



RISE | **Southeast**
Colorado Springs
Resilient ■ Inspired ■ Strong ■ Engaged

Community Health Needs Assessment



Conducted by Highroots Wellness & Consulting



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A Letter from Highroots Wellness Executive Director, Jennaya Colóns



Embarking on a journey to learn from RISE Southeast has been encouraging and enlightening. The ability to witness the power of community pride and action is an experience I look forward to sharing in the following pages. The engine of resident-led change created by **RISE is an inspiring model with the potential to transform how we engage directly with neighborhoods, improving the quality of life for everyone.**

Addressing adversity and systemic gaps in our community requires a loving presence for one another, especially during the discomfort that inevitably arises during an assessment of this depth. When we step outside of our comfort zone, **we gain the opportunity to shift our mindset and increase accountability and compassion**—not just within ourselves and our neighbors, but within the very environments we build together. It is in this space of honest reflection that true transformation begins.

Colorado Springs is a growing city, home to people from various backgrounds and walks of life, many stumbling upon its beauty here after a military station assignment. As a Colorado Springs native and granddaughter of an Air Force senior master sergeant, I can attest to the unique culture of Colorado Springs.

Various factors contribute to our neighbors' well-being. The phenomenal sight of Pikes Peak stops people in their tracks daily; **General William Palmer founded this beautiful city as a sanctuary for health and healing.** Yet, over a century later, **the ability to thrive remains restricted for some**, notably so for our neighbors in Southeast Colorado Springs.

Just north of the boundary of Southeast is the neighborhood Rustic Hills, where my parents met at Mitchell High School. Once a beacon of excellence, it now struggles with some of the city's lowest graduation rates. These similar timelines echo across specific neighborhoods, and it is not a coincidence; they are the result of disinvestment as the city's development pushed further north and east over time. **RISE Southeast has disrupted this narrative** by **returning the power to the residents.** Welcome to their story.

A handwritten signature in black ink that reads "Jennaya Colóns". The signature is fluid and cursive, with a large, stylized 'J' and 'C'.

“Could one live in constant view of these grand mountains without being elevated by them into a lofty plane of thought and purpose?”

***-General William Jackson Palmer
Founder of Colorado Springs***



Acknowledgments

Highroots Wellness & Consulting extends deep gratitude to community partners whose engagement allowed for the successful completion of this assessment. We especially thank **RISE Southeast** for their diligent effort within our community and for trusting Highroots Wellness & Consulting to capture this vital work. The vulnerability expressed through the stories of **staff, the resident leaders**, and the **Youth Advisory Council** is remarkable and speaks deeply about the impact and necessity of the organization.



*RISE Resident Leaders
Summer in Southeast, 2025*

We are humbled and grateful for the expertise of the epidemiologists at **El Paso County Public Health** and the **Colorado Department of Public Health and Environment**, providing data support for this project.

As a part of the “**America 250 and Colorado 150**” commemoration, the **Colorado Springs Pioneers Museum** will debut the exhibit “**Freedom to Thrive: The American Experiment in Colorado Springs,**” supported by the **T. Rowe Price Foundation** and the **Colorado Springs Health Foundation**. We are thrilled to be considered a partner alongside **community curators**; we are honored to have these assessment outcomes displayed as a core element of the upcoming exhibit in the summer of 2026.

Finally, we extend our gratitude to the **various community members, organizations, and institutions** who participated in discussions, brainstorming, and feedback sessions. The time dedicated to this collaboration is invaluable, and we look forward to continuing our service as a community care hub for Colorado Springs.

Executive Summary

RISE. Resilient, Inspired, Strong, and Engaged. The mission of RISE Southeast is straightforward: Enhance Southeast Colorado Springs from within through resident-led change. Through **historical context, community stories, and data analysis**, this community health needs assessment highlights this nonprofit organization’s coalition efforts, direct impact on community well-being, and necessary existence.

This **report identifies capital deficits in the systemic infrastructure** of culturally radiant neighborhoods that lead to **worse economic outcomes and quality of life**. Actionable recommendations will support RISE in its vision for Southeast Colorado Springs—to be a vibrant, connected community that provides opportunities for all to thrive.

When the **city of Colorado Springs was founded by General William Jackson Palmer** in 1871, his original vision was for it to serve as **a sanctuary where people could nurture their health.**⁷³ The city’s website speaks to its mission of upholding this vision, directly quoting General William Palmer:

“My theory for this place is that it should be made the most attractive place for homes in the west – a place for schools, colleges, literature, science, first-class newspapers, and everything that the above imply.”¹¹

In contrast to this founding vision, **residents of Southeast Colorado Springs**, specifically in zip codes **80910 and 80916**, face **socioeconomic challenges** symptomatic of decades-long divestment. The RISE Southeast website documents that residents of the area have an average median income up to a third lower than the rest of the city. Furthermore, shelved initiatives and projects started without proper community input have “historically made **residents wary of outsiders and skeptical of community development.**”⁶⁵

RISE is dedicated to ensuring that its neighbors have access to stability despite these historical challenges. What began as a pilot initiative within El Paso County Public Health blossomed into an independent, community-based 501I(3) nonprofit in 2024.³⁰ Starting in 2016, the coalition grew through **strategic partnerships with over 100 organizations.**

Collaboration led to the **ability to leverage funding** for Southeast Colorado Springs and various community initiatives, spearheaded by the community's voice including:

- Opening of Southeast Women, Infants, and Children (WIC) Clinic
- Providing a platform for community voices in development projects
 - Circle Drive Bridges Project, the Community Hub at Mission Trace, the Family Success Center, and the city's **PlanCOS and Southeast Strong Plan**

Most notably, a cross-sector **\$8.5 million investment created the award-winning Panorama Park renovation**, now a regional model for community-driven design.¹²

Through this work the coalition cultivated a group of resident leaders, who ensure policies and investments are aligned with the community for current and future generations.

Today, Executive Director Joyce Salazar is the leader of this expanding mission, one of the original resident leaders and former Coalition Community Coordinator for RISE Southeast. Her team consists of two talented team members, Jessi Bustamante and Emily Tamayo. Most impressively, all three staff reside in either 80910 or 80916. Original program models of RISE, such as resident leaders and the youth advisory council, have remained and thrived. The team has also worked tirelessly to expand its reach throughout the community.

This **community health needs assessment**, conducted for RISE Southeast, **optimizes** their mission by **utilizing an Ishikawa diagram to visually map** the community across a **Community Capital Framework (CCF)**. This allows for the identification of where system failures are holding back economic vitality. By applying the **Multidimensional and Integrated Model of Nonprofit Organizational Effectiveness**, these results provide the blueprint for RISE Southeast to operate as the lead architect of a **High Reliability Community**.

The recommendations of this report support RISE's proven successes and translate them into a roadmap for actionable policy and initiatives led by the pulse of community input. In an exclusive interview, Joyce Salazar smiled as she joyfully shared the results from a recent 2025 strategic summary: ***"We are 100% aligned with our mission and vision."***



“Elevating people, that is what I love to do.
Elevating people and helping people win.”



Meet

Joyce Salazar

EXECUTIVE DIRECTOR, RISE SOUTHEAST

An Interview with RISE Executive Director, Joyce Salazar

The Journey to RISE

“Elevating people, that is what I love to do. Elevating people and helping people win.”

When asked what led to her work with RISE Southeast, Joyce humbly answered, “Lived experience. **Growing up in poverty. Understanding what that’s like.** Being invisible, being seen as not having potential. I think that is really my drive. Because they were wrong.”

Poverty also gave Joyce an **intimate insight into the challenges many families face.** It shaped how she sees the world and instilled a deep awareness of the barriers that limit opportunity. The power of lived experience is transformative in communities.

Joyce shares that some experiences paralyzed her from learning as a child. “I grew up as a teen not knowing where I fit in and not having a path forward.” For Joyce, her overarching goal is to **“help people realize they already have what it takes to succeed and ensure the systems around them recognize that too.”**

Finding Purpose

Over time, Joyce began to realize that the very experiences that once made her feel overlooked had also given her a unique sense of purpose. They gave her the ability to see potential where others might only see challenges.

“God just shifted things for me so that I could start to develop into the person I was meant to be. All of those things in the past were meant to keep me from being who I am. So, it’s important for me to **remove the barriers for people to become the best versions of themselves.”**

After being **supported by a mentor who saw her strengths,** Joyce first enrolled in college as an adult learner. “Because of his belief in me, I started Pikes Peak Community College,” she says. It was a turning point, and Joyce went on to complete her master’s in social work. Her accomplishment has created a direct path to a **commitment to serving the community,** walking along side residents to shape the future of their neighborhood.

From Resident to Leader

Joyce's leadership at RISE is defined by the idea that **community is built one relationship at a time**. She recalls her start with the original resident leader's program when RISE began, but she didn't see herself as a leader until others recognized her strength. "It was Jody Derington at Deerfield Hills Community Center, who saw the potential," Joyce explains. Jody asked her to be a part of the RISE Southeast steering committee.

The resident leaders authored the seven-year action plan that secured a \$350,000 grant from El Pomar to launch RISE. **Joyce emphasizes that the community needs more than just a handout**. She recreates the response from community organizations in a meeting early on, "When we talked, you could hear a pin drop. People were really leaning into find out what we had to say, and they were so supportive."

Joyce underlines the need for supportive capacity building, "**We need social capital, we need human capital**. Some people in our community are experiencing poverty, and they are in survival mode... Yes, we need resources, but **people need more opportunity**. They need it more than just resources."

She describes the area as one with the **largest concentration of SNAP recipients**, and that many individuals may be **affected by the House of Representatives Bill 1 (H.R. 1)**. Joyce sees beyond the policies; she sees the people they directly impact. She highlights the concern for nearby neighborhoods such as Stratton Meadows and Hillside. "It's not just food," she expands. "**People may have to choose between food and rent.**"

The Changemakers

Through the new Changemakers program, Joyce wants to ensure **neighborhood leaders have a seat at the table**. The goal is to allow residents to participate in local decision-making and provide opportunities to transition into board membership.

Joyce's energy is palpable as she states, "**God has blessed me with the ability to see potential in people**, see potential in this community, see potential in the people that are overlooked because they're poor. I meet people, and I introduce people to other people."

Methodology

This assessment employed a **mixed-methods research design**, integrating **qualitative and quantitative data** to provide a comprehensive view of community health. The process was driven by significant engagement, including **bi-weekly meetings** with RISE leadership, **interviews** with staff and resident leaders, and **survey distribution** to the youth advisory council. Direct interactions were enhanced through **observations** of events and activities, **participation** in program meetings, and an **extensive review of local media** and RISE Southeast **internal organizational data**. To maintain historical context, **archival research** with the Colorado Springs Pioneers Museum assisted with **the identification of longitudinal trends** that shape the present landscape.

Quantitative data from federal and state agencies and peer-reviewed literature complement the voices of community members. These methods create a whole picture that captures vital stories and statistics. Highroots Wellness & Consulting **synthesized the data** using an **Ishikawa “Fishbone” diagram to create a restorative root cause analysis** of the **Community Capital Framework (CCF)**. **This identified systematic assets and barriers that limit or enhance access to economic vitality and general welfare** for the Southeast Colorado Springs community. Highroots Wellness & Consulting recommends a **Multidimensional and Integrated Model of Nonprofit Organizational Effectiveness** to allow the findings to be converted into data and actionable insights.

Limitations and Recommendations

This robust assessment **was conducted between June 2025 and March 2026, representing a condensed timeframe** for collecting comprehensive community data. While the mixed-methods approach provided significant depth, the study’s duration underscores the **need for longitudinal tracking**. To optimize the validity of these findings, Highroots Wellness & Consulting recommends **ongoing engagement with community members, public health offices, and city departments**. This will ensure that the identified capital status remains accurate and that the Multidimensional and Integrated Model of Nonprofit Organizational Effectiveness can measure the impacts.

Demographics

The following information outlines **demographics of various levels of the community, including state, county, city, and zip codes**. Providing a full spectrum of community data allows **comparative analysis for the demographics served by RISE Southeast**. This increased understanding will highlight trends seen across different groups in the city and optimize access to the most appropriate solutions. This process is necessary to more **accurately determine the organization’s impact on the residents of Colorado Springs**.



[Memorial Park | City of Colorado Springs](#)

Colorado, El Paso County, and Colorado Springs Demographic Characteristics

Population Demographics	Colorado ⁷⁸	El Paso County ⁸⁰	Colorado Springs ⁷⁹
Total Population	5,862,189	742,999	487,887
White	70.5%	70.3%	69.6%
White Alone, not Hispanic or Latino	64.8%	65.6%	65.2%
Hispanic or Latino Origin (any race)	22.5%	18.7%	19.3%
Black or African American	4.0%	5.8%	5.7%
American Indian/Alaskan Native	1.1%	1.0%	1.1%
Asian	3.3%	2.9%	3.0%
Native Hawaiian/ Pacific Islander	0.2%	0.3%	0.2%
Some other race	6.0%	4.9%	5.6%
Two or more races	14.9%	14.8%	14.9%

Source: United States Census Bureau



Panorama Park. Photo Credit: [RISE Southeast](#)

Southeast Colorado Springs Demographics, zip codes 80910 and 80916

Population Demographics	Colorado Springs (COS) Total Estimate ⁷⁹	80910 Total Estimate ⁶	80916 ⁷ Total Estimate	Southeast COS combined
Total population	487,887	31,840	40,579	72,419
White	69.6%	52.54%	48.44%	50.49%
White alone, not Hispanic or Latino	65.2%	43.73%	37.13%	40.43%
Hispanic or Latino origin (of any race)	19.3%	33.33%	37.65%	35.49%
Black or African American	5.7%	12.62%	15.45%	14.04%
American Indian and Alaska Native	1.1%	2.64%	2.46%	2.55%
Asian	3.0%	2.62%	3.64%	3.13%
Native Hawaiian and Other Pacific Islander	0.2%	0.20%	0.17%	0.19%
Some other race	5.6%	12.37%	12.24%	12.31%
Two or more races	14.9%	17.04%	17.61%	17.30%

Citation: United States Census Bureau

The zip codes of **80910 and 80916** have a higher level of racial and ethnic diversity among their residents compared to the rest of Colorado Springs. In addition to differences in population demographics, **higher rates of poverty are experienced** in these zip codes compared to the average rate of Colorado Springs.⁸⁵

Colorado Springs Poverty Rates by Race and Ethnicity ⁸⁵

Demographic Group	Total Estimate	Below Poverty	Poverty Rate
Total Population	474,212	44,137	9.30%
White	343,259	27,801	8.10%
White alone, not Hispanic or Latino	314,241	23,610	7.50%
Black or African American	26,931	3,459	12.80%
American Indian and Alaska Native	4,748	949	20.00%
Asian	14,190	1,182	8.30%
Native Hawaiian and Other Pacific Islander	1,052	39	3.70%
Some other race	23,483	3,868	16.50%
Two or more races	60,549	6,839	11.30%
Hispanic or Latino origin (of any race)	88,679	12,974	14.60%

In **Colorado Springs, the total poverty rate is 9.30%**. The highest poverty rates are **20% among American Indian and Alaska Natives, 14.60% for Hispanics, and 12.80% for Black/African Americans**. There is a category of “**some other race**” that has a high poverty rate at **16.50%**. According to the U.S. Census, about 95% of individuals who chose this option for race were of Hispanic or Latino ethnicity.⁷⁹

A closer look at 80910 and 80916 shows higher rates of poverty across all demographics.

80910 Poverty Rates by Race and Ethnicity⁸³

Demographic Group	Total Estimate	Below Poverty	Poverty Rate
Total Population	30,854	4,437	14.38%
White	13,921	1,558	11.19%
White alone, not Hispanic or Latino	12,244	1,280	10.45%
Black or African American	3,598	632	17.57%
American Indian and Alaska Native	1,055	413	39.15%
Asian alone	532	24	4.51%
Native Hawaiian and Other Pacific Islander	18	18	100.00%*
Some other race	4,079	885	21.70%
Two or more races	7,651	907	11.85%
Hispanic or Latino origin (of any race)	11,888	2,149	18.08%

***Small sample sizes in specific demographic subsets may result in high percentage variances.**

80916 Poverty Rates by Race and Ethnicity⁸⁴

Demographic Group	Total Estimate	Below Poverty	Poverty Rate
Total Population	31,270	5,181	16.60%
White	16,272	2,635	16.20%
Black or African American	3,972	660	16.60%
American Indian and Alaska Native	841	299	35.60%
Asian	833	70	8.40%
Native Hawaiian and Other Pacific Islander	52	17	32.70%
Some other race	3,938	682	17.30%
Two or more races	5,362	818	15.30%
Hispanic or Latino origin (of any race)	10,532	2,324	22.10%

The zip codes of 80910 and 80916 show higher poverty rates compared to the average of Colorado Springs **for all racial and ethnic groups**. This is especially apparent among Native Hawaiian/ Other Pacific Islander, American Indian/ Alaska Natives, Hispanic/ Latino, and Black/African American populations. **In 80916, White individuals have a poverty rate that is nearly the same as that of Black/African American populations.**

Different zip codes in Colorado Springs have unique poverty trends impacting groups differently. (see Appendix A).

Additionally, a single zip code can have a variation of socioeconomic statuses. It is beneficial to compare the differences between census tracts to better understand the distinctive circumstances of each neighborhood, as demonstrated on page 14.²⁵

Neighboring Census Tracts in 80916

Census Tract: 8041006302		Census Tract: 8041006301	
Demographics		Demographics	
Population	6,718	Population	5,112
Median Income	\$52,109	Median Income	\$88,339
Language Spoken other than English	30.00%	Language Spoken other than English	15.60%
White, Non Hispanic	32.20%	White, Non Hispanic	40.90%
Hispanic	36.10%	Hispanic	34.90%
Black	24.50%	Black	15.00%
Mixed Race or Other	28.70%	Mixed Race or Other	32.00%
Asian	2.60%	Asian	0.80%
American Indian/ Alaska Native	9.50%	American Indian/ Alaska Native	5.80%
Native Hawaiian/ Pacific Islander	70.00%*	Native Hawaiian/ Pacific Islander	0.00%
Racial Diversity of Residents	68%	Racial Diversity of Residents	59%
Financials, Employment, and Education		Financials, Employment, and Education	
Families with Financial Stability	56.30%	Families with Financial Stability	73.50%
Employment	90.30%	Employment	92.90%
Home Ownership	27.10%	Home Ownership	81.30%
Housing Affordability	40.80%	Housing Affordability	61.50%
Reading Proficiency	34.00%	Reading Proficiency	34.00%
High School Education	86.30%	High School Education	90.40%
Bachelors or Higher	17.60%	Bachelors or Higher	18.50%
Connected Youth	88.10%	Connected Youth	91.90%
Healthcare and Food Access		Healthcare and Food Access	
Access to Car	96.50%	Access to Car	93.40%
Food Security	88.50%	Food Security	88.50%
Households receiving SNAP	22.40%	Households receiving SNAP	13.00%
Annual Check-Up	65.70%	Annual Check-Up	68.50%
Access to Doctor Care	64.70%	Access to Doctor Care	64.70%
Access to Behavioral Health Care	83.00%	Access to Behavioral Health Care	83.00%
Health Insurance	84.60%	Health Insurance	88.50%
Self-Reported Good Health	77%	Self-Reported Good Health	81%
Self-Reported Good Mental Health	76%	Self-Reported Good Mental Health	81%

[Colorado Equity Compass](#)

*The high percentage of Native Hawaiian/Pacific Islander residents in Tract 8041006302 reflects a highly localized demographic cluster within the 80916 ZIP code.

