FY15 MILITARY PROGRAMS STAKEHOLDER SATISFACTION SURVEY

US Army Corps of Engineers

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Figure 10: Trends by Stakeholder Group cont.'

USACE Organization Symbols[1]

Division	Division Name	District	District Name
LRD	Great Lakes/Ohio River	LRB	Buffalo
		LRC	Chicago
		LRE	Detroit
		LRH	Huntington
		LRL	Louisville
		LRN	Nashville
		LRP	Pittsburgh
MVD	Mississippi Valley	MVK	Vicksburg
		MVM	Memphis
		MVN	New Orleans
		MVP	St Paul
		MVR	Rock Island
		MVS	St Louis
NAD	North Atlantic	NAB	Baltimore
		NAE	New England
		NAN	New York
		NAO	Norfolk
		NAP	Philadelphia
		NAU	Europe
NWD	North West	NWK	Kansas City
		NWO	Omaha
		NWP	Portland
		NWS	Seattle
		NWW	Walla Walla
POD	Pacific Ocean	POA	Alaska
		POF	Far East
		POH	Honolulu
		POJ	Japan
SAD	South Atlantic	SAC	Charleston
		SAJ	Jacksonville
		SAM	Mobile
		SAS	Savannah
		SAW	Wilmington
SPD	South Pacific	SPA	Albuquerque
		SPK	Sacramento
		SPL	Los Angeles
		SPN	San Francisco
SWD	South West	SWF	Fort Worth
		SWG	Galveston
		SWL	Little Rock
		SWT	Tulsa
TAD	Transatlantic	TAM	Middle East
		TAA	Afghanistan

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[1] Organizations participating in FY15 Survey highlighted.

EXECUTIVE SUMMARY

A total of 825 stakeholders participated in the FY15 survey. Army stakeholders comprise the largest proportion of the FY15 sample at 45 percent followed by Air Force (25%), 'Other DoD' (18%) and IIS (12%).

The survey includes questions that address stakeholder relationship dynamics and general characteristics of services (quality, cost & timeliness) as well as a number of items concerning specific services and products. The majority of responses (80 percent or more) were positive for all eleven general performance questions. The two most highly rated general items were 'Treats You as a Team Member' and 'Seeks Your Requirements' rated positively by 90 and 88 percent of respondents respectively. The items that elicited the greatest proportion of low ratings were 'Timely Services' and 'Reasonable Costs' at nine and eight percent low ratings respectively. Two of the more critical items in the survey are 'Would be Your Choice for Future Services' and 'Your Overall Level of Satisfaction'. A total of 82 percent of stakeholders indicated the Corps would be their choice in the future; seven percent responded USACE would NOT be their choice for future projects. Regarding stakeholders' overall level of satisfaction, 85 percent responded positively and five percent negatively.

The most highly rated specific services were 'Planning (Charettes, Master...)' 'Environmental Studies' and 'Environmental Compliance' at 91 percent high ratings each. The specific services that received the largest proportion of low ratings were 'Timely Construction' at thirteen percent, 'On-site Project Management' at seven percent and 'Change Mgmt (Mods etc)' and 'Real Estate Services' at six percent low ratings each.

A total of 594 stakeholders (72%) submitted comments. Of these, 371 (63%) made overall favorable comments, 164 (28%) made negative comments and 67 (11%) stakeholders' comments contained mixed information (positive and negative statements). The two most frequent positive comments concerned 'Compliments to individuals/staff' (407 stakeholders) and 'Relationship with Stakeholder' (115 stakeholders). The three most frequent negative comments addressed 'Meeting Schedules' (145 stakeholders) and 'Communication' (120 stakeholders) and 'Value for the Money' (64 stakeholders).

The analysis comparing Air Force, Army, Other DoD, and IIS stakeholder ratings found many significant differences. There were nineteen services in which stakeholders differed. Air Force was the most satisfied in all but one area. IIS stakeholders were the most satisfied in 'Engineering Design Quality'.

In previous years comparisons of ratings by work category revealed a consistent pattern of significant differences for all services examined. Construction stakeholders were much

less satisfied than Environmental, Real Estate and 'Other' stakeholders. That was not the case this year as ratings have become more homogenous among the work categories. Although Construction stakeholders remain less satisfied, the size of the gap between group scores has been decreasing over time. Significant differences were seen for only five areas of service.

In aggregate there has been a gradual upward trend in ratings since FY03. However, the rate of increase has become smaller in recent years as ratings have stabilized at a high level; most close to a mean of 4.3. The exception is 'Timely Construction' which has hovered around a score of 4.0. Air Force stakeholders' ratings have generally increased since FY05 and have stabilized at a very high level for most areas. All services have remained green for all of the previous ten years (FY06-15) except 'Timely Completion of Construction' which has hovered between high Amber and low Green. Army stakeholders' ratings have displayed upward trends from FY05-08 and have stabilized at a high level since FY09. Although in early years there were many services rated as Amber, all services have been Green since FY08. However, ratings for Reasonable Costs and Timely Construction have been decreasing the last three years. Reasonable Costs scores is barely above a score of 4.00 and the score for Timely Construction has fallen to the lowest value of the past ten years at 3.81. That said, the greatest improvement in stakeholder satisfaction has been demonstrated among Army stakeholders (due in part to the fact that Army ratings were initially the lowest of the stakeholder groups). The trends in 'Other DoD' stakeholder ratings have been more erratic than Air Force or Army due to the fact that the composition of this stakeholder base is more variable from year to year. A notable change in ratings occurred in FY13. Ratings fell in almost all services. Many areas were very close to Amber. This downturn in ratings was largely reversed in FY14. All service areas are Green this year except 'Timely Construction' where ratings have steadily fallen over the past five years. IIS stakeholders have historically been among the most satisfied compared to the other stakeholder groups. This is no longer the case as satisfaction ratings for the other subgroups have increased commensurate with IIS ratings. IIS stakeholder ratings displayed a downward trend during the period FY07-09 although almost all remained Green. Services showed a notable upward spike in FY10 and have remained fairly high through FY15. The only exception was 'Timely Construction' which has hovered between Amber and Green for the 10-year trend cycle.

USACE Military Program Directorate's stakeholders are well satisfied with Corps' services. Measures of relationship dynamics consistently receive the highest ratings. Timeliness and costs are consistently the greatest source of stakeholder dissatisfaction; however, ratings in this area have significantly improved over time.

§1. INTRODUCTION

§1.1 BACKGROUND

The original impetus for the survey was Clinton administration Executive Order 12862 (Setting Customer Service Standards) issued on September 11, 1993. This Order required agencies that provide significant services directly to the public identify and survey their customers, establish service standards and track performance against those standards, and benchmark customer service performance against the best in business.

This Executive Order was reinforced by a Presidential Memorandum for the Heads of Executive Departments and Agencies issued on March 22, 1995 (Improving Customer Service), and a further Presidential Memorandum issued on March 3, 1998 (Conducting "Conversations with America" to Further Improve Customer Service).

In April 2012, the Obama administration issued an executive order (Streamlining Service Delivery and Improving Customer Service) again requiring government agencies to establish mechanisms to solicit customer feedback on Government services and using such feedback to make service improvements.

HQUSACE is the coordinating office for the Corps' survey and has appointed Mobile District to perform the management, statistical analysis and reporting of results of the survey. A memorandum from CEMP to all Major Subordinate Commands (MSCs) contained instructions for administration of the FY15 Military Programs Stakeholder Survey. Corps Districts were to complete administration of their stakeholder survey by 12 November 2015.

All districts serving military or International & Interagency Support (IIS) agencies during FY15 were instructed to execute the survey. The survey is administered at the district level. Districts were again instructed to exclude EPA Superfund and non-Federal IIS stakeholders. These stakeholder groups are included in separate HQUSACE surveys. Districts were required to develop a plan to identify the organizations and individuals to be surveyed and a procedure to inform stakeholders of the purpose and process of the survey. Districts and MSCs are responsible for integrating the survey process into ongoing management activities involving their stakeholders. Individual components were encouraged to perform their own analyses and take action as necessary in response to stakeholder feedback.

§1.2. SURVEY METHODOLOGY

The CEMP survey is a web-based survey designed with several unique features. One of the most useful is the instant notification feature. The moment the stakeholder submits his survey response the district survey manager will receive an email copy of that response. This serves two purposes. First, if the stakeholder has any 'hot button' issues, the district survey manager will know about them immediately and can coordinate a response very quickly. Districts are instructed to design their SOP such that when they receive a negative response from a stakeholder, someone from the district will contact that stakeholder personally as quickly as possible. It is hoped that this sort of responsiveness will facilitate building or repairing relationships. The instant notification feature also provides the survey manager the opportunity to examine the stakeholder's response for possible errors (e.g. stakeholder selected incorrect district). The survey data is password protected and offers several reporting features. The survey manager can view or print individual stakeholder responses. He can also generate reports by DoD command or in aggregate. Division survey managers are able to generate an aggregate summary report for their division. They may also create reports for each district in their region and for individual DoD commands.

The standardized Military Programs Stakeholder Survey instrument consists of two sections. The first section contains stakeholder demographic information (name, stakeholder agency, DoD command, and primary category of services provided by the district). Section II contains 32 satisfaction questions in a structured response format in which stakeholder satisfaction is measured on a 5-point Likert scale from 'Very Low' (1) to 'Very High' (5). A blank explanation field solicits stakeholder comments about each service area. Questions 1-11 are of a general nature such as quality and cost of services and several measures of relationship dynamics. Items 12-32 assess specific services such as engineering design, environmental services and construction services.

Finally stakeholders are offered an opportunity to provide any miscellaneous or general comments in an open text box at the end of the survey. A copy of the survey instrument may be viewed in Appendix A or by 'CTRL-clicking' on the following link:

http://ww3.sam.usace.army.mil/surveys/military/survfrm.asp

§2. <u>RESULTS OF FY15 SURVEY</u>

§2.1 <u>STAKEHOLDER DEMOGRAPHICS</u>

The total FY15 stakeholder base consisted of 1,860 individuals; a decrease of 74 stakeholders compared to the FY14 stakeholder base of 1,934 stakeholders. A total of 825 stakeholders participated in the FY15 survey. The Corps-wide response rate was 44 percent. This corresponds to an estimated sampling error of 2.2 percent. The Corps-wide response rate was approximately the same in FY15 vs. FY14. Response rates varied greatly among districts. Of the 30 participating districts most had response rates around 50 percent. Response rates for smaller districts (population ≤ 50) averaged 54 percent and ranged from 22 to 88 percent. The average response rate for larger districts was 42 percent and ranged from 18 to 65 percent.

All data summary tables in this report show the number of valid responses for each survey item i.e., the percentage of responses of all participants who answered the question. Because stakeholders can elect to skip survey items or select 'NA', the totals for each item summary may not be the same as the total number of survey participants.

USACE stakeholders may be categorized by major stakeholder group: Air Force, Army, 'Other DoD' agencies and IIS stakeholders. Army stakeholders comprise the largest proportion of the FY15 sample at 45 percent followed by Air Force (25%), 'Other DoD' (18%) and IIS (12%).

Stakeholders were asked to identify their DoD command. Air Force stakeholders could select from: ACC, AETC, AFCEE, AFMC, AMC, PACAF, Global Strike Command, AF Reserves, Joint/Combat Command and 'AF-Other'. The greatest number of Air Force stakeholders fall under AFCEC (58 stakeholders) and AFMC and Joint/Combat Command (34 and 25 stakeholders respectively). There was a notable drop in AETC stakeholders in the last two years from 46 in FY13 to only 16 in FY14 and 13 in FY15. The commands specified by the Air Force stakeholders who selected 'AF-Other' included Air National Guard, AFSPC and USAF-Europe. Army stakeholders could select from the four IMCOM organizations based on geographic locations plus Army AMC, Army Reserves, National Guard, MEDCOM, USAREC, HQDA and 'Army-Other'. The greatest number of Army stakeholders work under IMCOM Atlantic and IMCOM Central at 48 stakeholders each. Many of the FY15 Army stakeholders fell into the 'Army-Other' category. The commands specified by these stakeholders included AEC, ATEC and FORSCOM among others. The number of Joint/Combat Command stakeholders dropped by two thirds from 132 in FY13 to 44 in FY14 and 53 this reporting year. They included SOUTHCOM (11), SOCOM (9), CENTCOM (8), PACOM (8) and others. 'Other DoD' stakeholders include Navy (40 stakeholders), DLA (37), Marine Corps (23), DODEA (11) and MDA (8). It also includes some joint commands and a number of DoD support agencies. IIS stakeholders include organizations such as DHS, DOE, VA, EPA, Coast Guard, etc. The largest proportion of IIS stakeholder is comprised of 23 DHS stakeholders.

The lists of commands specified by Air Force, Army, Joint/Combat Command stakeholders who selected 'Other' and specific agencies for 'DoD Other' stakeholders are available in Appendix C, tables C1-C4. The complete listing of specific stakeholder organizations sorted by major stakeholder group (Air Force, Army, Other DoD, and IIS) is provided in Appendix C, Table C-6 through C-9.

Table 1: USACE Stakeholder Groups

Group	Count	Percent
Air Force	204	24.7
Army	371	45.0
DOD Other	149	18.1
IIS	101	12.2
Total	825	100.0

Figure 1: CEMP Stakeholder Groups

Air Force Commands FY15
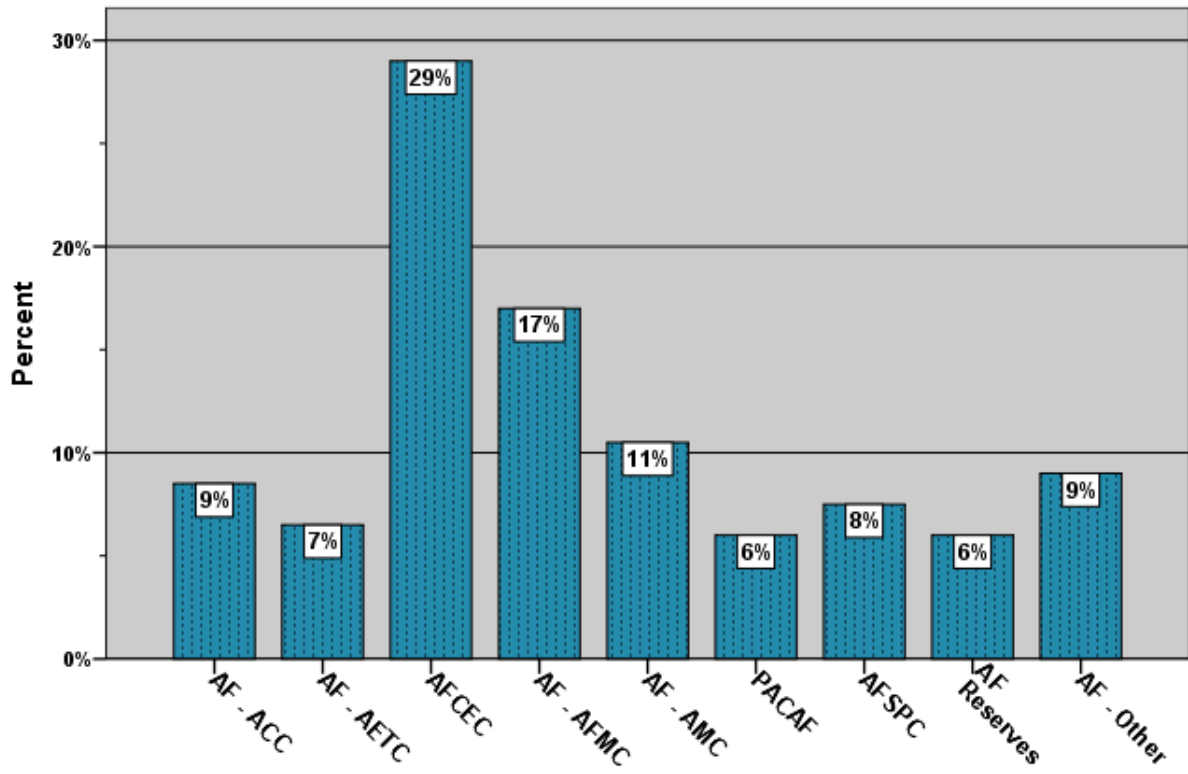
Figure 2: Air Force Commands
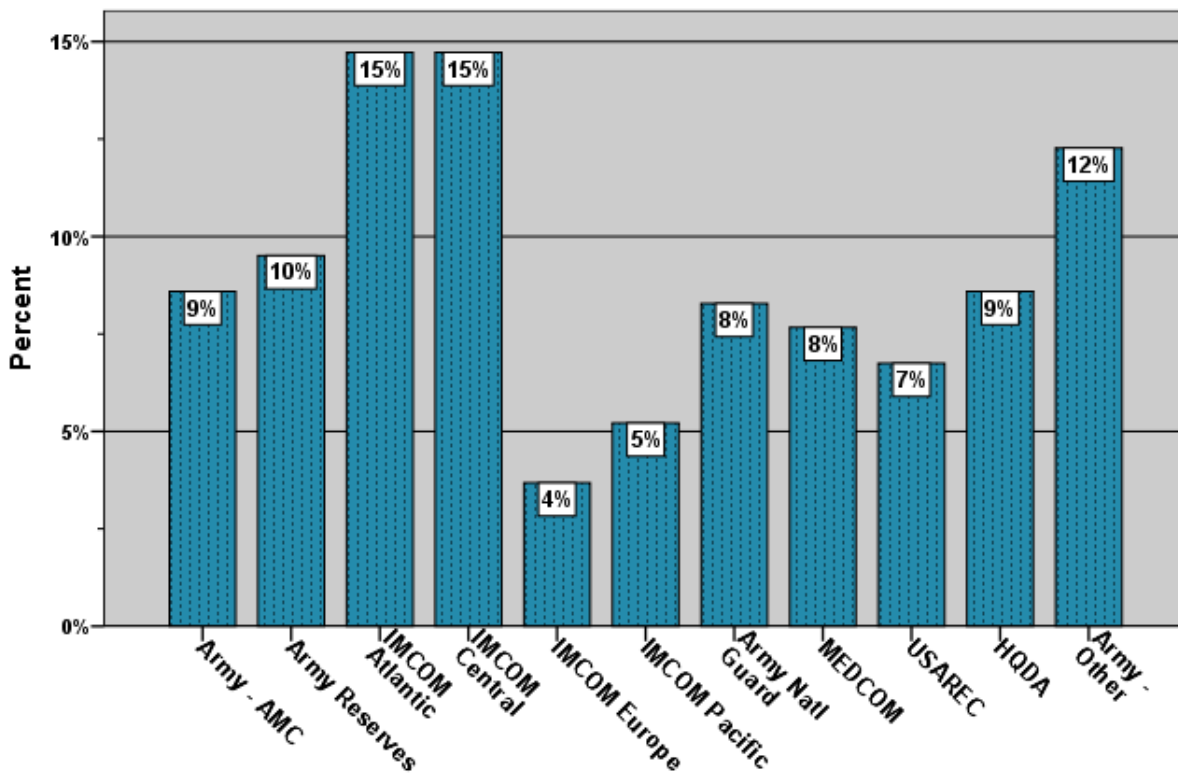
Figure 3: Army Commands

Joint/Combat Commands FY15
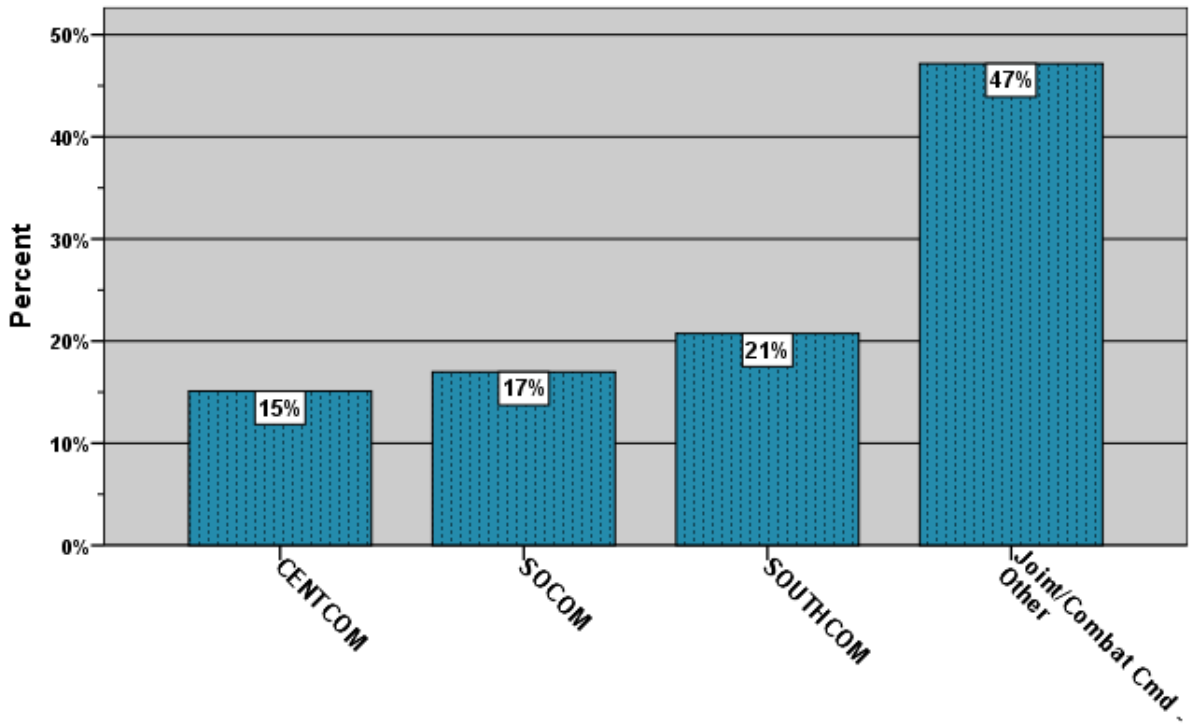
Figure 4: Joint/Combat Commands

DoD Other Commands FY15
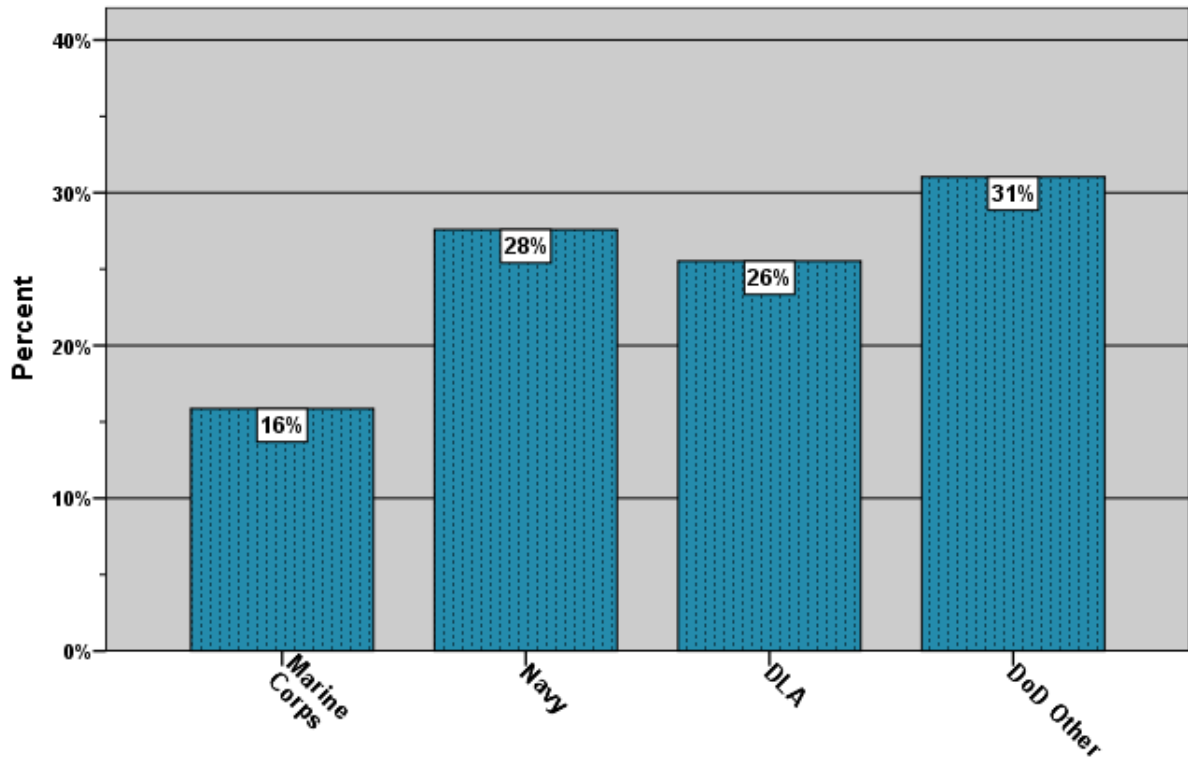
Figure 5: 'DoD Other' Commands

Table 2: DoD Commands

DoD Command	Count	Percent
CENTCOM	8	1.0
SOCOM	9	1.1
SOUTHCOM	11	1.3
Joint/Combat Command - Other	25	3.0
AF - ACC	17	2.1
AF - AETC	13	1.6
AFCEC	58	7.0
AF - AFMC	34	4.1
AF - AMC	21	2.5
PACAF	12	1.5
Global Strike Cmd	15	1.8
AF Reserves	12	1.5
AF - Other	18	2.2
Army - AMC	28	3.4
Army Reserves	31	3.8
IMCOM Atlantic	48	5.8
IMCOM Central	48	5.8
IMCOM Europe	12	1.5
IMCOM Pacific	17	2.1
Army National Guard	27	3.3
MEDCOM	25	3.0
USAREC	22	2.7
HQDA	28	3.4
Army - Other	40	4.8
Marine Corps	23	2.8
Navy	40	4.8
DLA	37	4.5
DoD Other	45	5.5
IIS	101	12.2
Total	825	100.0

Stakeholders were asked to identify the primary category of service they received from the Corps organization they rated. The largest proportion (47 %) of CEMP stakeholders receives primarily Construction services; 23 percent Environmental services, sixteen percent Real Estate, six percent O&M and ten percent receive 'Other' areas of service. Stakeholders that selected the 'Other' area of services typically specified a combination of services such as 'Design and Construction'. A number of stakeholders specified 'Geospatial/Mapping Services'. The complete list of 'Other' work categories is found in Appendix C Table C-5.

