

INSTALLATION MISSION GROWTH

Community Profile

November 2009

Fort Carson, Colorado

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Community at a Glance

Growth Management Organization (GMO):

Pikes Peak Area Council of Governments

Geographic area affected by military installation growth:

The Fort Carson region includes El Paso, Fremont, Pueblo and Teller counties

Regional Population of affected area:

The population of the four-county region is 814,201 (2007 State Demographer estimate)

Top growth challenges:

- Educational Facilities/staffing
- Affordable child care
- Utility (water) infrastructure
- Transportation/roadway infrastructure
- Behavioral health/social service capacity and coordination

Outstanding requirements in support of mission growth:

Project Category	# of Projects	Sum of Project Cost	Sum of Funding Gap
Education	11	\$27.7M	\$13.3M
Social	7	\$10.2M	\$8.1M
Transportation	5	\$150.7M	\$65M
Energy & Utilities	6	\$4.5M	\$3.8M
Totals:	29	\$193.1M	\$90.2M

Mission Growth at a Glance

Growth Action: Base Realignment and Closure (BRAC), Grow the Army (GTA), Army Modular Force (AMF), Global Defense Posture Realignment (GDPR)

Personnel Baseline and Growth Projection:

	Baseline (January 2005)	Build-out Projection (FY 2013)
Military Personnel	14,500	25,900
Dependents	19,500	39,300
Civilian Personnel	2,700	2,354
Contractors	1,600	3,465

Source: Fort Carson, Army Stationing & Installation Plan

Growth Factors affecting community planning: Deployment cycles are causing significant uncertainties for soldiers, families, and providers, affecting accompaniment rates, desire/ability to purchase homes, apartment vacancy rates, school enrollments, etc.

Background

The Fort Carson Study Area includes the three counties directly adjacent to Fort Carson – El Paso, Fremont, and Pueblo – as well as Teller County, directly west of El Paso County (Figure 1). The study area sits along the Front Range of the Colorado Rockies, 60 miles south of Denver, Colorado. El Paso County encompasses the City of Colorado Springs, directly to the north of Fort Carson, and the City of Fountain, as well as a number of smaller incorporated and unincorporated communities. The City of Fountain, just to the east of the main Gate 20 off of Interstate 25 (I-25), with a population of more than 22,000, is the most highly impacted city. The Pueblo metro and Pueblo West areas are 26 miles south of the main cantonment area of Fort Carson via I-25 along the Front Range, and the smaller cities of Canon City, Florence, and Penrose in Fremont county lie to the southwest of Fort Carson’s southern border and the training grounds via State Highway (SH) 115.

