



Colorado Statewide Internet Portal Authority
Annual Legislative Report
November 1, 2018

Colorado Statewide Internet Portal Authority

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INTRODUCTION

The Statewide Internet Portal Authority (SIPA) is pleased to provide this Annual Legislative Report. C.R.S. § 24-37.7-113.5 requires SIPA to submit an annual report to the Joint Technology Committee, the Joint Budget Committee of the General Assembly, the members of the Business, Labor, and Technology Committee of the Senate, and the Business Affairs and Labor Committee of the House of Representatives that includes:

- (a) a complete and detailed operating and financial statement each fiscal year;
- (b) the total amount of charges or fees imposed by each state agency for accessing electronic information, products, and services through the Statewide Internet Portal;
- (c) the total amount of receipts and revenue derived by SIPA from the transactions in (b); and
- (d) recommendations regarding additional legislation or other action that might be necessary to carry out the purposes of SIPA.

SIPA was created in 2004 by the Colorado General Assembly with a mandate to “develop **the officially recognized statewide internet portal** that provides one-stop access to electronic information, products, and services in order to give members of the public, state agencies, and local governments an alternative way to transact business with the state”. C.R.S. § 24-37.7-105(1)(a).

SIPA is governed by a 15-member Board of Directors comprised of elected officials, state legislators, government stakeholders, and private citizens.

SIPA serves as the oversight body of the **Colorado.gov portal**, which is the gateway to Colorado governments and is intended to be Colorado’s single most comprehensive delivery channel for e-Government services. Online services allowing Coloradans to complete tasks such as starting a business, renewing a professional license, renewing driver’s licenses, vehicle registrations, and pet licenses are available.

Governments can create and maintain a web presence on Colorado.gov at no cost to the government, accept electronic payments without needing to procure a PCI-compliant system of their own, deploy mobile applications, and much more – using solutions provided through SIPA.

SIPA will continue working with eligible governmental entities (EGEs) to offer creative solutions that take advantage of new technologies and meet the fiscal challenges of today. SIPA continues to look for innovative ways to provide new services while continuing to improve the services it offers.

STATUTORY MISSION

SIPA's statute, § 24-37.7-105, requires SIPA to, among other things, *"develop the officially recognized **statewide** internet portal that provides one-stop access to electronic information, products, and services in order to give members of the public, state agencies, and local governments an **alternative** way to transact business with the state."*

What is SIPA's mission?

The mission of the authority is to . . .

- Develop the officially recognized statewide internet portal that provides one-stop access to electronic information, products, and services in order to give members of the public, state agencies, and local governments an alternative way to transact business with the state.
- Explore ways and means of expanding the amount and kind of electronic information, products, and services provided, increasing the utility of the electronic information, products, and services provided and the form in which it is provided, and, where appropriate, implementing such expansion or increase.
- Explore technological means of improving access for members of the public, state agencies, and local governments to electronic information, products, and services, and, where appropriate, implement such technological improvements.
- Explore options for expanding the statewide internet portal and its services to members of the public, state agencies, and local governments by providing add-on services such as access to other information, products, services, and databases or by providing electronic mail and calendaring to subscribers.

Source: C.R.S. § 24-37.7-105 (1), (excerpts)

SIPA's statute also granted it several powers and responsibilities related to fulfilling its mission. First, it clarified that SIPA, and not the Governor's Office of Information Technology, would hold the responsibility for the statewide portal. Further, the statute empowered state agencies to work directly with SIPA to receive services.

In CRS § 24-37.7-104. **Powers of the statewide internet portal authority**, paragraphs (3) and (4) clearly define SIPA's role and authority working with state agencies:

(3) Any current or pending action by the office of information technology relating to a request for proposals for the statewide internet portal shall be void.

(4) State agencies shall coordinate and cooperate with the authority for purposes of the delivery of electronic information, products, and services by the authority. (*Emphasis added.*)

In spite of this language, there is sometime confusion within state agencies regarding SIPA's mission, statutory authority, and purpose.

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STRATEGIC PURPOSE

SIPA is statutorily required to develop and annually update a strategic business plan for the implementation, maintenance, and enhancement of the Statewide Internet Portal. C.R.S. § 24-37.7-105(1)(c). As part of our annual strategic planning process, SIPA's Board and staff worked to generate a more modern and aspirational Purpose Statement.

We improve the quality of life in Colorado by connecting the public to efficient services through technology, enabling governments to focus on their core missions.

SIPA made great progress toward its strategic goals for FY 2017 - 2018 which included:

- Developing and implementing an appropriate technology portfolio that meets our customer needs
- Increasing knowledge and understanding of SIPA as the official internet portal that connects the public with Colorado governments
- Becoming the leader in payment processing for governments in Colorado by developing processes, systems and technology that enhances our customer experience
- Engaging and aligning our board, the legislature and other government leaders, and associations to support and advocate for SIPA's purpose and mission

BOARD OF DIRECTORS

SIPA is governed by a 15-member Board of Directors which includes the following members: the Secretary of State; one representative from the Office of the Governor and three Executive Directors of principal agencies of the State, all appointed by the Governor; three members from the private sector and one member of local government, all appointed by the Governor with consent of the Senate; two Senators; two Representatives; one member of the Judicial Department of the State appointed by the Chief Justice of the Colorado Supreme Court; and the State Chief Information Officer of the Governor's Office of Information Technology. The complete roster of current board members is provided in **Appendix 1**.

Board Officers elected at the August 2018 Board Meeting

- Chair, Mike Hartman, Executive Director, Colorado Department of Revenue
- Vice-Chair, Hannah Parsons, Private Sector Member of the Board
- Treasurer, Wayne Williams, Colorado Secretary of State
- Secretary, Mary Kay Hogan, Private Sector Member of the Board

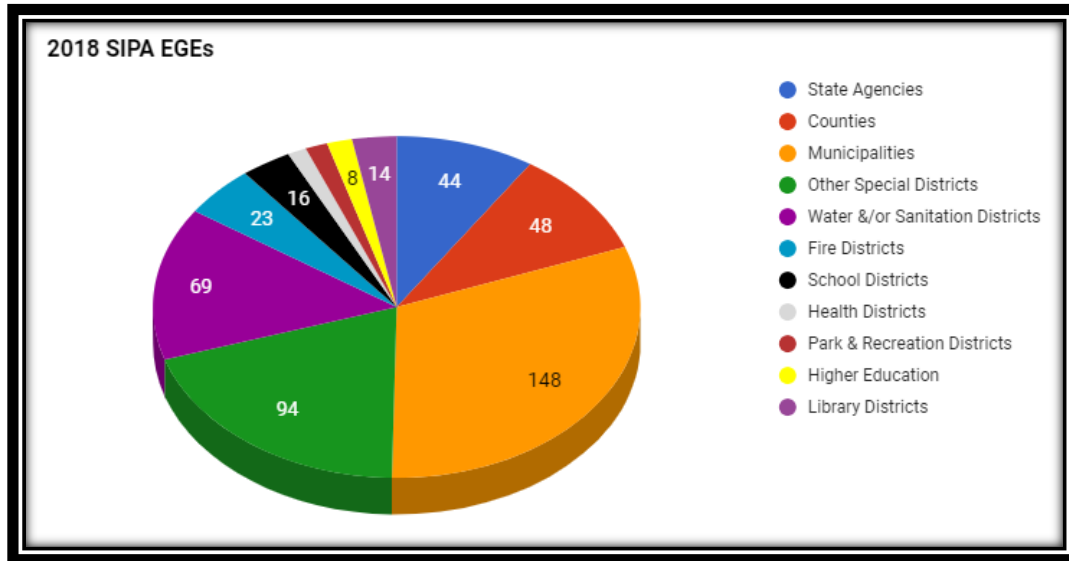
GOVERNMENTS SERVED

SIPA is a body corporate and political subdivision of the state that serves other governmental entities throughout Colorado. Eligible governmental entities (EGEs) are state agencies, county and municipal governments, public institutions of higher education, public school districts, and many other special purpose authorities. As of October 2018, SIPA had agreements in place with 477 governments or subdivisions, including

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all principal departments of state government, 48 counties, 148 municipalities, 69 water and/or sanitation districts, 23 fire protection districts, 8 public higher education institutions, and 16 school districts.

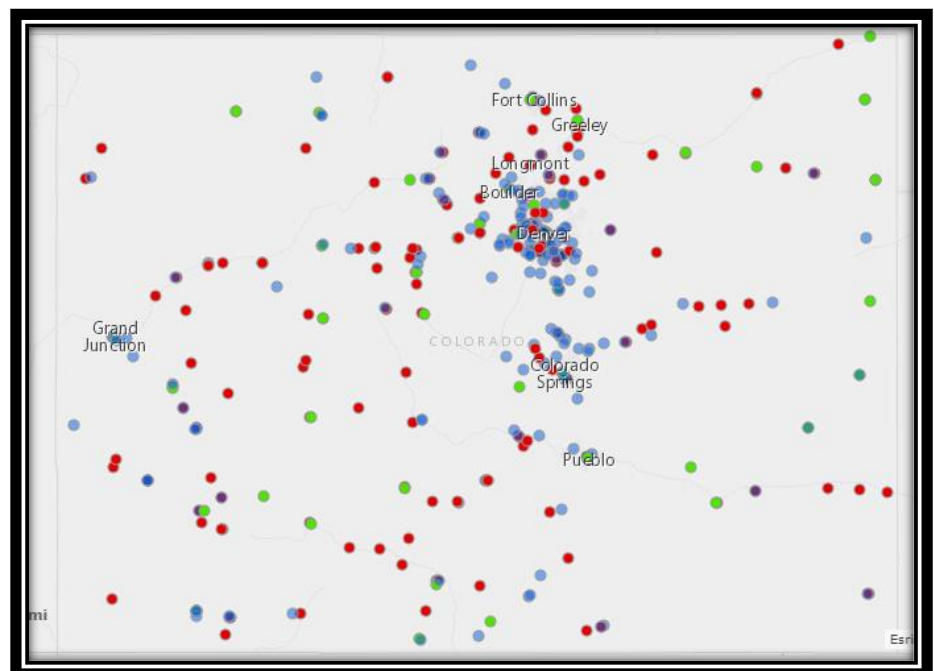
SIPA entered into agreements with 39 new eligible governments over the past year. While many of SIPA's initial customers were state agencies predominately located in the Greater Denver metropolitan region, SIPA now serves governments across Colorado.



