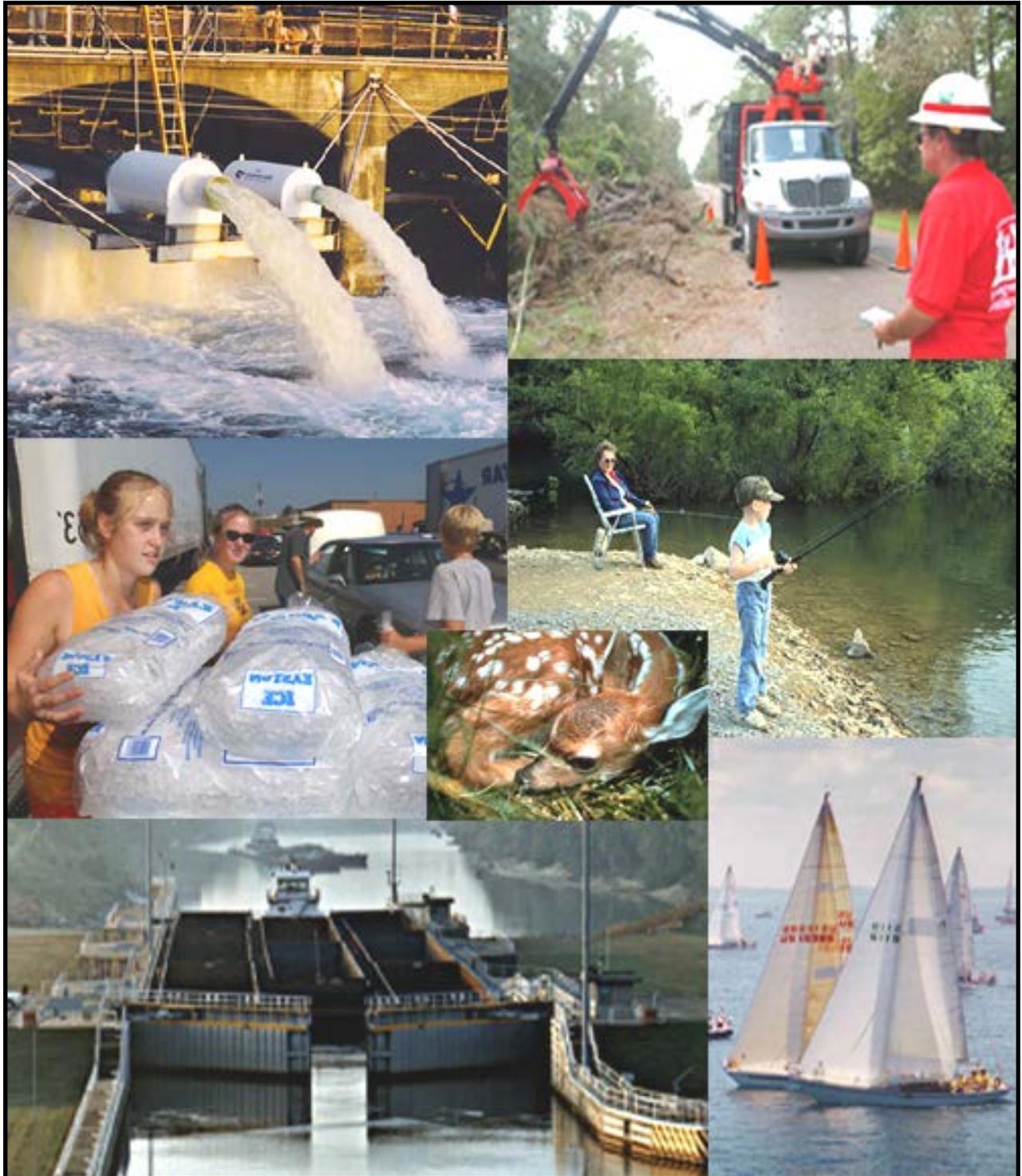




US Army Corps
of Engineers

2015 CIVIL WORKS PROGRAMS CUSTOMER SATISFACTION SURVEY



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This report was prepared by:

US Army Engineer District, Mobile
CESAM-PM-I
109 ST Joseph St
Mobile, AL 36602
Phone (251) 694-3848

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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	Transatlantic Afghanistan

¹ Organizations participating in 2015 Survey highlighted.

EXECUTIVE SUMMARY

The ninth annual Civil Works Programs Customer Satisfaction Survey has been completed. A total of 1,313 responses were received in the 2015 survey. The Corps-wide response rate was 49 percent. Just over one third of customers can be classified as 'stakeholders'.

Flood Risk Management customers comprise the largest proportion of the 2015 sample at 28 percent followed by Environmental (25%), Navigation (18%), 'Multiple Business Lines' (8%) and Emergency Management and Recreation (6% each). The proportion of customers in the other business lines was four percent or less each.

The largest proportion of Corps Civil Works projects were in O&M phase (28%), followed by Construction (19%), and Feasibility (17%). Six percent were in Planning, Engineering & Design (PE&D) and only one percent in the Reconnaissance phase. The remainder were either 'multiple project customers' or did not conform to standard Corps project phases.

Civil Works customers include primarily city and county governments and various governmental departments charged with the management of infrastructure relating to water resources. Navigation customers included local port authorities and waterway user groups. Customers also include state agencies charged with the management of natural resources and emergency response.

Customers were asked to rate Corps district performance in general service areas such as quality of products and services, timeliness, cost, etc. The 24 survey items were grouped into one of eight scales: 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost', 'Communication', 'Problem Solving' and 'Overall Satisfaction'. In addition, a Composite Index score was calculated for each respondent.

All scale means this year were 'Green' (mean score ≥ 4.00). The mean Composite score was 4.35². The highest rated area was Staff services at 4.49. The highest rated items were 'Technical Competency' at 95 percent high ratings, 'Treats Me as Team Member' and 'Listening to My Needs' at 93 percent high ratings each. The items that received the greatest proportion of low ratings were 'Cost of Services' at eight percent low ratings and 'Meets My Schedule' and 'Timely Service' at seven percent low ratings each. Three items are 'bottom line' indicators of customer satisfaction. They are 'Your Overall Customer Satisfaction', 'Would Recommend the Corps' and 'Would be Your Choice for Future Services'. These items received at least 83% satisfactory ratings while three to four percent of customers provided low ratings. Fourteen percent were 'Neutral' on 'Would be Your Choice for Future Services'.

Customers could provide comments for each survey item as well as general comments. The survey item that received the greatest number of positive comments was 'Responsiveness' (89 customers) followed by 'Listening to My Needs' (74 customers). The two items that received

² Survey items are rated on a 5-point Likert scale.

the largest number of negative comments concerned timeliness and scheduling: 'Timely Service' (90 customers), 'Meets My Schedule' (82 customers).

The most frequent positive general comments were 'Compliments to individuals/staff' (300 customers). A large number of positive comments concerned communications, staff responsiveness and the relationship/partnership between the customer and Corps staff. The issue that received the greatest number of negative comments concerned the Federal funding process and the negative impact on timeliness, district flexibility, or overall project execution. Project delays were often due to lack of communications and Corps bureaucracy.

Comparative analyses of ratings by customer classification revealed only one statistically significant difference in ratings among the eight satisfaction scales or the Composite Index. This was in the area of Timelines where Stakeholders were more satisfied than customers. Furthermore, no mean scores fell below 'Green' for either subgroup.

The comparisons of ratings by business line demonstrated that ratings have become more homogeneous across business lines in the last two years. Statistically significant differences in ratings were found for two of the eight satisfaction scales: Timeliness and Cost. Findings this year are similar to 2014 in that Navigation and Recreation customers tended to be more satisfied while 'Other' customers were the least satisfied. There were only four instances where any mean score fell below 'Green'; two in 'Timeliness' and two in 'Cost'.

Comparisons of ratings by Project Phase revealed that unlike previous years, no significant differences in ratings were found for any scale. Furthermore, no subgroup mean scores fell below 'Green'.

Analyses of trends in ratings from 2007 to 2015 showed that current ratings have improved for almost all scales and individual items since 2007. The upward movement in ratings was most notable between 2007 and 2010. Ratings have essentially leveled off at a very high level since 2011. Timeliness and costs are always the lowest rated areas each year. However, customer ratings showed the greatest improvement in the area of Timeliness; moving from 'Amber' to 'Green'. Ratings for Cost also improved but very slightly.

Corporately Civil Works Program customers are largely satisfied with Corps' services. Costs and timeliness are the two greatest sources of Civil Works customer dissatisfaction. These issues appear to be closely tied to persistent customer dissatisfaction with Corps requirements, policies and Corps bureaucracy as well as the Federal funding process. The numbers of complaints on these issues has increased significantly since 2007. These are clearly systemic problems reaching across all districts and business lines. Measures of staff services and relationship dynamics (collaboration) received the highest ratings. This illustrates the strong relationships that exist between Corps staff and their customers as does the number of compliments paid to Corps staff.

§1. INTRODUCTION

§1.1 BACKGROUND

The original impetus for the survey was a 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, 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).

The Obama administration issued an Executive Order in April 2011 (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 regularly to make service improvements.

This report summarizes the results of the Corps of Engineers Civil Works Programs Directorate Customer Satisfaction Survey. HQUSACE is the coordinating office for the Corps' survey and has appointed Mobile District to perform the administration, statistical analysis and reporting of results of the survey. A memorandum from Mr. Steven Stockton, Director of Civil and Emergency Operations Directorate (CECW), was transmitted to all Major Subordinate Commands (MSCs) on 23 December 2015. The memo contained guidance for administration of the 2014 Survey within all districts having a CW mission. Districts were to complete administration of their customer survey by 5 April 2016.

Each District was required to develop their customer list as a comprehensive enumeration of all organizations served by the district during calendar year 2015. Districts are responsible for integrating the survey process into ongoing management activities involving its customers. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback. Districts were asked to publicize their results among district and MSC staff including the District benchmark report received from HQ, their analyses and summary of customer comments.

The basic definition of a Civil Works (CW) 'customer' is any organizational representative who participated in the planning or execution of a CW project within the targeted calendar year. These are external agents with whom Corps staff has had significant interaction who can potentially impact or influence the successful execution of a Corps CW project. This includes 'traditional customers' i.e., representatives of agencies that are direct recipients of Corps services who directly or indirectly provide a source of income for the District. In addition to

traditional customers as defined below, the CECW Survey population was expanded in 2010 to include stakeholder agencies. The purpose for this modification is to address one of our 2010 Campaign Plan Objectives (2b) to improve collaboration among project participants. Stakeholder agencies are not direct recipients of Corps services but participate in the project execution process. Their staff interacts with Corps staff and participates in a significant degree in project planning, oversight and/or execution.

Traditional customers may include the following:

- a. All cost share sponsors & International or Inter-Agency Support (IIS) customers not included in Corps of Engineers Military Programs (CEMP) Survey, even in cases where the local cost-share is supported by in-kind services.
- b. Likely Sponsors for CW Reconnaissance for whom a reconnaissance study has been or is being undertaken. Even though these sponsors may not provide actual funding, they are recipients of Corps' services.
- c. Sponsors for construction that received no Federal funding last year (the project is in the middle of construction).
- d. Miscellaneous General Investigations (GI) partners, Planning Assistance to States (PAS) and Floodplain Management Services (FPMS) partners, tribes.
- e. Likely Sponsors for not-yet-Appropriated Reconnaissance (i.e., project is authorized and we have 'sufficient interaction' with said customer).

Stakeholders to be included on the customer list may include:

- a. State or local environmental and natural resource management agencies (e.g. state departments of natural resources, local water use agencies, Nature Conservancy, etc.).
- b. Federal regulatory agencies (e.g. USFWS, EPA).
- c. Navigation interests (e.g. user boards, port authorities).
- d. Local associations (e.g. Property owners associations, chambers of commerce etc).

The following should generally be excluded from the survey:

- a. Regulatory customers, i.e., Section 404 permit requestors (UNLESS they are a funding sponsor for a Federal participation project).
- b. Firms with recreation contracts on Corps project sites/dams.
- c. Recreation visitation customers.
- d. Congressional interests.
- e. USACE staff.

§1.2. SURVEY METHODOLOGY

Each District and MSC appointed an individual Customer Survey Manager (CSM) to act as primary point of contact to CECW for the execution of the survey. Each CSM was responsible for overseeing the administration of the survey within their organization. District CSMs were charged with monitoring the feedback provided by their customers to ensure reliability of the CECW database and to respond to any urgent issues surfaced by their customers. Districts were instructed to send each customer an e-mail invitation from their District commander containing a URL link to the survey and instructions on completing the survey. In order to ensure a high response rate and minimize sampling error the CSMs were instructed to send a series of two reminder messages to all non-respondents. Furthermore each PM was asked to personally contact their customers to emphasize the importance of the survey and to encourage their participation.

The 2015 survey instrument consisted of two sections. Section one solicited customer demographic information (customer name, organization, project name and district evaluated). Section two contained 24 satisfaction questions in a structured response format in which customer satisfaction was measured on a 5-point Likert scale as follows: 'Very Dissatisfied' (1), 'Dissatisfied' (2), 'Neutral' (3), 'Satisfied' (4) and 'Very Satisfied' (5). A text field solicited customer comments regarding each service area. Items were grouped within eight categories of services or scales. The scales included 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost and Affordability', 'Communication', 'Problem Solving' and 'Overall Satisfaction'. The survey also solicited general customer comments. 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/civilworks/survfrm.asp>.

§2. RESULTS OF 2015 SURVEY

§2.1 CUSTOMER DEMOGRAPHICS

The USACE Civil Works Program customer base included 2,647 customers; a four percent decrease compared to last year. There was notable variability among district population sizes. Population sizes ranged from as few as N=18 for Honolulu District to a high of N=204 for New Orleans District.

A total of 1,303 unique customers participated in the 2015 survey. Many customers have multiple projects within a district. A few of these elected to submit more than one survey response to evaluate projects separately. Hence, the database used in these analyses contains 1,313 records.

The number of unique customer responses was used to calculate response rates. The Corps-wide response rate was 49 percent for an estimated sampling error of 1.6 percent. Response rates varied among districts, ranging from 14 percent for Albuquerque District to as high as 100 percent for Vicksburg District. The average response rate was 53 percent for larger (Tier I) districts and 48 percent for smaller (Tier II) districts. Classification of districts as Tier I or II is based on actual FY15 district program size (\$). Tier I districts had a program size of at least \$125 million while Tier II districts had program sizes less than \$125 million.

The importance of obtaining an unbiased representative sample cannot be overstated. In order to increase the reliability of the data collected and corresponding confidence in the conclusions drawn, it is critical for districts to survey their comprehensive CW customer population and to strive for as high a response rate as possible. The sampling error associated with a small sample from a small population can be surprisingly high, calling into question conclusions drawn from that data. At the corporate level we can have a great deal of confidence in our conclusions since our sampling error is very low. When the database is disaggregated into districts it is important to be cognizant of whether the district successfully obtained a representative sample of their customer base as indicated by their district sampling error. For example Seattle District's population size was 110. Their response rate of 26 percent resulted in a sampling error of 12 percent. Clearly, conclusions must be drawn more cautiously than if they had had a higher response rate.

The survey included all Civil Works Districts. These districts work within the eight CONUS Corps Divisions. The districts within Transatlantic Division as well as Europe, Far East and Japan Districts did not participate as they do not have a Civil Works mission. The greatest proportion of responses was received from customers served by the Mississippi Valley Divisions (MVD) at 36 percent followed by Northwest Division (NWD) at 16 percent and Great Lakes-Ohio River (LRD) at 15 percent. New Orleans District had the highest number of responses among districts at ten percent of the Corps-wide sample followed by St. Louis at six percent.

Corps Civil Works Divisions 2015

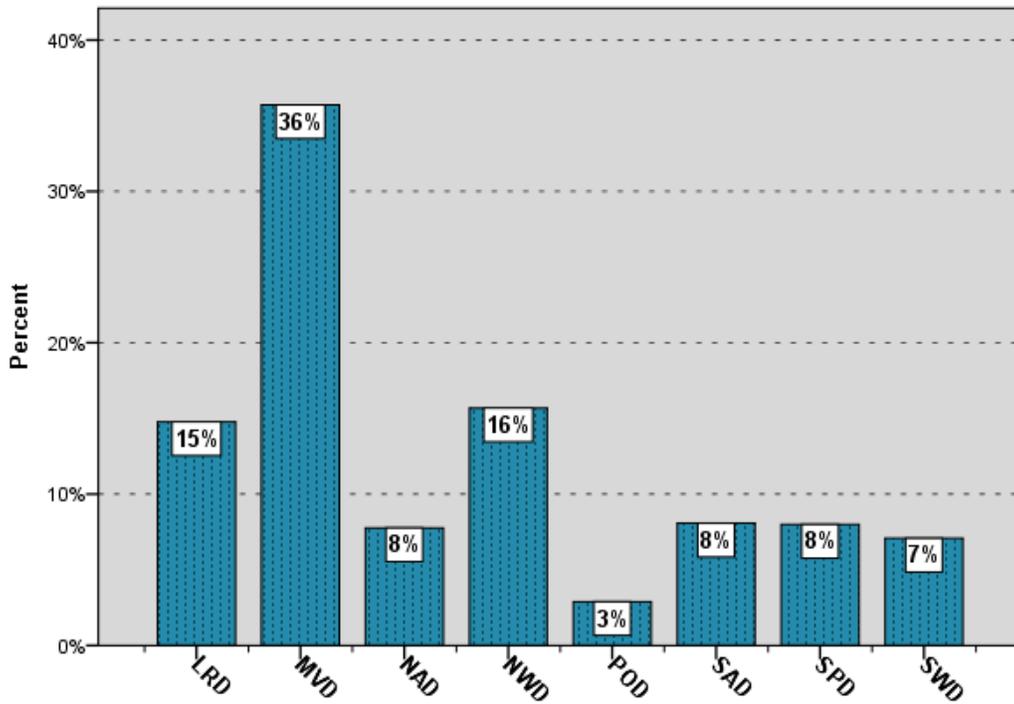


Figure 1: Corps Divisions

Table 1: Corps Divisions

<u>Division</u>	<u>Count</u>	<u>Percent</u>
Great Lakes / Ohio River (LRD)	194	14.8
Mississippi Valley (MVD)	469	35.7
North Atlantic (NAD)	102	7.8
North West (NWD)	206	15.7
Pacific Ocean (POD)	38	2.9
South Atlantic (SAD)	106	8.1
South Pacific (SPD)	105	8.0
South West (SWD)	93	7.1
Total	1313	100.0

Table 2: Corps Districts

<u>District</u>	<u>Count</u>	<u>Percent</u>	<u>District</u>	<u>Count</u>	<u>Percent</u>
Buffalo	55	4.2	Portland	26	2.0
Chicago	21	1.6	Seattle	30	2.3
Detroit	30	2.3	Walla Walla	56	4.3
Huntington	27	2.1	Alaska	28	2.1
Louisville	17	1.3	Honolulu	10	0.8
Nashville	26	2.0	Charleston	23	1.8
Pittsburgh	18	1.4	Jacksonville	21	1.6
Vicksburg	63	4.8	Mobile	22	1.7
Memphis	45	3.4	Savannah	29	2.2
New Orleans	136	10.4	Wilmington	11	0.8
St Paul	49	3.7	Albuquerque	4	0.3
Rock Island	97	7.4	Sacramento	31	2.4
St Louis	79	6.0	Los Angeles	35	2.7
Baltimore	22	1.7	San Francisco	35	2.7
New England	23	1.8	Fort Worth	41	3.1
New York	19	1.4	Galveston	17	1.3
Norfolk	21	1.6	Little Rock	17	1.3
Philadelphia	17	1.3	Tulsa	18	1.4
Kansas City	46	3.5	Total	1313	100.0
Omaha	48	3.7			

An important consideration every year is whether each district included their entire customer base in the survey. If their list of invitees was not complete, then the data obtained cannot be used to characterize the level of satisfaction of their entire customer population. This was particularly well illustrated with respect to the inclusion of stakeholders for the first time in the 2010 survey. Many districts did not include all stakeholders with whom they worked in 2010. The level of compliance with this requirement has since greatly improved. Again this year all MSC's appear to have been very thorough in identifying their stakeholder population with the possible exception of POD. Stakeholders generally comprise approximately one third of the Civil Works customer base. The following table displays the classification of respondents as traditional customers versus stakeholders by MSC.

Table 3: Respondent Classification

<u>MSC</u>	<u>Customer</u>		<u>Stakeholder</u>		<u>Total</u>	
	<u>Count</u>	<u>Percent</u>	<u>Count</u>	<u>Percent</u>	<u>Count</u>	<u>Percent</u>
LRD	117	60.3	77	39.7	194	100.0
MVD	282	60.1	187	39.9	469	100.0
NAD	72	70.6	30	29.4	102	100.0
NWD	125	60.7	81	39.3	206	100.0
POD	35	92.1	3	7.9	38	100.0
SAD	65	61.3	41	38.7	106	100.0
SPD	84	80.0	21	20.0	105	100.0
SWD	67	72.0	26	28.0	93	100.0
Total	847	64.5	466	35.5	1313	100.0

USACE Civil Works customers are categorized by their primary category of service aligned to the Civil Works Program business lines. Civil Works business lines include: Emergency Management, Environmental, Flood Risk Management, Hydropower, Navigation, Recreation, Regulatory and Water Quality/Supply. A significant number of customers had multiple projects underway at their district and could not be classified under a single business line. An additional category was created to accommodate the 'Multiple Business Line' customers.

Flood Risk Management customers comprise the largest proportion of the 2015 sample at 28 percent followed by Environmental (25%), Navigation (18%), 'Multiple Business Lines' (8%) and Emergency Management and Recreation (6% each). The proportion of customers in the other business lines was four percent or less each. Eleven of the 44 responses categorized as 'Other' were Real Estate customers and five each were Construction and Section 14 Program customers. Specific project types for these customers are displayed in Table 5.

