health Administration</td>
<td>$643,080</td>
<td>$108,504</td>
<td>20%</td>
<td>FTEs Shifting from Disaster Fund to General Fund</td>
</tr>
<tr>
<td>Information Technology</td>
<td>$10,498,900</td>
<td>$276,910</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Public Affairs</td>
<td>$647,150</td>
<td>$16,218</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Sheriff</td>
<td>$65,507,220</td>
<td>$3,491,165</td>
<td>6%</td>
<td>Jail Expansion</td>
</tr>
<tr>
<td>Surveyor</td>
<td>$27,190</td>
<td>$791</td>
<td>3%</td>
<td>Health Insurance</td>
</tr>
<tr>
<td>Treasurer</td>
<td>($4,963,040)</td>
<td>($222,350)</td>
<td>-5%</td>
<td>Interest Budget</td>
</tr>
</tbody>
</table>
## 2024 INITIAL NON-GENERAL FUND TARGETS

<table>
<thead>
<tr>
<th>Fund</th>
<th>2024 Target</th>
<th>$ Change</th>
<th>%</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Justice Alternatives</td>
<td>$1,032,950</td>
<td>-$589,730</td>
<td>-36%</td>
<td>End of ARPA Funds</td>
</tr>
<tr>
<td>Economic &amp; Workforce Development</td>
<td>$2,016,390</td>
<td>$29,799</td>
<td>1.5%</td>
<td></td>
</tr>
<tr>
<td>The Ranch</td>
<td>$257,360</td>
<td>$3,809</td>
<td>1.5%</td>
<td></td>
</tr>
<tr>
<td>Natural Resources / Parks</td>
<td>$201,120</td>
<td>$2,974</td>
<td>1.5%</td>
<td></td>
</tr>
<tr>
<td>Pest Control</td>
<td>$113,470</td>
<td>$1,684</td>
<td>1.5%</td>
<td></td>
</tr>
<tr>
<td>Jail COP</td>
<td>$5,939,500</td>
<td>$0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Facilities Capital</td>
<td>$1,000,000</td>
<td>$0</td>
<td>0%</td>
<td>Fleet campus</td>
</tr>
<tr>
<td>Equipment Replacement</td>
<td>$1,626,000</td>
<td>$66,000</td>
<td>4%</td>
<td>Replacement cycle</td>
</tr>
<tr>
<td>IT Capital</td>
<td>$2,903,820</td>
<td>$42,918</td>
<td>1.5%</td>
<td></td>
</tr>
<tr>
<td>Facilities</td>
<td>$10,692,420</td>
<td>$196,271</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Benefits</td>
<td>$1,119,920</td>
<td>$33,170</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Drainage</td>
<td>$36,260</td>
<td>$6</td>
<td>0%</td>
<td></td>
</tr>
</tbody>
</table>
# 2024 INITIAL OTHER FUND LEVY TARGETS

<table>
<thead>
<tr>
<th>Fund</th>
<th>2024 Target</th>
<th>$ Change</th>
<th>%</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health &amp; Environment</td>
<td>$4,709,630</td>
<td>$69,605</td>
<td>1.5%</td>
<td></td>
</tr>
<tr>
<td>Human Services</td>
<td>$12,159,630</td>
<td>$179,701</td>
<td>1.5%</td>
<td></td>
</tr>
<tr>
<td>Road &amp; Bridge</td>
<td>$3,573,910</td>
<td>$52,819</td>
<td>1.5%</td>
<td></td>
</tr>
</tbody>
</table>
2024 BUDGET INSTRUCTION UPDATE

• Implement Hiring Freeze with Exception Process

• Require Elected Offices & Departments to Submit Specific Service Reduction Proposals

• Require service proposals to include more data and supporting documentation with Service Proposals

• New Service Proposal Elements:
  • Equity, Diversity, Inclusion
  • Climate Impact
  • Strategic Plan
  • Supporting Data
NEXT STEPS

• Review Forecast Assumptions in June/July

• Budget Office preparing software, providing training, and issuing instructions:
  • Capital requests due **August 4th**
  • Operating requests due **August 11th**

• Compensation Work Session June 28th

• Budget Retreat July 17th

• Budget Retreat September 20th

• Updates as necessary
Thank you!