



**Fort Carson The Mountain Post  
United States Army**



# **Ft. Carson Sustainability Program**

## **Phase II**

### **Survey Report**

*Presented to SMS Team*  
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*by*

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# **Ft. Carson Sustainability Program**

## **Phase II**

### **Survey Report**

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# Executive Summary

*This report is based on a survey administered to the teams and stakeholders associated with Ft. Carson's Sustainability Program. The survey was distributed in the Fall of 2005 to individuals from Ft. Carson, the community of Colorado Springs, and the state of Colorado.*

Fort Carson's sustainability efforts are moving ahead successfully and becoming more integrated into the day-to-day culture of Fort Carson. There is much interest in and motivation for advancing the sustainability initiatives forward and achieving the 25-year sustainability goals. While Fort Carson is experiencing some of the 'organizational holdup' that many new initiatives encounter (not all leaders on board, not enough communication, not all systems and processes aligned for support), the strengths of the efforts have laid a solid foundation for future success and movement. The following captures the highlights and opportunities of the current efforts:

## **Strengths of Sustainability Program**

- Attitudes and beliefs toward sustainability are very positive:
  - o 87% of all respondents view it as economically advantageous to Fort Carson
  - o 80% of all respondents view it as environmentally advantageous to Fort Carson
  - o Sustainability is personally important to 68% of all respondents
  - o 53% of all respondents view sustainability as consistent with the values and norms in place at Fort Carson
- People from all areas of Fort Carson are adopting sustainability behaviors
  - o Xeriscaping, water and energy conservation, recycling, etc.
- There is active engagement and involvement with a wide array of stakeholders
  - o Soldiers, Civilians, Family members, contractors, and community members
  - o Stakeholder conference is a good way to connect and motivate stakeholders
- The communication and education, to date, have been helpful and increased understanding and awareness among stakeholders
- A majority in each respondent group (excluding families) correctly defined sustainability
- Fort Carson's green building, recycling, and energy conservation efforts are visible and motivating to many respondents

## **Opportunities for development within the Sustainability Program**

- More visibility and commitment from leadership and management from all areas of Fort Carson
- Increase in frequency of and channels of communication used to inform about sustainability
- Continued and increased efforts at education about sustainability
- More rewards and recognition for sustainability efforts needed
- More integration of sustainability behaviors into day-to-day operations
- Adoption and implementation of formal sustainability policies and practices to support sustainability goals needed

## **Changes since last survey**

- Increased awareness and understanding of the sustainability concept
- Improved communication and education processes
- Broader set of stakeholders engaged
- More survey responses, providing 'clearer' picture of perceptions and attitudes

# Recommendations

The following recommendations are intended to build on the strengths of the current program. Many effective processes are being utilized and these should be carried forward to address the challenges the current program is facing. These recommendations are made at a 'systemic' level, as the potential for the greatest impact comes from changes made when 'systems' are used as a leverage point.

## **DEFINING SUSTAINABILITY**

For the most part, most of the respondents to this survey were aware of and able to define sustainability to a good degree. Many included the components of social, environmental, and economical factors while others highlighted the long-term perspective sustainability requires. The high rate of success with defining sustainability supports the idea that the current communication and education efforts are effective. However, since many respondents said they had 'no idea' what sustainability was, or they defined it incorrectly, continued efforts at getting the idea and importance of sustainability communicated should be emphasized until there is a commonplace understanding throughout post. See communication/education below.

## **INVOLVEMENT**

Leaders/Managers: 22% of the Leaders and 37% of the Managers responding to the survey indicated they were 'not involved at all' in Fort Carson's sustainability efforts. As with any organizational initiative, support from those at the top is critical for success. While the leaders and managers that *are* involved are receiving recognition from the other respondents for their commitment and actions, the aggressiveness of Fort Carson's sustainability goals will require involvement from more of the top management from both the active duty and the civilian. Perhaps the leaders/managers currently involved in the sustainability efforts could each work to bring in additional support from their colleagues; this may mean mentoring, coaching and educating their peers on the importance and relevance of these efforts to Fort Carson's success. Conducting training sessions specifically for this level may be beneficial and also allow a focus on the importance of leadership/management support and commitment.

Stakeholders: The Fort Carson sustainability efforts involve engagement with a wide range of stakeholders, including stakeholder groups from all aspects of operations at Fort Carson, active duty soldiers, civilian personnel, community members, family members, contractors, and other interested parties. Connection with these stakeholders is a key component of the success of the sustainability efforts and should be continued. The processes allowing two-way communication, where the stakeholders are asked for ideas and opinions increase their level of involvement and commitment to the sustainability efforts and goals and should also be continued. The fostering of new stakeholder relationships and maintaining of the existing should be a priority in moving forward. Additional channels, as well as more frequent opportunities, for engagement could enhance these relationships even further.

“Involved at Times”: The most common response for involvement from all groups is “involved at times.” If the sustainability group is happy with the level of efforts being put toward the sustainability goals, then this may be an adequate response. However, if more actions toward the goals need to be taken, perhaps each stakeholder group needs to understand more ways to get involved on a day-to-day basis. For many, involvement simply meant attending the annual stakeholder conference. It may be helpful to have a communication campaign outlining easy ways to get involved and make a difference.

## **COMMUNICATION/EDUCATION**

Much was mentioned about the success of the current education and communication efforts surrounding the sustainability goals and actions on Fort Carson. The training is good; communication is open and clear and there is a good flow of information. However, when asked what is hindering the success of the sustainability efforts, communication and education were the top reason cited. The good news is that the efforts already in place do not need replaced; instead, additional and more frequent communication/education is what is being asked for. More people need to learn about sustainability and hear about the efforts taking place on Fort Carson. Many respondents are asking for regular, possibly monthly updates on actions, decisions, successes. There is lots of information to communicate to the stakeholders and the good news is they want to hear more of what is going on; added communication will help with involvement and strengthen commitment to the goals. Three forms of communication would be a helpful addition: 1) a sustainability newsletter (or some form of regular communique available in a variety of news media – an e-zine, a regular feature column in the Fort Carson paper, etc. 2) a communication ‘campaign,’ similar to a marketing/advertising campaign like Nike’s “Just do it” or Ford’s “It’s easy being green,” with a name, connecting theme, tag line, etc. would help build awareness, publicity, and interest in the sustainability efforts and 3) leaders and managers address sustainability in all employee communication; meetings, briefings, etc. Sustainability updates should be a regular part of any leader/manager’s interactions to his/her employee groups, just like updates on deployments and current events occur. Finally, with the turnover and changing workforce at Fort Carson, continuing the current education efforts to include those that are new to the community will be necessary.

## **POLICIES/PRACTICES**

After communication, policies and practices were called out as the next highest area hindering the success of the sustainability efforts. These responses fell into two categories: 1) rewards and incentives; and 2) making sustainability practices mandatory/regulatory. There is a very quick way to change behaviors in an organizations; you state the behaviors you are looking for AND establish rewards and incentives for those behaviors. It appears most of the actions taken towards sustainability, outside of the main DECAM group, are somewhat voluntary. While voluntary efforts typically come from committed and motivated individuals, they often aren’t enough to achieve the organization’s goals, in this case the sustainability goals. Leaders and managers should be encouraged to reward and recognize their employee’s efforts towards sustainability goals. To do so, they may need to be aware of what these behaviors need to be, both small, daily behaviors as well as large, strategic efforts. Also, creative and easy ways for rewarding and recognizing individuals and teams may need to be established if monies are not an option. The good news is that many people consider positive feedback and public and/or private recognition a motivating reward.

