

# Priorities in the Pikes Peak Community

# 2023

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# EXECUTIVE SUMMARY AND PROCESS

This executive summary provides an overview of the key findings from our comprehensive research on the most pressing issues in Colorado Springs and the El Paso County region. The report focuses on four primary areas: Affordability and Cost of Living, Childcare, Childhood Development, and Education, Economic and Infrastructure Development, and Mental Health. The information presented is based on a thorough review of 50 strategic plans, interviews with 17 stakeholders, and 24 members of the public.

The initial phase of our research involved a detailed examination of 50 strategic reports that covered various aspects of civic life in Colorado Springs. These reports encompassed long-term development proposals, plans for local universities, parks and water utility, economic action plans, and more. By analyzing these documents, we obtained insight into the existing priorities and initiatives of the city and its key stakeholders.

To supplement the information gathered from strategic reports, we conducted in-depth interviews with 17 significant stakeholders and leaders in the city. These interviews allowed us to delve deeper into the issues facing the Pikes Peak region, understand the challenges experienced by its citizens, and determine which problems held the greatest significance to the community. The perspectives shared by these influential individuals provided invaluable context to our research and helped shape our understanding of the region's most pressing concerns.

In addition to stakeholder interviews, we conducted 24 public interviews. This approach ensured that we captured diverse opinions from individuals with varying levels of influence in the area. By engaging with the public, we sought to obtain a comprehensive understanding of the challenges faced by everyday citizens and incorporate their voices into our analysis.

This report aims to provide a detailed examination of each of the problem areas, presenting relevant data, case studies, and community stories. All included quotes came from interviews with community leaders and stakeholders; their names were excluded for privacy reasons. By addressing these challenges head-on, we believe that the Pikes Peak Region can achieve meaningful progress and improve the quality of life for its residents. Overall, our research process was rigorous, objective, and aimed to provide a comprehensive understanding of the most pressing issues in Colorado Springs and the broader El Paso County community.

# FROM US.

## Colorado Springs' Harshest Critics... and Biggest Fans.

As we embarked on this journey, we had no preconceived notions of what we would discover about Colorado Springs. However, what we uncovered exceeded our expectations and left a lasting impact on us as not only students and young professionals, but as people.

Although we gained significant insight into the issues facing Colorado Springs through analyzing strategic plans and conducting stakeholder interviews, the most valuable takeaways came from our time spent in the city. These experiences transcended research and statistics; simply exploring downtown and engaging with the community profoundly shaped our understanding of the human fabric that makes this place so remarkable.

The reports we analyzed and the interviews we conducted were not mere academic exercises. They were windows into the lives, dreams, and struggles of the people who call this place home. Each line of data or personal anecdote revealed a fragment of the human experience, painting a vivid portrait of the challenges faced by individuals and families in Colorado Springs.

We were humbled by the conversations we had with stakeholders and leaders who shared their insights and perspectives with us. Their wisdom and passion for their community illuminated the path forward and propelled us to dig deeper to uncover the core issues that demand immediate attention and strategic interventions.

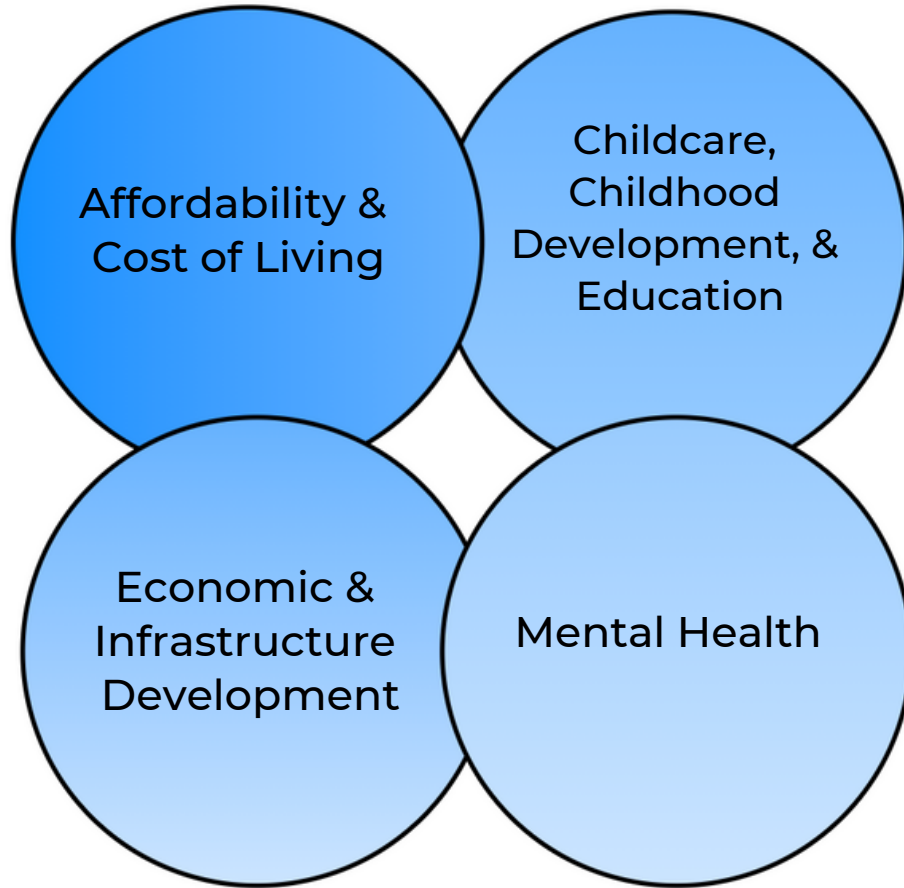
It was not through interviews, but through conversations with everyday citizens, where we truly grasped the heartbeat of the city. These, earnest, raw experiences we encountered revealed to us the resilience and determination of individuals facing the hurdles of daily life here. Their stories, hopes, and frustrations wove together a narrative of not just struggles and triumphs, but of the beautiful life so many have created in this region.

