

# Proposed Fiscal Year 2026 Budget

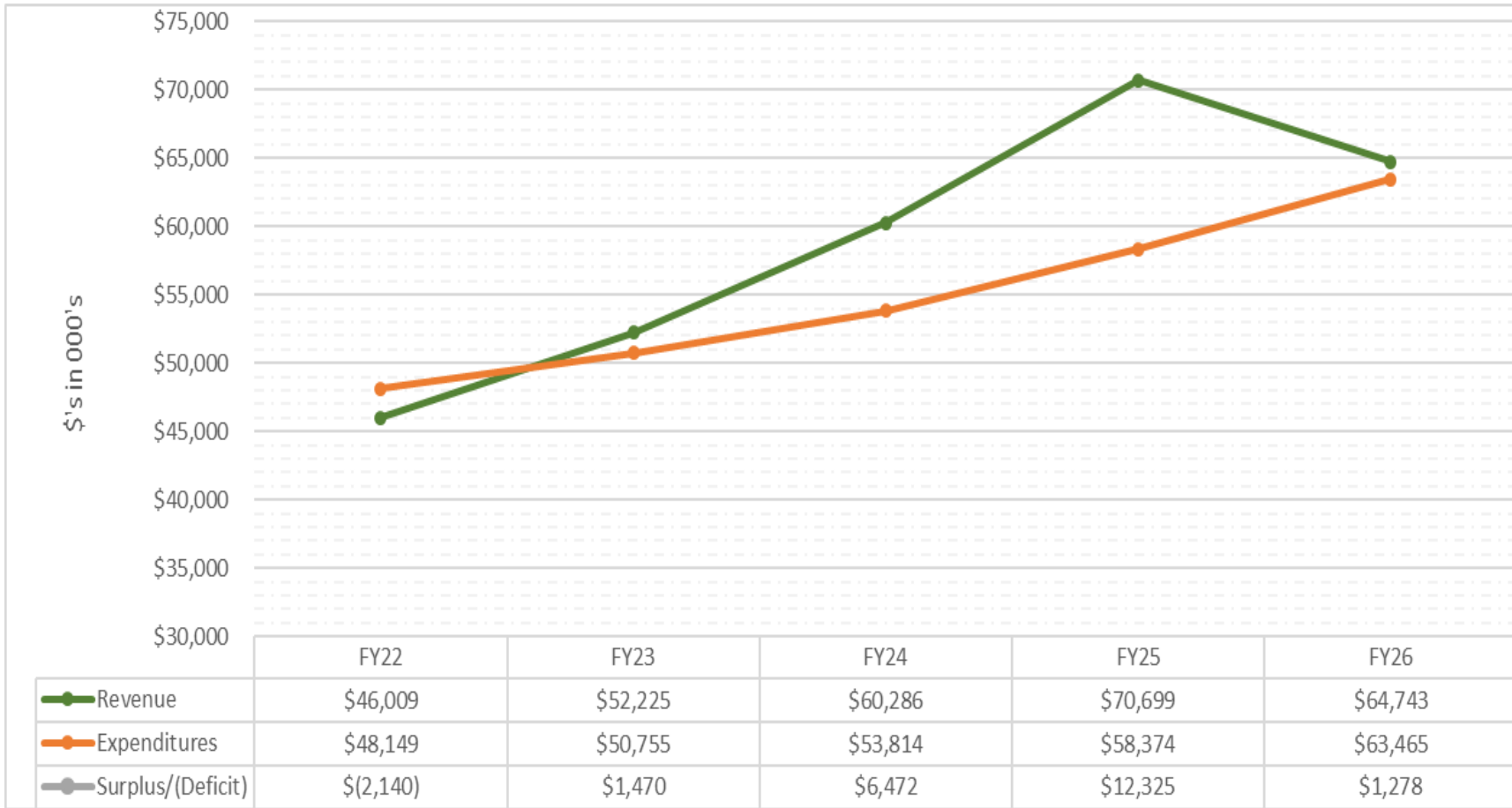
## July 2025 – June 2026

Executive and Finance Committee Meeting  
May 22, 2025



# Proposed FY26 Budget Summary

## Fiscal Year Comparisons (FY22 – FY26)



- Revenues decrease 8% from FY25 due in large part to assumed 25% lower enrollments for plan year 2026.
- Net surplus of \$1.3 million for FY26 is after accounting for funding of capital expenditures
- Operating expense increase of 9% over FY25 levels due to inflationary impacts and staffing growth carryover from FY 25 - further explanation provided in budget materials

# Proposed FY26 Budget Details

## Fiscal Year Comparisons (FY21 – FY26)

*\$'s in 000's*

|                                       | Fiscal Year 2021 | Fiscal Year 2022 | Fiscal Year 2023 | Fiscal Year 2024 | Fiscal Year 2025 | Budget Fiscal Year 2026 | % Change FY25 vs FY26 |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------------|-----------------------|
| <b>Revenues</b>                       |                  |                  |                  |                  |                  |                         |                       |
| Issuer Fees                           | 30,963           | 34,008           | 37,200           | 45,792           | 57,493           | 53,009                  | -8%                   |
| Tax Credit Donations                  | 5,000            | 5,000            | 6,890            | 6,785            | 5,282            | 5,300                   | 0%                    |
| Grants/Contracts                      | 175              | 3,637            | 3,541            | 1,300            | 1,670            | 875                     | -48%                  |
| Cost Reimbursements                   | 5,089            | 3,348            | 3,264            | 3,372            | 3,109            | 2,889                   | -7%                   |
| Service Fees (CoCo)                   |                  |                  | 935              | 2,270            | 2,470            | 1,625                   | -34%                  |
| Interest/Other                        | 53               | 16               | 396              | 767              | 675              | 1,045                   | 55%                   |
| <b>Total Revenue</b>                  | <b>41,281</b>    | <b>46,009</b>    | <b>52,225</b>    | <b>60,286</b>    | <b>70,699</b>    | <b>64,743</b>           | <b>-8%</b>            |
| <b>Operating Expenses</b>             |                  |                  |                  |                  |                  |                         |                       |
| Technology & Operations               | 13,530           | 14,728           | 17,858           | 20,901           | 22,019           | 23,001                  | 4%                    |
| Customer Operations                   | 10,799           | 9,402            | 9,787            | 9,145            | 10,038           | 10,875                  | 8%                    |
| Marketing and Outreach                | 5,401            | 6,890            | 6,698            | 7,396            | 7,955            | 9,157                   | 15%                   |
| Support Services                      | 7,849            | 10,160           | 10,822           | 12,267           | 12,578           | 14,377                  | 14%                   |
| <b>Total Operating Expenses</b>       | <b>37,578</b>    | <b>41,180</b>    | <b>45,166</b>    | <b>49,708</b>    | <b>52,589</b>    | <b>57,409</b>           | <b>9%</b>             |
| <b>Net Income Before Depreciation</b> | <b>3,702</b>     | <b>4,829</b>     | <b>7,060</b>     | <b>10,578</b>    | <b>18,110</b>    | <b>7,333</b>            | <b>-60%</b>           |
| Depreciation                          | 3,525            | 4,219            | 4,732            | 4,283            | 4,464            | 4,195                   | -6%                   |
| <b>Net Profit/Loss</b>                | <b>178</b>       | <b>610</b>       | <b>2,328</b>     | <b>6,295</b>     | <b>13,646</b>    | <b>3,138</b>            | <b>-77%</b>           |
| <b>Capital Expenditures</b>           | <b>6,723</b>     | <b>6,969</b>     | <b>5,590</b>     | <b>4,106</b>     | <b>5,785</b>     | <b>6,055</b>            | <b>5%</b>             |
| <b>Average Cash Balance</b>           | <b>13,291</b>    | <b>13,323</b>    | <b>15,014</b>    | <b>15,701</b>    | <b>27,164</b>    | <b>31,923</b>           | <b>18%</b>            |

