



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



Ft. Carson Sustainability Program

Phase I

Survey Report

Presented to SMS Team
22 SEP 2003
(Draft presented 23 July 2003)

by

Laura Quinn, Ph.D.
University of Colorado at Colorado Springs

Ft. Carson Sustainability Program

Phase I

Survey Report

Table of Contents

	<u>Page</u>
Executive Summary	3
Recommendations	4
Purpose of Survey	6
Survey Questions	8
Highest/Lowest Ranked Questions	9
Table of Results (<i>sorted by results</i>)	10
Table of Results (<i>not sorted</i>)	11
Summary of Open-Ended Questions	12
Compilation of Open-Ended Questions	13-21
Limitations of Survey	22
Author's Background/Contact Information	23

Executive Summary

This report is based on a survey distributed in March 2003 to the teams and stakeholders associated with Ft. Carson's Sustainability Program.

The results from the survey suggest the following:

Ft. Carson's Sustainability Program is off to a great start. The activities engaged in since the Fall of 2002 stakeholder conference have fostered:

- A better understanding of the sustainability concept and its relevance to Ft. Carson's mission;
- A strong sense of commitment and dedication to the Sustainability Program;
- An agreed upon process/plan to implement the Sustainability Program.

Strengths of the Sustainability Program:

- Respondents feel the pursuit of the Sustainability program is advantageous to Ft. Carson and that people working on the program have the appropriate skills and abilities to contribute to the program's success.
- The teams working on the Sustainability Program have clear, measurable goals, a defined plan for implementation, and use effective team processes to carry out their responsibilities.
- There are many dedicated and motivated individuals working hard on the Sustainability Program.
- Involving stakeholders from outside the Ft. Carson system has proved to be very beneficial.
- The commitment, involvement, and support from Ft. Carson leadership (in various capacities) has been helpful.

Weaknesses of the Sustainability Program:

- The most pressing challenge the Sustainability Program has met is the demands of the current world situation; deployments have deferred attention to the Sustainability Program, creating a sense that the program is a low priority.
- While individuals have shown much dedication and commitment to this program, having the appropriate amount of time needed to work on the program has presented a challenge.
- Getting resources for the program is difficult.
- Awareness and understanding of the Sustainability concept has not yet been instilled throughout all levels and areas of Ft. Carson.
- The current culture of Ft. Carson, including the attitude of all stakeholders, does not fully support principles of sustainability.
- Up to this point, the Sustainability Program has been in a 'planning' phase; stakeholders are growing impatient with planning and are ready to see 'actionable progress.'
- The Sustainability Program is not fully integrated with other 'systems and programs' currently in place at Ft. Carson. There is concern that this will result in diluted resources toward the Sustainability and/or confusion of which program addresses what issue.

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. Specifically, the following leverage points will be addressed: Communication, Education, Reward/Recognition, the Alignment of Resources and Stakeholder Engagement.

Communication: The success of the Sustainability Program relies on everyone at Ft. Carson, as well as Ft. Carson stakeholders, being up-to-date on what is happening with the program, the intent and goals of the program, and most importantly, why the program is in place. The following elements of communication need to be addressed:

- Frequency of Communication
- Timeliness of information
- Consistency
- Use of a variety of Communication Channels
- Messages about the Sustainability Program appeal to Individual's needs/motivations
- Actions to support the Program are straightforward and simple

Communication about the program must happen on a regular and frequent basis (monthly or quarterly) and must happen consistently. Messages will be more widely acknowledged and understood if a variety of communication channels are used to distribute the information. Channels to be considered should reflect the current culture of Ft. Carson...using the newspaper, newsletters, regular meetings, etc., already in place and relied upon by the culture should be a priority.

In addition to frequent communication about the program, individuals need to be aware of the impact of the program on their day-to-day lives. Gaining commitment on a large-scale basis is dependent upon individuals throughout Ft. Carson taking ownership for their role in the support of the program. To gain this commitment, individuals need clear messages about:

- How can the Sustainability Program benefit me personally?
- Where can I go to get more information about the Sustainability Program?
- What actions do I need to take to support the Sustainability Program?
- What are the outcomes of these suggested actions?
- Are these actions easy for me to take?
- Are others participating in this program and having any success?

A communication strategy that incorporate the above factors and integrates with other communication efforts at Ft. Carson will help address many of the challenges highlighted by this study.