The human perspective we gained through this immersive experience permeates every line of this report. It is not just a compilation of data and statistics; it is a testament to the lives and aspirations of the people we encountered. Their stories resonated within us, and their passion motivated our work.

Throughout this journey, we became more than students on an assignment. We became members of this community, forged bonds with its people, and felt a profound sense of belonging. The pride, dedication, and unrelenting kindness we witnessed in Colorado Springs remain imprinted on our conscious.

We firmly believe that by addressing the key issues outlined in this report and embracing collaboration, unity, and strategic initiatives, the Pikes Peak region can achieve meaningful progress and build a community that embodies the civic pride, kindness, and spirit of progress we experienced firsthand.

# THE MAIN PRIORITIES



01

## **Affordability & Cost of Living**

As Colorado Springs' population continues to grow, the city must prioritize an affordable lifestyle for all. This includes housing, food, and accessible public transportation.

02

## **Childcare, Childhood Development, & Education**

Affordable, quality child care and a strong K-12 public education system are both areas where Colorado Springs can improve. As the foundation for children's success, education is an essential area of focus.

03

## **Economic & Infrastructure Development**

Due to the lack of a consistent economic driver and an expanding population, Colorado Springs must be mindful of how to maintain a thriving economy and strong infrastructure.

04

## **Mental Health**

Colorado Springs is experiencing a growing mental health crisis. Challenges include access to mental health resources in schools and addressing mental illness in the chronically homeless population.

# PLANS BY THE NUMBERS

50

Total plans reviewed supporting local government, higher education, philanthropic foundations, nonprofit organizations, public private partnerships, etc.

86%

Of strategic plans included information about **Economic and Infrastructure Development**

42%

Of strategic plans mention **Affordability and Cost of Living** as a key priority

19

Plans had overlap between **Economic and Infrastructure Development and Affordability**

14

Plans had overlap between **Economic and Infrastructure Development and Education**

56%

Of plans included overlap between at least two of the four main priorities

# INTERVIEWS BY THE NUMBERS

17

Total community stakeholder interviews conducted

24

Total public street interviews conducted

44%

Of all interviews identified **Education** as a main priority

59%

Of all interviews identified **Economic and Infrastructure Development** as a main priority

46%

Of all interviews identified **Mental Health** as a main priority

59%

Of all interviews identified **Affordability and Cost of Living** as a main priority

7

Stakeholder interviews had overlap between **Economic and Infrastructure Development and Education**

6

Stakeholder interviews had overlap between **Mental Health and Affordability**

82%

Of stakeholder interviews included overlap between at least two of the four main priorities

# AFFORDABILITY AND COST OF LIVING

The issue of affordability and affordable and accessible housing in Colorado Springs is undoubtedly one of the greatest challenges faced by the community. Although numerous resources for affordable housing exist, most are either operating at full capacity or cater to specific, niche groups, resulting in years-long waitlists.

The creation of affordable housing faces barriers like restrictive zoning practices, which hinder the development of units in areas with the highest demand for affordable housing<sup>3</sup>. Furthermore, the high costs associated with land, labor, and materials in Colorado and the Western US pose significant financing challenges to the construction of affordable housing<sup>3</sup>. Investor ownership of housing and the conversion of properties into rentals also constrict the availability of affordable housing<sup>3</sup>. Those already residing in affordable housing have limited transitional housing options, which further compounds the issue<sup>4</sup>.

## 43%



Of homes priced at a median income level are affordable for CO Springs residents<sup>4</sup>

## 42%



Of Strategic Plans mention affordability and cost of living as a key priority

## 5.3%

Vacancy Rate of Homes in El Paso County in 2020<sup>4</sup>

**"Affordable Housing is not really affordable."**



# AFFORDABILITY AND COST OF LIVING

## 01 Communities Disproportionately Impacted

### **Minority and Elderly**

Black people in Colorado Springs experience homelessness at double their demographic percentage<sup>4</sup>. Without many expenses and limited senior housing, most of a senior's income is allotted primarily for housing costs<sup>4</sup>.

### **Intellectually and Physically Disabled**

Intellectually and Physically Disabled (IPD) populations are at greater risk of homelessness than other groups and may also have trouble securing housing even in a less competitive market. IPD populations that solely receive supplementary housing support will still find themselves struggling. For this reason, improved integration of supportive services, such as healthcare and transportation, as well as community education to reduce social stigmas, are key components of addressing the needs of non-homeless IPD populations<sup>4</sup>.

### **Homeless**

While the overall number of homeless in Colorado Springs is decreasing, there still remain those in need of support<sup>4</sup>. There are many demographics of the homeless population with different needs, including those who are mentally ill and those with families. Specialized support systems within the affordable housing network are needed to house those homeless who are afflicted with mental illness. According to the El Paso County Report, homeless families with children take two months longer than individual adults to find housing. This may be due in part to a lack of availability of family-friendly permanent supportive housing<sup>4</sup>.

## 02 High Density Housing

There is a need for vertical, high density compact affordable housing, especially in the downtown area. Compact affordable housing reduces space heating and cooling costs, while high density housing promotes upward mobility, as there is better job accessibility by public transportation<sup>3</sup>. High density compact affordable housing needs to be located near public parks, schools, grocery stores, public transportation, and other resources to promote a sense of community and mental as well as physical wellbeing.

# CHILDCARE, CHILDHOOD DEVELOPMENT, AND EDUCATION

Education serves as the foundation for individual growth, social advancement, and economic prosperity. By improving education, childcare, and early childhood development, other prevalent issues like affordable housing and infrastructure will benefit. A comprehensive analysis of relevant data points to both the shortcomings of childcare and childhood development programs in the Pikes Peak region. The current education system in the region does not seem to drive positive change by successfully preparing and developing students for future careers.

