Bridging the Digital Divide

Expanding Broadband Infrastructure Throughout Colorado

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Introduction

In the small town of Delta on Colorado's Western Slope, students from outside of town park next to the local public library where the lights are left on at night so they can access the WiFi connection to do their homework. In Ft. Morgan on the Eastern Plains, a local dairy farmer has trouble paying her employees because she is unable to upload her payroll file through her internet connection. Local resorts in Buena Vista are losing customers because they can not offer the broadband connection out-of-town guests demand. These real-life stories illustrate how access to broadband technology in today's evolving digital world affects communities, residents and businesses. What was considered a luxury less than 20 years ago has become a necessity for individuals, communities and business to grow and survive in the twenty-first century. ***In essence, broadband has become an essential service***.

To keep pace with this exploding demand, the telecommunications industry has invested billions of dollars over the past several years in Colorado, and plans to continue investing in Colorado. While this tremendous investment has dramatically increased availability and capacity for a majority of Coloradans, some rural areas of the state remain without reliable broadband internet access. From economic development to education and healthcare, it is crucial that the digital divide between served and unserved communities is bridged to ensure that all communities in Colorado have the opportunity to participate in the digital world.

While the importance of broadband has become evident, a clear and practical definition of broadband is often elusive. Terms such as wired, wireless, 4G, LTE, DSL, cable, satellite and fiber all refer to various ways that broadband services are delivered to a home, business, community or device. ***Broadband is the always on, high-speed, digital connection (wired or wireless) from a home, business, device or other location to the public internet.***

Adequate broadband has become critical for almost every aspect of life. Colorado is not alone in addressing the challenges of the rapidly accelerating digital environment. However, one of our unique challenges in expanding broadband is that the natural beauty and open spaces drawing so many to Colorado also make it difficult to reach many communities. Additionally, with multiple technologies (e.g., wired, wireless, fixed wireless, microwave, satellite) converging into a complex solution, it is often difficult to plan and implement large-scale broadband infrastructure projects. In order to develop the necessary solutions for the state, the following questions must be understood:

1. *Why is there a broadband deficiency in parts of our state?*
2. *What are Colorado's overall goals for expanding broadband access and how do we get there?*

The purpose of this document is to address these questions from a statewide perspective. This challenge must be met with a collaborative and focused effort that understands the specific challenges within the state and develops unique solutions for Colorado. While the approach addresses the issue from a broader perspective, it is critical that local voices and needs are integrated into final solutions.

This paper will first go into more detail on the current digital environment and the impact of broadband service. It will then outline the perspective of the state on why this issue exists and establish our core principles. Finally, it will lay out a path forward that seeks to make our vision reality.

Colorado has a rich history of innovation and creativity. Over the past 20 years, the state has been at the forefront of the digital revolution, we intend to maintain and expand this position in order to foster further economic growth and innovation. To fully realize these goals, all stakeholders must come together and address this challenge to ensure we have broadband coverage and capacity throughout the entire state.

The boundaries between where we work, live and play have disappeared and our economy is more interdependent than ever. If we help ensure critical broadband infrastructure exists for all our residents and businesses, it will support an environment of opportunity that ensures Colorado will continue to grow and prosper.

The Current Environment

> **In 2012, mobile internet traffic alone was 12 times the total global internet traffic in 2000.**

Source: Cisco Virtual Networking Index: Global Mobile Data Traffic Forecast Update, 2012-2017

Demand for broadband internet access -- both fixed and mobile -- is growing exponentially and the telecommunications industry has responded accordingly by investing billions of dollars to update and expand their networks. Despite these investments, geography and population density continue to be significant barriers for service in the rural parts of our state. As a result, broadband connectivity in some areas of Colorado remains inadequate, unavailable, or unaffordable for many citizens, business or public services (e.g., education, health care). This leads to significant

challenges for individuals, communities and businesses in predominantly rural areas to keep pace with the ever-changing world. While some efforts to develop local and regional solutions have shown potential, the issue must also be addressed from a statewide perspective. Colorado is at its best when all regions of the state are working together to create a dynamic economic ecosystem that encourages all areas of the state to be investment ready. Companies are drawn to Colorado because we maintain a dynamic and diverse economy. Some examples of how broadband affects our economy and quality of life are the following:

- **Economic Development:** The Office of Economic Development and International Trade (OEDIT) has identified 14 key industries and 14 regions within the state (http://www.advancecolorado.com/key-industries) that are crucial to Colorado's growth, and each one relies on broadband connectivity. As the previous examples illustrate, these requirements are not just for urbanized centers. Rural Colorado has the opportunity to redefine what "Main Street USA" means by allowing their communities to tap into the opportunities of the digital economy.