Education:

Along with individuals needing to hear more about the Sustainability Program, more people throughout all levels of Ft. Carson need to be educated on the principles of Sustainability. It is still a foreign concept for some people, while others misunderstand the meaning of the term. Developing an educational strategy that encourages people to learn more about Sustainability...what it is, why it's important and how to get involved with it is needed. As with the communication strategy, utilizing a variety of methods is suggested. Possibilities include: on-line courses, workshops, easy access to reading materials, videos, etc., classes integrated with other

educational programs, and use of what is already developed/available in the local community (for example, offerings by The Catamount Institute, Colorado Springs Utilities, etc.). Additionally, the frequency, timing, and accessibility to educational programs are all factors that need to be addressed in the Education Strategy.

Rewards/Recognition: To maintain and surpass the level of success the Sustainability Program has experienced to date, rewards and/or recognition of some sort is recommended for the individuals that have been involved with the program. It is clear from the study that many people involved with the program have put in a lot of hard work, often over and above their regular duties. The fact that the teams all met the deliverables for the planning phase of the program should be commended. It is recommended that Ft. Carson leadership determine what types of reward/recognition are available to the teams and, correspondingly, which of these options would be most appreciated by each individual team. It is clear that economic conditions may make financial rewards a challenge; however, allowing the teams to customize their rewards based on the available options will make the rewards much more appreciated and valued.

Alignment of Efforts/Resources: As with any large organization, Ft. Carson has a multitude of programs and processes in place. The Sustainability Program is currently viewed as ‘stand-alone’ program, not integrated with the rest of Ft. Carson’s systems. It is recommended that the Sustainability Program teams look for places to plug-in to other Ft. Carson processes to alleviate any duplication of efforts or dilution of limited resources. It appears that there are many programs/processes in place that are experiencing success in areas that could benefit the Sustainability Program. The teams, with leadership support, should look at ways to leverage these options. At the same time, it will also be important for the Sustainability Program to maintain its own identity, as the goals of the Sustainability Program are unique and involve different deliverables and success factors.

Stakeholder Engagement: A real strength of the Ft. Carson Sustainability Program is the involvement of a variety of stakeholders. This process should definitely continue; however, more attention should be paid to the ways in which these stakeholders are able to get involved. The current process of having stakeholders on the various program teams and the stakeholder conference are both excellent processes. To increase the involvement of stakeholders, other processes should be looked at as alternative ways to get involved. For example, regular (quarterly or semi-annual) e-mail questionnaires sent to stakeholders would be an easy way to get inputs on the program and keep stakeholders that cannot be team members or did not attend the conference involved. Another suggestion, addressed in the communication plan, is a newsletter about the Sustainability Program to be distributed not only to Ft. Carson affiliates, but all stakeholders.

Purpose of Survey

The goal of this survey is to help the SMS team of Ft. Carson's Sustainability Program's understand how the organizational factors involved with implementation are contributing to and/or hindering the success of the program.

Background

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.

As the idea of Sustainability is often a new concept, the perception of the concept that employees hold needs to be understood to help a leader figure out where to focus efforts. Everett Rogers (1995) considers any idea, practice or object that is perceived as 'new' to be an innovation. In his work "Diffusion of Innovations," Rogers (1995) suggest the adoption of an innovation is dependent on the relative advantage, value consistency, degree of complexity, and the ability of others to see positive outcomes. Sustainability is considered to be a form of innovation and suggest the following questions, based on Rogers (1995) research, be addressed:

Concept of 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?

In addition to understanding the characteristics of sustainability, leaders must help identify the organizational capacity their organization has for taking on Sustainability. As the saying goes, "You're only as strong as your weakest link." If any part of the organization, the individuals, project teams, the systems, or the culture, do not support the idea or do not have the appropriate resources and support, implementing sustainability will be more challenging.

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?

Team Factors:

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

Processes -- Is the team utilizing effective processes? (Meetings, sharing of information)

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

Membership -- Does the team have the appropriate mix of skills/abilities to achieve 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 in place at the organization helping/hindering the implementation of the Sustainability Principles/Initiatives?

Strategy -- Is there are clear, concise Strategy for the implementation of the Sustainability Principles/Initiatives? Are the Sustainability Principles/Initiatives 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 about sustainability and this initiative?
- Communication – Is there regular communication about this initiative? Are there appropriate feedback loops in place to allow individual feedback on the progress of the initiative? Is there appropriate information sharing between teams?
- 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?

Rogers, E. (1995). Diffusion of innovations (4th edition). New York: The Free Press.

