

Appendix I
Fort Carson Regional Growth Plan
Summary of Recommendations

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	Findings/Recommendations	Lead Implementation Agency/Partner Agencies	Estimated Cost	Funding Sources	Implementation/ Status
GENERAL RECOMMENDATIONS					
Finding:	GEN #1. Jurisdictions and service providers in the community need timely and accurate data regarding Fort Carson growth, deployments and updated Soldier and family demographics.				
Recommendations: 1.1:	Continue to work with Fort Carson and all data sources (DEERS, etc.) to update the Fort Carson Demographic Model (FCDM) and report changes in Soldier and family demographics and ongoing and future troop strength in the region.	PPACG	*	*	Ongoing; model updates provided as new data are available
1.2:	Conduct an annual survey of Fort Carson Soldiers and families to inform the FCDM and provide the region with information on trends related to troop increases, deployments, housing and other service needs.	PPACG	*	*	Survey completed in March 2011; results reported in April 2011
1.3:	Continue to work with Fort Carson and community-based service providers to update impact assessments regarding housing (i.e., on/off-post availability, including barracks; Soldier/family housing preferences and trends); behavioral health and social services availability; educational needs; transportation issues, etc.	PPACG	*	*	Ongoing; Housing & Transportation Forum held 4 March 2011; partnership groups continue to meet
Finding:	GEN #2. There is a need for continued communication and collaboration between Fort Carson and off-post providers regarding changes at Fort Carson.				
Recommendations: 2.1:	Continue the role of the Colorado Defense Mission Coalition (CDMC) and partnership groups to address specific issues and overall regional impacts of Fort Carson growth and deployments on service providers and the region.	PPACG	*	*	Ongoing; CDMC meets quarterly as information clearinghouse
2.2:	Identify other entities in the region that may take on the role of the partnership groups (such as the Colorado Advisory Council on Military Education –ACME- for adult education) for continued communication and coordination in the long term.	PPACG/Partnership Group members	*	*	CO-ACME addressing higher education; Military/Civilian LE Collaborative-public safety
CHILD DEVELOPMENT					
Finding:	CHLD #1. Lack of capacity to meet short- and long-term needs.				
Recommendations: 1.1:	Increase the number of quality new family home child care providers (50 new providers/year) to meet immediate gap for infant/toddler care; provide initial training for new providers; and implement coach/mentor model in licensing/training programs.	Early Connections Learning Centers	\$150,000/yr	Merage Foundation	2011:22 (6%) of FCC homes have NAFCC accreditation (increase from 12 in 2010)

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1.2:	Explore partnerships with local school districts to convert closed school buildings to child care centers.	Early Childhood Councils/ Resource & Referral (R& R) agencies	*	*	Ongoing
1.3:	Work with local development community to include space for child development centers in new construction (e.g., new schools, community centers, etc.)	Early Childhood Councils/R& R agencies	*	*	CPCD will open therapeutic preschool on-post in Aug 2011
Finding:	CHLD #2. Overall funding and staffing challenges in providing quality child care and early childhood education services.				
2.1	Expand provider training to be consistent with Colorado's P-3 Professional Development System Plan.	Early Childhood Councils/ R& R agencies	*	*	Ongoing
2.2	Continue to encourage NAEYC and NAFCC accreditation for licensed centers and home providers. (Goal: 25% of all centers reach NAEYC accreditation by 2016)	Early Childhood Councils/ R& R agencies	*	*	2011: 18 centers (10%) NAEYC accredited; increase from 15 in 2010; HB 11-1027 to establish pilot DoD standards child care program in Colorado; currently in rules promulgation
2.3	Ensure provider knowledge of and access to developmentally appropriate educational materials and equipment.	Early Childhood Councils/ R& R agencies	*	*	Ongoing
Finding:	CHLD #3. Challenges in serving children with special needs and behavioral health issues.				
Recommendations:					
3.1	Providers participate in community partnership trainings (hosted by PPACG/presented by Fort Carson) to better serve military children under stress from parental deployments.	PPACG	*	*	Community Provider Trainings hosted in October 2010; March 2011.
3.2	Increase early intervention services for military children with special needs.	The Resource Exchange (TRE)	\$2 million	Individuals with Disabilities Act (IDEA) Part C/ Colorado Dept of Human Services/Division of Developmental Disabilities	Additional \$182,000 in funding identified by TRE to serve Fort Carson families
3.3	Continue/expand Touchpoints training for providers serving military children.	Alliance for Kids	\$25,000-\$50,000/yr	*	Pilot program completed as part of Phase II; additional funding sources TBD
3.4	Increase respite care services to provide crisis respite care and in-home respite care for stressed families and those who have children with special needs.	Fort Carson/KPC Respite Center	*	*	Additional respite care/outreach on availability of services needed

