Colorado Statewide Internet Portal Authority

Annual Legislative Report

November 1, 2022

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, 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 composed of elected officials, state legislators, government stakeholders, and private residents.

SIPA helps to connect the residents of Colorado with state agencies and local governments through its services. SIPA oversees the official **Colorado.gov portal (www.colorado.gov)**, which is Colorado's comprehensive delivery channel for e-Government services. SIPA's online services allow Coloradans to complete tasks such as paying taxes, starting a business, applying for a building permit, or registering for a conference.

Governments can create and maintain a web presence on Colorado.gov at no cost to the government, accept electronic payments without the need to procure a PCI-compliant system of their own, deploy mobile responsive applications, and much more – using solutions provided through SIPA. SIPA works with state agencies, local governments, public institutions of higher education, and public K-12 schools through Eligible Governmental Entity agreements. SIPA continuously looks for innovative ways to provide new services while improving the current services it offers.

PURPOSE, STATUTORY MISSION

In 2017, SIPA's Board and staff worked to generate a 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's statutory responsibility is to negotiate the Statewide Portal Integrator contract on behalf of state and local governments. SIPA contracted with a Portal Integrator (NIC Colorado, formerly known as Colorado Interactive) for the development, support, maintenance, and enhancement of the equipment and systems utilized for the official state portal, Colorado.gov. SIPA also contracts with other supplier partners that provide electronic information, products, and services that align with SIPA's statutory mission. SIPA serves other government entities throughout Colorado.

SIPA mission and scope of authority is set by its governing statute **C.R.S. § 24-37.7-105**.

What is SIPA's Statutory mission?

- Develop the officially recognized statewide internet portal that provides one-stop access to electronic information, products, and services 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)

BOARD OF DIRECTORS

SIPA is governed by a 15-member Board of Directors (**Appendix 1**) which includes the following members: the Secretary of State; one representative from the Office of the Governor and three Executive Directors of principal departments of the State, all appointed by the Governor; three members from the private sector and one member who represents local government, all appointed by the Governor with consent of the Senate; two Senators (as selected by the Majority and Minority leadership); two Representatives (as selected by the Majority and Minority leadership); 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.
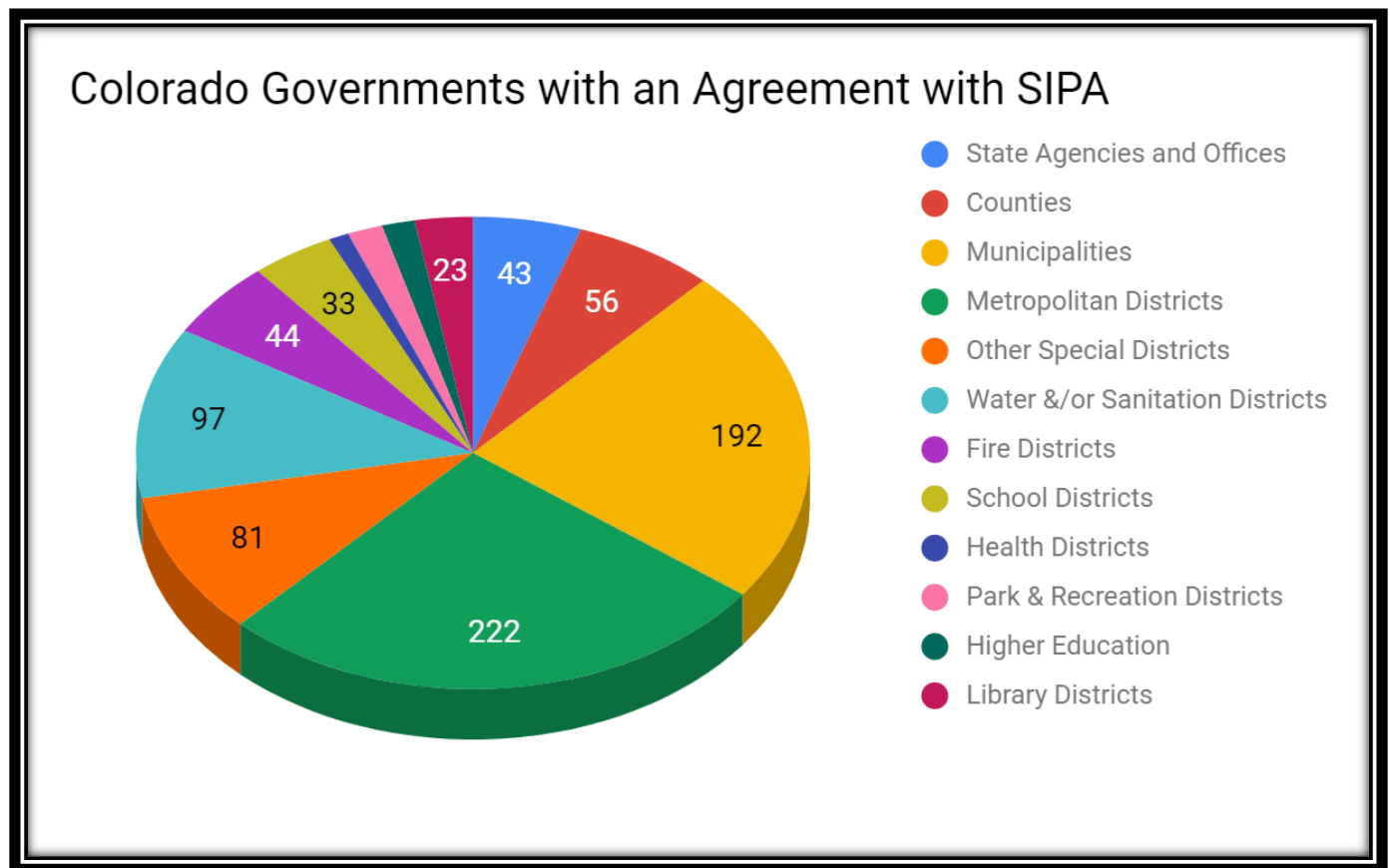
Current Board Officers

- Chair, Tony Neal-Graves, Executive Director and CIO, Governor's Office of Information Technology
- Vice-Chair, Mark Ferrandino, Executive Director, Colorado Department of Revenue
- Treasurer, Hannah Parsons, Private Sector Member of the Board
- Secretary, Danielle Morrill, 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 are state agencies, county and municipal governments, public institutions of higher education, public school districts, special districts, and other special purpose authorities.

As of June 30, 2022, SIPA had agreements in place with 826 governments or subdivisions, including all principal departments of state government, 56 counties, 192 municipalities, and 222 metropolitan districts.

Colorado Governments with an Agreement with SIPA

SIPA now serves approximately 18% of the 4,440 eligible local governments in Colorado.[1]
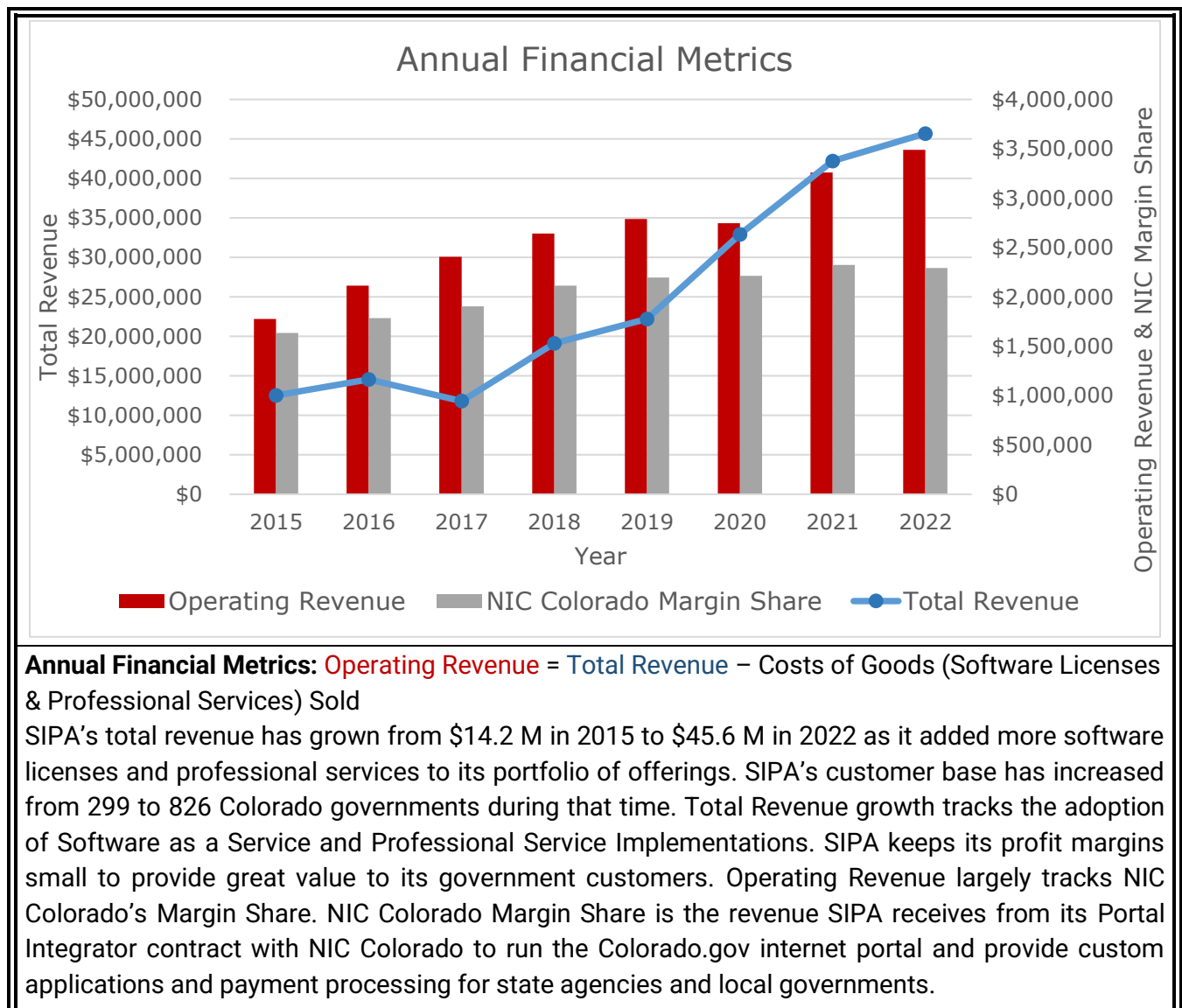
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[1] https://dola.colorado.gov/lgis/lgType.jsf