Sustainable Ft. Carson Program

Questionnaire

Part I

1. I would describe my participation in the Sustainable Ft. Carson Program as:
(1) No Participation (2) Limited (3) Moderate (4) Active (5) Extensive
2. Pursuing the Sustainability Program is advantageous to Ft. Carson.
3. The Sustainability Framework is consistent with the values and norms in place at Ft. Carson.
4. The Sustainability Framework is difficult to understand and/or use.
5. The results of the Sustainability Program efforts (to date) are visible to others.
6. The Sustainability Program is important to my chain of command.
7. Individuals have the appropriate understanding of the Sustainability concept.
8. Individuals have the appropriate understanding of Ft. Carson's Sustainability Program.
9. Individuals have the appropriate skills and abilities to contribute to the Sustainability Program.
10. Individuals have a positive attitude about the Ft. Carson Sustainability Program.
11. Individuals have the appropriate amount of time available to work on the Sustainability Plan.
12. My Sustainability Program team has clear, measurable goals.
13. My Sustainability Program team utilizes effective processes. (Meetings, sharing of information, etc.)
14. My Sustainability Program Team has the resources it needs to reach its goals.
15. My Sustainability Program Team has the appropriate mix of skills and abilities to achieve its goals.
16. There is appropriate sharing of information between teams on the Sustainability Program.
17. There is a clear, concise Strategy for the implementation of the Sustainability Program.
18. Individuals are being rewarded appropriately for efforts towards the Sustainability Program.
19. There is regular communication about the workings of the Sustainability Program.
20. There are appropriate channels to allow feedback on the progress and challenges of the Sustainability Program.
21. The appropriate resources are being allocated to the Sustainability Program.
22. The leaders of the Sustainability Program are leading by personal example.
23. Ft. Carson Leadership has communicated a compelling Vision for the Sustainability Program.
24. Leadership at Ft. Carson exhibits a commitment to the Sustainability Program.
25. Leadership at Ft. Carson fosters commitment to the Sustainability Program.
26. Ft. Carson Leadership is able and willing to adapt to the challenges that accompany the Sustainability Program.

RESPONSE SCALE:

- 1= Strongly Disagree
- 2 = Slightly Disagree
- 3 = Neutral
- 4 = Slightly Agree
- 5 = Strongly Agree

Ft. Carson Sustainability Program

Questionnaire Results

Highest/Lowest Scoring Questions

(All ranking)

Highest Ranked Questions:

- 2) Pursuing the Sustainability Program is advantageous to Ft. Carson (Score: 4.7)
- 9) Individuals have the appropriate skills and abilities to contribute to the Sustainability Program (Score: 3.9)
- 12) My Sustainability Program team has clear, measurable goals (Score: 3.7)
- 13) My Sustainability Program team utilizes effective processes (meetings, sharing of information, etc.) (Score: 3.9)

Lowest Ranked Questions:

- 11) Individuals have the appropriate amount of time available to work on the Sustainability Plan (Score: 2.1)
- 21) The appropriate resources are being allocated to the Sustainability Program (Score: 2.5)
- 18) Individuals are being rewarded appropriately for efforts toward the Sustainability Program (Score: 2.5)
- 8) Individuals have the appropriate understanding of Ft. Carson's Sustainability Program (Score: 2.6)

Ft. Carson Sustainability Program

Questionnaire Results

Sorted by Results

Question	All	Limited	Moderate	Active	Extensive
1	3.5	2	3	4	5
2	4.7	4.7	4.3	4.8	4.7
9	3.9	4	4.3	3.7	3.7
13	3.9	3.3	4	4	4.4
12	3.7	2.9	4	3.5	4.7
20	3.6	3.5	3.5	3.9	3.3
22	3.6	3.6	3.5	3.5	3.7
24	3.6	3.4	3.3	3.8	3.8
3	3.5	3.2	3.3	3.9	3.4
15	3.5	2.9	4.3	3.5	4
19	3.5	3.4	3.5	3.5	3.7
23	3.4	2.5	3.3	3.5	4.3
25	3.4	3.4	3.3	3.3	3.7
6	3.3	3.1	3	3.3	3.8
10	3.3	3.3	3.3	3.4	3.1
17	3.3	3.6	3.3	3.1	3.1
26	3.2	3.1	2.8	3.5	3.3
4	3.1	3.4	2.8	3.2	2.9
5	2.9	2.8	2.3	2.9	3.6
16	2.9	2.9	3.3	2.9	2.9
14	2.8	2.9	3.3	2.2	3.4
7	2.7	1.8	3.8	2.8	2.9
8	2.6	1.8	3.5	2.6	3
18	2.5	2.5	2.3	2.5	2.6
21	2.5	2.1	2.8	2.5	2.7
11	2.1	1.9	1.7	2.3	2.3

n = 31

n = 9

n = 4

n = 11

n = 7



= Top 25% (3.6 and above)