- **Healthcare:** Telehealth and access to specialty care and services are reshaping modern healthcare. Online certification programs to increase the number of providers, especially in rural areas, can have a tremendous impact on a community. Additionally, specialty care which is often unavailable in rural areas can be offered through advanced online medical technologies.

- **Education:** As remote and distance learning become increasingly essential, especially for rural schools, broadband is becoming a necessity for quality education. Schools that do not have sufficient broadband will soon become outdated. Additionally, the standardized tests that all schools participate in will soon be 100% online, which will significantly increase the demand for broadband.

- **Government Services:** More and more government services rely on remote service delivery. From online drivers license renewal to managing social security benefits, a robust, reliable broadband connection is increasingly necessary for all citizens to engage their local, state and federal government. Perhaps most important among these services is a public safety network and the 9-1-1 network that connects citizens to first responders. As the technology our 9-1-1 network is based on changes, we must ensure communities continue to have access to reliable 9-1-1 services.

- **Personal Growth & Well-being:** Many Coloradans choose to live here because of the quality of life offered. Robust access to the internet is breaking down

boundaries between where people work and live and can increase the attractiveness of Colorado. The internet is rapidly becoming the primary mechanism for individuals to communicate and conduct business with one another globally. We must realize this need and continue to make our state attractive for individuals and their families.

Understanding the dramatic effect broadband has on our state is the first step, but the question remains: What is our goal? In developing a vision, it is important to understand that there are two equally important factors when discussing broadband, *coverage* and *capacity*. *Coverage* refers to the overall availability of broadband services (i.e., how many Coloradans have access to broadband). *Capacity* refers to the quantity of broadband available (i.e., the bandwidth). Comparing broadband to roads is useful when discussing capacity: does a community have a single-lane dirt road for broadband or do they have a 4-lane highway?   During the state's efforts to create the Colorado Blueprint, we asked local communities what the keys were for economic growth. Almost unanimously the issue of better (more robust coverage and capacity) broadband was laid out as a key requirement.

Based on this feedback and knowledge, the ultimate goal for this effort can be outlined in a straightforward, concise vision that captures what needs to be accomplished.

The Colorado Broadband Vision

All Coloradans have access to cost effective and reliable broadband services with the necessary coverage and capacity.

Colorado's Unique Challenge

To achieve our vision, the challenges before us must be understood. These challenges are not rooted in a lack of desire or effort, but rather the fact that the very geography and natural environment that make this state so unique also make it challenging to accomplish large-scale infrastructure projects. While similar challenges have been encountered with essential infrastructure, such as electricity and telephone service, there are some challenges that are unique to broadband. Here are a couple of the similarities:

- **Colorado's Terrain:** Our naturally rugged, beautiful and often protected terrain is extremely challenging for infrastructure projects. The gold standard for wired broadband connectivity is fiber-optic cable. In order to reach many communities in Colorado, we must find solutions to physically link them over remote areas (such as Wolf Creek or Independence Pass) which are not accessible during parts of the year. When it comes to wireless broadband, the difficulty often rests in where to place the crucial infrastructure, (e.g., towers) that is practical, protected from extreme weather, and is technically and environmentally sound.

- **Population Density:** For any business, you need customers to offset your initial investment. The more customers you have, the less you need to charge for your product or service. In the telecommunications industry, economies of scale allow for significant initial investments in networks where a certain population exists to offset the costs. It can take significant capital resources to reach many Colorado communities whose potential customer base is often not large enough to cover the capital and ongoing costs of providing service. In many cases, without substantial offsets or incentives, these residents must pay huge monthly costs or settle for limited services. With Colorado's widely dispersed population, there is a significant number of low-density areas that may require assistance to address limited broadband connectivity.

> **According to the 2010 US Census, 86% of Coloradans live in urban areas, which constitute 1.5% of the land. This means that the approximately 700,000 rural residents are spread over 98% of the state. This equates to a rural population density of 6.8 people per square mile, one of the lowest in the country.**

In addition to these historic challenges, broadband connectivity brings its unique challenges as well.