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3.5	Include trained "developmental intervention" specialists to assist classroom staff.		*	*	TRE conducting training classes
3.6	Increase evidence-based training in El Paso County to provide training/resources for parents to support parents who have children with special needs and/or behavioral health issues .	El Paso County Parent Education Consortium/ CSU	*	*	Technical assistance project initiated to provide training for trainers.
Finding:	CHLD #4. Moderate impacts to child advocacy services.				
Recommendations:	Enhance/formalize referral services for child advocacy services.	PPACG/Social Services Partnership Group	\$80,000	*	Network of Care website launched in May 2011 to help with information and referral of resources
4.1					
4.2	Encourage providers to collect more detailed data on military families served in order to better plan for service needs and obtain funding.	PPACG/ Early Childhood Councils/ R& R agencies	*	*	PPACG has initiated mapping project to provide child care and Fort Carson family demographics
Finding:	CHLD #5. Need for better education, outreach and coordination, particularly with business community.				
Recommendations:	Develop education/outreach materials and organize events to promote economic benefits of early care and education.	Early Childhood Councils/ R& R agencies	*	*	PPACG has initiated mapping project to provide child care and Fort Carson family demographics across region.
5.1					
5.2	Partner with United Way's School Readiness Initiatives and 2-1-1 for public outreach.	Early Childhood Councils/Pikes Peak United Way/Executives Partnering to Invest in Children (EPIC)	*	*	Ongoing
5.3	Monitor progress of early care and education (ECE) through Quality of Life Indicators project.	Pikes Peak United Way/Leadership Pikes Peak	*	*	Ongoing
K-12 EDUCATION					
Finding:	K-12 #1. The need for timely information regarding troop movements and demographics.				
Recommendations:	Continue working with Fort Carson and school districts to obtain information on troop assignments and deployments and on military student enrollments and federal Impact Aid data.	PPACG	*	*	Ongoing
1.1					
1.2	Continue Growth Plan partnership groups to share information and coordinate efforts to obtain needed resources.	PPACG	*	*	Ongoing

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Finding:	K-12 #2. Additional funding needed to meet capacity and operational needs to serve military families.				
Recommendations:					
2.1	Reinstate funding for second count day to off-set costs of military students who arrive after the October 1 count day.	School districts/PPACG/ state legislature	\$2 million/ year	Colorado Department of Education	Funding in 2008 only; additional funding eliminated due to state budget shortfalls
2.2	Work with state and federal agencies to obtain funding to meet capacity needs in high military growth districts.	School Districts/Colorado Department of Education	\$10-\$20 million	Dept of Defense (DoD)/Dept of Education (DoEd)/Colorado Dept of Education	Districts have utilized capital reserves for projects to-date; additional funding gaps remain
Finding:	K-12 #3. A higher incidence of special needs among Fort Carson students.				
Recommendations:					
3.1	Reduce lags in Impact Aid funding to assist districts in serving military children.	School Districts	*	DoD	Federal legislation (S.595) introduced in 2011
3.2	Promote awareness of resources needed to serve children with special needs; seek additional funding sources to serve these children.	School Districts/CO Dept of Ed	*	DoD/DoEd/Colorado Dept of Education	Issue addressed in April 2011 Military Children and Youth Symposium ; ongoing
3.3	Encourage military families who have children with special needs to register with Fort Carson's Exceptional Family Member program to ensure timely access to services.	Fort Carson	*	*	Ongoing
Finding:	K-12 #4. Parental deployments, injuries, and casualties cause significant stresses on children and behavioral health challenges for schools.				
Recommendations:					
4.1	Expand military family life counselors (MFLCs) to additional schools that serve military children.	Fort Carson/school distri	*	*	Fort Carson currently has 7 MFLCs serving 11 schools in 3 school districts; Child & Family Assistance Center provides services
4.2	Implement and expand Fort Carson's school-based behavioral health pilot program to additional schools serving military children.	Fort Carson	*	DoD	Pilot initiated in Aug 2010; program expansion anticipated in Aug 2011
ADULT EDUCATION/WORKFORCE					
Finding:	AD ED/WORK #1. A need for larger/enhanced educational facility on Fort Carson.				
Recommendations:					
1.1	Pursue collaboration and funding opportunities to obtain resources needed to construct a new on-post educational facility.	Fort Carson	*	DoD	
1.2	In order to address adult education issues in the future, shift responsibility for identifying, coordinating, and implementing adult education issues from the Adult Education/Workforce Partnership Group to the Colorado Advisory Council on Military Education (ACME). (Workforce issues will continue to be addressed through the Economic Impacts & Development Partnership Group.)	ACME	*	*	CO-ACME now taking lead on military higher education issues.