- Net profit after depreciation of \$3.1 million for FY26 – down from projected FY25 net profit of \$13.6 million due to reduced issuer fee revenue combined with increased marketing and customer service expenditures

Further breakdowns and explanations follow

# Fiscal Year 2026 Budget - Revenue Assumptions

Overall, the preliminary budget shows revenues decreasing by 8% over the prior fiscal year. Key revenue assumptions include:

- Medical and dental enrollments for first 6 months of the budgeted fiscal year (July-Dec 2025) are based on current 2025 enrollment levels
- **Enrollments** from plan year 2026 open enrollment are assumed to be **25% lower** (64,000 enrollments) than the current year enrollment level due to the expiration of the enhanced premium credits. This impacts issuer fee revenue for the 2<sup>nd</sup> half of the fiscal year (Jan-June 2026).
- **Average gross premium levels** per enrollment are based on actuals for plan year 2025 and assumes **no increase** for plan year 2026. While overall individual market premium levels are expected to rise in 2026, with the expiration of the enhanced tax credits the market increases are assumed to be offset by Exchange customers shopping for lower cost plans.
- In line with 2024 donations, SB81 donations projected for fall 2025 are assumed to be \$300,000.
- Earnings rate on investments moderates to an average return of 4%.
- Special funding in FY 2026 for HIAE related technology projects of \$875,000 to support HIAE board initiatives still being identified.
- Fees for services provided to Colorado Connect are expected to decrease due to uncertainty of plan year 2026 HIAE funding.
- Enrollment terminations during the year are assumed to be offset by enrollment additions based on historical levels of special enrollments from qualifying events outside of open enrollment.
- [ConnectforHealthCO.com](https://www.ConnectforHealthCO.com)

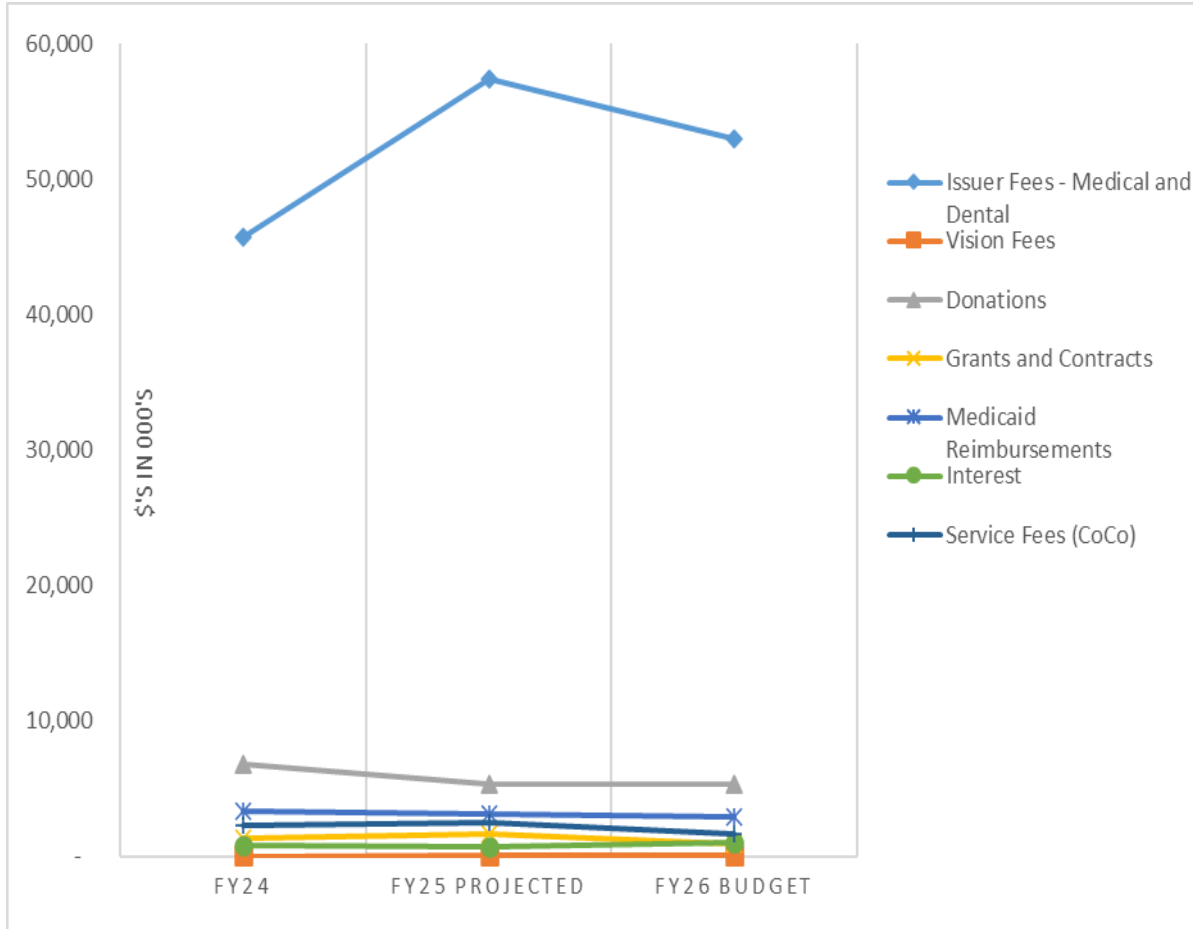
# Fiscal Year 2026 Budget – Expenditure Focus Areas

Overall focus on expenditures for fiscal year 2026 is to prepare for the likely discontinuance of enhanced subsidies in plan year 2026 and resulting need to operate more efficiently and focus on expanding enrollments – areas include:

- Accelerating projects that will provide a better customer experience and less manual intervention\*
- Investing in tools/data infrastructure that will reduce current high level of manual processes and provide more accurate and timely information
- Incorporation of AI in processes to improve efficiencies and productivity
- Expansion of marketing and outreach efforts to educate customers along with expanding options for small businesses for covering their employees through the individual market

