

**APPENDIX F.
Fort Carson Regional Growth Plan, Phase II – Summary of Recommendations**

Resource Area	Findings/Recommendations	Lead Implementation Agency	Estimated Cost	Funding Sources	Implementation/ Status
GENERAL RECOMMENDATIONS					
Finding:	Jurisdictions and service providers in the community need timely and accurate data regarding Fort Carson growth, deployments and updated Soldier and family demographics.				
Recommendations:	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			
	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			
	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			
Finding:	There is a need for continued communication and collaboration between Fort Carson and off-post providers regarding changes at Fort Carson.				
Recommendations:	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			
	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			
CHILD DEVELOPMENT					
Finding:	Lack of capacity to meet short- and long-term needs.				
Recommendations:	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.	Child Nursery Centers	\$150,000/yr	Merage Foundation	
	Explore partnerships with local school districts to convert closed school buildings to child care centers.	Alliance for Kids			

APPENDIX F. (continued)
Fort Carson Regional Growth Plan, Phase II – Summary of Recommendations

Resource Area	Findings/Recommendations	Lead Implementation Agency	Estimated Cost	Funding Sources	Implementation/ Status
Finding:	Lack of capacity to meet short- and long-term needs. (CONTINUED)				
	Work with local development community to include space for child development centers in new construction (e.g., new schools, community centers, etc.)	Alliance for Kids			
Finding:	Overall funding and staffing challenges in providing quality child care and early childhood education services.				
Recommendations:	Expand provider training to be consistent with Colorado's P-3 Professional Development System Plan.	Alliance for Kids/Early Childhood Councils			
	Continue to encourage NAEYC and NAFCC accreditation for licensed centers and home providers. (Goal: 25% of all centers reach NAEYC accreditation by 2016)	Alliance for Kids/Early Childhood Councils			
	Ensure provider knowledge of and access to developmentally appropriate educational materials and equipment.	Alliance for Kids/Early Childhood Councils			
Finding:	Challenges in serving children with special needs and behavioral health issues.				
Recommendations:	Providers participate in community partnership trainings (hosted by PPACG/presented by Fort Carson) to better serve military children under stress from parental deployments.	PPACG			
	Increase early intervention services for military children with special needs..	The Resource Exchange	\$2 million	IDEA Part C/ Colorado DHS/DDD	Additional \$182,000 in funding identified by TRE to serve Fort Carson families
	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
	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 Kids Place/Goodwill			
	Include trained "developmental intervention" specialists to assist classroom staff.				
Finding:	Moderate impacts to child advocacy services.				
Recommendations:	Enhance/formalize referral services for child advocacy services.	PPACG/Social Services Partnership Group	\$80,000		Establishment of Network of Care website proposed as part of third phase of Growth Plan
	Encourage providers to collect more detailed data on military families served in order to better plan for service needs and obtain funding.	PPACG/Social Services Partnership Group			

APPENDIX F. (continued)
Fort Carson Regional Growth Plan, Phase II – Summary of Recommendations

Resource Area	Findings/Recommendations	Lead Implementation Agency	Estimated Cost	Funding Sources	Implementation/ Status
Finding:	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. Partner with United Way's School Readiness Initiatives and 2-1-1 for public outreach. Monitor progress of ECE through Quality of Life Indicators project.	Alliance for Kids			Educational flyer developed as part of Phase II; outreach opportunities being identified/developed
K-12 EDUCATION					
Finding:	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. Continue Growth Plan partnership groups to share information and coordinate efforts to obtain needed resources.	PPACG PPACG			
Finding:	Additional funding needed to meet capacity and operational needs to serve military families.				
Recommendations:	Reinstate funding for second count day to off-set costs of military students who arrive after the October 1 count day. Work with state and federal agencies to obtain funding to meet capacity needs in high military growth districts.	School districts/PPACG/ state legislature School Districts/Colorado Department of Education	\$2 million/ year \$10-\$20 million	Colorado Department of Education DoD/DoEd/CO Dept of Ed	Funding in 2008 only; additional funding eliminated due to state budget shortfalls Districts have utilized capital reserves for projects to-date; additional funding gaps remain
Finding:	A higher incidence of special needs among Fort Carson students.				
Recommendations:	Reduce lags in Impact Aid funding to assist districts in serving military children. Promote awareness of resources needed to serve children with special needs; seek additional funding sources to serve these children. 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.	School Districts School Districts/CO Dept of Ed Fort Carson		DoD DoD/DoEd/CO Dept of Ed	

APPENDIX F. (continued)
Fort Carson Regional Growth Plan, Phase II – Summary of Recommendations