## **LEADERSHIP**

As mentioned earlier, leadership and management's commitment to change is critical for success. The leadership comments and question responses in this survey are fairly 'flat,' indicating that leadership and management isn't 'out front' when it comes to the sustainability efforts. A leader's role is to set the direction, create alignment, and maintain commitment; a manager sets up the processes and measures to support the leader's efforts. While this is acknowledged within the immediate sustainability group at Fort Carson, it is NOT visible throughout all leadership/management on Post. Is it because these efforts are not taking place or because they aren't visible? The sustainability group, as mentioned earlier in Training/Education, should work on a leadership/management level workshop, training, or some sort of engagement to show these leaders/managers what is expected of them and some ideas for how they can go about integrating these issues into the other activities in their respective organizations.

## **CURRENT ENVIRONMENT**

Much was mentioned about the current issues impacting the culture and environment at Fort Carson....mainly deployments. It appears the current view from most respondents is that sustainability is an 'either/or' initiative – we can do this as long as we are in the middle of deployment or other critical issues. It would be helpful to the sustainability goals if the view was instead 'both/and,' meaning that respondents would see sustainability efforts as helping and integrated with activities like deployment. If the sustainability group could communicate ways this work supports and furthers the other activities on the post, major efforts would not cause a delay or neglect in efforts.

# Purpose of Survey

The goal of this survey is to help the leaders and stakeholders of Fort Carson's sustainability efforts understand how individual and organizational factors are contributing to and/or hindering success of the program. Surveys were available to respondents on-line, enabling the entire Fort Carson community to participate. Response were collected in the Fall of 2005.

## Understanding Ft. Carson's "Capacity for Sustainability"

*Much is known about the implementation of the technical side of sustainability – the importance of eliminating toxins, how to design for minimal impact on the environment, clean manufacturing principles, the importance of re-use, re-source, re-cycle, etc. The challenge to any organization taking on a sustainability value set, however, goes beyond an understanding of the technical principles. Leaders must help pave the way for sustainability by getting their organizations primed for the philosophical and operational changes that a sustainability perspective demands – the 'soft side' of sustainability. Without this attention, any movement toward sustainability can be hindered, stalled, or even derailed. The author of this report has created a framework to help organizational leaders consider the 'soft side' of sustainability, called the "Organization's Capacity for Sustainability." This framework serves as the basis for the survey used in this report; the components of the framework are addressed below.*

### Attitudes and Opinions about 'sustainability':

**Relative Advantage** -- Is taking on a 'sustainability perspective/initiative' viewed as strategic advantage to the organization?

**Value Consistency** -- Is the Sustainability Framework consistent with Values and Norms of the organization?

**Complexity/Feasibility** -- To what degree is the Sustainability Framework perceived as difficult to understand or use?

**Observability** -- To what degree are the outcomes of the Sustainability efforts visible to others?

### Individual Factors:

**Ability/Skills** -- Do Individuals have the appropriate knowledge/information on the Concept of Sustainability? Do individuals have the skills/abilities to contribute to the Sustainability Initiative?

**Attitude** – How do individuals feel about the Sustainability Principles/Initiatives?

**Time** – Do individuals have the appropriate amount of time available to work on the Sustainability Initiative?

**Goals** -- Does the initiative have clear, measurable goals guiding individuals for the Sustainability initiative/project/program?

**Resources** -- Does the individual/team have the resources it needs to reach its goals?

### Organizational Factors:

**Vision/Mission/Goals** – Does the organization's vision/mission/goals align with sustainability principles?

**Culture/Values/Norms** – How are the values/beliefs helping/hindering the Sustainability Initiatives?

**Strategy** -- Is there are clear, concise Strategy for the implementation of the Sustainability Initiatives? Are the Sustainability strategies tied in to the overall business strategy?

**Structure/Systems** -- How are the following Structure/Systems supporting/hindering this effort?

- Rewards/Recognition – Are people being rewarded appropriately for this effort?
- Education – Are people being educated/trained about sustainability and this initiative?
- Communication – Does feedback, timely and relevant communication take place?
- Resource Allocation – Are the appropriate resources being allocated to this initiative?
- Work – Are sustainability principles/initiatives integrated into day-to-day operations?

### Leadership

- Are the leaders of the Sustainability initiative leading by personal example?
- Has leadership communicated a compelling Vision for this initiative?
- Does the leadership with this organization exhibit a commitment to this initiative?
- Is Leadership fostering commitment to this new initiative?
- Is Leadership able and willing to adapt to the challenges that accompany this initiative?

# Questionnaire

1. My level of involvement in the sustainability work at Ft. Carson is: (3) high; (2) involved at times; and (1) not involved at all

**Response scale for questions 2-14: (1) seldom; (2) sometimes; and (3) often**

2. I recycle.
3. I buy materials that contain high recycled content.
4. I attend the Ft. Carson sustainability conference.
5. I attend SEMS awareness training.
6. I car pool or find other ways to reduce use of automobile.
7. I use low flow fixtures to reduce water consumption.
8. I xeriscape to reduce water consumption.
9. I adjust thermostat settings to save power.
10. My organization recycles.
11. My organization buys materials containing high recycled content.
12. My organization attends the Ft. Carson sustainability conference.
13. My organization attends SEMS awareness training.
14. My organization carpools or finds other ways to reduce the use of automobiles.
15. My organization uses low flow fixtures to reduce water consumption.
16. My organization xeriscapes to reduce water consumption.

**Response scale for questions 15- 45: (1) seldom; (2) sometimes and (3) often**

17. Integrating 'sustainability' into the plans, programs and activities at Ft. Carson is economically advantageous.
18. Integrating 'sustainability' into the plans, programs and activities at Ft. Carson is environmentally advantageous.
19. Ft. Carson's 25-year sustainability goals are consistent with the values and norms in place at Ft. Carson.
20. Ft. Carson's 25-year sustainability goals are difficult to understand and/or use.
21. My chain of command considers Ft. Carson's 25-year sustainability goals to be important.
22. Individuals at Fort Carson have the appropriate understanding of the sustainability concept.
23. Individuals have the appropriate understanding of Ft. Carson's 25-year sustainability goals.
24. Individuals have the appropriate skills and abilities to contribute to the Ft. Carson's 25-year sustainability goals.
25. Individuals have a positive attitude about the Ft. Carson Sustainability Program.
26. Individuals have the appropriate amount of time available to work on Ft. Carson's sustainability efforts.
27. I have the appropriate skills and abilities to use sustainable practices at work.
28. Sustainability is important to me personally.
29. I believe implementing sustainable practices at Fort Cason is a positive change.
30. My organization has clear, measurable sustainability goals.
31. My organization has the resources it needs to reach its sustainability goals.
32. My organization has the appropriate mix of skills and abilities to achieve its sustainability goals.
33. My organization is positively affecting progress towards Ft. Carson's 25-year sustainability goals.

