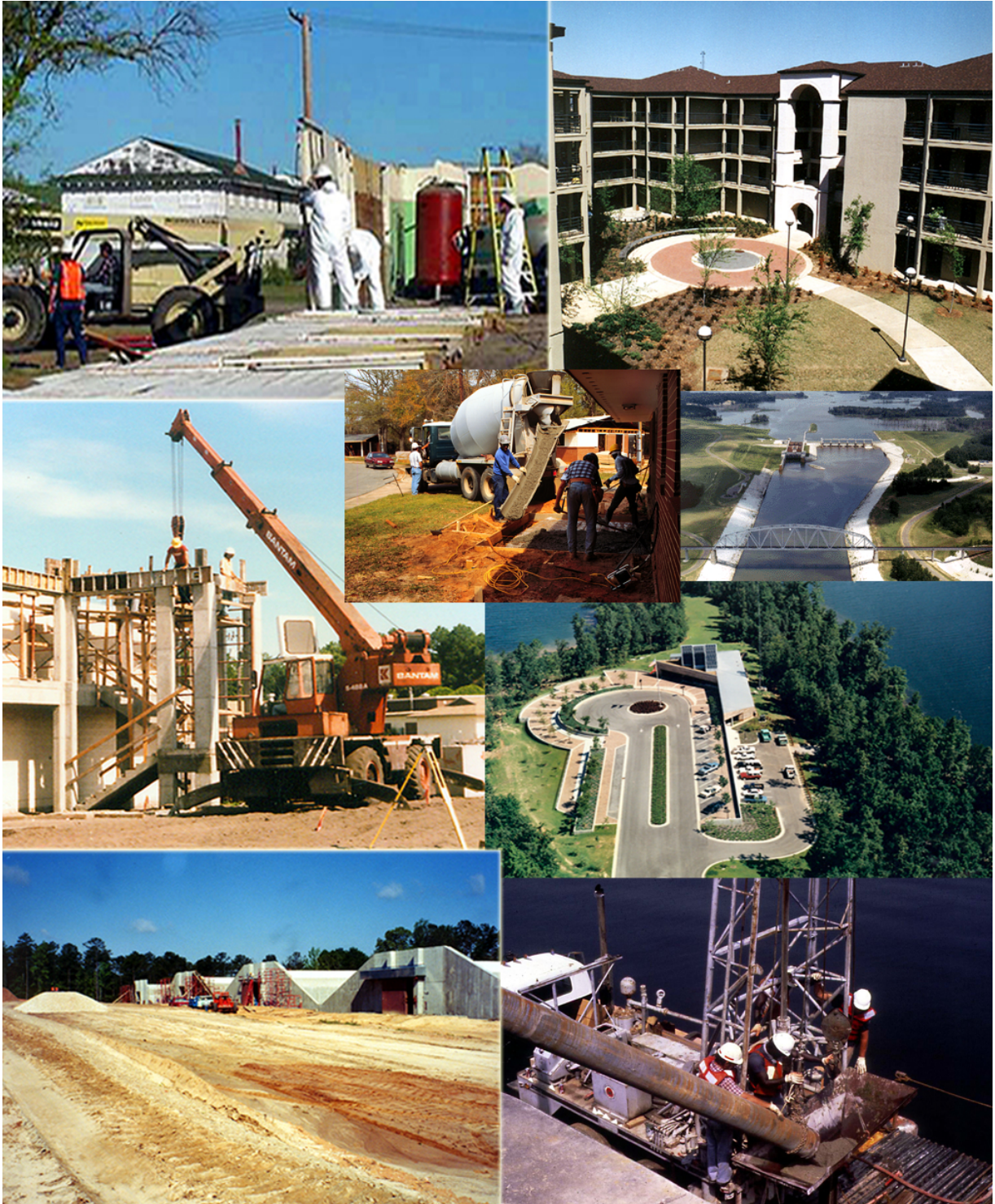




US Army Corps
of Engineers

FY16 MILITARY PROGRAMS STAKEHOLDER SATISFACTION SURVEY



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USACE Organization Symbols¹

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

¹ Organizations participating in FY16 Survey highlighted.

EXECUTIVE SUMMARY

A total of 757 stakeholders participated in the FY16 survey. Army stakeholders comprise the largest proportion of the FY16 sample at 43 percent followed by Air Force (25%), 'Other DoD' (18%) and IIS (14%).

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 (78 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 percent of respondents each. 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 83 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 six percent negatively.

The most highly rated specific services were '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 fifteen percent and 'Change Mgmt (Mods etc)' at seven percent low ratings.

A total of 400 stakeholders (52%) submitted comments. Of these, 217 (54%) made overall favorable comments, 95 (24%) made negative comments and 74 (19%) stakeholders' comments contained mixed information (positive and negative statements). The two most frequent positive comments concerned 'Compliments to individuals/staff' (254 stakeholders) and 'Responsiveness of district staff' (59 comments). The most frequent negative comments addressed a lack of timeliness (88 comments) as well as communication issues (67 comments). 'Meeting Schedule' was also a problematic issue reported (53 comments).

The analysis comparing Air Force, Army, Other DoD, and IIS stakeholder ratings found nine services in which stakeholders differed in their satisfaction levels. Air Force was significantly more satisfied than 'Other DOD'. And in nearly all areas IIS ratings were also significantly higher than 'Other DOD'.

As 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. Although Construction stakeholders remain less satisfied, the size of the gap between group scores has been decreasing over time

Since FY07 almost all areas have stabilized at a high level; most close to a mean of 4.20. There are a few areas that hover around a mean of 4.0 between a high Amber and low Green level. They include: 'Timely Services', 'Reasonable Costs', 'Real Estate', 'Cost Estimating' and 'Change Management (Mods etc.)'. Of most concern is 'Timely Construction' which has shown a clear decrease since FY11 from a mean of 4.03 to the current score of 3.74.

Air Force ratings have stabilized at a high level around a mean score of approximately 4.50 for most service areas. Three services actually attain a mean score of 4.70. They include 'Treats You as a Team Member', 'Environmental Studies' and 'Environmental Compliance'. The single problem area among Air Force respondents is 'Timely Construction' which remains between high Amber and low Green for the entire ten-year trend cycle.

Army stakeholders' ratings have stabilized around a mean score of 4.30 since FY09. The few services that fall below that threshold include 'Reasonable Costs', 'Timely Construction' 'Construction Turnover' and 'Contract Warranty Support'. Although in early years there were many services rated as Amber, all services (except Timely Construction) have been Green since FY08. Ratings for 'Timely Construction' have decreased from a high of 4.16 in FY09 to 3.90 in FY16. 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).

Generally trends in 'Other DOD' ratings rose over FY07-11. Since FY11 ratings have decreased; notably in the FY14-16 time period. A few services have fallen to high Amber or low Green in FY16. They include 'Timely Services', 'Reasonable Costs' and 'Cost Estimating'. 'Timely Construction' has been Amber for the past three years (FY14-16) falling from a high of 4.25 in FY11 to 3.86 in FY16.

IIS ratings have stabilized from FY10 through FY16 attaining a mean score of around 4.40. Many service areas actually approach or exceed a mean score of 4.50. The few areas that did not attain this high level falling between a score of 4.00 to 4.20 included 'Funds Management', 'Cost Estimating' and 'Change Management (Mods etc.)'. The most problematic area for this subgroup is also 'Timely Construction'. This service has remained between Amber and Green for the past 10-years and has recently fallen from a high of 4.18 in FY11 to 3.88 in FY16.

USACE Military Program Directorate's stakeholders are well satisfied with Corps' services. Measures of relationship dynamics consistently receive the highest ratings. 'Timely Construction' is consistently the greatest source of stakeholder dissatisfaction. There has been a consistent downward trend in this area in recent years. The highest mean score in this service of 4.05 was attained in FY09. Ratings have fallen to a mean score of 3.74 for the current survey period.

§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.

The Headquarters of the US Army Corps of Engineers (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 the Military Programs Directorate (CEMP) to all Major Subordinate Commands (MSCs) contained instructions for administration of the FY16 Military Programs Stakeholder Survey. Corps Districts were to complete administration of their stakeholder survey by 16 November 2016.

All districts serving military or International and Interagency Support (IIS) agencies during FY16 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. RESULTS OF FY16 SURVEY

§2.1 STAKEHOLDER DEMOGRAPHICS

The total FY16 stakeholder base consisted of 1,878 individuals, basically unchanged compared to the FY15 stakeholder base of 1,860 individuals. A total of 757 stakeholders participated in the FY16 survey. The Corps-wide response rate was 40 percent. This corresponds to an estimated sampling error of 2.4 percent. The Corps-wide response rate was slightly lower (-4%) in FY16 vs. FY15. Response rates varied greatly among districts. Of the 31 participating districts most had response rates around 48 percent. Response rates for smaller districts (population ≤ 50) averaged 48 percent and ranged from 18 to 92 percent. The average response rate for larger districts was 40 percent and ranged from 21 to 66 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 FY16 sample at 43 percent followed by Air Force (25%), 'Other DOD' (18%) and IIS (14%).

Stakeholders were asked to identify their DOD command. Air Force stakeholders could select from: ACC, AETC, AFCEE, AFMC, AMC, PACAF, AF Reserves, Joint/Combat Command and 'AF-Other'. The greatest number of Air Force stakeholders fall under AFCEC (61 stakeholders), and AETC and AFMC (25 stakeholders each). The number of AETC stakeholders while higher than the last two years remains about half the number participating in FY13. The commands specified by the Air Force stakeholders who selected 'AF-Other' included Global Strike Command, Air National Guard 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 Central and IMCOM Atlantic at 51 and 48 stakeholders respectively. Many of the FY16 Army stakeholders fell into the 'Army-Other' category. The commands specified by these respondents included AEC, ATEC and USACE among others. The number of Joint/Combat Command stakeholders dropped by two thirds from 132 in FY13 to 37 this reporting year. They included SOUTHCOM (13), SOCOM (12), EUCOM (5) and a few others. Notably unlike previous years there was only one CENTCOM response. 'Other DOD' stakeholders include Navy (31 stakeholders), DLA (29), Marine Corps (23), DODEA (10) and MDA (7). It also includes a number of DOD support agencies. IIS stakeholders include organizations such as DHS, DOE, VA, EPA, Coast Guard, etc. The largest proportion of IIS stakeholders is comprised of 23 DHS respondents.

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

<u>Group</u>	<u>Count</u>	<u>Percent</u>
Air Force	189	25.0
Army	326	43.1
DOD Other	138	18.2
IIS	104	13.7
Total	757	100.0