= Bottom 25% (2.8 and below)

Ft. Carson Sustainability Program

Questionnaire Results

Question	All	Limited	Moderate	Active	Extensive
1	3.5	2	3	4	5
2	4.7	4.7	4.3	4.8	4.7
3	3.5	3.2	3.3	3.9	3.4
4	3.1	3.4	2.8	3.2	2.9
5	2.9	2.8	2.3	2.9	3.6
6	3.3	3.1	3	3.3	3.8
7	2.7	1.8	3.8	2.8	2.9
8	2.6	1.8	3.5	2.6	3
9	3.9	4	4.3	3.7	3.7
10	3.3	3.3	3.3	3.4	3.1
11	2.1	1.9	1.7	2.3	2.3
12	3.7	2.9	4	3.5	4.7
13	3.9	3.3	4	4	4.4
14	2.8	2.9	3.3	2.2	3.4
15	3.5	2.9	4.3	3.5	4
16	2.9	2.9	3.3	2.9	2.9
17	3.3	3.6	3.3	3.1	3.1
18	2.5	2.5	2.3	2.5	2.6
19	3.5	3.4	3.5	3.5	3.7
20	3.6	3.5	3.5	3.9	3.3
21	2.5	2.1	2.8	2.5	2.7
22	3.6	3.6	3.5	3.5	3.7
23	3.4	2.5	3.3	3.5	4.3
24	3.6	3.4	3.3	3.8	3.8
25	3.4	3.4	3.3	3.3	3.7
26	3.2	3.1	2.8	3.5	3.3

n = 31

n = 9

n = 4

n = 11

n = 7



= Top 25% (3.6 and above)

= Bottom 25% (2.8 and below)

Fort Carson Sustainability Program

Questionnaire Responses

(Open-ended Questions – Summary)

23 July 2003

Question 1: What is your definition of sustainability?

- Protection of mission/installation/earth/resources
- Limitation of undue influence/impact
- Increase/maintain quality of life
- Concern for future generations/tomorrow
- Long range perspective
- Utilization of recycled/reduction of waste
- Global/whole system
- Social, economic and environmental factors

Question 2: What factors are helping the Ft. Carson Sustainability Program succeed?

- Committed/motivated/Dedicated individuals/teams
- Community/stakeholder involvement
- Leadership/commander/upper management commitment, involvement and support
- Clarity around the value of the end state (of Program/Sustainability)
- Defined Process/Plan

Question 3: What factors are hindering the success of the Ft. Carson Sustainability Program?

- Lack of involvement from various levels of management
- Current World situation/Deployment
- Culture change (required)
- Lack of Resources: Time, \$\$, People
- Outside Stakeholders (community, agencies)
- Low prioritization of project
- Lack full understanding of Sustainability program
- Implementation vs. Planning (visible action needed)
- Attitude of the ‘masses’ does not support Sustainability

Question 4: Do you have any other comments about the Ft. Carson Sustainability Program?

- Promote Successes (Regular Communication)
- Alignment of Program with other Post processes/Integration with way of doing business
- Need to establish FB loops in Program/Processes
- No governing body of process
- Community involvement a +
- How to maintain momentum and commitment
- Confusion around the term Sustainable
- Goals unreasonable/difficult to attain
- Current Structure of Ft. Carson a concern
- Role of Local government

Fort Carson Sustainability Program

Questionnaire Responses

(Open-ended Questions – All Responses)

Question 1: What is your definition of Sustainability?

Extensive Participation:

- # To protect and manage installation resources that exist today, in such a manner that these resources will be available to future occupants of this Installation for generations to come.
- # Minimize the impact we have on the environment so that future generations will be able to enjoy the same or even better way of life.
- # Living, operating, accomplishing missions within the limits of the planet's ability to sustain itself without undue influence from human activities (from pollution, degradation, overpopulation, etc.) so that future generations may have the same or better opportunities to meet their needs.
- # Long-term ability to allow military units to train to standard, with minimal input of time, money and resources, while remaining flexible to adapt to changes in weapon systems & doctrine in the near & far future.
- # Do unto other generations, as they would have them do unto you.
- # Maintaining basic life support systems and quality of life while ensuring available resources are not depleted in accomplishing the same.
- # To meet our needs today without harming the ability of future generation to meet their needs.

