

**COLORADO WATER RESOURCES &
POWER DEVELOPMENT AUTHORITY**

BOARD PROGRAM WORK SESSION (BPWS) AGENDA

**April 24, 2025
1:00 pm– 5:00 pm**

Authority Conference Room

Board Members: Mike Fabbre (Chair), Chris Treese (Ex-Officio), Eric Wilkinson, Steve Vandiver, Patti Wells, Matt Shuler, Karen Wogsland, Lucas Hale, and Bruce Whitehead.

Authority Staff: Keith McLaughlin, Heather Newton, Jim Griffiths, Justin Noll, Wesley Williams, Ian Loffert, Kevin Carpenter, Austin Reichel, and Giorgi Gazashvili.

Others present: Desi Santerre (DOLA), Cynthia Thayer (DOLA), Alex Hawley (WQCD), Margaret Talbott (WQCD), Aly Ulibarri (WQCD), and James Wheatley (WQCD).

AGENDA

1. PNP Recommendations – Continued discussion from March 2025 – discussion and possible action. **(Ian and Jim)**
2. Direct Loan Prepayment When PF is Included – discussion and possible action. **(Kevin and Wes)**
3. Authority Bylaws - Continued discussion from December 2024 “parking lot” items – discussion and possible action. **(Keith)**
4. Information Systems Policy Annual Review – discussion and possible action. **(Justin)**
5. Benefits and Insurance Analysis and Recommendations – discussion and possible action. **(Keith and Heather)**



COLORADO WATER RESOURCES & POWER DEVELOPMENT AUTHORITY

The Amp – Suite 820, 1580 N Logan Street, Denver, Colorado 80203-1942

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MEMORANDUM

April 25, 2025

TO: Board of Directors and Karl Ohlsen

FROM: Jim Griffiths, Deputy Director
Ian Loffert, Assistant Finance Director

RE: Drinking Water Revolving Fund Program (“DWRF”)
Private Nonprofit (“PNP”) Public Water Systems – Lending Process Improvement Recommendations

Senate Bill 15-121 in 2015 authorized the Authority to fund eligible PNP public water systems through the DWRF. Since 2015, the Authority has executed 4 PNP loans for approximately \$7.1 million and has one approved, but unexecuted, PNP loan for \$1.4 million to the Blue River Valley Ranch Lakes Association. There is one new PNP loan application for Swiss Village Homes Association going before the Board for approval at the April 25, 2025, Board meeting.

As of January 1, 2024, the Board approved conversion planning grants in the amount of \$25,000 to encourage and ease the financial burden of PNPs converting to a local government. Converting to a local government not only provides a more transparent and straightforward structure, but it also opens up better loan terms and expanded grant eligibility.

PNP loans require significant Authority staff and counsel attention, time, patience, and flexibility in order to execute. To further alleviate staff burden, reduce admin costs and time, and address problem areas ahead of the PNP loan application process, staff has revised and provided the following recommendations after incorporating Board input from the March 2025 Board Program Work Session and Board meeting:

Immediate recommendations that *do not* require Intended Use Plan (“IUP”) updates:

- Require a funding alternatives analysis as part of the Project Needs Assessment (“PNA”) review process. This analysis will be reviewed by SRF staff and include the financial differences and impacts to ratepayers and compares the costs of coming through the SRF program as different types of local governments versus a PNP.
- Make the funding alternatives analysis a required talking point of borrowers’ public meetings.
- Update the current loan application document to include a specific section for PNP applicants that requires them to agree to the various PNP lending program requirements and provide confirmation from their counsel that they have met the list of prior conditions and taken the necessary steps to be eligible to apply.
- Require full audited financial statements annually instead of just CPA reviews/compilations.

Long-term recommendations that *will* require IUP changes, effective as of January 1, 2026:

- Establish a maximum dollar amount of PNP loans per year of \$5 million.
- Set higher interest rates for PNP loans. The rate will be higher than the direct loan, non-DAC rate, and will be similar to the Colorado Water Conservation Board’s (“CWCB”) commercial rate. This rate will be reviewed and discussed with the biannual interest rate recommendations, and more often, if necessary. It should be noted that the approval of higher interest rates for PNPs will eliminate the opportunity for DAC PNP borrowers to receive reduced interest rates.
- Implement a PNP upfront admin fee of 1% of the total loan request to help offset the admin costs related to the execution of PNP loans (this equates to \$10,000 for every \$1 million lent).

Board Action: Motion to approve any, or all, of the provided recommendations at the April 25, 2025, Board meeting.



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MEMORANDUM

April 25, 2025

TO: Board of Directors and Karl Ohlsen
FROM: Wesley Williams, Finance Director
Kevin Carpenter, Senior Financial Analyst I
RE: Loan Prepayment Policy
Water Pollution Control Revolving Fund (“WPCRF”)
Drinking Water Revolving Fund (“DWRF”)

The Authority Board of Directors has the ability to adopt policy and set conditions for all loan approvals.

The Board of Directors has expressed concerns about the possibility of borrowers receiving large amounts of principal forgiveness (“PF”) while having the ability to prepay or payoff the loan principal shortly after execution. Current direct loan policy allows borrowers to prepay their loan at any time after execution upon providing 30 days’ notice to the Authority.

After discussion at the March 2025 Board Program Work Session, staff has revised possible recommendations and has outlined three options below to address the Board’s concerns. If adopted, the selected policy would apply to any loan comprised of any amount of PF unless otherwise waived by the Board.

Option 1: Adopt an upfront prepayment fee to cover the SRF’s cost of loan closing for any loan that includes PF. The prepayment fee would only be imposed if the loan is prepaid within one year of execution. Staff has calculated the average cost of closing a direct loan eligible for PF to be approximately \$10,000.

- An upfront prepayment fee of \$15,000 would cover the cost of closing for the vast majority of PF direct loans

Option 2: Adopt a policy to restrict prepayment of any loan that includes PF within the first 1-3 years from loan execution.
Ex: 2025 Gardner PID Direct Loan prepayment conditions –

- 30-year loan, restricted prepayment for first three years

If prepayment occurs prior to the restricted years, the borrower must pay all interest that would have been accrued in the years of restriction along with the remaining principal.

Option 3: Adopt a policy to restrict prepayment of any loan involving any amount of PF within the first 1-3 years from loan execution, as outlined under option 2 above, along with a \$15,000 upfront prepayment fee to cover SRF cost of closing.

For the Board’s reference - Historical Prepayment Information:

Approx. Interest Payments for \$1m/30yr DL		
	1 year (2 payments)	3 years (6 payments)
3.50%	\$34,800	\$102,400
1.75%(DAC 2)	\$17,400	\$50,800

Loan Amortization Interest Payments*			
	First year	First 3 years	First 5 years
20 yr loan	6%	24%	40%
30 yr loan	4%	17%	27%

*Approx. % of total interest paid within first 1-5 years

Staff Recommendation: Of the three options, staff recommends that the Board adopt Option 2, with a 1 year restriction and a minimum of \$15,000 in interest paid. However, staff believe that restricting prepayments could be done on a case-by-case basis as recommended in the March 2025 Loan Prepayment memo.

Attachments: March 2025 Loan Prepayment Policy Memo



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MEMORANDUM

March 3, 2025

TO: Board of Directors and Karl Ohlsen
FROM: Jim Griffiths, Deputy Director
Kevin Carpenter, Senior Financial Analyst I
RE: Loan Prepayment Policy
Water Pollution Control Revolving Fund (“WPCRF”)
Drinking Water Revolving Fund (“DWRF”)

The Authority Board of Directors has the ability to adopt policy and set conditions for all loan approvals.

The Board of Directors has expressed concerns about the possibility of borrowers receiving large amounts of principal forgiveness (“PF”) while having the ability to prepay or payoff the loan principal shortly after execution. Current policy allows borrowers to prepay their loan at any time after execution upon providing 30 days’ notice to the Authority.

Staff has reviewed possible recommendations and has outlined three options below to address the Board’s concerns.

Option 1: Leave prepayment policy unchanged and determine prepayment conditions on a case-by-case basis when deemed necessary by the Board or staff. Given our tight SRF loan capacity and funding uncertainty, a prepayment may be considered desirable.

Option 2: Adopt a policy to restrict prepayment of loans that are comprised of 50% or more PF within a set amount of years from loan execution.

Ex: 2022 Denver Water Lead Direct Loan prepayment conditions –

- 20-year loan, restricted prepayment for first five years
- 30-year loan, restricted prepayment for first seven years

If prepayment occurs prior to the restricted years, the borrower must pay all interest that would have been accrued in the years of restriction along with the principal payoff.

Option 3: Adopt a policy to restrict prepayment of any loan involving any amount of PF within a set amount of years from loan execution, outlined similarly to option 2 above.

Historical Prepayment Information:

Prepayment 5-Year History		
	Within 2 yrs of execution	Within 5 yrs of execution
BIL Loans	0	0
All Direct Loans	0	1*

Loan Amortization Interest Payments*			
	First 3 years	First 5 years	First 7 years
20 yr loan	24%	40%	54%
30 yr loan	17%	27%	37%

*Colorado Centre MD, WPCRF Direct loan, no PF

*Approx. % of total interest paid within first 3-7 years

Staff Recommendation: Staff recommends option 1, to leave the current prepayment policy unchanged. The Board has the ability to set conditions on loan applications on a case-by-case basis. Staff will continue to review and monitor upcoming loan applications and notify the Board when additional prepayment conditions may be warranted.



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MEMORANDUM

April 16, 2025

TO: Authority Board of Directors and Karl Ohlsen

FROM: Keith McLaughlin, Executive Director

RE: Authority Bylaws – Final Revision

On December 6, 2024, the Board of Directors adopted the Authority's revised bylaws. The attached bylaws include blue highlights to show sections with redlined edits. These redlined edits address the remaining four items previously placed in the "parking lot" for later discussion and consideration. The remaining four issues are as follows:

1. **Article II, Section I. Officers.** Staff recommends keeping the officer's term to two years. However, the language has been amended so that newly elected officers take office immediately following the annual meeting rather than the following meeting in December, conforming with current practice.
2. **Article II, Section 9. Vacancies.** The revised language provides a mechanism to fill officer vacancies when they occur and temporarily until the next Board meeting, where the Board will vote to fill any vacancy for the remainder of the original term. This language eliminates previous progression issues and allows the Board to fill vacancies from its membership as needed. Staff would recommend that Board members serve as Vice Chair before serving as Chair.
3. **Article V, Section 2. Regular Meetings.** The Authority is a component unit of the state and is required by state statute to submit its annual report no later than April 30 of each year. The revised language adds flexibility to allow for the Authority's annual audit and annual report to be completed at a later date, but only if the Authority's statute is also amended to reflect a later date. CH&P recommends that the Authority leave the existing language and only amend it if and when the Authority's statute is changed.
4. **Article VIII – Amendments and Review.** As generally agreed by the Board in December, the suggested language requires that the bylaws are reviewed every four years.