- **No clear-cut benchmark speed for broadband:** In comparison to electricity or telephone service where there was a single standard established, broadband has no agreed-upon standard for speed or a standard delivery mechanism. For example, the National Telecommunications and Information Administration (NTIA) has stated that the minimum speeds for broadband are 768 kilobits per second (kbps) download and 256 kbps upload. Meanwhile, the Federal Communications Commission (FCC) has stated the goal should be 4 Megabits per second (Mbps) download (an increase of over 5x) and 1 Mbps upload. Furthermore, because of this lack of uniformity among standards, providers will market certain product speeds or enhancements (e.g., "4G") that have different definitions with regard to speeds and capabilities. This makes planning difficult as different businesses and individuals can have varied expectations even in the same community.

- **Business Environment:** Broadband service for the most part is unregulated and operates in a highly competitive marketplace. This is very different from the highly regulated environment for basic utility services, such as electricity or telephone. It will be important to understand how these differences affect all stakeholders when developing a shared approach to expanding broadband.

- **Multiple Technologies:** A single broadband connection can be the combination of wired, mobile wireless, fixed wireless, microwave and satellite technologies. While multiple technologies provide flexibility in developing solutions, they also complicate efforts in developing standard approaches.

Together these challenges reflect the need to take an innovative and collaborative approach to broadband service expansion. The private carriers that build the necessary infrastructure must know they will have a return on their investment in the long run. Additionally, communities must understand the complexities and economics of the issue in order to be active partners in developing unique solutions. These elements make it even more imperative that we overcome perhaps the greatest challenge, building a comprehensive, collaborative statewide approach that recognizes regional needs.

The Impetus for Change

If Colorado is to maintain its leadership as a place for innovation and entrepreneurship in the globalized and constantly changing world, we must develop infrastructure for the twenty-first century. ***Ensuring Colorado has the necessary statewide broadband coverage and capacity to meet the needs of our residents, businesses and communities should be one of our highest priorities.***

What is the difference?

To download a high definition movie using a broadband connection at a speed of 1.5 Mbps, it would take approximately six hours compared to as little as 30 minutes using a high-speed connection (20 Mbps).

(Based on a file size of 4GB as referenced on iTunes)

National and Global Competition

If communities in Colorado are to compete for national and international business investment and job growth, we must be able to establish broadband goals that will ensure our competitiveness nationally and globally.

For Colorado, *median* download speeds according to National Telecommunications and Information Administration's (NTIA) National Broadband Map are 6.5 Mbps as compared to a *median* speed of 6.6 Mbps nationally. As a state, Colorado is arguably competitive relative to other states, with almost 99.4 percent of Colorado's population having access to download speeds of at least 3 Mbps.

Nationally, the most recent "State of the Internet" study by Akamai Technologies ("The State of the Internet", vol. 6, num. 2, Akamai Technologies, 2nd Quarter, 2013) ranked the United States as 8th in the world for *average* broadband connection speed (8.7 Mbps).

Education Innovation

The National Center for Education Statistics suggests that by 2019, 50 percent of 9th-12th grade classes will have an online component. This means in order for our children to be among the nation's brightest, all schools will require adequate broadband access to ensure they receive the best education possible and achieve their full potential.

Ensuring Rural Access

As stated in a recent report by the Hudson Institute; "Those who do not have access to the capability of broadband are effectively not able to participate in something that accounts for a growing share of the American standard of living." ("Broadband for Rural America: Economic Impacts and Economic Opportunities"; Kuttner, H.; Hudson Institute, Oct. 2012). 99.4 percent of Coloradans have access to broadband at a speed of at least 3 Mbps down. However, many rural counties in Colorado face larger disparities where an estimated 13 to 99 percent of the population does not have access to similar speeds, as determined by the NTIA statistics. Geography and population densities are the primary challenges in reducing disparity among these communities.

Economic Development

From an economic development perspective, many agricultural, manufacturing and energy businesses have thrived in rural areas. Those interests must be able to keep pace and connect with the rest of the world. For Colorado to reach its full potential, we must work to provide a business environment in urban and rural Colorado where businesses can compete effectively, efficiently and fairly through ubiquitous broadband access.

Where do we start?