CECW Customers by Business Line 2015

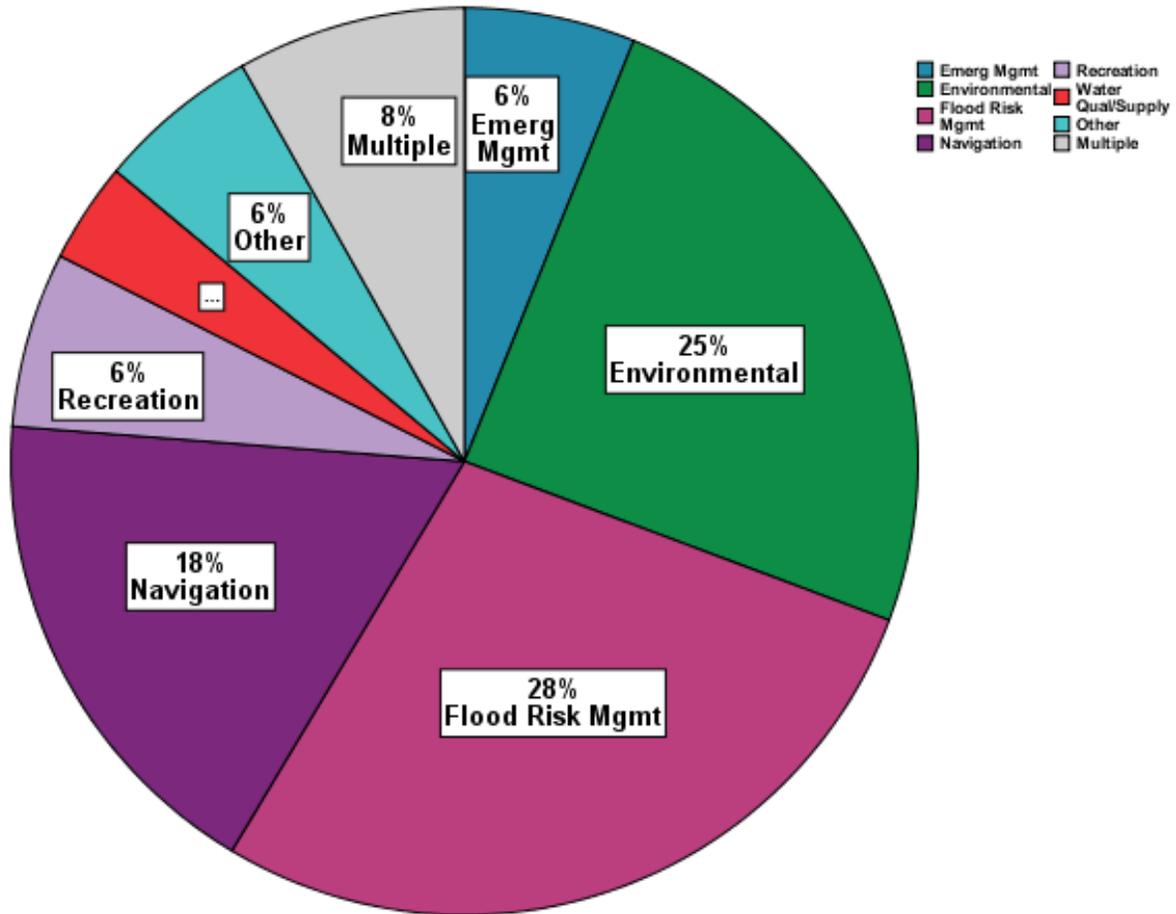


Figure 2: Primary Business Line³

³ The 'Other' slice of the pie chart shows 'Regulatory', 'Hydropower' and 'Other' combined into one category.

Table 4: Primary Business Lines

<u>Business Line</u>	<u>Count</u>	<u>Percent</u>
Emergency Mgmt	80	6.1
Environmental	323	24.6
Flood Control	366	27.9
Hydropower	22	1.7
Navigation	232	17.7
Recreation	82	6.2
Regulatory	10	0.8
Water Quality/Supply	47	3.6
Other	44	3.4
Multiple	107	8.1
Total	1313	100.0

Table 5: 'Other' Business Lines

<u>Business Line - Other</u>	<u>Count</u>	<u>Percent</u>
595 Program	1	2.3
Bridge O&M	1	2.3
Construction	5	11.4
Demolition Services	1	2.3
Design and Construction Support	1	2.3
Fish Barrier Study	3	6.8
Hurricane Evacuation	4	9.1
Mariculture Study	1	2.3
Master Planning	2	4.5
Mine Reclamation	1	2.3
Real Estate	11	25
Road Repair	1	2.3
Section 14	5	11.4
Structural Vulnerability Assessments	1	2.3
Transportation	3	6.8
Tribal Liaison	1	2.3
Watershed Study	2	4.5
Total	44	100.0

Project Managers were asked to identify the phase of their projects. The largest proportion of Corps Civil Works projects were in O&M phase (28%), followed by Construction (19%), and Feasibility (17%). Six percent were in Planning, Engineering & Design (PE&D) and only one percent in the Reconnaissance phase. The remainder were either ‘multiple project customers’ or their project did not conform to standard Corps Civil Works project phases.

Table 6: Project Phases

<u>Project Phase</u>	<u>Count</u>	<u>Percent</u>
Recon	19	1.4
Feasibility	224	17.1
PE&D	80	6.1
Construction	246	18.7
O&M	363	27.6
Multiple	146	11.1
Other/NA	235	17.9
Total	1313	100.0

Civil Works customers are comprised of a wide variety of state and local agencies. The vast majority are City and county governments and various governmental departments charged with the management of infrastructure relating to water resources. For example, there were numerous departments of public works, water management districts, water and sewer authorities and departments of parks and recreation. Navigation customers included local port authorities and waterway user groups. There were also a number of state agencies charged with the management of natural resources and emergency response. Several districts included Interagency International Support customers (IIS) such as Coast Guard and other federal agencies. A complete listing of specific customer organizations for each district is provided as Appendix C.

§2.2 SURVEY ITEMS AND SCALES

The Corps Civil Works Program encompasses numerous types of projects. Civil Works projects include construction as well as O&M services. Environmental projects may range from habitat restoration to storm-water infrastructure improvement. Other Civil Works projects include municipal or regional water supply, hydropower, flood control and emergency management services.

Because of this wide range of services it is not possible to assess specific services in a comprehensive survey such as this. Instead customers are asked to rate Corps district performance in general service areas such as quality of products and services, timeliness, cost, communications, staff performance and problem solving. A number of these items assessed the quality of collaboration between the customers and Corps staff.

There are 24 questionnaire items which measure general areas of customer satisfaction. Items are rated on a scale from 1-5⁴. The items are grouped into eight scales: 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost and Affordability', 'Communication', 'Problem Solving' and 'Overall Satisfaction'. The 'Problem Solving' scale was newly added in 2007. In addition a Composite Index score was calculated for each respondent. This value is a simple unweighted average of the 24 satisfaction indicators.

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. Since customers 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.

The per-item response rate was very high, i.e., few customers left items blank. In fact, all but three items received ratings from at least 90 percent of the sample of 1,313 respondents. The exceptions to this were in the area of cost/financial services where 26-28% of customers did not provide ratings. All item and scale means were evaluated based on the classification scheme:

Mean \geq 4.00: Green

3.00 \leq Mean \leq 3.99: Amber

Mean $<$ 3.00: Red

All scale means this year were 'Green'. The mean Composite score was high at 4.35. The highest rated service area was Staff Services at 4.49. The following table depicts mean scores for each customer satisfaction scale.

⁴ Items rated on a 5-point Likert scale where 1=Low and 5=High.

Table 7: Survey Scales

<u>Survey Scales</u>	<u>USACE Avg</u>
Attitude	4.43
Services	4.37
Staff	4.49
Timeliness	4.15
Cost	4.09
Communication	4.41
Problem Resolution	4.32
Overall	4.36
Composite Index	4.35

For purposes of the following discussion, response categories '1' ('Very Dissatisfied') and '2' ('Dissatisfied') will be collapsed together and referred to as the 'Low' category representing negative responses. Similarly, categories '4' ('Satisfied') and '5' ('Very Satisfied') will be collapsed and designated the 'High' category, representing positive responses. A score of '3' labeled 'Neutral' in the survey may be interpreted as mid-range or noncommittal. Table 8 displays the distribution of responses for each individual survey item. The first column beneath each response category represents the frequency or number of responses and the second column shows the percentage of valid responses⁵. 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').

The majority of responses (68 percent or more) were positive for all survey questions. The services that received the highest proportion of positive ratings in this year's survey were 'Technical Competency' at 95 percent high ratings, 'Treats Me as Team Member' and 'Listening to My Needs' at 93 percent high ratings each. The items that received the greatest proportion of low ratings were 'Cost of Services' at eight percent low ratings and 'Meets My Schedule' and 'Timely Service' at seven percent low ratings each.

Three of the items in the survey serve as 'bottom line' indicators of customer satisfaction. They are Items 'My Overall Satisfaction with Corps Products and Services', 'I Would Recommend the Corps' and 'The Corps Would be My Choice for Future Services'. These items received at least 83 percent satisfactory ratings while only three to four percent of customers provided low ratings. Notably, fourteen percent of customers fell in the 'Neutral' category for 'My Choice for Future Services'. These noncommittal customers represent a critical subgroup of customers that warrant attention. Customers may migrate to either the satisfied or dissatisfied category

⁵ If customers select NA or fail to rate an item, the number of valid responses will be less than the total number of respondents (1,313).

depending on their future experiences with the Corps organization serving them. These bottom line indicators are relatively unchanged compared to last year.

Table 8: Item Ratings

Survey Items		Low		Mid-range		High		Total	
Attitude		#	%	#	%	#	%	#	%
S1	Customer Focus	42	3.2	78	6.0	1187	90.8	1307	100.0
S2	Listening to My Needs	37	2.9	57	4.4	1202	92.7	1296	100.0
S3	Reliability	58	4.4	102	7.8	1145	87.7	1305	100.0
S4	Treats Me as Team Member	37	2.9	56	4.3	1199	92.8	1292	100.0
S5	Flexible to My Needs	59	4.6	113	8.8	1115	86.6	1287	100.0
Services									
S6	Quality Products	30	2.4	100	8.1	1111	89.5	1241	100.0
S7	Satisfying My Requirements	45	3.7	117	9.7	1046	86.6	1208	100.0
Staff									
S8	Responsiveness	32	2.5	69	5.3	1201	92.2	1302	100.0
S9	Technical Competency	23	1.8	48	3.7	1210	94.5	1281	100.0
S10	Managing Effectively	43	3.4	111	8.8	1112	87.8	1266	100.0
Timeliness									
S11	Timely Service	88	6.8	166	12.8	1042	80.4	1296	100.0
S12	Meets My Schedule	87	6.9	180	14.2	997	78.9	1264	100.0
Cost									
S13	Financial Info	31	3.3	142	15.1	770	81.7	943	100.0
S14	Cost of Services	72	7.6	229	24.2	647	68.2	948	100.0
S15	Focus on My Budget	50	5.1	171	17.6	752	77.3	973	100.0
Communication									
S16	Keeps Me Informed	48	3.7	97	7.5	1153	88.8	1298	100.0
S17	Corps' Documents	26	2.1	81	6.4	1161	91.6	1268	100.0
S18	Corps' Correspondence	19	1.5	84	6.5	1183	92.0	1286	100.0
Problem-Solving									
S19	Notifies Me of Problems	32	2.6	98	7.9	1115	89.6	1245	100.0
S20	Timeliness Addressing Problems	60	4.8	121	9.6	1073	85.6	1254	100.0
S21	Problem Resolution	57	4.5	139	11.1	1057	84.4	1253	100.0
Overall									
S22	Overall Satisfaction	45	3.5	79	6.1	1172	90.4	1296	100.0
S23	I Recommend the Corps	36	2.9	122	9.9	1075	87.2	1233	100.0
S24	My Choice for Future Work	42	3.5	160	13.5	985	83.0	1187	100.0

Green: Greatest Proportion of High Ratings

Red: Greatest Proportion of Low Ratings

Table 9: Item Mean Scores

<u>Survey Items</u>		<u>Mean</u>	<u># Responses</u>
Attitude			
S1	Customer Focus	4.41	1307
S2	Listening to My Needs	4.50	1296
S3	Reliability	4.37	1305
S4	Treats Me as Team Member	4.53	1292
S5	Flexible to My Needs	4.34	1287
Services			
S6	Quality Products	4.40	1241
S7	Satisfying My Requirements	4.33	1208
Staff			
S8	Responsiveness	4.52	1302
S9	Technical Competency	4.58	1281
S10	Managing Effectively	4.37	1266
Timeliness			
S11	Timely Service	4.16	1296
S12	Meets My Schedule	4.15	1264
Cost			
S13	Financial Info	4.21	943
S14	Cost of Services	3.94	948
S15	Focus on My Budget	4.12	973
Communication			
S16	Keeps Me Informed	4.37	1298
S17	Corps' Documents	4.42	1268
S18	Corps' Correspondence	4.43	1286
Problem-Solving			
S19	Notifies Me of Problems	4.39	1245
S20	Timeliness Addressing Problems	4.28	1254
S21	Problem Resolution	4.28	1253
Overall			
S22	Overall Satisfaction	4.40	1296
S23	I Recommend the Corps	4.39	1233
S24	My Choice for Future Work	4.31	1187

§2.3 CUSTOMER COMMENTS

The survey instrument included a blank ‘explanation’ field for each item so that customers can elaborate on their ratings. They were particularly encouraged to explain any low ratings (‘Dissatisfied’ or ‘Very Dissatisfied’). In addition customers had the opportunity to provide general comments or suggestions concerning Corps services at the end of the survey. All comments should be reviewed carefully for two reasons. First, survey participants rarely take the time to offer comments and when they do, they feel strongly about the issue they are addressing. And secondly, customers often provide very detailed and useful information on how Corps services can be improved.

A large number of respondents submitted comments (605 of 1313 or 46%). Many customers addressed individual survey items as well as provided comments in the General Comments section at the end of the survey. Each respondent’s entire set of comments was evaluated for its overall tenor. Of the 605 customers who provided comments 70 percent (424) provided overall favorable comments, 71 (12%) made negative comments and 90 (15%) customers’ comments contained mixed information (positive and negative statements). A small number of customer comments (20 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The survey item that received the greatest number of positive comments was ‘Responsiveness’ (89 customers) followed by ‘Listening to My Needs’ (74 customers). The two items that received the largest number of negative comments concerned timeliness and scheduling: ‘Timely Service’ (90 customers), ‘Meets My Schedule’ (82 customers). These categories also received a large number of responses in the ‘General Comments’ submitted by customers.

The most frequent positive general comments were ‘Compliments to individuals/staff’ (300 customers). A large number of positive comments concerned communications (73 customers). There were also a significant number of positive comments about staff responsiveness and the relationship/partnership between the customer and Corps staff.

The issue that received the greatest number of negative comments concerned the Federal funding process and the negative impact on timeliness, district flexibility, or overall project execution (61 customers). A total of 60 customers stated that the Corps process impacted their projects. Project delays were often due to lack of communications and Corps bureaucracy. These were among the most common issues last year as well. A total of eight customers expressed concern over ‘Staff Continuity or Turnover’ and likely impacted communications. This issue was first raised in 2010 and continues to be of concern to Civil Works customers through the current survey period. A summary of all comments is shown below. Note that the total number of comments exceeds 605 as most customers mentioned several issues.

Table 10: Item Comments

<u>Survey Item</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>	
S1	Customer Focus	69	37	106
S2	Listening to My Needs	74	29	103
S3	Reliability	61	54	115
S4	Treats Me as Team Member	65	27	92
S5	Flexible to My Needs	52	58	110
S6	Quality Products	58	35	93
S7	Satisfying My Requirements	48	40	88
S8	Responsiveness	89	33	122
S9	Technical Competency	55	20	75
S10	Managing Effectively	46	54	100
S11	Timely Service	46	90	136
S12	Meets My Schedule	49	82	131
S13	Financial Info	30	39	69
S14	Cost of Services	32	52	84
S15	Focus on My Budget	35	37	72
S16	Keeps Me Informed	59	47	106
S17	Corps' Documents	28	27	55
S18	Corps' Correspondence	31	17	48
S19	Notifies Me of Problems	35	24	59
S20	Timeliness Addressing Problems	34	46	80
S21	Problem Resolution	35	49	84
S22	Overall Satisfaction	40	24	64
S23	I Recommend the Corps	35	24	59
S24	My Choice for Future Work	44	34	78

Table 11: Additional Comments

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
Staff/Individuals	300	12	312
Communications	73	55	128
Relationship / Partnership	66	22	88
Responsiveness	67	8	75
Corps Process	2	60	62
Timeliness	17	45	62
Federal Funding / Process	0	61	61
COE Bureaucracy - Impact on Project	0	47	47
Professionalism	38	3	41
Regulatory Services/ Permits	6	31	37
Improvement in Services	32	1	33
Cost Control	2	26	28
Project Cost	2	25	27
Project Progress	3	24	27
Collaboration	15	12	27
Technical Expertise	20	5	25
HQ Support	2	21	23
Dredging Services	5	12	17
Scheduling Issues	0	15	15
Cost Estimating	3	12	15
Project Management	10	5	15
Silver Jackets	12	2	14
Community Satisfaction	8	5	13
Cost sharing issues	1	11	12
Planning Services	3	7	10
Financial Actions (Invoicing, Reimbursement)	1	8	9
Environmental Services	4	5	9
Permit Process	0	8	8
Project Closeout / Punch-list Items	0	8	8
Staff Continuity or Turnover	0	8	8
A/E (Contractor) Services	3	5	8
Operations Services	5	3	8
Emergency Management	7	1	8
Hydropower	1	6	7
Project Scope (Changes/Development)	1	6	7
Construction Services	3	4	7
Outreach / Public Involvement	3	4	7
Safety Focus	3	4	7
Review Process	1	5	6
Section 408	1	5	6
District Support	2	4	6
Ecosystem Restoration	3	3	6
Proactive	6	0	6
Intra-Agency Coordination (w/in district)	1	4	5

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
Levee Maintenance	1	4	5
Design Services	2	3	5
Flood Fight	3	2	5
Native American Interests	3	2	5
Reservoir / Water Level Mgmt	3	2	5
Levee Inspection	4	1	5
Communications in Writing	5	0	5
Flood Control	5	0	5
Acronyms / Corps-speak	0	4	4
Contracting Process (esp Bidding)	0	4	4
Inter-Agency Coordination (Project Partners)	1	3	4
Field Office Support	2	2	4
Recreation Facilities	2	2	4
Corps Policy / Requirements	0	3	3
District Coordination	0	3	3
Feasibility Study Process	0	3	3
Real Estate Services	0	3	3
Section 404	0	3	3
Economic Analyses	1	2	3
PDT Meetings / Teleconferences	2	1	3
Section 214	2	1	3
Salmon Recovery Activities	3	0	3
Accountability	0	2	2
Beach Nourishment Services	0	2	2
Congressional Support	0	2	2
Geo-tech Services	0	2	2
Master Planning	0	2	2
Smart Planning	0	2	2
Cultural Resources	1	1	2
Engineering Services	1	1	2
H&H	2	0	2
Invasive Species Management	2	0	2
Advocating Projects to Congress / Admin	0	1	1
Bank Erosion	0	1	1
Levee Certification	0	1	1
Risk Tolerance	0	1	1
Section 205	0	1	1
Beneficial Use of Dredged Material	1	0	1
Inspections/ Site visits	1	0	1
Lake Improvement Projects	1	0	1
Project Construction Authority	1	0	1
QAQC	1	0	1
Regionalization/ 'One Door'	1	0	1

§3.0 Comparisons of Ratings by Customer Subgroups

Consistency in delivery of services is an important strategic goal. To assess the extent to which we accomplish this goal we should determine whether we provide quality services across various customer subgroups. These subgroup breakdowns include respondent classification (customer vs stakeholder), business lines and project phases. Comparative analyses were conducted to detect whether there were any specific customer subgroups that might be more or less satisfied so that management may directly target the source of good or poor performance. These analyses can reveal any hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings.

§3.1 Ratings by Respondent Classification

The first analysis compared customer satisfaction ratings by respondent classification. Many district staff expressed that they expected to receive lower ratings from stakeholders than customers. This expectation has never been supported by the data nor was it again this year. Ratings for all items, scales and the Composite Index were examined. Fewer differences in ratings were found this year and last year compared to 2012-13. In fact, there was only one statistically significant difference in ratings among the eight satisfaction scales or the Composite Index. This was in the area of Timelines where Stakeholders were more satisfied than customers. Furthermore, no mean scores fell below 'Green' for either subgroup.

The comparison of item ratings revealed statistically significant differences in ratings for both items that comprise the Timeliness scale (Timely Service & Meets My Schedule). Mean subgroup scores were green for all survey items except one. 'Cost of Services' was 'Amber' for both respondent classes. Detailed tables presenting mean ratings and sample sizes by Respondent class is located in Appendix B, Table B-2.

