

# 2022/2023 Budget and Work Program

• Aurora  
**Denver**  
Glenwood  
Castle

# Contents

Letter from the executive director .....

2022/2023 budget summary and comparison .....

2022/2023 funding .....

2022/2023 expenditures by strategic initiative.....

2022/2023 strategic initiatives funding summary.....

The DRCOG strategy map .....

Communities and residents .....

Financial stewardship .....

Business operations .....

Skilled workforce .....

2

4

5

6

7

9

10

17

18

20

## Letter from the executive director

May 18, 2022



To: Finance and Budget Committee and Board of Directors, Denver Regional Council of Governments

I am pleased to submit the proposed budget of the Denver Regional Council of Governments for fiscal year 2022/2023. The budget is transmitted to the Finance and Budget Committee for review and

recommendation for approval by the Board of Directors.

The budget is a fiscal guide for the operation of DRCOG from July 1, 2022, through June 30, 2023. It supports work activities in the DRCOG metropolitan planning organization’s Unified Planning Work Program, the Area Agency on Aging, Communications and Marketing, Executive Office, Administration and Finance, and Human Resources.

Variations of note between the 2021/2022 fiscal year budget and the 2022/2023 fiscal year budgets include:

### Revenues

- **Federal funding will increase by \$2.5 million due to increased** metropolitan planning funds pursuant to the federal Infrastructure Investment and Jobs Act. Additionally, carryover from various COVID-19 relief packages in the amount of approximately \$2.65 million are included in the 2022/2023 fiscal year budget.

- **State funds** will increase by approximately \$500,000 from the 2021/2022 fiscal year budget. The increase is due to additional service dollars awarded from State Funding for Senior Services. These dollars will be used for direct services to older adults in the region, including through DRCOG’s voucher programs.
- **Local/other funds** reflects an increase of approximately \$385,000 which is primarily due to the regional vanpool and Guaranteed Ride Home programs having increased participation as workers throughout the region return to the office post-pandemic.
- **In-kind services**, contributions from volunteers and partnering organizations, are expected to increase by approximately \$228,000. This is a direct result of growth in metropolitan planning organization Unified Planning Work Program funding and related in-kind requirements.
- **Member dues** provide match for federal programs and help fund initiatives such as legislative activities and strategic partnerships which assist in increasing overall funding. Dues also funds Board-related expenditures associated with monthly Board meetings and other committees of the Board, the annual awards celebration, the Board Retreat, quarterly meetings of the region’s city and county managers and hosting the annual Small Communities, Hot Topics Forum.

- Dues are calculated annually using the most recent data from the Colorado Department of Local Affairs and are based on each member jurisdiction’s population and assessed valuation. Due to the economic uncertainty of the COVID-19 pandemic, DRCOG, in concurrence with the Finance and Budget Committee, did not recalculate dues for the past two budget cycles. In the 2022/2023 fiscal year budget, dues are expected to increase from the 2020 calendar-year budget by \$245,400.

### Expenditures

- **Personnel expenditures** were budgeted with a 2% market adjustment (due to inflation) and a 3% performance-based merit pool. DRCOG health insurance premiums are renewed on Jan. 1 of each year. Because of a fairly significant rate increase in January 2022, the budget reflects flat rates through the 2022/2023 fiscal year.

Due to new and expanded metropolitan planning organization responsibilities and opportunities included the federal Infrastructure Investment and Jobs Act — and to allow staff to fulfill tasks related to the current Unified Planning Work Program, SB21-260 and the state greenhouse gas emissions rule — nine new positions are budgeted for the Transportation Planning and Operations and the Regional Planning and Development divisions. As previously discussed, these positions will be paid for with increased Unified Planning Work Program funding from the Infrastructure Investment and Jobs Act.

The 2022/2023 budget also includes four positions in the Area Agency on Aging to support DRCOG’s growing voucher programs, the Veteran-Directed Care program and data collection.

Finally, to aid in administrative and marketing support for the organization’s growth, there are four new positions budgeted collectively in the Administration and Finance, Communications and Marketing, Executive Office and Human Resources divisions.

The onboarding of all new positions will be staggered throughout the year.

- **Contractual** obligations increase in 2022/2023. Again, this is primarily due to increased Unified Planning Work Program funding and its related initiatives. DRCOG is also budgeting an increase in contractual payments to the fiscal management services provider for the Veteran-Directed Care program approved by the Finance and Budget Committee.

- **Non-personnel expenditures** include funds for direct business expenses such as equipment, technology updates, license renewals and training. Also included are business insurance premiums, which total approximately \$195,000. Per the terms of DRCOG’s lease agreement, the rent obligation at 1001 17th Street increases slightly in June of each year. There is also money budgeted for technology upgrades such as a web-based phone system and cloud storage projects.
- **Capital outlay** includes \$70,000 for office space improvements to accommodate desk sharing and the needs of an increased workforce.

### Fund balance

The fiscal year 2022/2023 ending fund balance for DRCOG is projected to be approximately \$11 million. About \$3.4 million of this fund balance reflects prepaid funds set aside for specific programs such as regional data acquisition projects, Guaranteed Ride Home and regional vanpool.

Because most of DRCOG’s grants operate on a reimbursement basis, DRCOG must maintain substantial working capital to pay contractual obligations and meet daily expense outlays while awaiting grantor payments. DRCOG’s auditors have consistently recommended maintaining a fund balance equal to three months’ expenditures. Based on prior-year expenses and contractual rent obligations, that amount would total approximately \$12 million. Member dues collected in excess of program obligations and activities will be applied toward the general fund to replenish this balance and further strengthen DRCOG’s overall financial position.

