

Budget Development

Development of the annual City Budget is a year-long process that ends in December with the final review and formal adoption of the Budget.

Major Phases

February - April

Planning

↓
Budget Office develops the 2024 Budget Manual
Budget Office meets to resolve issues and prepare budget outlook

May - July

Department & Division Budget Requests

↓
Budget Office meets with departments to kickoff 2024 Budget Process
Directors meet with the Mayor to learn the priorities for the 2024 Budget
In conjunction with the Budget Office, departments and divisions prepare budget proposals

August - September

Formulation of the Mayor's Budget

↓
Final adjustments in revenue and expenditure estimates prepared
Mayor balances budget
Departments are notified of their 2024 Budgets
Budget Office presents financial outlook and key fiscal issues for upcoming year
Budget Office prepares Budget document

October - November

Review, Public Input, and Budget Markup

↓
Mayor presents the 2024 Budget on the first Monday of October
City Council reviews recommended Budget
City Council holds budget work sessions
Public Hearing/E-Town Hall held to gather public input
City Council makes allocation and policy decisions at final budget markup session

November - December

Final Review and Adoption

↓
First reading of appropriation ordinances held adopting Budget and setting the annual mill levy
City Council sets mill levy
Second reading of appropriation ordinances held adopting Budget and setting the annual mill levy
Budget Office begins production of final Budget document

2024 Budget Calendar

2024 BUDGET CALENDAR	
DATE	DESCRIPTION
MARCH 2023	
March 1-31	Finalize 2023 Budget Book
March 1-31	Plan for 2024 Budget Calendar/Process
APRIL	
April 1-30	Migration of SharePoint data collection site and prepare training for departments
April 19	2024 Budget Kickoff Meeting Option #1 - with all departments
MAY	
May 2	2024 Capital Improvement Program (CIP) prioritization committee kickoff
May 1-15	Run position reports - coordinate with departments on any discrepancies
May 1	2024 Budget Kickoff Meeting Option #2 - with all departments
May 31	Budget Office - Open Budget SharePoint for department budget input
JUNE	
June 1-30	Departments prepare 2024 budget requests not currently funded
June 1-30	Budget Office - 2024 revenue projections
June 1-30	Budget Office: - Reconcile position changes for current actual positions - Wage and benefit changes - Contract changes
June 20	CIP Prioritization Committee project presentations by departments
June 29	2024 Budget Process Kick Off with Department Directors/Managers: - Mayor priorities for 2024 - Budget Outlook (revenue, unavoidable expenses) - Timeline - Expectations
JULY	
July 1-31	Departments make changes to 2024 Operating Budget in SharePoint
July 7	Data entry for unfunded budget needs and CIP/grants projects finalized in SharePoint
July 25	CIP Prioritization Committee - present results of scoring
July 28	2024 Prioritization of General Fund with Departments
AUGUST	
August 2	All remaining data entry by departments for the 2024 budget finalized in SharePoint
August 3-31	2024 Budget balancing
August 1-31	Prepare tables for Strategic Plan Initiatives and Performance Measures for Budget Narratives
August 29	Meeting with City Council Budget Committee to preview budget balancing
SEPTEMBER	
September 4	SIMD budgets submitted by Parks, Recreation, and Cultural Services
September 6	2024 Budget preview with Departments and Mayor
September 1-30	Budget Office prepares preliminary document

2024 Budget Calendar

2024 BUDGET CALENDAR

DATE	DESCRIPTION
OCTOBER 2023	
October 2	Mayor distributes 2024 Budget
October 6 & 12	City Council Budget Committee - Review of 2024 Budget document
October 16	City Council 2024 Budget Work Session
October 23	City Council Work Session - Introduction of the Resolutions for the General Improvement Districts (GIDs) 2023 Mill Levy certifications and for the 2024 GID budget appropriations
October 23	Formal Public Hearing on 2024 Budget
October 30	City Council 2024 Budget Markup Session and introduction of Ordinance adopting the 2024 Salary Schedule for Civilian and Sworn Employees and the 2024 Budget Appropriation Ordinance
NOVEMBER	
November 7	Election Day
November 13	City Council Work Session - 2024 Budget Ordinance and 2024 Salary Schedule for Review and introduction of the Resolutions for 2023 Mill Levy certifications for the SIMDs
November 14	City Council Regular Meeting - 1st reading of the 2024 Salary Schedule and the 2024 Budget Appropriation Ordinance and 1st reading for the General Improvement Districts (GIDs) 2023 Mill Levy certifications and for the 2024 GID budget appropriations
November 28	City Council Regular Meeting - 2nd reading of the 2024 Salary Schedule and 2024 Budget Appropriation Ordinance; 2024 City Budget officially adopted; 1st reading of the 2023 Mill Levy certifications for the City and SIMDs
November 30	Deadline to provide Budget Ordinance to Mayor (within 48 hours of 2nd reading)
DECEMBER	
5 calendar days after receipt or Dec 20	City Charter deadline for Mayor's veto (within 5 calendar days of Mayor's receipt)
December 12	City Council Regular Meeting - 2nd reading of the 2023 Mill Levy Certification for the City
December 15-31	Budget Office begins preparing final budget document
December 31	Deadline for appropriating budget (CRS § 29-1-108 and City Charter 7-50)
JANUARY 2024	
January 10	One-time deadline extension (from December 15th) for certifying mill levy to County (CRS § 39-5-128) and adopting budget (CRS § 29-1-108) due to SB23B-001

Equitable Budget Process

Embracing an equitable, diverse, and inclusive workforce fosters an environment where a variety of ideas and perspectives are derived, welcomed, and implemented; all for the betterment and growth of the City, as an organization and as a community.

