Office of Information Technology

Government Data Advisory Board (GDAB) Annual Report Calendar Year 2012

STATE OF COLORADO

GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

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John W. Hickenlooper
Governor

Kristin Russell
Secretary of Technology and
State Chief Information Officer

January 15, 2013

Kristin D. Russell
Secretary of Technology & Chief Information Officer
601 E. 18th Avenue, Suite 250
Denver, CO 80203

Dear Secretary Russell,

I am pleased to submit the Government Data Advisory Board's annual report, as required by Colorado Revised Statutes 24-37.5-703(6).

The Government Data Advisory Board has embarked on its fourth year and has made forward progress in data sharing initiatives throughout the State. The Board is making recommendations to establish an operational governance model to facilitate sharing State data among State agencies, align board members with business leaders and subject matter experts and create bulk sharing of educational data.

The Universal Application Subcommittee submitted their final recommendations for early childhood in early 2013 and has since adjourned. In addition, the Board approved the creation of the Colorado Information Marketplace, which launched in 2012. The Colorado Information Marketplace provides the governance structures and templates to create reusable data sharing agreements within the State, with an emphasis on the security and privacy of State data. It furthers government transparency by cataloging the sharable data sets approved and published by the state, local, county, tribal, non-profit and public entities.

We look forward to continuing our work in 2013 and supporting the State's efforts in data sharing and transparency.

Sincerely,

Sherri Hammons

Sherri Hammons
Chief Technology Officer
Chair, Government Data Advisory Board

Enabling the effective, efficient and elegant delivery of government services through trusted partnerships and technology

EXECUTIVE SUMMARY

The Government Data Advisory Board (the "Board") was created through HB 09-1285. Its primary mission is to provide recommendations and advise the State Chief Information Officer (CIO) regarding the ongoing development, maintenance, and implementation of the interdepartmental data protocol.

The Board is tasked with presenting an Annual Report of its activities to the State CIO by January 15th of each calendar year. The State CIO then updates the Governor's Office and General Assembly by March 1st each calendar year.

The major GDAB endeavors for calendar year 2012 were targeted through two subcommittees whose full reports may be found in the appendices of this report and were:

1. The Education Data Subcommittee
2. The Early Childhood Universal Application Subcommittee

In addition the Health IT program coordinated its plans and initiatives with the Board.

Major implementations will continue in 2013 by utilizing the IT initiatives which have been set forth in the Governor's Office of Information Technology FY12 and FY13 Playbooks. In addition to outstanding recommendations and strategic activities that are required to fulfill the Board's legislative directives, the Board believes that it can provide valuable advice and recommendations to the Chief Information Officer and senior staff at the Governor's Office of Information Technology (OIT) for many of the stated initiatives, but particularly for the ones that have a possible data sharing posture, as follows:

- Implement the Colorado Information Marketplace.
- Develop Health IT program strategy and data architecture.
- Create a statewide, unique Identity Resolution platform.

Strong communication across a wide range of stakeholders will be essential to the short and long term success of the state's data sharing efforts. The Board urges OIT to implement a communication plan that includes the following components:

- Outreach to all cabinet members and state legislators.

- Outreach at the application user level emphasizing the importance of data quality best practices.

- Quarterly updates to OIT IT Agency Directors regarding all new Board policies, templates, strategic initiatives etc.

The Board's success hinges on full and active membership as outlined in HB 09-1285. The Board seeks executive support to ensure full agency participation in this process, across all branches of government. The Board also seeks executive support to fill existing Board vacancies.

The Board is excited to see the momentum that 2013 brings and looks forward to continuing their support of information sharing and information management. They believe it is one of the primary areas which will impact government service delivery to our citizens and policy makers.

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BACKGROUND AND OVERVIEW

The Colorado General Assembly approached the issue of enterprise data sharing with the passage of House Bills 08-1364 and 09-1285. HB 08-1364 directed the Governor's Office of Information Technology (OIT) to convene a Data Protocol Development Council ("Council") to assist in designing and implementing an interdepartmental data protocol. The goals of the cross-departmental data protocol are to facilitate information sharing across agencies, and to assist in formulating and determining the effectiveness of state policies.

The mission of the Council was to provide guidance, policies and procedures for implementing a data sharing architecture across the state enterprise to achieve the stated goals and objectives of HB-1364. HB 08-1364 was driven by the need to:

- Analyze and determine the effectiveness of state policies and resources by examining an issue across multiple state agencies;

- Formulate informed strategic plans for the application and use of state resources based on strong, accurate, reliable, multi-dimensional data; and

- Enable more efficient collecting, storing, manipulating, sharing, retrieving, and releasing of data across state agencies.

The Council made a number of Recommendations in its final report to the State CIO and General Assembly in February 2009. Number one among these Recommendations was the establishment of a formal governing board to advise on enterprise policies, directions and priorities for data governance and management across state government agencies. This formal data governance process will describe the "rules of engagement" by which all State Executive Branch agencies will follow regarding data sharing and data management.

Based on the Council's Recommendation, the General Assembly introduced and passed HB 09-1285, which created and defined the Government Data Advisory Board (the "Board"). The Board was specifically established to advise the State CIO on activities and policies necessary to developing the interdepartmental data protocol created in HB 08-1364 and to continue the work of the Council.

Mission

The Board's mission is to provide guidance and Recommendations on how the state should govern and manage data and data management systems to improve the efficiency and effectiveness of state government, citizen service delivery and policy-making.

Vision

The vision for enterprise data sharing is to foster collaboration, innovation and agility in delivering government services to the citizens of Colorado through the seamless, efficient, strategic exchange of core data sets resulting in increased effectiveness of government operations.

"Enterprise" is defined as the State of Colorado Executive Branch Agencies.

"Core data sets" are defined as one or more data elements strategic and/or critical to State agency operational or programmatic needs.

Board Roles

The Board has two primary roles. The first is to assist the State CIO and Chief Technology Officer (CTO) in determining the State's data strategy, policies, standards, architecture and assisting with issue management. The Board's second role is as advocate: both from within their communities to OIT regarding stakeholder needs and concerns; and, to their community as key communicators regarding the State's progress, concerns and challenges.

Board Alignment with OIT Operations

The Board operates as one part of a well-organized process that includes the Office of Enterprise Architecture and the Colorado Information Marketplace. As part of Colorado's strategic plan, OIT has adopted a set of guiding principles:

- Security and privacy are core missions.

- The Board will engage the State's highly skilled and dedicated workforce.

- Information is one of our most valuable assets and should be shared.

- Businesses will maintain data sovereignty.

- Our technology should be agile enough to meet the changing needs of agencies and citizens.

- The Board will strive to constantly improve cost effectiveness.

- Improve information availability and interoperability within the State:

    o A consistent view of information over time;

    o A catalog of information available to state agencies, including the governance and standards around the information; and

- o Improved availability of data that cannot be shared in its raw form, but that could be made available in aggregate for analysis and reporting.

- Reduce costs and redundancy:

  - o Standards and services for reuse;

  - o Reduce capture of data when it already exists and is available; and

  - o Reduce training of analysts around information interpretation.

- Increase information agility:

  - o Information is available for real time reporting;

  - o Catalog outlines the interpretation of the data; and

  - o Ability for users to access specific, custom sets of data through a self-service portal.

- Increase information security:

  - o Governance models cover the data and are consistent across databases;

  - o Information security policies and practices follow industry, federal and state standards (i.e. HIPPA, FERPA, 42 C.F.R. Part II);

  - o Roles Based Access Control (RBAC) around who may access and use the data; and

  - o Auditable information around access and reporting.

Program Scope

The Board had its kick-off meeting on August 21, 2009 and sunsets in ten years, in 2019. While the data sharing protocol outlined in HB 08-1364 specifically focused on unit records, the Board can and will provide Recommendations on records of any type. Unit records are defined as records pertaining to individuals, and thus have specific privacy and security components related to the collection, storage, transfer, and maintenance of those records that must be recognized and adhered to. Unit records will continue to be a priority to the Board due to the privacy and compliance related issues surrounding them.

The Board has the following responsibilities:

- Advise on the development, maintenance, and implementation of the data sharing protocol;

- Advise on the best practices for sharing and protecting citizen data;

- Review, advise, and provide input into the strategic plan for improving data governance;

- Advise on compliance, privacy and security data requirements;

- Advise on internal and external data policies and procedures;

- Advise on financial and budgetary components required for implementation; and,

- Specifically recommend education data sharing and management strategies.

Finally, the Board will develop Recommendations with time frames and priorities for developing and implementing the cross-departmental data protocol. Procurement, development, and/or implementation of Board Recommendations are outside the Board's scope of work.

Program Deliverables

The key deliverables for this program include:

Deliverable	Description
Annual priority document	The Board will develop an annual priority document that will target the work the Board will focus on during its current year. Years run from August to July. These documents may be modified and amended via Board procedures as the Board or stakeholders identify unforeseen or urgent needs.
Policy documents	Policy documents will be written by the Board for each identified enterprise policy need. These documents will be delivered to the Chief Technology Officer in the OIT.
Education Data Subcommittee report due to Board	These reports are due to the Board twice a year, per legislation, on the first of December and the first of June.
Board report due to State CIO	This report is due annually, per legislation, by January 15.
State CIO report due to Governor & General Assembly	This report is due annually, per legislation, by March 1.

