

Dear Board of Directors:

I am pleased to present the Statewide Internet Portal Authority's 2010 Business Plan. This plan outlines business initiatives and marketing approaches that will help the Authority have a positive impact on the eligible governmental entities it serves. If we continue to offer innovative services and solutions that are carefully explored and marketed, the Authority can grow its operations by building off the firm foundation that has been established throughout the first five years of operations.

In the third quarter of 2009 the Authority conducted a survey asking eligible governmental entities (EGEs) what services they wanted, what they were planning to offer via the Internet, and what the obstacles were for implementation. The results from this survey are important to consider as we move through 2010. Of the more than 100 responses we received, 29 percent have plans to use the internet for citizen interaction and 31 percent intend to use the internet for payment processes in the future. The Authority needs to take steps to ensure that it is in a position to assist these entities as these two items are the foundation of our services. The results further showed that 66 percent of the entities were managing their own email platforms and 35 percent were managing their own digital content management software, with 32 percent willing to share email platforms and 28 percent willing to share digital content management software. These numbers show that there is potential growth in the types of services the Authority offers and the entities we serve.

The Authority is in a position to remove two barriers that are keeping EGEs from realizing their goals. The results of the survey showed that staffing and funding were the two largest challenges facing EGEs. With careful planning, targeted marketing, and helpful leadership, I believe the Authority can be a true partner to our customers and this Business Plan begins to lay out the necessary steps to achieve that goal.

I look forward to 2010 and serving as the Executive Director of the Statewide Internet Portal Authority. We will use the strong foundation in place as a springboard to greater heights so we can serve the governments and people of Colorado.

Sincerely,



John D. Conley
Executive Director
Statewide Internet Portal Authority

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Executive Summary

The Statewide Internet Portal Authority (SIPA) was created in 2004 by an act of the Colorado State Legislature (C.R.S. 24-37.7-101 et seq.) to provide eGovernment services and electronic access to government information between Eligible Governmental Entities (EGEs) and the public—both businesses and individuals. An Eligible Governmental Entity (EGE) is a state agency, Office of the Governor, local government, political subdivision, education institution and other eligible government-related entities within the State of Colorado. The Authority is governed by a 13-member Board of Directors and daily operations are overseen by an appointed Executive Director.

The purpose of this business plan is to lay out the business framework for 2010 to guide the actions of the Authority as it evolves the solutions and services it provides to the EGEs. There is a tremendous opportunity present in which SIPA could expand its present scope to better serve local governments and the people of Colorado. To take full advantage of this opportunity the Authority needs to take prudent and thoughtful steps to build its reputation and service offerings while continuing to provide the quality products that EGEs have come to expect.

SIPA is relatively unknown to a large portion of the EGEs throughout Colorado and as such the framework for a marketing and educational campaign is described below. The Authority needs to be more visible within the communities it serves in 2010. Another necessary step to insure the continued success of the Authority is developing and offering new services and solutions. The Authority has been in operation for five years and continues to produce quality applications and websites which have a positive impact on the EGEs we serve. The Authority should continue to offer these quality products while exploring and expanding into new markets that will benefit the current EGEs and allow for new growth. The following information communicates key goals, efforts, and strategies which when supported by the Board of Directors and enacted by the SIPA staff will lead to greater relations with the EGEs, new service offerings, and sound finances.

Background of SIPA

Statute

The Statewide Internet Portal Authority (SIPA) was created by an act of the Colorado General Assembly (C.R.S. 24-37.7-101 et seq.) to provide efficient and effective electronic information, products, and services for citizens and Eligible Governmental Entities (EGEs) through the use of modern business practices and innovative technology solutions. SIPA is a special purpose authority and is not an agency of the state. The Authority is governed by a 13-member Board of Directors, and daily operations are overseen by a Board-appointed Executive Director.

The statute charges the Authority to explore ways and means of expanding the amount and kind of electronic information, products, and services, and where appropriate to implement such expansion by providing other add-on services.

The Authority enters into Eligible Governmental Entity Agreements with state agencies, local governments, special districts, and any other eligible entities. The Authority shall and has entered

into a contract with a Portal Integrator (Colorado Interactive) for the development, support, maintenance, and enhancement of the equipment and systems utilized for the official state web portal, which was chosen through a request for proposal and competitive process by the Authority.