\*More detail is provided on these projects in the technology initiatives slide

# Revenue - Summary Comparison FY24 – FY26

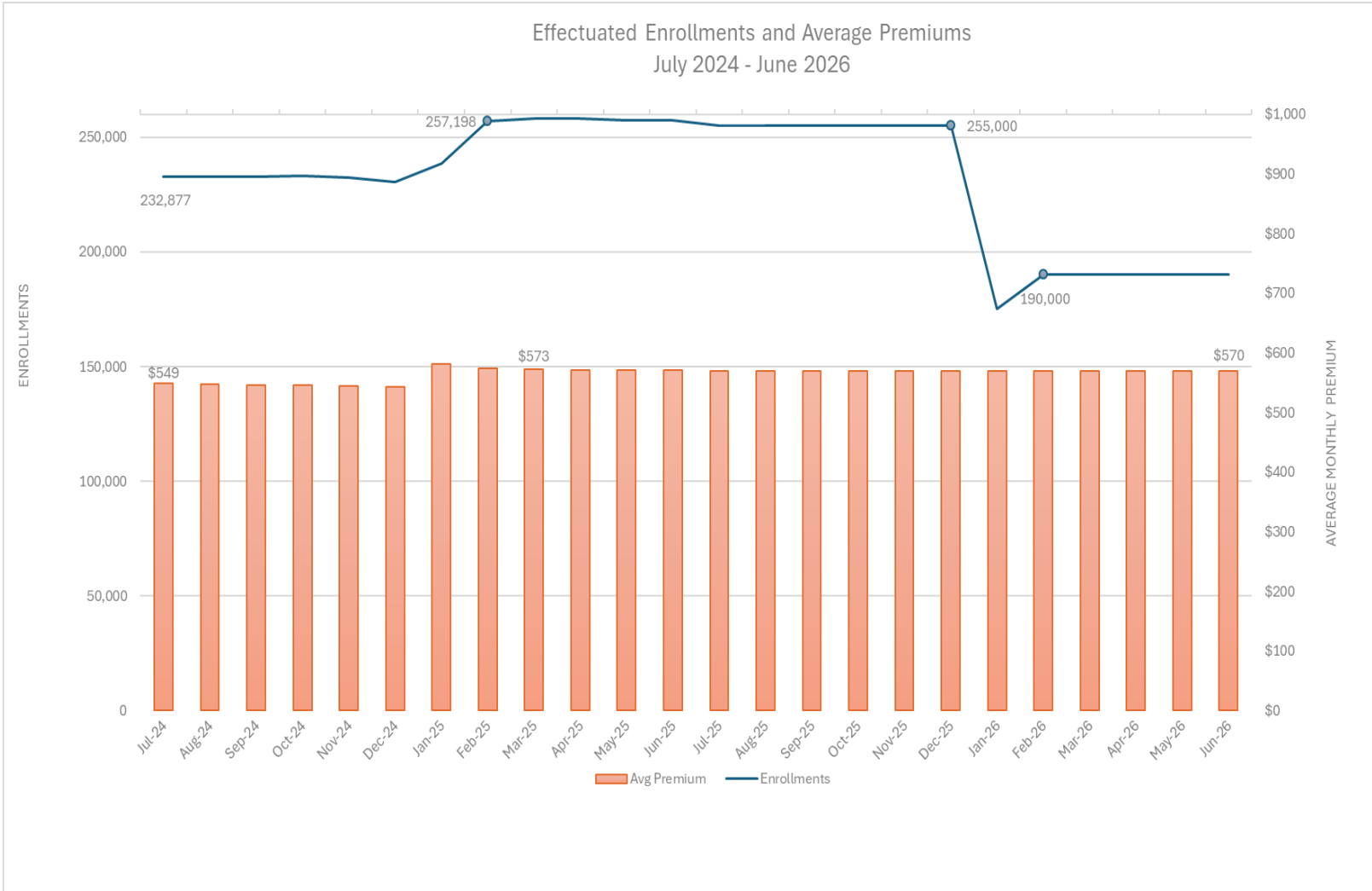


| Revenues (\$'s in 000's)         | FY24          | FY25 Projected | FY26 Budget   | % Change<br>FY25 vs FY26 |
|----------------------------------|---------------|----------------|---------------|--------------------------|
| Issuer Fees - Medical and Dental | 45,750        | 57,429         | 52,958        | -8%                      |
| Vision Fees                      | 41            | 64             | 50            | -21%                     |
| Donations                        | 6,785         | 5,282          | 5,300         | 0%                       |
| Grants and Contracts             | 1,300         | 1,670          | 875           | -48%                     |
| Medicaid Reimbursements          | 3,372         | 3,109          | 2,889         | -7%                      |
| Interest                         | 767           | 675            | 1,045         | 55%                      |
| Service Fees (CoCo)              | 2,270         | 2,470          | 1,625         | -34%                     |
| <b>Total</b>                     | <b>60,286</b> | <b>70,699</b>  | <b>64,743</b> | <b>-8%</b>               |

- Issuer fee revenue decrease for FY26 attributable to an assumed 25% decrease in plan year 2026 enrollments.
- SB 81 related donations expected to be at FY 25 level - \$300,000. The total annual tax credit allotment is \$4 million for this program. Pursuing further outreach with issuers to boost donations.
- HIAE technology project funding of \$875,000 to support HIAE specific initiatives.
- Colorado Connect service fees are for C4HCO costs in supporting Colorado Connect enrollments – these fees are primarily enrollment/call volume driven.
- Earnings rate on investments assumed to drop from current levels to 4% but income increases due to higher balances.

# Proposed FY26 Budget Details

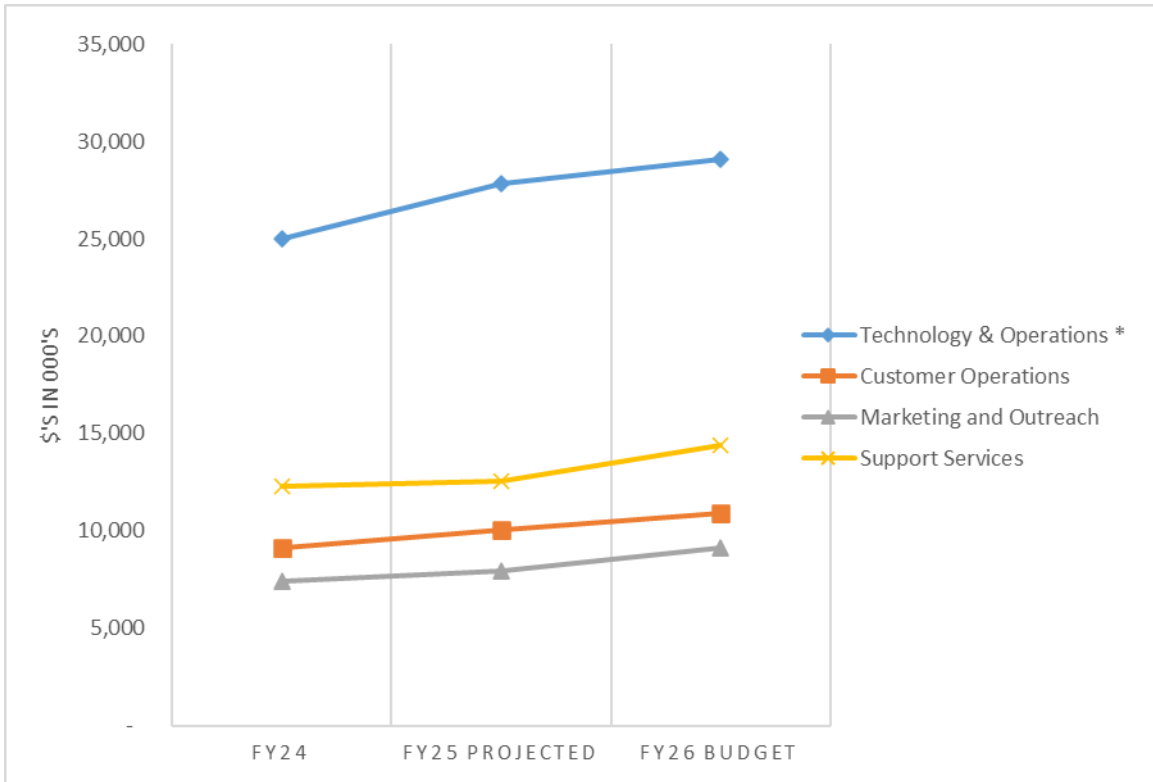
## Effectuated Enrollments and Average Monthly Premiums