Issues

The Board will consider the following issues as its work progresses:

- Cultural and change management issues within state agencies.
- Explore a funding source to implement an enterprise program and system infrastructure to support the cross-departmental data protocol.
- Meet compliance standards set by federal and state statute and regulation.
- Ensure that recommended statutory or regulatory changes can be met in a timely manner.
- Anticipate privacy and security concerns of citizens.

Sponsors and Stakeholders

The following stakeholders have been identified as having a key interest in the program:

Stakeholder/Group	Stakeholder Interest
Executive Sponsorship *OIT Executive Team	OIT is responsible for implementing and delivering the capabilities envisioned with the cross-departmental data protocol and enterprise data sharing initiatives.
Governor's Office * Policy advisors as identified	The Governor's Office drafted HB 08-1364, the initial legislation, in order to help achieve its objectives on a number of policy fronts, including education improvement efforts. The legislation and the work of the Board are a high priority of the Governor's Office.
Colorado General Assembly	The General Assembly has seen bi-partisan support for its legislation in challenging the State to develop more efficient and effective data management, exchange and delivery capabilities. It knows that the state can be much more effective in its ability to capture, share, store, and analyze data. It also wants the State to do a better job with regard to performance management and service delivery. The General Assembly is keenly interested in how the Board's work proceeds.
Colorado State Agencies	Almost all Colorado state agencies will be impacted by the work done by the Board. The impact areas will include policy, technology, financial, and business process. There will also be cultural changes that will be a natural outcome of the Board's work, and it's important to keep the agencies as informed as possible during these processes.
Office of the Attorney General	The Office of the Attorney General has a keen interest in ensuring strong policies in the areas of privacy and compliance.
Secretary of State	The Office of the Secretary of State is partnered with other state agencies and aims to continue those and other relationships by cooperating in this effort to ensure any future data exchanges meet compatibility, security and privacy interests.

Local Government Agencies and Entities	The State is a strong business partner with local governments across the state for many government service program delivery efforts. These include education, health care, social service, environmental, public safety and other vertical markets. All of the major data sharing initiatives that currently fall under the purview of OIT and HB 08-1364 include both state and local agency efforts, and thus these local governments will be directly impacted by Board directives. Additionally, it is known that there are any number of other data sharing efforts underway at the local level that will ultimately be impacted by Board policy decisions. Efforts should be made to provide crisp, timely communication to local government agencies so that human and financial resources expended on these projects are spent in ways that are aligned with the State's efforts, so that these efforts don't have to be re-done in the future.
State Agency Data Sharing Projects * Colorado Children's Youth Information Sharing Project (CCYIS) * State Longitudinal Data System Project (SLDS) * State Traffic Records Advisory Committee (STRAC) * Others as identified	These projects will be directly impacted by the Board's policy development efforts and technology architecture Recommendations. These projects will also have urgent multi-agency, multi-governmental level needs that will need to be addressed in a timely manner by the Board so that these projects stay appropriately synchronized with state-level efforts.
Nongovernmental and Research Organizations	These organizations will be impacted by the Board's infrastructure Recommendations for access to state data. Additionally, these organizations will be impacted by the fee structure Recommended by the Board for access to state data.
General Public	The general public includes, but is not limited to, citizens, businesses, organizations, and media who all have a stake in how the State manages the data entrusted to it.

Roles and Responsibilities

The Board responsibilities are outlined in the Board Procedures. This section outlines the roles and responsibilities of key stakeholders that the Board will need to fulfill its mission to the best of its ability.

Role	Resource Name	Responsibility
Executive Sponsorship	State CIO and members of OIT Executive Leadership Team	Champion the project amongst the Governor's Office, Cabinet members, and General Assembly. Explore and develop funding sources. Develop high-level program objectives. Provide program-related staffing as needed, including project management, financial, administrative, and technical advisory support.
Governor's Office	Senior Policy Advisors	Champion the project amongst the Governor's Office, Cabinet members, and General Assembly. Explore and develop funding sources. Develop high-level program objectives.
Colorado State Agencies	Executive Directors	Provide subject matter experts to the Board for subcommittee or policy work. Communicate with the Board on agency needs and priorities. Champion project throughout their agency.
Office of the Attorney General	Assistant Attorney Generals as required	Provide review and counsel on Board-related legal issues. Provide review and counsel on compliance, legal, and privacy policies created by the Board.
State Agency Data Sharing Projects	Directors and Boards of each initiative	Provide updates on initiative progress as required. Provide communication via email or presentations to the Board regarding priority issues on which they need guidance.

2012 STRATEGIC PLAN GOALS, ACCOMPLISHMENTS AND RECOMMENDATIONS

The major GDAB endeavors for calendar year 2012 were targeted through two subcommittees whose full annual reports can be reviewed in the appendices of this report and were:

1. The Education Date Subcommittee
2. The Early Childhood Universal Application Subcommittee

The other major GDAB endeavor was to understand current cross-departmental data sharing protocols, processes and hurdles.

2012 GDAB Goals

The goal of the cross-departmental data protocol is to facilitate information sharing across agencies and assist in formulating and determining the effectiveness of state policies. The goals of the Board in its advisory capacity to the State CIO regarding implementation of the protocol are as follows:

Goal 1: Develop Recommendations for enterprise data sharing, integration and consolidation.

Goal 2: Recommend policies and procedures for managing data and resolving conflicts.

Goal 3: Provide Recommendations to improve data privacy, regulatory compliance and access management.

Goal 4: Identify areas to reduce operational costs and complexity.

2012 GDAB Accomplishments and Recommendations

The 2012 Board Recommendations proposed to the State CIO were formulated upon the initial strategic planning activities created by the Board to fulfill the requirements of the legislation as stated above.   Below are the 2012 goals and the 2013 recommendations to meet the goals.

Goal 1: Develop Recommendations for enterprise data sharing, integration and consolidation.

Recommendation 1: **Propose a Legislative mandate or an Executive Order that state agencies will share data.**

> This recommendation will remove the red tape and bureaucracy currently preventing state agencies access to other agency data.

> Greater sharing of data will better serve the public with programs that reflect the highest degree of efficiency, coordination, and accountability. Some of the potential benefits of data sharing include:

- o Timely and improved access to reliable and high-quality data to inform decision-making by the Executive Branch, as well as the General Assembly, and other governmental entities.
- o Increased transparency, better service, and reduced risk of waste, fraud, and abuse with respect to public programs that will increase the public's confidence in government.
- o More informed research on public policy as a result of an increased number of studies and theorems that rigorously analyze, and augment the understanding of state programs within government for the public at large.
- o Improved government efficiency as a result of more informed decision-making, collaboration and a reduction in burdensome, excessive, and duplicative data-collection activities

Goal 2:   Recommend policies and procedures for managing data and resolving conflicts.

Goal 3:   Provide Recommendations to improve data privacy, regulatory compliance and access management.

The following recommendations will address both goal 2 and goal 3:

Recommendations 2 and 3:

- **Establish an Operational Governance Model.**

  This recommendation will be fulfilled by creating an effective IT governance model that will help to ensure that IT supports the business goals, optimizes business investments in IT, and appropriately manages IT- related risks and opportunities.   The use of this governance model will contribute to the achievement of proper alignment between IT and business strategy.   IT governance requires the significant engagement of all stakeholders to ensure that IT delivers value to the business; this value is not achievable or sustainable without alignment.   We feel that the creation of this Governance model will help to facilitate both the alignment of the business with IT as well as to add substantial value to the organization. This entity would be a working entity similar to the Colorado Integrated Criminal Justice Information System (CICJIS) which is a collaborative program designed to facilitate information sharing at key decision points in the criminal justice process.

- **Initiate the re-engagement of Board members to facilitate alignment with business leaders and subject matter experts.**

  This recommendation will allow for re-engagement and collaboration around a common strategy among the Board members, business leaders and subject matter experts. This will also facilitate productive dialogue among all stakeholders and should be regarded as inseparable.   The essential components will be based on communication and a mutual understanding while ensuring that IT resources are prioritized according to business strategy.

- **Develop a standard data use agreement to be used throughout all state agencies.**

  This recommendation will allow for standard integration among all agencies while facilitating a collective effort in development of a standard data use agreement. Board members and state agencies should proactively collaborate on how to consistently implement a standard form while incorporating the use of shared terminology. This will benefit the agencies by ensuring consistent implementation across state government while improving data integrity and consistency as well as fostering transparency for clear, open communication.

G o a l 4 : Identify areas to reduce operational costs and complexity

R e c o m m e n d a t i o n 4 : Create a centralized data hub to publish public data and to increase government transparency.

In May 2012, OIT launched The Colorado Information Marketplace that provides a platform for government transparency by cataloging the sharable data sets approved and published by the state, local, county, tribal, non-profit and public entities

Additional Comments

Additionally, the success of the Board hinges on full and active membership as outlined in HB 09-1285. The Board seeks executive support to ensure full agency participation in this process, across all branches of government. The Board also seeks executive support to fill existing Board vacancies.

The Board is excited to see the momentum that 2013 brings. It looks forward to continuing our support of information sharing and information management and believes it is really one of the primary areas, which can impact government service delivery to our citizens and policy makers for the better.

