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## Executive Summary

**2015** marks 10 years since Colorado Interactive partnered with the Statewide Internet Portal Authority (SIPA) and began operating the Colorado Portal. The team had three employees and a vision to revolutionize eGovernment in Colorado by allowing citizens to transact their government business online, whenever it was convenient for them to do so.

The mission was to achieve significant cost avoidance for governmental entities across the state by building efficiencies and leveraging technology for custom and enterprise-wide solutions that meet the needs of all stakeholders. Citizens and businesses should have the ability to engage with government; access information; complete applications, registrations, license renewals, and reporting online; pay for those services; and get on with their lives. State and local government would

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## Focus on Accessibility

As eGovernment services become increasingly available to the public, accessibility continues to be a top priority for governmental entities and the citizens they serve. Colorado Interactive is dedicated to ensuring that all users, regardless of disability status, can access the technologies hosted on our content management platform and the Colorado.gov portal.

Section 508 of the Rehabilitation Act of 1973 requires federal agencies to provide software and website accessibility to people with disabilities. The mission of compliance is to break down barriers and provide new opportunities for all Internet users. This accessibility requirement is important to us and to our government partners in Colorado. To ensure compliance requirements are met on our content management platform, we have implemented a continuous improvement plan for accessibility. Alongside the Colorado Department of Health Care Policy & Financing and the Colorado Department of Labor & Employment, we worked to develop more than 20 fixes and enhancements for both 508 and WCAG compliance items.

In addition to improving accessibility on hosted partner sites, we also worked with the CU Assistive Technology Lab to improve accessibility compliance on the new Colorado.gov portal. Testing and review by a disabled user base provided feedback from users who depend on access technologies in order to interact online with the state of Colorado. Integrating this accessibility testing into the portal development led to improvements in keyboard

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# Smarter eGovernment

Following the lead of the business sector, government is embracing digital transformation and using technology to better serve its customers. Driver license renewals, vehicle registration renewals, professional licensing, and online tax filings are all examples of services that many governments have taken online.

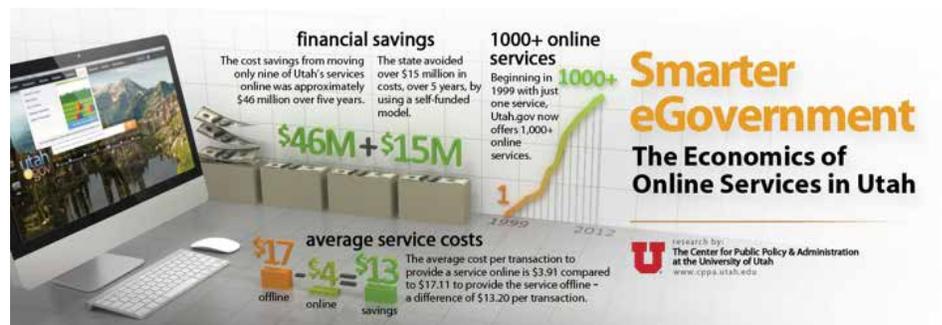
Embracing eGovernment can streamline information delivery, increase the availability of digital services, and provide seamless payment integration for transactions, improving the experience for citizens, businesses, and governments.

*“With the number of businesses and citizens in Colorado growing, the push for eGovernment services is becoming increasingly important.”*

## Citizens by the Numbers

According to a national phone survey of 2,419 adults 18-65+ in Q1 of 2015, 40 percent spend 20 or more hours online per week, and 72 percent are online at least 12 hours a week. They spend their time on social media, retail, and news sites. Seventy-six percent approve of their state’s efforts to put services and information online, and many feel that there is still room for improvement. Sixty-four percent want to conduct more digital government transactions, and 44 percent feel their state needs more commitment to expanding digital services.

Great eGovernment self-service opportunities for constituents are mobile-friendly, and provide relevant content and services delivered efficiently to users. They allow citizens to get in, complete



their transaction or gather their data, and move on with their lives.

## Businesses Driving for Digital

Based on a survey of 1,495 businesses that subscribe to eGovernment services in three states, 95 percent approve of their state’s eGovernment services. Ninety-six percent of businesses believe they save time conducting business with the state online, and 90 percent prefer to conduct business with state government online.