CEMP Stakeholder Groups FY16

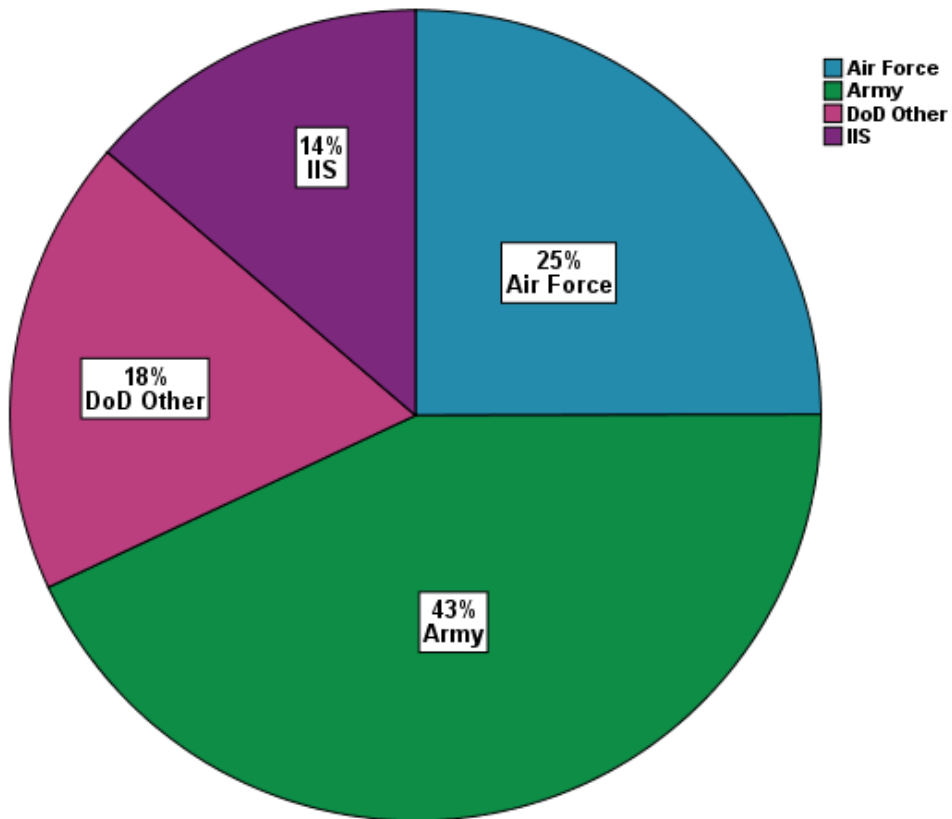


Figure 1: CEMP Stakeholder Groups

Air Force Commands FY16

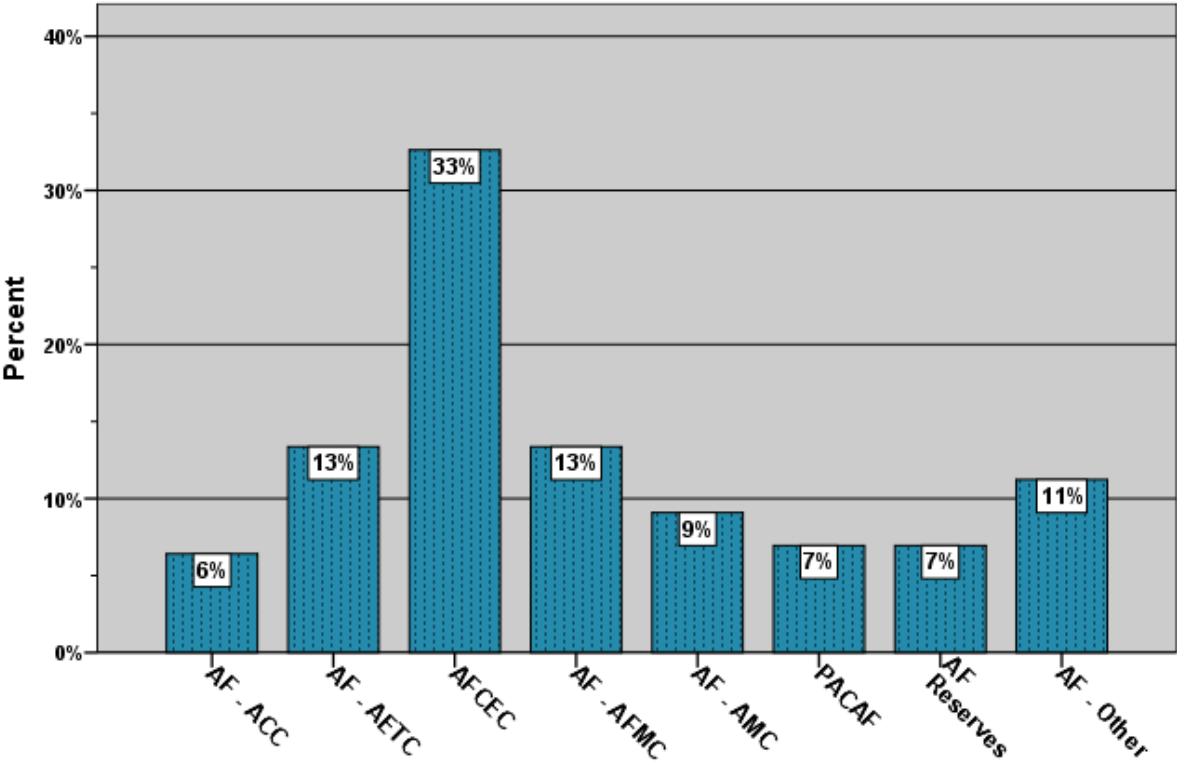


Figure 2: Air Force Commands

Army Commands FY16

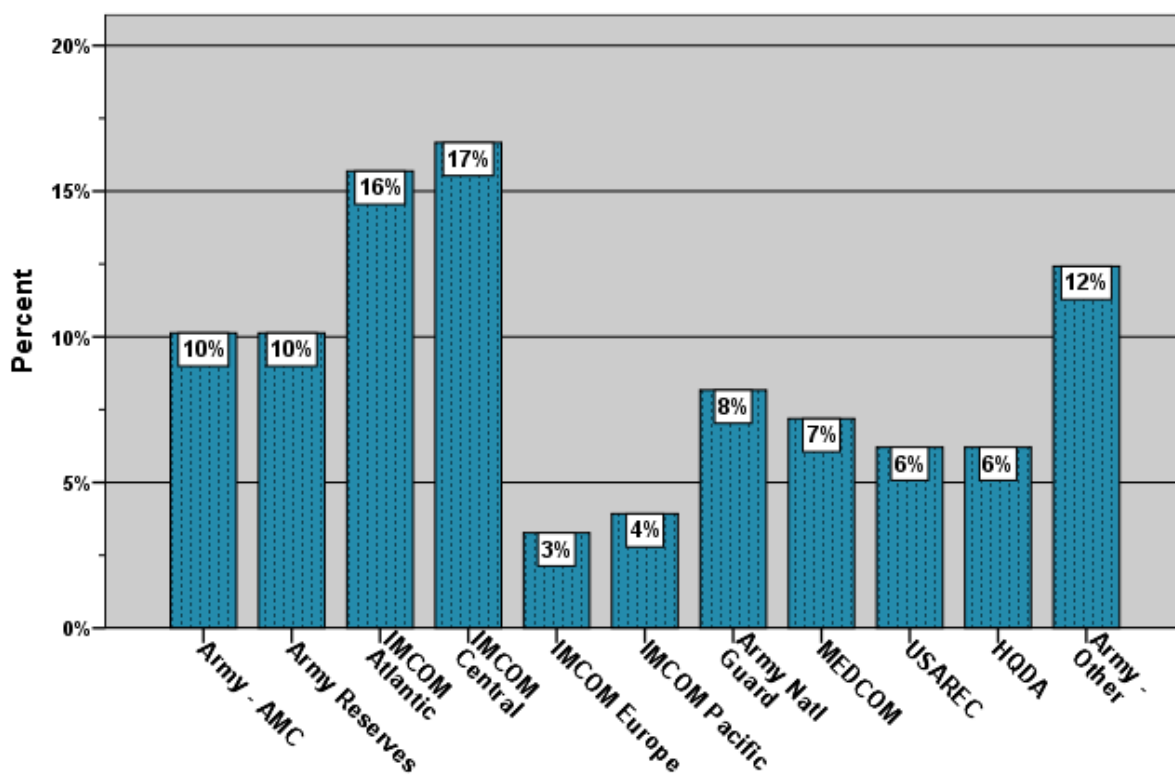


Figure 3: Army Commands

Joint/Combat Commands FY16

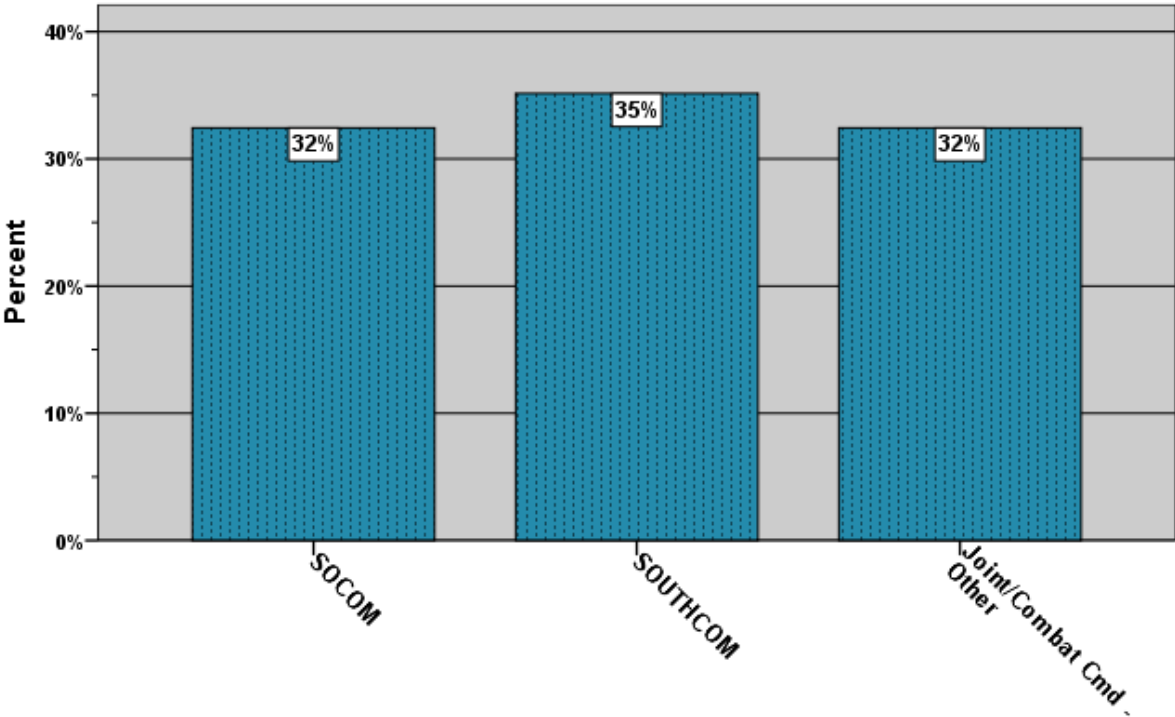


Figure 4: Joint/Combat Commands

DoD Other Commands FY16

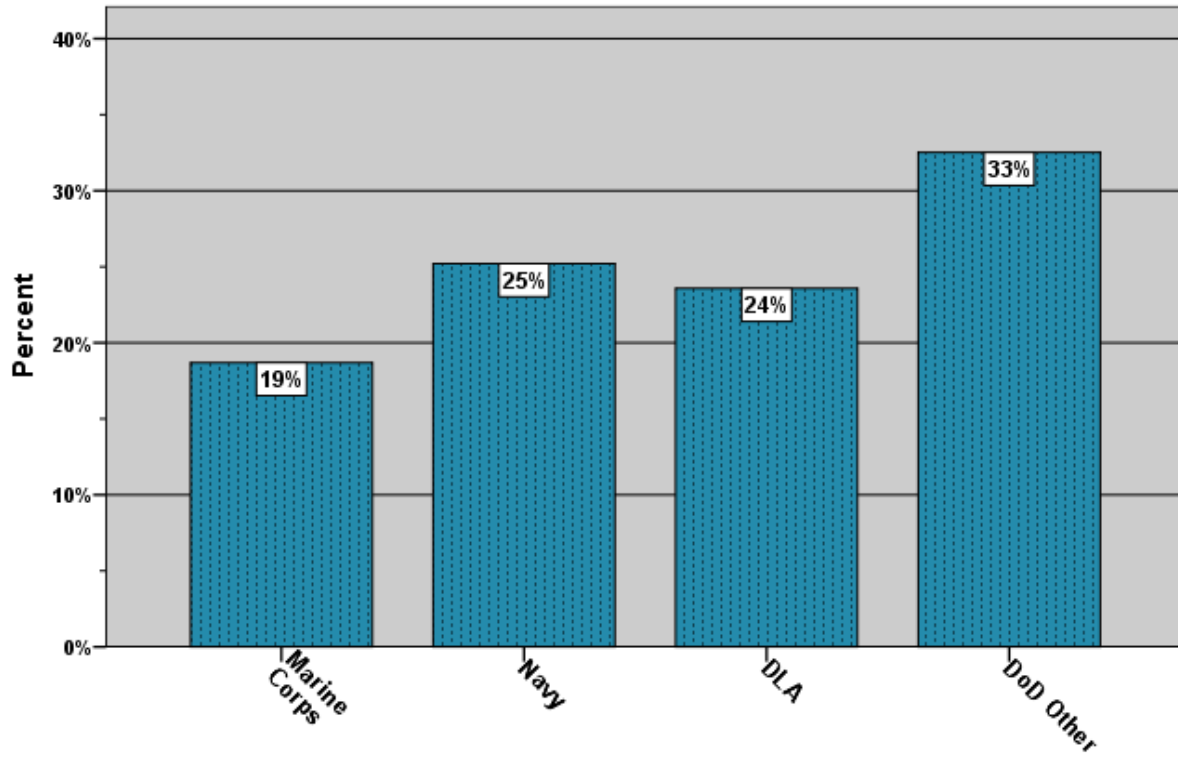


Figure 5: 'DOD Other' Commands

Table 2: DOD Commands

<u>DOD Command</u>	<u>Count</u>	<u>Percent</u>
SOCOM	12	1.6
SOUTHCOM	13	1.7
Joint/Combat Cmd - Other	12	1.6
AF - ACC	12	1.6
AF - AETC	25	3.3
AFCEC	61	8.1
AF - AFMC	25	3.3
AF - AMC	17	2.2
PACAF	13	1.7
AF Reserves	13	1.7
AF - Other	21	2.8
Army - AMC	31	4.1
Army Reserves	31	4.1
IMCOM Atlantic	48	6.3
IMCOM Central	51	6.7
IMCOM Europe	10	1.3
IMCOM Pacific	12	1.6
Army National Guard	25	3.3
MEDCOM	22	2.9
USAREC	19	2.5
HQDA	19	2.5
Army - Other	38	5.0
Marine Corps	23	3.0
Navy	31	4.1
DLA	29	3.8
DOD Other	40	5.3
IIS	104	13.7
Total	757	100.0

Stakeholders were asked to identify the primary category of service they received from the Corps district they evaluated. The largest proportion (44 %) of CEMP stakeholders receives primarily Construction services; 26 percent Environmental services, fourteen percent Real Estate, five percent O&M and eleven 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 ‘Design Services’ and ‘Contracting Services’. The complete list of ‘Other’ work categories is found in Appendix C Table C-5.

Table 3: Primary Category of Work

<u>Work Category</u>	<u>Count</u>	<u>Percent</u>
Construction	334	44.1
Environmental	195	25.8
O&M	39	5.2
Real Estate	106	14.0
Other	83	11.0
Total	757	100.0

CEMP Stakeholders by Work Category FY16

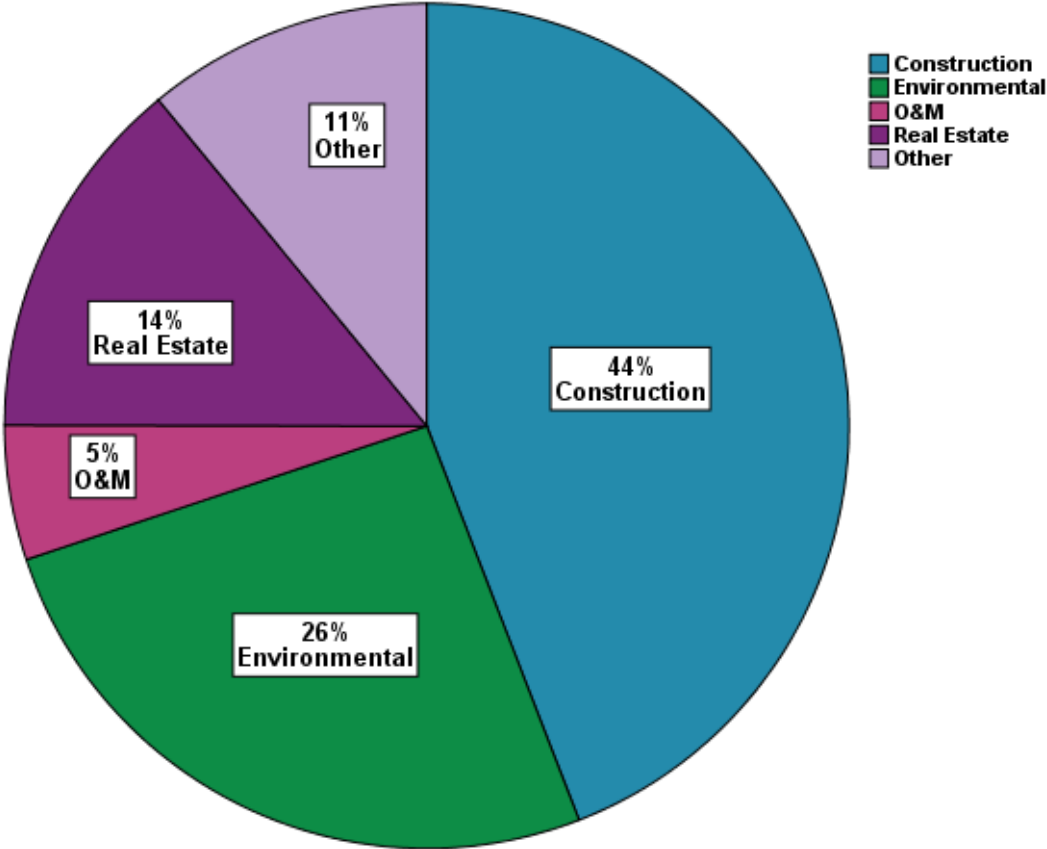


Figure 6: Primary Category of Work

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 FY16 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 (20%). North Atlantic and Northwestern and Southwestern Divisions accounted for sixteen percent 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

<u>Corps Division</u>	<u>Count</u>	<u>Percent</u>
Great Lakes & Ohio River	60	7.9
Mississippi Valley	21	2.8
North Atlantic	120	15.9
Northwestern	119	15.7
Pacific Ocean	62	8.2
South Atlantic	151	19.9
South Pacific	74	9.8
Southwestern	123	16.2
Transatlantic	27	3.6
Total	757	100.0

Corps Divisions FY16

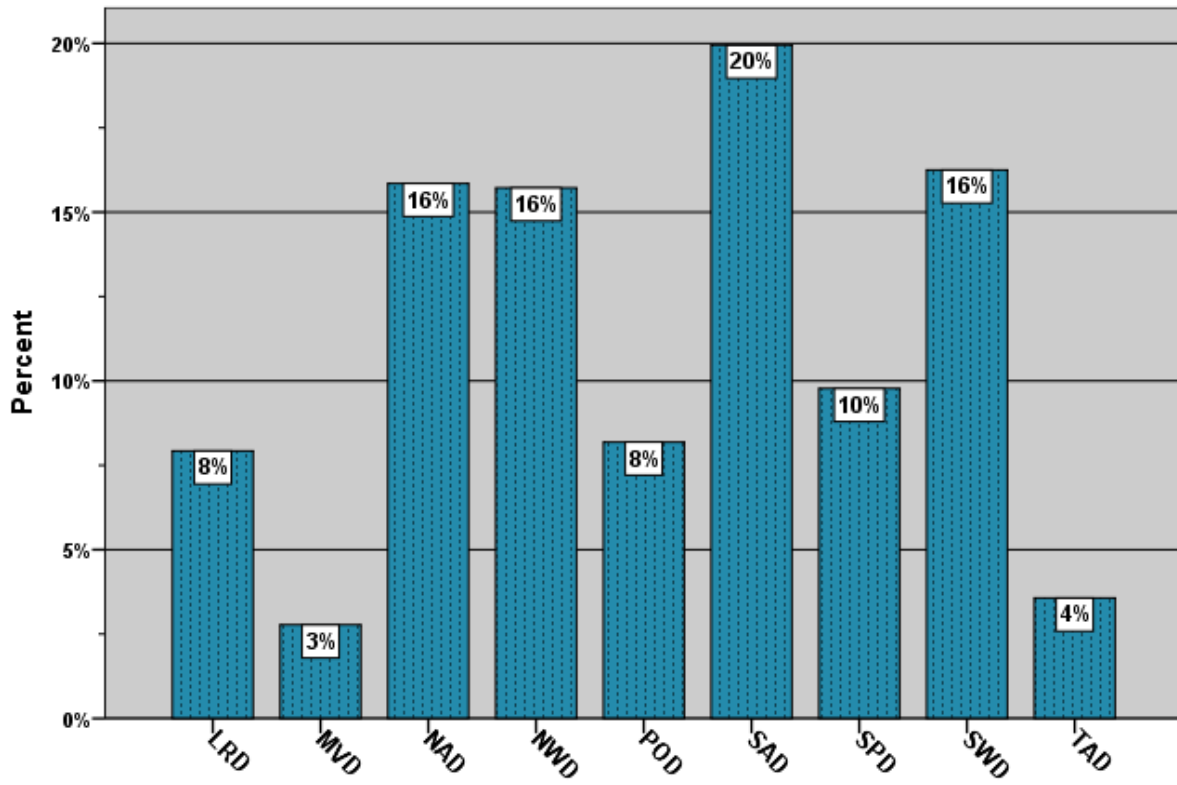


Figure 7: Stakeholders by Corps Division

Table 5: Corps Districts

<u>Corps District</u>	<u>Count</u>	<u>Percent</u>		<u>Corps District</u>	<u>Count</u>	<u>Percent</u>
Detroit	6	0.8		Far East	6	0.8
Huntington	10	1.3		Honolulu	11	1.5
Louisville	39	5.2		Japan	15	2.0
Nashville	5	0.7		Charleston	21	2.8
Rock Island	11	1.5		Jacksonville	8	1.1
St Louis	10	1.3		Mobile	94	12.4
Baltimore	36	4.8		Savannah	20	2.6
New England	10	1.3		Wilmington	8	1.1
New York	15	2.0		Albuquerque	9	1.2
Norfolk	19	2.5		Sacramento	38	5.0
Philadelphia	7	0.9		Los Angeles	27	3.6
Europe	33	4.4		Fort Worth	71	9.4
Kansas City	34	4.5		Little Rock	13	1.7
Omaha	59	7.8		Tulsa	39	5.2
Seattle	26	3.4		Middle East	27	3.6
Alaska	30	4.0		Total	757	100.0

§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 responses².

All mean general satisfaction scores were 'Green'³. The lowest mean score was 4.11 for 'Reasonable Costs', the highest was 4.56 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 percent of respondents each. 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 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 83 percent of stakeholders indicated the Corps would be their choice in the future; ten percent were non-committal. Conversely, seven percent responded USACE would not be their choice for future projects. This value is identical to last year. For stakeholders' overall level of satisfaction, 85 percent responded positively, six 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').

² If stakeholders select NA or fail to rate an item, the number of valid responses will be less than 757.

³ Mean satisfaction scores are rated according to following scale: $x \geq 4.00$ = 'Green'; $(3.00 \leq x \leq 3.99$ = Amber' & $x < 3.00$ = 'Red').

Table 6: General Satisfaction Items

General Items	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	21	2.9	55	7.5	658	89.6	734	100.0
S2 Manages Effectively	55	7.4	65	8.7	625	83.9	745	100.0
S3 Treats You as a Team Member	22	2.9	57	7.6	670	89.5	749	100.0
S4 Resolves Your Concerns	44	5.9	64	8.5	641	85.6	749	100.0
S5 Timely Service	68	9.1	83	11.1	598	79.8	749	100.0
S6 Quality Product	29	3.9	61	8.2	654	87.9	744	100.0
S7 Reasonable Costs	60	8.3	103	14.2	561	77.5	724	100.0
S8 Displays Flexibility	36	4.9	58	7.8	647	87.3	741	100.0
S9 Keeps You Informed	48	6.4	61	8.1	640	85.4	749	100.0
S10 Your Future Choice	50	6.8	71	9.7	609	83.4	730	100.0
S11 Overall Satisfaction	46	6.2	64	8.6	637	85.3	747	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 41 percent of the sample. The proportion of non-responses ranged from as low as 13 percent on Item 17: 'Project Management' to a high of 64 percent on Item 16: 'Real Estate'.

Specific services item means ranged from 3.91 for 'Timely Construction' to 4.54 for 'Environmental Compliance'. The proportion of positive ratings for the specific services items ranged from 70 to 91 percent. The most highly rated specific services were '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 fifteen percent and 'Change Mgmt (Mods etc)' at seven percent low ratings. 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..)	14	3.2	49	11.2	373	85.6	436	100.0
S13 Investigations/Inspections	16	4.5	29	8.1	312	87.4	357	100.0
S14 Environmental Studies	9	2.6	21	6.0	320	91.4	350	100.0
S15 Environmental Compliance	5	1.5	26	7.7	308	90.9	339	100.0
S16 Real Estate	17	6.3	30	11.0	225	82.7	272	100.0
S17 Project Management	31	4.7	52	7.9	575	87.4	658	100.0
S18 On-Site Project Mgmt	26	5.1	48	9.5	431	85.3	505	100.0
S19 Project Documents (1391s, 1354s..)	22	4.5	51	10.5	415	85.0	488	100.0
S20 Funds Management	24	4.0	64	10.8	505	85.2	593	100.0
S21 Cost Estimating	31	5.2	90	15.1	477	79.8	598	100.0
S22 Change Mgmt (Mods etc)	42	7.1	61	10.3	490	82.6	593	100.0
S23 Contracting Services	30	4.8	72	11.6	519	83.6	621	100.0
S24 AE Services	21	4.8	43	9.8	374	85.4	438	100.0
S25 Engineering Design	25	5.9	50	11.8	349	82.3	424	100.0
S26 Construction Quality	19	4.5	40	9.5	364	86.1	423	100.0
S27 Timely Construction	61	14.6	66	15.8	292	69.7	419	100.0
S28 Construction Turnover	20	5.4	51	13.9	297	80.7	368	100.0
S29 Warranty Support	11	3.4	55	16.8	262	79.9	328	100.0
S30 End-user Satisfaction	10	2.5	36	9.0	355	88.5	401	100.0
S31 Maintainability of Construction	17	4.8	59	16.5	281	78.7	357	100.0
S32 Energy Conservation (LEED..)	10	2.6	33	8.5	347	89.0	390	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	Mean	N	
		Valid	Missing
-			
S1 Seeks Your Requirements	4.48	734	23
S2 Manages Effectively	4.32	745	12
S3 Treats You as Team Member	4.56	749	8
S4 Resolves Your Concerns	4.39	749	8
S5 Timely Service	4.22	749	8
S6 Quality Product	4.42	744	13
S7 Reasonable Cost	4.11	724	33
S8 Displays Flexibility	4.44	741	16
S9 Keeps You Informed	4.40	749	8
S10 Your Future Choice	4.33	730	27
S11 Overall Satisfaction	4.35	747	10
S12 Planning (Charettes, Master ..)	4.39	436	321
S13 Investigations/Inspections (Non-Env)	4.40	357	400
S14 Environmental Studies	4.53	350	407
S15 Environmental Compliance	4.54	339	418
S16 Real Estate	4.29	272	485
S17 Project Management	4.42	658	99
S18 On-site Project Mgmt	4.37	505	252
S19 Project Documents (1354, 1391..)	4.34	488	269
S20 Funds Management	4.36	593	164
S21 Cost Estimating	4.20	598	159
S22 Change Mgmt (Mods etc)	4.27	593	164
S23 Contracting Services	4.33	621	136
S24 A/E Services	4.35	438	319
S25 Engineering Design Quality	4.25	424	333
S26 Construction Quality	4.33	423	334
S27 Timely Construction	3.91	419	338
S28 Construction Turnover	4.21	368	389
S29 Warranty Support	4.25	328	429
S30 End-user Satisfaction	4.39	401	356
S31 Maintainability	4.20	357	400
S32 Energy Conservation (LEED..)	4.41	390	367
Index Score	4.36	757	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 400 stakeholders (52%) submitted comments. Of these, 217 (54%) made overall favorable comments, 95 (24%) made negative comments and 74 (19%) stakeholders' comments contained mixed information (positive and negative statements). A small number of stakeholder responses (14 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 400 as most stakeholders mentioned several issues.

The items receiving the largest number of negative comments were 'Timely Service' (66 comments) and 'Reasonable Cost' (75 comments). The third area of service that received a large number of negative comments was 'Manages Effectively' (52 comments).

In the General Comments portion of the survey the most frequent positive comment was 'Compliments to Individuals/Staff' (254 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 responsiveness of district staff (59 comments).

There were a significant number of negative comments addressing a lack of timeliness (88 comments) as well as communication issues (67 comments). Timeliness is an issue that has been present over the last several years. 'Meeting Schedule' was also a problematic issue reported by stakeholders (53 comments).