Mission

The mission of the Statewide Internet Portal Authority is to provide efficient and effective services for citizens through the use of modern business practices and innovative technology solutions.

Vision

The vision of the Authority is to transform Colorado government service delivery through the use of technology, allowing a single point of contact for members of the public to access state and local government information, products, and services.

Goals

Under the leadership and guidance of the Executive Director and Board of Directors, the goals of the Authority are:

1. To continue development of a statewide internet portal that provides a single access point to information, products, and services of state and local government to give members of the public an effective and efficient way to transact business
2. To increase the number of applications developed, integrated, and made publically available on the Portal by governmental entities
3. To create a grant program for governmental entities to accelerate their adoption of the services offered by the Authority
4. To increase the number of eligible governmental entities that use the services provided by the Authority through promotion and education
5. To explore and expand the type of enterprise services and solutions offered to governmental entities through the Authority

By focusing and working to realize these goals SIPA will continue to remain viable and available to those it serves.

Statewide Portal Integrator

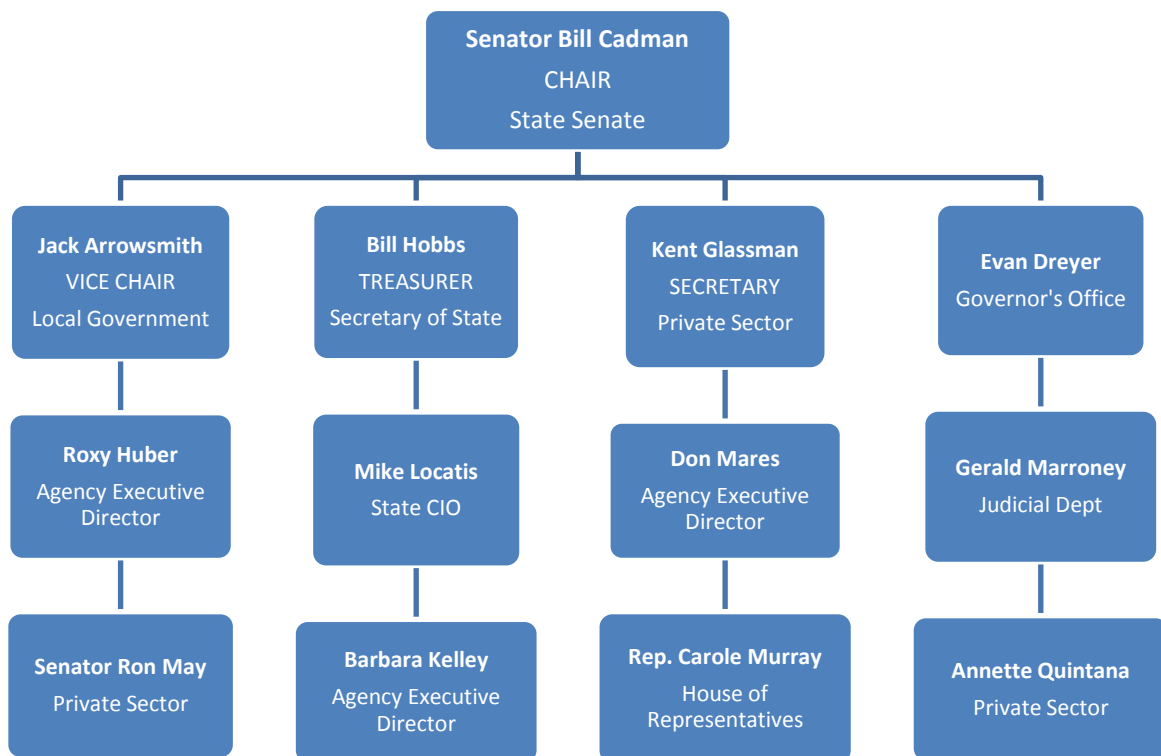
Colorado Interactive, LLC (CI) was selected as the Authority's Portal Integrator. CI is a Denver based subsidiary of the eGovernment firm NIC Inc. NIC Inc maintains a total of 23 official state portals across the nation. A master contract between the Authority and NIC (with a contract assignment to CI) was executed in May, 2005 and will expire in May, 2010 with two 2-year renewable options. Through this agreement, CI continues to deploy the infrastructure and staff required to develop, maintain, and host the portal.