One of SIPA's goals is to ensure that all Coloradans interacting with their governments online have the same customer experience, whether they dwell in a large urban center or a small town.

BUSINESS MODEL

SIPA is self-funded through revenue earned from payment processing, the sale of licenses, and time and material consulting. The SIPA team and its supplier partners are highly motivated to ensure that industry-leading solutions are available at competitive prices.
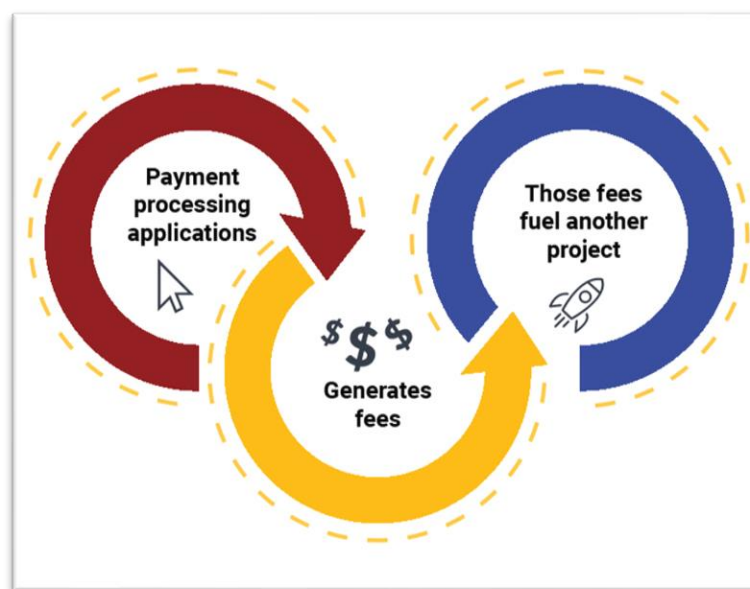
SIPA's total revenue has grown as more cloud-based services (software licenses and implementation services) have been added to SIPA's portfolio.

Annual Financial Metrics: Operating Revenue = Total Revenue – Costs of Goods (Software Licenses & Professional Services) Sold

SIPA's total revenue has grown from $14.2 M in 2015 to $45.6 M in 2022 as it added more software licenses and professional services to its portfolio of offerings. SIPA's customer base has increased from 299 to 826 Colorado governments during that time. Total Revenue growth tracks the adoption of Software as a Service and Professional Service Implementations. SIPA keeps its profit margins small to provide great value to its government customers. Operating Revenue largely tracks NIC Colorado's Margin Share. NIC Colorado Margin Share is the revenue SIPA receives from its Portal Integrator contract with NIC Colorado to run the Colorado.gov internet portal and provide custom applications and payment processing for state agencies and local governments.

The figure above shows SIPA's revenue growth over time. SIPA's Operating Revenue largely tracks NIC Colorado's Margin Share, which consists of a monthly fee and a percentage of net revenue from offering **Portal Services**, predominantly payment processing. Historically, the volume of transactions through some applications has been increasing along with the growth of Colorado's population.

The small increase in Operating Revenue, beyond the NIC Colorado Margin Share, over the last few years is due to the increase in adoption of Cloud-Based Software Solutions and Professional Services. SIPA earns a small margin on software licenses and professional service implementations, which allows SIPA to offset the costs associated with carrying enough insurance, managing the contracts, handling customer questions, invoicing, and billing.

Revenues from NIC Colorado's services are pooled, and projects are initiated according to priorities for state and local government set collaboratively between SIPA and NIC Colorado. Most of the services offered in partnership with NIC Colorado are not self-sustaining but instead are supported by a small handful of profitable services. Payment processing 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.

Self-funded Model:
Payment processing transaction fees create a sustainable funding stream to support the long-term growth and maintenance of digital government services in Colorado.
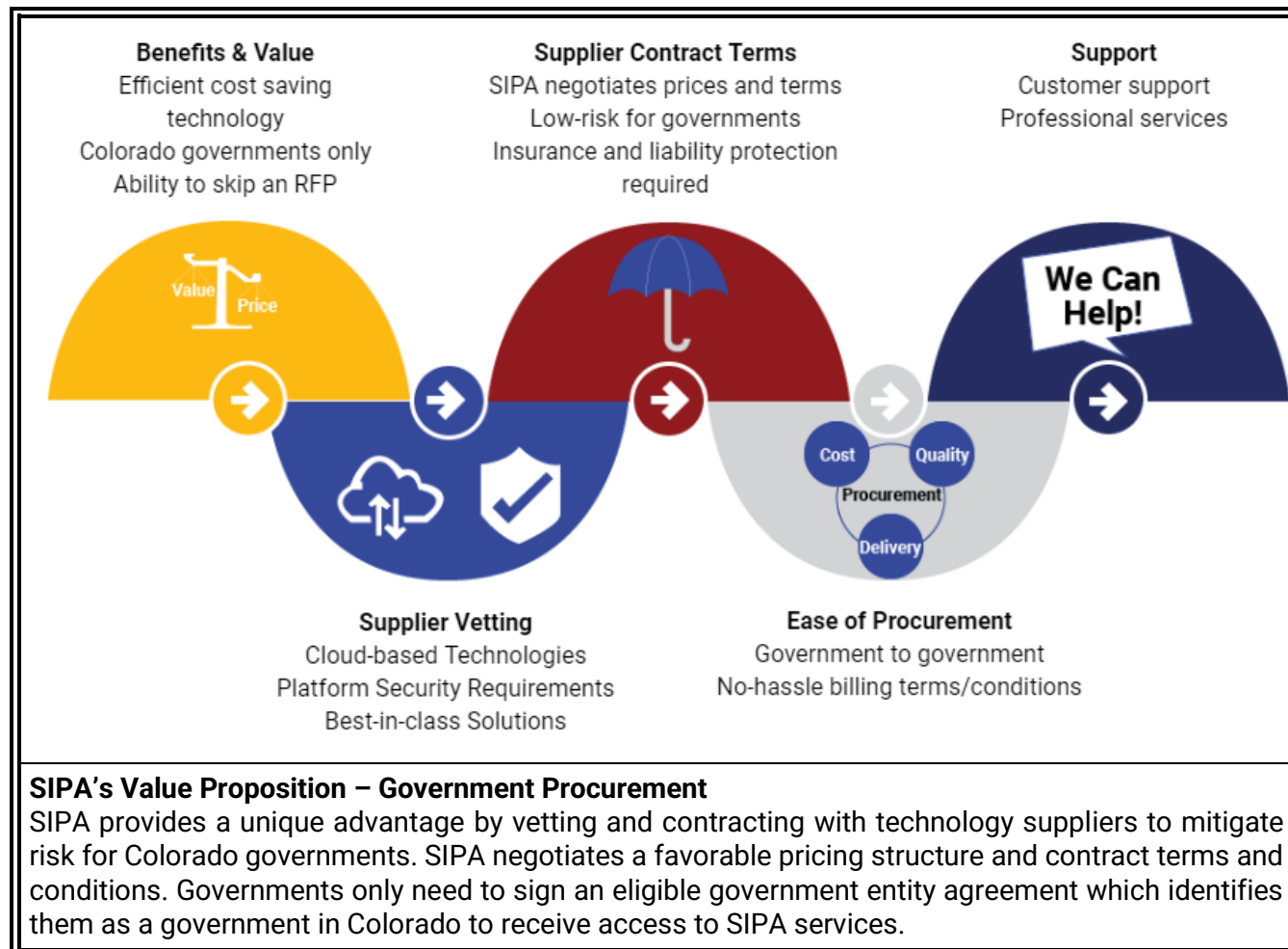
The ongoing funding is reinvested in building new services to connect residents to their governments statewide. This helps underfunded government entities obtain and maintain a digital presence and provide world class digital services to the residents and businesses of Colorado. Unlike traditional IT contracting, transaction-based funding has no ongoing maintenance costs or other requirements that limit a government's ability to address its evolving needs.