Active Participation:

- # The systems in place to sustain a safe, comfortable, long lasting animal, plant and human life on this planet.
- # Sustainable Design & Construction uses natural resources that can be replenished within the useful life of the structure. Operations and maintenance of the facility also employs renewable resources.
- # Sustainability is looking at the overall picture of the installation. It is a decision making process to reduce the ecological footprint to an installation based on utilizing recycled/renewable materials, reduced energy consumption for power and transportation, life cycle costs of the facility, reduced emissions to the environment including air, water and land.
- # Designing projects TODAY in a manner that will ensure we can reduce our use of resources TOMORROW.
- # Off the top of my head it means meeting current needs without compromising the ability of future generations to meet their needs. This may be a text book definition, but it's simple and makes sense to me.
- # Sustainability is the high plateau of human activities and organization responsibilities where human life can exist with comfort and live within the ability of the earth to support these activities. This plateau will be reached through the act of positive leadership by institutions and groups of motivated followers. This great nation put men on the moon when challenged by public determination and the good fortune of having very talented and motivated people in the program-the same type sustainability accomplishment can be made with good leadership!
- # Actively planning to be resourceful environmental stewards and implementing those plans through education, attitude adjustments and cultural change to ensure current needs

are met without compromising future generation from being able to meet their own needs. The Approach to sustainability and the essential ingredients in the planning process must include a delicate balance between four critical criteria including consideration of the Earth's Biological Limitations, the Well-being and Quality of Life of Humanity, Economic Vitality, and Social Prosperity for all.

- # Integration of environmental principles of stewardship into other human long range planning to assure the existence and compatible functions of BOTH in the future.
- # A global system of ecology that provides the best environments for humans, animals and plants. Many people still lack the basic skills and knowledge. The laws of supply and demand and we can only get out of a system what we put in and six billion humans is a problem.
- # In this context it is improving the environment and the environmental aspects of living at Ft. Carson rather than subtracting from the environment.
- # Sustainability is a concept that describes a decision-making model, which, when effectively applied throughout an organization, contributes to social, economic and environmental equity and stability.

Moderate Participation:

- # A sustainability program attempts to incorporate all the aspects of environmental disciplines and achieve a common goal of a self-sustaining environment.
- # Being a power projection platform and training base indefinitely. Being independent, self-sufficient. Protection of our natural resources. Less reliance on non-renewable energy sources.
- # Not taking more from the earth than it can sustain.

Limited Participation:

- # Preservation of the Ft. Carson mission infrastructure and the surrounding environment within both ecological and financial envelopes.
- # Accomplishing today's mission in a way that will provide an environment for tomorrow's Ft. Carson to be able to accomplish its mission.
- # Sustainability is the ability to do your job without using up your resources.
- # Sustainability is fundamentally about maintaining life on earth. Addressing needs is a basic principle of creating a sustainable society.
- # To ensure the things we do today allow for Ft. Carson to be here 25 years from now.
- # Meeting needs of the present (Mission readiness) without impairing the ability of future generations to meet their needs.
- # To ensure the things we do today allow Ft. Carson to be here 25 years from now. The ability to see impending problems that threaten the survival of our vital systems, and create effective plans that mitigate these problems in order to insure future growth in a comprehensibly healthy manner.
- # To make what you have last longer, to give the earth time to reclaim its resources.

Question 2: What factors are helping the Ft. Carson Sustainability Program succeed?

Extensive Participation:

- ✚ A few committed individuals. The program success relies on increasing the number of individuals who “believe”.
- ✚ Involvement of external stakeholders; Garrison Commander and Deputy Commanding General involvement, though limited; committed team members, DECAM participants
- ✚ Command emphasis, “buy-in” from current team members
- ✚ Base Commanders commitment
- ✚ No indication the sustainability is succeeding? No results other than an initial draft plan.
- ✚ Personal passions, understood need sustainability practices becoming a reality.
- ✚ Currently, quality on-going work on the part of DECAM and Range; the ongoing effort of the 5-25 Year Sustainability Teams as they consider the future.

Active Participation:

- ✚ Involving the command whenever possible. Communication and interaction among team members and those who have an understanding of the essential need for sustainability to succeed.
- ✚ Command support and emphasis
- ✚ DECAM has taken the leading role and we have started a training program and now have a comprehensive plan.
- ✚ DECAM leadership and support, program management, and initial command support. Also the need to have a platform for personal and common interest agendas has helped the success.
- ✚ Command commitment! Motivated group leaders and participants. Program formation in a forum open to the regional community. Changes in the military culture. The large group meetings are very beneficial and provide a wide and thorough picture of the overall program and its status. They are motivational.
- ✚ Everyone can see the value of the end state.
- ✚ Garrison Command emphasis and support; planning sessions; subject matter experts leading workshops; SMS team strategic planning and oversight; regional support and communication.
- ✚ Not sure how well it is succeeding at present.
- ✚ The biggest factor helping Ft. Carson succeed is the upper management involvement. Without senior leadership involvement, the old ways of doing business would still prevail. You would still be going cheapest, quickest, most bang for the money instead of practicing smart development. Sustainability isn’t always about being recycled content; it is making the best decision for the mission of the installation based on several factors. With the senior leadership involvement, those decisions are made at the proper level.
- ✚ Support from the command structure.
- ✚ The commitment to the program