APPENDIX 1 – BOARD MEMBERS

Board Member Name	Organization
Steve Holland	Department of Public Safety
Parrish Steinbrecher	Department of Health Care Policy and Financing
Sherri Hammons	Governor's Office of Information Technology
Dianna Anderson	Governor's Office of Information Technology
Richard Coolidge	Secretary of State
Daniel Domagala	Department of Education
Paul Engstrom	Department of Corrections
Josh Allen, Denver Public Schools	Rep. of Employee of School Districts
Vacant	Rep. of Person serving on School Boards
Patrick Burns	Rep. of Person from an institution of higher education or nongovernmental organization
Chris Markuson, Pueblo County	Rep. of Employee of City, County, or City and County
David Luhan	OIT Agency IT Director - Department of Transportation
Robert O'Doherty	Department of Public Health and Environment
Ronald Ozga	OIT Agency IT Director - Department of Human Services
	Department of Labor and Employment
Dr. Beth Bean	Department of Higher Education
Paul Northrup	Department of Revenue
Vacant	Department of Personnel and Administration
Chad Cornelius	Judicial Branch

APPENDIX 2 - DATA MANAGEMENT GLOSSARY OF TERMS AND ACRONYMS

This glossary of terms and acronyms is intended to serve as a communication vehicle for reading and understanding publications produced from the Office of Enterprise Architecture.

AFIS - Fingerprint identification system at the Colorado Department of Public Safety.

ASCII – Acronym for the American Standard Code for Information Interchange, which is a code for information exchange between computers.

AUP - Acronym for Acceptable Use Policy, which is a set of regulations that govern how a service may be used.

Authentication - A process for verifying that a person or computer is who they say they are.

Business Data Steward - A recognized subject matter experts working with data management professionals on an ongoing basis to define and control data. They will be more simply referred to as the data stewards.

Business Domains - Business domains are the natural divisions of the business architecture and are based on either functional or topical scope. Business domains represent the highest level of the state's business architecture blueprint.

Business Reference Model – The Business Reference Model (BRM) provides a framework facilitating a functional (rather than organizational) view of the federal government's lines of business (LoBs), including its internal operations and its services for citizens, independent of the agencies, bureaus and offices performing them. The BRM describes the federal government around common business areas instead of through a stovepiped, agency-by-agency view. It thus promotes agency collaboration and serves as the underlying foundation for the FEA and E-Gov strategies.

CIO – Acronym for Chief Information Officer.

CISO – Acronym for Chief Information Security Officer.

CMP-SSC - Acronym for the Collaborative Management Program State Steering Committee.

Conceptual Model - A layer of modeling that defines business entities and the relationships between these business entities. Business entities are the concepts and classes of things, people, and places that are familiar and of interest to the State.

Consolidated Reference Model - The FEA Consolidated Reference Model Document Version 2. Published in October 0f 2007, contains four of the five models (Performance Reference Model (PRM), Business Reference Model (BRM), Service Component Reference Model (SRM), Technical Reference Model (TRM), that make up the Federal Enterprise Architecture. The Data Reference Model, DRM, is referenced but not repeated in this document due to its complexity and volume. Abbreviated as CRM.

Coordinating Data Steward - The data steward responsible for coordination of data stewardship activities across an information subject area. This person is responsible for insuring the integrity, quality, security, and coordination of associated metadata across the subject area and will lead a data stewardship team.

COPPA - Acronym for the Children's Online Privacy Protection Act.

COTS - Acronym for Commercial Off-The-Shelf software.

CPO - Acronym for Chief Privacy Officer.

CRM – See "Consolidated Reference Model".

Cyber Security – A branch of security dealing with digital or information technology.

Data Context – Data context refers to any information that provides additional meaning to data. Data context typically specifies a designation or description of the application environment or discipline in which data is applied or from which it originates. It provides perspective, significance, and connotation to data, and is vital to the discovery, use and comprehension of data.

Data Dictionary - As defined in the IBM Dictionary of Computing, is a "centralized repository of information about data such as meaning, relationships to other data, origin, usage, and format."[

Data Element - A precise and concise phrase or sentence associated with a data element within a data dictionary (or metadata registry) that describes the meaning or semantics of a data element.

Data Governance - Data governance refers to the operating discipline for managing data and information as a key enterprise asset.

Data Management - Data management is the development, execution and supervision of plans, policies, programs and practices that control, protect, deliver and enhance the value of data and information assets.

Data Mining - The process of extracting hidden patterns from data. Data mining identifies trends within data that go beyond simple data analysis. Through the use of sophisticated algorithms, non-statistician users have the opportunity to identify key attributes of processes and target opportunities.

Data Modeling – A structured method for representing and describing the data used in an automated system. Data modeling is often used in combination with two other structured methods, data flow analysis and functional decomposition, to define the high-level structure of business and information systems.

Data Reference Model - The Data Reference Model (DRM) is a flexible and standards-based framework to enable information sharing and reuse across the federal government via the standard description and discovery of common data and the promotion of uniform data management practices. The DRM provides a standard means by which data may be described, categorized, and shared. These are reflected within each of the DRM's three standardization areas of data description, data context, and data sharing.

Data stewardship - The formal accountability for state business responsibilities through ensuring effective definition, coordination, control and use of data assets.

Data Stewardship Teams - One or more temporary or permanent focused groups of business data stewards collaborating on data modeling, data definitions, data quality requirement specification, and data quality improvement, reference and master data management, and meta-data management, typically within an assigned subject area, lead by a coordinating data steward in partnership with a data architect.

Data Warehouse – A central repository for significant parts of the data that an enterprise's various business systems collect specifically designed for reporting. It is a subject-oriented, integrated, time-variant and non-volatile collection of data in support of management's decision making process, specifically providing data for Online Analytical Processing (OLAP) efforts.

DBA - Acronym for database administrator.

DQA - Acronym for Data Quality Assurance, which is a process of examining the data to discover inconsistencies and other anomalies. Data cleansing activities may be performed to improve the data quality.

EDE - Acronym for Electronic Data Exchange.

Enterprise - The State of Colorado Executive Branch Agencies.

ESID - Acronym for the encrypted state ID at the Colorado Dept. of Education.

ETL – Extract, Transform, and Load, which is a process to extract data from one source, transform (or cleanse) it, and load the result into another source.   This is frequently part of populating a Data Warehouse.

Extensible Markup Language - Extensible Markup Language (XML) describes a class of data objects called XML documents and partially describes the behavior of computer programs which process them. XML is a subset of SGML, the Standard Generalized Markup Language. Among its uses XML is intended to meet the requirements of vendor-neutral data exchange, the processing of Web documents by intelligent clients, and certain metadata applications. XML is fully internationalized and is designed for the quickest possible client-side processing consistent with its primary purpose as an electronic publishing and data interchange format.

Federal Enterprise Architecture - The Federal Enterprise Architecture (FEA) consists of a set of interrelated "reference models" designed to facilitate cross-agency analysis and the identification of duplicative investments, gaps and opportunities for collaboration within and across agencies. Collectively, the reference models comprise a framework for describing important elements of the FEA in a common and consistent way. Through the use of this common framework and vocabulary, IT portfolios can be better managed and leveraged across the federal government.

FERPA – Acronym for the Family Educational Rights and Privacy Act.

FIPS - Federal Information Processing Standard (FIPS), one of many standards set by the Federal government for exchanging or processing data.

Government Data Advisory Board (GDAB) – Advisory Board created by HB 09-1285 for the purpose of advising the State CIO on matters relating to data sharing.

HIPAA - Acronym for the Health Insurance Portability and Accountability Act.

Identity Management - Identity Management (IdM) means the combination of technical systems, rules, and procedures that define the owner-ship, utilization, and safeguarding of personal identity information. The primary goal of the IdM process is to assign attributes to a digital identity and to connect that identity to an individual.

Information Architecture - The compilation of the business requirements of the enterprise, the information, process entities and integration that drive the business, and rules for selecting, building and maintaining that information.

Information Exchange Package Documentation - An Information Exchange Package Documentation (IEPD), is a specification for a data exchange and defines a particular data exchange. It is a set of artifacts consisting of normative exchange specifications, examples, metadata, and documentation encapsulated by a catalog that describes each artifact. The entire package is archived as a single compressed file.

Information Subject Area - Topical or functional categories of the business processes that are integral to the operations of the State and that span agencies statewide, such as Financial, Person, Geography, Organization, and Service.

Information Subject Sub-Area - A logical subset of an information subject area containing enough unique information to be addressed separately, such as within the subject area of person could be Customer (client/citizen) or Employee.

K-20 – Education from kindergarten through post-graduate college.

Logical Model - the logical data model diagrams add a level of detail for each subject area below the conceptual data model by depicting the essential data attributes for each entity. The enterprise logical data model identifies the data needed about each instance of a business entity. The essential data attributes included represent common data requirement and standardized definitions for shared data attributes.

Master Data – Data that is, for the most part, static, and changes infrequently.

Metadata – Metadata is data about data. An example is a library catalog because it describes publications.   In this document, it is usually applied to databases.

Metadata registry – A metadata registry/repository is a central location in an organization where metadata definitions are stored and maintained in a controlled method. Included in the registry are approved enterprise data definitions, representations (models, XML structures), and links to physical constructs, values, exceptions, and data steward information.

Metadata – Metadata is "data about data." Metadata includes data associated with either an information system or an information object, for purposes of description, administration, legal and confidentiality requirements, technical functionality and security, use and usage, and preservation. Metadata gives us detail about both what the data means and how it's stated. Metadata is one of the greatest critical success factors to sharing information because it provides business users, developers and data administrators with consistent descriptions of the enterprise's information assets.

