



MOTIONS:

- Approval of the October 4<sup>th</sup>, 2007 Meeting Minutes – *Approved Unanimously*
- Approval the November 1<sup>st</sup>, 2007 Meeting Minutes – *Approved Unanimously*
- For the Board to accept the North Highland Business Portal Feasibility Report. – *Approved Unanimously*
- For the Board to direct SIPA staff to direct CI to continue working with the affected departments and agencies for additional requirements gathering. The Board's desire is to obtain a deeper level of detail in regard to the costs, architecture, and other business aspects of the Business Portal. – *Approved Unanimously*
- For Gregg Rippey to research personnel opportunities for a Content Management person that will be employed by SIPA and then lend to OIT and the Governor's Office. – *Approved Unanimously*

ACTION ITEMS:

- Gregg Rippey and Mike Locatis to follow up on Private Sector and House of Representatives appointments.
- Gregg Rippey and Gene Hainer to continue discussion and find a solution for Live Help.
- Gene Hainer to ask his board for an extension of Live Help after-hours and weekend service.
- Gregg Rippey to research CMS personnel.

SUMMARY: SIPA financials remain stable. Clifton Gunderson is in the process of performing an audit on the SIPA account. The Colorado State Libraries gave a short presentation to the Board on how AskColorado has been overwhelmed with the amount of traffic and types of questions coming from Colorado.gov & Live Help. They asked for a contract, funding, or for the service to be discontinued. Dan Morrison and Gregg Rippey agreed that they will create a splash page for Live Help where the citizen can choose to either go to Live Help for Portal related questions, or AskColorado for general questions about the state. Gregg Rippey will follow up with meetings with CSL to finalize the issue.

Colorado Interactive launched the Online Tax Payment application, Driver's License and State ID Renewal Application (soft launch), eNewsletters for OEDIT, Contact Compass (soft launch) and made noteworthy improvements with MIIDB.

The Board of Directors approved version 2.1 of the Business Portal Feasibility Study presented by Gregg Rippey and Jill Weisbrod from North Highland. The Business Committee will meet to discuss further steps. Gregg Rippey also proposed to research CMS personnel to lend to OIT for the Governor's Office.

**I. Call to Order: 1:40 p.m. Chairman Arrowsmith**

**A. Roll Call**

Present: Jack Arrowsmith, Evan Dreyer, Bob Feingold, Kent Glassman, Bill Hobbs, Mike Locatis, Don Mares, Senator Ron May

Excused: Roxy Huber, Greg Jenik, Gerald Marroney, Rico Munn, Senator Bill Cadman

*\*Quorum established*

**B. Approval of October 4<sup>th</sup>, 2007 and November 1<sup>st</sup>, 2007 Meeting Minutes**

**MOTION:** To approve the October 4<sup>th</sup>, 2007 Meeting Minutes.

1<sup>st</sup> – Don Mares

2<sup>nd</sup> – Kent Glassman

*Approved unanimously*

**MOTION:** To approve the November 1<sup>st</sup>, 2007 Meeting Minutes.

1<sup>st</sup> – Kent Glassman

2<sup>nd</sup> – Mike Locatis

*Approved unanimously*

**II. Committee Reports**

**A. Finance Committee – Gregg Rippy**

The net income is \$86,613.92 as of November 30th. SIPA is on budget according to the submitted budget with a net income of \$160,000.

*SIPA Audit*

Clifton Gunderson is completing an audit for SIPA. There is concern if Clifton Gunderson should audit the federal funds. Since SIPA did not have control over those funds it would be more appropriate for an audit from OSBP or the Treasurer's office. This will be done in the near future.

*Business Plan*

Gregg Rippy will submit an Annual Business Plan to the legislature. He will email it to the Board for their review and then submit to the business committees in both the House and Senate.

**Discussion:**

Senator May asked for a clarification of the Federal Funds.

Gregg Rippy said that the original earmark was for 7 million. Originally they asked for it to be put into an account under SIPA's name. Henry Sobanet (OSPB) only put enough in the account to pay warrants. SIPA received about 2.5 million total. The last \$700,000 was suppose to be for single login, but was returned and went back to DoIT for email consolidation.

**B. Executive Director's Update, Gregg Rippy**

Senator Groff officially appointed Senator Cadman on the Board. Rep. Romanoff will take Representative Mike May's recommendation for the House appointment. Greg Jenik is giving his resignation. There are some possibilities that Gregg and Mike Locatis discussed for this position. SIPA should have a full board next month.