The census tracts above show that vast differences can exist in a single zip code (Also see Appendix B). These two are **located directly next to one another in the zip code 80916.**¹⁸ Despite a **\$36,000 gap in median income**, both census tracts maintain **high levels of educational attainment and employment**, highlighting that economic disparities are driven by **systemic infrastructure rather than a lack of community preparation**. The rate of a language spoken other than English in Tract 8041006302 is double that of its neighbor, which may be an impacting factor for access.

RISE Southeast



A grant from El Pomar’s Trustees in 2016 by El Paso County Public Health spurred the creation of the RISE Coalition, a cross-sector network dedicated to the health and resilience of Southeast Colorado Springs.⁶⁵ Under the guidance of community leaders, RISE

became the stable fixture in the community you see today (see Appendix C). These efforts demonstrate what is possible when residents and community organizations, local government, and philanthropic partners work together.

The coalition model is an approach RISE is uniquely equipped to lead, increasing the social and economic power of Southeast residents. There is an **international consensus that place-based intervention is the most effective for health promotion.**⁵⁸ Public health plans focused on collaborative work across residents, organizations, and community groups make up the strong foundations of initiatives such as *Healthy Cities*. Much like a response to natural disasters, creating a **well-resourced network that builds community resilience to manage structural breakdowns and acute situations** (e.g., COVID-19) is becoming a more common practice.

According to the community coalition action theory (CCAT), community resilience **requires social capital, communication, community competence, and economic development** for optimal response.⁵¹ RISE is extremely involved in connecting with the community through various hosted events. In addition to connecting, they are on the ground, navigating individuals to resources, beautifying outdoor spaces, and providing platforms for community leaders and residents.

The original community capital framework used by RISE included **Social and human capital**, which represent relationships, skills, individual strengths, and collective knowledge; **built and financial capital** represent the physical environment and the money required to improve it. **Cultural capital** ties these concepts together by honoring the unique identities and contributions to the community.



El Pomar reports that **RISE allows community partners to “have access to critical information sharing**, convening, mobilizing, and community input resources,” making them a vital component.³² Resident quality of life and well-being must be the top priority during development within a community.²⁹ The city’s **Southeast Strong Plan** was designed for **development in transportation, economic vitality, housing, culture, public safety, and public health**.¹⁶ RISE is a leader in sustaining community capital for generations to come by upholding processes of accountability and transparency through systematic approaches.

Today, RISE is thriving in a building next to the National Alliance on Mental Illness (NAMI) and Silver Key Senior Services, already embedded in a collaborative network. Within the 2025-2030 Strategic plan, **RISE Southeast has four strategic priorities** to ensure its momentum continues onward: **Connections, Health & Wellness, Strong Neighborhoods, and Thriving Economy**.⁶⁶ Since the beginning, RISE has consistently focused on ways to weave in various aspects of capital for residents, ensuring everyone has a path toward upward mobility.



“I wouldn’t be who I am today if I hadn’t gotten involved with RISE earlier in my professional journey.”

Meet  **Jessi Bustamante**

COMMUNICATIONS SPECIALIST, RISE SOUTHEAST

“We're navigating people's experiences and people's unhappiness, people's frustrations, and also joys and culture and community that exists here in Southeast.”

Meet  **Emily Tamayo**

YOUTH PROGRAM SPECIALIST, RISE SOUTHEAST



Interview with Communication Specialist, Jessi Bustamante

“Super Volunteer” to “Swiss-Army Knife”

“I wouldn’t be who I am today if I hadn’t gotten involved with RISE earlier in my professional journey. It feels like home to be back working here.” Jessi expands, “A lot of the **community organizing, community connections, and community credibility** that I formed was directly or indirectly because of RISE.”

Jessi moved from Florida in 2018, initially working for Council Member Yolanda Avila before becoming a **“super volunteer” for RISE**. This experience equipped her with community credibility to eventually **return to RISE as the Communications Specialist**.

“I got to know Southeast Colorado Springs through RISE. And **it’s kind of just turned into a big feedback loop** at this point of like getting to know the community through RISE and forming the work that I’m doing with RISE because of the community,” she states.

Jessi admits to initially being self-conscious about being a newcomer in a community wary of gentrification, “And obviously, there’s a lot of those boxes that I don’t personally check. I didn’t come here with a huge paycheck... **Joyce was the one that encouraged me:** ‘You’re a Southeast resident. You’re the real deal. You can step into whatever role you want.’ **And that’s what I did.**”

As one of only three staff members on payroll, Jessi’s role is expansive, performing administrative tasks, organizing event planning, creating newsletters and social media posts, and supporting resident leaders. She is passionate about spreading the mission of RISE through word of mouth. **One of the RISE board members refers to her as a “Swiss-army knife.”**

Panorama Park and Community Convening

“I recognize that the work of community changes a lot and sometimes with little notice... trying to balance staying the course and the need to be fluid is challenging. Jessi **views RISE as the essential “unified voice”** at decision-making tables. **“Panorama Park**

definitely would be very different and perhaps not as impactful at all if RISE had not been involved.” Jessi continued to emphasize the empowering energy at the organization.

“It made me feel like I could actually get something done, right? Instead of being frustrated on the sidelines.” She states that now, when her friends express frustration on the sidelines, she encourages them. “What are you going to do about it? What’s next? How can you get involved?” explaining that it has changed the way she approaches news. Jessi highlights the ways **RISE brings consistent community gatherings and culturally relevant opportunities** for community members to discuss topics they care about.

A Future Built on Infrastructure

Jessi explains **that revitalization of Southeast would look very different if RISE didn’t exist**, “And I think that there would be a much **bigger risk of gentrification**, people getting pushed out, things like that if it wasn’t focused on change from within and resident leadership.” Having **purchased her own home in the Southeast in September 2025, Jessi is personally and professionally invested** in the infrastructure of the community and would like to have a say about what happens where she lives.

To enhance RISE’s success, she provides suggestions based on stability as they grow as a newly established nonprofit. She elaborates on the need for more internal support, “There are only three of us on payroll to make sure the work happens at the end of the day... I think **the more that we’re able to focus on the internal infrastructure, the more we’re able to move ahead with outward momentum**. I’m excited to make sure we have that solid foundation for everything else that we’re doing.”

Interview with Youth Program Specialist, Emily Tamayo

The Philosophy of Proximity

“We’re working with people. **We’re navigating people’s experiences and people’s unhappiness, people’s frustrations, and also joys, culture, and community that exist here in Southeast.**” Having lived in the Southeast for the past three years, she moved to the area to bridge the gap between her professional life and her neighbors.

For Emily, **understanding the systemic socioeconomic challenges** of the Southeast requires more than data; it **requires lived experience**. She expresses, “You cannot understand the intricate issues many people face until you live through it... **until you’re the one standing at the bus stop being like, ‘Okay, this bus is 45 minutes late.’**” Emily explains that she came across RISE because of previous work in the community and being aware of where she felt safest, most welcome, and around significant community activity.

Displacement and Inequities

Emily discusses leadership as unrelenting in the best interest of the community. “Let’s talk about people like Joyce who have lived here their whole lives, like for the majority of their lives, who can see all these changes and see what it’s been like.” Emily views the **current state of the community as the result of intentional urban policy**.

“If it were for the fact that they didn’t **build America the Beautiful Park while bulldozing** and covering up a whole **largely Hispanic and Latino neighborhood**, right? ... Same with Hillside, **the gentrification of Hillside, a largely historically black neighborhood**. Like, where did all these people go?”

Emily explains that many displaced people have moved to the Southeast to find housing affordability. She elaborates, “**these inequities exist because of a reason**. It doesn’t just happen naturally”. She expands on the idea that change doesn’t happen on its own, noting that “it takes the same kind of relationship building to fix it that it took to build and demolish these neighborhoods.” Emily notes the challenge of the community being over-

studied by academia with extrapolated data but having limited solutions offered in return that target these deep-seated concerns.

Forging Sustainable Paths

Emily explains that without RISE, there would be less community involvement and the ability to incubate new ideas. She asks, “Would we have the same relationship with the city that we do, or even with public health?” She notes the strength of the organization that can lead to sustainable change, including “identifying people who are doing great work, have good intentions, and who are accountable for their actions.” Emily explains that RISE is moving beyond temporary fixes.

“We’re trying to build this long-term kind of emergency preparedness plan with food insecurity, with housing, and then with healthcare...Many weeks, like I’m working more than 60 hours, right? Because of all these emerging community issues. With HR1 coming into play, we know health care, when over 30% of our population in 80916 and 80910 rely on the public insurance option... this is going to be a huge crisis. Like we’ve seen with food security... that happens when we lose any social net”.

Youth in the Lead

A core component of Emily’s work is the **Youth Advisory Council (YAC)**, which she uses as a tool **to rebuild the community’s internal infrastructure** by empowering young experts. “I love working with young people.” She explains that **the youth receive stipends**, paid \$13 an hour for their time, **“because we consider them experts in their lived experience.”**

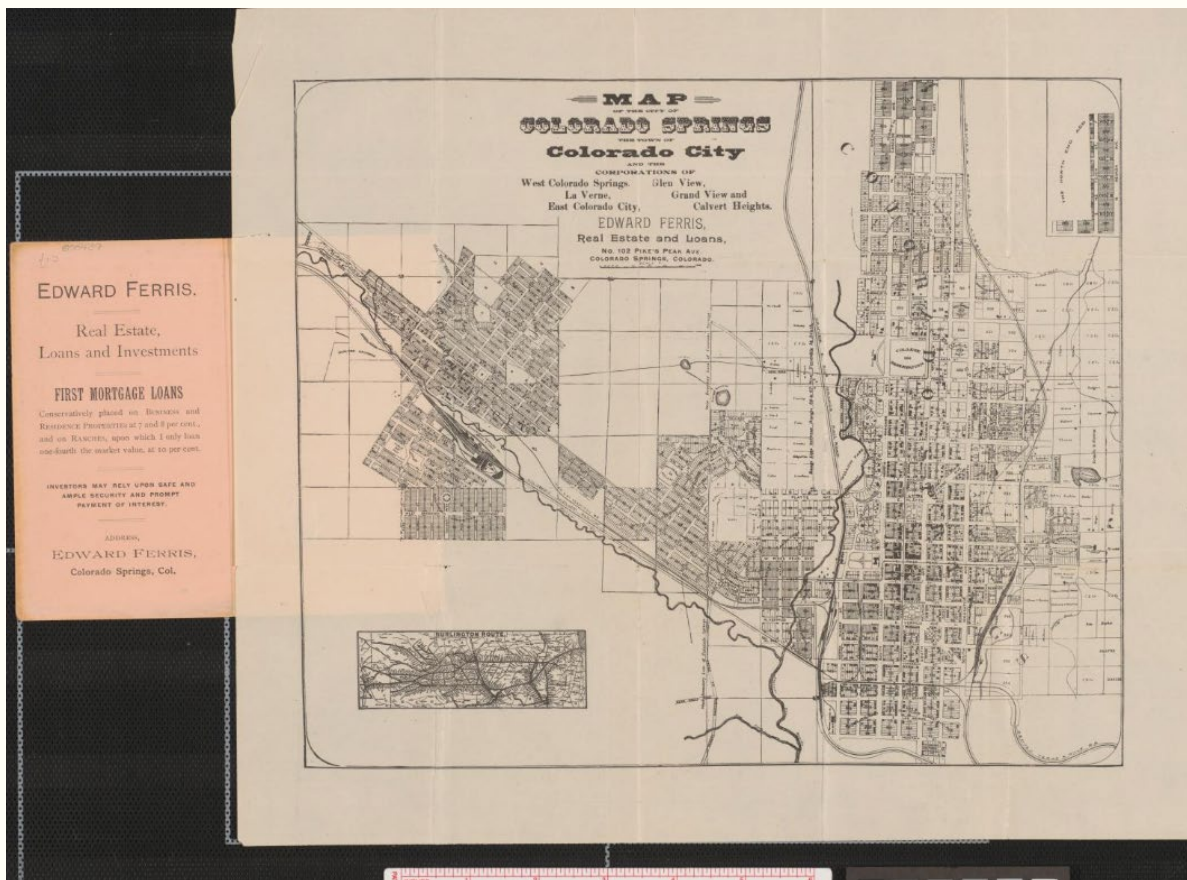
Emily is learning how to explain to the young people that the work they do now will matter in the future. She expands, **“Sometimes you’re not going to feel the satisfaction of what you’re doing in the short term.** You know what I mean? You’re not going to experience the shade of the trees that you help plant, right? But you’re going to do what you can do and you’re going to do it well and you’re going to try harder.”

Emily’s enthusiasm is more than evident: **“I love this community of the Southeast.”**

Findings

The zip code and census results presented alongside the history of RISE and staff interviews have revealed **structural implications caused by urban sprawl**. The definition of urban sprawl is **a pattern of uncontrolled development around the periphery of a city**.⁶⁴ Characteristics of urban sprawl **include lower access to jobs, services, and social cohesion**, leading to a negative impact on economic opportunity and intergenerational mobility.⁶

Highroots Wellness & Consulting conducted an analysis across various **community development maps, health outcome maps, oral histories, local media, local and national data, and peer-reviewed articles between the years 1871 and 2026** to identify underlying **trends and patterns** in the city of Colorado Springs. In addition, **an internal assessment of RISE Southeast was completed**.



1885 Map of the city of Colorado Springs, the town of Colorado City, and the corporations of West Colorado Springs, La Verne, East Colorado City, Glen View, Grand View and Calvert Heights.³⁸

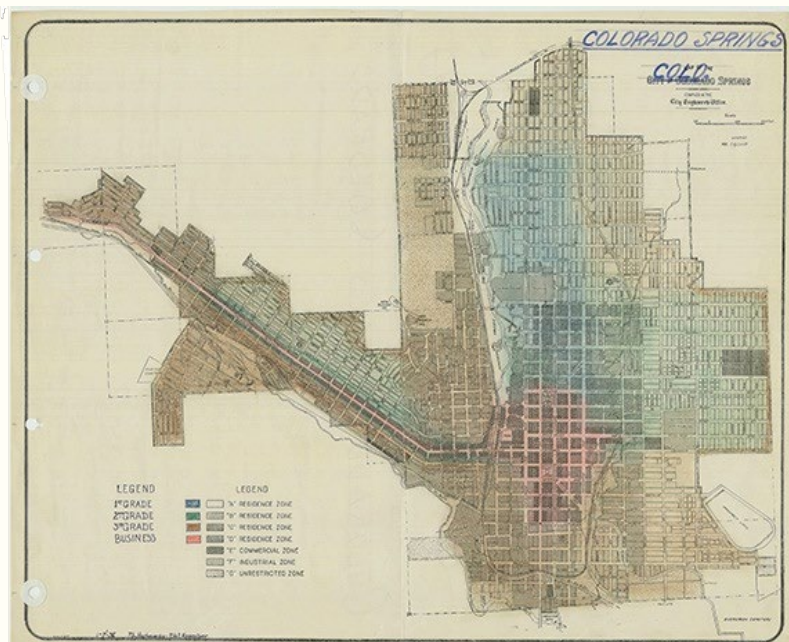
Development in Early Colorado Springs

The Colorado Springs Pioneers Museum Curator of History, Leah Davis Witherow, was the first reliable resource utilized to identify the historical context of the city's founding in 1871, in addition to maps and information correlated to the current state of the city.

In an interview with local news station KOAA, she explained the vision of the city's founder, **General William Jackson Palmer, who believed that people required nature for their physical, mental, and spiritual well-being.**⁴⁷ She expanded that he was very complex in how he saw growth. "He was both a capitalist developing both the resources, coal, fuel, railroads, timber, and a conservationist at the same time."

In a discussion with Leah Davis Witherow, Highroots Wellness & Consulting learned that **responsible development has been a consistent challenge** as Colorado Springs has grown. She explained that changing themes of the city, including medical tourism, general tourism, and the military, drove developers to quickly build **without considering transportation needs or resource access for residents**, often "building to build."

In addition to highlighting the battle with unchallenged development in the region, she discusses possible **redlining practices in the 1930's** that had the potential to compound some of the outcomes seen in Colorado Springs neighborhoods today.⁶³



National Archives found that **in 1936, the HOLC did commission local lenders to create a "residential security map" of Colorado Springs.**⁶³

On the depicted map from the National Archives, the legend shows grades “1st” through “3rd” and a fourth category of business. The associated colors represented which areas were best for investment.⁵⁹ **‘1st grade’ (blue) consisted of well-planned neighborhoods, and ‘2nd grade’ (blue/green) neighborhoods were also seen as desirable. ‘3rd grade’ (yellow/brown) were characterized as physically declining. The red area represents areas of business with increased commercial or industrial activity, automatically lowering the security rating for residential properties.**

Following the Great Depression, the United States Government created a \$3 million fund to refinance underwater mortgages.⁶³ In this period, a federally sponsored entity, **Home Owners Loan Corporation (HOLC)**, worked to **decrease any perceived risks to the government**. The map created for Colorado Springs in 1936 indicates that the population was growing since HOLC only created city **surveys for populations of 40,000 or more**.

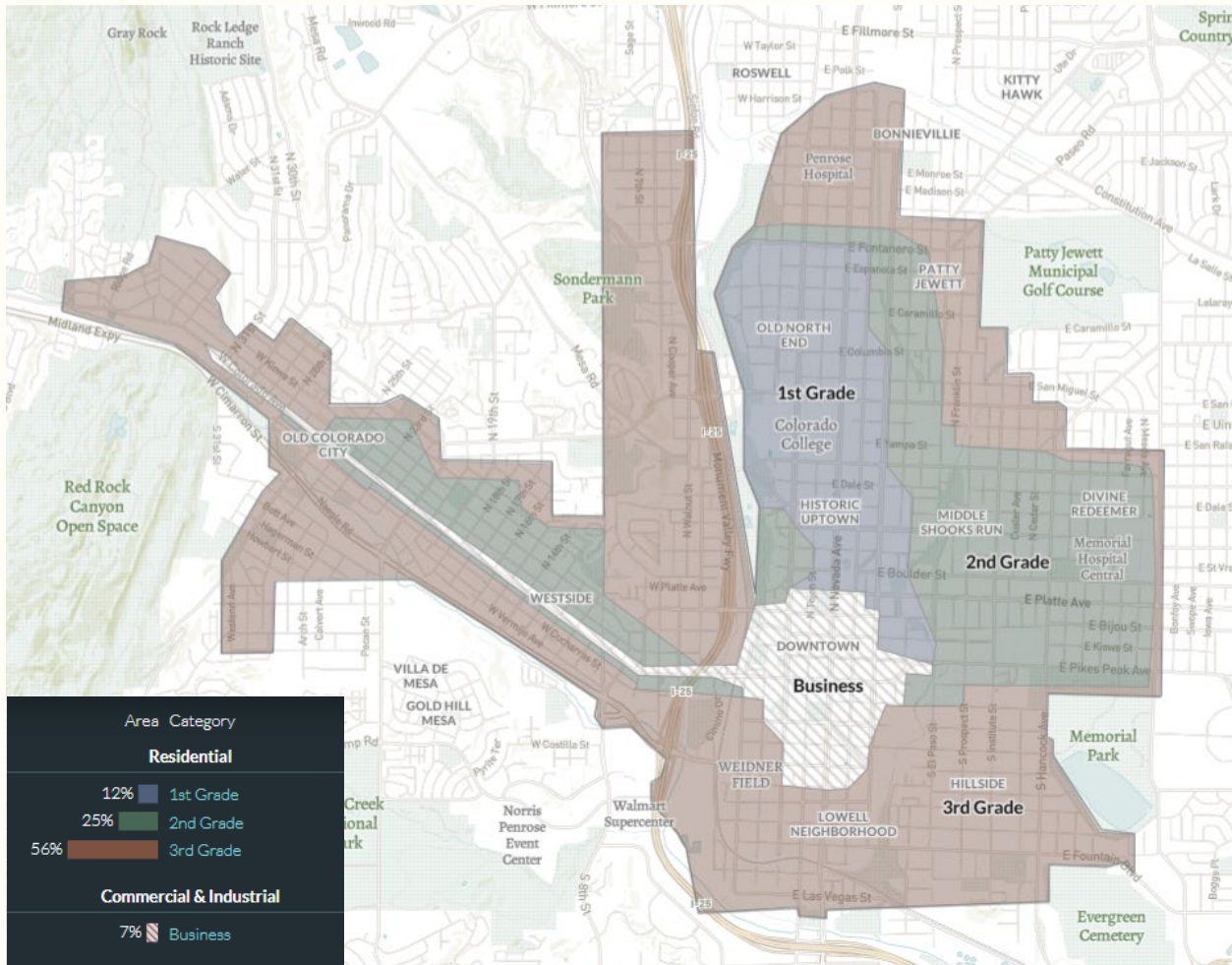
The guideline of these assessments was to **determine the quality of the housing, institutions, and people** in a neighborhood; the **quality of the people was based on their race and ethnicity**. HOLC recruited local appraisers, including lenders and real estate agents, to create maps of cities. Within that map, neighborhoods would be assigned a grade between “A” (low investment risk) and “D” (high investment risk).⁶³

The Federal Housing Administration is also responsible for creating redlining maps. The maps are said to have been destroyed after litigation and the passage of the Fair Housing Act in 1968. Since this time, only a small number of surviving maps have been obtained.⁵⁹

Sections (936-938) in the FHA Underwriting Manual 1938 (See Appendix D):

“If a neighborhood is to retain stability, it is necessary that properties shall continue to be occupied by the same social and racial classes. A change in social or racial occupancy generally contributes to instability and a decline in values.”