Table 12: Ratings by Respondent Classification

<u>Scale</u>	<u>Statistically Significant Differences</u>
Attitude	None
Services	None
Staff	None
Timeliness	Stakeholder > Customer
Cost	None
Communication	None
Problem Solving	None
Overall	None
Composite Index	None

Ratings by Respondent Class 2015

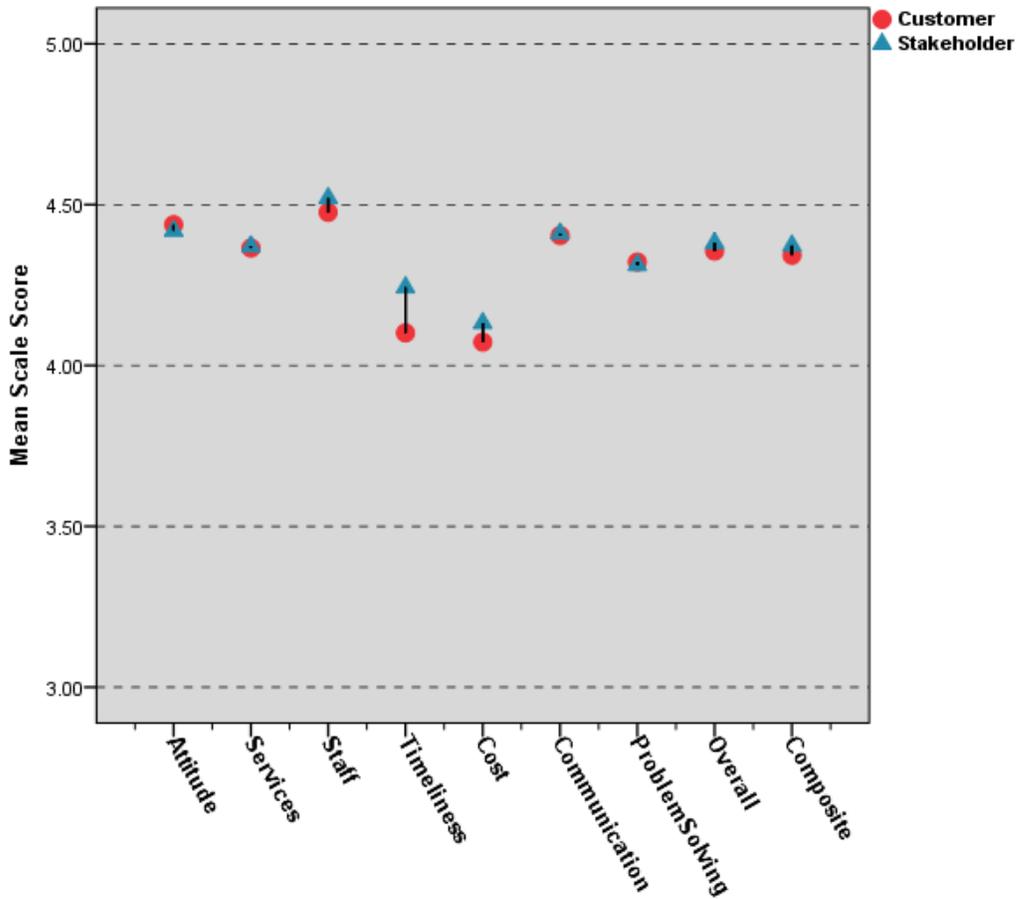


Figure 3: Ratings by Respondent Classification

§3.2 Ratings by Business Line

The second analysis compares customer satisfaction ratings by Civil Works business lines. Originally there were eight business line categories plus an 'Other' and a 'Multiple' category. Since some business line categories contain relatively few customers it was necessary to combine categories to perform statistical comparisons. Hydropower, Regulatory and 'Other' were combined into one category designated 'Other'. Hence, the categories for comparative analyses are: Environmental (Env), Flood Risk Management (FRM), Navigation (Nav), Recreation (Rec), Water Quality/Supply (WQual), Multiple Business Lines (Multi) and 'Other'. Recall customers who selected 'Other' specified Real Estate, Construction and Section 14 projects or received atypical or specialized services.

Ratings for all scales and the Composite Index were examined. Statistically significant differences⁶ in ratings were found for two of the eight satisfaction scales: Timeliness and Cost. This finding is essentially unchanged from last year but both previous years represented an improvement over 2013 where differences were found in four service areas. Ratings have become more homogeneous across business lines in the last two years. Findings this year were similar to 2014 in that Navigation and Recreation customers tended to be more satisfied.

With respect to 'Timeliness', Emergency Management, Navigation, Recreation and Multi-Business Line customers were significantly more satisfied than Water Quality/Supply and 'Other' customers. Also Environmental and Flood Risk Management customers were significantly more satisfied than 'Other' customers. As far as 'Cost', Navigation and Recreation customers were more satisfied than Emergency Management, Flood Risk Management and 'Other' customers. Additionally Environmental, Water Quality/Supply and Multi-Business Line customers' ratings of 'Cost' exceeded 'Other'.

The implications of these results regarding Emergency Management and 'Multiple Project' customers are important. 'Multiple business line' customers are typically key customers who have significant financial impact and long standing relationships with the district. Hence, it is a positive outcome when these customers are among the most satisfied. Similarly Emergency Management customers are important in that their projects tend to be high profile and may affect public perceptions about the Corps.

It is important to note that, although a number of significant differences in ratings were found, there were only four instances where any mean score fell below 'Green'. Two in 'Timeliness' where the Water Quality/Supply and 'Other' mean ratings were 'Amber' and two in 'Cost' where the Emergency Management and 'Other' mean ratings were 'Amber'. A detailed table presenting mean ratings and sample sizes by business line is located in Appendix Table B-3. An examination of this table demonstrates that there are several subgroup scores that are close to 'Amber' in the areas of cost and timeliness.

⁶ Differences in ratings among customer groups were large enough to be statistically significant at $\alpha = .05$.

Table 13: Ratings by Business Line

Scale	Statistically Significant Differences
Timeliness	EM, Nav, Rec & Multi > WQual & Other
	Env, FRM > Other
Cost	Nav & Rec > EM, FRM & Other
	Env, WQual & Multi > Other

Ratings by Business Line 2015

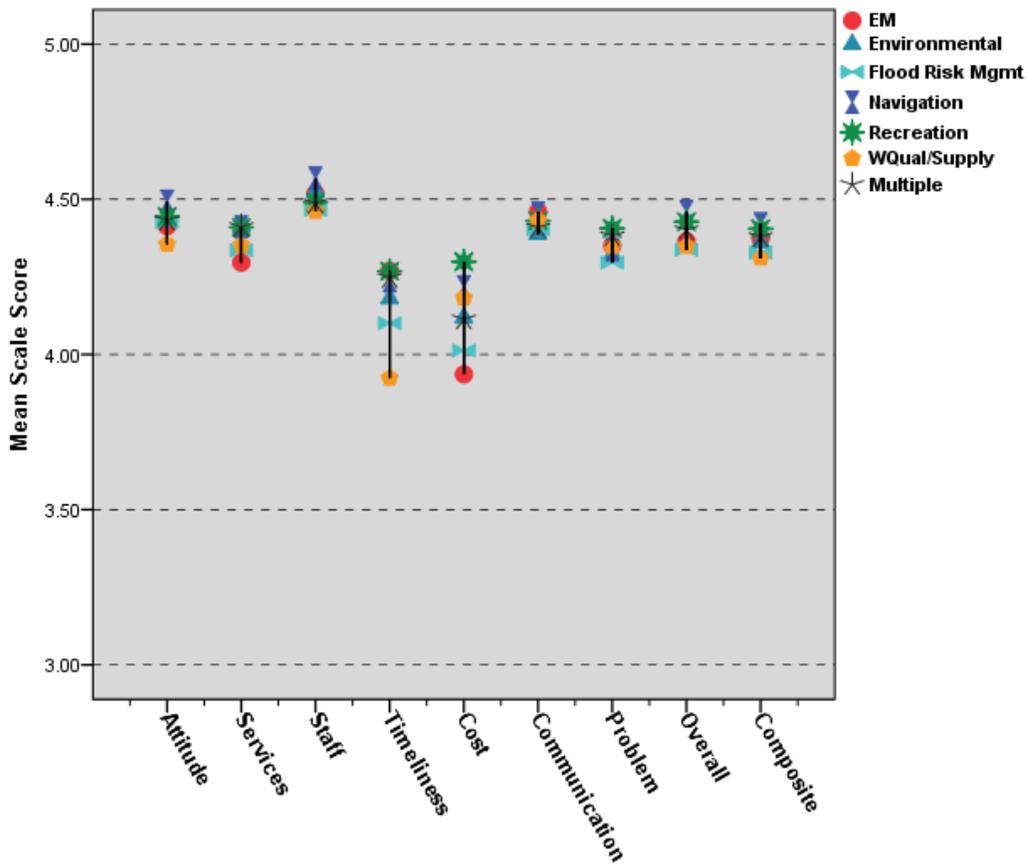


Figure 4: Ratings by Business Line

§3.3 Ratings by Project Phase

Comparisons of mean scale scores by project phase were performed to assess the impact of customers' project phase on ratings. Project phases included Reconnaissance, Feasibility, Planning Engineering and Design (PE&D), Construction, Operations and Maintenance (O&M) and 'Multiple Phases'. Unlike previous years, there were no statistically significant differences in ratings found for any scale. Furthermore no subgroup mean scores fell below 'Green' although five of seven scores were very close to Amber in the 'Cost' area. Table B-4 in Appendix B displays mean subgroup scores and sample sizes by project phase.

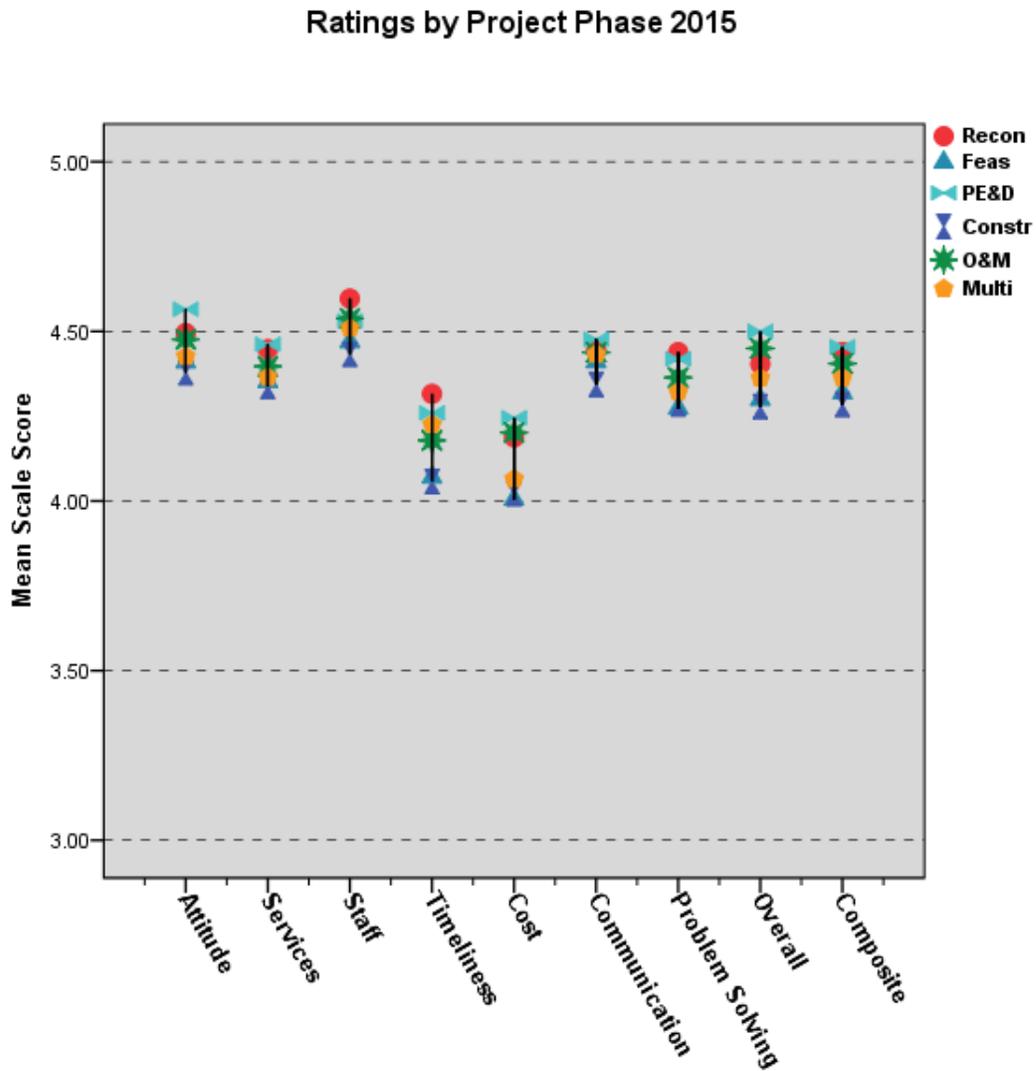


Figure 5: Ratings by Project Phase

§3.4 Comparisons of Ratings by Year

The CECW Survey has been conducted since 2006. The current form of the survey has been in use since 2007. Tables 14 and 15 display the distribution of responses by business line and MSC for each year since 2007. The distribution of responses by district is shown in Appendix B, Table B-5.

Table 14: Customers by Year

<u>Survey Year</u>	<u>#</u>	<u>%</u>
2007	1060	7.6
2008	1459	10.5
2009	1614	11.6
2010	2046	14.7
2011	1835	13.2
2012	1741	12.5
2013	1496	10.8
2014	1318	9.5
2015	1313	9.5
Total	13882	100.0

Table 15: Customers by Business Line and Year

<u>Business Line</u>	<u>2007</u>		<u>2008</u>		<u>2009</u>		<u>2010</u>		<u>2011</u>		<u>2012</u>	
	<u>#</u>	<u>%</u>										
Emergency Mgmt	17	1.6	35	2.4	56	3.5	99	4.9	142	7.7	76	4.4
Environmental	303	28.6	338	23.3	477	29.6	600	29.5	502	27.4	464	26.7
Flood Control	328	31.0	498	34.3	445	27.6	524	25.7	468	25.5	433	24.9
Hydropower	16	1.5	19	1.3	13	0.8	23	1.1	22	1.2	26	1.5
Navigation	189	17.9	263	18.1	298	18.5	343	16.9	293	16.0	319	18.3
Recreation	22	2.1	21	1.4	57	3.5	104	5.1	92	5.0	93	5.3
Regulatory	10	0.9	7	0.5	3	0.2	9	0.4	10	0.5	11	0.6
Water Qual/Supply	87	8.2	159	10.9	120	7.4	112	5.5	110	6.0	114	6.5
Other	86	8.1	64	4.4	58	3.6	122	6.0	101	5.5	115	6.6
Multiple	0	0.0	49	3.4	84	5.2	99	4.9	95	5.2	90	5.2
Total	1058	100.0	1453	100.0	1611	100.0	2035	100.0	1835	100.0	1741	100.0

Table 15: Customers by Business Line and Year cont.

Business Line	2013		2014		2015	
	#	%	#	%	#	%
Emergency Mgmt	116	7.8	87	6.6	80	6.1
Environmental	344	23.0	309	23.4	323	24.6
Flood Control	411	27.5	338	25.6	366	27.9
Hydropower	23	1.5	22	1.7	22	1.7
Navigation	259	17.3	252	19.1	232	17.7
Recreation	104	7.0	89	6.8	82	6.2
Regulatory	12	0.8	18	1.4	10	0.8
Water Qual/Supply	66	4.4	45	3.4	47	3.6
Other	80	5.3	62	4.7	44	3.4
Multiple	81	5.4	96	7.3	107	8.1
Total	1496	100.0	1318	100.0	1313	100.0

Table 16: Customers by MSC and Year

MSC	2007		2008		2009		2010		2011		2012	
	#	%	#	%	#	%	#	%	#	%	#	%
LRD	238	22.5	225	15.4	301	18.6	318	15.5	264	14.4	297	17.1
MVD	169	15.9	448	30.7	526	32.6	821	40.1	564	30.7	491	28.2
NAD	94	8.9	127	8.7	125	7.7	117	5.7	150	8.2	128	7.4
NWD	120	11.3	129	8.8	183	11.3	320	15.6	387	21.1	367	21.1
POD	27	2.5	32	2.2	38	2.4	30	1.5	54	2.9	47	2.7
SAD	204	19.2	206	14.1	185	11.5	178	8.7	151	8.2	151	8.7
SPD	113	10.7	165	11.3	155	9.6	160	7.8	150	8.2	148	8.5
SWD	95	9.0	127	8.7	101	6.3	102	5.0	115	6.3	112	6.4
Total	1060	100.0	1459	100.0	1614	100.0	2046	100.0	1835	100.0	1741	100.0

MSC	2013		2014		2015	
	#	%	#	%	#	%
LRD	228	15.2	226	17.1	194	14.8
MVD	408	27.3	393	29.8	469	35.7
NAD	126	8.4	101	7.7	102	7.8
NWD	292	19.5	249	18.9	206	15.7
POD	35	2.3	34	2.6	38	2.9
SAD	161	10.8	105	8.0	106	8.1
SPD	140	9.4	108	8.2	105	8
SWD	106	7.1	102	7.7	93	7.1
Total	1496	100.0	1318	100.0	1313	100

This year’s trend analyses assessed the change in ratings from 2007 to 2014. Survey scales and individual items were examined. These analyses revealed that current ratings have improved for almost all scales and individual items since 2007. The upward movement in ratings was most notable between 2007 and 2010. Ratings have essentially leveled off at a very high level since 2011.

Timeliness and costs are always the lowest rated areas each year. However, customer ratings showed the greatest improvement in the area of Timeliness; moving from ‘Amber’ to ‘Green’. Ratings for Cost also improved but very slightly. There were statistically significant differences in mean scores for every scale except ‘Attitude’. Ratings were found to be consistently significantly higher in 2014 and 2015 compared to 2007 and 2008⁷. And ratings for 2013 -14 were in many instances higher than those received during the entire 2007-2010 survey periods.

There were nineteen instances of significant differences among the 24 individual survey items. In almost all cases ratings during 2013 and 2014 had improved over 2007 through 2010 ratings. The graphic below displays scale comparisons. Tables B-6 and B-7 in Appendix B displays mean scale and item scores by survey year.

Table 17: Scale Ratings by Survey Year

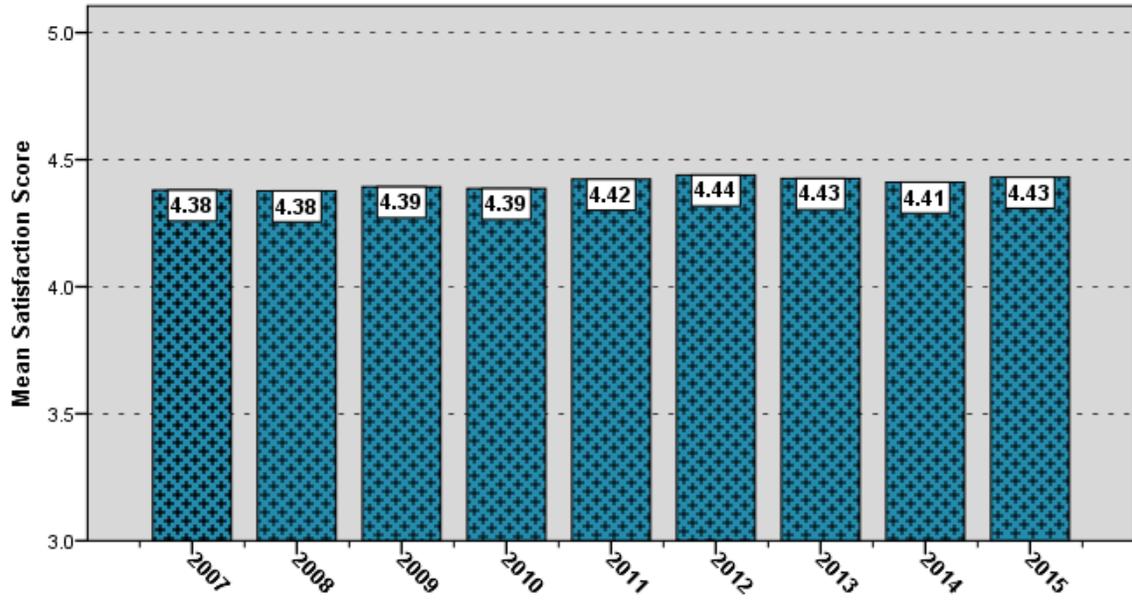
<u>Scale</u>	<u>Statistically Significant Differences</u>
Attitude	None
Services	2014 > 2008
	2015 > 2007 - 09
Staff	2014 > 2007, 08, 10
	2015 > 2007 - 08
Timeliness	2014 > 2007-10
	2015 > 2007-10
Cost	2014 > 2007-10
	2015 > 2007, 08, 10
Communication	2014 > 2007, 08, 10
	2015 > 2007-10
Problem Solving	2014 > 2007, 08
	2015 > 2007, 08, 10
Overall	2014 > 2007-10
	2015 > 2007-10
INDEX	2014 > 2007-10
	2015 > 2007-10

⁷ Only results of comparisons between 2014 & 2015 vs previous years are reported.

