



Budget Season: Finding Consensus & Building Trust

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Agenda

1. Background
2. Long-Term Staffing Project
3. Finding Creative Savings
4. Building Consensus & Trust

Background

- The Town of Erie has been growing at a rapid pace for the last decade+
- To keep up with community growth, staffing has also increased
- Erie had to create a strategic plan for growth of the organization and budget for it



Long-Term Staffing Plan Process

- Departments established Service Levels
 - Core Level
 - Core Level + Process Improvement
 - Aspirational + Future
- Meetings with Town Manager's Office over a 6-month process
- Ultimately reduces silos between departments and increases awareness



Long-Term Staffing Spreadsheet



Download

The Problem

After the Long-Term Staffing Plan process, the number of new positions identified for 2025 was 23. The 2025 Budget could reasonably only handle 8 new positions.

The Solutions

The Budget Team evaluated all department budgets, revenues, and other funding sources to find creative ways to realistically support as many positions as possible. This increased our final number from 5 to 8.

Each department head gave a 3 minute “elevator pitch” to their colleagues and answered follow-up questions. All leaders then cast votes for their top 8 choices. The results were the final decision.

CREATIVE BUDGETING

Reviewing Expenses & Revenues

Reducing Operations Costs

- The "Copy/Cut/Paste" Budget
- Timing of Hiring New Positions
- The Collective over the Individual - A Collaborative Approach to Review