A map overlay below, utilizing the *Mapping Inequality* technology, demonstrates where these included areas would be found in the city in **current-day Colorado Springs**.



Source: [Mapping Inequality](#)

The areas that are in ‘1st Grade’ are **Old North End** and **Historic Uptown**; **2nd Grade’ areas** include **Middle Shooks Run, Patty Jewett,** and **portions of the Westside and Old Colorado City**. The ‘**3rd Grade’** overlay other areas of the **Westside and Old Colorado City,** areas surrounding **Penrose Hospital and Patty Jewett, Hillside,** and what was once the **Conejos neighborhood**.

The **displacement of the working-class Conejos neighborhood to make way for America the Beautiful Park** is an example of ‘**intentional urban policy**’. This area, originally marked ‘**3rd Grade**’ in 1936 for its physically declining status, was ultimately erased.⁷⁴

During the 1930s -1950s, the Conejos Neighborhood consisted of a few dozen families who referred to themselves as *Una Familia Grande*.⁹¹ **Today, the only building standing is the historic Spanish Gospel Mission.** The neighborhood of Conejos was “south of Colorado Avenue, north of the Martin Drake Power Plant, east of Monument Creek, and west of the Denver and Rio Grande Railroad tracks.” Lydia Vallejo Martinez recalls the trains, “God, those trains— you got so used to it, didn’t bother you anymore. But those are the sounds I remember.”¹⁹

Leah Davis Witherow provided **transcripts from the Voices and Visions Oral History Project**, such as Lydia’s story, shedding light on the **experiences of these neighborhoods between the 1940’s-60’s**. In 1968, the first housing code, ordinance 3875, in Colorado Springs finally passed to address living conditions. Former NAACP president, Suzanne Rogers, spoke of the living conditions.²¹

“We had housing in this town that was terrible. It was just ridiculous, the conditions that people lived under. Down on Conejos Street, and Baltic, and— well, actually, they could have been almost anywhere, but mostly in that area. There was a lady who owned a lot of property, and she was just making money off of people. **Some of the houses that we saw had no floor.** People were actually living right on the ground. We got a housing code passed in Colorado Springs... **We had to fight a lot of people to get it done.** I remember Mayor McCleary held a meeting down at the City Auditorium, and **people came in and brought their complaints** and situations. So, the City finally passed the housing code.”

Ordinance 3875 (see appendix E) was created to “**protect, preserve, and promote the physical and mental health of the people.**”⁸ The city recognized its need “to **protect the safety of the people and promote general welfare by legislation.**” The ordinance was passed to establish minimum standards for light, ventilation, heating, and fire safety. It outlines specific responsibilities for owners and tenants, addressing structure, sanitation, and maintenance. It is also designed to provide administration and enforcement. **The adamant mentality of the community brought forth policy improvements for the entire city.**

There were **two recurring themes in the transcripts** from the Voices and Vision Oral History Project: they were that these were **working-class families with community resilience, and neighborhoods of Black, White, and Hispanic people interwoven in each other's lives**. The stories of happy children who grew up in the 40's and went on to become nurses, teachers, and local leaders stand in stark contrast to the **backdrop of segregation** in the city. Alice Morgan recalled that she could only go to Monument Valley pool on Wednesdays and, "Blacks were on the east side of Prospect Lake."²⁰

Today, the neighborhood of **Hillside, a historically Black Neighborhood** in Colorado Springs, continues to be home to a diverse population, an example of that community resilience.⁴⁰ The zip code of **Hillside and former Conejos, 80903**, has the **highest poverty rate in the city at 19.4%**.⁸¹ In Southeast Colorado Springs, the zip codes **80910 and 80916 have the highest total number of people in poverty** and have the second-highest poverty rate (see Appendix A).

History of Southeast Colorado Springs

From the 1950s through the 1980s, the city's population increased fivefold, leading to fast development in Southeast.⁶⁸ According to the city's *Pedal Our Past* website, the steady population boom and nearby military **installations led to the growth of subdivisions in Southeast Colorado Springs** between the 1960's-80's.¹³ Four out of the five military installations are located near the southeast region.⁶⁸ The establishment of military base Fort Carson increased personnel to triple, leading to a total of 13,700 soldiers and airmen in the city.

In the **1970's, the booming tech and semiconductor manufacturing sector** in Colorado Springs led to the promise of more development and jobs, as well as the nickname "Silicon Mountain."⁶⁸ Eventually, the proposal of the Martin Luther King Bypass was created to increase access between Interstate-25 and Colorado Springs Airport. This led to federal loan programs and apartment complex development. By **1985, half of the 10,000 city building permits** were reserved for **multifamily housing units along South Academy Boulevard**.

Former senior economic development strategist for the City of Colorado Springs, Chelsea Gaylord reported that the area between Maizeland Road and Milton E. Proby Parkway along the **South Academy corridor generated over half of the city's sales tax revenue in the 1980's.**²⁴ Unfortunately, the **stock market crash of 1987** impacted the entire city, and Colorado Springs became the **foreclosure capital of the United States.**⁶⁸

After the stock market crash, **development began to increase east and north** in the 1990's into the neighborhoods of Briargate, Springs Ranch, Stetson Hills, and the Northern Powers Corridor. Briargate's population also increased substantially in the 1980s to 40,000 residents. In contrast, **Southeast was experiencing high unemployment, high crime rates, struggling schools, poor health, and housing safety issues.**⁴¹ This pattern observed in Southeast Colorado Springs is commonly seen nationwide in other cities developed after World War II.

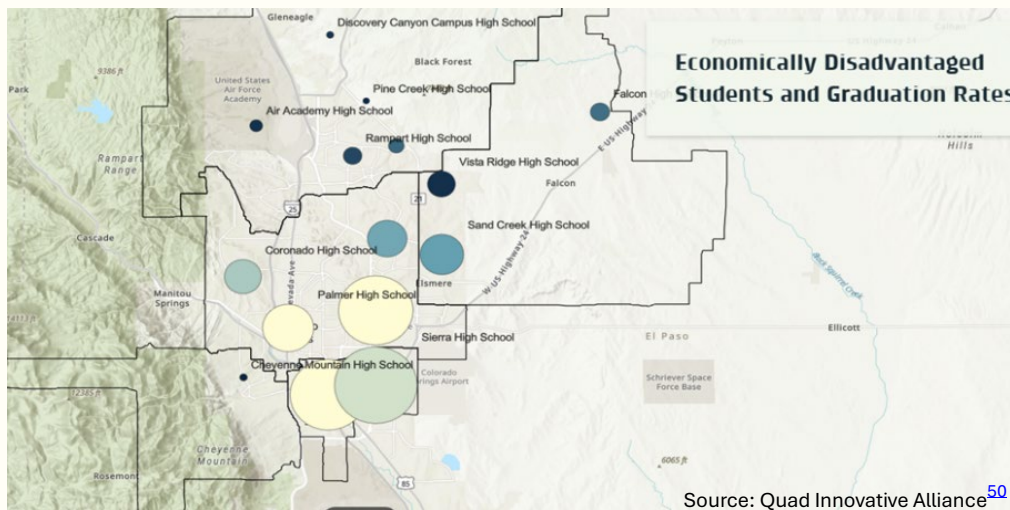
The El Pomar Foundation began an initiative that began in 2015 to learn more about the socioeconomic gaps in Southeast Colorado Springs and understand more about the assets and needs of the community.³¹ The foundation released a request for proposal in June 2016, seeking organizations from cross-sector community coalitions to collaborate on a project addressing the findings. The RISE Coalition of the El Paso County Public Health received a grant to address the issues.

A 2017 5-part Gazette news article series highlighted the less-than-desirable socioeconomic picture of Southeast Colorado Springs caused by years of disinvestment. Mina Liebert, former El Paso County Public Health planner, mentioned: **"There has been some forgetting that the southeast was part of the community."**⁶⁸

The first article of the Gazette series begins with Colorado Springs' outstanding housing markets and the "lowest unemployment rates in the country. Downtown is on the cusp of a residential and commercial renaissance...To the north and east, new houses are sprouting."⁶⁸ In contrast, the article explains that **the construction of the MLK bypass was followed by the closure of stores.** Additionally, the **Department of Human Services offices were relocated** to the northwestern corner of the city, creating a transportation barrier for individuals.

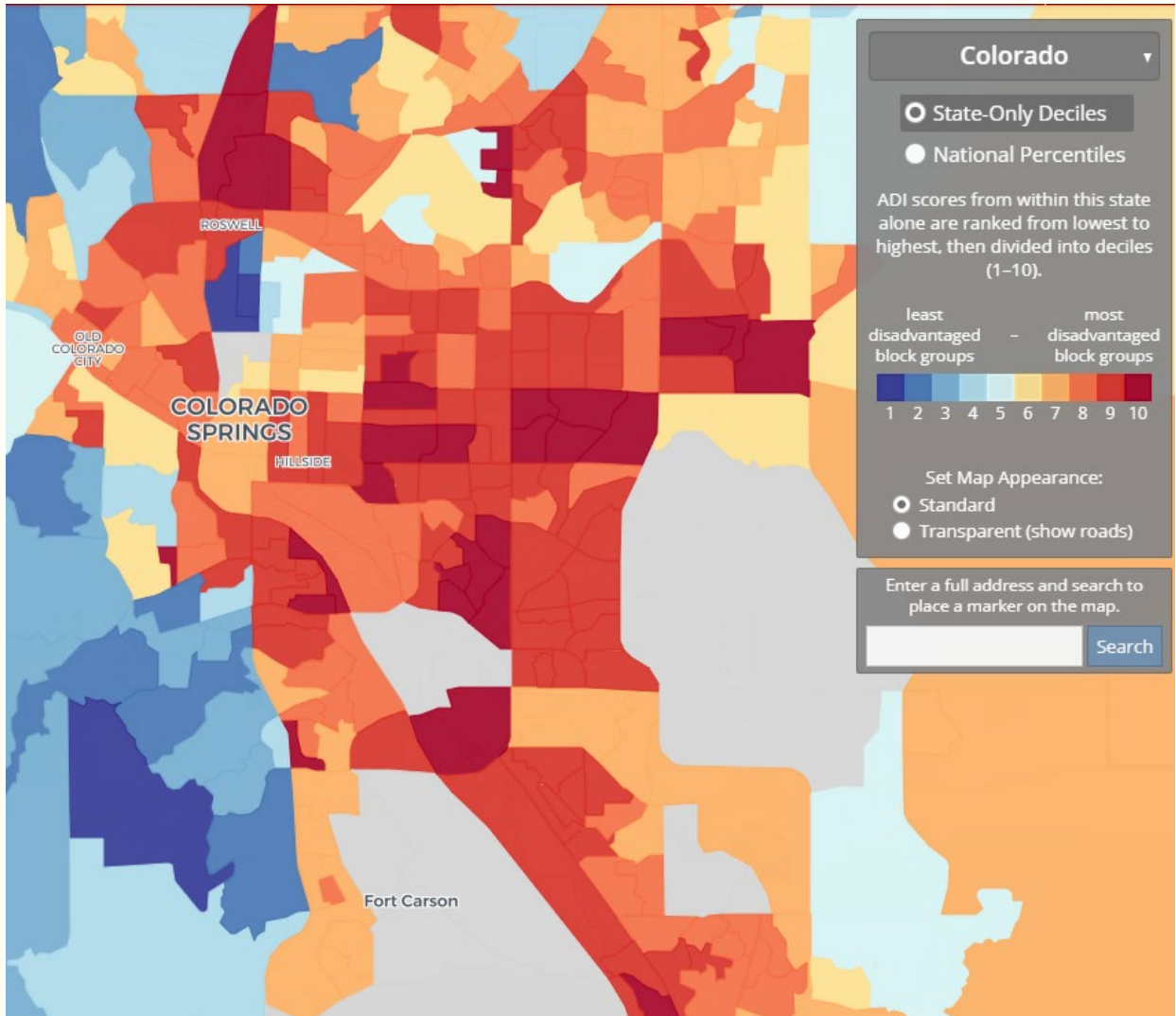
The Gazette’s Pulitzer Prize-winning news department reported that they had also spent two years researching the area beginning in 2015.⁴¹ Their 2017 findings included that **unemployment rates were two to three times higher** than the rest of the city, and where **42% of children in poverty** lived. The news series explains that block-by-block disparities led to an area that was **impacted by the highest rates of crime and “slumlords”** that took advantage of their tenants living in unsafe conditions. One individual was responsible for over 80 percent of all city code violations, without strict enforcement from the city for over 15 years.⁷²

The Gazette articles also reported that **Mitchell High School in Rustic Hills has struggled simultaneously** with the Southeast neighborhoods. There, students are more likely to be considered economically disadvantaged, which is strongly correlated with graduation rates in Colorado Springs.⁴⁵



The editorial board expressed the interconnectedness of all areas of the city, encouraging **focus on innovation and investing to improve safety, health, education, incomes, property values, and businesses, without people losing their homes.** Former Colorado Springs Mayor John Suthers stated he wanted to see a broad spectrum of socioeconomic levels. “We’ve studied this thing to death. We just **need to start making investments.**”⁷⁰ However, Suthers also acknowledged that the **challenge for the community would be to engage developers and private investors** in the free market to bolster the southeast area of the city.

The southeast area of the city of Colorado Springs ranks as **one of the most economically disadvantaged areas in Colorado** according to the Neighborhood Atlas.⁸⁷



Source: Neighborhood Atlas, 2026

The southeast portion of Colorado Springs has a **historical pattern** of a higher population of **people of color**, and **decreased median income, housing availability, and health insurance coverage**.⁴⁵ The Neighborhood Atlas also demonstrates disadvantaged pockets throughout the city and mirrors trends seen in current eviction map and graduation rate data (see Appendix F).³⁷ The **areas from the 1938 HOLC redlining map reflect correlation in socioeconomic outcomes in 2026**, including Hillside and Old North End.

The Community's Viewpoint

Even with complexities in the infrastructure, a sense of **community pride thrives due to multigenerational families that have resided in Southeast.** In the Gazette series, lifelong resident Terrie Blackwell stated, “We still take care of each other. Generations of families are still there and still have that connection to the community, and that’s something that I like about it – that no matter where you go, you’ll know someone you grew up with.”³⁰

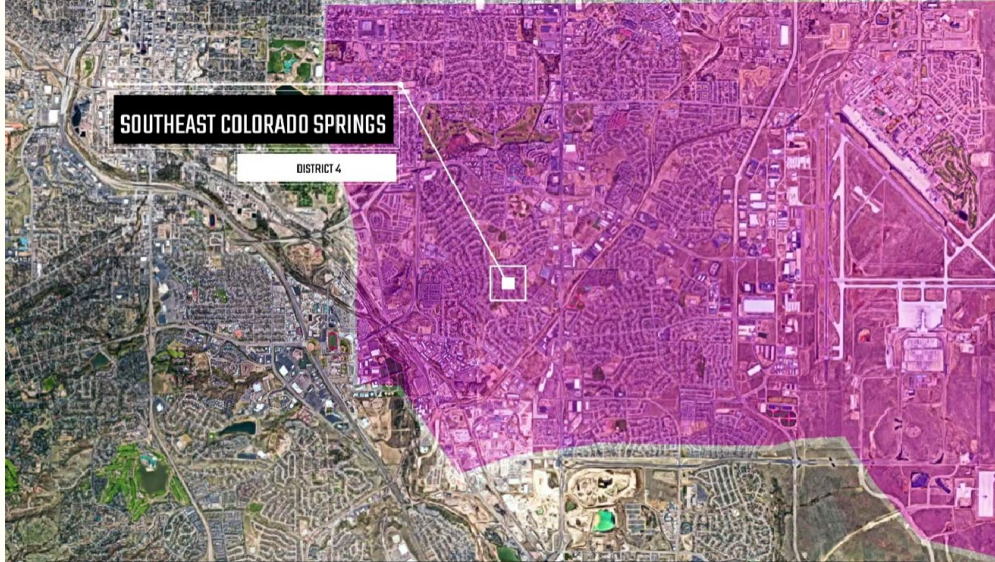
“Is it Southeast or is it Southside? I think it depends on who you’re asking,” states **Julie Ramirez** in the commentary of episode two of a 6-part docuseries she produced on her award-winning platform *Daily Dose 719*, released in 2020.²³ Affectionately known by the community as “Juelz,” she is able to shed light on the vast differences seen in the area she lives in and the rest of Colorado Springs since **she was born and raised in Southeast.**



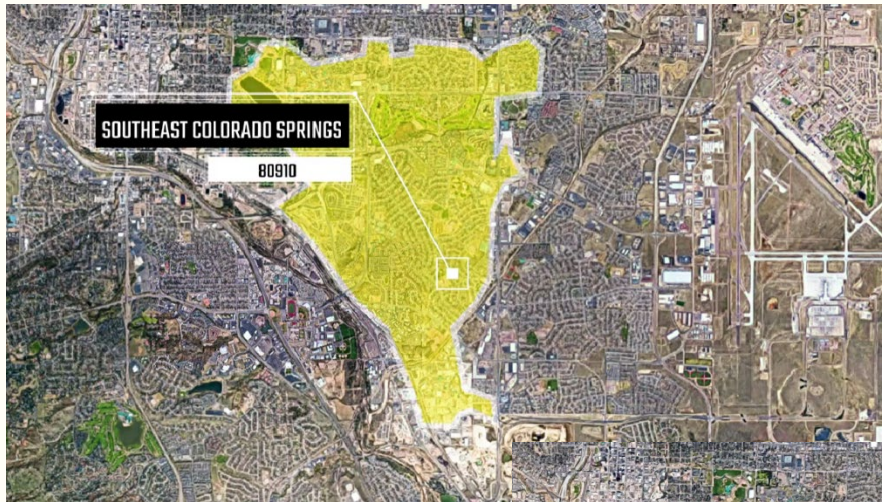
Source: Daily Dose 719, Health Equity Series, Episode #2

She explains the “OGs” describe the area as the Southside, expanding that “Southeast” was often used by the media to depict the area negatively. Today, many individuals in the area now **use the term “Southeast” to reclaim any negative attachments.**

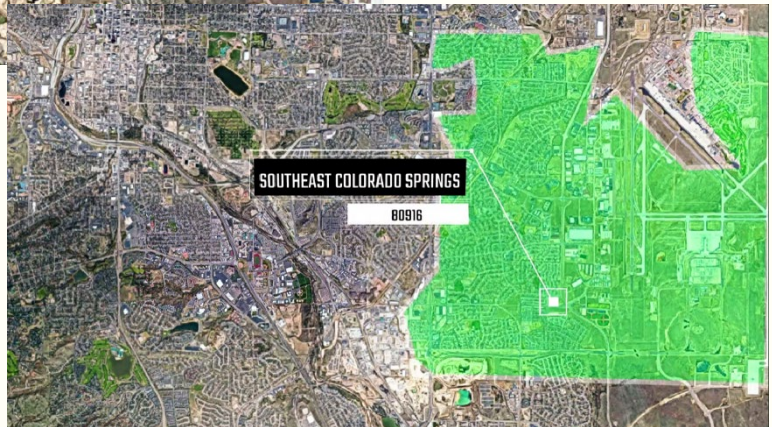
Various maps may be used to define the **boundaries of Southeast Colorado Springs.** **According to local residents, the neighborhoods listed above are the most accurate depiction** of the distinctive cultures and stories of the areas.