National Information Exchange Model - The National Information Exchange Model (NIEM) is a Federal, State, Local and Tribal interagency initiative providing a foundation for seamless information exchange. NIEM is a framework to bring stakeholders and Communities of Interest together to identify information sharing requirements, develop standards, a common lexicon and an on-line repository of information exchange package documents to support information sharing, provide technical tools to support development, discovery, dissemination and re-use of exchange documents; and provide training, technical assistance and implementation support services for enterprise-wide information exchange.

OMB – Acronym for the Federal Office of Management and Budget.

Online Analytical Processing - Online Analytical Processing (OLAP) is a reporting and data design approach intended to quickly answer analytical queries. Data to satisfy OLAP reporting and analysis needs are designed differently than data used for traditional operational use. Although OLAP can be achieved with standard relational databases, multidimensional data models are often used, allowing for complex analytical and ad-hoc queries with a rapid execution time.

Online Transaction Processing - Online Transaction Processing (OLTP) is a class of systems that facilitate and manage transaction-oriented applications, typically for data entry and retrieval.

P-20 - Education from pre-kindergarten through post-graduate college.

Performance Reference Model – Acronym PRM, is part of the FEA.

Personally Identifiable Information (PII) – PII refers to all information associated with an individual and includes both identifying and non-identifying information. Examples of identifying information which can be used to locate or identify an individual include an individual's name, aliases, Social Security Number, email address, driver's license number, and agency-assigned unique identifier. Non-identifying personal information includes an individual's age, education, finances, criminal history, physical attributes, and gender.

PLC – Acronym for the Prevention Leadership Council.

Repository - An information system used to store and access architectural information, relationships among the information elements, and work products.

SASID - Acronym for the State Assigned Student ID at the Colorado Dept. of Education.

SCRM – Acronym for the Service Component Reference Model; part of the FEA.

SIDMOD – Acronym for the State Identification Module at the Colorado Dept. of Human Services.

SIMU – Acronym for the Student Identifier Management Unit at the Colorado Dept. of Education.

State Enterprise Data Model - An integrated, subject oriented data model defining the essential data produced and consumed across the state. The purpose of a data model is to 1) facilitate communications as a bridge to understand data between people with different levels and type of experience and help us understand the business area 2) to formally document a single and precise definition of data and data related rules, and 3) to help explain the data context and scope of third-party software. The data model is composed of three layers for communication and best utilization: The subject area model, the conceptual model, and the logical model.

Technical Data Steward - The information systems professional responsible for assuring integrity of the information captured, for proper handling of the information (not the content), and for assuring the information is available when needed. They are the custodians of the data assets and perform technical functions to safeguard and enable effective use of State data assets.

Transaction Data - Transaction data is data describing an event (the change as a result of a transaction) and is usually described with verbs. Transaction data always has a time dimension, a numerical value and refers to one or more objects (i.e. the reference data). Typical transactions are: financial: orders, invoices, payments; work: plans, activity records; logistics: deliveries, storage records, travel records, etc.

Unit Records - Records containing data that pertain directly to an individual.

XML – See Extensible Markup Language.

APPENDIX 3 - STATE AGENCY ACRONYMS

Attorney General (DOL)

Colorado Bureau of Investigations (CBI)

Colorado Children and Youth Information Sharing (CCYIS)
Colorado Data Sharing and Utilization Group (CDSUG)

Colorado District Attorneys Council (CDAC)

Colorado Integrated Criminal Justice Information System (CICJIS)

Data Governance Working Group (DGWG)

Department of Agriculture (CDA)

Department of Corrections (DOC)

Department of Education (CDE)

Department of Health Care Policy and Finance (HCPF)

Department of Higher Education (DHE)

Department of Human Services (DHS)

Department of Labor and Employment (CDLE)

Department of Local Affairs (DOLA)

Department of Natural Resources (DNR)

Department of Personnel & Administration (DPA)

Department of Public Health and Environment (CDPHE)

Department of Public Safety (CDPS)

Department of Regulatory Agencies (DORA)

Department of Revenue (DOR)

Department of Transportation (CDOT)

Division of Youth Services (DYS)

Governor's Office of Information Technology (OIT)

Office of Cyber Security (OCS)

Secretary of State (SOS)

Statewide Traffic Records Advisory Council (STRAC)

APPENDIX 4 – EDUCATION DATA SUBCOMMITTEE

Government Data Advisory Board
Education Data Subcommittee Report
December 1, 2012

Section 1 - Executive Summary

The Education Data Subcommittee ("Subcommittee") was created through Colorado Revised Statutes (CRS) 24-37.5-703.5 as a subcommittee of the Government Data Advisory Board ("GDAB"). Its primary mission is to provide recommendations regarding the accessioning, use, sharing, handling, disposal, and oversight of education data, including pertinent factors associated with a statewide comprehensive P-20 educational data system.

Per CRS 24-37.5-703.5, the Subcommittee has the following duties:

- To recommend to the State Chief Information Officer ("State CIO") and the GDAB protocols and procedures for sharing education data among charter schools, school districts, boards of cooperative services, the Department of Education, the Department of Higher Education, and state institutions of higher education;
- To recommend to the State CIO and the GDAB appropriate information technology;
- To recommend to the State CIO and the GDAB appropriate reporting formats for education data;
- To recommend data element standards for individual student records for use by charter schools, school districts, boards of cooperative services, the Department of Education, the Department of Higher Education, and state institutions of higher education;
- To recommend electronic standards by which charter schools, school districts, boards of cooperative services, the Department of Education, the Department of Higher Education, and state institutions of higher education may share data currently being shared through other means, including but not limited to interoperability standards, standards and protocols for transfer of records including student transcripts, and the use of data-exchange transcripts;
- To recommend the design and continuing development of a statewide comprehensive P-20 education data system.

More information is available on the Subcommittee's OIT website at http://www.colorado.gov/cs/Satellite/OIT-EADG/CBON/1251579897320.

Section 2 - Background and Overview

Mission

The Subcommittee was created through CRS 24-37.5-703.5 as a subcommittee of the GDAB. Its primary mission is to provide recommendations regarding the accessioning, use, sharing, handling, disposal, and oversight of education data, including pertinent factors associated with a statewide comprehensive P-20 educational data system.

Vision

The vision of the Subcommittee is to advise the State CIO and GDAB in creating a comprehensive P-20 education data system that permits the generation and use of accurate and timely data to support analysis and informed decision-making at all levels of the education system. The intent of this system is to increase the efficiency with which data may be analyzed to support the continuous improvement of education services and outcomes, facilitate research to improve student academic achievement and close achievement gaps, support education accountability systems, and simplify the processes used by State and local educational agencies to make education data transparent through Federal and public reporting.

Risks and Barriers

The following issues are identified as risks by the Subcommittee as its work progresses:

- Cultural, control, and change management issues within State and local agencies.
- The availability of adequate financial, time, and human resources to implement an enterprise program and system infrastructure to support cross-departmental data sharing and usage.
- Meeting compliance standards set by Federal and State statute and regulation.
- Ensuring that recommended statutory or regulatory changes can be met in a timely manner.
- Addressing privacy and security concerns.
- Possible changes in political/legislative environment.
- Sustainability and implementability – risk of trying to meet objectives with limited resources, after initial grant funding is exhausted.
- Due to current budget restraints and other factors, expected data quality at a local level is inconsistent.
- The Subcommittee has a high vacancy rate and is looking to GDAB and OIT it advise and/or assist us in filling the open positions.

Section 3 - Accomplishments

The Subcommittee continues to be very active in exploring education data sharing opportunities and concerns in order to assist the GDAB. During this calendar year the Subcommittee:

- Met with representatives from EDUCAUSE to learn more about emerging issues concerning data sharing. EDUCAUSE is a nonprofit association whose mission is to advance higher

education through the use of information technology. EDUCAUSE tracks policy and legislative issues. We received updates on:

- o FERPA Lawsuit - EPIC Sues to Block Changes to Education Privacy Rules.
- o U.S. Senate Bill 2098 "Student Right to Know Before You Go Act": - A bill to support statewide individual-level integrated postsecondary education data systems, and for other purposes.
- o Common Education Data Standards (CEDS).
- o Ed-Fi - Developed for the K-12 sector, Ed-Fi is an open, XML-based, and CEDS-aligned system to integrate information from a broad range of existing sources so it can be sifted, analyzed and put to use every day.
- o CommIT - Common Identity & Trust Collaborative (CommIT) Pilot Project

- Discussed the sharing of student data from the Colorado Department of Education to state institutions of higher learning and the determination of the U.S> Privacy Technical Assistance Center that affirmative permission would need to be granted by each parent and/or eligible student to allow data sharing.
- Created and explored use-cases for the sharing of education data.
- Provided feedback on several Department of Higher Education initiatives a including research study on Student Price Sensitivity, Educator Preparation and Effectiveness, Student Retention and Transfer, Admissions Standards Policy Impact, and Comprehensive Remedial Analysis
- Met with representatives of the RISE steering committee and GDAB to provide input on the Statewide Longitudinal Data System, the Link project, and data governance.
- Contributed to and endorsed Senate Bill 13-053 (Appendix C)

Section 4 – Summary

The Subcommittee continues to make progress gathering and sharing the knowledge required to accomplish its Mission and Vision.