SERVICES

SIPA has developed a portfolio of digital government products, services, and service providers that it offers to Colorado governments (https://sipa.colorado.gov/services). SIPA negotiates rates and services and enters "master service agreements" with those suppliers that offer electronic information,

products, services, and prices that are desired by its government customers and align with SIPA's mission to connect residents to the governments that serve them.

SIPA's statute **C.R.S. § 24-37.7-104 (1)(q)** allows all state agencies and local governments to easily procure services from SIPA without using a formal procurement process such as a request for proposals (RFP).
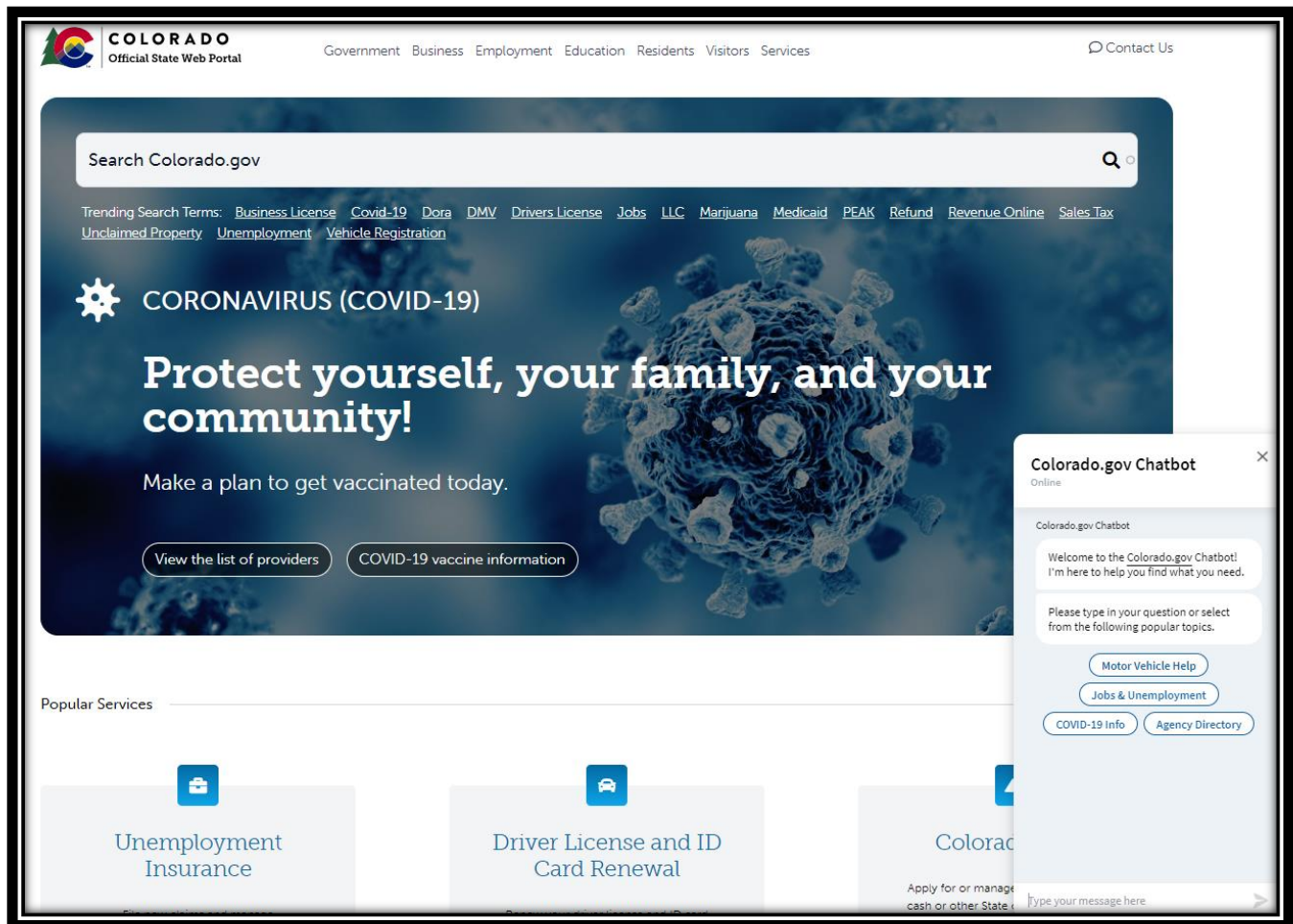

SIPA's Value Proposition – Government Procurement
SIPA provides a unique advantage by vetting and contracting with technology suppliers to mitigate risk for Colorado governments. SIPA negotiates a favorable pricing structure and contract terms and conditions. Governments only need to sign an eligible government entity agreement which identifies them as a government in Colorado to receive access to SIPA services.

SIPA's offerings include *Portal Services* conducted in partnership with NIC Colorado, professional services for custom application development, software implementations and cybersecurity assessments, and cloud-based software solutions. SIPA gives back to the Colorado governments it serves through its micro-grant and Innovation Fund programs.

Internet Portal Services – Conducted in Partnership with NIC Colorado

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 NIC Colorado, expiring April 30, 2019, was signed. SIPA's Board unanimously approved a three-year contract extension (to April 30, 2022) that was executed January 29, 2019. SIPA's contract with NIC Colorado was extended through April 30, 2023, on October 27, 2021, with unanimous approval of SIPA's Board. As required by SIPA's statute **C.R.S. § 24-37.7-104 (2)**, SIPA released a competitive solicitation on April 8, 2022, to procure a Portal Integrator partner for Digital Government Services.

Currently, SIPA provides portal services in partnership with NIC Colorado including website hosting and development, payment processing, event registration, mobile event management, and custom application development. More than 476 state agencies and local governments take advantage of at least one NIC Colorado portal service. Primary services are described in detail below. A complete list of services can be found in **Appendix 2: NIC Colorado Portal Services**.

As mentioned above, SIPA's statute, **C.R.S. § 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, Colorado.gov which serves as a comprehensive delivery channel for e-Government services available in Colorado.

SIPA partners with NIC Colorado to fulfill its statutory responsibility for overseeing the State of Colorado's Internet Portal. The portal links to state and local government websites and connects members of the public to the e-Government services they are seeking. In September 2022, the recently redesigned Colorado.gov portal won a Government Experience Award from the Center for Digital Government.[2]

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[2] https://www.govtech.com/cdg/government-experience/government-experience-awards-2022-winners-announced

Electronic Payment Processing

SIPA's partnership with NIC Colorado 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. Encrypted credit card readers are provided at no cost to government entities utilizing NIC Colorado's payment processing services.

NIC Colorado is a PCI (Payment Card Industry) Data Security Standards (DSS) Level 1 vendor.[3] NIC Colorado manages more than 1,300 independent payment systems for 236 Colorado governments. While electronic payment processing is often provided as a standalone offering, many governments elect to integrate the payment processing solution into their custom applications. NIC Colorado currently hosts more than 569 stand-alone payment portals (Payport), 389 integrations to Checkout, and 376 other third-party payment integrations which can take payments on behalf of Colorado governments (**Appendix 2**).

As shown in the table below, the payment processing provided by SIPA and NIC Colorado provides many benefits and protections to Governments that choose these solutions.