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Finding:	AD ED/WORK #2. The need for more data on military and spouse/adult family member educational needs.				
Recommendation: 2.1	Develop and implement a regional data collection system to track participation of Soldiers, spouses/adult family members, and Veterans in adult education.	ACME	*	*	
Finding:	AD ED/WORK #3. Linkages with workforce needs/opportunities are needed to match local workforce needs and support spouse employment, as well as Soldier employment in the region upon separation from the Army.				
Recommendations: 3.1	Engage existing regional efforts related to workforce and economic development (PPWFC, Operation 60Thirtyfive, etc.) to include Fort Carson in efforts to link workforce and high demand/future growth industries in the region.	PPWFC/CO-ACME/Fort Carson	*	*	Ongoing
3.2	Develop enhanced services to assist military members transitioning to civilian employment.	PPWFC/Fort Carson	*	*	
Finding:	AD ED/WORK #4. Linkages with workforce needs/opportunities are needed to match local workforce needs and support spouse employment, as well as Soldier employment in the region upon separation from the Army.				
Recommendations: 4.1	Coordinate with other Growth Plan partnership groups to link education and training needs in areas where gaps have been identified, particularly: <ul style="list-style-type: none"> • early care and education providers • behavioral health service • medical specialties 	PPACG/partnership groups/CO-ACME	*	State of CO/ colleges/ universities	
4.2	Continue to work with educational institutions to recognize Army courses that may be transferrable to civilian institutions.	Fort Carson/CO-ACME	*	*	
4.3	Continue to work with state legislature and regulatory agencies to streamline/facilitate transferability of professional licenses and certifications from other states (similar to nurse/teacher interim certifications that currently exist in Colorado).	State legislators/CO Dept of Regulatory Affairs	*	*	HB 11-1100 to recognize military experience for professional licenses still proceeding in state legislature (April 2011)
HOUSING					
Finding:	HOUSE #1. The region needs timely updates on Fort Carson troop increases and fluctuations based on deployments, as well as continued monitoring of key industry trends.				
Recommendations: 1.1	Report key Soldier and family data and housing statistics on a quarterly basis.	PPACG	*	PPACG/DoD Office of Economic Adjustment (OEA)	Ongoing

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1.2	Conduct housing forums, at least annually, to provide information to the housing industry and obtain feedback about market conditions as Fort Carson troop movements and deployments change.	PPACG	*	PPACG/OEA	Housing & Transportation Forum held March 4, 2011; model updates ongoing
Finding:	HOUSE #2. A potential shortage in multi-family housing as the number of Soldiers increases and Soldiers return from deployments.				
Recommendations: 2.1	Inventory existing apartment units in the region, map their geographic distribution, and match the unit distribution with generalized Soldier locations in an effort to help the housing and development communities make informed decisions regarding future rental housing needs.	PPACG/Apartment Association of Southern Colorado	N/A	N/A	Ongoing. PPACG staff is in the process of completing the regional apartment unit inventory.
2.2	Work with housing and credit industries to provide information to address off-post housing needs for Soldiers and their families.	PPACG/Housing and Building Association of Colorado Springs	N/A	N/A	Host a Housing Forum in late September 2011.
SOCIAL, BEHAVIORAL, AND MEDICAL HEALTH SERVICES					
Finding:	SBMHS #1. A need for improved communication and coordination between Fort Carson and community-based social service providers.				
Recommendations: 1.1	Establish a primary point of entry for a behavioral health & social services call center and directory (such as Network of Care, in partnership with 2-1-1) and develop and implement a communications plan to disseminate information about the directory/call center on- and off-post.	PPACG/United Way 2-1-1/ Behavioral Health & Social Services Partnership Group	\$100,000-\$200,000	OEA, United Way, local service providers	Network of Care website launched May 2011
1.2	Provide Fort Carson gate access to community-based providers who visit the post frequently	Fort Carson	N/A	N/A	Gate access remains a challenge
1.3	Continue to provide training to community-based providers on military culture, deployment stresses, and other factors.	PPACG/Fort Carson	*	*	Fort Carson Army 101 and PPACG Community Provider Trainings held regularly
1.4	Encourage all community-based providers to implement standardized intake form data to better track Fort Carson-related impacts on social services in the region.	*	*	*	Minimum data-set identified in Phase II analysis; requires implementation by agencies
Finding:	SBMHS #2. A gap in services/resources to meet behavioral health needs of Soldiers and family members.				
Recommendations: 2.1	Continue quarterly meetings/provider trainings to encourage coordination and information-sharing, as well as to inform providers regarding military cultures, stresses, and trends.	PPACG/Fort Carson	*	*	CDMC and partnership group meet regularly

