

Statewide Internet Portal Authority (SIPA)

2005 Annual Report

(in accordance with C.R.S. 24-37.7-113)

January 2006

Statewide Internet Portal Authority (SIPA)

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Dear Members of the General Assembly:

Over the past few years, a great deal has changed in information systems management. Just a few years ago, simply providing Web sites and Government information via the Internet was revolutionary. These days, Coloradoans are going online to find information, interact with others, and complete transactions. Consumers now expect the same of their state government as they do of their favorite online book retailer—reliable, functional, and convenient service.

Already one of the most “wired” states, Colorado is showing no signs of slowing down. Colorado governmental entities have been responsive to this demand by providing electronic information and services to its citizens. The improved Colorado.gov portal will augment the achievements of Colorado governmental entities and allow citizens to access even more electronic information and services through a single point of access, a one-stop shop for all government information and services regardless of department or agency.

Visits to the Colorado.gov portal have increased 18 percent over the last year (2005) and 49 percent over the last two years (2004 and 2005). The average number of visits per month to the Colorado.gov portal exceeds 1.5 million, and this does not include visits to specific department or local government Web sites. As new services are introduced, it is expected that the number of visits will increase by at least 20 percent per year.

Colorado.gov is the gateway to Colorado government, and it is intended to be Colorado’s single most comprehensive delivery channel for eGovernment services. Many citizens prefer to interact with state and local government online, but they are often unsure of which governmental entity provides the information or services they want. The Colorado.gov portal allows citizens to easily navigate to the information they are seeking through a single point of access. Colorado.gov is the official Web portal of the state of Colorado and represents a collaborative effort between the Statewide Internet Portal Authority (SIPA) and Colorado Interactive, LLC, a wholly owned subsidiary of eGovernment firm NIC. The portal is being designed with the input of citizens and with the participation of local government and state agencies.

The SIPA Board of Directors is pleased with the advancement of the portal thus far, and the Board looks forward to further successes next year. This has truly been a collaborative effort, and SIPA is very thankful to everyone involved.

Best regards,



*Representative Bill Cadman
SIPA Board Chairman*



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I. EXECUTIVE SUMMARY

Background

The Statewide Internet Portal Authority (SIPA) was created in 2004 with the signing of Senate Bill 04-244. SIPA is an independent public body politic and corporate, governed by an 11-member Board of Directors.

The Goals of the Portal Authority, outlined in Senate Bill 04-244, are to:

- Provide a single point of access to electronic government information, giving citizens an alternate way to transact business with state and local government.
- Allow for the integration of specific applications that have been developed or may be developed by state and local agencies.
- Solicit the input, leadership, and technical expertise of the various state and local agencies across the state of Colorado.
- Provide appropriate administration and oversight for a successful Statewide Internet Portal.

The portal is administered and managed by the Statewide Internet Portal Authority, and the Board of Directors has appointed an Executive Director. The Statewide Internet Portal Authority has partnered with Colorado Interactive, a subsidiary of NICUSA, Inc. Colorado Interactive will design, implement, and maintain the statewide portal.

Accomplishments

Thanks to the hard work and ingenuity of several individuals, a strong foundation has been built for SIPA to thrive for years to come. SIPA successfully negotiated a contract with NICUSA, Inc., an eGovernment firm that has built, operated, and maintained 17 other successful state portals. NIC's local subsidiary, Colorado Interactive, will deploy the self-funded model to provide the infrastructure and staff expertise required to develop, maintain, and host the Colorado.gov portal. The self-funded model requires no additional tax dollars, and Colorado will retain ownership of the content, data, and statutory fees. The funding cornerstone has been established through the sale of bulk driver records.

Future Activities

While the work completed over the past year has been vital to the success of the portal for years to come, SIPA looks forward to the deployment of up to twelve applications over the next year when citizens will begin to derive significant value from the use of the statewide portal. SIPA thrives to give citizens the choice to get out of line and conduct business online, at any time, from any place.