## Childcare and Early Childhood Development

### 01 Accessible and affordable childcare and afterschool programming

There is an alarming accessibility gap in childcare services and development. The absence of affordable childcare options compels many parents to make the difficult choice between leaving their children unsupervised at home or reducing their work hours. Additionally, access to after-school programs such as athletic involvement or artistic engagement are critical to early childhood development. One stakeholder commented that they have seen a reduction in gang-related activities in neighborhoods like, Southeast Colorado Springs, for children who spent early childhood in afterschool arts and athletics programs. The new Family Success Center in Southeast Colorado Springs is an example of a program working to provide accessible and affordable childcare and programming for youth.

*"Childcare costs more than a mortgage."*

### Childcare

- Lack of capacity in affordable quality childcare centers in underprivileged neighborhoods like Southeast Colorado Springs
- Need for accessible summer childcare programs
- Few extended childcare hours (early mornings, evenings)

### Early Childhood Development

- Lack of accessible after-school sports and arts programs
- Lack of affordable afterschool tutoring, particularly in low-income neighborhoods

# CHILDCARE, CHILDHOOD DEVELOPMENT, AND EDUCATION

## K-12 Education

### 01 High school graduation rates

Despite high levels of investment and funding in school districts in Colorado Springs, high school graduation rates are not increasing<sup>12</sup>. When compared to peer cities, Colorado Springs ranks last in high school graduation rate, emphasizing the need for additional support outside of funding in public education.

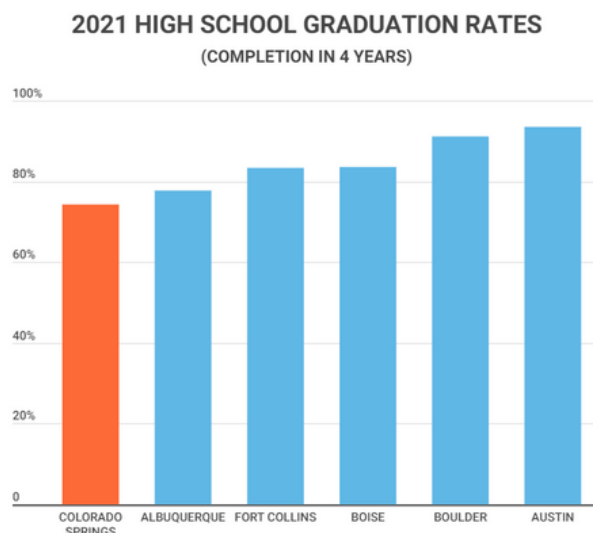


Table and data from the Pikes Peak United Way QLII

### 02 Differences between School Districts

Also noteworthy are the significant disparities in graduation rates between the seventeen school districts in the Pikes Peak region. Lower rates of graduation are prevalent in districts with higher numbers of marginalized students--those from low-income households and historically disadvantaged racial backgrounds<sup>12</sup>.

#### **Cheyenne Mountain District 12**

96% Graduation Rate  
30% Minority Population

#### **Falcon School District 49**

51% Graduation Rate  
50% Minority Population

**This discrepancy exemplifies the inequitable distribution of educational opportunities across the Pikes Peak region and highlights the need for targeted interventions that provide equitable access to quality education, resources, and opportunities for all students.** Several stakeholders mentioned the need for specific investment in districts 2, 11, 49 which have higher numbers of black and brown students in need of institutional support: more counselors, more tutoring, and more structured pathways towards technical and vocational training or university.

# ECONOMIC AND INFRASTRUCTURE DEVELOPMENT

A thriving economy and robust infrastructure are fundamental pillars for any city's success. In light of Colorado Springs' rapid growth over the past five years, coupled with the anticipated population expansion over the next decade, the economy and infrastructure must keep pace with this development by maintaining roads, building up downtown, and streamlining utility, transportation, and parks access. Colorado Springs lacks a consistent economic driver, underscoring the urgent need for community leaders to prioritize the establishment of a strong economy. The city's unique blend of urban and natural environments must be carefully preserved through effective infrastructure planning. Achieving a connected city, in part by leveraging a strong economy and robust infrastructure, has emerged as a recurring theme in strategic plans and interviews.

## Infrastructure for a Growing Population

### 01 A Connected City

#### Transportation

- Multi-modal, city-wide transportation system
- Bikes, buses, scooters, etc.
- Long range transportation system
- Options for transportation to Denver and Pueblo
- Road conditions

#### Walkable City

- Residential, commercial, and recreational areas in close proximity
- Mixed-use development projects
- Incorporate essential amenities within a reasonable walking distance for residents

"Urban sprawl has caused the city to be too spread out and things are too far away."

# ECONOMIC AND INFRASTRUCTURE DEVELOPMENT

## 02 Access to and Maintenance of Outdoor Areas

Strategic plans also revealed a strong desire for the city to stay connected to outdoor areas and green spaces. Park maintenance and development are crucial in keeping the urban and natural balance. The outdoor beauty of Colorado Springs is an essential aspect of the city, and parks provide recreational opportunities close to commercial spaces. Creating and upkeeping the parks system is an important piece of infrastructure that has been neglected in the past. This also includes ensuring that parks are easily accessible, both for those with disabilities and those who cannot walk to a green space<sup>5</sup>.

11.2%

Residents of Colorado Springs with a disability<sup>5</sup>

47%

Residents of Colorado Springs who do not live near a park<sup>5</sup>

## 03 Utilities

Another major aspect in infrastructure is utilities--water and energy in particular. Strategic plans and community stakeholders have repeatedly identified energy and water utilities as a massive issue<sup>6</sup>. Due to the geographical location of Colorado Springs, accessing water is a struggle. To support the growing population, utilities must be kept up to date, including having reliable equipment to allow for efficient water flow<sup>7</sup>.