ACTION ITEM: Gregg Rippy and Mike Locatis to follow up on Private Sector and House of Representatives appointments.

**Discussion:**

Senator May stated that this is a non-partisan board. The issue is whether someone is willing to participate and learn the issues. The Board should recruit Legislators to be interested and come to meetings, such as Rep. Lambert being here today.

Jack Arrowsmith pointed out that there is only one female on the Board.

*Colorado State Libraries – Gregg Rippy & Gene Hainer*

Gregg Rippy said that he and Dan Morrison had conversations with the Colorado State Libraries (CSL), and asked them to speak. They operate Ask Colorado and their board reviewed the service they provide for Live Help and Colorado.gov and they are concerned what it is costing them. Gene Hainer and his team are here today.

Gene Hainer (Director of Colorado State Library) introduced Jim Duncan (Director of Networking and Resource Sharing) and Kris Johnson (Coordinator for Networking and Resource Sharing). They are here to further discuss a meeting held on December 12<sup>th</sup>, 2007 about the Colorado.gov Live Help service. Originally, this partnership was a handshake deal starting in 2003 to provide residents with a 24/7 service. The underlying software is provided by *Tutor.com* and paid by CSL. The Live Help and AskColorado service is free of charge for citizens and does not use any state money.

**Discussion:**

Senator May asked where the money came from initially.

Gene Hainer said that they received a federal grant.

*CSL (Continued) – Gene Hainer*

CI provides 2 staff during the workday, and any rollover or any questions out side the regular time are answered by librarians. However, the volume has out paced everyone's expectations. The Colorado.gov queue has doubled in average. Other states see numbers such as 115 chats per hour for Maine and 50 chats per month for Kansas, (provided by Dan Morrison).

In the discussion held on December 12<sup>th</sup>, 2007 there were 3 key points. One, CSL does not receive any funding from the State, CI, or SIPA. Two, the usage increase does not work with their current infrastructure. And three, they cannot deal with the type of questions coming from Colorado.gov and therefore have a difficult time maintaining quality.

Gene Hainer would like to raise awareness to the Board and seek some interim changes until they can review and come to a contract conclusion. So far, CI has reduced the number of Live Help links and has changed to an 8-5 system instead of the 24/7. CSL is currently at cross roads and looking for guidance on whether CI should move on its own. The AskColorado

team is willing to work with CI on a plan, however if the Board or CI feel that there are better operational opportunities elsewhere, CSL is willing to step aside.

**Discussion:**

Senator May said he very actively promotes Live Help as a marketing tool to bring citizens to Colorado.gov. He thought that CI was doing most of the work and what spilled over was going to the librarians.

Evan Dreyer asked if reducing the links was to make it more difficult to get to AskColorado.

Dan Morrison said that CI provides 2 full time staff during the work hours and there are 75 librarians that back them up. There was a rise in the numbers in 2007 because the Portal launched so many applications that brought more people to Colorado.gov. The key question is what percent of the traffic is related to the support of the online services provided by the Portal and if the Portal should support a broader chat.

*CSL (Continued) – Gregg Rippy*

The board for AskColorado has said that the Portal is subsidizing Live Help and Colorado.gov to a large extent. They are asking for funding. It is about \$1.00 per response, which equals to about \$86,000 annualized. Gregg Rippy asked the Board if they are willing to allocate \$86,000 per year for Live Help to continue. Likewise, AskColorado has stated that they will no longer provide the service for Live Help starting on January 8<sup>th</sup>.

The Interim step, which will begin on January 8<sup>th</sup>, will have only the CI staff answering the questions from 8am-5pm along with a page that will ask the citizen to either choose Live Help or AskColorado. There will be no rollover from here on out (Gene Hainer agreed). Gregg said that they will continue to discuss the matter, but it is very important that the numbers are put out there for the Board to see. Live Help is a wonderful thing, but the question before the Board is can SIPA afford to pay that amount and what is the cost & benefit.

**Discussion:**

Bill Hobbs said that he was looking for some sort of measure. Dan Morrison is saying that 15% of the calls are to AskColorado, and asked if this means for more FTE.

Gregg Rippy said that the 2 FTE could handle the questions as of right now. They also have other duties (same with the librarians).

Gene Hainer said that it is a virtual service desk and the librarians do not have other duties. They have a list of 300 people who get scheduled for this.