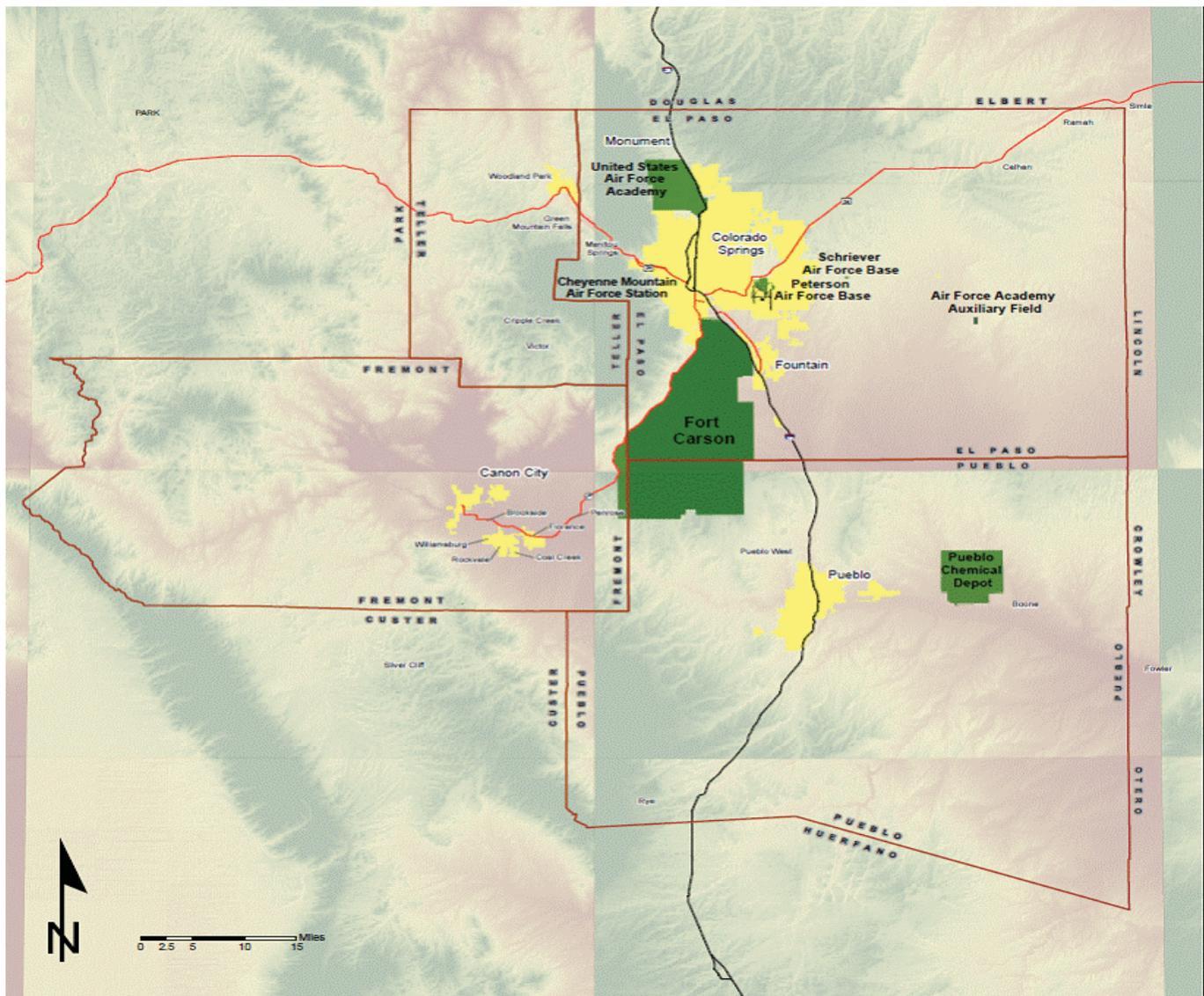


Figure 1: Fort Carson Regional Growth Plan, Phase 2 Study Area

The areas most heavily impacted by Fort Carson include the City of Fountain, southern Colorado Springs, unincorporated Security/Widefield, Pueblo West, Pueblo, and Canon City. While the majority of Fort Carson soldiers

and families reside in El Paso County, proposed and potential gate openings further south on Fort Carson may affect future housing decisions and commuting patterns in the region, as well as the need for other services (e.g., schools, child care, etc.).

The Fort Carson region is home to four other military installations, including Peterson Air Force Base (AFB) and the Air Force Academy, as well as the Pueblo Chemical Depot. The military accounts for approximately 35 to 40 percent of the regional economy, and Fort Carson is the most significant component, accounting for nearly \$2 billion in annual economic impact to the region and state.

BRAC, AMF, and GDPR decisions will result in the addition of a heavy Brigade Combat Team (BCT), a Division headquarters, and other unit realignments and troop increases at Fort Carson. Additionally, GTA recommendations will result in further troop increases. The GTA increases will be smaller than originally anticipated with the Department of Defense (DoD) decision not to include an additional BCT at Fort Carson. The near doubling of active duty troops at Fort Carson between 2006 and 2013 – which accounts for over one quarter of the regional growth during this time frame – has and will continue to have significant impacts to the local housing market, transportation system, schools, and other services.

In 2005, community leaders formed the Colorado Defense Mission Coalition (CDMC) in response to the announcement of troop increases at Fort Carson. CDMC brought agency heads, business leaders, non-profit stakeholders and elected officials together with the community to support and coordinate the regional and state response to the effects of the growth at Fort Carson and the other installations.