As the population and the number of businesses in Colorado continues to grow, eGovernment service offerings must expand to ensure that both businesses and the governmental entities interacting with them are able to continue to operate efficiently. Allowing companies to conduct business online with the state saves all parties time and money, and contributes to the overall success of the state.

## Government Financial Benefits

A tremendous benefit of eGovernment services is cost avoidance. The Center

for Public Policy & Administration at the University of Utah completed a study to determine just how much money the state saved from moving nine services online. The study found that by embracing digital solutions and through NIC’s self-funded model, the state of Utah had a five-year total cost avoidance of approximately \$61 million. Approximately \$15 million is directly related to the self-funded model, and \$46 million is related to the lower cost of providing services online.

The study also found that per-transaction costs were dramatically lower for eGovernment solutions. The average online cost per transaction is \$3.91, compared to a staggering average offline cost of \$17.11.

With the number of businesses and citizens in Colorado growing, the push for eGovernment services is becoming increasingly important. Allowing constituents to interact with the state of Colorado efficiently and securely, 24 hours a day, seven days a week, will continue to provide great benefits to all stakeholders. ■

# The Self-Funded Model: Providing You Value

**W**hen it comes to your state's digital government program, there is one element that is delivering value every single day – the enterprise-wide, self-funded model provided by NIC.

You may be familiar with this model, but if not, the approach is simple: Government avoids all upfront costs of developing online services as well as the ongoing maintenance costs by funding its eGovernment program through efficiency fees paid by those who use the online services. A select number of primarily business-to-government services require a minimal per-transaction efficiency fee. This fee not only supports the development and maintenance of the individual service, but together all fees from a few services fund a unified approach for the state's entire eGovernment program. Revenues from all services are pooled and projects are built according to your state's own digital government service priorities. Launching more revenue-generating services increases the pool of revenues, allowing for more services of all types to be developed. Those online services with no revenue-generating ability are provided to you free of charge.

The best part is that the citizens and businesses you serve prefer to interact with your agency online. In fact, according to a research study conducted by the University of Utah, 90 percent of businesses and 60 percent of citizens prefer to interact with government online. Add to this, 64 percent of citizens are asking government to place more services online. Today, citizens and businesses expect the same level of online experiences from

government as they receive in the private sector. You have the ability to provide those online conveniences.

When you add more online services through the enterprise-wide self-funded model, your agency benefits by receiving state-of-the-art, mobile-first online services and secure payment processing. The businesses and citizens you serve benefit with quicker, more accurate, convenient online government interactions. And, overall, the entire state benefits from a comprehensive, best-in-class, digital government services program that compares to, if not exceeds, that which citizens are familiar with in the private sector.

How can you help ensure a strong digital government future for your state? Continue to uncover all of the online efficiencies your agency can offer. What services are still provided manually through mailed paper forms or in-person office visits? What new technology could benefit your agency? You have a partner in NIC that is ready to help you harness the latest technology and provide your constituents as many online conveniences as possible. And, help spread the word. Are there colleagues within state government who have not heard of the self-funded approach and whose agency could benefit? Our local teams are ready to help your state achieve the most innovative digital government services in the country. No budget appropriations, upfront funding, ongoing change request orders, or maintenance fees required. To make this successful, help us explore new online services, and we'll take care of the rest.

## Rebranding

**T**his year Colorado Interactive, a leading provider of eGovernment solutions in the state of Colorado, introduced a new brand and logo.

Since beginning a partnership with the Statewide Internet Portal Authority and state of Colorado 10 years ago, CI has experienced great growth and success. The eGovernment service offerings have expanded beyond websites and payment

processing solutions to include custom applications, security, training, event registration, mobile solutions, and consulting services to our partners.

As CI celebrates this decade-long partnership and looks forward to the continued opportunity to serve our partners and the citizens of Colorado, the new brand and logo represent who we are, what we have done, and where we are going.