One of SIPA's goals is to ensure that the experience is the same for all Coloradans interacting with their governments whether they dwell in a large front-range city or a tiny town on the Western slope.

2018 SIPA CUSTOMERS

- State Agency
- County
- Municipality
- Other Local Governments



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BUSINESS MODEL

SIPA is self-funded through revenue earned from payment processing, the sale of licenses, and time and material consulting. No governments are required to acquire any services or products from SIPA. To remain a viable and functioning organization, SIPA must offer products and services that are secure, cost-effective and useful to governments. Because SIPA is self-funded, the SIPA team and its vendor partners are highly motivated to ensure that industry-leading solutions are available at competitive prices. Governments will choose to acquire services and solutions through other mechanisms, unless SIPA offers the best products, customer service, and prices.

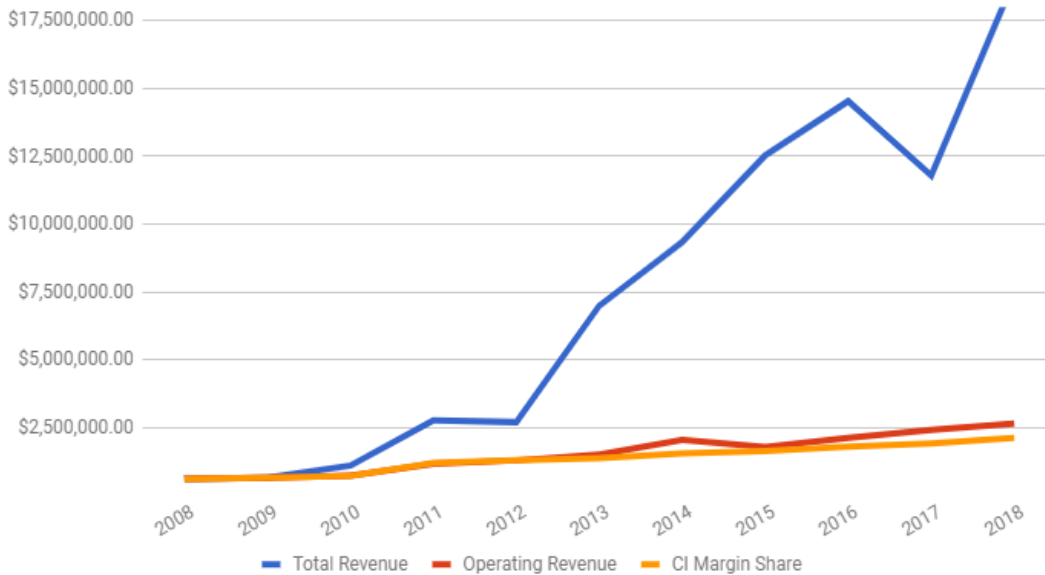
SIPA's total revenue has grown as more cloud-based services were added to SIPA's portfolio. However, operating revenue (total revenue minus the cost of services sold) has not kept pace as shown in the figure, **SIPA Margin Share, Total Revenue and Operating Revenue**, on the next page. This is because SIPA provides many services at no additional cost to governments. Almost all professional service contracts are provided for the convenience of the governments contracting with SIPA. Most of these professional service agreements tie to the configuration of some type of software license. With time, should the government retain the service (and licenses) over several years, SIPA begins to earn a predictable small margin on the software licenses. SIPA does not usually add a convenience fee for processing the invoices, managing contracts, or pre-paying vendors on behalf of governments. In FY 2017 - 2018, total revenue increased largely due an increase in the number of Salesforce licenses procured for Colorado state agencies.

The bulk of SIPA's operating revenue is generated through its partnership with Colorado Interactive, which operates the Colorado.gov portal, and provides payment processing and other services to governments. Modest efficiency fees are applied to a limited number of services, which cover the cost of building, maintaining, and expanding Colorado.gov services at no cost to government. Revenues from all of Colorado Interactive's services are pooled, and projects are initiated according to priorities for state and local government set collaboratively between SIPA and Colorado Interactive.

Transaction fees create a sustainable funding stream to support long-term growth. With this funding source in place, many digital government services are provided at no cost to Colorado governments. The ongoing funding is reinvested in building new services to connect residents to their governments statewide. This helps underfunded government entities obtain and maintain a digital presence and provide world class digital services to the citizens and businesses of Colorado. Unlike traditional IT contracting, transaction-based funding has no ongoing maintenance costs or other requirements that limit government's ability to address its evolving needs.

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SIPA Revenue



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
# Employees	2	2	2	3	3.5	4.5	4.5	5.5	6.5	7.5	7.5
# Customers as of July 1		33	76	113	200	260	293	299	361	432	472
# Websites		30	75	90	175	225	250	*175	195	215	276
Operating Revenue = Total Revenue – Costs of Services Sold Software as a Service (SaaS) Licenses and Professional Services added in 2009 Profit Margin on SaaS and Professional Services is minimal *Migration from Fatwire to Drupal based website hosting platform											

SIPA Margin Share, Total Revenue and Operating Revenue. Total Revenue growth is linked to adding Software as a Service (SaaS) licenses and Professional Services in 2009. Operating Revenue largely tracks CI Margin Share, which is the revenue SIPA receives from its portal integrator contract with Colorado Interactive to run the Colorado.gov internet portal and provide custom applications and payment processing for state agencies and local governments. Total Revenue increased in FY 2017 – 2018 due a vast increase in the utilization of Salesforce licenses by Colorado State Agencies.

SERVICES

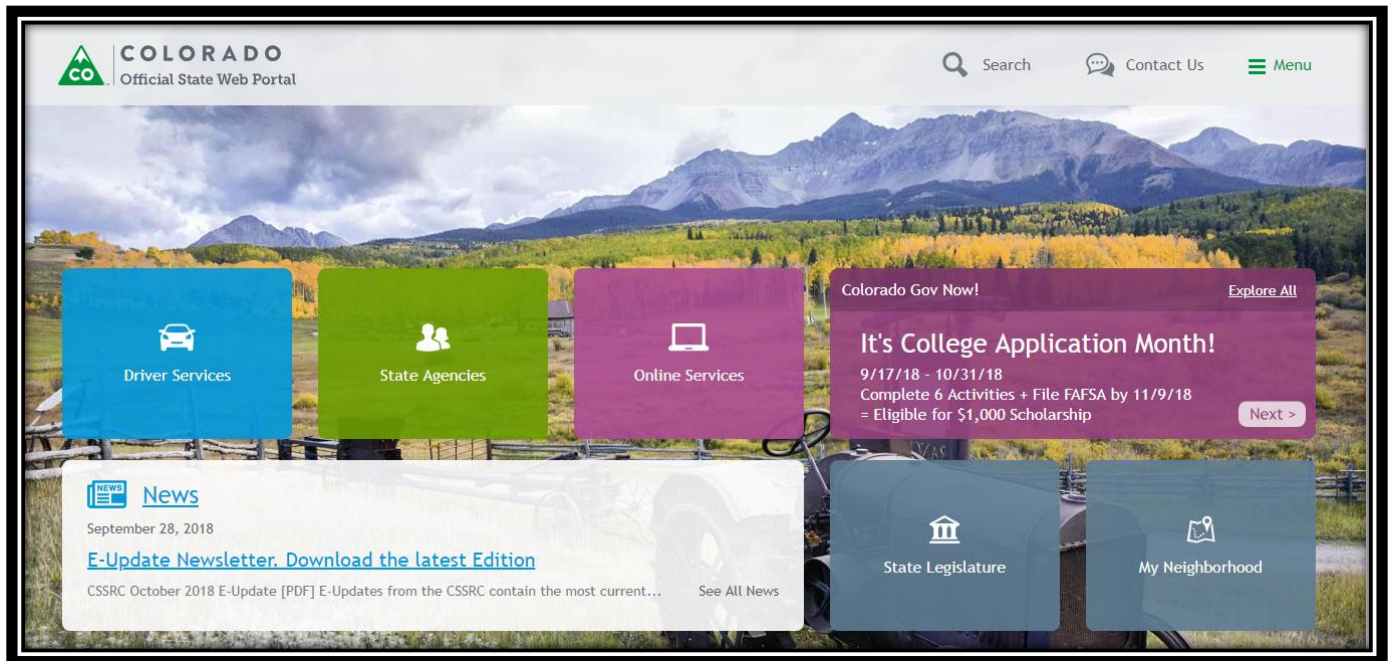
SIPA and its partners offer many services to the eligible governmental entities of Colorado and the members of the public that interact with these services. Every year SIPA adds more SaaS Licenses and professional service offerings to its portfolio. A complete list of vendor partners and services can be found on our website at: <https://www.colorado.gov/pacific/sipa/sipa-services>. SIPA's most popular services are described in detail below.

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Internet Portal Services – Conducted in Partnership with Colorado Interactive

As required by SIPA's statute, § 24-37.7-104 (2), SIPA conducted a request for proposals in 2013 to identify a statewide portal integrator. In 2014, a five-year contract with Colorado Interactive, expiring April 30, 2019, was signed. SIPA provides a variety of portal services in partnership with Colorado Interactive.

As mentioned above, SIPA's statute, § 24-37.7-105, requires SIPA to "develop the officially recognized statewide internet portal that provides one-stop access to electronic information, products, and services in order to give members of the public, state agencies, and local governments an alternative way to transact business with the state." Thus, SIPA oversees the State of Colorado's Internet portal, www.colorado.gov, which serves as the single and most comprehensive delivery channel for e-Government services available in Colorado. The portal links to state and local government websites and connects members of the public to the e-Government services they are seeking. Colorado.gov receives approximately 2.5 million visitors each year looking for information related to government services. The Colorado.gov portal was refreshed and relaunched in May 2015. Another redesign is scheduled for the winter of 2018.



- **Electronic Payment Processing** - Integrated within Colorado.gov, SIPA's partnership with Colorado Interactive provides a convenient and efficient way for members of the public to pay for government services they receive online or over-the-counter by credit card or e-check. Credit card readers are provided at no cost to government entities utilizing our payment processing services. An option to accept mobile payments was added this year.