Table 18: Item Ratings by Survey Year

<u>Item</u>	<u>Statistically Significant Differences</u>
S1 Customer Focus	None
S2 Listening to My Needs	None
S3 Reliability	2014 & 2015 > 2007-10
S4 Treats Me as Team Member	None
S5 Flexible to My Needs	None
S6 Quality Products	2014 > 2007-09
	2015 > 2007-10
S7 Satisfying My Requirements	None
S8 Responsiveness	2014 > 2007
S9 Technical Competency	None
S10 Managing Effectively	2014 & 2015 > 2007, 08
S11 Timely Service	2014 > 2007-09
	2015 > 2007-10
S12 Meets My Schedule	2014 & 2015 > 2007-10
S13 Financial Info	2014 > 2007-09
	2015 > 2007, 08
S14 Cost of Services	2014 & 2015 > 2007-10
S15 Focus on My Budget	2014 > 2008, 2010
S16 Keeps Me Informed	2014 & 2015 > 2008
S17 Corps' Documents	2014 & 2015 > 2007-10
S18 Corps' Correspondence	2014 > 2007-08
	2015 > 2007-10
S19 Notifies Me of Problems	2014 > 2008
	2015 > 2007-08
S20 Timeliness Addressing Problems	2014 > 2008
	2015 > 2007,08, 10
S21 Problem Resolution	2015 > 2007-08, 10
S22 Overall Satisfaction	2014 > 2007-09
	2015 > 2007-08
S23 I Recommend the Corps	2014 > 2007-08
	2015 > 2007-08, 10
S24 My Choice for Future Work	2014 & 2015 > 2007-10

Attitude Scale



Services Scale

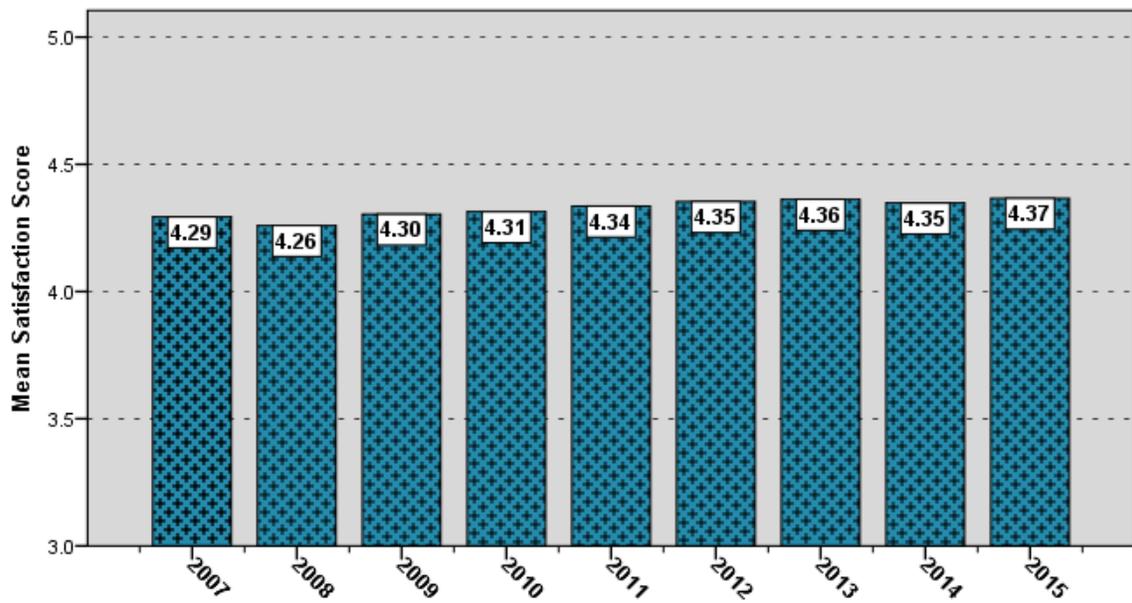
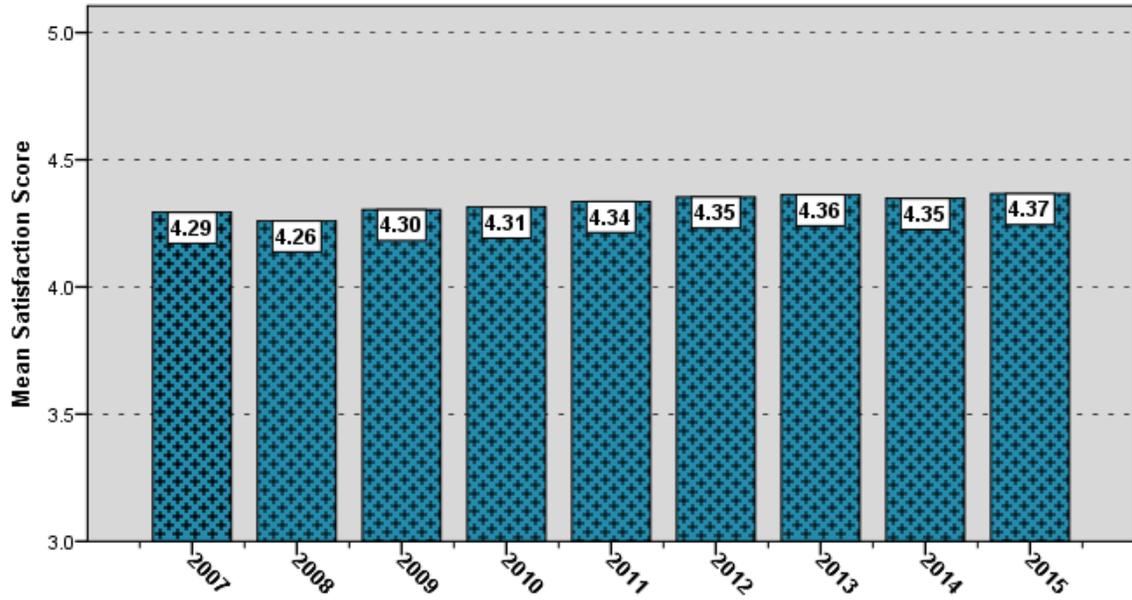
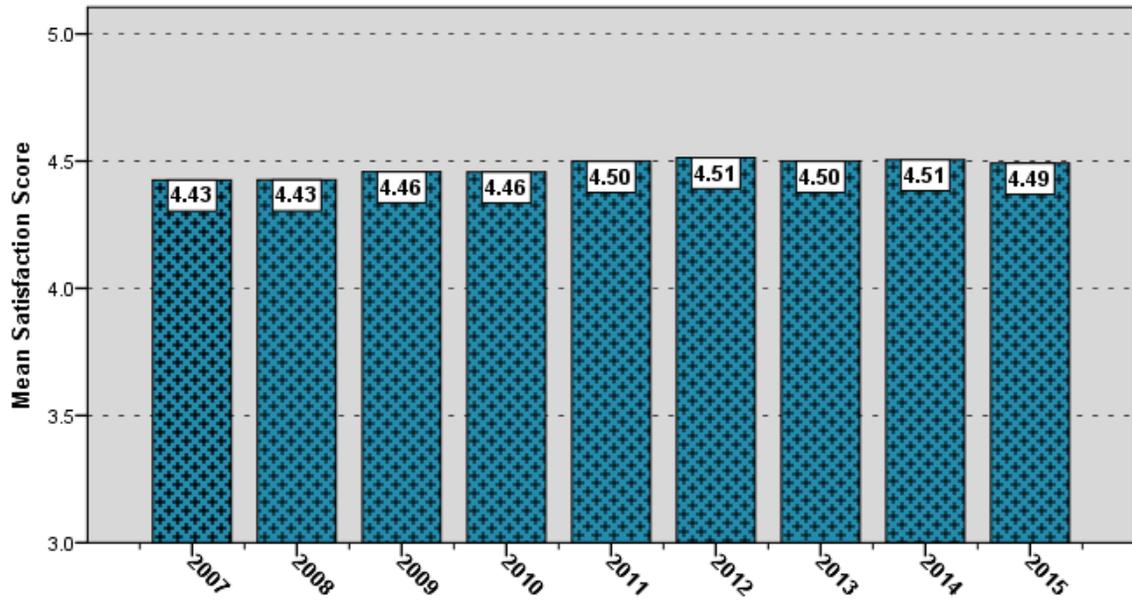


Figure 6: Scale Scores by Survey Year

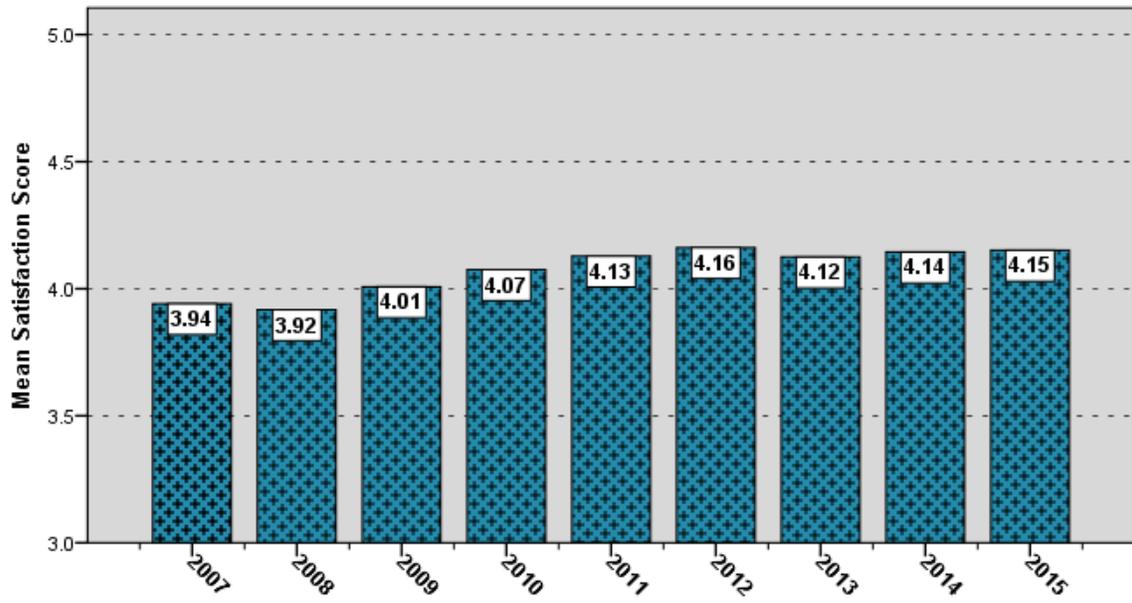
Services Scale



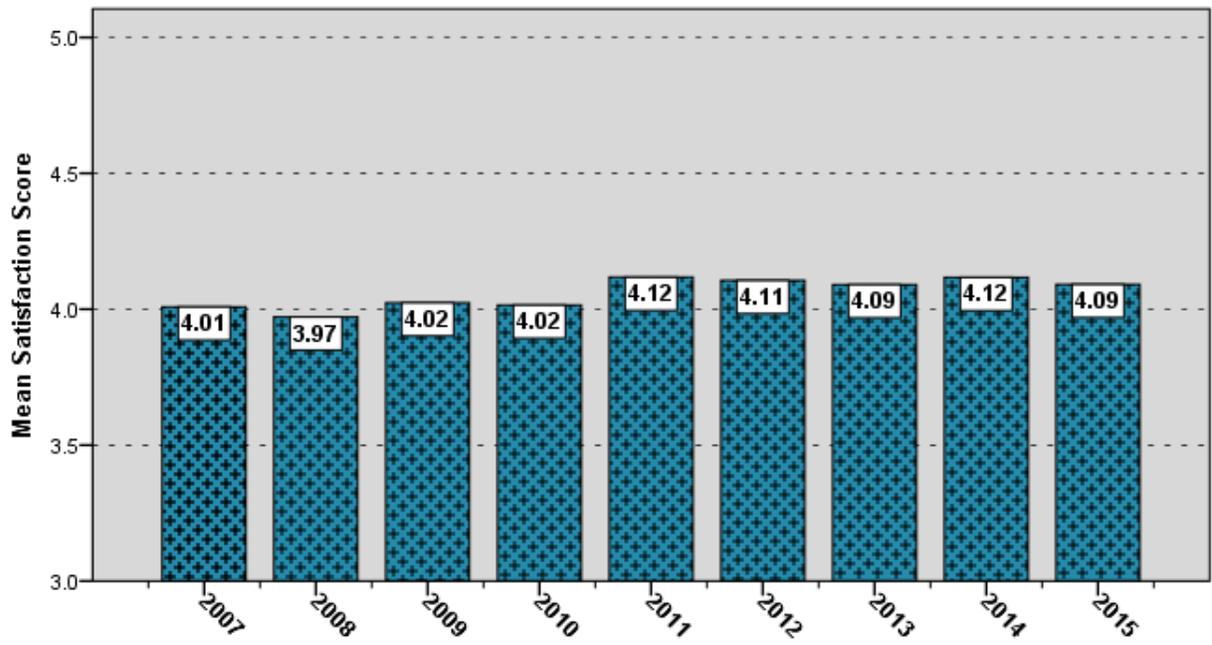
Staff Scale



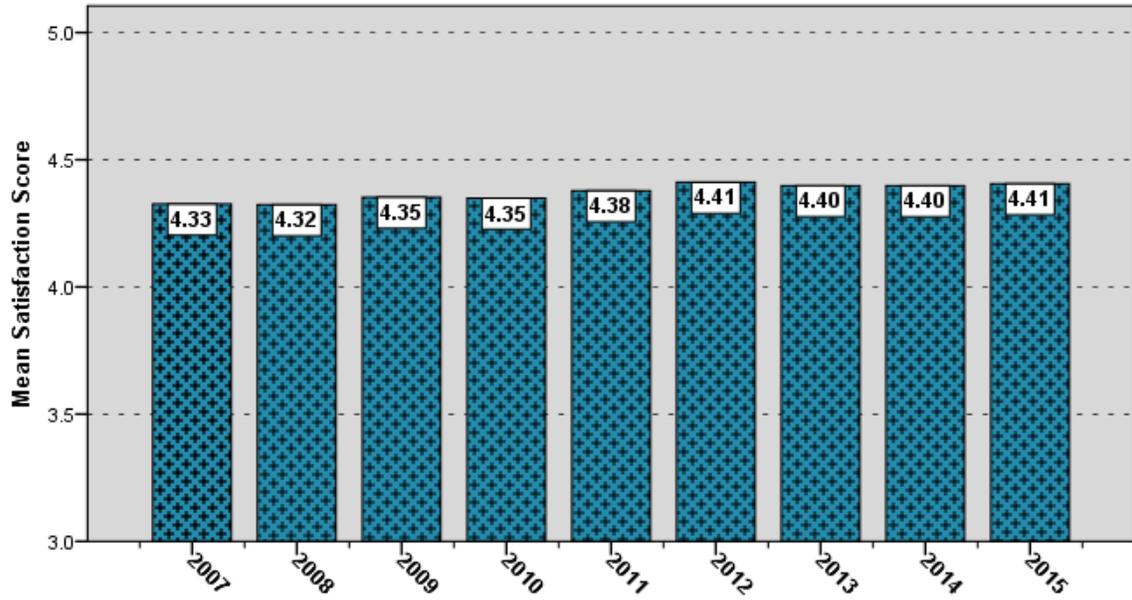
Timeliness Scale



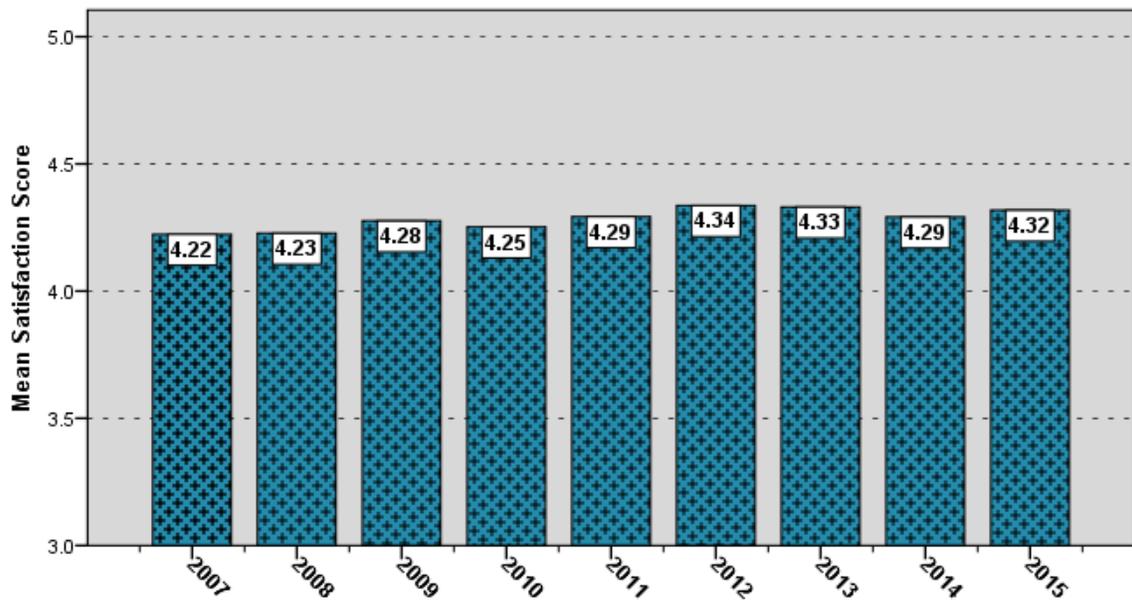
Cost Scale



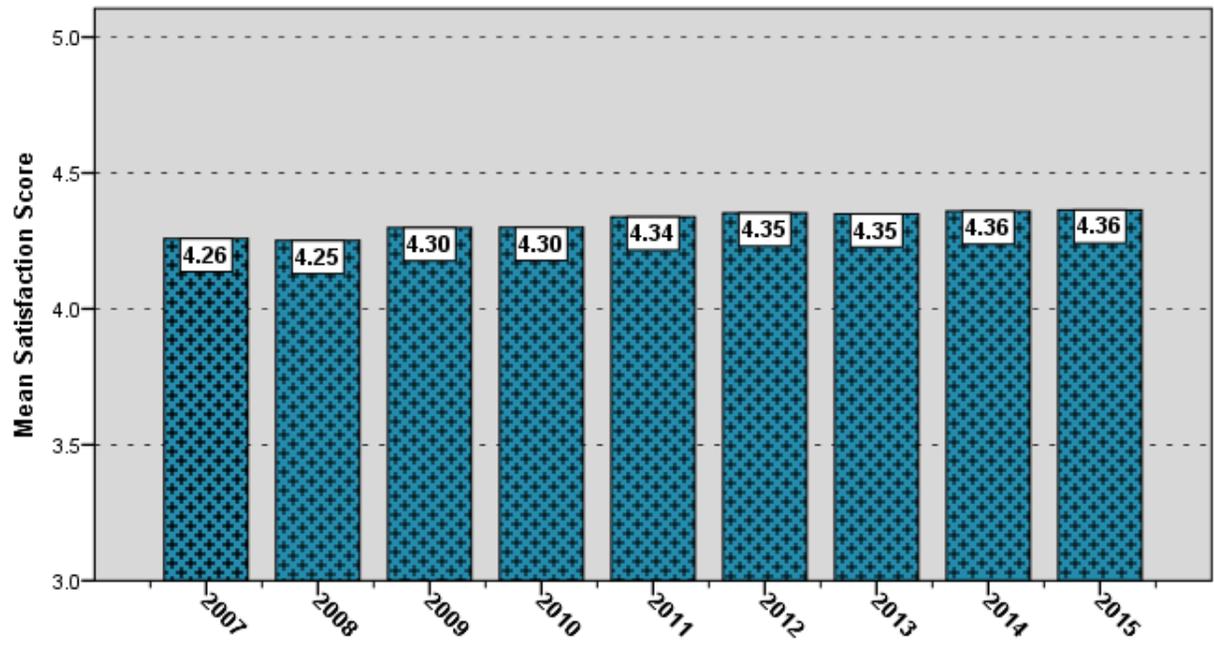
Communication Scale



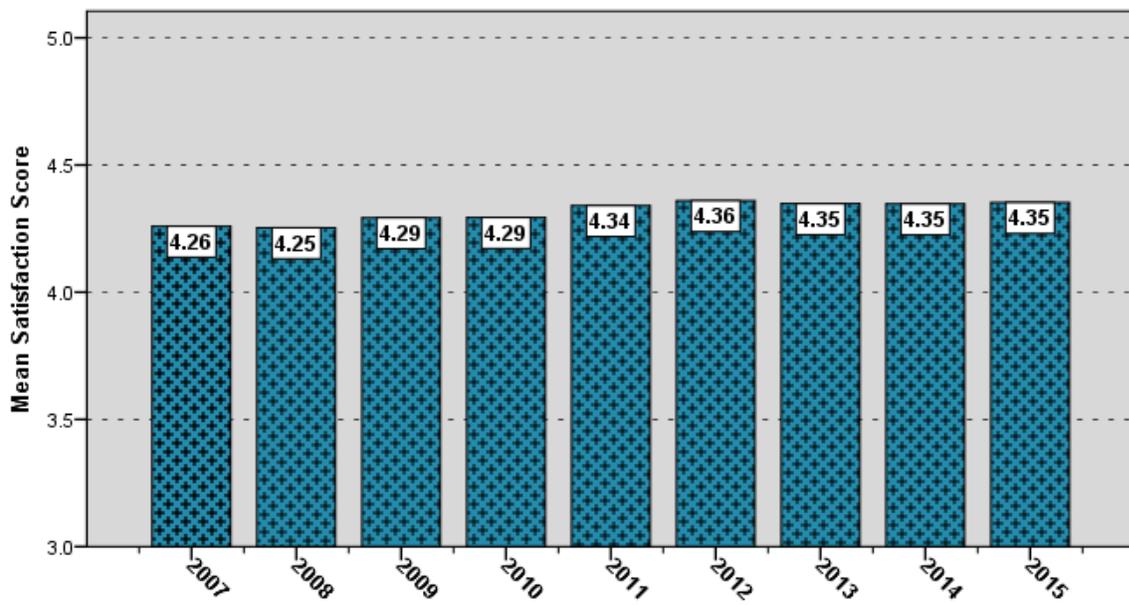
Problem Solving Scale



Overall Scale



Composite Index Scale



§4. SUMMARY

This report summarizes the results of the Corps of Engineers Civil Works Programs Directorate Customer Satisfaction Survey for calendar year 2015. The CECW Survey population was expanded in 2010 to include stakeholder agencies in addition to ‘traditional’ customers. The purpose for this modification was to improve collaboration among all project participants. Stakeholder agencies are not direct recipients of Corps services but participate in the project execution process (e.g. state & federal regulatory agencies, municipal water resource offices etc.). Their staff interacts with Corps staff and participates to a significant degree in project planning, oversight and execution.

The standardized 2015 Civil Works Programs Customer Survey instrument consisted of two sections. The first section solicited customer demographic information (customer name, organization, project name and district evaluated). Section two contained 24 satisfaction questions in a structured response format in which customer satisfaction was measured on a 5-point Likert scale: ‘Very Dissatisfied’ (1), ‘Dissatisfied’ (2), ‘Neutral’ (3), ‘Satisfied’ (4) and ‘Very Satisfied’ (5). A blank explanation field solicited customer comments regarding each service area. The final portion of the survey solicited general customer comments.