*"The biggest problem that Colorado Springs will face in the coming years is water."*

# ECONOMIC AND INFRASTRUCTURE DEVELOPMENT

## Downtown Colorado Springs

Downtown is the cultural and economic center of the city, so maintaining strong infrastructure along primary corridors like Tejon, Nevada, and Bijou will help uplift all parts of Colorado Springs.

### 01 Office Space

Unlike most of the country, Colorado Springs is in need of commercial office space downtown. New businesses are not attracted to downtown Colorado Springs without available office space, but developers refuse to build without tenants lined up to rent the space. Therefore, organizations want to prioritize growing local companies that can relocate to the heart of Colorado Springs, revitalizing the entire city.

90%



Occupancy rate downtown

### 02 Development

A significant amount of Colorado Springs' revenue is generated downtown. Although continuing to prioritize economic growth is important, it must be balanced with the community's desire to maintain the natural beauty of the Pikes Peak region, like preserving the downtown mountain view. The area is also in need of more public-serving amenities like better downtown transit, public restrooms, and easier park access. This will ensure downtown remains a place where people want to visit, spend time, and live.

*"Downtown to  
downtime in no  
time."*

# ECONOMIC AND INFRASTRUCTURE DEVELOPMENT

## Economic Development

### 01 Talent Gap in Workforce

Despite Colorado Springs' highly educated workforce, the specific jobs available do not meet the skills of the workforce. In other words: Colorado Springs is attracting talent but not producing quality jobs. A priority from Pikes Peak Workforce Center is closing the gap between the jobs that Colorado Springs needs and the skills of the workforce<sup>9</sup>. This may look like prioritizing teaching skills that are needed by businesses and hiring based on skills instead of experience. Additionally, up-skilling existing employees will help open up entry level jobs while also increasing the salaries of existing workers. Organizations in the area must identify the skills that are needed by businesses and put funds towards training for those skills.

# 38.5%



Of people in Colorado Springs over 25 have a bachelor's degree or higher<sup>10</sup>

"The biggest drawback to Colorado Springs is the labor force."

### 02 Higher Education and Workforce

Several higher education and workforce plans point to the need for increased collaboration between higher education and the workforce in Colorado Springs. Institutions like the University of Colorado Colorado Springs (UCCS) prioritize connecting their students to the local job sector<sup>11</sup>. To help close the talent gap, Career and Technical Education (CTE) and certificate programs should be more accessible, according to community stakeholders. Many students cannot afford a bachelor's degree nor have the time to pursue one, and certificate training programs enable them to be better prepared to enter the workforce.

# 50%

Of UCCS Graduates remain in El Paso County after graduation<sup>11</sup>

# ECONOMIC AND INFRASTRUCTURE DEVELOPMENT

## 03 Economic Driver in Colorado Springs

Economic development is in need of a clear driver. Currently, the city lacks both a leading industry and a balance of jobs. A common priority among stakeholders to combat this issue is creating an entrepreneurial hub in Colorado Springs. Incubating and growing local businesses may have a larger economic impact than recruiting outside business, especially considering the lack of office space downtown. This fits with the collective desire to preserve Colorado Springs' community-oriented culture.

*"[We want] to make Southern Colorado a business friendly environment ."*

## 04 Military Relationship

The final piece to prioritize is the relationship between the workforce and military spouses and families. Since Colorado Springs is home to such a large military population, much of the workforce is frequently overturning as families come into and leave the region within five years. Colorado Springs must work to bring exiting military officials to the private sector by matching jobs and skills with each individual. There are a plethora of resources that exist for military families and military individuals exiting the military, but there is a lack of connectivity between these resources that can make them difficult to access.

350+

Officers who exit the military  
each month

5

Military installations in  
Colorado Springs



# MENTAL HEALTH

Mental health has emerged as a pressing concern in the region. The findings from the El Paso County Behavioral Health Study, data from Mental Health Colorado, as well as interviews and several other mental health related institutions, highlight several critical challenges faced by individuals in the region. These challenges encompass cultural bias and stigma surrounding mental health and substance use disorders, barriers to accessing appropriate behavioral health treatment, disparities in care for rural and minority populations, high rates of justice system involvement, inadequate detox treatment facilities, and fragmented collaboration across agencies.

18%

Of Adults in El Paso County  
suffer from Major Depressive  
Disorder<sup>2</sup>

46%

Of all interviews identified  
mental health as a main  
priority

## Mental Health and the Larger Community

The strain on the mental health support system exacerbates this issue, as individuals facing homelessness often struggle to access the necessary treatment and support services. Additionally, the educational landscape in the Pikes Peak region is affected by the prevalence of mental health challenges. K-12 students grappling with mental health issues experience difficulties in concentration, engagement, and overall academic performance. Without adequate support and resources, the cycle of mental health issues impacting educational outcomes perpetuates, exacerbating broader social and economic disparities. Furthermore, the negative consequences of mental health challenges extend to the workforce and overall economic stability of the region. When individuals are unable to access effective treatment and support, their productivity and ability to maintain employment may be compromised. This can lead to reduced workforce participation, lower economic output, and increased dependence on social services.

**Addressing mental health concerns is not only crucial for the well-being of individuals but also for fostering a thriving and resilient local economy.**

# MENTAL HEALTH

01

## Mental Health in K-12 Education

Through interviews with various educators and school administrators, there are a limited number of mental health resources for K-12 students.

*"Teachers are spending more time trying to manage students instead of just teaching."*

The education system currently fails to adequately provide students with the essential resources to address mental health challenges from an early age. There are social workers present within the schools, but these social workers are unable to provide the full support that students within these districts need. Although K-12 schools implement screening tools and services, there is a shortage of clinicians in the workforce to deliver the required mental health services to students. Consequently, this situation creates obstacles and challenges to learning, as teachers are tasked with addressing students' mental health needs while also maintaining a conducive learning environment in the classroom.