Colorado Interactive is a PCI (Payment Card Industry) Data Security Standards (DSS) Level 1 vendor.¹ Colorado Interactive manages more than 600 independent payment systems for more than 193 Colorado

¹ <http://pcipolicyportal.com/what-is-pci/merchants/>

governments, including 59 of Colorado's 64 counties. While Electronic Payment Processing is often provided as a standalone offering, many governments elect to integrate our payment processing solution into custom applications.

If the state agencies and local governments using SIPA's services were to independently set up and manage these transactions, they would have carried costs of approximately \$43 million related to PCI compliance alone.² In FY 2017 - 2018 more than 6 million transactions for government payments of more than \$1.9 billion were completed using SIPA's payment engine.

SIPA's partner, Colorado Interactive, serves as the merchant of record on all financial transactions, thus providing Colorado governments with an added layer of protection. All government transactions are processed through a PDPA (Public Deposit Protection Act) protected bank account. The purpose of PDPA is to ensure that public funds held on deposit in banks are protected if the bank holding the public deposits becomes insolvent. Unlike other payment processing vendors, SIPA's partnership with Colorado Interactive allows us to offer governments the protection of a PDPA account on payment transactions. Further, both SIPA and Colorado Interactive carry large technology and cyber breach notification insurance policies, adding further protections to governments and Colorado residents using our services.

This past year, Colorado Interactive added new payment functionality to keep up with consumer demand including:

- **On-the-Go-Mobile Payments**— This payment solution can be used with any iOS or Android device to accept payments. It works even when out of cell or Wi-Fi coverage. It also has Bluetooth printer capabilities.
- **Push Payments** – Government employees push a pre-populated payment link/invoice by SMS text or email to citizens. This eliminates manual entry of the payment information. Citizens click the link, fill out the payment information and are notified with payment receipt.
- **Websites** - SIPA provides website creation and hosting at no charge to EGEs and has approximately 275 websites in production today (**Appendix 2**). These websites allow members of the public to gather valuable information regarding governmental services 24 hours a day, 7 days a week from their home, office, or mobile devices.





Website hosting and development costs average \$7,000 to \$40,000 per site depending on complexity.³ Using a conservative estimate of \$11,500 per website, SIPA has saved governments ***approximately \$3,162,500 for governments using this service.***⁴

² PCI Compliance Costs are increasing. PCI Level 1 costs average \$225,000 per merchant per year. The estimate above is for PCI Level 1 compliance: 193 governments x \$225,000 per merchant = \$43,425,000. See e.g. <https://www.cognia.com/pci-dss-compliance/pci-dss-compliance-minimizing-costs/>

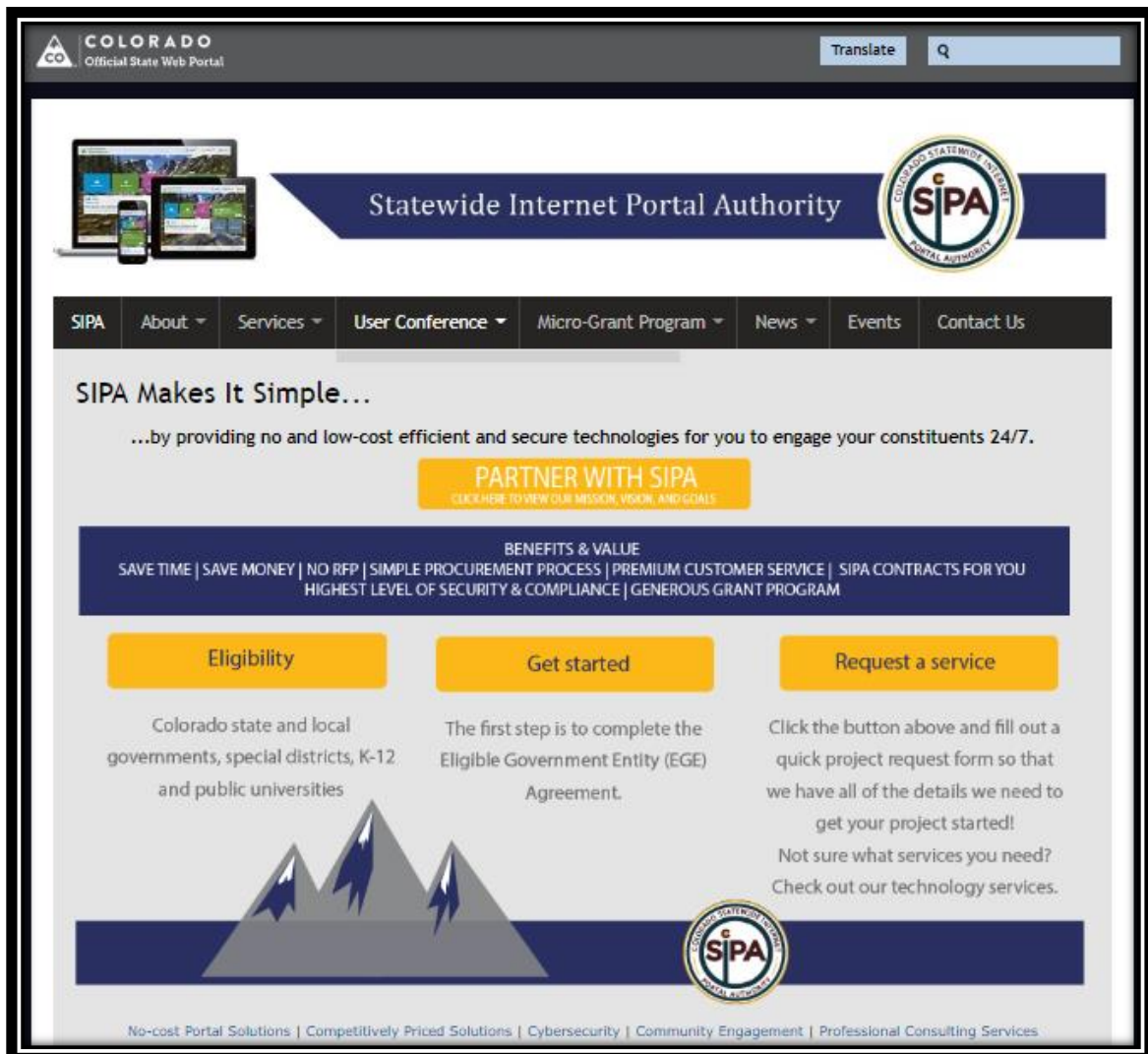
³ See e.g. <http://executionists.com/much-website-cost-2016/> or <https://www.atlanticbt.com/blog/how-much-does-ecommerce-website-cost/>

⁴ Cost estimated as 275 websites x \$11,500 per website per year = \$3,162,500.

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\$7K - \$10K	\$11K - \$20K	\$8K - \$15K	\$16K - \$40K
Simple Informational	Mid-size Informational	Simple E-commerce	Mid-Size E-commerce

The costs of website development and hosting are absorbed by SIPA and its partner Colorado Interactive. Colorado Interactive also ensures that the Colorado.gov portal and the websites hosted on it are responsive (i.e., available on any device including mobile devices), are accessible to people with disabilities, and maintain the highest security features. More information on the platform can be found at: www.colorado.gov/goingpacific



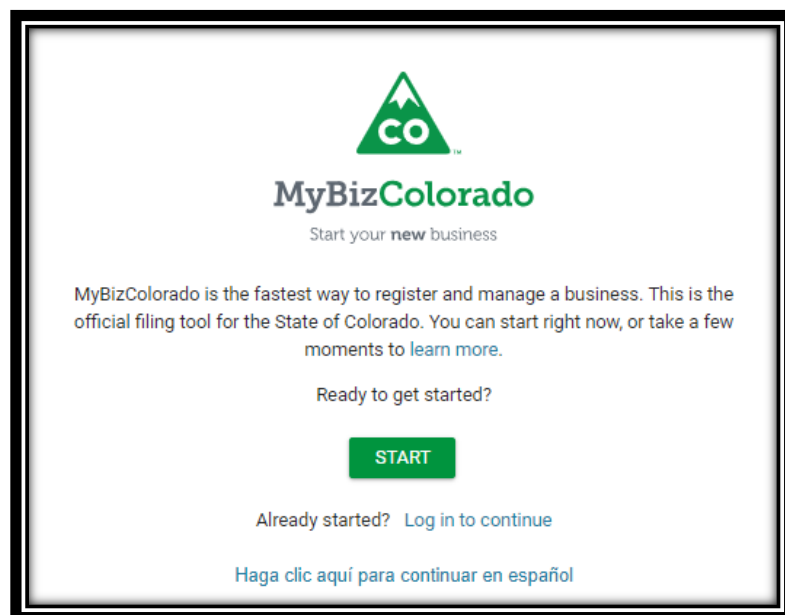
The screenshot shows the homepage of the Statewide Internet Portal Authority (SIPA). The header includes the Colorado Official State Web Portal logo, a Translate button, and a search bar. The main navigation bar lists: SIPA, About, Services, User Conference, Micro-Grant Program, News, Events, and Contact Us. The main content area features a banner with the SIPA logo and the text "Statewide Internet Portal Authority". Below this, a section titled "SIPA Makes It Simple..." states: "...by providing no and low-cost efficient and secure technologies for you to engage your constituents 24/7." A yellow button labeled "PARTNER WITH SIPA" with the subtext "CLICK HERE TO VIEW OUR MISSION, VISION, AND GOALS" is present. A dark blue box lists "BENEFITS & VALUE": SAVE TIME | SAVE MONEY | NO RFP | SIMPLE PROCUREMENT PROCESS | PREMIUM CUSTOMER SERVICE | SIPA CONTRACTS FOR YOU | HIGHEST LEVEL OF SECURITY & COMPLIANCE | GENEROUS GRANT PROGRAM. Three yellow buttons are shown: "Eligibility" (describing Colorado state and local governments, special districts, K-12, and public universities), "Get started" (describing the first step as completing the Eligible Government Entity (EGE) Agreement), and "Request a service" (describing a quick project request form and offering to check out technology services if unsure). The footer includes a SIPA logo and the text: "No-cost Portal Solutions | Competitively Priced Solutions | Cybersecurity | Community Engagement | Professional Consulting Services".

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- **Custom Applications** - SIPA assists governments in developing custom applications that provide improved services to the citizens of Colorado. Numerous state and local governments have partnered with SIPA to develop more than 200 custom applications since SIPA was created. These applications include the Online Transparency Portal, Sex Offender Registry, MyBizColorado, Professional License Renewals, Child Care Directories, Motorist Insurance Identification Database, Change of Address, Colorado Cold Case, and many more.