Management and Organization

Board of Directors

The Authority is governed by a 13-member Board of Directors which include the following members: The Secretary of State (or his or her deputy); 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; one Senator appointed by the President of the Senate, and one Representative appointed by the Speaker of the House; 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. Below is the Board of Directors organizational chart and roster.

FIGURE 1.1: BOARD OF DIRECTORS ORGANIZATIONAL CHART¹ (as of 1/31/2010)



¹ *Position does not denote hierarchy

TABLE 1.2: BOARD OF DIRECTORS ROSTER (as of 1/31/2010)

Name	Agency	Title	Appointment
Jack Arrowsmith	<i>Douglas County</i>	<i>Clerk & Recorder</i>	Governor, with Senate confirmation
Senator Bill Cadman	<i>Colorado General Assembly</i>	<i>CO State Senator</i>	President of the Senate
Evan Dreyer	<i>Governor's Office</i>	<i>Communications Director</i>	Governor
Kent Glassman	<i>Glassman & Associates</i>	<i>President</i>	Governor, with Senate confirmation
Bill Hobbs	<i>Secretary of the State</i>	<i>Deputy Secretary of State</i>	By Statute, appointed by Secretary of State
Roxy Huber	<i>Department of Revenue</i>	<i>Executive Director</i>	Governor
Barbara Kelley	<i>Department of Regulatory Agencies</i>	<i>Executive Director</i>	Governor
Mike Locatis	<i>Governor's Office of Information and Technology</i>	<i>State Chief Information Officer</i>	By Statute
Don Mares	<i>Department of Labor and Employment</i>	<i>Executive Director</i>	Governor
Gerald Marroney	<i>Colorado Judicial Branch</i>	<i>State Court Administrator</i>	Chief Justice of the Colorado Supreme Court
Senator Ron May	<i>The May Corporation</i>	<i>President</i>	Governor, with Senate confirmation
Representative Carole Murray	<i>Colorado General Assembly</i>	<i>State Representative</i>	Speaker of the House
Annette Quintana	<i>Istonish</i>	<i>Chief Executive Officer</i>	Governor, with Senate confirmation

Committee Structure

At its discretion, the Board of Directors can establish various committees to perform necessary research, policy development, or other functions important to the Board. As of December 31, 2009 the Board of Directors has four active committees: Business Committee, Contracts Committee, Finance Committee, and Personnel Committee.

Business Committee: The Business Committee establishes a general business and strategic plan for the Authority, makes necessary recommendations to the Board, and may meet on any other matters as delegated to the Committee by the Board.

Contracts Committee: The Contracts Committee reviews all contractual matters of the Authority, makes recommendations to the Board in matters relating to the Authority's contracts and may be delegated by the Board for any other review.

Finance Committee: The Finance Committee meets at least quarterly to review the financial records of the Authority and to make recommendations to the Board in matters relating to the Authority's financial condition, budget, audit controls, and any other matters that may be delegated to the Committee by the Board.

Personnel Committee: The Personnel Committee initiates hiring and makes recommendation to the Board of the Executive Director position or any other personnel matters and may be delegated by the Board for any other review.

SIPA Management

The Board of Directors has selected John D. Conley as the Executive Director to serve at the pleasure of the Authority. The Executive Director is the principal operating officer of the Authority and directs and manages its day-to-day operations. The Executive Director oversees one full time employee, manages all executed service contracts and agreements, and serves on all committees. Keeping the SIPA organization small was and continues to be the intention of the Authority since the beginning of operations. The small staff results in a very nimble and flexible organization and allows it to be very responsive to market trends and the needs of its customers.

The Board of Directors has selected a legal counsel to serve as the chief legal advisor of the Authority and as directed by the Executive Director, establishes legal directives with respect to Authority activities. The legal counsel also may advise officers and Board members as to all legal matters relating to the administration, operation, and financing of the Authority and as to the laws governing initiation, planning, financing and the development of the programs of the Authority.

Operating Documents

The Board of Directors have approved and adopted the following documents to guide efficient Portal operations:

Bylaws: The Bylaws of the Authority, revised and adopted on September 4, 2008, set forth operating details such as officer appointments, membership and committee requirements, personnel duties, indemnification process, meeting times, and fiscal year dates.

Financial Policies: The Financial Policies of the Authority, revised and adopted on September 3, 2009, set forth financial operating details including bank account policies, retained earnings policies, budget policies, purchase authorization policies, credit agreement and loan authorization policies, reimbursement policies, and audit policies.