34. There is a clear, concise strategy for the implementation of the Ft. Carson's sustainability efforts.
35. Individuals are being rewarded appropriately for efforts towards meeting Ft. Carson's sustainability goals, objectives and initiatives.
36. There is an appropriate level of communication about Ft. Carson's sustainability goals.
37. There are appropriate channels to allow feedback on the progress of Fort Carson's sustainability goals.
38. The appropriate resources are being allocated towards achieving Fort Carson's sustainability goals.
39. Fort Carson leadership takes sustainability seriously and leads by personal example.
40. Ft. Carson Leadership has communicated a compelling vision for sustainability.
41. Leadership at Ft. Carson fosters commitment toward the 25-year sustainability goals.
42. Fort Carson leadership aligns the organizations resources and processes to support the 25-year sustainability goals.
43. Fort Carson leadership readily adapts to the challenges accompanying sustainability.
44. Contractors at Fort Cason use sustainable practices.
45. Contractors at Fort Carson provide sustainable materials when executing their contracts.
46. Fort Carson involves community stakeholders in its sustainability efforts.
47. I have a good understanding of events (ie, deployments, changes of command, family activities, etc.) on Fort Carson (external community member question).
48. I have a good understanding of what is going on in the communities surrounding Fort Carson (question for people who live and/or work on Fort Carson).
49. I feel Fort Carson and the surrounding communities have a good relationship.

# Description of Respondent Groups

## **Leadership (n=67, 10 %)**

- This group is a combination of the senior leaders from the Active Duty and Federal Civilian Employees respondent groups; the breakout is as follows:
- Command group, DIV/BDE, BN Commanders, Deputy Commanders, Executive Officers, CSMS, Division primary staff, directors (n=43, 64% of category)
- Directors, Deputies, and Division Chiefs (n=24, 36% of category)

## **Management (n=154, 22%)**

- This group is a combination of the managers from the Active Duty and Federal Civilian Employees respondent groups; the breakout is as follows:
- Officers or senior NCOs (n=123, 80% of category)
- Branch Chiefs, program or project managers (n=31, 20 % of category)

## **Active Duty Soldiers (n=248, 35%)**

- Command group, DIV/BDE, BN Commanders, Deputy Commanders, Executive Officers, CSMS, Division primary staff, directors (n=43, 17% of category)
- Officers or senior NCOs (n=123, 50% of category)
- Enlisted soldiers (E6 and below) (n=82, 33% of category)

## **Federal Civilian Employees (n=194, 28%)**

- Directors, Deputies, and Division Chiefs (n=24, 12% of category)
- Branch Chiefs, program or project managers (n=31, 16% of category)
- Others (n=139, 72% of category)

## **Family Members (n=25, 4%)**

- only one category in this group

## **Community Members (n=51, 7%)**

- Mayors, Council/Commission members, fed/state/local legislators, school district superintendents (n = 3, 6% of category)
- City/county department heads, housing mayors, school administrators (n=3, 6% )
- Teachers (n=25, 50%)
- Students (n=5, 10%)
- Other (n=15, 30% )

## **Contractors/Non-Profit Organizations (N=72, 10%)**

- Company or Non-Profit CEO, Senior Program Manager (n=14, 19% of category)
- Project Managers, Supervisors (n=42, 22%)
- Other (n=72, 58% of category)

**NOTE: 113 respondents (16%) reported more than one affiliation and are only reported in “ALL respondents”**

# Questionnaire Responses

## Summary

### Number of respondents

703 respondents returned completed surveys in the fall of 2005; 113 respondents reported more than one affiliation and are only reported in “ALL RESPONDENT” data. The specific respondent groups break down as follows:

	<i>Number of Respondents</i>	<i>% of Total Respondents</i>
Leadership (Civilian and Active Duty)	67	10%
Management (Civilian and Active Duty)	154	22
Active Duty Soldiers (ALL)	248	35
Federal Civilian Employees (ALL)	194	28
Family Members	25	4
Community Members	51	7
Contractors/Non-Profit Organizations	72	10

### Level of Involvement in Fort Carson’s sustainability efforts

Level of involvement with the Fort Carson sustainability efforts is assessed with three choices: 1) not involved at all; 2) involved at times and 3) high involvement. Only 12% of all respondents say they are not involved at all. The most frequent response for all groups is #2 – involved at times. This makes sense, as each respondent group has multiple responsibilities and stakeholders they are accountable to, beyond the sustainability efforts. It is interesting to note that 22% of the leadership group responds that they are not involved at all; this data is helpful when, in later questions, other response groups note a hindrance to sustainability efforts is a lack of involvement by leadership.

### Individual and Organizational Behaviors/Actions

*Individual:* The most common behaviors individuals participate in related to sustainability include: adjusting the thermostat to save power (68% report they do this often) and recycling (50% report they do this often). The behaviors with the least amount of participation are: attendance at the annual Fort Carson sustainability conference (76% report they seldom attend) and attending SEMS training (64% report they seldom attend).

*Organizational:* 47% of respondents report their organization recycles often; the next behavior with the highest rating for participation is the purchasing of materials containing high recycled content (36% report their organizations does this often). Again, the two behaviors with the least amount of participation are: attending the annual Fort Carson sustainability conference (44% report their organization seldom attends) and attending SEMS awareness training (43% report their organization seldom attends). However, the response for the organizations is much better than the individual responses, suggesting that organizations may be sending a representative(s) to both events, which would bring into question how these representative are communicating the information back to their respective organizations.

### Overall Attitudes and Opinions

There is a large degree of agreement on the opinion that it is both economically (87% agree) and environmentally (80%) advantageous to integrate sustainability into the plans, programs and activities at Fort Carson. It is a neutral to favorable opinion that Fort Carson’s sustainability goals are consistent with the value and norms in place at Fort Carson and the chain of command thinks the 25-year sustainability goals are important.

## **Specific Attitudes and Opinions**

Respondents believe implementing sustainable practices at Fort Carson is a positive change (69% agree); and for 68% of the respondents, sustainability is important personally. While viewed as a good idea and linking to personal values, respondents do not feel that individuals have the appropriate understanding of the sustainability concept (80% neutral to disagree), Fort Carson's sustainability goals (77% neutral to disagree); time (77% neutral to disagree), or the appropriate skills and abilities to contribute to the sustainability goals (80% neutral to disagree). This would suggest the attitude and values are in place; what is needed now is a further focus on education and training related to sustainability concepts and practices as well as the time dedicated to these processes.

## **Organizational Factors**

Regarding organizational factors, most responses in this category fall into the neutral category; this would suggest the bulk of behaviors around the sustainability efforts are being driven by individuals, not the systems and culture at Fort Carson. Highlighting the lack of organizational integration is the 100% neutral to disagree response to "appropriate resources are being allocated toward achieving Fort Carson's sustainability goals.

*NOTE: Responses to Question #35 (Individuals are being awarded appropriately for efforts toward the sustainability goals...) have no neutral responses but a very high "agree" response (80%). This does not correlate to any of the other organizational data nor does the response rate distribute normally; so, this question should be considered an outlier and ignored in this analysis.*

## **Leadership**

In all questions addressing leadership responses fall in the neutral category. This would suggest respondents do not necessarily view leadership to be examples in taking sustainability seriously, leading by personal example, communicating a compelling vision, fostering commitment and aligning the organization to support sustainability while adapting to the challenges sustainability brings. This data correlates to the responses in the open-ended questions, where, when asked what helping the sustainability efforts, leadership did not receive as many comments as other organizational factors.

## **Miscellaneous**

This section addresses contractor, stakeholder, community and Fort Carson activity questions. As these questions are varied in their topic, responses should be reviewed individually.