Most of these applications use the SIPA self-funded model and **are not funded by taxpayer dollars**. Instead they are financed through a portal administration fee, whereby the direct beneficiary (user) of the service pays a small amount to support the service. Colorado Interactive's custom application development capabilities also include the ability to rapidly deploy small form-based solutions, using their proprietary tool App Engine. Several of these enhancements involve the use of new platforms, tools and web service calls taking advantage of innovations by both Colorado Interactive and state agencies.

A recent self-funded success story is the development and launch of **MyBizColorado** (mybiz.colorado.gov) earlier this year. Colorado Interactive and SIPA developed this application without using any state funds. MyBizColorado provides a single path for Coloradans starting a new business to interact with multiple state agencies to obtain state licenses and registrations.



The Governor and Secretary of State released a promotion video on the advantages of MyBizColorado.⁵ The governor's office also issued a comprehensive press release outlining the new features and advantages of this updated application:

⁵ <http://www.sos.state.co.us/pubs/media/MyBizColorado.mp4>

Coloradans starting a new business now have a simplified, more efficient way to register a business and obtain state licenses and registrations.

MyBizColorado provides a single path to interact with multiple state agencies, cutting red tape and expediting the process for a business start-up. The new system was announced today by Governor John Hickenlooper and Secretary of State Wayne Williams.

"I know the challenges facing start-up businesses," said Governor John Hickenlooper. "By streamlining the state's processes, we can remove some of those hurdles. MyBizColorado is another reason Colorado is one of the best places to start and grow a new business."

MyBizColorado is designed to provide a user-friendly, streamlined experience to deal with multiple agencies on essential business start-up activities. The site is at mybiz.colorado.gov.

Participating agencies and partners include the Department of Labor and Employment, Department of Revenue, Department of Regulatory Agencies, Governor's Office of Economic Development and International Trade, Governor's Office of Information Technology, Secretary of State's Office, the Statewide Internet Portal Authority, and Colorado Interactive.

"MyBizColorado demonstrates a common goal to provide the best possible service for the business community. It's rewarding to see so many agencies sharing a unified commitment to welcome new businesses in our state," said Secretary of State Wayne Williams. "MyBizColorado is one website that opens many doors. Instead of a maze, MyBizColorado provides an easy-to-follow road map for starting a new business."

The new system will be especially helpful for emerging small businesses who often don't have the resources or staff of large companies. Small businesses in Colorado employ one million people, nearly half of the state's workforce, according to the Small Business Administration. While we often hear about large corporations coming to Colorado, the fact is that small businesses create 30,000 to 40,000 new jobs every year in the state.

By using MyBizColorado, you can:

- *Register for a sales tax license*
- *Register employees for wage withholding*
- *Register employees for unemployment insurance*
- *Find resources to help plan a new business and obtain professional licenses*

"One of my goals as chief operating officer is to better align the state agencies as they connect with their customers," said Lieutenant Governor and Chief Operating Officer Donna Lynne. "MyBizColorado is our way of letting entrepreneurs know we recognize what it takes to start a business. We want to make it as efficient as possible so they can spend less time doing paperwork and more time on growing their business."

MyBizColorado replaces a decade-old system called the Colorado Business Express. Its 2007 technology was slow, cumbersome and not available for mobile platforms.

The new system is user-focused, accessible via tablets and smartphones. The site also will intuitively direct users to the correct call center at each participating state agency if the client needs help or has additional questions.

Governor's Office Press Release⁶ - MYBIZCOLORADO WEBSITE PROVIDES EASIER, MOBILE-FRIENDLY TOOL TO LAUNCH NEW COLORADO BUSINESSES – June 5, 2018

⁶ <https://bit.ly/2LXOCSp>

- **Event Registration** -- Colorado Interactive provides a free online event registration system, allowing entities the ease and flexibility to set up an event in a matter of minutes. It provides the ability to register any free or cost-based event and allow for tracking both attendance and revenue. Colorado governments have used this service over 200 times for a wide-range of events including registering participants for seminars, special events and one-time events.
- **Digital Government Assistant** – Gov2Go⁷ is an award-winning mobile application, which serves as a resident’s personal assistant for government. It allows a resident to download a mobile application to their mobile device and create a personalized profile focusing on the government services each individual would like to be reminded about, and even have the assistant act on the citizen’s behalf, including one click payments.

Colorado Interactive and SIPA plan to conduct an economic impact study to measure how much the self-funded model saves state and local governments each year. In addition, we hope the study will find additional services that could be moved online to create additional efficiencies.

Software as a Service (SaaS) Solutions

SIPA continues to have partnerships which allow EGEs to acquire a variety of productivity tools at competitive prices. These services are offered using an on-demand pricing model allowing EGEs to pay only for what they are using. These solutions include:

- **G-Suite (formerly Google Apps)** - G-Suite offers a state-of-the-art email and calendar system. In addition, G-Suite includes a full suite of modern productivity tools, such as built-in voice and video chat, document collaboration, and internal video sharing. Some versions of G-Suite come with unlimited file storage. More than 49 governments take advantage of this service and have deployed more than 51,000 accounts to their employees.
- **Salesforce** - Salesforce.com software allows state and local governments to collaborate openly and seamlessly through a state-of-the-art cloud-based solution, which provides all parties with the tools to satisfy their needs with desired convenience. Through Salesforce.com, governments can connect, engage, and create social communities. Partner communities are developed to increase employee productivity and cooperation. Citizen communities are developed to engage with the public across any device or social channel. Most state agencies and 16 local governments across Colorado have built custom applications using the Salesforce platform.
- **Five9** – Five9 provides call center solutions that integrate into the Salesforce platform. This solution is used by CDLE and HCPF for their call centers. El Paso county is developing a solution similar to that used by HCPF.
- **Perceptive/Lexmark/Kofax/Hyland Software** – Five state agencies adopted Perceptive Software as their content management solution. Perceptive software offers a wide range of content management software

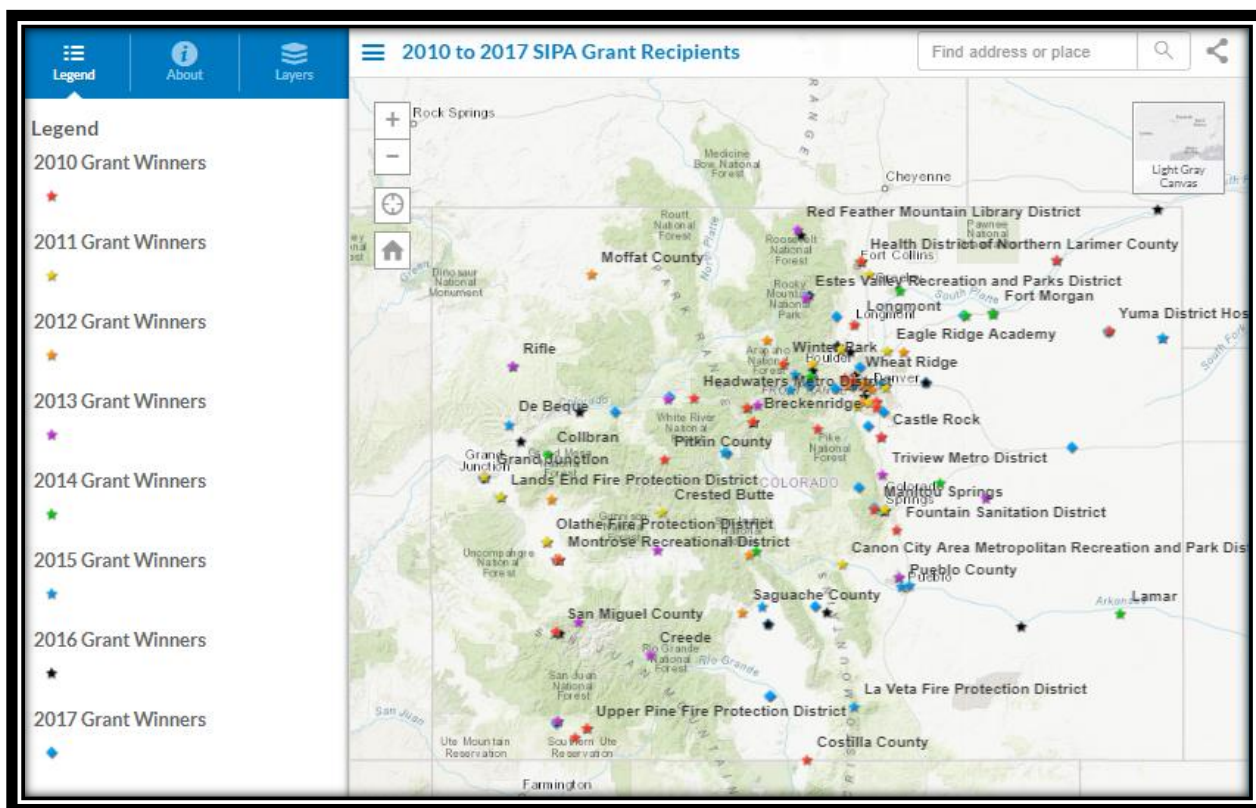
⁷ <https://www.getgov2go.com/>

technologies including, business process management, enterprise content management, intelligent data capture, enterprise and federated search, and integration technology. These tools improve financial performance, reduce risk, and ensure flexibility. Perceptive was bought and sold by Lexmark, Kofax and finally Hyland earlier this year. As of August 2018, the State of Colorado negotiated a direct contract with Hyland for these licenses and services. SIPA will see a drop in gross revenue due to the loss of these contracts. No local governments procured this solution from SIPA.

Micro-Grant Program

SIPA is about to start the ninth year of its Micro-Grant Program. Each year SIPA awards approximately 20 grants and \$100,000 to help governments put more resident-facing services and information online. Since the grant program’s inception in 2010, SIPA has awarded 189 grants totaling \$878,327 across the State of Colorado. The grant program is open to all state agencies, institutions of public education, and local governments in Colorado.

Our interactive web mapping application, which lists the grant winners, amounts awarded, and grant purposes, can be viewed at: <https://arcg.is/On1Sru>



Grant winners have used their funds creatively to put more services and information online. For example, they have: digitized historic resources (maps, newspapers, art collections, video collections) and made them available online, modernized their websites, provided more broadband internet access, created a low cost extensible (can be used by other governments) web-portal based on Google Drive to allow residents to more easily self-serve their CORA (Colorado Open Records Act) requests, created a Colorado Parks and Wildlife mobile fishing application, and created resident-facing online portals for citizen engagement.