II. PURPOSE, MISSION, VISION, AND GOALS

Purpose

The Statewide Internet Portal Authority (SIPA) serves as the oversight body of the Colorado.gov portal. The Colorado.gov portal is the gateway to Colorado government, and it is intended to be Colorado's single most comprehensive delivery channel for eGovernment services. Many citizens prefer to interact with state and local government online, but they are often unsure of which governmental entity provides the information or services they want. The Colorado.gov portal allows citizens to easily navigate to the information they are seeking through a single point of access. Colorado.gov is the official Web portal of the state of Colorado by act of the Colorado General Assembly, and it represents a collaborative effort between the Statewide Internet Portal Authority (SIPA) and Colorado Interactive, LLC (CI), a wholly owned subsidiary of eGovernment firm NIC. The portal is being designed with the input of citizens and with the participation of local government and state agencies.

Mission

To provide efficient and effective services for citizens through the use of modern business practices and innovative technology solutions.

Vision

Transform Colorado government service delivery through the use of technology, allowing a single point of contact for citizens to access state and local government information, products and services.

Goals

- Provide a single point of access to electronic government information, giving citizens an alternate way to transact business with state and local government.
- Allow for the integration of specific applications that have been developed or may be developed by state and local agencies.
- Solicit the input, leadership, and technical expertise of the various state and local agencies across the state of Colorado.
- Provide appropriate administration and oversight for a successful Statewide Internet Portal.

III. BACKGROUND

History

Colorado State Government has been desirous of acquiring, operating, and maintaining a statewide Internet Web portal for some time. Initial efforts toward developing this capability were a part of the New Century Colorado Project in 1999 and 2000. Due to lack of initial funding, the project was suspended in 2001. During the interim, the Governor's Office of Innovation and Technology (OIT) in cooperation with state agencies, collected requirements, refined approaches, and studied Internet portal approaches in other states.

In 2003, Governor Owens identified funding for the project and legislation (Senate Bill 03-336) was signed on June 15, 2003. Senate Bill 03-336 gave recommendations on the appropriate state agency to serve as the operating authority of the statewide portal. The Governor's Office of Innovation and Technology (OIT) and the Commission on Information Management (IMC) developed a detailed Statewide Portal Plan, which determined that the critical success factors of a sustainable portal are governance and funding, and without these elements, portals fail. They also determined that statewide portals are most successful when they enable maximum participation from state, county, and municipal governments, and are operated using commercial business practices. The Portal Plan was delivered to the Legislature on April 16, 2004.

Legislation

In response to the Portal Plan, Governor Owens signed Senate Bill 04-244 during the 2004 Legislative Session. Senate Bill 04-244 created the Statewide Internet Portal Authority, identified the SIPA Board's membership, and established the legislative guidance under which the Authority would operate. The Statewide Internet Portal Authority is an independent public body politic and corporate, governed by an 11-member Board of Directors.

Significant Events

- Senate Bill 04-244 signed into law by Governor Owens, creating the Statewide Internet Portal Authority (June 3, 2004)
- SIPA Board of Directors formed and officers elected (August 12, 2004)
- Subcommittee structure organized and functioning (August 12, 2004)
- SIPA Website created and functioning (August 23, 2004)
- First Annual meeting of the Board of Directors (September 2, 2004)
- Bylaws established and approved (September 2, 2004)
- SIPA Strategic Business Plan approved (October 2004)
- Request for Proposal (RFP) issued for Integrator Contractor (October 29, 2004)

- Request for Proposal (RFP) issued for IV&V/PMO Contractor (November 23, 2004)
- Gregg Rippy hired as Interim Executive Director (November 2004)
- The following Integrator Contractor Vendors respond to RFP (December 13, 2004):
 - CGI AMS
 - BearingPoint
 - NICUSA, Inc
- The following IV&V/PMO Contractor Vendors respond to RFP (December 21, 2004):