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2.2	Continue efforts of the Acute Behavioral Health Coalition to work with Fort Carson to identify and meet behavioral health needs of Soldiers and family members.	TriWest/Fort Carson/behavioral health providers	*	*	Southern Colorado Coalition of Acute Inpatient Behavioral Health Providers meets regularly to address inpatient treatment, case management, transition to outpatient care
2.3	Update TriWest projections for off-post behavioral health needs based on Growth Plan demographic projections.	TriWest/PPACG	*	*	Analysis based on Growth Plan projections completed July 2010; updates to needs/gaps continue.
2.4	Develop/enhance continuum of care services, including case management services to meet the behavioral health needs of Soldiers and families and actively pursue funding for these services. This includes: <ul style="list-style-type: none"> Establishing of a coordinated web-based information and referral system, such as the Network of Care (as noted above) Seeking and obtaining funding for a behavioral health service center that meets multiple service needs, including case management services (including Peer Navigator and other services) Working with TRICARE to ensure that case management is a covered service 	AspenPointe/CASA/ Pikes Peak United Way/EI Pomar/other community providers	\$5-10 million	VA, Dept of Housing and Urban Development (HUD), DoD, TRICARE, private foundations	Military System of Care Committee established; efforts to identify collaborations, funding continue. Strategic/operational planning effort to be initiated July 2011.
Finding:	SBMHS #3. An increased demand for domestic violence, child abuse and sexual assault services.				
Recommendations:					
3.1	Assist in development of an action plan for the DVERT program, including targeting grant/contingency funding, if needed.		*	*	DVERT program eliminated; however, relevant agencies continue to collaborate
3.2	Assist CASA with strategic planning and pursue possible partnerships with the Lorraine Center for an additional SEPT facility possibly near Fort Carson.	CASA	*	*	CASA participating in Military System of Care effort to identify care coordination/funding needs for region; ongoing
3.3	Continue efforts to minimize the stigma associated with seeking assistance for family or relationship difficulties.		*	*	Ongoing
3.4	Seek increased funding to assist existing providers of domestic violence, child abuse and sexual assault services.		*	*	Military System of Care committee established to identify care coordination/funding needs for region; ongoing

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Finding:	SBMHS #4. The need for enhanced communication and service delivery related to food and emergency aid.				
Recommendations: 4.1	Better communication to off-post providers of available Army services and policies regarding provision of emergency food assistance.	Fort Carson Army Com	*	*	Ongoing-ACS presentation at March 2011 Community Provider Training; May 2011 Town Hall
4.2	Increase provider outreach and education through Care and Share's Member Campus.	Care and Share	*	*	Ongoing
Finding:	SBHS #5. The need to enhance financial readiness to Soldiers/families.				
Recommendations: 5.1	Continue Fort Carson partnerships with local financial institutions and credit counseling services.	Fort Carson	*	*	Ongoing
5.2	Promote VA and FHA loans to assist Soldiers/families in home purchases.	Fort Carson/housing industry	*	VA/Federal Housing Administration (FHA)	Ongoing; to be addressed in future housing forums
5.3	Continue to provide financial assistance to Soldiers/families for financial emergencies to minimize unmanageable debt; coordinate financial services with other services to assist Soldiers/families.	Fort Carson ACS/ Army Emergency Relief/ local providers	*	*	Ongoing
Finding:	SBMHS #6. There is a need for coordinated legal services and support systems, particularly for veterans proceeding through the Veterans Trauma Court.				
Recommendations: 6.1	Develop strong access points and referral systems for Soldiers or family members seeking legal assistance.		*	*	VTC, Peer Navigator, other programs being developed to assist Soldiers
6.2	Continue and expand programs like the Veterans Trauma Court to assist Soldiers who have experienced trauma and engaged in criminal activity.	Veterans Trauma Court	*	*	Ongoing
Finding:	SBMHS #7. There is a continued need to address gaps in service for key medical specialties and behavioral health needs.				
Recommendations: 7.1	Continue to work with Tri-West provide information to the region regarding TriWest gaps analysis findings and provide updates as additional information becomes available.	PPACG/TriWest	*	*	Ongoing
7.2	TriWest should continue to work with Fort Carson (EACH), local hospitals and the El Paso County Medical Society to enhance recruiting strategies to meet regional needs related to Fort Carson growth. This coordination should include sharing of resumes received from providers outside the region seeking to relocate and other strategies to minimize competition among institutions to fill position openings.	TriWest	*	*	Ongoing

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Finding:	SBMHS #8. An unmet demand for housing to assist veterans who are homeless, who need supportive services (including behavioral health needs), or those progressing through the Veterans Trauma Court.				
Recommendation: 8.1	Support efforts to expand housing programs such as the Crawford House to meet specialized housing needs for veterans.	Veterans Trauma Court/PPBHG/ Colorado Veterans Resource Coalition	*	HUD/VA/Pepsi Refresh Project	Crawford House efforts to obtain additional space/funding to expand capacity ongoing; funding yet to be identified.
SUSTAINABILITY & ECONOMIC DEVELOPMENT					
Finding:	SUST #1. There is a need for leadership and regional collaboration related to sustainability planning in the region.				
Recommendations: 1.1	Convene regional sustainability leaders to develop a regional sustainability plan; research and apply for grants that will encourage sustainable practices.	PPACG/SNaPP	\$30,000-\$150,000	OEA/DOLA/ Edmondson Foundation/ Fort Carson /HUD/ EPA/DOT/ National Academies (TRB)	In process. PPACG is developing a regional sustainability plan with regional stakeholders, partly funded by OEA, Edmondson Foundation, Fort Carson, a Federal Transportation grant and other local donations. Estimated completion date of strategic plan is Dec. 2011. Pending funding, an implementation plan will be completed by June 2012. In spring 2011, PPACG received EPA Technical Assistance grant to promote Smart Growth in the region. PPACG continues to look for sustainability grants and funding.
1.2	Partner with regional economic development and governmental leaders to develop consensus around forming an Economic Development District for the region.	PPACG/EDC	*	Dept of Commerce/EDA	This has not been identified as a priority item. PPACG, the EDC and other economic development groups are participating in ongoing discussions regarding regional economic development goals, strategies and collaboration through the regional sustainability effort and other efforts, including the Governor's state-wide economic development effort.
1.3	Encourage local governments and Fort Carson to establish sustainable purchasing guidelines for government purchases. This may include developing a standardized regional rating system for local government to use in assessing the sustainability of a product/service.	PPACG/Fort Carson/SN	*	*	The DoD issued sustainable procurement guidelines in fall 2010. The development/adherence of sustainable procurement guidelines are goals in the regional sustainability plan.