Julie Ramirez explains the boundaries of Southeast may change depending on what you are discussing. The purple boundary above highlights **City Council District 4**²³



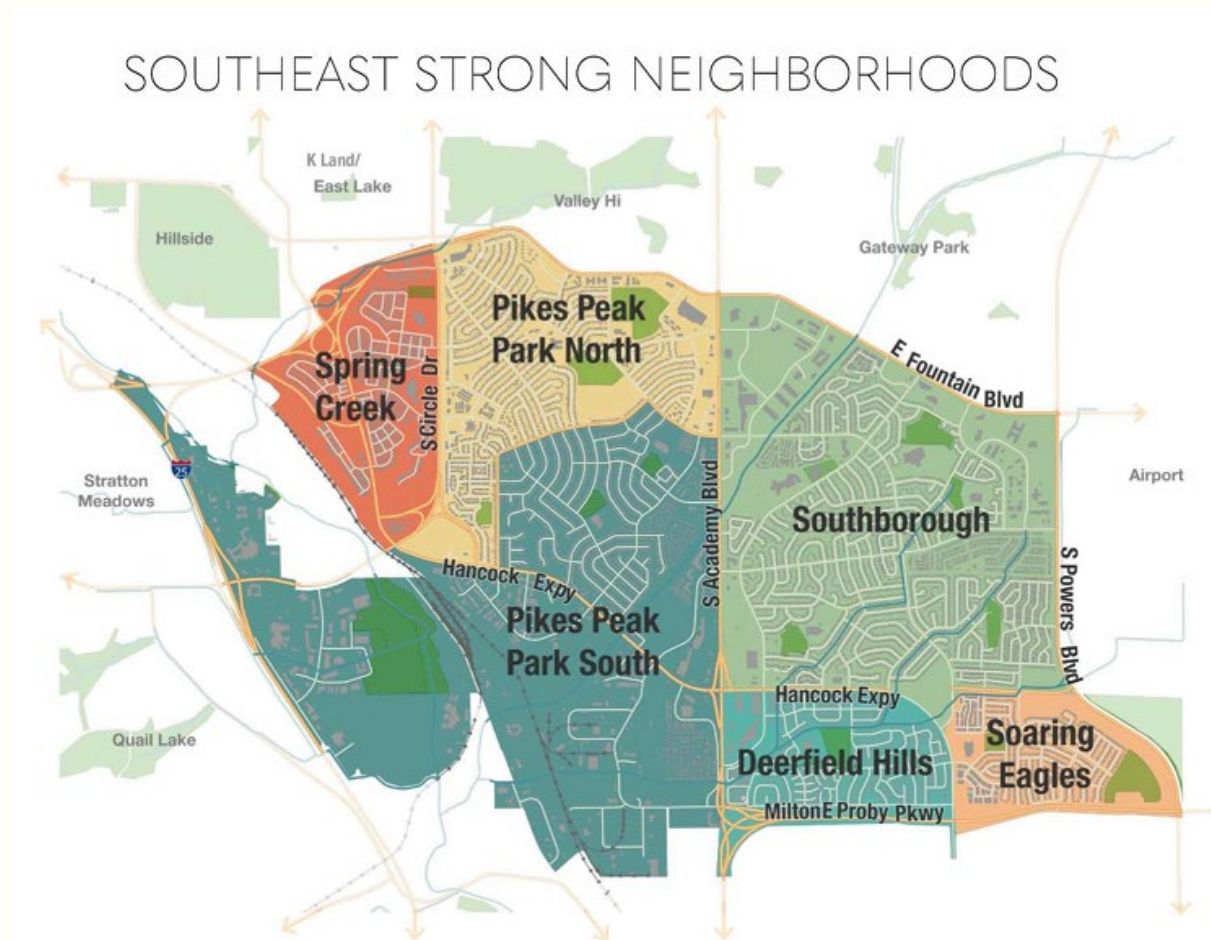
The yellow and green boundaries shown here are **80910** and **80916**, which are the main **zip codes serviced by RISE Southeast**.²³



Source: Daily Dose 719, Health Equity Series, Episode # 2

Paige Salsbury, city planner of Colorado Springs, describes working in Southeast Colorado Springs as “heart-warming.” In a February 2026 podcat along side **District 4 Councilmember Kimberly Gold**, she discusses working with the community to develop the Southeast Strong Plan. She explains, **“The community has been involved for a long time and believes in making a change.”**¹⁵

The map that outlines the **areas of focus will begin with six neighborhoods.** The city planner explains that the city realized that some areas were well defined, and others were a single subdivision. In order to include all areas of need, her team **brought together areas that seemed most cohesive with strategic planning.**



The Southeast Strong area does not encompass all of Southeast Colorado Springs. “The Southeast boundaries differ based on residents' experiences and historical recollections.” The Southeast Strong area is bounded by **Martin Luther King Bypass/US 24** and **Fountain Boulevard** to the north, **Powers Boulevard** to the east, **Milton E Proby Parkway** and the **City boundary** to the south, and **Interstate 25** to the west.¹⁶

Southeast Strong Plan

The Southeast Strong Plan is a part of the larger city *PlanCOS*.¹⁴ The city plan is designed to “**enhance neighborhood identity, planning, support, and livability.**” The goal is that each neighborhood plan will focus on the ideas and goals of each community. Additionally, PlanCOS provides guidance for infill and outward development of the city. The Southeast Strong Plan was originally planned to be adopted in 2024 along with the Greater Westside Community Plan. Currently, both are **pending city council approval**.

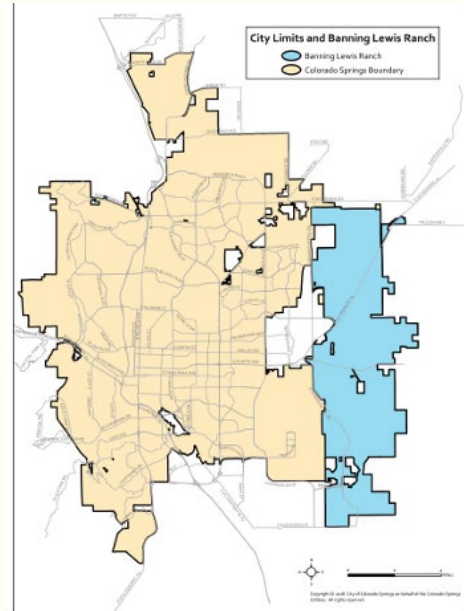
The Southeast Strong Plan is seen favorably due to the community collaboration that took place; the process is expected to set an example for future neighborhood plans. The city worked closely with organizations such as RISE, Solid Rock CDC, and THRIVE Networks to address the challenges found in the **2023 Healthy People and Places and the 2023 El Paso County Public Health assessments.**^{46, 30} It was found that **poverty and lower life expectancy disproportionately impact the area.**

The Southeast plan acknowledges that **a lack of services exists, as well as increased chronic metabolic diseases,** including diabetes, heart disease, and obesity.¹⁶ Physical barriers likely impacting health outcomes include a **high concentration of fast-food chains, decreased access to grocery stores, and average sidewalks and bike networks.** This part of the city contains fewer acres of park per capita, and a **decreased tree canopy** has led to an **urban heat island effect above average,** specifically in Pikes Peak North, Southborough, Deerfield Hills, and Soaring Eagles.

The plan reports on the **need for an improved built environment in addition to public and private community planning.** It is designed to guide land use, transportation, and housing to address food access and the environment. City planners used analysis to inform and prioritize investment and planning that will have the greatest impact on health outcomes. For appropriate investment, the plan states that **communities must be seen as assets, and the neighborhood environmental challenges are critical** to understand for their long-term health. RISE Southeast is best equipped to address the health consequences of urban sprawl as Colorado Springs continues to grow.

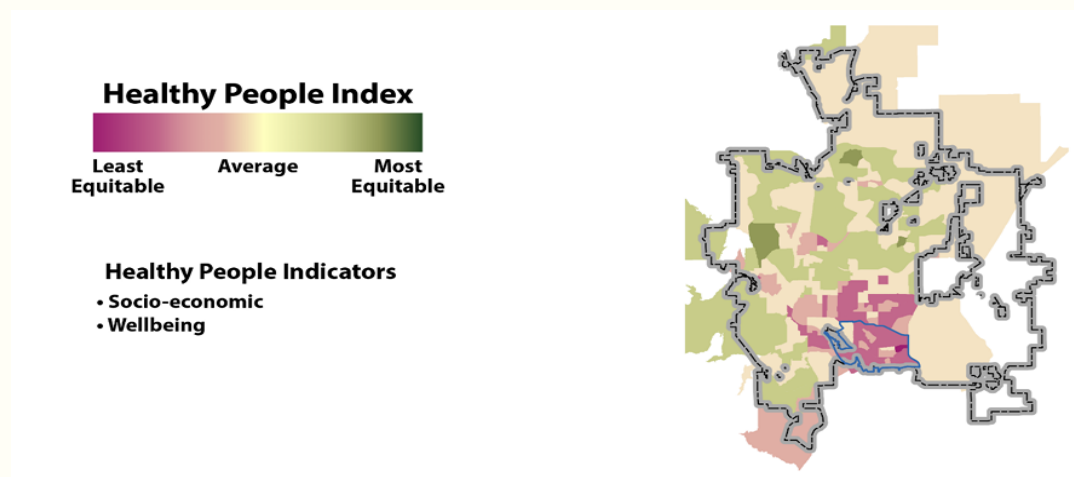
Urban Sprawl Impacts Health

In 2017, **District 4 City Councilwoman Yolanda Avila explained her personal experience** with the unsatisfactory bus system. The councilwoman, who is also legally blind, described the **bus intervals as lengthy. She had to travel a mile just to reach a bus to take her downtown to City Hall.**⁴¹ The situation she explains is common in urban sprawl.⁵² The threat of **urban sprawl compounding existing disparities** continues as the city of Colorado Springs grows outward. In 2019, the city annexed Banning Lewis Ranch.



Source: EPC Redistricting Proposal 2023⁶¹

A geography professor at the University of Colorado at Colorado Springs, John Harner, suggested that the city’s free market-oriented approach led to the growth north and east. “We have no restrictions about restraining growth...then **the lower income gets what’s left over,**” he said, “and that’s southeast Colorado Springs.” The Healthy People Index demonstrates the **significant difference in socioeconomic stability and well-being between Southeast and the rest of the city.**



Source: Healthy People and Places Assessment 2023⁴⁷

Higher rates of food deserts, wastewater discharge, underground storage tanks, traffic, toxic air releases, and Risk Management Plan (RMP) facilities are located in the Southeast.³⁴ With areas measured at rates 80% or higher than the national percentile, it indicates an **increased health risk**. Higher asthma rates are observed in the area. In addition to having increased health risks, there is a **lack of hospital services, including emergency departments**. The UHealth Memorial Central Hospital is the closest hospital to Southeast Colorado Spring. In 2017, the CEO explained that the emergency department was the busiest in the city and 15th nationally.⁶⁹

Peak Vista Community Health Centers is a federally qualified health center that offers services for Medicaid and uninsured patients in Southeast. In 2017, about **\$1 billion in hospital construction projects were planned, and 90% of them were at least 5 to 9-miles from the closest areas in Southeast**. When the former CEO of Penrose and St. Francis Hospitals, Margaret Sabin, was asked about the lack of infrastructure, she answered, “It is an underserved market. It’s not a heavily insured market... As a mission, we do provide services to all – regardless of payer. But we also have to be able to pay our nurses and doctors. University [UHealth] would be the same way” (see Appendix G).

The Southeast without an accessible facility is at odds with current trends observed in the city. In 2025, acute care facilities in southeast Colorado Springs had 192 homelessness-related visits, about 8.3% of all homelessness-related acute care visits across Colorado Springs.¹⁷ Over the past four years, **homelessness-related acute care visits have increased in southeast Colorado Springs facilities at a faster pace** than the rest of Colorado Springs.

The Colorado Health Foundation launched a “Healthy Places” Program in 2018 to address health outcomes in Southeast Colorado Springs, one of the selected locations in Colorado.⁸⁸ The program provided suggestions, including improved sidewalks, increased access to nature, gathering spaces, community communication, creation of a health task force, conducting a needs assessment, and partnership with a community development corporation. It encouraged **advocating for mobile clinic options, public transit improvements, code enforcement, and redevelopment incentives**.

Rising to New Heights

RISE Southeast was established to address the impacts of the declining health outcomes experienced by residents in 80910 and 80916. Its original positioning under El Paso County Public Health, followed by the significant support to become a nonprofit after a seven-year pilot, demonstrates the importance of its presence in the community with **undeniable success**. The organizations' current strategic priorities for 2025-2030 are Connections, Health and Wellness, Strong Neighborhoods, and Strong Economy. These priorities are **in alignment with the Southeast Strong Plan**.

RISE joined the **Southeast Strong Community Plan Steering Committee in 2021** and has been a constant partner in bringing community members to the table to have their voices echoed in the city's vision. In **February 2026, the Colorado Springs Planning Commission passed the Southeast Strong Plan** with a recommendation for approval to city council.



The graphic features a central logo of five stylized human figures in various colors (green, blue, purple, orange, red) holding hands in a circle. Below the logo, the text 'RISE Strategic Priorities' is written in bold black font. Underneath, four strategic priorities are listed in different colors: 'Connections' in green, 'Health and Wellness' in blue, 'Strong Neighborhoods' in red, and 'Strong Economy' in purple.

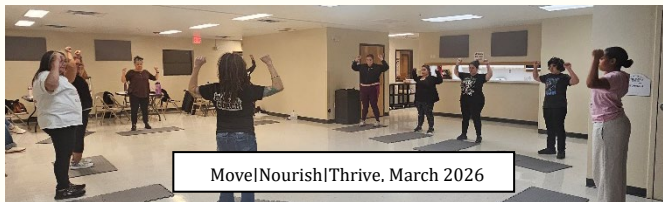


RISE Executive Director, Joyce Salazar, City Planner Paige Salsbury, and Thrive Networks Executive Director, Heather McBroom with the Colorado Springs Planning Commission meeting in February 2026.

The strategic priorities of RISE include creating connections to enhance collaborative opportunities, quality of life, quality affordable housing, and support of local business owners. The organization has fostered inclusive engagement opportunities such as **CommUnity Gatherings and Coalition Convenings**, bringing residents, partners, and youth together to build trust, share information, and strengthen collective voices.

The programs offered by RISE fulfill the strategic priorities for the years 2025-2030:

- **Southeast Strong Plan:** Community vision guiding development and investment
- **Youth Advisory Council:** Youth-led body engaged in civic processes
- **ChangeMakers:** Resident leadership and storytelling initiative
- **Move, Nourish, Thrive:** Health initiative improving physical activity and nutrition
- **Colorado Springs Forestry Grant:** Urban greening and environmental equity

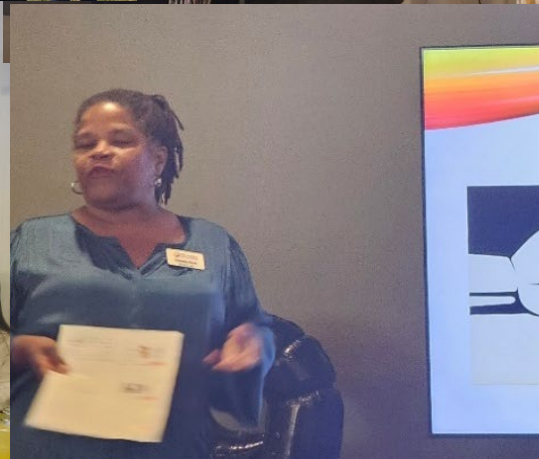


Highroots Wellness participated in several observations, including events and daily organizational operations, such as a **partner meeting with real estate**

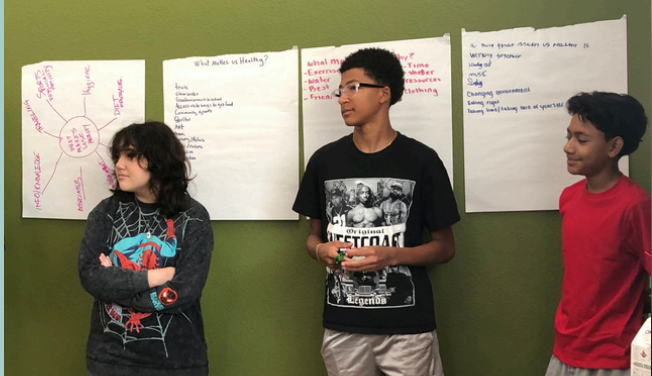
brokers, developers, and the city's urban planner. Events like *Summer in Southeast* and the ChangeMakers graduation provided a connection with the Resident Leaders and the community. At the 2025 Year-End Event, **Joyce Salazar formally recognized** the Youth Advisory Council and several community leaders, including **residents from Stratton Meadows in zip code 80905**, which has the fourth highest poverty rate in the city.⁷⁹

In October 2025, **the city closed Meadows Park Community Center.**⁹ With **Joyce's support, the community members** arranged a meeting with the city to provide feedback on the closure that ultimately left residents without a food pantry. In November 2025, a Safeway in Southeast closed, concerning neighbors and community leaders.

Emily Tamayo oversees the **Health and Wellness Action Committee, creating an emergency preparedness plan to help communities navigate unexpected incidents** such as these and challenges from upcoming federal funding cuts. RISE works towards solutions that decrease harm and optimize community members' quality of life.



Meet the Youth Advisory Council



Highroots Wellness & Consulting was able to directly engage and observe the Youth Advisory Council (YAC). The observations and survey results on the following page reflect these interactions.

RISE Youth Advisory Council

The Youth Advisory Council (YAC) consists of young leaders and stewards of the community led by RISE. They participate in various activities that boost community vitality, while also receiving a stipend to improve their own financial wellness. The group reflects the diverse demographics of Southeast Colorado Springs:

- 12 students in the program between the ages of 11 and 18 years
 - 5 males, 7 females
 - Cultural identities: Black, White, Asian, Hispanic, and American Indian.
 - Half of the students identify as multiracial
 - Two youths have a disclosed disability

Youth have regular meetings and have participated in projects such as assisting with the **design of the Bricker school yard, the Sand Creek Trail clean-up, and advocating for buddy benches** in the community.

On December 9th, 2025, the Youth Advisory Council presented to the community at the RISE Year-end Celebration.



Highroots Wellness hosted the YAC for a Rooted in Wellness Workshop on August 30, 2025. Eight young people participated. They were also **given a survey about the use of Panorama Park and feedback for RISE**. The distributed survey was developed based on community surveys before the park's development. For 2019 surveys, see Appendix H.