In August 2006, the Pikes Peak Area Council of Governments (PPACG) was awarded a grant from the Office of Economic Adjustment (OEA) to develop the Fort Carson Regional Growth Plan. The initial phase of this plan was completed in July 2008, and planning and implementation efforts are in Phase 2. PPACG is a voluntary association of 16 municipal and county governments serving a regional community. Since 1967, PPACG has worked to ensure local governments have a forum to discuss issues that cross political boundaries, identify shared opportunities and challenges and develop collaborative strategies for action. Primarily a transportation planning agency, staff also provide environmental quality planning, demographics and economic research, and support for the area's aging population. PPACG launched a new program area with the advent of the Growth Plan, the Military Impact Planning program. While initial work is to create and help implement the Fort Carson Regional Growth Plan, an ongoing focus is to coordinate with the three other major installations in the area: Peterson AFB, Schriever AFB and the Air Force Academy.

PPACG is in the unique position to collect, house, and communicate data of importance to the community regarding Fort Carson growth, such as housing and rental information, education enrollments, land use that impacts compatibility/encroachment, and monitoring the economic impact of Fort Carson on both the region and the state. PPACG is able to maintain a role coordinating information sharing and issue identification across multiple counties to ensure consistent communication with Federal, state, and local entities and as a monitor and supporter of state and Federal grant opportunities and legislation that can benefit the region.

PPACG serves as the fiscal and administrative agent of the grant and Plan, and the CDMC serves as the steering committee for the Growth Plan. Stakeholders throughout the Fort Carson region have been involved in numerous partnership groups to provide subject matter expertise across the numerous resource areas addressed in the Plan. Elected officials, business and community leaders, non-profit service providers, and other key stakeholders participate in the Growth Plan Executive Committee, which provides policy oversight for the Plan, the CDMC, and the partnership groups. A sample of participating entities is listed below:

Federal, State and Local Governments

- PPACG
- Fort Carson (Command, Directorate, Hospital representatives)
- Pueblo Area Council of Governments
- Upper Arkansas Area Council of Governments

- Office of the Governor
- Colorado Office of Economic Development and International Trade
- Colorado Department of Transportation
- State and Congressional representatives
- El Paso County
- City of Colorado Springs
- City of Fountain
- City of Pueblo
- City of Canon City
- Fremont County
- Pueblo County
- Teller County
- Pikes Peak Area Superintendents Association and numerous school districts
- Pikes Peak Workforce Center
- Pueblo Workforce Center
- University of Colorado at Colorado Springs
- Pikes Peak Community College
- Department of Veterans' Affairs

Business and Industry Representatives

- Greater Colorado Springs Chamber of Commerce
- Colorado Springs Economic Development Corporation
- Housing and Building Association of Colorado Springs
- Fremont County Military Affairs Committee
- Greater Pueblo Chamber of Commerce
- Pueblo Economic Development Corporation
- Pueblo West Economic Development Group
- Apartment Association of Southern Colorado
- Fremont Homebuilders Association Classic Homes
- Pikes Peak Association of Realtors
- Pueblo Association of Homebuilders
- Pueblo Association of Realtors
- TriWest

Health Care Providers

- Cedar Springs Behavioral Health System
- El Paso County Department of Health and Environment
- Memorial Health System
- Peak Vista Community Health Centers
- Penrose-St. Francis Health System
- Pikes Peak Behavioral Health Group

Non-Profit and Community Organizations

- Partners in Housing
- Rocky Mountain Community Land Trust
- Alliance for Kids
- Boys and Girls Club
- Care and Share Food Bank for Southern Colorado
- Child Care Connections
- Child Nursery Centers, Inc.
- Children First
- Community Partnership for Child Development
- Peak Parent Center

- The Resource Exchange
- Pikes Peak United Way
- Army Wounded Warrior Program
- Court Appointed Special Advocates (CASA)
- Suicide Prevention Partnership of the Pikes Peak Region
- Action 22 Foundation
- Catamount Institute
- Pikes Peak Sustainable Business Network
- TESSA
- The Home Front Cares

To date, PPACG has completed Phase 1 of the Fort Carson Regional Growth Plan. The initial phase addressed the following resource areas:

- Child Development
- Economic Impacts
- Education (pre-kindergarten through grade 12 (pre-K-12))
- Health/Behavioral Health
- Housing
- Planning and Zoning/Compatibility
- Public Safety
- Public Utilities and Infrastructure
- Quality of Life/Sustainability
- Social Services
- Transportation
- Workforce/Adult Education