## Questionnaire Responses By Respondent Category

### LEVEL OF INVOLVEMENT

<i>Question</i>	<i>ALL respondents</i>	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers</i>	<i>Federal Civilian Employees</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors or Non-profit organizations</i>
Number of Respondents in results	703**	67 (10%)	154 (22%)	248 (35%)	194 (28%)	25 (4%)	51 (7%)	72 (10%)
Level of Involvement: (3) high (2) involved at times (1) not involved at all	3 = 33% 2 = 55% 1 = 12%	3 = 25% 2 = 52% 1 = 22%	3 = 37% 2 = 55% 1 = 8%	3 = 39% 2 = 54% 1 = 7%	3 = 34% 2 = 50% 1 = 16%	3 = 43% 2 = 43% 1 = 13%	3 = 16% 2 = 76% 1 = 8%	3 = 21% 2 = 59% 1 = 20%

\*\* Note: 113 respondents (16%) reported more than one affiliation and are only reported in “ALL respondents”

# BEHAVIORS & ACTIONS

## Personal Actions & Behaviors

<i>Questions 2- 9</i> Responses: 1- seldom 2- sometimes 3- often	<i>ALL respondents</i>	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers</i>	<i>Federal Civilian Employees</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors or Non-profit organizations</i>
2. I recycle.	1 = 15% 2 = 32% 3 = 50%	1 = 10% 2 = 39% 3 = 51%	1=20% 2=30% 3=50%	1=19% 2=39% 3=43%	1=13% 2=28% 3=59%	1=39% 2=17% 3=43%	1=6% 2=29% 3=65%	1=4% 2=26% 3=69%
3. I buy materials that contain high recycled content.	1 = 11% 2= 49% 3= 37%	1 = 6% 2 = 55% 3 = 39%	1=13% 2=52% 3=35%	1=12% 2=55% 3=33%	1=8% 2=46% 3=47%	1=13% 2=35% 3=52%	1=8% 2=43% 3=49%	1=10% 2=54% 3=37%
4. I attend the Ft. Carson sustainability conference.	1= 76% 2 = 13% 3 = 10%	1 = 68% 2 = 18% 3 = 14%	1=79% 2=14% 3=7%	1=88% 2=10% 3=2%	1=73% 2=15% 3=13%	1=91% 2=9% 3=0%	1=39% 2=31% 3=29%	1=68% 2=4% 3=28%
5. I attend SEMS awareness training.	1= 64% 2= 25% 3= 10%	1 = 45% 2 = 38% 3 = 17%	1=68% 2=21% 3=11%	1=70% 2=24% 3=7%	1=50% 2=33% 3=17%	1=71% 2=39% 3=0%	1=79% 2=15% 3=6%	1=60% 2=26% 3=14%
6. I car pool or find other ways to reduce use of automobile.	1= 39% 2=40% 3=20%	1 = 39% 2= 39% 3 = 21%	1=39% 2=43% 3=18%	1=39% 2=41% 3=20%	1=43% 2=37% 3=20%	1=22% 2=43% 3=35%	1=27% 2=45% 3=27%	1=33% 2=43% 3=24%
7. I use low flow fixtures to reduce water consumption.	1=23% 2=31% 3=44%	1 = 18% 2 = 32% 3 = 50%	1=31% 2=33% 3=36%	1=30% 2=36% 3=33%	1=14% 2=27% 3=59%	1=26% 2=35% 3=39%	1=20% 2=24% 3=57%	1=21% 2=25% 3=54%

## BEHAVIORS & ACTIONS (continued)

### Personal Actions & Behaviors

<i>Questions 2- 9</i> Responses: 4- seldom 5- sometimes 6- often	<i>ALL respondents</i>	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers</i>	<i>Federal Civilian Employees</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors or Non-profit organizations</i>
8. I xeriscape to reduce water consumption	1=33% 2=32% 3=32%	1 = 32% 2 = 27% 3 = 41%	1=45% 2=26% 3=29%	1=52% 2=26% 3=22%	1=24% 2=28% 3=47%	1=23% 2=50% 3=27%	1=12% 2=37% 3=51%	1=26% 2=39% 3=35%
9. I adjust thermostat settings to save power.	1=6% 2=21% 3=68%	1 = 6% 2 = 30% 3 = 64%	1=7% 2=20% 3=74%	1=8% 2=27% 3=65%	1=6% 2=15% 3=79%	1=9% 2=17% 3=74%	1=2% 2=10% 3=88%	1=6% 2=24% 3=70%

## My Organization's Actions & Behaviors

<i>Questions 10-16</i> Responses: 1. seldom 2. sometimes 3. often	<i>ALL respondents</i>	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers</i>	<i>Federal Civilian Employees</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors or Non-profit organizations</i>
<i>10. My organization recycles.</i>	1=17% 2=32% 3=47%	1 = 17% 2 = 38% 3 = 45%	1=24% 2=36% 3=40%	1=26% 2=38% 3=36%	1=9% 2=31% 3=59%	1=10% 2=20% 3=70%	1=8% 2=23% 3=69%	1=7% 2=28% 3=65%
<i>11. My organization buys materials containing high recycled content.</i>	1=15% 2=46% 3=36%	1 = 14% 2 = 55% 3 = 31%	1=21% 2=42% 3=37%	1=19% 2=48% 3=34%	1=11% 2=47% 3=42%	1=10% 2=35% 3=55%	1=8% 2=48% 3=44%	1=11% 2=46% 3=43%
<i>12. My organization attends the Ft. Carson sustainability conference.</i>	1=44% 2=32% 3=22%	1 = 42% 2 = 29% 3 = 29%	1=53% 2=29% 3=19%	1=55% 2=29% 3=16%	1=34% 2=39% 3=27%	1=32% 2=37% 3=32%	1=29% 2=38% 3=33%	1=36% 2=27% 3=37%
<i>13. My organization attends SEMS awareness training.</i>	1=43% 2=36% 3=19%	1 = 35% 2 = 43% 3 = 23%	1=51% 2=31% 3=18%	1=48% 2=35% 3=17%	1=29% 2=43% 3=28%	1=37% 2=37% 3=26%	1=63% 2=30% 3=7%	1=43% 2=37% 3=20%
<i>14. My organization carpools or finds other ways to reduce the use of automobiles.</i>	1=37% 2=44% 3=18%	1 = 32% 2 = 52% 3 = 15%	1=41% 2=47% 3=13%	1=39% 2=43% 3=18%	1=36% 2=48% 3=16%	1=25% 2=25% 3=50%	1=30% 2=45% 3=26%	1=34% 2=43% 3=24%
<i>15. My organization uses low flow fixtures to reduce water consumption</i>	1=32% 2=37% 3=28%	1 = 28% 2 = 42% 3 = 31%	1=40% 2=35% 3=25%	1=41% 2=36% 3=23%	1=22% 2=41% 3=36%	1=25% 2=35% 3=40%	1=29% 2=31% 3=40%	1=29% 2=35% 3=36%
<i>16. My organization xeriscapes to reduce water consumption.</i>	1=39% 2=32% 3=26%	1 = 34% 2 = 31% 3 = 34%	1=44% 2=28% 3=29%	1=49% 2=26% 3=25%	1=31% 2=36% 3=33%	1=35% 2=35% 3=30%	1=31% 2=33% 3=35%	1=39% 2=36% 3=24%