Table 3: Primary Category of Work

Work Category	Count	Percent
Construction	384	46.5
Environmental	187	22.7
O&M	47	5.7
Real Estate	129	15.6
Other	78	9.5
Total	825	100.0
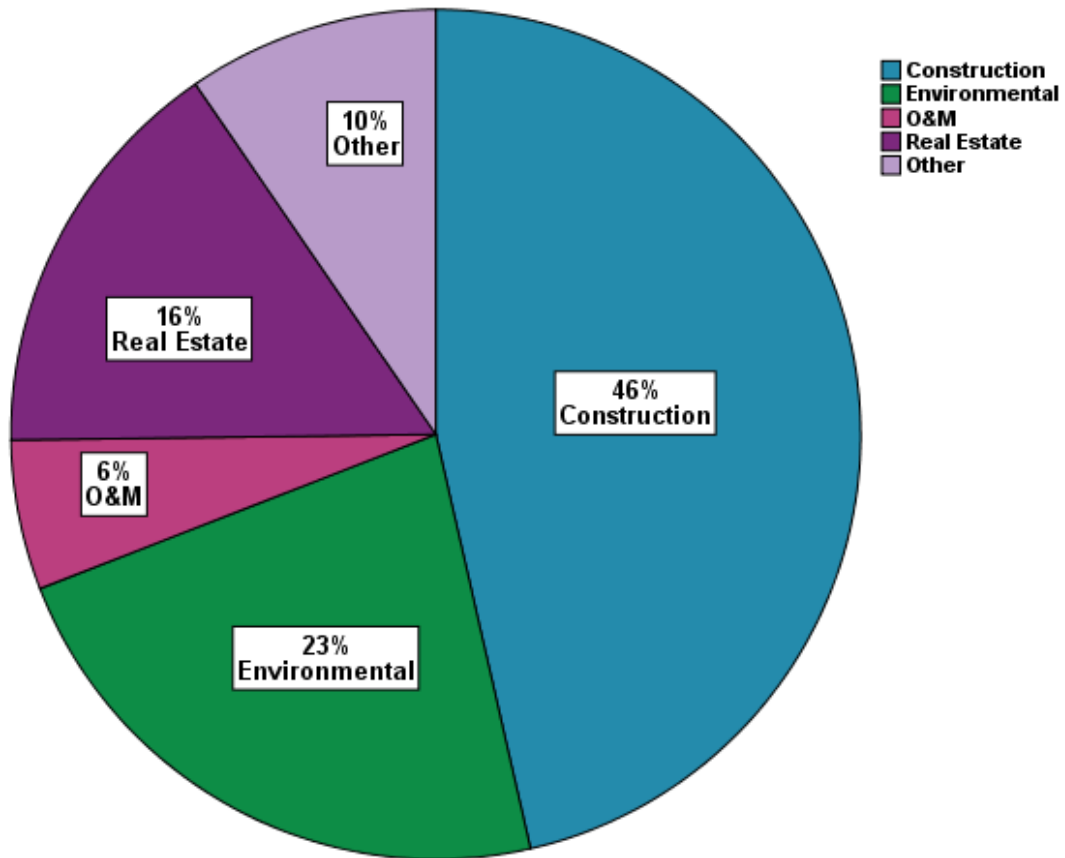
Figure 6: Primary Category of Work

The survey included all Military Districts. In addition some Civil Works Districts provide services to a limited number of military and federal IIS stakeholders. Corps offices in the war theatre (Iraq & Afghanistan) underwent reorganization during FY10-11. The office in Iraq, Gulf Region District is no longer active and the two districts in Afghanistan (Afghanistan North and Afghanistan South) have been combined into one Transatlantic Afghanistan District (TAA). However due to the drawdown of the war effort TAA did not participate in the FY15 survey. Hence, Transatlantic Division includes only the Middle East District located in Winchester, VA (formerly the Transatlantic District (TAC)). The greatest proportion of responses was received from stakeholders served by South Atlantic Division (23%) and North Atlantic and Northwestern Divisions (14% each). Mobile and Fort Worth districts had the greatest number of responses among districts at fourteen percent and eight percent respectively.

Table 4: Corps Divisions

Corps Division	Count	Percent
Great Lakes & Ohio River	52	6.3
Mississippi Valley	27	3.3
North Atlantic	119	14.4
Northwestern	115	13.9
Pacific Ocean	82	9.9
South Atlantic	187	22.7
South Pacific	105	12.7
Southwestern	110	13.3
Transatlantic	28	3.4
Total	825	100.0
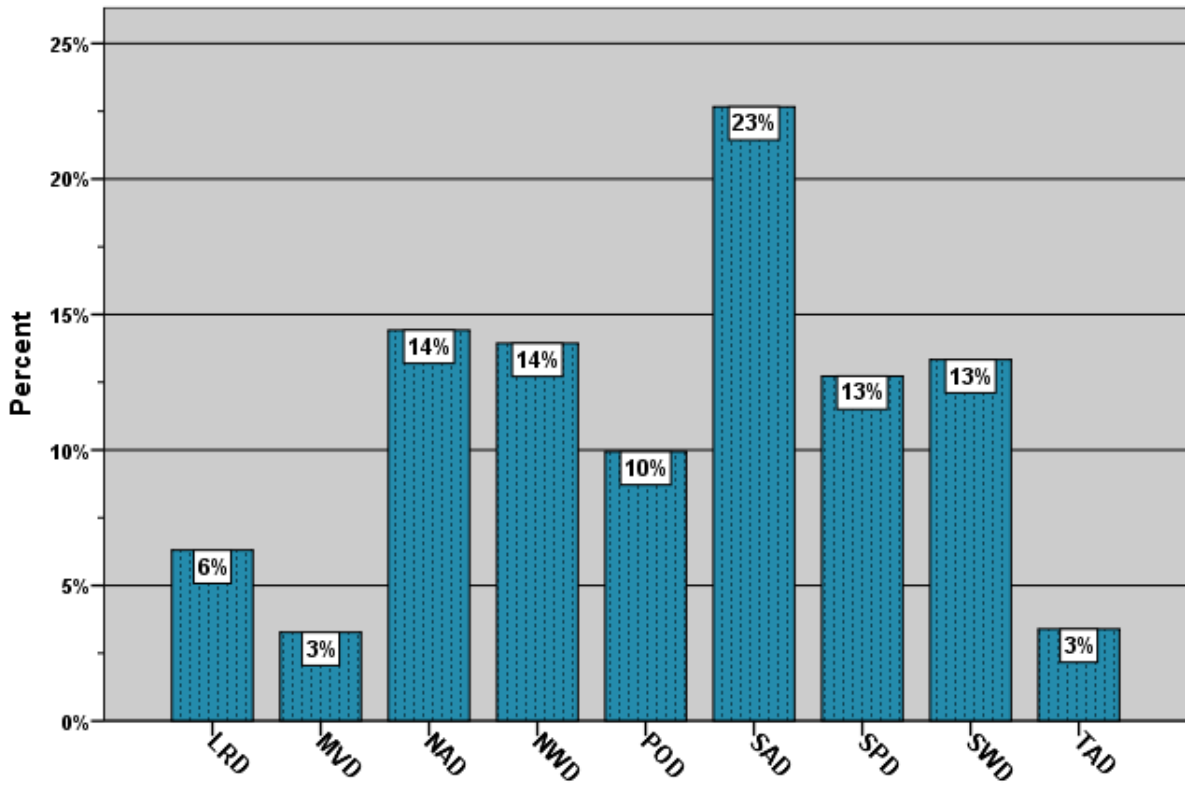
Figure 7: Stakeholders by Corps Division

Table 5: Corps Districts

Corps District	Count	Percent	Corps District	Count	Percent
Huntington	6	0.7	Honolulu	17	2.1
Louisville	40	4.8	Japan	14	1.7
Nashville	6	0.7	Charleston	21	2.5
Rock Island	12	1.5	Jacksonville	11	1.3
St Louis	15	1.8	Mobile	113	13.7
Baltimore	31	3.8	Savannah	32	3.9
New England	6	0.7	Wilmington	10	1.2
New York	10	1.2	Albuquerque	13	1.6
Norfolk	25	3.0	Sacramento	40	4.8
Philadelphia	13	1.6	Los Angeles	52	6.3
Europe	34	4.1	Fort Worth	66	8.0
Kansas City	29	3.5	Little Rock	18	2.2
Omaha	59	7.2	Tulsa	26	3.2
Seattle	27	3.3	Middle East	28	3.4
Alaska	33	4.0	Total	825	100.0
Far East	18	2.2			

§2.2 GENERAL SATISFACTION ITEMS

The general satisfaction indicators address stakeholder relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High'. A score of '3' may be interpreted as mid-range, average or noncommittal. For purposes of the following discussion, response categories '1' ('Very Low') and '2' ('Low') will be collapsed and referred to as the 'Low' category representing negative responses. Similarly, categories '4' ('High') and '5' ('Very High') will be collapsed and designated 'High', representing positive responses. The following table depicts the responses to the eleven general stakeholder satisfaction indicators. The first column beneath each response category represents the frequency or number of responses and the second column shows the percentage of valid responses[2].

All mean general satisfaction scores were 'Green'[3]. The lowest mean score was 4.11 for 'Reasonable Costs', the highest was 4.55 for 'Treats You as a Team Member'. The majority of responses (78 percent or more) were positive for all eleven general performance questions. The two most highly rated items in this year's survey were 'Treats You as a Team Member' and 'Seeks Your Requirements' rated positively by 90 and 88 percent of respondents respectively. The items that elicited the greatest proportion of low ratings were 'Timely Services' and 'Reasonable Costs' at nine and eight percent low ratings respectively. The proportion of low ratings increased slightly for all general satisfaction items compared to last year.

Two of the more critical items in the survey as 'bottom line' indicators of stakeholder satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Stakeholder Satisfaction'. A total of 82 percent of stakeholders indicated the Corps would be their choice in the future; eleven percent were non-committal. Conversely, seven percent responded USACE would NOT be their choice for future projects. This value is slightly higher than last year where five percent responded negatively. For stakeholders' overall level of satisfaction, 85 percent responded positively, five percent negatively and nine percent fell in the mid-range category. The noncommittal stakeholders represent a critical subgroup of stakeholders needing attention. These stakeholders may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps. Detailed responses to these indicators (before collapsing categories) are displayed in Table B-1 of Appendix B so extreme responses can be identified ('Very Low' or 'Very High').

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[2] If stakeholders select NA or fail to rate an item, the number of valid responses will be less than 825.
[3] Mean satisfaction scores are rated according to following scale: x ≥4.00 = 'Green'; (3.00 ≤ x ≤ 3.99 = Amber' & x < 3.00 = 'Red').

Table 6: General Satisfaction Items

General Items	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	28	3.5	73	9.0	708	87.5	809	100.0
S2 Manages Effectively	63	7.7	67	8.2	686	84.1	816	100.0
S3 Treats You as a Team Member	33	4.0	48	5.9	737	90.1	818	100.0
S4 Resolves Your Concerns	42	5.1	67	8.2	712	86.7	821	100.0
S5 Timely Service	72	8.8	99	12.1	649	79.1	820	100.0
S6 Quality Product	36	4.5	71	8.8	697	86.7	804	100.0
S7 Reasonable Costs	60	7.6	115	14.6	611	77.7	786	100.0
S8 Displays Flexibility	31	3.8	74	9.1	707	87.1	812	100.0
S9 Keeps You Informed	45	5.5	77	9.4	698	85.1	820	100.0
S10 Your Future Choice	58	7.3	84	10.5	657	82.2	799	100.0
S11 Overall Satisfaction	43	5.3	76	9.3	698	85.4	817	100.0

Green: Highest Rated
Red: Lowest Rated

§2.3 SPECIFIC SERVICES ITEMS

Items 12 through 32 of the Military Stakeholder Survey solicit stakeholders' opinions concerning 21 specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.'

A large number of stakeholders left one or more items blank in this section. The average percentage of non-response was 42 percent of the sample. The proportion of non-responses ranged from as low as 16 percent on Item 17: 'Project Management' to a high of 63 percent on Item 16: 'Real Estate'.

Specific services item means ranged from 3.92 for 'Timely Construction' to 4.51 for 'Planning (Charettes, Master...)'. The proportion of positive ratings for the specific services items ranged from 71 to 91 percent. The most highly rated specific services were 'Planning (Charettes, Master...)', 'Environmental Studies' and 'Environmental Compliance' at 91 percent high ratings each. The specific services that received the largest proportion of low ratings were 'Timely Construction' at thirteen percent, 'On-site Project Mgmt' at seven percent and 'Change Mgmt (Mods etc)' and 'Real Estate' at six percent low ratings each. Although 'Timely Construction' has consistently been the lowest rated service over time, the proportion of negative responses is significantly lower than in early years of the survey. Detailed responses to these 22 indicators (before

collapsing categories) are displayed in Table B-2 of Appendix B so extreme responses can be identified (Very Low or Very High).

Table 7: Specific Services Items

Specific Services	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S12 Planning (Charettes, Master...)	13	2.6	30	6.1	451	91.3	494	100.0
S13 Investigations/Inspections	19	5.4	30	8.5	303	86.1	352	100.0
S14 Environmental Studies	9	2.6	21	6.0	320	91.4	350	100.0
S15 Environmental Compliance	9	2.7	20	6.0	302	91.2	331	100.0
S16 Real Estate	19	6.2	33	10.7	255	83.1	307	100.0
S17 Project Management	35	5.1	61	8.8	595	86.1	691	100.0
S18 On-Site Project Mgmt	36	6.7	50	9.2	455	84.1	541	100.0
S19 Project Documents (1391s, 1354s...)	23	4.5	65	12.6	427	82.9	515	100.0
S20 Funds Management	33	5.1	65	10.1	544	84.7	642	100.0
S21 Cost Estimating	39	6.0	85	13.0	528	81.0	652	100.0
S22 Change Mgmt (Mods etc)	41	6.4	82	12.9	513	80.7	636	100.0
S23 Contracting Services	36	5.5	79	12.1	539	82.4	654	100.0
S24 AE Services	21	4.6	35	7.7	398	87.7	454	100.0
S25 Engineering Design	23	5.0	55	12.0	380	83.0	458	100.0
S26 Construction Quality	15	3.1	55	11.5	409	85.4	479	100.0
S27 Timely Construction	63	13.2	76	16.0	337	70.8	476	100.0
S28 Construction Turnover	20	4.8	56	13.4	342	81.8	418	100.0
S29 Warranty Support	22	5.8	50	13.2	306	81.0	378	100.0
S30 End-user Satisfaction	20	4.4	40	8.7	399	86.9	459	100.0
S31 Maintainability of Construction	13	3.3	62	15.6	323	81.2	398	100.0
S32 Energy Conservation (LEED...)	9	2.2	48	11.7	355	86.2	412	100.0

Green: Highest Rated
Red: Lowest Rated

The next table displays mean ratings for all 32 survey items and the composite index score. The index score is simple average of the ratings of the individual survey items. The number of valid and missing responses to each item is also displayed.

Table 8: Mean Ratings for Items & Index Score

Item		N	
	Mean	Valid	Missing
S1 Seeks Your Requirements	4.46	809	16
S2 Manages Effectively	4.28	816	9
S3 Treats You as Team Member	4.55	818	7
S4 Resolves Your Concerns	4.39	821	4
S5 Timely Service	4.17	820	5
S6 Quality Product	4.39	804	21
S7 Reasonable Cost	4.11	786	39
S8 Displays Flexibility	4.44	812	13
S9 Keeps You Informed	4.38	820	5
S10 Your Future Choice	4.30	799	26
S11 Overall Satisfaction	4.35	817	8
S12 Planning (Charettes, Master...)	4.51	494	331
S13 Investigations/Inspections (Non-Env)	4.35	352	473
S14 Environmental Studies	4.49	350	475
S15 Environmental Compliance	4.49	331	494
S16 Real Estate	4.31	307	518
S17 Project Management	4.36	691	134
S18 On-site Project Mgmt	4.30	541	284
S19 Project Documents (1354, 1391...)	4.27	515	310
S20 Funds Management	4.29	642	183
S21 Cost Estimating	4.19	652	173
S22 Change Mgmt (Mods etc)	4.22	636	189
S23 Contracting Services	4.28	654	171
S24 A/E Services	4.37	454	371
S25 Engineering Design Quality	4.26	458	367
S26 Construction Quality	4.33	479	346
S27 Timely Construction	3.92	476	349
S28 Construction Turnover	4.22	418	407
S29 Warranty Support	4.19	378	447
S30 End-user Satisfaction	4.35	459	366
S31 Maintainability	4.22	398	427
S32 Energy Conservation (LEED...)	4.36	412	413
Index Score	4.33	825	0

§2.4 STAKEHOLDER COMMENTS

The survey instrument includes a blank 'explanation' field next to each item and a text box at the end of the survey for general comments. Respondents were specifically asked to explain low ratings (below 3). All comments should be reviewed carefully. Survey participants rarely take the time to write comments and when they do, they typically feel strongly about the issue they are addressing. Furthermore, each comment may represent several additional stakeholders who feel the same way but simply don't take the time to provide a comment.

A total of 594 stakeholders (72%) submitted comments. Of these, 371 (63%) made overall favorable comments, 164 (28%) made negative comments and 67 (11%) stakeholders' comments contained mixed information (positive and negative statements). A small number of stakeholder comments (6 stakeholders) were neither positive nor negative but were informational in nature only (e.g. description of project details). Note that the total number of comments exceeds 594 as most stakeholders mentioned several issues.

It is notable that with respect to only the General Services items (which very few stakeholders failed to answer) there was almost a two-to-one ratio of negative to positive comments in four areas including 'Choice for Future Work'. The survey item which received the greatest number of positive comments was 'On-Site Project Mgmt' (57 stakeholders). The area of service that received the next highest number of positive comments was 'Seeks Your Requirements' (46 stakeholders).

The items receiving the largest number of negative comments were 'Timely Service' (81 stakeholders) and 'Timely Construction' (75 stakeholders). The other area of service that received a large number of negative comments was 'Reasonable Cost' (74 stakeholders).

In the General Comments portion of the survey the most frequent positive comment was 'Compliments to Individuals/Staff' (407 comments). This outcome is seen year after year. The numerous compliments to Corps staff are particularly important given that stakeholder loyalty engendered from strong relationships is at the heart of stakeholder satisfaction. And the second most frequent positive comment concerned the relationship stakeholders had with district staff (115 stakeholders).

There were a significant number of negative comments addressing a lack of meeting the schedule (145 comments) as well as communication issues (120 comments). Timeliness is an issue that has been present over the last several years and is perhaps related to staff workload. 'Value for the money' was also a problematic issue reported by stakeholders (64 comments).

Table 9: Item Comments

Comments on Service Areas	Pos	Neg	Tot
S1 Seeks Your Requirements	46	33	79
S2 Manages Effectively	35	71	106
S3 Treats You as a Team Member	32	33	65
S4 Resolves Your Concerns	41	40	81
S5 Timely Service	31	81	112
S6 Quality Product	31	42	73
S7 Reasonable Cost	30	74	104
S8 Displays Flexibility	31	31	62
S9 Keeps You Informed	44	48	92
S10 Your Choice for Future Work	37	61	98
S11 Overall Satisfaction	34	29	63
S12 Planning (Charettes, Master...)	34	16	50
S13 Investigations/Inspections	19	16	35
S14 Environmental Studies	15	9	24
S15 Environmental Compliance	10	8	18
S16 Real Estate	10	18	28
S17 Project Management	46	39	85
S18 On-Site Project Mgmt	57	38	95
S19 Project Documents (1391s, 1354s...)	25	45	70
S20 Funds Management	29	32	61
S21 Cost Estimating	22	49	71
S22 Change Mgmt (Mods etc)	36	52	88
S23 Contracting Services	28	39	67
S24 AE Services	23	30	53
S25 Engineering Design	19	37	56
S26 Construction Quality	24	23	47
S27 Timely Construction	24	75	99
S28 Construction Turnover	13	25	38
S29 Warranty Support	17	27	44
S30 End-user Satisfaction	21	19	40
S31 Maintainability of Construction	17	28	45
S32 Energy Conservation (LEED...)	21	15	36
Total	902	1183	2085

Table 10: General Comments

General Comments	Pos	Neg	Tot
Accountability - AE	2	15	17
AE/District Capacity	7	15	22
As-builts	0	9	9
Comments re: Staff/Individuals	407	28	435
Communication	62	120	182
Construction Support	22	27	49
Contracting services	28	55	83
Contractor Accountability	0	36	36
Control/Oversight of AE	1	9	10
Coordination	22	28	50
Cost Estimates	2	18	20
Customer Focus	3	17	20
Design Review	5	33	38
Environmental Services	32	14	46
Financial Info/Reporting	0	3	3
Fire Protection	0	1	1
Fuel Systems Projects	0	2	2
HVAC	1	19	20
Impacts due to COE Policy/Org	0	5	5
Improvement in Service	38	3	41
IO&T	2	0	2
Legal Services	2	0	2
Lessons Learned	5	0	5
Maintenance Issues	4	7	11
Meet Budget	10	4	14
Meeting Schedule	36	145	181
Meets Customer Requirements	0	2	2
Mods	0	18	18
O&M Services	18	5	23
OH Charges	0	3	3
Partnership	17	5	22
Pro-Active	13	14	27
Professionalism	48	11	59
Project Closeout	5	17	22
Punch list Items	1	8	9
QA/QC	13	26	39
Reach back Support	1	0	1

General Comments	Pos	Neg	Tot
Real Estate	23	9	32
Redzone	0	1	1
Relationship	115	60	175
Responsiveness	78	47	125
Review Process	0	4	4
Risk Management	2	0	2
Roof Construction	0	1	1
Safety	16	0	16
Security Features	0	1	1
SIS Site Infrastructure and Security	26	1	27
Small Project Work	1	10	11
SR Site Readiness	30	0	30
Staff Continuity	6	18	24
Staff Work Load/ Project Staffing	0	20	20
Status Reports	2	5	7
Technical Knowledge / Expertise	26	12	38
Upper Mgmt Support	3	3	6
Value for the Money	7	64	71
Warranty Issues	3	7	10
Year-end Work	2	1	3
Total	1147	986	2133

§3.0 Comparisons of Ratings by Stakeholder Subgroups

Several analyses were conducted to zero in on specific stakeholder subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. These analyses can reveal hidden pockets of very satisfied or dissatisfied stakeholders that may be obscured in the aggregation of Corps-wide ratings. Comparative analyses were conducted to examine ratings by major stakeholder group (Air Force vs. Army vs. Other DoD vs. IIS) and primary work category (Construction vs. Environmental vs. Real Estate vs. 'Other').