The new CI logo evokes the strength, legacy, focus, transparency, and partnership that are paramount to our work. The new color palette and typeface are fresh, modern, clean, and approachable, representing our innovation, sustainability, and clarity in our partnership with Colorado. ■

## Colorado by the Numbers

**1,472,522**

Visitors to Colorado.gov

**4,657,473**

Colorado.gov

Page Views

**38** Colorado  
Employees

**45** New Websites Launched

**6,085** Active User Accounts

**330** EGE  
Partners

**16** Website Platform  
Upgrade Releases

**24,500**  
Twitter Followers

**\$1,132,462,667** Disbursed to Partners

**49,219**

Total Service Desk  
Cases Opened

**1,808,092**

Online Court Transactions

**48,279**

Total Service Desk  
Cases Closed

**4,998,086**

Total Online Government Transactions Processed in 2015

**262,701**

Professional  
License Renewals

**151,513**

Online Driver  
License Renewals

**847,109**

Online Vehicle  
Registration Renewals (OVRs)

## Executive Summary

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benefit from using scalable enterprise solutions, processing less paperwork, serving fewer citizens over the counter, and serving more citizens statewide, digitally. This would all be accomplished using a self-funded model requiring no tax dollars, and would benefit the entire state enterprise.

A decade of connecting citizens and businesses with government in Colorado means tremendous growth in service offerings, and in that original team of three. Today, 38 Colorado Interactive employees in downtown Denver are solely dedicated to building, supporting, improving, and maintaining services for our partners and their constituents. More than 4.5 million eGovernment transactions were performed through the portal in 2015, and over \$1 billion in payments was collected and disbursed to state, local, and special district governmental partners in every corner of the state.

Colorado Interactive now works with 330 eligible governmental entities across Colorado and builds software and services to process state court filings, professional license applications and renewals, vehicle registrations, driver license renewals, traffic tickets, water and sewer payments, event registrations, business licenses, and more. The 2015 launch of eLicense for the Colorado Division of Real Estate provides cost avoidance and efficiencies to the state, and a convenient way for real estate professionals to manage their professional licenses. We also provide services that contribute to public safety, government transparency, and accountability across the state, such as CBI's Convicted Sex Offender Search, DOR's Motorist Insurance Information Database, and DPA's Transparency Online Project.

In 2015 the team completed the migration of more than 150 new and existing government partner websites to our Drupal Pacific content management system. This enterprise solution gives all partners, from large state agencies to special districts, website delivery on a stable and secure platform, provided at no cost. Working alongside partners and the CU Assistive Technology Lab, the team is continuously improving 508 and WCAG compliance to ensure sites are accessible to all Coloradoans, regardless of disability status.

Also in 2015, Colorado Interactive launched a redesigned Colorado.gov Web portal, developed with comprehensive partner requirements and data-driven information organization. The new Colorado.gov site has a mobile-first responsive design and is optimized for usability, accessibility, and content delivery. The launch of the new portal also included the launch of Content Promotion Partnerships. These partnerships give Colorado government six different opportunities to leverage the state portal for communications with citizens and businesses. We are proud of these partnerships, and humbled by the opportunity to keep working with our government partners to earn their trust and confidence while we build upon our strong foundation.

We have been successful because of the enthusiasm, vision, and effort of the state and local government employees that we work with day in and day out. We are a service organization that has not lost the focus of our initial mission: Make government more accessible to everyone through technology.

Together, we are making good government great. ■



## Community Development

The team at Colorado Interactive is not only committed to the partners and citizens we serve, but also to the community in which we live. Part of being the best partner the state has ever had and the best place our employees have ever worked is giving back in a way that connects our team members with each other and with the citizens of Colorado.

Individuals on our team donate their time, talents, and finances to organizations such as the Boy Scouts of America, the Denver Children's Home, St. Jude Children's Research Hospital, Sacred Heart House women's shelter, Adams County Animal Shelter, Action Center of Jefferson County, Escuela de Guadalupe, Habitat for Humanity, Jefferson County Public Schools, Ronald McDonald House, SafeHouse, Denver Dumb Friends League, and other professional and civic organizations, both local and national.

As a team, Colorado Interactive staff worked together on volunteer projects and donation drives. A fundraiser for St. Jude Children's Research Hospital allowed us to support an organization that provides cancer treatment protocols to children right here in Colorado. Gathering candy donations and writing letters for troops and veterans through Operation Gratitude reminded us to think of and

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# Division of Real Estate eLicensing

In June 2015, a yearlong project for the Colorado Division of Real Estate, part of the Department of Regulatory Agencies (DORA), went live, making registration more efficient for the approximately 55,000 licensed real estate professionals in Colorado. Colorado Interactive partnered with MicroPact, Inc., and together integrated their licensing and regulatory enterprise solution with our payment processing solution and state financial reporting system.