# OVERALL ATTITUDES & OPINIONS

<i>Questions 17-21</i> Responses: 1=disagree 2=neutral 3=agree	<i>ALL respondents</i>	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers</i>	<i>Federal Civilian Employees</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors &amp; Non-profit organizations</i>
17. Integrating 'sustainability' into the plans, programs and activities at Ft. Carson is economically advantageous.	1=1% 2=15% 3=87%	1 = 2% 2 = 8% 3 = 91%	1=1% 2=11% 3=88%	1=1% 2=13% 3=86%	1=2% 2=13% 3=85%	1=0% 2=26% 3=74%	1=0% 2=6% 3=94%	1=0% 2=17% 3=83%
18. Integrating 'sustainability' into the plans, programs and activities at Ft. Carson is environmentally advantageous.	1=1% 2=12% 3=80%	1 = 0% 2 = 3% 3 = 97%	1=0% 2=10% 3=90%	1=1% 2=11% 3=88%	1=2% 2=12% 3=87%	1=0% 2=17% 3=83%	1=0% 2=4% 3=96%	1=1% 2=10% 3=89%
19. Ft. Carson's 25-year sustainability goals are consistent with the values and norms in place at Ft. Carson.	1=4% 2=40% 3=53%	1 = 0% 2 = 38% 3 = 63%	1=4% 2=37% 3=59%	1=1% 2=41% 3=58%	1=7% 2=36% 3=57%	1=0% 2=32% 3=68%	1=8% 2=41% 3=51%	1=4% 2=40% 3=56%
20. Ft. Carson's 25-year sustainability goals are difficult to understand and/or use.	1=31% 2=56% 3=12%	1 = 40% 2 = 49% 3 = 11%	1=28% 2=60% 3=12%	1=26% 2=62% 3=13%	1=35% 2=55% 3=10%	1=30% 2=39% 3=30%	1=42% 2=50% 3=8%	1=29% 2=53% 3=9%

## OVERALL ATTITUDES & OPINIONS (continued)

<b>Questions 17-21</b> Responses: 1=disagree 2=neutral 3=agree	<b>ALL respondents</b>	<b>Leadership</b>	<b>Management</b>	<b>Active Duty Soldiers</b>	<b>Federal Civilian Employees</b>	<b>Family Members</b>	<b>Community Members</b>	<b>Contractors &amp; Non-profit organizations</b>
21. My chain of command considers Ft. Carson's 25-year sustainability goals to be important.	1=7% 2=45% 3=45%	1 = 0% 2= 35% 3 = 65%	1=15% 2=39% 3=46%	1=10% 2=48% 3=43%	1=7% 2=39% 3=54%	1=0% 2=76% 3=24%	1=4% 2=57% 3=39%	1=4% 2=42% 3=54%

# INDIVIDUAL ATTITUDES/SKILLS/ABILITIES

<i>Questions 22-29</i> Responses: 1=disagree 2=neutral 3=agree	<i>ALL respondents</i>	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers</i>	<i>Federal Civilian Employees</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors &amp; Non-profit organizations</i>
22. Individuals at Fort Carson have the appropriate understanding of the sustainability concept	1=31% 2=49% 3=19%	1 = 38% 2 = 38% 3 = 23%	1=32% 2=47% 3=21%	1=34% 2=44% 3=22%	1=26% 2=53% 3=31%	1=20% 2=55% 3=25%	1=15% 2=63% 3=23%	1=36% 2=42% 3=22%
23. Individuals have the appropriate understanding of Ft. Carson's 25-year sustainability goals and efforts.	1=28% 2=49% 3=21%	1 = 42% 2 = 46% 3 = 12%	1=37% 2=44% 3=19%	1=38% 2=43% 3=19%	1=28% 2=54% 3=17%	1=18% 2=64% 3=18%	1=24% 2=55% 3=20%	1=36% 2=40% 3=24%
24. Individuals have the appropriate skills and abilities to contribute to the Ft. Carson's 25-year sustainability goals.	1=31% 2=49% 3=19%	1 = 11% 2 = 33% 3 = 56%	1=8% 2=46% 3=46%	1=9% 2=39% 3=52%	1=11% 2=40% 3=49%	1=0% 2=45% 3=55%	1=10% 2=48% 3=42%	1=10% 2=35% 3=55%
25. Individuals have a positive attitude about the Ft. Carson Sustainability Program.	1=9% 2=59% 3=31%	1 = 8% 2 = 58% 3 = 34%	1=9% 2=60% 3=30%	1=7% 2=64% 3= 29%	1=10% 2=58% 3=32%	1=9% 2=65% 3=26%	1=0% 2=56% 3=44%	1=11% 2=51% 3=38%

## INDIVIDUAL ATTITUDES/SKILLS/ABILITIES (continued)

<i>Questions 22-29</i>	<i>ALL respondents</i>	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers</i>	<i>Federal Civilian Employees</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors &amp; Non-profit organizations</i>
Responses: 1=disagree 2=neutral 3=agree								
26. Individuals have the appropriate amount of time available to work on Ft. Carson's sustainability efforts. .	1=23% 2=54% 3=21%	1 = 28% 2 = 54% 3 = 18%	1=27% 2=45% 3=28%	1=26% 2=49% 3=26%	1=25% 2=60% 3=15%	1=5% 2=81% 3=14%	1=21% 2=65% 3=15%	1=21% 2=54% 3=25%
27. I have the appropriate skills and abilities to use sustainable practices at work.	1=6% 2=34% 3=51%	1 = 9% 2 =24% 3 = 67%	1=7% 2=34% 3=59%	1=6% 2=36% 3=58%	1=8% 2=35% 3=57%	1=0% 2=52% 3=48%	1=4% 2=18% 3=78%	1=3% 2=25% 3=72%
28. Sustainability is important to me personally.	1=2% 2=30% 3=68%	1 = 0% 2 = 9% 3 = 91%	1=1% 2=19% 3=79%	1=2% 2=23% 3=75%	1=1% 2=20% 3=79%	1=9% 2=14% 3=77%	1=0% 2=10% 3=90%	1=0% 2=21% 3=79%
29. I believe implementing sustainable practices at Fort Cason is a positive change.	1=1% 2=18% 3=69%	1 = 0% 2 = 12% 3 = 88%	1=1% 2=18% 3=82%	1=0% 2=19% 3=80%	1=2% 2=17% 3=82%	1=0% 2=32% 3=68%	1=0% 2=10% 3=90%	1=0% 2=16% 3=84%