§3.1 Ratings by Stakeholder Group

The first analysis compares stakeholder satisfaction ratings for Air Force, Army, Other DoD, and IIS stakeholders. Ratings for all satisfaction indicators were examined. Prior to FY12 ratings by stakeholder group were very homogeneous. For example there were only one or two service areas that differed significantly. This implies consistency in delivery of services. That was not the case in FY12-13 as there were significant differences in ratings in many areas of services. And in almost every case AF stakeholders were significantly more satisfied than Army and IIS stakeholders. Air Force stakeholders have been the most satisfied stakeholder group for many years. The explanation for these findings is that AF ratings have actually gone up slightly while Army ratings have gone down slightly and IIS and 'Other DoD' stakeholder ratings have fallen even more than Army. Recall 'Other DoD'stakeholders include primarily Navy, Marine Corps and DLA stakeholders.

Similar to most recent years the FY15 results show many differences in ratings among stakeholder groups. This year subgroup differences were found in nineteen of the 32 service areas evaluated in the survey. In almost every case Air Force was significantly more satisfied than Army. And in nearly all Air Force ratings were also significantly higher than Other DoD and IIS. In contrast IIS stakeholders were the most satisfied with respect to 'Engineering Design Services'. It is important to note however, that nearly all subgroup mean scores were rated 'Green' (≥4.00). The one exception was in 'Timely Construction'. Army, Other DoD and IIS were Amber while only Air Force was Green. A detailed table presenting Air Force, Army, Other DoD and IIS item mean scores and sample sizes is located in Appendix Table B-3.

Table 11: Ratings by Stakeholder Group

| Item	Statistically Significant Differences
S1 Seeks Your Requirements	AF > Army, Other DoD & IIS
S2 Manages Effectively	AF > Army, Other DoD & IIS
S3 Treats You as a Team Member	AF > Army, Other DoD & IIS
S5 Timely Service	AF > Army, Other DoD & IIS
S7 Reasonable Cost	AF > Army
S8 Displays Flexibility	AF > Army, Other DoD & IIS
S10 Your Choice for Future Work	AF > Army, Other DoD & IIS
S11 Overall Satisfaction	AF > Army, Other DoD & IIS
S17 Project Management	AF > Army, Other DoD & IIS
S18 On-Site Project Mgmt	AF > Army, Other DoD & IIS
S20 Funds Management	AF > Army & Other DoD
	AF, Army & Other DoD > IIS
S21 Cost Estimating	AF > Army, Other DoD & IIS
S22 Change Mgmt (Mods etc)	AF > Army & IIS
S23 Contracting Services	AF > Army, Other DoD & IIS
S25 Engineering Design	IIS > AF, Army & Other DoD
S27 Timely Construction	AF > Army & Other DoD
S28 Construction Turnover	AF > Army, Other DoD & IIS
S29 Warranty Support	AF > Army
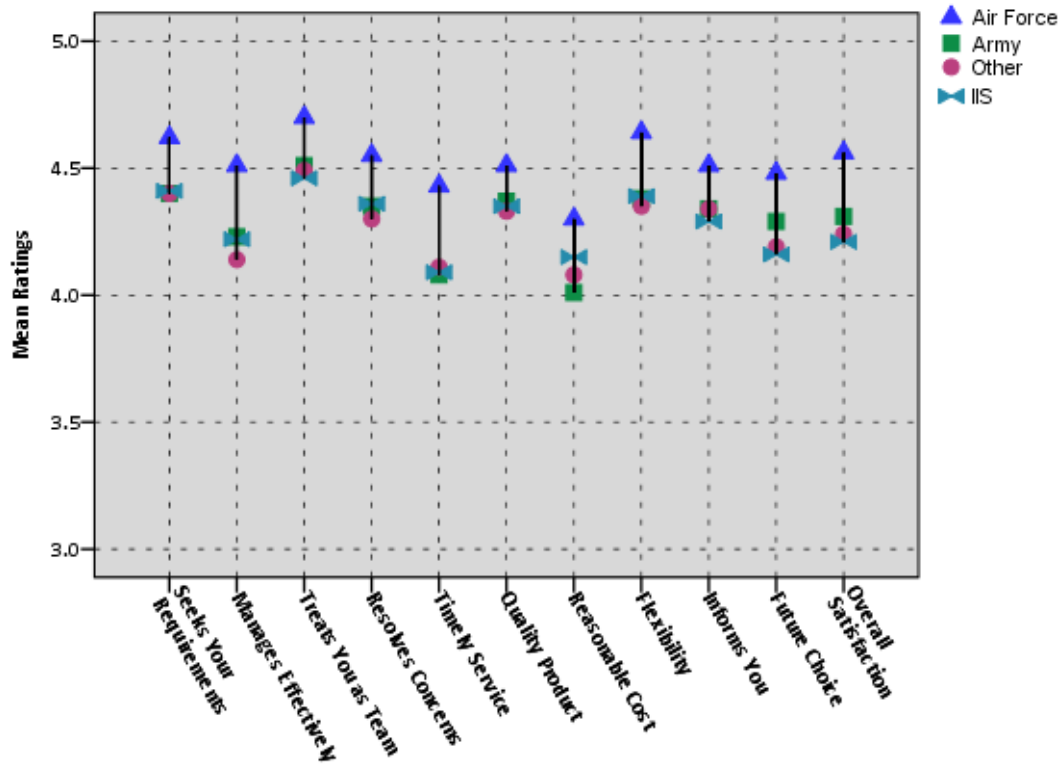
Figure 8: Ratings by Stakeholder Group

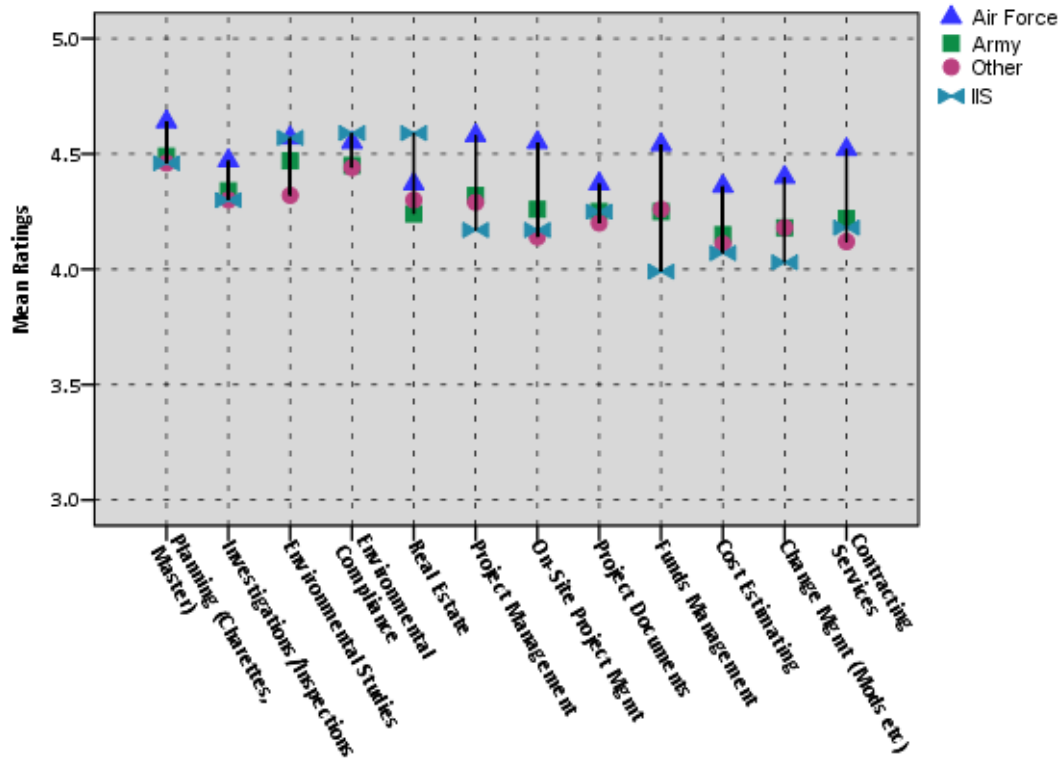Ratings by Customer Group FY15

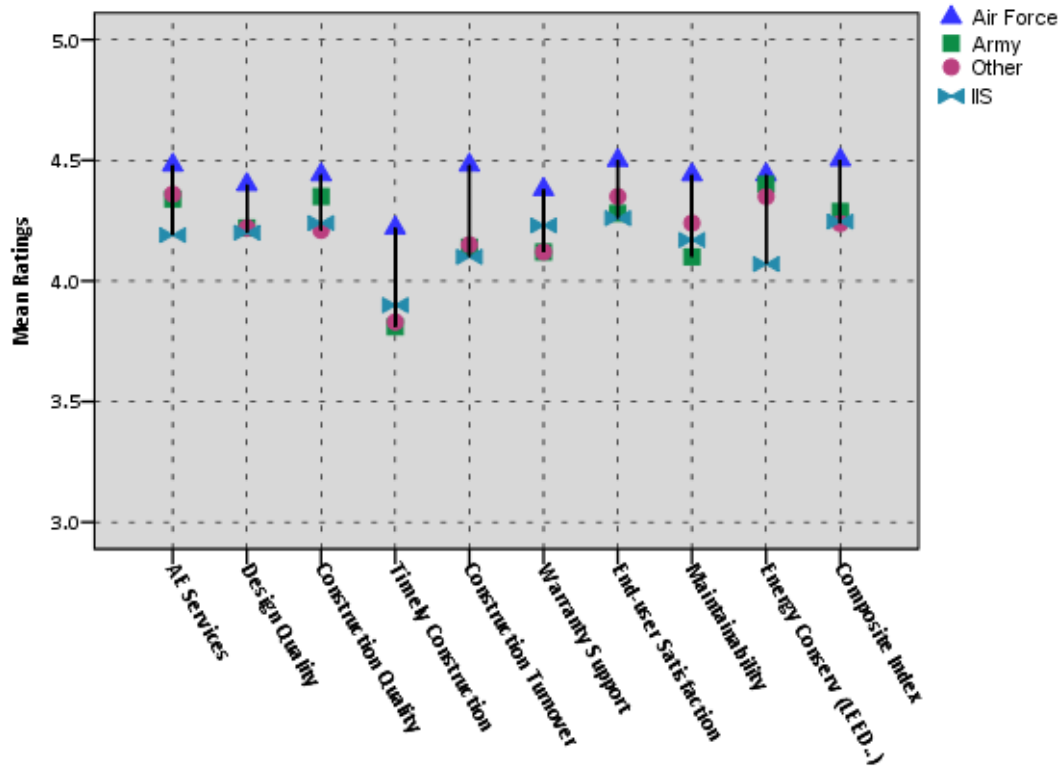**Figure 8 cont.'**

28

Ratings by Customer Group FY15

Figure 8 cont.'

3.2 <u>Ratings by Primary Category of Work</u>

In previous years comparisons of ratings from Construction, Environmental and 'Other'[4] stakeholders were performed for selected satisfaction indicators. The proportion of Real Estate stakeholders in the Corps stakeholder base has grown sufficiently to break this subgroup out for these analyses. The service areas examined again included the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all work categories: 'Project Management', 'Project Documents', 'Funds Management', 'Cost Estimating', 'Change Management', 'Contracting Services', and 'A/E Contracts'.

Prior to FY15 there was a very consistent pattern of significant differences in ratings for all (18) survey items examined. Construction stakeholders were much less satisfied than Environmental, Real Estate and 'Other' stakeholders. That was not the case this year as ratings have become more homogenous among the work categories. Although Construction stakeholders remain less satisfied, these differences in rating were seen for only five areas of service. Although the direction of the differences is consistent with previous years, the size of the gap between group mean scores has been decreasing over time. These comparisons are illustrated in the graphs below.

Even though Construction stakeholder ratings were consistently below Environmental ratings, only two of their mean scores ('Timely Service' & 'Reasonable Cost') fell in the Amber zone (3.00 ≤ x ≤ 3.99). Table B-4 in Appendix B displays mean subgroup scores and sample sizes.

Table 12: Ratings by Category of Work

S2 Manages Effectively	Environmental > Construction
S6 Quality Product	Environmental > Construction
S7 Reasonable Cost	Environmental, Real Estate & Other > Construction
S21 Cost Estimating	Environmental > Construction
S22 Change Mgmt (Mods etc)	Environmental & Other > Construction

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[4] O&M & 'Other' stakeholders were combined into this subgroup.

Ratings by Work Category FY15

Legend:
- Construction
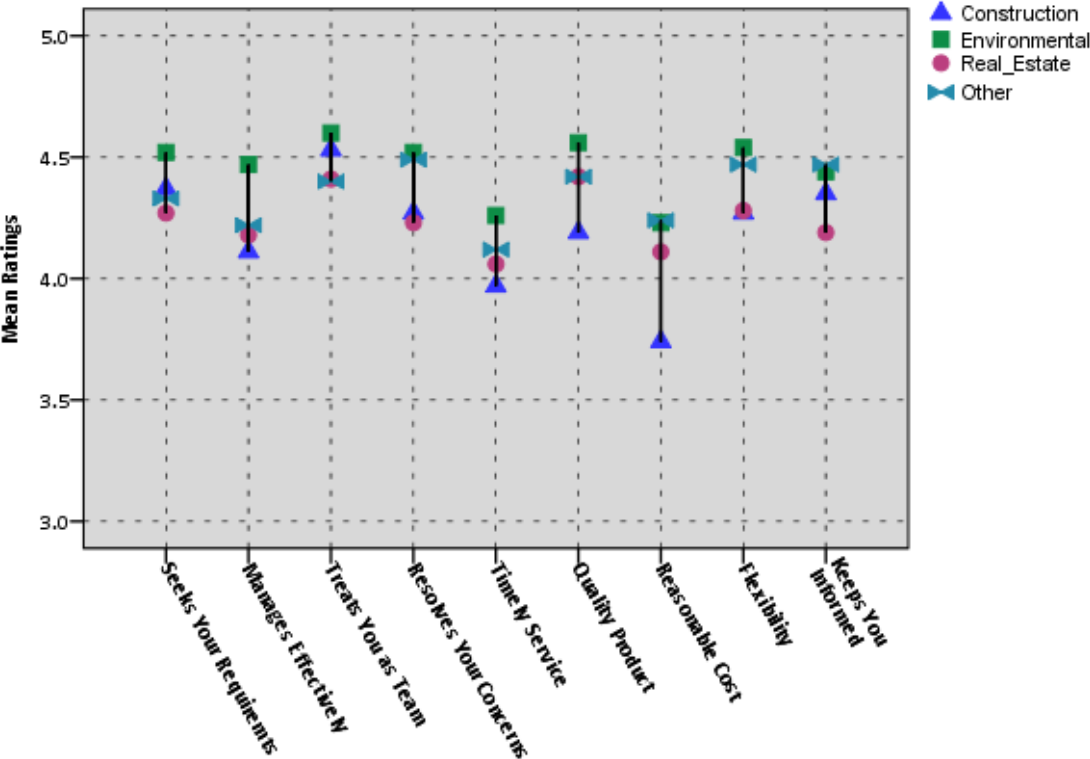- Environmental
- Real_Estate
- Other

Figure 9: Ratings by Category of Work
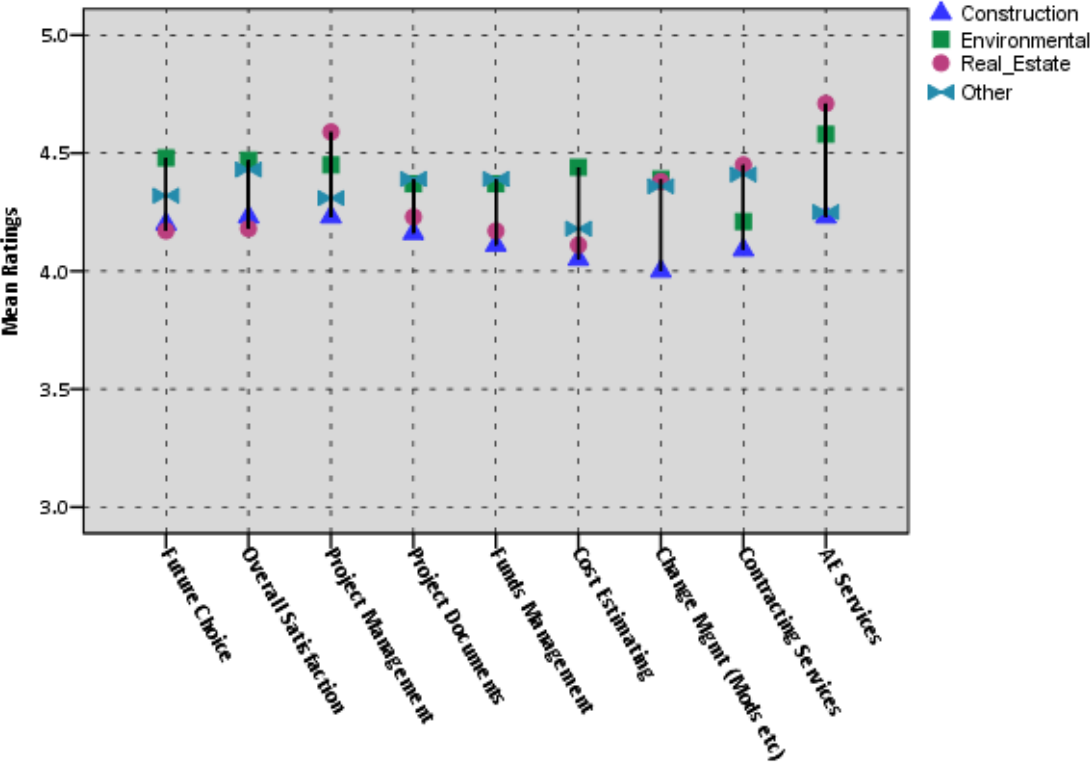
Ratings by Work Category FY15

Figure 9 cont.'

3.3 Ten-Year Trends by Stakeholder Group

The Corps Military Programs Stakeholder Satisfaction Survey has been administered since FY95. This year's trend analysis focuses on the past ten years of stakeholder assessment data. The analysis juxtaposes the trends in Air Force, Army, 'Other DoD' and IIS stakeholder ratings. The 'Other DoD' group represents responses from agencies such as Navy, DLA, Marine Corps, DODEA and MDA. It also includes some joint/combat commands and a number of DoD support agencies (see Appendix C, Table C4). This analysis summarizes up to 2,640 Air Force stakeholder responses; 4,385 Army, 1,746 'Other DoD' and 1,233 IIS responses. The number of surveys received by stakeholder group by year is displayed below. The numbers of actual valid responses vary by item. The number of responses by division and district by year is shown in Appendix B, Tables B-5 and B-6.

Table 13: Number of Responses by Stakeholder Group & Survey Year

Survey Year	Air Force	Army	Other DoD	IIS	Total
FY06	217	368	118	74	777
FY07	230	388	157	61	836
FY08	249	425	139	138	951
FY09	292	445	196	147	1080
FY10	316	484	193	159	1152
FY11	338	580	209	127	1254
FY12	277	501	224	158	1160
FY13	283	402	188	155	1028
FY14	234	421	173	113	941
FY15	204	371	149	101	825
Total	2640	4385	1746	1233	10004

In aggregate there has been a consistent upward trend in ratings since FY03. The rate of increase was most notable from FY03 to FY06. The rate of increase has become smaller since FY06 but has been fairly consistent. Almost all areas seem to have stabilized at a high level; most close to a mean of 4.30. The exceptions is 'Timely Construction' which has hovered around a mean of approximately 4.0. As of FY15 all services are 'Green' (mean ≥4.0).

Air Force stakeholders' ratings have generally increased since FY05 and have stabilized at a very high level for most areas. Although Air Force ratings dropped slightly in FY13, they recovered in FY14 to continue a general upward trend. All services have remained green for all of the

previous nine years (FY06-14). The only exception is 'Timely Completion of Construction'. This area has hovered between the high Amber and low Green zone for the previous ten years.

Army stakeholders' ratings have displayed upward trends from FY05-08 and have stabilized at a high level since FY09. Although in early years there were many services rated as Amber, all services have been Green since FY08. However, ratings for 'Reasonable Costs' and 'Timely Construction' have been decreasing the last three years. 'Reasonable Costs' scores is barely above a score of 4.00 and the score for 'Timely Construction' has fallen to the lowest value of the past ten years at 3.81. That said, the greatest improvement in stakeholder satisfaction has been demonstrated among Army stakeholders (due in part to the fact that Army ratings were initially the lowest of the stakeholder groups).

The trends in 'Other DoD' stakeholder ratings have been more erratic than Air Force or Army. This may be explained by the fact that the composition of this stakeholder base is more variable from year to year. This year Navy, Marine Corps and DLA account for 70% of the Other DoD subgroup. A notable change in ratings occurred in FY13. All services have been Green since FY08 and ratings in FY11 and FY12 were the highest received from this group over the entire 10-year cycle. However, in FY13 ratings fell across all services except Real Estate. Many areas were very close to Amber. Of concern was the significant drop in ratings in Item 10: 'Your Choice for Future Work'. Ratings also fell significantly in 'AE Services', 'Engineering Design Quality' and 'Construction Turnover' This downturn in ratings was largely reversed in FY14 as most service areas have returned to the higher levels seen in FY11-12. All service areas are Green this year except 'Timely Construction' where ratings have steadily fallen over the past five years.

IIS stakeholders have historically been among the most satisfied compared to the other stakeholder groups. This is no longer the case as satisfaction ratings for the other subgroups have increased commensurate with IIS ratings. IIS stakeholder ratings displayed a downward trend during the period FY07-09 although all except 'Funds Management' remained Green. Almost all areas showed a notable upward spike in FY10 and have remained fairly high through FY14. The only exception was 'Timely Construction' which has hovered between Amber and Green for the entire 10-year trend cycle.