The Subcommittee has divided their goals and objectives into three categories and is working to identify proactive ways in which to be involved and to provide input and recommendations in an impactful way:

- Identity Management – CUPID/SLDS/Link
- Alignment of Initiatives – ICAP (Individual Career and Academic Plan)/eTranscripts/School Readiness/Educator Effectiveness/Unified Improvement Plans/College in Colorado/Drop Out Indicators/SchoolView/Early Childhood
- Remediation Data – Use Case/Alignment of SASID (State Assigned Student Identifier) and EDID (Educator Identifier)

The Subcommittee looks forward to continue working with GDAB, OIT, and our stakeholders to improve educational outcomes through the effective use of data.

Section 5 – Stakeholders

The following stakeholders have been identified as having a key interest in the program:

- Government Data Advisory Board and its Sponsors and Stakeholders
- Colorado Department of Education
- Colorado Department of Higher Education
- State Board of Education
- Colorado Commission on Higher Education
- Colorado State Agencies

These stakeholders have a vested interest in, and will be impacted by, the work done by the Subcommittee. The impact areas include policy, technology, financial, and business processes.

SECTION 6 - Education Data Subcommittee Members

- Daniel E. Domagala, Rep. Department of Education
- Vacant, Rep. Department of Human Services
- Beth Bean, Rep. Department of Higher Education
- Vacant, Rep. School District Board of Education
- Josh Allen, Rep. Employee of School District with Expertise in Data Sharing and IT
- Jeremy E. Felker, Littleton, Rep. Education Data Advisory Committee (Pending Reappointment)
- Vacant, Rep. Information Officers Employed by School Districts
- Vacant, Golden, Rep. State Charter Schools
- Vacant, Rep. State Charter School Institute
- Vacant, Rep. Boards of Cooperative Services
- Julie Ouska, Denver, Rep. Information Officers Employed within State System of Community and Technical Colleges
- Patrick J. Burns, Fort Collins, Rep. Governing Boards of State Institutions of Higher Education
- Danielle Butler, Denver, Rep. Early Childhood Councils
- Pamela R. Buckley, Golden, Rep. Institutions of Higher Education or Nongovernmental Organizations
- Jeffery W. McDonald, Evergreen, Rep. Nonprofit Advocacy Groups that work in Children's Issues (Pending Reappointment)
- Vacant, Rep. Statewide Membership Organizations of Education Professionals and Local Boards of Education
- Stacie Demchak, Colorado Department of Education, Non-voting Member

APPENDIX 5 – EARLY CHILDHOOD UNIVERSAL APPLICATION

Government Data Advisory Board
Early Childhood Universal Application Subcommittee Report
December 1, 2012

Section 1 - Executive Summary

The Early Childhood Universal Application Subcommittee ("Subcommittee") was created through Colorado House Bill 10-1028 as a subcommittee of the Government Data Advisory Board ("GDAB"). Its primary mission is to recommend to State Chief Information Officer ("State CIO") and the GDAB protocols and procedures for creating and implementing a universal application to be used by all state agencies and school districts for applications for programs related to early childhood care and education, including but not limited to:

☐ Medicaid
☐ Children's Basic Health Plan
☐ Head Start Program
☐ Colorado Preschool Program
☐ Free or Reduced-cost Lunch program
☐ Colorado Child Care Assistance program
☐ Child and Adult Care Food program
☐ Colorado Works program
☐ Special Supplemental Food Program for Women, Infants, and Children
☐ Food Stamp program
☐ Early childhood council programs
☐ Low-income energy assistance program
☐ Affordable housing programs

In addition, upon request by the State CIO, to advise the State CIO on other issues pertaining to applications for programs related to early childhood care and education.

Section 2 - Background and Overview

The task given to the Subcommittee was complex based on the variations between each application's eligibility requirements, governing legislative mandates, funding streams, and agency affiliation (i.e., applications are housed at four different state agencies). However, the Subcommittee is confident in the value of a universal application to coordinate programs where limited coordination exists, streamline the process for families in need, and create a more efficient system to improve outcomes for young children and their families.

In January 2011, the Subcommittee began working with a volunteer policy analyst. The policy analyst was a post-doctoral fellow at the University of Colorado Denver in the Early Childhood

Special Education Leadership Program. The focus of this program was to understand policy and leadership issues in early childhood special education and working with the Subcommittee was considered a field placement for the post-doctoral fellowship. The policy analyst was charged with identifying any applications that should be considered for inclusion in a universal application that were not listed in the initial legislation, completing a list of Federal, State, and Local regulations related to each program, identifying common application data elements, comparing program eligibility requirements, and identifying barriers to a universal application.

Also, the policy analyst was asked to contribute to recommendations regarding a universal application.

Summary of applications (see Appendix A - Eligibility Requirements).

The Federal and State regulations for the applications listed in the legislative mandate were studied to find common eligibility requirements. Required documentation was also examined to determine common demographic information required by each program

Income eligibility requirements

It was found that most applications analyzed have an income eligibility requirement. This could mean that income is the sole eligibility requirement or that it is a requirement, among others, that must be met. The income requirements fluctuate from the federal poverty line to 250% of the federal poverty line. Within this range, individual program eligibility guidelines can vary between each of Colorado's counties. For example, the Child Care Assistance Program (CCAP) varies between all 64 Colorado counties from 130% to 225% of the federal poverty line.

Other eligibility requirements

Income eligibility requirements are not the only eligibility criteria for each application. Other eligibility requirements vary based on the program's goal and the needs of Colorado's families. One common requirement found in most of the applications is that the family must reside in Colorado and are required to provide proof of residence, unless they are homeless. If a family is applying for services and they are homeless, for most applications, they must sign a form stating they are homeless.

The other eligibility requirements range from a nutritional assessment, citizenship status, actively seeking employment or student status, to reports showing the client is lacking overall learning readiness. Furthermore, the Low Income Energy Assistance program is only available from November 1 to April 30, so eligibility is also based on season.

Required documentation

The required documentation is an important element of the analysis because it helped to determine similarities between applications that may result in possible common universal application questions. Specifically, it was found that most applications require documentation that verifies a

person's identity, residence, income, employment or school status, citizenship or alien status, and/or social security number.

Barriers to Universal Application

The Subcommittee was also charged with identifying barriers related to implementing a universal application. The stakeholders in this process are very diverse and meeting all priorities and interests will be challenging. Other barriers include, 1) availability of adequate resources (i.e., time, manpower, funding) to evaluate current applications and implement a universal application; 2) diversity of application requirements will create the need for a sophisticated universal application that has the flexibility to change and adapt as requirements change (e.g., resources will be required to create, maintain, and enhance the application); and 3) agency involvement is necessary for implementation to be effective, which will require resources for coaching, evaluation, training, and program development.

Recommendations

Overall, the programs and their applications vary widely in eligibility and verification documentation requirements. The following recommendations attempt to address varied requirements and alleviate barriers in order to move forward with effective development and implementation of a universal application.

Section 3 – General Recommendations

The universal application should be a universal screening and informational tool.

The universal application should be used to allow families to populate an application with the minimum, necessary requirements to determine if they *may* be eligible for participating programs. This will ensure that more families are made aware of services they are eligible for and more families could be served due to the reduction of paperwork required by many programs. Many of the analyzed applications require that families meet in person to provide documentation and confirm eligibility. With a universal application, the service providers could focus on family centered practices rather than using this time to fill out paperwork. For example, a woman and her children become eligible for the Special Supplemental Nutrition Program for Women, Infants, and Children based on income requirements, categorical requirements, residence, and nutritional risk. Meeting the nutritional risk eligibility requires that the woman and her children take part in an in-person nutritional assessment that is conducted by an intake specialist. This visit would be streamlined if the intake specialist had access to data collected from a universal application, such as income eligibility, place of residence, and other demographic information. At the intake visit, a nutritional assessment could be conducted along with an examination of required documentation.

Information could also be provided to the family about programs and services that are not part of the data collection and dissemination process such as daycare information, school directories, and community resource information.

The universal application should be online.

The universal application should be an online tool accessible to families from any location including home, schools, libraries, and community centers. This allows great flexibility and scalability from a technical standpoint, allows programs to have immediate access to information about families served and reduces the amount of paperwork for both families and programs. An online application would also allow families to apply for programs when it is most convenient to them.

Only applications that directly benefit families should be included in the universal application.

Applications to programs that provide benefits directly to early childhood institutions should not be included. This includes the Child and Adult Care Food Program (CACFP). The CACFP provides reimbursement to childcare centers for nutritious meals and snacks served to children under their care. Application to participate in the CACFP is requested by the centers, not directly by the families of the children in care.

The rate of reimbursement received by centers participating in the CACFP is dependent on the income level of the families served. It may be helpful to include and make available in the universal application the Income Eligibility Form that families provide to programs such as the CACFP.

Pilot the use of a universal application using some of the most similar applications.

Currently, 13 applications are included in the legislative mandate for a universal application. Implementation may be more effective if a universal application was piloted with a few programs with common elements, including income eligibility. The Subcommittee recommends that a universal application pilot include Medicaid, Head Start, Child Care Assistance Program, Special Supplemental Nutrition Program for Women, Infants, and Children, and Child Health Plan+, and the Colorado Preschool Program.

Limit the Pilot to Federal and State level eligibility requirements.