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1.4	Work with Fort Carson to determine product/service purchasing decisions made locally and promote this information to local businesses.	Fort Carson/ PPACG/Chamber/ PTAC	*	*	Ongoing. Fort Carson is working with dining facilities to purchase more local food/goods and trying to identify ways to encourage civilian workers/contractors to make local and/or sustainable purchases when using government credit card purchases. PTAC works with local businesses learn how to apply for federal contracts.
1.5	Provide support to Fort Carson and others regarding sustainability through forums, other mechanisms, including: <ul style="list-style-type: none"> Continuing the Southern Colorado Sustainability Conference Promoting award recipients at the SCSC and other outlets 	Catamount Institute/PP	*	*	PPACG sponsored the Southern CO Sustainability Conference in November 2010 and will sponsor and participate in the 2011 sustainability conference. PPACG has participated in other conferences, including the Global New Energy Summit in April 2011.
1.6	Continue to convene periodic (semi-annual) meetings of the sustainability and economic development partnership groups to review and update the Phase II recommendations.	PPACG	*	*	The sustainability partnership group has been folded into the regional sustainability planning project.
Finding:	SUST #2. There are opportunities and challenges related to increasing renewable energy use in the region.				
Recommendations: 2.1	Support regional cooperation, education and efforts to increase renewable energy usage in the region, including: <ul style="list-style-type: none"> Convene local governments and utilities to identify barriers and opportunities related to renewable energy supply; these efforts should include: <ul style="list-style-type: none"> Evaluating regulations/policies that are barriers to providing renewable energy Quantifying economic and environmental benefits Exploring costs/benefits of expanding renewable energy generated on Fort Carson for regional use Encourage energy efficiency and investment in renewable energy through Colorado Springs Utilities' Electric Integrated Resource Plan Encourage the development of a Regional Energy Plan to enhance renewable energy use 	Colorado Springs Utilities/ local governments/ PPACG/Fort Carson	*	Governor's Energy Office (Recharge Colorado)/ EPA	The regional sustainability plan has a goal of 50% renewable energy by 2030. CSU is working with stakeholders on a renewable energy goal for their Electric Integrated Resource Plan, to be completed by the end of summer 2011. Fort Carson has been designated to be net zero energy by 2020. The US Air Force Academy installed a 6 MW solar array with the help of CSU. Pristine Energy is a partnership between Fort Carson and the Sierra Club that tries to identify barriers/opportunities for implementing renewable energy on and off Fort Carson.

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2.2	Encourage local governments to adopt policies/ordinances aimed at increasing demand for renewable energy, such as: <ul style="list-style-type: none"> • Requiring a greater percentage of energy come from renewable sources • Providing increased incentives to encourage installation of solar panels • Ensuring that land use policy is conducive to renewable energy uses • Creating/expanding energy reduction goals 	Local governments	*	*	CSU offers tax incentives for installation of solar panels and is working with stakeholders on renewable energy and energy reduction goals for its Electric Integrated Resource Plan. The regional sustainability plan has a goal of 50% renewable energy by 2030.
2.3	Leverage the success of the City of Colorado Springs' alternative fuel fleet program by: <ul style="list-style-type: none"> • Encouraging other local governments to adopt similar standards • Pursue cost-savings by local governments/others establishing joint purchasing programs 	Local governments	*	*	
2.4	Establish linkages between local colleges/universities and renewable energy businesses to develop a trained workforce and enhance job placement for renewable energy workers.	Colleges/universities/PPWFC/Chamber/EDC	*	*	Pikes Peak Clean Tech group (formerly known as Operation 6035 Clean Tech) are in ongoing discussions to identify skills sets/education needs of clean tech/renewable employers.
Finding:	SUST #3. There are opportunities and challenges related to increasing renewable energy use in the region.				
3.1	Work with EDC to evaluate the creation of a sustainable energy financing district or other programs to provide low-interest loans for sustainable projects.	EDC	*	*	
3.2	Encourage utilities to provide residential energy audits and establish/expand renewable energy incentives (rebates).	utilities	*	*	CSU and Black Hills Energy (Fountain?) provide tax incentives for the installations of solar panels.
Finding:	SUST #4. The region does not handle solid waste/recycling efficiently.				
Recommendations: 4.1	Encourage local governments to implement policies to increase recycling levels, such as: <ul style="list-style-type: none"> • Adopting ordinances to mandate recycling • Requiring recycling in demolition/removal permits • Providing affordable recycling for low-income families/housing 	Local governments	*	*	Manitou Springs issued recycling mandate for residents. City of Colorado Springs implemented a downtown recycling program. Policies to promote recycling may be addressed in regional sustainability plan.