Resource Area	Findings/Recommendations	Lead Implementation Agency	Estimated Cost	Funding Sources	Implementation/ Status
Finding:	Parental deployments, injuries, and casualties cause significant stresses on children and behavioral health challenges for schools.				
Recommendations:	Expand military family life counselors to additional schools that serve military children.	Fort Carson/school districts			
	Implement and expand Fort Carson's school-based behavioral health pilot program to additional schools serving military children.	Fort Carson		DoD	
ADULT EDUCATION/WORKFORCE					
Finding:	A need for larger/enhanced educational facility on Fort Carson.				
Recommendation:	Pursue collaboration and funding opportunities to obtain resources needed to construct a new on-post educational facility.	Fort Carson		DoD	
	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			
Finding:	The need for more data on military and spouse/adult family member educational needs.				
Recommendation:	Develop and implement a regional data collection system to track participation of Soldiers, spouses/adult family members, and Veterans in adult education.	ACME			
Finding:	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:	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			
	Develop enhanced services to assist military members transitioning to civilian employment.	PPWFC/Fort Carson			

APPENDIX F. (continued)
Fort Carson Regional Growth Plan, Phase II – Summary of Recommendations

Resource Area	Findings/Recommendations	Lead Implementation Agency	Estimated Cost	Funding Sources	Implementation/ Status
Finding:	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.				
	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 services medical specialties 	PPACG/partnership groups/CO-ACME		State of CO/ colleges/ universities	
Finding:	Difficulties in transferring military course credits and licenses/certifications.				
Recommendations:	Continue to work with educational institutions to recognize Army courses that may be transferrable to civilian institutions.	Fort Carson/CO-ACME			
	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			
HOUSING					
Finding:	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:	Report key Soldier and family data and housing statistics on a quarterly basis.	PPACG		PPACG/OEA	
	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	
Finding:	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:	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	

APPENDIX F. (continued)
Fort Carson Regional Growth Plan, Phase II – Summary of Recommendations

Resource Area	Findings/Recommendations	Lead Implementation Agency	Estimated Cost	Funding Sources	Implementation/ Status
SOCIAL, BEHAVIORAL, AND MEDICAL HEALTH SERVICES					
Finding:	A need for improved communication and coordination between Fort Carson and community-based social service providers.				
Recommendations:	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	Establishment of Network of Care website proposed in third Phase of Growth Plan
	Provide Fort Carson gate access to community-based providers who visit the post frequently	Fort Carson	N/A	N/A	
	Continue to provide training to community-based providers on military culture, deployment stresses, and other factors.	PPACG/Fort Carson			
	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:	A gap in services/resources to meet behavioral health needs of Soldiers and family members.				
Recommendations:	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			
	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			
	Update TriWest projections for off-post behavioral health needs based on Growth Plan demographic projections.	TriWest/PPACG			
	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 	PPBHG/CASA/United Way/EI Pomar/other community providers	\$5-10 million	VA, HUD, DoD, TRICARE, private foundations	

APPENDIX F. (continued)
Fort Carson Regional Growth Plan, Phase II – Summary of Recommendations

Resource Area	Findings/Recommendations	Lead Implementation Agency	Estimated Cost	Funding Sources	Implementation/ Status
Finding:	An increased demand for domestic violence, child abuse and sexual assault services.				
Recommendations:	Assist in development of an action plan for the DVERT program, including targeting grant/contingency funding, if needed.				
	Assist CASA with strategic planning and pursue possible partnerships with the Lorraine Center for an additional SEPT facility possibly near Fort Carson.	CASA			
	Continue efforts to minimize the stigma associated with seeking assistance for family or relationship difficulties.				
	Seek increased funding to assist existing providers of domestic violence, child abuse and sexual assault services.				
Finding:	The need for enhanced communication and service delivery related to food and emergency aid.				
Recommendations:	Better communication to off-post providers of available Army services and policies regarding provision of emergency food assistance.	Fort Carson ACS			
	Increase provider outreach and education through Care and Share’s Member Campus.	Care and Share			
Finding:	The need to enhance financial readiness to Soldiers/families.				
Recommendations:	Continue Fort Carson partnerships with local financial institutions and credit counseling services.	Fort Carson			
	Promote VA and FHA loans to assist Soldiers/families in home purchases.	Fort Carson/housing industry		VA/FHA	
	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			
Finding:	There is a need for coordinated legal services and support systems, particularly for veterans proceeding through the Veterans Trauma Court.				
Recommendations:	Develop strong access points and referral systems for Soldiers or family members seeking legal assistance.				
	Continue and expand programs like the Veterans Trauma Court to assist Soldiers who have experienced trauma and engaged in criminal activity.	Veterans Trauma Court/DHS			
	Expand transitional housing for veterans with unstable living conditions.	Crawford House/ PPBHG			

APPENDIX F. (continued)
Fort Carson Regional Growth Plan, Phase II – Summary of Recommendations