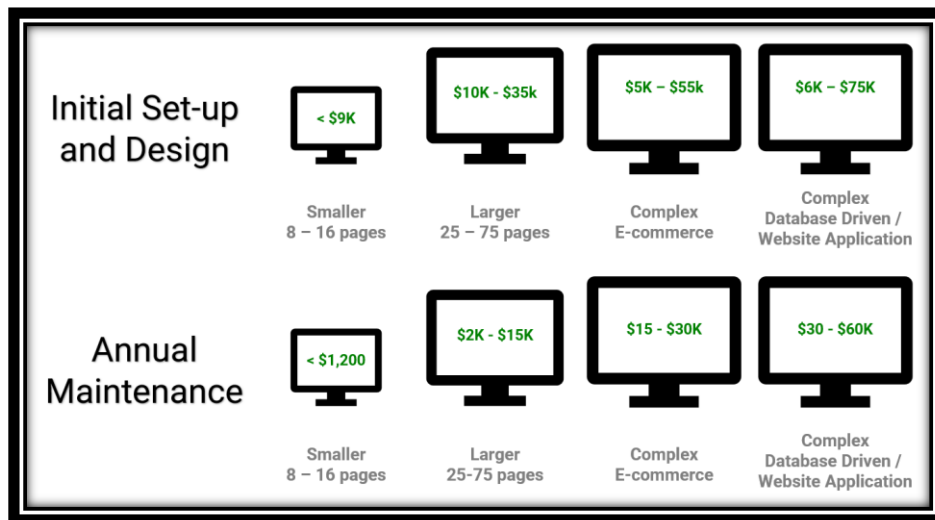| SIPA'S PAYMENT PROCESSING BENEFITS & PROTECTIONS	
Convenience & Customer Support	
Local Help Desk	NIC Colorado maintains a Denver-based help desk. Support Staff answer 90% of calls within 120 seconds and must resolve 75% of all tickets within 24 hours.
NIC Colorado is the Merchant of Record	NIC Colorado is the Merchant of Record, as such, the transaction risks are borne by NIC Colorado, not the government entity. NIC Colorado manages chargebacks, refunds, and exceptions on behalf of government partners.
Credit Card Processing Equipment	SIPA and NIC Colorado provide the encrypted credit card equipment to our government partners at no cost.
Payment Integrations	NIC Colorado provides robust APIs to enable secure connections to other applications.
Security & Regulatory Compliance	
Level 1 PCI (Payment Card Industry) Compliance	NIC Colorado's payment solution is hosted in redundant PCI-DSS Level 1 Data Centers. Level 1 merchants process the most credit card transactions (more than 6 million annual transactions) and are subject to the most stringent regulations.
SOC 2 Report	NIC Colorado provides annual SOC 2 reports per the SSAE 18 auditing standard. The SOC 2 report focuses on a business's non-financial reporting controls as they relate to security, availability, and processing integrity.
Public Deposit Protection Act (PDPA) Compliance	Required by **C.R.S. § 11-10.5-101**, all moneys in bank deposit accounts that belong to a public unit or public entity are required to be held in a PDPA account. Funds collected through NIC Colorado's payment processing solution flow through a holding account owned by SIPA.
Insurance and Breach Protection	
Insurance Protection	Governments using a service from NIC Colorado are named as additional insureds on its Commercial General Liability Insurance policy. NIC Colorado carries Cyber Privacy insurance. SIPA carries additional insurance to help protect government entities in the event of a breach.

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[3] http://pcipolicyportal.com/what-is-pci/merchants/

Breach Notification Costs & 1 Year Credit Monitoring	In the event of a NIC Colorado security breach, all costs for customer notification, for all parties whose information may have been compromised, will be paid by NIC Colorado. NIC Colorado will pay all costs for standard credit monitoring for at least one (1) year, for all parties whose information may have been compromised.

In FY 2021-2022 NIC Colorado's payment engine was used for more than 8.4 million transactions for government payments of more than $3.1 billion. As of September 2022, Colorado residents can now exchange cryptocurrency to make individual income tax payments on the Colorado.gov portal.[4]

Websites

Colorado.gov websites might be SIPA's single best-known portal service. Offered in partnership with NIC Colorado, SIPA provides website creation and hosting on Colorado.gov at no charge to eligible government entities and has more than 460 websites in production today.[5] 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, and mobile devices.

Website hosting and development costs vary depending on complexity.[6] Using a conservative annual estimate of $7,500 per larger website and $1,000 per small website, SIPA saves governments ***approximately $1.1 million for website hosting each year***[7] for the 460 websites it currently hosts.

More information on the current platform can be found at: cms.colorado.gov. The costs of website development, security updates, and hosting are absorbed by SIPA and its partner NIC Colorado. NIC Colorado also ensures that the Colorado.gov portal and the websites hosted on it, are responsive (i.e., available on any device including mobile devices), and comply with the state of Colorado Information Security Policies.[8] The website platform is routinely updated to help governments comply with state and

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[4] https://tax.colorado.gov/cryptocurrency
[5] List of current websites: https://cms.colorado.gov/all-colorado-content-management-solution-sites
[6] See e.g. https://www.impactbnd.com/blog/how-much-does-a-website-redesign-cost or https://www.webfx.com/How-much-should-web-site-cost.html
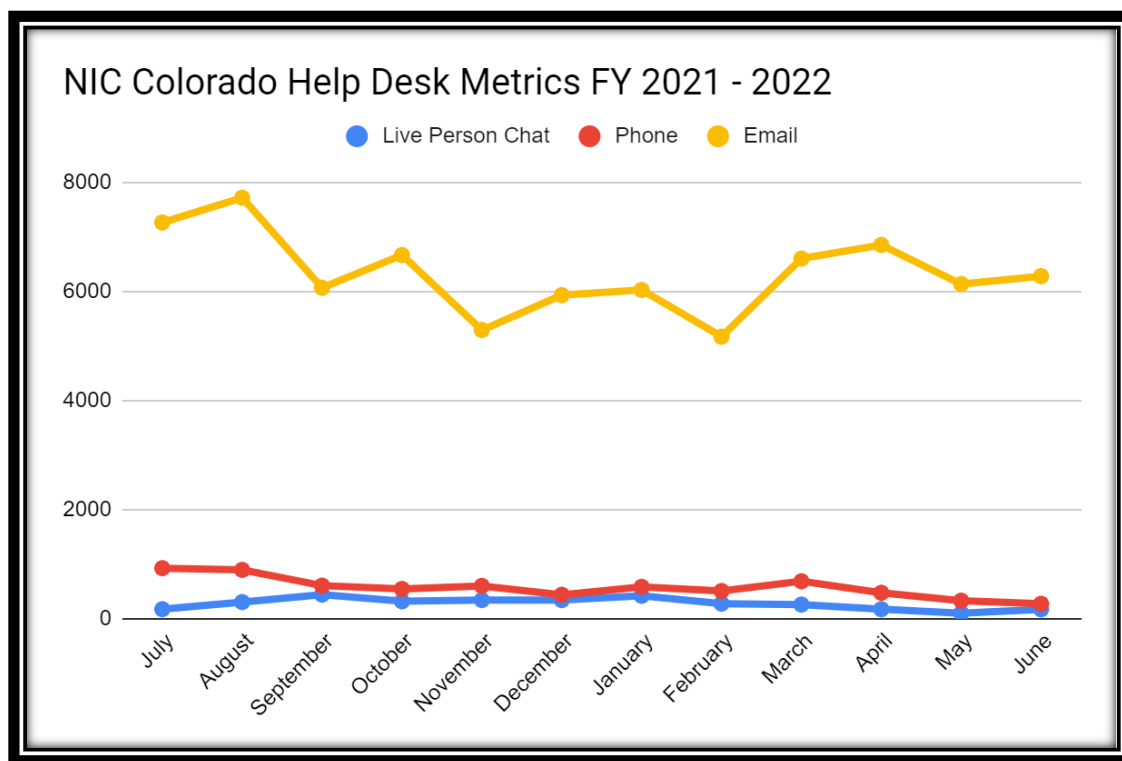[7] Cost estimated for 360 small websites x $1,000 per website per year + 100 larger websites x $7,500 per website per year = $1,110,000.
[8] https://oit.colorado.gov/standards-policies-guides/technical-standards-policies

federal rules related to accessibility.[9] The Colorado.gov website platform and webpage templates are designed to make it easy for individual website administrators and content managers from state and local governments to comply with accessibility rules. However, SIPA cannot prevent individual governments from posting potentially non-compliant content.

Customer Service

NIC Colorado maintains a local support desk to respond to government customers (e.g. password resets, change of banking information, website support) and consumers (e.g. explanation of credit card entries, invoicing, etc.). In FY 2021-2022, NIC Colorado responded to 3,350 requests by online-chat, 6.895 by phone, and 75,964 by email.

SIPA government customers are satisfied with the quality of support and services being received by NIC Colorado and SIPA's other supplier partners. (**Appendix 3: SIPA Customer Experience Scorecard**).

Custom and Standard Application Development

SIPA and NIC Colorado help governments develop and implement custom applications that provide improved services to the residents of Colorado. State and local governments have partnered with SIPA

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[9] https://www.colorado.gov/accessibility-standards - these standards include: Section 508 of the U.S. Rehabilitation Act of 1973; C.R.S. 24-85-104, ARTICLE 85. "INFORMATION TECHNOLOGY ACCESS FOR INDIVIDUALS WHO ARE BLIND OR VISUALLY IMPAIRED"; State of Colorado Technical Standard TS-OEA-001: Technology Accessibility for Persons with Disabilities; State of Colorado Technical Standard TS-OEA-002: Technology Accessibility for Web Content and Applications ; and https://www.w3.org/ for comprehensive WCAG 2.0 standards

to develop numerous custom applications since SIPA was created. These applications include the Sex Offender Registry, MyBizColorado, Colorado Cold Case, and many more.

Over the last few years, NIC Colorado has deployed more than 170 standard web applications[10] for state agencies and local governments, many of which accept payments, using their rapid application development platform App Engine. These form-based custom applications range in scope from reserving a gazebo, providing resident feedback, registering for a conference, applying for a municipal business license, or applying for a burn permit.

Additional standard applications, generally for state agencies, are being developed and hosted on AccessGov. AccessGov allows governments to create and modify their own custom resident facing applications. This Software as a Service enterprise license is typically licensed for a fee but it being provided to Colorado state agencies at no cost. A recent contract addendum provides for continued support and access to AccessGov beyond the expiration of the Portal Integrator contract on April 30, 2023.

