

**Key questions that often unlock valuable perspectives**

1. What new initiatives are being proposed and how much do they cost? Is this the whole cost, or partial year cost? If no new money is being requested ask – What isn't being done to accomplish this new work?
2. What are your top 3 major pressures?
3. Salaries and Wages – Does your budget proposal fully fund salaries and wages or are you relying on vacancy savings? Are you able to accomplish your work with the vacancy savings budgeted?
4. What challenges are you facing? Are there legislation proposals that have budgetary impact?
5. Do you have any fees this year that support increases to your budget?
6. Are there budgetary pressures in other areas of state government that impact your budget?
7. What isn't in your budget that I should know about?
8. Of the changes that occurred last year (new positions, new programs, cuts) how are things going?