Phase 1 of the Growth Plan identified key issues and needs in the region, particularly transportation, education, child care and health and health capacity in the community. While Phase 1 indicated that many entities have been planning well in advance of the arrival of new troops and families, the Plan also identified key gaps, particularly as deployments and changing economic conditions have added a great deal of uncertainty regarding the timing of the arrival to soldiers and family members. Therefore, Phase 2 of the Plan strives to provide the community with a greater level of detail regarding Soldier and family demographics, housing preferences and needs, and deployment information to help entities in the region plan more effectively to meet the needs of an increased Fort Carson-related population. Partnership groups for all issues areas identified in Phase 1 continue to meet to maintain communication and information-sharing, monitor trends, and implement recommendations. Key issues in Phase 2 are as follows:

- Child Development
- Economic Impacts
- Education (pre-K-12)
- Health/Behavioral Health
- Housing
- Quality of Life/Sustainability
- Social Services
- Transportation
- Workforce/Adult Education

Implementation and Partnering Strategies

One of the key factors affecting the Fort Carson region is the uncertainty of continued deployment cycles and changing (deteriorating) economic conditions. These factors affect the number of soldiers and family members in the region at any given time, the type and amount of housing demands, lower than expected and fluctuating school enrollments, changing demands for the amount and type of child care needed (e.g., infant/toddler care, before/after school care,

respite care), etc. Along with these shorter-term planning needs, the community must also prepare for long-term needs, such as improved roadway safety and capacity and transit services, as well as utility infrastructure.

These challenges necessitate timely and accurate data from Fort Carson and other sources regarding the timing of the arrival of additional troops and their family members, as well as more detailed demographic data. Obtaining the data needed to provide the region with better planning information has been one of the greatest challenges of the Growth Plan. Primary and secondary data gathering and analysis and information-sharing and communication are the cornerstones of a successful planning effort, and PPACG had been working with many entities at the Federal, state and local level covering a multi-county region to meet Fort Carson growth challenges.

Key partnership strategies include continual communication with Fort Carson's Garrison and Command components, as well as other units on the installation, such as Evans Army Community Hospital. PPACG has also established coordination with Fort Carson, state, and local government entities, as well as with local business and community leaders and service providers through the Plan's steering committee (CDMC) and partnership groups. Stakeholders, including service providers and subject matter experts meet with PPACG and its consultant team and Fort Carson representatives on a monthly basis across the previously-listed issue areas. Through CDMC meetings, representatives of each partnership group share information, trends, lessons learned and recommendations in order to identify key data needs and emerging issues and work toward solutions and implementation actions to meet identified needs.

Primary Growth Challenges

Education

Fort Carson growth is bringing additional families to the region who will attend schools on- and off-post. More than 20 school districts may absorb students from Fort Carson, although the majority of students will attend six school districts nearest the installation. Obtaining good planning data regarding the number of additional children anticipated for each district has been problematic. Large growth numbers were not initially seen in many districts. The main districts expecting significant Fort Carson growth, particularly the district that operates on-post schools, have developed plans and are proceeding with infrastructure projects (new schools, school additions, portable classrooms, technology enhancements, etc.) to meet anticipated increased demands. However, because of state and local budget crises, many districts are reluctant to expand staffing until they see significant growth. Additionally, timing of student arrivals is often problematic for schools, whose annual operating revenues per pupil are based on a "count day" of October 1; therefore, students who arrive after that date receive services, but the school districts do not receive funding for providing the services. Further, school districts serving Fort Carson students have seen significant increases in children with special needs. For example, preliminary data regarding family members moving to the Fort Carson region indicate an autism rate approximately three times the national average; serving special needs children requires greater resources and specialized staffing.

Obtaining the data needed to provide the region with better planning information has been one of the greatest challenges of the Growth Plan.

Strategies and actions to date: PPACG is working with Fort Carson and the school districts to provide better planning numbers regarding the timing and number of anticipated students coming to the region. PPACG is developing a model to help address deployments, economic conditions, housing preferences and other factors to better determine family member demographics and provide better planning data to the districts. Additionally, each school district is preparing for the growth, including identifying (most) funding for a new elementary school on post, additional high school capacity, portable classrooms, technology, and other upgrades to meet increasing demands.