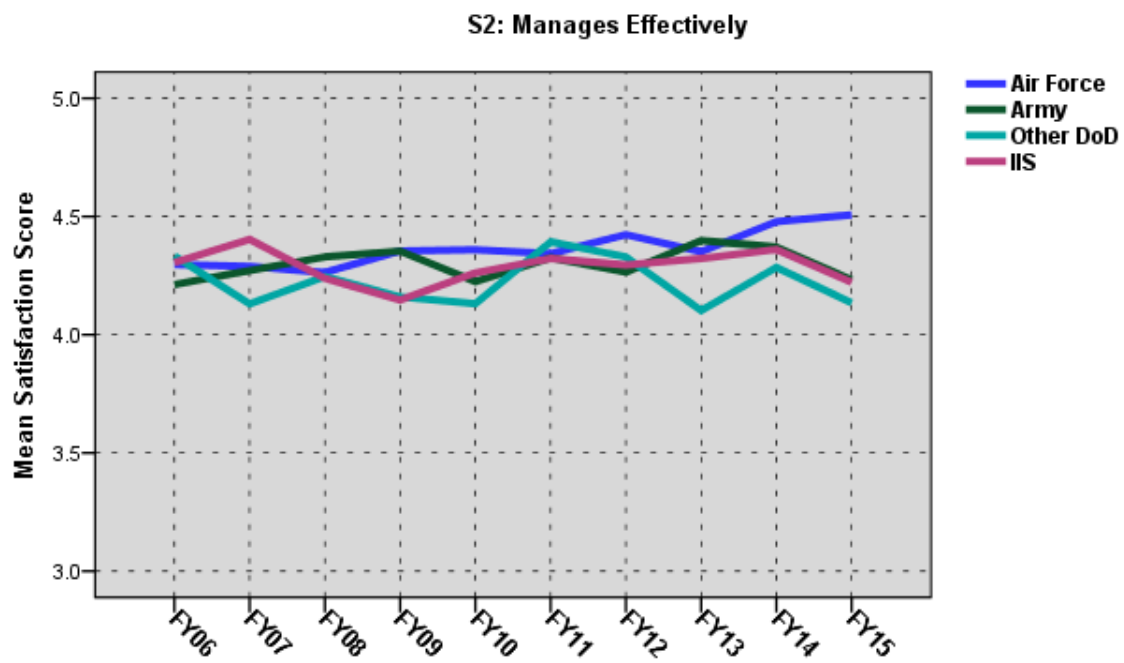## General Satisfaction Items

S1: Seeks Your Requirements

S2: Manages Effectively
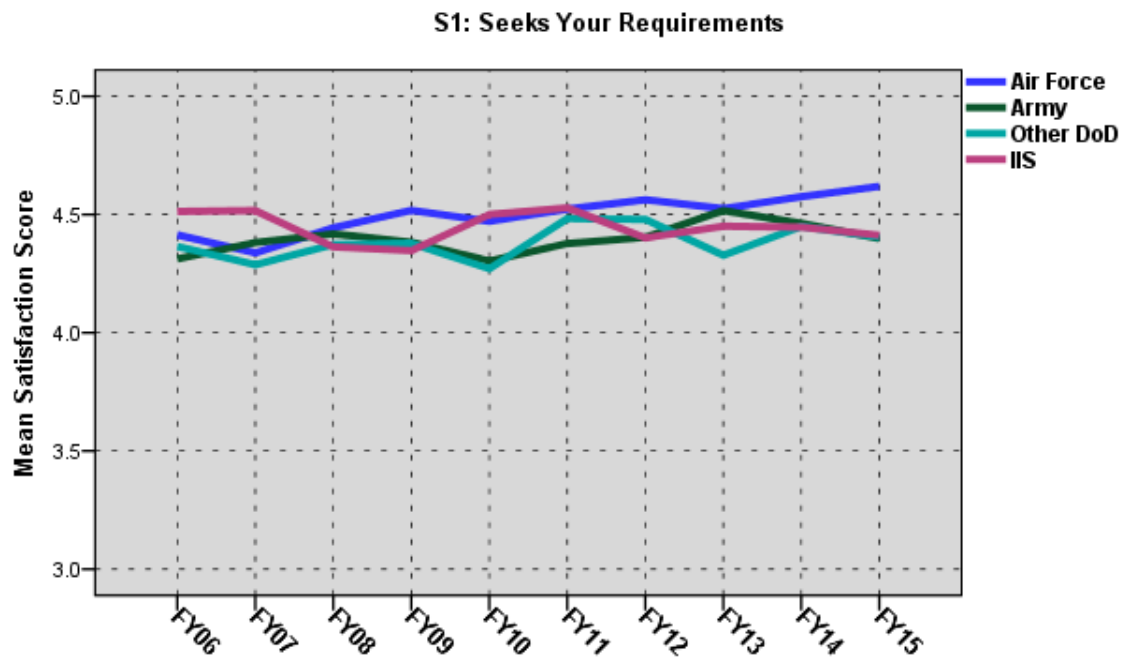
Fig 10: Trends by Stakeholder Group

S3: Treats You as Team Member
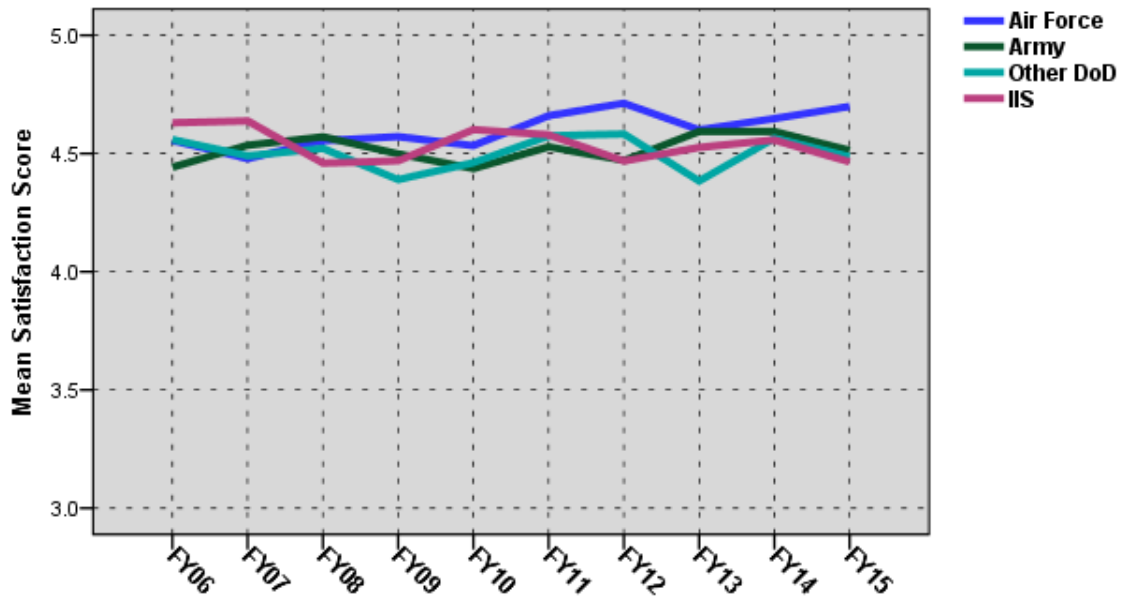
S4: Resolves Your Concerns
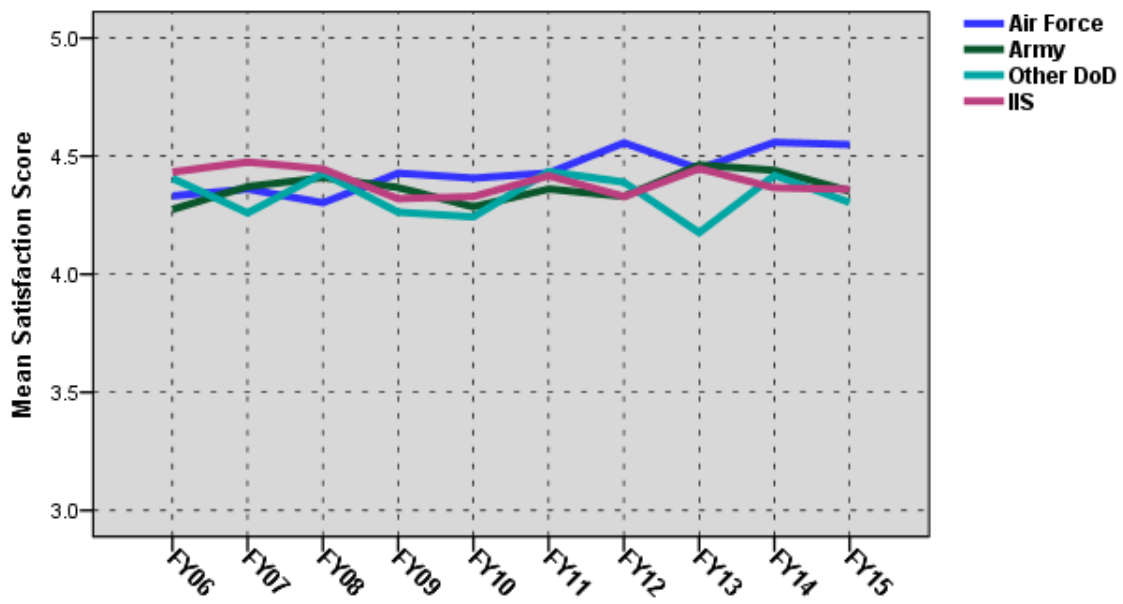
S5: Provides Timely Services
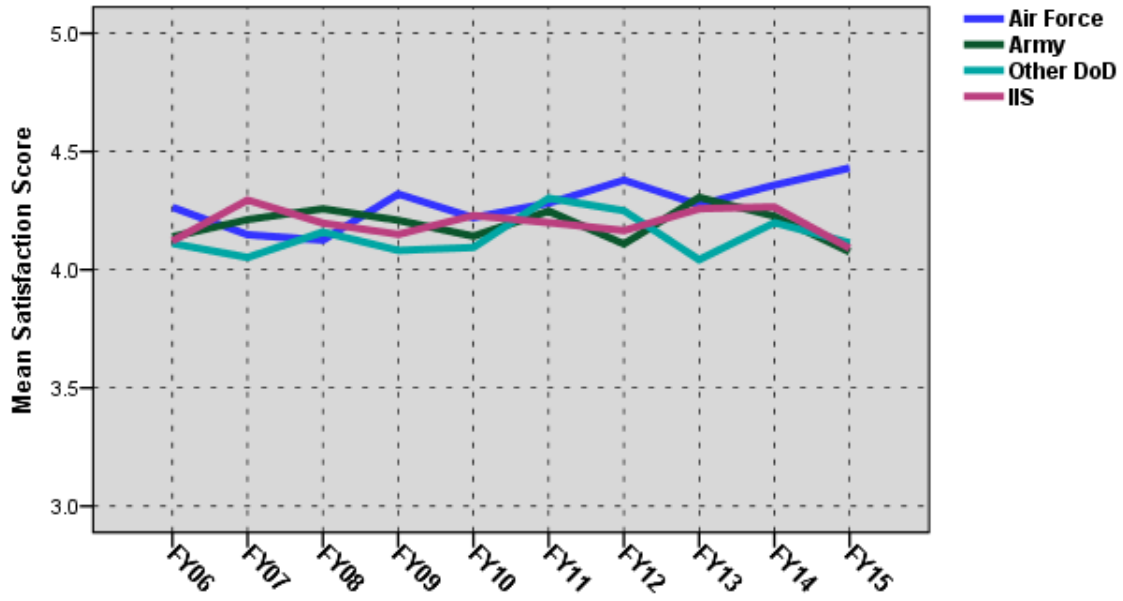
S6: Delivers Quality Products
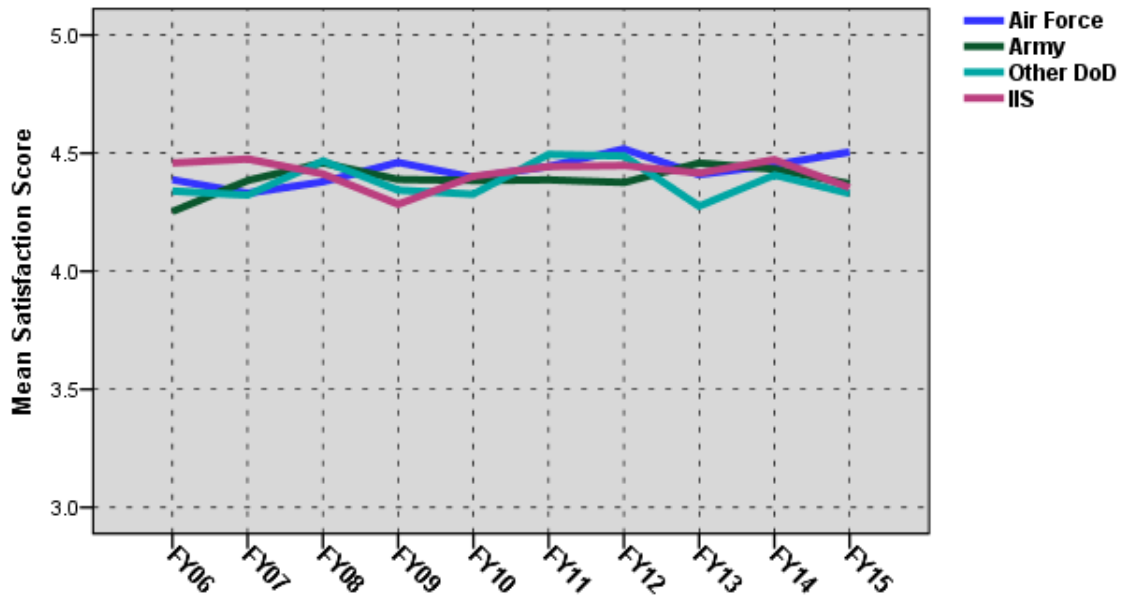
S7: Products at Reasonable Cost
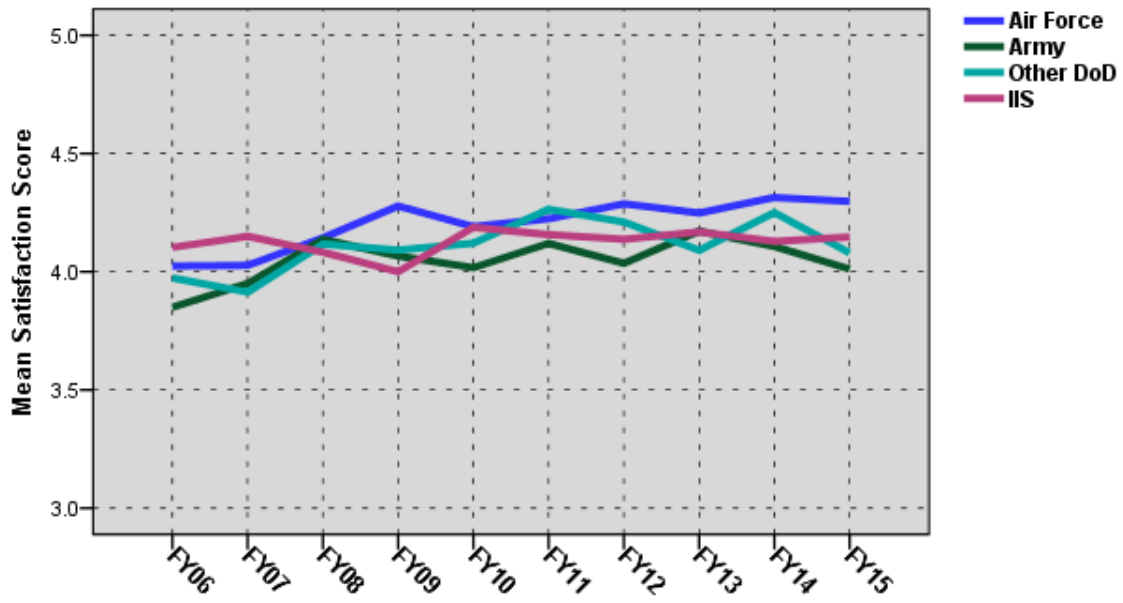
S8: Flexible to Your Needs
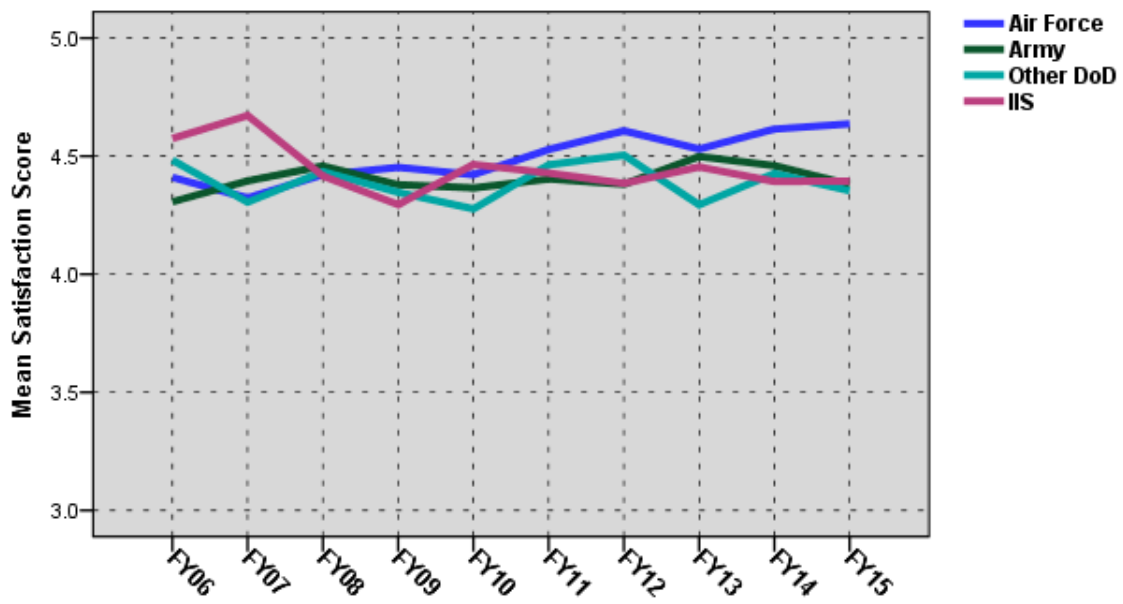
S9: Keeps You Informed
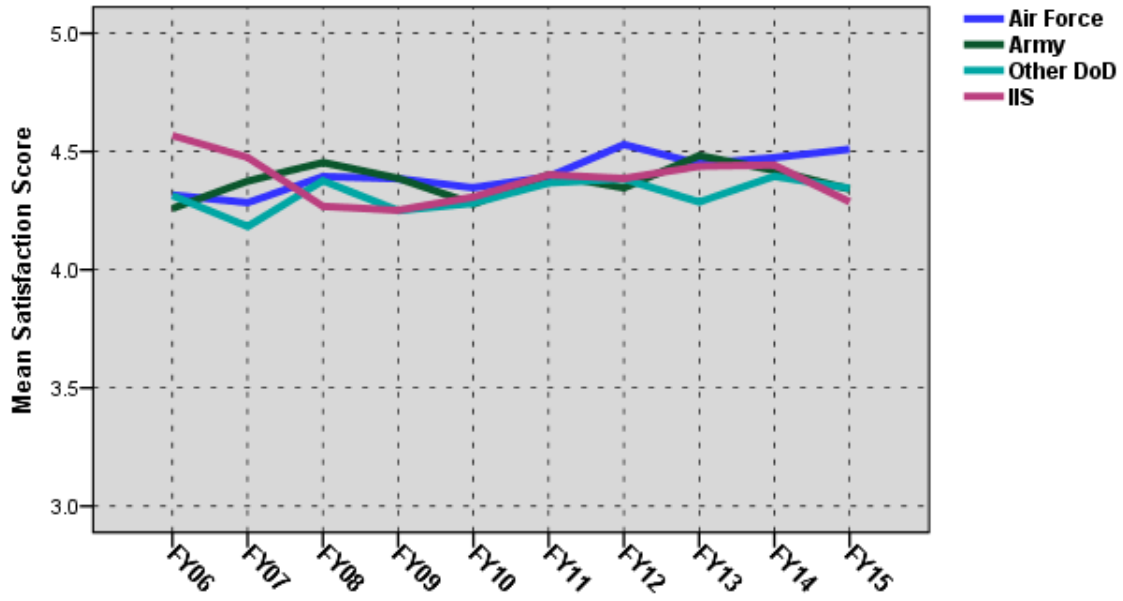
S10: Your Choice in the Future
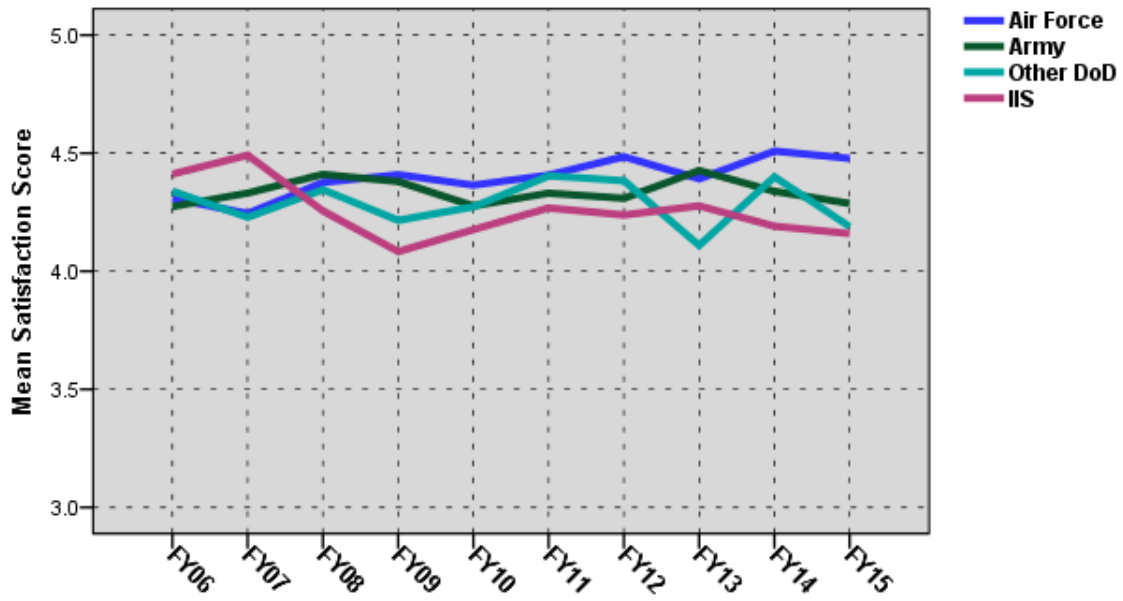
S11: Your Overall Satisfaction

Legend:
- Air Force
- Army
- Other DoD
- IIS

Y-axis: Mean Satisfaction Score (3.0, 3.5, 4.0, 4.5, 5.0)

