



**CITY COUNCIL EXECUTIVE COMMITTEE MEETING
CITY COUNCIL CHAMBERS, THIRD FLOOR, CITY HALL,
#1 CITY HALL PLACE, PUEBLO, COLORADO 81003.**

**MONDAY, AUGUST 26, 2024
5:30 PM**

Individuals Requiring Special Accommodations Should Notify the City's ADA Coordinator at (719) 553-2295 by Noon on the Friday Preceding the Meeting.

Executive Committee meetings are special meetings of the City Council and are informal Council meetings for the purpose of receiving information and discussion among Council Members; no official action is taken at such meetings. The public is invited to attend, but public comment is generally not received unless otherwise noted.

Agenda

CALL TO ORDER

PRESENTATIONS

- | | |
|--|-----------|
| A. CITY UPDATE | 5:30 p.m. |
| Brian McCain, Chief of Staff | |
| 5 minute presentation | |
| B. PUEBLO OPPORTUNITY PROJECT PLAN | 5:35 p.m. |
| Salvador Acuna - Co Create | |
| Denise Atkinson-Shorey - e-luminosity | |
| 20 minute presentation | |
| C. CONFLICT FREE CASE MANAGEMENT SERVICES | 6:05 p.m. |
| Stephanie Garcia - The Arc of Pueblo | |
| Colleen Batchelor - The Resource Exchange | |
| Nancy Vigil - The Resource Exchange | |
| 20 minute presentation | |

ADJOURNMENT



**Pueblo Opportunity Project:
A Plan for Broadband Connectivity,
Digital Equity, Digital Inclusion
and Digital Literacy**

CoCreate, LLC

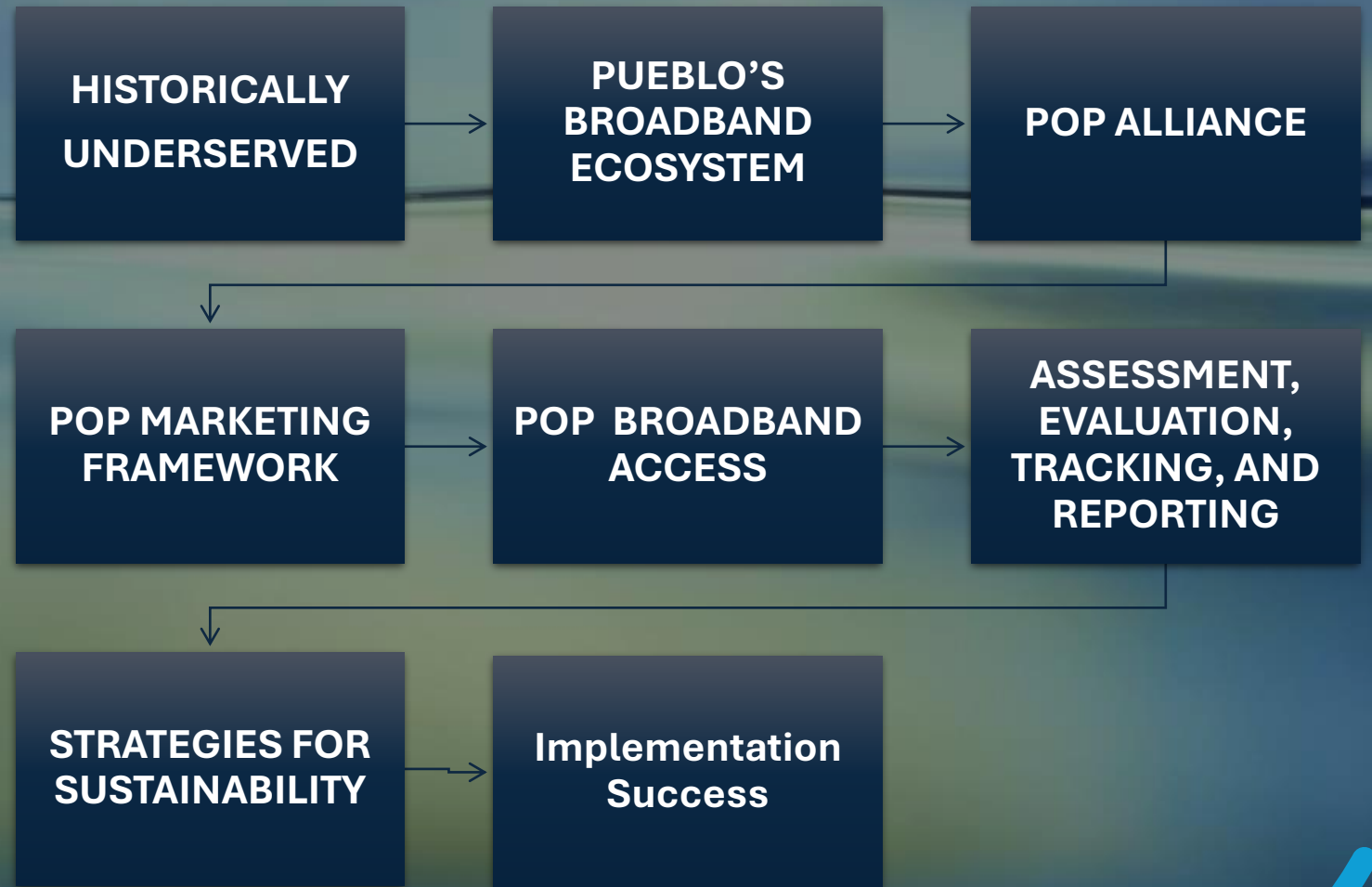


Pueblo Opportunity Project

The Pueblo Opportunity Project (POP) purpose is;

- to provide robust, reliable, affordable Internet access to every home in Pueblo for now and in the future;
- encourage the development of programs and resources to support the Broadband, Digital Equity, Inclusion, and Literacy needs for Pueblo neighborhoods to thrive.

POP: A Plan for Broadband Access Digital Equity Inclusion and Literacy



City of Pueblo Broadband, Digital Equity, and Inclusion Ecosystem Logic Model

Broadband Ecosystem/Resources/Inputs Government and National Association:

- Federal:** NTIA, FCC, EDA, NDIA, SHLB, Institute for Self-Reliance, and Benton Foundation
- State:** Colorado Broadband Office, Office of the Future of Work
- Local:** City of Pueblo, Pueblo County, and Pueblo West Metropolitan District

Education:

- CSU – Pueblo, Pueblo Community College, Dist. #60, Dist. 70, Chavez Huerta Academy, and GlobalEd Solutions.

Private/Providers

- Century Link, Comcast, SECOM, Highline, Underline, Intrepid. Latino Chamber of Commerce, Pueblo Chamber of Commerce, and PEDCO

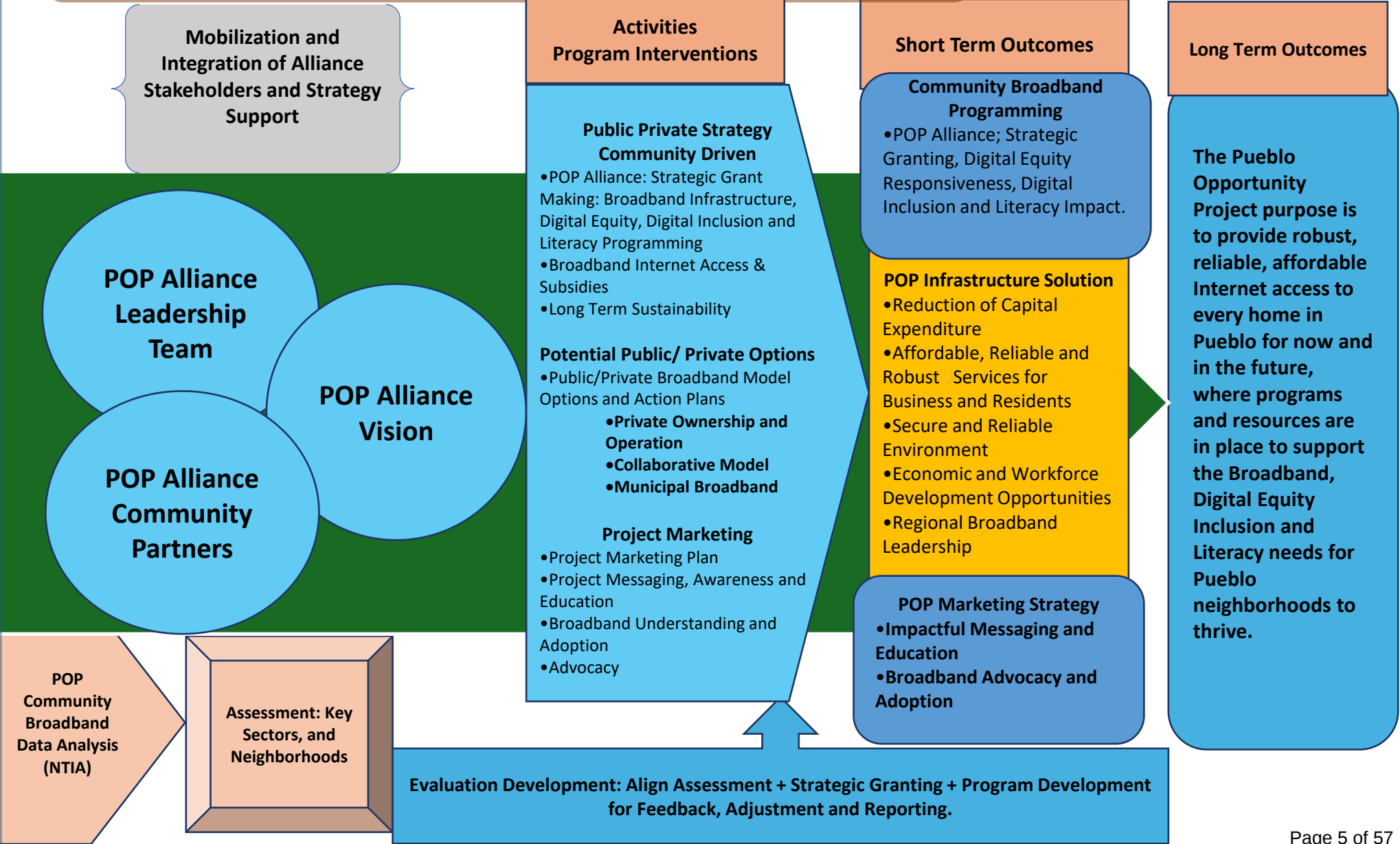
Public:

- Pueblo Housing Authority, SCEDD, Rawlings Foundation, Caring for Colorado “Packard Fund,” Watertower Place, Action 22, Pueblo’s Future is Better Together, and PHEF

Community Based Organizations

- NeighborWorks, Eastside Action Team, LA Gente Sports.