Outcomes and achievements to-date: Fountain-Fort Carson School District 8 has broken ground for an on-post elementary school, scheduled to open in August 2010; plans are also in place for high school expansion, pending funding. Widefield School District 3 has added portable classrooms and telephone and electrical upgrades in preparation for additional military students. In 2008, six school districts in the region received approximately \$1.8 million in "second count day" funding to assist districts whose military enrollment increased substantially after the October 1 count day; however, because of budget restrictions, this funding was eliminated in 2009 and future years.

Outstanding requirements: While the above projects have been planned or implemented, significant funding gaps remain; some districts have also used capital reserves to meet increased capacity demands, leaving the districts with limited options to meet current and future needs. Specific funding gaps are listed below.

Priority Projects (as identified through OEA PNA):

Lead Entity/Agency	Project	Total Project Cost	Funding Gap
Fountain-Fort Carson D-8	Elementary School #9 on Fort Carson	\$14,600,000	\$6,000,000
	Fountain-Fort Carson High School Expansion	\$8,500,000	\$3,500,000
Colorado Springs D-11	Preschool Classrooms	\$750,000	\$250,000
	Total	\$23,850,000	\$9,750,000

Behavioral Health/Social Services

Behavioral health and social services in the Fort Carson region are currently fragmented and underfunded. These challenges are exacerbated by the significant and increasing demands for services in order to meet the needs of soldiers and family members who are stressed from the effects of deployments, soldier injuries, including Traumatic Brain Injury and Post-Traumatic Stress Disorder, and other factors. While Fort Carson provides many services to meet soldier and family member needs, troops and their dependents sometimes choose to seek services off-post or require services that Fort Carson cannot accommodate. Behavioral health and other challenges affect local child care providers and schools, as well as substance abuse and mental health providers, domestic violence and county social services, and sometimes the court system.

Strategies and actions to date: Many service providers, including local government agencies and non-profits, have enhanced and expanded services to assist soldiers and family members; several non-profit agencies have been established to provide financial assistance to family members, as well as Wounded Warriors. The region is currently working to develop a continuum of care to meet the many needs of these soldiers and families including in- and out-patient treatment, counseling, case management and a range of other services to provide a comprehensive system of care for Fort Carson soldiers and families.

Outcomes and achievements to date: The Pikes Peak Behavioral Health Group obtained \$300,000 funding from the state for a pilot program to provide mental health services to family members of Iraq and Afghanistan veterans; however, funding for this program is not expected to continue. At this point in time, behavioral health and social service providers are working to overcome funding challenges and the fragmentation of services; PPACG's Health and Behavioral Health and Social Services partnership groups have been meeting regularly to identify key needs and develop actions to meet those needs, such as a centralized call center and website, as well as other services targeting Fort Carson families. Accomplishments include much improved communication between service providers, as well as with the installation. Other specialized working groups/task forces have also been meeting to address these needs.

Outstanding requirements: Funding remains the key obstacle to meeting desired objectives and implementing a continuum of care system to meet soldier and family needs.

Priority projects, bundled as one “system-of-care” overall project, are broken down as follows:

Lead Entity/Agency	Project	Total Project Cost	Funding Gap
Pikes Peak Behavioral Health Group/Other Entities	Centralized Call/Referral Center	\$1,400,000	\$1,300,000
	Health Services Website	\$100,000	\$100,000
	Off-post behavioral health service center	\$3,500,000	\$3,425,000
	Case Managers for service center	\$1,875,000	\$1,825,000
	Behavioral Health Educators	\$750,000	\$750,000
	Behavioral Health/Continuum of Care Services (Peer Navigator)	\$500,000	\$500,000
	Total		\$8,125,000

Transportation Roadway Infrastructure

Fort Carson is served by three major roadways: I-25, SH 115, and South Academy Boulevard. There are currently congestion problems at certain post access points, particularly during peak demand periods, and traffic volumes on-post will increase significantly with the increase in troops (Figure 2). Additional steps are needed to mitigate traffic issues related to Fort Carson growth. Also, potential new access control points (e.g., activation of Gates 6 and 19) may change future traffic patterns. Further, transit service to the installation is minimal and may be completely eliminated, and Fort Carson’s current on-post transportation system is not conducive to transit service or bike and pedestrian use. Options for on-post transportation needs and better coordination with off-post transportation systems are being studied. It is clear, however, that Fort Carson growth will continue to have significant impacts on roadway infrastructure.