Table 9: Item Comments

<u>Comments on Service Areas</u>	<u>Pos</u>	<u>Neg</u>	<u>Tot</u>
S1 Seeks Your Requirements	19	21	40
S2 Manages Effectively	19	52	71
S3 Treats You as a Team Member	22	25	47
S4 Resolves Your Concerns	13	39	52
S5 Timely Service	17	66	83
S6 Quality Product	15	36	51
S7 Reasonable Cost	9	61	70
S8 Displays Flexibility	20	32	52
S9 Keeps You Informed	24	40	64
S10 Your Choice for Future Work	20	47	67
S11 Overall Satisfaction	11	30	41
S12 Planning (Charettes, Master..)	16	15	31
S13 Investigations/Inspections	12	12	24
S14 Environmental Studies	5	8	13
S15 Environmental Compliance	5	3	8
S16 Real Estate	9	13	22
S17 Project Management	25	25	50
S18 On-Site Project Mgmt	24	28	52
S19 Project Documents (1391s, 1354s..)	9	27	36
S20 Funds Management	14	25	39
S21 Cost Estimating	11	31	42
S22 Change Mgmt (Mods etc)	12	39	51
S23 Contracting Services	20	31	51
S24 AE Services	11	18	29
S25 Engineering Design	13	20	33
S26 Construction Quality	13	15	28
S27 Timely Construction	10	47	57
S28 Construction Turnover	9	17	26
S29 Warranty Support	8	13	21
S30 End-user Satisfaction	6	7	13
S31 Maintainability of Construction	4	23	27
S32 Energy Conservation (LEED..)	14	12	26
Totals	439	878	1317

Table 10: General Comments

<u>Additional Comments</u>	<u>Pos</u>	<u>Neg</u>	<u>Total</u>
Accommodating War Theater	1	1	2
Accountability - AE		3	3
AE/District Capacity	7	2	9
As-builts	2	3	5
Charrettes	5	3	8
Communication	41	67	108
Construction Support	10	8	18
Contracting services	18	24	42
Contractor Accountability	2	14	16
Control/Oversight of AE	6	7	13
Coordination	16	13	29
Cost	2	36	38
Cost Estimates	8	30	38
Cultural Resources	2	1	3
Customer Focus	1	1	2
Design Review	4	22	26
Environmental Services	12	2	14
Fest Teams	1		1
Financial Info/Reporting	1	3	4
Grants		3	3
HVAC		15	15
Improvement in Service	26		26
Lessons Learned	3		3
Maintenance Issues		9	9
Meet Budget		12	12
Meeting Schedule	6	53	59
Meets Customer Requirements		1	1
O&M Services	5	6	11
Partnership	4	2	6
Pro-Active	6	3	9
Professionalism	28	3	31
Project Closeout	1	9	10
Project Management	10	14	24
Punchlist		4	4
QA/QC	9	24	33
Reachback Support	2	2	4
Real Estate	6	8	14
Relationship	6	8	14
Responsiveness	59	29	88
Review Process		3	3

<u>Additional Comments</u>	<u>Pos</u>	<u>Neg</u>	<u>Total</u>
Roof Construction		1	1
Safety	8	1	9
Small project work		9	9
Staff Continuity	4	4	8
Staff Turnover/ Overloaded/ Project Understaffed		26	26
Staff/Individuals	254	10	264
Status Reports	11	5	16
Technical Knowledge / Expertise	10	12	22
Timeliness	26	88	114
Upper Mgmt Support	1	10	11
USACE Process		13	13
Value for \$	7	17	24
Warranty Issues	1	8	9
Totals	632	652	1284

§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 FY16 results show several differences in ratings among stakeholder groups. This year subgroup differences were found in nine of the 32 service areas evaluated in the survey. This is far fewer than last FY where significant differences were found in nineteen service areas. In every area this year Air Force was significantly more satisfied than 'Other DOD'. And in nearly all areas IIS ratings were also significantly higher than 'Other DOD'. It is important to note however, that nearly all subgroup mean scores were rated 'Green' (≥ 4.00). The notable exception was in 'Timely Construction' where all subgroups mean scores were Amber. Further in the areas of 'Timely Service' and 'Reasonable Costs' 'Other DOD' means scores were Amber. 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
S2 Manages Effectively	AF > Army & Other DOD IIS > Other DOD
S3 Treats You as a Team Member	AF > Other DOD
S5 Timely Service	AF, Army & IIS > Other DOD
S6 Quality Product	AF & IIS > Army & Other DOD
S7 Reasonable Cost	AF > Army & Other DOD
S8 Displays Flexibility	AF & IIS > Other DOD
S10 Your Choice for Future Work	AF & IIS > Other DOD
S11 Overall Satisfaction	AF, Army & IIS > Other DOD
S23 Contracting Services	AF > Army & Other DOD

Ratings by Stakeholder Group FY16

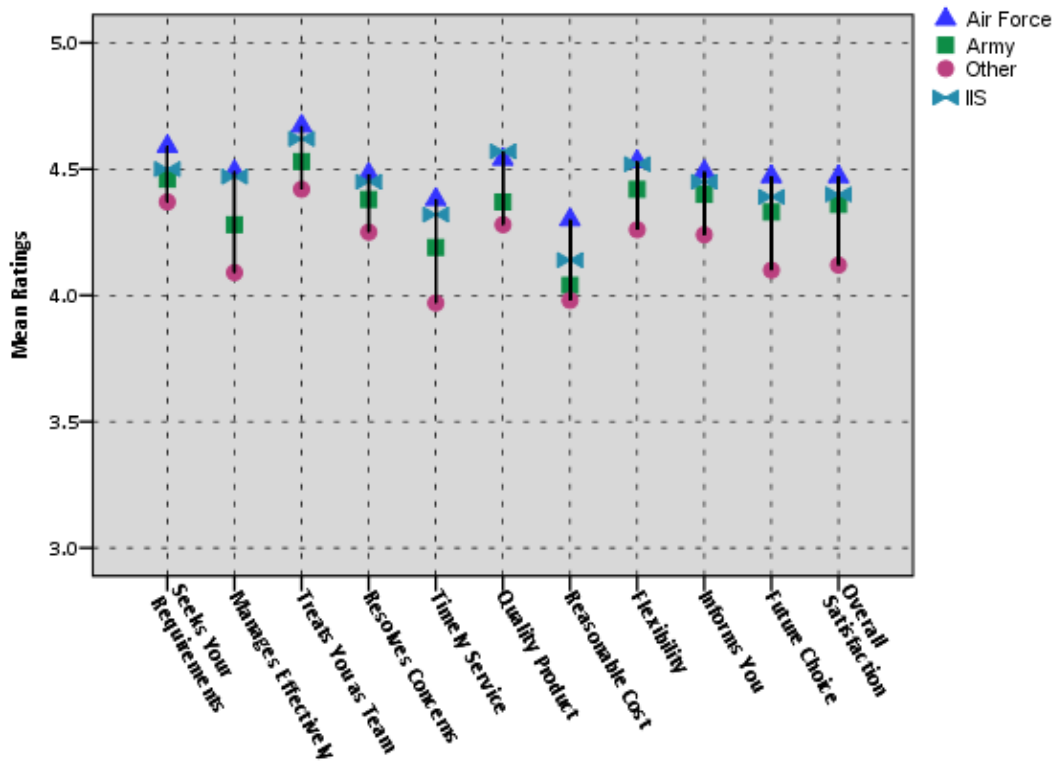


Figure 8: Ratings by Stakeholder Group

Ratings by Stakeholder Group FY16

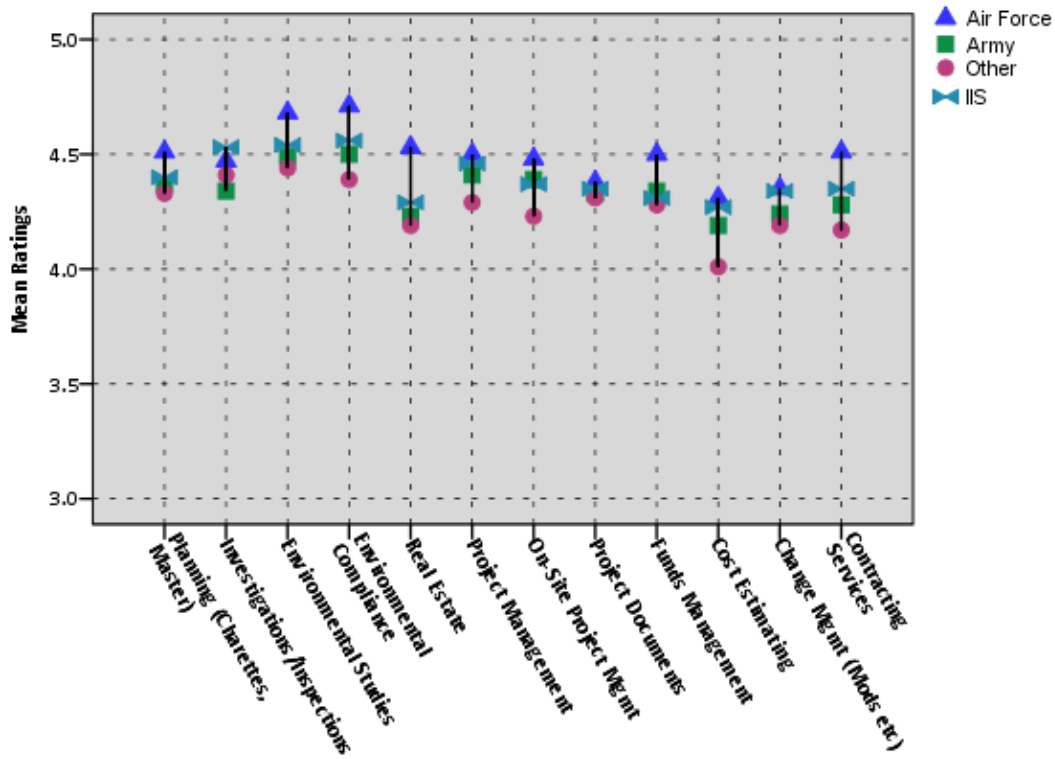


Figure 8 cont.'

Ratings by Stakeholder Group FY16

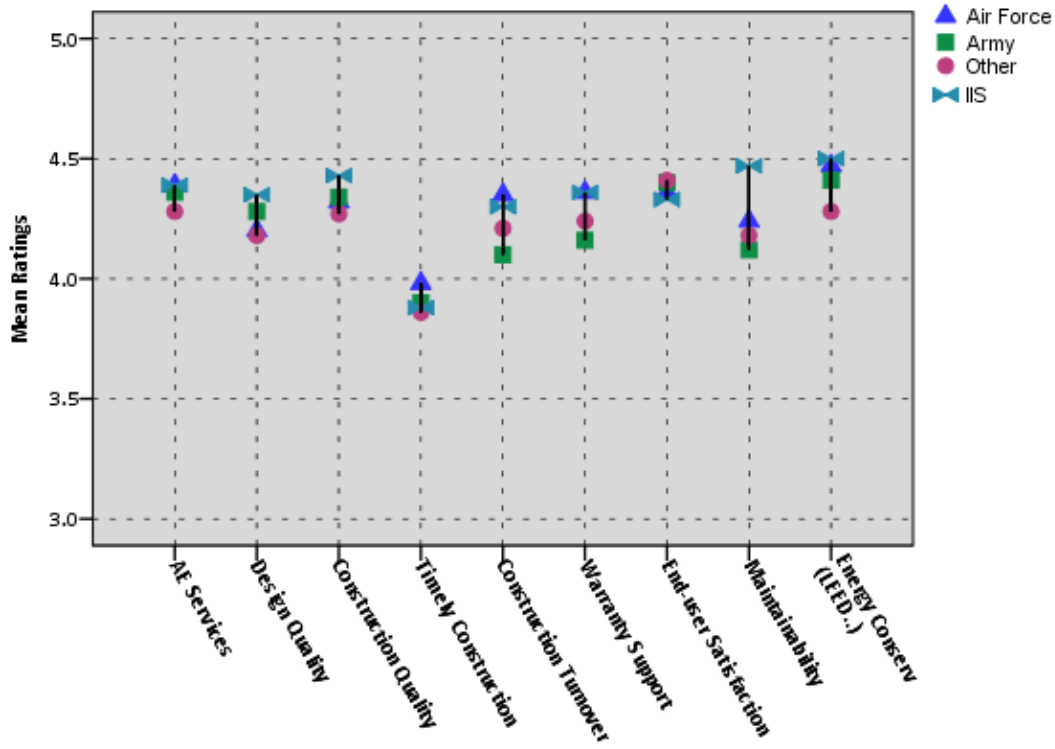


Figure 8 cont.'

3.2 Ratings by Primary Category of Work

Comparisons of ratings from Construction, Environmental, Real Estate and 'Other'⁴ stakeholders were performed for selected satisfaction indicators. The service areas examined these analyses 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'.

In almost every year 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 in FY15 as ratings were more homogenous among the work categories. Although Construction stakeholders remain less satisfied, these differences in rating were seen for only five areas of service. Findings for FY16 are consistent with previous years. Although the direction of the differences is consistent with years past, 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 three of their mean scores ('Timely Service', 'Reasonable Cost' & 'Cost Estimating') fell in the Amber zone ($3.00 \leq x \leq 3.99$). Table B-4 in Appendix B displays mean subgroup scores and sample sizes.

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

Table 12: Ratings by Category of Work

<u>Item</u>	<u>Statistically Significant Differences</u>
S1 Seeks Your Requirements	Env > Constr
S2 Manages Effectively	Env, RE & Other > Constr
	Env > RE & Other
S3 Treats You as a Team Member	Env > Constr & Other
S4 Resolves Your Concerns	Env, RE & Other > Constr
	Env > RE & Other
S5 Timely Service	Env, RE & Other > Constr
	Env > RE & Other
S6 Quality Product	Env > Constr, RE & Other
	RE > Const
S7 Reasonable Cost	Env, RE & Other > Constr
S8 Displays Flexibility	Env & RE > Constr
	Env > Other
S9 Keeps You Informed	Env > Constr, RE & Other
S10 Your Choice for Future Work	Env, RE & Other > Constr
	Env > Other
S11 Overall Satisfaction	Env & RE > Constr
	Env > Other
S17 Project Management	Env & RE > Constr
	Env > Other
S19 Project Documents (1391s, 1354s..)	Env & RE > Constr
	Env > Other
S20 Funds Management	Env > Constr, RE & Other
S21 Cost Estimating	Env, RE & Other > Constr
	Env > Other
S22 Change Mgmt (Mods etc)	Env, RE & Other > Constr
	Env & RE > Constr
S23 Contracting Services	Env, RE & Other > Constr
	RE > Constr
S24 AE Services	Env & RE > Constr
	RE > Other

Ratings by Work Category FY16

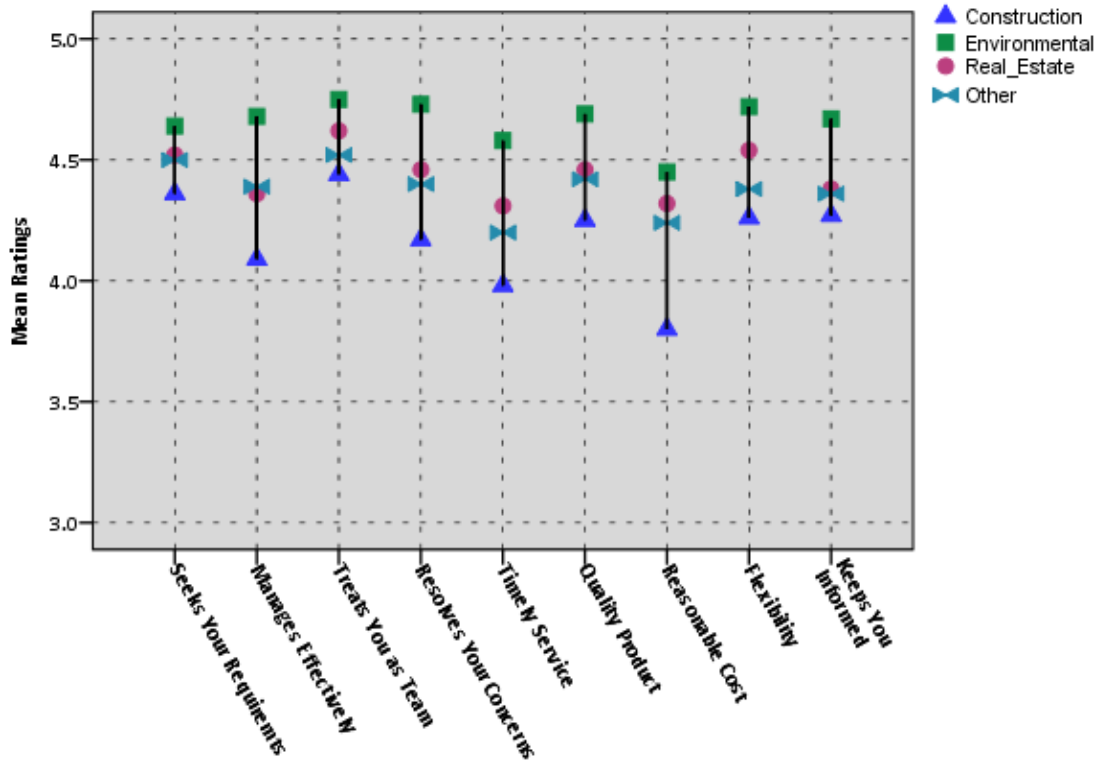


Figure 9: Ratings by Category of Work

Ratings by Work Category FY16

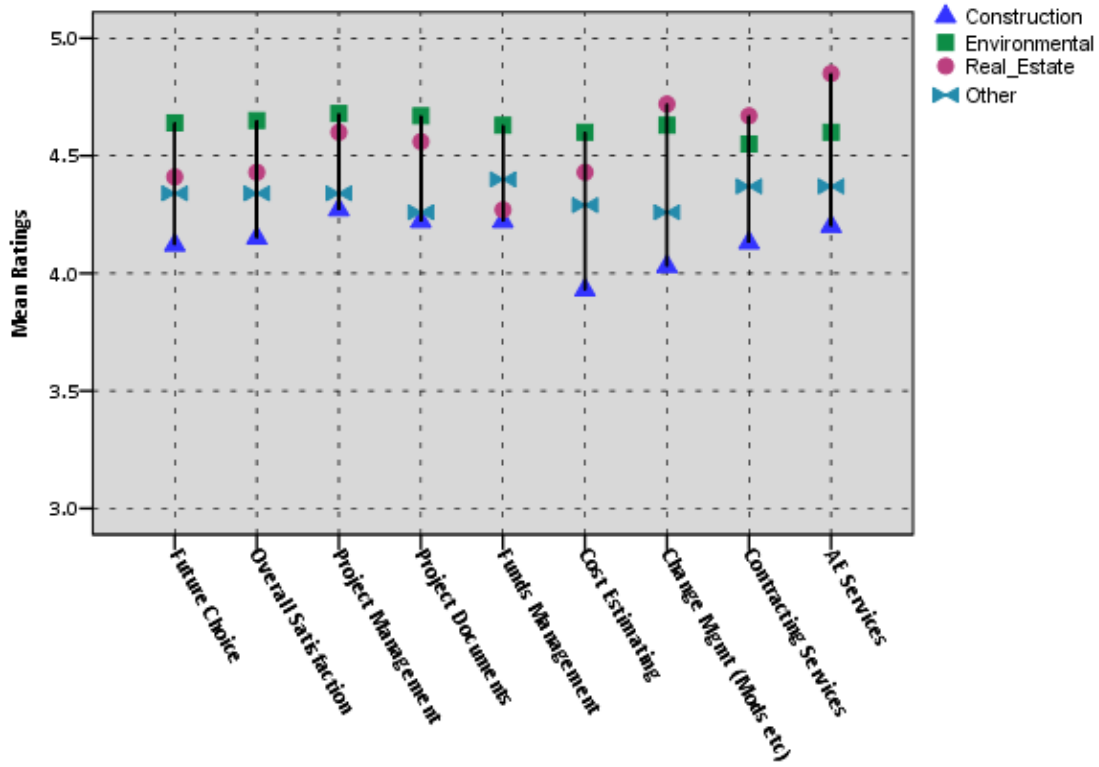


Figure 9 cont.'

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

<u>Survey Year</u>	<u>Air Force</u>	<u>Army</u>	<u>Other DOD</u>	<u>IIS</u>	<u>Total</u>
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
FY16	189	326	138	104	757
Total	2612	4343	1766	1263	9984

In aggregate there has been a consistent upward trend in ratings since FY03. The rate of increase was most notable from FY03 to FY06. Since FY07 almost all areas have stabilized at a high level; most close to a mean of 4.20. There are a few areas that hover around a mean of approximately 4.0 between a high Amber and low Green level. They include: ‘Provides Timely Services’, ‘Delivers Products at a Reasonable Cost’, ‘Real Estate Services’, ‘Cost Estimating’ and ‘Change Management (Mods etc’,)’. There were two service areas that display a downward trend in ratings. Of most concern is ‘Timely Construction’ which has shown a clear decrease since FY11 from a mean of 4.03 to the current score of 3.74. The other area is ‘Delivers Products at a Reasonable Cost’ which has been decreasing since FY13 from 4.0 to 3.80 in FY16.

Air Force stakeholders’ ratings have stabilized at a high level around a mean score of approximately 4.50 for most service areas. Many services were rated higher than 4.50 and three services actually

attain a mean score of 4.70. They include 'Treats You as a Team Member', 'Environmental Studies' and 'Environmental Compliance'. All services have remained Green for all of the previous nine years (FY08-16) with one exception. The single problem area among Air Force respondents is 'Timely Completion of Construction'. This service indicator has hovered between the high Amber and low Green zone for the entire ten-year trend cycle.

Army stakeholders' ratings have displayed upward trends from FY05-08 and have stabilized at a high level (around 4.30) since FY09. The few services that fall below that threshold include 'Reasonable Costs', 'Timely Construction', 'Construction Turnover' and 'Contract Warranty Support'. However, ratings for 'Timely Construction' have decreased from a high of 4.16 in FY09 to 3.90 in FY16. 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). Although in early years there were many services rated as Amber, all services (except Timely Construction) have been Green since FY08.

The trends in 'Other DOD' stakeholder ratings have been more erratic than Air Force or Army and are difficult to characterize. This erratic pattern 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 67% of the Other DOD subgroup.

Generally ratings from Other DOD respondents rose over the period FY07-11. Since FY11 ratings have decreased; notably in the FY14-16 time period. A few services have fallen to high Amber or low Green in FY16. They include 'Timely Services', 'Reasonable Costs' and 'Cost Estimating'. 'Timely Construction' has been Amber for the past three years (FY14-16) falling from a high of 4.25 in FY11 to 3.86 in FY16.

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. Almost all areas have stabilized from FY10 through FY16 attaining a mean score of around 4.40. Many service areas actually approach or exceed a mean score of 4.50. The most highly rated services included 'Treats You as a Team Member', 'Delivers Quality Products' and 'Environmental Compliance'. The few areas that did not attain this high level falling between a score of 4.00 to 4.20 included 'Funds Management', 'Cost Estimating' and 'Change Management (Mods etc)'. The most problematic area for this subgroup is also 'Timely Construction' which has remained between Amber and Green for the entire 10-year trend cycle. This area has recently fallen from a high of 4.18 in FY11 to 3.88 in FY16.