Youth Survey Responses



In what ways does Panorama Park allow you to connect to nature?

Long pathways, bike trails, different activities that allow you to be outside

A Lot of trees and nature around

The walks and exercise

You are outside and there are a lot of things to do there

Shows how bright and beautiful nature can be while still having fun and exploring its gifts

It is calm, clean, and pretty

Has a lot of trees

Helps me breathe fresh air while running

What types of family teen programs would you like at Panorama Park?

Basketball

Teen/family walk to get with people in the community to exercise and enjoy nature

Events of cultural celebrations

Teen/family walks for more connection

Youth socializing

Family bonding

What kind of movies and music would you like to see in the park?

Children's movies and dance music

Seasonal movies and music such as *Home Alone*

The Sandlot

Anything that brings out community

Holiday movie nights like the *Nightmare Before Christmas*

Calming music

What would make Panorama Park more inclusive?

More walking space

Groups to build community

Buddy benches

Nothing, it is a great park and already inclusive

More bike paths

Access to bikes, busses, ramps

What other locations in Southeast foster a sense of community?

Food pantries

Parks

Libraries

Community centers

Festivals

Malls and stores

Shelters

Donation organizations

What do you appreciate most about the work RISE does?

They always try to fix things

Connecting the community

They help the community

They care for the community

Work hard to make the environment safe and good

We work together and communicate with others

We try to make the community a better place

It shows ways the community comes together

It advocates for our community to make the area we are living in nicer

They help the environment

Meet the Resident Leaders



Janae Reed



Chineta Davis



Teresa Thomas



Ayana Garcia

RISE Resident Leaders

RISE Southeast has helped cultivate a growing pipeline of resident leadership and civic participation. The first resident leader cohort who engaged through neighborhood meetings, community conversations, and leadership programs have gone on to serve on local boards, advisory committees, neighborhood leadership groups, and community coalitions. Some have stepped forward to running for public office or other civic leadership roles, **ensuring that the voices and lived experiences of Southeast Colorado Springs are represented** in local decision-making spaces.

Founding Resident Leaders

- Alicia Saucedo
- Amanda Ortiz
- Hannah Moss
- Jeannie Orozco-Lira (Former HSD2 School Board Member)
- Joyce Salazar (Former HSD2 School Board Member)
- Rachel Flood
- Dr. Regina English (Current HSD17 State Representative, former HSD2 School Board Member)
- Yolanda Avila (former District 4 Council member, County Commissioner Candidate, CC5)
- Julie Ramirez (Award winning producer, Daily Dose 719; entrepreneur and business owner)
- Lelia Gibson-Green (Community advocate, Peak Vista board member)
- Ryan Rhoads Sr.
- Jacqueline Armendarez (County Commissioner Candidate, CC5)
- Emily Tamayo (HSD2 School Board Member and RISE staff member)

RISE Southeast also acknowledges the important work of Moni Hernandez, VIP (Very Important Person) of the coalition.

The growing network of inspiring resident leaders reflects a culture of fortitude in Southeast Colorado Springs. Highroots Wellness & Consulting conducted interviews with current resident leaders who demonstrate the continued drive to ensure Southeast neighbors remain at the forefront of decisions. These leaders continue to have an active role in creating the positive changes they want to see in their community.

Getting to Know the Resident Leaders

Janae Reed

Born and raised in Southeast Colorado Springs, Janae lives in a multi-generational home with her mother, her daughter, and other family members. Enthusiastic in her involvement with the organization RISE, **her love for her community has grown along with her.** Janae encourages the organization to take a systematic and collaborative approach to avoid taking on too much, recognizing the amount of work that needs to be done in the community.

Janae expresses that her time as a **resident leader led to connections, networking, and affecting change** through the leader's own passions and strengths. She enjoyed taking a "Clifton StrengthsFinder" assessment in the ChangeMakers program, expressing that knowing things about each other helps the leaders work together.

Her **ChangeMakers project is focused on health workshops.** Janae speaks of the habits she is trying to build with her daughter. She noted that the **difference in life expectancy** in her community is **"heartbreaking. I don't want this to be the result for my child."**

Chineta Davis

"I've never met a stranger," Chineta says. Her joy is contagious as she explains her role as a leader in the community. She has a **heartfelt desire to be involved** in as many community events as possible. She came across RISE after reading about it. "It was a little whisper. I was just led to it."

She explained that she already had the skills, **but RISE and the ChangeMakers program provided support, encouragement, and camaraderie.** She has had a big project on her heart to advocate for **reparations legislation for Black Americans.** She notes that she has prepared handouts and a presentation if she needs them in the future.

Chineta recalls feeling moved to do more in the community after the shooting of Devon Bailey by police in 2019. She encourages **anyone sitting on their couch and wants to change something** but doesn't know where to start to **reach out to RISE.**

Teresa Thomas

Teresa explains how RISE fell into her lap as an opportunity to get more involved with the community. She noted her enjoyment of Panorama Park, pointing out the opportunity to encourage the community to use the fitness circuit installed by AARP. She recommended partnering with the YMCA to host structured classes, turning the equipment into a hub for community health and activity.

Teresa credits the ChangeMakers program with giving her the "dream" and the confidence to lead. She is primarily **interested in bridging the gap between residents and high-paying jobs at Peak Innovation Park.** To accomplish this, RISE introduced her to the Pikes Peak Workforce and Economic Development leaders. She stated, "It wasn't until we went through the ChangeMakers and that really made me think, 'Wow, we could really do something.'"

Additionally, Teresa has been **a practicing Buddhist for 40 years**, emphasizing that the community is more diverse than people realize and **wants to show how different faiths are deeply committed to local service.**

Ayana Garcia

Ayana moved to the Southeast two years ago after living at the Air Force Academy for three years. She chose the Southeast because it **reflected her and her husband's diverse backgrounds of Filipino and Hispanic.** Despite negative stereotypes about the area, Ayana saw the neighborhood as an invitation to build a home.

As a RISE resident leader, Ayana views her status as a newer resident as an asset rather than a drawback. She would like to ensure that while **long-term history is respected, the drive and energy of new residents are harnessed.**

Ayana's ChangeMaker project explored ways to combat the "food desert" label in Southeast through a "Grub Crawl" concept. While she acknowledges the lack of grocery stores, she wants to highlight the incredible "mom and pop" richness already present. **"We have small business food that came from culture."**

Changemakers Project Launch

The ChangeMakers program has the potential to transform elements of the community by investing in local community members who are looking to make a difference. The Resident Leaders were the first individuals in the pilot program, and crafted individual initiatives. RISE has received funding for the growth of these ideas.



The first program that will launch was created by Janae Reed, known as “The Feel Better Project.” Starting in April 2026, the program is designed to provide a free monthly class, each focused on one of the eight pillars of wellness. This program will be hosted in locations throughout Southeast Colorado Springs and will complement current health and wellness programming within the organization, bolstering resources for community members.



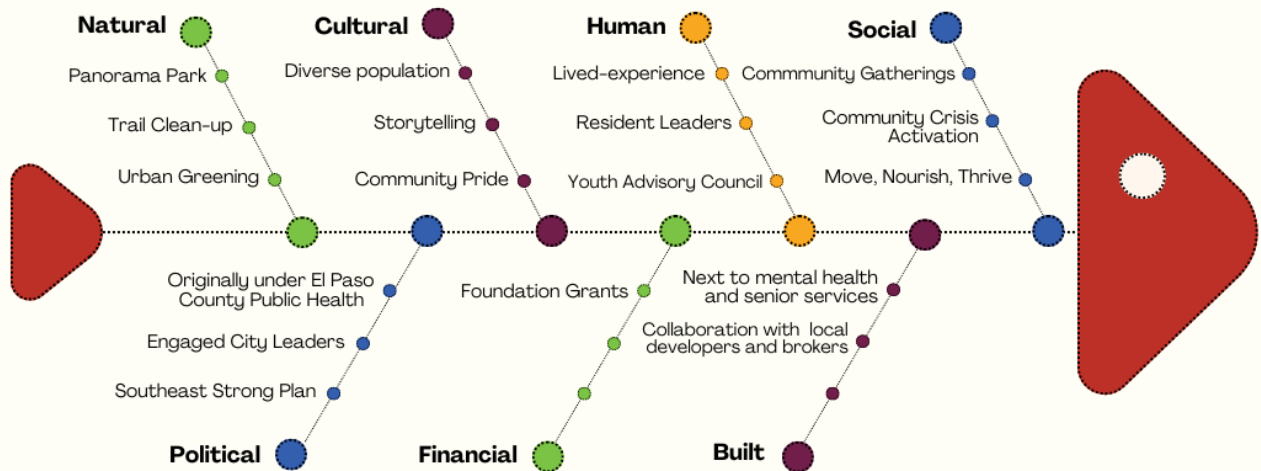
Resident Leader, Janae Reed presenting her project at the ChangeMakers graduation.



Priorities Based on Findings

Restorative Root Cause Analysis

To ensure an objective and restorative lens, the top priorities of this assessment were identified through an Ishikawa 'Fishbone' analysis. This framework enabled Highroots Wellness to synthesize complex historical and modern data while maintaining the highest level of research fidelity, effectively neutralizing inaccurate biases and centering the community's lived expertise. This approach allowed for the identification of the **specific community capitals already restored** by RISE Southeast. Furthermore, it provides feedback to RISE and associate partners on systematic gaps and opportunities, while offering evidence-based frameworks for **targeted investment, structural restoration, and policy stability to optimize outcomes.**



Ishikawa “Fishbone” Diagram

The ‘Fishbone’ analysis found **that RISE Southeast contributes a notable amount of community capital** in the categories of natural, cultural, human, social, and political. The categories of financial and built capital are expanding, but in need of investment. The organization **would benefit from additional public and private investment to sustain the momentum** and fulfill the objectives of the Southeast Strong plan.

According to the El Paso County Public Health assessment, **policies and initiatives that improve the built environment decrease health and safety risks** and increase healthy behaviors.³¹ RISE Southeast provides capital investments to the community every day through the seven capitals. The Merriam-Webster dictionary defines capital as assets that add to long-term net worth.⁵⁵ **Revitalization without displacement of residents is a top priority for RISE and Southeast Colorado Springs.**

Investing in Community Capital

Community capitals are resources invested in promoting the long-term well-being of communities.³ The developers of the Community Capitals Framework (CCF) believed **the vitality of any community was connected to the presence and strength of all seven community capitals.** RISE Southeast began its focus on five community capitals: cultural, human, social, built, and financial. Leadership has evolved towards the seven capital frameworks, adding natural and political capital, measuring them across their activities (see Appendix I).

Community Capital Framework

1. Natural
2. Cultural
3. Human
4. Social
5. Political
6. Financial
7. Built



Photo source: Journal of Environmental Management²⁹

Strengthening Southeast

A lack of access to capital is a result of market influences, private sectors, past public policies such as redlining, and current structural obstacles.² It is necessary to recognize that the Southeast Strong Plan is a guide. Former Planning and Neighborhood Services Director Peter Wysocki noted that a good plan does not guarantee market success.⁴¹ He said, "**It can't force investors, developers, or businesses to redevelop their properties or build new businesses.** It can be used to support those activities."

The **Capital for Communities Scorecard**, created by Urban Institute, can **assist project sponsors, investors, public officials, and community leaders in developing and strengthening communities.**⁸⁹ It can also be used across public financing to provide incentives such as local tax credits. The tool helps investors prioritize projects that will create the most **positive outcomes and returns.** The public sector and community-based organizations can use the tool to **track the benefits and risks of harm** to communities and negotiate with development sponsors.

New development projects and businesses can lead to increased rent and the price of goods, which can ultimately lead to displacement.² Developments can create jobs that are inaccessible based on education or amenities that are not aligned with the needs of residents. It will be necessary to **engage mission-driven investors that are reliable and transparent** while considering the systematic approach and impact of their project. Federal, state, and local **governments can provide incentives for projects** that meet community needs while improving socioeconomic and environmental conditions.

Given RISE's current community position and the need to strengthen investment incentives, it would be beneficial for the organization to track Key Performance Indicators (KPIs) to determine any correlation between the scorecard and measurement against the Community Capital Framework. Examples of KPIs include **financial stability, innovation, organizational mission, cultural strength, collaboration,** and even **resilience.**⁵⁶ Resilience is the dynamic capability to manage unexpected changes by remaining proactive, adapting, and responding with flexibility and innovation. Tracking resilience and

connecting it to organizational performance is a practice that nonprofits have recently been implementing.

Utilizing the **Multidimensional and Integrated Model of Nonprofit Organizational Effectiveness** to measure KPIs will make translating results into impact more efficiently.⁵⁶ The model recognizes that nonprofit organizations have complex goals and diverse cross-sector partners and resources. Additionally, the organization would benefit from training that recognizes the intricacies of communities and optimizes organizational effectiveness while minimizing events that lead to community harm.

A High Reliability Organization

Recent studies report that **health care and public health organizations would benefit from incorporating HRO principles** in their leadership, organizational structure, systems, and culture.²⁹ This model has been adopted across industries for its impact. This framework characterizes complex systems, such as air traffic, marine traffic, chemical plants, dams, and nuclear power plants. **High-risk situations with potential to lead to significant harm in the public health sector include:**

- **Food Insecurity**
- **Hazardous living conditions**
- **Homelessness**
- **Serious Injuries**
- **Crime**

High-Reliability Organizations are characterized by a culture of safety and error prevention.⁴³ The components of this framework include **mindfulness and prioritization of adverse event prevention**. The three pillars of the model are **leadership, safety culture, and robust process improvement**.² The five traits an HRO has that decrease catastrophic events include:

1. Preoccupation with Failure- HROs focus on signs that could signal a larger problem.
2. Sensitivity to Operations – HROs ask questions and do not make assumptions.
3. Reluctance to Simplify – HRO’s avoid over-simplifying explanations of failure.
4. Commitment to Resilience- HROs are adaptable and flexible organizations.
5. Deference to Expertise – HROs defer to the person with hands-on knowledge



Photo Source: HRO Participant Guide⁴¹

HROs are data-driven and change in response to lived experiences, creating expert-led decision-making. **HRO doesn't focus on hierarchical relationships; it operates under continuous communication and transparency.**⁴² High-Reliability Organizations utilize tools such as communication hand-off methods to employees and partners to streamline daily processes.⁵⁷ Additionally, robust process improvements such as **Lean Six Sigma and Formal Change Management training** can optimize the leadership process by **minimizing waste and burnout while maximizing limited resources.** A common language and methodology make meeting a goal more attainable.

Ineffective communication and actions are often the result of diverse perspectives. **Reducing miscommunication and missed opportunities** in researching, planning, and implementing policies and practices is an opportunity for RISE Southeast and its partners. Interprofessional communication can become challenging across human health services such as employment, food and nutrition, housing and shelter, public safety, crime and law, disaster preparedness and relief, and youth development.⁵⁶

Creating data-driven networks supported by robust communications tools can ensure RISE Southeast can support and measure its outcomes, bolstering its community capital and finding innovative solutions for the community. Additionally, it would allow improved data sharing processes and position RISE Southeast to serve as an asset for nonprofit and government. Additionally, RISE could provide training opportunities on these frameworks to other community-based organizations and government entities.

High Reliability Community

Across the nation, communities are faced with neighborhoods that have increased poverty and a lack of amenities.² **Accountability lies in the obligation of individuals and agencies to provide information or justification about failures or inability** to engage in appropriate actions. The key element in the sustainability of improvements in the health sector is community ownership and engagement. Community scorecards have been proven to improve healthcare delivery by including development partners, local, and government offices to ensure access to basic health services.

According to the Environmental Protection Agency (EPA), **scorecards can compare against a city's comprehensive plan by analyzing patterns through a smart growth perspective.**³⁵ In addition to providing scorecard options on their website, the EPA also has a list of various smart growth toolkits and guides for economic development, planning, zoning, building codes, transportation, water quality, climate, and disaster resilience.³⁶ These resources will be an additional asset that RISE can provide in addition to data sharing and HRO training opportunities across the city.

As RISE creates robust internal systems to begin tracking their KPI's and utilizing the mentioned frameworks, models, and tools, complementing external systems to optimize community well-being is equally important. In addition to providing training opportunities, tracking KPIs in partnership with the city using the **Colorado Smart Growth Scorecard**³³ will assist the city with planning and **comparing outcomes on their current PlanCOS Indicator dashboard** (see Appendix J).¹⁴ This scorecard allows communities to assess various categories such as transportation, housing affordability, natural capital, business diversity, fiscal analysis, and public involvement.³³

Smart and sustainable growth meets present needs without compromising the ability of future generations to meet their own needs.²⁹ Building relationships across a safety culture like HRO will allow for the identification of system failures that can **inform public health policy and implementation for a return on investment (ROI). Public Health initiatives are shown to have an ROI of up to \$14 for every one dollar spent.**⁸⁹

CityHealth, a bipartisan effort that has improved health policies in dozens of cities across the United States.⁵⁴ The CityHealth initiative is a **local alternative to federal policy, prioritizing city-level action** to maintain health progress. This is beneficial in current times as funds from the federal level become increasingly unavailable. The policy topic includes items such as green space, access to education, healthy food purchasing, healthy rental housing, renters' protections, air quality, and safe alcohol and flavored tobacco sales.

CityHealth **ranks communities against how well they are doing across several health policies and provides a ranking of gold, silver, or bronze.**⁷ The initiative provides a medal ranking depending on the health policies implemented in the city. Currently, Denver has a gold medal, and Aurora has a silver. Although Colorado Springs has obtained a bronze in the past, it no longer ranks under any medal category. **As Olympic City USA, it would be fitting for the city to “go for the gold”** when it comes to addressing the public health needs of our communities.

Rising Together

The City of Colorado Springs is known for the excellence of Olympians and its breathtaking views. As this report reflects upon the various characteristics that define this city, it is important to remember that the proposed solutions are ultimately a result of urban sprawl, informing the narrative and solutions across these pages. **Applying these strategies across neighborhoods for basic public health needs and general welfare is possible.** Being diligent in acknowledging the lived experiences of our neighbors while remaining aligned with the founding values of Colorado Springs is necessary.

Collaborating with community members leads to more effective ways of addressing the situations they face.⁶² As more development takes place in the city, it is imperative to reflect on the living conditions of the most impacted residents to avoid sacrificing their quality of life as the city grows in success. **Community empowerment is a principle founded in local, national, and international strategies for sustainable development processes.** The social cohesion that occurs between neighbors leads to an increased sense of individual power and control. These factors lead to **increased health literacy which increases voting rates and political engagement as seen in other neighborhoods.**

In the Old North End, a public health policy regarding decreasing traffic was proposed in 2016 and passed in 2018. In a 2016 blog to residents before the passing, a quote from Charles Mulford Robinson, an urban planning theorist and leader in the “City Beautiful” movement, was provided from a **1912 report on street design in Colorado Springs**.

“Colorado Springs is not, and does not aspire to be, a manufacturing city; it is not a great trading center, and it is not a capital city. **Its two great assets are its air and its scenery**— the one notable for its life-giving qualities, the other for the inexhaustibleness of its beauty and grandeur.

To be a pleasure and a health resort is, therefore, its destiny...