Strategies and actions to date: The region had identified over \$400 million in transportation funding needs that cannot be met; however, since the announcement of BRAC and other growth changes at Fort Carson, Federal, state, regional, and local agencies have worked together to reprioritize projects and funding through state and regional transportation improvement plans to meet critical Fort Carson transportation needs.

Outcomes and achievements to date: More than \$150 million in transportation projects are planned or underway to accommodate Fort Carson traffic needs, including:

- Improvements to South Academy Boulevard (currently in Phase 4 and locally funded)
- Improvements to the SH 16/I-25 interchange serving Gate 20 – this route will also serve as the rapid deployment route to Fort Carson’s A/DACG facility at Peterson Air Force Base and the Colorado Springs Airport
- Safety and capacity improvements to SH 115

The region has also fully funded and completed improvements to the I-25 corridor through the Colorado Springs Metropolitan Area.

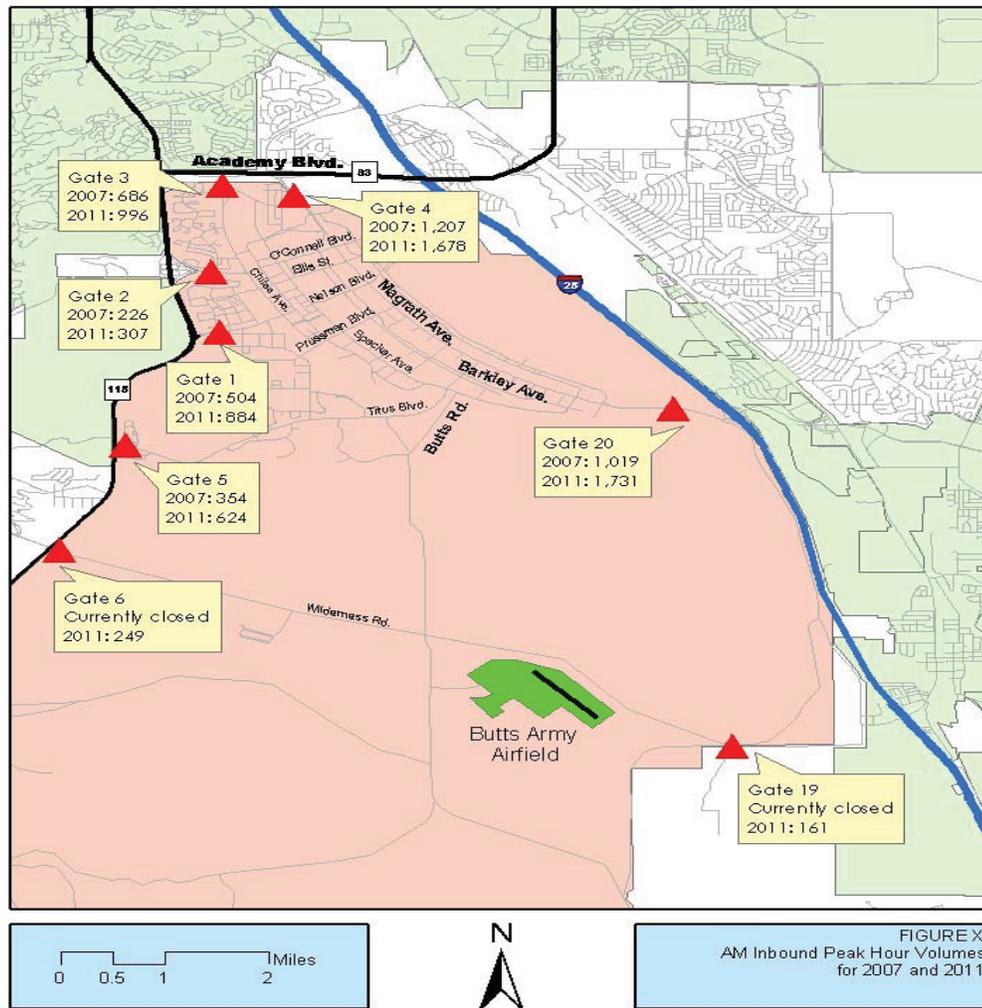


Figure 2: Fort Carson Peak Hour Gate and Traffic Volumes

Outstanding Requirements: While the region has had success in funding several critical Fort Carson-related transportation improvement projects, additional funding to address safety and capacity needs is still necessary.

Priority Project:

Lead Entity/Agency	Project	Total Project Cost	Funding Gap ¹
Colorado Department of Transportation (CDOT)	SH 115 for Gates 5 & 6	\$11,700,000	\$6,000,000
Total		\$11,700,000	\$6,000,000

¹ Funding gap based on most recent (September 2009) actions by CDOT and PPACG to prioritize funding in TIP for SH 115.

Energy and Utilities

Phase 1 of the Fort Carson Regional Growth Plan indicates while local utility providers have incorporated Fort Carson growth-related needs into their plans. However, because of local economic conditions and the housing/development market, infrastructure projects, particularly for smaller utility providers that rely on tap fees, have been unable to proceed because of a lack of funding. Significantly reduced development has created cash-flow challenges, and some providers that serve areas near Fort Carson have been unable to fund water infrastructure projects to meet anticipated increased housing demand. To date, alternative funding sources have not been identified.

Strategies and actions to date: PPACG and utility providers in the region have been working with Fort Carson and the local development community through the Growth Plan and other efforts to identify and plan for Fort Carson-related needs. As noted above, planning has moved forward, despite limited funding.