The changes to eLicense enable users to submit applications for a license online, renew or reinstate their license, update account information, and print licenses on demand. The eLicense system also provides cost and time savings for the Division of Real Estate, as the approximately 10,000 transfer and change applications they receive annually are no longer manually processed. The system also provides a great service to



the citizens of Colorado by making the database available to the public. Using this database, consumers can research licensees, file complaints, and keep themselves protected and informed.

This project is a result of a great public-private alliance to provide valuable eGovernment solutions to meet the needs of the state, citizens, and businesses in Colorado.

## Decade of Dedication

2015 marked a decade of partnership between Colorado Interactive and the Statewide Internet Portal Authority (SIPA). This relationship is rooted in the commitment to continued success as CI and SIPA work together to increase and enhance the availability of eGovernment services in Colorado.

“From our humble beginnings in 2005, the relationship between SIPA and Colorado Interactive continues to evolve and expand. Our partnership allows us to support hundreds of state and local governments with innovative solutions to better serve our communities, from payment processing to state-of-the-art websites to custom applications that make a difference. For more than a decade, this public/private partnership has been connecting Colorado citizens with

their government while saving millions of tax dollars in the process,” said Jack Arrowsmith, Executive Director at the Statewide Internet Portal Authority.

Looking forward, investments in infrastructure, new product releases, best-in-class service, and user training continue to be top priorities as we continue this successful partnership. Alongside SIPA, CI continues to focus on innovation and improvement through the core value of being the best partner the state has ever had.



**COLORADO**  
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## Focus on Accessibility

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access, screen reader functionality, menu accessibility, and vision-impaired appearance of the portal.

We are proud of the accessibility prioritization and advancements, and are committed to continuously improving the platform's accessibility posture. We look forward to ongoing work alongside our stakeholders to meet the needs of their constituents. ■

## Community Development

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be thankful for those who keep our country safe.

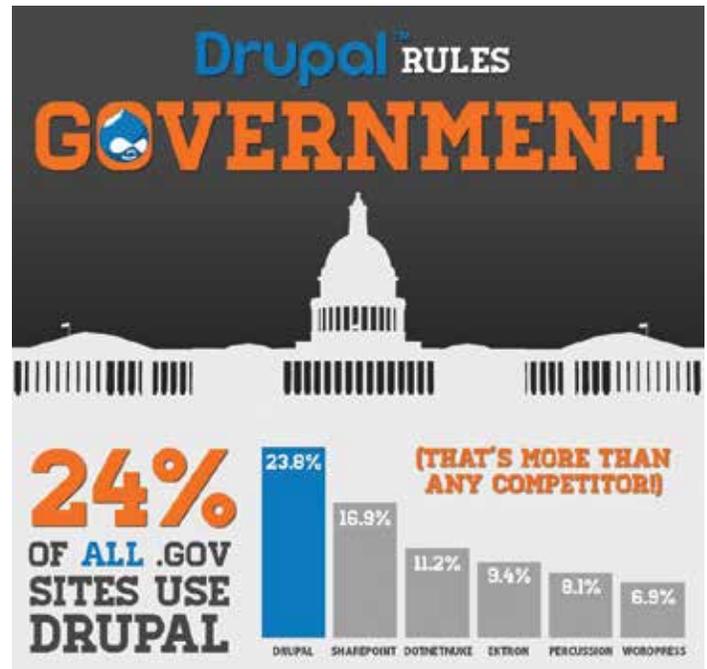
We're proud of the work we've done to help build a stronger community in Colorado. Looking forward to 2016, the team is actively planning more ways to make a difference as we are committed to an ongoing culture of giving back. ■

# We've Gone Pacific

In 2015, Colorado Interactive completed the multiyear Pacific migration program. The team worked alongside partners at state agencies, local governments, and special districts to migrate more than 150 websites from our previous solution to Pacific, our custom Drupal platform solution. Pacific was specifically designed and developed for governmental entities in the state of Colorado, and provides our partners with sites built with the content management software used by more than 24 percent of all .gov websites, including whitehouse.gov and the Department of Defense. Pacific is hosted in the Acquia cloud and built on Amazon Web Services infrastructure with 24/7 monitoring. This infrastructure allows us to deliver a world-class, stable, and secure website solution to eligible governmental entities across Colorado.