The Authority Bylaws are scheduled for review during the Board Program Work Session on April 24, 2025, and will be considered for adoption at the Board Meeting on April 25, 2025.

COLORADO WATER RESOURCES AND POWER DEVELOPMENT AUTHORITY

BYLAWS (Revised and Adopted December 6, 2024)

ARTICLE I - THE AUTHORITY

- SECTION 1. Name of Authority. The name of the Authority shall be "Colorado Water Resources and Power Development Authority" (the "Authority").
- SECTION 2. Board of Directors. The governing body of the Authority shall be the Board of Directors (the "Board"). C.R.S. Title 37, Article 95, Sections 103(3) and 104(2) (a).
- SECTION 3. Seal of the Authority. The seal of the Authority shall bear the name of the Authority and be in such form as shall be determined by resolution of the Board.
- SECTION 4. Office of the Authority. The office of the Authority shall be located in Denver, Colorado. The Authority may also have offices at such other place or places within the State of Colorado as it may from time to time designate by resolution of the Board and as allowed per C.R.S. Title 37, Article 95, Section 106(1) (e).

ARTICLE II - OFFICERS

- SECTION 1. Officers.
The officers of the Authority shall be a Chair, Vice-Chair, Secretary, Treasurer, Executive Director, Assistant Secretary, Assistant Treasurer and such other officers as may from time to time be elected or appointed by the Board.

The Chair, Vice-Chair, Secretary and Treasurer shall be elected at the annual meeting of the Board in October or as soon as practical thereafter. Each elected officer shall take office ~~at the December meeting of the Board (following the annual meeting)~~ and hold office during the next two years (two years is one term) or until his or her successor shall have been elected and qualified for office.

Such elected officers shall be members of the Board. The Chair may not serve as such for more than one term unless the Board determines otherwise.

The Executive Director shall be appointed by resolution of the Board and shall serve at the pleasure of the Board.

- SECTION 2. Chair.
The Chair of the Board shall preside at all meetings of the Board; shall appoint Board members to committees; shall appoint additional committees or working groups as necessary; and shall have such other duties as the Board may direct. The Chair is an ex-officio member of all committees with all voting privileges.

SECTION 3. Vice-Chair.

The Vice-Chair shall preside over all meetings of the Board in the absence of the Chair and shall perform the duties of the Chair in the event the office of the Chair is vacant or in the event the Chair advises the Vice-Chair that he or she is unable to perform the duties of Chair. The Chair shall resume his or her duties upon notification to the Vice-Chair.

SECTION 4. Secretary.

The Secretary shall act as secretary of the meetings of the Board and cause to be recorded all votes and proceedings; and cause to be maintained a record of all resolutions presented to the Board therein. The Secretary may also serve as Treasurer, if elected to that position by the Board. The Secretary shall preside over all meetings of the Board in the absence of the Chair and Vice Chair and shall perform the duties of the Chair in the event the offices of the Chair and Vice Chair are vacant or in the event the Chair and Vice Chair advise the Secretary that they are unable to perform the duties of Chair. The Chair or Vice Chair shall resume the duties upon notification to the Secretary. The Board may appoint Authority staff as Assistant Secretaries by resolution annually, to perform such duties as the Board shall determine. Such duties of Assistant Secretaries may include, but not be limited to, serving as an officer of the Authority for approval of checks and electronic funds transfers as stated in Article II, Section 7 of the Bylaws.

SECTION 5. Treasurer.

The Treasurer shall provide oversight of the financial records of the Authority and, in coordination with Authority staff, direct the investments of the funds of the Authority. The Treasurer shall preside over all meetings of the Board in the absence of the Chair, Vice Chair, and Secretary and shall perform the duties of the Chair in the event that the Chair, Vice Chair and Secretary advise the Treasurer that they are all unable to perform the duties of Chair. The Chair, Vice Chair, or Secretary shall resume the duties of Chair upon notification to the Treasurer. As Treasurer, he or she shall serve as Chair of the Budget & Audit Committee. The Board may appoint Authority staff as Assistant Treasurer by resolution annually, to perform such duties as the Board shall determine. Such duties of Assistant Treasurer may include, but not be limited to, approval of checks and electronic funds transfers as stated in Article II, Section 7 of the Bylaws.

SECTION 6. Executive Director.

The Executive Director, under the direction of the Board, shall be the chief executive officer of the Authority, and shall have general supervision over and be in administrative charge of all the activities of the Authority; and shall perform all the duties incident to his or her position and office. The Executive Director may enter into agreements relating to the general function and activities of the Authority that do not involve expenditures exceeding \$50,000 and may sign and issue checks and authorize electronic funds transfers not in excess of \$500,000. The Executive Director and other Authority staff shall be empowered to execute documents on behalf of the Authority as authorized by resolution of the Board.

SECTION 7. Checks and Electronic Funds Transfers.

All checks and electronic funds transfers to be made from the Authority of \$500,000 or less shall require the approval of the Executive Director, or, in the absence of the Executive Director, any two of the following officers: Chair, Vice Chair, Secretary, Treasurer, Assistant Secretary or Assistant Treasurer. All Checks and electronic funds transfers to be made from the Authority in excess of \$500,000 shall require the approval of any two of the following officers: Chair, Vice Chair, Secretary, Treasurer, Executive Director, Assistant Secretary or Assistant Treasurer.

SECTION 8. Additional Duties.
The officers of the Authority shall perform such other duties and functions as may from time to time be required or delegated by resolution of the Board, these Bylaws, or policies adopted by the Board.

SECTION 9. Vacancies.
Should the office of Chair, Vice-Chair, or Secretary, or Treasurer become vacant, then the next officer in line shall temporarily move into and perform the duties of that position until the next meeting of the board, as follows: the Vice-Chair will fill a vacancy for Chair, the Secretary will fill a vacancy for Vice-Chair, and the Treasurer will fill any vacancy for Secretary. Subsequently, The Board shall elect a successor from its membership at the next regular meeting to fill the any vacancy at Treasurer and such election or appointment shall be for the unexpired term of said office. Should the office of Executive Director become vacant, the Board shall appoint a successor or an interim Executive Director, by resolution, who shall serve at the pleasure of the Board.

ARTICLE III - BOARD COMMITTEES/WORKING GROUPS

SECTION 1. Committees.
The Board has authorized the following committees and assigned duties to each committee as set forth below. Notice of each committee meeting will be provided to the Board and to the public as required by applicable Colorado law.

SECTION 2. Budget and Audit Committee:
meets as needed to discuss the Authority's annual budget and audited financial statements. The committee participates in the selection process for independent auditors. The committee is responsible for analyzing the Authority's income and expenditures and making budget recommendations to the Board.

SECTION 3. Personnel Committee:
meets annually and as needed to discuss personnel issues and review salary recommendations made by the Executive Director. The committee is responsible for determining salary ranges for staff and recommending the annual salary for the Executive Director for consideration of the full Board at the December Board meeting.

SECTION 4. Board Program Work Session:
meets as needed prior to Board meetings to discuss programmatic issues involving loans, subsidies, and other program-related matters. The

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Board Program Work Session is responsible for making recommendations to the Board on policy matters involving the WPCRF, DWRF, Forest Health, WRBP, Interim Loan and SHLP programs. All Board members present at a Board Program Work Session may participate and vote on any actions properly considered at the Board Program Work Session.

- SECTION 5. Government/Public Affairs Committee:
meets as needed to review and discuss legislation and rules and regulations, which may include proposed legislation and rules and regulations, potentially affecting the Authority or its operations. The committee is responsible for making recommendations to the full Board on such legislative or regulatory matters.
- SECTION 6. Project Finance Committee:
meets as necessary prior to Board meetings to discuss credit reports and loan applications. The committee is responsible for evaluating credit reports and loan applications and making recommendations to the full Board with regard thereto.
- SECTION 7. Other Committees and Working Groups:
The Board may authorize the establishment of other committees or working groups, which may include non-voting members like Authority staff or others designated by the Board and assign duties to them.

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ARTICLE IV - PERSONNEL

- SECTION 1. General Counsel.
General Counsel shall be appointed by resolution of the Board annually and shall serve at the pleasure of and under the direction of the Board. Special counsel may be retained by appointment of the Board whenever deemed appropriate for such purposes and terms as the Board may direct.
- SECTION 2. Additional Personnel.
The Board, through the Executive Director, may from time to time employ such personnel as deemed necessary to exercise the powers, duties and functions of the Authority as prescribed by law. Persons so appointed shall serve at the pleasure of the Executive Director in accordance with the personnel policies established by the Board. Compensation of such personnel shall be determined by the Executive Director in consultation with the Board's Personnel Committee, subject to the salary ranges approved by the Board and within the adopted Authority budget.

ARTICLE V- MEETINGS

- SECTION 1. Annual Meeting.
The annual meeting of the Board shall be held on the first Friday of October of each year. Each member shall be notified of the time and place in accordance with Article V, Section 5 of these Bylaws. The Chair may fix a different date, hour, or place during the month of October for such annual meeting and, if he or she does, each member shall be notified in accordance with Article V, Section 6 of these Bylaws.

SECTION 2. Regular Meetings.

Regular meetings of the Board shall be held at the places and times designated by the Board for each ensuing year at its December meeting, provided that a meeting shall be held each April, or a later date to coincide with the completion of the annual report and audit, as required by State Statute.

The Chair or a quorum of members may fix a different date, time or location for any particular regular meeting, and each member shall be notified in accordance with the provisions of Article V, Section 6.

SECTION 3. Special Meetings.

The Chair may call a special meeting of the Board to be conducted in person or by electronic conference call when he or she deems it necessary or expedient. Members shall be contacted by telephone, mail or email as to the time and place of, and the agenda for, such a meeting in accordance with the provisions of Article V, Section 6.

Section 4. Telecommunications.

One or more members of the board may participate in any meeting and may vote through the use of telecommunications devices, including, but not limited to, a conference telephone or similar communications equipment. Such participation through telecommunications devices shall constitute presence in person at such meeting. Such use of telecommunications shall not supersede any requirements for public hearing otherwise provided by law. C.R.S. § 37-95-105 (2).

SECTION 5. Meetings Public.