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4.2	Convene local governments, military installations, regional leaders and recycling experts to determine how to create the demand for a regional recycling facility; develop economies of scale; partnerships for battery/paint/other recycling programs.		*	*	Bestway Disposal announced it will open a local material recovery facility (2011) and started a commercial composting program. Fort Carson was designated to be a net zero waste installation by 2020. El Paso County Household Hazardous Waste expanded its facility (spring 2011) to accommodate the increase in drop-offs of household hazardous waste.
4.3	Develop a consistent system for reporting recycling levels and require such reporting in municipal recycling contracts.		*	*	
4.4	Develop/enhance public outreach to address barriers to recycling and encourage recycling.		*	*	Recycling Coalition, Catamount Institute, school districts, Pikes Peak EcoFest and Earth Day, and many other entities continue to work on outreach through literature and events.
Finding:	SUST #5. Opportunities for construction, retrofitting and maintenance are hampered by large up-front costs, limited demand for green certified contractors, and lack of public outreach/education.				
Recommendations:					
5.1	Stimulate demand for LEED-certified/green contractors by encouraging local governments to revise building codes and ordinances to support green-building targets for new and existing residential, commercial and governmental buildings.		*	*	
5.2	Maximize incentives for LEED certification and Energy Star qualifications in new construction, as well as incentives for contractors to be LEED certified.		*	*	
5.3	Identify, expand, and promote training opportunities on retro-fitting, energy efficiency, energy audits and LEED certification.		*	*	
Finding:	SUST #6. Opportunities for construction, retrofitting and maintenance are hampered by large up-front costs limited demand for green certified contractors, and lack of public outreach/education.				
6.1	Convene an annual summit of regional leaders to determine priority retro-fitting projects.		*	*	
6.2	Encourage Fort Carson, other military installations, local governments and commercial building managers to implement green maintenance practices for building operations, such as cleaning, landscaping, waste management, etc.		*	*	Fort Carson is working on outreach/training re green maintenance/operations in its facilities

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6.3	Partner with military installations, chambers, PTAC to identify/promote green-building subcontracting opportunities.	PTAC	*	*	
Finding:	SUST #7. The availability of sustainable training and education programs will help promote sustainable practices in the region.				
7.1	Establish a consortium to support and encourage colleges and universities to establish/expand sustainability programs, including internships at Fort Carson or other leading businesses.	Educational institutions	*	*	No official consortium has been created. UCCS, PPCC and CC have sustainability programs and coordinators.
7.2	Foster partnerships with Fort Carson, local economic development professionals, and colleges/universities to establish/grow R&D partnerships (e.g., renewable energy).	Fort Carson/ educational institutions/EDCs	*	*	
7.3	Explore opportunities to expand Veterans Green Jobs programs within the Pikes Peak region.		*	*	PPWFC hired a full-time Green jobs coordinator and has received grant money to advance Veterans green jobs.
7.4	Encourage and support key professional organizations to develop sustainability education/training programs for their members.		*	*	The Catamount Institute's Pikes Peak Sustainable Business Network recently started a green certification/auditing program (SAGE) for its member organizations.
7.5	Explore partnerships with workforce training entities to develop sustainability education/training programs .	PPWFC/Pueblo WFC/Pikes Peak Community College/ Pueblo Community	*	*	
7.6	Promote/expand the successes of the Veteran's Workforce Investment Program.		*	*	
Finding:	SUST #8. Changes in transportation behavior and systems are needed to address regional transportation needs and support Fort Carson's sustainable transportation goals. (See transportation recommendations above for additional details/recommendations.)				
Recommendations 8.1	Continue working with Fort Carson to reduce single occupant vehicle trips including: <ul style="list-style-type: none"> Options to reduce multiple peak-hour trips On-post parking policies to encourage carpooling and transit Expanding transit subsidies to include Fort Carson civilian workers Gear storage on public transit Promotion of Fort Carson transportation initiatives to require private sector support (car-sharing, LIVs, etc (see Transportation recommendations) 	Local governments, Fort Carson, PPACG	*	*	Fort Carson developed two ride-share programs and is installing bike racks/storage lockers and shower facilities in new and renovated facilities to promote bicycling. Car and low-power vehicle sharing program on the installation is anticipated to be in place FY11. The installation is also working on smart grid, electric vehicles and alternative fleet improvement programs.