SIPA Staff

The Board of Directors has selected an Executive Director by resolution to oversee the daily operations of the Authority and ensure that the goals and objectives of SIPA are met. The Executive Director is responsible for identifying additional staffing and resource requirements as necessary.

To date, SIPA has a total of two full time employees, including the Executive Director. Below is the SIPA organizational chart and roster.

FIGURE 1.3: SIPA ORGANIZATIONAL CHART *(as of 1/31/2010)*



TABLE 1.4: SIPA STAFF ROSTER *(as of 1/31/2010)*

Name	Company	Title	Function
John D. Conley	SIPA	Executive Director	Management/Business Development
Kathy Gappinger	SIPA	Business Development Manager	Administrative/Business Development

Eligible Governmental Entity

The Authority’s organic statute allows for SIPA to work with any Eligible Governmental Entity. An Eligible Governmental Entity (EGE) is an agency, office of the Governor, local government, political subdivision, education institution or other eligible government-related entity within the State of Colorado. All EGEs can enter into an Eligible Governmental Entity Agreement with SIPA for the purpose of defining circumstances and responsibilities relating to providing online electronic access and transactions through the Web Portal at the discretion of the EGE. All EGE Agreements were developed with the coordination and cooperation of the Colorado Attorney General, the State Controller, and SIPA Legal Counsel.

Products and Services

The Authority’s statute allows for SIPA to offer a variety of electronic information, products, and services to EGEs and citizens. The Authority is responsible for exploring ways and means of expanding the amount and kind of electronic information, products, and services available to the public and where appropriate to implement such expansion by providing other add-on services.

SIPA and its Portal Integrator have had tremendous success over the past five years in providing products that allow members of the public to interact with government from their homes or offices and on schedules that work for them. Using the Internet as a vehicle, SIPA has broken down the

walls of government and reduced the need for the public to visit office locations for core services while expanding the hours these services are available.

The future is bright for SIPA if it continues to offer relevant and market ready services and solutions. When SIPA was formed the Internet was a known commodity and most everyone was very familiar with its potential and capabilities. As a result, the discussion was not why do we need this type of functionality, but how do we leverage it to create efficiencies. This same discussion needs to be fostered and encouraged with other types of services that have become commoditized and are available via the Internet. Continuing to use the “Build Once-Use Many” philosophy, SIPA will offer services and solutions that have a great impact on the operations of EGEs.

Colorado.gov – The Official State Web Portal

The Colorado.gov Portal provides a single doorway into a multitude of online informational sites and electronic services. This comprehensive Portal is the one-stop shop where the public intersects with Colorado government and allows an efficient way for users to reach multiple levels of government. The Portal also allows EGEs to take advantage of technology and resources they may not have access to if acting independently. Various applications are continually developed in a partnership between the EGEs and the Portal Integrator with oversight of the Authority, such as: Online Vehicle Registration Renewal, Great Colorado Payback Claim Status Lookup, Driver’s License Renewal, Unemployment Benefit Registration, Child Care Facility Look Up, State Telephone Directory, Bulk Motor Vehicle Records Delivery, Colorado Business Express, Gambling Intercept Application, Governor’s Scheduling Request, CO Search and Rescue Card, County Maps, and many more.

As expressed in the enabling statute, the Authority continues to look at enterprise solutions to offer the “Build Once-Use Many” philosophy to EGEs. The Portal offers solutions such as the Google Search tool, Feedback utility, and Live Help feature which are all available to EGEs at no cost. Two of the most used enterprise solutions include:

Content Management System: The Authority has selected and purchased the software, FatWire, for its Content Management System (CMS). This software is a comprehensive web content management solution that allows for trained EGE content experts to manage and update website layouts, design, and content with an easy to use administrative interface. The Portal will continue to offer this solution to EGEs at no cost for the foreseeable future.

Custom development of graphics, banners, buttons, and marketing materials are provided by the Portal Integrator. Citizens benefit when EGEs use the CMS solution as it creates a

APPLICATION HIGHLIGHT

In 2010, SIPA is dedicated to expanding the Colorado Business Express application which is available on Colorado.gov. This application provides information to new and existing businesses. SIPA will work with the various departments to add more functionality and features.

similar look and feel promoting trust across all Colorado government websites. The Authority continues to recommend the use of its CMS offering to all EGEs. EGEs can use this feature at their discretion.