**Including but not limited to the above-mentioned organizations*





Aligning The POP Ecosystem

Components of the POP Broadband Ecosystem

A strategic approach to solving the Digital Divide in Pueblo by addressing all components needed for successful and long-term Broadband Adoption.

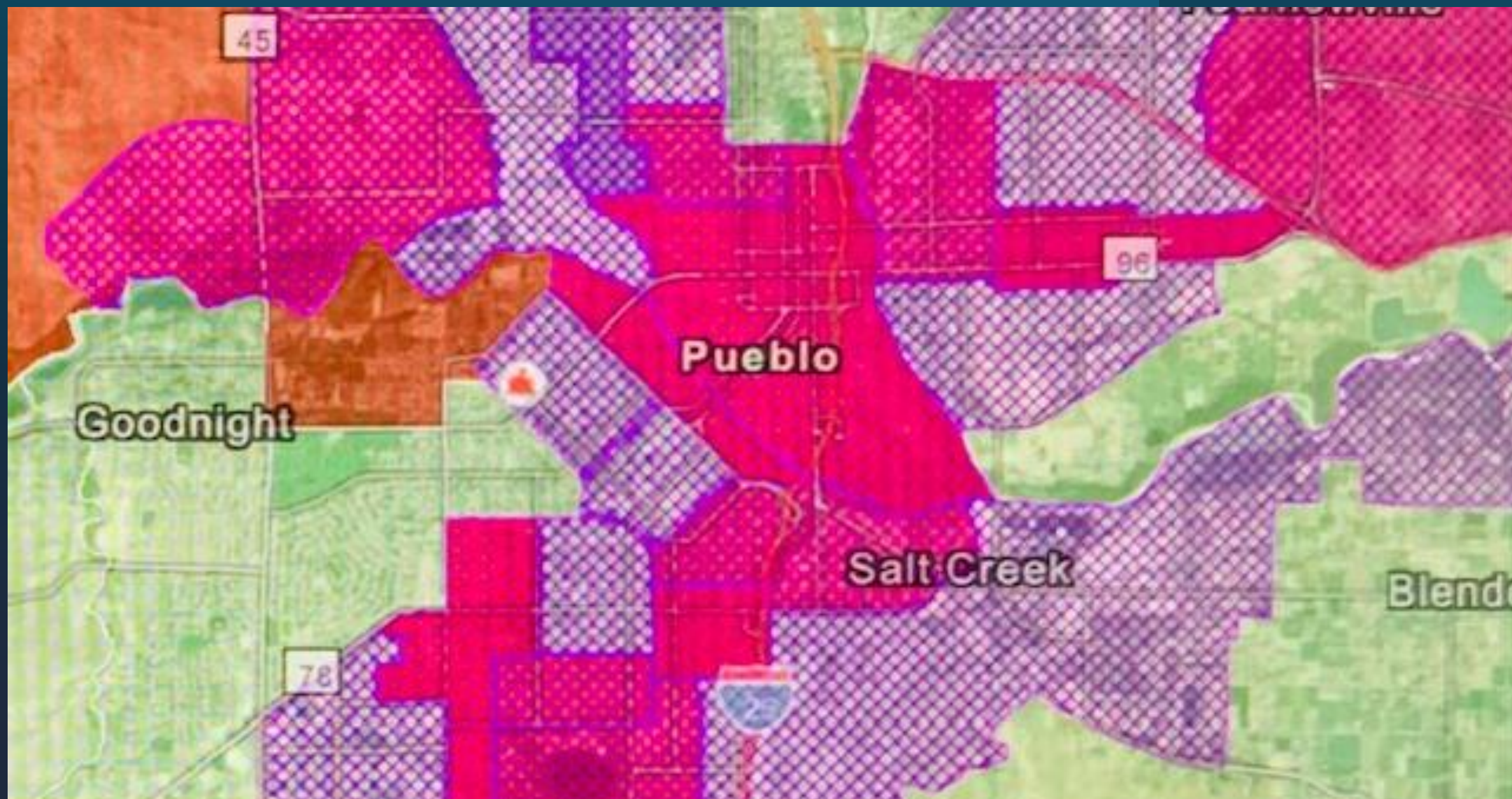
- **Infrastructure**-- ensuring adequate backhaul, middle mile and last mile connections to every residence and business in the city.
- **Digital Equity**--all individuals and communities will have the information technology capacity needed for full participation
- **Digital Inclusion**-- activities necessary to ensure that all individuals and communities, have access to the Information and Communication Technologies available through robust internet connections
- **Digital Literacy**-- ability to use information and communication technologies to find, evaluate, create, and communicate information,
- **POP Marketing**—outreach and awareness activities to communicate POP programs and opportunities to residents and businesses in the city
- **Sustainability**—ensuring the long-term viability of the Alliance and the programs developed including a plan to evaluate, review and revise for relevance as the technology world changes.



Historically Underserved

Lower income areas of Pueblo have historically had poor- or no- connectivity to the Internet. The following household's data clarifies the need for affordable, reliable, and abundant Internet services;

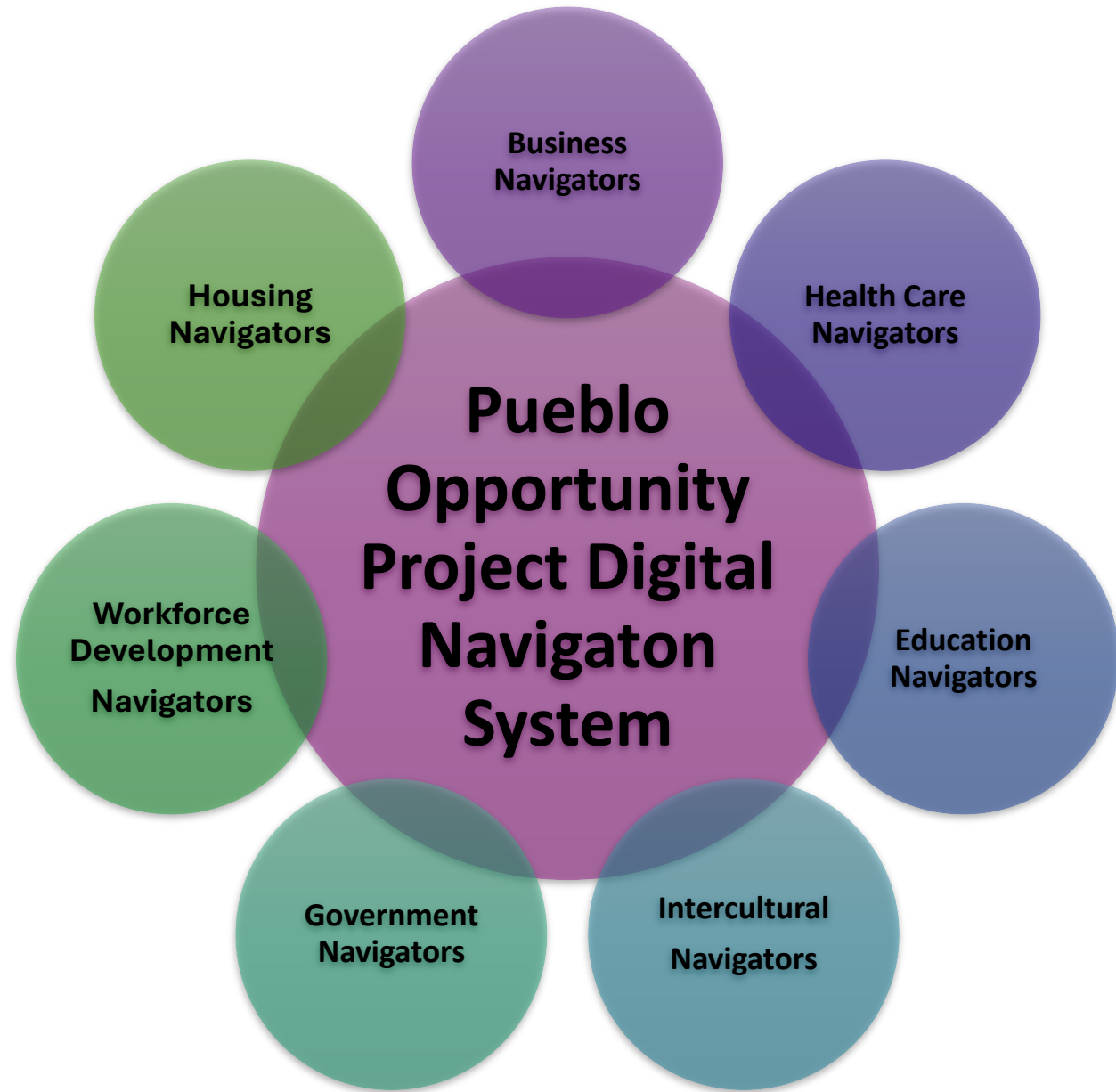
- According to United States Department of Commerce, National Telecommunications and Information Administration, Indicators of Broadband Need Map; 36 US Census Tracts in Pueblo are underserved, with a population of this area is 99,432, which is 87.4% of the total population of the city of Pueblo (pop. 113,633)
- 26.01% of residents have no Internet connection and 17.48% are without a computer, smart phone, or tablet, highlighting the need for devices.
- With a poverty rate of 24.4%, highlighting the need for affordable Internet access.
- 79.92% of the students in Pueblo City Schools (District #60) are on free or reduced lunch.
- According to NDIA 2019 Worst Connected Cities in the US Pueblo ranks 82 out 100 of the worst broadband connected cities in the country.