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FINANCIAL OPERATIONS

SIPA is self-funded and does not receive any appropriation from the Colorado General Assembly. SIPA is self-funded through its partnership with Colorado Interactive, the sale of licenses, and time and material consulting. To remain a viable and functioning organization, SIPA must offer products and services that are in demand by governments.

Financial Risk

SIPA's primary financial risk is whether the amount of cash it has on hand is sufficient to cover vendor invoices between the time a government requests licenses or services to be ordered, and the time the government remits payment to SIPA. SIPA's retained earnings fund size has been \$2,000,000 since June 2016.

An overview of SIPA's financial operation is presented below.

FY 2017-2018: Unaudited SIPA Profit and Loss July 1, 2017 to June 30, 2018		
REVENUE		
	Colorado Interactive Margin Share	\$2,113,990.72
	EGE Revenue	\$3,211,293.60
	SaaS License Revenue	\$13,771,284.04
	Interest & Sponsorships	\$103,235.41
COST OF SERVICES		
	EGE Engagement Expense	\$3,155,124.31
	SaaS License Expense	\$13,030,334.36
	SIPA Funded Projects	\$287,213.32
	OPERATING REVENUE	\$2,727,131.78
OPERATIONS		
	Personnel, PERA liability, Training	\$1,259,889.95
	Office Operations - Insurance, Equipment, Lease, Phones, Office Supplies, etc.	\$189,545.00
	Functions - Board, Annual Micro-grants, Marketing, Meetings & Events	\$229,932.12
	Professional fees - accounting, audit, legal, consulting, technical assistance	\$244,545.07
	OPERATING EXPENSES	\$1,923,912.14
	NET INCOME	\$803,219.64

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Description of Profit and Loss Line Items

Income

Colorado Interactive: This line item is used to account for the revenue received from the contract with Colorado Interactive. SIPA receives a base monthly amount plus a percentage of net revenue. As described above, bulk of SIPA's Operating Revenue is derived from the Colorado Interactive Margin Share.

EGE Revenue: This line item is used to account for revenue received from governments that require professional services to implement SaaS licenses, custom integrations or applications, and maintenance of in-production applications. As the Governor's Office of Information Technology increasingly manages and directly contracts state agency projects, SIPA's revenue from this source have been decreasing. There is minimal impact on operating income from this change.

SaaS License Revenue: This line item is used to account for the revenue received from the purchase of software licenses by governments. Google's G-Suite Licenses, Perceptive (Lexmark/Kofax/Hyland) Software, Five9, and Salesforce.com are the primary license types procured.

Interest & Sponsorships: This line item is used to account for revenue from Interest from SIPA's ColoTrust account where the reserve fund balance and prepaid SaaS license fees are maintained. SIPA's vendor partners were eager to support SIPA's annual User Conference this year and contributed financially to the event.

Cost of Services

EGE Engagements: This line item is used to account for expenses associated with professional services needed for implementing SaaS licenses, custom integrations or applications, and maintenance of in production applications. These expenses are covered by the income line item EGE Revenue above.

SaaS Licenses: This line item is used for expenses associated with the purchase of software licenses to fulfill orders placed by EGEs. These expenses are covered by the income line item SaaS License Revenue above.

SIPA-Funded Projects: This category support projects that SIPA's Executive Director and Board of Directors determine will benefit the most stakeholders – both governments and residents of Colorado. In 2017-2018, this included:

- Covering the license costs associated with data.colorado.gov which is the open data platform used by state agencies to share data with the public.
- Supporting a complete redesign and redevelopment of the Colorado Business Express to create MyBizColorado (mybiz.colorado.gov) application to make it easier for people to start businesses in Colorado.
- Procuring encrypted chip card readers for DMV offices.
- Supporting specific Gov2Go integrations that provide value to many Colorado residents.

Expenses

Personnel, Training, PERA liability: This line item is used to account for the various costs associated with SIPA's employees, included the required reporting from GASB 75 and GASB 68 related to PERA.

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Office Operations: This line item accounts for all office operation related expenses such as the lease, insurance, office equipment, and office supplies.

Functions: This line item includes all marketing materials, travel, memberships, lunch and learns, other events, participation at 20 government conferences, the annual micro-grant program, SIPA's Annual User Conference for 250+ people, and Board meeting related expenses.

Professional fees: This line item accounts for SIPA's legal counsel, contract CFO, bookkeeping firm, annual independent audit, and other contractors who may be retained for special projects.

Use of Net Income for FY 2018 -2019

SIPA's Board approved allocating \$500,000 of the net income earned in FY 2017-2018 to **SIPA Funded Projects** such as:

- Conducting an economic impact study in Colorado to measure how much SIPA and its self-funded model saves governments each year.
- Enhancements to the revised My Biz Colorado (formerly Colorado Business Express) application to make it easier for people to start businesses in Colorado. Functionality for local government registration requirements may be added in FY 2018 – 2019.
- Additional encrypted chip card readers for payment processing customers.
- Developing and marketing Gov2Go integrations that provide value to many Colorado residents.
- Supporting the development of the MyColorado mobile application by the Governor's Office of Information Technology.
- Supporting the migration of Colorado.gov websites from the current Drupal 7 to the updated Drupal 8 platform.

FINANCIAL TRANSACTION DATA

C.R.S. § 24-37.7-113.5 requires SIPA to report the total amount of charges or fees imposed by each state agency for accessing electronic information, products, and services through the statewide internet portal and the total amount of receipts and revenue derived by SIPA from those transactions. These reporting requirements are for the preceding fiscal year, which for this reporting period is Fiscal Year 2017 - 2018.

Fees charged by State Agencies

For most payment transactions, the fees are simple and posted to [SIPA's website](#). Agencies can choose to absorb these fees or pass them down to the end user as a convenience fee for transacting online. The latter is the most common choice.

eCheck Transactions:

Transaction Amount + \$1.00

Credit Card Transactions:

Transaction Amount + ((Transaction Amount + \$0.75) x 2.25%) + \$0.75

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For some specialized transactions, Colorado Interactive and state agencies have agreed to exceptions to these standard fees. For example, motor vehicle-related transactions are a flat 2.7% unless the transaction is less than \$10.00, in which case no fee is charged. Judicial fees are \$1.90 per statutory filing and \$0.50 per case history. Gambling intercept has a fee of \$10.00 per intercept. In some cases, Colorado Interactive helps state agencies to deliver bulk records electronically to others. These fees range from \$0.005 to \$5 per type of record being looked up and delivered.

In FY 2017-2018, SIPA, through its partnership with Colorado Interactive, processed more than 6.3 million transactions for state agencies, which collected more than \$1.7 billion for their information, products, and services. More than 56 million records were delivered on behalf of the Department of Revenue, generating an additional \$644,000 for that agency. Some records are delivered at no cost to the recipients, e.g. other state agencies.

The table on the next page, **FY 2017-2018: Fees & Payments Collected by State Agencies (Online & Over the Counter)**, provides information related to the charges imposed by state agencies due to laws, rules, or regulations and includes the list of available state agency services, the number of transactions completed, and the total amount of charges associated with processing the transactions. Most of the transactions listed reflect a single payment for a single item.

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FY 2017-2018: Fees & Payments Collected by State Agencies (Online & Over the Counter)			
Department or Agency	Standard Fee Exceptions	Transactions	Agency Payment
Department of Agriculture		16,010	\$5,902,246
Department of Education		43,814	\$3,351,431
Department of Higher Education		1,409	\$458,765
Department of Labor & Employment		10	\$2,275
Department of Local Affairs		3,593	\$643,353
Department of Natural Resources		8,574	\$1,308,818
Department of Personnel & Administration		1,265	\$823,306
CDPHE		10,403	\$1,371,938
Department of Regulatory Agencies		94,673	\$7,918,774
<i>Banking</i>		343	\$4,663,304
<i>Financial Services</i>		94	\$1,362,416
<i>Insurance</i>		593	\$12,469,596
<i>Premium Tax</i>		3,143	\$209,003,031
<i>Professions & Occupations</i>		24,170	\$6,848,086
<i>Public Utilities Commission</i>		3,573	\$510,641
<i>Registrations</i>		238,583	\$23,688,810
<i>Real Estate</i>		56,757	\$7,003,208
Department of Revenue			
<i>Driver Services (OTC & Online, State & County)</i>		951,222	\$26,413,431
<i>Motor Vehicle (Online & OTC)</i>	CC: 2.7% on transactions over \$10.00; under is \$0.00	2,435,185	\$531,927,948
<i>Taxation (Multidirectional Tax & CBE)</i>		479,129	\$785,991,922
Department of Public Safety			
<i>Bureau of Investigation</i>		22,388	\$1,819,189
<i>Criminal Justice</i>		539	\$60,611
<i>Fire Prevention and Control</i>		2,054	\$1,788,300
<i>School Safety Resource Center</i>		872	\$52,283
<i>State Patrol</i>		12,371	\$2,584,814
Colorado Judicial Branch	\$1.90/Statutory Filing; \$0.50/Case History	1,939,758	\$40,075,976
Colorado State Public Defender		30	\$12,425
Colorado State University		22,063	\$26,839,949
OEDIT		41	\$145,178
Office of the Attorney General		344	\$280,875
Multiple Agencies (Gambling Intercept)	\$10.00/intercept	776	\$1,315,709
Subtotal		6,373,986	\$1,706,677,956
Bulk Record Deliveries (DOR)	Standard Fee Exceptions	Transactions	Agency Payment
Bulk Motor Vehicle Records - Count includes \$0.00 Transactions	\$0.03 per record - CI: \$0.005 per record; Partner \$0.025 per record	24,686,531	\$541,537
Crash Data Records (and Archived) - Count includes \$0.00 Transactions	CI: \$0.075 per record; \$0.025 per archived record; Partner: \$0.005 per record or archived record	564,225	\$2,463
Additional Record Delivery - Count includes \$0.00 Transactions	CI: Varies per lookup type: \$0.03 - \$5.00; Partner: \$100,000/year	31,044,433	\$100,000
Subtotal		56,295,189	\$644,000
		Transactions	Agency Payment
Total State Agency		62,669,175	\$1,707,321,956

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Fees charged by Local Governments

In addition to processing payments for state agencies, SIPA processed more than 274,426 transactions, collecting \$208 million, for local Colorado governments. The transaction fees for local governments are the same as for state agencies. Payments transactions processed for local governments are shown below.