This way, then, lies prosperity, culture, wealth and growth. It is given to a hundred cities to be manufacturing centers, but what do they make that is comparable to your scenery and your air? It is given to many communities to grow rich by the exchange of commodities, but what can they sell as precious as health or as beautiful as the mountain views that you offer to those who come to you?”²⁸

Conclusion

RESILIENT, INSPIRED, STRONG, AND ENGAGED

The phenomenal history of Colorado Springs is a reminder of everything that makes this city unlike anywhere else. The stories ingrained in the neighborhoods inform the present time of the necessary steps to enrich and maintain the character of a place so many call home. Fostering this culture, Colorado Springs can become a high-reliability community, setting an example across the country. **When other places in the United States have faltered in the values of the United States of America, Colorado Springs has been known to set the example.**

In the 1920’s, the Ku Klux Klan had power in Denver and Colorado state politics. After a Klansman nearly won an election, El Paso County officials fought against the Klan’s influence, and Colorado Springs became a national leader in the opposition of the Ku Klux Klan, even with intimidation from elected officials.¹⁹ In the 1950’s and 60’s, individuals like

Fannie Mae Duncan broke barriers during segregation in her Cotton Club. Even with much push back, her club was the first in Colorado Springs to allow integration during a time where Black performers and visitors couldn't even stay at any Colorado Springs hotels when they came. She is famous for the sign in her window that read, "Everybody welcome." She encouraged a culture where everyone could thrive.

RISE Southeast is this example today, serving Colorado Springs to ensure everyone can thrive. They **partner with individuals and organizations across various sectors to address the goals for future generations** and identify strategies to support public safety, housing, infrastructure, and economic vitality. RISE Southeast's current partnership with the community care hub⁴ Highroots Wellness & Consulting will allow for the proper infrastructure for data collection of KPI's and training to become a High Reliability Organization.

In structures such as High Reliability Organizations, **the hierarchy of power is decreased** to ensure that the individual with lived experience, also known as the "**expert,**" **can share their perspective, leading to the best outcomes.** The expert in each situation changes and can be any person or group. Power influences decisions and resource allocation, no matter the context of the relationship. Therefore, how that power is distributed impacts individual and group outcomes. This implies that **power can and should shift depending on the dynamics to achieve optimal results.**

The history of Southeast Colorado Springs had great success until the 1987 Stock Market crash, shifting to a narrative of disinvestment. A strategic implementation of the recommended frameworks in this assessment will ensure **RISE Southeast has the organizational infrastructure best equipped to serve as support throughout all neighborhoods.** With RISE elevating community experiences, the time to thrive is now.

Freedom to Thrive: An American Experiment in Colorado Springs

This year, **the state of Colorado is 150 years old, and the United States of America is 250 years old.** During birthdays, it is often customary to reflect upon the life of that time and pull the most precious jewels of knowledge and truth to carry forth with authenticity.

In 1983, Katharine Lee Bates was teaching at Colorado College in Colorado Springs. She saw the entire country mirrored in the view from Pikes Peak and wrote *America the Beautiful*:⁴⁹

*“O beautiful for spacious skies,
For amber waves of grain,
For purple mountain majesties
Above the fruited plain!
America! America!
God shed His grace on thee,
And crown thy good with brotherhood
From sea to shining sea!”*

It is time to collaborate so neighbors can be metabolically resilient and thrive in health autonomy. The definition of autonomy is to self-govern, in which power is an essential element. Autonomy is directly connected to liberty, justice, well-being, and generational wealth, all foundational values of our country, along with justice and peace. They can be found in the **Preamble of the United States Constitution**.⁸⁶

We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defence, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.”

Congresswoman Barbara Jordan, a fierce defender of the Constitution and its fidelity, spoke to the importance of ensuring we do our due diligence to uphold the values of our country. She advised that we maintain the astute process of inquiry, investigation, and accountability to **remain aligned through our highest inclinations and purpose**. In a historical speech to congress, she insists that decisions are based on reason and law:

"We, the people." It's a very eloquent beginning. But when that document was completed on the seventeenth of September in 1787, I was not included in that "We, the people." I felt somehow for many years that George Washington and Alexander Hamilton just left me out by mistake. But through the process of amendment, interpretation, and court decision, I have finally been included in "We, the people."⁷⁵

***"Today I am an inquisitor.
An hyperbole would not be fictional
and would not overstate the
solemnness that I feel right now.
My faith in the Constitution is whole;
it is complete; it is total."***

-Barbara Jordan

American Politician, Lawyer, and Educator



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Appendices

Appendix A

Zip codes throughout Colorado Springs

Colorado Springs			
Demographic Group	Total Estimate	Below Poverty	Poverty Rate
Total Population	478,708	43,321	9.05%
White alone	333,496	25,417	7.62%
Black or African American	26,808	3,329	12.42%
American Indian and Alaska Native	5,102	1,188	23.28%
Asian alone	14,371	1,140	7.93%
Native Hawaiian and Other Pacific Islander	861	56	6.50%
Some other race alone	27,103	4,510	16.64%
Two or more races	70,967	7,681	10.82%
Hispanic or Latino origin (of any race)	92,383	12,168	13.17%
White alone, not Hispanic or Latino	312,029	23,005	7.37%

80910 Southeast			
Demographic Group	Total Estimate	Below Poverty	Poverty Rate
Total Population	30,854	4,437	14.38%
White	13,921	1,558	11.19%
White alone, not Hispanic or Latino	12,244	1,280	10.45%
Black or African American	3,598	632	17.57%
American Indian and Alaska Native alone	1,055	413	39.15%
Asian alone	532	24	4.51%
Native Hawaiian and Other Pacific Islander	18	18	100.00%
Some other race	4,079	885	21.70%
Two or more races	7,651	907	11.85%
Hispanic or Latino origin (of any race)	11,888	2,149	18.08%

80916 Southeast			
Demographic Group	Total Estimate	Below Poverty	Poverty Rate
Total Population	16,527	2,265	13.70%
White alone	11,730	1,271	10.84%
White alone, not Hispanic or Latino	10,510	1,118	10.64%
Black or African American alone	861	103	11.96%
American Indian and Alaska Native alone	64	0	0.00%
Asian alone	249	10	4.02%
Native Hawaiian and Other Pacific Islander	17	17	100.00%
Some other race alone	1,164	479	41.15%
Two or more races	2,442	385	15.77%
Hispanic or Latino origin (of any race)	3,856	912	23.65%

80903 Hillside			
Demographic Group	Total Estimate	Below Poverty	Poverty Rate
Total Population	14,299	2,776	19.41%
White alone	10,984	1,778	16.19%
White alone, not Hispanic or Latino	10,499	1,750	16.67%
Black or African American alone	1,004	332	33.07%
American Indian and Alaska Native alone	214	154	71.96%
Asian alone	219	19	8.68%
Native Hawaiian and Other Pacific Islander	47	7	14.89%
Some other race alone	297	79	26.60%
Two or more races	1,534	407	26.53%
Hispanic or Latino origin (of any race)	1,719	330	19.20%

80905 Stratton Meadows			
Demographic Group	Total Estimate	Below Poverty	Poverty Rate
Total Population	16,527	2,265	13.70%
White alone	11,730	1,271	10.84%
White alone, not Hispanic or Latino	10,510	1,118	10.64%
Black or African American alone	861	103	11.96%
American Indian and Alaska Native alone	64	0	0.00%
Asian alone	249	10	4.02%
Native Hawaiian and Other Pacific Islander	17	17	100.00%
Some other race alone	1,164	479	41.15%
Two or more races	2,442	385	15.77%
Hispanic or Latino origin (of any race)	3,856	912	23.65%

80915 Rustic Hills			
Demographic Group	Total Estimate	Below Poverty	Poverty Rate
Total Population	16,527	2,265	13.70%
White alone	11,730	1,271	10.84%
White alone, not Hispanic or Latino	10,510	1,118	10.64%
Black or African American alone	861	103	11.96%
American Indian and Alaska Native alone	64	0	0.00%
Asian alone	249	10	4.02%
Native Hawaiian and Other Pacific Islander	17	17	100.00%
Some other race alone	1,164	479	41.15%
Two or more races	2,442	385	15.77%
Hispanic or Latino origin (of any race)	3,856	912	23.65%

80909 Knob Hill			
Demographic Group	Total Estimate	Below Poverty	Poverty Rate
Total Population	35,061	4,466	12.74%
White alone	24,756	2,834	11.45%
White alone, not Hispanic or Latino	22,833	2,554	11.19%
Black or African American alone	1,600	252	15.75%
American Indian and Alaska Native alone	379	71	18.73%
Asian alone	302	59	19.54%
Native Hawaiian and Other Pacific Islander	75	0	0.00%
Some other race alone	2,765	238	8.61%
Two or more races	5,184	1,012	19.52%
Hispanic or Latino origin (of any race)	7,376	986	13.37%

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80922 Springs Ranch			
Demographic Group	Total Estimate	Below Poverty	Poverty Rate
Total Population	30,390	1,648	5.42%
White alone	20,747	702	3.38%
White alone, not Hispanic or Latino	19,230	562	2.92%
Black or African American alone	1,590	110	6.92%
American Indian and Alaska Native alone	61	20	32.79%
Asian alone	1,052	174	16.54%
Native Hawaiian and Other Pacific Islander	100	0	0.00%
Some other race alone	1,601	212	13.24%
Two or more races	5,239	430	8.21%
Hispanic or Latino origin (of any race)	5,946	538	9.05%

80923 Stetson Hills			
Demographic Group	Total Estimate	Below Poverty	Poverty Rate
Total Population	31,615	1,276	4.04%
White alone	23,233	784	3.37%
White alone, not Hispanic or Latino	21,709	707	3.26%
Black or African American alone	1,054	33	3.13%
American Indian and Alaska Native alone	127	27	21.26%
Asian alone	1,831	100	5.46%
Native Hawaiian and Other Pacific Islander	87	0	0.00%
Some other race alone	856	215	25.12%
Two or more races	4,427	117	2.64%
Hispanic or Latino origin (of any race)	5,433	229	4.22%

*

80920 Briargate			
Demographic Group	Total Estimate	Below Poverty	Poverty Rate
Total Population	36,702	1,923	5.24%
White alone	28,348	1,257	4.43%
White alone, not Hispanic or Latino	27,000	1,077	3.99%
Black or African American alone	952	208	21.85%
American Indian and Alaska Native alone	162	0	0.00%
Asian alone	1,730	89	5.14%
Native Hawaiian and Other Pacific Islander	0	0	0.00%
Some other race alone	1,281	63	4.92%
Two or more races	4,229	306	7.24%
Hispanic or Latino origin (of any race)	4,863	383	7.88%

80907 Old North End			
Demographic Group	Total Estimate	Below Poverty	Poverty Rate
Total Population	27,121	3,587	13.23%
White alone	21,176	2,711	12.80%
White alone, not Hispanic or Latino	20,309	2,581	12.71%
Black or African American alone	757	87	11.49%
American Indian and Alaska Native alone	239	20	8.37%
Asian alone	519	51	9.83%
Native Hawaiian and Other Pacific Islander	8	0	0.00%
Some other race alone	874	102	11.67%
Two or more races	3,548	616	17.36%
Hispanic or Latino origin (of any race)	3,980	671	16.86%

*It is important to note that Old North End demonstrates high socioeconomic advantage according to the Neighborhood Atlas.⁸⁶ However, their zip codes averages are showing higher poverty rates than some of the other zip codes with a median income. This means it would be beneficial to analyze the census tracts throughout 80907 for a more complete picture of their specific circumstances.

Appendix B demonstrates differences between census tracts in 80910 and 80916.

Appendix B

Census Tracts in 80910 and 80916¹⁷

Census Tract: 8041006400		Census Tract: 8041005400		Census Tract: 8041006501	
Demographics		Demographics		Demographics	
Population	7,077	Population	6,024	Population	3,621
Median Income	\$79,286	Median Income	\$66,670	Median Income	\$80,918
Language Spoken other than English	21.10%	Language Spoken other than English	28.80%	Language Spoken other than English	36.30%
White, Non Hispanic	41.90%	White, Non Hispanic	26.40%	White, Non Hispanic	34.20%
Hispanic	32.70%	Hispanic	48.40%	Hispanic	44.50%
Black	16.00%	Black	17.80%	Black	12.60%
Mixed Race or Other	30.60%	Mixed Race or Other	44.80%	Mixed Race or Other	31.90%
Asian	4.20%	Asian	1.50%	Asian	1.70%
American Indian/ Alaska Native	7.40%	American Indian/ Alaska Native	7.90%	American Indian/ Alaska Native	6.20%
Native Hawaiian/ Pacific Islander	0.30%	Native Hawaiian/ Pacific Islander	0.00%	Native Hawaiian/ Pacific Islander	0.00%
Racial Diversity of Residents	58%	Racial Diversity of Residents	74%	Racial Diversity of Residents	66%
Financials, Employment, and Education		Financials, Employment, and Education		Financials, Employment, and Education	
Families with Financial Stability	63.80%	Families with Financial Stability	52.60%	Families with Financial Stability	63.00%
Home Ownership	56.80%	Home Ownership	39.80%	Home Ownership	72.60%
Housing Affordability	53%	Housing Affordability	59.20%	Housing Affordability	59.20%
Reading Proficiency	34%	Reading Proficiency	34%	Reading Proficiency	34.00%
High School Education	85.30%	High School Education	85.20%	High School Education	85.20%
Bachelors or Higher	17.70%	Bachelors or Higher	18.70%	Bachelors or Higher	15.70%
Employment	85.50%	Employment	95.50%	Employment	91.40%
Connected Youth	77.50%	Connected Youth	100%	Connected Youth	100.00%
Healthcare and Food Access		Healthcare and Food Access		Healthcare and Food Access	
Access to Car	96.70%	Access to Car	89.10%	Access to Car	94.70%
Food Security	88.50%	Food Security	88.50%	Food Security	88.50%
Households receiving SNAP	24.60%	Households receiving SNAP	28.20%	Households receiving SNAP	22.80%
Annual Check-Up	67.80%	Annual Check-Up	69.10%	Annual Check-Up	67.40%
Access to Doctor Care	64.70%	Access to Doctor Care	64.70%	Access to Doctor Care	64.70%
Access to Behavioral Health Care	83%	Access to Behavioral Health Care	83%	Access to Behavioral Health Care	83%
Health Insurance	93.40%	Health Insurance	81.80%	Health Insurance	83.80%
Self-Reported Good Health	74%	Self-Reported Good Health	79%	Self-Reported Good Health	82%
Self-Reported Good Mental Health	77%	Self-Reported Good Mental Health	79%	Self-Reported Good Mental Health	81%
Census Tract: 8041006502		Census Tract: 8041004009		Census Tract: 8041004501	
Demographics		Demographics		Demographics	
Population	7,594	Population	1,647	Population	4,413
Median Income	\$ 83,727.00	Median Income	\$ 57,632.00	Median Income	\$63,350
Language Spoken other than English	38.60%	Language Spoken other than English	25.90%	Language Spoken other than English	12.00%
White, Non Hispanic	29.30%	White, Non Hispanic	20.10%	White, Non Hispanic	48.80%
Hispanic	48.60%	Hispanic	41.30%	Hispanic	40.00%
Black	6.40%	Black	28.90%	Black	7.10%
Mixed Race or Other	34.60%	Mixed Race or Other	17.30%	Mixed Race or Other	22.20%
Asian	10.30%	Asian	1.30%	Asian	1.50%
American Indian/ Alaska Native	4.50%	American Indian/ Alaska Native	13.20%	American Indian/ Alaska Native	3.20%
Native Hawaiian/ Pacific Islander	0.00%	Native Hawaiian/ Pacific Islander	0.20%	Native Hawaiian/ Pacific Islander	0%
Racial Diversity of Residents	71.00%	Racial Diversity of Residents	80.00%	Racial Diversity of Residents	51%
Financials, Employment, and Education		Financials, Employment, and Education		Financials, Employment, and Education	
Families with Financial Stability	65.10%	Families with Financial Stability	45.20%	Families with Financial Stability	57.10%
Home Ownership	69.30%	Home Ownership	69.30%	Home Ownership	28.80%
Housing Affordability	59.40%	Housing Affordability	41.80%	Housing Affordability	41.80%
Reading Proficiency	34%	Reading Proficiency	34%	Reading Proficiency	36.90%
High School Education	89.70%	High School Education	95.10%	High School Education	88.30%
Bachelors or Higher	15.50%	Bachelors or Higher	27.80%	Bachelors or Higher	11.90%
Employment	94.30%	Employment	92%	Employment	93.50%
Connected Youth	100%	Connected Youth	52.50%	Connected Youth	65.80%
Healthcare and Food Access		Healthcare and Food Access		Healthcare and Food Access	
Access to Car	99.00%	Access to Car	94.80%	Access to Car	96.10%
Food Security	88.50%	Food Security	88.50%	Food Security	88.50%
Households receiving SNAP	8.30%	Households receiving SNAP	17.30%	Households receiving SNAP	23.30%
Annual Check-Up	67.70%	Annual Check-Up	67.10%	Annual Check-Up	65.40%
Access to Doctor Care	64.70%	Access to Doctor Care	64.70%	Access to Doctor Care	64.70%
Access to Behavioral Health Care	83.00%	Access to Behavioral Health Care	83%	Access to Behavioral Health Care	83%
Health Insurance	88.60%	Health Insurance	76.20%	Health Insurance	91.50%
Self-Reported Good Health	80%	Self-Reported Good Health	82%	Self-Reported Good Health	81%
Self-Reported Good Mental Health	80%	Self-Reported Good Mental Health	79%	Self-Reported Good Mental Health	80%

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Census Tract: 8041006301	
Demographics	
Population	5,112
Median Income	\$88,339
Language Spoken other than English	15.60%
White, Non Hispanic	40.90%
Hispanic	34.90%
Black	15.00%
Mixed Race or Other	32.00%
Asian	0.80%
American Indian/ Alaska Native	5.80%
Native Hawaiian/ Pacific Islander	0.00%
Racial Diversity of Residents	59%
Financials, Employment, Education	
Families with Financial Stability	73.50%
Employment	92.90%
Home Ownership	81.30%
Housing Affordability	61.50%
Reading Proficiency	34%
High School Education	90.40%
Bachelors or Higher	18.50%
Connected Youth	91.90%
Healthcare and Food Access	
Food Security	88.50%
Households receiving SNAP	13.00%
Annual Check-Up	68.50%
Access to Doctor Care	64.70%
Access to Behavioral Health Care	83.00%
Health Insurance	88.50%
Self-Reported Good Health	81%
Self-Reported Good Mental Health	81%

Census Tract: 8041006200	
Demographics	
Population	5,058
Median Income	\$59,612
Language Spoken other than English	26.20%
White, Non Hispanic	46.40%
Hispanic	37.50%
Black	9.00%
Mixed Race or Other	31.70%
Asian	0.20%
American Indian/ Alaska Native	3.50%
Native Hawaiian/ Pacific Islander	0.00%
Racial Diversity of Residents	54%
Financials, Employment, Education	
Families with Financial Stability	57.80%
Employment	90.60%
Home Ownership	52.10%
Housing Affordability	52.50%
Reading Proficiency	33.70%
High School Education	91.60%
Bachelors or Higher	17.30%
Connected Youth	91.90%
Healthcare and Food Access	
Food Security	88.50%
Households receiving SNAP	11.70%
Annual Check-Up	68.10%
Access to Doctor Care	64.70%
Access to Behavioral Health Care	83.00%
Health Insurance	99.50%
Self-Reported Good Health	76%
Self-Reported Good Mental Health	79%

Census Tract: 8041006200	
Demographics	
Population	5,058
Median Income	\$59,612
Language Spoken other than English	26.20%
White, Non Hispanic	46.40%
Hispanic	37.50%
Black	9.00%
Mixed Race or Other	31.70%
Asian	0.20%
American Indian/ Alaska Native	3.50%
Native Hawaiian/ Pacific Islander	0.00%
Racial Diversity of Residents	54%
Financials, Employment, and Education	
Families with Financial Stability	57.80%
Employment	90.60%
Home Ownership	52.10%
Housing Affordability	52.50%
Reading Proficiency	33.70%
High School Education	91.60%
Bachelors or Higher	17.30%
Connected Youth	91.90%
Healthcare and Food Access	
Access to Car	98.70%
Food Security	88.50%
Households receiving SNAP	11.70%
Annual Check-Up	68.10%
Access to Doctor Care	64.70%
Access to Behavioral Health Care	83.00%
Health Insurance	99.50%
Self-Reported Good Health	76%
Self-Reported Good Mental Health	79%