For each website migration project, our Pacific program management team worked closely with partners to evaluate existing site data, prioritize content, structure layout, provide training on the new system, migrate content, test functionality, and promote usability and accessibility on their sites. Many of our partners significantly restructured their website hierarchy, focusing on data-driven content management and engaging with internal and external stakeholders to ensure their sites met the needs of all users. This fundamental shift toward usability demonstrated an increased dedication to eGovernment solutions, and a commitment to digital engagement with citizens and businesses.

Throughout the Pacific migration program, the Pacific product management team has been actively engaged in continuous platform improvement development to increase and maintain security, stability, and accessibility across all Colorado.gov sites. Our efforts have been largely influenced by feedback and feature requests from the most valuable



members of our Pacific team, our partners. Since the initial Pacific launch, we have completed more than 25 platform releases, reviewing and deploying more than 200 fixes, improvements, module updates, and core updates.

The completion of the Pacific migration program does not mark the end of development on the Pacific platform; rather, we are dedicated to continuous improvement. The Colorado Interactive team will continue to work alongside our partners to identify and research features that provide the highest value platform-wide and ensure the integrity of our security, stability, and accessibility on the infrastructure. We look forward to the evolution of the platform and the opportunity to connect government entities with the businesses and citizens they serve. ■



# How Can Colorado Interactive Work For You?

Colorado Interactive offers a collection of services that link businesses and citizens to Colorado government and is Colorado's single most comprehensive delivery channel for eGovernment services. With no cost to government, CI can help you save money, time, and resources while providing the technology and online access that your customers expect.



## Website Hosting and Development

Communicate with and engage your customers online through the use of Colorado.gov. Colorado Interactive manages the Colorado.gov state Web portal and offers free website hosting and development to state, local, and special district governments in Colorado.

Colorado.gov websites are built on a Drupal platform – locally developed, optimized for accessibility, and finely tuned to meet Colorado government entity needs.

Want to know more about the platform's robust functionality, stability, and accessibility? Please visit <https://www.colorado.gov/goingpacific>.



## Payment Processing Made Easy

Colorado Interactive provides government entities the ability to provide online and over-the-counter payment processing through PayPort and Payment Integration solutions. Our services are Payment Card Industry Level 1 certified, safeguarding your customers' financial data and providing the transaction security your organization deserves.



**PayPort** – The e-commerce solution is a stand-alone, Web-based application that accepts over-the-counter and online transactions. PayPort is customizable to meet data collection needs of each entity, and allows for a customized URL that can be linked directly from your website.



**Payment Integration** – Colorado Interactive's Transaction Payment Engine (TPE) is developed to

easily integrate with state and local financial processes. Entities can connect their existing applications to the Colorado.gov Checkout Utility and accept transactions online via credit card or electronic check. The system processes and stores payments, and includes an administrative interface for entity user reporting and transaction research.

**Third-Party Payment Integration** – Colorado Interactive payment processing solutions may be leveraged at no cost to take payments for your existing third-party applications and systems using standards-based Application Programming Interfaces (APIs).



## Event Registration

Need to register an event? Colorado Interactive created a free online event registration system, allowing you the ease and flexibility to set up your event in a matter of minutes. It provides the ability to register any free or cost-based event and lets you track attendance and revenue.



## Custom Application Development

Do you have a vision for an online application? Colorado Interactive can help you realize that vision. We will work with you to design and build your custom online application, allowing your customers 24/7 access to your services.



## Marketing and Promotion

Partnering with Colorado Interactive gives you access to a marketing team that can assist you with targeted marketing campaigns, access to our media channels, and support to help raise awareness and drive adoption of your services and website.

To work with Colorado Interactive or to get more information about our eGovernment solutions, please visit us at [www.colorado.gov/ciservices](http://www.colorado.gov/ciservices). ■

# INSIGHTS

INSIGHTS is published by Colorado Interactive.

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