- Enrollment projected to decrease by 25% from 2025 levels for plan year 2026
- Average premiums for plan year 2026 projected to stay at the same level (\$570 per month) as projected for plan year 2025



# Expenditures - Summary Comparison FY24 – FY26



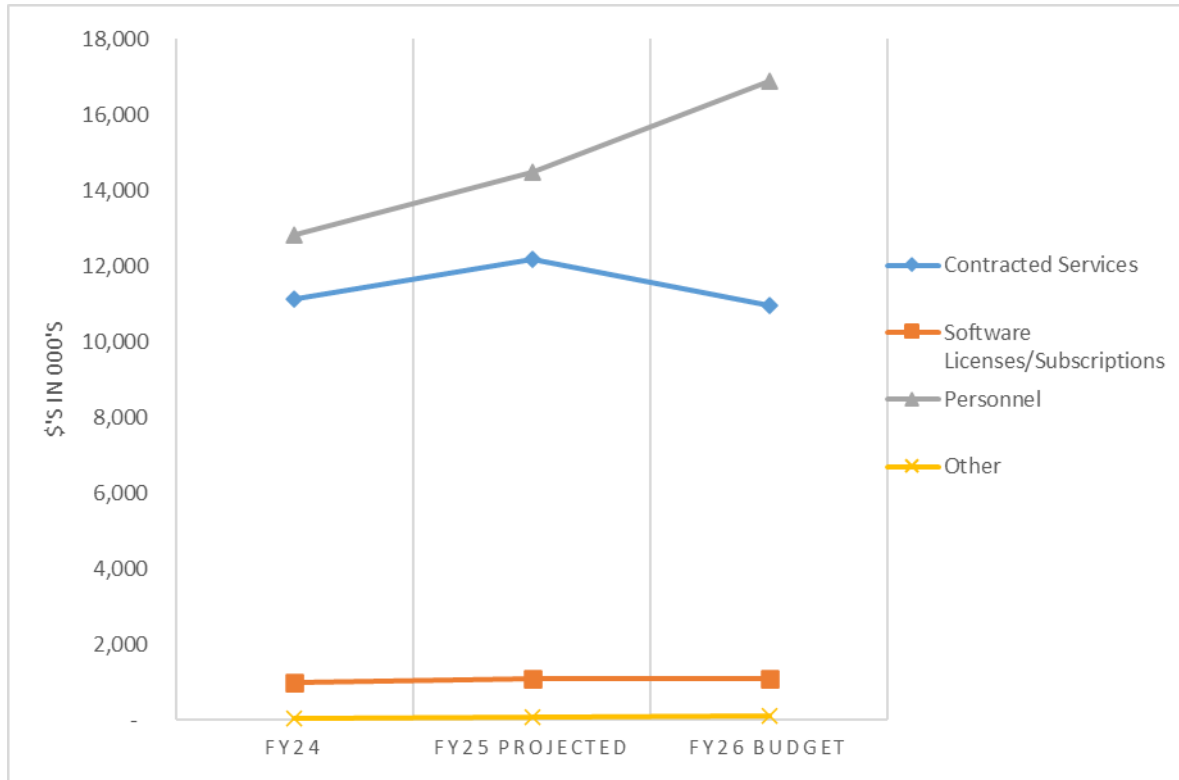
\* Includes capital expenditures

Further breakdowns and explanations provided on expense detail pages

| Expenditures (\$'s in 000's) | FY24          | FY25 Projected | FY26 Budget   | % Change<br>FY25 vs FY26 |
|------------------------------|---------------|----------------|---------------|--------------------------|
| Technology & Operations *    | 25,006        | 27,804         | 29,056        | 5%                       |
| Customer Operations          | 9,145         | 10,038         | 10,875        | 8%                       |
| Marketing and Outreach       | 7,396         | 7,955          | 9,157         | 15%                      |
| Support Services             | 12,267        | 12,578         | 14,377        | 14%                      |
| <b>Total Expenditures</b>    | <b>53,814</b> | <b>58,374</b>  | <b>63,465</b> | <b>9%</b>                |
| Without Capex                | 49,708        | 52,589         | 57,409        | 9%                       |

- Technology and operations expenses include both operational costs and development costs (capital investments), along with health plan issuer operations
- Customer operations include both the service center and medical assistance site operations
- Marketing and outreach includes the assistance network program
- Support services are services provided across the organization and include HR, training, Finance, Legal, Facilities, Administration, Policy and Research, Public/Community relations, Internal IT, Privacy and Security and Data Analytics services.

# Technology and Operations Expense Comparison FY24 – FY26



| Technology and Operations (\$'s in 000's) | FY24          | FY25 Projected | FY26 Budget   | % Change<br>FY25 vs FY26 |
|---|---------------|----------------|---------------|--------------------------|
| Contracted Services                       | 11,136        | 12,163         | 10,955        | -10%                     |
| Software Licenses/Subscriptions           | 1,005         | 1,105          | 1,095         | -1%                      |
| Personnel                                 | 12,819        | 14,474         | 16,882        | 17%                      |
| Other                                     | 46            | 62             | 123           | 100%                     |
| <b>Total With Capex</b>                   | <b>25,006</b> | <b>27,804</b>  | <b>29,056</b> | <b>5%</b>                |
| CapEx                                     | 4,106         | 5,785          | 6,055         | 5%                       |
| <b>Total Without Capex</b>                | <b>20,901</b> | <b>22,019</b>  | <b>23,001</b> | <b>4%</b>                |