All meetings of the Board, and all meetings of three or more members of the Board at which any public business is discussed or formal action may be taken, shall be public meetings and open to the public at all times. The Board may retire into executive session in accordance with the provisions of the Colorado Open Meetings Law, C.R.S. §24-6-401 et seq. applicable to local public bodies, which provides, as applicable to the Authority, that upon the announcement to the public of the topic to be discussed, and citation of the provision of the statute allowing it to be discussed in Executive Session and the affirmative vote of 2/3 of the members present, the members may retire into executive session for consideration of the following (and any other matters that are allowed under the law):

- (1) The purchase, acquisition, lease, transfer, or sale of any real, personal, or other property interest, but no executive session shall be held for the purpose of concealing the fact that a member of the Board has a personal interest in such transaction (§24-6-402(4)(a));
- (2) Conferences with an attorney of the Authority to receive legal advice on specific legal questions (§24-6-402(4)(b));
- (3) Matters required to be kept confidential by federal or state law or rules and regulations (§24-6-402(4)(c));
- (4) Specialized details of security arrangements or investigations (§24-6-402(4)(d));

- (5) Determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and instructing negotiators (§24-6-402(4)(e));
- (6) Personnel matters, except if the employee or employees who are the subject of the session requests an open meeting (§24-6-402(4)(f));
- (7) Consideration of documents subject to the mandatory nondisclosure provisions of the Colorado open records act (except that documents that are work product or subject to the governmental or deliberative process privilege must occur in public unless an executive session is otherwise allowed) (§24-6-402(4)(g)).

No adoption of any proposed policy, position, resolution, rule, regulation or formal action shall occur at any executive session not open to the public.

In addition, unless it constitutes, in the opinion of Counsel to the Authority, a privileged attorney-client communication (in which case a recording or signed statement of counsel shall reflect that no record was kept of attorney-client privileged discussion), discussions that occur in an executive session shall be electronically recorded; the recording shall recite the provision of the Open Meetings Law allowing the executive session, and the actual contents of the discussion.

SECTION 6. Notice.

Regular and Special meetings of the Board shall be held only after full and timely notice to the public, which shall be posted in a public place no later than 24 hours prior to the meeting. When possible, the posted notice shall include specific agenda information. In addition, notification shall be provided by email, or by telephone call made at least 24 hours prior to the meeting.

Further, as required by the Open Meetings Law, the Authority shall maintain a list of any persons who have, within the previous two years, requested notification of Board meetings at which specified policies will be discussed and shall provide reasonable advance notice to such persons of such meetings, provided, however, that unintentional failure to provide such advance notice will not nullify actions taken at an otherwise properly published meeting.

SECTION 7. Quorum.

At Regular and Special meetings of the Board five of the members of the Board shall constitute a quorum for the purpose of transacting business; action may be taken and motions and resolutions adopted by the Board at any meeting thereof only upon the affirmative vote of at least five members of the Board; provided that a smaller number may meet and adjourn to some other time and place or until a quorum shall be present. No vacancy in the membership of the Board shall impair the right of a quorum of the members to exercise all the powers and perform all the duties of the Board.

SECTION 8. Business at Meetings.

At any meeting of the Board, any business shall be in order, whether or not, stated in any notice sent with respect to such meeting, except as otherwise specifically provided herein.

SECTION 9. Voting.

The Secretary shall cause to be maintained a record of all votes taken by the Board, identifying all nay votes and those Board members that recuse themselves or abstain from such vote. All members of the Board are entitled to vote, including the Chair.

SECTION 10. Conflict of Interest.

The law regarding conflicts of interest applicable to the Authority is set forth in various statutes of the State of Colorado. As contemplated by the law, it is the responsibility of individual Board members to determine, on a case by case basis, whether particular circumstances or situations in which they are involved present conflicts of interest with regard to action as Board members. Further, recognizing that a range of actions (including, without limitation, disclosure; self-recusal from participation in Board action (e.g. voting); self-recusal from Board discussion and action) may be appropriate, individual board members will determine, again on a case by case basis, what specific action, if any, to take in response to circumstances or situations that may present potential conflicts of interest. Board Members should consult the applicable conflicts of interest policy as approved or amended by the Board and available from the Secretary, and Board members are encouraged to consult with General Counsel and their personal counsel for guidance.

At each annual meeting of the Board (or other meeting as determined by the Board), the Board will discuss conflicts of interest and related issues. It is expected that such discussion will make use of written materials that both describe applicable law regarding conflicts of interest and provide guidance in identifying, evaluating, and avoiding or responding to, potential conflicts of interest and/or the appearance of impropriety.

SECTION 11. Resolutions.

All resolutions and orders shall be in writing, recorded and authenticated by the signature of the Chair (or other Board member serving as Chair) and the Secretary or Assistant Secretary, and shall be contained in the minute book of the Authority which shall be maintained by the Authority. Resolutions shall become effective on the day of passage upon adjournment of the meeting unless otherwise stated in the resolution.

SECTION 12. Minutes of Meetings.

The minutes of any meeting of the Board, Regular or Special, shall be deemed to be in draft form and not official until approved by the Board.

SECTION 13. Public Records

All resolutions, the minute book, all orders, and other corporate acts of the Board shall be public records pursuant to C.R.S. § 37-95-105. In addition, the Colorado Open Records Law, C.R.S. § 24-72-101 et seq. applies to all other Authority records.

ARTICLE VI - FISCAL YEAR

The fiscal year of the Authority will be the same as the calendar year.

ARTICLE VII - FISCAL MATTERS

SECTION 1. Annual Report.

On or before April 30 of each year the Authority shall make an annual report of its activities for the preceding fiscal year to the Governor, the Colorado Water Conservation Board and the General Assembly. The annual report shall contain a complete operating and financial statement of the operations of the Authority during that year, including but not limited to detailed financial data concerning the disposition of previously appropriated or allocated State funds.

SECTION 2. Audits.

An annual audit shall be made each year as soon after the close of the fiscal year as possible by certified public accountants selected by the Board, and a copy thereof shall be filed with the State Treasurer.

Such audits shall conform to the "Colorado Local Government Audit Law", being Part 6 of Article 1 of Title 29, Colorado Revised Statutes 1973, as amended.

SECTION 3. Annual Budget.

The Board shall adopt an annual budget for the ensuing fiscal year, pursuant to the "Local Government Budget Law of Colorado", being Part 1 of Article 1 of Title 29, Colorado Revised Statutes 1973.

SECTION 4. Fiscal Policies, Resolutions.

The Board may adopt such fiscal policies or resolution(s) as the Board deems necessary for the payment of operating and capital expenditures for the Authority.

SECTION 5. Requests for State Funds.

No later than November 30 of each year, the Authority shall report to the Governor and the General Assembly any requests for State funds for the upcoming State fiscal year, detailing the purposes for which said funds are to be utilized.

SECTION 6. Request For Funds To Restore Debt Service Reserve Fund.

On or before January 1 of each year, the Chair of the Board shall make and deliver to the Governor a certificate, stating the sum, if any, required to restore each Debt Service Reserve Fund established pursuant to §37-95-112.5 to the Debt Service Reserve Fund requirement. The Governor may transmit to the General Assembly a request for the amount, if any, required to restore each Debt Service Reserve Fund to the Debt Service Reserve Fund requirement. The General Assembly may, but shall not be required to, make any such appropriations so requested. All sums appropriated by the General Assembly for such restoration and paid shall be deposited by the Authority in each such Debt Service Reserve Fund. Nothing provided in this section shall create or constitute a debt or liability of the State.

ARTICLE VIII -- AMENDMENTS and REVIEW

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These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by the Board at any regular meeting or at any special meeting of the Board. Written notice of a meeting at which it is intended that these Bylaws may be altered, amended or repealed, or new Bylaws adopted, shall be provided as set forth in Article V, Section 5 of the Bylaws. The Bylaws shall be reviewed every four years or more frequently as needed.

ARTICLE IX- SUSPENSION OF BYLAWS

Any and all of the provisions of these Bylaws, not in conflict with Colorado statutes, may be suspended by unanimous consent of the Board constituting a quorum present at any meeting of the Board, but any such suspension shall not affect the obligation of the Board to comply with all applicable statutory requirements.



COLORADO WATER RESOURCES & POWER DEVELOPMENT AUTHORITY

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MEMORANDUM

April 25, 2025

TO: Board of Directors and Karl Ohlsen

FROM: Justin Noll, Controller

RE: Information Systems (IS) Policy

The IS Policy is attached for your review. It was initially adopted on January 30, 2019, and is reviewed annually and generally governs IS uses, resources, and related activities. The Authority's IS consultant, Mytech Partners, and Authority staff, reviewed the IS Policy. Staff recommends the red lined attached change to the IS Policy.



Information Systems Policy, version 3.0.0

Status: Working Draft Approved Adopted

Last Review Date: March 8, 2024

Information Systems Policy

Purpose

The purpose of the CWRPDA Information Systems Policy is to establish acceptable practices regarding the use of CWRPDA **Information Resources** ("**Information Resources**" is defined as but not limited to the storing, processing and transmitting of any data, verbally, virtually, paper, digitally) in order to protect the confidentiality, integrity and availability of information created, collected, and maintained by the CWRPDA.

Audience

The CWRPDA Information Systems Policy applies to any individual, entity, or process that interacts with any CWRPDA **Information Resource**.

Contents

Acceptable Use	Asset Management
Access Management	Mobile Devices and Bring Your Own Device (BYOD)
Authentication/Passwords	Physical Security
Clear Desk/Clear Screen	Privacy
Data Security	Removable Media
Email and Electronic Communication	Security Training and Awareness
Hardware and Software	Social Media
Internet	Voice Mail
Malware Defense	Incidental Use

Policy

Acceptable Use

- Personnel are responsible for complying with CWRPDA policies when using CWRPDA **information resources** at all times.
- Personnel must promptly report the theft, loss, or unauthorized disclosure of CWRPDA **confidential** or **internal information** to your department manager.