Pass-through funds are excluded from the general operating fund budget; however, the 2022/2023 pass-through is estimated to total \$23,697,130. This year’s pass-through funds will be received through Older Americans Act/State Funding for Senior Services, Federal Transit Administration 5310 awards and state human services transportation funds.

Respectfully submitted,

Douglas W. Rex  
Executive Director

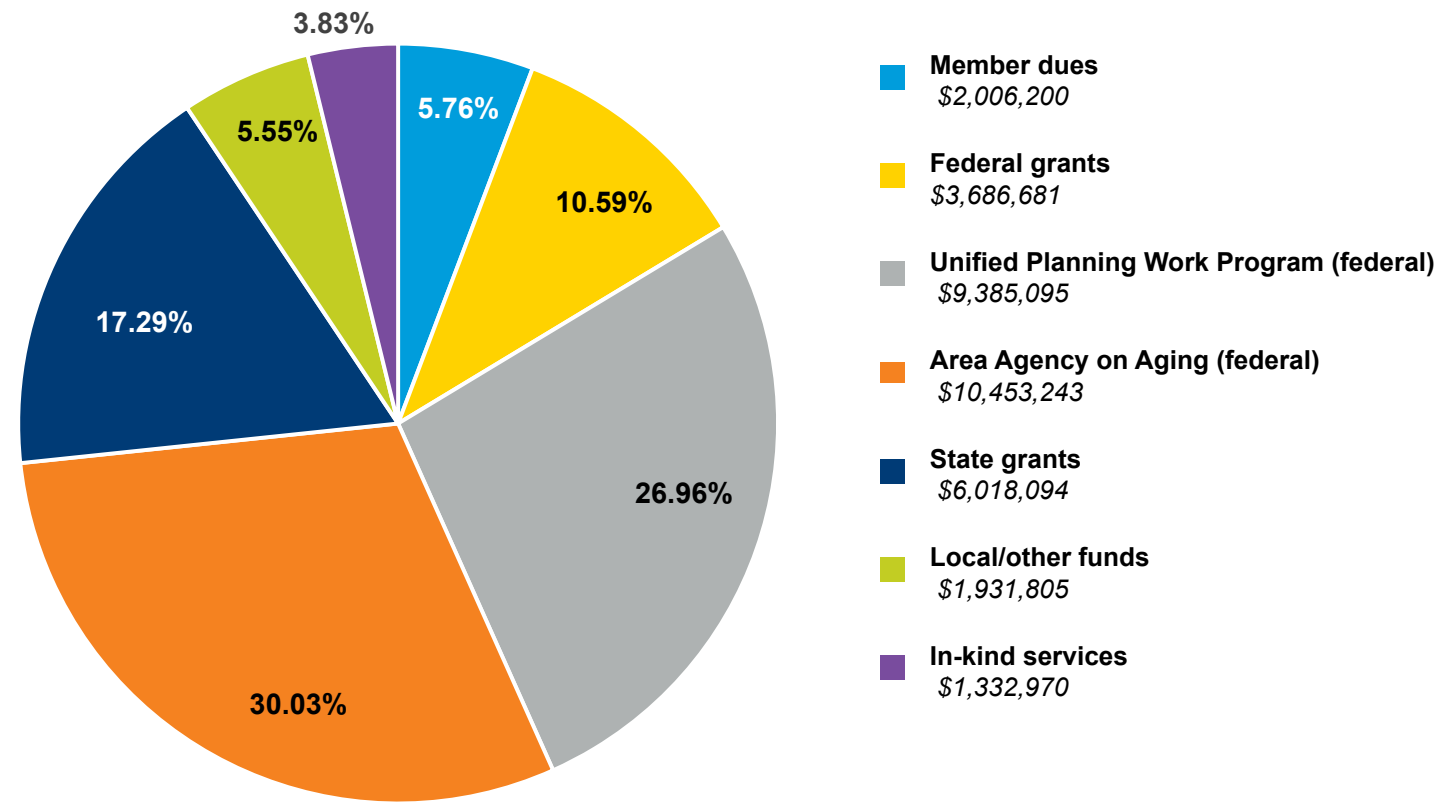
# Fiscal year 2022/2023 budget summary and comparison

	2021 budget	2021/2022 budget	2022/2023 budget
Beginning balance <sup>1</sup>	\$10,872,989	\$10,902,989	\$10,932,989
General funds	\$7,477,735	\$7,507,735	\$7,537,735
Program obligations	\$3,395,254	\$3,395,254	\$3,395,254
Revenues			
Member dues	\$1,760,800	\$1,760,800	\$2,006,200
Federal grants	\$21,488,159	\$20,562,196	\$23,525,019
State grants	\$5,626,685	\$6,544,866	\$6,018,094
Local/other funds	\$2,006,320	\$1,546,567	\$1,931,805
In-kind services	\$1,015,954	\$1,104,393	\$1,332,970
Interest/investment income	\$30,000	\$30,000	\$30,000
Total revenues	\$31,927,918	\$31,548,822	\$34,844,088
Total funds available	\$42,800,907	\$42,451,811	\$45,777,077
Expenditures			
Personnel	\$14,855,799	\$15,435,758	\$16,778,541
Contractual services	\$12,228,700	\$11,361,047	\$12,489,508
DRCOG cash	\$909,511	\$1,060,331	\$1,285,115
Non-personnel	\$3,893,908	\$3,651,686	\$4,220,924
Capital outlay	\$10,000	\$10,000	\$70,000
Total expenditures	\$31,897,918	\$31,518,822	\$34,844,088
Ending balance	\$10,902,989	\$10,932,989	\$10,932,989
General funds	\$7,507,735	\$7,537,735	\$7,567,735
Program obligations <sup>2</sup>	\$3,395,254	\$3,395,254	\$3,395,254
Pass-through funds			
Area Agency on Aging	\$19,478,183	\$18,839,150	\$19,668,693
Federal Transit Administration	\$1,276,756	\$1,744,036	\$2,284,000
Human services transportation			\$1,744,437
Total pass-through funds	\$20,754,939	\$20,583,186	\$23,697,130