Cloud Based Software as a Service (SaaS) Solutions

SIPA continues to have partnerships which allow Colorado governments to acquire and customize a variety of software solutions at competitive prices. These services are offered using an on-demand pricing model that allows governments to pay only for what they are using. More than 132 state agencies and local governments procure one or more of SIPA's SaaS offerings. SIPA's goal is to offer SaaS products below list price and still cover SIPA's costs of administration.

Professional Services

SIPA has a variety of partners who provide professional services for software implementations, business process improvement, electronic health records, and cybersecurity. For these professional service contracts, SIPA has negotiated a small margin to offset some of the costs associated with contract management, project management, and invoicing. More than 95 state agencies and local governments have procured professional services from one or more SIPA partners.

Micro-Grant Program

SIPA is entering the thirteenth year of its Micro-Grant Program.[11] Each year, SIPA awards approximately $150,000 to help governments put more resident-facing services and information online. Since the grant program inception in 2010, SIPA has awarded 327 grants totaling $1,521,760 across the State of Colorado.[12] Individual grant awards are small, but they have major impacts especially in small rural communities. The grant program is open to all Colorado government entities that are eligible to work with SIPA.
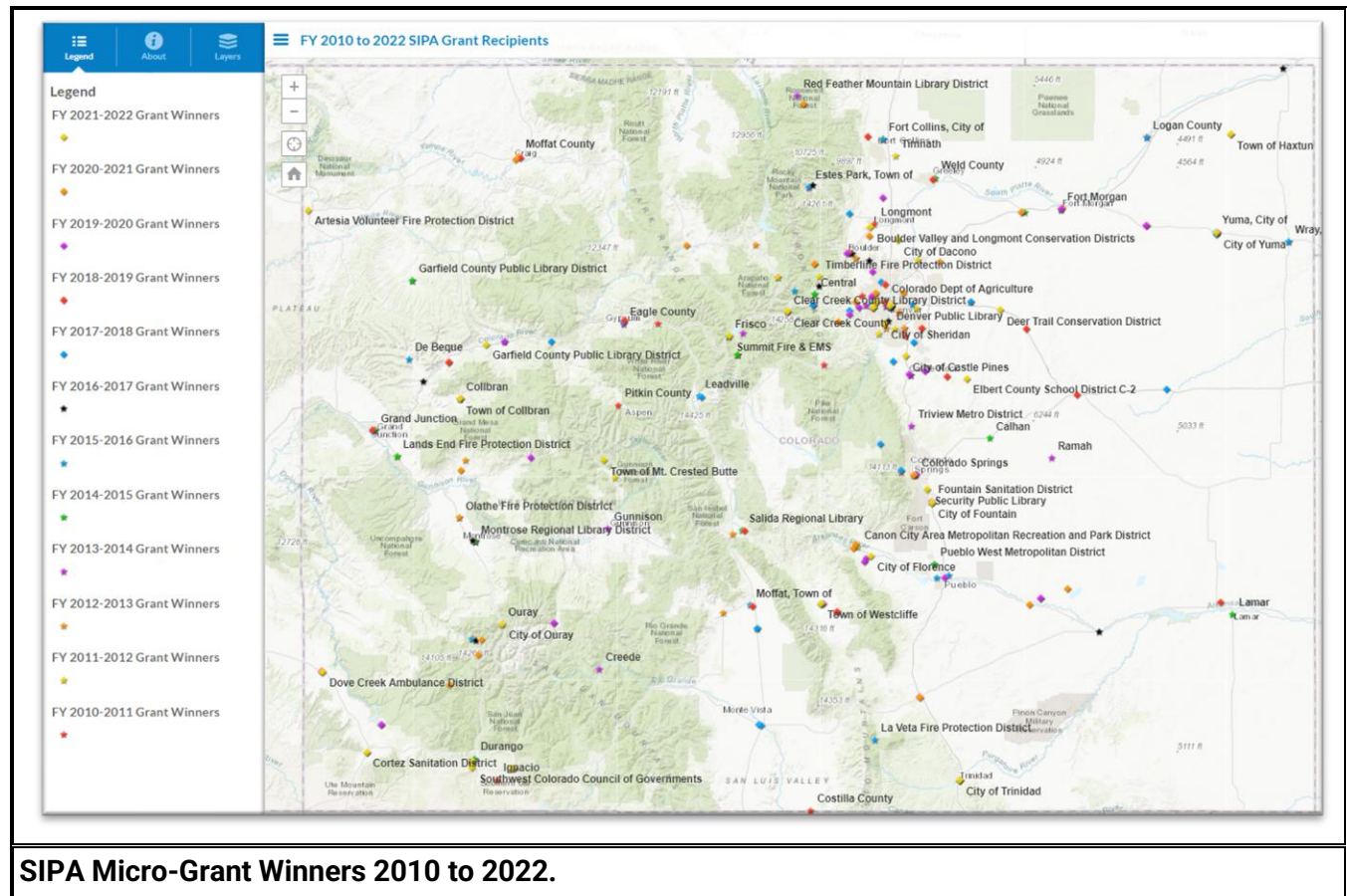
Grant winners have used their funds creatively to put more services and information online: digitizing historic resources (maps, newspapers, art collections, video collections) and making them available online, creating low-cost extensible (can be used by other governments) web-portals based on Google

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[10] https://appengine.egov.com/appstore/co
[11] https://sipa.colorado.gov/micro-grant

Drive to allow residents to self-serve their CORA (Colorado Open Records Act) requests, and creating online portals for resident engagement. This year several governments requested and received support to improve their website accessibility to become more compliant with HB 21-1110. SIPA's interactive web mapping application, which lists the grant winners, amounts awarded, and grant purposes, can be viewed at: https://arcg.is/0n1Sru

In FY 2021-2022, SIPA received 66 applications and awarded 35 micro-grants, totaling $158,544. One grant was awarded in partnership with DOLA to expand broadband access statewide.

SIPA Micro-Grant Winners 2010 to 2022.

Representative Micro-Grant awards for FY 2021-2022 are shown in the table below.

Organization	FY 2021 – 2022 Micro-Grant Purpose
City of Fountain	Integrate new Council Chamber's audio/video hardware with software for the public hybrid meetings.
City of Castle Pines	Acquire endpoint detection/response service for adding a cybersecurity layer to protect the city from threats, service disruption/data protection, and ensure access to web services.
City of Florence	Digitize cemetery records from the 1890's to provide residents with effective service regarding pre-need, family lineage and record maintenance.
City of Trinidad OED Grant	Expand public access to an existing hard-copy publication on historical Trinidad architecture by developing it into a multimedia format on the tourism website.

Organization	FY 2021 – 2022 Micro-Grant Purpose
City of Yuma	Deliver end to end cybersecurity from assessments, design, and planning to managing services.
City Wheat Ridge	Create a publicly available ArcGIS Online City Development Map projects.
Clear Creek County	Implement dependable, high-quality technology in the Collaborative Care Center to facilitate effective communication between staff and external partners.
Denver Public Library	Identify and document deeds between 1931-1935 containing racially restrictive language and to build a widely accessible geospatial database and visual representation.
Department Natural Resources	Assist the Governor's Office and Interagency Climate Team are finalizing a climate website that aggregates a massive resource library (grants, guidance, plans) across 15+ departments.
Department of Public Safety	Develop an online submission platform to increase compliance with data gathering, which helps inform decisions and protect Colorado youth.
Dove Creek Ambulance District	Digitize all documents and placing them in a searchable format for transparency to its district, as well securing all privacy data.
Elbert County School District	Digitize historical archives of board meeting data for the purpose of making them available on our district website to the public.
Garfield Public Library District	Digitization to PDF OCR of several collections of Historic Glenwood Springs Newspapers, some of which are physically deteriorating and/or unavailable elsewhere.
Regional Housing Alliance of La Plata County	Digitize the organization's historic records so they are properly organized, secure, and readily available as the RHA begins efforts to reinvigorate the organization.
Summit Fire & EMS Protection District	Create a user-friendly website, on the official colorado.gov portal that will enable us to maximize our community engagement while increasing transparency.
Town of Mt. Crested Butte	Create a high-quality responsive design website to better communicate with residents, visitors, and second homeowners on the official colorado.gov portal.
Upper Pine River Fire Protection District	Better utilize the communication and data network infrastructure in place, to serve our residents and community.

Innovation Fund

As part of its first contract extension, NIC Colorado agreed to invest $500,000 per year to equipment, hardware, goods, and services for projects directed by SIPA to innovate technology in the State of Colorado. SIPA's Board selected the following projects for Innovation Fund Investment in the third year of the program at their October 7, 2021, Board meeting:

- **DOL Law Enforcement Records Management System** ($250K) - The funds will be used to develop a standardized and efficient system to facilitate the storage, retrieval, retention, manipulation, archiving, and viewing of information, records, documents, or files pertaining to our law enforcement

unit operations. The total project cost, per DOL, is $300K of which they can fund the remainder if receiving an Innovation Fund award.