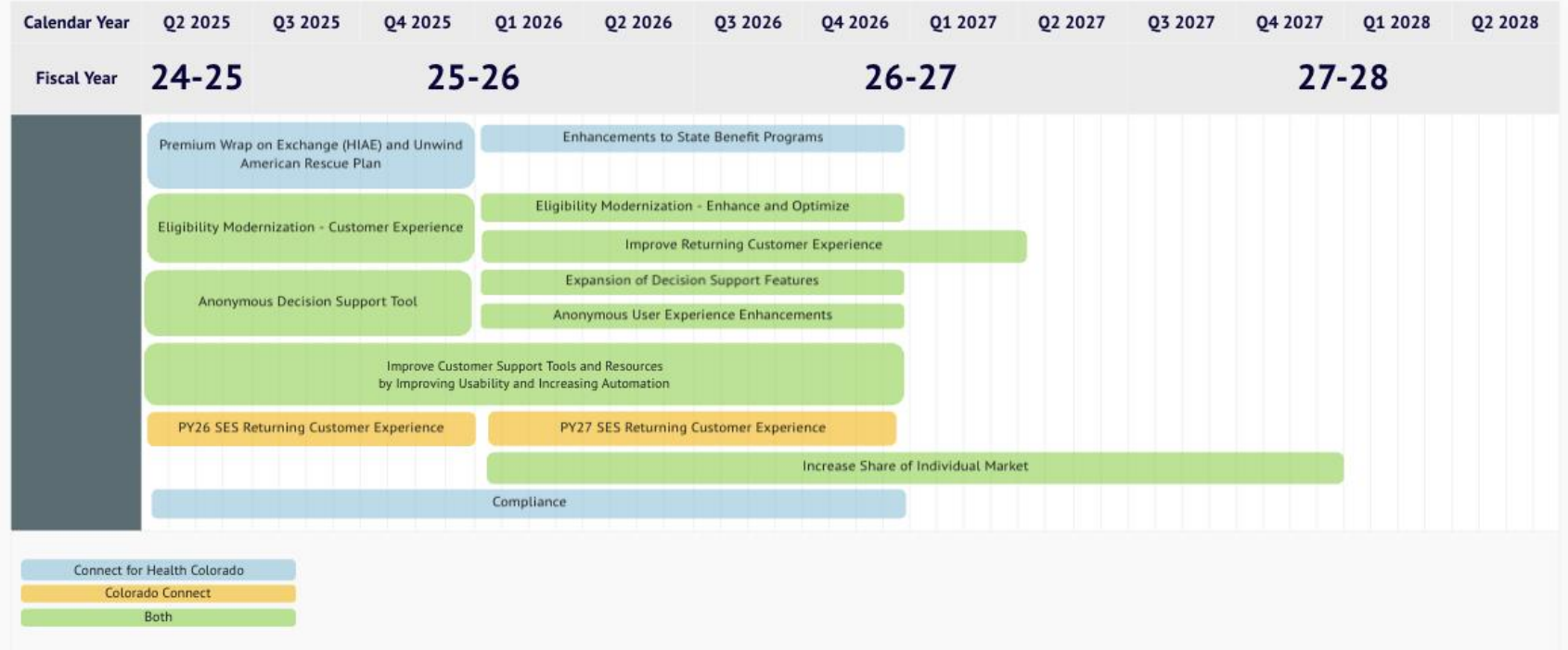
- Budget reflects continuation of transitioning to internally staffing key technology/operations positions contributing in part to the 17% increase in personnel and corresponding reduction in contracted services
- Capital expenditures (Capex) projected to continue at FY 25 level of development activity outlined in the technology initiative slide

# Technology Initiatives

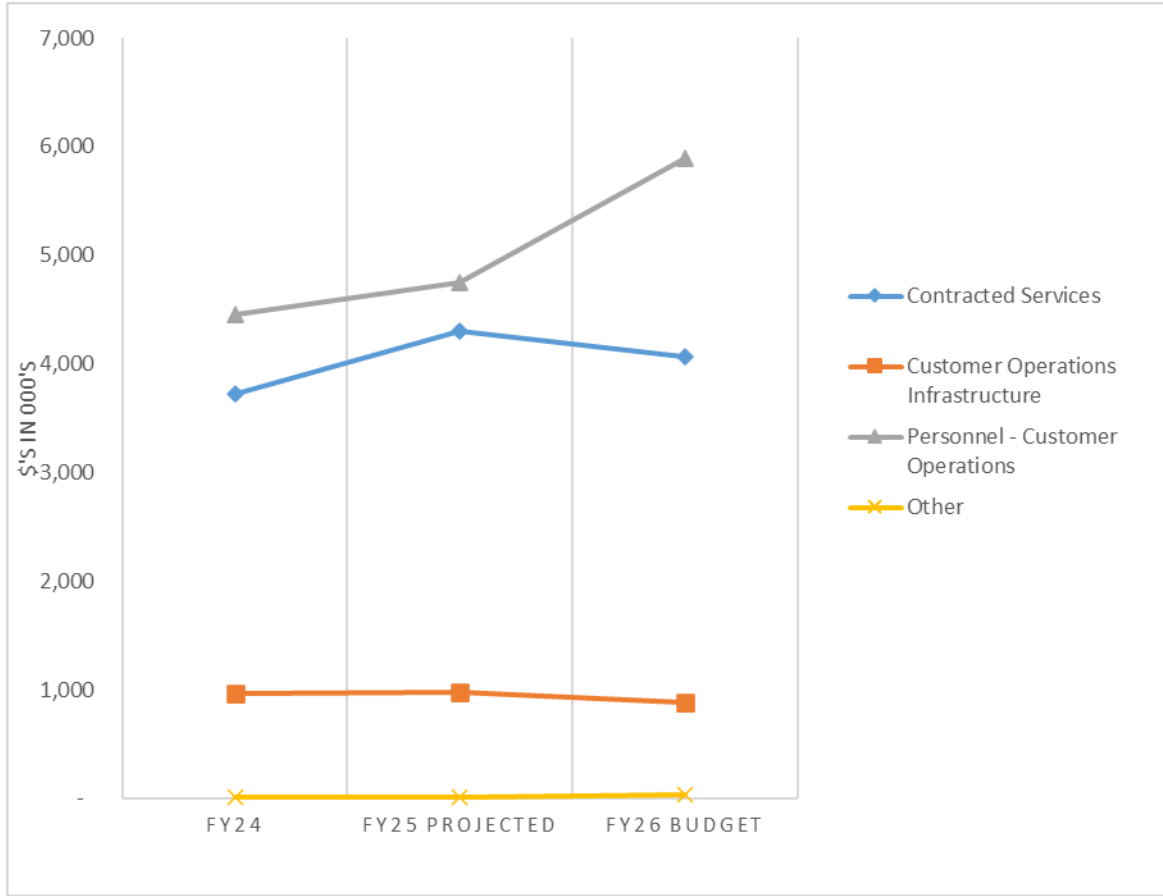
## Connect for Health Colorado and Colorado Connect Product Roadmap

### Goals:

- Create a shared understanding of priorities, projects and strategy
- Set realistic expectations
- Allow for more robust collaboration and stakeholder feedback on user facing improvements
- Adapt to changes in priority due to external factors such as legislation, compliance needs and market shifts