Senator May asked that the Board proceed with Gregg Rippy's recommendation.

Gregg Rippy said there is already a set plan for January 8<sup>th</sup>. The clarification that he needs from the Board is whether SIPA needs to continue negotiation and does SIPA have monetary ground where they can support AskColorado.

Senator May suggested CSL could apply for a federal grant since Colorado is the only state that has a 24/7 service.

Evan Dreyer said that he would vote against this philosophically. He believes that there is a clear demand here.

Bob Feingold asked what percentage of sessions occur outside the normal business hours. He does not want people to feel they lost a service.

Jim Duncan said that in an analysis of July 07, 41% of overall sessions were after 5pm or on weekends.

Evan Dreyer asked where CI achieves the savings in the short term.

Gregg Rippy replied that there are none. There is just a reduction in service from 24/7 to 8-5.

Evan Dreyer asked if there is an alternative that still shows how to achieve the goal, offer a short term right now.

Gregg Rippy said that the only option that he sees is if CI were to hire an additional FTE to do that. That still has the same cost whether it goes for CSL or not.

Evan Dreyer asked if there are requests right now that they cannot get to.

Gene Hainer said that 1 in 4 questions were not picked up at the Colorado.gov queue.

Gregg Rippy clarified that this also includes someone who has logged off.

Dan Morrison said that proposed solution, which takes effect January 8<sup>th</sup>, is viable. When users click on the Live Help icon, there will be a page asking if the citizen is looking for a portal related question and there they would go to CI's staff. If they were looking for a general question about Colorado it would direct to AskColorado. This has already been implemented.

Don Mares asked why the CSL people are speaking and not Dan Morrison.

Gregg Rippy said that he invited them since their board took action to expire the service on January 1<sup>st</sup>. As SIPA put out the first RFP and what they currently expect out of CI, Live Help was not a part of it. As they launched the Portal, Rich Olsen along with CSL thought it would be neat to try this service. But the success of the Portal has led to this and it is not working for CSL.

Bob Feingold asked if AskColorado is providing Portal answers after hours about applications that are hosted on Colorado.gov.

Dan Morrison said that yes, there are some, but during the working hours CI is answering all questions, both Portal and general. This is not overwhelming for CI.

Mike Locatis said that Denver had every department (Safety, Auditors, etc) taking calls. They then provided the tools for central call taking, but there was still some rollover. They re-engineered the help desk to make Government more accessible because Mayor Hickenlooper wanted one place for the citizens. Anything else that rolls over got a ticket number and was directed to a specific department. A 311 system for the state is a matter of enterprise and consolidation efforts. There is not 30 days to discuss. The compromise services right now should be sufficient.

Jack Arrowsmith stated that he is disappointed that the Board is at this point. Jack suggested that they charge Gregg Rippy to sit down and negotiate with everyone involved.

Senator May said that the original thinking for the Portal was to be a self-funding model, Denver's project was not. They did not go to JBC, the Governor, or the Legislature asking for money. They started with applications that definitely brought in revenue. There are still a lot of entities out there that are delivering products that would give some income and plenty of entities that need help.

Bill Hobbs said that SIPA has the resources right now to provide some funds to keep it going, but not forever.

Senator May said that there are other places right now that could also use those funds.

Gregg Rippy asked Gene Hainer that if they were to provide funds (for example \$14,000) for 2 months could they then have those 2 months to negotiate and for the service to continue during that time.

Gene Hainer said that he could not answer without talking to their board. Right now, CI has a proposed solution.

Evan Dreyer stated in order to provide funds and move forward, they need more concrete numbers on what it would take to maintain the current level of service.

Gene Hainer said that they could come back at a later date with that.

Kent Glassman said that he would like staff to research this for the next 60 days. He does not want calls going to the Governor.

Gregg Rippy said that he is going to task a lot of this to Richard Westfall, since most of it involves contracts.

Dan Morrison said that they are not in a crisis situation right now. The interim gives the users a choice for technical support or AskColorado. Dan said that he would come back in 60 days with hard numbers from the interim solution.

Kent Glassman would like to direct staff to frame this situation better.

Richard Westfall said that it should be clear who staff is, whether is it SIPA staff as in Gregg Rippy and Kathy Gappinger or the contractor, CI staff.

Kent Glassman replied SIPA staff.

Don Mares stated that he is unclear on the interim step.