Pueblo Opportunity Project... “Alliance”



POP Digital Navigation System



Digital Literacy and Devices

<u>Essential Computer Skills</u> • Basic Computer Skills • Internet Basics • Using Email • Windows • Mac OS	<u>Essential Software Skills</u> • Microsoft Word • Microsoft Excel • Microsoft PowerPoint • Google Docs • YouTube	<u>Technology in Daily Life</u> • Social Media • Homework Assistance • Supporting K-12 Distance Learning • School Platforms
<u>Government Agencies</u> • Voter Registration • Public Health • Social Science Research • Government Programs	<u>Business Applications</u> • Career Search Skills • Company Searches • Economic Research • Employment Opportunities	<u>Health Care Applications</u> • Accessing Health Plans • Navigating Online Health Check Ups • Drug Prescriptions
<u>Entertainment Applications</u> • Video Gaming • Movies/Music • Navigating Arts, Museums, Plays • News Sources	<u>Advanced Computer Skills</u> • Using Computer Animations • Website Creation & Development • Creating Content • Editing Content	<u>Commerce: Buying/Selling</u> • Online Banking • Amazon Online Shopping • Business Reviews • Real Estate • Credit Reports

Device Refurbishing Center

Description: The Pueblo Opportunity Project in collaboration with local refurbishing Center Initiative and will explore the creation of a sustainable device ecosystem to ensure every Pueblo and southern Colorado resident who needs a computer is able to access one. With a focus on not served and underserved Pueblo/Southeastern Colorado area. The development of the Center Model for device refurbishing and distribution will be a partnership approach with the education community of our region. This would include the development of refurbishing and technical support training programs to support career advancement in IT as well as offer device refurbishment services to a community.

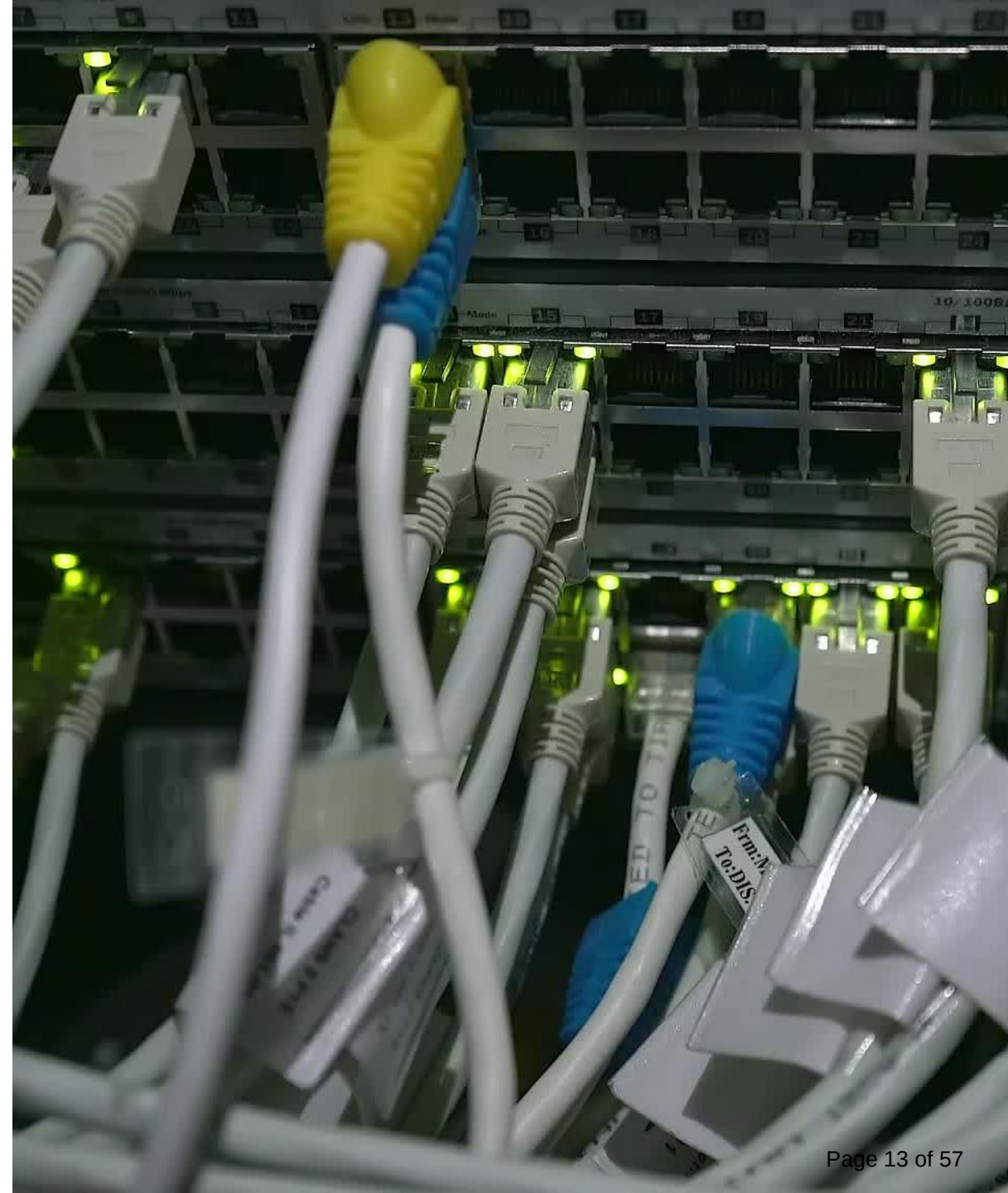
Affordable Connectivity Program: “Pueblo Broadband Ahora” Proposal to FCC

Recently completed proposal to FCC’s Affordable Connectivity Grant Program on Jan. 9, 2023

Program Goal: Facilitate the promotion of the Pueblo Broadband Ahora Program in order to increase awareness of and participation in the ACP among eligible households in not served and underserved neighborhoods in Pueblo Colorado

Program Objectives:

- Collaborate to expand and support diverse and impactful outreach efforts in the not served and underserved neighborhoods in Pueblo Colorado nationwide;
- Strengthen outreach partner network organizations in the Pueblo Community, statewide and nationally by empowering them to mobilize people and organizations to help raise awareness about the ACP to eligible households; and
- Increase ACP enrollment as a result of ACP Outreach Grant Program funded activities.





Strategic Granting

Strategic Granting Strategy allowing many organizations and programs to work together in a cohesive and collaborative way there by reducing duplication and expense and increasing services and opportunities.

- **Matching grant requirements with the best applicant for a successful award.**
- **Working together in partnerships to reach goals of the funding agency and the goals of the partnership organizations.**
- **Aligning planning, partnership organizations and funding sources including federal, state, and local grants, philanthropic groups and private funding to maximize opportunities.**

Strategic Granting

Strategy: Develop and implement “The Alliance” Strategic Granting Strategy to address unserved and underserved populations and households.

- Key Activity: Position the community of Pueblo for success to obtain Federal, State, and philanthropic resources by identifying funders of broadband, digital equity, inclusion, and literacy



Strategic Granting

Alliance Granting Targets:

Digital Equity Competitive Grant Program

- 1.25 Billion available
- Proposal due September 23, 2024

BEAD: Broadband Equity Access and Deployment:

- 42.5 Billion nationally
- 824 million to allocated to Colorado, fall 2024
- Avanzar Legacy Project, Public Private Partnership



POP Advocacy

Collective effort to achieve digital equity, inclusion and literacy goals.