<sup>1</sup> The beginning balance for the 2021 budget is based on 2020 actuals. All other 2021 and 2021/2022 line items are estimates.

<sup>2</sup> Program obligations are prepaid funds set aside for specific programs: Guaranteed Ride Home, regional data acquisition projects, regional vanpool, and Veteran-Directed Care.

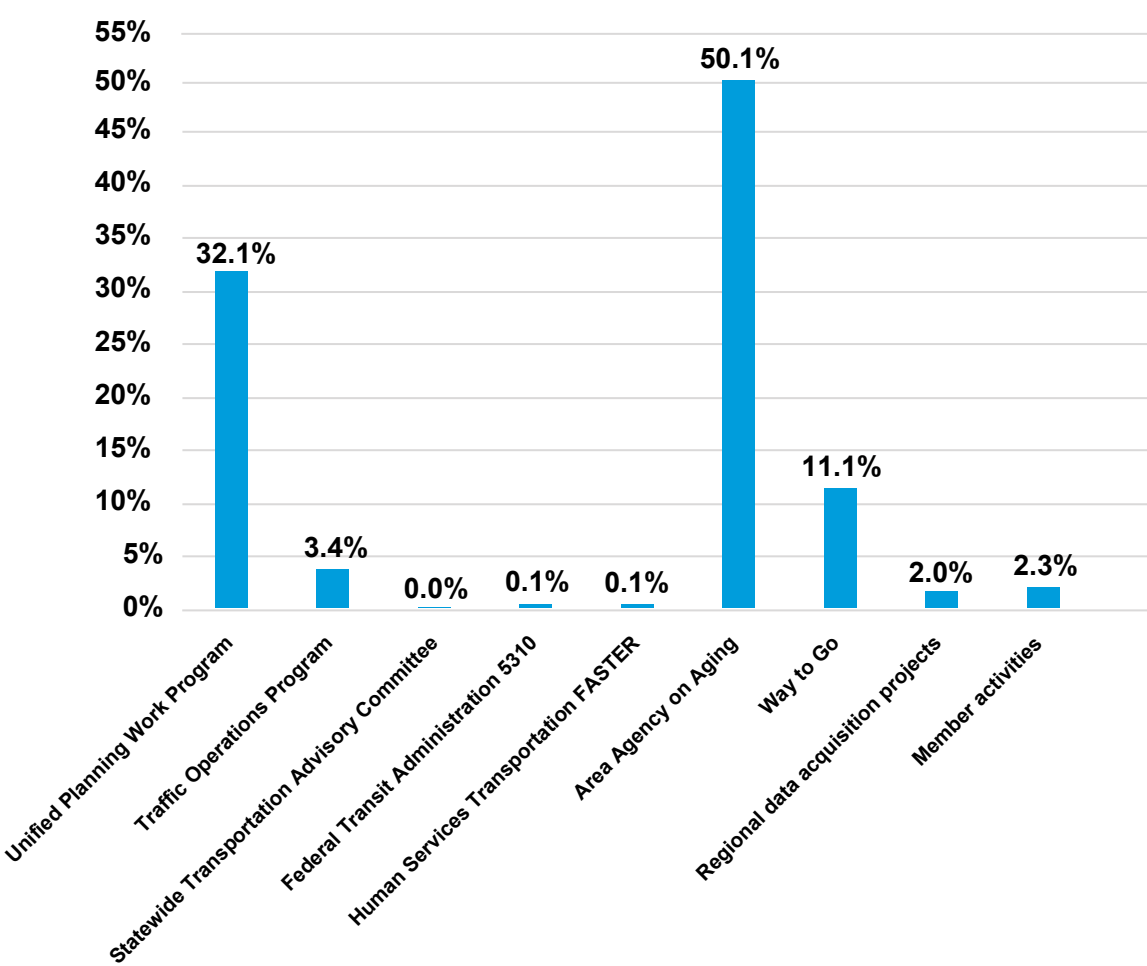
# 2022/2023 fiscal year funding



Source	Percent of total	Amount
Member dues	5.76%	\$2,006,200
Federal grants	10.59%	\$3,686,681
Unified Planning Work Program (federal)	26.96%	\$9,385,095
Area Agency on Aging (federal)	30.03%	\$10,453,243
State grants	17.29%	\$6,018,094
Local/other funds	5.55%	\$1,931,805
In-kind services	3.83%	\$1,332,970
Projected total funding	100.00%	\$34,814,088