FY 2017 -2018			
Fees & Payments Collected by Local Governments (Online & Over the Counter)			
Counties	Fee Exceptions	Transactions	Gov. Payment
<i>Assessor, Public Trustee</i>		112	\$9,307
<i>Building Departments</i>		1,764	\$208,907
<i>Clerk & Recorder - Misc./Unspecified</i>		17,596	\$453,099
<i>Denver County Courts</i>	\$1.90/Statutory Filing; \$0.50/Case History	42,495	\$2,030,784
<i>Fairgrounds, Events, Parks, Community Development</i>		2,159	\$1,939,576
<i>Finance Departments - Misc./Unspecified</i>		1,526	\$200,010
<i>General / Misc.</i>		3,626	\$342,586
<i>Health & Human Services</i>		4,453	\$633,264
<i>Planning and Use, Public Works</i>		4,667	\$299,638
<i>Sheriff Departments (Traffic Tickets, Community Justice)</i>		26,574	\$2,473,189
<i>Treasurer - Misc./Unspecified</i>		7,182	\$8,390,712
<i>Utility Payments (Water, Sewer, Waste Disposal, etc.)</i>		5,771	\$562,618
Subtotal		117,925	\$17,543,691
Municipalities	Fee Exceptions	Transactions	Gov. Payment
<i>Building Departments & Permits</i>		5,855	\$1,686,878
<i>Clerk - Misc./Unspecified</i>		538	\$88,919
<i>Event Registration</i>		143	\$22,527
<i>Fairgrounds, Events, Parks, Community Development</i>		4,479	\$293,864
<i>Finance Departments - Misc./Unspecified</i>		3,830	\$658,350
<i>Finance Departments - Sales Tax</i>		62,708	\$142,719,764
<i>General</i>		21,956	\$11,226,496
<i>Licenses & Permits</i>		5,248	\$502,815
<i>Municipal Courts & Fines</i>		3,540	\$345,861
<i>Planning and Use, Public Works</i>		11,333	\$28,000,427
<i>Police Departments (Traffic Tickets, Community Justice)</i>		134	\$1,758
<i>Utility Payments (Water, Sewer, Waste Disposal, etc.)</i>		14,191	\$2,409,955
Subtotal		133,955	\$187,957,613
Special Districts	Fee Exceptions	Transactions	Gov. Payment
<i>Associations</i>		747	\$314,509
<i>District - Fire Districts</i>		406	\$80,587
<i>District - Health & Human Services</i>		1	\$250
<i>District - Utility Payments (Water, Sewer, etc.)</i>		21,221	\$2,764,863
<i>School Districts</i>		171	\$27,400
Subtotal		22,546	\$3,187,609
		Transactions	Gov. Payment
Total Local Government		274,426	\$208,688,913

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Receipts & Revenues

Colorado Interactive shares revenue, generated by offering portal services, with SIPA through a formula set by contract. For Fiscal Year 2017 - 2018, SIPA was paid a flat fee (\$40,591.21 per month) and a percentage (7.5%) of the portal services revenue collected after expenses (credit card company fees, payment processing fees, and additional payments to agencies). Last year, SIPA received a total of \$2,113,990.72 from Colorado Interactive. This number includes services for municipalities, counties, special districts, school districts, and public institutions of higher education. It also includes professional services.

State agencies account for 99.6% of the transactions (if Bulk Records are included) and 96.4% of the portal service fees collected by Colorado Interactive.

The revenue (unaudited) SIPA received for FY 2017 - 2018 related to the transaction services provided to state agencies is approximately \$2,037,887 (i.e. 96.4% of the margin share received from Colorado Interactive).

It is important to note that the citizens and residents of Colorado who use these services have many alternatives available and are generally not required to use them, but elect to use SIPA and Colorado Interactive's Portal Services because of their convenience and ease of use.

RECOMMENDED LEGISLATION

As previously noted, C.R.S. § 24-37.7-113.5 requires that SIPA's report to the Joint Technology Committee include any recommendations regarding additional legislation that might be necessary to carry out the purposes of SIPA.

SIPA is not recommending any legislative changes at this time. However, SIPA hopes the Joint Technology Committee will consider supporting SIPA's economic impact study to measure how much SIPA and its self-funded model saves governments each year. To appropriately conduct this study, the study needs access to information about state agency savings and efficiencies created through online portal services. The Joint Technology Committee's assistance will help ensure a successful study.

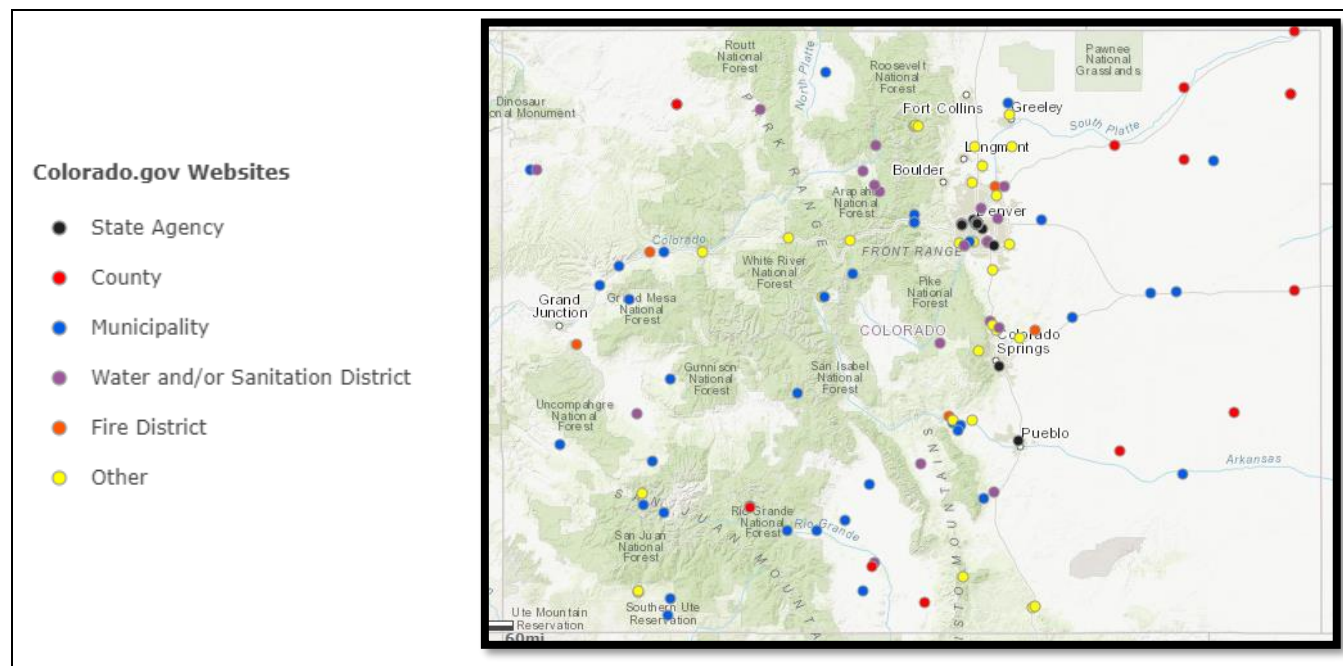
APPENDIX 1: SIPA BOARD OF DIRECTORS ROSTER

Board of Directors Roster (October 2018)

	Name	Designee	Agency	Title	Appointed By
1	Irv Halter	Natriece Bryant	Department of Local Affairs	Executive Director	Governor
2	Michael Hartman	Heidi Humphreys	Department of Revenue	Executive Director	Governor
3	Mary Kay Hogan	N/A	Private Sector Member	N/A	Governor*
4	Mindy Masias	Bryan Smith	Judicial Branch	Chief of Staff	Chief Justice
5	Suma Nallapati	Brenda Berlin	Office of Information Technology	Secretary of Technology and CIO	Ex officio
6	Gilbert Ortiz	N/A	Local Government Representative	County Clerk	Governor*
7	Hannah Parsons	N/A	Private Sector Member	N/A	Governor*
8	Gregg Rippy	N/A	Private Sector Member		Governor*
9	Marguerite Salazar	Chris Myklebust	Department of Regulatory Affairs	Executive Director	Governor
10	Simon N. Tafoya	N/A	Governor's Office Executive	Senior Director for Policy and Strategy	Governor
11	Jack Tate	N/A	Colorado State Senate	Senator	President of the Senate
12	Kevin Van Winkle	N/A	Colorado House of Representatives	Representative	House Minority Leader
13	Michael Weissman	N/A	Colorado House of Representatives	Representative	Speaker of the House
14	Wayne Williams	Suzanne Staiert	Department of State	Secretary of State	Ex officio
15	Rachel Zenzinger	N/A	Colorado State Senate	Senator	Senate Minority Leader
<i>* Requires Senate Confirmation</i>					

APPENDIX 2: COLORADO.GOV GOVERNMENT WEBSITES

As of October 5, 2018, there are more than 275 individual Colorado government websites on the Colorado.gov portal. A complete listing of Colorado.gov websites can also be found at www.colorado.gov/goingpacific.