POP Alliance Structure

Community

"The Focus"

Members

"Knowledge Powerhouse"

Taskforce

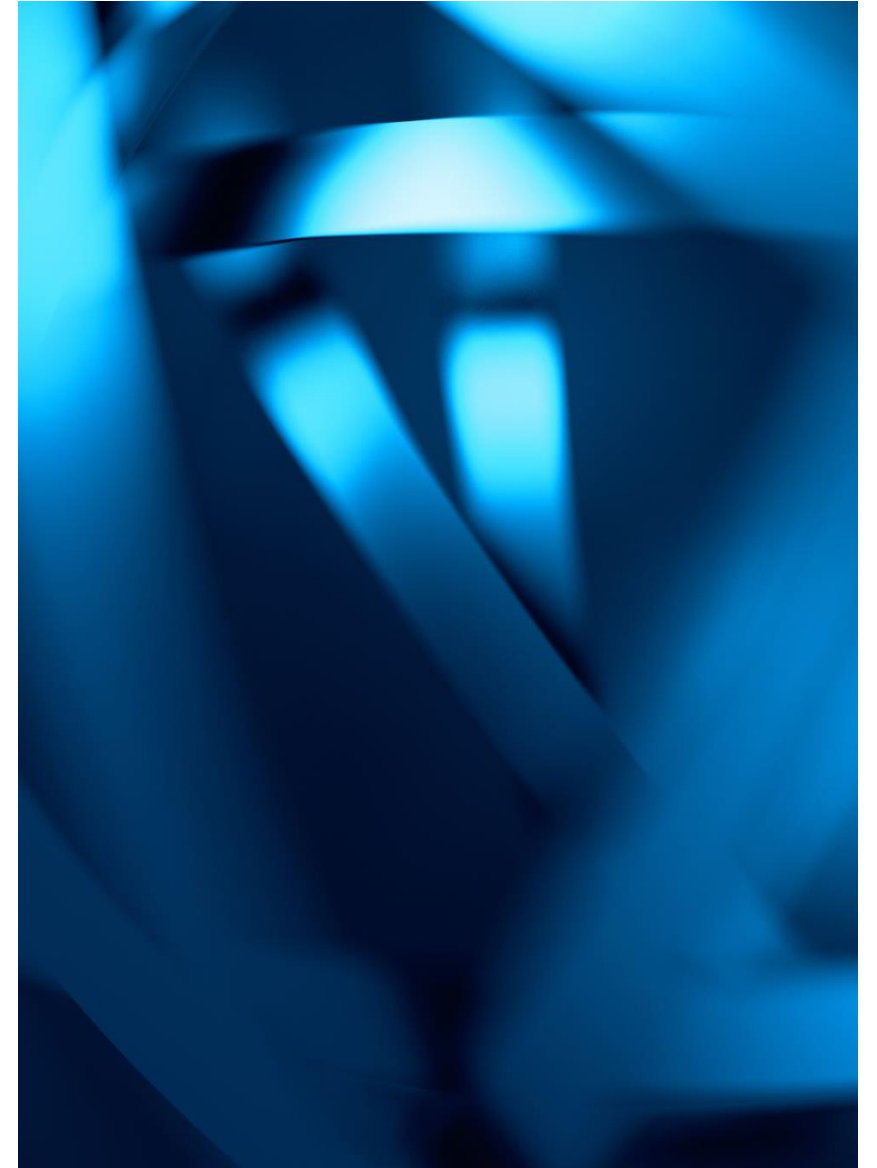
"Teamwork"

Steering

"Strategic Leadership"

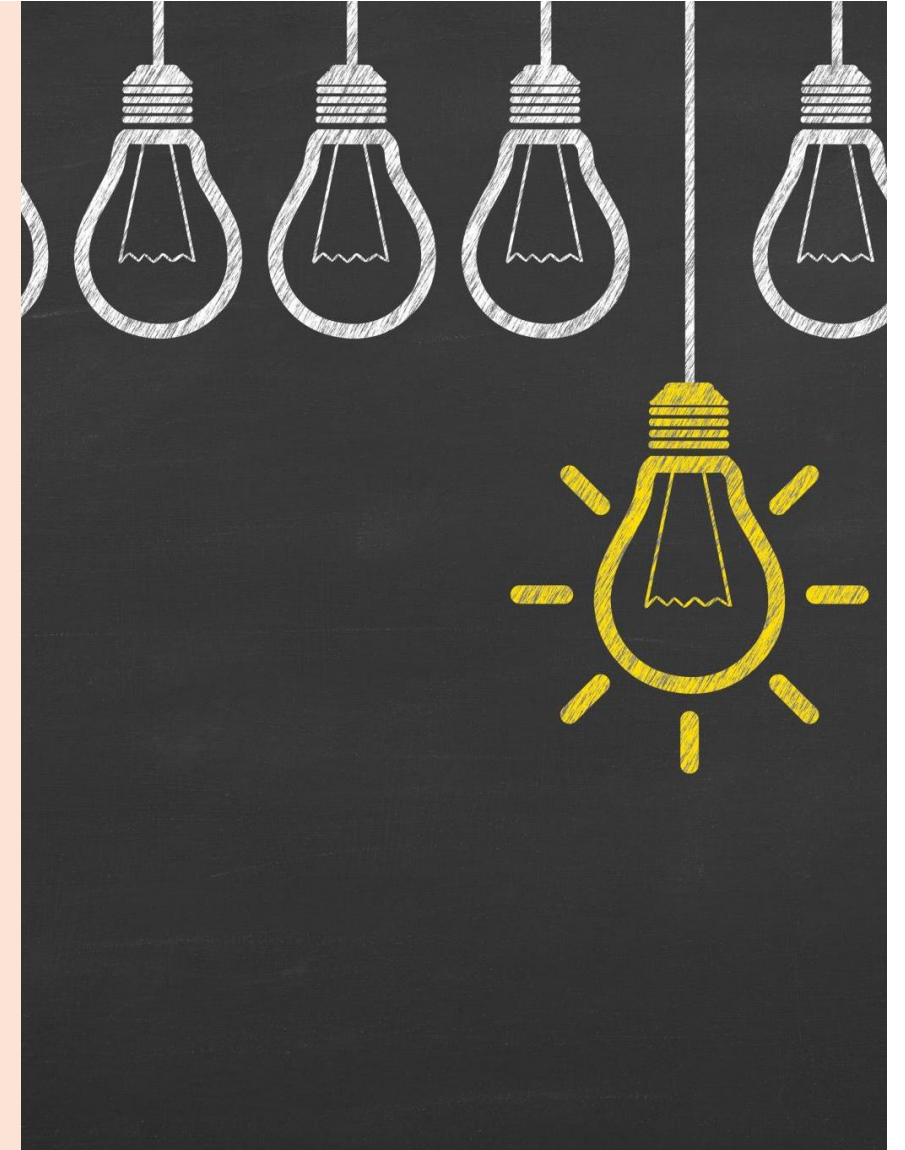
Backbone

"Organizational Support"



POP Marketing Strategy

The focus of the Pueblo Opportunity Project marketing strategy is to educate and promote the Pueblo Opportunity Project program efforts of digital equity, inclusion, literacy, advocacy, and broadband technology adoption; and impactfully communicate the value of Public Private broadband solutions to the community of Pueblo.



Pueblo Opportunity Project “POP” Strategic Marketing Framework

Market Research and Environmental Scanning: Associations and Content Resources:

- NTIA
- Harvard Business Review
- NDIA
- City of Pueblo
- SMART CITIES DIVE
- SHLB.org
- Institute for Self-Reliance
- Benton Foundation
- Providers

Co Create Methodologies:

- Public Private Leadership
- Co Create Community Network Solutions
- Project Facilitation and Management
- Broadband Digital Equity, Inclusion, & Literacy
- Strategic Marketing

Networks and Alliances:

- NTIA
- NDIA
- Hispanic Chambers of Commerce
- Colorado Broadband Office
- Colorado Educational Broadband Coalition
- Colorado Office of Future of Work
- National League of Cities

“POP Branding”

- Brand Creation
- Brand Alignment and Positioning
- Value Proposition

POP Marketing Communication Center:

- Database
- Content Creation
- Website
- Analytics
- POP Knowledge Center
- ACP Adoption Rates

Outbound Marketing and Messaging

Social Media

- Facebook
- Twitter
- Instagram
- LinkedIn
- WhatsApp
- YouTube

E-mail/Text Strategy

- CSU Pueblo
- PCC
- Pueblo Chamber
- Latino Chamber
- CBO Specific Targeted Databases
- HIS Database Channels
- Others

On-line Management Systems:

- Hootsuite
- Mailchimp

Messaging and Advocacy Channels:

- Education
- Business,
- Government
- Workforce
- Healthcare
- Intercultural

Ecosystem Impacts and Outcomes

36 Targeted Census Tracts: Residents, Students, Neighborhoods and Households

- Community Anchors
- CBO's: La Gente, Eastside Action Team,

Education Sector

- CSU Pueblo
- Community Colleges
- Dist. 60 & 70
- Charter Schools
- Online Schools

Community Sectors

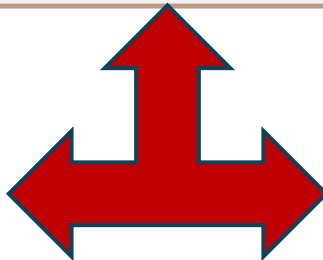
- State Gov.
- City of Pueblo
- Pueblo County
- Health Care
- Workforce
- Pueblo Housing Authority
- Business