<ul style="list-style-type: none"> ○ Stratera, Inc ○ Analysts International ○ LanceSoft, Inc ○ SysTest Labs ○ Ren, Inc ○ Wyant Data Systems, Inc ○ Internosis ○ Maximus 	<ul style="list-style-type: none"> ○ Compuware Corporation ○ Carpe Datum Management Group, LLC ○ Point B Solutions Group, LLP ○ CH2Mhill ○ Ciber, Inc ○ Turning Point
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- Executive Assistant hired (January 2005)
- Hale-Friesen, LLP selected to serve as General Legal Counsel (January 2005)
- CIO Workshop (January 2005)
- Intent to Award IV&V/PMO Contract to SysTest Labs (February 2005)
- Intent to Award Integrator Contract to NICUSA, Inc. (February 2005)
- Local Government CIO Workshops (March and April 2005)
- Master Contract with SysTest Labs effective – (March 16, 2005)
- Bylaws amended and re-adopted (April 7, 2005)
- Master Contract with NICUSA, Inc. effective (May 19, 2005)
- Board members requiring confirmation by the Senate were confirmed (May 2005)
- Colorado Interactive, the Portal Integrator, became a fully operational LLC (June 2005)
- Second Annual Meeting of the SIPA Board of Directors, officers elected (September 1, 2005)
- The funding cornerstone of the portal was achieved, as revenues began flowing from the sale of bulk driver records (October 2005)
- SIPA Board Chairman, SIPA Executive Director, and Colorado Interactive General Manager attend NIC eGovernment Leadership Summit in Chicago (October 2005)
- Don Ravenscroft hired as permanent SIPA Executive Director (November 2005)
- Portal infrastructure purchased, tested, and functioning (December 2005)
- Task order approved and signed for purchasing and implementing Web content management solution (December 2005)

IV. ORGANIZATION

Board of Directors

Pursuant to 24-37.7-102, there are eleven appointed members serving on the Board of Directors. In addition to the Secretary of State, the Governor appoints the head of one of the offices in the Office of the Governor and the Executive Directors of three principal departments of the state. With the consent of the Senate, the Governor also appoints two members representing the private sector and one member representing local government. The President of the Senate appoints one member of the Senate, and the Speaker of the House appoints one member of the House. The Chief Justice of the Supreme Court appoints one member of the Judicial Department of the state. The Chief Technology Officer of the Office of Innovation of Technology serves as an ex officio, non-voting member, and the Board of Directors can appoint additional non-voting members as deemed necessary.

Statewide Internet Portal Authority Board Members: (11 Voting, 2 Non-Voting)

Representative Bill Cadman	Colorado General Assembly	State Representative	Chair
Jack Arrowsmith	Douglas County Government	Public Trustee	Vice Chair
Tambor Wiliams	Department of Regulatory Agencies	Executive Director	Secretary
Henry Sobanet	Office of the Governor	Director, Office of State Planning and Budgeting	Treasurer
Michael Cooke	Department of Revenue	Executive Director	
Gigi Dennis	Department of State	Secretary of State	
Bob Feingold	Feingold Consulting, LLC	President	
Senator Peter Groff	Colorado General Assembly	State Senator	
Greg Jenik	TAEUS International	Chief Operating Officer	
Gerald Marroney	Colorado Judicial Branch	State Court Administrator	
Senator Ron May *	Colorado General Assembly	State Senator	
John Picanso, ex-officio *	Governor's Office of Innovation &Tech.	State Chief Information Officer	
Jeff Wells	Department of Personnel & Administration	Executive Director	
* non voting members			

Don Ravenscroft – Executive Director

COMMITTEES

The Statewide Internet Portal Authority Board of Directors meets only once per month, and therefore much of the work is done between meetings in a committee structure. Committee membership is comprised of SIPA Board members and other non-voting members, as deemed necessary by individual committee chairs. The following is a list of each committee of the SIPA Board of Directors, major functions of each committee, and achievements of each committee.