www.colorado.gov/sipa

Government Entity	URL
14th Judicial District Attorney	https://www.colorado.gov/pacific/14thjudicialda
Academy Water & Sanitation District	https://www.colorado.gov/pacific/awsd
Accessibility Standards	https://www.colorado.gov/accessibility-standards
Alamosa County	https://www.colorado.gov/pacific/alamosacounty
Arapahoe County E911	https://www.colorado.gov/ace911
Arriba	https://www.colorado.gov/pacific/arriba
Arriba Flagler CSD20	https://www.colorado.gov/pacific/af20
Aspen Reserve Metro District	https://www.colorado.gov/pacific/aspenreservemd
Bayfield	https://www.colorado.gov/pacific/townofbayfield
Bear Creek Water & Sanitation District	https://www.colorado.gov/pacific/bearcreekwater
Beebe Draw Farms Authority	https://www.colorado.gov/pacific/beebedrawfarms
Bennett	https://www.colorado.gov/pacific/townofbennett
Bennett FPD (Bennett-Watkins Fire Rescue)	https://www.colorado.gov/pacific/bennettwatkinsfire
Bent Grass Metro District	https://www.colorado.gov/pacific/bentgrassmd
Blue River	http://www.colorado.gov/pacific/townofblueriver
Bow Mar	https://www.colorado.gov/pacific/townofbowmar
Brighton Fire Protection	https://www.colorado.gov/brightonfire
Bromley Park Metropolitan District	www.colorado.gov/pacific/bromleyparkmetrodistrict
Brookside	https://www.colorado.gov/pacific/townofbrookside
Buffalo Mountain Metro District	https://www.colorado.gov/pacific/bmmd
Canon City Fire Protection District CMS	https://www.colorado.gov/pacific/canoncityfire
Canon City Parks & Recreation	https://www.colorado.gov/pacific/ccrec
CARO	https://www.colorado.gov/pacific/coloradoregions
Cascade Metropolitan District	https://www.colorado.gov/pacific/cascademd
Cathedral Pines Metro District	https://www.colorado.gov/cathedralpinesmd
CCC: Colorado Combined Campaign	https://www.colorado.gov/pacific/coloradocombinedcampaign
CDA - Animal Health	www.colorado.gov/aganimals
CDA - Brands Inspection	www.colorado.gov/agbrands
CDA - Conservation Services	www.colorado.gov/agconservation
CDA - Inspection & Consumer Services	www.colorado.gov/aginspection
CDA - Main	www.colorado.gov/agmain
CDA - Markets	www.colorado.gov/agmarkets
CDA - Plants	www.colorado.gov/agplants
CDHS - main	http://www.colorado.gov/pacific/cdhs
CDHS- Disability Determination Services (DDS)	https://www.colorado.gov/pacific/dds
CDHS, new sites	http://www.colorado.gov/pacific/cdhs-boards-committees-collaboration
CDLE	https://www.colorado.gov/pacific/cdle
CDLE - DVR	https://www.colorado.gov/dvr
CDLE - Gov Summer Job Hunt	https://www.colorado.gov/pacific/gsjh
CDLE - PESS	https://www.colorado.gov/pacific/PESS
CDLE: Colorado Rural Workforce Consortium	https://www.colorado.gov/pacific/crwc
CDLE: Colorado Sectors Partnerships	https://www.colorado.gov/pacific/sectors
CDLE: Colorado State Youth Council	https://www.colorado.gov/pacific/youthcouncil
CDLE: Colorado Talent Pipeline	https://www.colorado.gov/pacific/talent
CDLE: Colorado Workforce Development Council	https://www.colorado.gov/pacific/cwdc
CDLE: Labor Laws	https://www.colorado.gov/cdle/labor
CDLE: Oil & Public Safety	http://www.colorado.gov/pacific/ops
CDLE: Unemployment Insurance	https://www.colorado.gov/cdle/unemployment
CDLE: Work Comp	https://www.colorado.gov/cdle/dwc
CDPHE	https://www.colorado.gov/pacific/cdphe
CDPHE - Cancer Plan	https://www.colorado.gov/pacific/cancerplan
CDPHE -Environmental Public Health Tracking	https://www.colorado.gov/coepht
CDPHE - LPHA	https://www.colorado.gov/pacific/cdphe-lpha
CDPHE - marijuana	https://www.colorado.gov/pacific/marijuana
CDPHE Air Pollution Control Division	https://www.colorado.gov/cdphe/apcd

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CDPHE Air Quality Control Commission	https://www.colorado.gov/cdphe/aqcc
CDPHE Disease Control and Environmental Epidemiology	https://www.colorado.gov/cdphe/dceed
CDPHE Div. of Environmental Health and Sustainability	https://www.colorado.gov/cdphe/dehs
CDPHE Emergency Preparedness and Response Division	https://www.colorado.gov/cdphe/emergency-preparedness-and-response-topics
CDPHE Hazardous Materials and Waste Management	https://www.colorado.gov/cdphe/hm
CDPHE Health Facilities and EMS Division	https://www.colorado.gov/cdphe/hfems
CDPHE Laboratory Services Division	https://www.colorado.gov/cdphe/lab
CDPHE Prevention Services	https://www.colorado.gov/cdphe/psd
CDPHE Water Quality Control Commission	https://www.colorado.gov/cdphe/wqcc
CDPHE Water Quality Control Division	https://www.colorado.gov/cdphe/wqcd
CDPHE- Spanish Marijuana Site	https://www.colorado.gov/pacific/marihuana
CDPHE-CCAHC	https://www.colorado.gov/pacific/cocostcommission
CDPS - BEOC	https://www.colorado.gov/cobeoc
CDPS - CBI	https://www.colorado.gov/pacific/cbi
CDPS - CCJJ	https://www.colorado.gov/pacific/ccjj
CDPS - CICJIS	https://www.colorado.gov/pacific/cicjis
CDPS - CSP	https://www.colorado.gov/pacific/csp
CDPS - CSSRC	https://www.colorado.gov/pacific/cssrc
CDPS - DCJ New	https://www.colorado.gov/pacific/dcj
CDPS - DCJ/ORS	https://www.colorado.gov/pacific/dcj-ors
CDPS - Fire	https://www.colorado.gov/pacific/dfpc
CDPS - MARS	https://www.colorado.gov/pacific/MARS
CDPS Main Website	https://www.colorado.gov/pacific/publicsafety
CDPS: DHSEM	https://www.colorado.gov/pacific/dhsem
Central City	https://www.colorado.gov/pacific/centrality
CEO - Refuel Colorado	https://www.colorado.gov/refuelcolorado
CGA-Legislative Council	https://www.colorado.gov/pacific/cga-legislativecouncil
CGA-Legislative Council 3	https://www.colorado.gov/pacific/cga-redistrict
CGAIT	https://www.colorado.gov/pacific/cgait
Chapparral Metropolitan District	https://www.colorado.gov/pacific/chapparralmd
Chatfield South Water District	https://www.colorado.gov/pacific/cswd
Cherry Creek Village Water District	www.colorado.gov/pacific/cherrycreekvillagewaterdistrict
Chicago Creek Sanitation District	https://www.colorado.gov/pacific/chicagocreeksanitation
City of Walsenburg	https://www.colorado.gov/pacific/walsenburg
City of Yuma	https://www.colorado.gov/pacific/cityofyuma
Clear Creek Metro Rec District	https://www.colorado.gov/pacific/clearcreekrecreation
Coal Creek	https://www.colorado.gov/pacific/coalcreekco
Collbran	https://www.colorado.gov/pacific/townofcollbran
Colorado Capitol Art	https://www.colorado.gov/coloradocapitolart
Colorado City Metro District	https://www.colorado.gov/pacific/coloradocitymetro
Colorado Coroner's Association	https://www.colorado.gov/pacific/coloradocoronersassociation
Colorado Dept. of Treasury	https://www.colorado.gov/pacific/treasury
Colorado Empowered Learning (CEL)	https://www.colorado.gov/cel
Colorado Energy Office	https://www.colorado.gov/pacific/energyoffice
Colorado Energy Office - Better Buildings	https://www.colorado.gov/pacific/betterbuildingsco
Colorado Energy Office - Energy Advisor	https://www.colorado.gov/energyadvisor
Colorado Information Sharing Consortium (CISC)	https://www.colorado.gov/pacific/cisc
Colorado Judicial Learning Center	https://www.colorado.gov/pacific/cjlc
Colorado Parole Board	https://www.colorado.gov/pacific/paroleboard
Colorado River Fire Rescue (CRFR)	https://www.colorado.gov/pacific/crfr
Colorado.gov portal	https://www.colorado.gov
Columbine Water Sanitation District	https://www.colorado.gov/pacific/columbinewsd
Costilla County	https://www.colorado.gov/pacific/costillacounty
Crawford	https://www.colorado.gov/pacific/crawford

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Creede	https://www.colorado.gov/pacific/creede
Crowley County	https://www.colorado.gov/pacific/crowleycounty
Dancing Willows Metro District	https://www.colorado.gov/dancingwillowsmd
De Beque	https://www.colorado.gov/pacific/debeque
Denver Connection West Metro District	https://www.colorado.gov/pacific/dcwmd
Denver Marijuana Info	http://www.colorado.gov/marijuanainfodenver
Dinosaur	https://www.colorado.gov/pacific/townofdinosaur
DMVA - Department of Military and Veterans Affairs	https://www.colorado.gov/pacific/dmva
DNR - Colorado Water Plan	https://www.colorado.gov/pacific/cowaterplan
DNR - CSLB	https://www.colorado.gov/pacific/statelandboard
DNR - Division of Water Resources	https://www.colorado.gov/pacific/cdss
DOC - Colorado Department of Corrections	https://www.colorado.gov/pacific/cdoc
DOL - POST	https://www.colorado.gov/pacific/post
DOLA	https://www.colorado.gov/pacific/dola
DOLA - Aging Strategy	https://www.colorado.gov/pacific/agingstrategy
DOR - Department of Revenue	https://www.colorado.gov/pacific/revenue
DOR - Enforcement	https://www.colorado.gov/pacific/enforcement
DOR - Motor Vehicle	https://www.colorado.gov/pacific/dmv
DOR - Taxation	https://www.colorado.gov/pacific/tax
DORA	https://www.colorado.gov/pacific/dora
DORA - HPPP	https://www.colorado.gov/pacific/co-health-professional-check
DORA - Military	https://www.colorado.gov/pacific/dora-military
DORA - PDMP	https://www.colorado.gov/pacific/dora-pdmp
DORA - Take 5	https://www.colorado.gov/take5dora
DORA-Broadband	https://www.colorado.gov/dora-broadband-fund
DORA-OPRRR	https://www.colorado.gov/dora-oprrr
DPA - DCA (division of capital assets)	https://www.colorado.gov/pacific/dca
DPA - Department of Personnel and Administration	http://www.colorado.gov/dpa
DPA - Disability Funding Committee	https://www.colorado.gov/dfc
DPA - HR Works	https://www.colorado.gov/pacific/hrworks
DPA - Office of State Architect	http://www.colorado.gov/osa
DPA - Office of State Controller	http://www.colorado.gov/osc
DPA - State Capitol	https://www.colorado.gov/pacific/capitol
DPA - State Personnel Board	http://www.colorado.gov/spb
DPA - C-SEAP State Employees Assistance Program	https://www.colorado.gov/c-seap
DPA-Archives	http://www.colorado.gov/archives
DPA-Division of Central Services	http://www.colorado.gov/dcs
DPA-Division of Finance & Procurement	http://www.colorado.gov/dfp
DPA-Division of Human Resources	http://www.colorado.gov/dhr
DPA: Office of Administrative Courts	http://www.colorado.gov/oac
Driver Services	https://www.colorado.gov/driver-services
East Alamosa Water & Sanitation District	https://www.colorado.gov/pacific/eastalamosaws
Eaton	https://www.colorado.gov/pacific/townofeaton
Elkhorn Ranch Metropolitan District 1	https://www.colorado.gov/pacific/elkhornranchmetrodistrict
Estes Park	https://www.colorado.gov/pacific/townofestespark
Estes Park Housing Authority	https://www.colorado.gov/pacific/esteshousing
Estes Valley Rec and Parks District	https://www.colorado.gov/pacific/evrpd
Evergreen Metro District	https://www.colorado.gov/pacific/evergreenmetro
Florence	https://www.colorado.gov/pacific/florencecolorado
Florissant Water & Sanitation District	https://www.colorado.gov/pacific/florissantwsd
Foothills Fire Protection District	https://www.colorado.gov/pacific/foothillsfire
Forest View Acres Water District	https://www.colorado.gov/pacific/fvawd
Founders Village Metropolitan District	https://www.colorado.gov/pacific/foundersvillagemetro
Garfield County Federal Mineral Lease District	https://www.colorado.gov/pacific/gcfmld
Genoa	https://www.colorado.gov/pacific/townofgenoa
GHEP - Visa Program	https://www.colorado.gov/ghep