The USACE Civil Works Program customer base included 2,647 customers; a four percent decrease compared to last year. There was notable variability among district population sizes. Population sizes ranged from as few as N=18 for Honolulu District to a high of N=204 for New Orleans District.

A total of 1,303 unique customers participated in the 2015 survey. Many customers have multiple projects within a district. A few of these elected to submit more than one survey response to evaluate projects separately. Hence, the database used in these analyses contained 1,313 records.

The number of unique customer responses was used to calculate response rates. The Corps-wide response rate was 49 percent for an estimated sampling error of 1.6 percent. Response rates varied among districts, ranging from 14 percent for Albuquerque District to as high as 100 percent for Vicksburg District. The average response rate was 53 percent for larger (Tier I) districts and 48 percent for smaller (Tier II) districts. Classification of districts as Tier I or II is based on actual FY15 district program size (\$). Tier I districts had a program size of at least \$125 million while Tier II districts had program sizes less than \$125 million.

The survey included all Civil Works Districts. These districts work within the eight CONUS Corps Divisions. The districts within Transatlantic Division as well as Europe, Far East and Japan Districts did not participate as they do not have a Civil Works mission. The greatest proportion of responses was received from customers served by the Mississippi Valley Divisions (MVD) at 36 percent followed by Northwest Division (NWD) at 16 percent and Great Lakes-Ohio River (LRD) at 15 percent. New Orleans District had the highest number of responses among districts at ten percent of the Corps-wide sample followed by St. Louis at six percent.

USACE Civil Works customers were categorized by their primary category of service aligned to the Civil Works Program business lines. Civil Works business lines include: Emergency Management, Environmental, Flood Risk Management, Hydropower, Navigation, Recreation, Regulatory and Water Quality/Supply. A significant number of customers had multiple projects underway at their district and could not be classified under a single business line. An additional category was created to accommodate the 'Multiple Business Line' customers.

Flood Risk Management customers comprise the largest proportion of the 2015 sample at 28 percent followed by Environmental (25%), Navigation (18%), 'Multiple Business Lines' (8%) and Emergency Management and Recreation (6% each). The proportion of customers in the other business lines was four percent or less each. Eleven of the 44 responses categorized as 'Other' were Real Estate customers and five each were Construction and Section 14 Program customers.

Project Managers were asked to identify the phase of their projects. The largest proportion of Corps Civil Works projects were in O&M phase (28%), followed by Construction (19%), and Feasibility (17%). Six percent were in Planning, Engineering & Design (PE&D) and only one percent in the Reconnaissance phase. The remainder were either 'multiple project customers' or their project did not conform to standard Corps Civil Works project phases.

Civil Works customers are comprised of a wide variety of state and local agencies. The vast majority are City and county governments and various governmental departments charged with the management of infrastructure relating to water resources. For example, there were numerous departments of public works, water management districts, water and sewer authorities and departments of parks and recreation. Navigation customers included local port authorities and waterway user groups. There were also a number of state agencies charged with the management of natural resources and emergency response. Several districts included Interagency International Support customers (IIS) such as Coast Guard and other federal agencies.

The Corp Civil Works Program encompasses numerous types of projects. Civil Works projects include construction as well as O&M services. Environmental projects may range from habitat restoration to storm-water infrastructure improvement. Other Civil Works projects include municipal or regional water supply, hydropower, flood control and emergency management services.

Because of this wide range of services it is not possible to assess specific services in a comprehensive survey such as this. Instead customers were asked to rate Corps district performance in general service areas such as quality of products and services, timeliness, cost, communications, staff performance and problem solving. A number of these items assessed the quality of collaboration between the customers and Corps staff.

There were 24 questionnaire items which measured general areas of customer satisfaction. Items are rated on a scale from 1-5⁸. The items were grouped into eight scales: 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost and Affordability', 'Communication', 'Problem Solving' and 'Overall Satisfaction'. The 'Problem Solving' scale was newly added in 2007. In addition a Composite Index score was calculated for each respondent. This value is a simple unweighted average of the 24 satisfaction indicators.

The per-item response rate was very high, i.e., few customers left items blank. In fact, all but three items received ratings from at least 90 percent of the sample of 1,313 respondents. The exceptions to this were in the area of cost/financial services where 26-28% of customers did not provide ratings. All item and scale means were evaluated based on the classification scheme:

Mean \geq 4.00: Green

3.00 \leq Mean \leq 3.99: Amber

Mean $<$ 3.00: Red

All scale means this year were 'Green'. The mean Composite score was high at 4.35. The highest rated service area was Staff Services at 4.49. The majority of responses (68 percent or more) were positive for the individual survey items. The services that received the highest proportion of positive ratings in this year's survey were 'Technical Competency' at 95 percent high ratings, 'Treats Me as Team Member' and 'Listening to My Needs' at 93 percent high ratings each. The items that received the greatest proportion of low ratings were 'Cost of Services' at eight percent low ratings and 'Meets My Schedule' and 'Timely Service' at seven percent low ratings each.

Three of the items in the survey served as 'bottom line' indicators of customer satisfaction. They were 'My Overall Satisfaction with Corps Products and Services', 'I Would Recommend the Corps' and 'The Corps Would be My Choice for Future Services'. These items received at least 83 percent satisfactory ratings while only three to four percent of customers provided low ratings. Notably, 14 percent of customers fell in the 'Neutral' category for 'My Choice for Future Services'. These noncommittal customers represent a critical subgroup of customers that warrant attention. Customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. These bottom line indicators were relatively unchanged compared to last year.

The survey instrument includes a blank 'explanation' field for each item so that customers can elaborate on their ratings. They were particularly encouraged to explain any low ratings ('Dissatisfied' or 'Very Dissatisfied'). In addition, customers had the opportunity to provide general comments or suggestions concerning Corps services at the end of the survey. All comments should be reviewed carefully for two reasons. First, survey participants rarely take the time to offer comments and when they do, they feel strongly about the issue they are

⁸ Items rated on a 5-point Likert scale where 1=Low and 5=High.

addressing. And secondly, customers often provide very detailed and useful information on how Corps services can be improved.

A large number of respondents submitted comments (605 of 1313 or 46%). Many customers addressed individual survey items as well as provided comments in the General Comments section at the end of the survey. Each respondent's entire set of comments was evaluated for its overall tenor. Of the 605 customers who provided comments 70 percent (424) provided overall favorable comments, 71 (12%) made negative comments and 90 (15%) customers' comments contained mixed information (positive and negative statements). A small number of customer comments (20 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The survey item that received the greatest number of positive comments was 'Responsiveness' (89 customers) followed by 'Listening to My Needs' (74 customers). The two items that received the largest number of negative comments concerned timeliness and scheduling: 'Timely Service' (90 customers), 'Meets My Schedule' (82 customers). These categories also received a large number of responses in the 'General Comments' submitted by customers.

The most frequent positive general comments were 'Compliments to individuals/staff' (300 customers). A large number of positive comments concerned communications (73 customers). There were also a significant number of positive comments about staff responsiveness and the relationship/partnership between the customer and Corps staff.

The issue that received the greatest number of negative comments concerned the Federal funding process and the negative impact on timeliness, district flexibility, or overall project execution (61 customers). A total of 60 customers stated that the Corps process impacted their projects. Project delays were often due to lack of communications and Corps bureaucracy. These were among the most common issues last year as well. A total of eight customers expressed concern over 'Staff Continuity or Turnover' and likely impacted communications. This issue was first raised in 2010 and continued to be of concern to Civil Works customers through the current survey period.

Consistency in delivery of services is an important strategic goal. To assess the extent to which we accomplish this goal, we should determine whether we provide quality services across various customer subgroups. These subgroup breakdowns include respondent classification (customer vs stakeholder), business lines and project phases. Comparative analyses were conducted to detect whether there were any specific customer subgroups that might be more or less satisfied so that management may directly target the source of good or poor performance. These analyses can reveal any hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings.

The first analysis compared customer satisfaction ratings by respondent classification. Many district staff expressed that they expected to receive lower ratings from stakeholders than customers. This expectation has never been supported by the data nor was it again this year.

Ratings for all items, scales and the Composite Index were examined. Fewer differences in rating were found in this year and last year compared to 2012-13. In fact, there was only one statistically significant difference in ratings among the eight satisfaction scales or the Composite Index. This was in the area of Timelines where Stakeholders were more satisfied than customers. Furthermore, no mean scores fell below 'Green' for either subgroup. The comparison of item ratings revealed statistically significant differences in ratings for both items that comprise the Timeliness scale (Timely Service & Meets My Schedule). Mean subgroup scores were green for all survey items except one. 'Cost of Services' was 'Amber' for both respondent classes.

The second analysis compared customer satisfaction ratings by Civil Works business lines. Originally there were eight business line categories plus an 'Other' and a 'Multiple' category. Since some business line categories contained relatively few customers it was necessary to combine categories to perform statistical comparisons. Hydropower, Regulatory and 'Other' were combined into one category designated 'Other'. Hence, the categories for comparative analyses were: Environmental (Env), Flood Risk Management (FRM), Navigation (Nav), Recreation (Rec), Water Quality/Supply (WQual), Multiple Business Lines (Multi) and 'Other'. Ratings for all scales and the Composite Index were examined. Statistically significant differences⁹ in ratings were found for two of the eight satisfaction scales: Timeliness and Cost. This finding was essentially unchanged from last year but both previous years represented an improvement over 2013 where differences were found in four service areas. Ratings have become more homogeneous across business lines in the last two years. Findings this year are similar to 2014 in that Navigation and Recreation customers tended to be more satisfied. However, last year Emergency Management customers were consistently the least satisfied in all areas. This is not the case for 2015.

With respect to 'Timeliness', Emergency Management, Navigation, Recreation and Multi-Business Line customers were significantly more satisfied than Water Quality/Supply and 'Other' customers. Also Environmental and Flood Risk Management customers were significantly more satisfied than 'Other' customers. As far as 'Cost', Navigation and Recreation customers were more satisfied than Emergency Management, Flood Risk Management and 'Other' customers. Additionally Environmental, Water Quality/Supply and Multi-Business Line customers' ratings of 'Cost' exceeded 'Other'.

The implications of these results regarding Emergency Management and 'Multiple Project' customers are important. 'Multiple business line' customers are typically key customers who have significant financial impact and long standing relationships with the district. Hence, it is a positive outcome when these customers are among the most satisfied. Similarly Emergency Management customers are important in that their projects tend to be high profile and may affect public perceptions about the Corps.

⁹ . Differences in ratings among customer groups were large enough to be statistically significant at $\alpha = .05$.

It is important to note that, although a number of significant differences in ratings were found, there were only four instances where any mean score fell below 'Green'. Two in 'Timeliness' where the Water Quality/Supply and 'Other' mean ratings were 'Amber' and two in 'Cost' where the Emergency Management and 'Other' mean ratings were 'Amber'.

Comparisons of mean scale scores by project phase were performed to assess the impact of customers' project phase on ratings. Project phases included Reconnaissance, Feasibility, Planning Engineering and Design (PE&D), Construction, Operations and Maintenance (O&M) and 'Multiple Phases'. Unlike previous years, there were no statistically significant differences in ratings found for any scales. Furthermore no subgroup mean scores fell below 'Green' although five of seven scores were very close to Amber in the 'Cost' area.

This year's trend analyses assessed the change in ratings from 2007 to 2014. Survey scales and individual items were examined. These analyses revealed that current ratings have improved for almost all scales and individual items since 2007. The upward movement in ratings was most notable between 2007 and 2010. Ratings have essentially leveled off at a very high level since 2011.

Timeliness and costs are always the lowest rated areas each year. However, customer ratings showed the greatest improvement in the area of Timeliness; moving from 'Amber' to 'Green'. Ratings for Cost also improved but very slightly. There were statistically significant differences in mean scores for every scale except 'Attitude'. Ratings were found to be consistently significantly higher in 2014 and 2015 compared to 2007 and 2008¹⁰. And ratings for 2013-14 were in many instances higher than those received during the entire 2007-2010 survey periods. There were nineteen instances of significant differences among the 24 individual survey items. In almost all cases ratings during 2013 and 2014 had improved over 2007 through 2010 ratings.

Corporately Civil Works Program customers were largely satisfied with Corps' services. Costs and timeliness were the two greatest sources of Civil Works customer dissatisfaction. These issues appear to be closely tied to persistent customer dissatisfaction with Corps requirements, policies and Corps bureaucracy as well as the Federal funding process. The numbers of complaints on these issues has increased significantly since 2007. These are clearly systemic problems reaching across all districts and business lines. USACE should corporately address internal policies and requirements as well as the funding process to the extent possible. Measures of staff services and relationship dynamics (collaboration) received the highest ratings. This illustrates the strong relationships that exist between Corps staff and their customers as does the number of compliments paid to Corps staff.

¹⁰ Only results of comparisons between 2014 & 2015 vs previous years are reported.

APPENDIX A

Survey Instrument

**U.S. Army Corps of Engineers
Civil Works Program Evaluation**

OMB CONTROL NUMBER 0710-0001

[Agency Disclosure Notice](#)

The public reporting burden for this collection of information is estimated to average 10 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this data collection, including suggestions for reducing the burden, to the Department of Defense, Washington Headquarters Services, Executive Services Directorate, Directives Division, 4800 Mark Center Drive, East Tower, Suite 02G09, Alexandria, VA 22350-3100. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. [Detailed Statement of Purpose.](#)

PLEASE DO NOT MAIL YOUR SURVEY TO THE ABOVE ADDRESSES

**US Army Corps of Engineers Civil Works Program Evaluation
2015**

Assessing Performance with Customers & Stakeholders

Section I: Customer / Stakeholder Profile

Required (*)

Name: Last: First:

Title:

Email Address:

Organization:*

Project Name:*

USACE District Being Evaluated

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

*

Section II: Customer / Stakeholder Survey

The US Army Corps of Engineers is committed to improving our services to you and would like to know how well we're doing. Please rate our performance over the past calendar year. Your straightforward answers will help us to improve our service to you. Please indicate your level of satisfaction with the following services. You may select 'NA' if the question is not applicable to your project. **We would greatly appreciate a brief explanation of any negative ratings. Thank you for your time.**

Attitude		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
1.	The Corps of Engineers commitment to ensuring customer satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2.	Listening to my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
3.	Reliability of the Corps and follow-through on commitments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

4.	Treating me 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"/>	
5.	Displaying flexibility in responding to my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Product and Services		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
6.	Delivering quality products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
7.	Incorporating my requirements into the Corps' products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Corps Staff		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
8.	Responsiveness of Corps Staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
9.	Technical competency of Corps staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
10.	Managing projects and programs effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Timely Service		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
11.	Providing services in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
12.	Meeting our schedules.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Cost and Affordability		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
13.	Quality of financial information I receive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
14.	Cost of Corps' products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
15.	Sensitivity to my budget constraints.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Communication		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
16.	Always keeping me well informed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
17.	Quality of Corps of Engineers' documents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
18.	Clarity and conciseness of Corps correspondence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

		Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	NA	Explanation of ratings.
Problem Solving		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
19.	Notifying me in a timely manner if a problem occurs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
20.	Addressing problems in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
21.	Resolving my concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Overall Satisfaction		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
22.	My Overall satisfaction with Corps products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
23.	I would recommend the Corps of Engineers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
24.	The Corps of Engineers would be my choice for future projects and services.	<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: Survey Items – Detailed Ratings

Survey Items		Very Low		Low		Mid-range		High		Very High		Total	
		#	%	#	%	#	%	#	%	#	%	#	%
Attitude													
S1	Customer Focus	14	1.1	28	2.1	78	6.0	473	36.2	714	54.6	1307	100.0
S2	Listening to My Needs	12	0.9	25	1.9	57	4.4	414	31.9	788	60.8	1296	100.0
S3	Reliability	15	1.1	43	3.3	102	7.8	431	33.0	714	54.7	1305	100.0
S4	Treats Me as Team Member	13	1.0	24	1.9	56	4.3	368	28.5	831	64.3	1292	100.0
S5	Flexible to My Needs	22	1.7	37	2.9	113	8.8	422	32.8	693	53.8	1287	100.0
Services													
S6	Quality Products	10	0.8	20	1.6	100	8.1	444	35.8	667	53.7	1241	100.0
S7	Satisfying My Requirements	14	1.2	31	2.6	117	9.7	431	35.7	615	50.9	1208	100.0
Staff													
S8	Responsiveness	12	0.9	20	1.5	69	5.3	376	28.9	825	63.4	1302	100.0
S9	Technical Competency	9	0.7	14	1.1	48	3.7	360	28.1	850	66.4	1281	100.0
S10	Managing Effectively	14	1.1	29	2.3	111	8.8	434	34.3	678	53.6	1266	100.0
Timeliness													
S11	Timely Service	26	2.0	62	4.8	166	12.8	473	36.5	569	43.9	1296	100.0
S12	Meets My Schedule	24	1.9	63	5.0	180	14.2	433	34.3	564	44.6	1264	100.0
Cost													
S13	Financial Info	12	1.3	19	2.0	142	15.1	359	38.1	411	43.6	943	100.0
S14	Cost of Services	17	1.8	55	5.8	229	24.2	317	33.4	330	34.8	948	100.0
S15	Focus on My Budget	17	1.7	33	3.4	171	17.6	347	35.7	405	41.6	973	100.0
Communication													
S16	Keeps Me Informed	15	1.2	33	2.5	97	7.5	471	36.3	682	52.5	1298	100.0
S17	Corps' Documents	9	0.7	17	1.3	81	6.4	483	38.1	678	53.5	1268	100.0
S18	Corps' Correspondence	8	0.6	11	0.9	84	6.5	494	38.4	689	53.6	1286	100.0
Problem Solving													
S19	Notifies Me of Problems	12	1.0	20	1.6	98	7.9	452	36.3	663	53.3	1245	100.0
S20	Timeliness Addressing Problems	17	1.4	43	3.4	121	9.6	460	36.7	613	48.9	1254	100.0
S21	Problem Resolution	18	1.4	39	3.1	139	11.1	437	34.9	620	49.5	1253	100.0
Overall													
S22	Overall Satisfaction	16	1.2	29	2.2	79	6.1	468	36.1	704	54.3	1296	100.0
S23	I Recommend the Corps	19	1.5	17	1.4	122	9.9	383	31.1	692	56.1	1233	100.0
S24	My Choice for Future Work	23	1.9	19	1.6	160	13.5	349	29.4	636	53.6	1187	100.0

Table B-2: Scale & Item Scores by Respondent Classification

<u>Scale</u>		<u>Customer</u>	<u>Stakeholder</u>	<u>Total</u>
Attitude	Mean	4.42	4.39	4.41
	N	852	460	1312
Services	Mean	4.34	4.36	4.35
	N	817	440	1257
Staff	Mean	4.52	4.48	4.51
	N	850	458	1308
Timeliness	Mean	4.12	4.19	4.14
	N	843	448	1291
Cost	Mean	4.13	4.09	4.12
	N	738	326	1064
Communication	Mean	4.40	4.39	4.40
	N	848	460	1308
Problem Solving	Mean	4.28	4.30	4.29
	N	835	444	1279
Overall	Mean	4.35	4.37	4.36
	N	850	457	1307
Composite	Mean	4.35	4.35	4.35
	N	853	461	1314
<u>Item</u>		<u>Customer</u>	<u>Stakeholder</u>	<u>Total</u>
S1 Customer Focus	Mean	4.40	4.42	4.41
	N	850	456	1306
S2 Listening to My Needs Item	Mean	4.49	4.43	4.47
	N	849	454	1303
S3 Reliability	Mean	4.36	4.34	4.35
	N	848	455	1303
S4 Treats Me as Team Member	Mean	4.53	4.49	4.52
	N	840	452	1292
S5 Flexible to My Needs	Mean	4.32	4.31	4.32
	N	839	451	1290
S6 Quality Products	Mean	4.38	4.41	4.39
	N	809	434	1243
S7 Satisfying My Requirements	Mean	4.31	4.31	4.31
	N	786	415	1201
S8 Responsiveness	Mean	4.56	4.49	4.54
	N	845	457	1302
S9 Technical Competency	Mean	4.61	4.59	4.61
	N	838	455	1293
S10 Managing Effectively	Mean	4.39	4.35	4.38
	N	830	446	1276
S11 Timely Service	Mean	4.12	4.18	4.14
	N	839	446	1285
S12 Meets My Schedule	Mean	4.12	4.18	4.14
	N	826	438	1264
S13 Financial Info	Mean	4.23	4.21	4.22
	N	688	274	962

<u>Item</u>		<u>Customer</u>	<u>Stakeholder</u>	<u>Total</u>
S14 Cost of Services	Mean	3.99	3.96	3.98
	N	680	277	957
S15 Focus on My Budget	Mean	4.17	4.08	4.15
	N	692	288	980
S16 Keeps Me Informed	Mean	4.37	4.36	4.37
	N	841	455	1296
S17 Corps' Documents	Mean	4.43	4.44	4.43
	N	830	431	1261
S18 Corps' Correspondence	Mean	4.41	4.40	4.41
	N	836	448	1284
S19 Notifies Me of Problems	Mean	4.35	4.42	4.37
	N	815	433	1248
S20 Timeliness Addressing Problems	Mean	4.25	4.25	4.25
	N	823	437	1260
S21 Problem Resolution	Mean	4.25	4.25	4.25
	N	826	433	1259
S22 Overall Satisfaction	Mean	4.40	4.41	4.41
	N	843	453	1296
S23 I Recommend the Corps	Mean	4.38	4.40	4.38
	N	820	416	1236
S24 My Choice for Future Work	Mean	4.32	4.29	4.31
	N	788	389	1177