Personnel must not purposely engage in activity using CWRPDA Information Resources or on CWRPDA time that may

CWRPDA Information Systems Policy

- harass, threaten, or abuse others;
 - degrade the performance of CWRPDA **Information Resources**;
 - deprive authorized CWRPDA personnel access to a CWRPDA **Information Resource**;
 - obtain additional IT resources beyond those approved by CWRPDA management (“CWRPDA Management” is defined as Executive Director, Finance Director, Office Manager, Controller);
 - Circumvent CWRPDA computer measures.
- Personnel must not download, install, or run security programs or utilities that reveal or exploit weakness in the security of a system. For example, CWRPDA personnel should not run password cracking programs, packet sniffers, port scanners, or any other non-approved programs on any CWRPDA **Information Resource**.
 - All inventions, intellectual property, and proprietary information, including reports, drawings, blue prints, software codes, computer programs, data, writings, and technical information, developed on CWRPDA time and/or using CWRPDA **Information Resources** are the property of CWRPDA.
 - Use of encryption must be managed in a manner that allows designated CWRPDA personnel to promptly access all data.
 - CWRPDA **Information Resources** are provided to facilitate company business and must not be used for personal financial gain.
 - Personnel must cooperate with incident investigations, including any federal or state investigations.
 - Personnel must respect and comply with all legal protections provided by patents, copyrights, trademarks, and intellectual property rights for any software and/or materials viewed, used, or obtained using CWRPDA **Information Resources**.
 - Personnel must not intentionally access, create, store or transmit material that CWRPDA deems to be offensive, indecent, or obscene.

Access Management

- Personnel are permitted to use only those network and host addresses issued to them and must not attempt to access any data or programs contained on CWRPDA systems for which they do not have authorization or explicit consent.
- All remote access connections made to internal CWRPDA networks and/or environments must be made through approved and CWRPDA-provided virtual private networks (VPNs), and remote desktop server.
- Multi-factor authentication (MFA) must be used to access the network remotely and any other necessary applications.
- Personnel must not divulge any access information to anyone not specifically authorized to receive such information.
- Personnel must not share their CWRPDA authentication information unless such sharing is expressly approved in advance by management, including:
 - Account passwords,

CWRPDA Information Systems Policy

- Personal Identification Numbers (PINs),
- Access cards, keys and door codes,
- Digital certificates,
- Similar information or devices used for identification and authentication purposes.
- Lost or stolen access cards, door codes, and keys must be reported to your department manager as soon as practical.
- A service charge may be assessed for access cards and/or keys that are lost, stolen, or are not returned.

Authentication/Passwords

- All personnel are required to maintain the confidentiality of personal authentication information.
- CWRPDA Management encourages the use of password management software (Lastpass as one example) for password management.
- Any group/shared authentication information must be maintained solely among the authorized members of the group.
- All passwords, including initial and/or temporary passwords, must be constructed and implemented according to the following CWRPDA rules:
 - Must not be easily tied back to the account owner by including readily-identifiable information, such as: user name, social security number, nickname, relative's names, birth date, etc.
 - Should not include only common words, such as dictionary words or acronyms.
 - Should not be the same passwords as used for non-business purposes.
 - Use of numbers and special characters is recommended (*&^%\$#).
 - Use of upper and lower case recommended.
- Password history must be kept to prevent the reuse of passwords.
- Unique passwords should be used for each system.
- User account passwords must not be divulged to anyone outside CWRPDA staff and IT contractors.
- Passwords must be provided to authorized CWRPDA management on demand or upon termination of the relationship with CWRPDA, if issued.
- If the security of a password is in doubt, the password should be changed immediately.

Clear Desk/Clear Screen

- Personnel must log off from applications or network services when they are no longer needed.
- Personnel must log off or lock their workstations and laptops when their workspace is unattended.
- Confidential or internal information must be removed or placed in a locked drawer or file cabinet when the workstation is unattended and at the end of the workday if physical access to the workspace cannot be secured by other means.

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- Personal items, such as phones, wallets, purses and keys, should be removed or placed in a locked drawer or file cabinet when the workstation is unattended.
- File cabinets containing **confidential information** must be locked when not in use or when unattended.
- Physical and/or electronic keys used to access **confidential information** must not be left on an unattended desk or in an unattended workspace if the workspace itself is not physically secured.
- Passwords must not be posted on or under a computer or in any other physically accessible location.
- Copies of documents containing **confidential information** must be removed immediately from printers and fax machines.

Data Security

- Confidential information is information disclosed to an individual employee or known to that employee as a consequence of the employee's employment at the Authority, not generally known outside the Authority, or is protected by law. Examples of confidential information include but are not limited to-social security numbers, payroll and personnel records, health information, credit card information, bank account information, passwords and other IT-related information. Individual departments or programs may have additional types or kinds of information that are considered confidential information and are covered by this policy. Confidential information includes information in any form, such as written documents or records, or electronic data.
- During employment, an employee will hold all confidential information in trust and confidence, and will only use, access, store, or disclose confidential information, directly or indirectly, as appropriate in the performance of the employee's duties for the Authority. An employee must comply with all applicable state and federal laws and Authority policies relating to access, use and disclosure of confidential information.
- An employee will not remove materials or property containing confidential information from the employee's department or program area unless it is necessary in the performance of the person's job duties. If materials or property containing confidential information are removed from the Authority, the employee must safeguard the materials/property and control access as necessary. The responsibility to safeguard and control access to materials and property similarly applies to any telework/remote access situation. Upon termination, the employee will secure all such materials/property and copies thereof or return all such materials/property and copies to the employee's supervisor or supervisor's designee.
- An employee will not seek to obtain any confidential information involving any matter which does not involve or relate to the person's job duties.
- If an employee has any question relating to the appropriate use or disclosure of confidential information, the employee shall consult with the employee's supervisor or other appropriate personnel.

- **Confidential information** transmitted via USPS or other mail service must be secured. Packages that are delivered outside of the office, when the office is closed, will be secured as soon as practical.
- Only authorized cloud computing applications may be used for sharing, storing, and transferring **confidential** or **internal information**. Confidential or internal information must only be shared with, or transferred to, other individuals or entities which are authorized by CWRPDA Management to receive such information.
- Information must be shared, handled, transferred, saved, and destroyed appropriately, based on the information sensitivity.
- **Confidential information** must be transported either by a CWRPDA employee or a courier approved by Management.
- All electronic media containing **confidential information** must be securely disposed. Please contact Management for guidance or assistance.

Email and Electronic Communication

- Forwarding of electronic messages containing **confidential information** outside the CWRPDA internal systems is prohibited.
- Electronic communications must not misrepresent the originator or CWRPDA.
- Personnel are responsible for the accounts assigned to them and for the actions taken with their accounts.
- CWRPDA Employees must not use personal email accounts to send or receive CWRPDA **confidential information**.
- Any personal use of CWRPDA provided email must not:
 - Involve solicitation.
 - Be associated with any political entity.
 - Have the potential to harm the reputation of CWRPDA.
 - Forward chain emails.
 - Contain or promote anti-social or unethical behavior.
 - Violate local, state, federal, or international laws or regulations.
 - Result in unauthorized disclosure of CWRPDA **confidential information**.
 - Attack, hack or limit service on any other systems on the internet.
- Personnel must send **confidential information** using secure electronic messaging solutions only.
- Personnel must use caution when responding to, clicking on links within, or opening attachments included in electronic communications.
- Personnel must use discretion in disclosing **confidential** or **internal information** in Out of Office or other automated responses, such as employment data or other sensitive data.

Hardware and Software

- All hardware must be approved by Management before being connected to CWRPDA networks.
- Software installed on CWRPDA equipment must be approved by Management.
- All CWRPDA assets taken off-site should be physically secured at all times.

- Employees must not allow family members or other non-employees to access CWRPDA **Information Resources** unless otherwise approved by the Executive Director.

Malware Defense

Purpose

Malware defense includes the configuration, maintenance, detection, reporting, and remediation of anti-malware software and the malware it identifies. This *Malware Defense Policy* provides the processes and procedures to accomplish those tasks. This policy applies to all departments and all assets connected to the CWRPDA's network.

Responsibility

- The IS consultant is primarily responsible for malware defense. Specifically, the IS consultant is responsible for configuring the correct devices to generate, store, and transmit logs. The IS consultant and CWRPDA management are responsible for informing all users of their responsibilities in the use of any assets assigned to them. All CWRPDA assets are required to comply with the malware defense policy and procedures.
- Users are responsible for connecting their devices to the CWRPDA's network and restarting their devices as appropriate.

Exceptions

Exceptions to this policy may occur. Exception requests must be made in writing and must contain:

- The reason for the request,
- Risk to the CWRPDA of not following the written policy,
- Specific mitigations that will be implemented,
- Technical and other difficulties, and
- Date of review.

Exceptions must be made to management and management will inquire with the IS consultant on whether the exception is acceptable or not.

Configuration

- The IS consultant must install anti-malware software on all CWRPDA assets where appropriate.
 - Users must not disable anti-malware software on their CWRPDA assets.
 - Users must not modify the update frequency specified by the IS consultant.

Update

- Anti-malware software must be configured to automatically update.
- The IS consultant must ensure that anti-malware signatures are kept up to date as they become available via an automatic update process.

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- Operating systems must be configured to automatically update unless an alternative approved patching process is used.

Detection

- The IS consultant must ensure that anti-malware software is properly functioning on all applicable CWRPDA assets.

Reporting

- All confirmed high severity alerts must be reported to CWRPDA management.
- The presence of unauthorized software must be properly investigated.

Remediation

- Identified malware must be removed from CWRPDA assets.
 - Unauthorized software must be removed from use on CWRPDA assets or receive a documented exception.
 - All exceptions must be documented.

Asset Management

Purpose

CWRPDA asset management is the process of procuring, identifying, tracking, maintaining, and disposing of an asset owned by the CWRPDA. This *Asset Management Policy* provides the processes and procedures for governing the CWRPDA asset lifecycle while the CWRPDA is using an asset. An inventory must be created and maintained to support the CWRPDA's mission. This inventory must be current and reflect the current assets owned and operated by the CWRPDA.

Responsibility

The IS consultant is responsible for all CWRPDA asset management functions. This information is relayed to other departments within the CWRPDA such as finance and accounting as required or needed. The IS consultant and CWRPDA management is responsible for informing all users of their responsibilities in the use of any CWRPDA assets assigned to them.

Acquisition

- The IS consultant shall assign unique identifiers to all existing and newly acquired CWRPDA assets they manage.
- Each managed CWRPDA asset (e.g., desktops, laptops, servers, tablets), where applicable, must have an CWRPDA asset tag affixed to the device with this identifier.
- Record the CWRPDA asset identifier alongside other relevant information within the IS inventory. This is to include:
 - CWRPDA asset identifier
 - Date of purchase

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- Purchase price
- Item description
- Manufacturer
- Model number
- Serial number
- Warranty expiration date
- IS consultant must verify the CWRPDA asset inventory every year.

Discovery

- CWRPDA assets not managed by the IS consultant must be investigated, as these assets may be unauthorized.
- Assets owned by the CWRPDA but not managed by IS consultant and not kept within the CWRPDA asset inventory must be added to the inventory.
- Users are required to connect their CWRPDA assets to the CWRPDA network on a weekly basis, where practical.
- The IS consultant must choose to remove the unauthorized asset from the network, deny the asset from connecting remotely to the network, quarantine the asset, or add it if needed.