02

## Mental Health in the Chronically Homeless

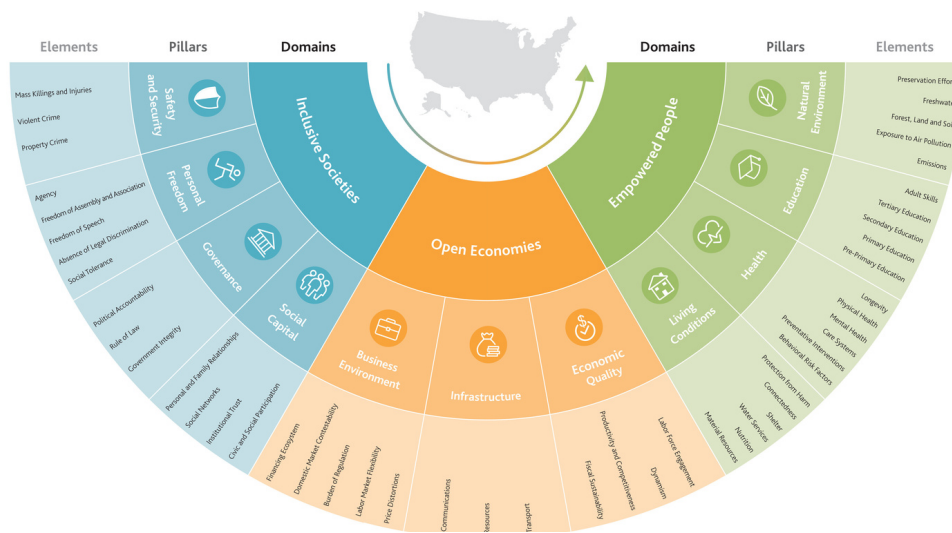
Through interviews with stakeholders and touring the Springs Rescue Mission, mental health services and resources for the homeless have been identified as a priority.

Colorado Springs houses numerous community mental health centers; however, their current state reveals deficiencies in functionality and organization. Residents seeking care may encounter significant delays, with wait times extending up to six months. These existing centers are ill-equipped to effectively address the complex needs of the homeless population grappling with chronic mental illnesses. Similarly, established shelters like the Springs Rescue Mission lack the necessary capacity and resources to accommodate individuals experiencing homelessness while also contending with mental health conditions. Admitting such individuals into shelters can inadvertently generate an unsafe environment for other shelter residents. Consequently, there arises a pressing demand for the establishment of a comprehensive community mental health center and homeless shelter that can cater specifically to the needs of chronically mentally ill homeless individuals.

*"Most homeless people are addicted because they are trying to self-medicate."*

# MEASURING PROBLEMS: THE AMERICAN DREAM PROSPERITY INDEX

One crucial tool that has greatly aided our analysis and categorization of these issues is the American Dream Prosperity Index, developed by the Legatum Institute. The Index, with its robust set of indicators and insightful framework, has provided us with a valuable lens through which to evaluate the region's progress and identify areas of focus for driving positive change<sup>1</sup>. By leveraging the Index's 49 elements and 11 pillars, we were able to systematically analyze the region's prosperity across various domains, including Inclusive Societies, Open Economies, and Empowered People<sup>1</sup>. The American Dream Prosperity Index served as a reliable reference point for benchmarking Colorado Springs against national and regional standards. By comparing the region's performance in each pillar and element with the overall rankings, we gained valuable insights into the specific areas where Colorado Springs excels and where improvements are needed.



This data-driven approach allowed us to align our findings with the broader context of prosperity and evaluate the region's progress over time. By examining historical data and trends provided by the Index, we were able to identify areas of improvement and track the impact of various policies and initiatives on the region's prosperity.

# INDICATORS TO CONSIDER

## ***Affordability and Cost of Living***

- Homelessness
- Households with overcrowding
- Availability of affordable housing

## ***Economic and Infrastructure Development***

- Unemployment
- Startup early job creation
- Rate of new entrepreneurs
- Patent applications
- Labor productivity
- Traffic deaths
- Complete kitchen and plumbing facilities
- Rural parks and wildlife areas
- Venture capital invested
- Occupational licensing training cost and time
- Minimum wage
- Water usage
- Electricity outage frequency
- Bus transit route mileage

## ***Education, Childcare, Early Childhood Development***

- Enrollment rates
- Student-teacher ratio
- National funding
- Test scores
- Access to art and sports
- Average scores in English and Math as compared to national average
- Equity issues in funding
- Graduation rates
- Low retention rates
- Job accessibility
- Degree affordability
- Ethnic disparities in success
- Teacher salaries

## ***Mental Health***

- Suicide
- Drug overdose deaths
- Serious mental illness
- Disability weighted prevalence from mental illness
- Self reported mental health not good
- Alcohol use disorder
- Illicit drug use disorder
- Pain reliever misuse
- Adult incarceration

# CONCLUSION

As we delved into our research, one resounding sentiment emerged—the deep civic pride and unwavering desire for the betterment of Colorado Springs. The people of this community hold a steadfast belief in their city's potential and are driven by a shared commitment to progress. However, despite the existence of valuable resources and well-intentioned initiatives, a lack of collaboration and unified efforts hampers the realization of this collective vision. Breaking down silos and fostering collaboration among non-profit organizations, community resources, government agencies, educational institutions, and stakeholders is the key to successfully addressing these problems.

Our research highlights the overlap of these challenges and the need for a holistic approach. It is crucial to recognize the interdependence of affordable housing, mental health, affordability, education, and economic development and tackle them collectively. Just as Colorado Springs aims to become a more connected city, the solutions to these challenges must also be interconnected and addressed in tandem. Dealing with any one of these priorities without considering the others would be incomplete and ineffective. By working together and pooling funding, the community can maximize its potential and drive meaningful change. While the efforts of the Pikes Peak region's non-profits and valuable resources may not live in one neighborhood or city, we all live here, together.