X-axis: FY06, FY07, FY08, FY09, FY10, FY11, FY12, FY13, FY14, FY15
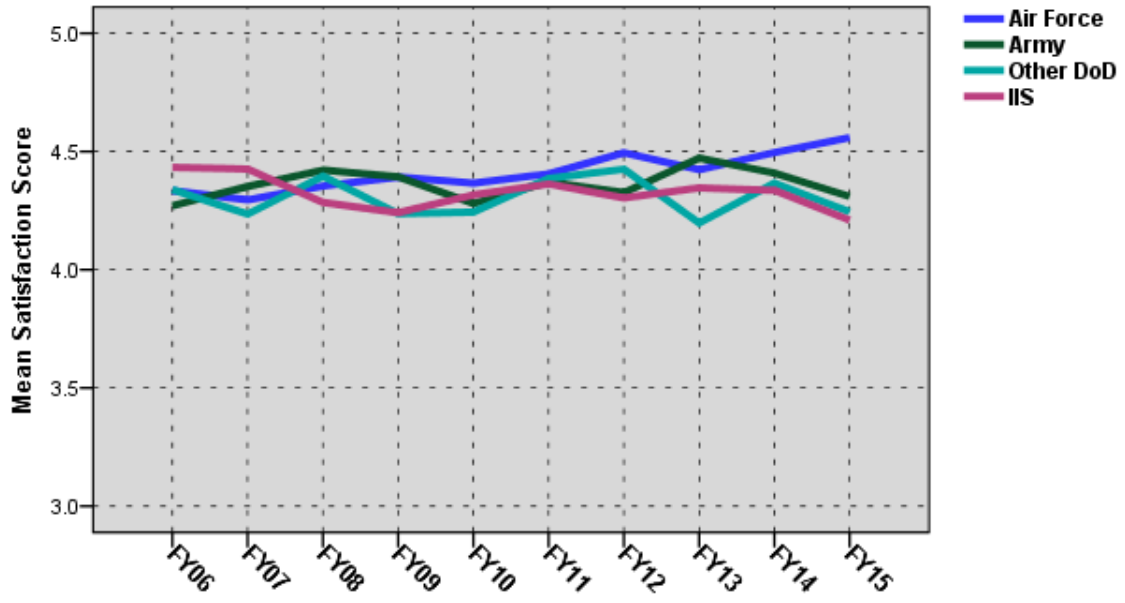
Specific Services

S12: Planning (Charettes, Master..)
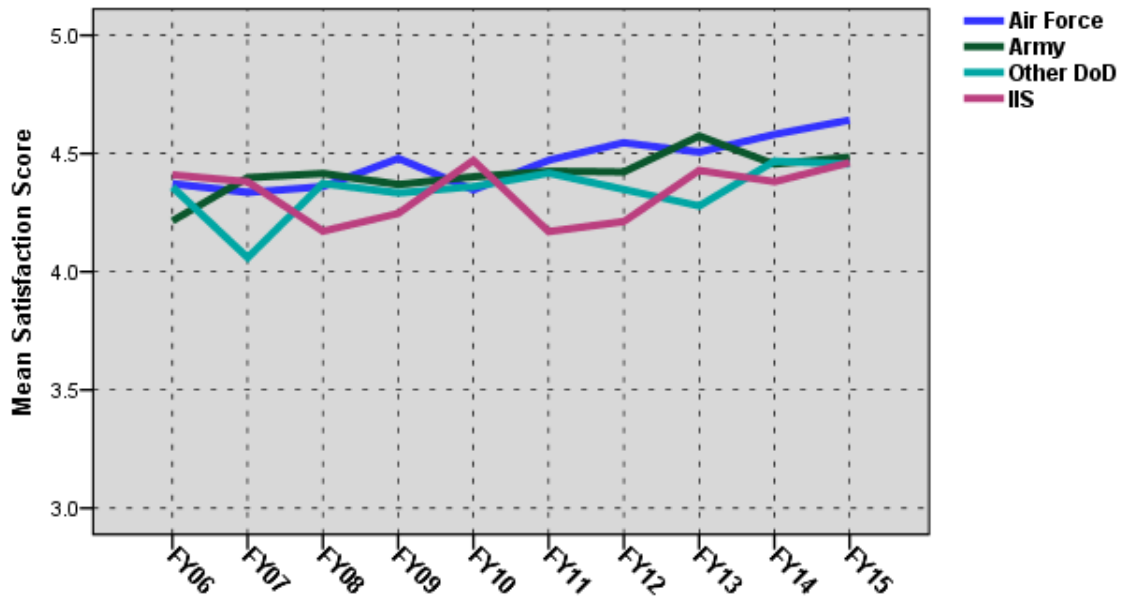
S13: Investigations/Inspections (Non-Envir)
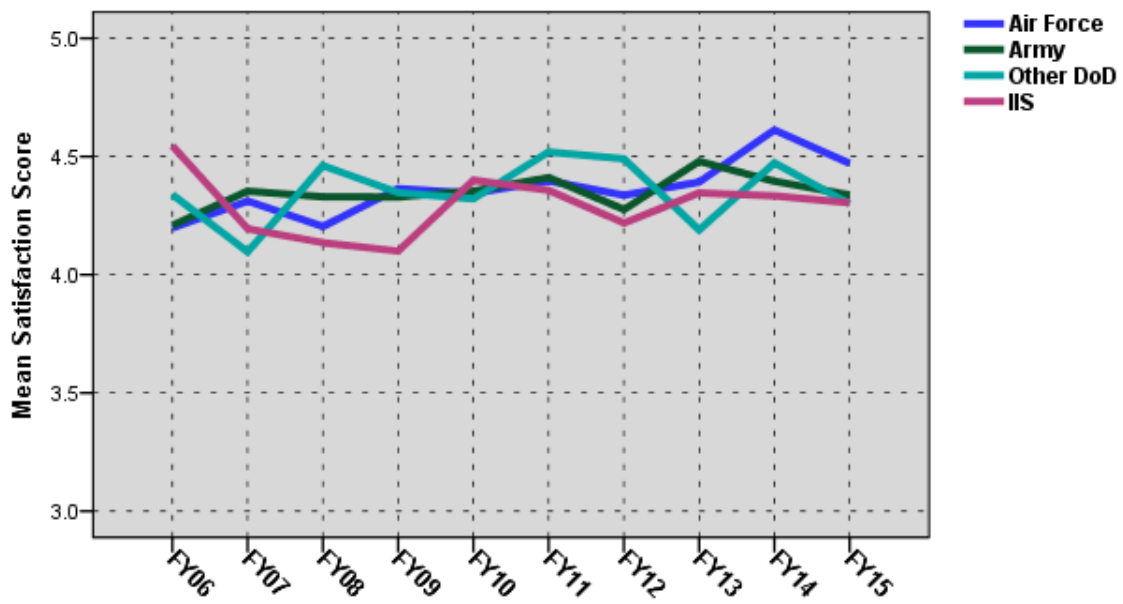
S14: Environmental Studies

S15: Environmental Compliance

42
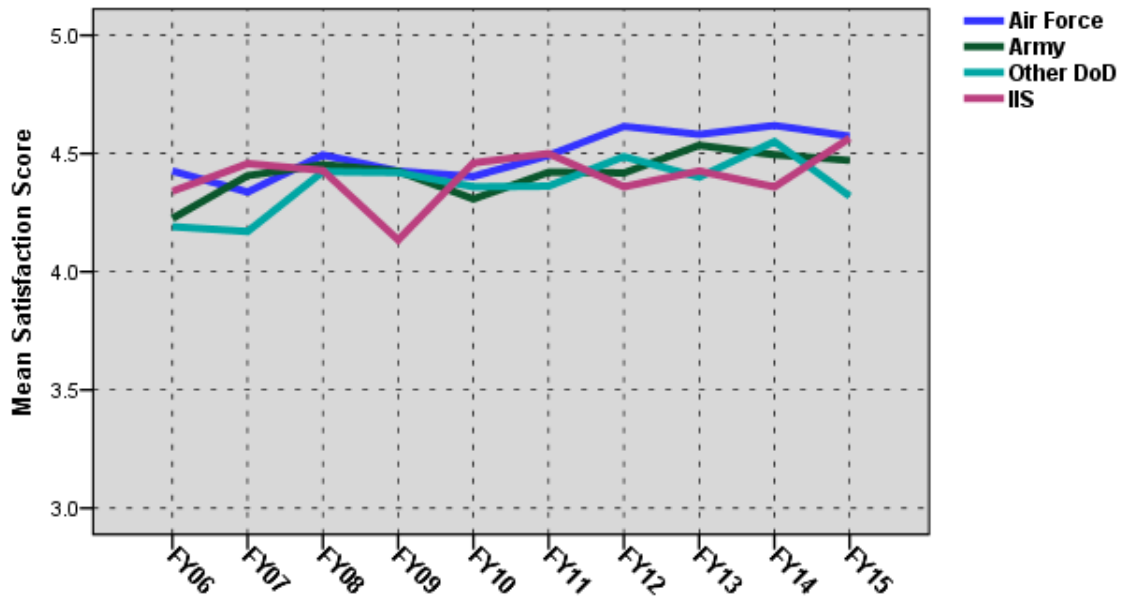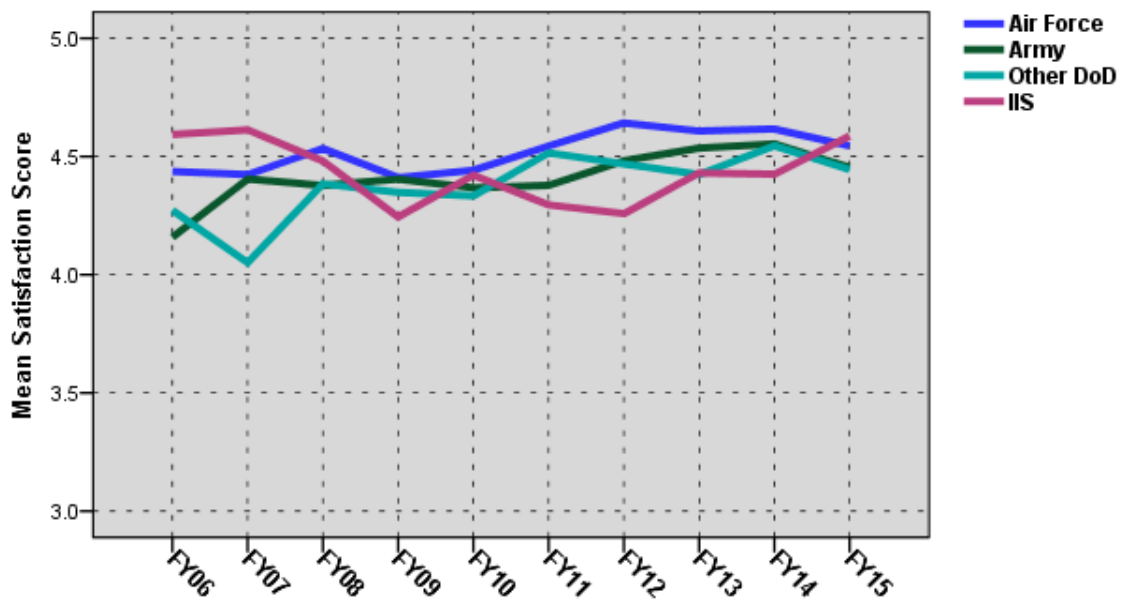
S16: Real Estate Services
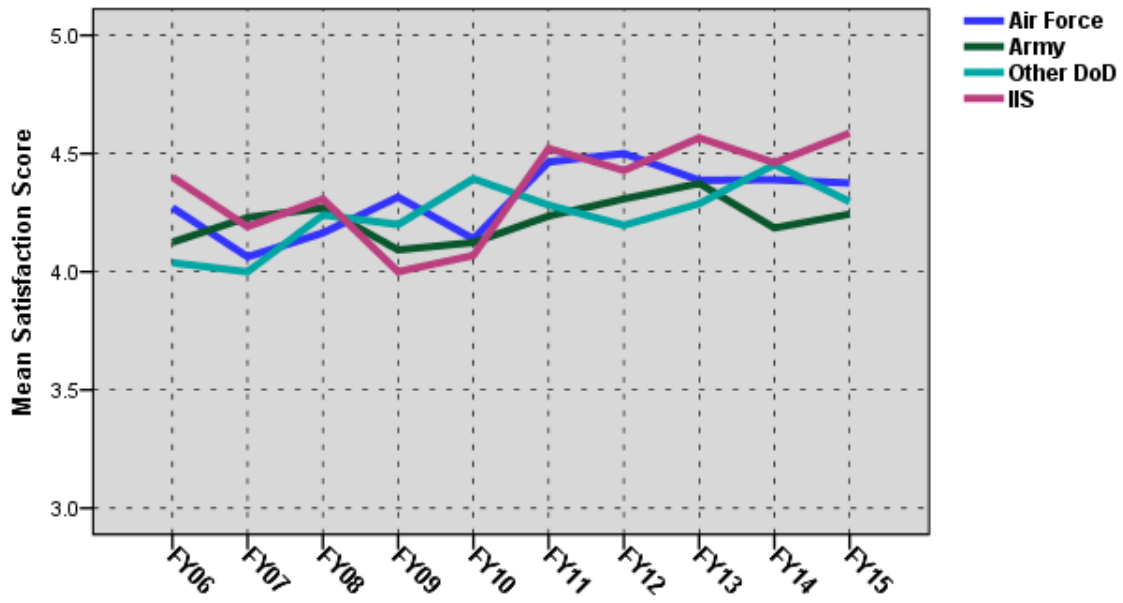
S17: Project Management
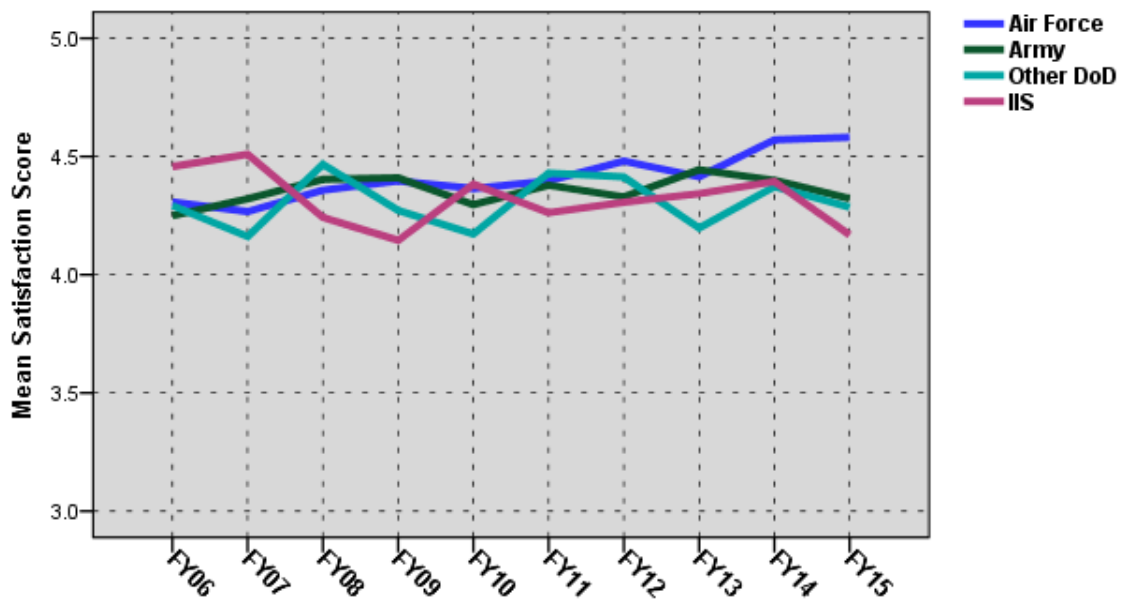
S18: On-Site Project Mgmt
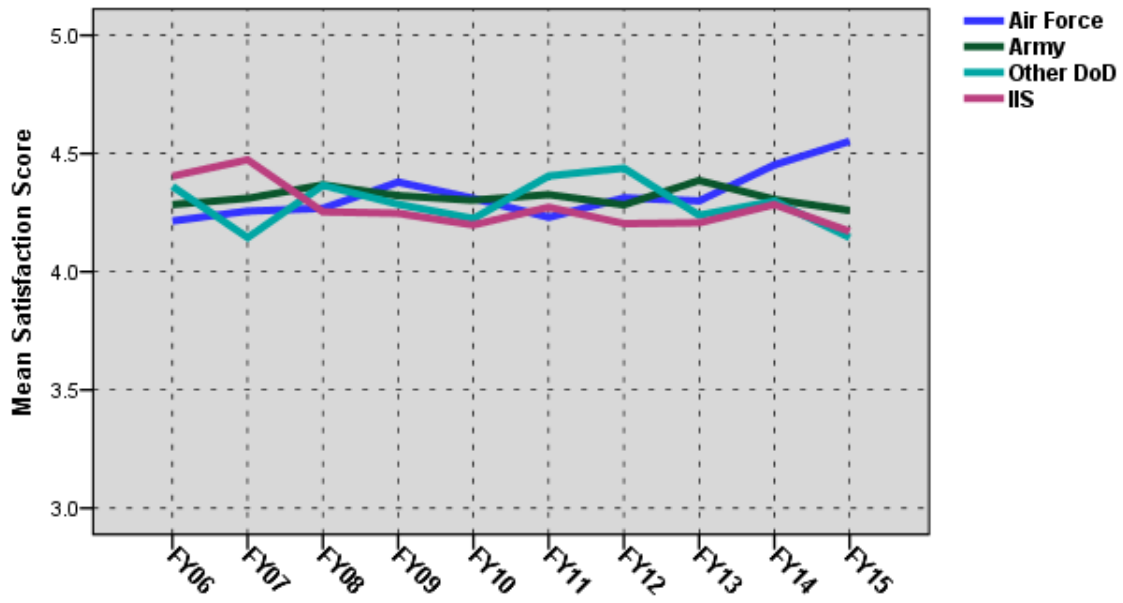
S19: Project Documents (1354s, 1391s..)
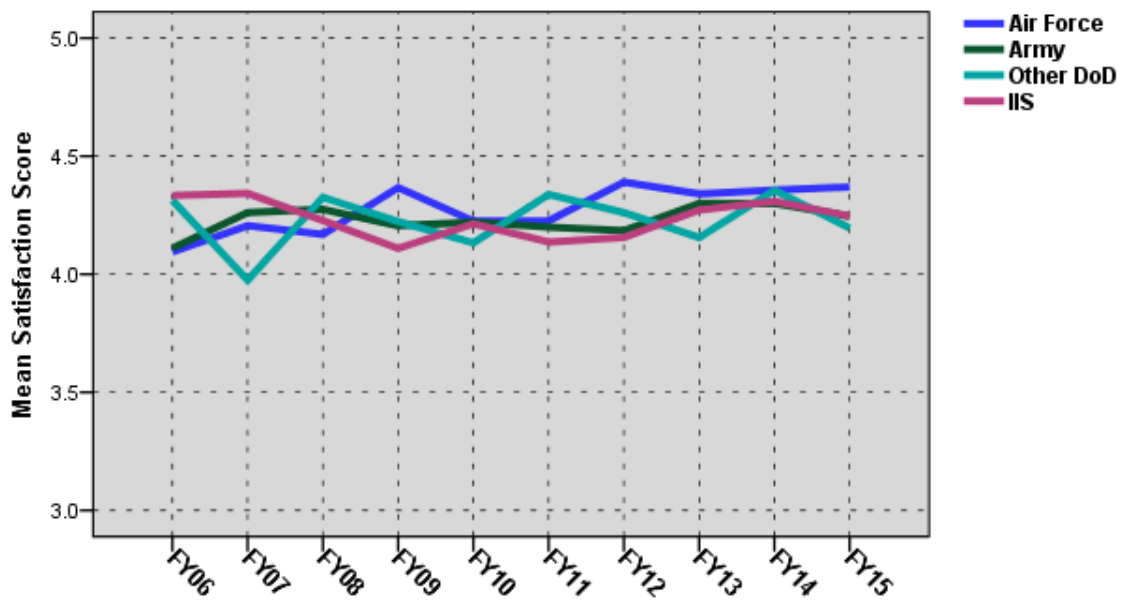
S20: Funds Management
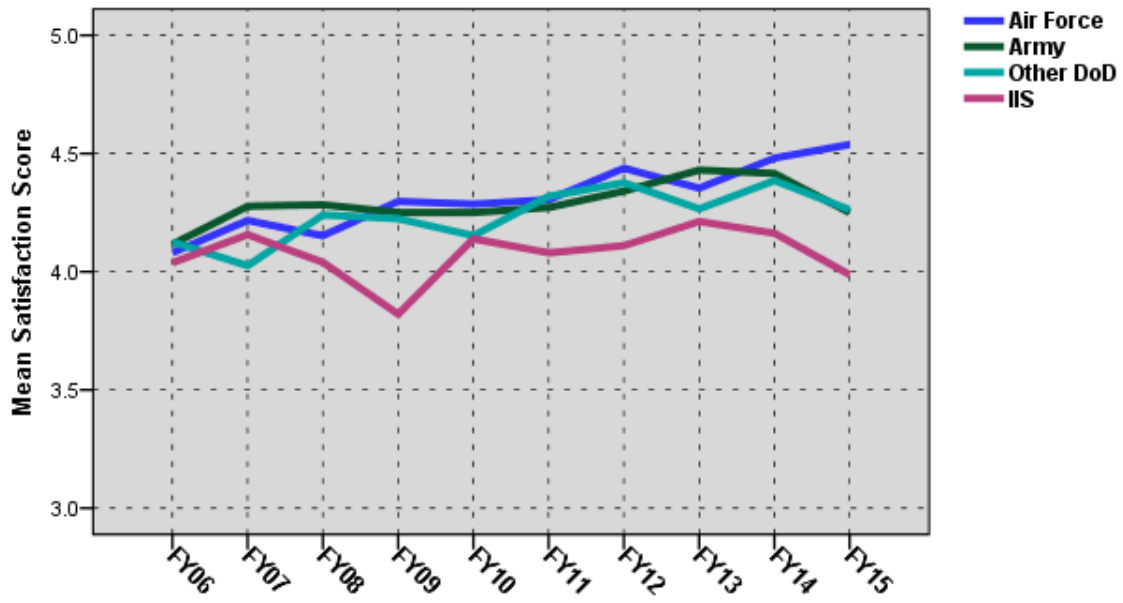
S21: Cost Estimating
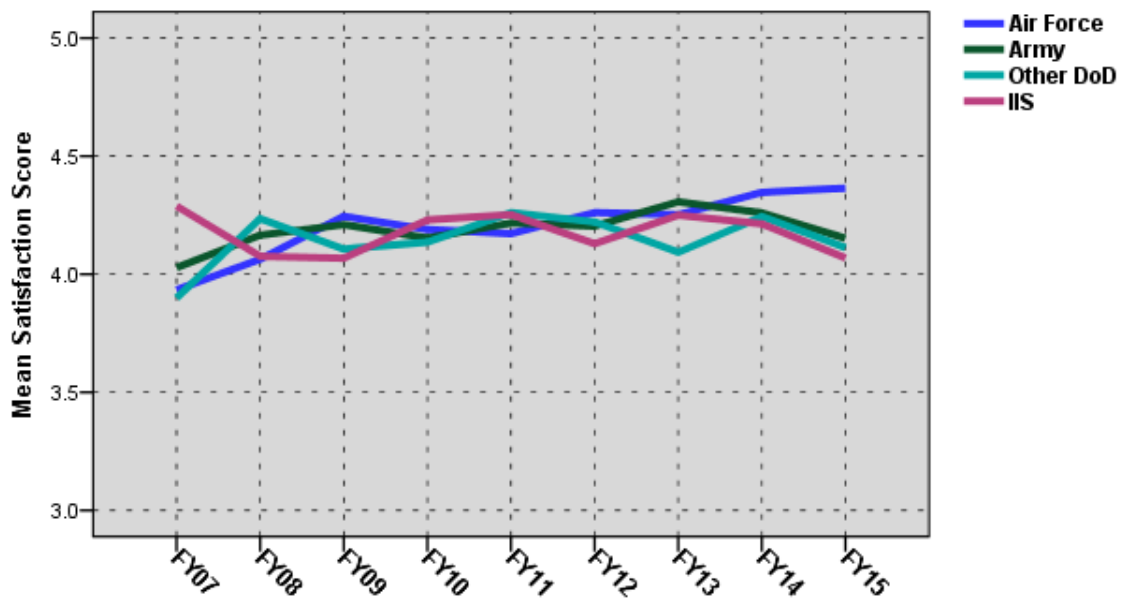
S22: Change Management (Mods, etc)
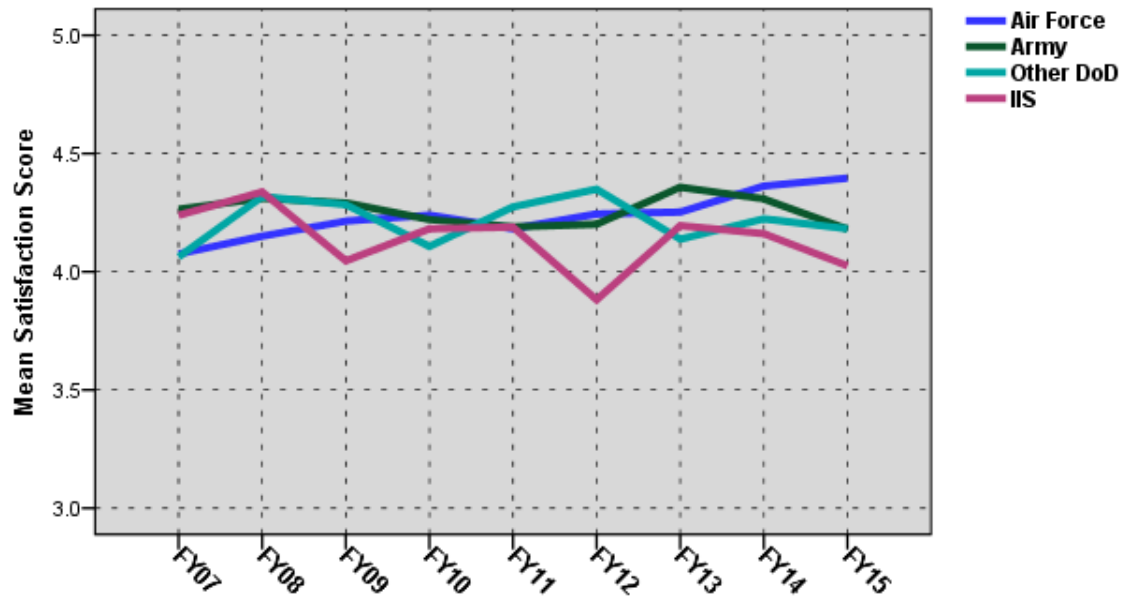
S23: Contracting Services
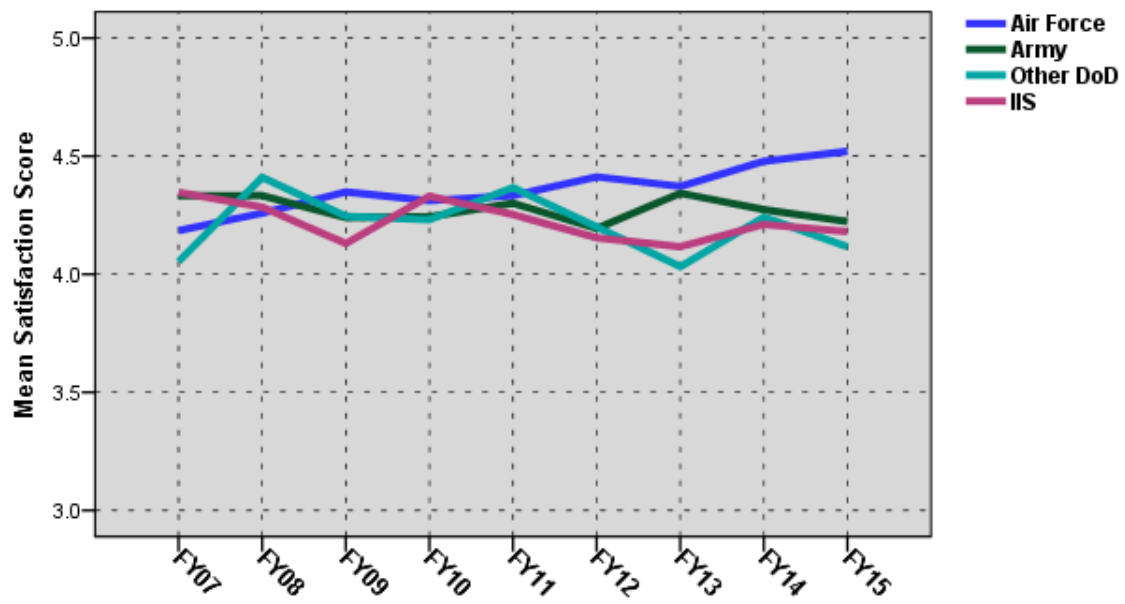
S24: A/E Services