Moderate Participation:

- ✚ Leadership has adopted the program and given the resources to help it succeed.
- ✚ Many of the individuals working on the different teams are dedicated to sustainability and the environment!

- ✚ Energetic Staff. Defined process. A true concern.

Limited Participation:

- ✚ I don't know
- ✚ [Person X] is committed; someone who will not let this program be shuffled aside. There is a small group of others who are equally committed. In general, a big factor is the Ft. Carson people generally will work hard to accomplish an assigned task, whether they agree with it or not.
- ✚ Apparently strong leadership involvement.
- ✚ Attention by leadership to the program.
- ✚ Team has developed a plan.
- ✚ Team has developed a plan.
- ✚ Management buy-in and leadership, investing resources to task, engaging stakeholders in the process
- ✚ Team has developed a plan, Community involvement, individual dedication to sustainability.
- ✚ Unknown at this time.

Question 3: What factors are hindering the success of the Ft. Carson Sustainability Program?

Extensive Participation:

- ✦ The “non-believers” in key positions to implement change and the belief that required funding for supporting sustainability won’t happen.
- ✦ Lack of involvement by mid-level management; focus on mobilization/deployment; too much DECAM involvement; not enough other organizations taking leadership roles; lack of Strategic Plans and Programs Office (SPPO) involvement.
- ✦ Deployments, which NEED to be factored into any true military installation sustainability plan. TIME-all team members want it to be finalized soon, but other duties are deterring form this timeliness.
- ✦ Institutional momentum, low congressional priority for sustainability, new commander not continuing program, limited scope for buildings i.e. no LEED Certification for existing buildings only new buildings are certified.
- ✦ No indication the sustainability is succeeding? No results other than an initial draft plan.
- ✦ It’s still new. The marketing and real time initiatives have not yet been present to all levels, so I’m not sure we have a handle of this yet. I would think culture change and financial resources with be top most. Yet, there will be real, practical, logistical barriers that we will have to work with, around and in spite of...
- ✦ Distraction of installation leadership away from focus on sustainment; lack of sufficient resources; no single governing body to shape/direct the sustainability plan/program.

Active Participation:

- ✦ Appropriate levels of funding and human resources. Evaluations should include a Sustainability component for all contractors, staff, and military personnel.
- ✦ Finding enough time out of our already busy schedules too work on this sustainability program. Confusion all around about the sustainability program and what is really required of the Ft. Carson staff. Unwillingness (at this time) of Army to fund the extra \$\$\$ it takes to design and construct GOLD level major construction facilities, yet mandating that they be built (starting with FY06).
- ✦ The biggest problem hindering the success of Ft. Carson is outside agencies. The first problem is the Army Corps of Engineers. This is the mechanism in which Ft. Carson and other military bases in the Colorado Springs area must utilize for major construction. Although Army Corps of Engineers is suppose to be on our side, they work a little bit slower and the bottom line cost seems to be the most important ingredient to over sustainability. When you review an Army Corp project. Most of the references to sustainability are lined through or removed. They are reluctant to involve this concept during the initial planning phases of the construction process (before the 35% design) and prior to Congressional approval to build. It is going to take Senior Dept. of Defense personnel to change this process. Also, second biggest is the surrounding area’s leadership form taking a more proactive role in sustainability. Money and growth are higher on the radar screen than sustainability if for the surrounding area. For instance, Colorado Springs is currently in a drought situation, instead of passing strict water restrictions, The Blue Grass lobby got the strict restriction lifted verses ensuring water will be flowing out of the tap to drink, bath and clean clothing. There is not regionalized recycling and no business office trying to encourage new businesses coming into the area to manufacture items from