As the City looks to be a leader in Equity, Diversity and Inclusion (EDI), we must embed EDI concepts across all departments and processes therein, from Human Resources to Economic Development to Facilities to Finance. The Equitable Budget Process (EBP) is designed to integrate equity into decision-making, including policies, practices, programs, guidelines, and the development of department budgets. Implementation of these concepts can help develop strategies and identify actions that reduce inequities and improve success for all people that the City of Colorado Springs serves.

Equity involves accommodating differences, and providing everyone with the same access to opportunities by removing systemic barriers. This involves providing access to data, information, jobs, education, tools, resources, rewards, etc.

There are many benefits to the City as an employer, City employees, and residents by having an Equitable Budget Process.

Benefits of an Equitable Budget Process

For Employees:	For Employers:	For Residents:
<ul style="list-style-type: none"> a. Increases employee satisfaction b. Greater sense of belonging c. Normalizes concepts of Equity, Diversity and Inclusion d. Working together towards a common goal 	<ul style="list-style-type: none"> a. Improves perception of the City as a service organization b. Attracts a diverse workforce c. Addresses economic needs that positively impacts the entire community d. Organizes staff to work together towards transformational change e. Operationalizes practices, policies and procedures that are equity oriented 	<ul style="list-style-type: none"> a. Greater sense of connection to the city and services provided b. Helps reduce and eliminate disparities c. Reduces barriers to economic opportunity

Equitable Budget Process in Practice

The Budget Process aims to ensure that Departments evaluate how projects, programs, plans, and proposals may improve equity in service delivery and community participation.

The Equitable Budget Process is flexible and is expected to evolve over time. The following considerations are a starting point and provide practical guidance and examples:

Apply an Equity Lens to assess impact: departmental budget decisions should consider potential economic benefits and burdens to the entire community, including areas that are traditionally under-resourced.

- a. Consider how your department’s operating and capital budget could be aligned to advance equity in our community. (For example: Prioritize capital projects that expand opportunity and access for under-resourced neighborhoods)
- b. Consider how budget reductions will impact traditionally under-resourced communities. What can be done to mitigate negative impacts? (For example: waiving or reducing fees for specific populations; pursuing grant funding for a critical community resource, etc.)
- c. Consider how to equitably distribute the benefits and burdens of growth in our community, in order to minimize harm to vulnerable populations. (For example: include criteria to analyze potential displacement and opportunities for affordable housing)

Be Equity Data Driven: Assess equity data indicators to inform budget decisions.

- a. Utilize data to prioritize and develop criteria for the allocation of resources. (For example: use Transit ridership data and known placement of bus stops to decide which sidewalks are prioritized for repair)
- b. Consider how demographic data can be used to inform budget decisions (For example: when evaluating new or updated fees for service, consider the effects on low to middle income residents)
- c. Consider how your department will use demographic data to help inform recruitment, retention and promotion efforts (For example: allocate time and resources for EDI training for staff and hiring managers)

Equitable Engagement and Inclusion: Assess engagement and inclusion in the budget process for equitable representation and input. Strive for equitable and excellent service to the entire community.

- a. Consider equity in the allocation of resources during the budget process. (For example: Consider the appropriate classification of a requested new position. It may be tempting to select a less costly classification in order to facilitate the approval, but may result in disparities in work load and expectations in similar jobs across the city)
- b. Consider how the budget will build capacity to engage with and include under-resourced neighborhoods in our community as stakeholders, advisors, and in leadership positions. (For example: allocate or request resources for events that inform and solicit input from all areas of our community)
- c. Consider how your department will ensure that public documents, policies, plans, meetings, and hearings are easily and appropriately accessible to all community members, including translation and ADA accessibility of documents and presentations.
- d. Consider how you can reward employees that champion EDI principles. (For example: submit a nomination to the Awards Committee for someone that goes above and beyond to make a new employee feel included and part of the team)

How to Ensure Success:

Invest resources in EDI education and exposure for employees

- a. Utilize equity data to make decisions
- b. Encourage EDI allyship and partnership
- c. Continually consider how financial decisions impact the community
- d. Engage and inform community stakeholders
- e. Seek out employee ideas, knowledge, perspectives and approaches

HR Business Partners

If you would like input on the Equitable Budget Process, please reach out to your HR Business Partner and/or the Budget Office.

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