Providers and Community Leadership

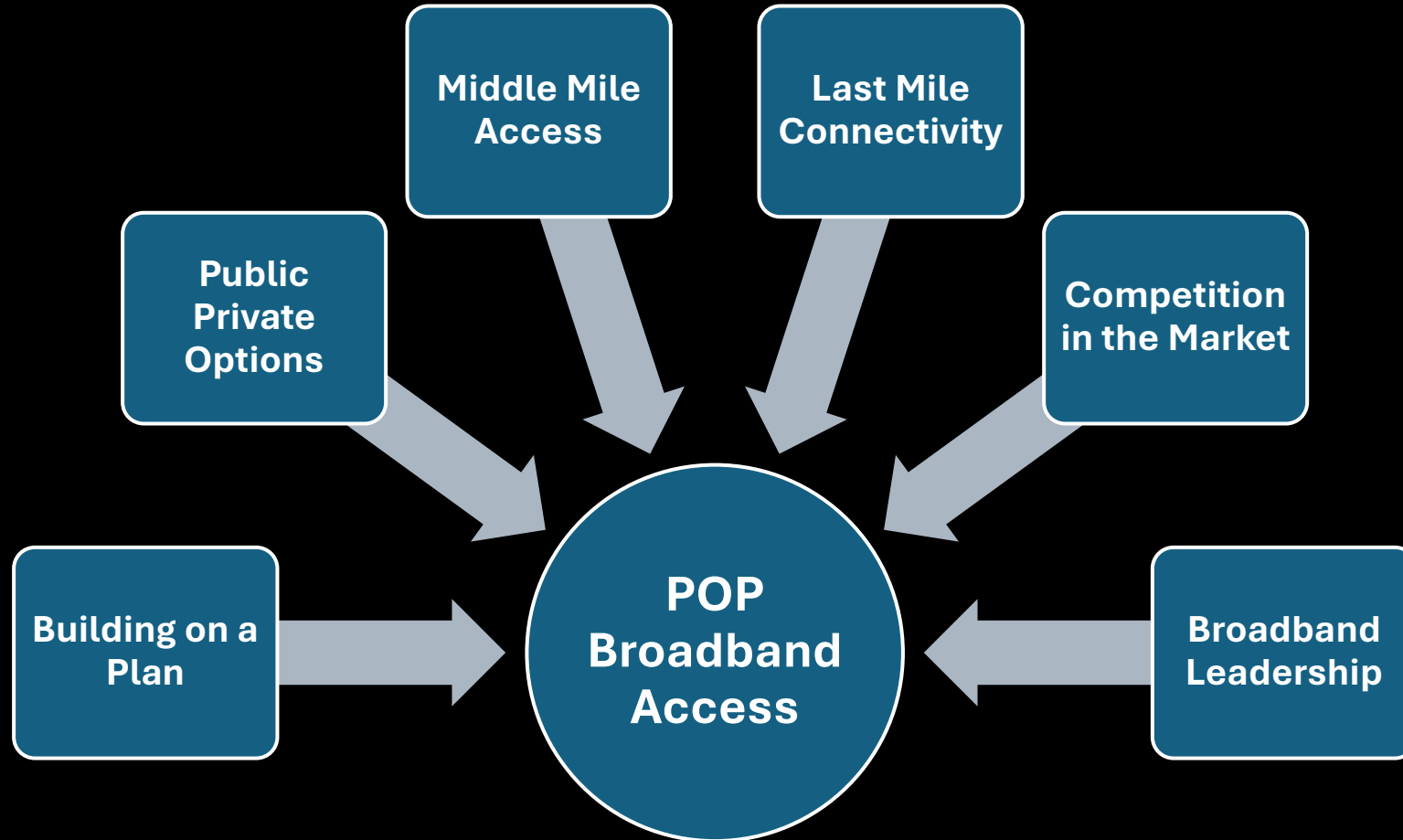
- Industry Thought Leaders and Decision Makers
- Elected Officials
- Funders: Federal, State and Regional

Pueblo Opportunity Project Marketing Management:

- Mkt. Research and Environmental Scanning
- Social Media, E-mail, Online Mgmt. Systems, and Impacts
- Brand Alignment
- Communication Center/Analytics



POP Broadband Access



Building on a Plan

- Existing Fiber in the City
 - City Fiber
 - School District Fiber
 - Service Providers
- Mapping Connectivity
 - FCC Maps
 - State Broadband Office Maps
 - Research and Data
- Projects underway—see next slide



Projects Underway

Adelante Connect -- NTIA/CMC

Broadband Ahora -- FCC

Avanzar Legacy Project -- NTIA BEAD

Intrepid Middle Mile Build – NTIA Middle Mile

T-Mobile T-Fiber to the Home -- Private Equity

Comcast Upgrade -- Private Equity

City Fiber -- City Funded

School District Erate -- Erate

Public Private Options

Benefits of a public-private partnership (PPP) for a city-wide broadband network include:

- Leveraging the strengths of both the public and private sectors to achieve common goals.
- The private sector can bring in capital and expertise to build and operate the network, while the public sector can provide funding and regulatory support.
- The private partner can bring in cost-efficiency and innovation to the project.
- PPPs can increase the speed of deployment and reduce costs.

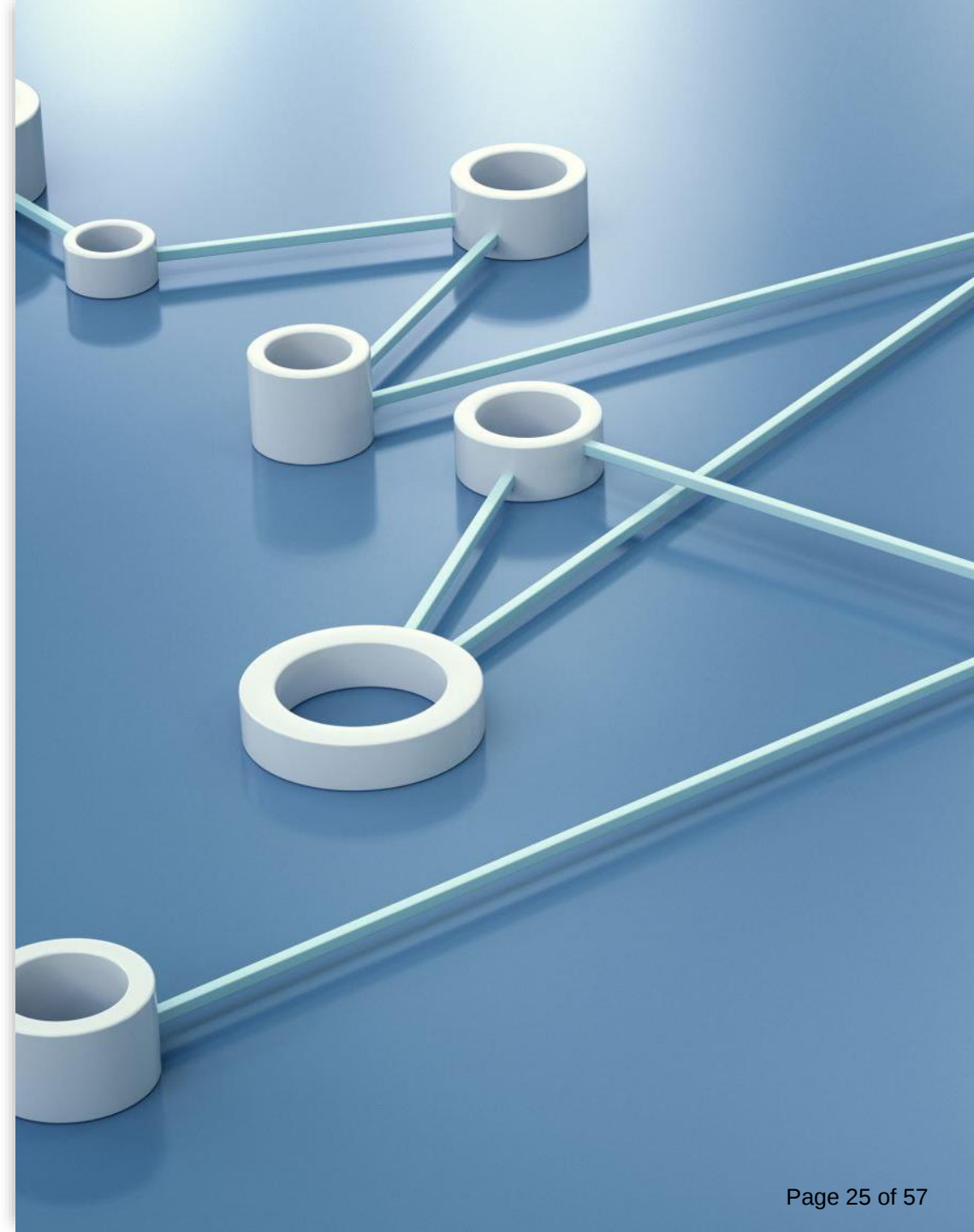
Challenges of a public-private partnership for a city-wide broadband network include:

- It can be difficult to establish clear roles and responsibilities between the public and private partners.
- The private partner may prioritize their own financial interests over the public interest.
- PPPs can be complex to set up and manage and can require significant legal and financial expertise.
- Transparency and accountability can be an issue for public-private partnerships, as the public partner need to ensure that the private partner is meeting their obligations and fulfilling the terms of the contract.
- Potential for imbalanced power dynamic between public and private partners that can lead to exploitation.



Middle Mile Access

- Provide backup options for networks if one connection pathway fails.
- Support regional economic growth by connecting people to opportunities, jobs, and education.
- Attract and retain businesses; and ultimately enable many underserved areas to be better positioned for potential projects and programs.
- Ensure the network is designed for future growth and sustainability by sharing resources and reducing maintenance and operations costs.
- The Design of middle mile broadband should be climate resistant and resilient to elements like wind, lightning, tornadoes, tree falls, and any human intervention that would occur above ground.