Aaron Boyd said that previous to today, when the user would click in Live Help, it would route them further along than the AskColorado home page. After January 8<sup>th</sup>, when the user clicks on Live Help, they will see a splash page that will state something like, "If you need assistance on an online service you may chat with a live operator at Live Help. For more general questions or help finding facts and information about Colorado, click on AskColorado." During off hours, the user would be directed to an email. There is no interruption to service. This will also give an opportunity to give statistics.

*Jack Arrowsmith left, Mike Locatis is now Chair.*

Don Mares asked if Gregg Rippe could continue to work with CSL to find a solution.

ACTION ITEM: Gregg Rippe and Gene Hainer to continue discussion and find a solution for Live Help.

Don Mares asked about Kent Glassman's proposed motion.

Kent Glassman said that he withdraws his motion, as the Executive Director has the authority to do this.

Bill Hobbs says that he supports what is on the table but mechanically he asked Gene Hainer if it would be possible to get permission from his board to extend the service.

Gene Hainer said that they have the ability to do that, and they will.

ACTION ITEM: Gene Hainer to ask the AskColorado board for an extension of service.

### **III. New Business**

#### **A. Colorado Interactive GM Report - Dan Morrison, CI General Manager**

November and December were very productive. In November, CI launched the Online Tax Payment (OTP) application. Users can file and pay for five different types of taxes. Contact Compass with DPA went out with a soft launch. This allows users to use a keyword approach to find state services. They also launched eNewsletters for OEDIT and made noteworthy MIIDB improvements. They also launched the payment engine for Douglas County. Dan said that they trained 12 staff for CMS. There are 22 free applications and 13 with a fee, which also includes CMS Websites.

#### *Driver's License and State ID Renewal*

Colorado.gov launched the Online Driver's License and State ID Renewal Application. This project started April 2007 and was built in record time. Right now there is a soft roll out. So far Roxy Huber, Becky Davis, and Kathy Gappinger have all successfully renewed.

#### *Online Vehicle Renewal (OVR) Application*

There was a slight drop in OVR for the month of December. Becky Davis (DOR) had indicated that this is a normal pattern.

#### *Financials*

There were no unusual patterns. Revenue continues to remain stable, and expenses are fairly stable as well.

#### **Discussion:**

Senator May asked if the same bank handles American Express, as the other cards.

Dan Morrison replied that they do and they gave CI a great rate, which is even lower than VISA and MasterCard.

Kent Glassman asked for projections since the Portal should get 75 cents in every Driver's License Renewal.

Dan Morrison says that it always depends on marketing. Becky Davis indicated that it would trickle until the next major cycle of renewals that will be in a couple of years.

Senator May there will be a bill out this session that will change OVR renewal from one year to two years.

#### **B. Business Portal Feasibility Assessment – Gregg Rippe**

Gregg introduced Jill Weisbrod and William Browning from North Highland. Gregg stated that the Business Committee met yesterday. The Secretary of the State's office had a lot of existing applications. However, right now there is not a single

enterprise application where citizens can access for a better experience. This is an opportunity to integrate. The question to ask is if Colorado.gov can be as successful as other states and should the implementation proceed. The core stakeholders are CDLE, DOR, DORA, SOS, OEDIT, and the IRS.

From the beginning the Business Portal was very desirable and in demand from the core state agencies. This is not just a CR0100 project, it was just a clear opportunity. The biggest risks are found in the agencies, such as projects in DORA or CDLE that would be competing for resources.

The feasibility assessment reported some very near term opportunities. Some could happen even if the Business Portal does not move forward. There are also some long-term opportunities that would be difficult to achieve without the Business Portal. Again, the risks include potential staffing impact.

North Highland's recommendation is that the project is highly desirable, in demand, and feasible. Upon completion of the requirements, a detailed business case can be solidified and submitted to the Board. There are decisions for the Board after each subsequent phase. Again, they are in the feasibility phase and the next step is detailed requirements gathering.

**MOTION:** For the Board to accept the North Highland Business Portal Feasibility Report

1<sup>st</sup> – Kent Glassman

2<sup>nd</sup> – Don Mares

*Approved unanimously*

**Discussion:**

Senator May said that there are some major issues that will effect the departments, not just SIPA and CI.

Gregg Rippy agreed, but said most changes will be with staffing resources. He said that Bill Hobbs would like further discussion on the architecture. Again the portal would be integrating with the existing applications, not changing the agency back end systems.