During the pilot only, the use of solely Federal and State level eligibility requirements (not County) would streamline the initial implementation. There are 64 counties in Colorado and many have the flexibility to determine eligibility requirements in some programs, such as the CCAP Program. This creates a time intensive and resource heavy analysis of the current application requirements. The Federal and State requirements provide minimum eligibility requirements. Also, there is usually a range for a family's minimum and maximum income level to qualify for services. For example, Child Care Assistance Program State regulations require that programs serve families that have an income of 130% or less below the poverty guidelines and may NOT serve children whose families have an income over 225% of the federal poverty level. The local counties have the flexibility to determine their own eligibility requirements, which makes the concept of creating a universal application very complex. In the future, each local county's requirements should be included, but for a pilot it would be more effective to use the Federal and State guidelines. The Child Care

Assistance Program's local requirements could be integrated into the universal application as it is piloted to determine feasibility.

A business analyst is needed to continue examining the applications.

Future efforts should focus on analyzing local regulations, creating a crosswalk of applications, and developing possible universal application questions. An examination of the definitions of household and/or household income is necessary to aid in the development of universal application questions. During the preliminary analysis, it was found that definitions of household and/or household income vary between applications. However, more analysis should be conducted to fully understand these variations.

The business analyst would develop the detailed business requirements and supporting documents that are necessary to input into the design phase of the system change lifecycle. In addition, this position would also be responsible for formulating strategies to mitigate the impact to one program by another program's rule changes. This position also coordinates stakeholder input for issue resolution.

Section 4 – Implementation Recommendation

In keeping with the recommendations in Section 3, the Subcommittee's overall recommendation is to expand the Program Eligibility and Application Kit (PEAK) application for the Universal Application. PEAK currently provides eligibility screening and application submission for the following programs:

Medicaid
Children's Basic Health Plan
Colorado Works program (TANF)
Food Stamp program (SNAP)

There are clear reasons for using PEAK for Universal Application today as it meets most of the recommendations outlined in Section 3, including:

- PEAK is available over the web.
- PEAK has improved application submission efficiency and effectiveness.
- PEAK already leverages federal and state data to determine eligibility.
- PEAK has a very easy to use web interface and can easily be marketed and extended to other audiences.
- PEAK is already in use by County agents and community groups across Colorado.
- PEAK can be customized specifically for the early childhood community.
- SNAP has some of the most rigid eligibility requirements of all the programs. Therefore it is already capturing most of the data required for other programs.
- PEAK can be extended for other programs through a contractual change through CDHS, reducing implementation time.

- Colorado may be eligible for 90/10 federal funding for implementation.
- PEAK can be implemented in phases to reduce implementation risks.

There are risks and issues which will need to be resolved if PEAK is used for Universal Application.

- PEAK is currently designed for SNAP/ Medicaid /CHP+ programs. Customization for early childhood specific applications will need to be completed.
- Processing application data from PEAK into new systems (CHATS for CCAP, Head Start, WIC) will require significant business process engineering. From our experience with PEAK – a thoughtful plan to ensure program administration involvement will be critical.
- Modifications to PEAK must not impact current operational CBMS operations.
- Support for new families who use PEAK will be required.
- There will need to be prioritization – implementation of all programs will not be feasible.
- Additional usage may require additional system infrastructural investments.
- PEAK was implemented with a focus on screening first (Am I Eligible) and we would recommend this process for implementation.

The following table outlines the four recommended stages for the design and implementation of PEAK for Universal Application.

Programs are divided into priority and secondary programs to ensure a better chance of implementation. The first priority programs are:

- Head Start
- Colorado Child Care Assistance program
- Free or Reduced-cost Lunch program
- Special Supplemental Food Program for Women, Infants, & Children (WIC)
- Colorado Preschool Program

Secondary programs include:

- Child and Adult Care Food program
- Early childhood council programs
- Low-income energy assistance program
- Affordable housing programs

The table below describes the expected activities for each phase.

Phase 1: Operational Analysis	Phase 2: Priority Program Screening	Phase 3: Priority Program App Submission	Phase 4: Secondary Program Screening and App Submission
Perform an operational assessment of PEAK and the priority programs to build the project plan and ensure the technology architecture will support the programs.	Completion of functional requirements to extend eligibility screening for priority programs. Also includes outreach and training support to use the system.	Completion of functional requirements to extend eligibility application submission for priority programs. Also includes outreach and training support to use the system.	Completion of functional requirements to extend eligibility screening and application submission for secondary programs. Also includes outreach and training support to use the system.

The table below outlines starting dates, financial cost projections, and funding source.

Phase 1: Operational Analysis	Phase 2: Priority Program Screening	Phase 3: Priority Program App Submission	Phase 4: Secondary Program Screening and App Submission
Start: August 2012	Start: January 2013	Start: March 2013	Start: March 2014
End: October 2012	End: July 2013	End: February 2014	End: February 2015
$25 to $35K	$500K	$1M	$1M
Statewide Longitudinal Database System (SLDS)	Early Learning Challenge Grant Phase 2	Early Learning Challenge Grant Phase 2	Early Learning Challenge Grant Phase 2

In terms of the next steps, the recommendation is to select a vendor to perform an operational assessment to reduce implementation risks for PEAK. This can be funded as an SLDS-related project

since it specifically supports the capture of critical information. This scope of work is specifically designed to validate (priority programs only):

1. How families / clients will navigate PEAK to complete application information.
2. There are no major technological gaps with PEAK in terms of sharing data from PEAK to other systems.
3. There are no major business process or confidentiality issues with sharing data from PEAK.
4. Any major obstacles (technical or process related) that will impede PEAK from being used for Universal Application.
5. How information will be exchanged from PEAK to the program administrators. This includes identification of key program administrators.
6. How data will be shared and transmitted securely and to specific guidelines.

Section 5 - Eligibility Requirements as of 7/8/2011

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
Special Supplemental Nutrition Program for Women, Infants, and Children	-Part 246-Special Supplemental Nutrition Program for Women, Infants, and Children -2011 WIC Procedure Manual	Yes Participant's combined household gross income can NOT exceed 185% of the federal poverty standards. (Add one to household size for all pregnant women, two if pregnant with twins, three if with triplets, etc.) **Definition of an economic unit:** A group of related or unrelated persons who usually (although not necessarily) live together and share financial and other	**Categorical requirements:** The individual must be pregnant, postpartum or breastfeeding women, or an infant or child under 5 years old. **Residence:** The individual must live in CO. **Nutritional risk requirement:** Assessed at intake	*Proof of identity *Documentation of residence within WIC county service area *Proof of income

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
		resources Child support may not be deducted when reporting income		

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
Head Start	Improving Head Start for School Readiness Act Performance Standards	Yes -Families with income below 100% of poverty -Can go up to 130%. -Not all children in Head Start programs are from low-income families.	-Based on community needs assessment (some requirements) -Homeless children -Child has a disability	-Typically, a birth certificate (to verify child's age only) and proof of family income. Individual program may request proof of address.
CCAP	-Section 418 of the Social Security Act -45 CFR Parts 98 and 99 -Colorado Statute: Title 26 Human Services Code/Article2 Public Assistance/Part 8	-State has determined eligibility requirements-Colorado states that counties set eligibility requirements -Must serve families that have an income of 130% or less below the poverty	Low-income families must be working, searching for employment or are in training, or enrolled in Colorado Works to be eligible (child care services are needed to support their efforts towards self-sufficiency) -Child must be under 13	-All household members' pay stubs from the last 3 months from each job if you have more than one job (if working) -Self-employed business ledger and copies of your total business earnings (if self-employed) -Provide letter from

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
	Colorado Child Care Assistance Program	guidelines and may NOT serve children that have an income over 225% of the federal poverty level -Eligibility requirements of counties range from 150 to 225. -Federal-reside with family whose income does NOT exceed 85% of states median income for family size	(Lead agency may choose to serve children under 19 who are physically or mentally incapable of caring for himself or herself	employer indicating start date, wages, hours you work, payday, date of first paycheck (if just started a job) -A letter from employer stating your last date of work and last paycheck date with proof of job search activities (if lost your job/looking) -Court documents verifying amount paid, frequency of payments, and person receiving payments if paying child support -Proof of source, amount and frequency of payment if you have non-work or other income-include court documents if have them

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
				-A letter from school that verifies you are enrolled and making satisfactory progress, program you are enrolled, and expected completion date (if attending school). Also, need school schedule -Name of childcare provider, verification of child's identity, verification of child's birthday, verification of child's citizenship, child's immunization records, verification of child support (if received) for if you have chosen a provider for child requesting care. -Verification of address (i.e., rent receipt, copy of lease, mortgage statement, auto registration, utility or other bill, verification from

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
				lease holder, other county office, other govt. agency, school, or voter registration.
Free or Reduced Lunch	Richard B. Russell National School Lunch Act	Free lunch- 130% of applicable family size income levels Reduced lunch- 185% of applicable family size income levels		
Medicaid (Family Medicaid only)* *Does not reflect upcoming		-Financially qualified children ages 0-18 and parents with dependent children -Parents whose income is at or below 100% of the Federal	-Colorado resident -Colorado children ages 0-18 and for parents with dependent children	-U.S. Citizens need to provide U.S. citizenship and identity information -Non-citizens need to provide USCIS (INS) documentation for full benefits

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
		Poverty Level		
Health Care Reform Regulations		-Children age 6-18 whose family income is at or below 100% of the Federal Poverty Level -Children under the age of 6 and pregnant women whose family income is at or below 133% of the Federal Poverty Level		-Non-citizens seeking Emergency Medical Services only do not need to provide documentation
Child Health Plan+ (CHP+)* *Does not reflect upcoming Health Care Reform Regulations		-Children under age 18 and pregnant women age 19 and over -Applicants with household income under 250% of the Federal Poverty Level -Family size is the	-Must be a Colorado resident -Permanent legal residents who have had an Alien Registration number for at least 5 years, a refugee or asylee -Applicants not eligible for Medicaid	-Proof of citizenship -Proof of identity These four documents are accepted as both proof of citizenship and identity: -U.S. Passport -A Certificate of