Outcomes and achievements to date: Colorado Springs Utilities (CSU), which provides water, gas, and electricity to Fort Carson, as well as water, wastewater, gas and electric service to much of the surrounding community, has ensured sufficient water and energy supplies to meet Fort Carson and regional demand. CSU has also extended gas lines to Gate 5 to serve the southern portion of Fort Carson's cantonment area. Planning for additional needs as Fort Carson builds facilities farther south on the installation is currently underway.

Outstanding Requirements: As noted above, smaller water providers in the region, because of decreased tap fees, have recently experienced challenges in providing water infrastructure to meet housing developments that will serve Fort Carson soldiers and families. Specific projects with funding gaps identified to date include the following:

Lead Entity/Agency	Project	Total Project Cost	Funding Gap
City of Fountain Water Utility	North Santa Fe Water Project	\$975,000	\$375,000
	Bandley Road Water Main Connection	\$960,000	\$860,000
Widefield Water & Sanitation District	Redrill/Re-equip JHW Wells	\$287,000	\$287,000
	Booster One Transmission Line	\$378,000	\$378,000
	Redrill/Re-equip C-2 & E-1 Wells	\$311,000	\$311,000
	Phase One-East/West Transmission System	\$1,597,000	\$1,597,000
Total Project Costs/Funding Gaps		\$4,508,000	\$3,808,000

Affordable Child Care

Quality, affordable child care, particularly for infants/toddlers, is a significant challenge for Fort Carson families and the region. The tendency for Fort Carson families to be younger with younger children will result in increased needs for care for 0-2-year-olds. Fort Carson has received additional funding (Military Construction and stimulus) to construct child development centers, but demand for off-post child care services poses further challenges, including the needs of Fort Carson families who require earlier (e.g., 5:30 a.m.) care in order to meet duty (physical training) requirements. Therefore, the child care industry is currently focusing on increasing off-post capacity through in-home (family) child care and ensuring appropriate accreditation to meet Army standards. In addition to child care capacity, providers are struggling with behavior challenges and needs of children who are stressed because of parental deployments and injuries. Potentially large numbers of children with special needs who require early intervention and specialized care, as well as respite care for parents/primary caregivers, pose additional challenges. All of these factors are exacerbated by funding gaps for public services, including health inspections of child care facilities, which can delay licensing and opening of new facilities or re-licensing of current facilities; funding and staffing to serve children with special needs; specialized transportation, etc.