Bylaws Committee

The Bylaws Committee was established on August 12, 2004 for the purpose of creating bylaws and engaging a law firm to provide legal services as General Counsel to the Statewide Internet Portal Authority. The Committee was successful in achieving both of its functions. The bylaws were established and approved at the September 2, 2004 Board of Directors meeting. The Bylaws Committee was renamed the Legal Issues Committee, October 7, 2004. In January 2005, Hale-Friesen LLP was engaged to serve as General Legal Counsel to the SIPA. On April 7, 2005, the bylaws were amended and re-adopted. On this same date, the Board of Directors decided to dissolve the Legal Issues Committee, as it became unnecessary to have both a Legal Issues Committee and General Legal Counsel.

Business/ RFP Committee

The Business Committee was established on August 12, 2004 for the purpose of preparing and reviewing documents and processes necessary for the operating functions of SIPA. The Business Committee has been instrumental in creating the foundation of SIPA. The committee created the SIPA Strategic Business Plan, and the RFP Subcommittee of the Business Committee drafted and solicited the RFP for both the Integrator Contractor and the IV&V/PMO Contractor. In addition to creating these documents, the Business Committee has also reviewed and revised several documents and processes, including the Application Prioritization Matrix and the Web Content Management Task Order.

Finance Committee

The Finance Committee was established on August 12, 2004 for the purpose of establishing and maintaining the SIPA budget. Governor Owens approved the use of Federal Flexible Funds for the start-up of the Statewide Internet Portal Authority. Pursuant to the Master Contract with NICUSA, Inc., the portal will utilize the self-funded model. As a part of the self-funded model, the Finance and Business Committees successfully negotiated an appropriate revenue share value, which will cover SIPA's operating costs.

Negotiations Committee

The Negotiations Committee was created on February 3, 2005 for the purpose of negotiating contracts with the IV&V/PMO and Integrator vendors. The Negotiations Committee was successful in fulfilling its mission. A contract was established with SysTest Labs to serve as the

IV&V/PMO vendor, and a contract was established with Colorado Interactive, LLC, a subsidiary of NICUSA, Inc., to serve as the Portal Integrator. On June 2, 2005, the Negotiations Committee was renamed the Contracts Committee.

Personnel Committee

The Personnel Committee was established on August 12, 2004. The Personnel Committee was charged with selecting an Executive Director and staff of the Authority. The Personnel Committee hired Gregg Rippy as the Interim Executive Director in November 2004, and the committee hired Don Ravenscroft in November 2005 to serve as the permanent Executive Director. The Authority currently has a staff of two, and payroll services are handled by the Colorado Housing and Finance Authority.

Selections Committee

The Selections Committee was created to evaluate the vendor proposals for both the Independent Verification and Validation and Project Management support for the Statewide Internet Portal (IV&V/PMO) and the Integration Contractor. The Selection Committee spent a great deal of time and effort on thoroughly evaluating several proposals. Based on the evaluation, the Selections Committee recommended issuing an Intent to Award IV&V/PMO Contract to SysTest Labs, and they recommended issuing an Intent to Award Integration Contract to NICUSA, Inc.

V. ACCOMPLISHMENTS

Startup Accomplishments

Thanks to the hard work and ingenuity of several individuals, a strong foundation has been built for SIPA to thrive for years to come. SIPA would not be in the position it is today without the help of Governor Owens and the legislators who made the dream of a statewide portal a reality. Board members, committee members, departmental and local government CIOs, and many others have donated a great deal of time and energy to the effort. The participation and contributions of individuals who crafted the legislation, those who serve on the Board and/or subcommittees, or those who offer expertise have truly been invaluable. The implementation of the statewide portal has been a collaborative effort, and the best is yet to come.

Contractor Selection and Negotiations

Independent Verification and Validation and Project Management (IV&V/PMO)

Contractor:

SIPA issued a Request for Proposal for Independent Verification and Validation and Project Management (IV&V/PMO) support for the Statewide Internet Portal, and fourteen vendors responded. SIPA chose SysTest Labs to assist in providing independent verification and validation review, estimating and cost/price analyses, assistance in analyzing marketing efforts, and project management support. SysTest Labs, located in Denver, is a complete quality assurance and software testing organization, designed to reduce the costs and timely nature of software testing while increasing productivity. SysTest Labs has subcontracted with Deloitte and Touche Consulting, BA&T, and Clifton Gunderson to assist in the charges outlined by the Statewide Internet Portal Authority.