# Fiscal year 2022/2023 expenditures by strategic initiative



Strategic initiative	Percent of total	Amount
Unified Planning Work Program	32.14%	\$11,188,225
Traffic Operations Program	3.44%	\$1,196,768
Statewide Transportation Advisory Committee	0.03%	\$9,550
Federal Transit Administration 5310	0.10%	\$35,000
Human Services Transportation FASTER	0.06%	\$20,000
Area Agency on Aging	50.12%	\$17,449,363
Way to Go	9.83%	\$3,423,201
Regional data acquisition projects	1.99%	\$692,730
Member activities	2.30%	\$799,251
Strategic initiatives total	\$34,814,088	\$34,814,088

# Fiscal year 2022/2023 strategic initiatives funding summary

Project	Federal	State	Local/ other funds	In-kind services	Member dues match/DRCOG funded	Total
Unified Planning Work Program	\$9,385,095			\$1,211,381	\$591,749	\$11,188,225
Traffic Operations Program	\$1,196,768					\$1,196,768
Federal Transit Administration 5310*	\$35,000					\$35,000
Statewide Transportation Advisory Committee/State Rural Planning Assistance	\$9,550					\$9,550
Human Services Transportation ***		\$20,000				\$20,000
Area Agency on Aging**	\$10,453,243	\$5,998,094	\$234,660	\$70,000	\$693,366	\$17,449,363
Way to Go	\$2,445,363		\$913,441	\$51,589	\$12,808	\$3,423,201
Regional data acquisition projects			\$692,730			\$692,730
Member activities			\$90,974		\$708,277	\$799,251
Total funding summary	\$23,525,019	\$6,018,094	\$1,931,805	\$1,332,970	\$2,006,200	\$34,814,088

\*Funding summary does not reflect \$2,284,000 in Federal Transit Administration 5310 pass-through funding.

\*\*Funding summary does not reflect \$19,668,693 in Area Agency on Aging pass-through funding.

\*\*\*Funding summary does not reflect \$1,744,437 in Human Services Transportation funding.

Funding summary does not reflect \$30,000 in projected interest income.

# Work program

DRCOG's 2022/2023 work program consists of programs, projects, and initiatives associated with DRCOG's Balanced Scorecard strategic plan. The work program is organized within four Balanced Scorecard perspectives.

Described below, perspectives are the various lenses or views of DRCOG's organization. Strategic objectives (shown on the following page) and associated measures are developed for each perspective, creating a scorecard that is balanced.

## Communities and residents

This perspective contains objectives that represent continuous improvements needed for our communities and their residents.



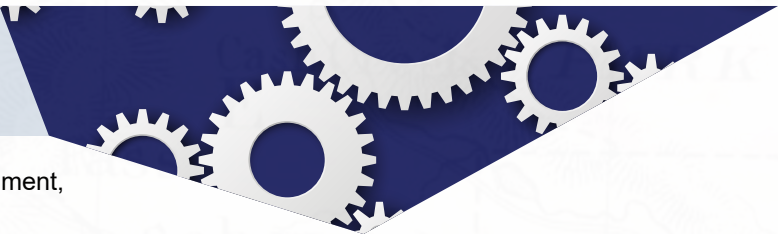
## Financial stewardship

The financial stewardship perspective contains objectives related to cost management, funding and resource investment.



## Business operations

This perspective contains objectives related to process improvement, partnering, products and services.