General Satisfaction Items

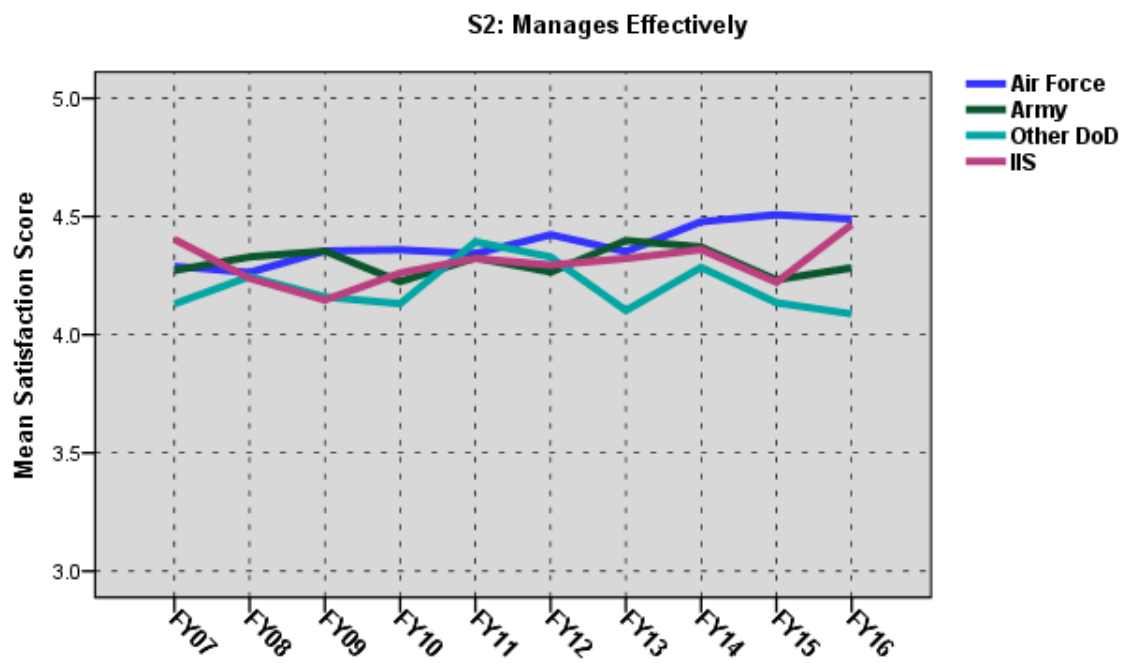
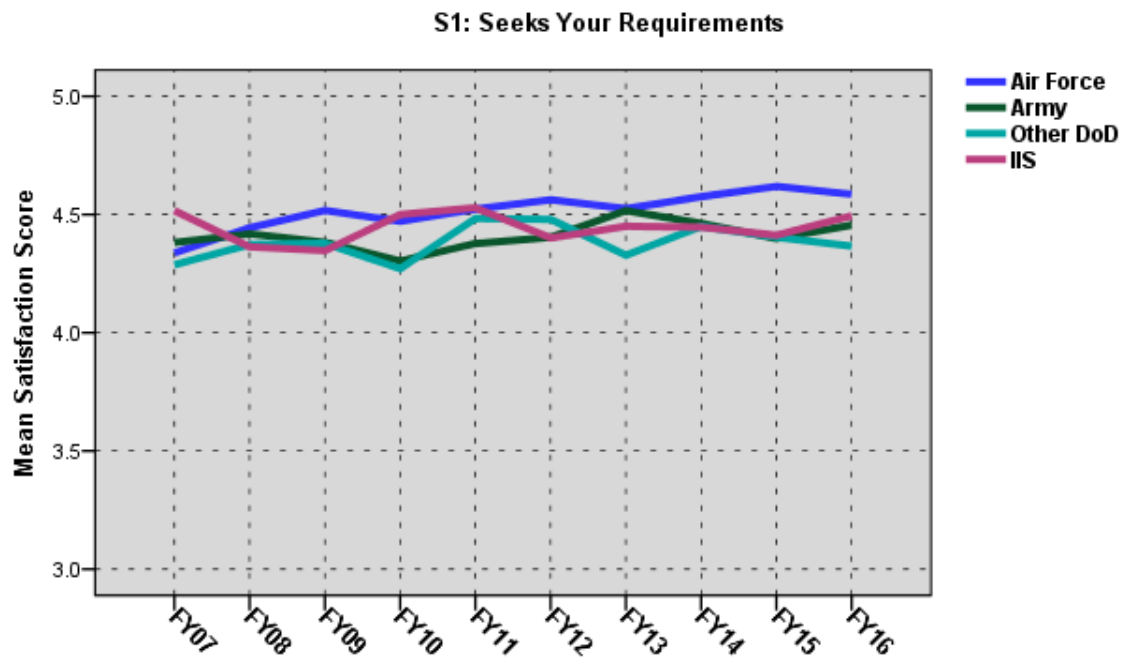
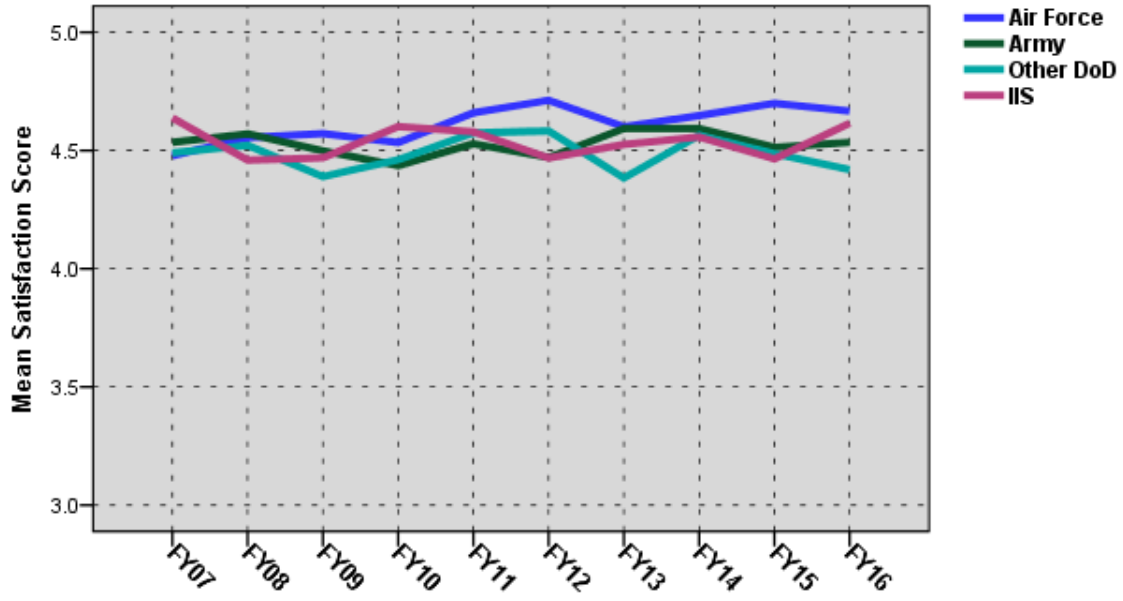
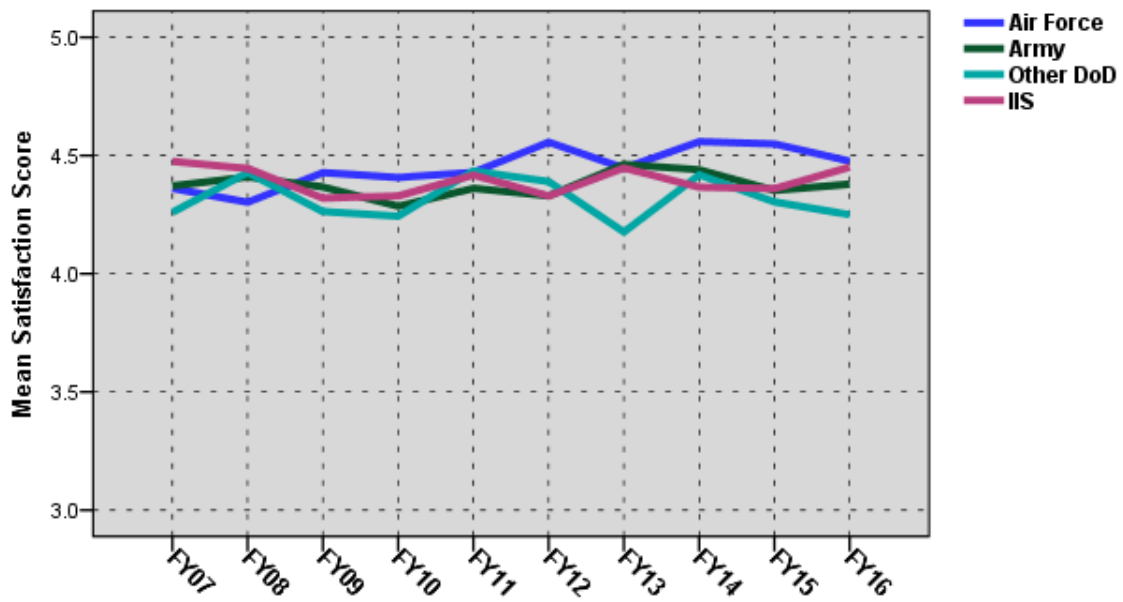