# ORGANIZATIONAL FACTORS

<i>Questions 30-38</i> Responses: 1=disagree 2=neutral 3=agree	<i>ALL respondents</i>	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers</i>	<i>Federal Civilian Employees</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors &amp; Non-profit organizations</i>
30. My organization has clear, measurable sustainability goals.	1=21% 2=51% 3=25%	1 = 21% 2 = 51% 3 = 28%	1=30% 2=40% 3=30%	1=27% 2=47% 3=26%	1=15% 2=55% 3=30%	1=0% 2=90% 3=10%	1=37% 2=41% 3=22%	1=17% 2=53% 3=30%
31. My organization has the resources it needs to reach its sustainability goals.	1=19% 2=50% 3=26%	1 = 24% 2 = 48% 3 = 28%	1=28% 2=45% 3=27%	1=22% 2=48% 3=29%	1=22% 2=50% 3=28%	1=10% 2=62% 3=29%	1=33% 2=45% 3=22%	1=11% 2=56% 3=33%
32. My organization has the appropriate mix of skills and abilities to achieve its sustainability goals.	1=8% 2=45% 3=40%	1 = 5% 2 = 39% 3 = 55%	1=15% 2=43% 3=42%	1=12% 2=41% 3=46%	1=7% 2=46% 3=47%	1=0% 2=62% 3=28%	1=8% 2=49% 3=43%	1=5% 2=44% 3=52%
33. My organization is positively affecting progress towards Ft. Carson's 25-year sustainability goals.	1=11% 2=52% 3=31%	1 = 11% 2 = 47% 3 = 42%	1=18% 2=46% 3=35%	1=17% 2=51% 3=32%	1=8% 2=50% 3=42%	1=0% 2=71% 3=29%	1=16% 2=57% 3=27%	1=6% 2=49% 3=45%

## ORGANIZATIONAL FACTORS (continued)

<i>Questions 30-38</i> Responses: 1=disagree 2=neutral 3=agree	<i>ALL respondents</i>	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers</i>	<i>Federal Civilian Employees</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors &amp; Non-profit organizations</i>
34. There is a clear, concise strategy for the implementation of the Ft. Carson's sustainability efforts.	1=14% 2=54% 3=27%	1 = 5% 2 = 57% 3 = 38%	1=17% 2=56% 3=27%	1=14% 2=56% 3=30%	1=11% 2=61% 3=28%	1=5% 2=57% 3=38%	1=22% 2=47% 3=31%	1=18% 2=41% 3=41%
35. Individuals are being rewarded appropriately for efforts towards meeting Ft. Carson's sustainability goals, objectives and initiatives.	1=20% 2=0% 3=80%	1 = 11% 2 = 0% 3 = 89%	1=25% 2=0% 3=75%	1=19% 2=0% 3=81%	1=25% 2= 0% 3=75%	1=5% 2=0% 3=95%	1=15% 2=0% 3=85%	1=19% 2=0% 3=81%
36. There is an appropriate level of communication about Ft. Carson's sustainability goals.	1=34% 2=42% 3=20%	1 = 33% 2 = 34% 3 = 33%	1=41% 2=38% 3=20%	1=38% 2=41% 3=21%	1=34% 2=42% 3=24%	1=27% 2=59% 3=14%	1=32% 2=46% 3=22%	1=35% 2=44% 3=21%

## ORGANIZATIONAL FACTORS (continued)

<i>Questions 30-38</i> Responses: 1=disagree 2=neutral 3=agree	<i>ALL respondents</i>	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers</i>	<i>Federal Civilian Employees</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors &amp; Non-profit organizations</i>
37. There are appropriate channels to allow feedback on the progress of Fort Carson's sustainability goals.	1=16% 2=55% 3=25%	1 = 7% 2 = 60% 3 = 33%	1=15% 2=53% 3=32%	1=13% 2=59% 3=28%	1=19% 2=53% 3=29%	1=18% 2=59% 3=23%	1=16% 2=51% 3=33%	1=14% 2=55% 3=31%
38. The appropriate resources are being allocated towards achieving Fort Carson's sustainability goals.	1=36% 2=64% 3= 0%	1 = 31% 2 = 69% 3 = 0%	1=38% 2=62% 3=0%	1=36% 2=64% 3=0%	1=33% 2=67% 3=0%	1=27% 2=73% 3=0%	1=39% 2=61% 3=0%	1=45% 2=55% 3=0%

# LEADERSHIP

<i>Questions 39-43</i> Responses: 1=disagree 2=neutral 3=agree	<i>ALL respondents</i>	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers</i>	<i>Federal Civilian Employees</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors &amp; Non-profit organizations</i>
39. Fort Carson leadership takes sustainability seriously and leads by personal example.	1=10% 2=51% 3=29%	1 = 10% 2 = 43% 3 = 47%	1=10% 2=50% 3=39%	1=8% 2=53% 3=39%	1=10% 2=54% 3=36%	1=8% 2=77% 3=15%	1=13% 2=33% 3=54%	1=14% 2=38% 3=48%
40. Ft. Carson Leadership has communicated a compelling vision for sustainability.	1=17% 2=44% 3=34%	1 = 16% 2 = 43% 3 = 41%	1=24% 2=38% 3=38%	1=22% 2=41% 3=37%	1=15% 2=48% 3=37%	1=18% 2=55% 3=27%	1=12% 2=29% 3=59%	1=11% 2=35% 3=54%
41. Leadership at Ft. Carson fosters commitment toward the 25-year sustainability goals.	1=8% 2=51% 3=35%	1 = 7% 2 = 51% 3 = 42%	1=12% 2=44% 3=43%	1=10% 2=50% 3=40%	1=7% 2=53% 3=40%	1=5% 2=67% 3=29%	1=10% 2=31% 3=59%	1=11% 2=45% 3=44%
42. Fort Carson leadership aligns the organizations resources and processes to support the 25-year sustainability goals.	1=7% 2=60% 3=27%	1 = 9% 2 = 62% 3 = 29%	1=10% 2=57% 3=34%	1=6% 2=60% 3=34%	1=10% 2=60% 3=30%	1=0% 2=81% 3=19%	1=10% 2=53% 3=37%	1=7% 2=58% 3=35%

## LEADERSHIP (continued)

<b>Questions 39-43</b> Responses: 1=disagree 2=neutral 3=agree	<b>ALL respondents</b>	<b>Leadership</b>	<b>Management</b>	<b>Active Duty Soldiers</b>	<b>Federal Civilian Employees</b>	<b>Family Members</b>	<b>Community Members</b>	<b>Contractors &amp; Non-profit organizations</b>
43. Fort Carson leadership readily adapts to the challenges accompanying sustainability.	1=7% 2=60% 3=28%	1 = 2% 2 = 59% 3 = 40%	1=7% 2=71% 3=22%	1=6% 2=60% 3=34%	1-8% 2=62% 3=30%	1=14% 2=57% 3=29%	1=2% 2=61% 3=37%	1=9% 2=59% 3=31%

# MISCELLANEOUS QUESTIONS

<i>Questions 44-49</i> Responses: 1=disagree 2=neutral 3=agree	<i>ALL respondents</i>	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers</i>	<i>Federal Civilian Employees</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors &amp; Non-profit organizations</i>
44. Contractors at Fort Carson use sustainable practices	1=11% 2=66% 3=20%	1 = 5% 2 = 78% 3 = 17%	1=10% 2= 67% 3 = 23%	1=10% 2=69% 3=21%	1=13% 2=66% 3=21%	1=5% 2=68% 3=27%	1=4% 2=81% 3=15%	1=14% 2=52% 3=34%
45. Contractors at Fort Carson provide sustainable materials when executing their contracts.	1=7 2=70% 3=19%	1 = 5% 2 = 79% 3 = 16%	1=7% 2=71% 3=22%	1=7% 2=71% 3=22%	1=6% 2=76% 3=19%	1=0% 2=86% 3=14%	1=4% 2=84% 3=12%	1=11% 2=53% 3=36%
46. Fort Carson involves community stakeholders in its sustainability efforts.	1=2% 2=57% 3=35%	1 = 0% 2 = 53% 3 = 47%	1=4% 2=66% 3=30%	1=2% 2=69% 3=29%	1=2% 2=55% 3=44%	1=14% 2=71% 3=14%	1=0% 2=24% 3=76%	1=2% 2=49% 3=49%