# THE MOREHEAD-CAIN SCHOLARSHIP

The Morehead-Cain Scholarship Program stands as a pinnacle of academic excellence and leadership development, offering unparalleled opportunities to exceptional students. Established in 1951 as the first merit scholarship in the United States, the program selects a handful of individuals each year who display outstanding scholastic achievement, exceptional character, and remarkable potential for leadership, with a rigorous selection process that attracts top-tier applicants from across the globe.

As recipients of the Morehead-Cain Scholarship, we are not only granted a fully funded four-year undergraduate education at the esteemed University of North Carolina at Chapel Hill but are also provided with an unparalleled network and resources to foster their personal and professional growth. The program sets itself apart by offering transformative summer experiences, including enriched academic opportunities, immersion in a diverse community, global learning experiences, and extensive mentorship from renowned faculty and accomplished alumni. With a track record of producing leaders in various fields, the Morehead-Cain Scholarship Program remains a beacon of distinction and an enduring testament to the power of education and leadership development.

One of the defining features of the Morehead-Cain Scholarship Program is its unique structure, which includes four guided summers that offer diverse and enriching experiences. This summer, we embarked on our Civic Collaboration summer. Civic Collaboration empowers scholars to engage with their communities and create positive change. Through hands-on projects and partnerships with local organizations, Morehead Cain Scholars develop a deep understanding of the challenges facing society and cultivate the skills necessary to drive meaningful social impact. This emphasis on Civic Collaboration distinguishes the program and equips scholars with the ability to lead and inspire change in their professional endeavors, underscoring the Morehead-Cain Scholarship's commitment to fostering well-rounded, socially conscious leaders who are poised to excel in their chosen fields.

# TEAM COLORADO SPRINGS 2023

## **Brook Cheuvront**

I am a scholar from Newland, North Carolina pursuing a double major in Astrophysics and English. On campus, I am a science educator at the Morehead Planetarium and Science Center. I also write creatively for the campus creative writing newsletter, Cellar Door, and run for the UNC Marathon Club. I'm interested in the intersection of science education and social justice, and the ways that multidisciplinary approaches to modern problems can provide unconventional perspectives on social issues.



## **Charles Konkolics**

I am a scholar from Baltimore, Maryland pursuing majors in Business Administration and Economics. On campus, I co-direct the Department of Academic Affairs and Professional Development for student government, research family businesses in North Carolina, and serve as a teaching assistant for an intro level business course. I find great interest in how the intersection and collaboration of the public, private, and nonprofit sectors can be utilized to advance public problems.



## **Noa Roxborough**

I am a scholar from Seattle, Washington pursuing majors in Global Studies and Philosophy and a minor in French. Outside of the classroom, I am involved in our social justice center on campus, work with the UNC Parr Center for Ethics, and serve as the Chief of Staff for UNC's collegiate MUN conference. I also conduct research with the Inclusive Juries nonprofit in North Carolina. I hope to use my degrees towards a career in public service law with an emphasis on equity and justice.



## **Sawyer Husain**

I am a scholar from Indianapolis, Indiana pursuing a double major in Public Policy and Geographic Information Sciences, with a minor in Film Studies. Apart from my independent creative projects, I provide feature script coverage for small production companies nationwide and work as a production assistant for the award-winning, The Addicts Wake. Exploring the legal world, this year, I was selected as a Cornell Pre-Law scholar and was inducted into UNC's Chapter of Phi Alpha Delta (a pre-law fraternity). I'm interested in continuing to explore the entertainment ecosystem, and ways it can become more inclusive.





# APPENDIX A. REFERENCE PAGE

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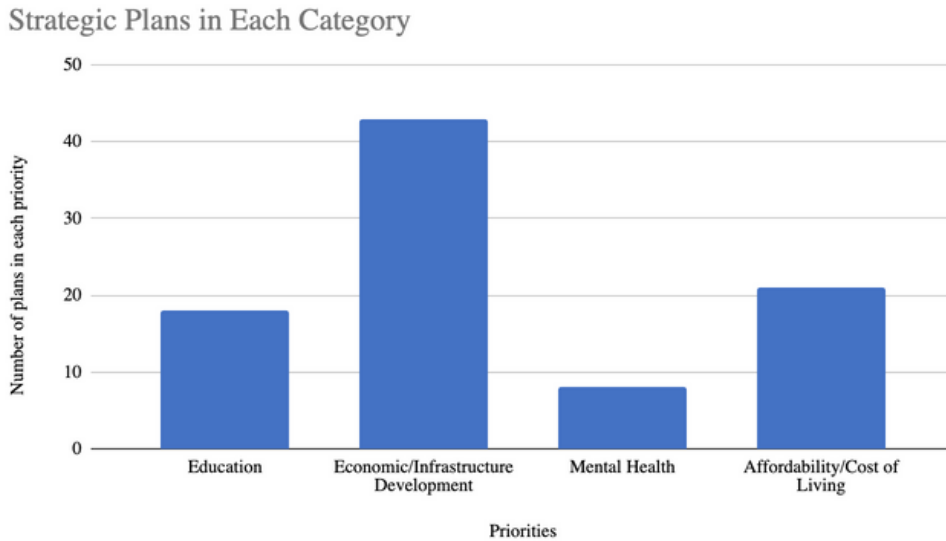
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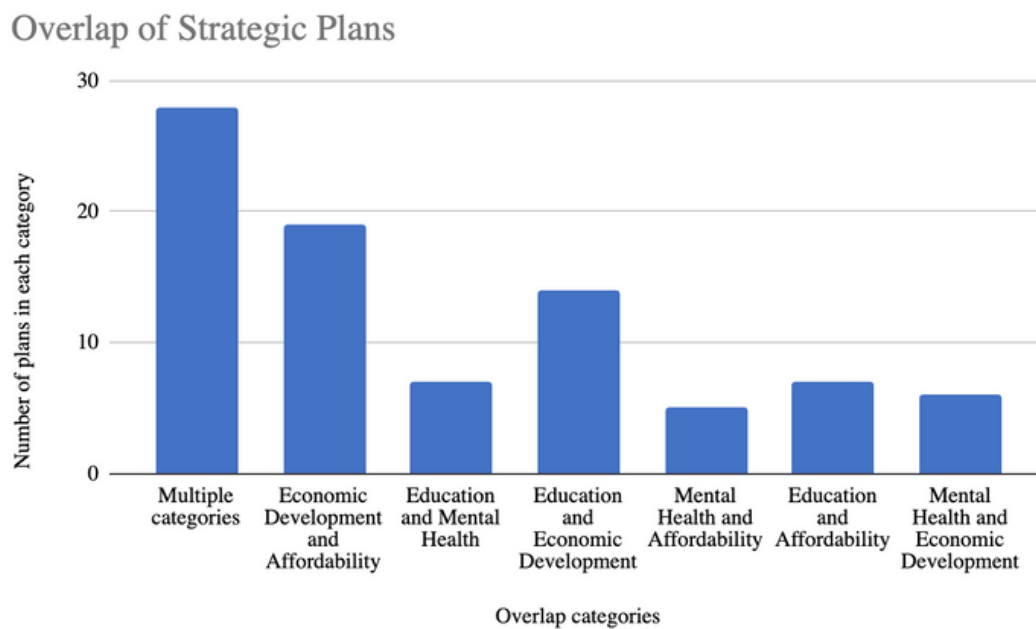
# APPENDIX B. DATA TABLES FOR STRATEGIC PLANS