- **DOR WIG For Underserved and Underrepresented** ($160K) - The funds are to pay for a gap analysis to understand underserved and underrepresented Coloradoans as it pertains to DMV services (who the population contains and how they are underserved).
- **CDHS Salesforce Application for Aging and Adult Services** ($95K) - The funds will pay for the first year of Salesforce licensing for the Aging and Adult Services Division's new data system. This new data system will streamline data entry for the services to over 55,000 aging Coloradans per year, thereby making the work easier for the providers and volunteers that offer these critical services.
- **CDLE DVR Online Referral and Application Form** ($47K) - The funds will be used to develop an online referral and application form so Coloradans with disabilities can easily apply for Division of Vocational Rehabilitation (DVR) services virtually, reducing the time and cost to secure necessary information, consents, and signatures leading to increased employment success and inclusion for those with disabilities in the Colorado workforce. DVR has a significant Federal match and is able to match any non-federal funds at 78.7%. A $47,000 investment by SIPA and NIC Colorado will equate to a total of just over $200,000 DVR is able to dedicate toward the cost of this project.
- **CDA Farm Fresh Program Support** ($15K) - The funds will help increase CDA's ability to elevate the Farm Fresh publication. CDA hopes to translate it into Spanish, include EBT, Double Up Food Bucks, and ADA designations in our directory, and have an interactive version online.
- **DPA State-Owned Facilities Map Tool** ($10.8K) - The funds will be used to provide a user-friendly map-based tool for parties interested in the beneficial use of unused or underutilized state land in accordance with HB21-1274.

Approximately $1.5 Million has been invested in the development of innovative technologies for Colorado state agencies through this program.

PORTAL INTEGRATOR PROCUREMENT

SIPA last conducted a Portal Integrator procurement in 2013. SIPA's statute was amended via SB21-141 in April 2021 to allow SIPA to utilize any competitive procurement method, including an Invitation to Negotiate (ITN) for the Portal Integrator. Previously only an RFP was allowed.

Using customer feedback, SIPA staff and the Procurement Committee spent many hours clarifying gaps in the current services to define an "ideal state" for service delivery and the business model, including the self-funded business model, staffing and management, reporting, payment processing, customer service desk, website design, security and accessibility, customer training, and custom application design.

SIPA then released a Request for Information (RFI) related to the Portal Integrator Procurement to:

- Gain information from the market about interest in the procurement
- Signal to the market about the upcoming procurement
- Gain insight from the market about the requirements of the upcoming procurement.

Many companies expressed interest in competing for some or all of the Portal Integrator work as well as alignment with SIPA's Digital Government Services Vision.

Colorado Digital Government Services Vision			
A secure digital platform accessible from any device that provides a personalized, one-stop shop for residents to engage with Colorado governments in a simple, seamless user experience			
Desired Outcomes			
Business Model Optimization	**Service Innovation**	**Customer Focus**	**Transparency**
Self-funded model that provides SIPA with control of investments to create value	*New and improved services leveraging evolving technology continuously*	*Service accessibility and ease of use for all residents supported with great customer services*	*Program visibility and partner relationship to co-create the evolution of digital services.*

On April 8, 2022, SIPA released an ITN for the Portal Integrator Procurement for Digital Government Services. SIPA developed an ITN that had individual documents relating to the ideal state that had been defined for each component of the work to be performed. A draft master services agreement was also included that addresses how SIPA works with eligible governments, and how the protections in the agreement support the governments receiving service from the Portal Integrator. The procurement process has allowed the suppliers to iterate on their submissions as they better understand the unique needs of SIPA and Colorado governments.

ITN Structure of the Portal Integrator Procurement for Digital Government Services

A preproposal conference was held with sixteen suppliers on April 14, 2022. Approximately half of the attending suppliers responded to the RFI. Questions regarding the ITN were taken through May 6, 2022. The initial ITN responses were received on May 20, 2022. Qualified suppliers were invited for further

negotiation and have been allowed to amend their submissions throughout the ITN process, which should allow SIPA to contract with the supplier that best aligns with SIPA's requirements.

The SIPA Board of Directors is currently scheduled to decide on the new Portal Integrator supplier and contract at their December 2022 Board meeting.

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 NIC Colorado, 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 Risks

SIPA's business model has several financial risks. SIPA's statute **C.R.S. § 24-37.7-104(1)(q)** states that "All state agencies and local governments are hereby authorized to enter into and do all things necessary to perform any such arrangement or contract with the authority." However, no Colorado government is required to use SIPA's services.

If any of the core users of SIPA's payment processing services were to change to a new payment processing supplier, SIPA's self-funded operating model, and financial stability, would be impaired. Similarly, if state agencies began to procure electronic information, products, and services from an organization other than SIPA, SIPA's self-funded operating model, and financial stability, could be impaired.

Another financial risk is whether the amount of cash SIPA has on hand is sufficient to cover supplier invoices between the time a government requests licenses or services to be ordered, and the time the government remits payment to SIPA. SIPA's Board approved a policy in 2019 that SIPA maintain a fund for business continuance of at least $2 million for the purpose of meeting future obligations, capital expenditures, and operational expenses that cannot be met with operating funds. Several contracts that SIPA enters on behalf of state agencies exceed the cash reserves, putting SIPA at risk if the agencies are slow to pay for the licenses or services that have been ordered.

Risks to SIPA's performance include SIPA's ability to diversify sources of operating revenue, SIPA's relationships with key partners such as OIT and the Colorado Department of Revenue, the quality of SIPA's supplier partners, supplier pricing (i.e., license and professional service prices), and whether SIPA is appropriately staffed to deliver its products and services in a timely and high-quality fashion.

SIPA is currently conducting a competitive procurement for its Portal Integrator partner. Regardless of which supplier selected, SIPA will be changing its business model and financial relationship with the Portal Integrator partner, primarily by shifting to a consumption-based model. This will give SIPA more transparency into Portal Integrator operations and more capacity to strategically direct project implementation and service development.

While not a direct financial risk, cybersecurity risks continue to increase globally and nationally. Because of the services SIPA offers, SIPA along with its supplier partners and government customers are at risk

for most of the common cybersecurity attacks such as banking incursions, data breach/theft resulting in disclosure of personally identifiable information or data loss, network breaches, credit card security system compromise, cyber-extortion, and even website attacks that prevent the delivery of services. [13] While these risks are continuously expanding and evolving, the risks can be mitigated, especially through increasing technological proficiency.

FY 2021-2022: Unaudited SIPA Profit and Loss - July 1, 2021 to June 30, 2022		
REVENUE		
	NIC Colorado Margin Share	$2,292,588
	Professional Services Revenue	$16,210,596
	SaaS License Revenue	$27,195,628
	Interest & Sponsorships	$6,407
Total Revenue		**$45,705,220**
COST OF SERVICES		
	Professional Services Expense	$15,833,892
	SaaS License Expense	$26,362,696
Cost of Services		**$42,196,587**
Operating Revenue		**$3,508,632**
OPERATIONS		
	Personnel, PERA liability, Training	$1,246,310
	Office Operations - Insurance, Equipment, Lease, Phones, Office Software, Office Supplies, etc.	$320,326
	Functions – Board Meetings, Annual Micro-grants, Marketing, Meetings & Events	$181,090
	Professional fees - Accounting, Audit, Legal, Consulting, Technical assistance	$720,024
Cost of Operations		**$2,467,750**
NET INCOME		**$1,040,883**

Description of Profit and Loss Line Items

Income

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

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[13] http://blousteinlocal.rutgers.edu/managing-technology-risk/

Professional Services Revenue: This line item is used to account for revenue received from governments that require professional services to implement SaaS licenses, cybersecurity assessments, custom integrations or applications, and maintenance of in-production applications.

SaaS License Revenue: This line item is used to account for the revenue received from the purchase of software licenses by governments. Google, Five9, Salesforce, MuleSoft, Granicus, Qualtrics, and DocuSign are the primary license types procured by Colorado governments.

Interest/Sponsorships: This line item is used to account for revenue from the Interest earned on SIPA's ColoTrust account where the reserve fund balance is maintained. SIPA had also planned to host a User Conference with Sponsorship dollars. Donations ($13,000) from FY 2020-2021 were returned to suppliers in FY 2021-2022.

Cost of Services

Professional Services Expense: This line item is used to account for expenses associated with professional services to implement SaaS licenses, cybersecurity assessments, Google Cloud Platform development, technical account management services, custom integrations or applications, and maintenance of in-production applications. These expenses are covered by the income line-item Professional Services Revenue above.

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

Expenses

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

Office Operations: This line item accounts for all office operation related expenses such as the lease, including required reporting for GASB 87, insurance, office equipment, software licenses, 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, and Board meeting related expenses. Due to the COVID-19 pandemic, many typical expenses were not incurred.

Professional fees: This line item accounts for the SIPA Board's legal counsel, bookkeeping firm, annual independent audit, and other contractors who are retained for special projects such as the Portal Integrator Procurement.