## MISCELLANEOUS QUESTIONS (continued)

<b>Questions 44-49</b> Responses: 1=disagree 2=neutral 3=agree	<b>ALL respondents</b>	<b>Leadership</b>	<b>Management</b>	<b>Active Duty Soldiers</b>	<b>Federal Civilian Employees</b>	<b>Family Members</b>	<b>Community Members</b>	<b>Contractors &amp; Non-profit organizations</b>
47. I have a good understanding of events (ie, deployments, changes of command, family activities, etc.) on Fort Carson (external community member question).	1=11% 2=21% 3=63%	1 = 2% 2 = 10% 3 = 88%	1=9% 2=20% 3=71%	1=8% 2=17% 3=75%	1=9% 2=22% 3=70%	1=9% 2=9% 3=83%	1=29% 2=33% 3=37%	1=15% 2=21% 3=64%
48. I have a good understanding of what is going on in the communities surrounding Fort Carson (question for people who live and/or work on Fort Carson).	1=12% 2=30% 3=46%	1 = 4% 2 = 21% 3 = 75%	1=16% 2=27% 3=57%	1=14% 2=27% 3=59%	1=10% 2=27% 3=64%	1=5% 2=20% 3=75%	1=9% 2=51% 3=40%	1=7% 2=31% 3=62%
49. I feel Fort Carson and the surrounding communities have a good relationship.	1=2% 2=19% 3=68%	1 = 0% 2 = 12% 3 = 88%	1=2% 2=18% 3=80%	1=2% 2=19% 3=79%	1=2% 2=16% 3=82%	1=5% 2=14% 3=82%	1=0% 2=21% 3=79%	1=0% 2=21% 3=79%

## **Open Ended Questions**

Question 1: What is your definition of sustainability?

Question 2: What factors contribute to the success of the Fort Carson Sustainability efforts?

Question 3: What factors hinder the success of the Fort Carson Sustainability efforts?

Question 4: What changes would you suggest to make Fort Carson's Sustainability efforts more effective?

# Question 1: What is your definition of sustainability?

**As defined by Fort Carson Sustainability Program:** *Sustainability is acting today to meet the needs of the present in a manner that allows future generations to meet their needs. Sustainability considers not only the environmental aspects and impacts of operations and decisions, but it also considers the social factors (society, economy and individual well-being) associated with an organization’s actions. Operating in a sustainable fashion goes beyond compliance, saves money and considers the well-being of everyone on the post and in the community, now and in the future.*

The following table exhibits the respondent definitions of sustainability, using the following categories:

**On Target:** Definition provided addresses *one or more* elements of the “Fort Carson” definition.

**Opportunity for clarification:** Response *does not* include elements of the “Fort Carson” definition.

**Don’t Know:** Respondent answered “Don’t know,” or something similar.

Definitions	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers*</i>	<i>Federal Civilian Employees*</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors &amp; Non-profit organizations</i>
<b>On Target</b>	64%	47%	49%	57%	28%	76%	61%
<b>Opportunity for clarification</b>	9%	20%	21%	16%	32%	8%	7%
<b>Don’t Know</b>	3%	10%	2%	4%	0%	0%	0%
<b>No response</b>	24%	24%	28%	24%	40%	16%	32%
<b>N =</b>	67	154	82	139	25	51	72

\* *The Active Duty and Federal Civilian categories do not include Leadership/Management level respondents.*

In each of the respondent groups, with the exception of family members, a majority of the definitions provided were on target with the Fort Carson definition of sustainability. While the ‘on target’ definitions are not verbatim matches with the formal definition, they do convey that these particular respondents have an informed understanding of the concept of sustainability. The responses in the ‘opportunity for clarification’ category indicate that leaders and community members may not have the ‘best’ understanding of sustainability. Many respondents did not answer the questions at all; two reasons most likely contribute to this: 1) respondents did not want to take time to answer open-ended questions; or 2) respondents did not have a definition of sustainability to offer and were hesitant to say so. The following are examples of definitions provided from respondents:

**Examples of definitions from “On Target” category:**

- It is the way we use our resources to become self sufficient and assist the environment while being a good neighbor (Leadership)
- Using today’s resources to meet the needs of our current mission w/o affecting the Post’s ability to meet the needs of future missions (Leadership)
- The ability to live/operate comfortably with the least impact on environment and the most conservative use of natural resources (Management)
- Fort Carson is able to sustain itself and keep costs down through recycling, water efficiency, and alternative energy sources. (Management)
- Achieving a state where we do not deplete the earth’s resources (Contractor/Non-profit)
- Utilizing resources in a manner so as to protect and preserve our environment (Community member)
- Keeping Fort Carson clean, healthy, and environmentally sound (Family member)

**Examples of definitions from “Opportunity for Clarification” category:**

- The ability to continue (Leadership)
- Maintain a level of success and understanding (Leadership)
- To maintain, supply and support (Management)
- It is the resources, facilities, and programs needed to support an installation (Management)
- Maintaining and moving forward (Contractor/non-profit)
- Self-sufficiency (Community)

## Responses to Questions 2-4

**The following categories are used to report the data for Questions 2-4:**

**Attitudes/Involvement:** Addresses the idea that people have attitudes (examples: positive, negative, caring, focused, negligence, carelessness, ignorance) and ideas about involvement (examples: everyone, trying to do it alone, not enough people, involvement from all levels at the post, etc.) impacting views about the sustainability work at Fort Carson.

**Vision/Goals:** Addresses the long-term, big picture vision for sustainability at Fort Carson along with the specific goals to achieve the vision.

**Communication/Education:** Addresses the awareness, knowledge and ‘marketing’ of sustainability throughout the Fort Carson community, as well as the frequency and channels of communication used to transmit the information. Education includes formal education and training programs as well as informal ‘training’ through conversations and day-to-day involvement.

**Policies/Practices:** Addresses formal policies in place within the Fort Carson community as well as in specific job roles, functions or areas of Post; Practices deals with the behaviors and habits engaged in (or not) regarding sustainability.

**Leadership:** Refers to people in positions of leadership in any capacity; typically Post Command, senior officers/civilian employees.

**Resources:** Any resource needed to support sustainability efforts; typically money, people and time.

**Culture/Environment:** Addresses current climate and events taking place on Post, in the local community and globally (example: growth, deployment, economic issues).