Fig 10: Trends by Stakeholder Group

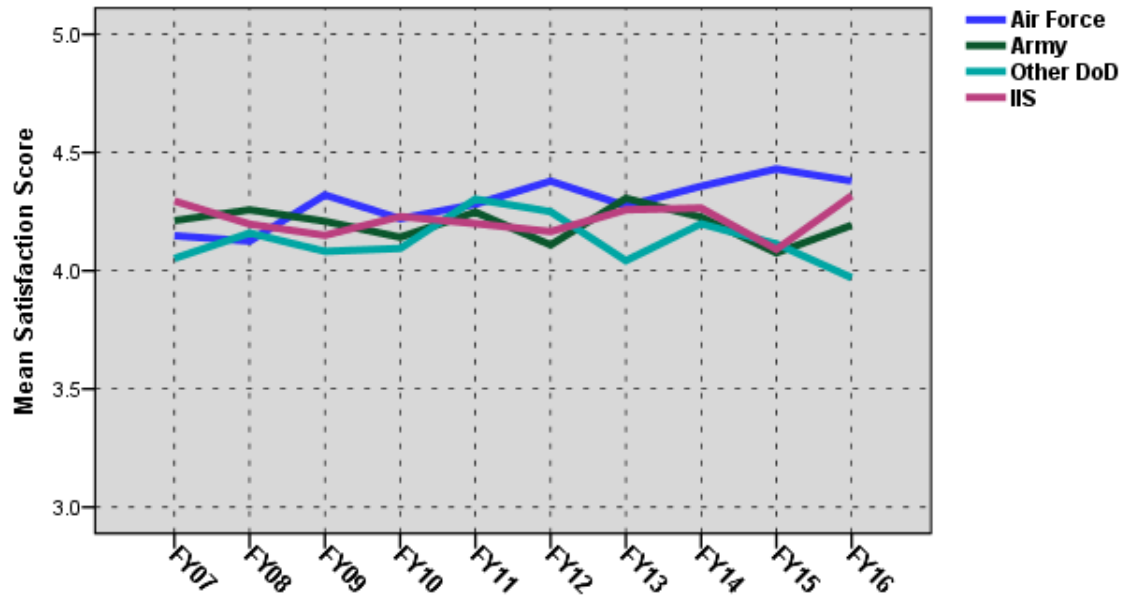
S3: Treats You as Team Member



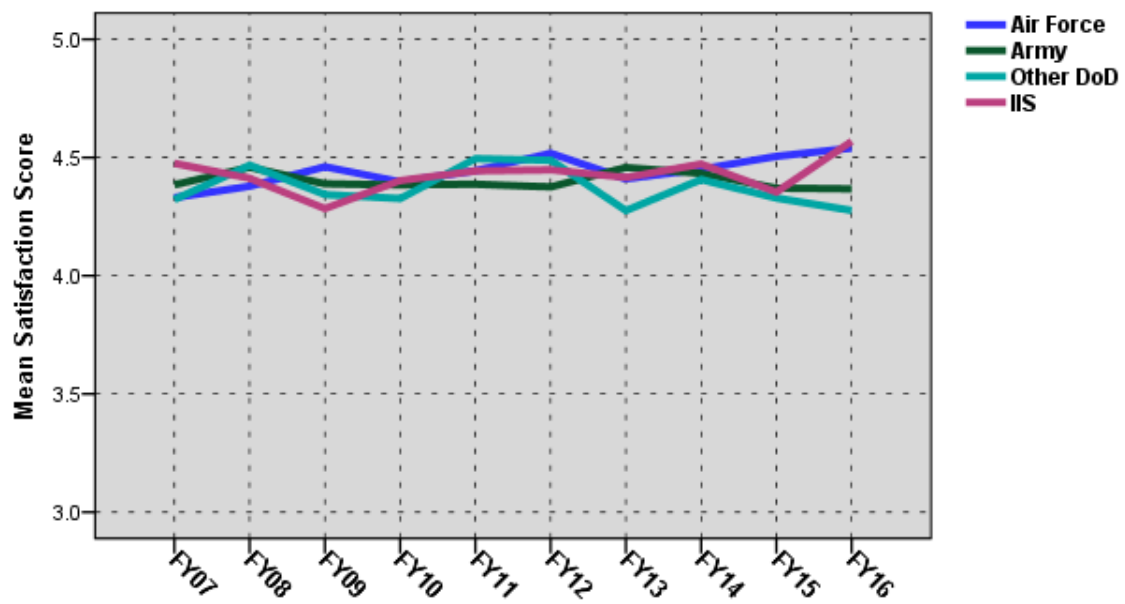
S4: Resolves Your Concerns



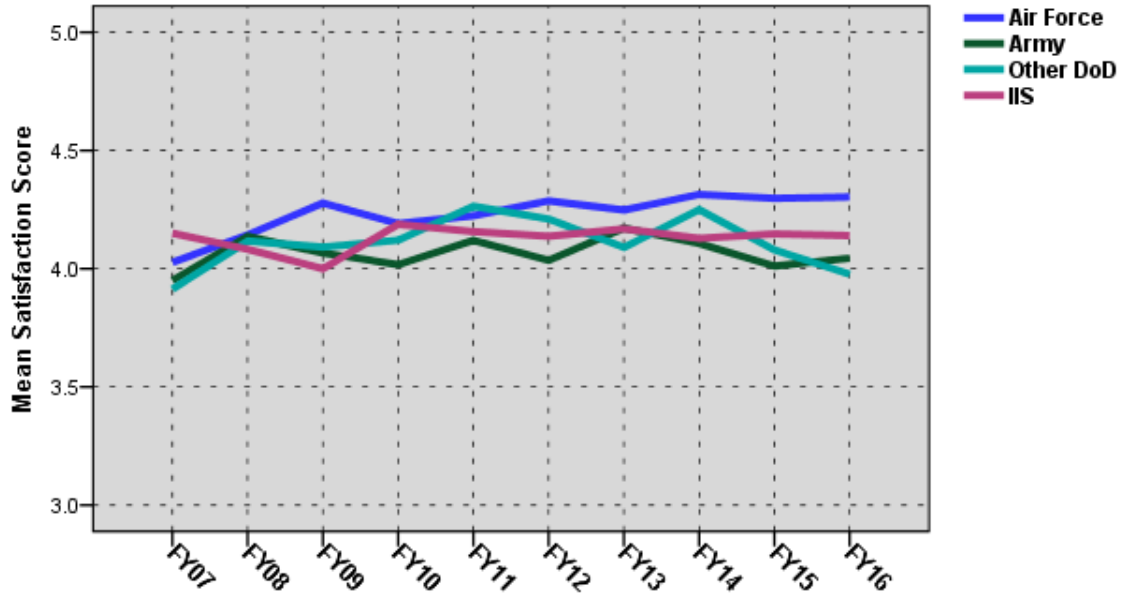
S5: Provides Timely Services



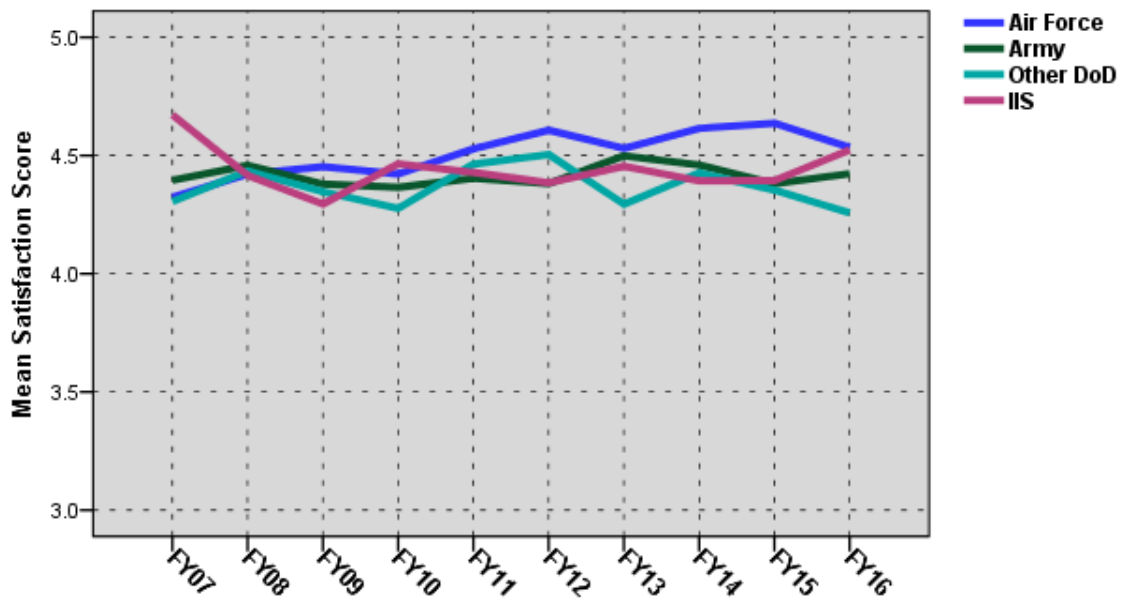
S6: Delivers Quality Products



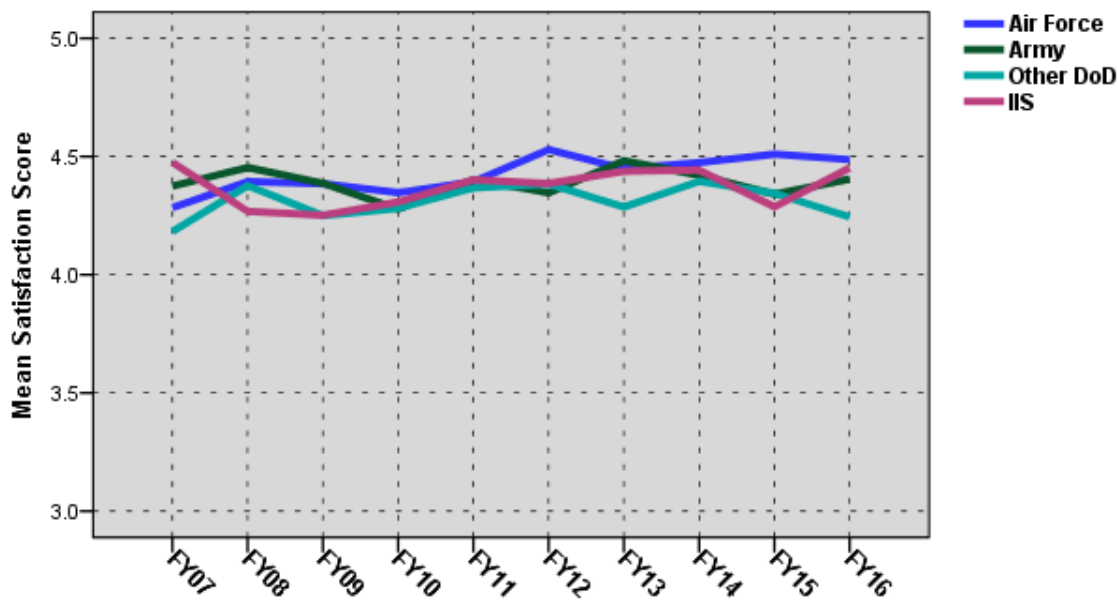
S7: Products at Reasonable Cost



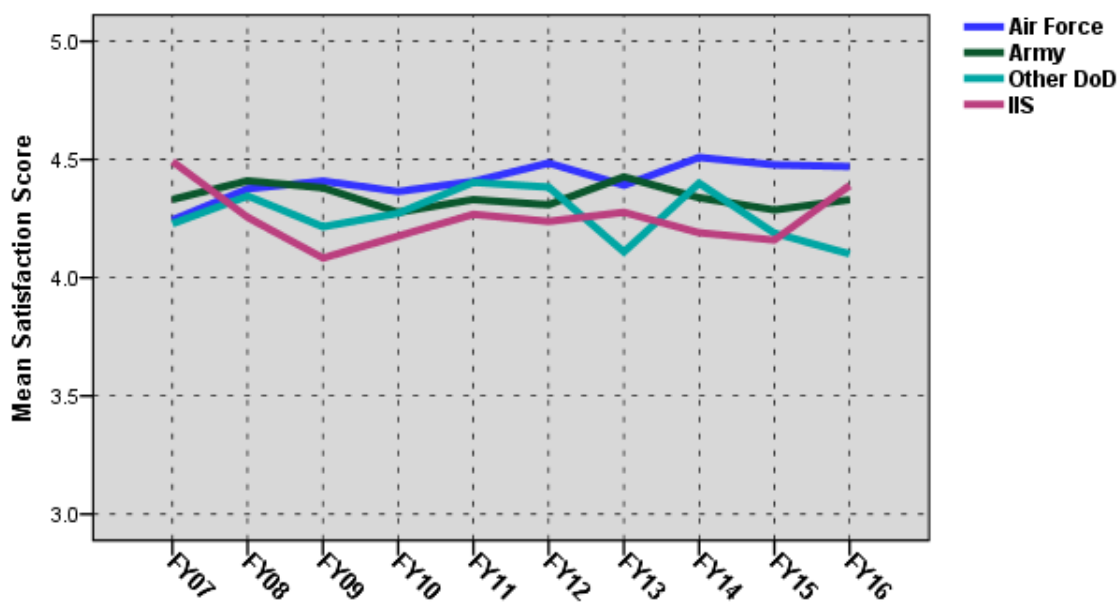
S8: Flexible to Your Needs



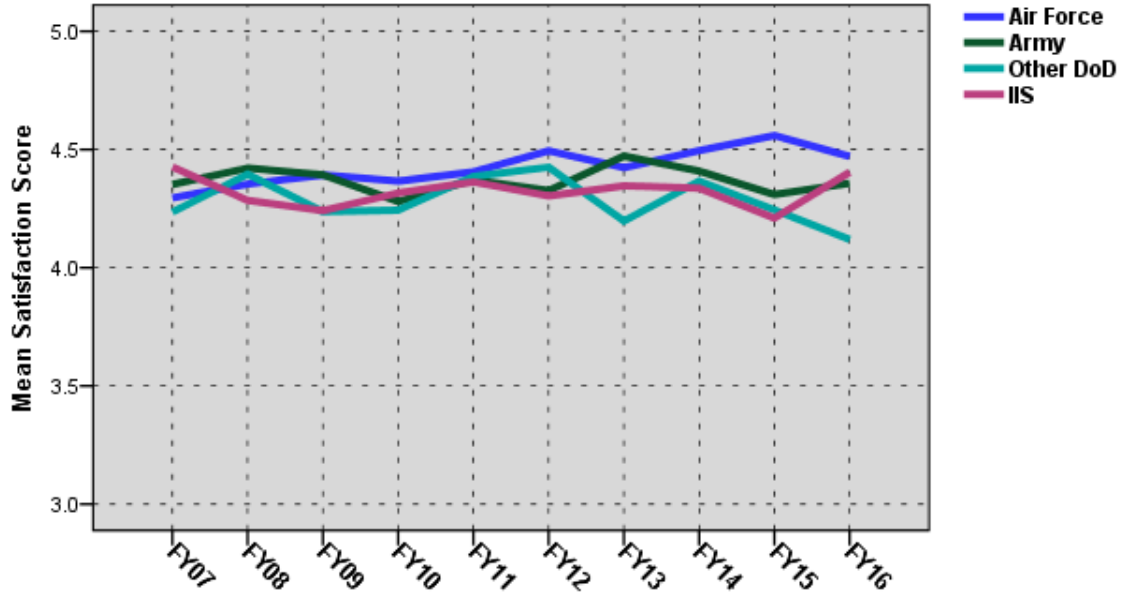
S9: Keeps You Informed



S10: Your Choice in the Future

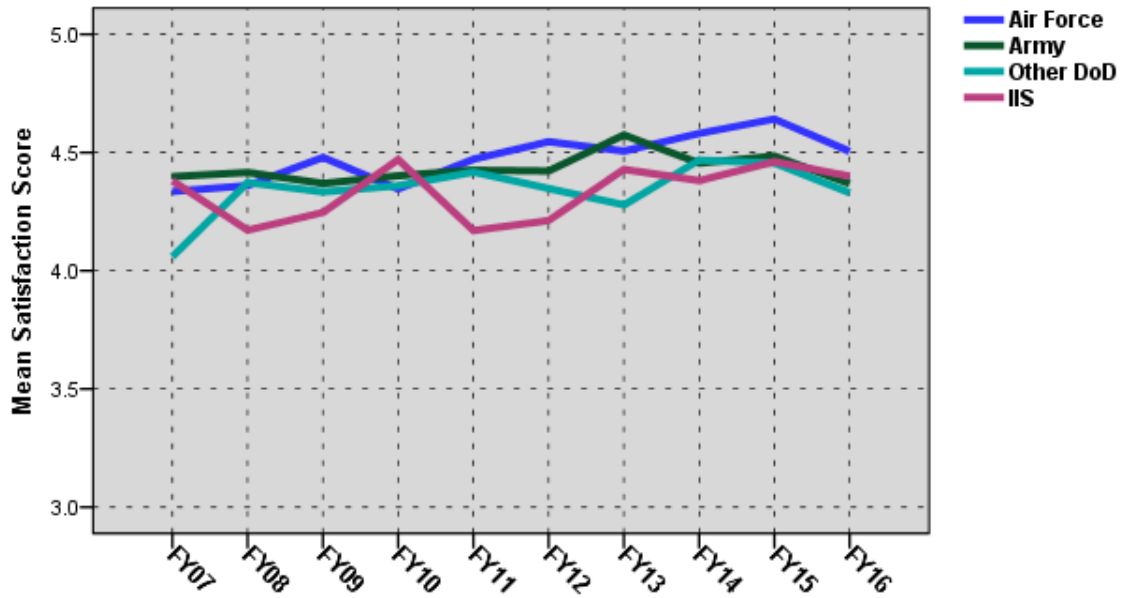


S11: Your Overall Satisfaction

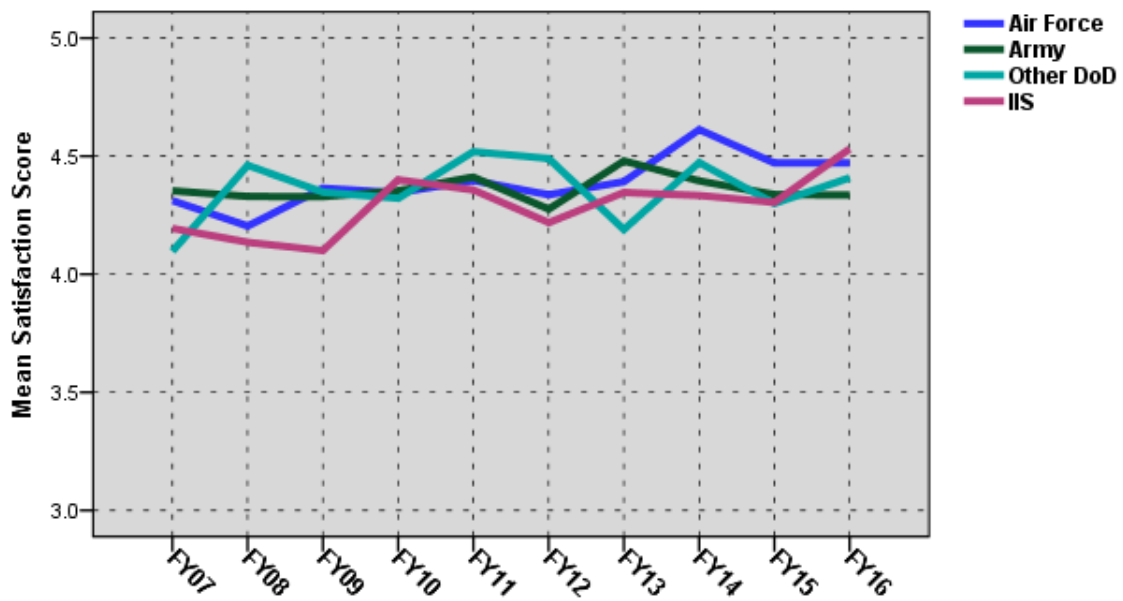


Specific Services

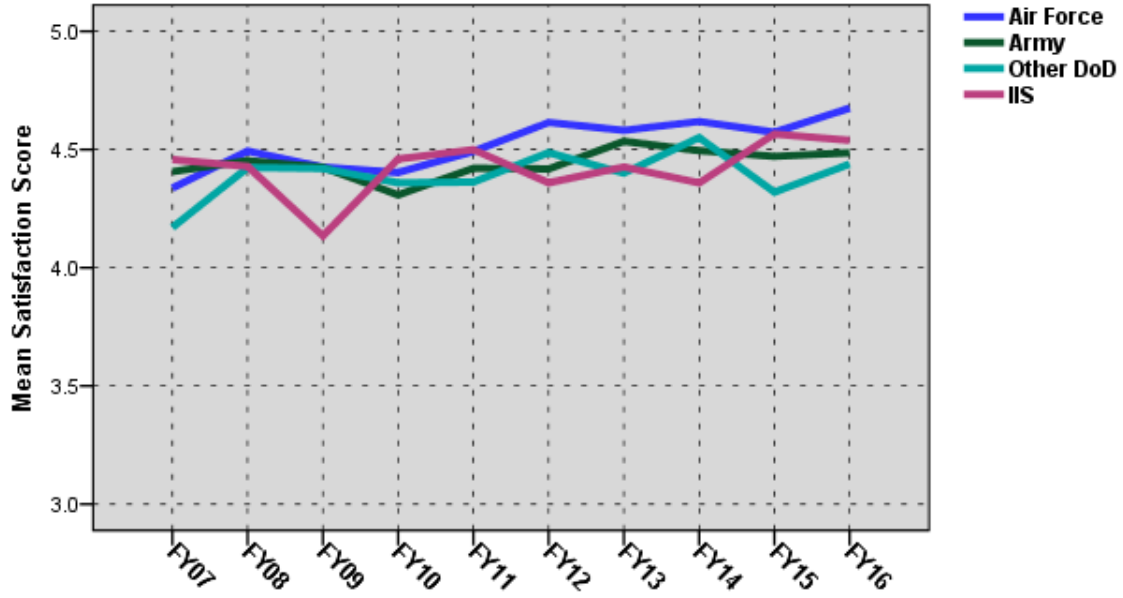
S12: Planning (Charettes, Master..)



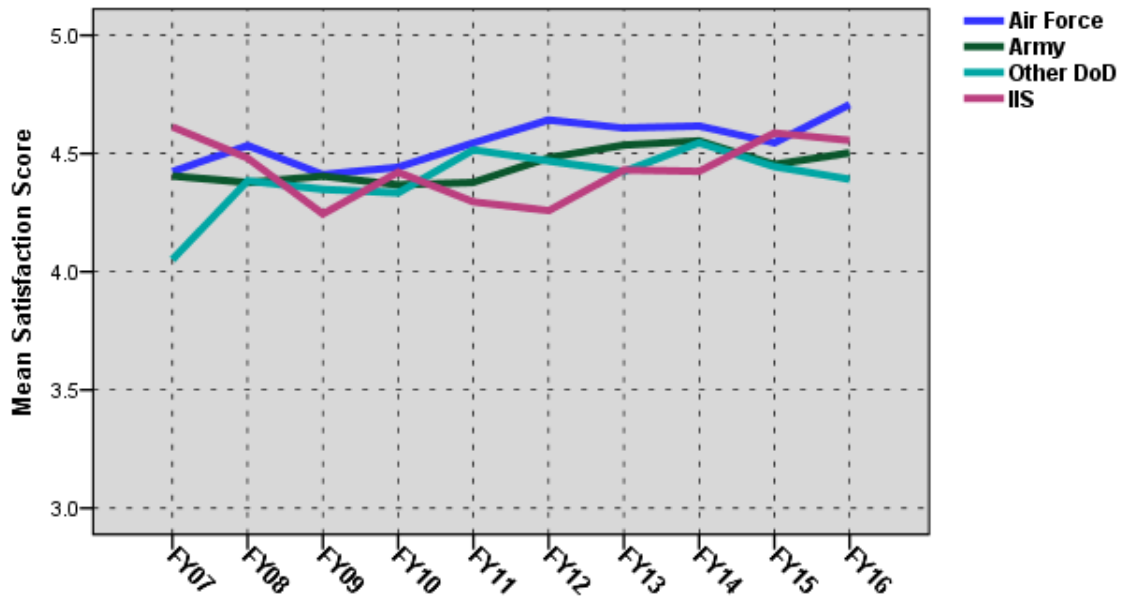
S13: Investigations/Inspections (Non-Envir)



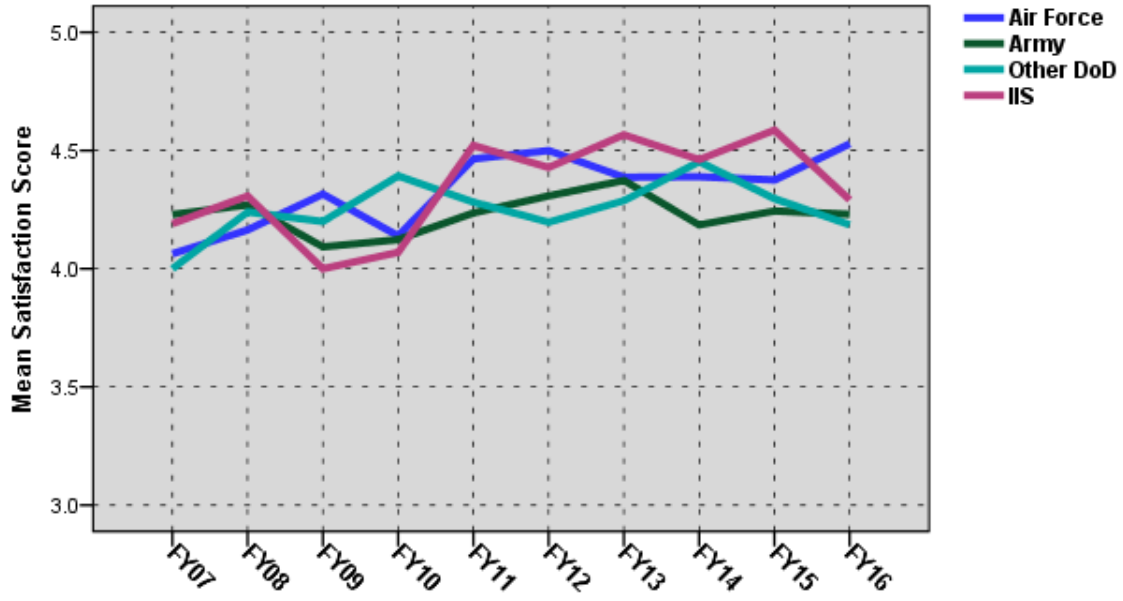
S14: Environmental Studies



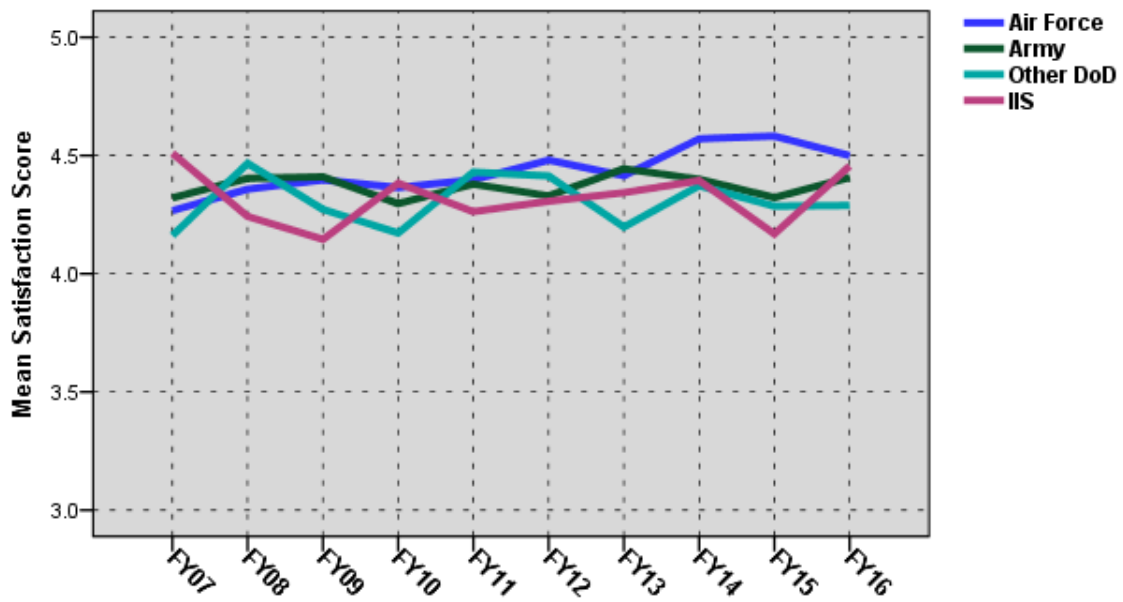
S15: Environmental Compliance



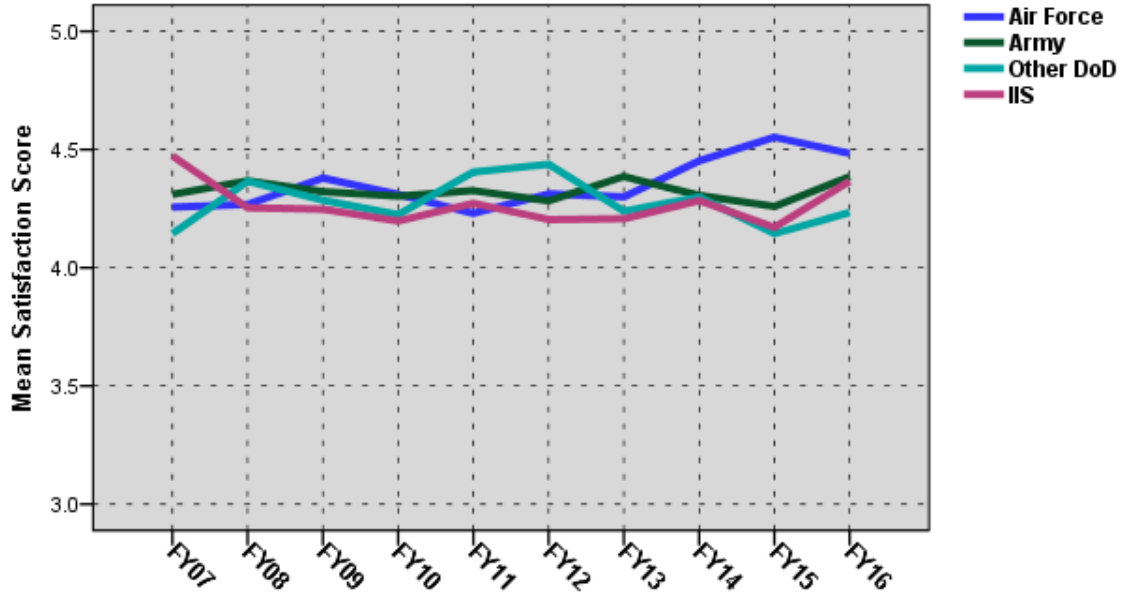
S16: Real Estate Services



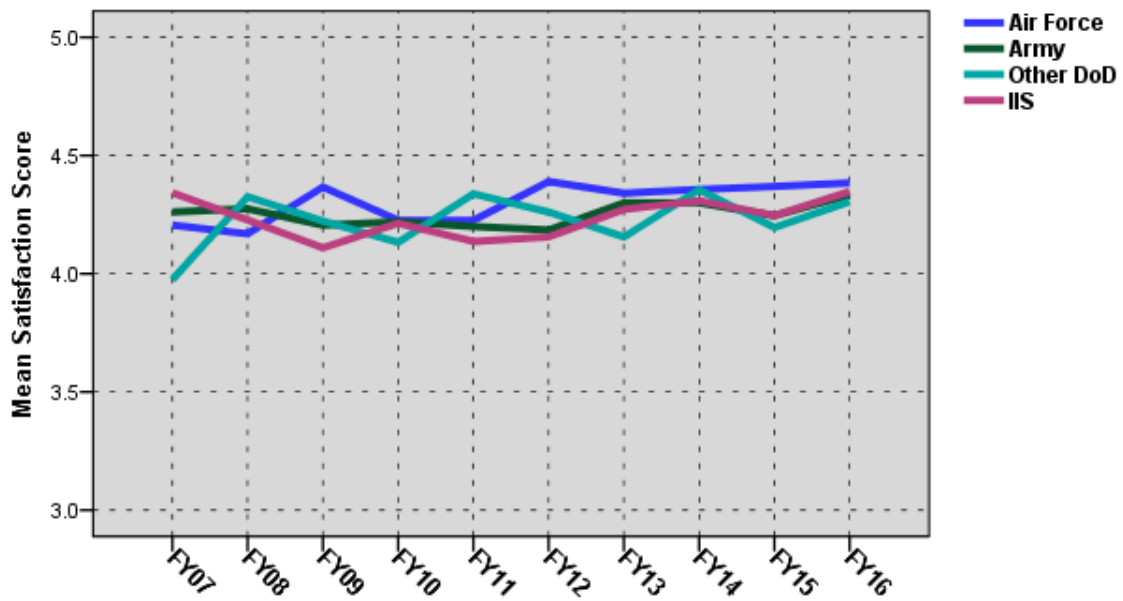
S17: Project Management



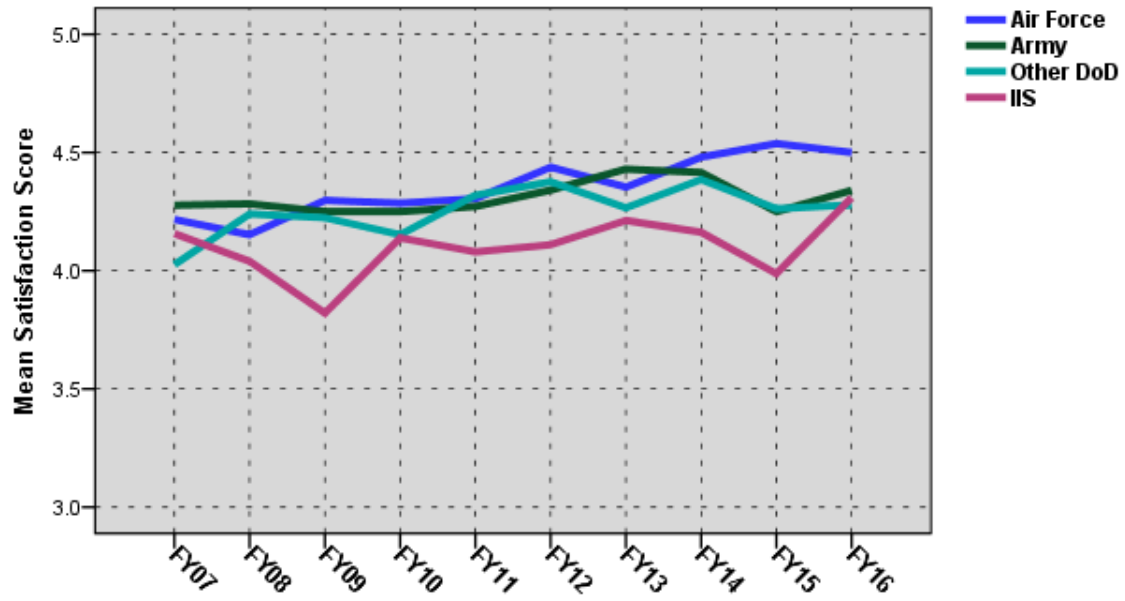
S18: On-Site Project Mgmt



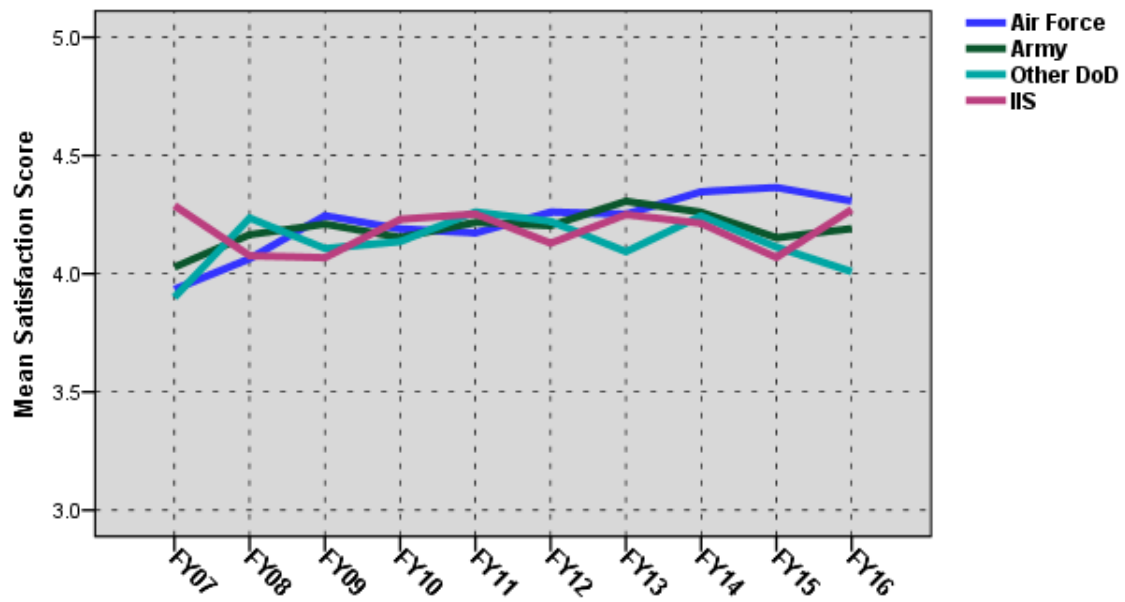
S19: Project Documents (1354s, 1391s..)