S25: Engineering Design

47
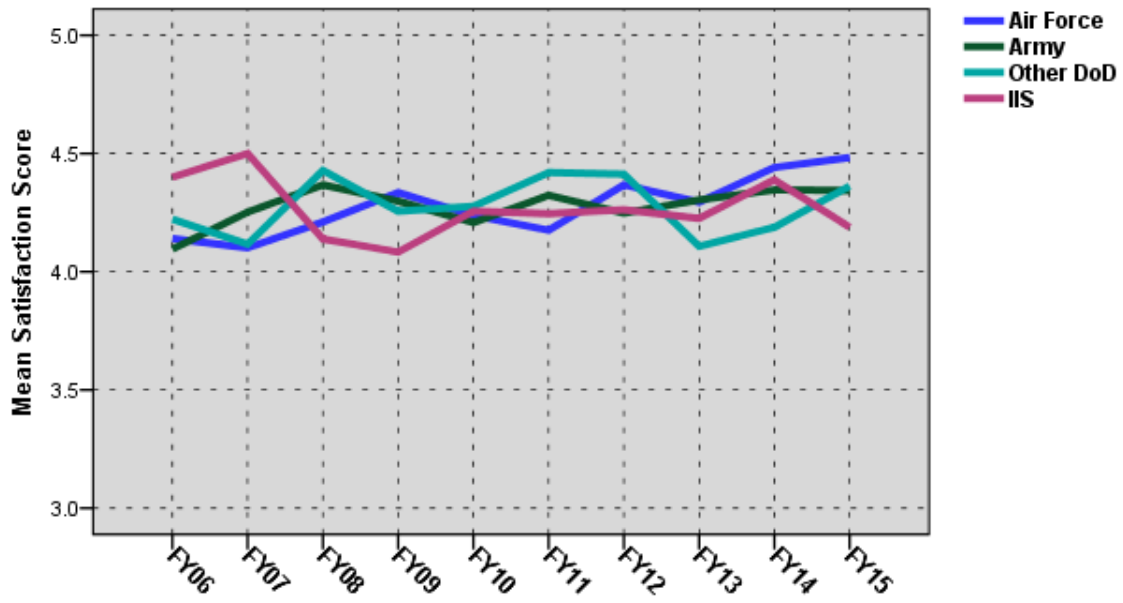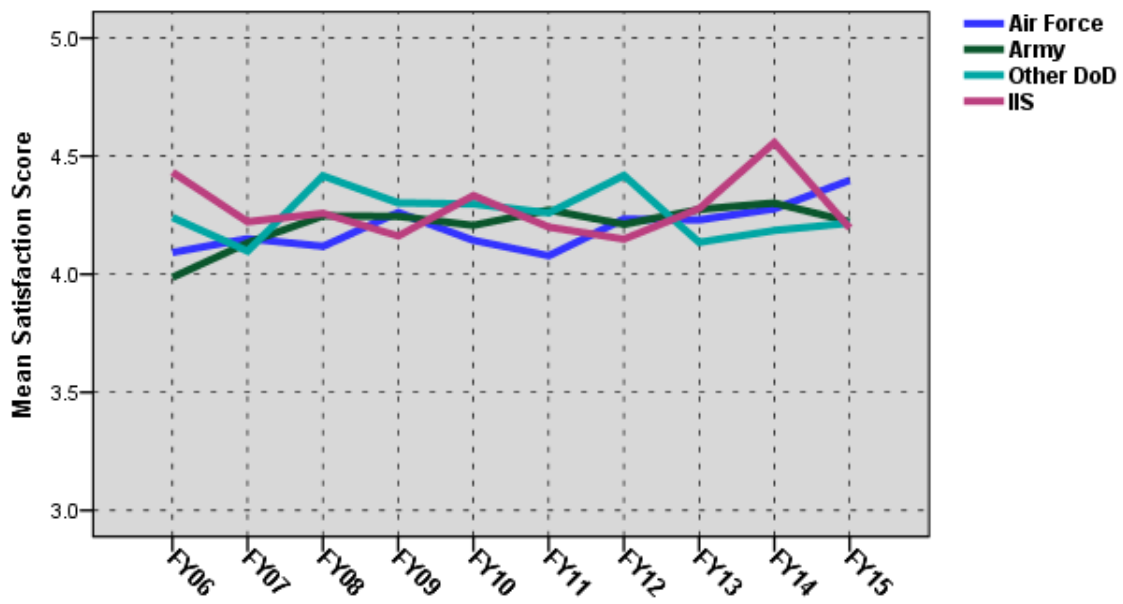
S26: Construction Quality
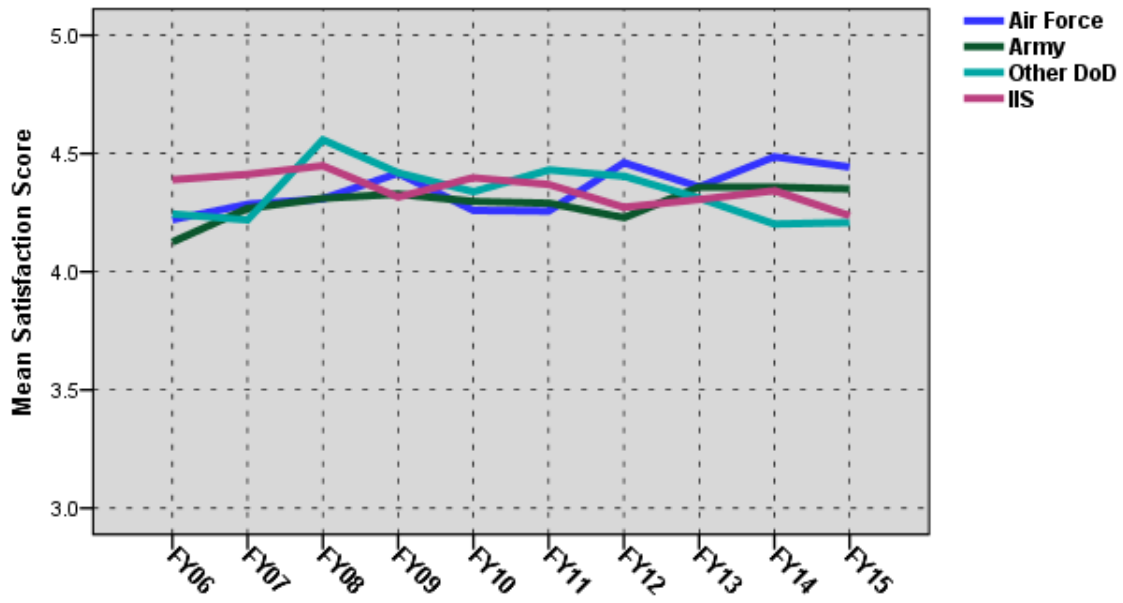
S27: Timely Completion of Construction
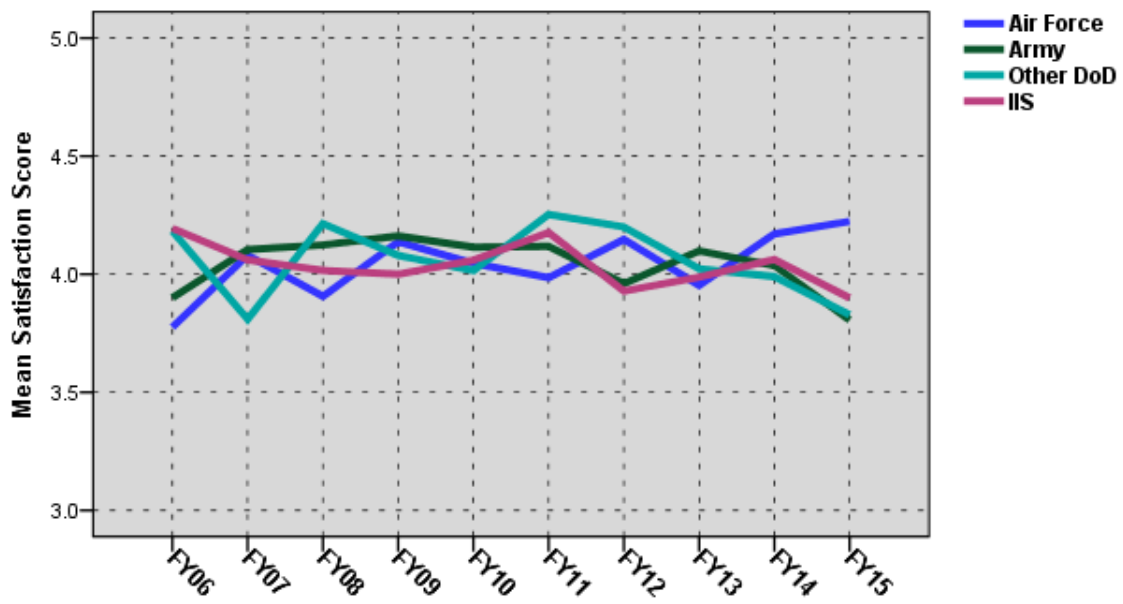
S28: Construction Turnover
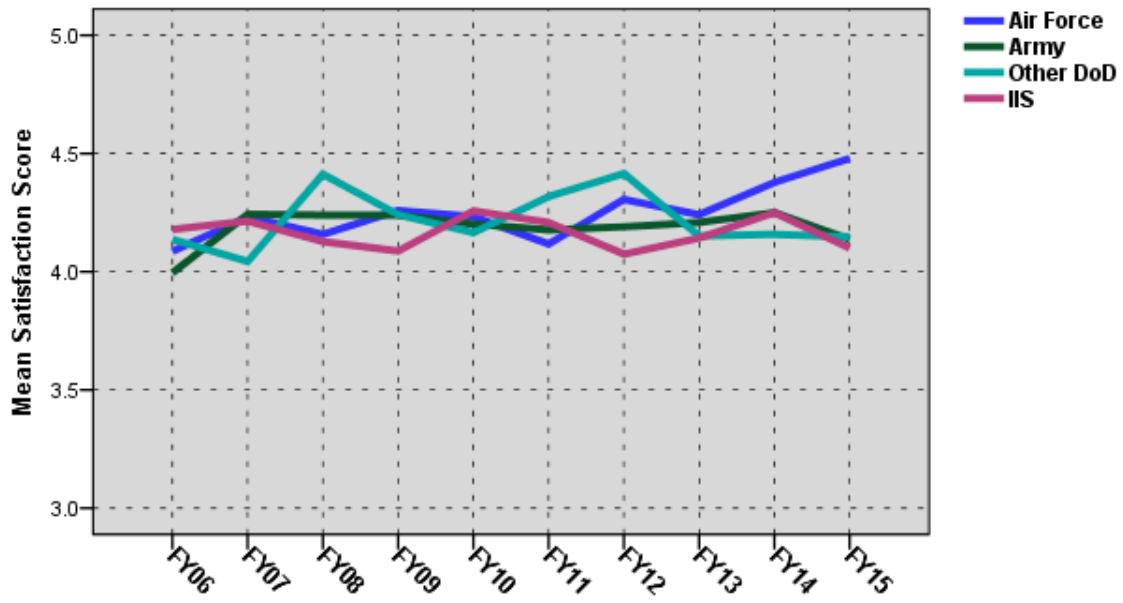
S29: Warranty Support
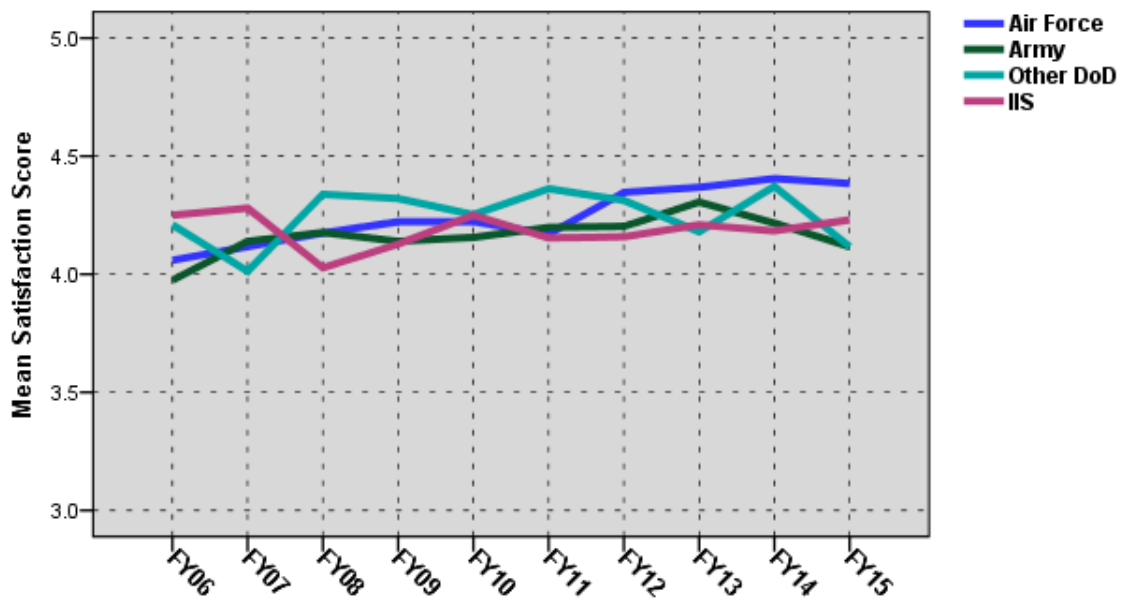
S30: End-User Satisfaction
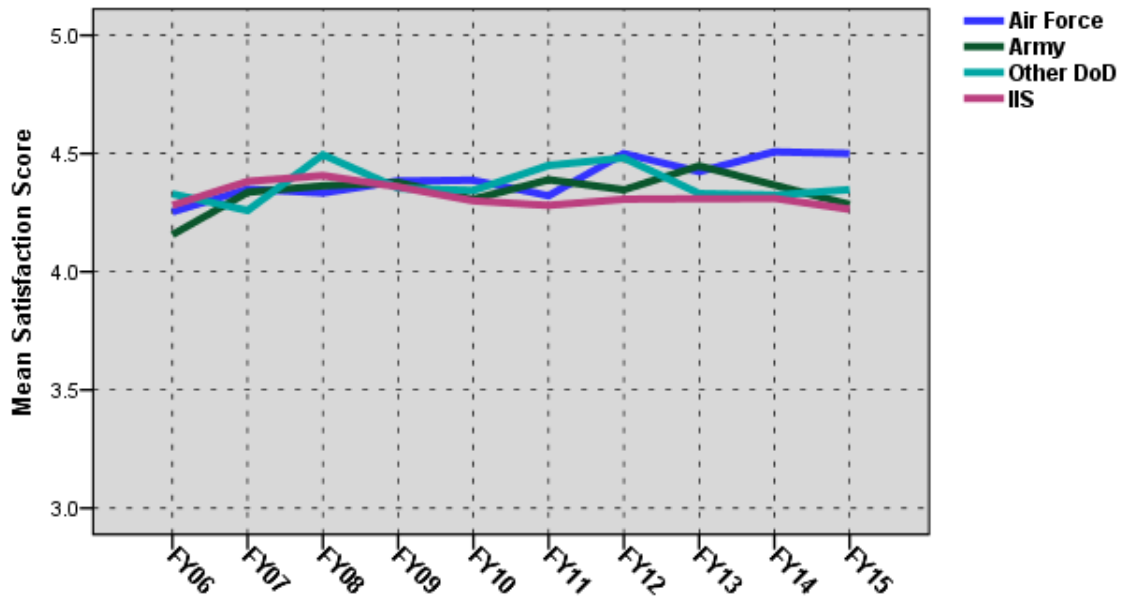
S31: Construction Maintainability

S32: Energy Conserv (LEED...)

Legend:
- Air Force
- Army
- Other DoD
- IIS

Y-axis: Mean Satisfaction Score (3.0, 3.5, 4.0, 4.5, 5.0)

X-axis: FY10, FY11, FY12, FY13, FY14, FY15
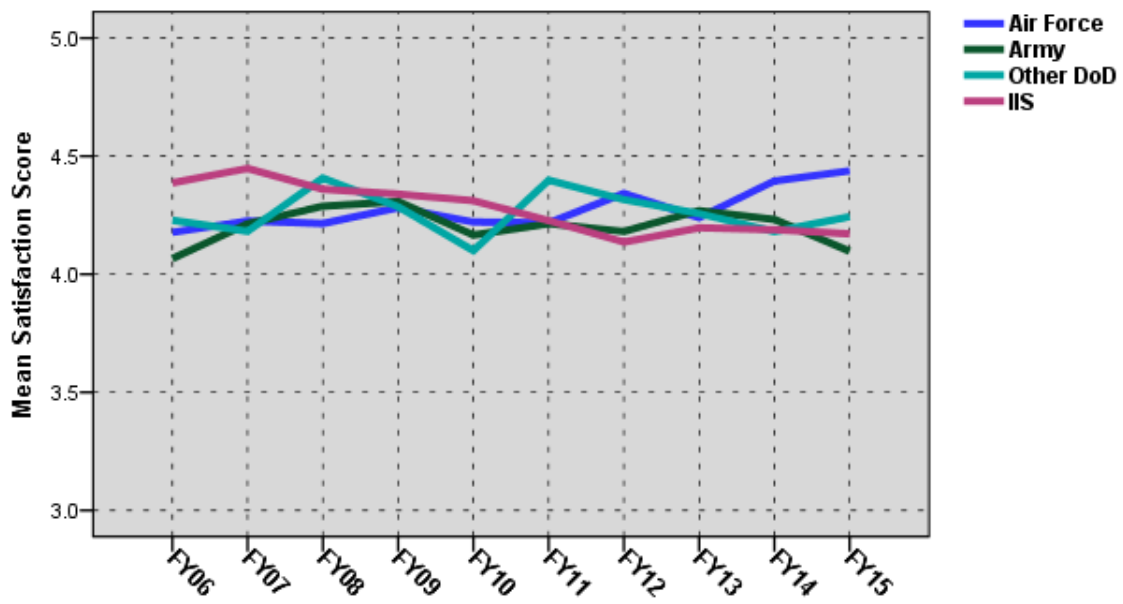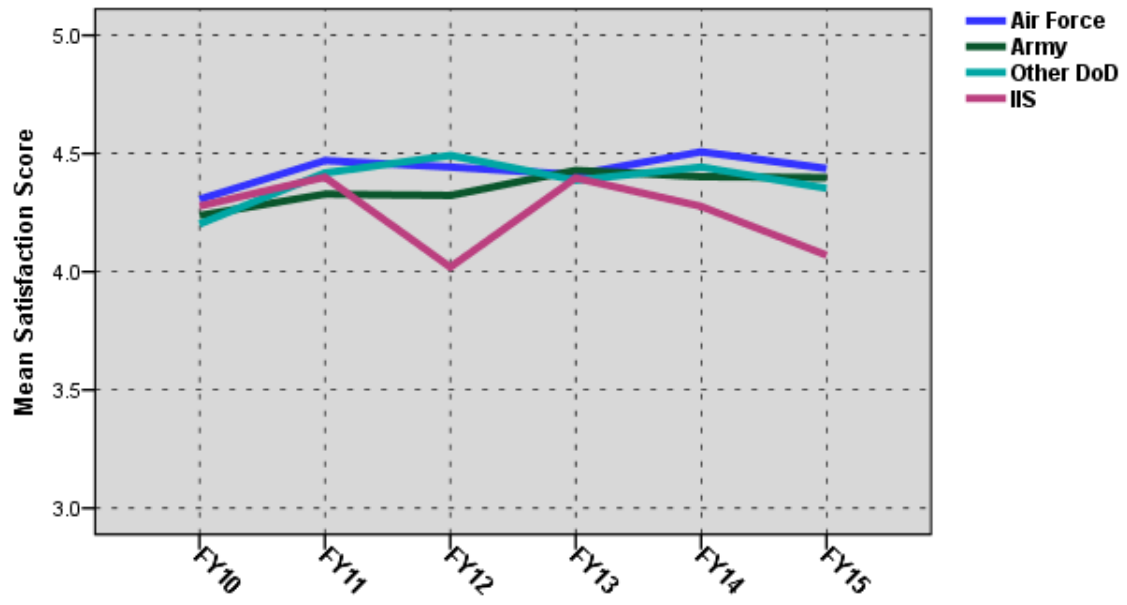
4. CONCLUSION

The total FY15 stakeholder base consisted of 1,860 individuals; a decrease of 74 stakeholders compared to the FY14 stakeholder base of 1,934 stakeholders. A total of 825 stakeholders participated in the FY15 survey. The Corps-wide response rate was 48 percent. This corresponds to an estimated sampling error of 2.2 percent. The USACE response rate was approximately the same in FY15 vs. FY14. Response rates varied greatly among districts. Of the 30 participating districts most had response rates around 50 percent. Response rates for smaller districts (population ≤ 50) averaged 54 percent and ranged from 22 to 88 percent. The average response rate for larger districts was 42 percent and ranged from 18 to 65 percent.