Census Tract: 8041005300	
Demographics	
Population	4,604
Median Income	\$59,474
Language Spoken other than English	22.50%
White, Non Hispanic	40.90%
Hispanic	27.40%
Black	8.50%
Mixed Race or Other	33.30%
Asian	5.90%
American Indian/ Alaska Native	4.80%
Native Hawaiian/ Pacific Islander	0.00%
Racial Diversity of Residents	59%
Financials, Employment, and Education	
Families with Financial Stability	56.60%
Employment	92.20%
Home Ownership	62.90%
Housing Affordability	65.50%
Reading Proficiency	34%
High School Education	91.20%
Bachelors or Higher	30.70%
Connected Youth	100%
Healthcare and Food Access	
Access to Car	91.50%
Food Security	88.50%
Households receiving SNAP	17.40%
Annual Check-Up	68.30%
Access to Doctor Care	64.70%
Access to Behavioral Health Care	83.00%
Health Insurance	86.60%
Self-Reported Good Health	80%
Self-Reported Good Mental Health	79%

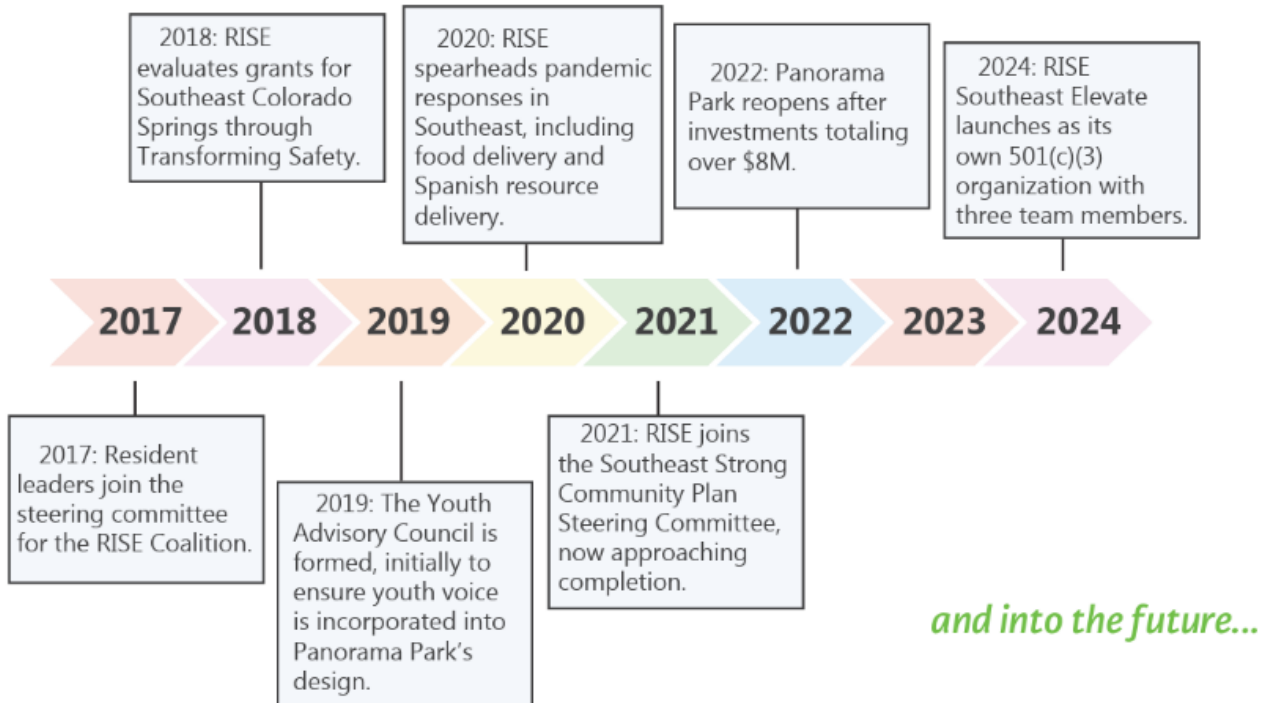
Census Tract: 8041005201	
Demographics	
Population	4,138
Median Income	\$60,389
Language Spoken other than English	26.20%
White, Non Hispanic	45%
Hispanic	37.20%
Black	10.40%
Mixed Race or Other	29.90%
Asian	1.80%
American Indian/ Alaska Native	4.70%
Native Hawaiian/ Pacific Islander	0.00%
Racial Diversity of Residents	55%
Financials, Employment, and Education	
Families with Financial Stability	55.50%
Employment	91.70%
Home Ownership	20.10%
Housing Affordability	50.90%
Reading Proficiency	33.80%
High School Education	86.60%
Bachelors or Higher	14.50%
Connected Youth	
Healthcare and Food Access	
Access to Car	92.70%
Food Security	88.50%
Households receiving SNAP	27.30%
Annual Check-Up	67.90%
Access to Doctor Care	64.70%
Access to Behavioral Health Care	83.00%
Health Insurance	87.80%
Self-Reported Good Health	77%
Self-Reported Good Mental Health	78%

Census Tract: 8041005202	
Demographics	
Population	3,305
Median Income	\$78,000
Language Spoken other than English	6.80%
White, Non Hispanic	56.60%
Hispanic	12.10%
Black	29.80%
Mixed Race or Other	8.00%
Asian	0.50%
American Indian/ Alaska Native	16.80%
Native Hawaiian/ Pacific Islander	1.10%
Racial Diversity of Residents	43%
Financials, Employment, and Education	
Families with Financial Stability	64.80%
Employment	95.30%
Home Ownership	47.20%
Housing Affordability	66.70%
Reading Proficiency	33.90%
High School Education	94.10%
Bachelors or Higher	39.00%
Connected Youth	
Healthcare and Food Access	
Access to Car	97.30%
Food Security	88.50%
Households receiving SNAP	20.70%
Annual Check-Up	71.30%
Access to Doctor Care	64.70%
Access to Behavioral Health Care	83.00%
Health Insurance	84.90%
Self-Reported Good Health	79%
Self-Reported Good Mental Health	80%

RISE SOUTHEAST COMMUNITY HEALTH NEEDS ASSESSMENT

Census Tract: 8041006100		Census Tract: 8041002102	
Demographics		Demographics	
Population	4,887	Population	4,628
Median Income	\$ 56,433.00	Median Income	\$ 58,297.00
Language Spoken other than English	30.80%	Language Spoken other than English	17.70%
White, Non Hispanic	35.80%	White, Non Hispanic	48.90%
Hispanic	39.00%	Hispanic	27.40%
Black	19.20%	Black	7.80%
Mixed Race or Other	30.50%	Mixed Race or Other	30.30%
Asian	0.00%	Asian	1.10%
American Indian/ Alaska Native	8.50%	American Indian/ Alaska Native	3.10%
Native Hawaiian/ Pacific Islander	1.40%	Native Hawaiian/ Pacific Islander	0.00%
Racial Diversity of Residents	64%	Racial Diversity of Residents	51%
Financials, Employment, and Education		Financials, Employment, and Education	
Families with Financial Stability	44.80%	Families with Financial Stability	49.70%
Employment	94.50%	Employment	93.80%
Home Ownership	20.80%	Home Ownership	58.30%
Housing Affordability	52.10%	Housing Affordability	44.50%
Reading Proficiency	33.70%	Reading Proficiency	33.70%
High School Education	79.00%	High School Education	89.10%
Bachelors or Higher	14%	Bachelors or Higher	12.70%
Connected Youth	94.10%	Connected Youth	89.70%
Healthcare and Food Access		Healthcare and Food Access	
Access to Car	96.10%	Access to Car	92.30%
Food Security	88.50%	Food Security	88.50%
Households receiving SNAP	32.40%	Households receiving SNAP	21.60%
Annual Check-Up	65.00%	Annual Check-Up	68.40%
Access to Doctor Care	64.70%	Access to Doctor Care	64.70%
Access to Behavioral Health Care	83.00%	Access to Behavioral Health Care	83.00%
Health Insurance	83.10%	Health Insurance	93.60%
Self-Reported Good Health	76%	Self-Reported Good Health	77%
Self-Reported Good Mental Health	77%	Self-Reported Good Mental Health	79%

Appendix C



Appendix D

RATING OF LOCATION

934-936

altogether different restrictions, especially for type and use of structures and occupancy, the effect of such restrictions is minimized. A location lying in the path of business expansion is often unprotected from the business encroachment even though deed restrictions for residential use may be present. It must be realized that deed restrictions, to be effective, must be enforced. In this respect they are like zoning ordinances. If there is a probability of voiding the deed restrictions through inadequate enforcement of their provisions, the restrictions themselves offer little or no protection from adverse influences. In other words, if a property is so situated that its logical use is other than for residential purposes, it will very likely be put to its highest and best use in the course of time, even though it is restricted to residential use.

935. *Natural Physical Protection.* The geographical position of a location may afford reliable protection from adverse influences. If a location lies in the middle of an area well developed with a uniform type of residential properties, and if the location is away from main arteries which would logically be used for business purposes, probability of a change in type, use, or occupancy of properties at this location is remote. The degree of immunity offered to a location because of its geographical position within the city is to be considered. Natural or artificially established barriers will prove effective in protecting a neighborhood and the locations within it from adverse influences. Usually the protection from adverse influences afforded by these means includes prevention of the infiltration of business and industrial uses, lower class occupancy, and inharmonious racial groups. A location close to a public park or area of similar nature is usually well protected from infiltration of business and lower social occupancy coming from that direction. Hills and ravines and other peculiarities of topography often make encroachment of inharmonious uses so difficult that protection is afforded. A high speed traffic artery or a wide street parkway may prevent the expansion of inharmonious uses to a location on the opposite side of the street. However, if a high speed traffic artery passes directly through a desirable neighborhood area with similar development on each side of the artery, the noise and attendant danger constitute an adverse influence, rather than a protection. The same holds true for the presence of railroads, elevated or surface lines, and other means of transportation.

936. *Surrounding Homogeneous Neighborhood.* When a neighborhood has been solidly developed in accordance with accepted good housing practices, such a development alone usually constitutes good protection from adverse influences. But many solidly

UNDERWRITING MANUAL

936-939

developed neighborhood areas present conditions which are far different from that which is regarded as good housing practice. Little protection is offered to such a neighborhood because of the probability that new and more attractive competing neighborhoods may be developed. The solidly built up neighborhood where good housing has not been provided is readily subject to change in occupancy. Narrow streets, excessive lot coverage, inadequate light and air, and poor circulation within the neighborhood area, as well as the intermixture of types, price levels, and a general absence of architectural attractiveness in dwellings, represent adverse influences in themselves.

937. *Quality of Neighboring Development.* The quality of dwelling construction is significant, inasmuch as unsubstantial, flimsy construction is subject to rapid deterioration which hastens the lowering of class of occupancy. The same result may be expected for locations whose properties present freakish architectural designs. The rating will be adversely affected if the neighboring development consists of old, obsolete dwellings. The presence of overimprovement or underimprovement in the neighborhood constitutes a condition which may adversely affect location ratings. Areas surrounding a location are investigated to determine whether incompatible racial and social groups are present, for the purpose of making a prediction regarding the probability of the location being invaded by such groups. If a neighborhood is to retain stability, it is necessary that properties shall continue to be occupied by the same social and racial classes. A change in social or racial occupancy generally contributes to instability and a decline in values.

938. *Ribbon Developments.* The same principles apply when rating locations on ribbon developments along highways. Such locations tend to attract uses which are often considered, from a residential standpoint, as nuisances. Therefore, the prospect of lessened desirability of such locations for residential use directly affects mortgage risk. However, where the likelihood of such nuisances is remote or where prospective purchasers for residential use are tolerant of present or prospective nuisances, reject ratings of this feature are not warranted.

939. *Nuisances.* Nuisances already present in a neighborhood affect mortgage risk in two ways. The first is the direct effect on the appeal of the neighborhood and this is taken into account when rating the feature, Appeal. The second is the indirect effect on mortgage risk in that the nuisances may accelerate change to a lower grade of occupancy. The latter condition is considered when rating Protection from Adverse Influences. The effect of a nuisance varies according to the type of neighborhood occupants and their degree of tolerance of the condition.

Appendix E

6.12.101: TITLE:



This article shall be known and may be cited as the *HOUSING CODE*. (Ord. 3875; 1968 Code §16-3; Ord. 01-42)

6.12.102: DECLARATION OF POLICY:



The Council declares that the purpose of this article is to protect, preserve and promote the physical and mental health of the people; to discover, investigate and control communicable diseases; to regulate privately and publicly owned dwellings for the purpose of sanitation and public health; and to protect the safety of the people and promote the general welfare by legislation which shall be applicable to all existing dwellings and future residential construction by:

- A. Establishing minimum standards for basic equipment and facilities for light, ventilation and heating, for safety from fire, for the use and location and amount of space for human occupancy and for safe and sanitary maintenance;
- B. Determining the responsibilities of owners, operators and occupants of dwellings; and
- C. Providing for administration and enforcement. (Ord. 3875; 1968 Code §16-1; Ord. 01-42)

6.12.103: LEGISLATIVE FINDINGS:



The City Council finds that there exists in the City numerous dwellings which are substandard in one or more important features of structure, equipment, sanitation, maintenance or occupancy. These conditions adversely affect the physical and mental health, the control of communicable diseases, the safety and general welfare of the people and therefore require the establishment and enforcement of minimum housing standards. (Ord. 3875; 1968 Code §16-2; Ord. 01-42)

6.12.104: ENFORCING AUTHORITY:



The Administrator is hereby designated as the official enforcement officer of the Housing Code. In exercising all power and authority delegated by this article, the Administrator shall apply sound principles of public health, consistent with national standards, and these national standards shall also be applied in related rules, regulations, determinations and orders authorized by this article. (Ord. 3875; 1968 Code §§16-4, 16-32; Ord. 82-224; Ord. 96-110; Ord. 01-42)

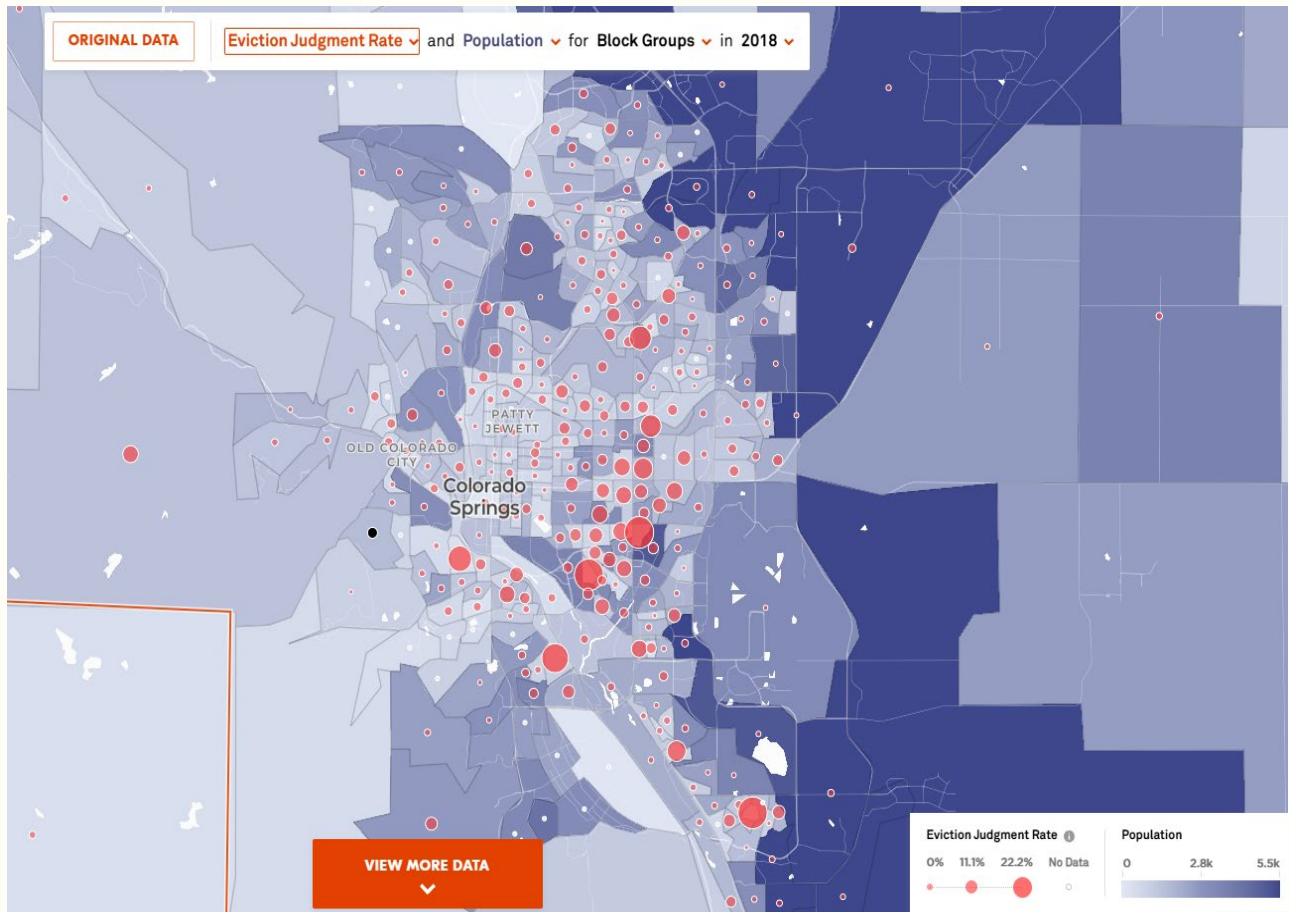
6.12.105: APPLICATION; INTERPRETATION OF PROVISIONS:



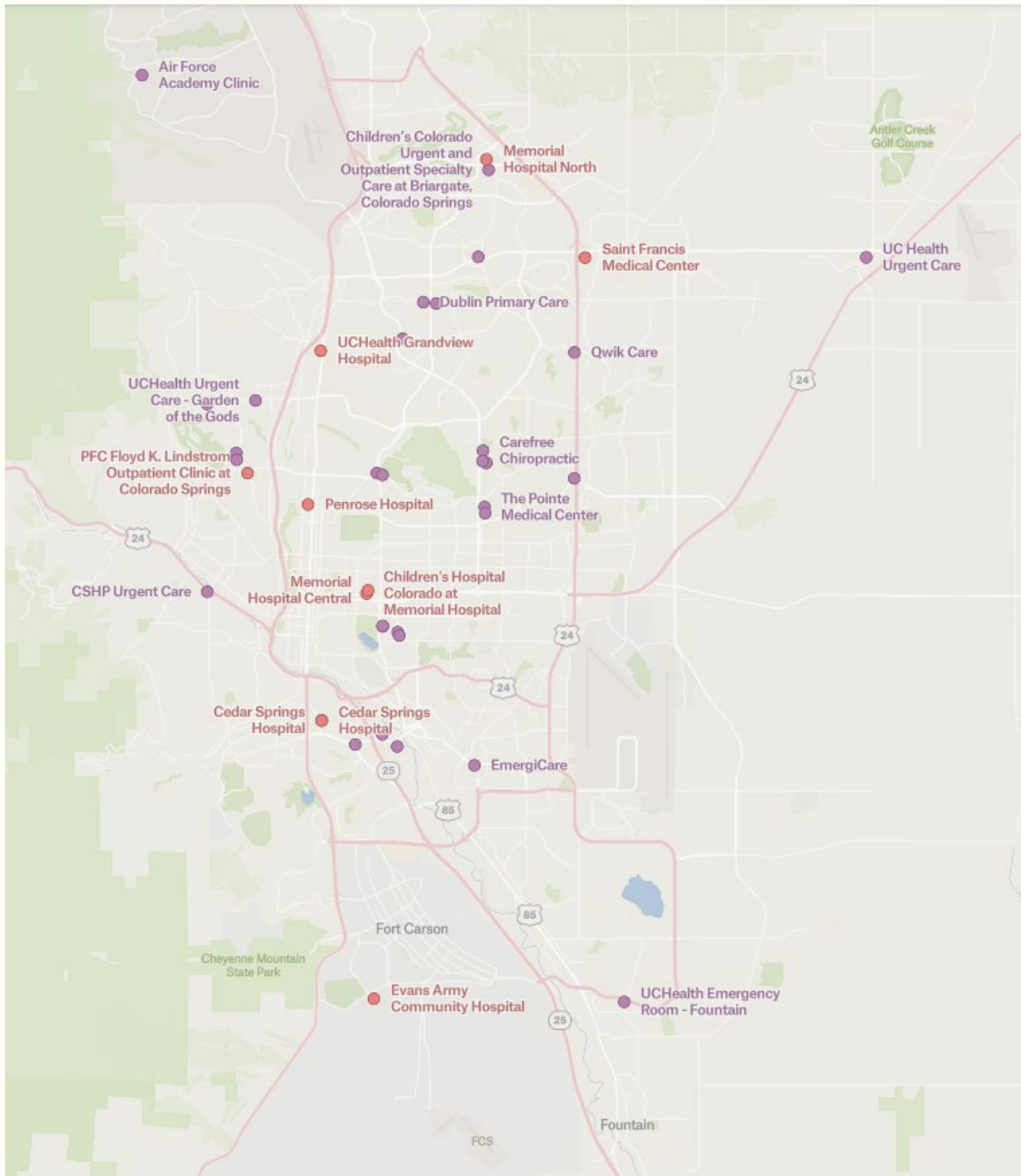
- A. The provisions of this article shall apply to all buildings or portions used, designed or intended to be used for human habitation.
- B. In any case where a provision of this article is found to be in conflict with any provision of this Code, or any adopted secondary code, the provision which establishes the higher or more restrictive standard for the promotion and protection of the health, safety and welfare of the people shall prevail. (Ord. 3875; 1968 Code §16-32; Ord. 96-110; Ord. 01-42)

[6.12.103: LEGISLATIVE FINDINGS:](#)

Appendix F



Appendix G



Hospital locations in Colorado Springs, Colorado in 2026.