Mean >= 4.00 Green
3.00<=Mean<=3.99 Amber
Mean < 3.00 Red

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

Table B-3: Scale Scores by Business Line

<u>Scales</u>		<u>Emerg Mgmt</u>	<u>Environ</u>	<u>Flood Ctrl</u>	<u>Nav</u>	<u>Rec</u>	<u>Water Qual</u>	<u>Other</u>	<u>Multiple</u>	<u>Total</u>
Attitude	Mean	4.41	4.43	4.43	4.49	4.44	4.36	4.30	4.43	4.43
	N	80	323.00	366	232.00	82	47.00	76	106.00	1312
Services	Mean	4.30	4.41	4.34	4.41	4.41	4.35	4.16	4.41	4.37
	N	76	311.00	358	224.00	72	44.00	69	102.00	1256
Staff	Mean	4.52	4.52	4.47	4.57	4.49	4.46	4.25	4.49	4.49
	N	79	322.00	365	229.00	82	47.00	75	106.00	1305
Timeliness	Mean	4.27	4.18	4.10	4.24	4.27	3.92	3.77	4.25	4.15
	N	78	320.00	362	232.00	82	46.00	76	103.00	1299
Cost	Mean	3.94	4.12	4.01	4.22	4.30	4.18	3.81	4.11	4.09
	N	57	264	307	187	68	43	62	76	1064
Communication	Mean	4.46	4.39	4.40	4.46	4.43	4.43	4.23	4.41	4.41
	N	80	322	365	232	82	47	75	105	1308
Problem Solving	Mean	4.35	4.32	4.30	4.34	4.41	4.35	4.11	4.38	4.32
	N	77	309	357	228	82	46	75	103	1277
Overall	Mean	4.36	4.35	4.34	4.46	4.43	4.35	4.15	4.40	4.36
	N	80	322	363	232	81	45	75	105	1303
Composite	Mean	4.37	4.36	4.33	4.42	4.41	4.31	4.14	4.38	4.35
	N	80	323	366	232	82	47	76	106	1312

Table B-4: Scale Scores by Phase

<u>Scale</u>		<u>Recon</u>	<u>Feasibility</u>	<u>PE&D</u>	<u>Construction</u>	<u>O&M</u>	<u>Multiple</u>	<u>Other/NA</u>	<u>Total</u>
Attitude	Mean	4.49	4.41	4.57	4.38	4.48	4.43	4.39	4.43
	N	19	224.00	80	246	363	145	235	1312
Services	Mean	4.45	4.35	4.46	4.34	4.40	4.37	4.33	4.37
	N	19	219.00	79	234	339	141	225	1256
Staff	Mean	4.60	4.47	4.53	4.43	4.54	4.51	4.47	4.49
	N	19	223.00	80	246	361	144	232	1305
Timeliness	Mean	4.32	4.07	4.26	4.06	4.18	4.23	4.19	4.15
	N	19	222.00	79	245	361	142	231	1299
Cost	Mean	4.19	4.00	4.25	4.02	4.20	4.06	4.04	4.09
	N	16	187.00	76	227	280	108	170	1064
Communication	Mean	4.44	4.41	4.48	4.34	4.44	4.43	4.37	4.41
	N	18	224.00	79	246	361	145	235	1308
Problem Solving	Mean	4.44	4.27	4.42	4.29	4.36	4.32	4.28	4.32
	N	19	216.00	78	241	356	144	223	1277
Overall	Mean	4.40	4.30	4.50	4.28	4.45	4.36	4.33	4.36
	N	19	223.00	80	246	360	143	232	1303
Composite	Mean	4.44	4.32	4.45	4.28	4.41	4.36	4.33	4.35
	N	19	224.00	80	246	363	145	235	1312

Mean >= 4.00 Green

3.00<=Mean<=3.99 Amber

Mean < 3.00 Red

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

Table B-5: Customers by District by Year

District	2007		2008		2009		2010		2011		2012		2013		2014		2015	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
LRB	38	3.6	28	1.9	43	2.7	72	3.5	50	2.7	56	3.2	61	4.1	54	4.1	55	4.2
LRC	13	1.2	25	1.7	38	2.4	35	1.7	35	1.9	66	3.8	46	3.1	25	1.9	21	1.6
LRE	44	4.2	44	3.0	79	4.9	79	3.9	63	3.4	50	2.9	38	2.5	57	4.3	30	2.3
LRH	49	4.6	36	2.5	46	2.9	43	2.1	47	2.6	42	2.4	26	1.7	28	2.1	27	2.1
LRL	18	1.7	39	2.7	31	1.9	28	1.4	20	1.1	18	1.0	11	0.7	13	1.0	17	1.3
LRN	47	4.4	25	1.7	29	1.8	24	1.2	12	0.7	25	1.4	24	1.6	27	2.0	26	2
LRP	29	2.7	28	1.9	35	2.2	37	1.8	37	2.0	40	2.3	22	1.5	22	1.7	18	1.4
MVK	15	1.4	32	2.2	53	3.3	111	5.4	96	5.2	83	4.8	62	4.1	59	4.5	63	4.8
MVM	30	2.8	89	6.1	100	6.2	100	4.9	64	3.5	59	3.4	24	1.6	33	2.5	45	3.4
MVN	65	6.1	155	10.6	133	8.2	191	9.3	139	7.6	131	7.5	126	8.4	128	9.7	136	10.4
MVP	30	2.8	59	4.0	71	4.4	114	5.6	74	4.0	72	4.1	48	3.2	37	2.8	49	3.7
MVR	16	1.5	45	3.1	97	6.0	145	7.1	93	5.1	53	3.0	66	4.4	39	3.0	97	7.4
MVS	13	1.2	68	4.7	72	4.5	160	7.8	98	5.3	93	5.3	82	5.5	97	7.4	79	6
NAB	29	2.7	31	2.1	17	1.1	22	1.1	21	1.1	19	1.1	39	2.6	23	1.7	22	1.7
NAE	8	0.8	7	0.5	11	0.7	9	0.4	17	0.9	19	1.1	21	1.4	18	1.4	23	1.8
NAN	16	1.5	33	2.3	42	2.6	34	1.7	34	1.9	36	2.1	25	1.7	24	1.8	19	1.4
NAO	37	3.5	42	2.9	43	2.7	37	1.8	41	2.2	35	2.0	22	1.5	21	1.6	21	1.6
NAP	4	0.4	14	1.0	12	0.7	15	0.7	37	2.0	19	1.1	19	1.3	15	1.1	17	1.3
NWK	33	3.1	33	2.3	54	3.3	86	4.2	65	3.5	58	3.3	52	3.5	39	3.0	46	3.5
NWO	35	3.3	37	2.5	49	3.0	97	4.7	69	3.8	79	4.5	55	3.7	50	3.8	48	3.7
NWP	20	1.9	14	1.0	11	0.7	34	1.7	54	2.9	78	4.5	38	2.5	34	2.6	26	2
NWS	22	2.1	33	2.3	31	1.9	28	1.4	106	5.8	60	3.4	47	3.1	47	3.6	30	2.3
NWW	10	0.9	12	0.8	38	2.4	75	3.7	93	5.1	92	5.3	100	6.7	79	6.0	56	4.3
POA	16	1.5	19	1.3	26	1.6	30	1.5	31	1.7	32	1.8	30	2.0	21	1.6	28	2.1
POH	11	1.0	13	0.9	12	0.7	0	0.0	23	1.3	15	0.9	5	0.3	13	1.0	10	0.8
SAC	25	2.4	22	1.5	20	1.2	19	0.9	25	1.4	27	1.6	25	1.7	19	1.4	23	1.8
SAJ	17	1.6	79	5.4	72	4.5	64	3.1	31	1.7	31	1.8	40	2.7	16	1.2	21	1.6
SAM	43	4.1	38	2.6	30	1.9	45	2.2	45	2.5	45	2.6	44	2.9	33	2.5	22	1.7
SAS	35	3.3	21	1.4	25	1.5	27	1.3	25	1.4	26	1.5	33	2.2	30	2.3	29	2.2
SAW	84	7.9	46	3.2	38	2.4	23	1.1	25	1.4	22	1.3	19	1.3	7	0.5	11	0.8
SPA	16	1.5	13	0.9	24	1.5	15	0.7	10	0.5	10	0.6	6	0.4	6	0.5	4	0.3

	2007		2008		2009		2010		2011		2012		2013		2014		2015	
SPK	35	3.3	64	4.4	53	3.3	63	3.1	83	4.5	62	3.6	39	2.6	30	2.3	31	2.4
SPL	43	4.1	57	3.9	57	3.5	56	2.7	35	1.9	38	2.2	59	3.9	54	4.1	35	2.7
SPN	19	1.8	31	2.1	21	1.3	26	1.3	22	1.2	38	2.2	36	2.4	18	1.4	35	2.7
SWF	27	2.5	53	3.6	37	2.3	24	1.2	29	1.6	33	1.9	53	3.5	36	2.7	41	3.1
SWG	30	2.8	25	1.7	28	1.7	46	2.2	48	2.6	29	1.7	18	1.2	34	2.6	17	1.3
SWL	22	2.1	28	1.9	21	1.3	19	0.9	21	1.1	26	1.5	19	1.3	18	1.4	17	1.3
SWT	16	1.5	21	1.4	15	0.9	13	0.6	17	0.9	24	1.4	16	1.1	14	1.1	18	1.4
Total	1060	100.0	1459	100.0	1614	100.0	2046	100.0	1835	100.0	1741	100.0	1496	100.0	1318	100.0	1313	100.0

Table B-6: Scale Scores by Survey Year

Scale	2007		2008		2009		2010		2011		2012		2013		2014		2015	
	Mean	N																
Attitude	4.38	1058	4.38	1455	4.39	1606	4.39	2042	4.42	1828	4.44	1733	4.43	1494	4.41	1312	4.43	1312
Services	4.29	1024	4.26	1390	4.30	1534	4.31	1944	4.34	1759	4.35	1665	4.36	1448	4.35	1257	4.37	1256
Staff	4.43	1055	4.43	1452	4.46	1603	4.46	2033	4.50	1825	4.51	1726	4.50	1489	4.51	1308	4.49	1305
Timeliness	3.94	1041	3.92	1429	4.01	1575	4.08	2001	4.13	1775	4.16	1693	4.12	1466	4.14	1291	4.15	1299
Cost	4.01	938	3.97	1275	4.02	1401	4.02	1695	4.12	1506	4.11	1419	4.09	1193	4.12	1064	4.09	1064
Communication	4.33	1053	4.32	1447	4.35	1600	4.35	2026	4.38	1814	4.41	1728	4.40	1486	4.40	1308	4.41	1308
Problem Solving	4.22	1032	4.23	1411	4.28	1545	4.25	1974	4.29	1767	4.34	1679	4.33	1447	4.29	1279	4.32	1277
Overall	4.26	1051	4.25	1443	4.30	1596	4.30	2043	4.34	1813	4.35	1722	4.35	1480	4.36	1307	4.36	1303
Composite	4.26	1059	4.25	1455	4.29	1609	4.29	2045	4.34	1832	4.36	1738	4.35	1494	4.35	1314	4.35	1312

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

Table B-7: Item Scores by Survey Year¹¹

Item	2007		2008		2009		2010		2011		2012		2013		2014		2015	
	Mean	N																
S1 Customer Focus	4.36	1056	4.38	1450	4.40	1597	4.39	2029	4.42	1819	4.43	1725	4.42	1487	4.41	1306	4.41	1307
S2 Listening to My Needs	4.48	1055	4.47	1448	4.48	1599	4.46	2028	4.48	1815	4.51	1727	4.49	1483	4.47	1303	4.50	1296
S3 Reliability	4.23	1050	4.23	1445	4.28	1595	4.29	2028	4.34	1812	4.37	1722	4.34	1484	4.35	1303	4.37	1305
S4 Treats Me as Team Member	4.55	1046	4.54	1439	4.52	1587	4.52	2016	4.55	1802	4.55	1705	4.55	1468	4.52	1292	4.53	1292
S5 Flexible to My Needs	4.29	1044	4.27	1432	4.30	1580	4.30	2000	4.35	1794	4.35	1718	4.34	1467	4.32	1290	4.34	1287
S6 Quality Products	4.28	1003	4.26	1375	4.31	1508	4.34	1916	4.36	1732	4.39	1642	4.40	1425	4.39	1243	4.40	1241
S7 Satisfying My Requirements	4.31	994	4.26	1347	4.30	1482	4.29	1870	4.31	1692	4.33	1608	4.33	1389	4.31	1201	4.33	1208
S8 Responsiveness	4.47	1049	4.49	1446	4.51	1596	4.50	2030	4.55	1820	4.57	1724	4.52	1486	4.54	1302	4.52	1302
S9 Technical Competency	4.56	1044	4.55	1442	4.56	1586	4.55	2014	4.58	1809	4.60	1710	4.60	1472	4.61	1293	4.58	1281
S10 Managing Effectively	4.24	1022	4.24	1410	4.32	1559	4.32	1984	4.37	1773	4.37	1666	4.39	1451	4.38	1276	4.37	1266
S11 Timely Service	3.95	1036	3.94	1424	4.01	1569	4.08	1994	4.14	1770	4.16	1687	4.13	1459	4.14	1285	4.16	1296
S12 Meets My Schedule	3.94	1018	3.90	1399	4.00	1535	4.06	1953	4.11	1726	4.16	1652	4.11	1426	4.14	1264	4.15	1264
S13 Financial Info	4.12	885	4.09	1209	4.14	1275	4.16	1548	4.23	1382	4.21	1283	4.19	1101	4.22	962	4.21	943
S14 Cost of Services	3.80	873	3.75	1190	3.80	1270	3.80	1533	3.95	1370	3.92	1265	3.93	1054	3.98	957	3.94	948
S15 Focus on My Budget	4.10	873	4.05	1201	4.10	1281	4.06	1555	4.17	1396	4.16	1303	4.12	1089	4.15	980	4.12	973
S16 Keeps Me Informed	4.30	1051	4.30	1436	4.34	1595	4.33	2022	4.36	1798	4.41	1721	4.38	1477	4.37	1296	4.37	1298
S17 Corps' Documents	4.34	1010	4.34	1397	4.37	1544	4.37	1952	4.39	1745	4.42	1658	4.43	1441	4.43	1261	4.42	1268
S18 Corps' Correspondence	4.34	1036	4.34	1424	4.36	1578	4.36	1990	4.40	1785	4.41	1699	4.39	1461	4.41	1284	4.43	1286
S19 Notifies Me of Problems	4.32	1006	4.31	1379	4.37	1512	4.34	1923	4.36	1728	4.42	1640	4.42	1408	4.37	1248	4.39	1245
S20 Timeliness Addressing Problems	4.18	1007	4.17	1393	4.22	1519	4.21	1934	4.27	1741	4.30	1655	4.29	1419	4.25	1260	4.28	1254
S21 Problem Resolution	4.18	1013	4.20	1389	4.23	1516	4.21	1936	4.26	1739	4.29	1651	4.29	1426	4.25	1259	4.28	1253
S22 Overall Satisfaction	4.30	1049	4.29	1439	4.35	1590	4.35	2020	4.38	1808	4.39	1721	4.39	1476	4.41	1296	4.40	1296
S23 I Recommend the Corps	4.30	1012	4.29	1396	4.33	1535	4.32	1934	4.38	1723	4.38	1667	4.39	1404	4.38	1236	4.39	1233
S24 My Choice for Future Work	4.21	981	4.18	1368	4.23	1486	4.23	1866	4.30	1667	4.30	1594	4.29	1351	4.31	1177	4.31	1187

Mean >= 4.00 Green
 3.00<=Mean<=3.99 Amber
 Mean < 3.00 Red

¹¹ Items in **bold** are statistically significant at $\alpha = .05$.

APPENDIX C

Customer Agencies by District

<u>District</u>	<u>Count</u>	<u>Agency</u>
LRB	1	City of Parma, Ohio
	2	Town of Greece, New York
	3	Ashtabula County Metroparks
	4	SUNY Buffalo State
	5	NYS Canal Corporation
	6	PA DCNR
	7	NYS Department of Transportation
	8	Kinder Morgan
	9	Conneaut Port Authority
	10	EPA-Region 2
	11	City of Buffalo Department of Public Works, Parks and Streets
	12	Environment and Climate Change Canada - Federal Government of Canada
	13	City of Buffalo
	14	Town of Grand Island
	15	Erie County Engineer Office
	16	New York State Department of Environmental Conservation
	17	Lake County Soil & Water Conservation District
	18	Sandusky County Regional Planning Commission
	19	NYS DEC
	20	Essroc Cement
	21	US Coast Guard
	22	NYS DEC
	23	Buffalo Niagara Riverkeeper
	24	New York State Department of Environmental Conservation
	25	NY State Dept. of Environmental Conservation
	26	Ashtabula City Port Authority
	27	GLNPO
	28	Ohio Dept of Natural Resources
	29	Saint Regis Mohawk Tribe
	30	ODNR, Division of Wildlife
	31	Lorain Port Authority
	32	Stark County Metropolitan Sewer District
	33	ISLRBC, Environment and Climate Change Canada
	34	U.S. Fish and Wildlife Service
	35	NASA
	36	New York Power Authority - Niagara Power Project
	37	ODNR
	38	DHS,CBP,BPFTI, FM&E
	39	Lake County Ohio Port & Economic Development Authority
	40	NYSDEC
	41	Ogdensburg Bridge and Port Authority
	42	Erie County Department of Environment and Planning
	43	Wisconsin Department of Natural Resources
	44	ISLRBC
	45	U.S. EPA
	46	Lake County Stormwater Management Department

<u>District</u>	<u>Count</u>	<u>Agency</u>
LRB	47	NYPA
	48	Erie County
	49	NYSDEC
	50	Hancock County
	51	Lake County
	52	Environment and Climate Change Canada
	53	ICE
	54	New York State Department of State
	55	Town of West Seneca
LRC	1	Illinois Department of Natural Resources
	2	Ports of Indiana
	3	Will County Emergency Management Agency
	4	McHenry County Conservation District
	5	USEPA
	6	Michigan City Port Authority
	7	WAUKEGAN HARBOR CITIZENS' ADVISORY GROUP
	8	Illinois International Port District
	9	ArcelorMittal Indiana Harbor
	10	US Coast Guard
	11	Chicago Dept Planning and Development
	12	EPA
	13	Forest Preserve District of Will County
	14	Village of Mount Prospect
	15	Openlands
	16	Lake Forest Open Lands Association
	17	Michigan City Port Authority
	18	Metropolitan Water Reclamation District of Greater Chicago
	19	DuPage County Stormwater Management
	20	Will County Land Use Department
	21	Little Calumet River Basin Development Commission
LRE	1	Great Lakes Fishery Commission
	2	US Coast Guard
	3	Port of Monroe
	4	Holland Board of Public Works
	5	Sargent docks and terminal
	6	Milwaukee Metropolitan Sewerage District
	7	Soo Locks Visitors Center Association
	8	City of Grand Rapids, MI.
	9	USEPA
	10	City of Lansing Dept. of Public Service
	11	City of Elkhart
	12	Duluth Seaway Port Authority
	13	Elkhart River Restoration Assoc.
	14	Conservation Resource Alliance
	15	NOAA - NOS - CO-OPS
	16	Fraser Shipyards, Inc.