USACE stakeholders may be categorized by major stakeholder group: Air Force, Army, 'Other DoD' agencies and IIS stakeholders. Army stakeholders comprise the largest proportion of the FY15 sample at 45 percent followed by Air Force (25%), 'Other DoD' (18%) and IIS (12%).

Stakeholders were asked to identify their DoD command. The greatest number of Air Force stakeholders fall under AFCEC (58 stakeholders) and AFMC and Joint/Combat Command (34 and 25 stakeholders respectively). There was a notable drop in AETC stakeholders in the last two years from 46 in FY13 to only 16 in FY14 and 13 in FY15. The commands specified by the Air Force stakeholders who selected 'AF-Other' included Air National Guard, AFSPC and USAF-Europe. The greatest number of Army stakeholders work under IMCOM Atlantic and IMCOM Central at 48 stakeholders each. Many of the FY15 Army stakeholders fell into the 'Army-Other' category. The commands specified by these stakeholders included AEC, ATEC and FORSCOM among others. The number of Joint/Combat Command stakeholders dropped by two thirds from 132 in FY13 to 44 in FY14 and 53 this reporting year. They included SOUTHCOM (11), SOCOM (9), CENTCOM (8), PACOM (8) and others. 'Other DoD' stakeholders include Navy (40 stakeholders), DLA (37), Marine Corps (23), DODEA (11) and MDA (8). It also includes some joint commands and a number of DoD support agencies. IIS stakeholders include organizations such as DHS, DOE, VA, EPA, Coast Guard, etc. The largest proportion of IIS stakeholder is comprised of 23 DHS stakeholders.

The largest proportion (47%) of CEMP stakeholders receives primarily Construction services; 23 percent Environmental services, sixteen percent Real Estate, six percent O&M and ten percent receive 'Other' areas of service. Stakeholders that selected the 'Other' area of services typically specified a combination of services such as 'Design and Construction'. A number of stakeholders specified 'Geospatial/Mapping Services'.

The survey included all Military Districts. In addition some Civil Works Districts provide services to a limited number of military and federal IIS stakeholders. The greatest proportion of responses was received from stakeholders served by South Atlantic Division (23%) and North Atlantic and Northwestern Divisions (14 % each). Mobile and Fort Worth districts had the greatest number of responses among districts at fourteen percent and eight percent respectively.

The general satisfaction indicators address stakeholder relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High'. A score of '3' may be interpreted as mid-range, average or noncommittal. All mean general satisfaction scores were 'Green'[5]. The lowest mean score was 4.11 for 'Reasonable Costs', the highest was 4.55 for 'Treats You as a Team Member'. The majority of responses (78 percent or more) were positive for all eleven general performance questions. The two most highly rated items in this year's survey were 'Treats You as a Team Member' and 'Seeks Your Requirements' rated positively by 90 and 88 percent of respondents respectively. The items that elicited the greatest proportion of low ratings were 'Timely Services' and 'Reasonable Costs' at nine and eight percent low ratings respectively. The proportion of low ratings increased slightly for all general satisfaction items compared to last year.

Two of the more critical items in the survey as 'bottom line' indicators of stakeholder satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Satisfaction'. A total of 82 percent of stakeholders indicated the Corps would be their choice in the future; eleven percent were non-committal. Conversely, seven percent responded USACE would NOT be their choice for future projects. This value is slightly higher than last year where five percent responded negatively. For stakeholders' overall level of satisfaction, 85 percent responded positively, five percent negatively and nine percent fell in the mid-range category. The noncommittal stakeholders represent a critical subgroup of stakeholders needing attention. These stakeholders may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps.

Items 12 through 32 of the Military Stakeholder Survey solicit stakeholders' opinions concerning 21 specific services and products. Specific services item means ranged from 3.92 for 'Timely Construction' to 4.51 for 'Planning (Charettes, Master...)'. The proportion of positive ratings for the specific services items ranged from 71 to 91 percent. The most highly rated specific services were 'Planning (Charettes, Master...)', 'Environmental Studies' and 'Environmental Compliance' at 91 percent high ratings each. The specific services that received the largest proportion of low ratings were 'Timely Construction' at thirteen percent, 'On-site Project Mgmt' at seven percent and 'Change Mgmt (Mods etc)' and 'Real Estate' at six percent low ratings each. Although 'Timely Construction' has consistently been the lowest rated service over time, the proportion of negative responses is significantly lower than in early years of the survey.

The survey instrument includes a blank 'explanation' field next to each item and a text box at the end of the survey for general comments. A total of 594 stakeholders (72%) submitted comments. Of these, 371 (63%) made overall favorable comments, 164 (28%)

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[5] Mean satisfaction scores are rated according to following scale: x ≥4.00 = 'Green'; (3.00 ≤ x ≤ 3.99 = Amber' & x < 3.00 = 'Red').

made negative comments and 67 (11%) stakeholders' comments contained mixed information (positive and negative statements).

It is notable that with respect to only the General Services items (which very few stakeholders failed to answer) there was almost a two-to-one ratio of negative to positive comments in four areas including 'Choice for Future Work'. Of the 32 survey items, the item which received the greatest number of positive comments was 'On-Site Project Mgmt' (57 stakeholders). The item that received the next highest number of positive comments was 'Seeks Your Requirements' (46 stakeholders).

The items receiving the largest number of negative comments were 'Timely Service' (81 stakeholders) and 'Timely Construction' (75 stakeholders). The other area of service that received a large number of negative comments was 'Reasonable Cost' (74 stakeholders).

In the General Comments portion of the survey the most frequent positive comment was 'Compliments to Individuals/Staff' (407 comments). This outcome is seen year after year. The numerous compliments to Corps staff are particularly important given that stakeholder loyalty engendered from strong relationships is at the heart of stakeholder satisfaction. And the second most frequent positive comment concerned the relationship stakeholders had with district staff (115 stakeholders).

There were a significant number of negative comments addressing a lack of meeting the schedule (145 comments) as well as communication issues (120 comments). Timeliness is an issue that has been present over the last several years and is perhaps related to staff workload. 'Value for the money' was also a problematic issue reported by stakeholders (64 comments).

Several analyses were conducted to zero in on specific stakeholder subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. These analyses can reveal hidden pockets of very satisfied or dissatisfied stakeholders that may be obscured in the aggregation of Corps-wide ratings.

The first analysis compares stakeholder satisfaction ratings for Air Force, Army, Other DoD, and IIS stakeholders. Ratings for all satisfaction indicators were examined. Prior to FY12 ratings by stakeholder group were very homogeneous. For example there were only one or two service areas that differed significantly. This implies consistency in delivery of services. That was not the case in FY12-13 as there were significant differences in ratings in many areas of services. And in almost every case AF stakeholders were significantly more satisfied than Army and IIS stakeholders. Air Force stakeholders have been the most satisfied stakeholder group for many years. The explanation for these findings is that AF ratings have actually gone up slightly while Army ratings have gone down slightly and IIS and 'Other DoD' stakeholder ratings have fallen even more than Army. Recall 'Other DoD'stakeholders include primarily Navy, Marine Corps and DLA stakeholders.

Similar to most recent years, the FY15 results show many differences in ratings among stakeholder groups. This year subgroup differences were found in nineteen of the 32 service areas evaluated in the survey. In almost every case Air Force was significantly more satisfied than Army. And in nearly all Air Force ratings were also significantly higher than Other DoD and IIS. In contrast IIS stakeholders were the most satisfied in rating 'Engineering Design Services'. It is important to note however, that nearly all subgroup mean scores were rated 'Green' (≥4.00). The one exception was in 'Timely Construction'. Army, Other DoD and IIS were Amber while only Air Force was Green.

In previous years comparisons of ratings from Construction, Environmental and 'Other'[6] stakeholders were performed for selected satisfaction indicators. The proportion of Real Estate stakeholders in the Corps stakeholder base has grown sufficiently to break this subgroup out for these analyses. The service areas examined again included the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all work categories: 'Project Management', 'Project Documents', 'Funds Management', 'Cost Estimating', 'Change Management', 'Contracting Services', and 'A/E Contracts'.

Prior to FY15 there was a very consistent pattern of significant differences in ratings for all (18) survey items examined. Construction stakeholders were much less satisfied than Environmental, Real Estate and 'Other' stakeholders. That was not the case this year as ratings have become more homogenous among the work categories. Although Construction stakeholders remain less satisfied, these differences in ratings were seen for only five areas of service. Although the direction of the differences is consistent with previous years, the size of the gap between group mean scores has been decreasing over time. Even though Construction stakeholder ratings were consistently below Environmental ratings, only two of their mean scores ('Timely Service' & 'Reasonable Cost') fell in the Amber zone (3.00 ≤ x ≤ 3.99).

The Corps Military Programs Stakeholder Satisfaction Survey has been administered since FY95. This year's trend analysis focuses on the past ten years of stakeholder assessment data. The analysis juxtaposes the trends in Air Force, Army, 'Other DoD' and IIS stakeholder ratings. The 'Other DoD' group represents responses from agencies such as Navy, DLA, Marine Corps, DODEA and MDA. It also includes some joint/combat commands and a number of DoD support agencies. This analysis summarizes up to 2,640 Air Force stakeholder responses; 4,385 Army, 1,746 'Other DoD' and 1,233 IIS responses.

In aggregate there has been a consistent upward trend in ratings since FY03. The rate of increase was most notable from FY03 to FY06. The rate of increase has become smaller since FY06 but has been fairly consistent. Almost all areas seem to have stabilized at a high level; most close to a mean of 4.50. The exceptions is 'Timely Construction' which

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[6] O&M & 'Other' stakeholders were combined into this subgroup.

has hovered around a mean of approximately 4.0. As of FY15 all services are 'Green' (mean ≥4.0).

Air Force stakeholders' ratings have generally increased since FY05 and have stabilized at a very high level for most areas. Although Air Force ratings dropped slightly in FY13, they recovered in FY14 to continue a general upward trend. All services have remained green for all of the previous nine years (FY06-14). The only exception is 'Timely Completion of Construction'. This area has hovered between the high Amber and low Green zone for the previous ten years.

Army stakeholders' ratings have displayed upward trends from FY05-08 and have stabilized at a high level since FY09. Although in early years there were many services rated as Amber, all services have been Green since FY08. However, ratings for 'Reasonable Costs' and 'Timely Construction' have been decreasing the last three years. 'Reasonable Costs' scores is barely above a score of 4.00 and the score for 'Timely Construction' has fallen to the lowest value of the past ten years at 3.81. That said, the greatest improvement in stakeholder satisfaction has been demonstrated among Army stakeholders (due in part to the fact that Army ratings were initially the lowest of the stakeholder groups).

The trends in 'Other DoD' stakeholder ratings have been more erratic than Air Force or Army. This may be explained by the fact that the composition of this stakeholder base is more variable from year to year. This year Navy, Marine Corps and DLA account for 70% of the Other DoD subgroup. A notable change in ratings occurred in FY13. All services have been Green since FY08 and ratings in FY11 and FY12 were the highest received from this group over the entire 10-year cycle. However, in FY13 ratings fell across all services except Real Estate. Many areas were very close to Amber. Of concern was the significant drop in ratings in Item 10: 'Your Choice for Future Work'. Ratings also fell significantly in 'AE Services', 'Engineering Design Quality' and 'Construction Turnover' This downturn in ratings was largely reversed in FY14 as most service areas have returned to the higher levels seen in FY11-12. All service areas are Green this year except 'Timely Construction' where ratings have steadily fallen over the past five years.

IIS stakeholders have historically been among the most satisfied compared to the other stakeholder groups. This is no longer the case as satisfaction ratings for the other subgroups have increased commensurate with IIS ratings. IIS stakeholder ratings displayed a downward trend during the period FY07-09 although all except 'Funds Management' remained Green. Almost all areas showed a notable upward spike in FY10 and have remained fairly high through FY14. The only exception was 'Timely Construction' which has hovered between Amber and Green for the entire 10-year trend cycle.

USACE Military Program Directorate stakeholders have become very well satisfied with Corps' services. Measures of relationship dynamics consistently receive the highest ratings. This is largely attributable to the strong relationships between Corps staff and their stakeholders as is demonstrated by the number of compliments paid to Corps

staff. Timeliness is consistently the greatest source of stakeholder dissatisfaction however ratings in this area have significantly improved over time.

It is widely believed that stakeholder satisfaction is fundamentally tied to stakeholder loyalty. Loyalty grows from a strong stakeholder relationships and communication is paramount to developing strong relationships. It is very important for Corps staff to keep in mind that when we conduct this survey we raise stakeholders' expectations that we will address their concerns. It is critical to respond appropriately to custom feedback, particularly any negative comments submitted. The survey has very successfully facilitated communication since the survey began in '95. The end result has been improved stakeholder relations and progressively higher stakeholder satisfaction ratings over time. Overall stakeholder satisfaction has steadily increased through FY08 at which point it appears Military Program stakeholder satisfaction was at its highest level since the survey began. That high level of satisfaction has largely been maintained corporately through FY15.

APPENDIX A

Survey Instrument[7]

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[7] The survey website may be accessed by cutting & pasting the following link into your web browser: http://ww3.sam.usace.army.mil/surveys/military/survfrm.asp

US Army Corps of Engineers®

USACE Home   Military Programs

We at the U.S. Army Corps of Engineers are committed to improving our services to you and would like to know how well we are doing. Please rate your level of satisfaction with our performance for FY15. Your straight forward answers will help us identify areas needing improvement.
Thank you for your time and comments. **Detailed Statement of Purpose**

Section I - Customer/Stakeholder Information

Name:	Last:	First:

Email Address:	

If DoD:* | Please select a Service | Then select a Command | *if 'other' please specify* **cmd:**
then enter **Installation/Agency:***

If Non-DoD:* | *enter* **Agency:**

Primary Category of Service Received:* Please Select One   If Other please Specify:

Please select the USACE Organization that you will be rating. If you are rating more than one Organization, you will need to submit a separate survey for each one.
Corps District:* Please Select One

Section II - Service Areas

Please rate your level of satisfaction for each area.

Rating 1 = lowest Scale 5 = highest	Satisfaction 1 2 3 4 5 NA	We would greatly appreciate a brief explanation of ratings below '3'.
1. Seeks your requirements.	○○○○○○	
2. Manages your projects/programs effectively.	○○○○○○	
3. Treats you as an important member of the team.	○○○○○○	

		1	2	3	4	5	NA	
4.	Resolves your concerns.	O	O	O	O	O	O	
5.	Provides timely services.	O	O	O	O	O	O	
6.	Delivers quality products and services.	O	O	O	O	O	O	
7.	Delivers products/services at a reasonable cost.	O	O	O	O	O	O	
8.	Is flexible in responding to your needs.	O	O	O	O	O	O	
9.	Keeps you informed.	O	O	O	O	O	O	
10.	Would be your choice for future products and services.	O	O	O	O	O	O	
11.	Your overall level of satisfaction.	O	O	O	O	O	O	
12.	Planning (Charettes, Master Planning, Mobilization Plans, etc).	O	O	O	O	O	O	
13.	Investigations and Inspections (Non-environmental such as Structural Inspections, GIS Surveys, Transportation Studies, etc).	O	O	O	O	O	O	
14.	Environmental Studies and Surveys.	O	O	O	O	O	O	
15.	Environmental Compliance and Restoration.	O	O	O	O	O	O	
16.	Real Estate Services (e.g., Acquisition, Disposal, Leases, etc).	O	O	O	O	O	O	

	Rating Scale 1 = lowest 5 = highest	Satisfaction						We would greatly appreciate a brief explanation of ratings below '3'.
		1	2	3	4	5	NA	
17.	Project Management Services.	O	O	O	O	O	O	
18.	On-site project management (PM Forward, Area Engineer, Resident Engineer).	O	O	O	O	O	O	
19.	Project Documentation (DD 1391, 1354, etc.) (Quality and completeness of documents).	O	O	O	O	O	O	
20.	Funds Management and Cost Accounting.	O	O	O	O	O	O	
21.	Cost Estimating.	O	O	O	O	O	O	
22.	Change Management (handling mods etc).	O	O	O	O	O	O	
23.	Contracting Services (All types).	O	O	O	O	O	O	

24.	Architect-Engineer Contracts (Quality of AE services).	O	O	O	O	O	O	
25.	Engineering Design Quality.	O	O	O	O	O	O	
26.	Construction Quality.	O	O	O	O	O	O	
27.	Timely Completion of Construction (Meet Beneficial Occupancy Dates, etc).	O	O	O	O	O	O	
28.	Construction Turnover.	O	O	O	O	O	O	
29.	Contract Warranty Support.	O	O	O	O	O	O	
30.	End-User Satisfaction with Facility.	O	O	O	O	O	O	
31.	Maintainability of Construction (including HVAC, electrical, plumbing)	O	O	O	O	O	O	
32.	Corps design & construction effectively addresses energy & environmental sustainability mandates (eg LEED, energy/water conservation, pollution prevention, sustainable building materials, etc)	O	O	O	O	O	O	

Overall Comments/Suggestions

[Submit]   [Reset]

APPENDIX B

Statistical Details

Table B-1: General Satisfaction Items – Details

General Services	Very Low		Low		Mid-range		High		Very High		Total	
Item	#	%	#	%	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	10	1.2	18	2.2	73	9.0	200	24.7	508	62.8	809	100.0
S2 Manages Effectively	22	2.7	41	5.0	67	8.2	241	29.5	445	54.5	816	100.0
S3 Treats You as a Team Member	15	1.8	18	2.2	48	5.9	159	19.4	578	70.7	818	100.0
S4 Resolves Your Concerns	19	2.3	23	2.8	67	8.2	219	26.7	493	60.0	821	100.0
S5 Timely Service	38	4.6	34	4.1	99	12.1	227	27.7	422	51.5	820	100.0
S6 Quality Product	14	1.7	22	2.7	71	8.8	223	27.7	474	59.0	804	100.0
S7 Reasonable Costs	27	3.4	33	4.2	115	14.6	262	33.3	349	44.4	786	100.0
S8 Displays Flexibility	14	1.7	17	2.1	74	9.1	199	24.5	508	62.6	812	100.0
S9 Keeps You Informed	20	2.4	25	3.0	77	9.4	202	24.6	496	60.5	820	100.0
S10 Your Future Choice	30	3.8	28	3.5	84	10.5	185	23.2	472	59.1	799	100.0
S11 Overall Satisfaction	15	1.8	28	3.4	76	9.3	237	29.0	461	56.4	817	100.0

Table B-2: Specific Services Items– Details

Specific Services	Very Low		Low		Mid-range		High		Very High		Total	
Item	#	%	#	%	#	%	#	%	#	%	#	%
S12 Planning (Charettes, Master...)	4	0.8	9	1.8	30	6.1	137	27.7	314	63.6	494	100.0
S13 Investigations/Inspections	7	2.0	12	3.4	30	8.5	104	29.5	199	56.5	352	100.0
S14 Environmental Studies	1	0.3	8	2.3	21	6.0	110	31.4	210	60.0	350	100.0
S15 Environmental Compliance	1	0.3	8	2.4	20	6.0	100	30.2	202	61.0	331	100.0
S16 Real Estate	10	3.3	9	2.9	33	10.7	79	25.7	176	57.3	307	100.0
S17 Project Management	12	1.7	23	3.3	61	8.8	202	29.2	393	56.9	691	100.0
S18 On-Site Project Mgmt	8	1.5	28	5.2	50	9.2	165	30.5	290	53.6	541	100.0
S19 Project Documents (1391s, 1354s...)	8	1.6	15	2.9	65	12.6	170	33.0	257	49.9	515	100.0
S20 Funds Management	11	1.7	22	3.4	65	10.1	216	33.6	328	51.1	642	100.0
S21 Cost Estimating	16	2.5	23	3.5	85	13.0	228	35.0	300	46.0	652	100.0
S22 Change Mgmt (Mods etc)	13	2.0	28	4.4	82	12.9	198	31.1	315	49.5	636	100.0
S23 Contracting Services	14	2.1	22	3.4	79	12.1	194	29.7	345	52.8	654	100.0
S24 AE Services	6	1.3	15	3.3	35	7.7	149	32.8	249	54.8	454	100.0
S25 Engineering Design	7	1.5	16	3.5	55	12.0	152	33.2	228	49.8	458	100.0
S26 Construction Quality	2	0.4	13	2.7	55	11.5	164	34.2	245	51.1	479	100.0
S27 Timely Construction	29	6.1	34	7.1	76	16.0	142	29.8	195	41.0	476	100.0
S28 Construction Turnover	6	1.4	14	3.3	56	13.4	150	35.9	192	45.9	418	100.0
S29 Warranty Support	10	2.6	12	3.2	50	13.2	129	34.1	177	46.8	378	100.0
S30 End-user Satisfaction	6	1.3	14	3.1	40	8.7	152	33.1	247	53.8	459	100.0
S31 Maintainability of Construction	5	1.3	8	2.0	62	15.6	141	35.4	182	45.7	398	100.0
S32 Energy Conservation (LEED...)	3	0.7	6	1.5	48	11.7	136	33.0	219	53.2	412	100.0

Table B-3: Mean Satisfaction Scores by Stakeholder Group

Item	Air Force Mean	N	Army Mean	N	DoD Other Mean	N	IIS Mean	N	Total Mean	N
S1 Seeks Your Requirements	4.62	202	4.40	364	4.40	146	4.41	97	4.46	809
S2 Manages Effectively	4.51	203	4.23	366	4.14	148	4.22	99	4.28	816
S3 Treats You as Team Member	4.70	203	4.51	368	4.49	148	4.46	99	4.55	818
S4 Resolves Your Concerns	4.55	204	4.35	369	4.30	148	4.36	100	4.39	821
S5 Timely Service	4.43	202	4.08	370	4.11	149	4.09	99	4.17	820
S6 Quality Product	4.51	198	4.37	367	4.33	143	4.35	96	4.39	804
S7 Reasonable Cost	4.30	195	4.01	358	4.08	138	4.15	95	4.11	786
S8 Displays Flexibility	4.64	201	4.38	365	4.35	147	4.39	99	4.44	812
S9 Keeps You Informed	4.51	204	4.34	367	4.34	148	4.29	101	4.38	820
S10 Your Future Choice	4.48	203	4.29	359	4.19	143	4.16	94	4.30	799
S11 Overall Satisfaction	4.56	202	4.31	368	4.24	147	4.21	100	4.35	817
S12 Planning (Charettes, Master …)	4.64	120	4.49	208	4.46	101	4.46	65	4.51	494
S13 Investigations/Inspections (Non-Env)	4.47	70	4.34	166	4.30	70	4.30	46	4.35	352
S14 Environmental Studies	4.57	82	4.47	172	4.32	50	4.57	46	4.49	350
S15 Environmental Compliance	4.55	77	4.45	163	4.44	45	4.59	46	4.49	331
S16 Real Estate	4.37	56	4.24	168	4.30	54	4.59	29	4.31	307
S17 Project Management	4.58	177	4.32	292	4.29	133	4.17	89	4.36	691
S18 On-site Project Mgmt	4.55	134	4.26	220	4.14	111	4.17	76	4.30	541
S19 Project Documents (1354, 1391…)	4.37	130	4.25	224	4.20	92	4.25	69	4.27	515
S20 Funds Management	4.54	158	4.25	280	4.26	122	3.99	82	4.29	642
S21 Cost Estimating	4.36	159	4.15	282	4.11	124	4.07	87	4.19	652
S22 Change Mgmt (Mods etc)	4.40	164	4.18	272	4.18	121	4.03	79	4.22	636
S23 Contracting Services	4.52	169	4.22	282	4.12	120	4.18	83	4.28	654
S24 A/E Services	4.48	118	4.34	192	4.36	91	4.19	53	4.37	454
S25 Engineering Design Quality	4.40	113	4.22	197	4.22	97	4.20	51	4.26	458
S26 Construction Quality	4.44	122	4.35	197	4.21	101	4.24	59	4.33	479
S27 Timely Construction	4.22	116	3.81	201	3.83	99	3.90	60	3.92	476
S28 Construction Turnover	4.48	98	4.14	182	4.15	88	4.10	50	4.22	418
S29 Warranty Support	4.38	91	4.12	171	4.12	77	4.23	39	4.19	378
S30 End-user Satisfaction	4.50	118	4.28	193	4.35	95	4.26	53	4.35	459
S31 Maintainability	4.44	105	4.10	174	4.24	78	4.17	41	4.22	398
S32 Energy Conservation (LEED…)	4.44	103	4.40	181	4.35	85	4.07	43	4.36	412

Items in **bold** are statistically significant at α = .05.