Strategies and actions to date: Local child care providers and advocates have been working together to identify and address key needs. Developing in-home child care facilities has become a key focus for meeting immediate and short-term child care needs.

Outcomes and achievements to date: With the assistance of OEA, PPACG is working with local providers to develop a training program to assist providers addressing behavioral health issues of Fort Carson children. Legislation is also being considered (but not yet introduced) to increase the number of child care centers who meet Army accreditation standards, which will enable Fort Carson families to use Army subsidies for child care.

Outstanding requirements: Details on outstanding requirements/costs are still being determined.

Additional challenges for the region revolve around the continuing economic difficulties faced by the state and local governments. At a time when significant, rapid growth at Fort Carson is occurring, state and many local government budgets – including school district budgets – are contracting. These budget concerns are causing state and local governments to make difficult choices regarding service provision (parks vs. law enforcement vs. transit, etc.) and sometimes drastic cuts in services. Tax and spending restrictions at all levels of government in Colorado will also make it difficult to reinstate prior funding levels once economic conditions improve. While these challenges apply across the board, rapid Fort Carson growth is putting additional pressure on provision of key services and must be addressed in an atmosphere of heightened fiscal constraint. PPACG, Fort Carson, and numerous state and local officials are continuing to work together to address these issues.

Successes/Lessons Learned

The successes of the Fort Carson Regional Growth Plan to date include an established regional planning entity that has helped foster regional cooperation in planning for prioritizing and meeting Fort Carson growth-related needs; increased communication between Fort Carson and the surrounding region; and, enhanced coordination between service providers (both local government and non-profit). This cooperative approach is critical in addressing future community growth impact.

Through PPACG's regional transportation planning process, the Fort Carson region has been able to prioritize transportation projects and secure more than \$150 million in transportation funding to assist access to Fort Carson and improve traffic flow near the installation. Coordination of numerous stakeholders through CDMC has also assisted in establishing regional priorities and seeking the funds to address impacts. For example, the region successfully obtained legislation for supplemental school funding (second count day funding, as described above). While constraints limited funding to one year instead of two, local school districts impacted by military growth received more than \$1.8 million.

The coordination established through CDMC and partnership groups that focus on specific issue areas (child care, K-12 education, housing, transportation, etc.) have fostered communication and helped stakeholders and subject matter experts to identify and address key trends throughout the planning process, enabling action before the plan is finalized. For example, the behavioral health needs of children in schools and daycares have raised concern, and a pilot training program to assist child care providers is in development. Transportation needs and funding continue to be identified and included in the regional transportation improvement plan. Enhanced communication and coordination between Fort Carson and local law enforcement agencies led to the establishment of a military law enforcement collaborative to address issues as they arise.

The experience of the Fort Carson/Pikes Peak region shows regional cooperation is critical in meeting military-related growth impacts. While funding for various projects and needs is still a priority, information-sharing among state and local governments, non-profit service providers, Fort Carson and others has been beneficial. Creative partnerships and speedy solutions to issues that arise have been a result of these relationships (such as short-term funding strategies to continue health inspections for child care providers).

The Fort Carson Regional Growth Plan process has highlighted the need for critical relationships with installation commanders and “keepers of the data”. General, Army-wide standards and multipliers have not been reliable and resulted in inaccurate assessments of Fort Carson growth impacts on schools, child care, and other services. Longer-term planning is needed, such as transportation and utility infrastructure plans, as well as planning for shorter-term, fluctuating demands due to deployments, current economic conditions, and soldier-family preferences in uncertain times. In order to plan for changing conditions and develop a model to better predict short- and long-term impacts to

the region, demographic data needs to reflect a better understanding of impact areas in Fort Carson, such as: soldiers and family members, housing preferences, affordability factors, and behavioral health and social services. Therefore, accurate, timely information regarding troop movement and deployment—as well as access to soldiers and family members for voluntary surveys and focus groups—is crucial to the planning process. Hence, good relationships with key commanders is pivotal, as is knowing who has access to what information. With this understanding and continual information-sharing and communication, PPACG and the Growth Plan stakeholders are in a much better position to serve the growing Fort Carson region, soldiers and families, and maintain and enhance quality of life for all.