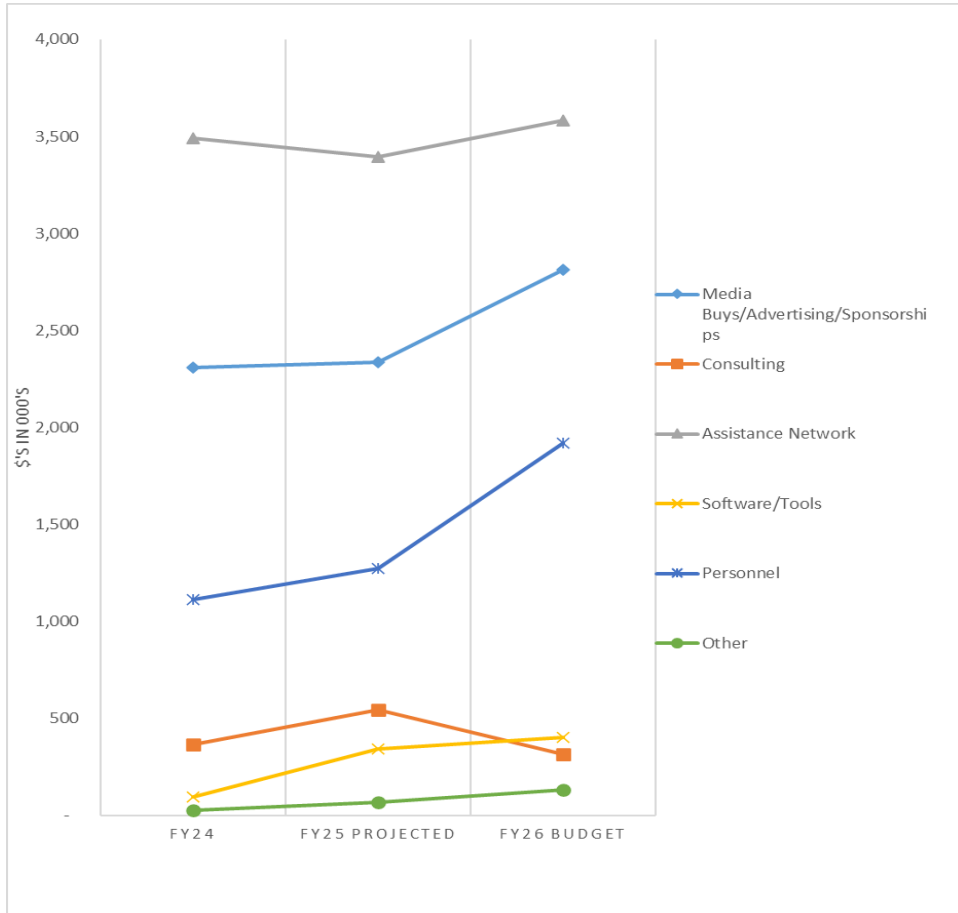
# Customer Operations Expense Comparison FY24 – FY26



| Customer Operations (\$'s in 000's) | FY24         | FY25 Projected | FY26 Budget   | % Change<br>FY25 vs FY26 |
|-------------------------------------|--------------|----------------|---------------|--------------------------|
| Contracted Services                 | 3,718        | 4,300          | 4,064         | -5%                      |
| Customer Operations Infrastructure  | 969          | 978            | 886           | -9%                      |
| Personnel - Customer Operations     | 4,451        | 4,750          | 5,896         | 24%                      |
| Other                               | 7            | 10             | 29            | 203%                     |
| <b>Total</b>                        | <b>9,145</b> | <b>10,038</b>  | <b>10,875</b> | <b>8%</b>                |

- Higher personnel costs resulted from reaching full staff in 2<sup>nd</sup> half of FY25 and carrying that staff level into FY26.
- Personnel increase offset by reduced need for contracted staff.
- Service center staffing budgeted at higher level to support expected higher call volumes due to loss of enhanced subsidies
- Infrastructure cost reduction due to completion of implementation of CRM in FY 25.

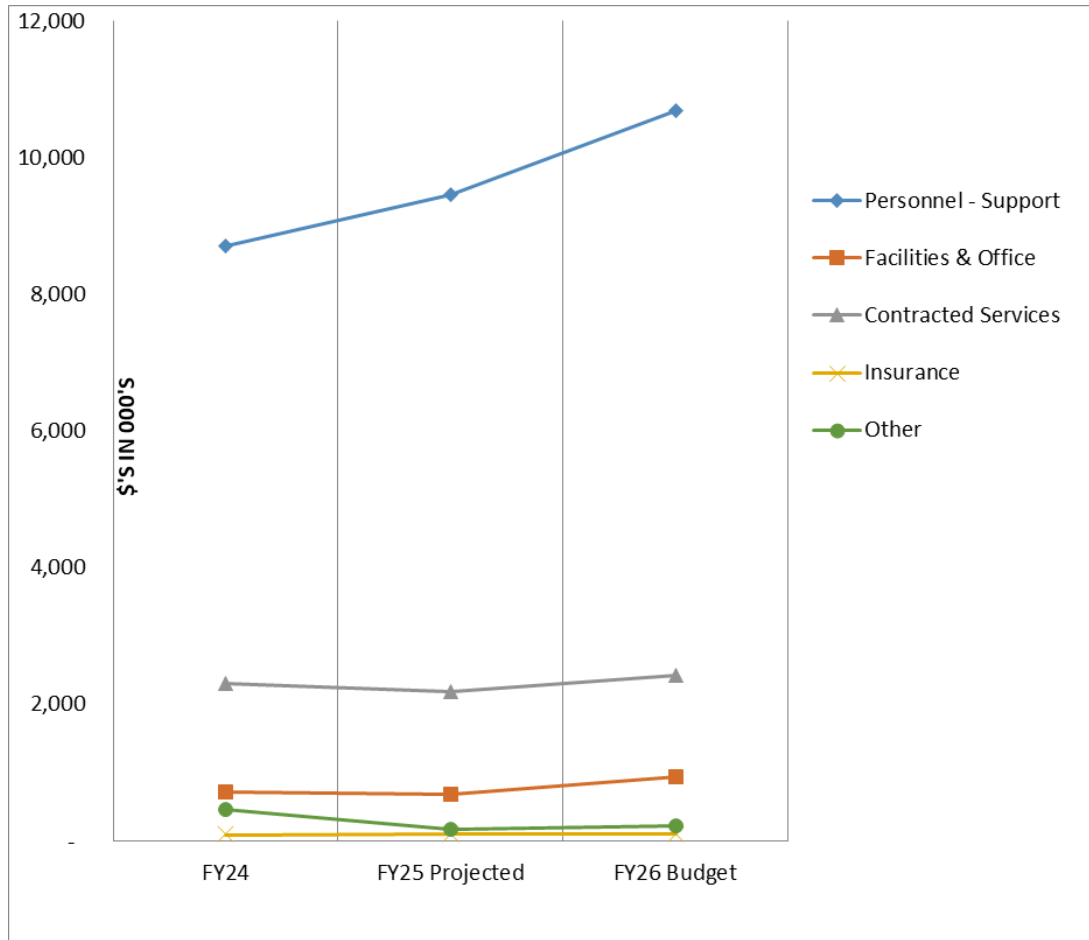
# Marketing and Outreach Expense Comparison FY24 – FY26



| Marketing and Outreach (\$'s in 000's) | FY24         | FY25 Projected | FY26 Budget  | % Change<br>FY25 vs FY26 |
|--|--------------|----------------|--------------|--------------------------|
| Media Buys/Advertising/Sponsorships    | 2,308        | 2,338          | 2,812        | 20%                      |
| Consulting                             | 364          | 541            | 313          | -42%                     |
| Assistance Network                     | 3,492        | 3,395          | 3,583        | 6%                       |
| Software/Tools                         | 95           | 341            | 401          | 17%                      |
| Personnel                              | 1,113        | 1,271          | 1,919        | 51%                      |
| Other                                  | 24           | 68             | 129          | 89%                      |
| <b>Total</b>                           | <b>7,396</b> | <b>7,955</b>   | <b>9,157</b> | <b>15%</b>               |

- Increase in media buys and advertising to support additional consumer education along with expanded small business outreach
- Continued additional SB-81 funding of the assistance network is included in FY 26 budget at a similar level as FY25.
- Staffing costs increase due to understating of FY 25 resulting from staff vacancies during the year and reorganization of marketing and communications operations requiring new roles to support expanded marketing efforts

# Support Services Expense Comparison FY24 – FY26



| Support Services (\$'s in 000's) | FY24          | FY25 Projected | FY26 Budget   | % Change<br>FY25 vs FY26 |
|----------------------------------|---------------|----------------|---------------|--------------------------|
| Personnel - Support              | 8,703         | 9,461          | 10,684        | 13%                      |
| Facilities & Office              | 714           | 678            | 938           | 38%                      |
| Contracted Services              | 2,300         | 2,178          | 2,430         | 12%                      |
| Insurance                        | 93            | 100            | 106           | 6%                       |
| Other                            | 457           | 161            | 219           | 36%                      |
| <b>Total</b>                     | <b>12,267</b> | <b>12,578</b>  | <b>14,377</b> | <b>14%</b>               |

- Support personnel increased due to unfilled positions in FY 25 that understated FY 25 costs and the addition of key positions in the 2<sup>nd</sup> half of FY 25 to support our data strategy, operational management and administrative assistance.
- Contracted services increase as the result of the full year allotment of existing contractors on the administration and policy teams
- Facility/Office increase resulted from understated FY 25 rent expense due to refunds and need to refresh computer equipment for the service center.