Table B-4: Mean Satisfaction Scores by Work Category

Item	Construction Mean	N	Environmental Mean	N	Real Estate Mean	N	Other Mean	N	Total Mean	N
S1 Seeks Your Requirements	4.37	113	4.52	91	4.27	66	4.33	51	4.39	321
S2 Manages Effectively	4.11	114	4.47	91	4.18	67	4.22	50	4.24	322
S3 Treats You as Team Member	4.53	114	4.60	91	4.41	69	4.40	50	4.50	324
S4 Resolves Your Concerns	4.27	115	4.52	90	4.23	69	4.49	51	4.37	325
S5 Timely Service	3.97	115	4.26	91	4.06	69	4.12	51	4.09	326
S6 Quality Product	4.19	113	4.56	91	4.42	69	4.42	50	4.38	323
S7 Reasonable Cost	3.74	112	4.23	90	4.11	66	4.24	49	4.03	317
S8 Displays Flexibility	4.27	113	4.54	90	4.28	67	4.47	51	4.38	321
S9 Keeps You Informed	4.35	113	4.44	91	4.19	68	4.47	51	4.36	323
S10 Your Future Choice	4.20	112	4.48	91	4.17	64	4.32	50	4.29	317
S11 Overall Satisfaction	4.23	114	4.47	91	4.18	68	4.43	51	4.32	324
S17 Project Management	4.23	110	4.45	78	4.59	22	4.31	45	4.34	255
S19 Project Documents (1354, 1391…)	4.16	96	4.37	41	4.23	22	4.39	33	4.25	192
S20 Funds Management	4.11	103	4.37	71	4.17	35	4.39	38	4.23	247
S21 Cost Estimating	4.05	103	4.44	77	4.11	28	4.18	38	4.20	246
S22 Change Mgmt (Mods etc)	4.00	104	4.39	66	4.38	24	4.36	42	4.21	236
S23 Contracting Services	4.09	95	4.21	75	4.45	29	4.41	46	4.23	245
S24 A/E Services	4.23	90	4.58	36	4.71	14	4.25	24	4.35	164

Items in **bold** are statistically significant at α = .05.

Table B-5: Responses by Division & Survey Year FY06-15

MSC	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	Total
AED	5	7	13	12	0	0	0	0	0	0	37
GRD	11	5	18	16	0	0	0	0	0	0	50
LRD	39	26	82	55	67	91	82	56	52	52	602
MVD	0	17	31	39	39	28	25	24	17	27	247
NAD	168	151	164	200	214	231	203	181	175	119	1806
NWD	101	170	186	152	120	145	125	134	94	115	1342
POD	91	99	87	117	102	112	125	79	81	82	975
SAD	192	183	185	209	218	232	252	223	217	187	2098
SPD	42	79	89	127	140	128	128	139	145	105	1122
SWD	66	61	65	119	187	175	156	139	120	110	1198
TAC	62	38	38	34	0	0	0	0	0	0	172
TAD	0	0	0	0	65	112	64	53	40	28	362
Total	777	836	958	1080	1152	1254	1160	1028	941	825	10011

AED, GRD & TAC reorganized under TAD in FY10.

Table B-6: Responses by District & Survey Year FY06-15

District	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	Total
LRB	0	0	5	3	10	8	5	6	0	0	37
LRC	0	0	3	4	1	1	0	0	0	0	9
LRE	0	0	7	1	8	9	7	5	3	0	40
LRH	1	0	19	13	10	11	18	10	4	6	92
LRL	38	26	40	28	31	52	46	28	43	40	372
LRN	0	0	7	6	7	10	6	7	2	6	51
LRP	0	0	1	0	0	0	0	0	0	0	1
MVP	0	5	10	8	4	4	0	0	0	0	31
MVR	0	8	6	16	13	13	10	9	7	12	94
MVS	0	4	15	15	22	11	15	15	10	15	122
NAB	29	48	35	46	55	43	35	27	33	31	382
NAE	5	3	3	3	3	5	11	7	10	6	56
NAN	23	17	23	28	40	41	40	43	35	10	300
NAO	39	34	31	41	32	50	27	28	29	25	336
NAP	22	16	30	25	16	21	21	16	13	13	193
NAU	50	33	42	57	68	71	69	60	55	34	539
NWK	7	15	20	26	20	37	31	35	30	29	250
NWO	61	83	92	83	78	64	55	44	51	59	670
NWS	33	72	74	43	22	44	39	55	13	27	422
POA	37	30	39	50	44	47	40	26	28	33	374
POF	19	23	22	18	16	25	31	15	14	18	201
POH	13	18	8	21	17	20	23	15	16	17	168
POJ	22	28	18	28	25	20	31	23	23	14	232
SAC	0	0	1	17	18	31	37	31	27	21	183
SAJ	0	2	8	5	26	20	31	31	27	11	161
SAM	124	106	106	124	118	130	133	113	106	113	1173
SAS	64	74	64	61	54	44	40	42	47	32	522
SAW	4	1	6	2	2	7	11	6	10	10	59
SPA	18	24	17	37	38	16	33	25	21	13	242
SPK	9	33	42	53	62	75	54	54	48	40	470
SPL	13	22	30	37	40	37	41	60	76	52	408
SPN	2	0	0	0	0	0	0	0	0	0	2
SWF	36	28	27	73	131	114	89	76	56	66	696
SWL	5	4	14	14	13	19	22	23	23	18	155
SWT	25	29	24	32	43	42	45	40	41	26	347
AED	5	7	13	12	0	0	0	0	0	0	37
GRD	11	5	18	16	0	0	0	0	0	0	50
TAA	0	0	0	0	0	0	0	6	0	0	6
TAC	62	38	38	34	0	0	0	0	0	0	172
TAG	0	0	0	0	10	0	0	0	0	0	10
TAM	0	0	0	0	33	43	50	47	40	28	241
TAN	0	0	0	0	18	43	12	0	0	0	73
TAS	0	0	0	0	4	26	2	0	0	0	32
Total	777	836	958	1080	1152	1254	1160	1028	941	825	10011

Notes:

AED & GRD began participating in survey in FY06.

AED, GRD & TAC reorganized under TAD in FY10.

AED became TAS & TAN; GRD became TAG & TAC became TAM.

TAG closed in FY12.

TAS & TAN merged into TAA in FY13.

TAA Ceased participation on Survey in FY14

APPENDIX C

Stakeholder Demographics

Table C-1: Air Force 'Other' Commands -Details

Air Force Other Command	Count	Percent
AF Med Services	1	5.6
AFPET - Air Force Petroleum Agency	1	5.6
AFSPC	5	27.8
Air Force Personnel Center	1	5.6
Air National Guard	5	27.8
HQAF	2	11.1
USAFE	3	16.7
Total	18	100

Table C-2: Army 'Other' Commands –Details

Army Other Command	Count	Percent
AEC	7	17.1
AMCOM	2	4.9
ARCYBER	1	2.4
Army Acquisition Support Center	1	2.4
ATEC	7	17.1
FORSCOM	5	12.2
INSCOM	4	9.8
National Training Center	1	2.4
NETCOM	1	2.4
RDECOM	2	4.9
SDDC	4	9.8
TRADOC	2	4.9
USACE	2	4.9
USAEC	1	2.4
USMA	1	2.4
Total	41	100

Table C-3: Joint/Combat Commands –Details

Joint/Combat Command - Details	Count	Percent
CENTCOM	8	15.1
SOCOM	9	17.0
SOUTHCOM	11	20.8
AFRICOM	2	3.8
EUCOM	4	7.5
JPRA	1	1.9
NORTHCOM	5	9.4
PACOM	8	15.1
STRATCOM	3	5.7
USFK	2	3.8
Total	53	100.0

Table C-4: 'DoD - Other' Agencies -Details

DoD - Other - Details	Count	Percent
DCMA	2	4.4
DeCA	1	2.2
DHA	2	4.4
DISA	5	11.1
DLA	37	4.5
DoDEA	11	24.4
Marine Corps	23	2.8
Missile Defense Agency	8	17.8
National Defense University	2	4.4
Navy	40	4.8
NGA	3	6.7
NRO	2	4.4
NSAH	1	2.2
OSD	2	4.4
OSD, AT&L	2	4.4
PEO Missiles and Space	1	2.2
SUSLAK	1	2.2
Unknown	1	2.2
WHS	1	2.2
Total	145	100

Table C-5: Work Category 'Other'

Work Category - Other	Count	%	Work Category - Other	Count	%
All Listed Services	2	2.6	Mil Munitions Response Pgm	3	3.8
Army Family Housing	1	1.3	PBA - Production Base Support	1	1.3
Construction and O&M	1	1.3	Planning	1	1.3
Consulting Services	1	1.3	Planning & Design	1	1.3
Contracting Services	6	7.7	Planning and Contracting Services	1	1.3
Cost Estimating Services	1	1.3	Planning, Programming, Design and Construct.	1	1.3
Dam Safety	1	1.3	Project Mgmt and Tech Services	1	1.3
Design & construction	1	1.3	PM & Construction Services	1	1.3
Design & Construction	1	1.3	Pre-design Charrette	1	1.3
Design & Construction Mgmt	2	2.6	Program Management	1	1.3
Design & Contracting Services	1	1.3	Program Mgmt & Planning	1	1.3
Design Services	3	3.8	Project Management	3	3.8
Design Services & Program Support	1	1.3	Project Mgmt and Tech Services	1	1.3
Dredging/Maintenance	3	3.8	Public Works	1	1.3
Emer Support & O&M	1	1.3	R&D	1	1.3
Environmental, Real Estate, & Construction	1	1.3	Range Clearance	1	1.3
Equipment Procurements	1	1.3	Sandy Recovery	1	1.3
Execution of AF Planning Documents	1	1.3	Services Contract	2	2.6
Facility Mgmt	1	1.3	Tech Support (Water Mgmt & Hydroelectric Dams)	1	1.3
FMS	2	2.6	Tech Support	1	1.3
Geospatial/Mapping Services	10	12.8	Test and Evaluation	1	1.3
Guidance and Data Tracking	1	1.3	Timber Contracting	1	1.3
HNFC Design	1	1.3	UXO Safety Support	1	1.3
Integrated Training Area Mgmt	1	1.3	Water Resource Management	1	1.3
Master Planning	3	3.8	Total	78	100.0
Master Planning_GIS	1	1.3			

Table C-6: Air Force Stakeholder Organizations

Air Force Installations/Organizations	Count	Percent
1st Hill AFB	4	2.0
AF Med Services	1	0.5
AF Petroleum Agency	1	0.5
AF Research Lab	1	0.5
AF Reserves	6	2.9
AFCEC	25	12.3
AFCENT	1	0.5
Air National Guard	5	2.5
Arnold AFB	5	2.5
Aviano AB	1	0.5
BRAC - Reese AFB	1	0.5
Buckley AFB	1	0.5
Charleston AFB	1	0.5
Davis Monthan AFB	2	1.0
Dyess AFB	1	0.5
Edwards AFB	4	2.0
Eglin AFB	8	3.9
Eielson AFB	4	2.0
Ellsworth AFB	1	0.5
Elmendorf AFB	2	1.0
Fairchild AFB	1	0.5
FE Warren AFB	2	1.0
Goodfellow AFB	1	0.5
Hanscom AFB	3	1.5
Hill AFB	3	1.5
Holloman AFB	2	1.0
Homestead ARB	2	1.0
HQAF	2	1.0
Hurlburt Field	1	0.5
JB Andrews	1	0.5
JB Charleston	2	1.0
JB Elmendorf-Richardson	4	2.0
JB McGuire-Dix-Lakehurst	6	2.9
JB San Antonio	2	1.0
Kaena Point	2	1.0
Kelly AFB	1	0.5
Kirtland AFB	1	0.5
Kunsan AB	1	0.5
Lackland AFB	11	5.4
Little Rock AFB	2	1.0
Luke AFB	4	2.0
MacDill AFB	4	2.0
Malmstrom AFB	4	2.0

Air Force Installations/Organizations	Count	Percent
Maxwell AFB	1	0.5
McConnell AFB	6	2.9
Minot AFB	3	1.5
Misawa AFB	1	0.5
Moody AFB	2	1.0
Mountain Home AFB	1	0.5
Nellis AFB	2	1.0
Nellis AFB and Creech AFB	1	0.5
Offutt AFB	3	1.5
Osan AB	1	0.5
PACAF	1	0.5
Patrick AFB	2	1.0
Peterson AFB	1	0.5
Randolph AFB	6	2.9
Robins AFB	10	4.9
Scott AFB	2	1.0
Seymor Johnson AFB	1	0.5
Shaw AFB	2	1.0
Sheppard AFB	1	0.5
Spangdahlem AB	1	0.5
State Department	2	1.0
Tinker AFB	3	1.5
Travis AFB	4	2.0
USAFE	1	0.5
Vandenberg AFB	2	1.0
Whiteman AFB	3	1.5
Wright Patterson AFB	4	2.0
Total	204	100.0

Table C-7: Army Stakeholder Organizations

Army Installations/Organizations	Count	Percent
Aberdeen Proving Ground	4	1.1
ACSIM/BRAC	8	2.2
Adelphi Laboratory Center	2	0.5
AEC	6	1.6
AFRICOM	1	0.3
Arlington National Cemetery	2	0.5
Army National Guard	27	7.3
Army Reserves	27	7.3
ARNORTH	1	0.3
ARSOUTH	1	0.3
Blue Grass Army Depot	1	0.3
BRAC - Ft McClellan	1	0.3
BRAC - Ft Monmouth	1	0.3
BRAC - Ft Ord	1	0.3
BRAC - Indiana AAP	1	0.3
BRAC - Joliet AAP	2	0.5
BRAC - Newport Chemical Depot	1	0.3
BRAC - Seneca AD	1	0.3
BRAC - Sunflower AAP	1	0.3
BRAC -Ft Devens	1	0.3
Camp Arifjan	1	0.3
Camp Humphreys	1	0.3
Camp Zama	1	0.3
Carlisle Barracks	1	0.3
Clay Kaserne	1	0.3
Corpus Christy AD	2	0.5
Detroit Arsenal	2	0.5
Dugway Proving Ground	2	0.5
EUCOM	1	0.3
Ft Gordon	1	0.3
Ft AP Hill	5	1.3
Ft Belvoir	7	1.9
Ft Benning	3	0.8
Ft Bliss	9	2.4
Ft Bliss/ Ft Hood	1	0.3
Ft Bragg	12	3.2
Ft Buchanan	1	0.3
Ft Campbell	3	0.8
Ft Carson	2	0.5
Ft Detrick	2	0.5
Ft Drum	1	0.3
Ft Eustis	2	0.5
Ft Gordon	1	0.3

Army Installations/Organizations	Count	Percent
Ft Greely	2	0.5
Ft Hamilton	1	0.3
Ft Hood	3	0.8
Ft Huachuca	5	1.3
Ft Hunter Liggett	2	0.5
Ft Irwin	3	0.8
Ft Jackson	3	0.8
Ft Knox	11	3.0
Ft Leavenworth	2	0.5
Ft Lee	4	1.1
Ft Leonard Wood	3	0.8
Ft McCoy	1	0.3
Ft Meade	2	0.5
Ft Polk	7	1.9
Ft Riley	2	0.5
Ft Rucker	3	0.8
Ft Sam Houston	4	1.1
Ft Shafter	5	1.3
Ft Shafter/Schofield	1	0.3
Ft Sill	1	0.3
Ft Stewart	1	0.3
Ft Wainwright	3	0.8
Holston AAP	2	0.5
HQ IMCOM	1	0.3
HQAMC	1	0.3
HQDA	1	0.3
IMCOM Europe	1	0.3
IMCOM Pacific	1	0.3
INSCOM	1	0.3
JB Lewis-McChord	2	0.5
JB Myer & Henderson Hall	1	0.3
JB San Antonio	1	0.3
Joint Base Lewis McChord	1	0.3
Joint Base Lewis-McChord	2	0.5
Joint Munitions Training Cmd	1	0.3
Kelley Barracks	1	0.3
Lake City AAP	1	0.3
Letterkenny Army Depot	1	0.3
Longhorn AAP	1	0.3
MEDCOM	21	5.7
Milan AAP	2	0.5
MOT Sunny Point	2	0.5
MOTCO	2	0.5
National Training Center	1	0.3
NETCOM	1	0.3

Army Installations/Organizations	Count	Percent
OACSIM	2	0.5
OSD	1	0.3
Patch Barracks	1	0.3
PEO Missiles and Space	1	0.3
Picatinny Arsenal	2	0.5
Pine Bluff Arsenal	1	0.3
Presidio of Monterey	3	0.8
Pueblo Chemical Depot	1	0.3
Radford AAP	2	0.5
Red River Army Depot	4	1.1
Redstone Arsenal	6	1.6
SDDC	1	0.3
Shaw AFB	1	0.3
Sierra Army Depot	2	0.5
SMDC	2	0.5
Soto Cano AB	2	0.5
SOUTHCOM	3	0.8
Special Operations Forces Spt	1	0.3
Tobyhanna AD	1	0.3
Tooele AD	1	0.3
USACE	2	0.5
USAG Baumholder	1	0.3
USAG Bavaria	2	0.5
USAG Benelux-Schinnen	1	0.3
USAG DAEGU	1	0.3
USAG Hawaii	2	0.5
USAG Italy	3	0.8
USAG Japan	2	0.5
USAG Okinawa	1	0.3
USAG Stuttgart	2	0.5
USAG Wiesbaden	3	0.8
USAG Yongsan	4	1.1
USARAK	1	0.3
USARCENT	1	0.3
USAREC	11	3.0
USARNORTH	1	0.3
USARSO	1	0.3
USFOR-A	2	0.5
USMA	1	0.3
USMILGP Belize	2	0.5
USMILGP Brazil	1	0.3
USMILGP Nicaragua	1	0.3
USMILGP Peru	1	0.3
Warrenton Training Center	1	0.3
Watervliet Arsenal	3	0.8

Army Installations/Organizations	Count	Percent
West Point	1	0.3
White Sands Missile Range	3	0.8
Yakima Training Center	5	1.3
Yuma Proving Ground	3	0.8
Total	371	100.0

Table C-8: Other DoD Stakeholder Organizations

DoD Organizations	Count	Percent
Camp H. M. Smith	2	1.3
Cape Canaveral AFB	1	0.7
Counter Narcotics Central Asia	1	0.7
DeCA	1	0.7
Defense Contract Mgmt Agency	2	1.3
Defense Health Agency	2	1.3
DISA	5	3.4
DLA	37	24.8
DODEA	11	7.4
Eglin AFB	2	1.3
Fairchild AFB	1	0.7
Ft Bragg	2	1.3
Korea	1	0.7
Marine Corps	23	15.4
MDA	6	4.0
National Reconnaissance Office	1	0.7
Navy	39	26.2
NDU	2	1.3
NGA	3	2.0
NSA	2	1.3
OSD	1	0.7
PACOM	1	0.7
Redstone Arsenal	2	1.3
SUSLAK	1	0.7
Total	149	100.0

Table C-9: IIS Stakeholder Organizations

IIS Organizations	Count	Percent
AL Dept of Environ Mgmt	1	1.0
American Battle Monuments Cmsn	1	1.0
Bureau of Land Management	2	2.0
CALIBRE	1	1.0
Coast Guard	7	6.9
DEA	1	1.0
DHS-CBP	14	13.9
DHS-ICE	8	7.9
DHS-TSA	1	1.0
DOE	13	12.9
DOI/USFWS	1	1.0
DOT	1	1.0
Egyptian Engineering Authority	1	1.0
EPA	6	5.9
FAA	1	1.0
FBI	1	1.0
FDA	1	1.0
FEMA	2	2.0
Govt of Brazil	1	1.0
Iraq Ministry of Defense	1	1.0
Iraqi Air Force	2	2.0
Israel Ministry of Defense	1	1.0
Mississippi DEQ	1	1.0
NASA	6	5.9
National Park Service	3	3.0
NOAA	3	3.0
Royal Air Force Oman	1	1.0
Royal Navy Command HQ	1	1.0
State Department	4	4.0
Tennessee Valley Authority	1	1.0
USAID	1	1.0
VA	12	11.9
Total	101	100.0

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