Last Mile Connectivity

- Last Mile Connectivity is the link that makes internet real to households, community anchors and businesses.
- The past twenty years saw little or no change in the investment of broadband development in Pueblo.
- Research on broadband connectivity, using the NTIA's Indicators of Broadband Need map, showed there was a significant number of households in certain neighbors that were unserved or unserved.
- Broadband development has changed significantly in the past 18 months, several projects using private equity funds have begun.
- Ensuring completion of these project to all parts of the city is a must.
- Open Access - Carrier neutral partnerships for connectivity to households and businesses are a best practice

Competition in the Market

- Broadband Models
- Understanding the need for Competition
- Learning the Language --Take rates, Homes passed, IXP, and more
- Leveraging Partnerships with Providers and Community Anchors
- Blending Access and Equity to Achieve Best Practice



Broadband Leadership

- Leadership for Plan Implementation is essential.
- Strong emphasis on both Broadband Access and Digital Equity
- Local leadership with a strong understanding of regional and national programs, and expertise in broadband access and digital equity.
- Mobilization of the Alliance with strong local and regional involvement.
- Broadband funding will be at historic levels for the next five years.
- City of Pueblo needs to be the leader in region.
- Monitoring and Reporting Broadband progress in the city
- Leadership identified and in place by May 2024 or sooner



Pueblo Opportunity Project Strategy Map

Broadband

Middle Mile—Factors for Access Success

Strategy 10: Pueblo and southern Colorado needs to control its broadband middle mile destiny. The Middle mile broadband strategy and plan needs to be developed by Pueblo and the region.

Independent Broadband Access and Infrastructure Data, Tracking and Reporting

Strategy 15: Development of a strong, independent source of reliable data that can be used for funding and reporting on successful projects for the city, county, and southern Colorado region.

Last Mile—Factors for Access Success

Strategy 11: Last mile broadband access for over 42,000 households in the city of Pueblo (170,000 people in county of Pueblo).

Development of Public Private Partnerships, Strategy 9:

The Pueblo Opportunity Project will create an innovative collaborative environment to create Public Private Opportunities for broadband access and digital equity for long-term sustainability.

Competition is Needed in the Marketplace.

Strategy 12: Development of strong, independent data that can be used for funding and reporting on successful projects.

Building on a Plan,

Strategy 8: Identify a liaison between city, state, and national broadband work. The liaison will work to position Pueblo as an active participant sharing the Broadband Access, Digital Equity and Inclusion Vision needed to deliver internet access to communities and households.

Broadband Leadership Strategy

Strategy 13: Developing Pueblo as the broadband leader for the region.

Pueblo Opportunity Project (POP) Alliance

Strategy 1: Develop the Digital Equity and Inclusion Ecosystem for the community of Pueblo.

POP Marketing Strategy

Strategy 7: Develop POP Brand and Implement a marketing strategy to educate the Pueblo community.

Digital Equity and Inclusion

POP Digital Device Refurbishing Center, Strategy 3: Work in collaboration with local efforts GlobalTEch, Cyber Cube and other key stakeholders to develop a southern Colorado ecosystem of device refurbishing, technical support for devices, and recycling to increase device availability and affordability.

Strategic Granting, Strategy 5: Develop and implement the POP Strategic Granting Strategy to address unserved and underserved populations and households.

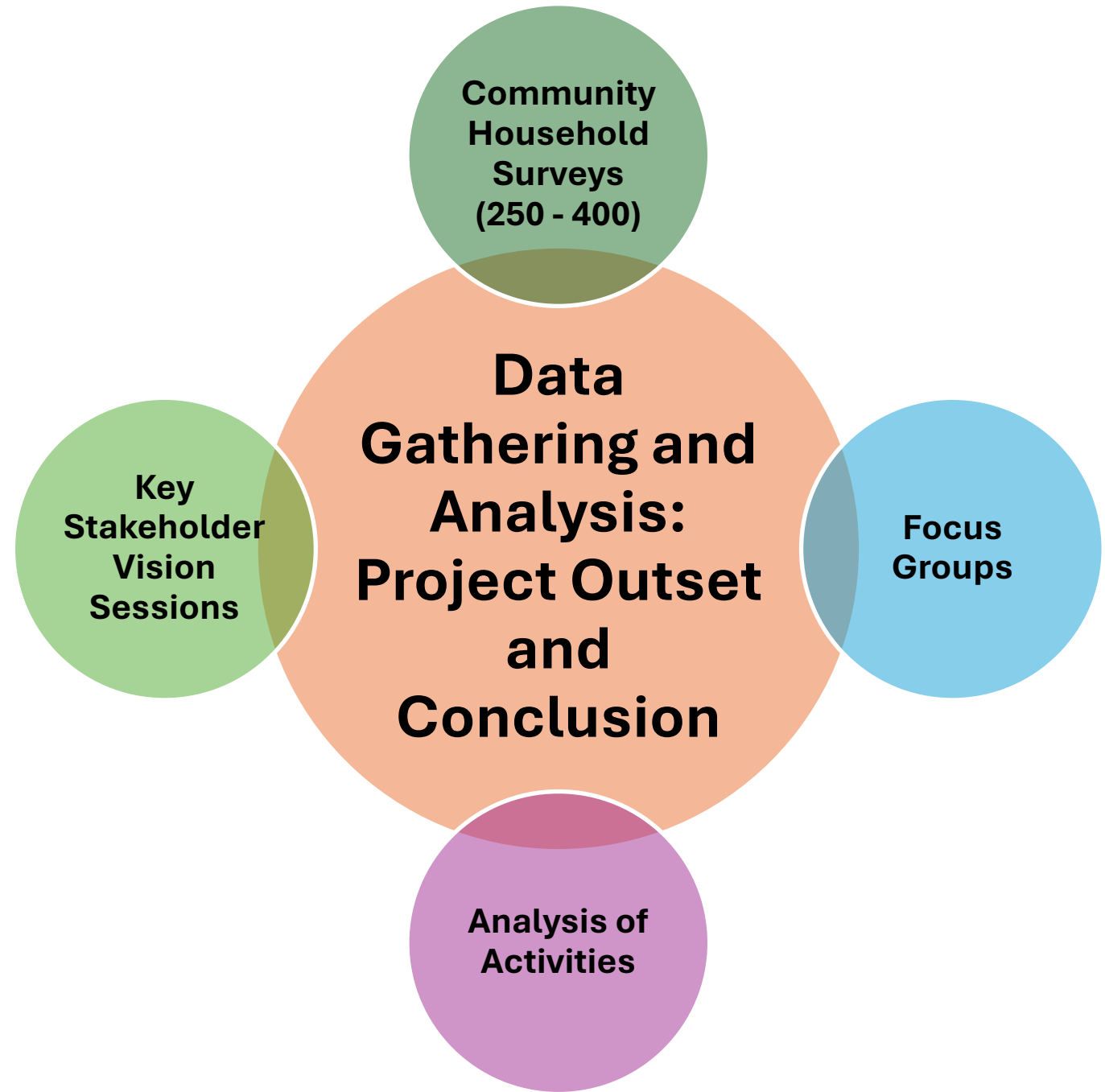
Internet Subscriptions/Affordable Connectivity Program (ACP), Strategy 4: Improve the affordability of home internet subscriptions by enabling the Affordable Connectivity Program, and continually advocate for affordability solutions of internet subscriptions.

POP Advocacy, Strategy 6: Develop a broadband and digital equity and inclusion advocacy mechanism for the community of Pueblo and southern Colorado.

Community Assessment Strategy 14: Conduct digital household assessment of City of Pueblo will focusing on households within the 36 underserved census tracts identified in the National Telecommunications of Broadband Need (NTIA) Indicators of Broadband Need data source.

POP Digital Navigation System, Strategy 2: Develop The POP Digital Navigation System, building upon existing initiatives and programs that build digital skills for the community of Pueblo.

**Assessment
and
Evaluation**



Implementation Success

- National collaborative organizations are: National Digital Inclusion Alliance (NDIA), Federal Communication Commission (FCC), Department of Commerce, United States Department of Treasury, Department of Agriculture, Institute for Self-Reliance, Schools Health and Libraries Broadband Coalition, and Benton Institute for Broadband Society.
- State of Colorado Organizations include Colorado Broadband Office, Office of the Future Work (Dept. Labor), Department of Transportation, Department of Local Affairs, Office of Economic Development, and International Trade (OEDIT), Colorado Educational Broadband Coalition, and the Governor's Office.
- Regional Planning and Partnerships are Colorado State University - Pueblo, Action 22 Broadband Committee, SCEDD, Pueblo County, Pueblo Chamber of Commerce, Latino Chamber of Commerce, Pueblo Economic Develop Corporation, PHEF, Pueblo's Future is Better Together, and over 30 additional Community Based Organization. Significant political support from Senator John Hickenlooper's and Michael Bennet's Office's.

Implementation Success: Creating Value

- Co Create completed the Community Broadband Analysis of 36 unserved and underserved program targeted census tracts highlighting the broadband connectivity issue, and developed a digital equity/literacy solution with digital navigator program support. Thus, providing a comprehensive market understanding of the underserved neighborhoods households in the community of Pueblo that are without internet, relying on unstable low bandwidth choices, and low digital literacy levels.
- Broadband and Digital Equity partnerships Colorado Broadband Office Broadband Plan, 826-million-dollar NTIA allocation. Funding opportunity projected opening in fall of 2024.
- Office of the future of Work, Digital Equity Committee, and Digital Equity Work Group, development of Colorado Digital Access Work Plan for the State of Colorado, 14 million allocation. Funding opportunity projected opening spring 2024.
- Positioning for submittal for NTIA Digital Equity Competitive Grant Program, 1.25 Billion , Proposal due September 23, 2024.