*Business Portal (Continued) – Gregg Rippy*

The first step is to talk to the core agencies. As of right now there are no huge obstacles that said this project would not work and the CR0100 is the easiest starting point. This will be a difficult project and it will take a lot of Portal resources. For the risks to be mitigated, there are critical success factors that must be executed. These are: executive sponsorship and leadership, project management, governance, project ownership and project culture. They will try to minimize the resources from agencies as much as possible. Key sponsorship from OIT of the Governor is needed.

**Discussion:**

Senator May suggested that they might want to consider a fee for service, which may require Legislation.

Gregg Rippy said that there are a number of statutory fees right now for each service. If they do an interactive wizard, that agencies will still get their full amount, as the user goes to their website and their payment engine. The money does not direct through the Portal unless they use the Colorado.gov payment engine.

**MOTION:** For the Board to direct SIPA staff to direct CI to continue working with the affected departments and agencies for additional requirements gathering. The Board's desire is to obtain a deeper level of detail in regard to the costs, architecture, and other business aspects of the Business Portal.

1<sup>st</sup> – Kent Glassman

2<sup>nd</sup> – Bill Hobbs

*Approved unanimously*

**Discussion:**

Bill Hobbs stated that he is unclear on the resources required to go to next steps.

Gregg said that it would vary on each agency. It will be CI and SIPA's job to minimize that. They will ask for a point of contact (POC) for the requirements gathering.

Bill Hobbs asked who would coordinate all of this, since it was mostly Jill Weisbrod before.

Gregg Rippy replied that he and Dan Morrison would take that on. They will communicate with the governance model, which will be modeled over a mini EGC model. They will stay with the same concepts that Mike Locatis has instituted.

Mike Locatis said that the business committee is the default steering committee and regular meetings should be set up for protocol.

Senator May asked if there was an approximate number of how many users per year.

Jill Weisbrod said that it is about 80,000 as stated in the document.

Gregg said that in the survey of other NIC states, 75% of new businesses use the portal. SOS has an even better statistic than that.

Kent wanted to acknowledge NH, CI, and SIPA. They came together wonderfully as a team. All the work gets done in the agencies and the cooperation has been fabulous.

Senator May wanted to remind everyone that the two biggest projects are with DOR and CDLE.

Becky Davis said that the 5 best projects in the last year for DOR are portal projects with CI.

Mike Locatis said that OIT's new governance model is an off-the-shelf product that has been proven to be very successful in areas of application, deployment, data migration, and business process engineering. At this point, the new governance model is going to ensure that all projects moving forward are successful.

### **C. Other Business/Discussion**

*CMS Personnel – Gregg Rippy*

Gregg Rippy requested for the Board to approve him to go out and look at someone that SIPA can hire as a CMS expert to help agencies, specifically the Governor's Office. SIPA will hire personnel and then lend them to OIT and house at CI.

#### **Discussion:**

Evan Dreyer said that they needed more than just a loan; they need a permanent fix.

Mike Locatis said that they will have very specific tasks to the Governor's website on Colorado.gov.

Evan Dreyer said that this will be great, but what will happen if another agency is in the same point down the road.

Gregg Rippy said that they would deal with it, look at the current resources and see how it works.

Mike Locatis said that as they bring consolidation together, they will be looking at the talent base and augment the CMS and web development along with SIPA. Right now they need to address Evan's issues in the Governor's office. It will be a dedicated resource.

Gregg Rippy stated that if he has the ability to hire someone in the interim that meets all requirements. He would not do so without an electronic notification to the Board if this occurs before the next Board meeting.

Mike Locatis said that this was discussed at the cabinet level and there is some urgency coming from Governor Ritter. Mike reminded the Board that they discussed this at the retreat. The Governor's office is the first critical area.

**MOTION:** Gregg Rippy to research personnel opportunities for a Content Management position, that will be employed by SIPA and then lent to OIT and the Governor's Office.

1<sup>st</sup> – Evan Dreyer

2<sup>nd</sup> – Mike Locatis

*Motion Approved unanimously*

### **IV. Agenda Items for Next Meeting**

Live Help Update

CMS Personnel Search

#### **Next meeting is scheduled for:**

Thursday, February 7<sup>th</sup>, 2008

1:30 p.m. – 4:00 p.m.

Secretary of State's Office

1700 Broadway

Blue Spruce Conference Room

Denver, CO 80290

### **V. Adjournment**