Building broadband access across the state that reliably serves businesses, individuals and communities will require creative cooperation, collaboration and innovation of all stakeholders that meet our unique regional needs. *A desired outcome of this paper is to establish a path forward to solve our problem and begin the collaborative process of defining a specific solution.*

In order to understand the state's role in addressing our challenges in broadband, the following general guidelines have been developed to lead our actions.

- **The private sector should lead whenever possible.** With a vast majority of existing infrastructure and experience, private carriers and infrastructure owners are ultimately the key for a statewide solution. The public sector and the private sector must work together to achieve our shared vision.

- **Develop creative, unique solutions.** We must develop unique solutions that will make all of Colorado an attractive place for broadband investment; make Colorado "investment ready." Some key elements of achieving this are:
    - **Encouraging collaboration between carriers and the communities they serve:** The unique challenges we face in Colorado make it even more important that we foster increased communication and coordination between broadband carriers and the communities they serve. This will

allow both the public and private sector to identify specific roadblocks and adequately develop solutions.

- ○ **Coordinate funding opportunities:** As a state, it is important to ensure that the various federal funding streams are coordinated to the greatest extent possible. They should be used in complementary ways that maximize the direct impact of the funds as well as the potential for future private sector growth.

- **Think locally, act statewide.** Local communities must be allowed to work individually and regionally to develop specific plans that fit their needs. The needs and challenges on the Eastern Plains are different from those on the Western Slope. That said, it is crucial that collective goals and objectives are also developed so we can all work towards statewide connectivity and access. Additionally, local regions must work together to increase the alignment, efficiency and effectiveness of the planning and implementation process.

- **Setting goals for coverage and capacity.** There is no universally defined minimum speed or capacity for broadband, complicating the planning process. In order to clearly define the path forward, developing specific broadband goals for Colorado is essential. While our goal for coverage should be at or near 100 percent, benchmarks for minimum capacity/speeds required for Colorado's businesses, communities and residents must also be identified. Federal guidelines and benchmarks must be taken into consideration and integrated appropriately.

The Path Forward

Now that the problem has been identified and we understand why it exists, the next question is: What do we do about it? While the state has begun several projects that will help address the overall situation, the key to reaching our vision lies in reforming our laws and regulations that together form our statewide policy towards broadband and telecommunications. This difficult and complicated issue must be addressed in order to move forward.

Our vision for a path forward consists of three key elements:

1. ***Establish initial benchmarks for broadband service.***
2. ***Identify specific projects the state is able to take on to help address the issue.***
3. ***Modernize Colorado's telecommunications regulations, broadband regulations and statutes. Reform of our telecommunications system should be guided by these three principles:***
   a. ***Provide regulatory certainty through common sense modernization of Colorado's regulatory and statutory environment.***
   b. ***Ensure public safety through the protection of current and Next Generation 9-1-1 networks.***
   c. ***Support broadband deployment in unserved rural areas through the application of the High Cost Support Mechanism to new technologies.***

Broadband Benchmarks and Goals

One of the difficult issues with planning for technology, especially broadband, is that by the time you reach a stated goal, that goal may be obsolete. For example, ten years ago it was believed that a T-1 line (1.5 Mbps) was more than adequate for schools and businesses. Today, that speed is substandard for personal residences. On the other hand, we need goals and benchmarks in order to make proper decisions and gauge our progress. It is with this dichotomy in mind that we specify both initial benchmarks and goals for Colorado. We identify our goals as the ideal situation knowing that these will be long-term challenges that take significant effort to achieve. We set our benchmarks as something to strive for in the short-term and use as the "basic" level of service that should drive initial investment and policy.

All Coloradans should have access to cost effective and reliable broadband services with the necessary coverage and capacity.

Based on this vision, primary benchmarks need to be centered on this question: What is "necessary coverage and capacity" for broadband? The following goals and benchmarks are proposed as the initial benchmarks to gauge our success:

1. The Federal Communications Commission (FCC) currently defines basic broadband service as 4 Mbps download and 1 Mbps upload. Aligning our benchmark with the FCC's will help ensure coordination among different levels of government providing clarity for industry. Of course, it is difficult to predict long-term needs, as such, this benchmark may continue to evolve and we should adjust accordingly.
2. Colorado should follow the lead of the recent ConnectED initiative and set a goal for every school to have a 100 Mbps connection within five years with an ultimate goal of 1 Gbps.
3. Every hospital should have access to a 100 Mbps connection.
4. Every community should have adequate capacity based on the aggregated demand identified in their regional plan.