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
		number of people in your household that are related -Unborn children also count toward household size (i.e., pregnant women count as 2). -You can also deduct certain expenses from your income, such as child care or elder care costs, medical expenses, dental expenses, child support payments, alimony payments, or health insurance premiums (you can subtract how much you pay in one month from your monthly gross income).	-Applicants who do not have other health insurance You are not eligible if: -Applicants who have been covered by an employer health insurance plan during the last 3 months where the employer paid 50% or more of the premium cost -Applicants who are eligible for state employees' health coverage -Residents of correctional or mental institutions	Naturalization -A Certificate of Citizenship -An Indian Tribal Document You may also provide a document for citizenship (U.S. birth certificate, U.S. National ID car, final adoption decree, official military record showing U.S. place of birth) and identity (drivers license, state ID card with picture, school ID with picture, verified school, nursery, or childcare records for children under 16)

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
Colorado Preschool Program	Colorado Preschool Program Act	-Not based solely on income	-Child who is 3, 4, 5 -Child lacks overall learning readiness due to significant family risk factors, is in need of language development, including but not limited to the ability to speak English, or is receiving services from the department of human services as a neglected or dependent child -A child who is 3 needs to have at least three of the significant family risk factors -Parents agree to the parental responsibilities	Use of application varies by provider -School district advisory councils coordinate the determination of eligibility and enrollment in CPP -When applying to the program parents are asked to provide information about child and family and child participates in a developmental screening. -When a family moves to a new district that child's eligibility does not transfer- the child and family goes through another enrollment process.

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
			-Significant risk factors means: *Homelessness of child's family *An abusive adult residing in home of child *Drug or alcohol abuse in child's family *Either parent was less than 18 years of age and unmarried at time of child's birth *The child's parent or guardian has not completed high school *Frequent relocation to new residences *Poor social skills of child	
LEAP	LIHEAP-Energy policy act	-185% below Federal Poverty Level	-Eligibility of program runs from November 1st-April 30th	
Low income		-Must be participating in LEAP, Old Age	Telephone company	

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
telephone assistance		Pension Benefits, TANF, Aid to Needy Disabled, Aid to Blind, or Supplemental Social Income	in your area has to participate	
Low income telephone assistance		-Must be participating in LEAP, Old Age Pension Benefits, TANF, Aid to Needy Disabled, Aid to Blind, or Supplemental Social Income.	Telephone company in your area has to participate	
Supportive Housing and Homeless Programs		Income requirements	-Must meet PHA's definition of family -Must be able to provide documentation of citizenship or eligible immigration status -Persons evicted for drug related criminal activity are not eligible	

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
			for assistance for at least 3 years from the date of eviction.	
Temporary Assistance for Needy Families (TANF)	Colorado TANF State Plan 45 CFR Parts 261, 262, 263, and 265 Reauthorization of the Temporary Assistance for Needy Families (TANF) Program; Final Rule	Colorado Revised Statutes set uniform statewide basic eligibility and minimum benefit levels for basic cash assistance based on Aid to Families with Dependent Children (AFDC) rules that were in effect on July 16, 1996, with the following exceptions: *Families resources are not to exceed $15,000 *Families do not have to include half siblings in the same assistance unit if at		May need to provide: *Your identification, such as picture ID or drivers license *Social security numbers or proof of application for everyone requesting benefits-you will need to provide proof (i.e., social security card) * Proof of resources such as checking, savings, vehicles, CD's, IRA's, stocks, etc. *Proof of statues in this country such as Visa, Legal Permanent Resident Card, Passport, or Employment

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
		least one of the half siblings is receiving child support; *Two-thirds of a participant's income gets disregarded for the first twelve cumulative months of assistance; *Two parents are treated the same as single parent families; *One vehicle, and an additional vehicle for each member in a work activity is exempted from resources		Authorization Card for everyone you are applying for *If someone is pregnant, proof of due date *Information on any parent(s) not living in the home of the children you are applying *Health insurance card or policy *Proof of expenses such as day care, rent, mortgage, utilities, child support or medical costs.
Food Assistance	Food and Nutrition Act (Supplemental Food and	Federal: Income cannot exceed the poverty line (in some cases 125% of		Proof of identity: *Drivers license *ID card *Birth certificate

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
	Nutrition Program)	poverty line). Poverty line is defined by the Office of Management and Budget Colorado: The household income cannot exceed maximum gross monthly income of $1984 or maximum net monthly income of $1526 for three people. Household is defined as (A) an individual who lives alone or who, while living with others, customarily purchases food and prepares meals for home consumption separate and apart from the others;		Proof of residence: *Rental agreement *Mortgage statement *Driver's license *Rent receipt *Utility bill Proof of immigration status for non-citizens Proof of monthly income: *Paycheck Stubs - for the last 30 days Benefits* Letters from SSI or VA *Unemployment *Insurance Check Stubs *Pension Information Proof of Out-of-pocket Child Care Expense *Cancelled Checks

Application	Regulation	Income Requirement	Other Requirements	Necessary Documentation
		or (B) a group of individuals who live together and customarily purchase food and prepare meals together for home consumption. *All types of income are counted to determine household eligibility		*Bill *Receipt Proof of Monthly Shelter Costs *Lease or Mortgage Payment Book *Homeowner's Insurance Bills *Proof of Property Taxes *Proof of all Utilities Proof of Monthly Out-of- pocket Medical Expenses for elderly or disabled Social Security Numbers (All applying for food stamps)

Section 6 - Stakeholders

The following stakeholders have been identified as having a key interest in the program:

- Government Data Advisory Board and its Sponsors and Stakeholders
- Colorado State Agencies and their Boards
    - Colorado Department of Education
    - Colorado Department of Human Services
    - Colorado Department of Health Care Policy and Financing
    - Colorado Department of Public Health and Environment
    - Office of Information Technology
    - Other state agencies
- Colorado School Districts
- Early Childhood Programs
- Early Childhood Leadership Commission
- Community Center Boards
- Non-profit Groups
- Members of Early Childhood State Partnerships
- Families with young children
- Colorado General Assembly

Section 7 - Early Childhood Universal Application Subcommittee Members and Contributors

1. Stacie Demchak, Business Analyst Department of Education, Designee for the Department of Education
2. Ron Ozga, IT Director Governor's Office of Information Technology - Department of Human Services
3. Judy Hall, Eligibility Specialist, Health Care Policy and Financing, Designee for Department of Health Care Policy and Financing
4. Jodi Hardin, Early Childhood Systems Specialist Office of the Lieutenant Governor, Designee for the Lieutenant Governor
5. Michelle Bender, Early Childhood Education Department Chair, Pikes Peak Community College, Designee for the President of the State System of Community and Technical Colleges
6. Sonia Bauduy, Director, Warren Village Learning Center,
   Private provider under the Colorado Child Care Assistance Program
7. Charlotte Brantley, President and CEO Clayton Early Learning Centers, Private early head start or head start agency
8. Judi Whilden, Owner/Director Sunrise Kids, LLC, At-large member
9. Melissa Buchholz, Clinical Psychologist University of Colorado, Denver At-large member
10. Ashley Tunstall, Director of Clinical Services, Division of Youth Corrections, Rep. from Division of Youth Corrections, Department of Human Services
11. Patricia Daniluk, Director, Nutrition Services Branch, Department of Public Health and Environment, Rep. from Prevention Services Division, Department of Public Health and Environment
12. Heather Tritton, Lt. Governor's Office
13. Megan Vinh, Ph.D. Policy Analyst University of Colorado Denver in the Early Childhood Special Education Leadership Program
14. Molly Yost, Lt. Governor's Office, Early Childhood Leadership Commission
15. Jennifer Stedron, Executive Director, Early Childhood Leadership Commission

Section 8 - HB 10-1028

HOUSE BILL 10-1028 BY REPRESENTATIVE(S) Benefield, Massey, Peniston, Solano, Casso, Court, Fischer, Frangas, Labuda, Levy, McCann, Merrifield, Pommer, Primavera, Priola, Scanlan, Schafer S., Summers, Todd, Tyler, Vigil, Carroll T.; also SENATOR(S) Hodge, Hudak, Steadman, Bacon, Boyd, Foster, Heath, Newell, Tochtrop, Williams. CONCERNING A UNIVERSAL APPLICATION FOR PROGRAMS RELATED TO EARLY CHILDHOOD ISSUES. Be it enacted by the General Assembly of the State of Colorado:

SECTION 1. Part 7 of article 37.5 of title 24, Colorado Revised Statutes, is amended BY THE ADDITION OF A NEW SECTION to read:

24-37.5-703.7. Early childhood universal application subcommittee - created - duties - funding - repeal. (1) THE EARLY CHILDHOOD UNIVERSAL APPLICATION SUBCOMMITTEE IS HEREBY CREATED AS A SUBCOMMITTEE OF THE ADVISORY BOARD. THE EARLY CHILDHOOD UNIVERSAL APPLICATION SUBCOMMITTEE SHALL CONSIST OF THE FOLLOWING MEMBERS:

  (a) THE ADVISORY BOARD MEMBERS APPOINTED PURSUANT TO NOTE:
  This bill has been prepared for the signature of the appropriate legislative officers and the Governor. To determine whether the Governor has signed the bill or taken other action on it, please consult the legislative status sheet, the legislative history, or the Session Laws.