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Fort Carson Regional Growth Plan Summary of Recommendations

	Findings/Recommendations	Lead Implementation Agency/Partner Agencies	Estimated Cost	Funding Sources	Implementation/ Status
8.2	Work with Fort Carson, local governments, transit providers and multi-family housing complexes near the post to: <ul style="list-style-type: none"> • Explore partnering to provide shuttle service on/off post shuttle services • Pursue higher density/transit-oriented development, particularly near Fort Carson gates • Develop education and outreach programs to encourage carpooling, transit and other alternative transportation option on and off post 	Local governments, Fort Carson, PPACG	*	*	Fort Carson discussed possibility of transit oriented development site outside Gate 20. Fort Carson developed two ride-share programs. Car and low-power vehicle sharing program on the installation is anticipated to be in place FY11. The installation is also working on smart grid, electric vehicles and alternative fleet improvement programs. Discussions re feasibility and funding of on-and off-post shuttle bus system are ongoing.
8.3	Work with Fort Carson and local governments to coordinate regional transportation, including: <ul style="list-style-type: none"> • Developing a unified vision for more efficient transportation systems • Evaluate ways to expand the region's trail network to encourage bicycle and pedestrian traffic • Explore on/off-post transit, bicycle and pedestrian connectivity 	Local governments, Fort Carson, PPACG	*	*	Discussions regarding Pedestrian and bicycle access lanes completed at Gate 3. El Paso County completed sidewalk links, crosswalks and curb cuts under Academy Blvd from Gate 3. El Paso County received funding grant and intergovernmental agreement with CDOT to design and construct a paved multi-use trail connection linking Gate 4 with PPCC and off-post housing areas. Estimated completion in FY11.
TRANSPORTATION					
Finding:	TRAN #1. Peak hour traffic at some gates exceeds gate capacity and causes queuing.				
Recommendations:					
1.1	Widen the approach to Gate 3 to as an interim measure to increase vehicle storage capacity.	Fort Carson	*	DoD	Project to widen Gate 3 approach to 4 lanes from gate to eastbound ramps of S. Academy completed August 2010
1.2	Relocate Gate 3 farther into the post to increase vehicle storage and gate capacity.	Fort Carson	\$10 Million	DoD	Pending project - no funding date set.
1.3	Widen approach to Gate 4 by extending 4 lanes farther north on B Street	Fort Carson	*	*	Pending project - no funding date set.
1.4	Restripe the approach to Gate 4 to more evenly distribute vehicles between the gate lanes.	Fort Carson	*	*	Restriping completed August 2010
1.5	Address anticipated future capacity issues at Gate 20 by adding additional lanes or encouraging use of other gates.	*	*	US Dept of Transportation (DOT)/Colorado Dept of Transportation (CDOT)	Significant improvements to Gate 20 recently completed as part of I-25/SH 16 interchange; capacity issues are still anticipated for no-deployment scenarios.

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	Findings/Recommendations	Lead Implementation Agency/Partner Agencies	Estimated Cost	Funding Sources	Implementation/ Status
1.6	Develop variable message sign system to alert drivers of wait times at certain gates.	Fort Carson/CDOT/City of Colorado Springs /El Paso County	*	*	Message sign system is identified in PPACG's ITS Plan.
Finding:	TRAN #2. Peak hour traffic at some gates exceeds gate capacity and causes queuing.				
2.1	Continue efforts to activate additional gates to alleviate gate and post traffic congestion: <ul style="list-style-type: none"> • Activate Gate 6 • Activate Gate 19 • Seek/obtain DAR funding for Gate 19 access road 	Fort Carson	*	DoD/Defense Access Road (DAR)	Planning near completion re: SH 115 safety/capacity improvements to facilitate Gate 6 opening; DAR funding request in process for Gate 19 access road; Gate 6 & 19 are validated projects, pending MILCON funding.
2.2	Continue to monitor and report on traffic counts, mode split, and delay trends at Fort Carson gates.	Fort Carson	*	*	Ongoing - joint PPACG - Fort Carson traffic count to begin July 2011
Finding:	TRAN #3. Planned roadway improvements near the post should continue.				
Recommendations:	Continue improvements to S. Academy Blvd.				
3.1		El Paso County/City of Colorado Springs/PPRTA	\$80 million	Pikes Peak Rural Transportation Authority (PPRTA)	Phase 4 of county portion South Metro Accessibility project in process
3.2	Continue improvements to SH 16/I-25.	CDOT/PPACG	\$70 million	CDOT/Congestion relief	Project completed; potential for park-n-ride at I-25/SH16 intersection
3.3	Continue planning and funding improvements to SH 115.	CDOT/PPACG	*	CDOT/FASTER	Planning study for SH 115 will be completed as part of Phase II; PPACG included funding in 2010 TIP amendments.
3.4	Monitor S. Academy Blvd and intersections near Fort Carson as number of troops increases.	PPACG/CDOT/El Paso County/City of Colorado Springs	*	*	Ongoing - joint PPACG - Fort Carson traffic count to begin July 2011
3.5	Continue to pursue funding for projects along the I-25 corridor from South Academy north to the Douglas County line.	CDOT/PPACG	*	*	Ongoing
Finding:	TRAN #4. Non-motorized transportation options are needed to mitigate traffic congestion and support Fort Carson's sustainable transportation goals.				
Recommendations:	Implement "priority" projects near Fort Carson listed in PPACG's Non-Motorized Transportation Plan.				
4.1		City of Colorado Springs/El Paso County/City of Fountain	*	Federal Highway Administration (FHWA)	Construction of bicycle and pedestrian trails from South Academy Station to PPCC and from PPCC to Fort Carson identified in 2010-2017 TIP.
4.2	Implement bicycle and pedestrian accommodations at gate access points and ensure adequate off-post bike/ped facilities.	Fort Carson/City of Colorado Springs/El Paso County/City of Fountain	*	DoD (MILCON)/ Congestion Mitigation and Air Quality program (CMAQ)	Bike/ped access planned at Gates 1, 3, & 4