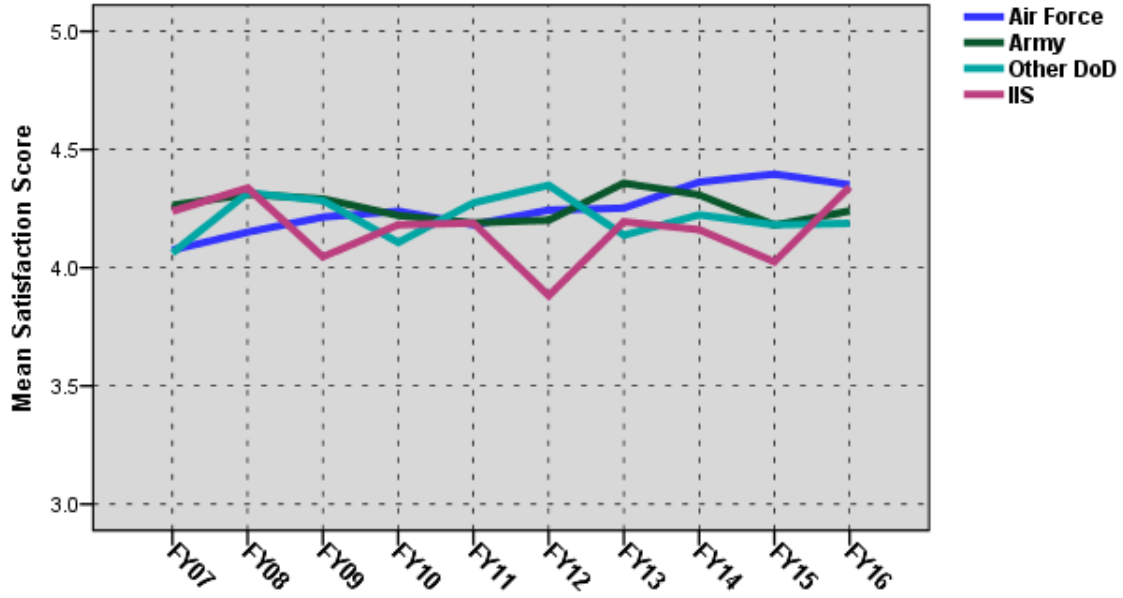
S20: Funds Management



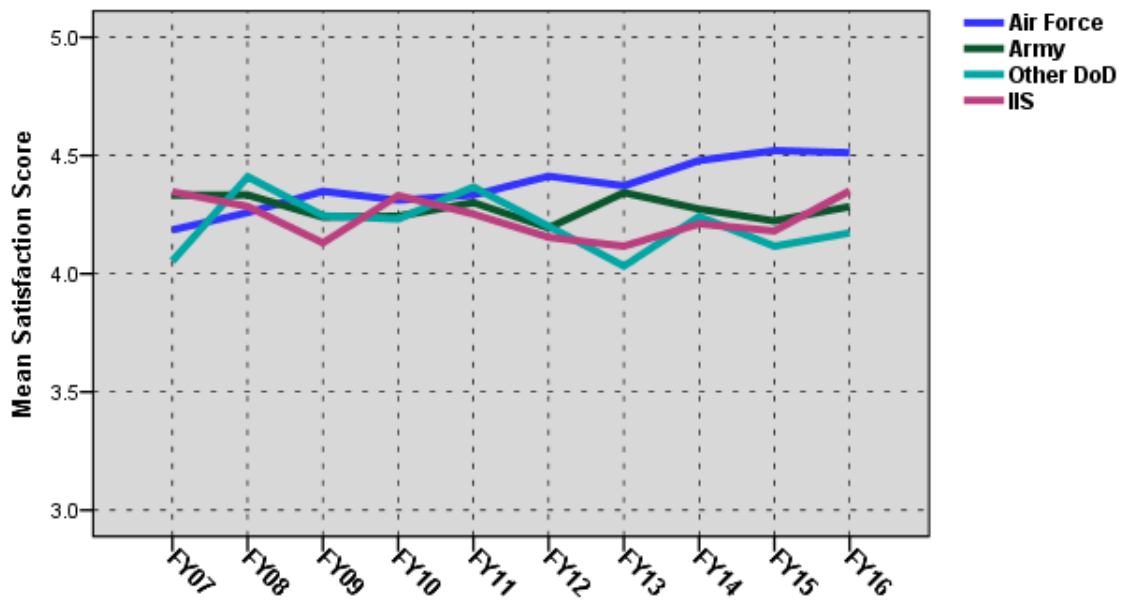
S21: Cost Estimating



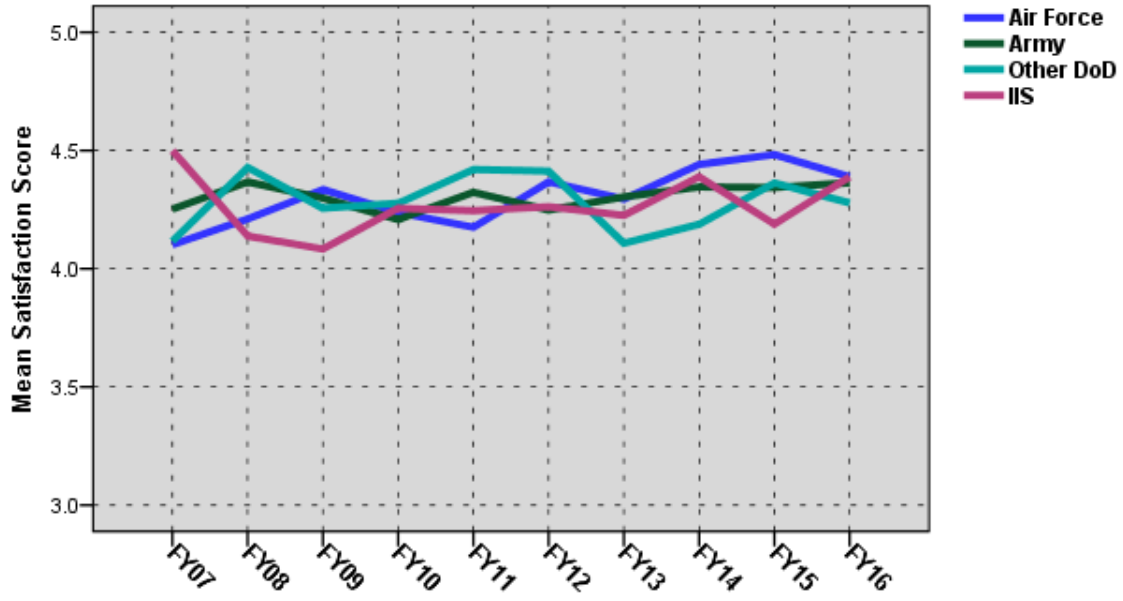
S22: Change Management (Mods, etc)