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Capital letters indicate new material added to existing statutes; dashes through words indicate deletions from existing statutes and such material not part of act. SECTION 24-37.5-703 (1) (b) (II) AND (1) (b) (III) TO REPRESENT SCHOOL DISTRICTS OR THE MEMBERS' DESIGNEES;

(b) THE ADVISORY BOARD MEMBER SELECTED FROM THE DEPARTMENT OF EDUCATION OR THE MEMBER'S DESIGNEE;

(c) THE ADVISORY BOARD MEMBER SELECTED FROM THE DEPARTMENT OF HUMAN SERVICES OR THE MEMBER'S DESIGNEE;

(d) THE ADVISORY BOARD MEMBER SELECTED FROM THE DEPARTMENT OF HEALTH CARE POLICY AND FINANCING OR THE MEMBER'S DESIGNEE;

(e) THE LIEUTENANT GOVERNOR OR HIS OR HER DESIGNEE;

(f) THE CHIEF INFORMATION OFFICER OR HIS OR HER DESIGNEE;

(g) THE PRESIDENT OF THE STATE SYSTEM OF COMMUNITY AND TECHNICAL COLLEGES OR HIS OR HER DESIGNEE; AND

  (h) AT LEAST FIVE MEMBERS APPOINTED BY THE GOVERNOR WITH

EXPERTISE IN EARLY CHILDHOOD PROGRAMS, INCLUDING AT LEAST ONE PERSON REPRESENTING THE FOLLOWING ENTITIES: (I) A PRIVATE PROVIDER UNDER THE COLORADO CHILD CARE ASSISTANCE PROGRAM CREATED PURSUANT TO PART 8 OF

ARTICLE 2 OF TITLE 26, C.R.S.;

(II) A PRIVATE EARLY HEAD START OR HEAD START AGENCY, AS DEFINED IN SECTION 22-28-103 (6), C.R.S., THAT DIRECTLY PROVIDES SERVICES TO FAMILIES;

   (III) AN EARLY CHILDHOOD CARE AND EDUCATION PROVIDER THAT IS A CERTIFIED ASSISTANCE SITE FOR MEDICAID AND THE CHILDREN'S BASIC HEALTH PLAN;

(IV) THE DIVISION OF YOUTH CORRECTIONS IN THE DEPARTMENT OF HUMAN SERVICES; AND

(V) THE PREVENTION SERVICES DIVISION WITHIN THE DEPARTMENT PAGE 2 -HOUSE BILL 10-1028 OF PUBLIC HEALTH AND ENVIRONMENT.

(2) MEMBERS OF THE EARLY CHILDHOOD UNIVERSAL APPLICATION SUBCOMMITTEE SHALL SERVE WITHOUT COMPENSATION AND WITHOUT REIMBURSEMENT FOR EXPENSES.

(3)

(a) THE CHIEF INFORMATION OFFICER SHALL SCHEDULE THE FIRST MEETING OF THE EARLY CHILDHOOD UNIVERSAL APPLICATION SUBCOMMITTEE NO LATER THAN AUGUST 1, 2010. AT THE FIRST MEETING,

THE EARLY CHILDHOOD UNIVERSAL APPLICATION SUBCOMMITTEE SHALL ELECT A CHAIR FROM AMONG ITS MEMBERS TO SERVE FOR A TERM NOT EXCEEDING TWO YEARS, AS DETERMINED BY THE SUBCOMMITTEE. A MEMBER SHALL NOT BE ELIGIBLE TO SERVE AS CHAIR FOR MORE THAN TWO SUCCESSIVE TERMS.

(b) THE EARLY CHILDHOOD UNIVERSAL APPLICATION SUBCOMMITTEE SHALL MEET AS OFTEN AS NECESSARY, AT THE CALL OF THE CHAIR, TO COMPLETE ITS DUTIES.

(c) THE OFFICE, TO THE EXTENT PRACTICABLE WITHIN EXISTING RESOURCES, SHALL PROVIDE TECHNICAL ASSISTANCE AND SUPPORT TO THE EARLY CHILDHOOD UNIVERSAL APPLICATION SUBCOMMITTEE TO ASSIST THE SUBCOMMITTEE IN COMPLETING ITS DUTIES PURSUANT TO THIS SECTION.

(4) THE EARLY CHILDHOOD UNIVERSAL APPLICATION SUBCOMMITTEE SHALL HAVE THE FOLLOWING DUTIES:

(a) TO RECOMMEND TO THE CHIEF INFORMATION OFFICER AND THE ADVISORY BOARD PROTOCOLS AND PROCEDURES FOR CREATING AND IMPLEMENTING A UNIVERSAL APPLICATION TO BE USED BY ALL STATE AGENCIES AND SCHOOL DISTRICTS FOR APPLICATIONS FOR PROGRAMS RELATED TO EARLY CHILDHOOD CARE AND EDUCATION, INCLUDING BUT NOT

LIMITED TO:

   (I)   MEDICAID;
   (II)   THE CHILDREN'S BASIC HEALTH PLAN;

(III)   THE HEAD START PROGRAM; PAGE 3 -HOUSE BILL 10-1028
(IV)   THE COLORADO PRESCHOOL PROGRAM;
(V)   THE FREE OR REDUCED-COST LUNCH PROGRAM;
(VI)   THE COLORADO CHILD CARE ASSISTANCE PROGRAM;
(VII)   THE CHILD AND ADULT CARE FOOD PROGRAM;
(VIII)   THE COLORADO WORKS PROGRAM;
(IX)   THE SPECIAL SUPPLEMENTAL FOOD PROGRAM FOR WOMEN, INFANTS, AND
         CHILDREN;
(X)   THE FOOD STAMP PROGRAM;
(XI)   THE EARLY CHILDHOOD COUNCIL PROGRAMS;
(XII)   THE LOW-INCOME ENERGY ASSISTANCE PROGRAM; AND
(XIII)   AFFORDABLE HOUSING PROGRAMS. (b) UPON REQUEST BY THE CHIEF
         INFORMATION OFFICER, TO ADVISE

THE CHIEF INFORMATION OFFICER ON OTHER ISSUES PERTAINING TO APPLICATIONS
FOR PROGRAMS RELATED TO EARLY CHILDHOOD CARE AND EDUCATION. (5) THE
EARLY CHILDHOOD UNIVERSAL APPLICATION SUBCOMMITTEE SHALL ENSURE THAT
ITS RECOMMENDATIONS CONFORM WITH THE INTERDEPARTMENTAL DATA PROTOCOL
AND ARE IN COMPLIANCE WITH ALL STATE AND FEDERAL LAWS, RULES, AND
REGULATIONS CONCERNING THE PRIVACY OF INFORMATION, INCLUDING BUT NOT
LIMITED TO THE FEDERAL "FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT OF
1974",20U.S.C. SEC. 1232g.

(6) ON OR BEFORE DECEMBER 1, 2010, AND AT LEAST EVERY SIX MONTHS THEREAFTER,
THE EARLY CHILDHOOD UNIVERSAL APPLICATION

SUBCOMMITTEE SHALL SUBMIT TO THE CHIEF INFORMATION OFFICER AND THE
ADVISORY BOARD RECOMMENDATIONS PREPARED PURSUANT TO SUBSECTION (4) OF
THIS SECTION. THE CHIEF INFORMATION OFFICER SHALL REVIEW THE
RECOMMENDATIONS AND TAKE THEM INTO ACCOUNT IN

PAGE 4-HOUSE BILL 10-1028 PREPARING A REPORT CONCERNING PROTOCOLS AND
PROCEDURES FOR CREATING AND IMPLEMENTING A UNIVERSAL APPLICATION TO BE
USED BY ALL STATE AGENCIES AND SCHOOL DISTRICTS FOR APPLICATIONS FOR
PROGRAMS RELATED TO EARLY CHILDHOOD CARE AND EDUCATION. THE CHIEF
INFORMATION OFFICER SHALL COMBINE THE REPORT WITH THE REPORT PREPARED
PURSUANT TO SECTION 24-37.5-703 (6) AND SUBMIT THE

COMBINED REPORT TO THE GENERAL ASSEMBLY ON OR BEFORE MARCH 1, 2011, AND
ON OR BEFORE MARCH 1 EACH YEAR THEREAFTER. (7) THIS SECTION IS REPEALED,
EFFECTIVE JULY 1, 2013.

Government Data Advisory Board Early Childhood Universal Application Subcommittee
Recommendations 26

SECTION 2. Safety clause. The general assembly hereby finds, PAGE 5-HOUSE BILL 10-
1028 determines, and declares that this act is necessary for the immediate preservation of the public
peace, health, and safety.

_____ _____

Terrance D. Carroll Brandon C. Shaffer
SPEAKER OF THE HOUSE PRESIDENT OF OF REPRESENTATIVES THE SENATE

_____ _____

Marilyn Eddins Karen Goldman
CHIEF CLERK OF THE HOUSE SECRETARY OF OF REPRESENTATIVES THE SENATE
APPROVED

_____ _____

Bill Ritter, Jr.
GOVERNOR OF THE STATE OF COLORADO
PAGE 6-HOUSE BILL 10-1028