Usage

- Users must handle all CWRPDA assets with care.
- It is the responsibility of the CWRPDA asset owner to:
 - Maintain control over the CWRPDA asset.
 - Contact the IS consultant with any problems such as malfunctions, needed repairs, and underutilized equipment or in the event of equipment loss.

Controlled Disposal

- CWRPDA assets to be decommissioned or retired must be returned to IS consultant.
- IS consultant must make a copy of the user data, as needed.
- IS consultant will be responsible for the secure erasure of the primary memory storage device within the CWRPDA asset, where applicable.
- IS consultant will be responsible for updating the status of the CWRPDA asset within all CWRPDA management systems.
 - IS consultant must ensure that relevant records are retained.
- Document the removal of the CWRPDA asset from the CWRPDA within the asset inventory.

Uncontrolled Disposal

- All lost or stolen CWRPDA assets must be immediately reported to management and IS consultant.

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- Lost and stolen CWRPDA assets must have their access to CWRPDA data revoked as soon as possible.
 - The CWRPDA assets must also be removed from the inventory.

Internet

- The Internet must not be used to communicate CWRPDA **confidential** or **internal information**, unless the confidentiality and integrity of the information is ensured and the identity of the recipient(s) is established.
- Use of the Internet with CWRPDA networking or computing resources shall be for business-related activities. However, incidental use of the internet or CWRPDA information systems is allowed while on personal time. Incidental use is acceptable as long as it does not consume more than a trivial amount of resources, does not interfere with productivity, and does not preempt any business activity. Unapproved activities include, but are not limited to:
 - Recreational games,
 - Accessing or distributing pornographic or sexually oriented materials,
 - Accessing or distributing racists, violent or other potentially offensive material,
 - Broadcasting unsolicited personal views on social, political or religious issues,
 - Attacking, hacking or limiting service on any other systems on the internet,
 - Attempting or making unauthorized entry to any network or computer accessible from the Internet.
- Streaming media or audio will be limited or eliminated if it is impairing or impacting the CWRPDA network.
- Access to the Internet from outside the CWRPDA network using a CWRPDA owned computer, laptop or tablet must adhere to all of the same policies that apply to use from within CWRPDA facilities.

Mobile Devices and Bring Your Own Device (BYOD)

- The use of a personally-owned mobile device to connect to the CWRPDA network is a revocable privilege granted to employees upon approval of Management.
- All personally-owned laptops and/or workstations must have approved virus and spyware detection/protection software along with personal firewall protection active and updated in a frequency consistent with the developers' recommendations.
- CWRPDA confidential information should not be stored on any personally-owned mobile device.
- Theft or loss of any mobile device that has been used to create, store, or access **confidential** or **internal information** must be reported to the CWRPDA management immediately.
- All mobile devices must maintain up-to-date versions of all software and applications.
- All personnel are expected to use mobile devices in an ethical manner.
- Jail-broken or rooted devices should not be used to connect to CWRPDA **Information Resources**.

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- In the event that there is a suspected incident or breach associated with a CWRPDA device, it may be necessary to remove the device from the personnel's possession as part of a formal investigation.
- All mobile device usage in relation to CWRPDA **Information Resources** may be monitored at the discretion of CWRPDA Management.
- CWRPDA IT support for personally-owned mobile devices is limited to assistance in complying with this policy.
- Use of personally-owned devices must be in compliance with all other CWRPDA policies.
- CWRPDA reserves the right to revoke the privilege of using personally-owned mobile devices for CWRPDA purposes in the event that personnel do not abide by the requirements set forth in this policy.
- Texting or emailing while driving is not permitted while on company time or using CWRPDA resources. Only hands-free talking while driving is permitted while on company time or when using CWRPDA resources.

Physical Security

- Visitors must be accompanied by authorized personnel.
- Eating or drinking are not allowed in the server room. Caution must be used when eating or drinking near workstations or information processing facilities.

Privacy

- Information created, sent, received, or stored on CWRPDA **Information Resources** is not private and may be accessed by CWRPDA management at any time, under the direction of CWRPDA executive management, without knowledge of the user or resource owner.
- CWRPDA may log, review, and otherwise utilize any information stored on or passing through its **Information Resource** systems.
- Systems Administrators, CWRPDA management, and other authorized CWRPDA personnel may have privileges that extend beyond those granted to standard business personnel. Personnel with extended privileges should not access files and/or other information that is not specifically required to carry out an employment-related task.
- The Executive Director may grant limited Information System access to CWRPDA vendors such as auditors. Access will be limited to what is needed to perform specific work.

Removable Media

- The use of removable media for storage of CWRPDA information must be supported by a reasonable business case.
- All removable media use must be approved by CWRPDA management prior to use.
- Personally-owned removable media use is not permitted for storage of CWRPDA information.

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- Personnel are not permitted to connect removable media, without prior approval from CWRPDA management.
- Confidential and internal CWRPDA information should not be stored on removable media without the use of encryption.
- The loss or theft of a removable media device that may have contained CWRPDA information must be reported to the CWRPDA management.

Security Training and Awareness

- All new personnel must complete an approved security awareness training class prior to, or at least within 10 days of, being granted access to any CWRPDA **Information Resources**.
- All personnel must be provided with and acknowledge they have received and agree to adhere to the CWRPDA Information Security Policies before they are granted access to CWRPDA **Information Resources**.
- All personnel must complete security awareness training no less than four times a year.

Social Media

- Communications using social media should be made in compliance with all applicable CWRPDA policies.
- Personnel are personally responsible for the content they publish online.
- Creating any public social media account intended to represent CWRPDA, including accounts that could reasonably be assumed to be an official CWRPDA account, requires the permission of the CWRPDA Executive Director.
- When discussing CWRPDA or CWRPDA -related matters, you should:
 - Identify yourself by name,
 - Identify yourself as an CWRPDA representative, and
 - Make it clear that you are speaking for yourself and not on behalf of CWRPDA, unless you have been explicitly approved to do so.
- Personnel should not misrepresent their role at CWRPDA.
- When publishing CWRPDA -relevant content online in a personal capacity, a disclaimer should accompany the content. An example disclaimer is: "The opinions and content are my own and do not necessarily represent CWRPDA's position or opinion. The mere appearance or participation by CWRPDA personnel, in any capacity, does not constitute an endorsement of the opinions and content by the CWRPDA, and the CWRPDA cannot be held liable for the opinions and content contained herein."
- Content posted online should not violate any applicable laws (i.e. copyright, fair use, financial disclosure, or privacy laws).
- The use of discrimination (including age, sex, race, color, creed, religion, ethnicity, sexual orientation, gender, gender expression, national origin, citizenship, disability, or marital status or any other legally recognized protected basis under federal, state, or local laws, regulations, or ordinances) in published content that is affiliated with CWRPDA will not be tolerated and is prohibited.

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- Confidential information, internal communications and non-public financial or operational information may not be published online in any form.

CWRPDA Voice Mail

- Personnel must use discretion in disclosing **confidential** or **internal information** in voice mail greetings, such as employment data or other sensitive data.
- Personnel must not access another user's voicemail account unless it has been explicitly authorized by CWRPDA Management or voicemails user.

Incidental Use

- As a convenience to CWRPDA personnel, incidental use of **Information Resources** is permitted. The following restrictions apply:
 - Incidental personal use of electronic communications, Internet access, fax machines, printers, copiers, and so on, is restricted to CWRPDA approved personnel; it does not extend to family members or other acquaintances unless approved by the Executive Director.
 - Incidental use should not result in direct costs to CWRPDA.
 - Incidental use must not interfere with the normal performance of an employee's work duties.
 - No files or documents may be sent or received that may cause legal action against, or embarrassment to, CWRPDA or its customers.
 - Incidental use must adhere to all policies/ directives contained herein.
- Storage of personal email messages, voice messages, files and documents within CWRPDA **Information Resources** must be nominal.
- All information located on CWRPDA **Information Resources** is owned by CWRPDA, may be subject to open records requests, and may be accessed in accordance with this policy.

Waivers

Waivers from certain policy provisions may be approved by [the CWRPDA Executive Director](#). [All waivers approved by the Executive Director must be documented and saved.](#)

Enforcement

Personnel found to have violated this policy are subject to disciplinary action, up to and including termination of employment, and related civil or criminal penalties.

Any vendor, consultant, or contractor found to have violated this policy is subject to sanctions up to and including removal of access rights, termination of contract(s), and related civil or criminal penalties.

Review

The Acceptable Use Policy shall be formally approved and adopted by the Authority's Board of Directors and reviewed annually. Any modifications to the Acceptable Use Policy shall be reflected in the **Version History** of said document.

Version History

Version	Modified Date	Approved Date	Approved By	Reason/Comments
1.0.0	N/A	Jan. 30, 2019	BOD	Original adoption
1.1.0	N/A	January 29, 2020	BOD	Annual Review
1.2.0	January 29, 2021	January 29, 2021	BOD	Clean up items and Annual Review
1.3.0	January 26, 2022	January 26, 2022	BOD	Clean up items and Annual Review
2.0.0	March 3, 2023	March 3, 2023	BOD	Changes and Annual Review
3.0.0	March 8, 2024	TBD <u>March 8, 2024</u>	TBD <u>BOD</u>	Added two new sections
<u>4.0.0</u>	<u>April 25, 2025</u>	<u>TBD</u>	<u>TBD</u>	<u>Added additional language</u>



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MEMORANDUM

April 24, 2025

TO: Board of Directors and Karl Ohlsen

FROM: Heather Newton, Office Manager
Keith McLaughlin, Executive Director

RE: Authority Insurance

Background Information:

In December of 2024, at the direction of the Board of Directors, Authority staff began looking into the Authority's health insurance offerings. Previously, PERACare offered two health insurance carrier options, but eliminated Anthem in 2021 and currently only offers Kaiser Permanente (Kaiser) health insurance.

In the first quarter of 2025 Mr. McLaughlin and Office Manager Heather Newton began reaching out to insurance brokers to see if there were any small group options available for the Authority that offer multiple health insurance carriers. Mr. McLaughlin reached out to Viehdorfer & Associates, HUB and BCG and Ms. Newton reached out to GBS Benefits, Aon, and CEBT Benefit by Trust. Only three of the seven insurance brokers responded. Ms. Newton also reached out to PERA and asked if they would be offering a second insurance carrier option in the future.