# 3 Year Financial Goals

## Goals

- Maintain targeted operating reserves and capital reserves
- Maximize individual market customer and health plan issuer value

## Proposed Targets:

- Due to added uncertainty, maintain operating cash reserve of 4 months of average operating expenses over the planning period (\$20 million)
- Maintain a sufficient capital reserve beyond the operating reserve level of \$20 million. Goal of \$10 million in capital reserves to allow for future initiatives and predictability in project funding/planning.
- Combined target reserve \$30 million. Current plan shows a \$14.7 million combined operating and capital reserve at the end of the 3 years forecasted (June 2028) unless further cost savings and/or new revenues are identified (discussed in following slides)

# 3 Year Financial/Business Strategies

- Revenue Growth
  - Focus additional efforts on potential new individual market unsubsidized enrollments (e.g., family glitch, small business/HRA enrollments, COBRA)
  - Expanded marketing efforts to maximize renewals and target new enrollment populations
  - Improvements to the shopping and enrollment experience (e.g., enhanced decision support, improved issuer, assister & broker tools, enhanced integration/API capabilities) that makes C4HCO the platform of choice by customers, issuers, brokers and administrative vendors for individual plan shopping and enrollment
  - Leverage Colorado Connect flexibility in providing additional products & services (e.g., unsubsidized plans, small business, consulting/outsourcing services, ancillary benefits).
- Expense Management
  - Continuous improvement in processes/products that improves efficiencies without detriment to customers, harnessing of AI where it makes an impact without harming customer experience
  - Insourcing of resources for key strategic areas of service/product delivery and customer interaction
  - Increase diligence on evaluating new projects balancing compliance with ROI
  - Build a flexible cost structure that can economically flex up for unexpected demands

# 3 Year Projections

## FY 2027 and FY 2028 Assumptions

- Enrollments increase by 5,000 in 2027 and 2028 from FY 26 reduced levels
- Average monthly premiums per enrollment continue at FY 26 level (\$570)
- SB81 donations continue at \$300,000 per year
- CoCo service fees continue at FY 26 level
- No additional funding nor costs are assumed for implementation of state or federally driven projects beyond FY26.
- Expenditures increased for inflation.
- No additional staffing or contracted resources over FY26 levels