Use of Net Income from FY 2021-2022 for FY 2022-2023

SIPA's board approved a budget for FY 2022-2023 that plans for using approximately $1.8 million of prior years' net income to support the Portal Integrator Procurement process, increase "SIPA-Funded Projects", increase the annual micro-grant program by 10% each year, and support transition activities.

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 FY 2021-2022.

Receipts & Revenues

NIC Colorado shares revenue, generated by offering portal services, with SIPA through a formula set by contract. For FY 2021-2022, SIPA was paid a flat fee ($43,851.12 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 $2,292,588.15 from NIC Colorado. This number includes payment processing services for state agencies, municipalities, counties, special districts, school districts, and public institutions of higher education. It also includes a small number of professional service projects offered on a time and materials basis.

The revenue (unaudited) SIPA received for FY 2021-2022 related to the transaction services provided to state agencies is approximately $2,119,956 (i.e. 92.47% of the margin share received from NIC Colorado).

The residents of Colorado who use these services have many alternatives available and are generally not required to use them; however, they elect to use SIPA and NIC Colorado's Portal Services because of their convenience and ease of use. In FY 2021-2022, SIPA, through its partnership with NIC Colorado, processed more than 7.9 million transactions for state agencies, which collected approximately $2.5 billion for their information, products, and services. More than 70 million records were delivered on behalf of the Department of Revenue, generating an additional $664,126 for the state. Records requested by other state agencies and approved by the Department of Revenue are provided at no cost.

Fees charged by State Agencies

For most payment transactions, the fees are simple and posted to SIPA's website.[14] 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.

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eCheck Transactions:
Transaction Amount + $1.00
Credit Card Transactions:
Transaction Amount + ((Transaction Amount + $0.75) x 2.25%) + $0.75

For some specialized transactions, NIC Colorado and state agencies have agreed to exceptions to these standard fees. For example, a credit card transaction fee is not charged to residents for motor vehicle-related transactions for less than $10.00; instead, the credit card transaction fees are absorbed by NIC Colorado. 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, NIC Colorado helps state agencies to deliver bulk records electronically to others. These fees range from $0.003 to $5 depending on the type of record being looked up and delivered. Some entities can receive bulk records without incurring a fee.

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[14] https://sipa.colorado.gov/paymentprocessing

The table, **FY 2021-2022: 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 amount of money collected for the state agency. Most of the transactions listed reflect a single payment for a single item.

FY 2021-2022: Fees & Payments Collected by State Agencies (Online & Over the Counter) *CI Standard Fees: 2.25% + $0.75 per credit card transaction, $1.00 per eCheck transaction.*			
Department or Agency	**Fee Exceptions**	**Transactions**	**Agency Payment**
Department of Agriculture		26,960	$10,465,705
Department of Health Care Policy and Financing		3	$645
Department of Higher Education		1,378	$844,705
Department of Human Services		103,775	$2,121,282
Department of Labor & Employment		6,555	$9,613,573
Department of Law & Office of Attorney General		2,016	$2,059,522
Department of Local Affairs		14,727	$2,782,063
Department of Military and Veteran Affairs		125	$19,377
Department of Natural Resources		10,287	$14,748,227
Department of Personnel & Administration		977	$51,997
Department of Public Health & Environment		122,365	$22,523,592
Department of Public Safety		17,158	$4,187,540
Department of Regulatory Agencies		374,338	$433,110,623
Department of Revenue			
Driver Services (Over the Counter & Online, State & County Offices)		1,441,422	$70,368,453
Motor Vehicle (Online & Over the Counter)	Credit Card: 2.7% over $10.00, under is $0.	3,468,988	$808,176,919
Taxation (Multidirectional Tax & MyBizColorado)		291,093	$979,454,868
Enforcement		36,441	$12,057,573
Colorado Energy Office		689	$67,103
Colorado Governor's Office		186	$4,406
Colorado Judicial Branch	$1.90/Statutory Filing $0.50/Case History	1,972,011	$44,812,185
Colorado State University/Colorado State University Pueblo		51,034	$71,202,321
Office of Economic Development and International Trade		61	$287,335
Office of the Respondent's Parents' Counsel		26	$3,825
Office of the Colorado State Public Defender		23	$14,000
Multiple Agencies (Gambling Intercept)	$10.00/intercept	738	$1,281,534
Total State Agencies & Offices		**7,943,376**	**$2,490,259,372**

The table, **FY 2021-2022: Bulk Record Deliveries for the Colorado Department of Revenue**, provides information related to bulk record transactions completed for the Colorado Department of Revenue.

FY 2021-2022: Bulk Record Deliveries for the Colorado Department of Revenue			
Bulk Record Deliveries (Department of Revenue)	**Fee Exceptions**	**Transactions**	**Agency Payment**
Bulk Motor Vehicle Records - Count includes $0.00 Transactions	NIC Colorado: $0.005 per record; Partner $0.025 per record	41,740,723	$562,104
Crash Data Records (and Archived) - Count includes $0.00 Transactions	NIC Colorado: $0.075 per record; $0.025 per archived record; Partner: $0.005 per record or archived record	404,442	$2,023
Additional Record Delivery - Count includes $0.00 Transactions	NIC Colorado: Varies per lookup type: $0.03 - $5.00; Partner: $100,000/year	32,451,761	$100,000
Total Records		**74,596,926**	**$664,126**

Fees charged by Local Governments

In addition to processing payments for state agencies, SIPA, through its partnership with NIC Colorado, processed more than 499,250 transactions, collecting $661 million for Colorado local governments. The tables below separate the fees collected for municipalities, counties, and special districts. Municipalities were responsible for 303,000 transactions and $597,151,888. Colorado County Governments collected $56,985,444 through 155,051 transactions. Special districts, such as water and sanitation districts, were accountable for 41,201 transactions and $6,943,277.

The transaction fees for local governments are the same as for state agencies, except as noted in as Fee Exceptions in the tables below. Payment transactions processed for local governments are shown below.

FY 2021-2022: Fees & Payments Collected by Special Districts (Online & Over the Counter) *CI Standard Fees: 2.25% + $0.75 per credit card transaction, $1.00 per eCheck transaction.*			
Special Districts	**Fee Exceptions**	**Transactions**	**Gov. Payment**
Associations		1,379	$959,453
District - Fire Districts		1,382	$476,990
District – Misc./General		356	$79,364
District - Utility Payments (Water, Sewer, Sanitation)		37,703	$5,382,667
Schools and School Districts		381	$44,802
Total Special Districts		**41,201**	**$6,943,277**

FY 2021-2022: Fees & Payments Collected by Municipalities (Online & Over the Counter)
CI Standard Fees: 2.25% + $0.75 per credit card transaction, $1.00 per eCheck transaction.

Municipalities	Fee Exceptions	Transactions	Gov. Payment
Building Departments & Permits		8,445	$2,998,156
Clerk - Misc./Unspecified		2,936	$411,143
Fairgrounds, Events, Parks, Libraries		791	$55,169
Finance Departments/Treasurer – General, Tax (Sales, Use, Property, etc.)		157,937	$428,365,244
General / Unspecified		81,972	$57,270,780
Licenses & Permits		2,295	$462,204
Municipal Courts & Fines		803	$69,077
Planning and Use, Public Works, Community Development		22,263	$101,786,084
Police Departments (Traffic Tickets, Community Justice)		159	$1,663
Utility Payments (Water, Sewer, Waste Disposal, etc.)		25,399	$5,732,368
Total Municipalities		**303,000**	**$597,151,888**

FY 2021-2022: Fees & Payments Collected by Counties (Online & Over the Counter)
CI Standard Fees: 2.25% + $0.75 per credit card transaction, $1.00 per eCheck transaction.

Counties	Fee Exceptions	Transactions	Gov. Payment
Assessor, Public Trustee		59	$1,161
Building Departments		2,831	$416,384
Clerk & Recorder - Misc./Unspecified		27,960	$791,760
Denver County Courts	$1.90/Statutory Filing; $0.50/Case History	41,193	$2,026,406
Fairgrounds, Events, Parks, Libraries		1,517	$882,324
Finance Departments/Treasurer - Tax, General		19,005	$38,798,795
General / Misc.		14,162	$1,769,542
Health & Human Services (Clinic, Ambulance, Public Health, etc.)		4,148	$1,136,657
Land Use, Planning and Use, Public Works, Community Development		9,385	$7,076,592
Sheriff Departments & Courts (Traffic Tickets, Community/Criminal Justice)		21,611	$2,724,391
Utility Payments (Water, Sewer, Landfill, Waste Disposal, etc.)		13,180	$1,361,431
Total Counties		**155,051**	**$56,985,444**

RECOMMENDED LEGISLATION

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

No legislation is requested at this time.