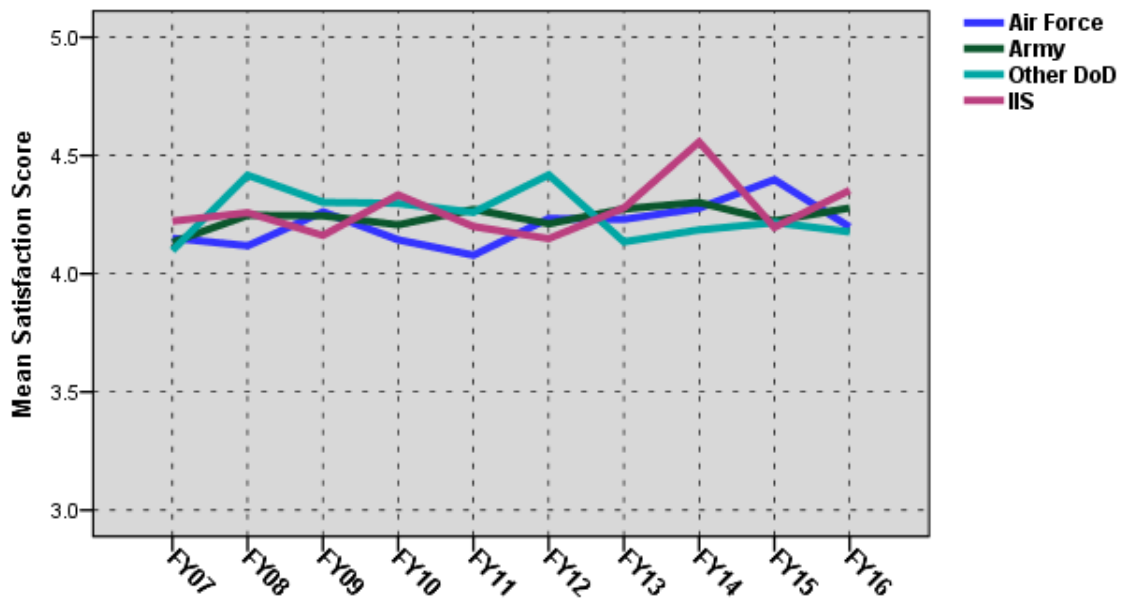
S23: Contracting Services



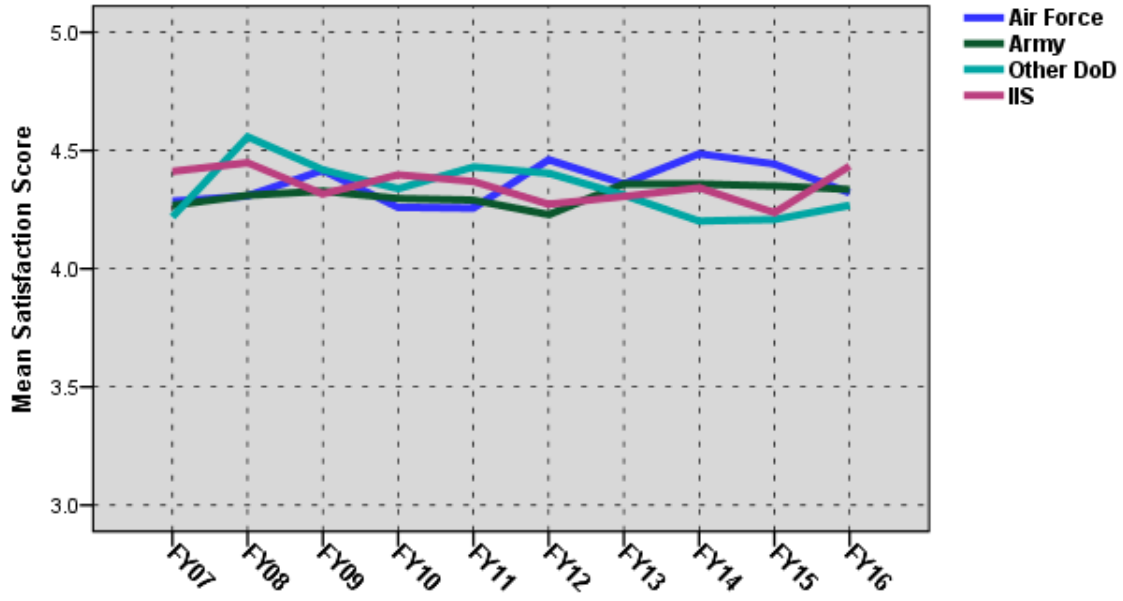
S24: A/E Services



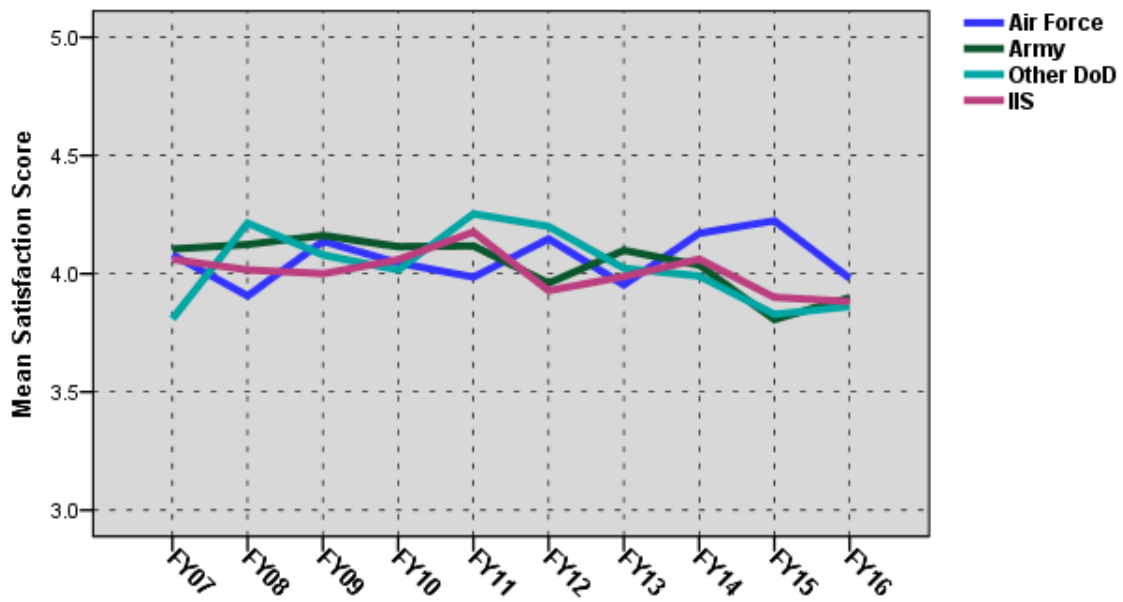
S25: Engineering Design



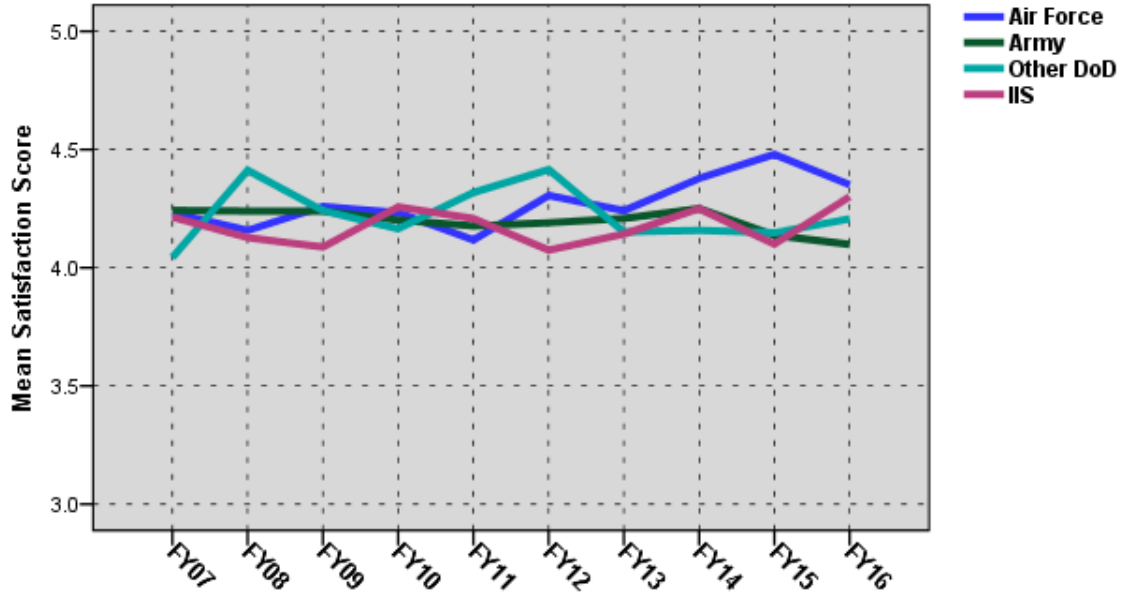
S26: Construction Quality



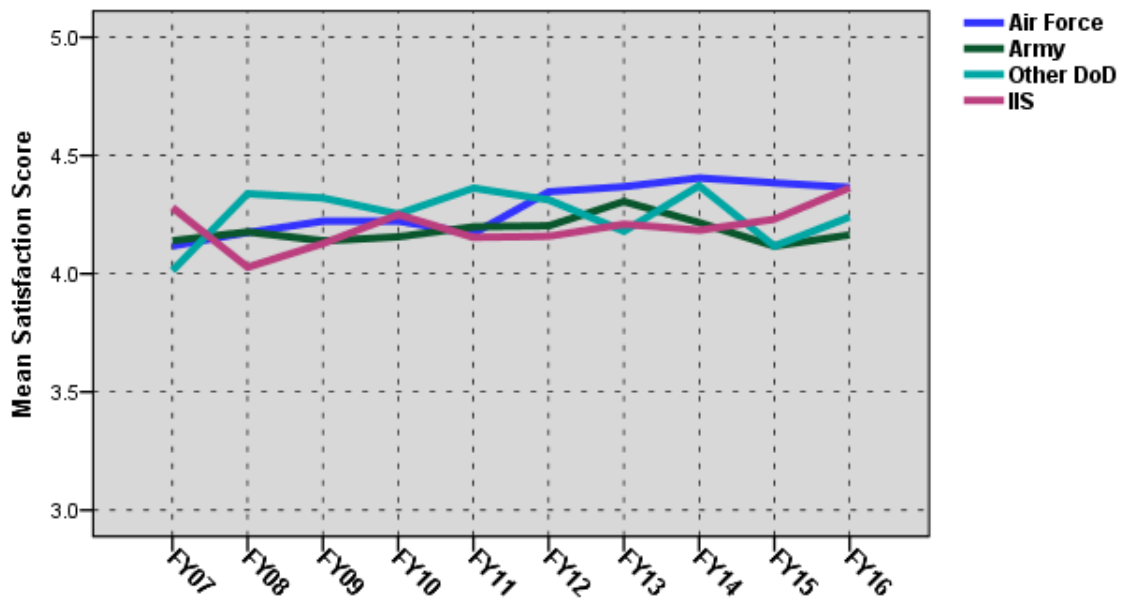
S27: Timely Completion of Construction



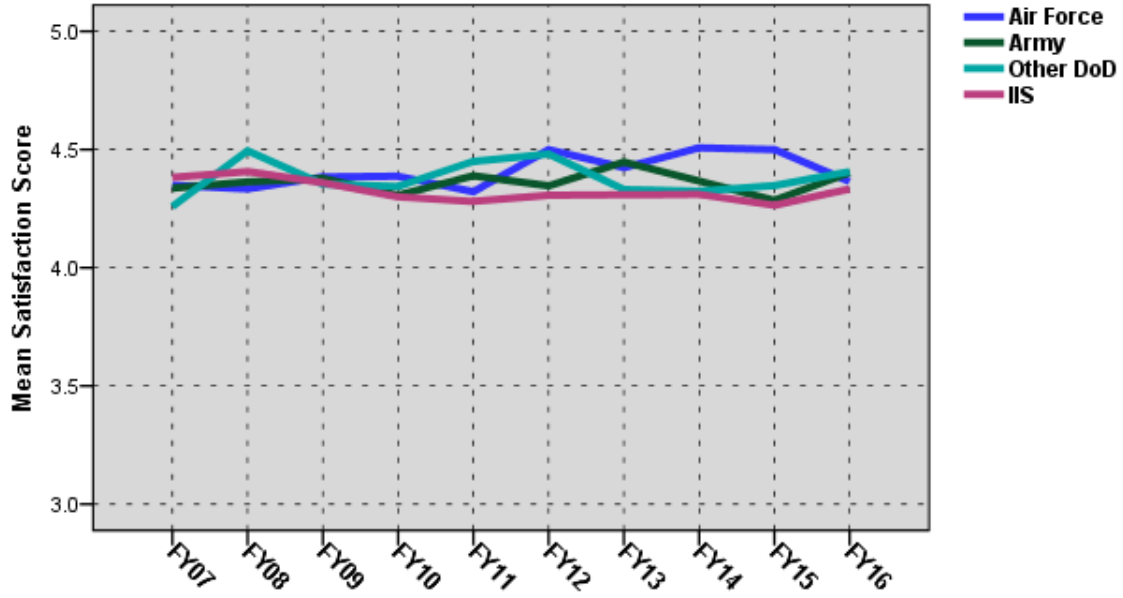
S28: Construction Turnover



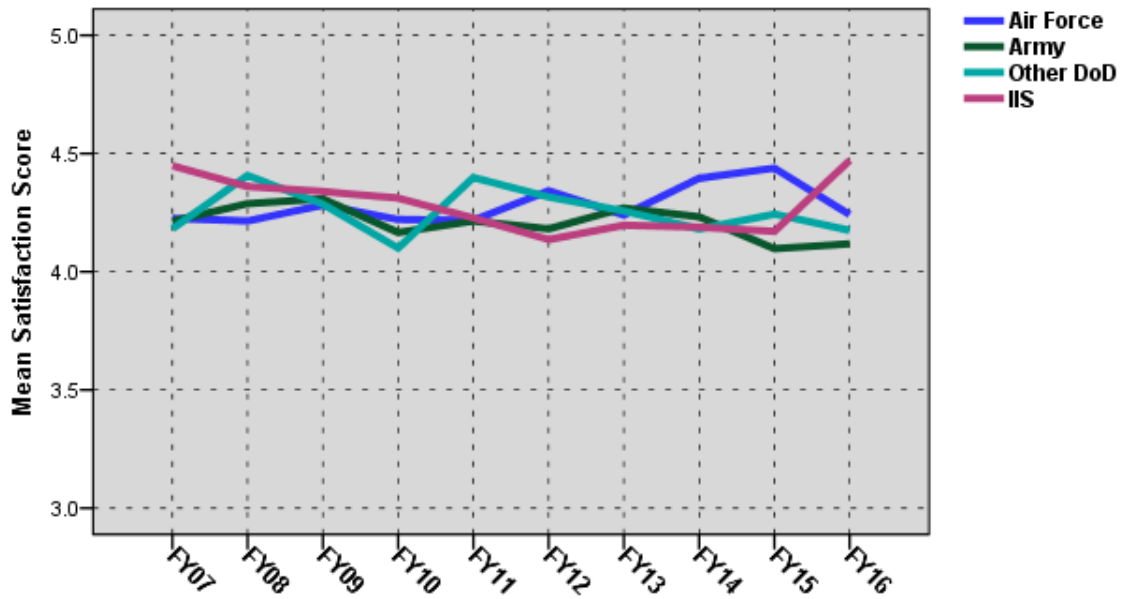
S29: Warranty Support



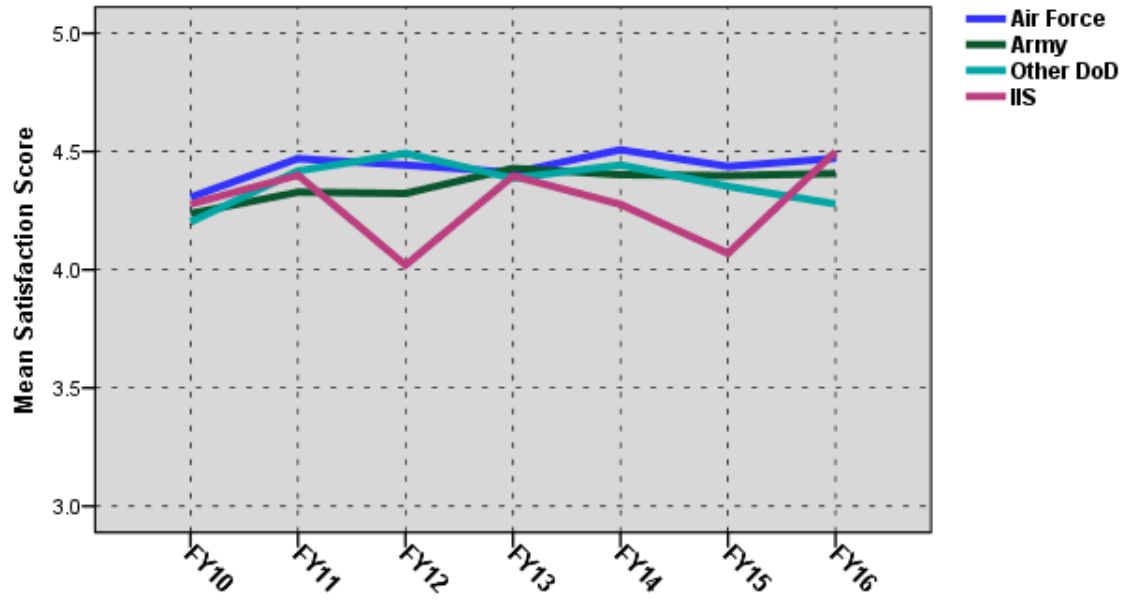
S30: End-User Satisfaction



S31: Construction Maintainability



S32: Energy Conserv (LEED...)



4. CONCLUSION

The total FY16 stakeholder base consisted of 1,878 individuals, basically unchanged compared to the FY15 stakeholder base of 1,860 individuals. A total of 757 stakeholders participated in the FY16 survey. The Corps-wide response rate was 40 percent. This corresponds to an estimated sampling error of 2.4 percent. The Corps-wide response rate was slightly lower (-4%) in FY16 vs. FY15. Response rates varied greatly among districts. Of the 31 participating districts most had response rates around 48 percent. Response rates for smaller districts (population \leq 50) averaged 48 percent and ranged from 18 to 92 percent. The average response rate for larger districts was 40 percent and ranged from 21 to 66 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 FY16 sample at 43 percent followed by Air Force (25%), 'Other DOD' (18%) and IIS (14%).

Stakeholders were asked to identify their DOD command. Air Force stakeholders could select from: ACC, AETC, AFCEE, AFMC, AMC, PACAF, AF Reserves, Joint/Combat Command and 'AF-Other'. The greatest number of Air Force stakeholders fall under AFCEC (61 stakeholders), and AETC and AFMC (25 stakeholders each). The number of AETC stakeholders while higher than the last two years remains about half the number participating in FY13. The commands specified by the Air Force stakeholders who selected 'AF-Other' included Global Strike Command, Air National Guard 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 Central and IMCOM Atlantic at 51 and 48 stakeholders respectively. Many of the FY16 Army stakeholders fell into the 'Army-Other' category. The commands specified by these stakeholders included AEC, ATEC and USACE among others. The number of Joint/Combat Command stakeholders dropped by two thirds from 132 in FY13 to 37 this reporting year. They included SOUTHCOM (13), SOCOM (12), EUCOM (5) and a few others. Notably unlike previous years there was only one CENTCOM response. 'Other DOD' stakeholders include Navy (31 stakeholders), DLA (29), Marine Corps (23), DODEA (10) and MDA (7). It also includes a number of DOD support agencies. IIS stakeholders include organizations such as DHS, DOE, VA, EPA, Coast Guard, etc. The largest proportion of IIS stakeholders is comprised of 23 DHS respondents.

Stakeholders were asked to identify the primary category of service they received from the Corps district they evaluated. The largest proportion (44%) of CEMP stakeholders receives primarily Construction services; 26 percent Environmental services, fourteen percent Real Estate, five percent O&M and eleven 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 'Design Services' and 'Contracting Services'. The complete list of 'Other' work categories is found in Appendix C Table C-5.

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 FY16 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 (20%). North Atlantic and Northwestern and Southwestern Divisions accounted for sixteen percent 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'. All mean general satisfaction scores were 'Green'⁵. The lowest mean score was 4.11 for 'Reasonable Costs', the highest was 4.56 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 percent of respondents each. 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 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 83 percent of stakeholders indicated the Corps would be their choice in the future; ten percent were non-committal. Conversely, seven percent responded USACE would not be their choice for future projects. This value is identical to last year. For stakeholders' overall level of satisfaction, 85 percent responded positively, six 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. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High'. Specific services item means ranged from 3.91 for 'Timely Construction' to 4.54 for 'Environmental Compliance'. The proportion of positive ratings for the specific services

⁵ Mean satisfaction scores are rated according to following scale: $x \geq 4.00$ = 'Green'; $(3.00 \leq x \leq 3.99)$ = 'Amber' & $x < 3.00$ = 'Red'.

items ranged from 70 to 91 percent. The most highly rated specific services were '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 fifteen percent and 'Change Mgmt (Mods etc)' at seven percent low ratings. 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 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 400 stakeholders (52%) submitted comments. Of these, 217 (54%) made overall favorable comments, 95 (24%) made negative comments and 74 (19%) stakeholders' comments contained mixed information (positive and negative statements). A small number of stakeholder responses (14 stakeholders) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The items receiving the largest number of negative comments were 'Timely Service' (66 comments) and 'Reasonable Cost' (75 comments). The third area of service that received a large number of negative comments was 'Manages Effectively' (52 comments).

In the General Comments portion of the survey the most frequent positive comment was 'Compliments to Individuals/Staff' (254 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 responsiveness of district staff (59 comments).

There were a significant number of negative comments addressing a lack of timeliness (88 comments) as well as communication issues (67 comments). Timeliness is an issue that has been present over the last several years. 'Meeting Schedule' was also a problematic issue reported by stakeholders (53 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. 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').

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. Air Force stakeholders have been the most satisfied stakeholder group for many years. Similar to most recent years the FY16 results show several differences in ratings among stakeholder groups. This year subgroup differences were found in nine of the 32 service areas evaluated in the survey. This is far fewer than last FY where significant differences were found in nineteen service areas. In every area this year Air Force was significantly more satisfied than 'Other DOD'. And in nearly all areas IIS ratings were also significantly higher than 'Other DOD'. Recall 'Other DOD' stakeholders include primarily Navy, Marine Corps and DLA. It is important to note however, that nearly all subgroup mean scores were rated 'Green' (≥ 4.00). The notable exception was in 'Timely Construction' where all subgroups mean scores were Amber. Further in the areas of 'Timely Service' and 'Reasonable Costs' 'Other DOD' means scores were Amber.

Comparisons of ratings from Construction, Environmental, Real Estate and 'Other'⁶ stakeholders were performed for selected satisfaction indicators. The service areas examined these analyses 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'.

In almost every year 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. Findings for FY16 are consistent with previous years. Although the direction of the differences is consistent with years past, 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 three of their mean scores ('Timely Service', 'Reasonable Cost' & 'Cost Estimating') fell in the Amber zone ($3.00 \leq x \leq 3.99$).

In aggregate there has been a consistent upward trend in ratings since FY03. The rate of increase was most notable from FY03 to FY06. Since FY07 almost all areas have stabilized at a high level; most close to a mean of 4.20. There are a few areas that hover around a mean of approximately 4.0 between a high Amber and low Green level. They include: 'Provides Timely Services', 'Delivers Products at a Reasonable Cost', 'Real Estate Services', 'Cost Estimating' and 'Change Management (Mods etc,)',). There were two service areas that display a downward trend in ratings. Of most concern is 'Timely

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

Construction' which has shown a clear decrease since FY11 from a mean of 4.03 to the current score of 3.74. The other area is 'Delivers Products at a Reasonable Cost' which has been decreasing since FY13 from 4.0 to 3.80 in FY16.

Air Force stakeholders' ratings have stabilized at a high level around a mean score of approximately 4.50 for most service areas. Many services were rated higher than 4.50 and three services actually attain a mean score of 4.70. They include 'Treats You as a Team Member', 'Environmental Studies' and 'Environmental Compliance'. All services have remained Green for all of the previous nine years (FY08-16) with one exception. The single problem area among Air Force respondents is 'Timely Completion of Construction'. This service indicator has hovered between the high Amber and low Green zone for the entire ten-year trend cycle.

Army stakeholders' ratings have displayed upward trends from FY05-08 and have stabilized at a high level (around 4.30) since FY09. The few services that fall below that threshold include 'Reasonable Costs', 'Timely Construction', 'Construction Turnover' and 'Contract Warranty Support'. Although in early years there were many services rated as Amber, all services (except 'Timely Construction') have been Green since FY08. Ratings for 'Timely Construction' have decreased from a high of 4.16 in FY09 to 3.90 in FY16. 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 and are difficult to characterize. This erratic pattern 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 67% of the Other DOD subgroup.

Generally ratings from Other DOD respondents rose over the period FY07-11. Since FY11 ratings have decreased; notably in the FY14-16 time period. A few services have fallen to high Amber or low Green in FY16. They include 'Timely Services', 'Reasonable Costs' and 'Cost Estimating'. 'Timely Construction' has been Amber for the past three years (FY14-16) falling from a high of 4.25 in FY11 to 3.86 in FY16.

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. Almost all areas have stabilized from FY10 through FY16 attaining a mean score of around 4.40. Many service areas actually approach or exceed a mean score of 4.50. The most highly rated services included 'Treats You as a Team Member', 'Delivers Quality Products' and 'Environmental Compliance'. The few areas that did not attain this high level falling between a score of 4.00 to 4.20 included 'Funds Management', 'Cost Estimating' and 'Change Management (Mods etc)'. The most problematic area for this subgroup is also 'Timely Construction' which has remained between Amber and Green for the entire 10-year trend cycle. This area has recently fallen from a high of 4.18 in FY11 to 3.88 in FY16.

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. 'Timely Completion of Construction' is consistently the greatest source of stakeholder dissatisfaction. Although ratings in this area have significantly improved since the survey began in FY95, there has been a consistent downward trend in recent years. The highest mean score in this service of 4.05 was attained in FY09. Ratings have fallen to a mean score of 3.74 for the current survey period.

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. The end result has been improved stakeholder relations and progressively higher stakeholder satisfaction ratings over time in almost all service areas.

APPENDIX A

Survey Instrument⁷

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>



[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 FY16. 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: <input type="text"/> First: <input type="text"/>
Email Address:	<input type="text"/>
If DoD:*	Please select a Service <input type="text"/> Then select a Command <input type="text"/> if 'other' please specify cmd: <input type="text"/> then enter Installation/Agency:* <input type="text"/>
If Non-DoD:*	enter Agency: <input type="text"/>
Primary Category of Service Received:*	Please Select One <input type="text"/> If Other please Specify: <input type="text"/>
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 <input type="text"/>

Section II - Service Areas

Please rate your level of satisfaction for each area.

Rating Scale	1 = lowest 5 = highest	Satisfaction						We would greatly appreciate a brief explanation of ratings below '3'.
		1	2	3	4	5	NA	
1.	Seeks your requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
2.	Manages your projects/programs effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
3.	Treats you as an important member of the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
4.	Resolves your concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
5.	Provides timely services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>

6.	Delivers quality products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
7.	Delivers products/services at a reasonable cost.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
8.	Is flexible in responding to your needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
9.	Keeps you informed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
10.	Would be your choice for future products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
11.	Your overall level of satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
12.	Planning (Charettes, Master Planning, Mobilization Plans, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
13.	Investigations and Inspections (Non-environmental such as Structural Inspections, GIS Surveys, Transportation Studies, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
14.	Environmental Studies and Surveys.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
15.	Environmental Compliance and Restoration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
16.	Real Estate Services (e.g., Acquisition, Disposal, Leases, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
Rating Scale 1 = lowest 5 = highest		Satisfaction <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> NA						We would greatly appreciate a brief explanation of ratings below '3'.		
17.	Project Management Services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
18.	On-site project management (PM Forward, Area Engineer, Resident Engineer).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
19.	Project Documentation (DD 1391, 1354, etc.) (Quality and completeness of documents).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
20.	Funds Management and Cost Accounting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
21.	Cost Estimating.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
22.	Change Management (handling mods etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
23.	Contracting Services (All types).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
24.	Architect-Engineer Contracts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			

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

Overall Comments/Suggestions

Submit Reset

APPENDIX B

Statistical Details

Table B-1: General Satisfaction Items – Details

<u>General Services</u>	<u>Very Low</u>		<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Very High</u>		<u>Total</u>	
<u>Item</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
S1 Seeks Your Requirements	4	0.5	17	2.3	55	7.5	206	28.1	452	61.6	734	100.0
S2 Manages Effectively	20	2.7	35	4.7	65	8.7	188	25.2	437	58.7	745	100.0
S3 Treats You as a Team Member	9	1.2	13	1.7	57	7.6	142	19.0	528	70.5	749	100.0
S4 Resolves Your Concerns	14	1.9	30	4.0	64	8.5	183	24.4	458	61.1	749	100.0
S5 Timely Service	20	2.7	48	6.4	83	11.1	197	26.3	401	53.5	749	100.0
S6 Quality Product	12	1.6	17	2.3	61	8.2	209	28.1	445	59.8	744	100.0
S7 Reasonable Costs	22	3.0	38	5.2	103	14.2	236	32.6	325	44.9	724	100.0
S8 Displays Flexibility	12	1.6	24	3.2	58	7.8	182	24.6	465	62.8	741	100.0
S9 Keeps You Informed	12	1.6	36	4.8	61	8.1	169	22.6	471	62.9	749	100.0
S10 Your Future Choice	26	3.6	24	3.3	71	9.7	169	23.2	440	60.3	730	100.0
S11 Overall Satisfaction	16	2.1	30	4.0	64	8.6	204	27.3	433	58.0	747	100.0

Table B-2: Specific Services Items– Details

<u>Specific Services</u>	<u>Very Low</u>		<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Very High</u>		<u>Total</u>	
<u>Item</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
S12 Planning (Charettes, Master..)	6	1.4	8	1.8	49	11.2	118	27.1	255	58.5	436	100.0
S13 Investigations/Inspections	5	1.4	11	3.1	29	8.1	102	28.6	210	58.8	357	100.0
S14 Environmental Studies	4	1.1	5	1.4	21	6.0	93	26.6	227	64.9	350	100.0
S15 Environmental Compliance	2	0.6	3	0.9	26	7.7	86	25.4	222	65.5	339	100.0
S16 Real Estate	8	2.9	9	3.3	30	11.0	75	27.6	150	55.1	272	100.0
S17 Project Management	7	1.1	24	3.6	52	7.9	180	27.4	395	60.0	658	100.0
S18 On-Site Project Mgmt	5	1.0	21	4.2	48	9.5	137	27.1	294	58.2	505	100.0
S19 Project Documents (1391s, 1354s..)	9	1.8	13	2.7	51	10.5	144	29.5	271	55.5	488	100.0
S20 Funds Management	11	1.9	13	2.2	64	10.8	167	28.2	338	57.0	593	100.0
S21 Cost Estimating	9	1.5	22	3.7	90	15.1	199	33.3	278	46.5	598	100.0
S22 Change Mgmt (Mods etc)	18	3.0	24	4.0	61	10.3	166	28.0	324	54.6	593	100.0
S23 Contracting Services	7	1.1	23	3.7	72	11.6	174	28.0	345	55.6	621	100.0
S24 AE Services	1	0.2	20	4.6	43	9.8	133	30.4	241	55.0	438	100.0
S25 Engineering Design	5	1.2	20	4.7	50	11.8	140	33.0	209	49.3	424	100.0
S26 Construction Quality	7	1.7	12	2.8	40	9.5	140	33.1	224	53.0	423	100.0
S27 Timely Construction	29	6.9	32	7.6	66	15.8	113	27.0	179	42.7	419	100.0
S28 Construction Turnover	10	2.7	10	2.7	51	13.9	119	32.3	178	48.4	368	100.0
S29 Warranty Support	7	2.1	4	1.2	55	16.8	97	29.6	165	50.3	328	100.0
S30 End-user Satisfaction	6	1.5	4	1.0	36	9.0	138	34.4	217	54.1	401	100.0
S31 Maintainability of Construction	5	1.4	12	3.4	59	16.5	113	31.7	168	47.1	357	100.0
S32 Energy Conserv (LEED..)	4	1.0	6	1.5	33	8.5	131	33.6	216	55.4	390	100.0

Table B-3: Mean Satisfaction Scores by Stakeholder Group

Item	Air Force		Army		DoD Other		IIS		Total	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.59	186	4.46	316	4.37	131	4.50	101	4.48	734
S2 Manages Effectively	4.49	188	4.28	318	4.09	136	4.47	103	4.32	745
S3 Treats You as Team Member	4.67	189	4.53	320	4.42	136	4.62	104	4.56	749
S4 Resolves Your Concerns	4.48	189	4.38	322	4.25	136	4.45	102	4.39	749
S5 Timely Service	4.38	187	4.19	322	3.97	136	4.32	104	4.22	749
S6 Quality Product	4.54	187	4.37	321	4.28	134	4.57	102	4.42	744
S7 Reasonable Cost	4.30	181	4.04	314	3.98	129	4.14	100	4.11	724
S8 Displays Flexibility	4.53	187	4.42	319	4.26	132	4.52	103	4.44	741
S9 Keeps You Informed	4.49	189	4.40	321	4.24	135	4.45	104	4.40	749
S10 Your Future Choice	4.47	183	4.33	318	4.10	129	4.39	100	4.33	730
S11 Overall Satisfaction	4.47	187	4.36	322	4.12	134	4.40	104	4.35	747
S12 Planning (Charettes, Master ..)	4.51	97	4.37	193	4.33	91	4.40	55	4.39	436
S13 Investigations/Inspections (Non-Env)	4.47	70	4.34	167	4.41	71	4.53	49	4.40	357
S14 Environmental Studies	4.68	77	4.49	177	4.44	57	4.54	39	4.53	350
S15 Environmental Compliance	4.71	82	4.50	175	4.39	46	4.56	36	4.54	339
S16 Real Estate	4.53	53	4.23	152	4.19	43	4.29	24	4.29	272
S17 Project Management	4.50	172	4.41	275	4.29	121	4.46	90	4.42	658
S18 On-site Project Mgmt	4.48	122	4.39	205	4.23	107	4.37	71	4.37	505
S19 Project Documents (1354, 1391..)	4.38	117	4.33	207	4.31	95	4.35	69	4.34	488
S20 Funds Management	4.50	144	4.34	250	4.28	115	4.31	84	4.36	593
S21 Cost Estimating	4.31	143	4.19	262	4.01	112	4.27	81	4.20	598
S22 Change Mgmt (Mods etc)	4.35	151	4.24	254	4.19	112	4.34	76	4.27	593
S23 Contracting Services	4.51	164	4.28	264	4.17	116	4.35	77	4.33	621
S24 A/E Services	4.39	108	4.36	179	4.28	97	4.39	54	4.35	438
S25 Engineering Design Quality	4.20	101	4.28	176	4.18	96	4.35	51	4.25	424
S26 Construction Quality	4.32	106	4.34	167	4.27	97	4.43	53	4.33	423
S27 Timely Construction	3.98	105	3.90	169	3.86	94	3.88	51	3.91	419
S28 Construction Turnover	4.35	94	4.10	152	4.21	82	4.30	40	4.21	368
S29 Warranty Support	4.36	74	4.16	146	4.24	75	4.36	33	4.25	328
S30 End-user Satisfaction	4.36	96	4.40	169	4.41	91	4.33	45	4.39	401
S31 Maintainability	4.24	91	4.12	152	4.18	80	4.47	34	4.20	357
S32 Energy Conservation (LEED..)	4.47	104	4.41	167	4.28	79	4.50	40	4.41	390

Items in **bold** are statistically significant at $\alpha = .05$.