# 3 Year Projections Details

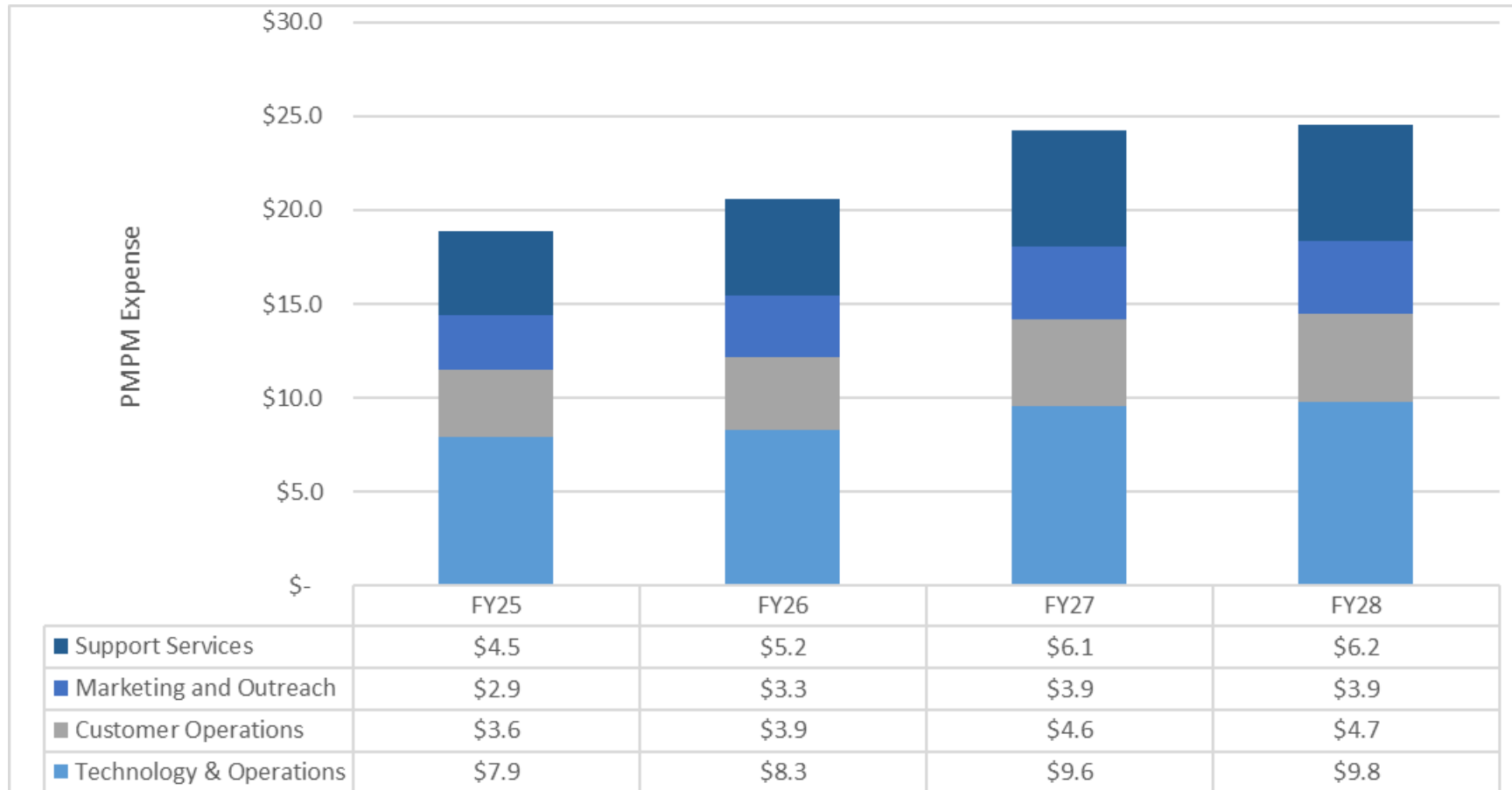
## Fiscal Year FY25 – FY28

*\$'s in 000's*

|                                       | Fiscal Year<br>2025<br>Projected | Fiscal Year<br>2026<br>Forecast | Fiscal Year<br>2027<br>Forecast | Fiscal Year<br>2028<br>Forecast |
|---------------------------------------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Revenues</b>                       |                                  |                                 |                                 |                                 |
| Carrier Fees                          | 57,493                           | 53,009                          | 46,031                          | 47,245                          |
| Tax Credit Donations                  | 5,282                            | 5,300                           | 5,300                           | 5,300                           |
| Grants/Contracts                      | 1,670                            | 875                             | -                               | -                               |
| Cost Reimbursements                   | 3,109                            | 2,889                           | 3,001                           | 3,106                           |
| Service Fees (CoCo)                   | 2,470                            | 1,625                           | 1,625                           | 1,625                           |
| Interest/Other                        | 675                              | 1,045                           | 957                             | 652                             |
| <b>Total Revenue</b>                  | <b>70,699</b>                    | <b>64,743</b>                   | <b>56,914</b>                   | <b>57,929</b>                   |
| <b>Operating Expenses</b>             |                                  |                                 |                                 |                                 |
| Technology & Operations               | 22,019                           | 23,001                          | 23,285                          | 24,351                          |
| Customer Operations                   | 10,038                           | 10,875                          | 11,281                          | 11,675                          |
| Marketing and Outreach                | 7,955                            | 9,157                           | 9,423                           | 9,700                           |
| Support Services                      | 12,578                           | 14,377                          | 14,953                          | 15,567                          |
| Unidentified Cost Savings             |                                  |                                 | (7,500)                         | (9,500)                         |
| <b>Total Operating Expenses</b>       | <b>52,589</b>                    | <b>57,409</b>                   | <b>51,443</b>                   | <b>51,793</b>                   |
| <b>Net Income Before Depreciation</b> | <b>18,110</b>                    | <b>7,333</b>                    | <b>5,471</b>                    | <b>6,136</b>                    |
| Depreciation                          | 4,464                            | 4,195                           | 5,132                           | 5,776                           |
| <b>Net Profit/Loss</b>                | <b>13,646</b>                    | <b>3,138</b>                    | <b>339</b>                      | <b>359</b>                      |
| <b>Capital Expenditures</b>           | <b>5,785</b>                     | <b>6,055</b>                    | <b>6,096</b>                    | <b>6,417</b>                    |
| <b>Average Cash Balance</b>           | <b>27,164</b>                    | <b>31,923</b>                   | <b>27,803</b>                   | <b>18,532</b>                   |

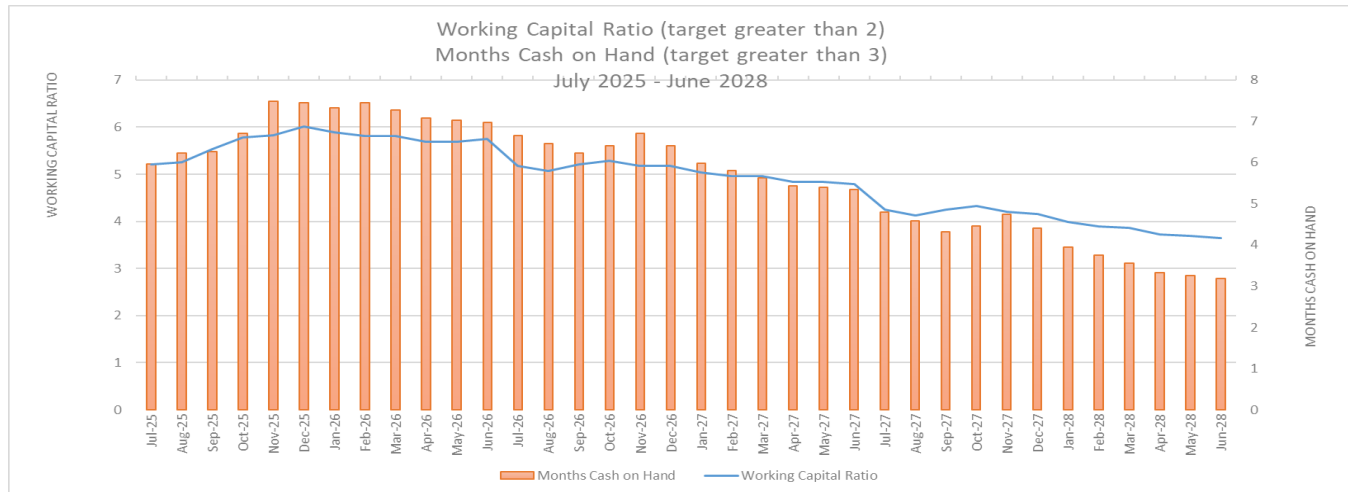
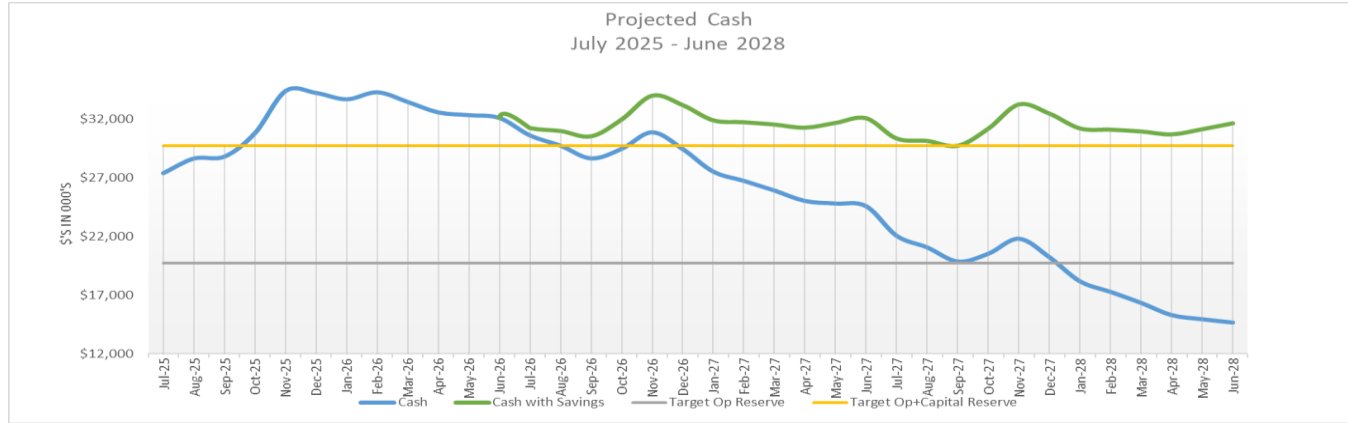
- Goal for FY 27 and FY28 is to increase revenues and/or decrease costs to achieve positive net income.
- Cost savings (and/or revenue growth) needed for positive net income in FY 27 and FY 28 are \$7.5 million and \$9.5 million, respectively.
- To satisfy this gap solely with revenue growth would require an increase in enrollments of 40,000.

# Per Member Per Month Expenses – 3 Year Projection FY25 – FY28



# Cash and Liquidity Metrics

## 3 Year Projection (FY26 – FY28)



- Cash levels begin dropping in FY27, falling below operating reserve targets by the start of 2028 (blue line on projected cash graph).
- With targeted cost savings (or alternatively new revenues) sufficient to maintain profitability in FY 27 and 28, cash balances remain above reserve targets (green line on cash graph)
- Months cash on hand falls below targeted 4 months in 2028 without additional cost savings/new revenue streams in FY 27 and FY 28.