Integrator Contractor:

SIPA issued a Request for Proposal for an Integration Contractor to design, build, operate, support, and maintain a Statewide Internet Web Portal in October 2004. The competitive field included NICUSA, Inc., BearingPoint, and CGI-AMS. After a thorough evaluation process, SIPA chose a subsidiary of NICUSA, Inc., Colorado Interactive (CI), LLC, to build and manage the statewide portal for up to nine years. NIC manages official state portals in 17 other states. SIPA signed a five-year agreement with renewal options through 2014. Colorado Interactive will deploy the self-funded model to provide the infrastructure and staff expertise required to develop, maintain, and host the portal. CI will transition state and local eGovernment services with the online payment engine and build upon the state's existing functionality.

Communication Activities

SIPA and CI have both recognized the need for open-communication among stakeholders, and both entities have been involved in several speaking engagements, workshops, presentations, and discussions. Some of these include:

- CIO Working Session
- Local Government CIO Working Sessions: Greenwood Village, Frisco, Glenwood Springs, Steamboat Springs, Fort Collins, Lamar, Colorado Springs, Pueblo, Montrose and Durango
- Collaborative meetings with the CIO Forum, OIT and IMC
- CIMA Spring and Fall Conferences
- Digital Government Summit
- Presentation to county treasurers and public trustees representing the eastern portion of Colorado
- Initial meetings with State Agencies
- Open SIPA Board meetings

Participation in these communication activities created positive, collaborative relationships, and opened channels for further communication and feedback. Although these activities have been very beneficial and worthwhile, the need for further communication is imperative - especially among external stakeholders.

Operating Accomplishments

Now that a strong foundation has been developed, SIPA has been able to work with its partner, Colorado Interactive to begin operating the portal. The cornerstone of portal operations has been the establishment of the self-funded model, which is the financial model by which the portal operates. The self-funded model requires no additional tax dollars. Under the self-funded model, multiple revenue sources are identified and established to fund the enterprise portal initiative. The self-funded portal remains financially viable by charging approved transaction fees on certain services. The fees are then reinvested in the state to provide infrastructure and services to Colorado.gov. Services provided through the self-funded model are typically built, maintained, and supported at no cost to the agency. Across NIC-managed portals, 80 percent of all services are provided at no cost to the user.

The portal infrastructure is up and running, and the Board has prioritized applications. Templates to manage the look and feel have been distributed, and a Web content management solution has been chosen and ordered. A help desk has been established and marketing efforts have begun.

VI. SIPA BUSINESS PLAN OUTCOMES

During 2004 and 2005, SIPA concentrated its efforts on building a basis from which the Authority could effectively implement its mission and vision. The mission, vision, goals, objectives, and strategies below are exerted from the SIPA Strategic Business Plan dated October 2004. In addition to the goals outlined in Senate Bill 04-244, the SIPA Business Committee identified some additional goals, objectives and strategies to include in the SIPA Strategic Business Plan. While the SIPA Strategic Business Plan is in the process of being updated, there is a response as to how each goal, objective, or strategy outlined in the original plan was achieved or will be achieved. The updated plan can be expected by the end of February 2006. It is clearly evident that SIPA was successful in building a strong foundation and is well on its way to achieving all of these goals, objectives, and strategies.

Mission: to provide efficient and effective services for citizens through the use of modern business practices and innovative technology solutions.

Vision: to transform Colorado government service delivery through the use of technology, allowing a single point of contact for citizens to access state and local government information, products, and services.

The mission and vision identified in Senate Bill 04-244 and the SIPA Strategic Business Plan remain at the forefront of each SIPA activity. Ultimately, the portal is meant to provide a one- stop shop for citizens and businesses to interact effectively and efficiently with their government. The Board of Directors is dedicated to fully executing their mission and vision. In order to achieve this, the Board has hired an executive director and has partnered with an experienced, capable Integrator Contractor.