<u>District</u>	<u>Count</u>	<u>Agency</u>
LRE	17	Port of Milwaukee
	18	Wayne County Department of Public Services - Water Quality Management Division
	19	Village of Mount Pleasant
	20	U.S. Fish and Wildlife Service
	21	U.S. EPA
	22	Noble County
	23	Western Lake Superior Sanitary District
	24	U.S. EPA - GLNPO
	25	Great Lakes Small Harbors Coalition
	26	VHA
	27	Veterans Administration
	28	NOAA NOS CO-OPS
	29	Frankenmuth DDA & EDC
30	Brown County Port and Resource Recovery Dept	
LRH	1	Rome
	2	Eastern Kentucky PRIDE, Inc.
	3	City of Pikeville
	4	Elkhorn City, Kentucky
	5	City of Elkhorn City
	6	Village of New Boston
	7	TOWN OF UNION
	8	Dickenson County, VA
	9	Homeland Security State Administrative Agency
	10	School Building Authority of WV
	11	Eastern Wyoming PSD
	12	Lincoln PSD
	13	Village of Williamsburg
	14	Floyd Fiscal Court
	15	Town of Boone
	16	Muskingum Watershed Conservancy District
	17	West Virginia Division of Homeland Security and Emergency Management
	18	McDowell County Schools
	19	Ohio Department of Transportation
	20	Village of Zoar
	21	McDowell County Commission (CIAD Director)
	22	Ohio EMA
	23	Ohio Dept of Natural Resources
	24	Town of Alderson
	25	KZF Design
	26	New River Conservancy
	27	Town of Grundy
LRL	1	Kentucky Division of emergency Management
	2	Municipal - Mayors Staff
	3	City of Shepherdsville
	4	The Nature Conservancy
	5	Kentucky Division of Water

<u>District</u>	<u>Count</u>	<u>Agency</u>
LRL	6	Southbank Partners. Inc
	7	Clark State Community College
	8	Indiana Dept. of Natural Resources, Div. of State Parks
	9	IN Silver Jackets / IDHS
	10	Evansville Water and Sewer Utility
	11	Indianapolis Department of Public Works
	12	Village of Yellow Springs
	13	MSD
	14	Daviess County Fiscal Court
	15	Kentucky Division of Water
	16	American Commercial Barge Line
	17	City of Anderson
LRN	1	U.S. Fish & Wildlife Service
	2	Black Mountain Utility District
	3	Tennessee Emergency Management Agency
	4	LENOWISCO
	5	U.S. Fish & Wildlife Service
	6	Letcher County Fiscal Court
	7	Tennessee Valley Authority
	8	Cumberland River Compact
	9	City of Lebanon
	10	City of Chattanooga
	11	Metro Nashville Water Services
	12	City of Crossville, TN
	13	City of Asheville
	14	City of Brentwood
	15	Safety, River Management & Environment
	16	City of Bristol, TN
	17	Town of Mount Carmel TN
	18	Tennessee State Historic Preservation Office
	19	Harlan County Fiscal Court
	20	TN Duck River Agency
	21	City of Gallatin
	22	Williamson County Government
	23	LEO MILLER & ASSOCIATES INC
	24	U.S. FWS Kentucky Field Office
	25	Big Rivers Electric Corporation
	26	Southeastern Power Association
LRP	1	Parks Township
	2	City of Washington
	3	Allegheny River Development Corporation
	4	Laurel Highlands OutdoorCenter
	5	ALCOSAN
	6	Seneca Nation of Indians
	7	Fairchance Borough
	8	Economic Development South/ Saw Mill Run Watershed

<u>District</u>	<u>Count</u>	<u>Agency</u>
LRP	9	Port of Pittsburgh Commission
	10	Municipal Authority of Westmoreland County
	11	Town of Worthington
	12	American Rivers
	13	German Township
	14	DEP
	15	Rye Development
	16	Chartiers Valley District Flood Control Authority
	17	Murray American Transportation
	18	Berlin Lake Association
MVK	1	Town of Bolton, Mississippi
	2	Fifth La Levee District
	3	Fifth La Levee District
	4	Town of Coldwater
	5	Private citizen
	6	CITY OF PORT GIBSON, MISSISSIPPI
	7	City of Macon
	8	City of Lumberton
	9	Jackson County Utility Authority
	10	City of Ocean Springs
	11	city of greenwood
	12	Digital Engineering
	13	City of Greenville
	14	Town Of Pelahatchie
	15	Town Of Pelahatchie
	16	City of Vicksburg
	17	Mississippi Levee Board
	18	Southeast Arkansas Levee District
	19	Arkansas Red River Commission
	20	Arkansas Waterways Commission
	21	Red River Valley Association
	22	Port of Greenville
	23	Port of Rosedale-Bolivar County
	24	Red River Valley Association
	25	City of Water Valley
	26	Oxford-Lafayette County Economic Development Foundation
	27	Arkansas Natural Resources Commission
	28	Delta Council
	29	Frye Magee LLC
	30	Rankin-Hinds Pearl River Flood and Drainage Control District
	31	MS Dept. of Wildlife, Fisheries, & Parks
	32	Cook Coggin Engineers, Inc.
	33	Warren County Port Commission
	34	MEMA
	35	Seuthest Arkansas Levee District
	36	Mississippi Department of Wildlife, Fisheries and Parks

<u>District</u>	<u>Count</u>	<u>Agency</u>
MVK	37	Chicot-Desha Metropolitan Port Authority
	38	Neel-Schaffer, Inc.
	39	Boeuf Tensas Regional Irrigation Water Distibution District
	40	West Rankin Utility Authority
	41	Pearl River County
	42	YMD Joint Water Management District
	43	Red River Waterway Commission
	44	Ouachita River Valley Association
	45	FEMA Region 6
	46	Ouachita River Water District
	47	Bayou Meto Water Management District
	48	Bayou Meto Water Management District
	49	U.S. Fish and Wildlife Service
	50	Town of Monticello
	51	Waggoner Engineering
	52	Tensas Basin Levee District
	53	Yazoo-Mississippi Delta Levee Board
	54	Town of Richton
	55	USFWS/LMRCC
	56	DeGray Lake Resort State Park
	57	City of Biloxi
	58	Lake Ouachita State Park
	59	Mountain Harbor Resort
	60	City of Hot Springs
	61	Mid-Arkansas Water Alliance
	62	Fish and Wildlife Service
	63	County/City
MVM	1	ST FRANCIS LEVEE DISTRICT OF MISSOURI
	2	Osceola Port Authority
	3	CITY OF SOUTHAVEN
	4	City of Millington
	5	Levee District #4- Dunklin County, Missouri
	6	Dd48
	7	Drainage District 7
	8	Arkansas Waterways Commission
	9	City of Helena-West Helena
	10	Osceola River Port
	11	City of Germantown
	12	Arkansas Natural Resources Commission
	13	Bayou Meto Water Management District
	14	Bayou Meto Water Management District
	15	Hickman-Fulton County Riverport Authority
	16	Arkansas Game & Fish Commission
	17	8 Mile Drainage District
	18	NAVFAC Southeast PWD Mid-South
	19	Pemiscot County Port Authority

<u>District</u>	<u>Count</u>	<u>Agency</u>
MVM	20	New Madrid County Port Authority
	21	LAKE COUNTY
	22	City of Jonesboro, Arkansas
	23	Dyer County Levee and Drainage District No 1
	24	DeSoto County Regional Utility Authority
	25	Craighead County Government
	26	City of Horn Lake
	27	West Tennessee River Basin Authority
	28	Yazoo-Mississippi Delta Levee Board
	29	Alexander Co, IL
	30	DeSoto County Regional Utility Authority
	31	Shelby County
	32	Cache River Bayou DeView Improvement District
	33	U.S. Fish and Wildlife Service
	34	White River Drainage District
	35	White River Irrigation District
	36	Mississippi County, Arkansas
	37	The Nature Conservancy
	38	Neel-Schaffer, Inc
	39	Fulton County Board of Levee Commisioners
	40	The Nature Conservancy
	41	Drainage District 16
	42	Elk Chute Drainage District
	43	The Nature Conservancy
	44	St. Francis Levee District of Arkansas
45	The Little River Drainage District	
MVN	1	Terrebonne Parish Consolidated Government
	2	City of Broussard
	3	Louisiana State University
	4	St. Tammany Parish Government
	5	St. Tammany Parish Government
	6	Vernon Parish Police Jury
	7	City of Crowley
	8	Municipality
	9	Rapides Area Planning Commission
	10	Vermilion Parish Police Jury
	11	St. Charles Parish
	12	Beauregard Parish Police Jury
	13	Iberia Parish Permits, Planning and Zoning
	14	Calcasieu Parish Police Jury
	15	IPC
	16	Parish of Ascension
	17	Tangipahoa Parish Government-Permit Office
	18	LA. DEPT, OF CORRECTIONS - LA. STATE PENITENTIARY
	19	The Water Institute of the Gulf
	20	Pontchartrain Levee District

<u>District</u>	<u>Count</u>	<u>Agency</u>
MVN	21	Chenier Plain Coastal Restoration & Protection Authority
	22	ARCADIS
	23	City of Morgan City
	24	Town of Berwick, LA
	25	Pontchartrain Levee District z
	26	Pontchartrain Levee District
	27	West Feliciana Parish Council
	28	City of Bogalusa, LA Public Works Department
	29	City of DeQuincy
	30	Livingston Parish Permit Office
	31	City of DeQuincy
	32	City of Lake Charles
	33	Allen Parish Police Jury
	34	City of New Iberia
	35	Tangipahoa Parish Government
	36	Pontchartrain Levee District
	37	St. Landry Parish Government
	38	city of hammond
	39	Big River Coalition
	40	Louisiana Maritime Association
	41	Red River Valley Association
	42	Terral RiverService
	43	Avoyelles Parish Police Jury
	44	JEFFERSON DAVIS PARISH POLICE JURY
	45	Crescent River Port Pilots Association
	46	West Feliciana Parish
	47	The Water Institute of the Gulf
	48	Abbeville Harbor & Terminal District
	49	St. Martin Parish Government
	50	Arcadis U.S. Inc.
	51	Barataria-Terrebonne National Estuary Program
	52	Atchafalaya Basin Levee District
	53	The Nature Conservancy, LA
	54	Assumption Parish Police Jury
	55	City of St. Martinville
	56	USCG
	57	Acadia Parish OHSEP
	58	CITGO Petroleum Corporation
	59	Nobra
	60	Red River Waterway Commission
	61	City of Jeanerette
	62	Pine Bluff Sand and Gravel Co
	63	Morgan City Harbor and Terminal District
	64	USDA NRCS
	65	Teche-Vermilion Fresh Water District
	66	USGS

<u>District</u>	<u>Count</u>	<u>Agency</u>
MVN	67	EPA Region 6
	68	Lafourche Parish Government
	69	Sewerage & Water Board of New Orleans
	70	Jefferson Parish Environmental Affairs Dept.
	71	US Geological Survey
	72	Plaquemines Parish Government
	73	Louisiana Department of Natural Resources
	74	LA DOTD
	75	Iberia Parish Government
	76	USGS
	77	Arcadis U.S., Inc.
	78	U.S. Coast Guard
	79	St. Mary Levee District
	80	Terrebonne Port Commission
	81	Lake Borgne Basin Levee District
	82	Associated Federal Pilots of Louisiana
	83	Greater Lafourche Port Commission
	84	Manchac Consulting Group
	85	Luhr Bros., Inc
	86	Venice Port Complex
	87	MANCHAC CONSULTING GROUP/PLAQUEMINES PARISH GOV'T
	88	U.S. Fish and Wildlife Service
	89	Orleans Levee District
	90	Lake Charles LNG Company
	91	moran shipping agencies
	92	CPRA of Louisiana
	93	USDA-NRCS
	94	USGS
	95	GNOTS
	96	Fifth La Levee District
	97	Coastal Protection and Restoration Authority
	98	Plaquemines Parish Government
	99	Coastal Protection and Restoration Authority
	100	Plaquemines Parish Government
	101	Louisiana Department of Transportation and Development
	102	Board of Commissioners of the Port of New Orleans
	103	The Water Institute of the Gulf
	104	La. Coastal Protection Restoration Authority
	105	Stream Companies
	106	Cameron LNG
	107	NOAA/NMFS/OHC
	108	Evangeline Parish Police Jury
	109	US Fish and Wildlife Service
	110	U.S. Coast Guard
	111	City of New Orleans
	112	LA. DEPT. OF TRANSPORTATION AND DEVELOPMENT

<u>District</u>	<u>Count</u>	<u>Agency</u>
MVN	113	FWS
	114	USFWS
	115	Catalyst Old River Hydroelectric, LP (La Hydro)
	116	Wax Lake East Drainage District
	117	U.S. Fish and Wildlife Service
	118	Calcasieu Parish Police Jury
	119	La. Coastal Protection & Restoration Authority
	120	Venice Port Complex
	121	Randy Moertle and Associates, Inc.
	122	Calcasieu Parish Police Jury
	123	Golding Barge Line
	124	CPRA
	125	LA. DEPT. OF TRANSPORTATION AND DEVELOPMENT
	126	Lake Charles Harbor and Terminal District
	127	East Jefferson Levee District
	128	Louisiana DOTD
	129	Gulf Intracoastal Canal Association
	130	LA. DEPT. OF TRANSPORTATION AND DEVELOPMENT
	131	Coastal Protection and Restoration Authority (CPRA)
	132	Fish and Wildlife Service
133	LA DOTD	
134	St. Mary Parish Government	
135	PATIN ENGINEERS AND SURVEYORS, INC.	
136	Southeast Louisiana Flood Protection Authority - East	
MVP	1	ML Corporate Ventures
	2	City of Minnewaukan
	3	City of Fargo
	4	USACE St Paul
	5	Cass County, ND Government
	6	IA DNR
	7	Upper River Services, LLC / RIAC
	8	ND Game and Fish Department
	9	Upper Minnesota River Watershed District
	10	WCWRPC
	11	U.S. Fish and Wildlife Service
	12	Wisconsin Department of Natural Resources
	13	City of Montevideo
	14	City of Wahpeton
	15	City of Minot
	16	NOAA - National Weather Service
	17	FEMA, Mitigation Division
	18	City of Fargo
	19	Cass County
	20	University of Minnesota
	21	Wisconsin Department of Natural Resources
	22	MNDNR

<u>District</u>	<u>Count</u>	<u>Agency</u>
MVP	23	US Fish and Wildlife Service
	24	ND Dept of Health
	25	USFWS
	26	City of Fargo, ND
	27	Minnesota DNR
	28	Upper Mississippi Waterway Association
	29	City of Stillwater
	30	Souris River Joint Board
	31	MN DNR
	32	City of Grafton
	33	ADM ARTCo
	34	Minnehaha Creek Watershed District
	35	City of Moorhead
	36	ND State Water Commission
	37	City of Moorhead
	38	City of Devils Lake
	39	Village of Colfax
	40	City of Roseau
	41	Hennepin County - Transportation Operations
	42	Ramsey County Parks and Recreation Department
	43	City of Roseau
	44	North Dakota State Water Commission
	45	Red River Basin Commission
	46	Sand Hill River Watershed District
	47	Upper Mississippi Waterway Association
	48	Wild Rice Watershed District
49	MN DNR	
MVR	1	Mississippi Fox Levee District
	2	USFWS
	3	Cedar County
	4	Iowa DNR
	5	NRCS
	6	IEMA
	7	City of East Peoria, IL
	8	Marseilles Police Department
	9	City of Dubuque (IA)
	10	City of Dubuque, Iowa
	11	USDA-FSA
	12	Quad Cities CVB
	13	Iowa Department of Natural Resources
	14	Johnson County Conservation Board
	15	Johnson County Secondary Roads
	16	City of Dubuque
	17	Will County Emergency Management Agency
	18	Iowa Department of Natural Resources
	19	Tazewell County Emergency Management Agency

<u>District</u>	<u>Count</u>	<u>Agency</u>
MVR	20	Iowa State University
	21	Carbon Cliff-Barstow Fire Protection District
	22	LIVING LANDS & WATERS
	23	IIHR-Hydroscience & Engineering
	24	Iowa Dept. of Natural Resources
	25	Coal Creek Drainage and Levee District
	26	U.S. fish and Wildlife Service
	27	Dubuque County Conservation Board
	28	IA DNR
	29	Polk County Conservation
	30	Mason County ESDA
	31	U.S. Fish & Wildlife Service
	32	The Nature Conservancy
	33	US EPA Region 7
	34	US Environmental Protection Agency
	35	Marquette Transportation
	36	Spring Lake L&DD
	37	Iowa Department of Natural Resources Wildlife Bureau
	38	U.S. Fish and Wildlife Service
	39	Johnson County Conservation Board
	40	Iowa Homeland Security and Emergency Management
	41	City of Polk City
	42	Johnson County Secondary Roads Department
	43	NOAA - NWS
	44	The Nature Conservancy
	45	Metropolitan water Reclamation District
	46	U.S. Geological Survey Upper Midwest Environmental Sciences Center
	47	Crane Creek Drainage & Levee District
	48	MO Dept. of Conservation
	49	Iowa Department of Natural Resources
	50	Iowa DNR
	51	LT. GOVERNOR'S OFFICE
	52	Marion County Conservation Board
	53	Clinton County Conservation
	54	Illinois Office of Water Resources
55	City of Des Moines	
56	Metropolitan Water Reclamation District of Greater Chicago	
57	Iowa Department of Natural Resources	
58	IA DNR	
59	Iowa Department of Natural Resources	
60	MN DNR	
61	city of streator	
62	Illinois Soybean Association	
63	ADM ARTCo	
64	valley drainage and levee district	
65	East Peoria Sanitary District	

<u>District</u>	<u>Count</u>	<u>Agency</u>
MVR	66	The Nature Conservancy
	67	Illinois State Police Dist 14
	68	Illinois Corn Growers Association (ICGA)
	69	Iowa DNR
	70	City of Bettendorf
	71	City of Beardstown
	72	City of Cedar Rapids
	73	Missouri River Energy Services
	74	Iowa Department of Natural Resources
	75	WDNR
	76	Tazewell County EMA
	77	Upper Mississippi River Basin Association
	78	US Fish and Wildlife Service
	79	Iowa DNR
	80	US Fish and Wildlife Service
	81	Caterpillar, Inc.
	82	US Fish and Wildlife Service
	83	City of Cedar Rapids
	84	U.S. Fish and Wildlife Service
	85	City of Marseilles
	86	clearlake special drainage district
	87	City of Cedar Falls, IA
	88	Iowa DNR
	89	US Fish and Wildlife Service
	90	U.S. Fish and Wildlife Service
	91	City of Fort Dodge
	92	IA DNR
	93	CASS COUNTY HIGHWAY DEPT/BEARDSTOWN REGIONAL FLOOD DIST.
	94	Shell Rock River Watershed District
95	Johnson Co EMA	
96	Hager Slough Special Drainage District	
97	Florida Marine	
MVS	1	USFWS
	2	Mo Department of Natural Resources
	3	IEMA
	4	Fishin and the Outdoors radio
	5	Equity Fifty Five Real Estate
	6	Rend Lake Marina
	7	MDC
	8	Illinois Department of Natural Resources
	9	NEMO River Valley Chapter, Show-Me Missouri Back Country Horsemen (Back Country Horsemen of America)
	10	City of Valley Park
	11	City of Cape Girardeau, Mo
	12	LANGE-STEGMANN COMPANY
	13	idnr
	14	Sullivan AMBUCS

<u>District</u>	<u>Count</u>	<u>Agency</u>
MVS	15	Shelby County Community Services, Inc.
	16	Tri-City Commission
	17	DNR, Missouri State Parks, Lake Wappapello State Park
	18	City of Carlyle
	19	IDNR-Law Enforcement
	20	Shelby Electric Cooperative
	21	County of Franklin
	22	Kiwanis Club of Benton
	23	City of Shelbyville - General Dacey Trail
	24	Madison County
	25	FRANKLIN COUNTY SHERIFF'S OFFICE
	26	Lake Volunteers Association
	27	Sundowner Marine
	28	Central Illinois Mountain Bicycling Association
	29	Southern Illinois Transfer, Inc.
	30	Consolidated North County Levee District
	31	Shelby County Tourism/Lake Shelbyville Area CVB
	32	Benton - West City Area Chamber of Commerce
	33	USFWS Carterville Fish and Wildlife Conservation Office
	34	Northeast Missouri Electric Power Cooperative
	35	Jefferson County Port Authority
	36	BARRETT'S MARINA
	37	Hillview Drainage District
	38	Mark Twain Regional COG
	39	EPA Region 7
	40	Lewis and Clark Community College
	41	Benton/West City EDC
	42	Big Swan Drainage District
	43	U.S. Fish and Wildlife Service
	44	Illinois Department of Natural Resources
	45	Alton Regional CVB
	46	IDNR
	47	Lithia Springs Marina
	48	City of Festus
	49	Missouri Department of Conservation
	50	IL Dept of Natural Resources
	51	Upper Mississippi, Illinois, & Missouri Rivers Association
	52	Tradewinds Marina
	53	Mark Twain Regional Council of Governments
	54	Southwestern Power Administration
55	Missouri Department of Natural Resources	
56	MO Dept. of Conservation	
57	wood river drainage & levee district	
58	IMTT, LSMC, IMA	
59	Sullivan Chamber & Economic Development	
60	Metro East Sanitary District	

<u>District</u>	<u>Count</u>	<u>Agency</u>
MVS	61	Mark Twain State Park and Historic Site
	62	Monarch-Chesterfield Levee District
	63	IDNR
	64	Rend Lake Resort, Inc
	65	ADM ARTCo
	66	City of Sullivan
	67	Marquette Transportation
	68	Waterways Council, Inc
	69	Virtual Images or MTLVERCC
	70	idnr
	71	Blackjack Marina Inc
	72	U.S. Environmental Protection Agency - Region 7
	73	U.S. Fish and Wildlife Service
	74	USFWS
	75	United States Environmental Protection Agency
	76	Metropolitan St. Louis Sewer District
	77	Kaskaskia Regional Port District
	78	BNSF Railwau
	79	Florida Marine Transporters
NAB	1	VDOT / Louis Berger
	2	Danville Borough
	3	Maryland Department of Natural Resources
	4	West Goshen Township
	5	County of Lycoming
	6	Washington DC, Department of Energy and Environment
	7	Wicomico County
	8	Greenfield Township Municipal Authority
	9	Maryland Port Administration
	10	MD DNR
	11	Somerset County Commissioners, Somerset County, MD
	12	Town of Ocean City Maryland
	13	FEMA
	14	City of Annapolis
	15	NPS
	16	Luzerne County Flood Protection Authority
	17	National Park Service
	18	National Fish and Wildlife Foundation
	19	City of Scranton Pennsylvania
	20	Athens Borough
	21	Capital Region Water
	22	Susquehanna River Basin Commission
NAE	1	New Haven Port Authority
	2	Massachusetts Office of Coastal Zone Management
	3	USCG Sector Boston
	4	Coast Guard Sector Southeastern New England
	5	City of Boston Property and Construction Management

<u>District</u>	<u>Count</u>	<u>Agency</u>
NAE	6	Town of Salisbury, MA
	7	Town of Duxbury
	8	Massachusetts Office of Coastal Zone Management
	9	Town of Yarmouth, Maine
	10	Northeast Marine Pilots Inc
	11	Massachusetts Office of Coastal Zone Management
	12	The Nature Conservancy
	13	CT DOT & CT Port Authority
	14	DOC/NOAA/NMFS
	15	Massport
	16	Town of Wethersfield & State of Connecticut
	17	NH Port Authority
	18	CTDEEP
	19	Town of Rockport
NAN	20	Brookline MA DPW
	21	Town of Nantucket
	22	RI CRMC
	23	Town of Milford, MA
	1	NYC Emergency Management
	2	New York City Department of Environmental Protection
	3	First Coastal Corporation
	4	NYSDEC
	5	New York State Department of Environmental Conservation
	6	GREEN BROOK FLOOD CONTROL COMMISSION
	7	Village of Mamaroneck, NY
	8	New York Harbor Foundation
	9	Port Authority of New York & New Jersey
	10	NJDEP
	11	NYC Parks
	12	Engineering and Construction NJDEP
	13	NYS Office of Parks, Recreation & Historic Preservation/Div. for Historic Preservation
	14	NYC PARKS
	15	Somerset County
16	Port Authority of NY & NJ	
17	NYS Dept. of Environmental Conservation	
18	Mayors Council Rahway River watershed Flood Control	
19	NYC Department of Transportation	
NAO	1	City of Norfolk
	2	City of Richmond
	3	Town of Chincoteague Inc.
	4	City of Chesapeake VA
	5	City of Chesapeake, Dept. of Public Works
	6	USFWS
	7	Town of Wachapreague
	8	Virginia Pilot Association
	9	County of Accomack