Projects in Progress

Several projects are already underway in Colorado to help us achieve our vision. Each of these has a specific purpose and is being led by various state agencies.

1. **The State is developing and implementing a program to help local regions assess their current broadband environment and plan for future expansion.** Through the Governor's Office of Information Technology (OIT), the Department of Local Affairs (DOLA) and the Office of Economic Development and International Trade (OEDIT), the state will utilize existing resources dedicated to local planning and establish a program that helps local communities understand their unique broadband needs, developing technology neutral solutions that best suit those needs. Building on the success of the Local Technology Planning Teams (LTPTs), established by OIT, the relevant state agencies will work with these communities to encourage coordinated and regionalized decision making. The state has already begun to initiate and support this process in various regions of the state but it will ultimately be a locally/regionally driven process, managed and directed through local stakeholders. The current state broadband map, supported through OIT and funded through a federal grant, has been crucial in helping local regions understand their current broadband environment

and where future investment is needed. OIT is currently investigating options to continue this mapping effort once the federal grant expires in October of 2014.

Each region will develop a tangible plan that addresses three key questions for their region:

- *What is the current broadband environment in our region?*
- *What are the future needs (coverage and capacity) in our region?*
- *What is needed in order to bridge the gap between where the region is and where it needs to be?*

What does this achieve? In order to achieve the overall goal, we must understand the current environment and needs of each region of the state. As the various regions can be quite different, it is imperative to develop a planning process that takes this into account. The final plans from each region will be integrated into the overall state planning process creating a collective, statewide approach.

Deliverable(s): A formal broadband assessment and plan from each participating DOLA planning region within the state.

Timeline: Participation in the program is voluntary, and the state will assist regions on an ongoing basis upon their request.

2. **The State is inventorying all state-owned broadband assets and developing a uniform, flexible policy that allows for the maximum use of the assets.** OIT will work with all state agencies to identify these resources and develop a searchable database. In addition, OIT will develop a uniform statewide asset use policy which will ensure that assets, such as existing fiber and conduit, buildings and microwave links, towers and rights-of-way, are leveraged as efficiently as possible.

What does this achieve? Making state-owned assets available to those working to increase broadband coverage can have a significant positive effect on the overall effort. In many areas of the state, new infrastructure is difficult to develop. By potentially using existing infrastructure, we can shorten both the time and cost of getting broadband service into communities.

Deliverable(s): A comprehensive database that can be searched and displayed visually in addition to a uniform policy on how the state will make these assets available for use.

Timeline: This project will be completed by the fourth quarter of 2014.

3. **The State is developing a broadband information portal and database that allows for the coordination and sharing of information between all stakeholders.** Currently, OIT provides a statewide broadband map that is funded through the State Broadband Initiative (SBI) program via the National Telecommunications and Information Administration (NTIA). While this map has established a mechanism of collaboration between carriers, local communities and the state, we believe there is additional information that must be shared. With the pace of change in broadband, the state believes we need a "one stop shop" for broadband information and collaboration to make sure all stakeholders within Colorado have the most up-to-date information and are collaborating in their efforts in order to maximize their impact and learn from one another. The Office of Information of Technology will develop a web portal that will allow the dissemination of information and promote the necessary collaboration. This tool will be available for use by public and private, local and state stakeholders.

   What does this achieve? Coordination among local communities, regions, private carriers, local, and state governments will be key to solving the overall problem. This portal will be the central repository and mechanism for information sharing and coordination.

   Deliverable(s): A multi-dimensional interactive website that contains listings of funding sources, regional plans, local, state and federal efforts as well as other general information.

   Timeline: This project will be completed within the first quarter of calendar year 2014.

Modernizing our Broadband and Telecommunications Policy

While the identified projects are important initial steps to reach our vision, the most important task before us is to modernize our regulatory and statutory environment in Colorado to allow broadband and telecommunications companies to innovate and work with local communities. We must make Colorado "investment ready" and allow the creativity inherent in this technology to take hold and move the entire state forward.

There are two key reasons why this difficult issue must be addressed:

1. **Change in federal policy:** The federal government and regulatory agencies have made significant changes to their policies that move the country away from voice-only technology towards broadband-based services. Colorado must update its regulations and policies to make sure they are both locally relevant and in step with the federal changes.