Resource Area	Findings/Recommendations	Lead Implementation Agency	Estimated Cost	Funding Sources	Implementation/ Status
Finding:	There is a continued need to address gaps in service for key medical specialties and behavioral health needs.				
Recommendations:	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			
	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			
TRANSPORTATION					
Finding:	Peak hour traffic at some gates exceeds gate capacity and causes queuing.				
Recommendations:	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 – anticipated completion: Aug/Sep 2010.
	Relocate Gate 3 farther into the post to increase vehicle storage and gate capacity.	Fort Carson	\$10 Million	DoD	
	Widen approach to Gate 4 by extending 4 lanes farther north on B Street	Fort Carson			
	Restripe the approach to Gate 4 to more evenly distribute vehicles between the gate lanes.	Fort Carson			
	Address anticipated future capacity issues at Gate 20 by adding additional lanes or encouraging use of other gates.			USDOT/ 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.
	Develop variable message sign system to alert drivers of wait times at certain gates.	Fort Carson/CDOT/City of Colorado Springs /El Paso County			

APPENDIX F. (continued)
Fort Carson Regional Growth Plan, Phase II – Summary of Recommendations

Resource Area	Findings/Recommendations	Lead Implementation Agency	Estimated Cost	Funding Sources	Implementation/ Status
Finding:	Peak hour traffic at some gates exceeds gate capacity and causes queuing. (CONTINUED)				
	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/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.
	Continue to monitor and report on traffic counts, mode split, and delay trends at Fort Carson gates.	Fort Carson			
Finding:	Planned roadway improvements near the post should continue.				
Recommendations:	Continue improvements to S. Academy Blvd.	El Paso County/City of Colorado Springs/PPRTA	\$80 million	PPRTA	Phase 4 of county portion South Metro Accessibility project in process
	Continue improvements to SH 16/I-25.	CDOT/PPACG	\$70 million	CDOT/Congestion relief	
	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.
	Monitor S. Academy Blvd and intersections near Fort Carson as number of troops increases.	PPACG/CDOT/El Paso County/City of Colorado Springs			
	Continue to pursue funding for projects along the I-25 corridor from South Academy north to the Douglas County line.	CDOT/PPACG			
Finding:	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.	City of Colorado Springs/El Paso County/City of Fountain		FHWA	
	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)/CMAQ	Bike/ped access planned at Gates 1, 3 & 4
	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	

APPENDIX F. (continued)
Fort Carson Regional Growth Plan, Phase II — Summary of Recommendations

Resource Area	Findings/Recommendations	Lead Implementation Agency	Estimated Cost	Funding Sources	Implementation/ Status
SUSTAINABILITY & ECONOMIC DEVELOPMENT					
Finding:	There is a need for leadership and regional collaboration related to sustainability planning in the region.				
Recommendations:	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)	
	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	
	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/SNaPP			
	Work with Fort Carson to determine product/service purchasing decisions made locally and promote this information to local businesses.	Fort Carson/ PPACG/Chamber/ PTAC			
	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/PPACG			
	Continue to convene periodic (semi-annual) meetings of the sustainability and economic development partnership groups to review and update the Phase II recommendations.	PPACG			

APPENDIX F. (continued)
Fort Carson Regional Growth Plan, Phase II – Summary of Recommendations

Resource Area	Findings/Recommendations	Lead Implementation Agency	Estimated Cost	Funding Sources	Implementation/ Status
Fining:	There are opportunities and challenges related to increasing renewable energy use in the region. (CONTINUED)				
	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			
	Encourage utilities to provide residential energy audits and establish/expand renewable energy incentives (rebates).	utilities			
Finding:	The region does not handle solid waste/recycling efficiently.				
Recommendations:	<p>Encourage local governments to implement policies to increase recycling levels, such as:</p> <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 <p>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.</p> <p>Develop a consistent system for reporting recycling levels and require such reporting in municipal recycling contracts .</p> <p>Develop/enhance public outreach to address barriers to recycling and encourage recycling.</p>	Local governments			
Finding:	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:	<p>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.</p> <p>Maximize incentives for LEED certification and Energy Star qualifications in new construction, as well as incentives for contractors to be LEED certified.</p> <p>Identify, expand, and promote training opportunities on retrofitting, energy efficiency, energy audits and LEED certification.</p>				

APPENDIX F. (continued)
Fort Carson Regional Growth Plan, Phase II – Summary of Recommendations

Resource Area	Findings/Recommendations	Lead Implementation Agency	Estimated Cost	Funding Sources	Implementation/ Status
Finding:	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. (CONTINUED)				
	Convene an annual summit of regional leaders to determine priority retro-fitting projects.				
	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.				
	Partner with military installations, chambers, PTAC to identify/promote green-building subcontracting opportunities.	PTAC			
Finding:	The availability of sustainable training and education programs will help promote sustainable practices in the region.				
	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			
	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			
	Explore opportunities to expand Veterans Green Jobs programs within the Pikes Peak region.				
	Encourage and support key professional organizations to develop sustainability education/training programs for their members.	American Institute of Architects/			
	Explore partnerships with workforce training entities to develop sustainability education/training programs .	PPWFC/Pueblo WFC/Pikes Peak Community College/ Pueblo Community College			
	Promote/expand the successes of the Veteran’s Workforce Investment Program.				