Table B-4: Mean Satisfaction Scores by Work Category

Item	Construction		Environmental		Real Estate		Other		Total	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.36	325	4.64	193	4.52	97	4.50	119	4.48	734
S2 Manages Effectively	4.09	333	4.68	193	4.36	100	4.39	119	4.32	745
S3 Treats You as Team Member	4.44	334	4.75	193	4.62	100	4.52	122	4.56	749
S4 Resolves Your Concerns	4.17	334	4.73	193	4.46	101	4.40	121	4.39	749
S5 Timely Service	3.98	333	4.58	195	4.31	101	4.20	120	4.22	749
S6 Quality Product	4.25	330	4.69	194	4.46	100	4.42	120	4.42	744
S7 Reasonable Cost	3.80	322	4.45	191	4.32	93	4.24	118	4.11	724
S8 Displays Flexibility	4.26	330	4.72	192	4.54	99	4.38	120	4.44	741
S9 Keeps You Informed	4.27	333	4.67	193	4.38	101	4.36	122	4.40	749
S10 Your Future Choice	4.12	320	4.64	193	4.41	98	4.34	119	4.33	730
S11 Overall Satisfaction	4.15	331	4.65	195	4.43	101	4.34	120	4.35	747
S17 Project Management	4.27	325	4.68	173	4.60	57	4.34	103	4.42	658
S19 Project Documents (1354, 1391..)	4.22	282	4.67	99	4.56	41	4.26	66	4.34	488
S20 Funds Management	4.22	293	4.63	159	4.27	45	4.40	96	4.36	593
S21 Cost Estimating	3.93	307	4.60	150	4.43	49	4.29	92	4.20	598
S22 Change Mgmt (Mods etc)	4.03	305	4.63	160	4.72	36	4.26	92	4.27	593
S23 Contracting Services	4.13	296	4.55	172	4.67	54	4.37	99	4.33	621
S24 A/E Services	4.20	256	4.60	92	4.85	33	4.37	57	4.35	438

Items in **bold** are statistically significant at $\alpha = .05$.

Table B-5: Responses by Division & Survey Year FY07-16

<u>MSC</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>Total</u>
AED	7	13	12	0	0	0	0	0	0	0	32
GRD	5	18	16	0	0	0	0	0	0	0	39
LRD	26	82	55	67	91	82	56	52	52	60	623
MVD	17	31	39	39	28	25	24	17	27	21	268
NAD	151	164	200	214	231	203	181	175	119	120	1758
NWD	170	186	152	120	145	125	134	94	115	119	1360
POD	99	87	117	102	112	125	79	81	82	62	946
SAD	183	185	209	218	232	252	223	217	187	151	2057
SPD	79	89	127	140	128	128	139	145	105	74	1154
SWD	61	65	119	187	175	156	139	120	110	123	1255
TAC	38	38	34	0	0	0	0	0	0	0	110
TAD	0	0	0	65	112	64	53	40	28	27	389
Total	836	958	1080	1152	1254	1160	1028	941	825	757	9991

AED, GRD & TAC reorganized under TAD in FY10.

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

District	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	Total
AED	7	13	12	0	0	0	0	0	0	0	32
GRD	5	18	16	0	0	0	0	0	0	0	39
LRB	0	5	3	10	8	5	6	0	0	0	37
LRC	0	3	4	1	1	0	0	0	0	0	9
LRE	0	7	1	8	9	7	5	3	0	6	46
LRH	0	19	13	10	11	18	10	4	6	10	101
LRL	26	40	28	31	52	46	28	43	40	39	373
LRN	0	7	6	7	10	6	7	2	6	5	56
LRP	0	1	0	0	0	0	0	0	0	0	1
MVP	5	10	8	4	4	0	0	0	0	0	31
MVR	8	6	16	13	13	10	9	7	12	11	105
MVS	4	15	15	22	11	15	15	10	15	10	132
NAB	48	35	46	55	43	35	27	33	31	36	389
NAE	3	3	3	3	5	11	7	10	6	10	61
NAN	17	23	28	40	41	40	43	35	10	15	292
NAO	34	31	41	32	50	27	28	29	25	19	316
NAP	16	30	25	16	21	21	16	13	13	7	178
NAU	33	42	57	68	71	69	60	55	34	33	522
NWK	15	20	26	20	37	31	35	30	29	34	277
NWO	83	92	83	78	64	55	44	51	59	59	668
NWS	72	74	43	22	44	39	55	13	27	26	415
POA	30	39	50	44	47	40	26	28	33	30	367
POF	23	22	18	16	25	31	15	14	18	6	188
POH	18	8	21	17	20	23	15	16	17	11	166
POJ	28	18	28	25	20	31	23	23	14	15	225
SAC	0	1	17	18	31	37	31	27	21	21	204
SAJ	2	8	5	26	20	31	31	27	11	8	169
SAM	106	106	124	118	130	133	113	106	113	94	1143
SAS	74	64	61	54	44	40	42	47	32	20	478
SAW	1	6	2	2	7	11	6	10	10	8	63
SPA	24	17	37	38	16	33	25	21	13	9	233
SPK	33	42	53	62	75	54	54	48	40	38	499
SPL	22	30	37	40	37	41	60	76	52	27	422
SWF	28	27	73	131	114	89	76	56	66	71	731
SWL	4	14	14	13	19	22	23	23	18	13	163
SWT	29	24	32	43	42	45	40	41	26	39	361
TAA	0	0	0	0	0	0	6	0	0	0	6
TAC	38	38	34	0	0	0	0	0	0	0	110
TAG	0	0	0	10	0	0	0	0	0	0	10
TAM	0	0	0	33	43	50	47	40	28	27	268
TAN	0	0	0	18	43	12	0	0	0	0	73
TAS	0	0	0	4	26	2	0	0	0	0	32
Total	836	958	1080	1152	1254	1160	1028	941	825	757	9991

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

<u>Air Force Other Cmd</u>	<u>Count</u>	<u>Percent</u>
AF District of Washington	1	4.8
AF Global Strike Cmd	6	28.6
AF Med Support Agency	1	4.8
AF Personnel Cmd	1	4.8
AFSPC	2	9.5
Air National Guard	6	28.6
USAFE	3	14.3
Unknown	1	4.8
Total	21	100.0

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

<u>Army Other Cmd</u>	<u>Count</u>	<u>Percent</u>
AEC	14	36.8
ARCYBER	1	2.6
Arlington National Cemetery	2	5.3
ATEC	6	15.8
FORSCOM	3	7.9
INSCOM	1	2.6
NETCOM	2	5.3
TRADOC	3	7.9
USACE	5	13.2
West Point	1	2.6
Total	38	100.0

Table C-3: Joint/Combat Commands –Details

<u>Joint/Combat Commands</u>	<u>Count</u>	<u>Percent</u>
AFRICOM	2	5.4
CENTCOM	1	2.7
EUCOM	5	13.5
Joint Personnel Recovery Agency	1	2.7
PACOM	2	5.4
SOCOM	12	32.4
SOUTHCOM	13	35.1
USFK	1	2.7
Total	37	100.0

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

<u>DoD - Other Commands</u>	<u>Count</u>	<u>Percent</u>
Marine Corps	23	18.7
Navy	31	25.2
DLA	29	23.6
DeCA	3	2.4
DCMA	2	1.6
DISA	1	0.8
DHA	4	3.3
DNI	1	0.8
DoDEA	10	8.1
DTRA	1	0.8
MDA	7	5.7
NGA	4	3.3
NSA	3	2.4
OSD	1	0.8
Washington Hqtrs Services	3	2.4
Total	123	100.0

Table C-5: Work Category 'Other' - Details

<u>Work Category - Other</u>	<u>Count</u>	<u>Percent</u>	<u>Work Category - Other</u>	<u>Count</u>	<u>Percent</u>
Admin/Professional Services	1	1.2	Engineering & Construction	1	1.2
All except O&M	1	1.2	Envir & construction	1	1.2
All Services	3	3.6	Equipment Procurements	1	1.2
All under the USAR/USACE MOA	1	1.2	Facility Condition Assessments	2	2.4
Archaeological/Cultural Resources	5	6.0	Geospatial Imagery/Mapping	5	6.0
Construction & O/M	1	1.2	Green Dot training	1	1.2
Construction & Real Estate	3	3.6	Initial Oufitting Services	4	4.8
Contract Admin and Oversight	1	1.2	Master Planning	3	3.6
Contracting Services	7	8.4	Mil Munitions Response Pgm	2	2.4
Cost Engineering/Project Mgt	1	1.2	Navigation support	1	1.2
Cost Estimating	2	2.4	Planning Services	6	7.2
Dam Safety Technical Review	1	1.2	PM & Contracting Support	1	1.2
Design & Construction	2	2.4	PM, ENGR & CONSTRUCTION	1	1.2
Design & Construction Planning	1	1.2	Project Management	1	1.2
Design & Engineering	1	1.2	Project/Program Mgmt Support	1	1.2
Design Services	8	9.6	Pseudo-FMS	1	1.2
Design, Construction & Contracting	2	2.4	Recovery Operations	1	1.2
Design, Construction & Study Support	1	1.2	Services and Procurements	3	3.6
Dredging	1	1.2	Technical Assistance	1	1.2
Electrical Utility Eval	1	1.2	UXO	1	1.2
Engineering	1	1.2	Total	83	100.0

Table C-6: Air Force Stakeholder Organizations

<u>Air Force Installations/Organizations</u>	<u>Count</u>	<u>Percent</u>
AF Geospatial Cmd	1	0.5
AF Medical Services	1	0.5
AF Recruiting Cmd	1	0.5
AF Research Lab	1	0.5
AF Reserves	8	4.2
AF-ACC	1	0.5
AFCEC	17	9.0
AFCEC Pacific	3	1.6
Air National Guard	5	2.6
Altus AFB	2	1.1
Andrews AFB	1	0.5
Arnold AFB	2	1.1
Aviano AB	1	0.5
Beale AFB	1	0.5
Cape Canaveral/Homestead/Patrick AFB	1	0.5
Columbus AFB	1	0.5
Columbus/Keesler AFBs	1	0.5
Eareckson AS	1	0.5
Edwards AFB	6	3.2
Eglin AFB	7	3.7
Eielson AFB	7	3.7
F. E. Warren AFB	1	0.5
Fairchild AFB	2	1.1
Former Griffiss AFB	2	1.1
Former Reese AFB	2	1.1
Ft Leonard Wood	1	0.5
Goodfellow AFB	2	1.1
Grand Forks AFB	1	0.5
Hill AFB	1	0.5
Holloman AFB	1	0.5
Homestead ARB	3	1.6
Hurlburt Field	2	1.1
Hurlburt/Tyndall AFB	1	0.5
JB Andrews	3	1.6
JB Charleston	1	0.5
JB Elmendorf-Richardson	7	3.7
JB Langley Eustis	2	1.1
JB McGuire Dix Lakehurst	8	4.2
JB Pearl Harbor	1	0.5
JB San Antonio	6	3.2
JB San Antonio-Lackland	7	3.7
JB San Antonio-Randolph	10	5.3
Kaena Point	1	0.5

<u>Air Force Installations/Organizations</u>	<u>Count</u>	<u>Percent</u>
King Salmon AS	1	0.5
Kirtland AFB	1	0.5
Little Rock AFB	2	1.1
Little Rock AFB / JB Andrews	1	0.5
Luke AFB	2	1.1
MacDill AFB, Avon Park	1	0.5
Malmstrom AFB	1	0.5
March AFB	1	0.5
Maxwell AFB	2	1.1
McConnell AFB	4	2.1
Minot AFB	1	0.5
Moody AFB	2	1.1
Mountain Home AFB	2	1.1
Offutt AFB	4	2.1
Osan AB	1	0.5
Patrick AFB/Cape Canaveral AFS	1	0.5
Peterson AFB	1	0.5
Ramstein AB	2	1.1
Robins AFB	3	1.6
Scott AFB	1	0.5
Seymour Johnson AFB	1	0.5
Shaw AFB	3	1.6
Thule AB	1	0.5
Tinker AFB	1	0.5
Travis AFB	3	1.6
Tyndall AFB	1	0.5
USAFE	1	0.5
Whiteman AFB	3	1.6
Wright-Paterson AFB / Scott AFB	1	0.5
Wright-Patterson AFB	5	2.6
Unknown	1	0.5
Total	189	100.0

Table C-7: Army Stakeholder Organizations

<u>Army Installations/Organizations</u>	<u>Count</u>	<u>Percent</u>
88th RSC	8	2.5
Aberdeen Prov Grd/Ft Detrick	1	0.3
Aberdeen Proving Ground	5	1.5
ACSIM	7	2.1
ACSIM-BRAC	5	1.5
Adelphi Laboratory Center	2	0.6
AEC	15	4.6
Anniston Army Depot	1	0.3
Arlington National Cemetery	2	0.6
Army Natl Guard	24	7.4
Army Research Lab	1	0.3
Army Reserves	22	6.7
Bluegrass Station	1	0.3
BRAC - Mult Sites	1	0.3
CASCOM	1	0.3
CENTCOM	1	0.3
Corpus Christi Army Depot	1	0.3
Detroit Arsenal	3	0.9
Dugway Proving Ground	1	0.3
Former Ft Ord	1	0.3
Former Ft Wingate	1	0.3
Former Sunflower AAP	1	0.3
Ft AP Hill	3	0.9
Ft Belvoir	4	1.2
Ft Benning	2	0.6
Ft Bliss	8	2.5
Ft Bragg	10	3.1
Ft Buchanan	1	0.3
Ft Campbell	3	0.9
Ft Carson	3	0.9
Ft Detrick	2	0.6
Ft Drum	2	0.6
Ft Gordon	5	1.5
Ft Greely	1	0.3
Ft Hamilton	1	0.3
Ft Hood	4	1.2
Ft Hunter Liggett	2	0.6
Ft Irwin	3	0.9
Ft Jackson	2	0.6
Ft Knox	6	1.8
Ft Leavenworth	2	0.6
Ft Lee	2	0.6
Ft Leonard Wood	2	0.6

<u>Army Installations/Organizations</u>	<u>Count</u>	<u>Percent</u>
Ft McPherson/Gillem	1	0.3
Ft Meade	2	0.6
Ft Polk	5	1.5
Ft Riley	1	0.3
Ft Rucker	3	0.9
Ft Shafter	3	0.9
Ft Sill	5	1.5
Ft Stewart	1	0.3
Ft Wainwright	3	0.9
HFGA	3	0.9
Holston AAP	1	0.3
HQ AMC	1	0.3
HQ IMCOM	1	0.3
IMCOM Europe	1	0.3
JB Langley Eustis	1	0.3
JB Lewis McChord	9	2.8
JB Lewis McChord-Yakima Trn Ctr	5	1.5
JB McGuire Dix Lakehurst	1	0.3
JB Myer-Henderson Hall	2	0.6
JB San Antonio-Ft Sam Houston	3	0.9
Joliet AAP	1	0.3
Kaserne AB	1	0.3
Letterkenny Army Depot	2	0.6
McAlester AAP	2	0.6
MEDCOM	12	3.7
Milan AAP	1	0.3
NETCOM	2	0.6
Panzer-Kaserne	1	0.3
PEO Missiles & Space	1	0.3
Picatinny Arsenal	1	0.3
Presidio of Monterey	3	0.9
Pueblo Chemical Depot	2	0.6
Red River Army Depot	4	1.2
Redstone Arsenal	7	2.1
Savanna Army Depot	1	0.3
SCO-BRAZIL	1	0.3
SCO-Colombia	1	0.3
SDDC	1	0.3
Sierra Army Depot	2	0.6
SOCOM	1	0.3
SOUTHCOM	2	0.6
Surface Deploy & Dist Cmd (SDDC)	2	0.6
Tobyhanna Army Depot	1	0.3
Tooele Army Depot	1	0.3
USACE	4	1.2

<u>Army Installations/Organizations</u>	<u>Count</u>	<u>Percent</u>
USAG Benelux-Schinnen	1	0.3
USAG Grafenwoehr	2	0.6
USAG Hawaii	4	1.2
USAG Rheinland-Pfalz	1	0.3
USAG Sembach	1	0.3
USAG Stuttgart	1	0.3
USAG Vincenza	2	0.6
USAG Wiesbaden	3	0.9
USAREC	15	4.6
USARSO	1	0.3
Watervliet Arsenal	2	0.6
West Point	5	1.5
White Sands Missile Range	5	1.5
Yongsan AB	1	0.3
Total	326	100.0

Table C-8: Other DOD Stakeholder Organizations

<u>DoD Organizations</u>	<u>Count</u>	<u>Percent</u>
AFRICOM	1	0.7
Army National Guard	1	0.7
CSL Comalapa	1	0.7
DeCA	3	2.2
Def Innovation Unit-Experimental	1	0.7
Def Threat Reduction Agency	1	0.7
Defense Health Agency	4	2.9
DISA	1	0.7
DLA	26	18.8
DNI	1	0.7
DODEA	10	7.2
Eglin AFB	1	0.7
Ft Belvoir	1	0.7
Ft Lee	2	1.4
Joint Personnel Recovery Agency	1	0.7
Marine Corps	24	17.4
Missile Defense Agency	7	5.1
National Geospatial Intelligence Agency	4	2.9
Navy	24	17.4
NSA	6	4.3
Patch Barracks	3	2.2
SOCOM	2	1.4
SOUTHCOM	4	2.9
SPAWAR Atlantic	1	0.7
Tinker AFB	2	1.4
US Embassy Panama	1	0.7
USAG Rheinland-Pfalz	1	0.7
USFK	1	0.7
Washington Hqtrs Services	3	2.2
Total	138	100.0

Table C-9: IIS Stakeholder Organizations

<u>IIS Organizations</u>	<u>Count</u>	<u>Percent</u>
Alabama Dept of Envir Mgmt	1	1.0
AZ Dept of Emerg & Military Affairs	1	1.0
Brazilian Natl Dept of Transportation	1	1.0
Coast Guard	4	3.8
DEA	1	1.0
Dept of the Interior	2	1.9
Dept of Transportation	1	1.0
DHS-CBP	7	6.7
DHS-ICE	5	4.8
DHS-TSA	1	1.0
DHS, Fed Law Enforcement Trn Ctrs	1	1.0
DOE	9	8.7
DOE-Natl Nuclear Security Adm	9	8.7
Egyptian Armament Authority Logistic Center	1	1.0
Egyptian Engineering Authority	1	1.0
Egyptian Navy	3	2.9
EPA	12	11.5
FAA	1	1.0
FEMA	2	1.9
Iraq MOD - Military Works	2	1.9
Iraqi Navy	1	1.0
Israeli MOD	1	1.0
Israeli Navy	1	1.0
Jordan Armed Forces	1	1.0
MS Dept of Environ Quality	1	1.0
NASA	5	4.8
Natl Park Service	2	1.9
NOAA	3	2.9
Royal Air Force of Oman	1	1.0
Royal Jordanian Air Force	1	1.0
State Dept	3	2.9
Tennessee Valley Authority	2	1.9
US Fish and Wildlife Service	1	1.0
USAID/Pakistan	1	1.0
USDA Forest Service	1	1.0
USDA, Nat Resource Conserv Serv	1	1.0
VA	13	12.5
Total	104	100.0

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