www.colorado.gov/sipa

Going Pacific	http://www.colorado.gov/goingpacific
Government Branches	https://www.colorado.gov/government-branches
Governor's Office	https://www.colorado.gov/governor
Governor's Office - eHealth Innovation	https://www.colorado.gov/pacific/oehi
Governor's Residence	https://www.colorado.gov/pacific/governor-residence
Granby Sanitation District	https://www.colorado.gov/pacific/granbysanitationdistrict
Grandview Estates Rural WCD	https://www.colorado.gov/pacific/gerwcd
Greatrock North Water & Sanitation District	https://www.colorado.gov/pacific/greatrocknorthwsd/
Green Mountain Falls	https://www.colorado.gov/pacific/greenmountainfalls
HCPF	https://www.colorado.gov/pacific/hcpf
HCPF - LTC Partnership	https://www.colorado.gov/pacific/LTCPartnership
Headwaters Metropolitan District	https://www.colorado.gov/granbybranch
High View Water District	https://www.colorado.gov/pacific/hvwddsd
Highland Rescue Team Ambulance District	https://www.colorado.gov/pacific/highlandrescue
Hinsdale, County of	https://www.colorado.gov/pacific/hinsdalecounty
Huerfano County Federal Mineral Lease District	https://www.colorado.gov/pacific/hcfmld
Idaho Springs	https://www.colorado.gov/pacific/idahosprings
Ignacio	https://www.colorado.gov/pacific/ignacio
Independent Ethics Commission	https://www.colorado.gov/iec
Kiowa County	https://www.colorado.gov/pacific/kiowacounty
Kit Carson County	https://www.colorado.gov/pacific/kitcarsoncounty
La Jara	https://www.colorado.gov/pacific/townoflajara
Lands End Fire Protection District	https://www.colorado.gov/pacific/landsendfire/
Las Animas	https://www.colorado.gov/pacific/cityoflasanimas
Leadville	https://www.colorado.gov/pacific/leadville
Legal Notices	https://www.colorado.gov/legal-notices
Local Government	https://www.colorado.gov/local-government
Logan County	https://www.colorado.gov/pacific/logan
Logan County Shooting Complex	https://www.colorado.gov/pacific/lcsc
Louviers Water & Sanitation District	https://www.colorado.gov/pacific/louvierswsd
Lt-Gov-Office	https://www.colorado.gov/pacific/ltgovernor
Lt-Gov-Office - Indian Affairs	https://www.colorado.gov/pacific/ccia
Lt-Gov-Office Serve Colorado	https://www.colorado.gov/pacific/servecolorado
Mead Western Meadows Metropolitan District 2	www.colorado.gov/pacific/meadwesternmeadowsmetrodistrict
Mineral County	https://www.colorado.gov/pacific/mineralcountycolorado
Moffat County	https://www.colorado.gov/pacific/moffatcounty
Monument Sanitation District	https://www.colorado.gov/pacific/msd
Mosca Hooper Conservation District	https://www.colorado.gov/pacific/mhcd
Mountain BOCES	https://www.colorado.gov/pacific/mountainboces
North Lincoln Water and Sanitation District	https://www.colorado.gov/pacific/nlwsd
North Routt Fire Protection District	https://www.colorado.gov/pacific/northrouttfire
North Washington Street Water and Sanitation District	https://www.colorado.gov/pacific/nwswsd
Nucla	https://www.colorado.gov/pacific/nucla
Online Services	https://www.colorado.gov/online-services
Ophir	https://www.colorado.gov/pacific/ophir
Orchard Mesa Sanitation District	https://www.colorado.gov/pacific/omsd
OSPB - Performance Team	https://www.colorado.gov/pacific/performancemanagement
Otis	https://www.colorado.gov/pacific/townofotis
Paint Brush Hills Metro District	https://www.colorado.gov/pacific/pbhmd
Parachute	https://www.colorado.gov/pacific/parachutecolorado
Park Forest Water District	https://www.colorado.gov/pacific/pfwd
Partner Portal	http://www.colorado.gov/pacific/partnerportal
Penrose Parks and Recreation District	https://www.colorado.gov/pacific/penroseparkandrec
Peyton Fire Protection District	https://www.colorado.gov/pacific/peytonfpd
Phillips County	https://www.colorado.gov/pacific/phillipscounty
Phillips County Economic Development	https://www.colorado.gov/pacific/phillipscountyed

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Pitkin	https://www.colorado.gov/pacific/pitkin
Privacy Statement	https://www.colorado.gov/privacy-statement
Purgatory Metro District	https://www.colorado.gov/pacific/purgatorymetrodistrict
Rainbow Valley Water District	https://www.colorado.gov/pacific/rainbowvalleywaterdistrict
Ralston Valley Water Sanitation District	https://www.colorado.gov/ralstonvalleywsd
Ramah	https://www.colorado.gov/pacific/ramah
Rangely	https://www.colorado.gov/pacific/townofrangely
Red Cliff	https://www.colorado.gov/pacific/townofredcliff
Registered Services	https://www.colorado.gov/registered-services
Ridgway	https://www.colorado.gov/pacific/ridgway
Rio Blanco Water Conservatory District	https://www.colorado.gov/rbwcd
Round Mountain Water & Sanitation District	https://www.colorado.gov/pacific/rmwsd
Rye	https://www.colorado.gov/pacific/townofrye
Saguache	https://www.colorado.gov/pacific/saguache
San Miguel Regional Transit (SMART)	https://www.colorado.gov/pacific/smartelluride
Sedgwick County	https://www.colorado.gov/pacific/sedgwickcounty
Silver Peaks Metropolitan District	www.colorado.gov/pacific/silverpeaksmetrodistrict
Silverton	https://www.colorado.gov/pacific/townofsilverton
SIMS - Governor's Office	https://www.colorado.gov/pacific/healthinnovation
SIPA	http://www.colorado.gov/pacific/sipa
South Beebe Draw Metropolitan District	https://www.colorado.gov/southbeebedrawmetrodistrict
South Central Council of Governments	https://www.colorado.gov/pacific/sccog
South Fork	https://www.colorado.gov/pacific/southforkcolorado
Southlands Metro District1	https://www.colorado.gov/pacific/southlandsm1
State Agencies	https://www.colorado.gov/state-agencies
State Employees Leading Colorado	https://www.colorado.gov/pacific/selc
STC Metro District	https://www.colorado.gov/pacific/stcmd
Steamboat Lake Water and Sanitation District	https://www.colorado.gov/pacific/slwsd
Sterling Ranch Metro District	https://www.colorado.gov/pacific/sterlingranchmd
Stoneridge Metropolitan District	www.colorado.gov/pacific/stoneridgemetrodistrict
Tabernash Meadows Water & Sanitation District	https://www.colorado.gov/pacific/tmwsd
Tallahassee Fire Protection District	https://www.colorado.gov/pacific/talxfire
Three Lakes Water & Sanitation District	https://www.colorado.gov/pacific/threelakesws
Thunderbird Water & Sanitation District	https://www.colorado.gov/pacific/thunderbirdwater
Timberline Fire Protection District	https://www.colorado.gov/pacific/timberlinefire
Town of Bennett Economic Development	https://www.colorado.gov/pacific/whybennett
Town of Center	https://www.colorado.gov/pacific/townofcenter
Town of Empire	https://www.colorado.gov/pacific/townofempire
Town of Moffat	https://www.colorado.gov/pacific/townofmoffat
Town of Silt	https://www.colorado.gov/pacific/townofsilt
Town of Springfield	https://www.colorado.gov/pacific/springfield
Town of Stratton	https://www.colorado.gov/pacific/stratton
Town of Walsh	https://www.colorado.gov/pacific/townofwalsh
Transparency Portal	https://www.colorado.gov/apps/oit/transparency/index.html
Trinidad Welcome Center	https://www.colorado.gov/pacific/trinidadwelcomecenter
Triview Metropolitan District	https://www.colorado.gov/pacific/triviewmetro
Upper Thompson Sanitation District	https://www.colorado.gov/pacific/utsd
Valley Sanitation District	https://www.colorado.gov/pacific/valleysanitation
Ventana Metro District	https://www.colorado.gov/pacific/ventanametro
Vista Ridge Metro District	https://www.colorado.gov/pacific/vistaridgemd
Walden	https://www.colorado.gov/pacific/townofwalden
Washington County	https://www.colorado.gov/pacific/washingtoncounty
West Montrose Sanitation District	https://www.colorado.gov/pacific/wmsd
Winter Park Ranch Water & Sanitation District	https://www.colorado.gov/pacific/wprwater
Woodmen Heights Metro District	https://www.colorado.gov/pacific/woodmenheightsmetro

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