- the recycled materials. Public transportation is very limited with information difficult to find and even harder to understand. Basic environmental practices aren't followed from the local area and flow down from the State level. Based on talking to the general public, there is an interest, but this is down on the Political radar screen.
- # Time to do the work in this period of mobilization.
 - # Old habits are hard to change, first cost mentality will be here for a long time. Almost all requirements are under funded and the priority now is terrorist and force protection.
 - # None of the program comes with money to pay the additional costs.
 - # Resource constraints, time, technical challenges, policy/legislation, cost effectiveness, stubbornness, and ignorance. The Sustainability Program will become a beast if we let it. If we don't watch out, we will end up feeding the beast and gain nothing in return.
 - # I would guess the current international situation requires the full attention of many of the movers and shakers on the Ft. Carson staff, and that is ok!! The Community Relations part of the effort is looking for means and method to move ahead. A full understanding of the program will help make progress in this area.
 - # The world's current situation associated with terrorism and the present conflicts going on with Iraq and North Korea coupled with deployment mission is a substantial hindering factor. Additionally, until there is an attitude change toward Sustainability being a program that belongs to all Directorates and all of us as individuals- not just DECAM- it will just be another requirement out there. In order for sustainability to succeed there needs to be Cultural Change that permeates out society as a whole and becomes part of who we are on a daily basis. Need additional resources for education. Everyone needs to understand what happens if we don't take Sustainability seriously. The other thing we need to start seeing soon is ACTION- Now that we have been planning to 8 months what are we doing- what has been accomplished besides just planning?
 - # Lack of coordination with IMA, HQDA to incorporate Sustainability planning at Ft. Carson with other efforts. Lack of funding mechanisms which not only prevent sustainability expenditures from being viewed as a fiscal burden by IMA, but to promote sustainability in ALL Milcon projects and Garrison DPW budgets.
 - # Time of team members to work on it.

Moderate Participation:

- # Lack of knowledge and or interest on the part of the masses.
- # I'm concerned that it will end up being a back-burner project. The post has an incredible wartime responsibility now. Is lip service being paid to this program? Is the commitment and energy there from the leadership to accept and acknowledge the work that is being done? Don't allow the energy that is being expended now to be wasted. Don't let progress be made with false approval only to have to revisit the process once the command group really focuses on it.
- # Cost and program commitment are the biggest hindrances to the Sustainability Program. Most sustainability projects never get off the ground because folks are not willing to get past looking at "first costs" for implementation. In addition, I believe the Sustainability Program would be better realized if it were driven from the Garrison Commanders Office.

Limited Participation:

- ✚ Mobilization, limited human resources, organizational change coming from the Army level, overwhelming strategic planning initiatives, personnel stress...
- ✚ Many of the people working on it are over-committed in their regular jobs. Also, leadership at the directorate level is not there that I can see. It will take time. The biggest problem is convincing people that this is anything more than the latest in a string of bright ideas – like organizational effectiveness, total quality management, or strategic planning. People take one of two general approaches to these kinds of things-they either tolerate or embrace. The former is the default position-do enough to check the block and stay out of trouble, and maybe it will go away having caused only a minimum of disruption. The latter is much more difficult to achieve-conviction that the program has true value added and incorporation into daily routine.
- ✚ Lack of time for team members to fully participate.
- ✚ Time and manpower to support the program.
- ✚ Not sure, not following process that closely currently.
- ✚ Time and manpower to support the program; resistance to change.
- ✚ Knowledge and money

Question 4: Do you have any other comments about the Ft. Carson Sustainability Program?

Extensive Participation:

- ✚ I think promotion of successes at other Federal Institutions might help garner support.
- ✚ Excited one minute/exceedingly frustrated the next; concern about follow through on the plan; concern about aligning the plan with programming, budgeting and financing processes.
- ✚ The Dancing with Tigers author's presentation was excellent.
- ✚ We need to keep working at this new initiative. The SMS team is in the process of getting the plan approved which will bring sustainability concepts and realities to deeper levels of functional proponents and stakeholders. I think it may be a good idea to run this survey again, periodically and to a continual variety of respondents, to keep a pulse on the reality of the effort.
- ✚ As it stands, the plan represents a lot of good thought, but there is no governing body that can transform the ethereal into reality.