Transaction Payment Engine: The Portal Integrator has developed a secure Transaction Payment Engine (TPE) that works smoothly with state and local financial processes, is Payment Card Industry (PCI) compliant, and allows for EGEs to accept payments over the internet via credit cards or electronic checks. This feature was expanded to include a PayPort application, which is an over-the-counter transaction system to be used in EGE offices. The Authority and Portal Integrator continue to market this product, as it adds great benefit and value to governmental entities that want to enable the acceptance of credits cards as well as cash or paper checks. Both payment features include an administrative facility that allows the EGE user to review reports and search transactions. To date, credit card fees for the TPE are 2.25 percent plus 75-cents. Electronic check fees are one-dollar. These fees cover all credit card and banking fees, and portal administration for the application.

Potential Services

The Authority is uniquely positioned to provide services across and throughout all Colorado governmental sectors and it is clear during these economic times state agencies, local governments, and other government entities are in need of optimizing services and reducing costs where and when possible. The services that SIPA offers are permissive and therefore any services offered to governmental entities will have to add value or reduce costs before governmental entities adopt them in any manner. It is therefore imperative that the Authority understands the market before entering into new service offerings.

In any new service offering, the Authority intends to minimize capital expenditures and take a conservative approach to ensure that its core business is not jeopardized. There will be instances when a balance must be struck between a conservative approach and an approach that takes advantage of timing and other factors to bring services online that can have both an immediate and long term impact. To remain viable the Authority must grow beyond its core services to include other web based solutions that aid the EGEs in delivering information. The SIPA staff continues to explore and identify areas where the Authority could assist governmental entities with new services. When EGEs utilize the Authority's services rather than purchasing software and hardware on their own, the total cost of ownership is lowered for these entities.

To date, most services have been offered via the Web through the Portal Integrator. However, recently the Authority has provided comprehensive testing, project management, and consulting through other partners to a select number of governmental entities. These engagements, while limited, do begin to show the potential positive impact the Authority could have for assisting governmental entities beyond its traditional offering of web services.

The Authority is charged with exploring options and expanding the technological means of improving access for members of the public to electronic information, products, and services and where appropriate to implement such improvements. In 2010, SIPA should take action to expand its offerings to include email solutions, collaboration tools, data storage, office productivity tools, and key professional services, such as, consulting, project management, and application testing.

The Authority must also explore ways to foster application sharing between EGEs. One entity may have an efficient and effective application that would be beneficial to similar entities. The Authority should serve as a conduit for such collaboration and sharing. SIPA will continue to maintain a website in hopes of bringing together business owners who are willing to share their thoughts and ideas with others. It is the intent and purpose of the Authority to create a community throughout the EGEs where collaboration is the norm and sharing is commonplace.

One of the greatest challenges EGEs have with utilizing the wide array of services available via the internet is resources—time, people, and funding—and therefore SIPA will create a grant program in 2010 for current and new EGEs to assist with these challenges. This newly created grant program will only be available to EGEs that are partnering and employing the services of the Authority. The budget for this grant program will be established for Fiscal Year 2011. The rules and requirements will be established in the first two quarters of FY 2011. By establishing a grant program, the Authority will be able to meet many of the goals laid out in the document.

Marketing Plan

Web Portal Marketing

Since the establishment of the Authority, marketing efforts have been a joint relationship between SIPA, the Portal Integrator, and EGEs. This model will continue for all applications, websites, and services developed through the Portal Integrator. The Portal Integrator will continue to be responsible for these marketing efforts and will work with EGEs to complete and implement marketing for certain applications, as well as continue to market the overall Colorado.gov Portal to the general public.

Authority Marketing

As the Authority enters the fifth year of full operation, SIPA staff will follow a marketing plan that promotes SIPA's current offerings and any new service offerings as they are presented. SIPA staff will also engage the Board of Directors when marketing the services of SIPA and will look to the board members be evangelists of our services and successes. To be successful and to take a more engaged role with the EGEs and their stakeholders, SIPA staff will focus marketing efforts on educating government audiences about what the Authority can offer their businesses and citizens. These target audiences include EGE policy and business owners, EGE IT staff, and the General Assembly. When marketing to these audiences it is important to note their similarities and differences. Outlined below are the approaches we will take when working with each of these groups.