## Question 2: What factors contribute to the success of Fort Carson Sustainability efforts?

	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers*</i>	<i>Federal Civilian Employees*</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors &amp; Non-profit organizations</i>
<b>Attitudes/Involvement</b>	28%	22%	19%	33%	42%	35%	30%
<b>Vision/Goals</b>	11%	5%	--	--	--	--	5%
<b>Communication/Education</b>	33%	19%	30%	23%	33%	30%	30%
<b>Policies/Practices</b>	13%	23%	29%	20%	8%	5%	12%
<b>Leadership</b>	5%	21%	13%	14%	--	26%	20%
<b>Resources</b>	6%	4%	9%	4%	8%	5%	3%
<b>Culture/Environment</b>	--	2%	--	--	--	--	--
<b>Don't Know</b>	3%	8%	--	6%	8%	--	--
<b># of comments*</b>	64	125	69	115	12	46	66

\* *The Active Duty and Federal Civilian categories do not include Leadership/Management level respondents.*

\*\* *In some cases, respondents offered more than one comment for question; # of comments does not equate to number of responses.*

Highest category highlighted in gray

Examples from each category:

### **Attitudes/Involvement:**

- People's attitudes and their willingness to contribute
- Agreement that sustainability is important to the future
- Having the right subject matter experts working with the knowledge of our mission
- The human factor: people who are committed and willing to practice sustainability
- Motivation, flexibility, cooperation
- Participation of multiple groups/organizations/community members
- People at DECAM are highly motivated and dedicated to sustainability effort

### **Vision/Goals:**

- Having set goals
- Long range planning that takes into account that needs will change in the future
- Defined Vision
- Clear goals that make hard choices between politically correct choices and mission sustainability

**Communication/Education:**

- Open, clear communication
- Training
- Good information flow
- Simplicity
- Good teaching program
- Continued emphasis

**Policies/Practices:**

- Recycling and Conservation
- Installation and/or purchasing of devices that encourage or regulate resource sustainability
- Sustainable design and construction for new projects

**Leadership:**

- Enforcement of the plan by leadership
- Chain of command emphasis at unit (Company and Battalion) level
- Leadership example
- Getting units/leaders more involved and educated

**Resources:**

- Funding
- Money & time
- People
- Easy to access resources

### Question 3: What factors hinder the success of the Fort Carson Sustainability efforts?

	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers*</i>	<i>Federal Civilian Employees*</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors &amp; Non-profit organizations</i>
<b>Attitudes/Involvement</b>	15%	24%	+18	27%	15%	32%	42%
<b>Vision/Goals</b>	--	1%	--	--	--	--	2%
<b>Communication/Education</b>	41%	32%	42%	24%	23%	32%	18%
<b>Policies/Practices</b>	13%	6%	16%	13%	8%	8%	4%
<b>Leadership</b>	11%	10%	5%	6%	15%	11%	15%
<b>Resources</b>	19%	6%	6%	19%	15%	11%	9%
<b>Culture/Environment</b>	2%	15%	13%	7%	8%	5%	11%
<b>Don't Know</b>	--	6%	--	5%	15%	--	--
<b># of comments*</b>	54	122	62	112	13	37	55

\* The Active Duty and Federal Civilian categories do not include Leadership/Management level respondents.

\*\* In some cases, respondents offered more than one comment for question; # of comments does not equate to number of responses.

Highest category highlighted in gray

Examples from each category:

#### **Attitudes/Involvement:**

- Not everyone buying in on initiatives
- Resistance to change
- Desire to maintain traditional habits
- Getting the common soldier to buy in on initiatives
- Uncooperative and complacent people
- Laziness
- Fraud and abuse
- Lack of responsibility soldiers show towards community

**Communication/Education:**

- Lack of communication/awareness
- Not educating the workforce
- Lack of understanding of why it (sustainability) is important; not seeing the point
- Lack of publicity concerning available options
- Ignorance and flow of communication

**Policies/Practices:**

- Availability of recycling containers for each building/unit
- Lack of enforcement
- People who waste, leave lights on, polluting

**Leadership:**

- Leaders who murmur the words but throw the baby out with the bathwater at the first issue
- Those who do not take a leadership role “not my job”
- New military leaders every 12-36 months
- Some in charge actually don't care
- Leadership does not buy in as demonstrated in their actions

**Resources:**

- lack of resources: manpower and funding
- budget allocations

**Culture/Environment**

- Deactivation and reactivation of units
- Not having a market for more recycled materials
- Turnover in personnel
- Combat operations
- Op-tempo

## Question 4: What changes would you suggest to make Fort Carson’s sustainability efforts more effective?

	<i>Leadership</i>	<i>Management</i>	<i>Active Duty Soldiers*</i>	<i>Federal Civilian Employees*</i>	<i>Family Members</i>	<i>Community Members</i>	<i>Contractors &amp; Non-profit organizations</i>
<b>Attitudes/Involvement</b>	7%	9%	9%	10%	14%	29%	12%
<b>Vision/Goals</b>	7%	2%	--	2%	--	5%	--
<b>Communication/Education</b>	45%	49%	58%	42%	7%	39%	35%
<b>Policies/Practices</b>	24%	24%	25%	21%	33%	5%	33%
<b>Leadership</b>	10%	3%	--	6%	7%	3%	6%
<b>Resources</b>	5%	1%	--	4%	20%	3%	2%
<b>Culture/Environment</b>	0%	0%	--	--	--	--	
<b>Don’t Know</b>	--	--	--	9%	20%	5%	6%
<b>No Change</b>	2%	6%	7%	7%	--	11%	6%
<b># of comments*</b>	42	109	55		12	38	49

\* The Active Duty and Federal Civilian categories do not include Leadership/Management level respondents.

\*\* In some cases, respondents offered more than one comment for question; # of comments does not equate to number of responses.

Highest category highlighted in gray

Examples from each category:

### **Attitudes/Involvement:**

- People’s attitudes and their willingness to contribute
- Agreement that sustainability is important to the future

### **Vision/Goals:**

- Integrate SEMS goals into the Strategic Plan
- Relook at 25 year goals; if goals are so far out of the realm of attainability, people lost interest and enthusiasm

**Communication/Education:**

- Find a better identifier than sustainability
- Keep it in the community's eye; articles, etc.
- Communicate how it affects people personally
- More publicity, marketing, advertising, etc.
- Get the word out more often (not just once)
- Hold seminars, town meetings, etc.
- Push training awareness down to the lowest level
- More advertising on goals and benefits to be gained from reaching them
- Monthly newsletter
- Aggressive public relations and utilization of mass communications to get practical implementation ideas into Fort Carson personnel's hands
- Explain to individuals what they can do on their level

**Policies/Practices:**

- Need recognition programs (for sustainability) to the lowest levels; there is no reward for a job well done
- Better economic incentives for units on the installation
- Solar power for buildings; synthetic oils in military and GSA vehicles
- Go after easy and visible wins
- Mandatory recycling program and more recycling stations
- Codification through regulations

**Leadership:**

- More visible mission commander support of program
- Command emphasis

**Resources:**

- Funding
- Invest more resources in self-sustaining power

# Author's Background/Contact Information

## Background

Laura Quinn, Ph.D. is a senior enterprise associated at the Center for Creative Leadership's Colorado Springs Campus. Laura facilitates in two of the Center's flagship leadership development programs "Leadership at the Peak" and "Developing the Strategic Leader." Laura is also the director of the Center's research efforts on sustainability and corporate social responsibility. In addition to her work at CCL, Laura is an adjunct professor at the University of Colorado at Colorado Springs, where she teaches classes on Sustainability, Corporate Social Responsibility, Leadership and Organizational Change. Laura's research interests focus on the development of organizational capacities for leadership, sustainability, and corporate social responsibility. She has published in Business Communication Quarterly, the Journal of Management Communication, the Journal of Corporate Governance, and Leadership in Action. She also has contributions in the Handbook of Leadership Development (2004) and Organizational Communication texts (2005, 2006). Prior to her work in Sustainability, Leadership and Organizational Development, Laura worked in the hi-tech industry in the areas of finance, materials and sales/marketing. Laura has a B.A. in business and an M.A. in communication from the University of Colorado. She holds a Ph.D. in organizational communication from the University of Texas at Austin.

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