<u>District</u>	<u>Count</u>	<u>Agency</u>
NAO	10	City of Virginia Beach
	11	USCG
	12	Dismal Swamp Welcome Center
	13	City Of chesapeake
	14	Town of Tangier
	15	City of Hampton
	16	Chesapeake Bay Foundation
	17	Virginia Marine Resources Commission
	18	Living River Restoration Trust
	19	Virginia Port Authority
	20	Office of the Governor Virginia
	21	VDOT
NAP	1	USCG
	2	Port Contractors, Inc.
	3	Wilmington Tug, Inc.
	4	BCRDA
	5	Maritime Exchange for the delaware River & Bay
	6	Kinder Morgan
	7	Waste Management of PA., Inc.
	8	Norfolk Dredging Company
	9	O&M
	10	PILOTS' ASSOC. FOR THE BAY & RIVER DELAWARE
	11	Philadelphia Regional Port Authority
	12	Chemours
	13	New Castle County
	14	Philadelphia Water Department
	15	DE DNREC
	16	Maurice River Township
	17	Maurice River Township
NWK	1	City of Lawrence, KS Department of Utilities
	2	City of Warsaw
	3	Missouri Department of Conservation
	4	Kansas Department of Agriculture
	5	Missouri Department of Conservtion
	6	Kansas City Industrial Council
	7	City of Manhattan Kansas
	8	Cedar County Republican
	9	Army- Directorate of Family, Morale, Welfare and Recreation
	10	STIC. SCF. NEAT Wildlife TRI
	11	Hermitage R-IV Schools
	12	Mid-America Regional Council
	13	City of Topeka, KS
	14	City of Kansas City, Missouri
	15	Kansas Water Office
	16	City of Kansas City, Missouri
	17	City of St. Joseph, MO

<u>District</u>	<u>Count</u>	<u>Agency</u>
NWK	18	Missouri Dept Conservation
	19	Missouri Department of Natural Resources
	20	City of Topeka, Utilities Dept, WPC
	21	City of Kansas City, Missouri
	22	City of Kansas City, Missouri
	23	Kansas Dept. of Wildlife, Parks, and Tourism
	24	Livers Bronze Co
	25	Iowa Dept. of Natural Resources
	26	City of Kansas City, Missouri
	27	Tri-State Water Coalition
	28	City of Kansas City, Missouri
	29	City of Kansas City, Missouri
	30	City of Merriam
	31	Miami Couty Road & Bridge Department
	32	Missouri Department of Transportation
	33	Platte County Parks and Recreation
	34	R 471-460, L455
	35	Iowa Department of Natural Resources, Fisheries Bureau
	36	DOI - US Fish & Wildlife Service
	37	Kaw Valley Drainage District
	38	Fairfax Drainage District
	39	Unified Government of WYCO/KCK
	40	Kansas Water Office
	41	Nebraska Game and Parks Commission
	42	Ks. Dept. of Transportation
	43	Missouri Depart of Conservation
44	City of Hays	
45	KDWP&T	
46	Kansas Water Office	
NWO	1	Iowa Homeland Security and Emergency Management
	2	city of malta
	3	Watkins Drainage District
	4	Nebraska Emergency Management Agency
	5	Nebraska Game and Parks Commission
	6	National Park Service, Midwest Region
	7	City and County of Denver
	8	Transportation Security Administration
	9	City of Sioux Falls
	10	FEMA
	11	US NRC
	12	Village of Waterloo
	13	DHSEM
	14	City of Omaha
	15	NDDDES/HLS
	16	City of Arvada
	17	Bureau of Reclamation, Montana Area Office

<u>District</u>	<u>Count</u>	<u>Agency</u>
NWO	18	Boulder County Parks & Open Space
	19	City of Hawarden
	20	SDOEM
	21	Bureau of Land Management
	22	City of Fremont
	23	Western States Power Corporation
	24	City of Greeley, Colorado
	25	City of Gothenburg
	26	LaMoure County
	27	Urban Drainage and Flood Control District
	28	Nebraska Emergency Management Agency
	29	Nebraska Game and Parks Commission
	30	City of Schuyler
	31	Wyoming Office of Homeland Security
	32	City of Sheridan, WY
	33	Iowa DNR
	34	Urban Drainage and Flood Control District
	35	Colorado Parks and Wildlife
	36	West Great Falls Flood & Drainage District
	37	City of Lander
	38	Lake County
	39	Woodbury County
	40	West Great Falls Flood Control & Drainage District
	41	N.W. Atchison Levee
	42	Village of Howells
	43	Papio-MRNRD
	44	Iowa Dept. of Natural Resources
	45	Little Sioux InterCounty Drainage District
46	City of Miles City	
47	Ne Game & Parks Comm	
48	US Fish and Wildlife Service	
NWP	1	Port of Portland
	2	BPA
	3	City of Warrenton
	4	Port of Ilwaco
	5	Pacific Northwest Waterways Association (PNWA)
	6	Port of Kalama
	7	U.S. Coast Guard Station Cape Disappointment
	8	Oregon DEQ
	9	Idaho DEQ
	10	FEMA Region X
	11	City of Portland
	12	Scappoose Drainage Improvement Company
	13	Port of Longview
	14	Washington Department of Natural Resources
	15	Oregon DOT

<u>District</u>	<u>Count</u>	<u>Agency</u>
NWP	16	U.S. Environmental Protection Agency
	17	Confederated Tribes of the Umatilla Indian Reservation
	18	Washington State Parks
	19	Drainage Improvement District No. 1 of Cowlitz County
	20	Bonneville Power Administration
	21	Port
	22	Port of Bandon
	23	Multnomah County Drainage District
	24	Bonneville Power Administration
	25	Unnamed
	26	Bonneville Power Administration
NWS	1	Shoshone County
	2	City of Everson
	3	Pacific Northwest Waterways Association (PNWA)
	4	Skagit County Dike District 12
	5	City of Plummer
	6	Port of Seattle
	7	Fernwood Water and Sewer District
	8	City of Ocean Shores, WA
	9	Nearshore Habitat Program, Aquatic Resources Division
	10	Skagit County Dike District 17
	11	Port of Skagit
	12	Chehalis Centralia Airport
	13	Town of La Conner
	14	Quileute Tribe
	15	Idaho Bureau of Homeland Security
	16	City of Pacific
	17	Bitter Root Irrigation District
	18	Skagit County Diking District #3
	19	City of Auburn
	20	WDFW
	21	Snohomish County DPW SWM
	22	Skagit County Public Works
	23	Port of Grays Harbor
	24	Port of Grays Harbor
	25	Puyallup Tribe Fisheries
	26	Port of Grays Harbor
	27	Missoula County Government
	28	Drainage dist 1
	29	Tacoma Water
	30	Seattle Parks and Recreation Department
NWW	1	U.S. Coast Guard
	2	Dept. of Energy Richland Operations Office
	3	City of Vale
	4	National Weather Service Pocatello
	5	City of Connell

<u>District</u>	<u>Count</u>	<u>Agency</u>
NWW	6	Department of Energy Richland Operations Office
	7	Washington Department of Ecology
	8	FEMA Region X
	9	Port of Lewiston
	10	Boise Parks & Recreation
	11	CHS- Connell Grain
	12	Teton County
	13	U.S. EPA Region 10
	14	NOAA/NWS
	15	Clearwater County Emergency Management
	16	TD&H Engineering
	17	ada county emergency management
	18	U.S. Geological Survey
	19	Mountain Waterworks, Inc.
	20	Idaho Bureau of Homeland Security
	21	Keller Associates
	22	Idaho Bureau of Homeland Security
	23	USDA-NRCS
	24	Idaho County
	25	Shaver Transportation Company
	26	Tidewater Barge Lines
	27	Shoshone-Bannock Tribes Tribal Water Resources Department
	28	Lucky Peak Power Plant Project
	29	FLOOD CONTROL DISTRICT
	30	City of Salmon
	31	City of Colfax
	32	Confederated Tribes of the Umatilla Indian Reservation
	33	Port of Kennewick
	34	Vulcan Products Company Inc.
	35	NOAA'S NATIONAL MARINE FISHERIES SERVICE
	36	Port of Whitman County
37	DOE	
38	USDA ARS WRPIS	
39	Lemhi County	
40	M-F WATER CONTROL DISTRICTLEVY	
41	NW Power and Conservation Council	
42	FEMA	
43	Colville Tribe	
44	Whitman County Parks	
45	Boise River Flood Control District #10	
46	USFWS	
47	Benton County Diking District #1	
48	Walla Walla Basin Watershed Council	
49	City of Waitsburg	
50	ID PARKS AND RECREATION	
51	FWS/NPT	

<u>District</u>	<u>Count</u>	<u>Agency</u>
NWW	52	Shoshone-Bannock Tribes
	53	Southeast Washington Economic Development Association
	54	Tri-State Steelheaders
	55	ODOT
	56	Sundown Estates Dock Association 4-5-6
POA	1	Port of Juneau
	2	Native Village of Kotzebue
	3	City of Seward
	4	City of Valdez
	5	Fairbanks North Star Borough
	6	Fairbanks North Star Borough
	7	City of Nome
	8	Kawerak, Inc.
	9	HDR
	10	Fairbanks North Star Borough
	11	STATE OF ALASKA, DNR FORESTRY
	12	Port of Anchorage
	13	Native Village of St. Michael
	14	City of Dillingham
	15	Alaska Communications
	16	Port of Nome
	17	City of Craig
	18	Chinik Eskimo Community
	19	APICDA
	20	City of Unalakleet
	21	Alyeska Pipeline Service Company
	22	Denali Commission
	23	City of Port Lions
	24	Native Village of Kivalina
	25	Golden Valley Electric Assn Inc.
	26	Alaska Energy Authority
	27	City & Borough of Yakutat
	28	City and Borough of Yakutat
POH	1	County of Maui
	2	Office of the Governor, Government of Guam
	3	DOT Harbors Division
	4	USDOT FHWA Hawaii Division
	5	Office of Insular Affairs
	6	HI-EMA
	7	NOAA Fisheries
	8	State of Hawaii Department of Land and Natural Resources Engineering Division
	9	County of Hawaii
	10	CCH
SAC	1	SC Dept. of Natural Resources
	2	SCDNR
	3	South Carolina Department of Natural Resources

<u>District</u>	<u>Count</u>	<u>Agency</u>	
SAC	4	Maritime Association of South Carolina	
	5	SC Dept of Natural Resources	
	6	SCIAA	
	7	Joint Base charleston, 628 CES/CENP	
	8	US EPA Region 4	
	9	U.S. Fish and Wildlife Service - South Carolina FO	
	10	USFWS	
	11	Orangeburg County	
	12	Wounded Warrior Project	
	13	SC Emergency Management Division	
	14	charleston Harbor Pilots	
	15	SCDNR	
	16	Horry County Government	
	17	SCDHEC-OCRM	
	18	South Carolina Dept. of Natural Resources	
	19	City of North Myrtle Beach	
	20	Mrs.	
	21	SC Dept of Natural Resources	
	22	City of Folly Beach	
	23	City of Folly Beach	
	SAJ	1	City of Jacksonville
		2	St. Johns County
		3	Volusia County
4		US Department of Homeland Security	
5		Jacksonville Port Authority	
6		City of Sarasota	
7		Falger County	
8		Lee County	
9		Broward County	
10		Olsen Associates,Inc	
11		Florida Inland Navigation Distirct	
12		West Coast Inland Navigation District	
13		Pinellas County	
14		Port Tamnpa Bay	
15		U.S. Fish and Wildlife Service	
16		Florida Fish and Wildlife Conservation Commission	
17		palm beach county	
18		Florida Department of Environmental Protection	
19		Port of Palm Beach District	
20		Seminole Tribe of Florida	
21		Seminole Tribe of Florida	
SAM	1	Tombigbee River Valley Water Management District	
	2	Port of Pascagoula	
	3	Mississippi State Port Authority	
	4	Warrior Tombigbee Waterway Association	
	5	Tennessee-Tombigbee Waterway Development Authority	

<u>District</u>	<u>Count</u>	<u>Agency</u>	
SAM	6	Jackson County Utility Authority	
	7	Cobb County Water System	
	8	Mississippi Department of Marine Resources	
	9	City of Gainesville	
	10	Alabama State Port Authority	
	11	Panama City Port Authority	
	12	Coosa-Alabama River Improvement Association, inc.	
	13	HARRISON COUNTY DEVELOPMENT COMMISSION	
	14	City of Pascagoula	
	15	Southeastern Power Administration (SEPA)	
	16	Tri Rivers Waterway Development Assoc, Inc.	
	17	Alabama State Port Authority	
	18	City of Chattahoochee	
	19	Gulf Intracoastal Canal Association	
	20	Gulf Islands National Seashore	
	21	Southeastern Power Association	
	22	West Point Lake Coalition	
	SAS	1	U.S. Coast Guard
		2	NOAA Fisheries
		3	City of Valdosta
		4	Georgia Department of Natural Resources
		5	GEMA/HS
6		Anderson County	
7		Paynes Creek Trail Volunteer Coordinator	
8		Liberty County Emergency Management	
9		Glynn County EMA	
10		Lake Hartwell Association, Inc.	
11		Georgia Department of Transportation	
12		City of Tybee Island	
13		GEMA/HS	
14		City of Tybee island	
15		FSRB Facilitator and Chairmen of SRBAC	
16		Jasper Port Office	
17		Anderson Regional Joint Water System	
18		Georgia Dept. of Natural Resources Coastal Resources Division	
19		Chatham Emergency Management Agency	
20		SAtilla Riverkeeper	
21		Ga DNR	
22		S.C. Department of Parks Recreation and Tourism	
23		Georgia Ports Authority	
24		Southeastern Power Administration (SEPA)	
25		Oconee County Parks, Recreation & Tourism	
26		Clemson University	
27		Hart BOC	
28		Southeastern Power Association	
29		Bryan County Emergency Services	

<u>District</u>	<u>Count</u>	<u>Agency</u>
SAW	1	Virginia Department of Transportation
	2	jordan Hydroelectric Limited Partnership
	3	County of Dare
	4	NCDOT - Ferry Division
	5	Commissioner Town of Surf City
	6	Southeastern Power Administration
	7	Dominion Power
	8	The Nature Conservancy
	9	Southeastern Power Association
	10	City of Raleigh
	11	Charlotte-Mecklenburg Storm Water Services
SPA	1	New Mexico Interstate Stream Commission
	2	El Paso County
	3	Pueblo of Acoma
	4	Pueblo of Santa Ana
SPK	1	CA Department of Water Resources (DWR)
	2	Ca DWR
	3	Ca DWR
	4	CA Department of Water Resources
	5	Nevada Division of Water Resources
	6	Incline Village General Improvement District
	7	Ephraim City
	8	CDWR/Hydrology
	9	City of West Sacramento
	10	California Tahoe Conservancy
	11	California Department of Water Resources
	12	Sacramento Area Flood Control Agency
	13	Department of Water Resources - DFM-FPO
	14	DWR
	15	CALIFORNIA DEPARTMENT OF WATER RESOURCES
	16	Department of Water Resources, CA
	17	California Tahoe Conservancy
	18	MBK Engineers (Consultant to RD-2140)
	19	San Joaquin Area Flood Control Agency
	20	Department of Water Resources
	21	U.S. Fish and Wildlife Service
	22	Department of Water Resources, CA
	23	Department of Water Resource - Flood Maintenance Office
	24	Truckee River Flood Management Authority
	25	California Tahoe Conservancy
	26	Department of Water Resources
	27	California Tahoe Conservancy
	28	Central Valley Flood Protection Board
	29	YCWA
	30	California Department of Water Resources
	31	Napa County Flood Control

<u>District</u>	<u>Count</u>	<u>Agency</u>
SPL	1	USCG Sector San Diego
	2	Los Angeles Housing + Community Investment Department (HCIDLA)
	3	County of San Diego Office of Emergency Services
	4	Ca DWR
	5	City of Santa Fe Springs
	6	County of Ventura, Channel Islands Harbor
	7	Ventura Port District
	8	County of LA Dept. of Beaches and Harbors
	9	City of Santa Barbara
	10	Eastern Municipal Water District
	11	City of Morro Bay
	12	City of Norwalk
	13	Las Vegas Valley Water District
	14	Port of Long Beach
	15	BEACON
	16	City of Encinitas
	17	Clark County Regional Flood Control District
	18	Mohave County Flood Control District
	19	City of Los Angeles Emergency Mgmt Dept
	20	California State Parks, Division of Boating and Waterways
	21	City of Thousand Oaks
	22	San Bernardino County Flood Control District
	23	Castaic Lake Water Agency
SPL	24	Orange County Water District
	25	Pima County Regional Flood Control District
	26	County of Orange
	27	Arizona Department of Emergency and Military Affairs
	28	Port of Los Angeles
	29	City of Long Beach
	30	County of Ventura
	31	County of Orange
	32	San Bernardino County Flood Control District
	33	City of Oceanside
	34	County of San Diego
	35	City of Pismo Beach
SPN	1	Noyo Harbor District
	2	Sonoma County Regional Parks
	3	U.S Coast Guard San Francisco
	4	County of Sonoma, Sonoma County Water Agency
	5	City of San Rafael-Department of Public Works
	6	Santa Cruz Port District
	7	City of Petaluma
	8	RICHARDSON'S BAY REGIONAL AGENCY
	9	City of Petaluma
	10	California Department of Fish and Wildlife
	11	Sonoma County Water Agency

<u>District</u>	<u>Count</u>	<u>Agency</u>
SPN	12	VA Sierra Pacific Network (VISN 21)
	13	Ca DWR
	14	Humboldt Bay Harbor District
	15	Port of Oakland
	16	Crescent City Harbor District
	17	Eleventh Coast Guard District Waterways Management
	18	Dept of Veterans Affairs
	19	Port of Redwood City
	20	Marin County Flood Control District
	21	Chevron
	22	Santa Clara Valley Water District
	23	Santa Clara Valley Water District
	24	Port of West Sacramento
	25	Port of Stockton
	26	County of Mendocino
	27	CA Dept. of Fish & Wildlife
	28	San Francisco Bay Joint Venture
	29	US EPA Region 9 Water Division (Dredging Team)
	30	Co. of Santa Cruz, Dept. of Public Works
	31	MONTEREY COUNTY WATER RESOURCES AGENCY
	32	Ellen Joslin Johnck, RPA
	33	Port of San Francisco
	34	City of Santa Cruz
	35	San Francisco Bay Conservation and Development Commission
SWF	1	City of Wharton, Texas
	2	Challenged Outdoorsmen of America
	3	City of Somerville
	4	Texas Water Development Board
	5	Texas Water Development Board
	6	Red River Valley Association
	7	Texas Parks and Wildlife Department
	8	Northeast Texas Municipal Water District
	9	City of Dallas
	10	Texas Water Development Board
	11	North Central Texas Council of Governments (NCTCOG)
	12	City of Waco
	13	Texas Parks & Wildlife
	14	Suntex Marinas
	15	Texas Parks & Wildlife Department
	16	WORD of Comal County
	17	Trinity River Authority of Texas
	18	East Texas Council of Governments
	19	Town of Little Elm
	20	Canyon Lake Area Chamber
	21	TxDOT
	22	Lower Neches Valley Authority

<u>District</u>	<u>Count</u>	<u>Agency</u>
SWF	23	Upper trinity Regional Water District
	24	Tarrant Regional Water District
	25	Southwestern Power Administration
	26	San Antonio River Authority
	27	Safe Harbor Marinas
	28	City of Austin
	29	City of Seguin
	30	Texas Parks and Wildlife Dept
	31	City of Laredo, Texas
	32	Upper Colorado River Authority
	33	HOUSTON COUNTY LID #1 AND LID #2
	34	City Of Kennedale
	35	Brazos River Authority
	36	Tarrant Regional Water District
	37	City of Brownwood
	38	City of Dallas, Water Utilities Department
	39	Town of Hickory Creek
	40	Burleson County Government
	41	Guadalupe Blanco River Authority
SWG	1	Port Isabel-San Benito Navigation Dist
	2	Galveston Park Board of Trustees
	3	Galveston Bay Estuary Program
	4	Gulf Coast Community protection and Recovery District
	5	Calhoun Port Authority
	6	Harris County Flood Control District
SWG	7	Matagorda County
	8	Gulf Coast Community Protection and Recovery District
	9	Brazoria County DD4
	10	Sabine Neches Navigation District
	11	Port of Beaumont
	12	Velasco Drainage District
	13	Port Freeport
	14	Port of Corpus Christi Authority
	15	GICA
	16	Port of Houston Authority
	17	Port of Port Arthur
SWL	1	The City of Augusta
	2	Arkansas Waterways Commission
	3	Red River Valley Association
	4	Beaver Lake Foundation
	5	Arkansas Natural Resources Commission
	6	Millwood Focus Committee
	7	Tri-State Water Coalition
	8	Little Rock Port Authority
	9	Southwest Arkansas Water District
	10	Tulsa Port of Catoosa

<u>District</u>	<u>Count</u>	<u>Agency</u>
SWL	11	Arkansas Game & Fish Commission
	12	Mid-Arkansas Water Alliance
	13	City of Russellville, Arkansas
	14	U.S. Geological Survey
	15	Little Rock Parks
	16	Beaver Water District
	17	Quarry Marina
SWT	1	INCOG
	2	Oklahoma DEQ
	3	Red River Valley Association
	4	International Paper
	5	Oklahoma Water Resources Board
	6	Kansas Water Office
	7	Southwestern Power Administration
	8	Tulsa Port of Catoosa
	9	Red River Authority of Texas
	10	Tulsa County
	11	Oklahoma Dept. of Wildlife Conservation
	12	Oklahoma Department of Transportation
	13	Kansas Water Office
	14	OAKLEY'S PORT 33
	15	Kansas Water Office
	16	Southwestern Power Resources Association
	17	Oklahoma Dept of Wildlife Conservation
	18	City of El Dorado

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