State Agency Outreach

SIPA staff will remain in close contact with state agency Executive Directors, Commissioners, and program directors through correspondence that specifically relates to projects that are under way within their organization or could have a positive impact on their operations. Understanding the frequency and types of information to share will be a challenge with this audience. The Governor's Office will also be communicated with regarding projects throughout the executive branch so the necessary staff is aware of the progress being made in delivering eGovernment applications to the citizens of Colorado. Continuing this education and outreach to stakeholders will give an opportunity for agencies to approach the Authority with project and solution ideas.

Local Government Outreach

SIPA staff will conduct an educational campaign in 2010 to local governments so they are aware of the services that SIPA is able to offer and fully understand the process for engaging SIPA. Local governments have a unique set of challenges and the Authority is well positioned to assist them in meeting these challenges, but first both entities must become more familiar with each other to ensure successful partnerships. SIPA staff intends to build off of the foundation we have with several local governments, including school districts, to better understand the needs and challenges that exist within the local governments across Colorado.

During the third quarter of 2009, SIPA sent out an eGovernment Survey to high level county and municipal program owners and policy makers in Colorado. Results from this survey shared a common theme: local entities want to do more online and provide more services to their citizens; however the funding is not present. With the self-funding model intact, the Authority can offer services that could help these entities achieve their desired goals by offering cost effective tools that follow the build-once-use-many philosophy. SIPA staff will contact survey respondents during the first quarter of 2010, with hopes to set up in person meetings to discuss where the Authority can best be of service.

At these meetings a suite of applications and services will be discussed and offered. This suite will include the following applications and services new customers can immediately take advantage of:

1. *Content Management System (CMS)* – As offered to all EGEs, the CMS in this package will have a set of ready-to-use templates for website production. Design work on banners, buttons, and other simple graphic aspects, and all necessary training will be provided at no cost. Any changes required by the customer to templates will result in additional review periods before websites are placed into production. SIPA staff will educate the EGEs on the benefits of using CMS provided by the Portal, which include an easy to use content expert user interface and providing a common look and feel to citizens.

2. *Transaction Payment Engine (TPE)* – The Portal’s secure and PCI compliant transaction payment engine will be offered to EGEs that are willing and ready to take payments from users online. This application can be easily applied if the entity already has an application online where items can be purchased.
3. *PayPort* – The PayPort application allows for EGEs to accept credit cards and electronic checks over the counter in their offices. This feature is showing to be the most popular among local governments, as citizens and EGE employees realize the convenience of paying for fees via credit cards in various state offices. As implemented by the Department of Revenue, 75 percent of the Division of Motor Vehicles offices across the state will offer the PayPort application as of December 31, 2009.

The above enterprise package is offered at no cost to the EGEs. Through analyzing the results of the eGovernment survey along with general communication with EGEs, it is apparent that funding is not available to meet the demands of citizens for online services. Utilizing this enterprise package can help the EGEs meet citizen demand, reduce administrative overhead, and allocate precious funds elsewhere.

Another service that will be discussed during SIPA’s outreach to local governments will be the portal’s ability to create custom applications for a variety of eGovernment services. By leveraging the Portal’s expertise, local governments can offer eGovernment services to their citizens thereby potentially reducing the reliance on over the counter operations and expanding the hours certain services are available. Certain custom development is a service that is offered on a fee basis.

Legislative Outreach

As budget forecasts and projections continue to be the key focus of the legislature, it is important that the General Assembly stay informed about the Authority and its offerings. SIPA staff, along with Board Members, will continue appropriate communication and outreach to members and staff of the General Assembly. It is critical for the General Assembly to understand the role and purpose of the Authority so when necessary the Authority can be leveraged to enable legislation. The SIPA staff, legal counsel, and when necessary Board of Directors will continue to monitor legislative bills for possible project opportunities and for action that applies directly to the Authority.

Technology Conferences & Community Outreach

SIPA staff will increase their role and attendance at conferences and relevant events, either as participants, sponsors, and/or speakers. SIPA staff will continue to participate in conferences each year such as the Digital Government Summit. Staff will also look into participating and attending conferences and events held by Colorado Information Management Association (CIMA), Colorado Municipal League (CML), Colorado Counties Inc.

(CCI), and Colorado Government Association of Information Technology (CGAIT). It is important for the Authority to be present at these events to fully understand the needs and challenges that are present with these organizations and the membership they represent.