APPENDIX 1: SIPA BOARD OF DIRECTORS ROSTER

Board of Directors Roster (October 2022)

	Name	Designee	Agency	Title	Appointed By
1	Mark Baisley	n/a	Colorado House of Representatives	Representative	House Minority Leader
2	Ernesto Chavez	n/a	Local Government Representative	Chief Technology Officer, City of Lafayette	Governor*
3	Mark Ferrandino	Heidi Humphreys	Department of Revenue	Executive Director	Governor
4	Rick Garcia	Dionne Stroter	Department of Local Affairs	Executive Director	Governor
5	Tony Gherardini	Tobin Follenweider	Department of Personnel & Administration	Executive Director	Governor
6	William Griffin	n/a	Private Sector Member	CTO, Base Directory	Governor*
7	Jena Griswold	Chris Beall	Department of State	Secretary of State	Ex officio
8	Jason Harris	TBD	Judicial Branch	Manager of Data Analytics	Chief Justice
9	Danielle Morrill	n/a	Private Sector Member	Cofounder and Chief Technology Officer, Firstparty Labs	Governor*
10	Anthony Neal-Graves	William Chumley	Governor's Office of Information Technology	CIO and Executive Director	Ex officio
11	David Oppenheim	n/a	Governor's Office	Director of Operations and Cabinet Affairs	Governor
12	Hannah Parsons	n/a	Private Sector Member	Chief Operating Officer, Barn Owl Tech	Governor*
13	Bob Rankin	n/a	Colorado State Senate	Senator	Senate Minority Leader
14	Brianna Titone	n/a	Colorado House of Representatives	Representative	Speaker of the House
15	Rachel Zenzinger	n/a	Colorado State Senate	Senator	President of the Senate
					*** Requires Senate Confirmation**

APPENDIX 2: NIC COLORADO PORTAL SERVICES

NIC Colorado currently provides many services to more than 476 Colorado governments through its contract with SIPA. Some of these services are listed below. Most of these services have been developed and maintained at no cost to the government entity. One exception is the third-party software applications which have annual maintenance and licensing fees that are charged back to the government entities using those application.

NIC Colorado Service	More Information
Content Management System (CMS)	More than 460 websites deployed.
Payments	
Payment Integrations	Approximately 376 payment integrations.
Checkout	Approximately 389 integrations to Checkout.
PayPort	More than 566 simple payment applications on Colorado.gov.
Third Party Software	
CAVU eLicense system (MicroPact/Tyler Technologies)	2 implementations (DORA/DPO & DRE), hosted by NIC Colorado, all have payment integrations.
Q-Flow queuing system (ACF Technologies)	4 Instances of 3rd party Software licensed, managed, and hosted through in partnership with ACF Technologies.
Google APIs	Supports Colorado.gov functionality.
Geocoder	Supports Colorado.gov functionality.
NIC Services	
Customer Database (CDB)	More than 54,373 Customer accounts managed. Accounts can have up to 10 associated users.
Transaction Payment Engine (TPE)	TPE Transactions Payment Engine - 100s of merchants and services. Service is offered centrally through NIC, provides payment processing and funds disbursement capabilities.
CCP (Common Checkout Page)	Secure interface for accepting payment method information with more than 801 services for Colorado. Ties into PayPort, Payment Integrations, App Engine, Event Registration and Custom Applications.
Event Registration	8 instances include payment integrations.
Gov2Go	Mobile application with six current services. The primary use case for the app is to remind a resident to take a certain action on a certain date, i.e. a reminder to renew your vehicle.
App Engine/AccessGov	170 of online webforms that may also take payment.
OnTheGo	Mobile Application for payments.
Custom Applications	
DRIVES - Portal Detail File	A simple job that runs on weekdays and generates a CSV file containing transaction information for DRIVES eServices and DLO transactions.
Denver County Courts Payment and Billing	An integrated payment engine and customer billing solution that enables the creation of customer billing accounts.
Courts Payment and Billing	An integrated payment engine and customer billing solution that enables the creation of customer billing accounts.
MyBizColorado	Business one-stop application enabling users to submit an application for a sales tax license, wage withholding account, and/or unemployment insurance account.

NIC Colorado Service	More Information
Motor Vehicle Verification System	Bulk Records.
Sex Offender Registry and Mapping	This application allows Colorado residents to locate level three and four sex offenders in their neighborhoods using Google's mapping application and the CBI/DPS database.
Cold Case	DPS CBI Colorado Cold Case Files is an application displaying unsolved criminal cases in Colorado. Application stores information pertaining to cold case files for the CBI and presents to the public a set of options for searching through the files.
State Telephone Directory	To improve the accessibility of contact information to State of Colorado employees, the Office of Information Technology (OIT) in cooperation with NIC Colorado (CI) has created an improved State Telephone Directory with-new interface.
Driver Records – Interactive and Point to Point	Interactive driver history provides a graphic user interface application to driver history. Allows registered Insurance companies to pull driving records one at a time.
Health Care Policy and Financing Community Mapping & Reporting	Two different applications for the Colorado Department of Health Care Policy and Financing (HCPF) to help the public to find medical assistance sites close to their location.
Online Surcharge Filing	The Colorado Department of Labor and Employment (CDLE)-Division of Workers Compensation (DOWC)-have identified the need for an automated calculation system that allows users to calculate surcharge monies owed to the Colorado Division of Workers Compensation.
Motor Vehicle Records	The Colorado Department of Revenue (DOR) and Colorado.gov have partnered to provide approved customers with Motor Vehicle Record Information (Titles and Liens).
Gambling Intercept Payment	The Gambling Intercept Payments (GIP) application intercepts gambling winnings for outstanding child support debts owed to the Colorado Department of Human Services (CDHS) and court ordered restitutions owed to the Colorado State Judicial Branch.
Motorists Insurance Information Database-MIIDB	The Motorists Insurance Information Database (MIIDB) is a service that determines the insurance coverage of all vehicles registered in the State of Colorado.
Youthful Driver Monitoring	Youthful Driver Monitoring is a service which allows approved vendors to upload a request file containing addresses of current policy holders and receive a match file containing information on drivers.
Agriculture Cashier Payment Portal	The Colorado Department of Agriculture (CDA)-Division of Plant Industry (DPI) has identified-need for an automated payment processing system in order to process payments from walk-in customers at CDA office locations. Known as the "cashier utility".
Payment Engine/CORE Integration	Has integrated TPE into the state's new Colorado Operations Resource Engine (CORE) that tracks all incoming funds to state departments.
Driver Monitoring	Provides a monitoring service for Colorado drivers.
Online Traffic Ticket Payment	Online payment for Jefferson & Adams County Traffic Tickets and Parking Tickets. Application performs daily scheduled import of Jefferson County and Adams County Sheriff's Office traffic ticket records.
Minors in Possession (MIP)	Underage Drinking Enforcement.
Contact Compass	Search for state services by keyword.

NIC Colorado Service	More Information
CDPHE Invoice Payments	This is a custom application that allows users to search and pay for CDPHE invoices that are extracted from CORE. Payments are also reported directly into CORE.
Operational Services	
Help Desk support	Chat, email and phone support for partners and end-users.
System Administration support	Administration and maintenance of system-level software and hardware infrastructure.
Development support	Administration and maintenance of application-level software.
Operational support	Ongoing support to ensure successful operations of all aspects for the Colorado.gov portal.
Training support	Ongoing training support for partner-facing systems with administrator functions such as CDB, Event Registration, MyEvents2Go, Pacific, and TPE.
Point of Sale - Hardware Inventory (First Data)	Devices use proprietary NIC encryption key.
Marketing	Monetary and staff support for marketing campaigns.
Social Media Accounts	Official Colorado.gov accounts for Twitter and Facebook.
Financial Operations Support	Billing, charge backs, refunds, collections, bank account reconciliation.

APPENDIX 3: Customer Experience Scorecard (FY 2021-2022)

Customer experience and satisfaction is a key indicator of the overall impression of SIPA. Information was collected through email surveys to complete the overall metrics. These metrics let SIPA determine, at a glance, if they are meeting the needs of the Colorado governments they serve.

SATISFACTION

89%
RECOMMEND SIPA

QUESTIONS: PLEASE RATE

89%	SIPA Responsiveness
89%	Service Value
85%	Vendor Recommendation
83%	Vendor Responsiveness
83%	Timely Service Delivery
84%	Features and Functionality
83%	Technology Easy to Use

RESPONDENTS

STATE AGENCY — 26%
SPECIAL DISTRICT — 30%
OTHER — 2%
LOCAL GOVERNMENT — 39%
EDUCATION — 3%

CUSTOMERS SURVEYED

EGEs contacted after a service delivery, communicated with at a conference or telephone/in-person meeting.

Number of Surveys Sent — 307
Percent of Surveys Completed — 29%

CUSTOMER COMMENTS

"We are very happy both with our online payment system through SIPA (for Court) and the online forms/payment system for everything else. We've been very pleased with the ease of use and the cost savings. "
~Town of Minturn

"Team is always very responsive and respectful, understanding when sometimes small organizations can get easily overwhelmed!"
~Nederland Community Library District

"This survey is for three products we LOVE Form Assembly as a Salesforce integration tool, NetExam is how we proctor firefighter exams so we couldn't function without app, Cirrus is a little more dubious - we are evaluating that one and might change or evolve"
~Colorado Department of Public Safety