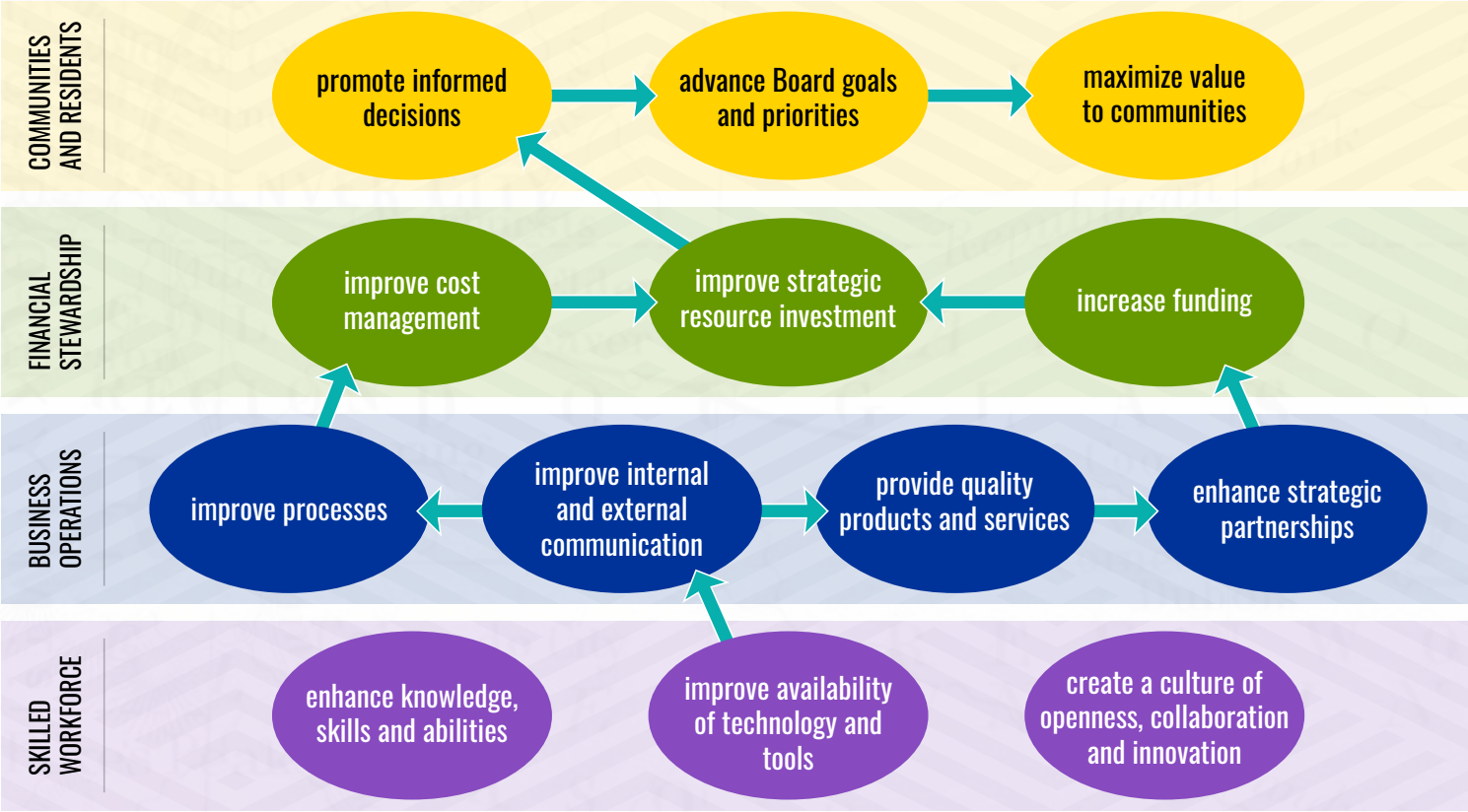


## Skilled workforce

The skilled workforce perspective encompasses objectives related to developing knowledge, skills and abilities for staff, a collaborative culture and providing the proper tools and technology for staff to perform their jobs to the highest level.



# The DRCOG strategy map





# Communities and residents

- Promote informed decisions.
- Advance Board goals and priorities.
- Maximize value to communities.

## Collaboration with peer agencies

Ongoing collaboration with forward-thinking groups on topics of regional growth and development, transportation planning and to promote and support communities that facilitate healthy and successful aging.

## Population and employment forecast coordination

DRCOG staff will collaborate with the Colorado Department of Local Affairs to improve local, regional and state coordination on accurate, timely and transparent forecasts. Beginning in 2022, the newly formed Small Area Forecast Work Group will engage local stakeholders in the process so forecasts incorporate local plans.

## Metro Vision Idea Exchanges

Metro Vision Idea Exchanges provide a forum where DRCOG's planning partners and other stakeholders share information and ideas, identify local and regional successes worth continuing, as well as emerging and ongoing challenges and actions to address them.

## Community visits

Following the COVID-19 pandemic, planning staff are preparing to resume visiting member governments in-person to learn about local concerns.

## Regional Growth Initiative cohorts

DRCOG facilitates forums where participants discuss critical growth and development issues and identify individual and shared solutions to contribute to the achievement of Metro Vision outcomes and objectives.

## Way to Go 2.0

Way to Go is a foundational regional partnership between DRCOG and eight transportation management associations that reduces traffic congestion and improves air quality through education, marketing and outreach to encourage non-single-occupant vehicle travel. As the region emerges from the COVID-19 pandemic, Way to Go outreach and marketing will augment promotion of telework, walking and biking with a renewed emphasis on transit, carpooling and vanpooling.

## Public engagement

Through its ongoing public engagement initiative, DRCOG provides people-centered planning, projects and services by proactively offering opportunities for the region's residents to learn about and engage with DRCOG. DRCOG staff will continue to build on efforts using online tools and new tactics, while leveraging the Youth Advisory Panel and Civic Advisory Group to expand the range of voices offering input.

## Bike to Work Day

In the 2022/2023 fiscal year, DRCOG will once again work with partners across the region to promote Bike to Work Day in June, the second-largest event of its kind in the country. The event introduces people to bike commuting in a fun, supportive environment, and results in long-term behavior change.

## Boomer Bond

Since its inception, 21 communities have used DRCOG's Boomer Bond assessment to plan for the needs of older adults. During the 2022/2023 fiscal year, DRCOG staff will work with at least two member governments to conduct the assessment: Golden and Westminster.

# Communities and residents

- Promote informed decisions.
- Advance Board goals and priorities.
- Maximize value to communities.

## Smart Region Initiative

Building on established partnerships with organizations already active in the Smart City space, such as the Colorado Smart Cities Alliance, DRCOG staff continue to track and incorporate innovations and best practices in the areas of mobility; connectivity; health and aging; and safety and resilience. An (almost) weekly e-newsletter known as the Somewhat Weekly Smart Region Syllabus keeps subscribers (including Board members) informed of the latest developments in technologies.

## Small Communities, Hot Topics

Started in 2014, the Small Communities, Hot Topics forum has transitioned into an online virtual annual forum. Beyond the annual forum, DRCOG staff relay timely information about programs, opportunities and developing trends relevant to the region's smaller communities. The Small Communities, Hot Topics forum will continue, as well as DRCOG's frequent digital communication, the Small Communities, Hot Topics Tribune, designed to keep DRCOG's smaller jurisdictions well-informed about resources and opportunities.

## Legislative affairs

DRCOG provides ongoing analysis of the potential effects and benefits of proposed legislation that may accrue for all DRCOG activities, with a specific emphasis on transportation funding and funding and policy for aging services. DRCOG's legislative team is always available to provide insights on the effects of proposed legislation on the mission, vision and daily activities of DRCOG and any potential effects on member communities.