Panorama Park Survey #2 Results (Final)

Results based on 404 surveys collected, April-June 2019

Who answered the survey?

61% Female / 35% Male / 2% Non-binary

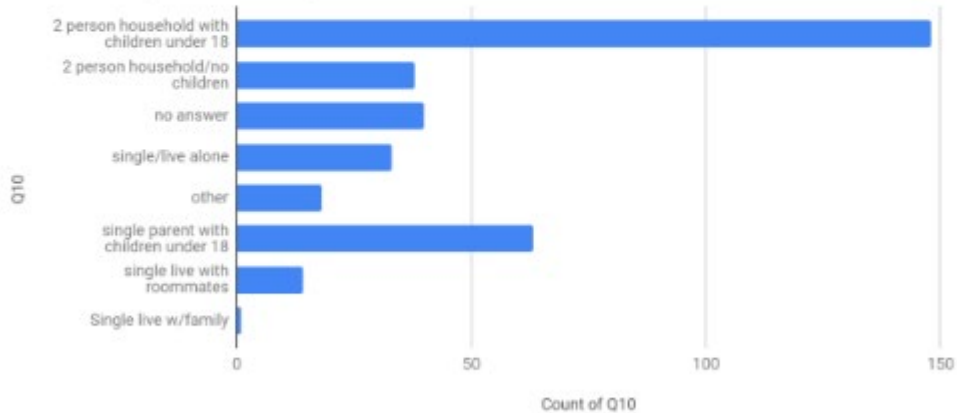
41% 30-65 years / 29% younger than 18 / 21% 18-29 years / 8% 65 or older

97% Live in Southeast

42% Parent/guardian of a student at Panorama Middle School

30% Students at Panorama Middle School

How would you describe your household?



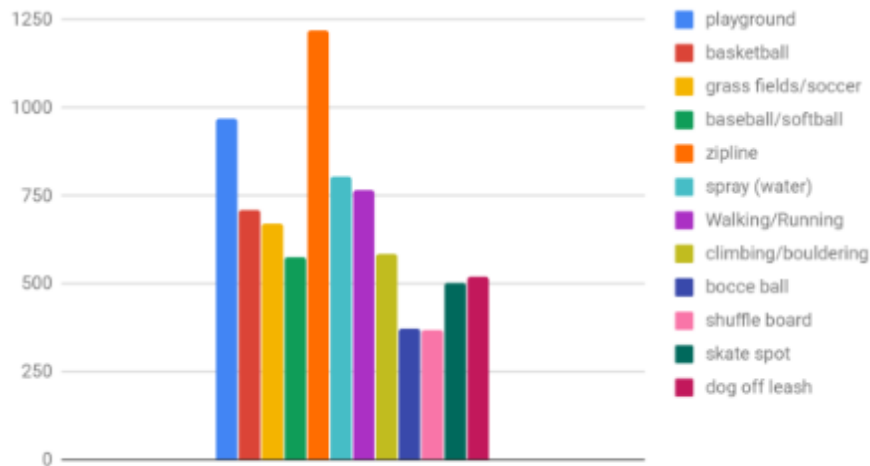
Preferences

Preference ranking for park features:

- #1 – Zipline (1218 points)
- #2 – Playground (970 points)
- #3 – Spray (Water) Play (805 points)
- #4 – Walking/Running (768 points)
- #5 – Basketball Courts (709 points)
- #6 – Grass Fields / Soccer (671 points)
- #7 – Climbing / Bouldering (585 points)
- #8 – Baseball / Softball (575 points)
- #9 – Dog Off-leash Area (521 points)
- #10 – Skate Spot (502 points)
- #11 – Bocce Ball (374 points)
- #12 – Shuffle Board (371 points)

Note: Zipline and Climbing/Bouldering were used to describe the idea of adventure style play.

Preferences for Park Features



RISE|Southeast Comprehensive Strategic Impact Report

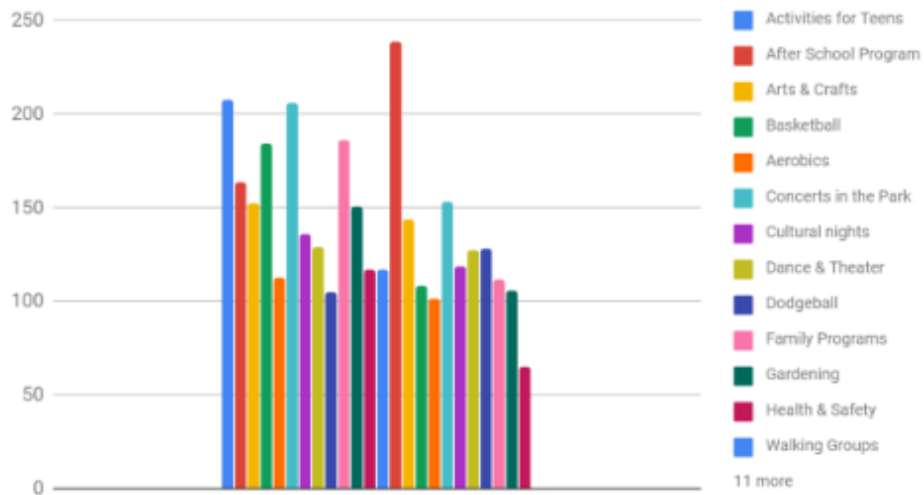
This comprehensive report summarizes RISE|Southeast’s programs, projects, and strategic initiatives. It highlights progress across the four strategic priorities — Communication & Connections, Health & Wellness, Strong Neighborhoods, and Strong Economy — and integrates analysis from the Community Capitals Framework and Social Determinants of Health to illustrate collective impact.

I. Programs Overview

Top 10 preference ranking for the types of activities/programs respondents would you like to see offered at Panorama Park:

- #1 –Movie Night (239 points)
- #2 – Activities for Teens (208 points)
- #3 –Concerts in the Park (206 points)
- #4 –Family Programs (186 points)
- #5 – Basketball (184 points)
- #6 – After School Programs (164 points)
- #7 – Soccer (153 points)
- #8 – Arts & Crafts (152 points)
- #9 – Gardening (151 points)
- #10 – Nature Walks (144 points)

What types of programming should the park support?



Preferences for future stakeholder groups as the project moves into design:

- #1– Safety Issues (109 votes)
- #2– Playground Design (107 votes)
- #3– Improving Pedestrian and Bicycle Access/Safety (93 votes)
- #4– Public Art (71)
- #5– Establishing a Friends Group/Park Stewardship (54 votes)
- #6– Skate Spot Design (41 votes)

Appendix I

I. Strategic Priorities

Program	Description	Strategic Priority Alignment	Key Outcomes / Impact
Southeast Strong Plan	Community-led vision guiding development and investment in Southeast Colorado Springs	Strong Neighborhoods / Communication & Connections	City adoption pending; increased community participation and recognition
Youth Advisory Council (YAC)	Youth-led body engaging young residents in civic processes	Communication & Connections / Strong Neighborhoods	10-13 active youth; increased advocacy and confidence
Change Makers Program	Resident leadership and storytelling initiative amplifying community voices	Communication & Connections / Health & Wellness/Strong Neighborhoods	5-7 residents trained; improved community engagement
Move Nourish & Thrive Program	Health and wellness initiative improving physical activity and nutrition	Health & Wellness / Strong Neighborhoods	50 residents engaged in consistent wellness activities (2026)
Colorado Springs Forestry Grant	Urban greening and environmental equity initiative	Strong Neighborhoods / Health & Wellness	Trim/prune 12,172 trees. Plant 607 new trees. Provide care and maint. education to residents (2026)

II. Projects and Community Response Initiatives

Project / Initiative	Issue or Goal	Strategic Priority	Key Achievements
Bricker School Yard Project (YAC Partnership)	Youth-led schoolyard design and activation initiative at Bricker Elementary	Strong Neighborhoods / Communication & Connections	Youth co-designers influenced final schoolyard plan; expanded civic leadership capacity
Meadows Park Community Center Closure	Mitigating access loss to vital community space	Strong Neighborhoods / Health & Wellness	Resident-led support; advocacy with residents and city leadership
Summer in Southeast - Panorama Park	Placemaking and activation of revitalized park	Strong Neighborhoods / Health & Wellness	High community usage and improved safety perception
Our Spacious Skies Community Engagement	Building civic pride through schoolyard design collaboration	Strong Neighborhoods / Communication & Connections	Ongoing community workshops and design sessions
Summer in Southeast - Jaspersen Beach House	Revitalization and community use of the historic	Strong Neighborhoods / Health & Wellness	Increased community participation, high resident interest, and enhanced sense of place and safety.
Safeway Grocery Store Closure collaboration	Coalition partners convened to address food access after grocery store closure	Strong Economy / Health & Wellness / Strong Neighborhoods	Collaborative advocacy for equitable food access and local grocery replacement

III. Strategic Priority Impact Summary

Strategic Priority	Key Outcomes	Example Initiatives	Capital Impact	SDOH Domains Influenced
Communication & Connections	Strengthened resident leadership and collaboration	Change Makers, YAC, Our Spacious Skies, Southborough Activation	Social, Human, Cultural, Political	Social & Community Context
Health & Wellness	Expanded access to healthy living and programming	Move Nourish & Thrive, Forestry Grant, Safeway Advocacy	Human, Natural, Financial	Health Care Access & Quality; Neighborhood & Built Environment
Strong Neighborhoods	Improved neighborhood cohesion and resident advocacy	Southeast Strong Plan, Meadows Park, Bricker School Yard, Southborough Activation	Built, Political, Social	Neighborhood & Built Environment
Strong Economy	Youth Pathways, local partnerships, and food access advocacy	Summer in Southeast, Safeway Coalition, YAC	Financial, Human, Social	Economic Stability

IV. Community Gathering Events

Community Gatherings	Purpose / Description	Strategic Alignment	Key Outcomes / Impact
Neighborhood Identity	Residents explored what makes their neighborhoods unique and people who shape their community identity.	Strong Neighborhoods / Communication & Connections	Strengthened local pride, shared narratives that celebrate diversity and history, and identified new opportunities for cultural storytelling.
VIP (Very Involved People) Launch	A signature RISE program highlighted the history of RISE, honored the “Very Involved People,” and introduced pathways for new community members to become engaged.	Communication & Connections / Strong Neighborhoods	Elevated community pride and connection through shared recognition; inspired new residents to take be involved with RISE through clear pathways for involvement.
Small Business Showcase	Bringing together local entrepreneurs, residents, and partners to highlight Southeast’s small business ecosystem; past, present, and future	Strong Economy / Communication & Connections	Strengthened relationships between small businesses and residents; gathered feedback to guide future business development;
Traffic Safety & Multimodal Transportation Workshop	A community dialogue focused on improving traffic safety, pedestrian access, and multimodal transportation options in Southeast Colorado Springs.	Strong Neighborhoods / Health & Wellness	Identified key safety concerns and improvement zones; strengthened partnerships with city planners; increased resident awareness and advocacy for walkability, bike

Youth Advisory Council	Introduction to the Youth Advisory Council (YAC) fostering dialogue between youth leaders and residents.	Communication & Connections / Health & Wellness / Strong Neighborhoods	Strengthened youth-adult partnerships; generated actionable ideas for improving community wellness and safety; elevated youth perspectives in addressing local social and environmental challenges.
Voting & Civic Engagement	A civic-focused community event fostering discussions about local elections and democratic participation.	Communication & Connections / Strong Neighborhoods	Increased civic awareness and voter confidence; participants gained a deeper understanding of election processes and representative responsibilities; strengthened trust and transparency through community dialogue.
Arts 101 with Copper and Downtown Ventures	An interactive workshop introducing residents to opportunities in the local arts ecosystem. How art contributes to economic growth, neighborhood vitality, and individual well-being.	Strong Economy / Communication & Connections / Strong Neighborhoods	Strengthened partnerships between arts organizations and Southeast residents; increased awareness of creative career pathways; fostered pride in local artistry and cultural identity

Appendix J

3. Community and Long-Range Plans

Goal: Complete High-Priority Plans

Neighborhood Plans	Adopted/Expected Date
Experience Downtown Plan	Adopted 2016
Envision Shooks Run Facilities Master Plan	Adopted 2017
Renew North Nevada Plan	Adopted 2017
Mill Street Neighborhood Plan	Adopted 2019
Greater Westside Community Plan	Expected 2024
SouthEast Strong Community Plan	Expected 2024

Citywide Plans	Adopted/Expected Date
Bicycle Master Plan	Adopted 2018
HistoricCOS	Adopted 2019
PlanCOS	Adopted 2019
HomeCOS	Adopted 2020
Public Arts Master Plan	Adopted 2020
ConnectCOS	Adopted 2023
RetoolCOS	Adopted 2023
AnnexCOS	Expected 2024

2022 saw no Plan Adoptions on the Neighborhood or Citywide level. However, this doesn't mean that City Staff wasn't hard at work setting 2023 up to be a productive year. The 1st Quarter of 2023 saw the adoption of Citywide Plans RetoolCOS and ConnectCOS, and it is anticipated that Plans 3A, Southeast Strong Community Plan, and 4A, Greater Westside Community Plan, are to be adopted in 2024.

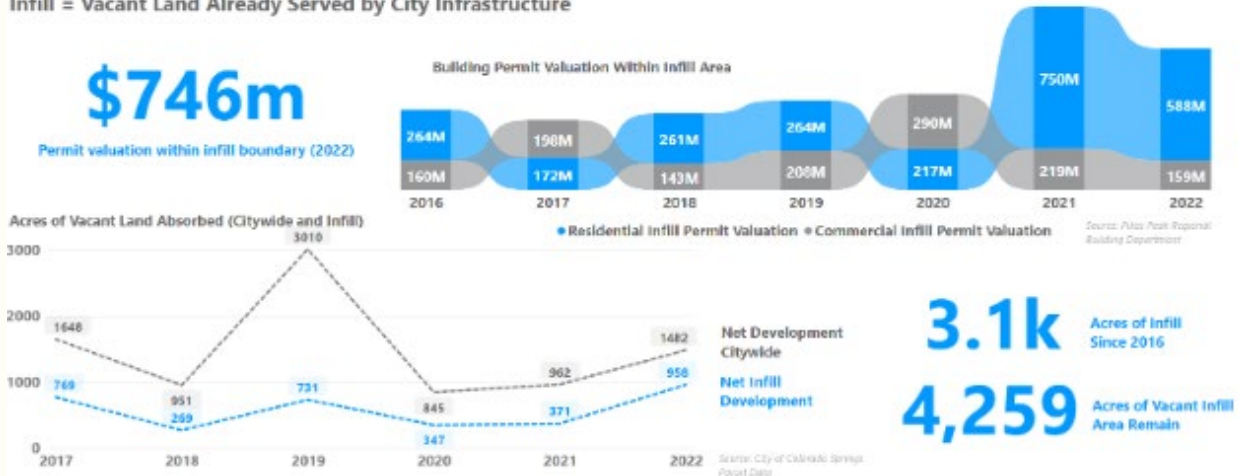


Source: Colorado Springs Planning Department

4. Infill and Redevelopment Activity

Goal: Increase Development Within City Infill Boundary

Infill = Vacant Land Already Served by City Infrastructure



We Know Where We Are Growing

The majority of the lands identified as vacant or planned for development are located on the east and north edges of the City, although vacant and re-developable infill properties are scattered throughout the City. Most areas anticipated for growth and development over the next 20 years have already been annexed into the City. The majority of the vacant/developable land is within the approximately 24,000-acre Banning Lewis Ranch (BLR), the largest of the master planned developments.

In order to accommodate an anticipated 100,000 more people in the coming decade, the City will most likely need to employ a strategy of both new greenfield development and infill/redevelopment. Infill and redevelopment may be a priority, because sites adjacent to developed areas are more easily and efficiently connected to services and infrastructure, can take advantage of existing capacity, and can reduce the potential for blight and disinvestment in mature areas. However, even with a focus on infill and redevelopment, the development of Banning Lewis Ranch is expected to play an important role in addressing population and employment demand.



Kinds of Development

- **GREENFIELD** - Development of previously undeveloped or vacant sites. These areas are generally located outside or on the fringe of urban areas.
- **INFILL** - Development of vacant land within previously built areas. These areas are already served by public infrastructure, such as transportation, water, wastewater, and other utilities.
- **REDEVELOPMENT** - Converting an existing built property into another use. Ideally, redevelopment aims for better use of the property that provides an economic return to the community.

Why Are We Still Growing Outward?

A significant amount of investment is necessary to see additional growth happen within our infill, redevelopment, and large greenfield areas. Due to a combination of costs and market demand, a substantial amount of development is still occurring outside both the city limits where development standards and requirements are lower. If new residential development growth occurs outside the city boundary, but within driving distance of the jobs and services in Colorado Springs, the development could change planned infrastructure needs including utilities, traffic, and the nature of the development.

A significant proportion of the periphery of the city now consists of large lot residential development served by individual wells and septic systems. As the city continues to grow out to and sometimes surround these rural residential areas, there will be challenges in matching up uses, services, and infrastructure. Additionally, almost 40 County enclaves within the city limits have not been annexed. With the exception of Cimarron Hills, most of these enclaves do not have a full range of urban services, and they do not contribute tax revenues to the City.



HIGHROOTS WELLNESS & CONSULTING