2. **Changing technology:** Most of our policies and regulations were put in place before the term 'broadband' was even established. The internet has forever changed all aspects of this state, it is important that our state policies reflect this change and the future need for flexibility as technology advances.

Colorado Telecommunications Reform: Guiding Principles

Colorado's regulatory and statutory environment sets the playing field for how our telecommunications system operates. The past decade has seen a rapid transformation of telecommunications from a voice-based system to the world of broadband. In order for the State of Colorado to adapt to this rapidly changing environment, it is imperative that the state modernize its statutory and regulatory environment to encourage private sector investment and foster increased interaction between the carriers and the communities they serve to meet the challenges in providing broadband to the entire state. At the same time, we must ensure the protection of consumer interests and public safety. Colorado should seek to make common sense updates to its regulatory and statutory environment guided by the following principles:

1. **PROVIDE REGULATORY CERTAINTY:** The current regulatory environment lacks the clarity required by the private sector. Certainty and clarity are needed to encourage private investment in new technology and infrastructure. The goal of any reform effort should provide certainty through common sense limitations on regulation, while maintaining basic protections for the consumer, and for public safety.

    Why this is important: As we move from traditional voice service to broadband, it is important that all companies are playing on a "level field." The need for traditional voice lines still exists, and an orderly transition that minimizes the negative impact on those who still rely on that technology, while enabling companies to innovate and expand new technologies, is important.

2. **ENSURE PUBLIC SAFETY:** Protecting our 9-1-1 system is a critical piece of any reform effort. Colorado's 9-1-1 network has served the state for the past several decades and continues to offer all of us a lifeline to the emergency services that are important to our rural and urban communities, especially in light of recent natural disasters. As technological changes advance, so should our public safety network. As such, any reform effort must maintain reliable and common sense oversight of the 9-1-1 network and provide the public safety community the certainty to operate a 9-1-1 network regardless of technology.

   Why this is important: For any form of government, ensuring the public safety of its citizens is the most crucial function. Providing regulatory certainty that can allow industry to innovate and expand is important; and it is just as critical that we ensure that the 9-1-1 system remains reliable.

3. **SUPPORT BROADBAND DEPLOYMENT IN UNSERVED AREAS:** Historically, Colorado's High Cost Support Mechanism (HCSM or High Cost Fund) has been used to offset the high-costs of providing traditional telephone service to rural areas and to ensure availability and affordability of basic services. The HCSM must be modernized and applied to new technologies to enhance broadband coverage and capacity in unserved areas while also continuing to support essential voice services in high cost areas of rural Colorado. While this fund may not be sufficient to build out all of the necessary broadband infrastructure statewide, it can be a strong tool to better reach hard-to-serve areas if structured in a way that maximizes the public benefit and induces private sector investment.

   Why this is important: As with any public funds, the primary and most important question is: Are the funds being used as efficiently as possible? We need to invest in the future and help the parts of the state that truly need assistance in accessing critical communications services.

Next Steps

Strengthening Colorado's broadband access will enhance our state's standing as a great place for those who want to innovate and create opportunity. To reach this goal, building the necessary broadband infrastructure is critical. From the dairy farm to the social media start-up company, ensuring all Coloradans have access to essential broadband services will allow existing businesses to become more efficient and expand, while at the same time planting the critical seeds for new businesses to form. In addition to the economic growth that expanded broadband will bring, it will also ensure our children have access to the necessary resources for a twenty-first century education, allow for greater access to healthcare, and help governments at all levels deliver services more efficiently, effectively and elegantly.

The State of Colorado understands the stakes are high and is willing and able to lead this effort, but cooperation is critical. All stakeholders, public and private, must work together to create a comprehensive solution that will work for Colorado today and in the future. It is important not only for our current generation, but also for generations to come. From the administration's perspective, our goal is simple: ***ensure Colorado has the necessary infrastructure to compete and prosper in the 21st century.***

Beginning immediately, the Governor's Office is soliciting feedback on this document and the actions it proposes. Once this feedback is received, the Governor's Office and other state agencies will work with stakeholders to define the details of the necessary changes to implement the principles in this document.

We are excited to be a part of this effort and believe the solution is within reach. Our vision is achievable, and we look forward to again proving that Colorado is the place for those who want to succeed.