Findings:

Authority staff discovered that there are generally no brokers that offer small group insurance plans that will allow multiple carriers. However, Mr. McLaughlin's contact at Viehdorfer & Associates is looking into the possibility of getting two carriers to co-exist on a small group plan for the Authority. It was also discovered that there are two other alternative options:

1. Joining a Professional Employer Organization ("PEO");
2. An Individual Coverage HRA ("ICHRA").

Joining a PEO would mean the Authority enters into a co-employment relationship where the PEO is responsible for payroll and W2's (using the PEO's payroll platform) through the PEO's tax ID and participating in their master insurance plans, including workers compensation. There is a co-employment fee to join a PEO which is a per employee/per month fee. An ICHRA would allow the Authority to reimburse a portion of an employee's insurance on an individual by individual basis. However, moving to the ICHRA option would likely result in higher payments per employee depending on the employees' age and other factors. PERA indicated that they will reach out to their active employers to see if there is any demand for additional insurance carriers, and that adding another carrier could be potentially offered in 2027 depending on the demand. Additionally, PERA informed Ms. Newton that in order to terminate PERACare, the Authority needs to provide a 30-day advance notification to terminate. They also noted that the termination would discontinue health, dental and vision coverage.

Recommendation:

Staff recommends continuing to explore small group and other potential insurance options.



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MEMORANDUM

April 24, 2025

TO: Board of Directors and Karl Ohlsen

FROM: Keith McLaughlin, Executive Director
Heather Newton, Office Manager

RE: Authority Benefits

Background Information:

In response to a salary and benefits survey conducted in December of 2024, the Authority Board of Directors directed staff to work with a human resource consultant to recommend modifications to the Authority's current benefit package. In addition, the Board requested that staff work with an insurance broker to ascertain whether alternative insurance plans could offer the Authority a choice between multiple healthcare providers. The Authority's staff are currently enrolled in PERACare, which only offers Kaiser Permanente healthcare coverage, and a separate Board memo has been provided on this topic.

In early 2025, Mr. McLaughlin began work with Culture Solutions Group, author of the 2024 salary and benefits survey, to research state and national benefit trends and related surveys¹. This work also included an anonymous Authority staff survey to ensure recommendations aligned with employees' preferences.

Findings:

Culture Solutions Group's work revealed the importance of personalized benefit packages, mental health and well-being, financial wellness, flexibility, remote work, increased career development, technology, frequent feedback, recognition and retention, among others. Non-traditional benefits like pet insurance, long-term care insurance, adoption assistance, elder care support, infertility, and menopause support were also noted.

The employee survey results² revealed that Authority staff are generally satisfied with current benefits but are interested in certain existing and potential new benefits, more than others. Employees rated the Authority's non-medical benefits a 3.9 on a scale of 1-5, where five is the highest rating. 92% of employees included flexible work schedules, remote work options, and vacation leave policies in their list of most important benefits. 85% of employees included parking benefits, bereavement leave, performance bonus, and the defined benefit program (PERA pension), while 77% of employees included 401(k) match, social events, life insurance, retirement savings, and personal time off in their list of most important benefits.

According to the employee survey, the most important new benefits or improvements that they desire include flextime during and outside core business hours, paid leave for immediate family care, and formal job training or education to develop new skills and keep skills current.

As is evident in the employee survey and employee commentary, the Authority staff are very grateful for the additional benefits approved by the Board in December and for considering any additional benefits.

Recommendations:

1. **Increase vacation hours (requires Board action):** Amend the employee handbook to include a 3rd year tier of vacation hours that provides 15 days at 3 years, an increase to 20 days at 5 years, 25 days at 10 years, and 30 days at 20 years. This would match average Colorado non-profits, according to the Culture Solutions report, and more closely match or exceed our peers. May require a revised budget or benefit to be adopted in 2026.
2. **Personal time off (requires Board action):** Amend the employee handbook to include an additional 16 hours per year, per employee, for volunteering, elder care, and caring for family members outside sick leave, as approved by the Executive or Deputy Director. Personal Time Off cannot be used in conjunction with vacation and would not roll over from year to year. Alternatively, the Authority could offer 8-16 hours of paid volunteer time. May require a revised budget or the benefit to be adopted in 2026.
3. **Bereavement leave (requires Board action):** Amend the employee handbook to allow the Executive Director to approve additional bereavement days, as needed and at their discretion. Allow the use of bereavement leave for employees to attend a co-worker's funeral or the funeral of a co-worker who has lost a family member.
4. **Stipend for home office needs and or Wellness (may require Board action):** Create a pool of up to \$500 per employee, per year to cover costs for office chairs, additional monitors, and other office supplies as approved by the Executive or Deputy Director. Certain office supplies, like a docking station, a laptop, printers, pens, paper, and notebooks, are already covered. Wellness funds may be used for chiropractic care, physical therapy, fitness pass, or similar services as approved by the Executive or Deputy Director. Home office and wellness funds would not roll over from year to year. May require a revised budget or the benefit to be adopted in 2026.
5. **Review current work hours and schedules for increased flexibility (doesn't require Board action):** Authority management will meet with employees to discuss current schedules, work from home, and office hours to see where there may be additional opportunities for employee flexibility.
6. **Educate employees on current benefits (doesn't require Board Action):** Management will educate staff regarding existing benefits, including professional development, tuition reimbursement, non-reimbursement options, sick leave, and equitable benefits. The Authority currently offers many of the benefits identified in the employee survey as important.

Longer-term goals could include formal recognition programs, formal training, 529 and other payroll deductions, and technology assistance. As indicated in the Benefits Review and Recommendations, clear messaging and proper benefit rollout to staff will be essential to the process.

Attachments: Culture Solutions Group 2025 CWRPDA Benefits Review and Recommendations
Culture Solutions Group 2025 CWRPDA Benefits Review Spreadsheet

- 1- Resources used are provided in the attached 2025 CWRPDA Benefits Review spreadsheet, tab 3 "Resources."
- 2- Employee survey results provided in the attached 2025 CWRPDA Benefits Review spreadsheet, tabs 1 and 2.



2025 CWRPDA Benefits Review and Recommendations

2025 Trends in Employee Benefits

The benefits landscape is expanding rapidly. In 2024, SHRM listed **216 unique benefit options**, making it more challenging than ever for employers to know what to offer. Research shows strong links exist between outcomes and benefits across the entire workforce, underscoring the critical role benefits play in supporting engaged, happy, and healthy employees.

The key takeaway? **Employees want choice, relevance, and flexibility** — not just more benefits, but better ones tailored to their needs. 89% of employees believe their organization could improve benefit packages to enhance employee trust, with increased affordability, more options, and increased coverage being the most attractive improvements.

There are clear differences in generational needs and wants for benefit options. For example, Gen Z workers want access to employer-provided financial planning benefits, pet insurance and commuter benefits. Work/Life balance is important to younger workers (Paid leave is their first priority), while as employees age, it becomes slightly less important and medical insurance become the top priority.

Benefit preferences have changed in the last five years due to the pandemic, market trends, natural disasters, inflation, and what's happening in the news and politics. Organizations across the country are seeing issues with mental health, high rates of depression, anxiety, and stress in their employee population, resulting in many employers beefing up mental health offerings. Financial health support has also been a focus as high inflation and elevated interest rates have taken a toll on employees' pocketbooks—and on their state of mind. Scheduling flexibility, mental health resources, and physical and financial wellness programs (e.g., gym discounts, financial planning) are of greater interest to workers who have experienced burnout.

In recent years, some of the feedback that researchers received was focused on benefits for additional family members, including caregiving and pet benefits. “There was a lot we heard in our focus groups around team members who were not just taking care of children but also taking care of parents or elderly family members or friends, even pets. It was amazing how many people talked about pet care,” one researcher reported.



Here are some of the most relevant trends:

◆ 1. Personalized Benefits Packages

One-size-fits-all benefits packages are becoming less popular. Employees want choices that fit their lifestyles and life stages. Employees expect packages that evolve with their life stage (e.g., student debt help in their 20s, elder care in their 40s).

Strategies:

- Use benefits allowances where employees allocate funds to what matters most to them.
 - Offer different packages based on family status, age, and personal goals.
 - Include floating cultural or religious holidays
 - Add voluntary benefit options like identity theft protection and pre-paid legal plans
-

◆ 2. Mental Health and Well-being

Mental health has become a top priority. Burnout is increasing, yet fewer employees feel that their employers care than in the past. Including support for emotional and mental wellbeing increases employee retention and satisfaction.

Strategies:

- Offer Employee Assistance Programs (EAP), stress management programs, and wellness or mindfulness apps.
 - Provide proactive support like mental health days, flexible schedules, and wellness programming.
 - Include mental health-related benefits in your wellness programming.
-

◆ 3. Financial Wellness

With high inflation and rising debt, employees crave financial stability. With exorbitant college costs and rising student debt, younger employees would like help reducing that debt.

Popular benefits:

- Student loan repayment programs
- 401(k) matching
- Emergency savings
- Budgeting apps, financial planning workshops, and access to certified financial advisors



◆ 4. Flexibility and the Rise of the 4-Day Workweek

The demand for flexible work arrangements is burgeoning. Employees now seek a balance between work and personal life, positioning remote or hybrid models as pivotal in retention strategies. As employees get into their 40's and 50's, more are choosing a shorter workweek, while a significant portion of younger workers prefer hybrid schedules or remote setups, but not necessarily a compressed work week.

Strategies:

- Explore 4-day workweeks or compressed schedules.
- Increase flexibility in hybrid options, where possible.

◆ 5. Remote Work and Digital Nomad Support

Even as remote job postings decline, **73% of workers** currently work hybrid or fully remote schedules.

Strategies:

- Provide more options and flexibility for remote workdays.
- Offer home office stipends or technology reimbursement.

◆ 6. Investment in Career Development, Career Growth and Upskilling

A majority of employees say they want training, for both their current and future roles. Leadership training and professional development learning opportunities are important to all levels of organizations today.

Possible Offerings:

- Tuition reimbursement or access to learning platforms
- Mentorship programs
- Licensing and certification support
- Structured career pathing and coaching

◆ 7. Health and Lifestyle Benefits

Burnout and stress have increased exponentially in the last five years. Employees are aware that they need to take care of themselves in order to be productive in their workplaces. Support for mental and emotional wellbeing has become expected.

Popular offerings:

- Gym discounts, nutrition programs, and sleep or meditation apps



- Nutrition: Subsidies for healthy meals, nutrition counseling
- Discounts or reimbursement for memberships, park passes, fitness equipment
- Mental health embedded within overall wellness efforts

◆ 8. Non-Traditional Family and Pet Benefits

Employees now care for a wider range of loved ones — including parents and pets.