**Fig. 1: Strategic Plans in Each Category**



Bar chart displays the number of strategic plans that fit into each of the four main priority categories. Plans could be placed into more than one priority.

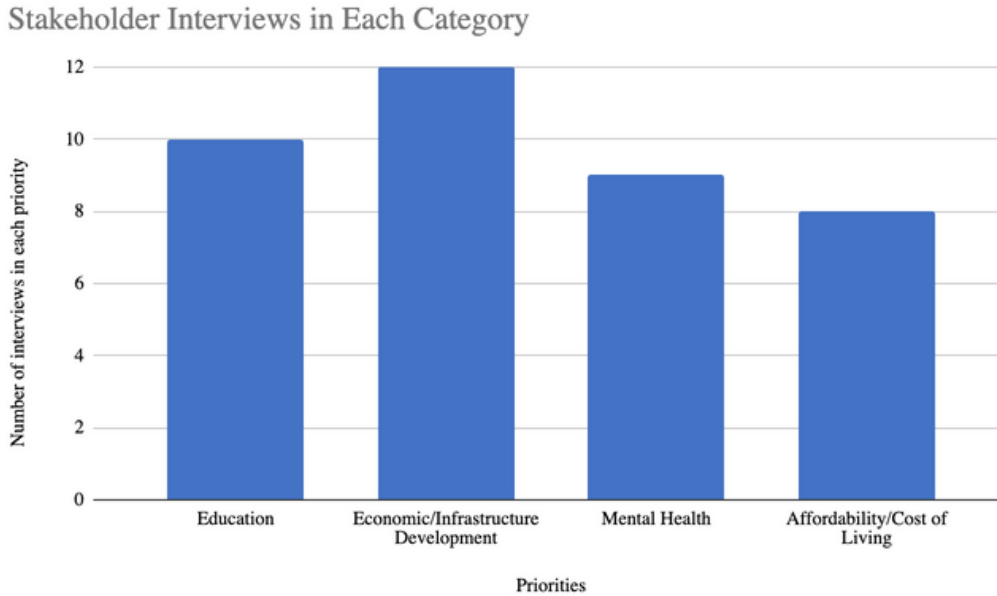
**Fig. 2: Overlap of Strategic Plans**



Bar chart displays the number of strategic plans that overlap between multiple categories. Plans could be placed into more than one overlap section.

# APPENDIX C. DATA TABLES FOR STAKEHOLDER INTERVIEWS

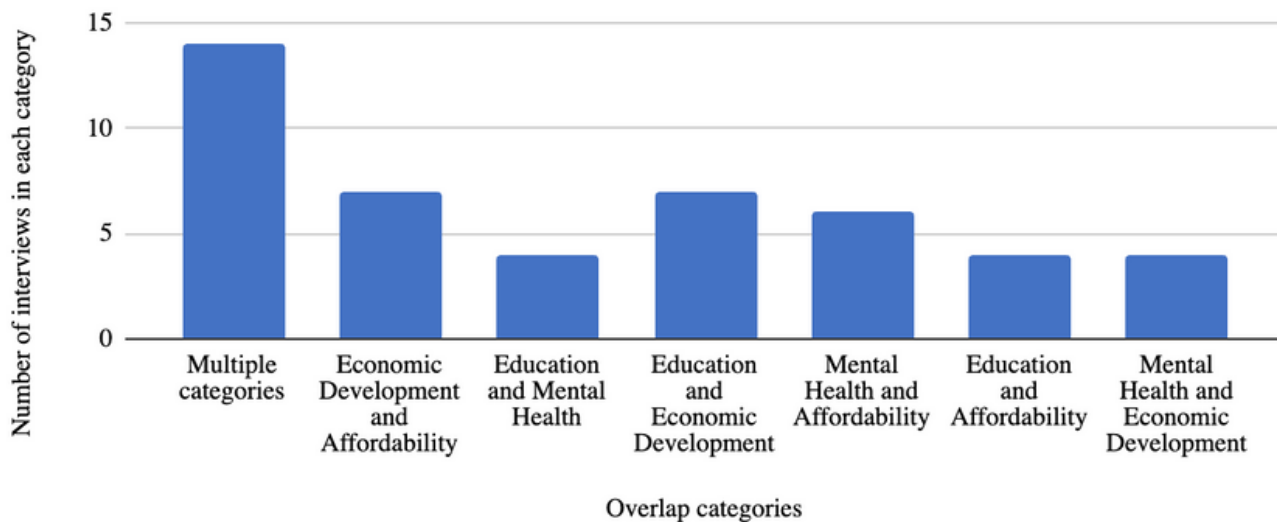
**Fig. 3: Stakeholder Interviews in Each Category**



Bar chart displays the number of stakeholder\* interviews that fit into each of the four main priority categories. Interviews could be placed into more than one priority.