## Ride Alliance trip exchange

The Area Agency on Aging piloted a transportation trip exchange developed under the Veterans Transportation and Community Living Initiative. Staff and partners are evaluating the exchange's strengths and weaknesses and making adjustments before planning for a full program launch.

## Video and online outreach

Responding to the COVID-19 pandemic required the Area Agency on Aging to adapt in many ways, including virtual outreach to the people it serves. DRCOG staff have created marketing and informational materials to share on social media and other virtual platforms.





### Quarterly City and County Managers Forum

DRCOG will continue to host quarterly meetings of the region’s city and county managers, transitioning back to an in-person format when feasible. The forums provide managers with an opportunity to identify, discuss and share ideas on regionwide topics as well as concerns affecting their respective communities. DRCOG facilitates the forum, helping to identify resources and information.

**Milestones:** The forums have provided DRCOG staff with strategic insight into the needs of its member governments across the region. During the first quarterly forum in February 2019, city, county and town managers started an ongoing conversation on homelessness and housing. The quarterly forums were conducted virtually during the COVID-19 era and included conversations on the effects of the pandemic on local government operations and innovative strategies for a new normal, as well as the effects of the opioid epidemic.

The forums provide an opportunity for staff to keep the region’s city, town and county managers apprised of emerging activities and better understand how DRCOG staff can provide them with meaningful resources.

**Significance:** The forums provide an opportunity for the city and county managers to hear about — and provide input and feedback on — DRCOG activities, new initiatives and upcoming opportunities. They’re also a dedicated place where managers can explore issues that may affect the entire region and their significance to the managers’ communities and counties. Managers identify the topics for conversation, and DRCOG coordinates the meetings and identifies information and relevant resources. Recent topics have included homelessness, the opioid crisis, transportation funding, micromobility and wasteshed planning.

## Communities and residents

- Promote informed decisions.
- Advance Board goals and priorities.
- Maximize value to communities.



### Area Plan on Aging

Two years into the COVID-19 pandemic, it continues to disproportionately cause deaths among older adults. In 2022/2023 the Area Agency on Aging will begin to develop a four-year Area Plan on Aging, as required by the Older Americans Act. Area Agency on Aging staff will facilitate a Community Assessment Survey of Older Adults, with an emphasis on the effect of COVID-19. Staff will conduct interviews and community focus groups with older adults, their family members and caregivers. Staff will also conduct customer satisfaction surveys to collect feedback on existing services funded or provided by the Area Agency on Aging. Staff will conduct a gap analysis on services in the metro area, and meet with service providers to explore their needs, discover what they learned during the

pandemic and how they’ve changed service delivery. The outreach activities will help Area Agency on Aging staff better understand how older adults are doing in the Denver region, what services they need and the extent of the ongoing effects of COVID-19 on their lives.

Area Agency on Aging staff will compile findings to develop a four-year work plan that will guide its work and funding decisions, and a companion report to provide regional context for elected officials, partner organizations and service providers. The Area Plan on Aging will identify the gaps in service availability and outline how the data supports increased funding for services, informing state funding advocacy efforts and equipping local partners to better serve the region’s older adults.





# Communities and residents

- Promote informed decisions.
- Advance Board goals and priorities.
- Maximize value to communities.

## 2024-2027 Transportation Improvement Program

Transportation Planning and Operations will conduct the Transportation Improvement Program calls for projects and programming decisions for fiscal years 2022-2025 and fiscal years 2024-2027.

## Advanced Mobility Partnership

DRCOG convenes regional and local participation in the Advanced Mobility Partnership to evaluate, prioritize, coordinate and implement Mobility Choice Blueprint tactics and other transportation technology innovations and initiatives. DRCOG staff is also working with regional partners to explore processes to collect, manage, maintain and share regional transportation data.

## Metro Vision

DRCOG will pursue an amendment to Metro Vision focused on aligning the plan with strategies and initiatives developed by regional partners since the plan's original adoption in early 2017.

## 2050 Metro Vision Regional Transportation Plan and greenhouse gas review

DRCOG is reviewing the 2050 Metro Vision Regional Transportation Plan (adopted in 2021) against greenhouse gas emission reduction targets set in state rule. DRCOG will consider updates to the plan by the Oct. 1, 2022, deadline to review the regional transportation plan against the reduction levels.



## Community-based transportation plans

DRCOG staff will work with member governments and community groups on planning efforts to improve mobility options for low-income and disadvantaged populations. The grassroots effort will focus on identifying local communities' most important transportation challenges and developing strategies to overcome them.

**Milestones:** Solicit proposals for community-based transportation plan projects from local agencies and

community groups and select initial project proposals in fall 2022. Complete first planning effort in winter 2022.

**Partnerships:** Local governments; nonprofits; community groups.

**Significance:** Through development of community-based transportation plans, DRCOG staff intends to address inequities in mobility and transportation access and respond to local needs in historically disadvantaged communities.



# Financial stewardship

- Improve cost management.
- Improve strategic resource investment.
- Increase funding.

## Community Mobility Planning and Implementation

DRCOG will initiate a program to support small-area planning and small infrastructure projects that contribute to the implementation of key outcomes within Metro Vision and the 2050 Metro Vision Regional Transportation Plan.

## Regional Corridor Plans

DRCOG will coordinate and lead multimodal corridor planning efforts for priority corridors identified in the 2050 Metro Vision Regional Transportation Plan.

## Regional data acquisition projects

DRCOG facilitates and manages cost-effective partnerships and projects that acquire foundational datasets including imagery, lidar, planimetric data and land cover in support of local and regional planning.