Active Participation:

- ✚ Thank you for involving the community. This is an important effort.
- ✚ I have enjoyed it so far.
- ✚ The sustainability program got off to a good start. What I want to see is if the program continues with the same vigor as when a change of senior leadership occurs. Plan for success, Spend for Success, and Execute for success. Consider sustainability as a "must pay" endeavor that is "mission critical". Ft. Carson will not succeed in achieving Sustainability without the removal of the HQDA and IMA competing needs/priorities.
- ✚ It would appear to be a lot of confusion on what "Sustainable" means and what it is applied to. Probably because when you look the word "sustainable" up in the thesaurus the synonyms listed are "bearable, endurable, livable, sufferable, supportable, and tolerable." I don't know about anyone else but my definition of each of the synonyms brings a totally different picture of what sustainable would be when associated with each synonym. There also seems to be a lot of confusion on if you apply the "sustainability" to the environmental portion, the associated program, or some combination of both that no two people agree on the percentage of each.
- ✚ This should not be established as a separate program, it should be set up as out way of doing business. It should not consume more resources, but conserve resources. The program must serve us, rather than us serving the program. It must be integrated and aligned with our current business systems. It should not exist as a separate set of meeting and priorities.
- ✚ I think that some of the goals being presented by some of the teams are unreasonable and will be very difficult, if not impossible, to attain, i.e. construct only PLATINUM-level facilities in 25 years.
- ✚ This is a great program, and the most important reason that it will succeed is the fact that U.S. Army is the leadership projection point. Some progress needs continue (in spite of current challenges) to keep the program visible in the community arena!
- ✚ It is imperative that action toward implementation of the tasks which support the sustainability goals take place as soon as possible. We need results-action. OK so we have plans-What are we going to do about them. An example might be to set up a Xeriscape Garden or Landscape model as a matter of practical application and as an

example so people will begin to buy into the concepts. Purchase a greater amount of renewable energy. Implement the Silver Standard in our construction projects. Other wise we had better not talk the talk if we don't walk the walk.

- ✚ I think it is too important for Ft. Carson to be left up to the current structures. A new department properly staffed and funded to oversee all other activities will best provide the type of leadership required to make a real difference.

Moderate Participation:

- ✚ I'm quite disappointed at the lack of commitment of our local governments outside of Ft. Carson. At the very first meeting there was great participation by municipal and county staffers and some elected officials. If this program requires outside cooperation, and it does, what happened to all those staffers and officials? There are many special interest groups involved and they provide great input. But once again, it will be the leadership that provides the true buy-in.

Limited Participation:

- ✚ It's on my back burner due to the mobilization and war effort.
- ✚ I think it is great that Ft. Carson has embarked on this process. I'm sure there will be challenges and setbacks. I do think the process will help the fort maintain readiness now and in to the future and help make it a more efficient, self sufficient and resilient facility.
- ✚ Ft. Carson has the unique opportunity to lead the community into a more sustainable future.

Limitations of Survey

Any kind of study or survey always has limitations. It is helpful, when interpreting the results of any study, to understand the potential weaknesses of the method used to collect and analyze data. The results of this survey are impacted by the following:

Response Rate – 140 surveys were sent, via e-mail, in March 2003. 31 surveys were returned via e-mail or hard-copy, resulting in a response rate of 22%. However, the actual response rate should be considered to be around 41%, which is an satisfactory rate. The original mailing list of 140 people consisted of individuals that had only attended the September 2002 stakeholder conference; not all of these people are currently involved with the Sustainability Program. If the response rate is calculated based on the people that are currently active, approximately 75 people, the response is considered to be above average and would no longer be a limitation.

Current Climate -- Demands from current world-events were at an apex when the survey was mailed. Deployment of troops was a major priority at Ft. Carson during this time. Many of the participants in the Sustainability Program have responsibilities linked to the deployment activities and it is quite likely that these responsibilities took away the time or attention necessary to complete a survey such as this. Organizations always have multiple issues going on at one time and it is important to consider the current environment and its impact on the results of any study. However, many of the people that are working on the Sustainability Program have specific responsibility for this program and they most likely were able to give the survey their complete attention.

Sender of Survey – The survey was mailed by Laura Quinn of UCCS. While Laura is a member of the SMS team, she is not a ‘known’ factor in the Ft. Carson system. It is possible that some recipients of the survey did not recognize her name and therefore did not pay attention to the e-mail. A letter, stating the survey has support from Ft. Carson leadership, was mailed along with the survey as a way to counteract the impact of an ‘unknown’ source.

Author's Background/Contact Information

Background

Laura Quinn, Ph.D. is an assistant professor of Communication at the University of Colorado at Colorado Springs. Prior to joining the University in 2002, Laura was a senior associate at the Center for Creative Leadership (CCL), where she facilitated and managed a variety of training and research programs. Laura still works as an Executive Coach for CCL. 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* and the *Journal of Management Communication*. Prior to her work in 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.

Contact Information:

Laura Quinn
University of Colorado at Colorado Springs
Department of Communication
PO Box 7150
Colorado Springs, CO 80933-7150
Phone: (719) 262-4334
Email: lquinn2@uccs.edu