Possible Offerings:

- Elder care referrals, support
- Long-term care insurance
- Pet insurance and pet leave
- Dependent Care Flexible Spending Accounts (DCFSA): Help employees offset daycare and ancillary care costs by offering pre-tax savings accounts
- Infertility and menopause support
- Surrogacy and adoption assistance

◆ 9. Technology-Enabled Benefits

Digital platforms are helping deliver benefits access and education in a personalized way.

- Benefits portals, wellness apps, and AI-based financial planning tools increase utilization and engagement.

◆ 10. Recognition and Retention

Employees who feel unappreciated or undervalued are 2x more likely to look for new jobs. Appreciation is the highest priority item listed by employees when asked what is most important to them in the workplace.

Strategies:

- Create simple service/tenure recognition programs.
- Provide performance bonuses.
- Give spot bonuses for going above and beyond.
- Look for opportunities to recognize hard work.

Actionable Advice

With so many options, how do you choose?

1. **Listen** to your employees — surveys and focus groups are key.



2. **Customize** based on your workforce — don't just copy competitors.
3. **Communicate** clearly — employees need to understand and value the benefits you provide.

Listening to your team members and offering flexible, customizable, and inclusive benefits increases employee satisfaction. Offering meaningful choices in benefits — ones that reflect your team's needs, goals, and life circumstances — is the most effective way to build trust, engagement, and long-term loyalty.

Recommendations for CWRPDA Benefits Enhancements

Based on the Employee Benefits survey results, the comparisons from other organizations, and the current trends information that we gathered, my recommendations are outlined below.

In creating recommendations, comments about wages and health insurance options and premiums are not addressed, except as an aside in the Wellness Benefit section. There were a few comments about equality in the benefits. There were also comments about generational differences. There are often unintended biases in the way benefits are distributed. Creating a more flexible plan that provides options for individuals will help to address this concern.

At least one individual mentioned that they would like you to allow sick time to be taken in smaller increments than 8 hours. Legally, the State of Colorado requires employers to offer paid sick time in no more than 4-hour increments. You can change your policy to allow sick time to be taken in either four hour or one-hour increments.

There were also repeated comments about being allowed to use paid time off for care of family members. If the employees were referring to immediate family members, this is already provided with Paid Sick Time policy. The employees need to be educated on how they are able to use their sick time. If they are referring to other family members, I address that later in this report.

1. The most often requested and most highly rated benefits are **Flexible Work Schedule and Remote Work Options**. The challenge is that each individual wants or needs different options, based on their family situation, age, location of home,



and other factors. While you currently offer some flexibility, the employees want more.

Recommendation: Create a small committee of managers and employees to discuss options based on CWRPDA's clearly outlined requirements as determined by Keith, Justin, Heather, Wes and Jim, and employees' desires. This committee can bring specific recommendations for their final decision. The resulting plan for flexible schedules and remote work must be communicated in detail to all employees, including how and why the decisions were made. This option does not cost the Authority anything and could provide significant good will.

2. The second most highly valued current benefit is **Vacation/Leave policies**. This is an area that CWRPDA can improve upon, based on the comparisons with the local, similar organizations that we surveyed in the fall and the Colorado Non-profit Employee Benefit Survey. Currently, the Authority offers a lower number of Paid Vacation days than most of the organizations we surveyed. CHFA offers the highest number of Paid Vacation days (19 vs 12 in the first year of employment.)

Recommendations: One option we have seen with other organizations and see it in the CO Non-profit survey is to insert another tier of eligibility into the structure. The Authority could add a 3rd year tier and provide 15 days at 3 years, 20 days at 5 years, etc. This would match the average of the CO non-profits.

In the CWRPDA survey, we also heard from employees that they would like additional time off benefits that were outside of vacation days. I suggest that you look at creating a new Paid Time Off option for non-traditional purposes, e.g. volunteering, elder care or caring for family members outside the boundaries of stated sick time guidelines, professional day off. This paid time off could be separate benefits such as PTO Volunteer/Community Service and PTO Family Care, or you could use one category – **Personal Time Off** – that could be used for anything but would include the above-mentioned reasons. This would allow employees to choose how they want to use this additional time off and would contribute to a more customized benefit plan.

3. **Wellness Benefits** were another area that employees mentioned and are common offerings among the local organizations that we surveyed as well as a growing trend in the US.



Recommendations: A popular way to provide a benefit to all employees but to allow them to make personal choices is to create a **wellness allowance**. Each employee would be eligible for a designated amount of money to be used for something that contributes to their physical or emotional well-being. They are able to select an item each year. If they don't use the full amount in one year, it does not carry over to the next year. I've seen this benefit used for reimbursement of fitness center memberships, ski passes, national or state park passes, running shoes, sports equipment, home gym equipment, standing desks, home office equipment, massages, etc. The Authority would need to be specific about the kinds of things that could be included in this benefit and the employee would submit their request prior to spending the money to ensure approval of the expense.

Some employees mentioned that **reduced insurance premiums** are important to them. Some health insurance companies offer programs that provide reduced premiums to employees who participate in wellness programs and have certain positive health factors. This might be something that you can look into as you review options for new insurance programs.

4. Some of the benefits mentioned by employees as desirable can be provided to employees through the health insurance plan.

Recommendation: Telemedicine, acupuncture coverage, free vaccinations, and therapy/counseling services are often provided by either health insurance plan or Employee Assistance Programs. EAPs are offered through health insurance providers. Adding this to your plan would contribute to the mental and emotional health and well-being of your employees and would be responsive to their requests.

5. There are items that can be provided to employees as a part of their benefits that are "low hanging fruit" and may give you a large return for the dollars spent.

Recommendation: Include Voluntary Benefits as a method of offering additional benefits and giving employees individual choices regarding their benefit plan. The voluntary benefits are available through an insurance provider other than Kaiser. Some insurance offerings are dependent upon the number of employees signing up for the benefit, so you may not be able to offer every option, but you could include some of the options in response to the employee survey.



Things like pet insurance, pre-paid legal services, identity theft insurance, long-term care, short-term disability, long-term disability, and life insurance/AD&D, accidental injury coverage, critical illness coverage, and hospital insurance can be offered as optional, voluntary benefits that the employee pays for themselves. The payments can be made through payroll deductions or direct deposit/ACH to the insurance provider. This allows employees to choose those things that are most important to them and doesn't require the Authority to pay for unnecessary or less valued benefits, e.g. long-term disability.

6. A few additional benefits were mentioned as important to employees, both in the survey and reinforced in the written comments. These include professional development and training, higher 401k match, stipend for home office tools, and an enhanced employee recognition program.

Recommendations: Obviously, 401k matches and providing stipends for remote work, home office equipment is a decision that involves cost. The home office equipment could be rolled up into the wellness benefit so would not be an additional cost. The 401k match requires a significant decision regarding cost. You may want to evaluate this by reviewing the number of employees who currently participate in the 401k and looking at the current match versus what other organizations are making.

For training opportunities, the Authority can bring in training companies to provide ½ day or full day programs that would be of interest to the staff or would contribute to their job skills. You could also provide a training stipend for each employee to be used annually for professional development.

There are also a multitude of ways that the Authority can enhance their recognition programs. I can provide specific suggestions if this is something you want to pursue.

Educating team members and clearly communicating the benefit offerings is critical, and how you communicate matters. As you roll the benefit enhancements out to the staff, you need to be clear about what you are offering, what has changed, and why you made the changes. Reinforcing that you wanted to create a more personalized approach to employee benefits and that the employees will have more options available to ensure they are getting the most valuable benefits for themselves and their families is key to a successful roll-out.



See the table below, which provides information about the way in which employees like to get their information. Consider providing the information in different formats to ensure you reach all of the team members.

Employee preferences for benefits communication, rank order, by generatio

GenZ	Millennials
<ol style="list-style-type: none"> 1. Video resources/ podcasts 2. Social media (e.g., Linked In, Facebook) 3. In-person conversation 4. Messaging platform (e.g., Slack, Teams) 5. Text 	<ol style="list-style-type: none"> 1. Website/ online portals 2. Email 3. In-person conversation 4. Video resources/ podca: 5. Online chat with an advi
GenX	Boomers
<ol style="list-style-type: none"> 1. Website/ online portals 2. Email 3. In-person conversation 4. Paper/mail 5. Video resource/ podcasts 	<ol style="list-style-type: none"> 1. In-person conversation 2. Website/ online portals 3. Email 4. Paper/mail 5. Phone conversation

The best approach, as you make your decisions about the benefits for CWRPDA, is to provide responses to the three most important and most often mentioned benefit items. From there, providing a mix of items for which the Authority pays and items for which the individual pays will enable CWRPDA to make a significant impact by being responsive to the employees' requests and allowing individuals to customize their plans to best fit their needs.

Employee Survey Results Summary

Q1: On a scale of 1 to 5 stars, how satisfied are you with the current non-healthcare benefits offered, e.g. Flexible work schedule, Vacation time, Remote work options, Tuition Reimbursement, 401k match?