## Civic Academy

DRCOG continues this valuable program, formerly known as Citizens' Academy, to build civic capacity and engagement. Through the seven-week course, held twice each year, DRCOG staff facilitate education and discussions about essential regional issues like transportation, growth and economic vitality, housing, civic engagement and more.

## Closing the housing security gap

DRCOG will continue to develop and participate in multisector partnerships to address gaps and barriers to securing affordable housing options for residents throughout metro area. DRCOG and its partners will explore data-oriented resources as well as policy- and program-driven solutions.

## Technical assistance program

DRCOG will pilot a technical assistance program to build local government and stakeholder capacity to develop solutions for community challenges and engage with communities that have been historically underrepresented in the process to develop ideas and solutions that ensure equitable and adaptive community and regional mobility.

## Audit

An analysis and report resulting in findings related to DRCOG's financial health and compliance with grant management guidelines, the audit will commence in July for the prior fiscal year.

## DRCOG budget

A foundational annual product, the budget process begins in January and concludes with final approval by the Board of Directors in May. The budget directs financial decisions made throughout the fiscal year.



# Business operations

- Improve processes.
- Improve internal and external communication.
- Provide quality products and services.
- Enhance strategic partnerships.

## Accountable Health Communities wrap-up

With the Area Agency on Aging’s Denver Regional Accountable Health Community coming to the end of its five-year grant-funded term through the Centers for Medicare and Medicaid Services, staff will analyze data, prepare a final report and demonstrate how connecting patients with community service provider resources saves money and improves health outcomes.

## Board collaboration assessment

An annual improvement activity, DRCOG’s Board of Directors uses the Board Collaboration Assessment to provide feedback on collaboration with directors, committee structure and leadership.

## Geographic information systems data development

Through an annual partnership with local governments, DRCOG creates regional datasets including information on employment, housing, open space and zoning in support of local and regional planning.

## Regional Crash Consortium

DRCOG staff will convene stakeholders interested in improving the quality of crash data. Crash data accuracy is essential to identifying and solving safety issues in the region’s transportation system.

## Cloud-based phone system

Implementing a cloud-based phone system will improve messaging efficiency when staff is not physically in the office to answer phones. The system supports DRCOG’s business continuity strategy.

## Website refresh project

DRCOG staff will refresh DRCOG’s website and consolidate other web properties. The web refresh project will raise DRCOG’s public visibility, improve access to its services and programs, and improve the security of its digital properties.

## Cloud storage implementation

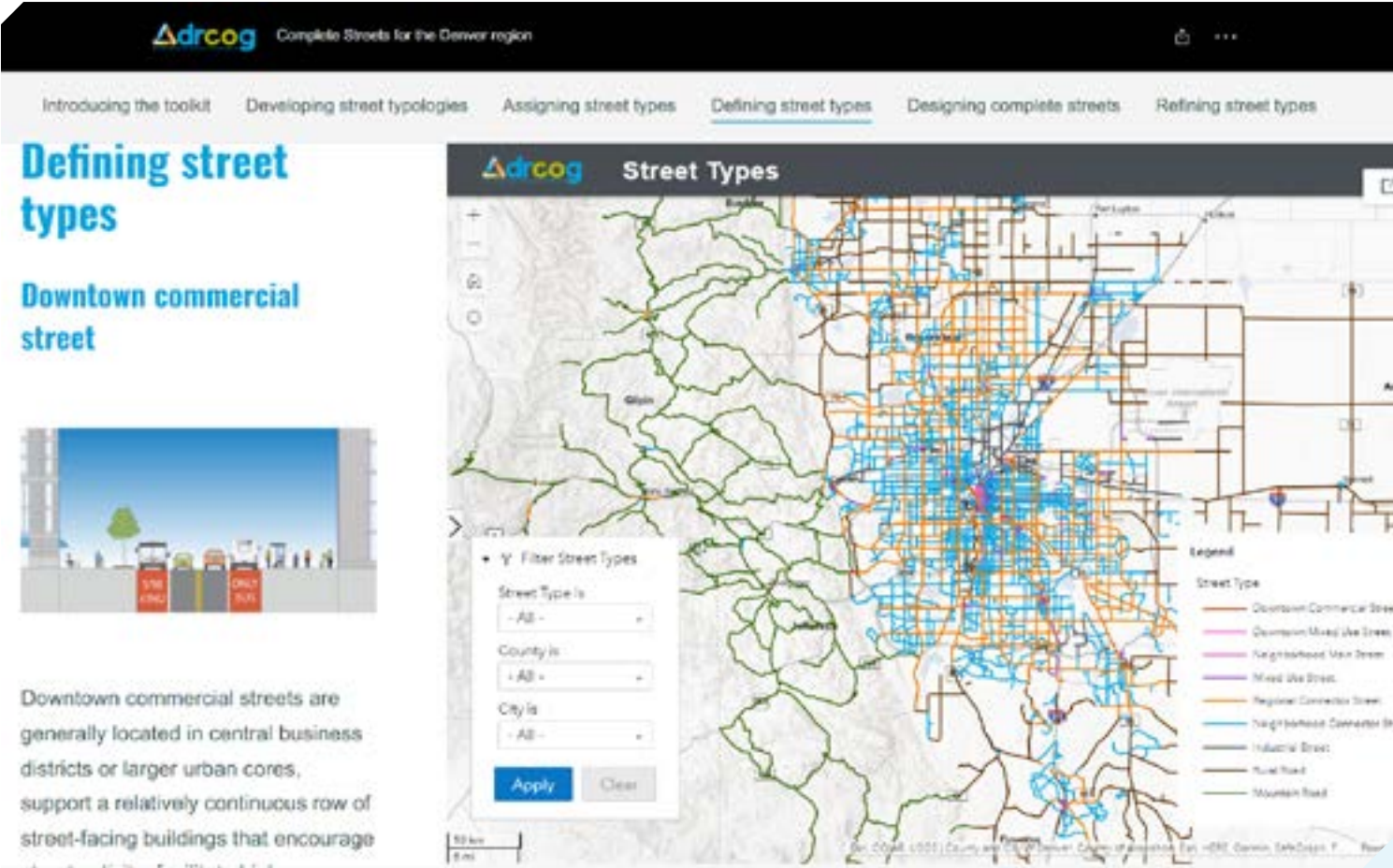
Moving local document storage to the cloud will enhance staff’s hybrid work experience while teleworking. Cloud storage also aligns with DRCOG’s business continuity strategy in the event of an emergency.