Implementation Success: Creating Value

- Co Create's community partnerships, outreach, and project enrollment of organizational networks for the pueblo Opportunity Project are already established, therefore being able to leverage a community network of over 35 organizations and their digital networks support which represent education, business, housing, underserved minority populations, libraries, and numerous community base organizations.
- Co Create has recently been recognized as an experts in Digital Equity Inclusion and Literacy at The Colorado Broadband Summit highlighting their work in the Pueblo community. CoCreate also presented in May 2023 on Digital Equity at the Broadband Communities Summit 2023 in Woodlands Texas; Washington DC SHLC Coalition, and presenting he upcoming NDIA Net Inclusion2024.
- Three grant proposals: FCC, Pueblo Broadband AHORA 300K, Pueblo Future is Better Together, Pueblo Digital Navigation System. Avanzar Legacy Project, proposal Capital Project fund Grant Program,15.5 million, September 2023.



Questions?

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Resources 1

- **A Colorado for All Requires Broadband Investment:** <https://www.benton.org/blog/colorado-all-requires-broadband-investment>
- **The Emerging World of Broadband Public-Private Partnerships: A Business Strategy and Legal Guide;** <https://www.benton.org/sites/default/files/partnerships.pdf>
- **Broadband Models for Unserved and Underserved Communities US Ignite;** https://www.us-ignite.org/wp-content/uploads/2020/07/USignite_Altman-Solon_Whitepaper-on-Broadband-Models_FINAL_7-9-2020.pdf
- **Pathways to Digital Equity: How Communities Can Reach Their Broadband Goals – and How Philanthropy Can Help** <https://www.benton.org/sites/default/files/pathways.pdf>
- **Accelerate A Community Broadband Planning Program;** <https://www.benton.org/sites/default/files/accelerate1.pdf>
- **The Era of Broadband Public-Private Partnerships: New Trends and Opportunities in the Era of COVID 19;** <https://www.benton.org/sites/default/files/eraofbbppp.pdf>
- **Common Sense Media Broadband Report:** Clark, K., Fazlullah, A., Garner, D., Golnabi, S., Hill, H., Kalmus, M., McQuiggan, M., and Salmirs, E. (2022). Closing the digital divide benefits everyone, not just the disconnected: An analysis of how universal connectivity benefits education, health care, government services, and employment. San Francisco, CA: Common Sense; https://www.common sense media.org/sites/default/files/research/report/2022-cs-bcg-closing-digital-divide_final-release-3-for-web.pdf
- **Problems of Broadband in America;** <https://ilsr.org/wp-content/uploads/2021/07/Problems-of-Broadband-072021.pdf>
- **Broadband study on speeds and cost The Markup;** <https://themarkup.org/still-loading/2022/10/19/dollars-to-megabits-you-may-be-paying-400-times-as-much-as-your-neighbor-for-internet-service#in-most-cities-poorer-neighborhoods-were-offered-worse-internet-plans-more-often>
- **Denver's low-income areas offered slower internet for higher costs;** <https://www.axios.com/local/denver/2022/11/02/denvers-low-income-areas-slower-internet-higher-costs>
- **National Digital Inclusion Alliance;** <https://www.digitalinclusion.org/>
- **Schools Healthcare and Libraries for Broadband,** <https://www.shlb.org>
- **What States Need to Know About Federal BEAD Funding for High-Speed Internet Expansion:** An overview of the Broadband Equity, Access, and Deployment Program's goals, requirements, and other considerations; <https://www.pewtrusts.org/en/research-and-analysis/issue-briefs/2023/01/what-states-need-to-know-about-federal-bead-funding-for-high-speed-internet-expansion>
- **Colorado Broadband Roadmap August 2022;** <https://drive.google.com/file/d/1dexRO7TJc3xQxTuxbmrRNjI9Do2TNNHJ/view>

Resources 2

- **World Bank's Broadband Strategies Toolkit: Promoting Broadband;** <https://ddtoolkits.worldbankgroup.org/broadband-strategies/building-broadband/promoting-broadband>
- [Internet Exchange Points: An Essential Infrastructure for Rural Broadband Initiatives | CENIC](#)
- **Digital Equity, Literacy, and Inclusion. The Office of the Future of Work. Colorado Department of Labor.** [Office of the Future of Work | Department of Labor & Employment \(colorado.gov\)](#)
- **Power Your Future with Intelligent Community Infrastructure. A full-service solution to deliver your open access fiber network.** [Underline: Intelligent Community Infrastructure](#)
- **Digital Equity Innovation In Action.** [Home \(digitalequityinstitute.org\)](#)
- **ACP Consumer Outreach Toolkit.** [ACP Consumer Outreach Toolkit | Federal Communications Commission \(fcc.gov\)](#)
- **Worst Connected Cities 2019, No Wire.** [worst_connected_v2 | Tableau Public](#)
- **Indicators of Broadband Need. NTIA Connecting Minority Communities.** [Sign In \(arcgis.com\)](#)
- **Connecting Minority Communities – Anchor Community Eligibility.** [Connecting Minority Communities Dashboard \(arcgis.com\)](#)
- **Broadband Equity Access and Deployment (BEAD).** [States | Broadband USA \(doc.gov\)](#)
- **What Is Your Business Ecosystem Strategy?** [What Is Your Business Ecosystem Strategy? | BCG](#)
- **What Is Digital Literacy? Discover Digital Literacy Courses and Resources.** [Digital Literacy courses, programs & resources | Microsoft Digital Literacy](#)
- **Increase Digital Equity for Your Constituents Through Digital Literacy!** [Home | Northstar Digital Literacy \(digitalliteracyassessment.org\)](#)
- **Colorado Broadband Office.** [About the Colorado Broadband Office | Colorado Broadband Office](#)
- **Bridging Broadband to your Community.** [All-in-One Guide for Bringing Broadband to Your Community - Commonwealth of Virginia.pdf](#)
- **Connecting Philadelphia, 2021 Household Internet Assessment Survey.** [Connecting-Philadelphia-2021-Household-Internet-Assessment-Survey.pdf](#)
- **The broadband gap's dirty secret: Redlining still exists in digital form.** [The broadband gap's dirty secret: Redlining still exists in digital form - CNET](#)
- **Public Infrastructure/Private Service: A Shared Risk Partnership Model for 21st Century Broadband Infrastructure.** [PPP3_final.pdf \(ctcnet.us\)](#)
- **The Digital Inclusion Startup Manuel. National Digital Inclusion Alliance.** [The Digital Inclusion Startup Manual.](#)
- **Seattle Digital Equity Initiative: Digital Skill Sets for Diverse Users.** [Seattle Digital Equity Initiative Digital skill sets for diverse users A comparison framework for curriculum and competencies](#)

Resources 3

- **Broadband Models for Unserved and Underserved Communities** (US Ignite, Altman Solon 2020) . https://www.us-ignite.org/wp-content/uploads/2020/07/USIgnite_Altman-Solon_Whitepaper-on-Broadband-Models_FINAL_7-9-2020.pdf
- **A Colorado for All Requires Broadband Investment.** Benton Foundation: Digital Beat, 2022 <https://www.benton.org/blog/colorado-all-requires-broadband-investment>
- **Digital Inclusion Start-Up Manuel.** National Digital Inclusion Alliance. [The Digital Inclusion Startup Manual](#)
- **Closing the Digital Divide Benefits Everyone, Not Just the Disconnected** An analysis of how universal connectivity benefits education, health care, government services, and employment. Common Sense Media and Boston Consulting Group, 2022, https://www.common sense media.org/sites/default/files/research/report/2022-cs-bcg-closing-digital-divide_final-release-3-for-web.pdf
- **Assessing The State of Digital Skills in the US Economy.** [Assessing the State of Digital Skills in the U.S. Economy | ITIF](#)
- **Digital Literacy Training.** [Digital Literacy Training Toolkit - Community Learning Network](#)
- **K-12 Digital Infrastructure Brief: Adequate and Future Proof.** U.S. Department of Education, 2023, https://tech.ed.gov/files/2023/08/FINAL_Adequate_FutureProof.pdf
- **What is Broadband?** Connected Nation, 2023, https://ConnectedNation.org/What_is_broadband.pdf

Presenters

Stephanie Garcia, Executive Director

Arc of Pueblo

Colleen Batchelor, CEO

The Resource Exchange

Nancy Vigil, Director of Navigation and Quality

The Resource Exchange



The Resource Exchange





Empowering PEOPLE.
Strengthening FAMILIES.
Building INCLUSIVE COMMUNITIES.

tre.org

PUEBLO COUNTY: TRE will assume case management for Pueblo County March 1, 2024

What is a Case Management Agency?

TRE was designated as one of 20 [Community Centered Boards \(CCB\)](#), in Colorado in 1964 to support access to and coordination of Long-Term Care services for people with intellectual and developmental disabilities in El Paso, Park, and Teller counties.

In 2019, TRE also assumed [Single Point Entry \(SEP\)](#) responsibilities and now administers all of Colorado's Long-Term Care Medicaid waivers for El Paso, Park, and Teller counties.