3.9 out of 5

Q3: Which of the following CWRPDA benefits are important to you, e.g. you use them or would use them if needed? (Select all that apply)

- 92% Flexible Work Schedule
- Remote Work Options
- Vacation/Leave Policies
- 85% Commuter/Parking Benefits
- Bereavement Leave
- Bonus for Performance
- Defined Benefit Program
- 77% 401k Match
- Company-sponsored Social Events
- Life Insurance/ AD&D
- Retirement Savings Plans
- Personal Day Off
- 69% Casual/Business Casual Dress Code
- 62% Professional Development/Training Programs
- Tuition Reimbursement
- 38% Parental Involvement Leave - attending academic activities
- 38% Long Term Disability
- 38% Free Soda and Coffee
- 31% Unpaid Personal Leave of Absence
- 8% Unpaid Parental Leave, care of a child
- 0% Military Leave

Below are the Benefits Listed as Important or Very Important and the Number of Responses (out of 13) In Order to be Listed, at Least 50% of the Respondents Must Have Listed the Items as Important or Very Important

Q4 For each benefit listed below, please rate its importance to you and/or your family on a scale of 1 (Not Important) to 5 (Extremely Important): Remote Work Options, Hybrid Work Options

- 9 Option for more 'at home' days
- 9 Co. provided at-home equipment

Q5 For each benefit listed below, please rate its importance to you and/or your family on a scale of 1 (Not Important) to 5 (Extremely Important): Flexible hours

- 12 Flextime during core business hours
- 10 Flextime outside of core business hours
- 10 Compressed workweek

Q6 For each benefit listed below, please rate its importance to you and/or your family on a scale of 1 (Not Important) to 5 (Extremely Important): Paid Time Off and Leave Time

10 Flextime outside of core business hours

9 Compressed workweek

8 Leave Cash-Out Program

7 Paid Volunteer Time

Q7 For each benefit listed below, please rate its importance to you and/or your family on a scale of 1 (Not Important) to 5 (Extremely Important): Parental Leave

11 Paid Leave to Care for Immediate Family

8 Paid Paternity Leave

7 Paid Maternity Leave

Q8 For each benefit listed below, please rate its importance to you and/or your family on a scale of 1 (Not Important) to 5 (Extremely Important): Child/Family Care

8 Dependent Care FSA

45% rated some kind of Elder Care or Subsidy for Elder Care as Very Important

Q9 For each benefit listed below, please rate its importance to you and/or your family on a scale of 1 (Not Important) to 5 (Extremely Important): Personal/Professional Development

11 Formal Training Provided by CWRPDA to develop New Skills

11 Formal Training or Education Provided by CWRPDA to Keep Skills Current

9 Professional Memberships

9 Tuition Reimbursement

8 Non-retirement or Retirement Financial Advice

8 Certification/Recertification Fees

8 Tuition Assistance

8 529 Plan Payroll Deductions

8 529 Matching Funds

7 Professional license application or renewal fees

7 Executive/Leadership Coaching

6 Formal Mentoring Program

Q10 For each benefit listed below, please rate its importance to you and/or your family on a scale of 1 (Not Important) to 5 (Extremely Important): Retirement Savings (e.g., 401k)

7 Emergency Savings Account

Q11 For each benefit listed below, please rate its importance to you and/or your family on a scale of 1 (Not Important) to 5 (Extremely Important): Pay/Payroll Related

Nothing over 50% of Employees Listed Items in This Category as Important

Q12 For each benefit listed below, please rate its importance to you and/or your family on a scale of 1 (Not Important) to 5 (Extremely Important): Wellness Benefits/Programs

8 Ski Pass, Fitness Club, State or National Park Pass

- 6 Set Dollar Amount to Spend on Well-Related Item
- 6 Reimbursement for Fitness or Wearable Device or Equipment
- 6 Mental Health Coverage

Q13 For each benefit listed below, please rate its importance to you and/or your family on a scale of 1 (Not Important) to 5 (Extremely Important): Technology Assistance

- 7 Subsidy for Home Internet/Wi-Fi
- 6 Subsidy for Cell Phone Bill

Q14 For each benefit listed below, please rate its importance to you and/or your family on a scale of 1 (Not Important) to 5 (Extremely Important): Company and Community

- 10 Annual Company Outing
- 9 Employee Recognition Program
- 9 Paid Time Off for Community Service/Volunteer Work

Q15 For each benefit listed below, please rate its importance to you and/or your family on a scale of 1 (Not Important) to 5 (Extremely Important): Health-Related

- 10 Retiree Health Care Coverage
- 8 Mental Health Coverage
- 8 Telemedicine or Telehealth
- 7 Free Vaccinations
- 7 Acupuncture Coverage
- 6 Infertility/Pregnancy Procedures
- 6 Reimbursement for Employees to Travel Domestically for Medical Care

Q16 For each benefit listed below, please rate its importance to you and/or your family on a scale of 1 (Not Important) to 5 (Extremely Important): Miscellaneous

- 8 Identify Theft Protection (Company-Paid)

Almost 50% rated Pet Insurance as Very Important

- 7 Legal Assistance Services

Q17-20 Written responses to these questions are covered on the CWRPDA written comments tab

Q21 How likely they are to recommend the company's benefits package to a friend or colleague -
8.3 out of 10

Most Important Current Benefits

Flexible Work Schedule

Remote Work Options

Vacation/Leave Policies

Least Important Current Benefits

Parental Involvement Leave - attending academic activities

Long Term Disability

Free Soda and Coffee

Unpaid Personal Leave of Absence

Unpaid Parental Leave, care of a child

Military Leave

Most Important New Benefits or Improvements

Flextime During Core Business Hours

Paid Leave to Care for Immediate Family

Formal Training Provided by CWRPDA to Develop New Skills

Formal Training or Education Provided by CWRPDA to Keep Skills Current

Flextime Outside of Core Business Hours

Compressed Workweek

Annual Company Outing

Retiree Health Care Coverage

*removed duplicate Flextime outside of core business hours

Summary of Written Comments

How Satisfied They Are with Current Non-Healthcare Related Benefits:

Generally satisfied but always room for improvement.

Expressed appreciation for 401k match, flexible start schedule, tuition reimbursement, and performance bonuses. Benefits are great. No complaints. Thorough and expansive. Improved over last few years. Desire for more flexible work schedules, remote work options, higher 401k match, and work from home stipend or reimbursement for home office needs.

What Benefits They Would Like to See Offered or Improved:

Interest in paid time off for individual or team volunteer work.

Higher vacation and sick time accruals

Technology allowance for home office

More flexibility in schedule for family issues remote flex days/hours

Wellness benefit

Equality in benefits for all employees

Higher 401k match

More recognition for hard work, improved employee recognition

More training opportunities

Priorities for New or Additional Benefits:

Personal time off, more vacation days

Wellness benefit of some kind

Professional development

Tuition Reimbursement

Eldercare and retirement benefits

Flexible Schedules, Remote work

Stipend for home office

Paid volunteer time

Pet care benefit

Paid time off to care for family member

529 account contributions

Bonuses - retention, incentives

Employee recognition events - birthday, tenure, etc.

Leave pay-out program

Payment for certification programs upfront

***Lower or full coverage of health insurance

Other Suggestions:

Leadership training

Happy and grateful for current offerings

Food waste - funds could be redirected to another benefit

Consider the different generations within the workplace and their differing priorities

Surveys Used

2023 Colorado Non-Profit Salaries & Benefits Survey
2024 SHRM Employee Benefits Survey
2024-25 State of Colorado Employee Benefits Guide
MetLife's 23rd Annual US Employee Benefit Trends Study
2024 Employee Retention Trends and Predictions, The Atticus Group
KFF 2024 Employee Benefits Survey
International Foundation of Employee Benefit Plans

Articles/Sites Reviewed

McKinsey
Forbes
Indeed
LinkedIn
Bureau of Labor Statistics
Benefit News
SHRM
AIHR
Paychex

2023 Employers Council Paid Time Off Survey

The most recent 2024 survey results were not published yet, but we received the results from the 2023 survey results.

Number of Participating Organizations by State

Arizona	57
Colorado	706
Utah	67
Wyoming	36
Others	11

Highest Industry Percentiles

Non-profit	20%
Gov't w/out Util.	17%
Service	13%
Mfg	11%

Highest Industry Percentiles in CO

Non-profit	21%
Gov't w/out Util.	19%
Service	13%
Util/Trans/Comm	8%

52% respondents were in Denver/ Boulder

48% of respondents have fewer than 50 employees

General Results

PAID HOLIDAYS

92% of respondents overall provide paid holidays

Average of 80 hours of paid holidays

91% of Colorado respondents provide paid holidays

Average of 80 hours of paid holidays

96% of Government employers (w/o utilities)

Average of 89 hours of paid holidays

An average of 80 hours are provided to employees in paid holiday hours

75% or more of respondents provide the following holidays:

New Year's Day

Memorial Day

Independence Day

Labor Day

Thanksgiving

Friday after Thanksgiving

Christmas Day

Additional holidays provided by between 30% - 74% of respondents

	All States	Govt w/o util
MLK Day	48%	79%
President's Day	47%	82%

Juneteenth	32%	53%
Day after Christmas	33%	<30%
Veteran's Day	<30%	74%

37% of CO respondents provide a Floating Holiday 35% overall 43% Govt w/o util
 53% of CO respondents provide no additional paid holidays 54% overall
 43% of respondents do not pay for religious holidays unless employees elects to use earned vacation, floating holiday, or personal time
 54% of respondents have no policy for addressing religious holidays

PAID VACATION TIME

Average Accrued Days of Paid Vacation

CO	1 YR	5 YRS	10 YRS
	12	16	20

Average Accrued Days of Paid Vacation

Denver/Bldr	1 YR	5 YRS	10 YRS
	12	17	20

Average Accrued Days of Paid Vacation

Govt w/o Util	1 YR	5 YRS	10 YRS
	12	16	20

Carryover of all unused vacation time to the next year is allowed by a majority of respondents, 69%, and only 3% pay employees for unused time instead of carrying over.

When employers allow carry over, 96% of them establish a maximum number of hours that are allowed to accumulate, up to an average of 243 hours.

Almost all respondents allow vacation time to be taken in one day increments and 66% allow vacation time to be taken in one hour increments.

PERSONAL TIME OFF

If there is a Paid Time Off bank of hours, 41% of respondents include personal time off. However, only 33% of respondents provide a separate paid Personal Time Off policy.

The average maximum number of hours granted per year under a paid Personal Time Off policy is 24 hours.

PAID SICK TIME

The maximum number of Paid Sick Days ranges from 6 to 12 days, with an average of 9 Paid Sick Days per year.

The average maximum accumulation of Paid Sick Days is 45 per year, with a carrying over unused and current days. Once the maximum number of days is reached, 84% forfeit unused time beyond the established maximum.

78% of respondents do not pay out unused sick leave, with a few paying for retirement or termination of employment (14% and 12% respectively)

BEREAVEMENT LEAVE

87% of respondents provide paid Bereavement Leave. The average number of days provided ranges from 3 to 5 days.

JURY DUTY LEAVE

63% of respondents pay employees their regular pay during jury leave, while 30% pay the difference between regular pay and jury duty pay.

The average number of paid days for jury duty is 11 days.

PARENTAL LEAVE (MATERNITY/PATERNITY)

26% of respondents offer paid Parental Leave that is separate and in addition to other leave policies. For those who do offer paid Parental Leave, the average number of paid days is 30.

For most of those organizations, the service requirement for eligibility to receive paid Parental Leave is one year.

PERSONAL LEAVE OF ABSENCE/ PAID OR UNPAID - 30+ DAYS

Most respondents do not offer 30+ days of personal leave. If they do, the reasons for this leave include:

Personal reasons (27%), sabbatical (13%), education (10%), community or political service (7% and 5%)

When provided, most respondents guarantee the employee's job when they return

The avg maximum number of days allowed for this type of leave ranges from 51 days to 116 days.

These personal leaves of absence are most often unpaid, unless employee uses accrued vacation time.