It is evident in the outcomes of the goals, objectives, and strategies - outlined in the following figure - that SIPA has effectively achieved or will achieve all of its initial charges toward fulfilling its mission and vision. Now that the foundation is secure, the focus will turn to building applications and services that best meet the needs of Colorado citizens and businesses.

Goals, Objectives, and Strategies and Outcomes

Under the leadership and guidance of the Statewide Internet Portal Authority created in SB 04-244:

To develop a statewide Portal that provides one-stop access to electronic information, products, and services of state & local government in order to give members of the public an alternate way to transact business with state & local government.

In May 2005, a contract was signed creating a partnership between SIPA and Colorado Interactive, a subsidiary of NIC, to build and maintain a statewide portal. The portal infrastructure up and running, and applications will soon follow.

To allow for the integration of specific applications that have been developed or may be developed by state and local agencies.

Colorado Interactive, the partner of SIPA, has met with all of the state agencies and a few counties. They have created a matrix of existing applications, desired applications, and application prioritization. The Board of Directors is responsible for application prioritization, and the first application is slated for Spring 2006.

To solicit the input, leadership, and technical expertise of the various state & local agencies across the state.

SIPA has been very proactive in seeking input, leadership, and technical expertise of various state and local agencies across the state, and this has been achieved through a number of different mechanisms. SIPA has representation from several state and local government entities on sub-committees of the Board of Directors. SIPA has also participated in meetings with the CIO Forum, CGAIT, IMC and others. Colorado Interactive has met with each of the state agencies to create an application matrix including: existing applications, desired applications and applications in order. SIPA also traveled to 10 locations across the state, including: Greenwood Village, Fort Collins, Frisco, Steamboat Springs, Glenwood Springs, Montrose, Durango, Pueblo, Colorado Springs, and Lamar to gather input and understanding from local government CIOs.

To develop and annually update a Strategic Business Plan for the implementation, maintenance, and enhancement of the Statewide Internet Portal.

The Strategic Business Plan is currently in the process of being updated. The updated plan is expected in late February 2006.

To issue requests for proposals and subsequently enter into a contract or contracts with a Portal Integrator for the development, support, maintenance, and enhancement of the equipment and systems utilized for the Statewide Internet Portal.

SIPA issued an RFP in October 2004 and chose a subsidiary of NIC, Colorado Interactive, LLC, to build and manage the statewide portal for up to nine years. NIC manages official state portals in 17 other states. The competitive field included BearingPoint and CGI-AMS. SIPA signed a five-year agreement with renewal options through 2014. Colorado Interactive will deploy the self-funded model to provide the infrastructure and staff expertise required to develop, maintain, and host the portal. CI will transition state and local eGovernment services with the online payment engine and build upon the State's existing functionality.

To provide appropriate administration and oversight of the Portal Integrator.

The Statewide Internet Portal Authority is governed by the SIPA Board of Directors. The SIPA Board of Directors hired an Executive Director to assist in the oversight as well as an IV&V vendor.

VII. FUTURE ACTIVITIES

Need more hours in the day? Then get online, not in line. Over the past few years, a great deal has changed in information systems management. Just a few years ago, simply providing Web sites and Government information via the Internet was revolutionary. These days, Coloradoans are going online to find information, interact with others and complete transactions. Consumers now expect the same of their state government as they do of their favorite online book retailer—reliable, functional, and convenient service.

The Colorado.gov portal will give citizens the reliable, functional, and convenient service they expect. Following successful contract negotiations, Colorado Interactive, the Portal Integrator, began discussions with state and local government agencies and departments to assess needs and desires for applications. The initial level of demand clearly shows a strong need and desire for a state portal to deliver eGovernment solutions to its citizens. State and local agencies responded with over eighty individual online services that they would like to offer over the next few years. A prioritization of projects has begun, and an anticipated delivery of up to twelve applications can be expected within the next fiscal year. Some high demand services include:

- Online vehicle renewal
- Online tax payment
- Online sales tax payments for businesses
- Teacher license renewal
- Online drivers license renewal

All of these services give citizens and businesses in Colorado the ability to get out of line and complete business online, on their schedule, and from a location they prefer.