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	Findings/Recommendations	Lead Implementation Agency/Partner Agencies	Estimated Cost	Funding Sources	Implementation/ Status
4.3	Investigate bicycle and pedestrian accommodations at Gate 20, in conjunction with improvements to off-post trail connections to access Gate 20.	Fort Carson/ Fountain/El Paso County	*	FHWA	Construction of bicycle and pedestrian trails from South Academy Station to PPCC and from PPCC to Fort Carson identified in 2010-2017 TIP. Municipalities adjacent to Fort Carson have submitted non-motorized projects to be included in PPACG's 2035 RTP update.
Finding:	TRAN #5. Non-motorized transportation options are needed to mitigate traffic congestion and support Fort Carson's sustainable transportation goals.				
5.1	Identify missing bike/ped linkages to improve non-motorized access to Fort Carson.	Fort Carson/El Paso County/City Colorado Springs/ City of Fountain/CDOT	*	*	Phase II report identifies key missing links in trail system. Municipalities adjacent to Fort Carson have submitted non-motorized projects to be included in PPACG's 2035 RTP update.
5.2	Investigate feasibility of adding bike/ped facilities on-post.	Fort Carson	*	*	In process
Finding:	TRAN #6. Transit services for Fort Carson are very limited due to budget restrictions and other factors.				
Recommendations: 6.1	Fort Carson should actively participate to address post/soldier transit needs in ongoing regional discussions related to public transportation, including: <ul style="list-style-type: none"> • Mountain Metropolitan Transit's Transit Governance and Funding Study • City of Colorado Springs' South Academy Boulevard Corridor Multi-Modal Transportation and Transit Readiness Plan • PPACG's 2035 Long Range Transit Plan Update • Rocky Mountain Rail Authority's High Speed Rail Study 	Fort Carson/MMT/ City of Colorado Springs/PPACG	*	FTA/HUD/Environmental Protection Agency (EPA)/ Fort Carson	Study has been completed and presented to the Colorado Springs City Council (May 2011) and PPRTA Board (June 2011). Study recommendation were presented to the Colorado Springs City Council in April 2011. Draft plan will be available for public comment in July 2011. The High Speed Rail Feasibility Study was released in March 2010.
6.2	Fort Carson should continue pursuing partnerships with local governments and private sector developers to explore/identify the feasibility of sustainably-designed transit-oriented developments near Fort Carson gates. These efforts should include identification/development of transit and other sustainable transportation systems that would facilitate residents or users of the TOD sites reaching Fort Carson destinations without private vehicles.	Fort Carson/City of Fountain/City of Colorado Springs/El Paso County	*	*	Fort Carson is currently pursuing discussions with private developer and City of Fountain
6.3	Complete Phase II of Fort Carson's Feasibility Study for Personal Rapid Transit Development.	Fort Carson	*	*	Phase II is to be completed in 2011.

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	Findings/Recommendations	Lead Implementation Agency/Partner Agencies	Estimated Cost	Funding Sources	Implementation/ Status
6.4	Work with regional partners to identify potential park and ride locations.	Fort Carson/ CDOT/City of Colorado Springs/ City of Fountain/ El Paso County	*	*	A potential regional park and ride site has been identified at the intersection of SH16 and I-25.
6.5	Continue to explore and implement travel demand management (TDM) strategies on- and off-post.	Fort Carson/ CDOT/City of Colorado Springs/ City of Fountain/ El Paso County	*	*	A van pool discussion is ongoing.

***Note: Where cells have been left blank, estimated cost and/or funding sources are not applicable to the specific recommendation, have not been determined, or have been included in planning efforts as part of OEA/other funding for PPACG.**