Marketing Budget

SIPA and the Portal Integrator will continue marketing to appropriate audiences on specific applications and websites, along with general education to the public of the Colorado.gov portal. SIPA staff will concentrate on communication with business and policy owners of Eligible Governmental Entities. To be successful with the outreach and marketing efforts described above the Executive Director will work with the board of directors to establish a marketing budget in Fiscal Year 2011. These funds will be used for travel expenses, marketing materials, memberships, sponsorships, and other items as deemed necessary.

Financial Plan

Financial Background

In the selection of the Portal Integrator, the Authority selected a contractor that proposed a self-funded model. The self-funded model requires no additional tax dollars or appropriated funds. Under this model, multiple revenue sources are identified and established to fund the enterprise portal initiative. This model is now starting its fifth year of operations and has proven to be successful and financially viable by charging approved transaction and portal administrative fees on certain services. The fees have been and will continue to be reinvested in the Portal to provide infrastructure and services that enhance efficiency.

Anticipated Revenue

The Authority has one major source of revenue and such source is the agreement in place with its Portal Integrator. The contract establishes a revenue sharing agreement whereby the Portal Integrator pays the Authority a monthly base amount. In addition to the monthly base amount the Portal Integrator also pays the Authority a percentage of net revenue. It is expected that the revenue from this agreement will allow the Authority to meet all of its operating expenses throughout 2010. It is important to note that SIPA receives no funding from the General Assembly. It is the intent of SIPA to remain self sustained and not receive any funding from sources other than revenues received through the services and solutions it provides. To continue being sustainable SIPA staff has been instructed to make wise investments of both resources and time commitments.

TABLE 1.5: PREVIOUS AND BUDGETED EXPENSE ESTIMATES

Expense Category	FY 2008-2009 Expense	FY 2009-2010 Estimated Expense
Margin Share	\$647,032	\$636,000
Employee Costs	\$183,285	\$234,400
Office Expenses	\$29,559	\$39,600
Board/Function Expenses	\$5,387	\$12,600
Audit Expenses	\$19,018	\$20,000
Consulting Expenses	\$55,002	\$120,000
IV&V, Technical Support	\$265,255	\$180,000
Legal Fees	\$30,970	\$29,400
NET TOTAL	\$58,556	0

Investment Strategy

The Authority has a fund balance of approximately \$600,000 that resides in its operational bank account. This money is set aside for self insurance purposes and other sundry items that include an allocation for purchases or renewal of a content management system license. SIPA staff will work with the Finance Committee to create a detailed investment strategy in Fiscal Year 2011. This investment strategy will include proposals to move a portion of the money out of the operational account and into conservative investment accounts such as CDs and money market accounts.

According to bankrate.com a leading website that tracks rate trends across the nation, the average yield for a 6 month CD was 1.16 percent and a 1 year CD was 1.65 percent. Looking at Money Market Accounts the national average yield was 0.90 percent. The local banking institutions are lower than the national average with a range of 0.3 to 0.75 percent on a 6 month CD, a range of 0.4 to 1.00 percent on a 1 year CD, and range of 0.05 to 0.5 for Money Market Accounts².

Conclusion

This Business Plan summarizes and outlines the business initiatives and marketing approaches that will help the Authority achieve the goals presented for 2010. With leadership and guidance from the Board of Directors, SIPA staff will implement a marketing plan designed to familiarize the EGEs with the services and solutions the Authority offers. Messages and vehicles will be tailored for the various entities including state agencies, local governments, and the legislature to provide them with concise and relevant information. SIPA staff will expand its participation in conferences so relationships can be formed and partnerships can be executed from a position of trust.

The Authority will continue to work with its Portal Integrator, Colorado Interactive, to provide expertise in design, implementation, and operation of Colorado.gov, the official state web portal. The Authority will build off the firm foundation of the past five years and continue to offer enterprise web applications to eligible governmental entities including the content management

² These rates are from December 24, 2009 and reflect the following institutions, Wells Fargo, Chase, and Credit Union of Colorado.



system, the transaction payment engine, and the PayPort application, as well as custom built applications. SIPA staff will also explore and expand potential services while taking an approach that does not jeopardize its core business. Through steady leadership, robust dialogue, targeted marketing, and careful planning the Authority will be able to produce and offer creative and innovative services and solutions throughout 2010 while remaining true to the enabling legislation and the EGE community.