Additional offerings of Colorado.gov for 2006 and beyond will include enterprise - wide services that any state or local department or agency can provide to their constituents with little or no effort from their technology staff. These services will include:

- Electronic credit card and e-check payments for licenses and fees
- Conference registration system
- Shopping cart
- Web content management system, allowing a more efficient and cost - effective way to update Web sites
- Look and feel templates to promote a unified face to Colorado citizens
- Complaint submissions
- Live help

SIPA looks forward to working with its partner, Colorado Interactive, in the coming year to build and enhance a statewide portal most beneficial to citizens and businesses.

VIII. FINANCIAL OPERATIONS

The chart below details transfers to the SIPA fund and expenditures in major categories since January 2005. As of December 31, 2005, \$820,432.39 has been spent, which comes from the Federal Flexible Funds approved by the Governor.

In accordance with the Master Contract with NICUSA and subsidiary Colorado Interactive, the portal will be operated under the self-funded model. As such, SIPA will receive a portion of the revenues generated by the portal to cover operating expenses.

SIPA Financial Report September 2004 – December 2005

INCOME		
9/22/04	Federal Funds	104,123.00
5/5/05	Federal Funds	200,000.00
7/28/05	Federal Funds	200,000.00
Thru 12/31/05	Interest Earned	4,413.43
12/22/05	Federal Funds	400,000.00
	TOTAL	908,536.43

EXPENSES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
OPERATING													
Monthly Rent & Utilities	2,928.00	3,140.58	1,833.25	1,987.00	1,876.21	2,106.73	1,835.63	1,806.25	2,044.94	1,810.51	2,185.38	4,179.89	27,734.37
Job Ads for ED					38.10	1,146.10							1,184.20
Conferences and Seminars					60.00							135.00	195.00
Office Supplies					61.61	135.74			22.67		21.51	3,684.57	3,926.10
Lodging											1,040.77	244.88	1,285.65
Mileage Reimbursement				227.28	44.80							162.00	434.08
Parking expenses/Bus/S huttles											197.00	122.00	319.00
Airfare											625.31		625.31
Meals									130.56			44.75	175.31
Plaque for D. Davidson									41.63				41.63
PERSONNEL													
Interim ED		28,337.00	8,300.00	8,300.00	8,300.00	8,300.00	8,300.00	8,300.00	8,300.00	8,300.00			94,737.00
Executive Assistant		6,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	600.00		30,600.00
Executive Director											1,615.44		1,615.44
CONTRACTS													
Trudeau & Assoc.		6,905.63	4,452.19	4,925.97	4,656.55	212.00	825.01						21,977.35
Moye Giles			836.50										836.50
Hale Friesen		867.00	8,217.08	11,078.50		106.50	2,992.50	2,312.50	5,608.37	8,083.00		5,546.00	44,811.45
Syst Test Labs					154,337.50		38,904.00	20,800.00		41,722.50	24,812.50	18,857.50	299,434.00
FatWire Corporation												290,500.00	290,500.00
TOTAL	2,928.00	45,250.21	26,639.02	29,518.75	172,374.77	15,007.07	55,857.14	36,218.75	19,148.17	62,916.01	31,097.91	323,476.59	820,432.39

Ending Balance **88,104.04**

IX. RECOMMENDATIONS TO THE GENERAL ASSEMBLY

SIPA will continue to operate as a dynamic Authority, working on behalf of the Colorado General Assembly. As of this date, no additional legislation is required for the Authority to carry out its purposes. However, in the future, it may be necessary for additional legislation to be proposed, as circumstances require. The Authority looks forward to its first full year of operation in partnership with the Portal Integrator Contractor, Colorado Interactive, LLC.