Reducing Spending Together



Group Reductions

Collective Decision Making

- Reductions
- Shared Resources
- Opportunities for Collaboration



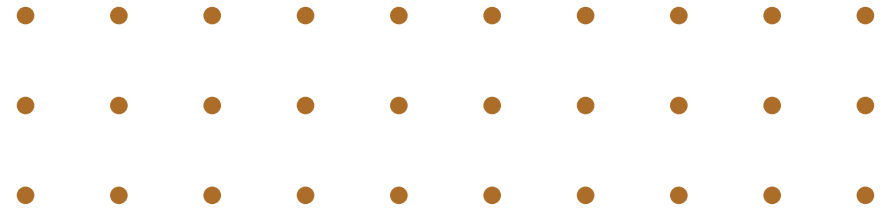
Metrics to Support Budget

- Why Now?
- What Data Do You Have?
- Demonstrating Need Beyond Anecdotes

PRIORITIZATION OF POSITIONS

Finding Consensus & Building Trust

Elevator Pitches

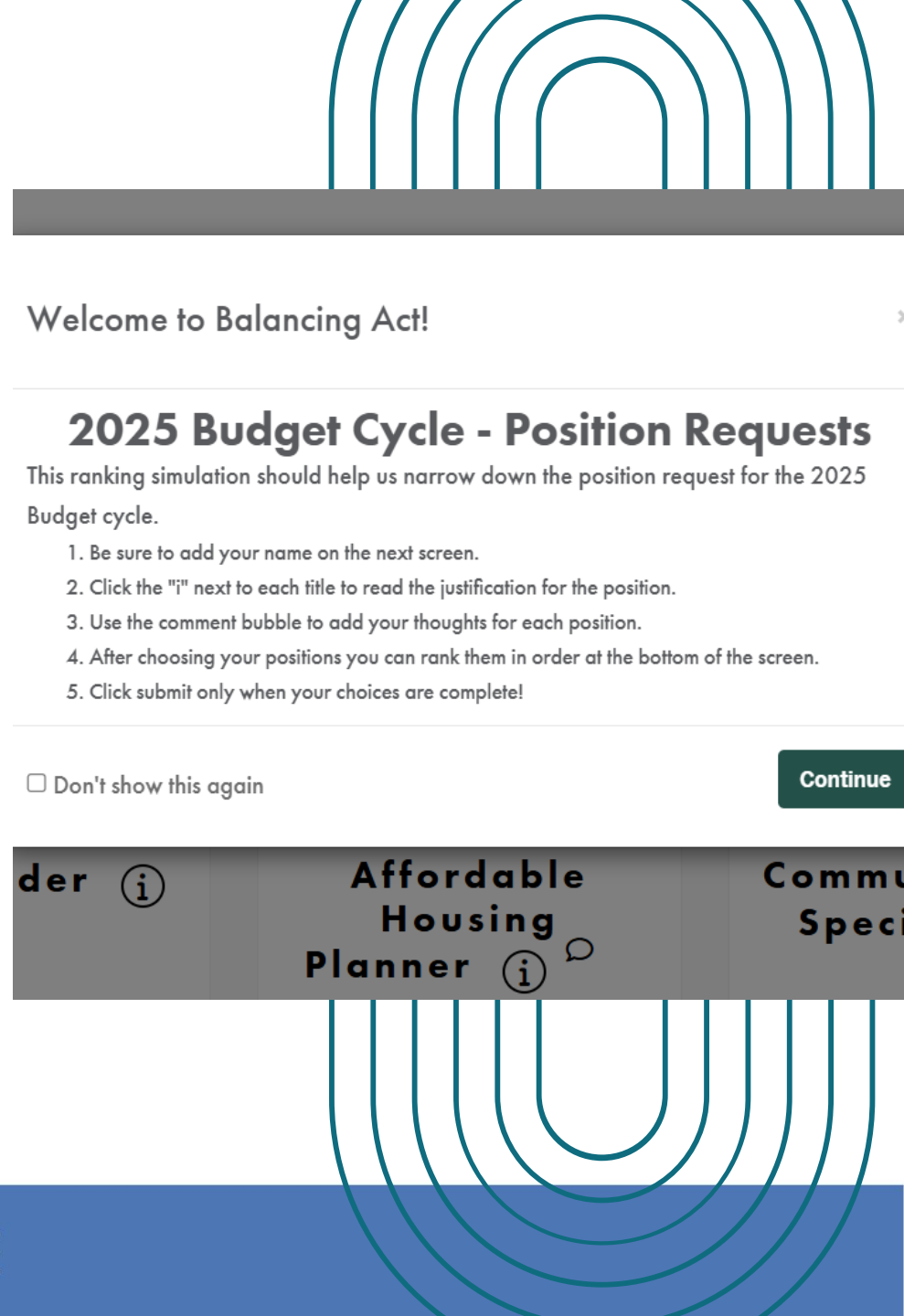


- Each director was told to prepare a 3-minute “elevator pitch” for their positions.
- All 23 positions were put in a list and randomly selected to mix up the order.
- Everyone sat at the dais together to see one another and have even power dynamics.
- Other directors could ask follow-up questions and brainstorm ways to consolidate need.



Use of Balancing Act

- All positions and a quick description were uploaded into Balancing Act.
- Directors all had the prioritization tool on their device in front of them and would rank in real-time.
- Used the Rank Choice Voting tool to determine the top 8 choices from the group.
- The decision was fully accepted and backed by all.



Balancing Act Setup

2025 Position Requests

Show Welcome Info

\$218,466

Selected

\$431,534

Available

\$650,000

P&D - Affordable Housing Planner

\$1

Select

Com Specialist

\$70,685

Remove

PW - Admin Coord. for Engineering

\$70,685

PW - Streets/O&M Manager

\$127,880

More Information

This position will be embedded/assigned with Planning & Development and Economic Development departments.

More Details

\$218,466

Selected

\$431,534

Available

CCE - Communications Specialist

\$70,685

Remove

This position will be embedded/assigned with Planning & Development and Economic Development departments.

This new position would be the last position the CCE Department should need for a good 5 years or so. The way my team is currently arranged is that our largest departments have assigned team members to give them full focus and attention (Parks & Rec is assigned Ashley, and Public Works/Env Services/Utilities are assigned Jarod). At this point, the Planning & Development and the Economic Development departments are proving to be a much larger lift that I, in addition to Director duties. The two departments are not getting the attention and focus they deserve, and my own CCE department is normal activities like evaluations, team building staff trainings, etc. are lacking because I have to prioritize work for the departments.

ns Specialist that could be assigned to P&D/EcoDev, that would free me up to be able to fully be present as a Director for my team and Leadership Team and Council as needed. This would round out all of the largest departments for coverage and I believe we wouldn't

PW - Street Maint. Tech II

\$61,166

Remove

Help with daily maintenance activities and service.

This was originally requested in 2024, and got deferred to 2025.Current projections of growth and staffing to meet the

PW - Civil Engineer II

\$70,757

PW - Facilities Maint. Tech II

\$650,000

\$648,171

Selected

\$1,829

Available

Order with the

-order using

the spacebar.

selected item.

#1

EPD - Commander : \$147,781

↑↓

#2

CCE - Communications Specialist : \$70,685

↑↓

#3

PW - Facilities Maint. Tech II : \$61,166

↑↓

#4

PW - Facilities Project Manager : \$89,076

↑↓

#5

Finance - Deputy Director : \$147,781

↑↓

#6

EPD - Police Officer : \$89,076

↑↓

#7

PW - Custodian : \$42,606

↑↓

Submit

Balancing Act Results

Instant Run-off

How instant run-off works: In the first round of vote counting, only each voter's top ranked choice is counted. Then, the option with the fewest votes is removed and results are re-calculated. People who had chosen an eliminated option now have their next highest ranked vote counted. This process is repeated until the remaining options' amounts sum up to less than the amount available: (\$650,000).

ROUND 1	ROUND 2	ROUND 3	ROUND 4	ROUND 5	ROUND 6	ROUND 7	ROUND 8	ROUND 9
		Votes ↓	Project			Amount	Selection	
<div><div></div></div>		6	EPD - Victim's Advocate			\$72,334	<input type="checkbox"/>	
<div><div></div></div>		6	PW - Civil Engineer II			\$92,833	<input type="checkbox"/>	
<div><div></div></div>		4	CCE - Communications Specialist			\$77,754	<input type="checkbox"/>	
<div><div></div></div>		4	Finance - Deputy Director			\$169,948	<input type="checkbox"/>	
<div><div></div></div>		2	Utilities - Procurement Specialist - Fleet			\$89,076	<input type="checkbox"/>	
<div><div></div></div>		2	EPD - Code Enforcement Officer			\$91,108	<input type="checkbox"/>	
<div><div></div></div>		2	PW - Facilities Project Manager			\$106,891	<input type="checkbox"/>	

Our Strategy

Goal

Budget Tools

The Budget Team took another pass at the full budget, identifying the places that may have opportunity for reductions or increases in revenue.

Revenues

Info here about the creative ways we worked with revenue numbers....

Reductions

How we found further reductions in operating budgets, recruitment numbers, etc.

Partnership

All directors were on board with taking a deep look at their budget and truly finding ways to get creative and reduce requests.

Pitching

When pitching, all other directors (regardless of if they were requesting positions) listened and asked relevant questions.

Voting

All directors voted based on how they truly felt the need and value was for each position for the associated department and the organization as a whole.

THANK YOU!



**ANNUAL
CONFERENCE**
2025 BRECKENRIDGE

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- We appreciate your feedback!