## Area Agency on Aging data infrastructure

DRCOG staff will work with the State Unit on Aging and a consultant to build a comprehensive data system that improves data collection and reporting.

## Office reconfiguration

Staff will explore opportunities to create a more adaptive physical work environment in response to DRCOG’s new hybrid work environment.



## Story maps

DRCOG’s staff develops data visualizations to engage stakeholders in planning and transportation topics, using informative and easy-to-explore web maps and infographics. In 2021, staff added story maps to DRCOG’s visualization toolbox, launching a Complete Streets story map. Story maps enhance spatial analysis with

narrative and photography to provide context to what might otherwise seem like abstract concepts. In 2022, DRCOG staff will develop a Regional Vision Zero story map to help residents, planning professionals and elected officials better understand context around the region’s High-Injury Network and critical corridors.



# Skilled workforce



- Enhance knowledge, skills and abilities.
- Improve availability of technology and tools.
- Ceate a culture of openness, collaboration and innovation.

## Continuing education

In addition to its tuition reimbursement program, DRCOG maintains relationships with a number of institutions of higher education that offer employees tuition discounts.

**Partnerships:** Claremont-Lincoln University, Colorado Christian University, Colorado State University-Global Campus, DeVry University and Regis University. DRCOG has recently formed a partnership with All Campus, a company that offers tuition discounts at 25 colleges and universities (including University of Southern California, Carnegie Mellon University,

DePaul University, and Johns Hopkins Univerity) to DRCOG employees and their families.

## Internship site

Over the past two years DRCOG has expanded its relationship with institutions of higher education by serving as an internship site for students completing their degrees.

**Partnerships:** Metropolitan State University of Denver, University of Central Florida, University of Colorado – Denver, University of Denver.



## Professional certification

In order to support staff's professional development and enhance networking opportunities that benefit the organization, DRCOG reimburses up to \$400 for each employee for approved job-related professional memberships and certifications.

## Doug'n Donuts

Doug'n Donuts is an informal monthly town hall providing an opportunity for DRCOG staff to gather socially and interact with DRCOG's executive director, Douglas W. Rex, and the senior management team. Employees are encouraged to ask questions, offer suggestions and learn about activities, developments and policies.

## Third Thursday Lunch and Learn

Once-a-month lunchtime learning opportunities provide DRCOG staff with a midday diversion that provides interesting, intellectually stimulating presentations on a variety of topics from DRCOG partners, Board members and subject-matter experts

## COG Cares

A service-based employee volunteer program, COG Cares equips DRCOG staff to give back to the region's communities and build teamwork skills across work groups and divisions.

## Employee Engagement and Satisfaction Survey

An annual improvement opportunity, the Employee Engagement and Satisfaction Survey facilitates staff feedback on their overall experiences at DRCOG, their work groups, supervisor, division director and the executive director.

## Equity Action Committee

DRCOG's Equity Action Committee advises the organization in evaluating its progress and charting its course toward diversity and equity. Committee membership is voluntary. Its members provide regular updates at division director meetings and all-staff meetings. Working with a consultant, the committee conducted an employee survey on equity-related issues. Its members are working with division directors on a strategic plan to better address equity in DRCOG's operations.

## Employee engagement platform

Initially developed in response to mandatory telework during the COVID-19 pandemic, Communications and Marketing staff created an online platform to foster employee engagement. The engagement site leverages the Microsoft Teams platform to foster casual conversations to increase interpersonal connection and morale. Staff is adapting the engagement experience to align with a hybrid work environment.



## Training and development

DRCOG has a legacy of investing in its staff through training and development opportunities. Auzmor is a web-based learning management system that employees can use as their schedule allows, as opposed to during a set time in a classroom or meeting space for training. DRCOG also partnered with Go1, the world's largest training content hub. Go1 maintains over 100,000 training classes from which DRCOG's Human Resources division, division directors and managers have developed a custom training library specific to employee needs.

**Milestones:** In early 2020, DRCOG partnered with Auzmor Learn to provide employees with a new way to access learning opportunities. DRCOG University currently has nearly 600 classes available to staff.

**Partnerships:** Auzmor Learn, Go1

**Leadership development:** In 2022/2023, DRCOG will develop programs and initiatives to help its employees make progress toward their career aspirations through greater access to internal and external professional development opportunities, networks and trainings.



**Denver Regional Council of Governments**  
1001 17th St., Denver, CO 80202  
303-455-1000 | [drcog.org](http://drcog.org)