In 2023, TRE was awarded [Case Management Agency \(CMA\)](#) contract for El Paso, Park, and Teller counties, combining the CCB and SEP responsibilities.

March 1, 2024, TRE was awarded the CMA contract for Pueblo County.

By bringing all waivers under a single agency, we believe we can achieve greater efficiencies and provide conflict-free case management.

Arc of Pueblo



*For people with intellectual
and developmental disabilities*

Who Are We?

Local chapter of the Arc of Colorado and part of the Arc of the United States.

We are an independent 501(c) 3 non-profit organization

Established in Pueblo in 1957

The Arc is known as the largest national community-based organization advocating for and serving people with intellectual and developmental (I/DD) disabilities and their families

We work to promote and protect those with I/DD and to actively support opportunities and philosophies that are inclusive and welcoming to all through community assist, public policy, educational advocacy and guardianship

What We Do

Community Assist

**Special Education
Advocacy**

Guardianship

Public Policy



Children's HCBS Waivers

Children's Extensive Services (CES)

Intensive behavior or medical needs

Must have developmental delay (0-4)

Must have developmental disability (5-17)

Risk of institutionalization

Children's Home and Community Based (HCBS)

Risk of nursing facility or hospital placement (birth to 17)

Children's Habilitation Residential (CHRP)

Risk of out of home placement (birth to 20)

Intellectual or developmental disability

Children with Life-Limiting Illness (CLLI)

Life limiting illness that cannot be cared for at home

Risk of institutionalization (Birth to 18)

Adult HCBS Waivers

Persons with Brain Injury (BI)

Age 16 and older with diagnostic code

Mental Health Supports (CMHS)

Age 18 and older with major mental illness diagnostic code

Complementary and Integrative Health (CIH)

Age 18 and older with spinal cord injury, multiple sclerosis, spina bifida, muscular dystrophy, cerebral palsy, inability to walk independently

Developmental Disabilities (DD)

24 hour support allowing them to live in the community

Elderly, Blind or Disabled (EDB)

Elderly person with functional impairment

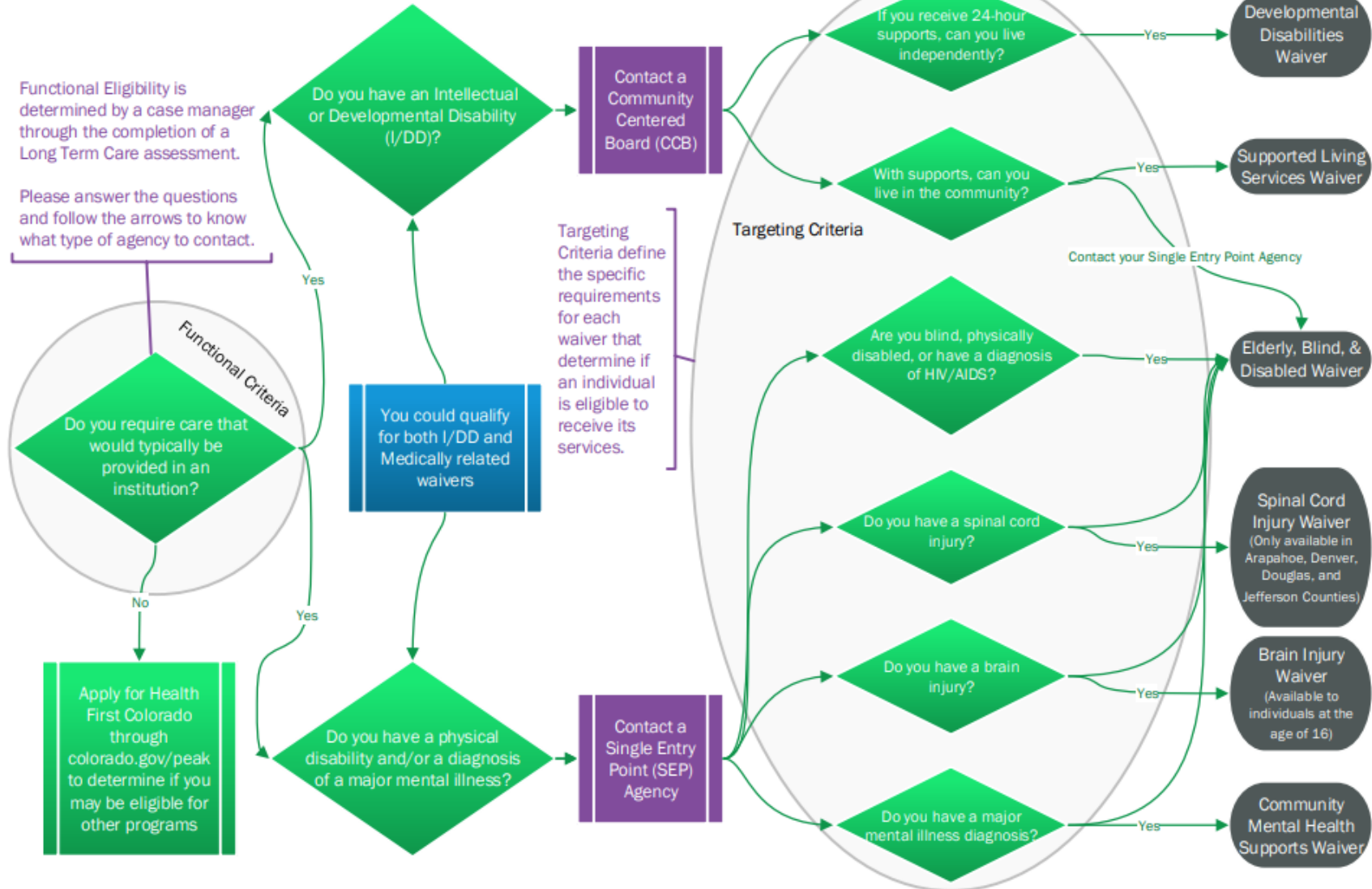
Blind or living w/ a physical disability (65 and up)

Supported Living Services (SLS)

Developmental disability that can living independently with limited supports or receive support from family

Choosing an HCBS Waiver for Adults

Note: Use of this chart does not determine, or guarantee in any way, waiver eligibility



—Prior to Case Management Redesign—

Colorado Bluesky Enterprises provided case management for all developmental disability waivers as a CCB in Pueblo County.

Pueblo County Department of Human Services provided case management for all other long-term services waivers as a SEP.



The Center for Medicaid and Medicare

**No wrong
Door**

**Conflict Free
Case
Management**

**Case
Management
for All
Waivers**



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Conflict Free Case Management



Perfect Storm

Depleted work force
(2020 – current)

Public health emergency
(PHE) unwind (2023)

Case Management
Redesign (2023-24)

Care and Case
Management System
release (7/1/23)

Perfect Storm

Delays in enrollment

System limitations
when transitioning
into the new waivers

Billing issues

Software problems

Significant workloads
for staff



Case Management Redesign - Request for Proposal for CMA Contracts

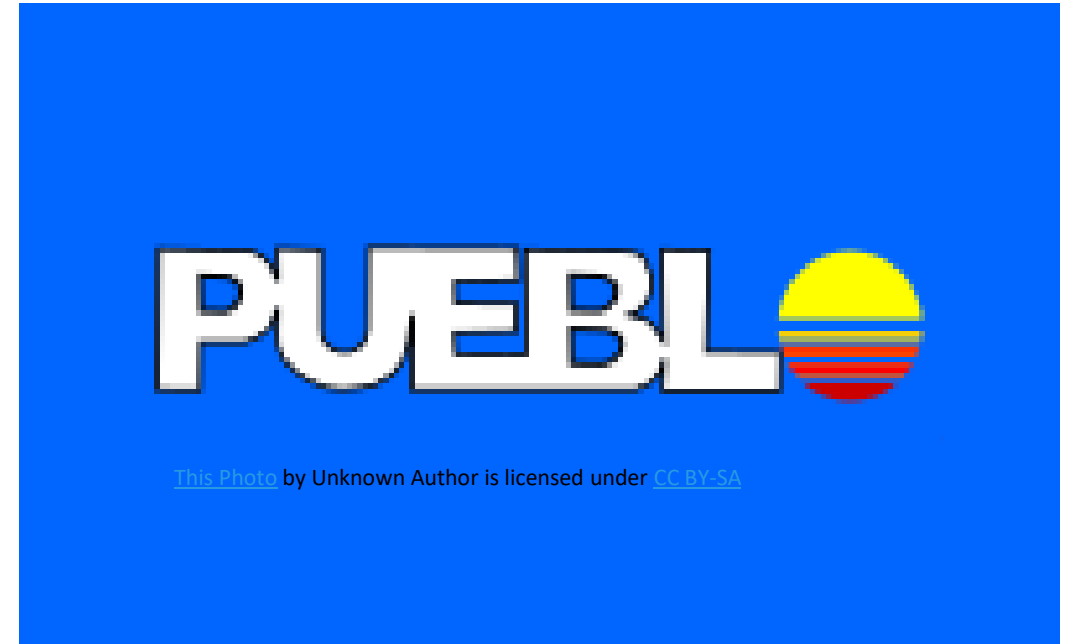
Phased implementation to align with federal conflict free rule

Phase 2 - March 1, 2024

TRE awarded contract for Pueblo County

CBE remained a provider of long-term care services, no longer case management

Pueblo County DHS subcontracting to deliver some case management responsibilities





Vision for the Future

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Questions