**Fig. 4: Overlap of Strategic Plans**

## Overlap of Stakeholder Interviews

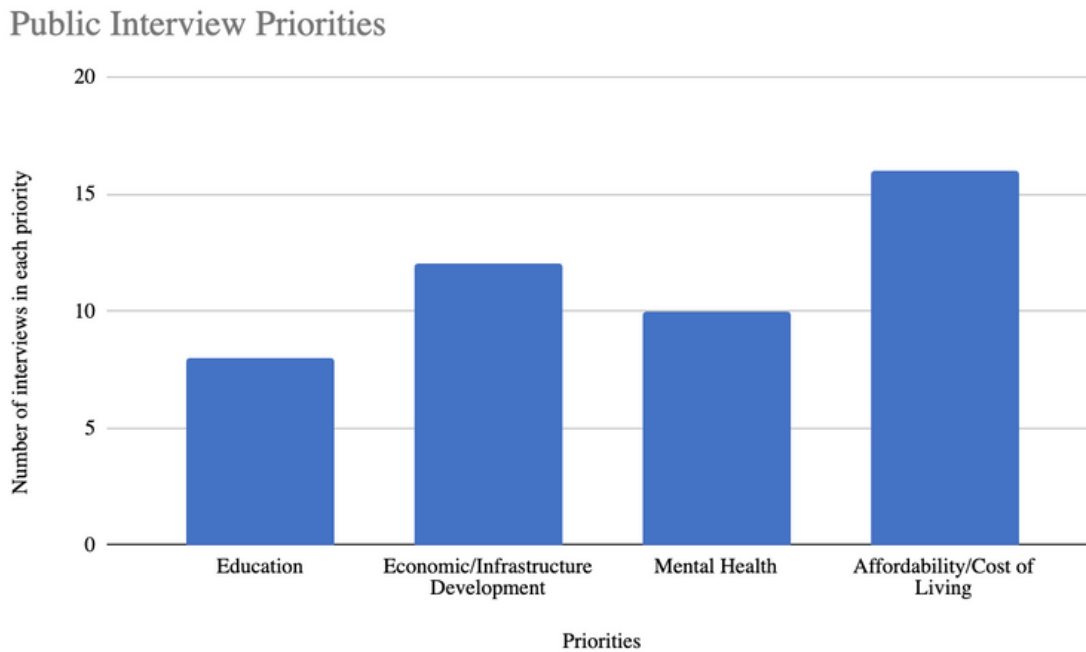


Bar chart displays the number of stakeholder interviews that overlap between multiple categories. Interviews could be placed into more than one overlap section.

\*For the purposes of this report, stakeholder refers to a leader in the community.

# APPENDIX D. INFORMATION FROM PUBLIC INTERVIEWS

**Fig. 5: Public Interviews in Each Category**



Bar chart displays the number of public interviews that fit into each of the four main priority categories. Interviews could be placed into more than one priority.

**Fig. 6: Questions asked and Demographic Information of People Interviewed for Public Interviews**

Person	How long have you live in COS? (years)	Neighborhood?	Level of Education	\$1 million for COS - where put it?	Use any social or infrastructural services?	Biggest issue in COS?
White man	36	West side	Master's	Police / more officers	No	Public safety, job creation,
White man	22	Austin's Bluff	Associate's	Homelessness crisis, rehabilitation,	No	Division in community
White man	3	Hillside	Bachelor's	Homelessness crisis, housing,	No	Roads/Infrastructure
Black teenager	15	East side	High school student	Healthcare for low-income	No	Poverty rate
Hispanic man	23	Hillside	High school	Mental health and homeless	No	Hospital with health resources
White man and woman	30	Cañon City	College degree	Homeless crisis, drug abuse	No	Roads/Infrastructure
White woman	1.5	Downtown	College degree	Education, K-12 public,	No	Gun control
White man	2	North side	Some college	Roads/infrastructure	Bus system	Division in community, public safety
White woman	1.5	North side		K-12 education	No	Urban sprawl, health care,
White man	50	North side		Springs Rescue Mission and	No	Roads/Infrastructure
White woman	1.5	Denver		Sustainability initiatives	No	Reliable public transportation
White woman	30		Master's	Education, K-12 public, tutoring	No	Mental health, housing, but that all
Black man	13	Peton	GED	Education	No	Roads/Infrastructure, housing
Hispanic man	1	Downtown	High school	Parks, roads/infrastructure	No	More access to health care, housing
White man	4		High school	Roads/infrastructure	No	Homeless population
White woman	10	Palmer Park	Law degree	Public safety, homelessness crisis,	No	Childcare, options for when
White woman	1		Bachelor's	Homeless shelters	No	Drug abuse
Woman	18	Union Academy	Associate's	Walkable areas, homeless	No	Foster and youth education,
White woman	29	Manitou Springs	Associate's	Environment through WWF	No	Mental health, conservatism
Woman	6	Old Colorado Springs	Associate's	Roadwork	No	School systems
Black man	2	Western COS		Roads/infrastructure	No	Public safety
Woman	6	Manitou Springs	College student	Homeless	No	Homeless and mental health
White woman	18	COS	Some college	Affordable housing	No	Homeless support systems
White woman	15	COS	Bachelor's	Affordable housing	No	Mental health

Interviews conducted on Tejon St. in Downtown Colorado Springs and in Old Colorado City. These interviews were meant to gain anecdotal stories and information about Colorado Springs. This is an extremely small sample size, but still points to main priorities of the public as there was much overlap in answers.



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